



# Dallas County Community College District

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## Office of the Chancellor

TO: DCCCD Board Members

FROM: Dr. Wright L. Lassiter, Jr.

DATE: May 1, 2009

RE: Weekend Memo #141

10 LESSONS LEARNED IN OVER 30 YEARS  
IN HIGHER EDUCATION

*Dr. Walter Bumphus and Dr. Angel M. Royal had an interesting article in one of the communication vehicles of Wayne County Community College -- Great Leadership. With their permission I am sharing the contents of that article for your information and guidance.*

*The article opens with the statement that "There is no secret to leadership, but there are lessons learned that can ensure that as a leader one is effective. These ten simple rules, if followed, can provide a great source of guidance on any leadership journey."*

(1)

*It is easier to identify a leader from his/her back than to see him/her coming. Many individuals earlier in their careers might not have looked like the leaders that they have become. Give everyone a chance and do not pre-judge them. The least likely people will surprise you.*

(2)

*Be wary of "initiatives du jour." Good leaders must be astute enough to differentiate a fad from a bonafide winner. Much time can be wasted chasing the perceived "next best thing".*

(3)

*Don't tackle your teammates. Celebrate accomplishments. It doesn't take much to have an impromptu celebration or to write a note of thanks for a job well-done. If there is a need to criticize or disagree with a teammate do it in private.*

(4)

*Don't try the same programs and expect new results. The research has proven*

*that it does not work. Effective leaders understand that the use of data leads to good decision-making.*

*(5)*

*Listen, listen, and listen. Learn to keep an open-mind and let others share their opinions. Don't think about your response while the other person is talking because it clearly means that you are not listening.*

*(6)*

*Continue to make communication a priority. When people feel like they are part of the "information highway" because they know the game plan, they will function as a vital part of the team.*

*(7)*

*Have courage. One of the most important characteristics for great leadership is courage at the helm. Courage means standing up for what is right, and accepting blame when something goes wrong.*

*(8)*

*Don't make expedient decisions that have long-term effects. A wise leader listens, weighs the options, and thinks about them before he/she speaks.*

*(9)*

*Hire great people and support professional development. You are only as good as the team with which you surround yourself. As the saying goes, first rate people hire first rate people.*

*(10)*

*Minimize your number of enemies. Don't make enemies if you don't have to. You may miss out on another good opportunity because of the troubled relationships you have accumulated.*

*They conclude the article with this statement: "While these lessons learned are primarily administrative in nature, in our opinion, they can be easily applied across all areas of the institution."*

*I commend these 10/30 rules to my colleagues in the DCCCD. They clearly resonate with the messages that I share with you on a weekly basis.*

### **District Service Center**

On April 16th, members of the board of trustees and DCCCD finance staff met with representatives from three credit rating agencies in anticipation of selling more of the authorized \$450 million of the 2004 General Obligation Bonds (GOB).

We were informed that Standard and Poor's reaffirmed the DCCCD general obligation bond rating of AAA. We also learned that Fitch's and Moody's reaffirmed our AAA rating for GOB. Moody's, Fitch's and Standard & Poor's are rating agencies that review and evaluate an organization's ability to

issue and repay debt (such as bonds). The higher the rating they assign, the more attractive our bonds are to investors and lower our interest costs are. AAA (expressed “Triple A”) is the highest rating available and is only granted to institutions that are “rock solid” financially and well positioned in their business environment.

Why is this important? The DCCCD will be seeking to sell \$110 million in general obligation bonds as financing for our numerous construction projects that are underway.

In this economic environment and in light of the pressure that rating agencies have been under in recent months, top ratings such as ours are not freely or easily assigned. These ratings vouch for the financial strength and integrity of the DCCCD. We all play a role in the financial tenacity of the District.

### **El Centro College**

Kristin Drauschke, an international trade specialist at the International Small Business Development Center, has been invited to participate on a business mission to Peru by the World Affairs Council of DFW, as part of their International Visitors Program. Kristin will spend two weeks in May working with small business agencies in Peru. She will assist them in developing programs to help entrepreneurs be more successful in the global economy.

