



# Dallas County Community College District

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## Office of the Chancellor

TO: DCCCD Board Members  
FROM: Dr. Wright L. Lassiter, Jr.  
DATE: January 9, 2009  
RE: Weekend Memo #128

### BUSINESS AS UNUSUAL

*During the holiday recess I had an opportunity to read one of the new handbooks written by Price Pritchett & Ron Pound – Business as Unusual: The Handbook for Managing and Supervising Organizational Change. I found it so interesting and informative that I have suggested to the presidents and vice chancellors that they obtain copies for their work groups. The authors provide 27 guidelines on how to manage change instead of letting it manage you.*

*By following the guidelines the authors make the case that you can discover how to:*

- *Be a change agent.*
- *Rebuild morale.*
- *Pass out “psychological paychecks.”*
- *Re-recruit your good people.*
- *Take care of the “me” issues.*
- *Ride “close herd” on transition and change.*

*Before listing the guidelines, ponder these observations of the authors:*

- *“Change is stressful. Times like these can get on your nerves. But it’s during the tough times that you have a chance to really grow.”*
- *“The company really needs you now. And you will find that times of transition and change provide an opening for you to do some remarkable things with your part of the organization.”*
- *Usually change is under-managed. People up and down the chain of command are frequently too resistive, too reactive, and too closely tied to their old management habits.”*

*Here are the guidelines:*

1

*Be a change agent.*

2

*Don't give away your power.*

3

*Keep a positive attitude.*

4

*Give your troops clear-cut marching orders.*

5

*Focus on short-range objectives.*

6

*Establish clear priorities.*

7

*Nail down each person's job.*

8

*Promise change . . . and sell it (carefully).*

9

*Get resistance to change out in the open.*

10

*Raise the bar.*

11

*Motivate to the hilt.*

12

*Encourage risk-taking and initiative.*

13

*Don't try to cover all the bases yourself.*

14

*Create a supportive work environment.*

15

*"Ride close herd" on transition and change.*

16

*Rebuild morale.*

17

*Provide additional job know-how.*

18

*Pass out more "psychological pay checks."*

19

*"Beef up" communication efforts.*

20

*Go looking for bad news.*

21

*Protect quality and customer service.*

22

*Re-recruit your good people.*

23

*Take care of the "me" issues in a hurry.*

24

*Play the role of managerial therapist.*

25

*Reduce the level of job stress.*

26

*Be supportive of higher management.*

27

*Be more than a manager or supervisor . . . be a LEADER.*

*Note: To order by phone: 1-800/992-5922; Online: [www.pritchett.net](http://www.pritchett.net) - unit cost \$7.95  
- reduced cost for quantity orders.*

### **El Centro College**

El Centro College recently received an excellent report from the Texas Veterans Commission on the annual supervisory audit that was conducted last fall to determine if the college was in compliance with the veteran's approval criteria in Title 38, Code of Federal Regulations 21.4253. The report stated that no discrepancies were found in the 20 VA and academic files that were reviewed for both degree and non-degree programs. All files reviewed were found to be in excellent order and up to date. Ann McCowin, Shelina Everett and Scott Hatchett were commended for their knowledge of veterans' approval and certification criteria, their attention to detail, and their cooperation in certifying the VA students.

El Centro College student chess players Luz Ramirez, Penny Castillo, and Edwin Mariano competed as a team during the winter break at the 2008 Pan-American Intercollegiate Championships, the premier annual collegiate chess tournament in North America. This year, 126 of the top college/university players competed on 29 teams like Harvard, Yale (2 teams), Dartmouth, Stanford, NYU, Northwestern, and Catholic University. In fact, the college team faced Harvard and Dartmouth in the first two rounds, with team captain Ramirez dueling Dartmouth's top player to a draw (tie). El Centro College fought hard to earn 2 points out of 6 and finished 26th of the 29 teams. Not a bad finish for an infant collegiate chess program (less than a year old) that competed against long established teams with Grand Masters and International Masters on chess scholarships.

The Bill J. Priest campus of El Centro College sponsored its largest Christmas toy drive this past Christmas. A record number of 188 families were assisted and 526 children were served. Special thanks go to the following people who assisted with the toy drive: Chequetta Shed, Gloria Smith, Joan Washington, Adrienne Thompson, Iris Freemon, Timieka Walker, Shahaadah Royal, Juanita Hancock-Dickey, Ida Banks, Ellisa Lane-Johnson, Arlethia Middleton, Yvonne Robertson, Derrick Hassell, our facilities staff, Jim Wiggins, the Sheriff's Academy Staff, the security staff, and Eddie Walker from the Media Department.

