



**“La Escuelita”  
Helping Immigrant Families Succeed!**

**BOARD MEMBER GUIDELINES  
and Strategic Plan  
2025 - 2029**

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## HISTORY OF DCET

DEBES CREER EN TI (DCET) was founded in 1995 by Elvia Martinez-Wallace, an immigrant herself who felt the immigrant community's needs. Out of her personal finances and with a small group of dedicated volunteers she started offering family values programming through Spanish Radio Talk shows, television and Spanish newspapers. This grassroots initiative evolved into the current nonprofit known as DCET.

She incorporated DCET as a 501©3 nonprofit corporation under IRS employer number 31-1640064 who applies for funding to Corporations, Foundations and Federal Government. Supervised by a Board of Directors, DCET is supported by donations, grants, volunteer labor and other in Kind leveraged resources. Ms. Wallace Martinez barriers and difficulties in succeeding when she arrived back in 1977. She saw the need to increase the socio-economic level of at-risk Hispanic/Latino immigrant families through education and help them enter the workforce to prevent crime and welfare dependency. She suffered years of struggling and learned to surpass her own personal goals and wanted to return values to this country. She wanted Leadership, Confidence, and Support to be instilled in low and moderate-income families while helping them succeed in life overcoming the same fears and obstacles she surpassed. She was determined to structure DCET as a one-stop-shop with intergenerational programs at no cost for her students.

In 2000 she formed a partnership with the City of Irving, securing activity rooms at recreational centers to house her literacy and mentoring initiatives. Her association with the University TEC of Monterrey in Mexico, Devry University, North Lake College, the Mexican Consulate, YMCA in Grand Prairie and the Dallas and Irving school districts brought DCET's students unique educational opportunities benefiting the Dallas/Fort Worth area. Literacy skills (Spanish and English) are provided to adult members of immigrant families, leadership skills and mentoring opportunities for their children, intercultural competence training for both adults and youth and links program participants to community resources needed by immigrant families.

Literacy programming includes adult basic education (ABE) for non-literate participants; English for Speakers of Other Languages (ESOL); computer classes; citizenship exam preparation; and High School Equivalency through GED preparation and testing. All the above services are delivered in Irving and Grand Prairie, TX. All services are provided at no cost to program participants. More than one-third of annual operating budget leveraged from community partners allows DCET to operate at a high level of efficiency. DCET currently has no borrowed debt.

**LEARNING CENTERS**  
**"LA ESCUELITA" (*The Little School*)**

**"La Escuelita" Savers**

504 North [O'Connor Rd.](#)

Irving, Texas, 75061

[972-871-8285](tel:972-871-8285)

[dcenti1@sbcglobal.net](mailto:dcenti1@sbcglobal.net)

**"La Escuelita" YMCA**

4556 S. Carrier Pkwy.

Grand Prairie, TX 75061

972-642-9632 Ext.

**Corporate Offices**

4528 Knights Crossing

Grand Prairie, TX 75052

972-669-5035

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**THIS GUIDELINES ARE FOR THE PERSONAL USE OF:**

*(Name of Board Member)*

<b>Executive Officers of the Board</b>			
Juan Carlos Reynoso	President	469-230-0528	<a href="mailto:jcreynoso12@gmail.com">jcreynoso12@gmail.com</a>
Felipe Lezama	Secretary/IT Committee	469-867-6900	<a href="mailto:photoemottion@gmail.com">photoemottion@gmail.com</a>
VACANT	Vice President/Parliamentarian		
Carole Lawrence	Treasurer	972-898-2383	<a href="mailto:lawrence.carole@gmail.com">lawrence.carole@gmail.com</a>
Elvia Wallace-Martinez	Executive Dir. Founder	214-587-1983	<a href="mailto:dcenti1@sbcglobal.net">dcenti1@sbcglobal.net</a>
<b>Directors of the Board</b>			
Liz Gallego	Mentoring/Cultural Committee	972-571-6368	dianaegallego@gmail.com
Mayte Lopez	Marketing Committee	972-765-5233	<a href="mailto:maylort@hotmail.com">maylort@hotmail.com</a>
Fernando L. Guiza Pantoja	Finance Committee	469-639-5670	fernando levy99@gmail.com
Karla Villely Kanamar	Cultural/Mentoring Committee	972-352-1905	<a href="mailto:kvcanmar@gmail.com">kvcanmar@gmail.com</a>
Josey Flores-Avila	Program Committee	214-687-6767	<a href="mailto:xjavilax@msn.com">xjavilax@msn.com</a>
Everett Burton	Finance Committee	214-498-1031	<a href="mailto:everett@qbmt.com">everett@qbmt.com</a>

**My committee assignments this year:**

<u>Committee</u>	<u>Chairperson</u>	<u>Phone</u>	<u>Meeting dates/times</u>

**DCET’S MEETINGS AND IMPORTANT EVENTS**

DCET regular quarterly meetings are held Every last Thursday at 6:00pm at:  
 "La Escuelita" YMCA 4556 S. Carrier Parkway. Grand Prairie, TX 75052

