



Dallas County Community College District

Office of the Chancellor

TO: DCCCD Board Members

FROM: Dr. Wright L. Lassiter, Jr.

DATE: October 9, 2009

RE: Weekend Memo #163

WHAT IS LEADERSHIP?

I recently was asked to facilitate a half-day session for the participants in the Basic Leadership Academy for this year. These are sessions that I always volunteer to facilitate as it gives me an opportunity to interact with individuals who are serious about personal development and the acquisition of tools that can aid them in their quest for advancement. What follows are some of the points that I shared with the participants.

Leadership is an interactive conversation that pulls people toward becoming comfortable with the language of personal responsibility and commitment.

Leadership is not just for people at the top. Everyone can learn to lead by discovering the power that lies within each one of us to make a difference and being prepared when the call to lead comes.

Albert Einstein once said, "We should take care not to make the intellect our god; it has, of course, powerful muscles but no personality. It cannot lead; it can only serve." Leaders know and science has discovered emotionality's deeper purpose: the timeworn mechanisms of emotion allow two human beings to receive the contents of each other's minds. Emotion is the messenger of love; it is the vehicle that carries every signal from one brimming heart to another.

Leadership is applicable to all facets of life. Leadership is a competency that you can learn to expand your perspective, set the context of a goal, understand the dynamics of human behavior, and take the initiative to get to where you want to be.

Personal responsibility is the mark of true leadership. However, shirking responsibility

or shifting the blame to others is a national sport in many western countries. "It's not my fault" can be heard in court rooms, political rallies, in workgroups, and in sporting tribunals everywhere as blame for transgression is shifted away from the individual and placed on a scapegoat. "It's not my turn" is another way of shirking responsibility.

The Harvard Business Press is publishing some of the classic articles from past issues of the Harvard Business Review in handy pocket-size book form. In June they released Teaching Smart People How to Learn by Chris Argyris. This is a classic article that first appeared in the May-June 1991 issue. In it he tells us that "success in the marketplace increasingly depends on learning, yet most people don't know how to learn." Worse still is the fact that those we assume to be the best at learning – knowledge workers – are not very good at it.

True learning, what Argyris calls double-loop learning, requires that we be open to criticism. Most of what passes for learning is, according to Argyris, single-loop learning. Single-loop learning is problem solving. That is to say, working on problems in the external environment – behaviors and tactics. This is nothing more than fixing symptoms. Instead, people in organizations need to "reflect critically on their own behavior; identify the ways they often inadvertently contribute to the organization's problems; and then change how they act." It is looking at "why we do what we do." It is rethinking the assumptions behind why we do what we do.

Argyris describes single and double-loop learning using this analogy: a thermostat that automatically turns on the heat whenever the temperature in a room drops below 68 degrees is a good example of single-loop learning. A thermostat that could ask, "Why am I set at 68 degrees?" and then explore whether or not some other temperature might more economically achieve the goal of heating the room would be engaging in double-loop learning.

The ideas Argyris lays out in this article are truer today than when he wrote it nearly two decades ago. Knowledge workers must, by the nature of their work, put themselves – their identity – out there in the workplace. This makes them more vulnerable and more likely to become defensive when they are shown to be responsible, to some degree, with a problem. Double-loop learning requires taking personal responsibility and a willingness to challenge what one is doing. When this is done, the dictum "Know thy self," begins to take on a new dimension.

As you noted in the commentary of last week – just food for thought.

District Administrative Offices

Clyde Porter, DCCCD associate vice chancellor, is featured on the American Institute of Architects (AIA) website in a podcast talking with Sherry Snipes, AIA Diversity & Inclusion director, about

leadership challenges he faced, his role in increasing minority architect participation, and capacity and sustainability/green building initiatives. The podcast may be found at: <http://info.aia.org/aiarchitect/tw091002.cfm>.

North Lake College

Our community – Through a partnership with Research In Motion®, North Lake College will offer BlackBerry academic courses. It is the first BlackBerry Certification Program in the United States. The introductory course, “BlackBerry Support in a BlackBerry Enterprise Environment,” begins this month and will focus on the infrastructure support of the BlackBerry device, including wireless networks, email applications, and security. Gregory Newman, faculty, is the course instructor.

