



Dallas County Community College District

Office of the Chancellor

TO: DCCCD Board Members

FROM: Dr. Wright L. Lassiter, Jr.

DATE: July 17, 2009

RE: Weekend Memo #151

THE HUMAN SIDE OF ORGANIZATIONAL CHANGE

In my home library I have an extensive number of books and articles on the subject of organizational change. The majority of the materials address the structural side of change management - which is the easy part. But that is only half the story.

As the economic crisis in the nation strikes ever deeper, executives, managers and employees everywhere face wrenching decisions. Without question, immense business skills and personal resolve are required to reduce costs, implement complex changes, and to look for ways to scale back operations.

In this commentary I want to bring attention to the imperative that in turbulent times it is important that leaders need to be more human than ever before.

In a recent issue of Business Week, Jack & Suzy Welch wrote an interesting piece on "The Difference Dignity Makes." These two excerpts from that piece are instructive.

"The benefits of bosses explaining their moves and letting employees air their ideas go beyond a more pleasant workplace." As both have rather forceful personalities, they make this point: "No, we haven't gone soft. We're only making a case we've made before. Dignity is not only the right thing to do from a moral perspective; it invariably makes companies more competitive. It's a win-win every time."

When people are confronted by change, particularly during times of reorganization, they go through times that are rarely easy. Uncertainty at work triggers all kinds of behavioral and emotional reactions. Instead of being loyal, productive and enthusiastic, employees have a tendency to grow insecure, fearful and skeptical. The kinds of changes that are occurring around us every day test the resiliency of everyone in an organization.

The depth of the current economic crisis has never been experienced at this level in our lifetimes. However, like General George S. Patton (who is a figure that I study constantly); we can draw on lessons from similar, if less pervasive, episodes in the past. As leaders we should search for and study those lessons.

As stated at the beginning of this commentary, managers of today have more or less mastered the structural side of leading change. They can understand the practical situation, make the case for change, and take action. Yet, it has been documented that for all of our operational savvy, 75% of change initiatives fail – even in the best of times – and in today's tough times, successful change is harder than ever. Nevertheless, we must not let statistics deter us from addressing change.

Those organizations that emerge from a crisis with change initiatives that work will be the ones with leaders who address both the structural and human dimensions. They deal effectively with both the structural and the human dynamic by keeping a focus on maintaining and building trust.

As change initiatives will emerge in the DCCCD, these are pointers that we all should keep clearly in focus. These represent areas that the DCCCD leaders cannot overlook:

- *Manage the change, but lead the transition. In addition to communicating the need for the change, you also need to acknowledge that people are experiencing loss and grief. Do not ignore the personal and psychological elements of the change process. If you do, you will appear callous, arrogant or disconnected.*
- *Balance the drive to keep things moving as a result of the change with the need to give people time to catch up. Practice patience, over-communicate and coach colleagues who are struggling.*
- *Know when to empathize and when to be tough. Listen with an open mind and without being judgmental. Tell your colleagues that they are valued. Acknowledge the emotional impact of changes that occur.*
- *Balance realism and optimism. Be truthful, acknowledge mistakes, and be clear about the situation and prospects for the future.*
- *Trust yourself and trust others. Involve others in efforts to make changes. You cannot implement change by yourself. You need the support of peers and subordinates, not only to get the work done but also as fellow travelers on a challenging journey.*
- *Know your strengths, and try new things. A leader should draw on his/her personal and organizational strengths and skills. They should be confidently applied to new situations and circumstances. But do not lose sight of the imperative that one's old strategies and solutions may not work today. Lead the way with a willingness to learn and try new things – even when the process is difficult or painful.*

Leadership during turbulent times is not solely about finding the right model, or crafting

the ultimate set of competencies required to implement change. It's about being honest, authentic and human – even, and especially, in turbulent times.

You may ask, why am I returning to the topic of change in this commentary series? I think that the answers are obvious. Just look around us and see the examples of companies being downsized, sales tax and property tax levels continuing on a downward spiral, large organizations having to adjust to massive budget deficits.

The 2009-2010 budget process represents one of the most difficult in recent times, primarily because of the projected shortfall in local tax revenue. This is coupled with a continuing increase in students seeking to be served. My task is to lead us in an era of diminishing resources and accelerated demand for service. As reflected in this commentary, it is a task that must be acknowledged and embraced by all of my DCCCD colleagues.

Last week the Texas Association of Community Colleges had its annual summer conference. "Community College Champion Awards" were presented to State Representatives Burt Solomons and Dan Branch for their extraordinary support during the 81st Legislative Session. Each reminded us that the 82nd Legislative Session will be brutal because of the projected revenue shortfall.