Sondra Flemming, vice president health and economic development, presented the keynote presentation “Follow the Yellow Brick Road” at the *Health Professions Network (HPN) Spring Meeting* April 16th. Her presentation dealt with leadership, collaboration and courage in dealing with the future of health care. The HPN is a nationwide collaborative group of organizations representing leading health professions associations, accrediting agencies, and educational institutions, as well as federal and state workforce analysts and licensing and certification bodies. A wide range of health professions make up the HPN and encompass the majority of approximately 200 different positions in health care, including diagnostic medical sonographers, radiologic technologists, physician assistants, physicians, nurses, medical assistants, clinical laboratory scientists, music therapists, athletic trainers and more. Sondra also was honored on April 19th by the Commission on Accreditation for Allied Health Education Programs (CAAHEP) at their annual awards luncheon in San Antonio. She received the Exceptional Service Award. The award honors the 15 years of service that Sondra has volunteered to CAAHEP. She has served as board member, president, task force chairperson, and board liaison to the Committees on Accreditation.

Ceaser Espinoza, an El Centro College paralegal program faculty member, is thankful that he can participate in the Dallas Volunteer Attorney Program (DVAP) since it helps him to give back to the community. He now stresses the importance for pro bono services in his own classroom. Practicing what he preaches to his students, he maintains a caseload of several bankruptcy cases from the DVAP at all times. For him, helping clients overcome financial struggles during tough times like the present is one of the duties of his profession. The DVAP recently ran an ad, including his photograph, in the *Dallas Bar Association’s Headnotes* publication, honoring Ceaser for his pro bono work. (See article attached.)

LaCheeta McPherson was elected President of the Commission on Accreditation for Allied Health Education Programs (CAAHEP). This position is a two-year term. LaCheeta has served on the 15-member Board of Directors for CAAHEP for three years. She has been a commissioner, representing two-year colleges, for six years. CAAHEP is the largest programmatic accreditor of health education in the United States, accrediting over 2200 college and university-based programs from 20 different

disciplines. Examples of professions/programs accredited by CAAHEP include: respiratory therapist, cardiovascular technologists, echocardiology technologists, diagnostic medical sonographers, medical assistants, surgical technologists and surgical assistants, blood bank specialists, perfusionists, paramedics, medical illustrators, anesthesia assistants, cytotechnologists, kinesiotherapist, polysomnographic technologists, and orthotic & prosthetic practitioners.

### North Lake College

*Our students* – North Lake College’s Phi Theta Kappa chapter, Alpha Zeta Eta, was honored for its success at the international level of Phi Theta Kappa. For the fourth consecutive year, the college received the Beta Alpha Award for excellence in chapter programming, scholarship, leadership, service and fellowship. Alpha Zeta Eta was one of 11 chapters out of more than 1,200 to receive this honor. Peter Babcock, chapter president, was named Distinguished International Chapter President and Ida Jange, vice president of service, was named a Distinguished International Chapter Officer. The chapter also received two Hallmark Awards, the Scholarship Hallmark Award and the Leadership Hallmark Award. Dr. Yolanda Romero, professor of history, is the chapter advisor.

*Our Students and Employees* – Students, faculty and staff celebrated Earth Day (ED) on the North Lake College campus on April 22nd by spending an afternoon outside in the beautiful weather with friends and live music. About 10 student music groups competed in a “Battle of the Bands” contest, receiving prizes that included a 30-minute musical set. Student organizations provided information on how to go green and recycle. The picnic was waste-free with the use of biodegradable plates, cups and utensils. All products were buried on the campus after the event. The students and employees had much to celebrate after receiving the RecycleMania Waste Minimization Award for the second consecutive year.

*Our Community* – Marsha Anderson, director of international studies and adjunct professor of humanities, joined representatives from the SMU Meadows School of the Arts and the North Texas Community College Consortium to present “From the Temple and the Tomb: Etruscan Treasures from Tuscany” on April 24th at the Meadows Museum. The program highlighted a very comprehensive exhibit of Etruscan art and archeology, and shed new light on the daily life and religion of the Etruscans. Marsha helped organize the event and served as a gallery host.

*Our Employees* – Dr. D’Ann Madewell, English instructor, and Shirley Thompson, math instructor, hosted a meeting on April 25th of the college’s English and math faculty and their counterparts from the Irving Independent School District. Thirty four (34) instructors were in attendance for a general session to discuss the critical high school to college pathway. The group split into English and math section meetings to share insights and explore strategies that will enable students to move successfully from high school into the college experience. The meeting was supported by a College Readiness Standards grant from the Texas Higher Education Coordinating Board.

