I. Call to Order
II. Roll Call
III. Approval of Minutes
IV. Citizen Participation
V. Approval of Disbursements
   A. Bills Payable, Payroll for December 15 and
      December 31, 1979, and Estimated Payroll for
      January 1 through February 29, 1980
   B. Financial Statements
   C. Budget Transfers
   D. Bid Awards
   E. Construction Change Orders
VI. Communications
VII. Unfinished Business
     Committee Reports
VIII. New Business
     A. RECOMMENDATION: Personnel Actions
     B. RECOMMENDATION: Faculty Leaves of Absence
        1. Nancy Fojo, Student Development
        2. Barbara Olson, Student Development
     C. RECOMMENDATION: Second Reading and Approval
        of Change in Board Policy Manual
     D. RECOMMENDATION: Appointment of Foundation Director
     E. RECOMMENDATION: Acceptance of Audit Report on
        Basic Educational Opportunity Grant
     F. RECOMMENDATION: Trustee Election Nominating
        Petition Notice
G. BOARD INFORMATION: Annual Board of Trustees Election Exhibit VIII-G
H. BOARD INFORMATION: Master Plan Report from McManis Associates for Board Review Exhibit VIII-H
J. BOARD INFORMATION: Grants Status Report Exhibit VIII-J

IX. President's Report

X. Adjournment.

A tour of Buildings I and J will take place after adjournment of the Regular Board Meeting.
Minutes of the Regular Board Meeting of Thursday, January 10, 1980

CALL TO ORDER: The regular meeting of the Board of Trustees of Community College District No. 512 was called to order by Vice-Chairman Munson on Thursday, January 10, 1980, at 8:05 p.m., in the Board Room of the Administration Building, Algonquin and Roselle Roads.

ROLL CALL:
Present: Members Brian M. Barch, Janet W. Bone, George F. Dasher, Ray Mills, Shirley A. Munson, and Student Member Bruce Zanca
Absent: Members Joan M. Klussmann and David Tomchek
Also present: James J. McGrath, Lea Bartow, Pat Bourke, Robert Cormack, Nancy Crossthwaite, A. A. Doyle, Pat Furtak, Charles Harrington, William Howard, Donald Hruby, Dennis Kowalski, Hank Kurowski, John Lucas, Liz McKay, William E. Miller, Donald Misic, Lil Morin, John Neuhaus, Robert Powell, Anne Rodgers, Donn Stansbury, Elaine Storment, Fred Vaisvil, George Voegel, David Williams, Regina Witort, Laurie Wren, Joan Young--Harper College; Judith Dincher--Harper College and Palatine League of Women Voters; Michael LaVanway, Dorothy Pirovano, Wendy Winkelhake--Harper Students; Jerry Hansen--Paddock Publications; Allen McClain--Record; Diane Norman--Countryside Barrington Press; and Frank Furtak and Jim Richter.

Vice-Chairman Munson welcomed members of the community, staff, students and the press. She stated that Chairman Klussmann was not in attendance because her daughter is in the hospital. In addition, Member Tomchek is in Wisconsin. She extended a special welcome to Allen McClain of the Record who was attending his first Harper Board meeting. Vice-Chairman Munson recognized other press members in attendance.

MINUTES:
Member Barch moved, Member Mills seconded, approval of the minutes of the regular Board meeting of December 13, 1979.
Motion carried.

CITIZEN PARTICIPATION:
There was no citizen participation.
DISBURSEMENTS:

Bill Payable

Member Bone moved, Member Dasher seconded, approval of the disbursements as presented in Exhibit V-A, with the exception of checks $56661 through $56675 in the Educational Fund (attached to the minutes in the Board of Trustees' Official Book of Minutes).

Upon roll call, the vote was as follows:

Ayes: Members Barch, Bone, Dasher, Mills and Munson
Nays: None

Motion carried. Member Zanca voted aye.

Member Bone moved, Member Barch seconded, approval of checks $56661 through $56675 in the Educational Fund, as listed in Exhibit V-A (attached to the minutes in the Board of Trustees' Official Book of Minutes).

