



Dallas County Community College District

Office of the Chancellor

TO: DCCCD Board Members

FROM: Dr. Wright L. Lassiter, Jr.

DATE: October 23, 2009

RE: Weekend Memo #165

HOW TO LEAD WHEN YOU'RE NOT THE HEAD PERSON

As you have seen in this commentary series with some regularity, real leadership is never a matter of rank. Leaders are effective when other people acknowledge them as such. This is done by listening seriously to their ideas, valuing and following their calls for action, and turning to them for advice. All of us have seen examples of this type of "leader."

Opportunities to lead are not limited to times when one has formal authority over a particular team, group of individuals, or venture. Whenever one steps forward and demonstrates leadership, that individual contributes value to the project or enterprise. In addition, that individual also strengthens his/her own leadership skills.

In their book Getting It Done: How to Lead When You're Not in Charge (2nd edition, Profile Books, 2004), Harvard negotiation specialist Roger Fisher and management consultant Alan Sharp lay out a useful five-step method for leading when you are not formally in charge. As I read the book, I concluded that the five steps they outline can be applied to virtually any project, team, or meeting in which you are a participant. Reflect on them – they are simple and straightforward.

- 1. Establish goals. People accomplish the most when they have a clear set of objectives. The person who asks the question "Can we start by clarifying our goals here?" – and who then assumes the lead by discussing and drafting those goals is automatically taking a leadership role, whatever his or her position may be.*
- 2. Think systematically. Pay attention at your next meeting and you will see some*

people who will typically plunge right into the topic at hand, sometimes arguing over what to do. Effective leaders, by contrast, learn to think systematically – that is, they gather and lay out the necessary data, analyze the causes of the situation, and propose actions based on the analysis. In a group, the leader can keep participants focused by asking appropriate questions.

- 3. Learn from experience while it is happening. Quite often teams plow ahead on a project, and then conduct a post mortem to figure out what they learned. The authors assert that it's more effective for teams (or individuals) to learn as they go along. Anyone who prompts the group to engage in regular mini-reviews and learns from them is playing a de facto leadership role. Why is this on-going process more effective than a closing review? By following this practice the events are fresh in everyone's mind. These in-progress reviews make it possible to make needed adjustments to work processes or goals.*
- 4. Engage others. A high-performing team engages the efforts of every member, and effective team leaders seek out the best fit possible between members' skills and the tasks that need doing. Be sure to write down a list of chores and match them up with team members. Also seek to draw out the group's quieter members so that everyone feels a part of the endeavor.*
- 5. Provide feedback. If you're not the boss, what kind of feedback can you provide? The authors make the point that one thing that is always valued is simple appreciation. "I thought that you did a great job." Sometimes, you will be in a position to help people improve their performance through coaching. Effective coaches ask a lot of questions. They offer thoughtful suggestions for improvements, being careful to explain the observation and reasoning that lie behind them. I have been a member of Toastmasters International for 40 years and one of the hallmarks of that organization is that we never use the word "criticism," it is always "improvement suggestions."*

I commend the principles of these authors for your careful thought, reflection, and utilization consideration.

District Administrative Offices

The District Foundation/Development Office received a Silver Medallion award for its newsletter in the annual National Council of Marketing and Public Relations (NCMPR) District IV Medallion Award competition. The competition included entries in various categories from community colleges in Texas, Arkansas, Colorado, Louisiana, New Mexico and Wyoming. The winners were announced at the *NCMPR District IV Conference* in San Antonio on Wednesday, October 20th. Richland and Cedar Valley colleges received Gold Medallion awards in their respective categories. NCMPR is one of the fastest-growing affiliates of the American Association of Community Colleges and has more than 1,550 members from more than 650 colleges across the U.S., Canada and other countries.

At the annual Dallas Business Journal Luncheon on October 22nd, saluting chief financial officers, Ed DesPlas was named as a finalist in the category of Public Sector institutions. Ed was praised in his nomination for his extensive experience in the DCCCD in areas of educational leadership, financial competency and innovation.

