An individual places three pots filled with water on a stove. In one pot is a carrot, in another an egg, and in the final pot ground coffee beans. The heat is turned up. The three items are allowed to sit and boil. After a half hour, the contents are removed and placed in a bowl. The individual noticed “the carrot was strong, hard and unrelenting. But, after going through boiling water, it softened and became weak. The egg was fragile. A thin outer shell protected a liquid center. But after sitting in the boiling water, the inside became hardened. However, the coffee beans are unique. After they were in the boiling water, they became stronger and richer.” Whenever reviewing the qualities of an effective leader, do you want the leader to be like “the carrot that seems hard but with the smallest amount of pain, adversity or heat, [they] wilt and become soft with no strength? [Is the leader an] egg, which starts off with a malleable heart? But after a death, breakup, divorce or layoff becomes hardened and stiff? [Their] shell looks the same but [they] are bitter and tough inside. Or [is the leader] like the coffee bean? The bean does not get its true flavor until it reaches [boiling point]. When the water gets hotter, it just tastes better. When things are at their worst, [an effective leader should] get better” (Carrot, Egg, or Coffee).

A leader shows his true colors based on the decisions he or she makes when facing trials, setbacks, or adversity. When tested, the leader has the capability to develop, mature, and flourish. On the other hand, when tested, the leader also has the potential to show characteristics of frustration, failure, and defeat. It is the leader’s actions or inactions which determines his or her true character. So, who are effective leaders we can model ourselves after? What are the characteristics of an effective leader? When does a leader know he or she is headed in the right direction? Where does one find examples of great leadership qualities? Why do we choose to study leadership? How can we avoid the failures of leaders before us, and achieve strategic success? These are all questions an individual seeking to be an effective leader may ask him or herself. However, we will focus on the following question: why should we choose to study leadership? We will examine the question by utilizing the analogy of the coffee beans and reviewing their origin. We will concentrate our efforts on three areas: planning, growing, and harvesting.

Before there ever is a coffee bean, a farmer has to plant a seed. However, before the farmer decides to plant the seed, he must realize that the seed needs “specialized climactic conditions to grow well and produce the most flavorful beans, the coffee plant takes on local characteristics due to soil, altitude, climate and other factors” (Hamry). The same is true in leadership. An individual who seeks to be an effective leader must realize they need the right conditions and circumstances to develop. More-
over, an individual must understand their current human characteristics are a direct product of their environment, education, and experiences. An individual who seeks to become an effective leader has to actualize where they came from before they can discern where it is they want to go. A person can be born with leadership qualities, but if they do not place themselves in the right conditions and circumstances they will not become as effective as their potential. This means a leader has to envision their goals, aspirations, and dreams. “Leaders perform the function of goal setting in diverse ways” (Gardner, p. 11). They have to plan to ensure their desires become reality. The old adage is true: a leader who “fails to plan is planning to fail” (Time Management Zone). Therefore, it is essential for anyone seeking to become an effective leader be a continuous learner. Leaders must continuously examine and explore new effective leadership qualities, reflect on their past experiences, and plan for their future.

When a leader plans for their future, they are preparing for their eventual growth. When a coffee seed begins to grow, it develops roots. “To be thick and strong, the coffee roots need an extensive supply of nitrogen, calcium and magnesium. During planting the main vertical roots are often clipped to promote growth of the horizontal roots, which then have better access to water and added nutrients in the top soil” (Hamry). The same is true in leadership. When comprehending the root of a coffee plant, it can be used very effectively in studying leadership. As in all plants, the root system is seen as seekers of food. An individual studying leadership should continuously seek food for his or her development. A leader must seek out knowledge, just like a coffee plant root system seeks out food. Knowledge allows leaders to gain new insight into effective leadership qualities. As a result, the leader grows as he or she applies the new found knowledge. Thus, leaders become more effective. However, leaders must shed themselves of characteristics and traits they discover which do not assist with their development and growth. An individual seeking to grow as a leader must tap into their inner root. A leader must clip those roots within themselves that are negative or counter-productive. If a leader is effective in clipping the unnecessary roots, then they will find themselves producing a more effective root system. This will open more avenues and potential access for the leader to gain new knowledge and opportunities which will lead to their success. “Simply put, leadership [growth and development is an effort (hopefully, planned in nature) that enhances the learner’s capacity to lead people. Very simply put, leading is setting direction and guiding others to follow that direction. A critical skill for leaders is the ability to manage their own learning” (McNamara).