Member Dasher pointed out that these checks totalled $20,000 and were issued to Mr. Dan Cash for student refunds. Member Bone stated that she had discussed this matter earlier with President McGrath and had suggested that it would be appropriate to have the background and procedure of this matter explained. Dr. Perry replied that separate checks are made out, kept in the safe and given to Mr. Cash as needed to pay out student refunds. Students who paid by check are required to wait until the check has cleared the bank before reimbursement. Member Dasher commented on the amount of checks issued for refunds and asked about a summary of reasons for student withdrawals. Although a statistical study is being made on check refunds, he expressed concern about cash refunds in regard to accounting and auditing. Mr. Dolejs explained that the checks are cashed one at a time and the cash is put into the register. As the money is returned to a student, a refund invoice is prepared by computer. Upon receipt of the cash, the student signs all three copies of the invoice and the transaction is rung up on the cash register. The register is balanced in the same manner as cash received would be balanced. The receipts would total the amount of cash disbursed. Referring to the total number of students receiving refunds by check, Member Bone voiced concern about additional students receiving cash refunds which would affect the overall picture of the amount of refunds issued. Vice-Chairman Munson asked if there was any problem regarding audited figures by giving cash refunds. Mr. Dolejs
DISBURSEMENTS:
Bills Payable
(cont.)

replied that the refunds are authorized and issued according to College policy. He added that there have been no problems in the past eleven years and the amount of money has not risen significantly. Member Dasher questioned the need for cash refunds. In addition to the students who want cash returned because they paid by cash, Mr. Dolejs cited the number of checks that would be involved inasmuch as one student could have as many as three refunds in one semester. The cash allows more flexibility in dealing with students. Member Bone requested a rough estimate of the number of refunds covered by $20,000. Mr. Dolejs stated that the first refunds are larger inasmuch as they involve students who have dropped their entire course load. It could be 200 students at $100 each or 400 students at $50 each. With the amount of time involved in processing refunds, Mr. Dolejs felt additional time for bookkeeping to process more checks would be prohibitive. Member Bone asked if the cash refunds were included in the statistical analysis reports. Mr. Dolejs answered that this factor was considered and would be included in future analyses. Member Dasher felt that the bookkeeping would not be different and that the present procedure of both cash and check refunds was not good management, but force of habit. In reference to the reason for withdrawal, Mr. Stansbury stated that this information is included on the data form which is filled out in the Admissions office prior to getting a refund from the bursar.

Upon roll call, the vote was as follows:

Ayes: Members Barch, Bone, Dasher, Mills and Munson

Nay: None

Motion carried. Member Zanca voted aye.

Financial Statements

Dr. Perry commented that the investment program was going very well. Accounts are kept at the daily minimums as required by the bank, and money above and beyond this is invested in repurchase agreements.

Budget Transfers

Member Dasher moved, Member Zanca seconded, approval of the budget transfer in the Educational Fund in the amount of $3,400.00 (as per Exhibit V-C attached to the minutes in the Board of Trustees' Official Book of Minutes).

Upon roll call, the vote was as follows:

Ayes: Members Barch, Bone, Dasher, Mills and Munson

Nays: None

Motion carried. Member Zanca voted aye.
Minutes of the Regular Board Meeting of Thursday, January 10, 1980  

**DISBURSEMENTS:**

**Bid Awards**

Member Mills moved, Member Dasher seconded, approval of the following bid award, (as per Exhibits V-D1 through V-D3, attached to the minutes in the Board of Trustees' Official Book of Minutes):

- **Ex. V-D1** Approve the change order on P.O. D12340 to Paddock Publications for want ads, increasing the amount from $5,000.00 to $9,000.00.

- **Ex. V-D2** Award Bid Q-6269 for a microfilm printer/reader to Vend-A-Copy, in the amount of $3,850.00.

- **Ex. V-D3** Approve, after-the-fact, the award of Bid Q-6273 for printing and assembly of the Spring 1980 Institute for Management Development folder and inserts to the low bidder, Stewart/Melin, in the amount of $3,200.00.

In reference to Exhibit V-D3, Vice-Chairman Munson questioned the reason for the printing being done off campus. Ms. Witort replied that the design of the brochure necessitated off campus printing. President McGrath added that our equipment was not able to handle this type of printing and the costs would be fully recovered.

Upon roll call, the vote was as follows:

- Ayes: Members Barch, Bone, Dasher, Mills and Munson
- Nays: None

Motion carried. Member Zanca voted aye.

