



# Dallas County Community College District

---

## Office of the Chancellor

TO: DCCCD Board Members

FROM: Dr. Wright L. Lassiter, Jr.

DATE: January 16, 2009

RE: Weekend Memo #129

### THE ROLE OF THE CHANCELLOR

*I am frequently asked - "what is the job of the chancellor?" In responding to that question I inform the questioner of the uniqueness of the DCCCD. That is, we are a multi-college district (conversely not a multi-campus district) of seven separately-accredited colleges, with a president (chief executive officer) for each of the colleges. The presidents are accountable to the chancellor, who in turn is accountable to the board of trustees.*

*The presidents have the responsibility for the operations of the colleges. The Chancellor provides overall direction in furtherance of the mission of the district. The Chancellor is the "public voice" and the "face," functioning as the internal and external representative of the district. Accordingly, that role is also discharged by the presidents in their respective service areas. It could be said that the Chancellor is the #1 salesperson and advocate on behalf of the overall district.*

*The Chancellor and the college chief executive officers should engage in the discharge of their duties from seven leadership perspectives that are essential for success. Each should be:*

*Visionary: A visionary is committed to growth, looks beyond immediate problems to identify root causes, and develops precise steps of action to achieve success.*

*Teacher: A teacher imparts wisdom, maturity, and skill to others, validates direction and ensures completeness.*

*Server: A server sees and meets others' practical needs, freeing them to accomplish their goals, and invests time and energy in their success.*

*Organizer: An organizer visualizes final results and directs resources for the successful completion of goals.*

*Mediator: A mediator is deeply loyal, compassionate, and analyses the benefits and problems of a given direction.*

*Idealist: An idealist must have unimpeachable integrity, be open to correction, be willing to identify problems as they arise, and speak the truth boldly.*

*Provider: A provider is resourceful, prudent, thrifty, and constantly ensuring the best use of all available resources.*

*In ministry, we describe individuals such as a Chancellor or President as an equipper. Equipping is a tough job. In my view, if a leader wishes to equip those that they lead, they must give them certain gifts:*

- *I must CARE for them (Communication, Affirmation, Recognition, and Example).*
- *I must work on their weaknesses, but work out their strengths.*
- *I must give them myself (time, energy, and focus).*
- *I must give them ownership of their respective roles.*
- *I must become a resource person myself (atmosphere, training, support, tools).*
- *I must make expectations clear.*
- *I must eliminate unnecessary burdens.*
- *I must catch them doing something good, and then reward them.*

*Think of the Chancellor and the President as a coach, building the team. How do they build a diverse group (the DCCCD and its colleges and locations) into a unified and collaborative team? These questions are instructive:*

- *Am I building people, or building my "kingdom" and using people?*
- *Do I care enough to confront people when it will make a difference?*
- *Am I listening with more than my ears?*
- *Am I asking the right questions to develop the right relationships?*
- *What are the major strengths of each member of the team?*
- *Have I placed a high priority on their jobs?*
- *Have I shown the value they will receive from this work?*
- *Are their goals compatible with mine?*

*Executive Coach Marshall Goldsmith, author of What Got You Here Won't Get You There, says every manager's Job One is getting the best from his or her people. In the current issue of Business Week he offers this advice, which relates to all of the foregoing that I have shared with you. His advice is directed toward how to manage your team during a period of crisis.*

- *Judge less. Realize that any unusual behavior may have deeper causes. Be more empathetic and tolerant than usual.*

- Help those who are down. Some employees are dealing with unusual amounts of stress. Help them now and they will be loyal later.
- Focus on the future. Everyone wants to talk about “what could have been.” Forget it. Get your team focused on what’s ahead.
- Understand your emotions. You may be feeling stressed, angry, and insecure. Get help. Be professional. And, don’t take it out on your team.

*I read where someone said “what does the chancellor do besides write the Weekend Memo and occasional bulletins?” I trust that I have provided insight into the work required to serve as the chief executive of the largest community college system, and the largest undergraduate institution, in the state of Texas. Are there any takers for this role?*

*Next week a much shorter commentary will focus on the individual member of the DCCCD in what I will call “Habits of the Heart.”*

### El Centro College

The North Texas Small Business Development Center Technology Assistance office has recently been advised by the U.S. Small Business Administration (SBA) of a \$100,000 grant award for the SBA’s Emerging 200 program. The Emerging 200 initiative is aimed at growing more inner-city business programs through training and networking opportunities. Research shows that small firms with fewer than 20 employees created 80 percent of the net new jobs in the economy from 1990 to 2003.