After a leader has planned for and grown in their leadership future, they must find ways to measure their harvest. Harvest is defined as a “crop or yield of one growing season... the result or consequence of any act, process, or event” (Dictionary.com Unabridged (v 1.1)). Coffee growers measure their harvest by using a process known as cupping. “Cupping is one of the coffee tasting techniques used by cuppers to evaluate coffee aroma and the flavor profile of a coffee. To understand the minor differences between coffee growing regions, it is important to taste coffee from around the world side-by-side. Cupping is also used to evaluate a defective coffee or to create coffee blends” (Hamry). Leaders have to develop the ability to self-evaluate themselves as well as adapt measures to evaluate others. They have to be like coffee cuppers. “The key to cupping coffee is practice and humility. The best cuppers...are modest and always eager to learn more...the secret to becoming a good coffee cupper is simple: trust yourself by practicing regularly and be humble enough to continue to learn from others” (Hamry). The same is true when you begin to evaluate your harvest as a leader. Whether you are evaluating yourself or others, a leader must be willing to continuously learn. A leader must be willing to continue to practice the characteristics of an effective leader. He or she must be willing to accept he or she is not perfect. A leader must be humble enough to learn from others. Just as a farmer evaluates the product in which he or she grows during a given season, so must a leader evaluate the knowledge they have gained during their season of life.

In conclusion, we must always have a continuous process of planning, growing, and harvesting. When tested during adversity, we should be the leader that clearly demonstrates development, maturity, and achievement. “At 211° water is hot. At 212°, it boils. And with boiling water, comes steam. And steam can power a locomotive. The one extra degree makes the difference” (Parker and Anderson). Just like the coffee beans are tested under adverse conditions and still have the ability to flourish, so should you as leader within your unit, division, or organization. As a result, your coffee seed will produce coffee beans that have immeasurable, infinite, and unlimited potential. The coffee beans at boiling point will produce a leader of elite character, potent fragrance, and unbelievable flavor.

Chris Dickson
President, UT Dallas Staff Council, 972-883-6783
dickson@utdallas.edu
The UTD Staff Council will host a “Meet and Greet” on Wednesday, October 29th from 11:30am to 1:30pm in the outdoor plaza in front of Cecil Green Hall and the Green Pit just inside Green Hall on the first floor. The theme of this fall’s event will be Halloween. Costumes are encouraged and there will be several prizes awarded in the Halloween Costume Contest.

Staff of the university are encouraged to attend for an opportunity to meet their District Council members and participate in the games and activities. Refreshments will be catered by the staff council and there will be a chance to play games to win prizes. Many of these exciting items will include things donated from various campus departments and groups to emphasize the unique range of contributions and activities representative of our wonderful campus community and staff.

During this event attendees will also hear about new and existing Staff Council projects. They are also encouraged to make suggestions on ways to improve UTD. Suggestion forms will be provided.

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**Which district am I in?**

**District 1:**
(EN) Eng. & Comp Science Building North
(ES) Eng. & Comp Science Building South
(HH) Hoblitzelle Hall

**District 2:**
(JO) Erik Jonsson Academic Center
(FO) Founders Building
(FN) Founders North
(FA) Founders West Annex
(BE) Lloyd V. Berkner Hall
(AS) Visual Arts Building
(WT) Waterview Sciences and Technology Building

**District 3:**
(MC) Eugene McDermott Library

**District 4:**
(AB) Activities Center
(CN) Conference Center
(SM) School of Management
(SU) Student Union

**District 5:**
(PP) Physical Plant
(PG) Police/Grounds Building
(SB) Service Building

**District 6:**
(AD) Administrative Wing
(HRA) Human Resources Annex
(MP) Multipurpose Facility
(NL) North Lab Building
(NB) North Office Building

**District 7:**
(CA) Callier Center
(GC) Cecil & Ida Green Center
(GR) Cecil H. Green Hall
Spotlight on Districts 1 & 2
Your Representatives!