**Construction Change Order**

Member Zanca moved, Member Barch seconded, that the Board ratify the signing and submittal of the Proposed Change Order in Exhibit V-E1 to the Capital Development Board as follows:

- **Ex. V-E1** Proposed Change Order J-G21 for Building J for a total increase to the contract of $1,136.00.

Upon roll call, the vote was as follows:

- Ayes: Members Barch, Bone, Dasher, Mills and Munson
- Nays: None

Motion carried. Member Zanca voted aye.
COMMUNICATIONS: Member Bone reported that Board members had received copies of a communication which was sent to President McGrath from the Classified Employee Council. It was the President's belief that the matter would be resolved. He added that he would report back to the Board regarding this matter.

Member Zanca stated that a meeting of Illinois Community College student representatives would be held on January 12-13. Harper will host this meeting of approximately 50 college representatives.

Member Mills commended the administration and all persons who participated in the Woodfield exhibit. He felt that the Harper display was excellent.

UNFINISHED BUSINESS:
New Committee
Appointments --Goals Committee

At the request of Chairman Klussman, appointments were announced by Vice-Chairman Munson. Member Mills will be the chairman of the newly-formed Goals Committee. Member Bone and Student Member Zanca will serve on this committee.

--Cable TV Committee

Vice-Chairman Munson announced that Member Barch had accepted the position of Board representative on the Cable TV Committee. She explained that cable television services would undoubtedly be introduced in the Northwest suburbs in the near future. The Northwest Municipal Conference requested interested cable TV companies to submit proposals for installation and operation of cable TV in this area. As Board liaison, Member Barch will attend meetings, workshops and conferences. He will be the contact person with Oakton College's Board on cable TV matters of mutual interest and concern. In addition, he will be aware of community needs as they relate to the College and work with other school district board members on this matter. Member Barch will also establish contact and maintain communication with the Palatine Village Board. President McGrath stated that he had appointed Dr. Voegel and Mr. Dunikoski to attend the cable TV meetings and had requested that Chairman Klussmann appoint a Board representative.

Committee Reports
--ICCTA

As Board representative to the ICCTA, Member Bone stated that she had distributed copies of a detailed report of a finance presentation which was made to Board members at the last ICCTA meeting. Specifically, she called attention to percentages concerning the funding support for each instructional category for fiscal year 1981 in the public community colleges. Citing the excellent presentation, Member Bone felt the meeting was very worthwhile.
Member Bone voiced concern about another development concerning ICCTA. She stated that the Illinois Legislature passed a new tenure law for community colleges which was signed into law (over the Governor's veto) and became effective on January 1, 1980. On Friday evening, January 4, Member Bone sat in on a meeting of the ICCTA Governmental Relations Committee. The committee was told that John Wood Community College in Quincy had filed a suit against the Illinois Community College Board (ICCB) regarding the law. The committee moved to refer the matter to the ICCTA Executive Committee, where it was discussed at 8:00 a.m. Saturday. At 10:00 a.m. the ICCTA Board of Representatives met. At 11:54 a.m. the question came before the Board of Representatives as to the ICCTA relationship to the suit. Member Bone added that she had to leave the meeting at that time. She further stated that even though she was not able to vote on the matter, her views were made clear to the ICCTA Board of Representatives.

Member Bone reported on a phone conversation she had with Mr. David Viar, Executive Director of the ICCTA, prior to the Board meeting this evening. Following are the facts given to Member Bone by Mr. Viar:

Late in December, John Wood Community College in Quincy filed suit against the Illinois Community College Board seeking an injunction to halt them from filing any rules and regulations which would serve to implement the tenure law. Additionally, the lawsuit seeks to have the tenure act ruled unconstitutional or, alternatively, to have a declaratory judgment rendered defining the powers, authorities and definitions included in the law. At a hearing on January 8, the judge did grant a preliminary injunction halting the ICCB from implementing the rules and regulations.

Mr. Viar stated that the reason it was brought to the ICCTA Board of Representatives without the usual notice to the individual boards was because the suit was filed late in December, after the agenda had been printed. The ICCTA was not aware of the suit until the first week in January. Mr. Viar said that the local attorney for John Wood Community College phoned him and requested that he bring the matter to the ICCTA Board. The attorney felt that there should be some indication that the colleges throughout the State were concerned about the tenure law, as there would be more impact than with only John Wood Community
UNFINISHED
BUSINESS:
Committee
Reports
--ICCTA
(cont.)