What does that mean? It means that we must be proactive and not wait for the proverbial "train to run over us."

On July 21st the Planning and Budget Committee of the board of trustees will be presented with the proposed budget for 2009-2010. Following that meeting I will share my executive summary for the budget presentation in the form of a Chancellor's Bulletin for your information and guidance.

Like me, be hopeful and optimistic in spite of the challenges of the present environment. Through adversity come diversity and planned growth and improvements.

Thank you for reading this rather lengthy commentary.

El Centro College

TexPREP helps students prepare for careers in the fields of mathematics, science, technology, and engineering. With the support of the Texas Instruments Foundation, Dallas Independent School District, University of Texas at San Antonio, Dallas County Community College District, Southern Methodist University, and U.S. Department of Education, the program includes course work, team projects, class presentations, examinations, career awareness speakers, field trips, and special events. TexPREP is presented over the course of three summers and students can reapply each year. High school elective credit is awarded by school districts for the successful completion of TexPREP. El Centro College's TexPREP began June 15th. This summer, El Centro College has 28 middle school and high school students enrolled. Classes are Monday - Thursday from 9:00 a.m. to 3:05 p.m. So far, students have enjoyed a field trip to the Flights of Frontiers Museum and the NAS JRB Fort Worth base, where they toured the fighter planes and experienced flight simulators demonstrations. A graduation ceremony will be held July 31st for all TexPREP students.

A new law will address the state's nursing shortage by providing \$30 million of new up-front funding to increase enrollment at nursing schools statewide. The law was passed recently during the regular session of the Texas legislature. The article in the *Dallas Business Journal* (July 6, 2009) includes quotes from Joan Becker, director of El Centro College's nursing program and whose photo graces the article. She forecasts increased nursing school enrollment at El Centro College during the next two years. (See article attached.)

The Department of Assistive and Rehabilitation Services (DRS) put together a unique *Transition Vocational Summer Training Camp* for high school students/graduates at the Bill J. Priest Institute. On June 25-27, DRS sponsored a camp for students transitioning into the workforce. The event was planned and implemented by Southwest Behavioral Systems, Inc. (SBS), a comprehensive behavioral healthcare organization and the Bill J. Priest Institute of El Centro College. Both organizations have been long term vendors with DRS. The student participants were selected by their respective counselors based on their belief that these students could benefit from and commit to following through by making use of the training. Fifty (50) students were targeted; however, 39 or 78% of them enrolled and participated over the 2 1/2 days of training. Some of the key presenters during the camp included: Karon Clayton of Attitudes and Attire, Inc.; Juanita Hancock-Dickey, Kenn Manous and Steve Carter of DCCCD; Sonya Spencer of Higher Heights...2000; Le'Titia Speed and Malti Aires of Goodwill Industries; Gaylord Thomas Gaylord and Sandra Duncan of Citizens Development Center of Dallas; James McGill and Daniel Miller of Alameda Heights/Youth Build; Fredda Tyler (a parent advocate); Janet Peery of The Wilkinson Center; LaFreda A. Smith of the Arc of Dallas; and Samuel Trimiar, Jr. of the Social Security Administration. This camp was the first of its kind sponsored by DARS/DRS, SBS, and the BJP Career Services Center under the coordination of Juanita Hancock-Dickey.

One of El Centro College's outstanding fashion design students, Louise Black (real name, Carrie Jackson), will be one of the contestants on the new season of "Project Runway," starting August 20th at 10 p.m. (EST). Louise (Carrie) is finishing her degree here and already has her own collection called "Louise Black," which she sells online and to small boutiques around the world. You can see her and clips of her in her studio and at home at <http://www.mylifetime.com/on-tv/shows/project-runway/project-runway-designers/louise-black>.

District Administrative Offices

The safety record for the buildings being constructed, as part of the bond program, has been outstanding. Cumulatively, the contractors and subcontractors have amassed nearly two million man hours of labor with an OSHA recordable incident rate of 1.03 compared to a national average of 5.4. Stated another way, over 100 contractors and sub-contractors have worked for over three years on the District projects with no fatalities, no lost work day injuries and only 10 injuries that required medical care beyond first aid. Had these same contractors only met the national safety average, 19 additional lost work day cases would have been reported and 34 additional medical treatments beyond first aid would have been recorded.