El Centro College Continuing/Workforce Education Division has received approval from the Society for Diagnostic Medical Sonography (SDMS) for two classes. Advanced sonography practices help prepare current sonographers to perform vascular studies. The course is also a useful review for the Vascular Technology Exam given by the American Registry for Diagnostic Medical Sonography (ARDMS). The other class is Advanced Ultrasound Principles and Instrumentation which helps prepare sonographers for the Ultrasound Physics and Instrumentation Exam given by the ARDMS. Both classes are taught online. SDMS approval allows sonographers to use the courses as part of their annual renewal requirements.

El Centro College faculty and staff were treated at the college’s report day on Monday, January 12th, to a pair of outstanding talks centering on ways to improve student retention. On Monday morning at the report day meeting, Dr. Byron McClenney, former president of Eastfield College from 1971 to 1978, talked about the necessity of every staff member to engage students, especially during their first days at the college. Dr. McClenney is the project director and senior lecturer for the community college leadership endowment at the University of Texas at Austin. In the evening, at the spring general assembly, Dr. Watson Scott Swail, president and CEO of the Educational Policy Institute, discussed important retention methods in his address to the college adjunct faculty.

El Centro College is pleased to present a ceramic art display created by ceramics faculty throughout the DCCCD. Housed in the second floor display cases of the Paramount Building at 301 North Market Street in the West End and home of the college’s Center for Allied Health and Nursing, the ceramic art will be displayed for the public through March 1st. The project is being coordinated by Rosemary DesPlas of the college’s art department and encompasses a variety of intriguing approaches for working with ceramics. Participating artists are Candace Austin (Cedar Valley); Steven Benezue (North Lake); Du Chau

(Brookhaven); Chris Cunningham (El Centro); Lee Davidson (Mountain View); Lisa Ehrich (Brookhaven); Patsy Eldridge (North Lake); Susan Mollet (Brookhaven) and Marty Ray (North Lake). The reception held for the artists on January 15th in the lobby of the Paramount Building was well attended by faculty, students and people from the community.

### **Brookhaven College**

Brookhaven College young musicians will take center stage in January at the kick-off for the spring School of the Arts season. On January 24th, the College School of the Arts and the Dallas Wind Symphony will partner to bring high school musicians from across North Texas to the college for a student chamber music festival. Woodwinds, brass and percussion instruments will warm the halls of the college for this special recital at 8 p.m. that evening. The concert is free and open to the public.

Brookhaven College School of the Arts hosted seven workshops for 52 area high school and middle school art teachers January 8th. Sponsored by Advanced Placement Strategies, Inc., professors Susan Barnett, Du Chau, Chong Chu, Lisa Ehrich, Rick Maxwell, David Newman and Don Taylor provided day-long workshops in digital cyanotype, figure drawing and painting, digital photography and Adobe Photoshop basics, printmaking, cast metals, hand-built ceramics, and gouache painting. The teachers were able to choose workshops that were designed to challenge their creative problem solving talents while building our technical skills.

Brookhaven College was mentioned in the January/February 2009 issue of *Change Magazine*, a bimonthly higher-education publication based in Washington, DC. The article focused on the efforts to enhance student success that are supported by the Lumina Foundation-sponsored initiative “Achieving the Dream: Community Colleges Count.” The article touches on many of the colleges and their initiatives to support student success. “These campuses are having courageous conversations in which faculty, staff, presidents and trustees accept the data, take accountability for the problems in the system, recognize the scale of the challenges they face, and press ahead on solutions.” Find the full article online at the following link: <http://www.changemag.org/January-February%202009/full-achieving-dream.html> (See article attached.)

### **Richland College**

*Community and Economic Development* – The ongoing Richland College-Garland Chamber of Commerce partnership recently resulted in another workforce training success story. Brandon Henderson, International Business student, like many of the college students, was working full-time while attending college to prepare for better career options. Brandon had been taking International Business and Trade, Business Law, Principals of Management, and Principals of Marketing to complete his associate degree and transfer to a four-year university. Then after suddenly losing his job to reduction-in-force measures, he sought assistance and counseling from Chip IZard, the college International Business team leader, and Tandy Dollar, the college director of Community and Garland Chamber Relations, one of whose major clients is the Dallas County Manufacturer’s Association (DCMA). Brandon applied for a position with DCMA-member GTM Plastics, and was interviewed and hired within two weeks.