Our employees – Marty Ray, North Lake College art faculty, hosted a Girl Scout troop (10 girls and three leaders) at the North Lake College ceramic lab on Thursday, September 24th. The scouts asked to see the potter’s wheel, which Ray demonstrated and afterward gave each girl their own hands-on experience with the wheel. The girls left with their own clay creation.

Our community – The North Lake College Career Services Department is hosting sessions to help people overcome their economic hardships. The sessions, titled “Tuesday’s Tips for Making it in a Tough Economy,” focus on ways to improve a job search and the techniques one may need to help them secure a job. Topics have included how to conduct a successful job search, resume writing, networking, and the dos and don’ts of getting and keeping a job. The sessions are free and open to the public, and are offered every Tuesday until the end of the school year. A \$100 college scholarship drawing is done every week. Jamal Williams, career planning & placement specialist, is the instructor.

Our employees – Dr. Paul Kelemen, North Lake College vice president of community and economic development; Mike Cooley, executive dean of construction technology; Shannon Weaver, interim dean of continuing education and technical education; and Dr. Herlinda Glasscock, president, participated in the Texas Community College Instructional Leadership Conference, October 6th-8th. Their presentation, “Working Together, Building Together: The North Lake College – Construction Education Foundation Partnership,” focused on how a tech prep partnership can yield outstanding results. This presentation shared tips on how to cultivate partnerships and overcome challenges to business participation.

Eastfield College

Frank Millsap, Eastfield College auto body faculty, was featured on the September/October cover of “*The Connection*,” a Wylie, Sachse and Murphy community magazine. The interior article talks about how Millsap’s Sachse Rod Shop has been going strong since Millsap opened the shop in front of his house in 1982. Specializing in custom cars with 1948 and older body styles, the shop employs Frank’s son and wife as well as seven other employees. Millsap started out teaching horticulture classes at Richland College and in his spare time worked on cars. A few months following his retirement from Richland College in 2002, he was back in higher education teaching automotive classes at Eastfield College. (See article attached.)

Jose Flores, Eastfield College biology faculty, led nineteen students from his General Biology and Environmental Awareness Club group to participate in “Keep Mesquite Beautiful - Bi-Annual Trash Bash.” The group met up, along with 300 other volunteers, at City Lake Park in Mesquite. They were assigned an area in the city and spent the next two hours picking up trash and debris. Upon completion of the project, they returned to the park and enjoyed free pizza, and entertainment by

KEOM radio station. There was also a group of participants from the college's Chapter of Phi Theta Kappa. Amy McDonald, college communications and community relations office, is the Keep Mesquite Beautiful board chairman.

Sara Culver, Eastfield College Learning Assistance Center (LAC) employee, and her husband Timothy appeared on Fox News this week to talk about the book Tim has written about Sara and their family, titled "Sara's Story: One Family's Faith through Unthinkable Trial." Sara was an LAC tutor and adjunct math professor when, in May 2004, she had a stroke. At the time, Sara was 42 years old. She was unable to communicate and had extensive paralysis. A mother of four children, Culver struggled through a long recovery and returned to the LAC as a math tutor in 2007. In the early weeks of her treatment and therapy, Sara's husband reported that even though she couldn't speak, she could still do calculus.

Congratulations to Janet Loper, Eastfield College senior workforce program coordinator. Loper has been nominated and chosen as the college's Employee of the Quarter. Her receipt of this award means she is a model of the college's high standards and student-centered values. Some of the comments made about Janet by her peers were: Janet has been the Continuing Education/Workforce (CE/WF) representative to district colleague, and possesses hands on knowledge that is extremely helpful to all in CE/WF. She has always promoted CE/WF both on and off campus. Janet works with senior citizens. She created and developed the Life Long Learning Institute for seniors and helped the seniors find sponsors. She creates, develops and manages Senior Fest each year. Senior Fest is a very popular activity and applicants are turned away as maximum space is always exceeded. As this quarter's awardee, Loper was awarded a balloon bouquet, a gift card, a personal parking permit for the quarter, and her name will be placed on the Employee of the Quarter plaque.

DCCCD Campus High Schools

William Pitney, **Richland Collegiate High School (RCHS)** graduate and current John Brown University student, was among 20 American students selected to participate in a fall semester foreign study program at the Australian Studies Centre located in Sydney, Australia. William is currently enrolled this semester in 16 credit hours which include the experiential seminar, "Australia History, Culture and Society," and electives that focus on the visual and performing arts.