Arturo Elizondo Jr.
Metta Alsobrook
Judy Patterson
Lin Maute
Kathy White
Mary-Margaret Echevarria
Michelle Long
Chaney Edwards
Caroline Crossley
Ed Bennett
The Fall Forum at UT Dallas is a wonderful opportunity for staff members to meet your Staff Council representatives and to hear Dr. Daniel’s report on the accomplishments and goals for the campus community. President Daniel will be taking questions from the floor if time allows, so bring your questions if you have them. The forum will be December 3, 2008 at 10am, location is TBA.

The Staff council will report on its activities during the past year and recognize CARE Award winners and recent Staff Council Scholarship recipients.

Please plan to join Dr. Daniel and the Staff Council as we honor staff contributions at UT Dallas

The date for the Fall Forum has yet to be decided. Please keep watch for information regarding the time and place.

Coffee with the President

Coffees with the president are held several times during the year and are sponsored by the Staff Council. Coffees allow staff members to meet with the president in an intimate setting to discuss ideas and concerns as well as staff suggestions. The next Coffee with the President is scheduled for December 16 at 9 AM for Districts 3, 5, 6 & 7. Staff members are chosen to attend, and a form and email will be sent out to all staff in the invited districts asking for those who have an interest in attending.
MARK YOUR CALENDAR!

On Wednesday, Oct 29th, from 8 a.m. to 3:45 p.m., in front of the Activity Center, the UT Southwestern Center for Breast Care Mobile Mammography van will be on campus. This event is sponsored by the UT Dallas Staff Council’s Wellness Committee.

Mammograms are available to those who are uninsured, or on Medicare; most insurance is accepted. Screening is recommended for women age 35 and older.

To schedule your mammogram: call 214-645-2560 or toll free 866-277-0710.

The UT Dallas Staff Council is sponsoring flu shots again this year. I know many have been asking when they are coming. Well, they are on their way. We have tentative dates set at this time, but physical locations and times have yet to be determined. The shots will be administered by the Richardson Regional Medical Center staff.

The dates set are October 27th and 28th for personnel on the main UT Dallas campus. And October 29th for personnel at Callier / CBH. Stay tuned for additional information in the near future.

The flu shots will be provided to full-time staff and faculty at no charge. However, all donations to our staff scholarship fund will be accepted.

It’s the time of year for parties. Those high fat foods are everywhere. Whether you are cheering on your favorite team as they spring to victory or catching up with your family members, toss this dip onto the table for a healthy alternative.

Spinach Dip with Artichokes

- cups fresh baby spinach leaves, slightly packed (4oz)
- package (8oz) 1/3-less-fat cream cheese, softened
- ¼ cup reduced-fat mayonnaise
- tablespoons shredded Parmesan cheese (1 oz)
- ¼ cup fat-free (skim) milk
- cloves garlic, finely chopped
- teaspoon dried basil leaves
- can (14 oz) artichoke hearts, drained, chopped
- Baguette slices, if desired
- Assorted raw vegetables, if desired

Heat oven to 350 F. Spray 1-quart shallow glass baking dish or 9-inch glass pie plate with cooking spray.

Place spinach in 2-quart microwavable casserole dish; add ¼ cup water. Cover; microwave on High 2 minutes. Drain well, pressing spinach with paper towels to remove excess liquid. Chop spinach.

In large bowl, beat cream cheese with spoon until smooth. Beat in mayonnaise, 3 tablespoons of the Parmesan cheese, the milk, garlic and basil until well blended. Stir in spinach and artichokes. Spread evenly in baking dish. Sprinkle with remaining tablespoon Parmesan cheese.

Bake 20 to 25 minutes or until heated through. Serve with baguette slices or raw vegetables.

1 serving (¼ cup): Calories 120 (Calories from Fat 70); Total Fat 8g (Saturated Fat 4g, Trans Fat 0g); Cholesterol 20mg; Sodium 280mg; Total Carbohydrate 6g (Dietary Fiber 2g, Sugars 1g); Protein 5g

This recipe was found on www.eatbetteramerica.com
Campus Fundraising

Once again, the Staff Council will be selling beautiful Poinsettia plants to raise money for staff scholarships.