### DCCCD Campus High Schools

On April 23rd, Glenn Borgne, Emory Caballero, Marie David, Nallely Eguia, Juan Carlos Garcia, Carissa Islas, Leticia Sanchez and Jose Villalpando, **Middle College High School of El Centro College** students, were inducted into Phi Theta Kappa, the Honor Society for students in two-year colleges. Several seniors have recently received scholarships: Lucero Neri-Hernandez received one of ten Sulentic Family Scholarships awarded by the Dallas ISD and will be attending the University of North Texas; Chantelle Robertson and Brenton Newhouse received Dallas ISD Superintendent Scholarships, and Chantelle has been accepted at Clark-Atlanta University and Brenton has been accepted at Morehouse College; Rose Mann and Brenton Newhouse received scholarships from the Dallas Black Chamber of Commerce, and Rose has been accepted at Sam Houston State University;

Leticia Sanchez has received a 2009 Muse Presidential Scholarship for three years study at El Centro College; and Miguel Cuevas has received a University of Texas at Arlington Honors Scholarship.

Tenth- and 11th-grade students of the **Early College High School (ECHS) at Brookhaven College** participated in the first of two seminars comprising “Your Financial Tool-Kit for College and Life,” presented by four employees from Citi Financial offices in the Dallas area. The presentation to 146 students was made possible through a grant from Citi Foundation North America Community to the DCCCD for ninth- through 12th-grade students in DCCCD early and middle college high schools. Parallel programs will be made available to the parents of the ECHS students as part of the program.

Several members of the Junior State of America chapter of the **Early College High School (ECHS) at Mountain View College** attended the *2009 Spring State Convention* in Houston on April 24-25. The convention attracted students statewide to discuss and debate current events and political issues. The ECHS had several students run for office, moderate debates, and present Chapter of the Year presentations. ECHS students in attendance included Darryl Rudd, Leslie Cardoza and Juan Benavides.

**Richland Collegiate High School (RCHS)** seniors held their annual senior capstone service learning, sustainable community-building fair last Friday afternoon and evening. Throughout El Paso Hall, RCHS students presented their year-long projects to several hundred Richland College students, parents, community members, and volunteer faculty-staff project judging teams. These local and international community service learning projects demonstrated students’ key college interdisciplinary learning outcomes in one or more of the three sustainable community-building “triple bottom line” elements (social equity and justice, economic sufficiency, environmental health) and one or more of the eight U.N. Millennial Goals. Some seniors also successfully used elements of these projects in gaining admission to such universities as Rice, Stanford, and UT-Austin.

### **Brookhaven College**

Brookhaven College had its first “EXCEL-abration” on April 23rd, recognizing the students in the EXCEL program who will be graduating or transferring in May. EXCEL is a TRIO program, which offers support services, community referrals, tutoring, and academic and peer counseling to first generation, low income or physically or learning-challenged students. This year, 266 students actively participated in EXCEL, and this event celebrated the 36 Brookhaven EXCEL students who completed their degrees and certificates and will be transferring to other institutions. Bobbie Nieman, case manager II, coordinated the event and Dr. Cynthia Shields, student support services coordinator, acted as emcee when Bobby unexpectedly could not attend. Eleanor Burt, Leyla Kafie and Kyle Magee, all former EXCEL students who went on to earn bachelor’s degrees at area universities, spoke to the students about their experiences moving from Brookhaven College to a four-year university.

Student groups came together on April 15th to coordinate a celebration of International Day at Brookhaven College. Organized by Sheri Van Court, ESOL professor and club sponsor, along with members of the International Club, the annual festival of culture was once again a memorable occasion. Students brought materials to exhibit representative of their cultures and arts. The event included performances by Chinese lion dancers, flamenco dances by Rebecca Garcia, professor of Spanish, and the Hispanic Heritage Club with audience participation, an international fashion show, Native American drumming and storytelling, and finally student vocal performances of music from around the world. A delicious variety of tasty Korean treats were provided by the Student Program and Resources/Student Life Office, and the African Student Organization provided samples of Ethiopian food.