Seniors at the **Early College High School at Mountain View College** are embarking on a month-long project to encourage everyone to buckle up in their vehicles. The Click it or Ticket Campaign is a district-wide initiative between the Dallas Independent School District and the Texas Department of Transportation. Students are currently posting banners and distributing literature on campus in support of the campaign.

The **Middle College High School (MCHS) of El Centro College** Collaboration Committee met this week to examine preparation of MCHS students for success in the college's classes to strengthen communication between MCHS and the college staff and faculty. The college members are Howard Finney, dean of business and public service, and Harriet Crews, Robin Graham, and Ron Schmidt, faculty members. MCHS members are Eric Markinson, principal, Suzanne Nicholson, counselor, and Jaelyn Cobb, LaShonda Watson, and John Yarbrough, faculty members.

The **Middle College High School (MCHS) of El Centro College** faculty participated in a day-long staff development meeting focusing on the common instructional framework of the Texas High School Project. The project is designated by the Texas Education Agency to coordinate the development of

early college dual credit programs. The Middle College's participation in these staff development programs ensures that MCHS will be able to continue to partner with El Centro College offering high school students the opportunity to get a head start on college classes.

Eric Markinson, **Middle College High (MCHS) School of El Centro College** principal, and Sherry Caldwell, math teacher, whose students have the opportunity to begin college classes at Clark University, returned from visiting the University Park Campus School in Worcester, Massachusetts. They observed classes and discussed the implementation of school-wide instructional techniques to prepare students for college-level work.

Mountain View College

Mountain View College was well-represented at the Aviation Summit on Thursday, October 1st, at the Frontiers of Flight Museum in Dallas. The summit was hosted by the North Central Texas Council of Governments, and discussions focused on the Aviation in Education Initiative and on environmental trends in aviation. Presentations included "Business Aviation - An Economic Outlook" by Michael McMillan of Executive AirShare Corporation, and "General Aviation Environmental Issues" by Leisha Bell of Aircraft Owners and Pilots Association. Attendees from the college included Michael Johnson, Alice Atchison, Dr. John Payne, Carol Bitner, and Heather Marsh.

Raul Magdaleno, Mountain View College alumnus, delivered a lecture entitled "Knowing your Worth: Maximizing Your Potential" on Friday, October 2nd. Speaking before students at the college, Magdaleno discussed how he overcame a number of personal barriers and difficulties as a first-generation minority student. Magdaleno discussed how many first-generation and minority students might not recognize their own potential, and impressed upon students that anything is possible for those who develop a strong sense of self worth and make the most of their opportunities.

On Saturday, October 3rd, Mountain View College and the Urban League of Greater Dallas co-hosted an event entitled "The Edge 100 Fellows Program." The event was held at the college and offered college prep counseling, career services, and campus tours for high school students and their parents. About 150 students, parents, and volunteers were in attendance at the event. Candice Burks, Lorena Faz, Julius Wilson, Sarah Jones, and Shirley Higgs were college representatives at the event. Dr. Leonard Garrett, vice president of student services and enrollment management, provided opening remarks.

Mountain View College was recently awarded a Title V grant from the U.S. Department of Education in the amount of \$1,785,743. The funds are to be used over a period of five years. The program for which the funds will be used is entitled "New Student Success," and its purpose is to help the college improve new student success through instructional innovations and to develop programs to encourage college readiness.

El Centro College

El Centro College's Learning Support Services Department has partnered with Representative Barbara Caraway to offer a fall college entrance exam prep course. Classes will be held every Saturday from October 10th-November 14th at the Bill J. Priest campus of El Centro College. This is another excellent example of the college's commitment to educating and serving the local community.

El Centro College held its Fall Career Fair on September 23rd at the downtown campus. Twenty-five employers, including Wells Fargo Bank, Dallas Police Department, Luby's cafeterias, and UPS were

represented. Employers were selected based on having immediate hiring needs. One employer, for example, was accepting applications and interviewing for 60 open positions with flexible working hours. Approximately 450 student and community job seekers attended.

With help from the Center for Government Contracting (CGC) Small Business Development Center, Grace, Opportunity, Destiny, Inc., a client non-profit, has been awarded a \$350,000 ATR-II grant from the State of Texas. Grace, Opportunity, Destiny, a substance abuse recovery support and housing provider, was renewed for the final year of a three-year grant. They hired five new employees, increased their bed capacity, increased their bed rate, got increased fees for support services, and identified areas for potential growth. This was a first-time grant award for the CGC which deals mostly with contracts.