***Quarter dates:***

- 2024 – March 29<sup>th</sup>, June 26<sup>th</sup>, September 26<sup>th</sup> and December 26<sup>th</sup>
- 2025 – March 27<sup>th</sup>, June 26<sup>th</sup>, September 25<sup>th</sup> and December 23<sup>rd</sup>
- 2026 - March 26<sup>th</sup>, June 25<sup>th</sup>, September 24<sup>th</sup> and December 22<sup>th</sup>

2027 - March 25<sup>th</sup>, June 24<sup>th</sup>, September 23<sup>rd</sup> and December 22<sup>th</sup>

2028 - March 29<sup>th</sup>, June 26, September 26<sup>th</sup> and December 30<sup>th</sup>

**Committee Meetings:**

Should meet at least three times a year to orientate, discuss, plan and propose action items and fulfill their duties. Suggested months are:

February, August and November, and as needed.

**Fundraising Events' dates:**

1. CINCO DE MAYO - First Saturday of May - Senter Park, Irving, Texas
2. YIC - Youth in College - Irving Bible Church, Irving, Texas - 3rd Weekend November 16
3. FLY— Folklorico Leadership for Youth - Irving Arts Center, Irving, TX - September 28
4. SHAA Silent Hero Azteca Awards- Irving Texas (TBA) – Grand Prairie Uptown Theatre 2nd Friday February
5. FIESTA – Graduation Ceremony Gala – Third Sunday of December, YMCA, Grand Prairie

**Board Training/Retreats:**

Last Friday in August – At this Board Retreat meeting new members will be elected.

**Graduation:**

Third Sunday of December – YMCA, Grand Prairie, Texas



## Dear New Board Member:

*Thank YOU for becoming a proud member of DCET and making our mission your mission!*

*I am glad you have chosen to serve with us as we guide the direction of our local DCET programs. With this position comes responsibilities and decision-making powers that will shape the operations and future of DCET.*

*As a volunteer board member, you are to be congratulated for your desire to help others. Many people only wish they could make this a better world - but you have taken action to help turn dreams into reality.*

*The board of directors is the soul and spirit of our organization, but your role on this board not only include participation as a voting member, but also duties as a committee member.*

*There is a great sense of power when people come together to achieve a common cause. Making things happen to help people is perhaps the most satisfying part about belonging to our DCET board. When you give of yourself to enrich the lives of others, you're also enriching your own life.*

*Don't let little frustrations get you down as you work for the organization. Our mission can- not be accomplished in a day or a year.*

*Your commitment, however, can help get you through the rough times and will enable us to make a real impact on the people we serve.*

*A committed board is the nucleus of a successful organization. Without your commitment, we may stumble and struggle - even fail. With your commitment, however, we will save people's lives for the better!*

*It is an honor to have you agree to serve on our board and I hope that this will be the beginning of a rewarding experience for you.*



*Sincerely,*

**Elvia Wallace-Martinez, CFRE**

Volunteer Executive Director and Founder of DCET

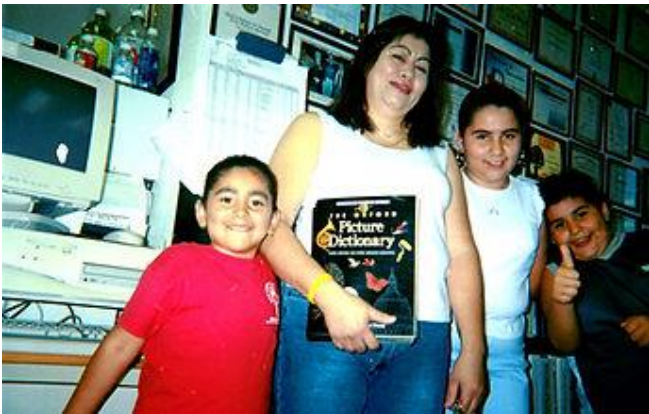
## CASE STATEMENT

*This Case Statement describes who we help, why, and how we serve. It also describes the needs of those we help and the means by which we do so (programming). It shows how we plan prospectively to meet the growing needs of those we serve. Finally, it describes how donors like you can invest in DCET's work – through cash contributions, volunteer service, or other partnerships. This year DCET celebrates its' 26<sup>th</sup> year in non-profit service; with your support, we look forward, with excitement, to another 26 years – and beyond.*

### DCET's Vision

To be a highly visible, accessible, and trusted place in Irving and Grand Prairie, Texas, where intergenerational immigrant family members can get help in overcoming barriers related to having recently immigrated to the U.S. providing them with solutions to their needs while adjusting to the cultural and societal values of this Country.