Kim Green, associate vice chancellor of business affairs, was elected president of the Texas Association of Community College Business Officers at their annual meeting in Grapevine. She has served in the positions of secretary and president-elect for the organization, and was responsible for planning the program this year. Several other District employees presented or facilitated break-out sessions for the annual conference including Steve Park, John King, Brigham Wilcoxson, Sandi Newton, Pat Disbrow, Betty Butler, Norma VanLandingham, Philip Todd and Alene Denson. Other district employees graciously provided introductions for speakers.

Frank Bennett, director of facilities management-district offices, completed the Association of Physical Plant Administrators (APPA) Leadership Academy this past April. APPA is an organization for facilities management professionals in the education industry. There are more than 1,500 learning

institutions that are members. The purpose of the academy is to enhance and further develop leadership throughout the educational industry. It provides opportunities for professionals to increase their awareness of industry issues, to learn the skills necessary to handle today's changes, and to discover leadership potential. Other graduates from the District Service Center include Clyde Porter and Sharon Wilson.

North Lake College

Our students and community – The North Lake College Alpha Zeta Eta chapter of Phi Theta Kappa built a steam ship and Statue of Liberty float for the annual City of Irving 4th of July parade. Officers and members of Alpha Zeta Eta have made this their summer community project for the past seven years. In addition to North Lake's chapter of Phi Theta Kappa participating in the event, members from the area's twelve sister chapters also help build the float and take part in the Irving parade. Approximately forty-five DFW area students participated. Dr. Yolanda Romero, professor of history at North Lake College, is the Alpha Zeta Eta faculty advisor.

Our community – The Music Department at North Lake College hosted the 4th annual *All-State Music Camp* for high school choir students seeking to enter the Texas High School All-State Choir auditions. From Wednesday, July 8th through Friday, July 10th a large number of area high school students practiced songs for the auditions and learned valuable singing techniques. Allan Andrews, director of choirs at North Lake College, was the lead host for the camp.

Our community – Local artist Jerry E. Smith's art exhibit, "Mixed Media Mixed Messages," is on display in the North Lake College gallery from now until August 11th. A public reception will be held for Smith on Wednesday, August 5th from 7:30 p.m. to 9:00 p.m. Steven Benezue, North Lake College gallery director, is the faculty host for this event.

Eastfield College

Dr. Jean Conway, president of Eastfield College, welcomed the June 25th meeting of the Mesquite Chamber of Commerce Board of Directors at Eastfield College, and brought them up to date on what is happening at Eastfield College, particularly the building program and the upcoming opening of the Pleasant Grove Campus. State Representative Robert Miklos, D-101 (District 101 is in east Dallas County, covering the cities of Mesquite, Sunnyvale, and Balch Springs) was also present and talked to the board about higher education issues, state funding of various projects, and transportation issues.

Eastfield College was featured in Karel Halloway's *Dallas Morning News* article July 2nd pertaining to the Lakeview Centennial Collegiate Academy. Students in the high school will be able to obtain a high school diploma and an associate's degree by taking special classes. Other programs like this exist in the Metroplex but require students to travel to the actual college campus. Students skip their junior and senior years at their local high school by taking college classes and earning an associate's degree. To be accepted into academy, one of several magnet programs at the school near Lake Ray Hubbard, students must have high grades and demonstrate good behavior in order to be enrolled in the collegiate academy. Principal Gerald Hudson said the school identified 1,300 students throughout the Garland district eligible for the program and invited them to the informational meeting and more than 100 students and parents attended; the students can then transfer to a four-year college, 60 hours ahead, or look for a job with their college credentials in hand; and those two-years of college credit offer a big savings for parents. They are the equivalent of a full scholarship for two years since the academy is free. To read the article, go to

http://www.dallasnews.com/sharedcontent/dws/news/city/garland/stories/DN-garacademy_02eas.ART.Central.Edition1.4bceb30.html. (See article attached.)

Eastfield College's new Pleasant Grove Campus was featured in *Al Dia – The Dallas Morning News'* Spanish language newspaper – on July 7th. The article, written by Julian Resendiz, includes quotes from future student Joaquín Vásquez, who says that it's good that the campus is so close to him so that he doesn't have to worry about taking the bus – he can just walk. Javier Olguin, executive director of the Pleasant Grove Campus, said that there are objectives of the campus, such as to prepare students for college and to improve the skills of adults so that they can get better jobs.

http://www.aldiatx.com/sharedcontent/dws/aldia/educacion/stories/DN-PleasantGrove_08dia.State.Edition1.2c94e44.html. (See article attached.)