Order forms will be emailed to everyone by November 1 and must be submitted with payment no later than November 21st. Each plant is in a six inch pot and has multiple blooms. As in previous years, we will offer three color choices: pink, white and red. They are still only $10.00 each, complete with decorative sleeve and protective wrapping. In addition, our new grower will personally deliver orders to schools, churches and organizations who order at least 75 plants. So, please help us spread the word.

Don’t forget…watch your email for more information and the official order form. There is a possibility that we will also offer another type of plant for those folks who aren’t fans of Poinsettias. We will let you know soon.

3rd Annual SECC Bake Sale

The third annual State Employee Charitable Campaign (SECC) Bake Sale will be held during two days – Wednesday, October 15th and Thursday, October 30th. Each day the sale will run from 9:00am to 2:00pm in the McDermott Library lobby. Many of the departments with offices in the MC Building will participate in the fundraising effort to raise funds for two of UTD’s own -- Callier Center and the Academic Bridge Program. These departments include the McDermott Library, Financial Aid, International Student Services, McDermott Scholars, Learning Resources, Career Center, the Bursar’s Office, Office of the Registrar, and the Galerstein Women’s Center. There will be a large variety of items available – baked goods, egg rolls from a local restaurant, apples, oranges, coffee, cocoa and cider.

Last year the bake sales netted over $1400 which was split between Callier Center and the Academic Bridge Program. The McDermott Building departments hope to draw more attention to the sales by decorating the area and dressing in costumes. Plans are also in the works to have roaming sandwich boards throughout the quad area and the library. The coordinating committee is made up of Darlene Coppage (Staff Council Representative of District 6), Kathy Meyer, Denyse Henery, Tiah Lambert, Loreen Phillips (Staff Council Representative of District 6), Rosa Thompson, Linda DePhillips, Patsy Aguileria, Mary Roffino, and Iryna Shevchuk. They are excited to be a part of this fundraising effort which benefits two very worthwhile groups on the UTD campus.
Dr. Mark W. Spong joined UT Dallas in August as the new dean of the Erik Jonsson School of Engineering and Computer Science and holder of the Lars Magnus Ericsson Chair in Electrical Engineering.

“A leading expert in robotics and nonlinear control theory, Dr. S pong was previously the Willett Professor of Engineering at the University of Illinois at Urbana-Champaign. His research has applications to areas ranging from interplanetary robotic exploration to preventing falls among the elderly.

He takes charge of the Jonsson School at a seminal time in its development, following a $240 million initiative that included constructing the 192,000-square-foot Natural Science and Engineering Research Laboratory building, adding two new academic departments Mechanical Engineering, and Materials Science and Engineering and laying the groundwork for a Department of Bioengineering.

“I’m dedicated to further bolstering the Jonsson School’s growth in research funding, further strengthening the school’s relationship with industry and continuing to expand academic offerings,” he said.
Corporate Challenge

UTD was one of the forty three Richardson companies that participated in this year’s Corporate Challenge during the months of August, September, and October.

Through the enthusiastic involvement of many of our faculty and staff, the university medaled in nine events taking home eight gold medals, three silver, and five bronze.

In addition to bringing the UTD community together and giving employees the opportunity to make new friends, Corporate Challenge allowed the university to contribute and help support Special Olympics.

Launch of Employee Discount Program

This benefit allows faculty and staff to take advantage of discounts provided by businesses in our community. Please visit http://www.utdallas.edu/hrm/benefits/facstaff/discount.php5 to learn more about the program, including the list of current participants.

When you visit the program’s web page, you will notice that this is different than the student-run discount program. You can still participate in any student negotiated discount programs where the vendor includes faculty and staff.

We will continue to update and add discounts as vendors apply. If you notice that your favorite business is not on our list, feel free to direct them to our web site and encourage them to enroll!
Welcome to Our New Staff!