*Helping Immigrant Families Succeed!*



**Our work is pressing. But we have a clear vision for meeting the need.**

Our service mix fills urgent needs of multigenerational immigrant families. The eight most significant needs facing those families today are: (1) Language barriers; (2) Lack of employment; (3) Housing; (4) Access to medical services; (5) Transportation; (6) Cultural differences; (7) Raising children; and (8) Prejudice. (Source: <https://nysiaf.org/the-8-biggest-challenges-facing-immigrants/>) Being unable to communicate with others in the new community has serious instrumental impacts in being unable to access needed information for decision-making in many areas. DCET's English literacy programming directly addresses language barriers. Affective impacts related to discrimination and prejudice stemming from falsehoods, misunderstandings, and myths can lead to depression and overall mental health struggles for new immigrants. To support healthy affective impacts, we encourage participants to engage in Life Skills learning, which includes monthly intercultural competence training. Additionally, DCET's robust volunteerism opportunities offer a warm and welcoming environment for intergenerational families – children, parents, and grandparents- for help in raising healthy children. Finally, our Linkages programming (Information & Referral) indirectly, but importantly, addresses employment, housing, information on medical care, transportation and more. I&R helps immigrant families access help not directly available from DCET.

The U.S. federal government includes, among other statuses, Limited English Proficient and ethnic and national origin minorities as “underserved” populations. (Source: *Glossary Section: NDRF - National Disaster Recovery* <https://www.fema.gov/about/glossary/>) By that definition, all of DECET’s targeted population are **underserved**.

**Literacy difficulties brought by low-skill immigrants persist beyond the immigrant generation.** Even long-time residents struggle with English literacy. Immigrants who first arrived in the United States more than 15 years ago score at the 20th percentile, and 43% are below basic. The children of Hispanic immigrants score at the 34th percentile, and 22% are below basic. In addition, just 5% of second-generation Hispanics have "elite" literacy skills, compared to 14% of natives overall. (Source: “Self-Assessment vs. Reality Jason Richwine, Center for Immigration Studies, June 21, 2017 <https://cis.org/Immigrant-Literacy-Self-Assessment-vs-Reality>) Among Hispanic immigrants, the largest immigrant group in the U.S., 63% are functionally illiterate. This compares to an illiteracy rate of 14% among native-born Americans. The illiteracy rate remains high (55%), even among those immigrants who have attended school in the U.S.

For this reason, DCET has chosen to serve intergenerational members of immigrant families of any non-English literate or English language learner (ELL) immigrant. In DCET’s service area these families are primarily Hispanic or of Asian origin. Immigrant families in our service area speak primarily Spanish or Asian-origin languages such as Mandarin, Cantonese, Hokkien, and other varieties or dialects. Whereas Hispanics make up the majority of people in the U.S. with the need to learn the English language, Asian-origin people have the highest share of individuals needing English skills across racial and ethnic groups. Language variation is a special concern regarding Asian-origin immigrants: It is challenging for DCET to deliver literacy services to members of this group. Resource limitations compel us to refer non-literate Asian-language speakers and other non-literate speakers of languages or dialects (besides English and/or Spanish) to local organizations offering literacy training specific to their native languages and needs. Asian-origin and other non-Spanish, non-English literate are always welcome, at any time, to participate in other of DCET’s services as may be appropriate for their needs. And Asian-origin and other non-Hispanic participants are invited to serve as volunteers in DCET’s programs both during their literacy training and post-training.

## Mission

To support intergenerational immigrant families in achieving literacy, life skills (youth leadership, mentoring, intercultural competence) and to link them to community resources in a way that respects all races, religions, and cultures.



## Why this Mission?

The eight most significant needs facing immigrant families today (Source: <https://nysiaf.org/the-8-biggest-challenges-facing-immigrants/>) are:

1. Language barriers;
2. Lack of employment;
3. Housing;
4. Access to medical services;
5. Transportation;
6. Cultural differences;
7. Raising children; and
8. Prejudice.

## We respect the following Values:

Respect for diversity, equity and inclusion.

Being responsible for the continued improvement of our programs.

Being polite, respectful, friendly, considerate, and generous when interacting with students, teachers, Board members and all our Partners.

Practicing our Code of Conduct and Ethics.

Honesty and integrity in dealing with all members of the community.

Trust and the pursuit of excellence in our work.

## Beneficiaries of the DCET Programs

- Underserved immigrant families (Hispanic and others needing literacy skills, technology skills and/or to increase intercultural competence and learning or access to other basic resources.
- Youth in these families needing leadership skills.