North Lake College

Our community, our students – On October 15th, North Lake College hosted DCCCD Trustee Charletta Compton as part of its Government Leadership Seminar series. Trustee Compton shared motivational, real-world messages with the government class students. The college leadership students and several classes joined in for a standing room only crowd. Her class visit was followed by lunch and a tour of the college's new Sciences and Medical Professions Building, Workforce Development Center, and General Purpose ("G") Building with Dr. Herlinda Glasscock, president. Dr. Gabriel Bach, government faculty, serves as faculty advisor and host for the lecture series.

Our employees – The late Jim Benedek, former North Lake College soccer coach, was inducted into the Texans Credit Union Walk of Fame at Pizza Hut Park in Frisco on Saturday, October 17th. The ceremony took place before the FC Dallas match against Colorado Rapids. As a player, Benedek played for the Houston Stars and Dallas Tornado of the National Association Soccer League, and earned four caps with the U.S. National Team. Benedek coached at the college from 1999 to 2008 and was a consultant to the U.S. National Team until his passing in March, 2009. The Walk of Fame recognizes members of the soccer community who have been instrumental in helping build the sport in Texas.

Our employees – Keith Baker, North Lake College mortgage banking faculty, and Theda Redwine, real estate faculty, provided an informational community outreach seminar, "Fannie Mae & Freddie Mac's Loan Refinancing and Modification." The October 19th seminar was developed to help homeowners seeking lower monthly payments, loan modification to a fixed rate, and mortgage refinancing when the value of a home is less than its mortgage. The workshop was co-sponsored by Women in Business and the Dallas Mortgage Banking Association.

Our community – On October 20th, North Lake College hosted Matthew Pearl, *New York Times* best-selling author of *The Poe Shadow* and the city of Irving Library's *The Big Read* author, who spoke on Edgar Allan Poe. *The Big Read* is an initiative of the National Endowment for the Arts in partnership with the Institute of Museum and Library Services. The event, which welcomed instructors and students, was hosted by Professor Betty Verma, reading faculty.

Eastfield College

On Friday, October 16th at Eastfield College, Robin Hemley, author, University of Iowa writing professor, and winner of a Guggenheim Fellowship, read from his book "*Do Over*." Students and faculty asked questions about Mr. Hemley's process of writing, his experiences returning to kindergarten and summer camp, his high school prom, and other embarrassing periods of his life and reliving them as a 48-year-old adult. The event, both entertaining and educational, was co-sponsored by The Writer's Garret, Division of College Readiness and Mathematics, and Office of Student Life.

Eastfield College's Pink Flamingo team participated in the Susan G. Komen Race for the Cure on Saturday, October 17th, for the third year. Team members included Theresa Sternat, captain; Dorothy Keylon, survivor; Joe Keylon; Rachel Wolf, dean, arts, language & literature division; Lucy Greer,

division secretary; and Professor Courtney Carter. Five students also joined the team: Josh Oliver, Joey Whisenant, Margarita Patino, Tijuana Johnson, Camryn Harbor, along with 20,000 friends and family members. With just over \$1,100, the team has not yet reached its goal of raising \$1,500, but they're still collecting donations.

On October 10th, fifteen Eastfield College students, under the leadership of Biology Professor Jeff Hughes, along with Jessica Silva and John Teel from National Science Foundation "Project Pathways," Professor Rik Post, and David Yonley, videographer, attended the 45th anniversary of the Big Thicket Association, the 35th anniversary of the Big Thicket National Preserve (BTNP) and the dedication of the new National Park Service preserve headquarters. Preserve employees had been working in temporary offices after the old headquarters was damaged during Hurricane Rita in 2005. During the storm over 1 million trees were lost in the preserve. Congressman Kevin Brady of the 8th District of Texas in the U.S. House of Representatives, who is working on a bill to expand the preserve, was on hand to commemorate the occasion along with John Wessels, associate intermountain regional director, and two of the original founders of the BTNP and the Big Thicket Association, Maxine Johnston and Dr. Pete Gunter of the University of North Texas. Dale Kruse, president of the Thicket of Diversity, Dr. Carl Knight of Eastfield College, and Director Andy Jones of The Conservation Fund also spoke to the 300 persons in attendance. The ribbon cutting ceremony was followed by a tour of the new preserve headquarters, a catered lunch, and entertainment by the Sabine Bluegrass Band followed by the Alabama-Coushatta Tribe of Texas Dancers. The students enjoyed dancing with the members of the dance group. A leisurely four mile canoe trip down beautiful Village Creek capped the day's events.