Several employees at Brookhaven College have offered their expertise to local community groups in recent weeks. Scott Sires and Gerry Bartz, geographic information system professors at Brookhaven College, conducted a Webinar, “GIS in the Oil Field: New Cost-Savings, Improved Operations,” for the American Association of Petroleum Geologists. The workshop, offered in March, focused on how GIS can improve monitoring activities, and increases operational efficiency and enables expansion. Patricia M. Dodd, Ph.D., English professor, spoke recently at a Dallas gathering of members of the ‘Spiritics™ Circle’ for a progressive conversation about her experiences as an eyewitness to Palestine. John Flores, librarian, was featured along with his family in a recent profile in the *Dallas Morning News Guide* for their roles in “Titus Andronicus” at the Kitchen Dog Theater. To view the article, go to [http://www.guidelive.com/sharedcontent/dws/ent/stories/DN-flores\\_0422gd.ART0.State.Edition1.4a78381.html](http://www.guidelive.com/sharedcontent/dws/ent/stories/DN-flores_0422gd.ART0.State.Edition1.4a78381.html) (See article attached.)

Brookhaven College welcomed researchers on April 23-24 as representatives of “Achieving the Dream: Community Colleges Count.” The team from MDRC, a nonprofit, nonpartisan social policy research organization, examined the college and spoke to faculty and staff members as the final year of the college’s Achieving the Dream (AtD) grant comes to a close. Melissa Boynton and Oscar Cerna, both from MDRC, spoke with administrators, faculty members and staff who supported various programs funded by the grant, and students who took part in these programs, as well as faculty not directly involved with the program. The information gathered will be used to help inform best practices for other AtD colleges. MDRC is one of the partner organizations with the Lumina Foundation in the AtD program.

### **Mountain View College**

Over the course of the Spring 2009 semester, Mountain View College physics students have observed numerous “Near-Earth Objects,” asteroids that have wandered out of the Main Belt which could potentially impact our planet. Scanning the solar system, as part of the International Astronomical Search Collaboration (IASC), an educational outreach program for high schools and colleges, the students identified these objects by utilizing photos of space taken at various time intervals. These findings were reported to the IASC, and the students have been officially credited for their findings. Students making discoveries included Daniela Grimaldo, Eva Quiroz, Joseph Helms and James Stratton. This experience has provided the students with unique and valuable training in an exciting area of scientific research.

Mountain View College hosted a public health fair, as part of its annual “Wellness Day” activities, on April 23rd. Representatives from a variety of health-related businesses and organizations were present to discuss health care topics, provide free screenings, and to conduct informational workshops. Sponsored by the college Lead Institute for Professional Development, “Wellness Day” also consisted of food, fun, and fellowship for employees who participated in nature trail walks, Simon says, softball at the new sports complex, and much more.

On Thursday, April 23rd, President Felix A. Zamora, along with Rene Prupes, program administrator, Liz Nichols, interim dean for arts, humanities and social sciences, and Jim Corvey, dean of learning resources, made a joint presentation entitled “Accountability: A Family-Oriented Instructional Approach to Latino Student Success, Retention and Persistence.” The presentation was delivered at the *College Board’s Preparate 2009 Forum* in Orlando, Florida. The presentation outlined how the “Family Involvement for Latino Success in College” project, funded by the Department of Education through the Fund for Improvement of Postsecondary Education, offers a replicable multi-disciplinary data-supported model for the success, retention, and persistence of Latino and other students, engaging them and their families in rigorous community college coursework.

Mountain View College student course success rates for all developmental math students, including “first-time-in-college developmental math students, has exceeded the district success average in each of the last three reported semesters. Those achievements can likely be attributed in part to an increased number of workshops and seminars related to student success and retention recently offered to faculty and administrators.

### **Richland College**

*Sustainable Community Building* – “Social equity and justice” – Richland College’s Health Professions division has partnered with UTD and the DFW Area Health Education Center, which focuses on medically underserved areas, health profession shortage areas, and disadvantaged populations, in a grant-funded opportunity that introduces underserved-population high school seniors to hands-on health professions, such as phlebotomy, pharmacy technician, and vision care. “Healthy environment” – in its first-year participation, Richland College placed second for the Grand Champion of Texas, the higher education RecycleMania event, recycling 66.6 tons in the 10-week competition of 206 institutions nationally. The college was also one of four community colleges and 16 four-year institutional “success stories” featured in the American College & University Presidents Climate Commitment 2008 Annual Report, “Climate Leadership for America.” The report can be viewed at [http://www.presidentsclimatecommitment.org/reporting/documents/ACUPCC\\_AR2008.pdf](http://www.presidentsclimatecommitment.org/reporting/documents/ACUPCC_AR2008.pdf). (See copy attached.)