*Student Success* – Congratulations to Lauren Davis, Richland College student who was recently selected as the college’s Ann Priest Writing Scholarship recipient for spring 2009. Selected from a field of excellent writing submissions and applications, the college faculty scholarship selection committee determined Lauren’s submission to be deserving of this distinguished, talent-based writing scholarship. Dr. Priest established this scholarship in his wife Ann’s honor to encourage creative expression, joy in the written word, and the value of writing as a way to learn and communicate.

*Employee Success* – Congratulations to Gjeke Marinaj, Richland College Medical Assisting adjunct instructor, who has taught in the college’s program since August 2001. Gjeke was recently awarded the Pjeter Abnori

prize for literature by the International Cultural Center, part of the Albanian Ministry of Culture. This recognition is given annually to authors in recognition of their ongoing contribution to national and world literature, and is the equivalent to the Pulitzer Prize in the United States.

*Institutional Effectiveness* – Dr. Kay McClenney, director of the Community College Survey of Student Engagement (CCSSE), presented a workshop at Richland College to two different audiences, totaling more than 100 college faculty, on Friday. The topic of the workshops focused on engaging students both inside and outside the classroom. Dr. McClenney’s sessions built upon college-wide efforts to continuously improve retention and engagement and was specifically tailored to the college by linkage to the college’s performance data from recent administrations of both the CCSSE and the new Survey of Entering Student Engagement.

### **Mountain View College**

The Mountain View College Student Programs and Resources Office (SPAR) are preparing to host special events in association with Inauguration Day on Tuesday, January 20th. Students, faculty, and staff are invited to gather in the “Free Speech” area outside the library, where the college media services will provide a big screen projection of the day’s historic events. Additionally, SPAR, along with the Chemistry Astrophysics Club, will offer inauguration trivia games and light refreshments for the entire college family.

Mountain View College employees joined in convocation activities to officially kick off the spring 2009 semester on Tuesday, January 14th. Mountain View College President Felix A. Zamora delivered a presentation entitled “Dedication to Student Learning,” which covered a number of exciting topics such as record enrollment numbers and exceptional completion and retention rates among students. President Zamora also discussed new grants and promising new academic programs, as well as the measurement of student learning outcomes as they pertain to accreditation and funding.

The Mountain View College Continuing Education Department is promoting an array of new programs and classes to be offered during the spring 2009 semester. A new language institute will offer English as a Second Language, accent reduction, French, German, Spanish, Vietnamese, and more. New education courses for youth will include gymnastics, trampoline, piano, guitar, academic improvement, and other fun activities offered during Spring Break. Allied Health courses for dental assisting, EKG technology, pharmacy technology, and phlebotomy technology will also be offered.

As part of return week for the spring 2009 semester, Mountain View College faculty and staff were treated to several informational presentations and seminars pertaining to a variety of work-related topics. Topics covered included e-mail etiquette training; budget information and a bond project update; core curriculum evaluation; new classes and programs offered this spring, sexual harassment; and a safety and security update.

### **North Lake College**

*Our Employees* – Artwork by Byron Black, North Lake College Computer Graphics faculty, is included in the show “Buzzworms in the Backyard” at the Fort Worth Community Art Center. The show was featured January 6th on “News at 10,” the evening news broadcast of CBS Channel 11. The exhibit runs from January 9th– 30th.

*Our Students* – On January 10th, the international officers of Phi Theta Kappa (PTK), the two-year college honor society, were welcomed to North Lake College by Dr. Yolanda Romero, sponsor of the college’s Alpha Zeta Eta Chapter. The officers were in Irving preparing for the April 2009 PTK international convention that will be held at the Gaylord Texan Hotel in Grapevine.

*Our Employees* – On January 13th, the North Lake College community celebrated the start of the spring semester with “Blue Green Day.” Dr. Linda Glasscock, president, gave a “State of the College report” for faculty and staff. New employees were welcomed, and organizational changes and key springtime events were announced. A well-attended luncheon, which included a question-and-answer session with Dr. Glasscock, was also held.

### Eastfield College

Dr. Carl Knight, Eastfield College Biology professor, was recently named “Outstanding Biodiversity Educator of the Year 2008” by Discover Life in America. The award was presented to Dr. Knight for his exceptional work with the Thicket of Diversity, a survey of all plant and animal life in the Big Thicket National Preserve. From 2006 to November 2008, two thousand one hundred and eight (2,108) species have been identified in the preserve.