## Meeting communities' vital needs

For literacy, DCET offers: Adult Basic Literacy (ABE) in Spanish, ESOL, the opportunity to complete elementary and middle school studies, GED preparation, technology training, and civics and citizenship prep. Youth Life Skills activities are centered around Folklorico dance, a traditional dance within Hispanic culture. Youth participation in cultural dance provides exposure to leadership and mentoring opportunities, generating feelings of enthusiasm and joy for children related to achievement. Achievement, in turn, leads to improved Self-esteem, Enhanced Social Skills, Fitness, and Self-Confidence. In addition to youth Leadership activities, DCET offers Life Skills training for youth and their parents through intercultural competence workshops. (Due to staffing limitations, Life Skills programming is available only at our learning center in Grand Prairie). For adults, monthly Intercultural competence skills training in English and Spanish motivates parents to become more involved in their children's educational and personal development. Parents are encouraged to attend PTA meetings and to enroll in ESL and computer classes. Workshop sessions include topics such as: school dropout prevention, family violence intervention, anger management, and family counseling. All DCET participants can participate in Information and Referral (I&R) services upon request.



# STRATEGIC PLANNING

*“Excellence is never an accident. It is always the result of high intention, sincere intention, sincere effort, and intelligent execution.” Aristotle*

*The strategic planning **process** reflects **DCET’s mission identifying the most important goals and the strategies** needed to reach those goals. Beginning December 2023, DCET Board of Directors and Executive Director embarked on a comprehensive, agency-wide strategic planning process to generate productive conversation regarding the organization’s strengths, challenges, and future opportunities. Outcome of this process will shape the strategic direction of the organization for the next thirty-six (36) months.*

In May 2023 the DCET Board of Directors conducted a strategic planning process which concluded in June, 2024. This written document, along with a budget will be approved by the DCET Board Directors on Saturday, August, 31<sup>st</sup>, 2024.

*The Board of DCET and the Executive Director Elvia Martinez-Wallace wishes to give special thanks to **Ms. Sue Johnson-Dietz** for her role in planning, organizing and facilitating the process used in creating this Strategic Plan.*

We are presenting a short version of these two documents (Strategic Plan and 2025 Projected Budget) in this useful Board Members’ Guidelines. Objectives, Achievements and Outcomes are detailed in the largest versions of these documents.

The mission was to identify important operational (infrastructure) and programmatic goals and strategies for **supporting intergenerational immigrant families** in improving their educational, economic and social outcomes. This strategic planning process was successful in generating productive conversations regarding the organization’s strengths, weaknesses, challenges, and future opportunities. A key outcome of the planning process is this document, a formal Strategic Plan (roadmap). This “roadmap” will shape DCET’s strategic direction over the thirty-six (36) months beginning January 2025 as the organization works to support immigrant families in its service area. Categories of support include: literacy, youth leadership skills, volunteerism and mentoring opportunities, training in cultural competence for both youth and adults, and leveraging of additional community resources including Information and Referral (I&R) service for immigrant families in need of assimilating and integrating into the culture of their host country – the USA. Key findings of the **strategic planning** are:

1. DCET has strong and empirically supported program designs but needs to improve infrastructure or the delivery and reporting of programmatic activities.
2. DCET’s successful use of volunteer labor and leveraging of other resources has been, and is,
3. remarkable.
4. A coherent and comprehensive strategy for fundraising is being in effect.
5. Improved database platforms help in documenting successful outcomes of program delivery.

6. Improvements in budget formats help present financial assets and needs more clearly.
7. Proper financial documentation can improve the probability of grant funding success and help DCET compete for grants.
8. Emphasize value added by Board diversification: diverse boards better represent communities, provide valuable perspectives when planning and organizing events and help ensure an organization's messages and culture are as inclusive as possible. Attention to organizational diversity – especially Board composition and workplace policies (staff selection and training, workforce policies) – will help toward meeting public expectations.

An additional strength in DCET's work is the motivation of its targeted population

**Intergenerational immigrant families.** These families are eager to succeed and willing to work hard for success in their host country. The energy, interest and determination of immigrant families to improve educational, economic and social outcomes is one of their -- and likewise one of DCET's -- main assets. The task before DCET is to improve organizational capacity to ensure this support can continue to happen.