*Student Success* – Albert Palmer, president of Richland College’s African-American/Latino Alliance, was one of three student panelists in the recent AACC convention session, “Strategies, Tools, and Best Practices for Implementing Programs for African-American Men,” and was invited to serve as an advisor to a proposed National African-American Male Leadership Institute. More than 200 students and family members attended the college’s annual student awards banquet at Garland’s Granville Arts Atrium, and another 50 participated in the annual Honors/Academic Enrichment awards banquet. Thunderduck baseball, ranked #1 nationally, defeated #3 Tyler Junior College to win the MAC championship, with a 30-3 conference record and 38-11 overall, and now heads for the NJCAA-III District tournament on May 8th.

*Employee Success* – Richland College Humanities Professors Aditi Samarth, Sara Cordona, and Lois Parrott’s successful “Asian Arts and Humanities Series”--South Asia: “Hindu and Muslim Identity of Pakistan”; China and Japan: “Asian Art Meets American Modernism”; Japan: “Wabi Sabi Aesthetic”; and Middle East: “Words and Poetry” -- attracted scores of students and community members in their Richland College sessions and in community locations such as SMU and Trammel Crow Asian Arts Center. Aditi has also been chosen as one of five DFW teachers to participate in this summer’s World Affairs Council seminar in Turkey. In addition, English Professor Trudi Swedlund has been selected for a Fulbright fellowship in China this summer.

*Institutional Effectiveness* – Different Richland College teams recently participating in national performance excellence conferences (SENSE-Survey of Entering Student Engagement, Baldrige “Quest,” and AACC) are convening to share benchmarking opportunities with various institutions to continue to improve student learning performance in THECB “Closing the Gaps” areas and in preparation for this summer’s launch of the next round of 20 institutions selected for the national “Achieving the Dream” initiative. Richland College’s selection will be officially announced in an upcoming national press release. The college’s latest benchmarking opportunities will be focused on closing student learning performance gaps in such gatekeeper/gateway disciplines as development studies and mathematics and are enhanced by its collaboration with other DCCCD partners through the District’s student learning outcome initiative funding awards program.

### Eastfield College

Congratulations to Dr. Susan Skinner Wyatt, Eastfield College child development teacher prep faculty member, who is recognized as a Piper Professor of 2009. The Minnie Stevens Piper Foundation annually recognizes outstanding educators nominated throughout the State of Texas. Dr. Wyatt is the college's 2009 Excellence in Teaching-Miles Production Award winner recognized for her many years of teaching in the Child Development Program. She is also involved in many local, state and national child development organizations. Dr. Jean Conway, interim president, acknowledged the award in a public reception on April 30th. Wyatt joins two other Eastfield College faculty who have been selected for this prestigious award in the past; Dr. Diane Martin, retired English faculty and former vice president of instruction, and Dr. Vivian Dennis-Monzingo, math faculty. Wyatt was presented with a certificate, a pin and an honorarium, and will be recognized at the annual commencement exercise on May 14th.

As part of *Arbor Day 2009*, Eastfield College committed to helping the environment by planting a Texas Ash tree. The tree replaced one of the college's original trees planted in 1970 that was lost in last year's torrential and damaging storms. The Texas Ash was selected to complement the variety of trees on campus and add more bio-diverse trees. Not only does planting the tree help reduce CO<sub>2</sub>, it also serves to beautify the campus and provide shade and a habitat for wildlife. Texas Ash trees will grow to a height of between 30-40 feet fairly rapidly and with a moderate amount of water. This Texas native will provide reliable fall color-- yellow, orange, and purple--and is a good long-lived shade tree. Arbor Day is a nationally-celebrated observance that encourages tree planting and care. Members of the Eastfield Green Team, Don Hellstern, Chuck Dale, James Martin, Michael Washington, Jim Jones and Rick Post, joined Dr. Jean Conway, interim president, for the tree planting on April 24th.