College involved. The indication was that at the trial court level, the maximum ICCTA expenditure would be $3,000. The money would come from the ICCTA fund balance since it is not a budgeted expense for the fiscal year. Mr. Viar said that the ICCTA was seeking to become involved in the lawsuit as a friend of the court.

On January 5 (by unanimous voice vote), the ICCTA Board of Representatives passed the following motion:

"The Trustee Association will file a petition to intervene on behalf of the ICCTA in the case of John Wood Community College vs. the Illinois Community College Board, 8th Judicial Circuit Court, Docket #79-MR-106. Further, that David Smith of Robbins, Schwartz, Nicholas & Lifton be retained by the ICCTA to handle the legal aspects of this case at the district court level."

Member Bone stated that she was deeply concerned about this matter which properly should have come before the individual college boards for a philosophical determination of feeling about the action and about taxpayer money, in the form of ICCTA dues, being used in such a lawsuit. Member Bone was also disturbed that the action was by a voice vote and that the ICCTA representatives did not indicate in their official motion a maximum for expenditure. If a Harper vote was desired on the matter, it should properly have come before the Harper Board for due deliberation.

Member Mills asked if the court case would be held soon. Member Bone responded that it would be on January 24, but still felt that Harper should have been contacted. Member Bone pointed out that had she not been in Springfield on Friday night, January 4, the first she would have heard of the matter would have been at 11:54 a.m. on Saturday, January 5, with a call for a voice vote and a commitment of the various colleges to a suit.

After discussion, the Harper College Board of Trustees agreed that President McGrath will send a summary of the discussion that ensued to Mr. Viar and the ICCTA. Member Bone will draft a letter to be reviewed at the February Board meeting expressing concerns related to the handling of this matter, as well as Harper's membership in the ICCTA.
Minutes of the Regular Board Meeting of Thursday, January 10, 1980

NEW BUSINESS:

Personnel Actions

Member Dasher moved, Member Bone seconded, approval of the Personnel Actions in Exhibit VIII-A, as follows:

Faculty Appointments
Roland Holup, Instructor-Data Proc., 1/9/80, $15,275
Audrey Inbody, Instructor-Counseling, 1/16/80, $14,225
Frances Brantley, Instructor-Counseling, 1/16/80, $14,750

Teacher Associate Appointments
Susan Gaya, Teacher Associate, 1/9/80, $9,500
Marcha Bowes, Teacher Associate, 1/7/80, $4,852

Exempt Classified Staff Appointment
Rita Michalak, Placement Coordinator, 12/10/79, $14,438

Non-Exempt Classified Staff and Union Service Employee Appointments
Diane Jett, Secretary I, 1/2/80, $8,460
Lynn Ebsen, Childcare Services Mgr., 1/9/80, $10,944
Kenneth Reed, Maintenance Helper, 1/2/80, $12,002
Marna Puglisi, P.T. Cashier, 1/7/80, $5,566
Donna Weiss, Receptionist, 1/7/80, $8,208
Lisa Herzog, P.T. Clerk Typist II, 1/7/80, $4,596

Non-Exempt Classified Staff and Union Service Employee Terminations
Judy Rapp, Receptionist, 11/30/79
Robert Hughes, Safety Officer, 12/31/79
Carolyn Larmore, Childcare Attendant, 12/18/79
Fred Voss, Groundsman, 1/3/80

 Classified Staff Leaves of Absence
June Steffen, LRC Clerk II, 12/21/79
Diane Nowakowski, Secretary II, 1/28/80

President McGrath stated that June Steffen will be on a long-term medical leave of absence. Mrs. Steffen has eleven years of service at Harper and is recuperating from very serious burns. It was the President's hope that she will return to work for the College when she has recovered.

Upon roll call, the vote was as follows:

Ayes: Members Barch, Bone, Dasher, Mills and Munson

Nays: None

Motion carried. Member Zanca voted aye.
Member Dasher moved, Member Mills seconded, approval of child-rearing leaves of absence in accordance with Article IV-E of the Collective Bargaining Agreement, as per Exhibit VIII-B1-2. The leaves of absence, without pay, are granted to Mrs. Nancy Pojo and Mrs. Barbara Olson.