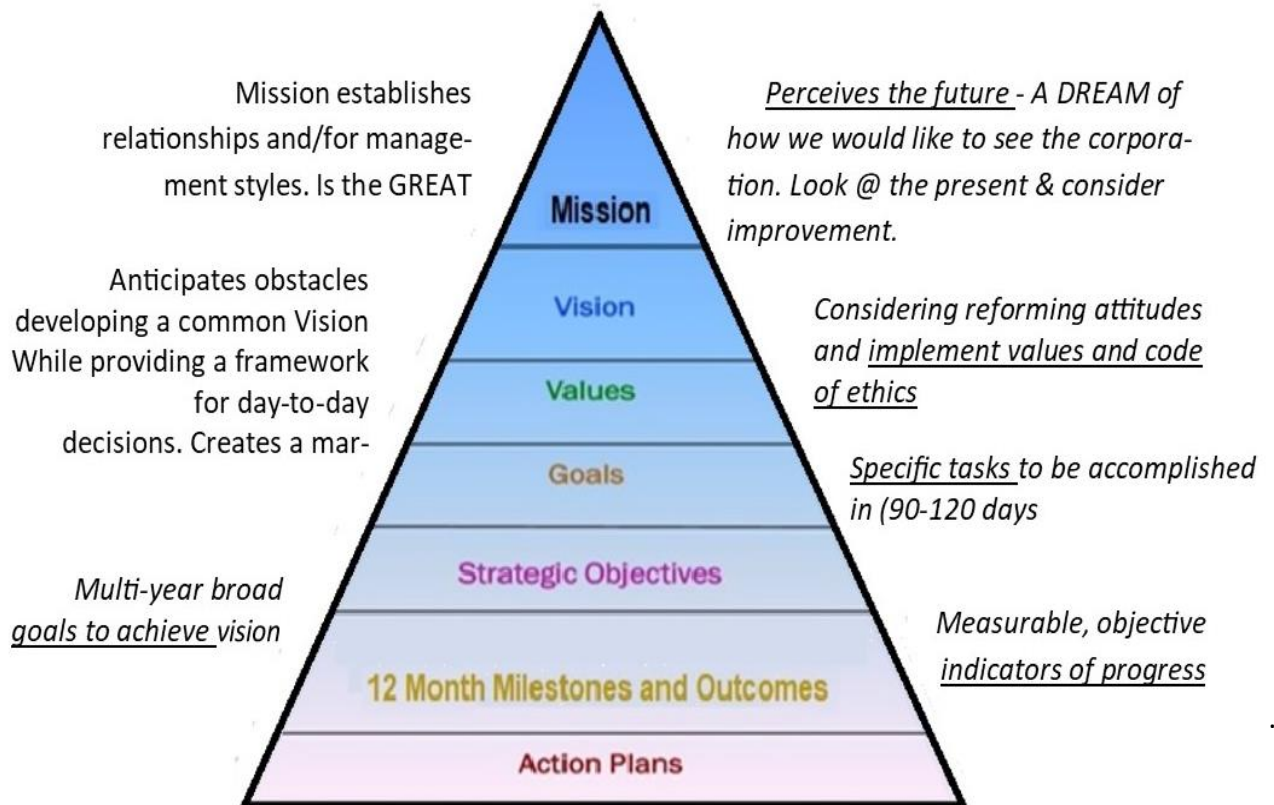
## STRATEGIC PLANNING

Describes the purpose of the organization and is a tool for changing your mode of functioning from “reactive” to Pro-active.” It plans, creates and stimulates a creative thinking about the future.

The DCET mission is the GREAT driving force of the corporation and is the compass and focal point for every decision and for motivating employees/board members, clients, volunteers, etc. It should establish management styles.

An important benefit of the process is team building that is only nurtured by an inclusive process by getting input from all segments of your organization you will:

*A Strategic Plan is a “living” document. Because situations can change, the Strategic Plan must be flexible enough to keep up with – or to anticipate – change. As circumstances may change, so should the Strategic Plan change to meet contingencies. Therefore, DCET’s Strategic Plan requires continuous monitoring so as to adapt to successes – or failures – as these may occur. The plan is an excellent public relations piece for investors as well as a blueprint for the organization.*



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T

Our 3 years Strategic Plan (SP) aims at plan and create DCET’s future while stimulating creative thinking for increasing literacy and cultural learning. Our SP acts as excellent public relations tool for investors as well as a blueprint for DCET’s growth. An important benefit of the process is having been team building nurtured by an inclusive process by getting input from all segments of our organization we:

1. *Improve communication while increasing everyone’s investment in the organization.*
2. *Align values and beliefs*
3. *Solve organizational problems by looking at the whole picture*

- Do new things (strategies) need to be added or old ones eliminated from the Strategic Plan?
- Do performance measures accurately reflect the stated intentions of the organization (as outlined in By-Laws or other governance documents, Mission Statement, etc.)?
- Do performance measures remain consistent with DCET’s financial status and capacity?
- Have any critical assumptions underlying the original Strategic Plan changed?
- Are job descriptions of staff consistent with stated performance outcomes?

## Planning and Process of DCET’s Strategic Plan

### What is a Strategic Plan and why does DCET need one?

Strategic planning is a process that helps organizations plan for maximizing their resources, achieving mid- to long-term goals and demonstrating to funders that they are prepared to ask for and receive funding and to properly account for such gifts. {Source: “Building Great Nonprofit Boards,” <https://www.architectyourambition.com/building-great-boards>} Having a Strategic Plan helps everyone – Board members, Executive staff, volunteers, program participants, partnering organization and funders – to be clear about a non-profit organization’s mission, goals and metrics (i.e., how the non-profit expects to determine success of its goals). This type of planning involves:

1. Analyzing an organization’s current status.
2. Setting overall objectives
3. Developing action plans (tactics) to reach those objectives
4. Measuring progress.

**Important to know:** A Strategic Plan is a “living” document. Because situations can change, the Strategic Plan must be flexible enough to keep up with – or to anticipate – change. As circumstances may change, so should the Strategic Plan change to meet contingencies. Therefore, DCET’s Strategic Plan requires continuous monitoring so as to adapt to successes – or failures – as these may occur.