Dr. Knight was recognized at the quarterly meeting of the *Big Thicket Association* in Saratoga on January 9th. Amy McDonald, Eastfield College marketing & advertising coordinator and Keep Mesquite Beautiful (KMB) Board chair, attended the *Keep America Beautiful National Conference* recently in Washington, D.C. along with the new executive director of KMB and the outgoing chair. The theme of the three day conference was “Green is the Theme.” Amy also serves on the college’s Green Team and regularly promotes the City of Mesquite’s Keep Mesquite Beautiful initiatives.

Jim Phillips, Social Science faculty, received the Inspection Authorization Aviation Mechanics rating from the Federal Aviation Association over the Christmas holidays. The rating is the highest aviation mechanics award and gives one the privilege of approving annual inspections required on all aircraft.

Eastfield College reporting week schedule, January 12th-16th, featured an array of topics and activities including presentations for faculty and staff on time management, handling difficult situations with students, mission statement focus groups, information literacy in the classrooms, friendly software applications, and how to reduce textbook costs, to name a few. Craig Watkins, Dallas District Attorney, gave the keynote presentation discussing exonerations based on DNA evidence.

### Cedar Valley College

*Student Success* – Cedar Valley College welcomed faculty and staff back to campus this week. On Monday, employees participated in “First Day Back” employee development activities focusing on the topics of student success, student engagement and sustainability. Closing ceremonies for the sessions included a presentation by the college current students and students from one of the area elementary schools.

Cedar Valley has been selected as the National Junior College Athletic Association (NJCAA) College of the Month in the *NJCAA Review* – the official publication of the NJCAA. (See article attached.)

*Community Development* – Dr. Jennifer Wimbish and Patricia Davis have been appointed by Councilman Tennell Atkins to the Mayor’s Southern Dallas Task Force for the City of Dallas. The Mayor’s task force is chartered to focus on economic development in the southern sector. Both have been assigned to a geographical area in our service territory. This week each was invited to participate in an area tour and specialized training designed to work with the City of Dallas Office of Economic Development.

### DCCCD Campus High Schools

**Middle College High School (MCHS) at El Centro College** Ambassadors and the Latino Dancers helped at the senior citizens’ New Years party at the Pike Park Community Center on December 31st. MCHS students are enrolling in classes for the spring semester. Students select their courses in core curriculum or electives from the Dallas ISD dual credit list in consultation with the MCHS counselor and

go through the college counseling and enrollment process on their own. MCHS students in grades 9-12 take their college classes in the same sections as other El Centro students. In the fall 2008 semester, 124 MCHS students enrolled in 214 classes. Eighty-eight percent (88%) earned a grade of A, B, or C. Two-thirds of students have a GPA of 3.0 or better.

Twenty-eight Brookhaven College professors recently hosted 14 **Early College High School at Brookhaven College** faculty and staff for an interactive session focused on college readiness standards and ways to work together to implement these standards at the earliest possible levels within the high school. Members of the college Faculty Association hosted the event planned by Lisa Ehrich, association president and professor of art, Patti Burks, ECHS transition team co-chair and professor of computer information technology, and Adrien Cuellar-McGuire, the college faculty liaison for ECHS and professor of humanities. Marilyn K. Lynch, college readiness special advisor, sponsored the event. Ideas generated from the session will be shared with the college for use in a variety of venues.

Since returning from the winter break, **Richland Collegiate High School (RCHS)** students were busily involved in January term classes focusing on TEA required topics presented by various local and national guest speakers. "When Reality Hits" included topics about personal success; drug and alcohol issues; bullying; dating safety; Internet safety and cyber bullying; community service; and diversity. Thanks go to Ami Stovall, Chris Manes, Patty Hatcher, and Barbara Oakes, the RCHS January term organizers, for this successful week of student success activities.

Darian Montgomery and Jacquita Ellis, counselors, recently met individually with every member of the junior class in the **Early College High School at Mountain View College**. Meetings were held to review transcripts, assess academic progress, discuss Texas State Initiative testing, review student education plans, and revise individual academic goals.

The **Early College High School at Nolan Estes Plaza** has formed a Robotics team that will compete against 28 other high schools on March 12, 2009. Each team receives the same "build kit" but is responsible for creating/building their own two foot tall robot that is able to strategically compete in a game similar to basketball (with an unlimited amount of balls on a very slick surface). Volunteers are needed to assist students with the assembly of the robot. If you have expertise in the areas of C, C+, or labview, networking, auto body work or mechanics, and can dedicate some time to assist the students, please contact Dr. Jerry Cotton at 972.860.8157.