Several Eastfield College staff participated in the *Texas Association of Student Financial Aid Administrators Fall Conference* at the Arlington Convention Center October 7th-9th. This year's conference theme was "Team Up for Success." The conference committee was chaired by Dana Minco, financial aid director, and included Kimberly Mosley, Francisco Gabriel, Brenda Hardaway, and Belinda Luna, financial aid staff. There were also committee members from other DCCCD colleges along with colleagues from Tarrant County and other Texas institutions and affiliates; this hard working committee planned an interactive and informative professional development conference. Attendance was well over 450. The theme came at an opportune time since we are all aware and faced with the challenges of implementing new federal and state regulations, which will and have already impacted the financial aid industry. Topics on the agenda consisted of the available services and assistance programs for returning Veterans and their families, verification processing, cohort default rates, team building, and many more. Presenters and guests for this year's conference were colleagues from area colleges and universities, the Federal Student Aid Office in Dallas and Washington, Texas Higher Education Coordinating Board, and Southwest Association of Student Financial Aid Administrators. All presentations provided attendants with words to encourage effective working habits and how to collaboratively work as a team to strategically plan over the next few months.

Richland College

Sustainable Community Building – "Healthy environment" – In the most recent monthly summary of Richland LEED Platinum-designed/constructed science building project construction waste, it was reported that 22.1 tons of materials were re-cycled and spared from the landfill. Reportable recycled materials include asphalt/paving, concrete, loose earth, fiberglass, solid gypsum, scrap metals, mixed paper, pallets, plastic, and wood scraps. To date, since the December 2007 inception of the construction project, 90.36% of construction waste, equaling 2,122 tons, has been diverted from the landfill. The LEED Platinum criteria require that only 75% of construction waste be diverted, so the project has well exceeded that target.

Student Success – May the force be with a choir of 60 Richland College student singers who will perform in “Star Wars in Concert” at the new Cowboys Stadium on October 23rd. The choral ensemble will perform two songs, *Battle of the Heroes* and *Duel of the Fates*, accompanied by an 86-piece professional orchestra. Original music composed by the Oscar-winning composer John Williams will be presented with scenes from *Star Wars* films projected on three-story-high screens behind the performers. Costumes and props from the *Star Wars* series will also be on display at the stadium.

Employee Success – Dr. Steven Butler, Richland College adjunct history instructor, was featured in an “Art & Seek” segment for the THINK program on KERA-TV, Channel 13. In his segment, which aired on October 16th-18th, Dr. Butler shared extensive historical information on the origins and art of Fair Park.

Institutional Effectiveness – The Information Assurance Courseware Evaluation Program recently announced that Richland College’s Digital Forensics Program courseware, under the instructional development leadership of Professor Zoltan Szabo, has been certified as meeting all the elements of the Committee on National Security Systems National Standards for Information Systems Security Professionals. The college will accept an official certificate at a June 9th ceremony during the Colloquium for Information Systems Security Education.

DCCCD Campus High Schools

Kai Fujisaka, **Richland Collegiate High School** junior, is one of 41 high school students selected to participate in the 2009-2010 Congressional Youth Advisory Council (CYAC). U.S. Congressman Sam Johnson created the Council in 2004. The council’s goal is to provide Congressman Johnson with greater student perspective and insight on issues that directly impact younger Americans. It also provides experiential activities to educate students on government policies relevant to young people.

The **Early College High School at Mountain View College** recently named Dr. Janice Lombardi as its new principal. Dr. Lombardi received her undergraduate degree from the University of Florida, her master’s from Florida State University, and her doctorate from Texas A&M-Commerce, and has more than twenty years experience in education, serving as a teacher, content specialist, grant director, and campus administrator. Most recently, she was the associate principal at Bryan Adams High School in East Dallas. Dr. Lombardi also taught for nine years as an adjunct instructor at Eastfield College.