Upon roll call, the vote was as follows:

Ayes: Members Barch, Bone, Dasher, Mills and Munson

Nays: None

Motion carried. Member Zanca voted aye.

In reference to Exhibit VIII-C, Member Bone explained that this would be the second reading of a minor revision in the Policy Manual. Members of the Board of Trustees are covered by the College travel accident insurance program; however, the Policy Manual does not state this fact. This revision is to include the words, "and members of the Board of Trustees," in Section 3.4.2 of the manual.

Member Barch moved, Member Bone seconded, approval of the Policy Manual revision as presented in Exhibit VIII-C.

In a voice vote, the motion carried.

In reference to Exhibit VIII-D, Vice-Chairman Munson mentioned that she is the Board representative on the Educational Foundation. This recommendation is to fill one of two vacancies on the Board of Directors.

Member Mills moved, Member Zanca seconded, that the Board of Trustees approve the appointment of Mr. Herbert H. Muehl, Sr. to a three-year term on the Board of Directors of the Harper College Educational Foundation.

President McGrath commented that two additional terms would expire in the spring. He stated that Board members would be requested to make recommendations to fill these vacancies. Vice-Chairman Munson pointed out that the Foundation is financing the trip of the student representatives to the United Nations convention. She acknowledged Michael LaVanway who will represent Indonesia this year.

In a voice vote, the motion carried.
Member Zanca moved, Member Mills seconded, that the Board accept the audit of the Basic Educational Opportunity Grant, as presented in Exhibit VIII-E, (attached to the minutes in the Board of Trustees' Official Book of Minutes).

In response to the President's request, Mr. Stansbury explained that the Basic Educational Opportunity Grant program provides eligible students with a foundation of financial aid to help defray the costs of post-secondary education. It is based on income level which is figured on the number of people in the family. Currently there are approximately 300 students on this program. Depending upon the college attended, this grant will cover up to one-half of the costs. Based on tuition and fees, Harper's cost is considered to be $2,076 so that the maximum a student could receive would be $1,038. Mr. Stansbury reported that the average grant is approximately $806. Vice-Chairman Munson inquired as to the length of the grant period. Mr. Stansbury replied that the grant is for one year and can be renewed following a statement of income level report.

In a voice vote, the motion carried.

Member Barch moved, Member Zanca seconded, that the following resolution regarding the notice related to the filing of nominating petitions for Board candidacy be approved:

RESOLUTION

WHEREAS, the Secretary of the Board of Trustees must publish notice of time, place, and with whom nominating petitions must be filed pursuant to the School Code, Ill. Rev. Stat. ch. 122, § 103-7.10.

NOW, THEREFORE, Be It Resolved that the following notice relating to the filing of nominating petitions for Board candidacy be and hereby is approved as to form and content and that same be published at least once not more than 30 days nor less than 10 days prior to the first day for filing such petitions in one or more newspapers published within the district.

NOTICE

NOTICE IS HEREBY GIVEN that nominating petitions for membership on the Board of Trustees of Community College District No. 512, Counties of Cook, Kane,
NEW BUSINESS:
Trustee Election
Nominating Petition
Notice (cont.)

Lake and McHenry, and the State of Illinois, for the annual election to be held on April 12, 1980, to elect three members for the full three-year term and one member for a one-year term, may be filed not earlier than Wednesday, February 27, 1980, and not later than Friday, March 21, 1980, between the hours of 8:30 A.M. and 4:00 P.M., excepting Saturdays, Sundays and school holidays, only at the Administration Offices at Algonquin and Roselle Roads, Palatine, Illinois, with Dr. James D. Perry, the designated representative of the Secretary of the Board.

APPROVED this 10th day of January, 1980.

______________________________
Chairman

______________________________
Secretary

Dr. Perry explained that the three three-year terms will be extended to November, 1983, and the one one-year term will be extended to November, 1981, under the new consolidated election law which becomes effective in January, 1981.

In a voice vote, the motion carried.

Annual Board of Trustees' Election

Vice-Chairman Munson stated that Exhibit VIII-G was an informational item for members of the Board. It contained an election calendar and instructional data for candidates.

Master Plan

In reference to Exhibit VIII-H, Vice-Chairman Munson commented that the final report on the Master Plan had been received and was being reviewed by Board members. This item will be discussed at a later date.