### **How will DCET’s Strategic Plan will be evaluated on an on-going basis?**

A special Committee of the Board will provide on-going review of DCET’s Strategic Plan. The purpose of on-going review is to assure the Strategic Plan remains focused, effective and complies with non-profit industry standards and practices. Special scrutiny will be given to whether governance tenets and operational framework remain consistent with identified goals and objectives and that day-to-day operations are firmly aimed at stated priorities. Specifically, the *review will answer these questions*:

- What has worked well and what hasn’t in the past 36 months? Why?
- Are there major changes in the environment that threaten to limit DCET’s effectiveness (like greater competition for grant funding, for example, or changes in constituencies, as another example)?
- Do new things (strategies) need to be added or old ones eliminated from the Strategic Plan?
- Do performance measures accurately reflect the stated intentions of the organization (as outlined in By-Laws or other governance documents, Mission Statement, etc.)?
- Do performance measures remain consistent with DCET’s financial status and capacity?
- Have any critical assumptions underlying the original Strategic Plan changed?
- Are job descriptions of staff consistent with stated performance outcomes?



## Goals of the Corporation

We have used the *S.M.A.R.T. objectives format* for describing all outcomes. DCET identifies two types of goals:

1. **Organizational goals** that describe how DCET's structure and management will adequately support programs.
2. **Programmatic goals** describe DCET's aspirations for beneficiary achievement and details of how we plan to support beneficiaries in meeting their goals.

**Programmatic goals** are:

- To **increase literacy** for intergenerational immigrant families,
- To **increase leadership skills and mentoring opportunities for youth** and to **increase intercultural competence for both youth and their parents** and
- To **link participants** with additional needed community resources. {Intercultural Competence means the ability (underpinned by attitudes, knowledge and skills) to navigate with people from different cultural backgrounds and social groups effectively and appropriately.} DCET's professional code of conduct requires respect, kindness and courtesy in serving others; continuous improvement in relevant skills; and ethical practice, honesty and integrity in all things.

*DCET's mid- and long-term organizational goals*

- **Goals** function as a kind of overall roadmap for organizations.
- **Objectives** are defined as the individual actions or steps needed to achieve a goal.

**SMART objectives** are *Specific, Measurable, Achievable, Relevant, and Time-bound* criteria that provide detail for how a group or organization will achieve a goal. *NOTE: The literature often uses the term "SMART goals" as opposed to "SMART objectives."* DCET's Strategic Plan has adopted the use of **SMART objectives** based on preference.

DCET has identified six (6) major **organizational (e.g. infrastructure or operational) goals:**

1. To promote excellence in **governance and leadership** to sustain long-term organizational success.
2. To promote excellence in **personnel management and training** for delivering services to immigrant family members.
3. To promote excellence in **service delivery and program operations**
4. To promote excellence in **Information Technology and Management Information Systems (IT/MIS) Capacity and Support**
5. To promote excellence in **partnering** with other organizations.
6. To promote excellence in **evaluating and monitoring of program service delivery** and other key indicators of DCET's success.

## Organizational Goals:

*“Excellence is never an accident. It is always the result of high intention, sincere intention, sincere effort, and intelligent execution.” Aristotle*

**Goal 1:** To promote excellence in **governance and leadership** to sustain long-term organizational success

**Goal 2:** To promote excellence in **personnel management and training** for delivering services to intergenerational immigrant family members

**Goal 3:** To promote excellence in **service delivery and operations**

**Goal 4:** To promote excellence in **Information Technology and Management Information Systems (IT/MIS)** Capacity and Support

**Goal 5:** To promote excellence in **partnering with other organizations**

**Goal 6:** To promote excellence in **evaluating and monitoring of program service delivery** and other key indicators of DCET’s success

## Programmatic Goals: (Service Delivery and Programs Activities)

*“Quality is not an act; it is a habit.”- Aristotle*

*Describes DCET’s aspirations for beneficiary achievement and details of how we plan to support beneficiaries in meeting their goals. To increase **Literacy** for intergenerational immigrant families,*

## Our three “L’s” Literacy, Leadership, Linkages

To increase **Leadership** skills and mentoring opportunities for youth and to increase intercultural competence for both youth and their parents.

1. To **Link** participants with additional needed community resources. {Intercultural Competence means the ability (underpinned by attitudes, knowledge and skills) to navigate with people from different cultural backgrounds and social groups effectively and appropriately.} DCET’s professional code of conduct requires respect, kindness and courtesy in serving others; continuous improvement in relevant skills; and ethical practice, honesty and integrity in all things.