On December 17th, Texas Health Resources (THR) in partnership with El Centro College's Associate Degree Nursing Program celebrated the graduation of 27 nursing students at the Hilton Hotel in Arlington. Dr. Lassiter provided remarks to the 200+ attendees. Mr. Dennis Johnson served as master of ceremonies. Michelle Lewings, student representative, provided remarks as well. El Centro College and THR have had a partnership since 2003, producing over 125 nursing graduates.

### **Brookhaven College**

Marion Douglas, college financial manager, was one Brookhaven College employee who opened his home to several of the college's international students for the holidays. Aaron Ostrom, Ph.D., executive dean of special programs, worked to find volunteers to help students from China and Egypt enjoy Thanksgiving in America. Marion hosted three Brookhaven College students from China, Korea and Thailand as well as a Richland College student from Jordan at his home for Thanksgiving and said he already looks forward to next year in continuing this tradition with international students.

Parents with children at the Brookhaven College Head Start Center met for a reception and orientation before embarking on their college careers at Brookhaven College. The Greater Texas Foundation donated scholarships totaling more than \$5,500, with awards ranging from \$200 to \$500 for 17 parents to attend college. Marilyn Kolesar-Lynch, associate vice president of career and program resources, helped coordinate the orientation to offer the parents assistance with admissions, advising and financial aid. This is the second set of parents receiving scholarships.

A new publication from the Texas Christian University Press has a Brookhaven College connection. Ed Garcia, English professor, and Jane Roberts Wood, former English professor, both have works of fiction appearing in *Literary Dallas*. The new anthology is the third in the "literary cities" series. Texas Christian University Press publishes nine to 12 books a year focusing on the history and literature of Texas and the American West. *Literary Dallas* is one of 10 titles the press is publishing for fall 2009.

The Texas Workforce Commission is awarding a Skills Development Fund Grant to Brookhaven College in partnership with Air System Components Inc. (ASC). The \$218,999 grant will fund computer courses, HVAC industry-specific training, and management and skills training for ASC employees mainly through the college's Workforce and Continuing Education Division. Ronald G. Congleton, commissioner representing Labor for the Texas Workforce Commission, will present the check to Dr. Richard McCrary, executive vice president and chief instructional officer, at a reception on January 22nd.

### **Richland College**

*Community and Economic Development* – Richland College recently received notification that its Dallas County Manufacturers' Association (DCMA) Skills Development Fund application was successfully funded. The \$368,643 grant will provide funds to train 200 workers, including new hires, at Garland manufacturing companies. Garland is the 8th largest manufacturing city in the state of Texas with over 350 manufacturers. Collaborating with the college, the DCMA was established to provide the Dallas County manufacturing community with the best possible opportunities to grow, compete, and succeed in the global marketplace by providing resources for qualified workforce, training, and advocacy at the local, state, and national level. Congratulations to the college grant writers Mehrdad Haroutunian, Kimberly Mims, Tandy Dollar, and Shellie Heard on the success of this economic development grant.

*Student Success* – Prior to the winter break, family, friends, and staff gathered to celebrate the student learning success of 30 student graduates in the Richland Youth GED program. Richland Collegiate High School student Brittnee Lee, also a professional recording artist, sang an original composition to honor the graduates, and Tony Summers, vice president for student development, served as keynote speaker, offering special commendation to the 19 graduating GED students who will be starting college classes at Richland College this spring.

*Employee Success* – Dr. Michael Crawford, Richland College's associate dean of performing arts and choral director, spoke at a recent *Leadership Richardson* session held at the Eisemann Center. Dr. Crawford highlighted the college's performing arts programs and introduced two music scholarship students, April

Putman, a vocal music major from Wylie, Texas, and Robert Hackett, an instrumental music major/French horn player from Garland, who performed for the Leadership Richardson class.