Middle College High School (MCHS) at El Centro College students are taking high school final exams this week. Middle College students take their high school classes on an accelerated schedule that enables them to complete a semester of course work every nine weeks. Suzanne Nicholson, counselor, is attending the *College Board Conference* in New York October 21st-23rd. The conference focused on important issues related to the Middle College’s mission: college readiness, increasing minority participation in higher education, encouraging males to transition to college, and the DREAM Act. MCHS ambassadors are partnering with the Scottish Rite Hospital and Riverchon Park Recreation Center in volunteer activities.

Cedar Valley College

Student Success – In accordance with National Alcohol Awareness Week, the Office of Student Life hosted several events for students this week. A drunk driver’s car remnants were placed in the courtyard to emphasize the severity of the problem. In addition, a forum on domestic violence was held.

The instrumental commercial music students will be featured in next week's recital series. The concert will begin at 12:45 p.m., and will be held in the performance hall. The concert is free of charge and open to the general public. Many students from the music program go on to become accomplished musicians in their field. This could be your opportunity to hear the next up and coming artist.

Employee Success – Dr. Bradley Scott, renowned speaker, facilitator and advocate, conducted several workshops last week on the campus of Cedar Valley College. The workshops focused on inclusiveness in the classroom. Dr. Scott is a nationally recognized expert on diversity issues and inclusiveness in educational fields. He is a director at the South Central Collaborative for Equity in San Antonio, Texas. He conducts training and provides technical assistance in race and human relations, labor relations, and intra-personal and interpersonal communication. Dr. Scott has been a prominent participant in landmark desegregation cases, and is a former board member of action groups such as the Governor's task force in retention of minorities in higher education.

Community Development – A new work has been hung in the upper gallery at Cedar Valley College this week. "Face to Face," a collection of portraits by Cuyler Etheredge is a strong look into the psyche of the individual. The show will run through December 9th.

Mountain View College

The Career Services office at Mountain View College hosted its Bi-Annual Job Fair on Wednesday, October 21st from 9:00 a.m.-1:00 p.m. The job fair focused on technical and occupational careers that are being recruited and supported by the college, as well as general job openings throughout the region. Representatives from more than 40 states, and regional and national companies and organizations accepted resumes and conducted interviews with students and job-seekers. The job fair was free of charge and open to the public.

Mountain View College employees and others from sister campuses participated in a "Professional Development Golf Tournament" at Stevens Park Golf Course in beautiful Oak Cliff on Friday, October 16th. Winners of the best ball format competition included the teams of Fred Battles, Chris Holland, Larry Davis and Chuck Maples (first place); and Mike Sink, Jim Knowles, Dan Joutras and Neal Bondy (second place). Other participants included Moises Almandariz, Debbie Yoder, Willie Neal, Kelly Kirkpatrick, Rodney Jackson, Susan Ferguson, Chris Chernisky, Raymond Lee, Leonard Garrett, Richard Parra, Tim Gappa, Elyse Gappa, Mario Martinez and June Eberle.

Mountain View College hosted more than one-hundred (100) fourth-graders from Winnetka Elementary on Friday, October 16th. The visitors were treated to tours on campus and a magic show, courtesy of Dr. Geoff Grimes, faculty member. Staff members Ismael Aleman, Isabel Pina, Rhonda Lanier, Rosa Rosales, Les Brinkerhoff, Bryant Collins and Samara Chalott served as tour guides for the event. Student ambassadors also volunteered their time to assist with the event.

Mountain View College welcomed author, guest speaker, and highly decorated Viet Nam veteran Tony Martin on Tuesday, October 20th. In addition to discussing his book, entitled "The Psychology of War," Martin shared his moving personal experiences as well as those of the men he led as platoon leader in Viet Nam. Martin served as a U.S. Army Infantry Officer, a Heavy Weapons Platoon Leader, Company Executive Officer, and a Brigade Psychological Operations Officer. As a result of his exemplary service, Captain Martin has been awarded the Combat Infantry Badge, two Bronze Stars for

Valor, an Air Medal, two Army Commendation Medals, and the Vietnamese Honor Medal. He has also authored six books, four under the name of Matthew Bonnet and two as Tony Martin.