The El Centro College art faculty is participating in several exhibits. Rosemary DesPlas was a participant in *“From Our Perspective: A National Women’s Art Exhibition”* at Oakland Community College in Farmington Hills, MI. Rosemary DesPlas and Omar Hernandez were both in the exhibit *“Hispanica”* at Collin County Community College. Chris Cunningham is currently exhibiting at the Upstairs Gallery in Arlington in a show titled *“Bowls and Sails: New work by Chris Cunningham.”*

Richland College

Sustainable Community Building – “Healthy environment” – Richland College’s new LEED Platinum-designed/constructed science building dedication will be held on January 28th. The college’s Division of Humanities, Fine & Performing Arts is planning, under the leadership of Gallery Director Ryder Richards, the *Art, Science, and Sustainable Community Symposium and Regional Juried Art Exhibition*, *“Water More or Less,”* on January 30th. The keynote speaker will be Ignacio Bunster, lead architect on the Trinity Lakes Park design project. The regional art exhibition will be juried by New York City-based artist Paul Villinski, noted for his artist response studio built in a gutted FEMA trailer using green materials as a response to post-Katrina New Orleans. Along with the distinguished keynote address, the symposium centers on several themes: the built environment’s response to preserving ecology; striking a symbiotic equilibrium between human development and nature; use of science towards creative responsibility; and an environmentally inspired University of North Texas dance department performance, *Choking the Earth?*

Student Success – To impact positively Richland College’s student retention and student learning outcomes success, the college’s Center for Tutoring and Learning Connections continues its “Connections” study skills workshops series this week with *Math Driving You Mad?* The workshops are scheduled weekly to broaden students’ study skills, and workshops are limited to 15 students per workshop to enhance individualized assistance.

Employee Success – Congratulations to Dr. Mary Jo Dondlinger, Richland College director of institutional effectiveness and research. She was recently selected as this year’s recipient for the Association for Educational Communications and Technology (AECT) Robert M. Gagne Award for Graduate Student Research in Instructional Design. This award is presented to a graduate student who has made a significant contribution to the body of knowledge upon which instructional design practices are based. The award will be presented to her at the *AECT International Conference* in Louisville, Kentucky this month. Mary Jo was awarded for her work on a Core curriculum capstone experience, *“The Global Village Playground.”*

Institutional Effectiveness – Bao Huynh, Mary Frances Gibbons, and Fonda Vera of Richland College’s Office of Planning and Research for Institutional Effectiveness co-authored an article, “Increasing Demands and Changing Institutional Research Roles: How Technology Can Help.” The authors make the case that technology should be considered a means to an end rather than the end itself, and decision makers should have clearly defined approaches integrated with the overarching institutional strategic framework before considering new software and hardware purchases. The article is published in the fall 2009 edition of *New Directions in Institutional Research*. (See article attached.)

Cedar Valley College

Student Success – Dr. Thomas Patterson, Bradlee professor of Government and the Press at Harvard Kennedy School, will be at Cedar Valley College on October 12th to speak to students. Dr. Patterson’s topic will be “The First 250 Days of the Obama Presidency.” Dr. Patterson is renowned for his many publications on politics. His most recent work, *The Vanishing Voter*, looks at the causes and consequences of electoral participation. The event will take place in the performance hall beginning at 6:30 p.m. and is free to the general public. The City of Dallas Youth Commission is a co-sponsor for the event.

The Cedar Valley College art gallery is currently featuring the works of Byron Black, computer graphics coordinator at Northlake College. Black’s art focuses on issues of identity, connection and consumption. A reception for the artist will take place on Wednesday, October 14th at 4:30 p.m. The show will run in the gallery through October 28th.

The Cedar Valley College commercial voice students provided the musical entertainment for this week’s recital series. Featuring selections by Bob Dylan, Chrisette Michelle, and Miranda Lambert, the students entertained an audience of about 200 students and staff. The next recital will take place on October 21st and will feature the classical voice students and string ensemble. The series takes place on Wednesday’s beginning at 12:30 p.m. and are held in the performance hall.