## Literacy programs Goals:

*(directly address needs for language skills)*

- 1. Literacy - General: To assure use of quantifiable, evidence-based measures for all of DCET’s literacy activities**
- 2.** Plazas Comunitarias (PLACOM), a face-to-face and online/virtual teaching of Spanish literacy includes: teaching Adult Basic Education (ABE), and/or elementary and/or middle school.
- 3.** English as Second or other languages (ESOL).
- 4.** High School Equivalency (GED) preparation.
- 5.** Citizenship Preparation (Spanish and English) includes Civics, History, Government and English.

6. Adult Transition Immersion Citizenship (ATIC). ATIC provides an expedited pathway for older, non-literate Spanish-speakers to more quickly reach literacy (Spanish) needed to pass Spanish-language citizenship testing (for those who are qualified for Spanish language testing) and needed for jobs.
7. Technology Literacy (Spanish and English).

### **Life Skills Programs Goals:**

*(directly addresses social factors like cultural differences, child-rearing, and dealing with discrimination and prejudice)*

1. Youth leadership
2. Mentoring opportunities
3. intercultural competence training for youth and adults.

*All youth programs operate under the umbrella of **FAMA (Fine Arts Mentoring Amigos)** which offers arts (Folklorico dance) and other cultural activities to youth. DCET's activities for youth leadership, mentoring/volunteerism and intercultural competence training for both youth and their parents and for linking with partners to leverage resources (like I&R delivery). This section also discusses SMART objectives which describe attainment of Life Skills.*

### **Linkages Program Goals:**

*(Indirectly addresses needs for jobs, housing, health/medical needs, and transportation by making referrals to these services).*

1. Information and Referral (I&R) partnerships
2. Linkages (Links to Community Partners and leveraging resources from other community agencies in support of DCET's participants)
3. Valores Familiares monthly sessions and Volunteerism opportunities which offer a warm and welcoming environment for intergenerational families – children, parents and grandparents

# SWOT ANALYSIS

It is critical that the strategic services of DCET are assessed in the context of its broad environment: social, cultural, political, legal, and economic. This assessment will determine the needs of DCET's targeted beneficiaries, organizational resource needs and constraints and potential external revenue sources. However, each external variable must be analyzed in reference to DCET's four core services:

## Literacy Programs

1. Plazas Comunitarias (PLACOM), a face-to-face and online/virtual teaching of Spanish literacy includes: teaching Adult Basic Education (ABE), and/or elementary and/or middle school.
2. English as Second Other Language Instruction (ESOL/Basic Adult Education).
3. High School Equivalency (GED) preparation.
4. Citizenship Preparation (Spanish and English) includes Civics, History, Government and English.
5. Adult Transition Immersion Citizenship (ATIC). ATIC provides an expedited pathway for older, non-literate Spanish-speakers to more quickly reach literacy (Spanish) needed to pass Spanish-language citizenship testing (for those who are qualified for Spanish language testing) and needed for jobs.
6. Technology Literacy (Spanish and English).

## Life Skills Programs

1. Youth leadership (FAMA)
2. Mentoring opportunities (FAMA)
3. intercultural competence training for youth and adults. (FAMA)

## Linkages Programs

1. Information and Referral for Social Services (IRSS) partnerships
2. Linkages (Links to Community Partners and leveraging resources from other community agencies in support of DCET's participants)
3. Valores Familiares (VF) monthly sessions and Volunteerism opportunities which offer a warm and welcoming environment for intergenerational families – children, parents and grandparents

To facilitate this assessment of DCET within its dynamic environment, this Strategic Development Plan offers an analysis of the organizational strengths, weaknesses, opportunities and threats to DCET's core mission and services in reference to external funding sources.



## STRENGTHS

	Political Factors	Economic Factors	Social/Demographic Factors
<b>Strengths</b>	<ul style="list-style-type: none"> <li>• Positive relations with City Council members in Irving and Grand Prairie, TX</li> <li>• 501 © 3 tax status</li> <li>• Social Integration and political networking in Irving and Grand Prairie</li> <li>• US government grants certification</li> <li>• Solid grant administration history</li> <li>• Positive experience with Irving, Dallas, and Grand Prairie ISD</li> <li>• Upcoming presidential election will highlight Hispanic vote/issues</li> <li>• Respecting and applying Diversity, Equity and Inclusion (DEI) discipline</li> <li>• Support from the Department of Education of Mexico</li> <li>• Respecting all races, religions, and cultures through Diversity Equity and Inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>• Resurgence of foundation giving with economic upturn</li> <li>• History of varied grants by CDBG awarded for Education and Youth programs</li> <li>• Support from 4 Foundations</li> <li>• Individual on-going donations from SAVCO, Inc.</li> <li>• Sound financial management</li> <li>• Good grant regulatory compliance</li> <li>• In-kind service centers’ rental and utilities donations</li> <li>• Students meet state and local academic standards at DCET</li> <li>• Enhancement quality of life while increasing better salaries in students who become more educated</li> <li>• Stimulation of entrepreneurial and Technological break troughs</li> <li>• Bilingualism allows members of the family to earn more wages contributing to the economy of the Country</li> <li>• Educated Immigrant’s Work produce High Rates in Jobs that are Important to the Economy and overall Communities</li> <li>• Dedicated grant writing consultant</li> <li>• 30 years of institutional history</li> <li>• Strategic development planning in place</li> </ul>	<ul style="list-style-type: none"> <li>• Increased recognition of DCET by communities</li> <li>• Increased volunteer support</li> <li>• Broad cultural arts appealing to Hispanic/Latinos</li> <li>• Two Strategic service center locations for targeted populations</li> <li>• CFRE certification allows us to be of assistance to other nonprofit organizations</li> <li>• Intergenerational educational services to all the family</li> <li>• Help students engage together with family members developing life skills &amp; self esteem</li> <li>• Nationalization of students bridging from illiterate status to members who can vote and receive social security benefits.</li> <li>• Gain access to information and referral agencies</li> <li>• English as a Second Language enriching our society.</li> <li>• Intergenerational support to immigrant families in achieving literacy, life skills (youth leadership, mentoring, intercultural competence) linking them to community resources</li> </ul>