Twenty-four (24) Eastfield College students and staff had the opportunity to experience the wonders and diversity of the Big Thicket National Preserve in Saratoga, Texas, April 17-19. Plants and animals from many parts of North America live in the Big Thicket region of southeastern Texas. This unique environment provides four different biospheres to explore. Cactus and yucca plants grow near swamps and cypress trees. Eastern bluebirds spy roadrunners on the forest floor. Four out of the five insect eating plants in North America can be found there. Each semester, for the past four years, Biology Professor Jeff Hughes has been coordinating this trip for the opportunity to see science in nature first hand. For many of the students interested in science, ecology and the environment, the short travel and site is perfect for hands-on learning experience. The students set up tents at the Indian Springs campground and for some this was their first camping experience. The excursion included a nature hike on the Sundew Trail. Professor Hughes, Professor Rik Post, and Professor Dr. Carl Knight enlightened and educated the students on the plants and animals in the great teaching region where nature is naturally thriving. Norma Mendoza and Laura Thomason from the NSF-STEP program also participated for the first time. Project Pathways, a National Science Foundation – Science, Technology Expansion Program grant, sponsored this field trip.

Approximately 100 Eastfield College students, staff, and guests learned about the writing process from famous author, editor, and screenwriter Allegra Huston. Huston shared messages from her memoir, *Love Child: A Memoir of Family Lost and Found*, and spoke of her writing process. The book is a poignant chronicle of her radically altered young life and her struggle to rediscover the essence of a mother whose reality faded by the day. Student Programs and Resources hosted the event, and Simon and Schuster Publishing and The Writer's Garret arranged for Ms. Huston's appearance. Ms. Thea Temple, executive director of the Writer's Garret, was among the community guests. Huston's Hollywood family line includes John and Anjelica Huston, her famous father and sister.

### Cedar Valley College

*Student Success* – The Cedar Valley College Athletics Department hosted their annual sports banquet recently. Krista Baugher (volleyball) and Jesus Mireles (baseball) were named Sun Awardees. Coach Ron McDowell was named Coach of the Year by his peers. Congratulations to the awardees.

The Cedar Valley Real Estate Club held their first meeting last week. The new club featured real estate educator/entrepreneur/profession Jeff Messer as a guest speaker. Steve Brown, real estate professor, will have a paper that he co-authored presented at this year's *Academy of International Business and the Academy of Management Conference*. The paper is entitled "The Causal Relationship between Corruption and Foreign Direct Investment: Evidence from Multi-Country Panel Data."

One hundred and forty (140) tenth grade students from Roosevelt High School were recently on Cedar Valley campus to hone in their science skills for the TAKS test. The all-day *Science Camp* was designed to assist students with the specific skills needed to be successful on the test. In addition, the college staff took advantage of the captive audience to promote the value of higher education and recruit the potential students to the college.

*Community Development* – The Continuing Education Department at Cedar Valley has been awarded a WNA Cup Skills Development Grant in the amount of \$90k by the Texas Workforce Commission. Commissioner Andres Alcantar will participate in a formal presentation of the check at WNA Cups in Lancaster on May 13th at 9:30 am. WNA is a leading manufacturer and marketer of high quality plastic, disposable cups, plates, cutlery, servingware and custom packaging.

### LeCroy Center

Jim Picquet was recently elected to the Board of Directors for the Council of Military Education in Texas and the South (COMETS) at the 17th annual conference held in Corpus Christi this week. COMETS helps to promote and support quality education programs that are available to military personnel, their dependents and Department of Defense civilians of all services stationed within the State of Texas and the South.

Jim Picquet was also recently re-elected to the Board of Directors of the Instructional Technology Council (ITC) of the American Association for Community Colleges. The ITC provides leadership and professional development to its network of eLearning experts by collaborating, researching, and sharing exemplary, innovative practices and potential in learning technologies. The LeCroy Center is the host institution for many of the ITC audio conferences, all of which are available to the DCCCD.

Upcoming programs include: Application of Web 2.0 Technologies to Support Reflective Learning Journals on May 5th; Civic Engagement for the Online Learner on May 12th; and Incorporating Web 2.0 Tools: Google Docs, Web Pages, Blogs and Google Calendar on May 19th.

The LeCroy Center staff held an "all-staff meeting" on Tuesday of this week to discuss the budgeting process for the LCET and how it relates to the DCCCD. Dottie Clark outlined the funding sources and how operating budgets are designed to support efforts of the LCET and the district. Vice Chancellor Andrew Jones also gave an optimistic outlook for the district in regards to budgets and future enrollments. The meeting was a direct outcome of results from the Modern Think Survey and employees' need to understand the budgeting process.