*Institutional Effectiveness* – The Richland College office of Research and Planning for Institutional Effectiveness is publishing the college’s 2007-2008 End-Of-Year Report this week, following the annual in-depth analysis of performance to target for each of Richland College’s institutional measures. The college’s report represents the “learning stage” of its Approach-Deploy-Learn-Integrate cycle of improvement. In this analysis of performance on each of the college’s FY07-08 Key Performance Indicators (KPI), the college compares overall performance over time to 3 peer DCCCD colleges and to national best-in-class community colleges for benchmarks in specific areas. ThunderTeam (executive leadership) deploys one or more organizational actions supported by departmental actions to close gaps for any KPI falling below expectations, and performance data are reviewed monthly by the Expanded ThunderTeam, including employee association and college council representatives. Following are highlighted achievements for each of Richland College’s four strategic planning priorities: Community Needs--500% growth rate since 03-04 for dual credit contact hours; SECC donations exceeding three peers in amount and employee participation rates; 400% growth rate since 02-03 in online classes compared to 222% for nearest peer; 27% DCCCD market share for transfer contact hours; and continued growth in developmental studies contact hours; Student Success--continued growth in percent of students with “C” or better in credit, online, and core classes, exceeding performance of three peers; continued performance improvement for in-class retention for all classes, exceeding three peers; 26% DCCCD market share of number of associate degrees awarded; 35% market share of core completers; narrowing performance gaps for historically underserved students in “C” or better grades for in-class, core class, and online retention; and a 28% increase in DCCCD market share for core completers among historically underserved students since 03-04; Employee Success--continued positive student perception of faculty regarding quality of instruction, fairness, and general concern for students; and continued evidence of leadership commitment to diversity in hiring for all employee groups; and Institutional Effectiveness--soundness in financial responsibility; workplace safety and adherence to external requirements; and economic/environmental sustainability through effective use of facilities, energy, and utilities. (See report attached.)

### **DCCCD Campus High Schools**

In the ten-day interim between final exams and Richland College’s holiday break, **Richland Collegiate High School (RCHS)** Principal, Dr. Kristyn Edney, Dr. Shery Dean, Humanities executive dean, and Alice Lee, ESOL instructional specialist, accompanied by Dr. Steve Mittelstet, RCHS superintendent, led a small delegation of Dr. Dean’s Cultural Studies RCHS/RLC dual-credit students to Senegal for the culmination of their class service learning project on building sustainable local and world community. This project was linked to two of the eight United Nations Millennium Goals: Multicultural Understanding and Gender Equity. RCHS students’ subsequent gender-equity micro-lending participation in the small Darou Alpha village and their semester-long, intercultural pen-pal scholarship fund-raising for Ameth Fall girls’ high school in St. Louis, Senegal served as a life-changing service learning lesson. Modeling the college’s mission of *teaching, learning, and community building*, these international student ambassadors were heartily welcomed throughout the trip by villagers, educators, street vendors, and businessmen.

**The Early College High School (ECHS)** at Mountain View College Robotics Team is participating in this year’s FIRST Tech Challenge Robotics Program. FIRST (For Inspiration and Recognition of Science and Technology) is a non-profit organization dedicated to inspiring the next generation of innovators and engineers. As part of the program, ECHS students participated in an all-day robotics build session at the JC Penney Corporate Campus in Plano on Saturday, January 3rd. The nine-member ECHS Robotics Team is sponsored by the Community Foundation of Texas.

### **Mountain View College**

Mountain View College hosted a basketball clinic for about 100 youth ages 9-12 from Monday, December 22nd through Wednesday, December 24th. The *Cortes Basketball Camp* was sponsored by Jaime Cortes, Dallas County Constable, Precinct Five, at no cost to participants. In addition to friendly competition and further development of their basketball skills, campers received T-shirts and certificates as a result of their attendance.

Maria Gomez, Mountain View College alumnus and former student ambassador, returned to Dallas to give a presentation at the Dallas Peace Center on Monday, December 22nd. Gomez is currently completing her graduate studies at Northeastern Illinois University, and is also a representative of the Mexico Solidarity Network. Gomez's presentation, entitled "The Meaning of Revolution in Chiapas," focused on the Zapatista rebellion. Gomez's research is grounded on academic analysis and first hand observations in Zapatista highland territories in Chiapas, Mexico.

The Omega Omega Chapter of the Phi Theta Kappa Honor Society at Mountain View College recently received the Pinnacle Award as a result of increased membership. The Pinnacle Award recognizes chapters that have increased their membership by at least ten percent since the previous academic year. More than 50 new members of the Omega Omega Chapter at Mountain View College were inducted during the Fall 2008 Semester. Students must have completed at least 12 credit hours of coursework and have a minimum grade point average of 3.5 to be eligible for induction. The Phi Theta Kappa Honor Society serves to recognize and encourage the academic achievement of two-year college students, and to provide opportunities for individual growth and development through honors, leadership and service programming.