El Centro College

On October 28th-30th, El Centro College will host an “On Course I Workshop,” taught by Skip Downing the author of the text. The workshop is a highly experiential professional development event designed to provide the participant with dozens of innovative strategies for empowering students to become active, responsible and successful learners. These learner-centered strategies, representing best practices from innovators in higher education, business, psychology, sports and personal effectiveness, help students become full and active partners in their own education. Strategies presented in this workshop improve both student academic success and retention. (See flyer attached.)

On Wednesday, October 21st, El Centro College had its annual “DisAbility Awareness Day.” Staff, faculty and students participated in activities designed to enable them to learn about various disabilities and the common concerns and issues which come with these disabilities. These activities involved various staff, faculty, and students agreeing to “take on” a disability for the day. The events for the day was a DisAbility Awareness Fair, which included representatives from various agencies; administrators, faculty and staff who simulated disabilities for a day; various student disability awareness activities; showing of the movie “Look Who’s Laughing;” a wheelchair basketball game (El Centro College vs. Dallas Police); and a reception/roundtable discussion for participants of the simulations.

Several El Centro College employees joined colleagues from other DCCCD colleges, and from all over the southern region of the U.S., to attend the *Southern Association for Institutional Research Conference* that was held locally in Addison, TX this week. Some of the tracks covered issues related to SACS, and issues in student learning outcomes assessment. Attendees included Karen Laljiani, Rick Leyva, Sue Kornfeld, Allison Shaskan and Joe Martinez.

Brookhaven College

Disadvantaged college students in the Dallas area have a new team fighting for them in an area of great importance - higher education. The Brookhaven College Outreach Services Office has teamed up with the International Student Foundation (ISF) to provide orphaned and aged-out foster children mentorship and scholarships to further their education. ISF’s mission is to provide scholarships, and mentoring and leadership training for select foster care and orphaned students. The college will identify various staff members in student services as points of contact for students referred by ISF as a way to build a network of support for these students on campus. Julie Hanson, school alliances coordinator, said the staff members who have been asked to participate have all been very supportive.

Despite bad weather, almost 300 guests, employees and students attended the grand opening of the new Science and Allied Health Building at Brookhaven College. A brief ceremony included thanks to all those who worked to bring the building into being, plus thanks from Dr. Wright L. Lassiter Jr., chancellor, and Bob Ferguson, DCCCD trustee, to name just a few. All the lab spaces highlighting the amazing array of medical equipment for nursing, radiologic sciences and emergency medicine were open with students sharing their skills and obvious enjoyment of the new space. Visitors also had a chance to see the DNA sequencer and scores of other equipment in the newly outfitted chemistry and biology labs.

Theatre Brookhaven has set the stage for its winter performance with “The Lion, the Witch and the Wardrobe,” opening this week. Directed by Darise Error, theater professor, the classic tale is adapted

from the 1950 C.S. Lewis novel, which follows the Pevensie children as they venture into a fantastical world filled with mythical creatures and evil queens. For these special performances, children under 12 are free. Performances continue October 29th-31st at 8:00 p.m., with matinee showings October 25th and November 1st at 2:30 p.m.

Setting the stage for the Halloween season, Sonja Guinn, records management analyst, has opened a haunted house in the copy center at Brookhaven College. Beginning last week, Sonja and a group of “fright-loving” students and fellow employees, James O’Brien, Jason Sickles, Mary Smith, Mark Frances, Walter Hannah, Jose Ramirez, Katie Jones and Drew Lambert, have been scaring students and employees alike at the “Horror Manor,” as workloads allow. They’ve built a maze of cobwebs with shredded black sheeting and lots of scary props, and will give a treat to those brave enough to make it to the end. Richard McCrary, interim president, was one of the first to take the haunted tour.