Eastfield College's Upward Bound hosted the *DCCCD Upward Bound Knowledge Bowl* on Friday, July 10th. Upward Bound students from Mountain View, Richland, Cedar Valley, North Lake, and Eastfield colleges were on campus from 10:00 a.m. – 3:00 p.m. participating in the “bowl” as well as other social activities. The purpose of the event was to encourage healthy competition among Upward Bound students and provide an outlet to showcase students' academic trivia knowledge. Categories included science, nature, sports, history/world, current events and math. The Eastfield College Upward Bound students put up a good fight in trying to retain the “Knowledge Bowl” championship trophy. Sandy's Troopers made it to the final round with Cedar Valley College. They stayed tied and made it to the tie breaker. Unfortunately, a kiwi question took Sandy's Troopers down and landed them in second place.

Richland College

Sustainable Community Building – “Social equity and justice” – Richland College's School of Teacher Preparation hosted an open house during the day and evening of July 16th. Students and potential students were presented program information about the college's Alternative Certification for Teachers, and recent changes in its Associate of Arts in Teaching (AAT). Academic transfer representatives from the Stephen F. Austin University Online Teacher Education Program were also present to answer questions, accept applications, and register Richland College students. “Economic development” and “Healthy Environment” – Richland College was recently notified by the Texas Higher Education Coordinating Board that its program application for the Environmental Sciences Technology Associate in Applied Science degree has been approved to be offered effective fall 2009. This career program provides students knowledge and skills in monitoring environmental systems, investigating sources of contamination, and performing corrective actions. It also prepares students for careers in pollution control and includes a specialized track in energy management for careers related to pollution prevention through emissions and waste reduction.

Student Success – Since Richland College became a certified Certiport Test Center in 2000, participating Richland College students, area high school students, and business community members have successfully completed 3,135 Microsoft Office certification exams. Certiport's Higher Education Solutions (CHES) National Director Mike Maddock and CHES Account Representative Chris Yandow recently toured the college's Business Office Systems & Support (BOSS) testing facilities and labs, and were impressed with the quality of the facilities and volume of tests administered for Microsoft Certified Application Specialist (MCAS), Microsoft Office Specialist, and Internet and Computing Core Certification. Certiport is the world leader in standards-based certification solutions that enable personal and professional advancement through globally portable credentials.

Employee Success – Congratulations to Richland College Police Lieutenant Jason Pierce who successfully completed Leadership Garland Class 28 in May. Lieutenant Pierce has also been selected to serve on the Leadership Garland Steering Committee and as the Junior Class Advisor for Class 29 and Senior Class Advisor for Class 30.

Institutional Effectiveness – Dr. Kay Eggleston, Richland College executive vice president/COO, was invited by the Performance Excellence Study Awards (PESA) program, with support from the New Zealand Post, Housing New Zealand Corporation, and Business Excellence New Zealand, Ltd., to present at the *2009 PESA Baldrige Recipients New Zealand Seminars* in Auckland, Wellington, and Christchurch, New Zealand, in June. Based on U.S. Malcolm Baldrige National Quality Award Criteria, the New Zealand PESA program recognizes public and private-sector national role model organizations pursuing performance excellence. Dr. Eggleston illustrated how performance excellence models such as the one Richland College has deployed, based on the Baldrige-framework, have helped increase performance improvement in student-learning outcomes and in organizational efficiency and effectiveness. The U.S. delegation included the 2002 first health-sector Baldrige recipient, SSM Health Care, a 20-hospital system with corporate headquarters in St. Louis, and Mesa Products, Tulsa, a 2007 business sector recipient. Charge d'affaires David Keegan met with the delegation at the U.S. Embassy in the capital city of Wellington on June 23rd.

Brookhaven College

The Student Services Center at Brookhaven College was packed with people on July 15th for the fourth annual *Bilingual Job Fair*. Even with the poor economy, 18 companies committed to attend the fair in search of both bilingual and non-bilingual applicants. Both national and local businesses, large and small, were represented. The job fair was sponsored by *Al Día*, a twice weekly publication of *The Dallas Morning News* printed in Spanish.

An incoming freshman at Brookhaven College was featured in a recent article in the *Plano Star Courier*. Jake Todd, Plano senior graduate, signed to play with the Brookhaven College baseball team. His accomplishment is a more significant moment than expected, as Todd suffered a stroke at birth that limits him to playing with just one arm. Todd said he plans on pitching for Brookhaven for two or three years before possibly signing on at the University of Texas-Tyler. Clark Penfold, Brookhaven College baseball coach, said, "He always has the right attitude in everything he does."
http://www.planostar.com/articles/2009/07/11/sports_update/403.txt. (See article attached.)