July
Raul Hinojosa Jr, Director of Community Engagement
Brenda Donovan, Child Development Specialist III
Julia Kacergis, Program Coordinator
Diana McCreary, AA II
Davidson, Brandon, Software Systems Specialist I
Elizabeth Hull, Clinician
Michael Karich, Software Systems Specialist II
Juanita Loveland, AA I
Ruhai Tian, Research Scholar
Aylin Calisir, Secretary III
Emily Schmehl, AAI
Matthew Carter, AV Equipment Tech III
Christi Wright, Administrative Services Officer
Shawn Cubbage, Police Officer
Mary Cogliandre, Academic Advisor III
Cathy Steffen, Animal Programs Manager
Victoria Kolar, Switchboard Operator II
Tuesdee Cooper, Medical Typist II
Marcia Wood, Instructor, Research Project - Quilting
Fernando Cruchaga, Software Systems Specialist IV
Martha McAfee, Financial Services Asst
Keith Cheatham, Accounting Clerk
Nicole Kelley, Coordinator of Programs
Chris Hickson, Safety Specialist II
Karah Hosek, Communications Manager
Amy Giddens Dyson, Degree Plan Evaluator II
Belinda Franklin, AA I
Kenneth Richards, Chief Clerk
Mishall Dengle, AA I
Vanessa Boyle, Development Research Associate
Andrea Hapeman, AA I
Michele Myers, Director of Development
Patricia Garnica, Child Development Associate
Mary Benedicto, AA I
Kevin Mansfield, Landscape Supervisor
Jeffrey Joy, Software Systems Specialist IV
Robert Rooks, Director

August
Kendra Noble, Student Development Specialist II
Deborah Buckner, AA I
Saket Singh, Software Systems Specialist II
Timothy Paschall, Web Specialist
Scott Steffen, Systems Analyst IV
David Daugherty, Senior Database Analyst
Marilyn Hicks, Child Development Associate
Jodi Roberts, Library Assistant III
Renee Bell, AV Equipment Technician II
Tandra Toon, Clinical Coordinator
Olga Reyes-Alexander, AA III
LaShonda Elliott, Child Development Specialist II
Jesse Earl Davis, Computer Equipment Technician
Avivi, Yael Elana, Counseling Center - Intern
Rivero, Arlene Jean, Counseling Center - Intern
Kristin Harris-McDonald, Counseling Center - Intern
Reagan Youngblood, Audiology Clinical Extern
Jamie Cato, Clinician
Natasha Hinton, Financial Analyst
Martha Tyndall, Enrollment Services Processor I
Alex Lorrain-Hill, Tech Staff Asst II
Kerry Hennigin, Secretary III
Johnny Madrid, Maintenance Worker II
Ninfa De La Rosa, AA I
Donna Shannon, Police Communications Operator
Kannan Ramanathan, Associate Director

September
Chelsea Villareal, AA I
Jo An White, Building Attendant II
Jenny Wakefield, AA II
Teresa Brooks, AA II
Jack Grinnan, Project Supervisor (Brain Health)
Jennifer Reese, Assistant Director, New Student Programs
Aurora "Teri" Place, Library Assistant III
Carol (Christine) Salmon, Coordinator, Educational Enhancement
Christopher Edwards, Librarian
Daniel Johnston, Police Communications Operator
Misty Williams, Academic Advisor II
Ana Zysko, AA II
Chad Pearson, Library Assistant III
Bruce Jones, Asst Director for Operations
Julie Rooney, AA I
Sandra Dillon, AA II
Carol Rambo, Senior Customer Service Assistant
Agnes Wallace, Library Assistant III
Gordon Allen, Asst Director of Operations
Nora Cutler Cope, Financial Aid Officer II
Nyaz Didehbani, Clinician
Gwendolyn Perrilliate, Major Gifts Officer
Alex Brandt, AV Equipment Tech
Jonathan Riley, Research Technician II
David More, Research Assistant III
Gregory O'Hagan, Police Officer
Adam Binnix, Police Officer II
Charles (Greg) Morris, Asst VP Undergrad Admissions
Mindi Kalosis, Research Assistant I
Grace Ekwue, AA I
Heather Culbert, AA II
Christopher Longstreet, Coordinator of Educational Enhancement
Xiaohong (Sharon) Yang, Assistant Director
Paula Abercrombie, Assistant Director
Andre Johnson, Degree Plan Evaluator I
Paul Fielder-White, Guard, University Police
Michael Henke, Research Scientist