The first in a series of eleven new student orientations was conducted at Mountain View College on Thursday, January 8th. Each of the new student orientations, which will continue through Wednesday, January 21st, will be held in the Mountain View College Student Programs and Resources office. Students attending orientation receive important information on a range of topics vital to their academic success, such as degree requirements, financial aid, student clubs and organizations, academic and career counseling, study and note-taking tips, and much more.

### **North Lake College**

*Our Employees* – North Lake College's Wildfire Institute hosted a graduation luncheon for Blazer Academy participants on December 19th. DCCCD Trustee Bob Ferguson gave an inspirational speech in which he congratulated the graduates and encouraged them in their leadership roles. The Wildfire Institute offers a training program for new and future supervisors who are selected each January. The year-long program includes instruction, online collaborative activities and mentoring by senior-level administrators.

*Our Community* – On December 20th, Guy Melton, North Lake College TRiO Upward Bound director, and staffers Charlotte Brown, Victor Argueta and Ben Garcia were joined by thirty Upward Bound students as volunteers for Proverbs 31- NFP, a mission in west Dallas. The group cleaned and set up the facility in preparation for a holiday dinner held that evening for ten needy families.

*Our Community* – In conjunction with the college's annual holiday celebration on December 12th, North Lake College employees donated 260 lbs. of non-perishable food items to Irving Cares, a local charity. Kay Nixon, chair of the campus Community Engagement Committee, coordinated the food collection.

### **Cedar Valley College**

*Student Success* – The Cedar Valley College staff spent this week actively recruiting new and continuing students for the upcoming spring semester. Members from the campus participated in several grass roots

marketing activities to promote the college and heighten exposure. Several other staff members engaged in a telephone campaign to remind students to enroll and to provide information regarding scholarship and other financial aid opportunities.

Employee Success – During the holidays, Cedar Valley College faculty and jazz professional Arlington Jones toured with renowned artist George Duke. Jones played in venues in the cities of Austin, New Orleans and Atlanta. Jones will appear later this month with former NBA great Wayman Tisdale for the Smooth Jazz Cruise 2009.

### **Eastfield College**

JC Penney Corporation and KXAS-TV (Channel 5) honored Eastfield College's Sandy Hampton (Upward Bound) as the DFW Regional award winner for their "Holiday Giveback Contest." A couple of months ago, Sandy entered the 150 word essay contest on the projects she coordinates at the college's (Treats for Troops and the Eastfield College Cares Angels Project). She was honored with a \$5,000 shopping spree that benefited both of the above mentioned projects and community agencies (Mesquite Social Services, Sharing Life Ministries and Mesquite Police Department's Santa Cop). She also purchased toys for her own church's nursery in Cedar Hill. In addition, Sandy will be featured in a 15-minute commercial that will be aired on Channel 5 and can be viewed at <http://www.nbcdfw.com/news/local/Contest-Winner-Gives-Aways-Winnings.html>. (See article attached.)

Kudos to Eastfield College SPAR Director Donnine Ballance and her husband Ron (Mr. and Mrs. Claus) as they were honored as one of FOX Channel 4's Clarice Tinsley's Hometown Heroes. The Ballances have donated over 2000 hours at the Dallas Arboretum. Article can be viewed at <http://www.myfoxdfw.com/myfox/pages/InsideFox/Detail?contentId=8076939&version=1&locale=EN-US&layoutCode=TSTY&pageId=5.7.1>. (See article attached.)

Eastfield College SPAR participated in a student leadership program entitled "Leadershape" on December 12th. "Leadershape," sponsored by SMU, is a week long intense leadership boot camp in Bridgeport, Texas. Eastfield College students Daniela Balderas and Amanda Collins represented the college.

Eastfield College's Dr. Darrell Cain, vice president of instruction, and two other college colleagues participated in a study recently published in *Entrepreneurship in South Africa and in the United States: Comparative Studies*. The study "Entrepreneurship and College Transition: Leveraging Youth Entrepreneurship Training Programs to Enhance Student College Aspirations" was prepared by Cain, Paul E. Pitre, and Charisse Cowan Pitre. This work provides a comprehensive examination of the realities, changes, and public policy outcomes that are influenced by the African-American entrepreneurship experience. Among the reviews, the study is an excellent resource as it examines perspectives from which all businesses, ranging from small to large national and international, can benefit. The essential idea of this intriguing collection of essays and analyses is that entrepreneurship provides a vital strategy for community development and Black Empowerment cuts across the normal debate between conservatives and liberals in the United States. The authors were noted for their exceptional development of conceptual frameworks that help the reader to get vivid insights and an understanding of entrepreneurship challenges and opportunities in South Africa and in the United States.