Brookhaven College is just one of the agencies contributing support to free summer programming for children in northwest Dallas. The *Baptist Standard* published an article on July 9th focusing on a local church working with Buckner International to offer the free activities. More than 125 children had signed up to participate even before the programming started. The summer programming at Primera Iglesia Bautista Mexicana will include fun, physical wellness and spiritual programs for children ages three to 19. Girls in Motion is supplying part of the personnel and programming with students from Brookhaven College, SMU and UNT acting as mentors for the girls. Julie Hanson, outreach and recruitment coordinator, has organized the Brookhaven College Girls in Motion efforts for several years. To read the full article, go to
http://www.baptiststandard.com/index.php?option=com_content&task=view&id=9780&Itemid=53.
(See article attached.)

At the Dallas Geological Society meeting on June 23rd, Julie Pollard received the Patty Holyfield Award for Excellence in Geoscience Teaching. Brookhaven College has a connection with the Patty Holyfield Award, having for several years been one of the sponsors through the Ellison Miles Geotechnology Institute. The annual award recognizes a North Texas K-12 teacher for using creativity in teaching science and includes a \$5,000 gift for the teacher's personal use. Julie Pollard also has a Brookhaven College connection; she took her first geology course with Professor Susan Maxey at Brookhaven College, and after just two weeks changed her major from English to geology.

DCCCD Campus High Schools

Debbi Richards, **Richland Collegiate High School** (RCHS) registrar, attended the *Texas Association of Collegiate Registrars and Admissions Officers* summer meeting in Austin, July 9-10. Texas Higher Education Coordinating Board representatives presented to the 155 community college attendees the latest legislative updates and Texas Success Initiative, and state reporting guidelines, which must be incorporated into the RCHS curriculum and services, given RCHS's exclusive dual-credit nature.

Mountain View College

The works of student artists Martin Campos and Orlando Hernandez will be on display in the Kiva Art Gallery at Mountain View College through August 6th. The exhibit, "*Inside/Outside*," is the second of two student art exhibitions at Mountain View College this summer. A special reception for the exhibit was held Saturday, July 11th. The exhibit is free of charge and open to the public.

Physics students at Mountain View College were prominently mentioned in the July 13th edition of *Community College Week Magazine*, a biweekly, nationally distributed publication. The story appeared in the "Around Campus" section of the magazine. The article noted that physics students at Mountain View College recently earned special recognition from NASA and the Astronomical Research Institute for their valuable contributions to the Killer Asteroid Project during the Spring 2009 semester. The story can be read in its entirety by accessing the college website at www.mountainviewcollege.edu. (See article attached.)

Performances of "MVC is Magic!" summer magic shows are being held July 16-19 in the library foyer at Mountain View College. All shows, which are free of charge and open to the public, are sponsored by the Office of Student Life and the Mark Wilson Magic Club at the college. Area professional magicians and balloon artists are joining members of the student magic club at each performance to offer thrilling shows geared especially for children and families. All shows begin at 2:00 p.m.

Mountain View College Student Estrella Martinez has been accepted into the prestigious Gallaudet University in Washington, D.C. Martinez, 25, a graduate of Moises E. Molina High School, has been seeking admittance to Gallaudet for several years. Legally deaf, Martinez has maintained close to a 3.0 grade point average over more than sixty hours of coursework at Mountain View College. Gallaudet University is perhaps the world leader in liberal education and career development for deaf and hard-of-hearing undergraduate students. Martinez has yet to declare a major, but is leaning toward obtaining a graduate degree in psychology. Martinez will depart for Washington next week.

Cedar Valley College

Our Students – Leah Sattler and Maria Flores participated in a college fair sponsored by Girls Inc. on Wednesday, July 8th. More than 400 students attended the college fair, which was held at a local Girls Inc. location. Cedar Valley College was joined by Texas State University, Iowa State University, and many other educational institutions.

Our Employees – During the week of July 20th, members of the Veterinary Technology department will move into the new Science-Vet Tech-Allied Health building. The current structure will be demolished later this summer. All other Math/Science/Allied Health departments are expected to move in December.

Athletics – Cedar Valley College will host a one-week volleyball camp for junior high and high school volleyball players July 20-24 in the college gymnasium. The camp, which is directed by the college's head volleyball coach, Paul Wisden, will focus on improving skills and knowledge of volleyball techniques and strategies. The camp will run Monday through Friday from 12:00 p.m. to 3:00 p.m. For more information, contact Coach Wisden at 972.860.8178 or pwisden@dcccd.edu.