Quarterly Report S.P. Asrow & Associates

At the request of Vice-Chairman Munson, Mr. Miskic summarized the progress of S.P. Asrow & Associates. He explained that in July, 1979, the Board of Trustees approved the employment of an architect/engineer on a consulting basis for special projects. S.P. Asrow & Associates was employed to evaluate current corrective recommendations, prepare bid specifications, and to provide field observation for the repair of all suspect spandrels for a
NEW BUSINESS: Quarterly Report
S.P. Asrow & Associates (cont.)

contract fee of $12,500. Specifications were developed and a repair contract to Slezak Construction was approved. Mr. Asrow is still observing this work which should be completed by the end of January. Additionally, Mr. Asrow agreed to act as a technical advisor to the College and its legal counsel for a fee of $2,000. He has met with legal counsel on several occasions but has not billed the College for any of the $2,000 approved for technical/legal advice.

Mr. Masic pointed out that Asrow Associates were called in recently to investigate the current spandrel problem between Buildings C and P. They responded immediately with prepared sketches on how the repair should be accomplished. They have also submitted a tentative cost estimate of $15,000 for an analysis of the structural condition of the entire campus. This would involve a visual check of potential structural problems and a review of the respective drawings. A final report would be submitted complete with photographs of potential problem areas and recommendations for any remedial work that might be required. The final repair phase would include the approval of a purchase order for the preparation of bid specifications and necessary construction observation. Bids would then be solicited and authorization for the award would be presented to the Board for approval.

In summary, Mr. Masic stated that there is no problem attached to having S.P. Asrow Associates on call. They come out without a contract because they have confidence in Harper's reliability. They are doing a good job and are very responsive to the needs of the College. Having had dealings with this firm, Member Dasher commented that it is a pleasure to work with Mr. Asrow. He is a recognized engineer with a good background and makes a lot of sense. Member Barch asked if Mr. Asrow would be performing the total campus inspection. President McGrath stated he was concerned about retaining walls and other spots on campus which should be inspected.

Grants Status Report

Vice-Chairman Munson commented that the Grants Status Report is for informational purposes and requested a summary from Dr. Voegel. He explained that the currently operative grants are progressing, including the Displaced Homemaker Grant under the direction of Mrs. Rena Trevor. In addition, the cooperative agreement with Illinois Central College is underway. Ms. Betty Windham is the faculty coordinator of this project. The two projects submitted for funding are still inoperative although notification is expected soon concerning the energy grant.
President McGrath reported that spring registration had begun and the telephone registration was very successful. A report will be made to the Board of Trustees and the College community upon receipt of the final figures. Member Dasher felt that the ad for Harper which he noticed in the Suburban Tribune was an excellent testimonial. The President responded that it is planned to use these ads additionally during periods of non-registration. An attempt will be made to highlight a faculty member, graduate or student at least once a month in the newspapers to show that "Harper Makes a Difference" in this community. Vice-Chairman Munson observed that the ads also appeared in the Paddock and Countryside newspapers.

At the February Board meeting, a complete report will be available on student withdrawals and tuition refunds. The President stated that the report will indicate if the refund is for fall, spring, second eight-weeks or other registration. Member Dasher felt that this report would help to answer questions raised regarding refunds.

In reference to the status of Cable TV, President McGrath felt that this would be very important to Harper and that Oakton Community College would eventually work with Harper in a cooperative effort. He requested a status report from Dr. Voegel on this project. Dr. Voegel stated that he had attended a meeting recently to finalize plans for two workshops on January 18-19 to which the Board of Trustees will receive an invitation. The guiding force in coordinating the efforts of the individual villages has been the Northwest Municipal Conference. With marketing segmentation, improved electronics, and various services being offered, cable television is making swift inroads in the suburban setting. Besides the usual advantages of improved TV reception, first-run movies, area sports events and continuous news wires, Dr. Voegel explained that cable TV may provide other services such as burglary and fire alarms, health protection, links to library information bases and direct access to learning and instructional materials as well as to the school rooms. He stated that the Northwest Municipal Conference has hired a consultant firm to review the proposals submitted by 14 cable firms. Recommendations will then be made to the villages so that the village boards can decide on a cable company and type of package to suit their needs. The College will work closely with the Palatine Village Board. Since Harper College and Oakton College are the only two public post-secondary institutions located in the NMC area, Dr. Voegel felt it is important that the