Brookhaven College

Students in the Caribbean Arts and Culture course had an opportunity to share their studies and traditional foods when Dulce Parker, community educator, visited Brookhaven College as a special guest, October 6th-8th. Parker discussed the broader African cultural connections in the Caribbean and Latin America. Parker is the founder of Making Connections, Inc., an organization dedicated to educating parents and youth about the importance of valuing education and their cultural heritage. Taught by Edleeca Thompson, professor of cultural studies, the Caribbean arts and culture students welcomed guests and family members to attend and hear the speaker. The program was sponsored by the Office of Student Life and a grant from the Fund for the Improvement of Postsecondary Education.

Juanita Zapata Flint, executive dean of health and human services, received a letter from Kathleen Megivern, executive director of the Commission on Accreditation of Allied Health Education. The letter stated that the Board of Directors was extending the Emergency Medical Services Professions (EMSP) accreditation of Brookhaven College’s Emergency Medical Services Program to March 31, 2013. The committee on Accreditation of Educational Programs for the EMSP approved the extension of the college’s initial accreditation by an additional two years.

More than 300 English for Speakers of Other Languages (ESOL) teachers gathered at Brookhaven College on October 3rd for the annual *TEXTESOL V Conference*. The conference, which took place in

the new Science and Allied Health Building, welcomed ESOL teachers from elementary, secondary, and adult and higher education schools and colleges throughout Texas. Many ESOL professors from the college and other colleges throughout the district attended the event. Sheri Van Court, ESOL professor and this year's Piper Award nominee at the college, served as the site manager for the conference. In addition, Sheri and Kevin Paris, ESOL professors, had a successful and well-attended presentation on "The Bridge to College-Level Classes." The presentation highlighted the ESOL program and shared research-based success rates of ESOL students in college-level courses after completing the program.

Brookhaven College was well represented at the Carrollton-Farmers Branch Rotary Club Gala on October 1st. Dr. Richard D. McCrary, interim president, hosted a table which included Dr. Juanita Zapata Flint, executive dean of health and human services; Monica Wenthold, senior administrative assistant; Lois Ames, nursing professor; Marion Douglas, college financial manager; Karen Donaldson, division secretary for physical education, athletics and nutrition; Delryn Fleming, professor of speech; and two students, Billy Walker and Rebecca Jimenez. Both students took part in the Student Leadership Institute at the college; Billy also serves as senator in student government, and Rebecca works in the college's Outreach Office. The gala was at the Brookhaven Country Club and conducted in honor of five former mayors from Carrollton and Farmers Branch: Bob Phelps, David Blair, Milburn Gravely, John Dodd and Becky Miller.

LeCroy Center

Congratulations to Dorothy (Dottie) Clark, LeCroy Center (LCET) employee, who was selected this year's Community College Business Officers (CCBO) "Outstanding Business Officer of the Year" for Texas (Region 7). This award honors those individuals with distinguished service to their institution and community. Dottie joined the DCCCD in 1972 as a part-time employee with Eastfield College and then full-time in 1974 as the instructional television business manager. She served as the LCET's director of business operations from 1982 to 1995, and then as the director of business and network engineering operations from 1995 to 1998. Now, 34 years later, she has served for the past 11 years as the dean of financial affairs for the LCET. Over the years, Dottie's leadership has helped the LCET staff accomplish many things to reach their goals and objectives of serving distance learning students enrolled in the DCCCD's seven colleges and Dallas TeleCollege, and providing services to other colleges and universities nation-wide that use the Dallas TeleLearning products for their distance learning needs. She works closely with the District Service Center Purchasing Department to purchase goods, services, and the technology needed to support the faculty, students, and staff of the DCCCD. Dottie's effectiveness in supporting and coordinating high dollar technology purchases each year include 1) eCampus Blackboard for the entire District and the related hardware servers and backup 2) software licenses such as Tegrity, SoftChalk, Wimba, and 3) Presidium, the technical support call center housed out of the LCET which answers 60,000 student calls per year. Her many outstanding accomplishments, district-wide strategic planning and implementation of policies continue to support the District's Mission, *"To equip students for successful living and responsible citizenship in a rapidly changing local, national and world community."* Dottie's dedication to the LCET and DCCCD, and her enthusiasm in serving students, faculty and staff for the past 34 years is well-known in the district. She will receive this award at the annual CCBO conference to be held in Palm Springs, California. November 1st-3rd. Award winners are nominated and chosen by their peers.