*Strengths will contribute to achieve our objectives.  
These are internal characteristics that will give DCET an advantage.*

## WEAKNESSES

	Political Factors	Economic Factors	Social/Demographic Factors
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>• Tight local, state and federal budgets (deficits) will likely limit the expansion of grants in upcoming years</li> <li>• Limited inter-institutional partnerships, especially with major institutions like North Lake College</li> <li>• Limited partnership experience with Irving and Grand Prairie ISD</li> <li>• Lack of other Hispanic-oriented social service agencies/nonprofits limit collective voice</li> <li>• DCET not perceived as a workforce development center</li> <li>• DCET has ambiguous identify politically: is it workforce development, is it youth development, or is it cultural programming?</li> </ul>	<ul style="list-style-type: none"> <li>• Very limited operational budget</li> <li>• Absence of endowment, especially for capital projects</li> <li>• Limited facilities space and resources</li> <li>• Lack of surplus revenue to leverage other external revenue sources</li> <li>• Limited development experience among staff</li> <li>• Lack of</li> <li>• Reliance on small grants and donor sources</li> <li>• Lack of economic support from beneficiaries served</li> <li>• Insufficient administrative and classroom space to expand services</li> <li>• Insufficient full-time or paid staff</li> <li>• No surplus funding to hire consultants</li> <li>• Lack of other Hispanic-oriented social service agencies/nonprofits limit grant consortium opportunities</li> <li>• No board members with strong private or corporate philanthropic connections</li> <li>• Lacks expertise in workforce development training</li> </ul>	<ul style="list-style-type: none"> <li>• High rate of immigration</li> <li>• Demand for ESL rising rapidly</li> <li>• Demands for ESL services could overshadow other DCET services</li> <li>• Lack of other Hispanic-oriented social service agencies /nonprofits limit Information &amp; Referral services of DCET</li> <li>• Projected increased rate of high school dropout among Hispanics in Irving and Grand Prairie ISD</li> <li>• Projected increased rate of “not ready” for school (K-1) among Hispanic children</li> <li>• Undocumented immigrants are not eligible to receive services using federal grant funds</li> </ul>
<p><i>These are internal factors that could serve as obstacles to achieving your objectives. Common examples might include a lack of financial resources, high operational costs, or outdated technology.</i></p>			

## OPPORTUNITIES

	<b>Political Factors</b>	<b>Economic Factors</b>	<b>Social/Demographic Factors</b>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• Possible change in presidential administration may affect immigration regulations or amnesty</li> <li>• Upcoming local elections might bring in Hispanic or pro-Hispanic public officials</li> <li>• Upturn in economy could prompt local officials to offer more grants within next 2 years</li> <li>• Citizenship status helps students to learn vital life-skills, developing knowledge on human rights, government and History will promote positive civic action.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Possible change in presidential administration may affect grant opportunities</li> <li>• Expanded opportunities through Foundations’ grants</li> <li>• Greater government grant access to nonprofit organizations</li> <li>• There are many foundations that DCET has not solicited before for grants, representing untapped external revenue sources</li> <li>• The more technology is offered at DCET the more work opportunities are there for students</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Fee-based ESL services, graduated to income level, as potential operating revenue source</li> <li>• Fee-based cultural arts performances as potential operating revenue source, especially for county-wide cultural and corporate events</li> <li>• Integration of Family, School, and Community Efforts</li> <li>• social and community activities has a profound impact on personal well-being. It can reduce stress, boost self-esteem, and improve overall mental health.</li> </ul>

*These are internal conditions that could be helpful in achieving DCET’s goals. For example, looking at emerging markets, increased demand, or favorable shifts in regulations*

## THREATS

	<b>Political Factors</b>	<b>Economic Factors</b>	<b>Social/Demographic Factors</b>
<b>Threats</b>	<ul style="list-style-type: none"> <li>• Possible future terrorist attacks could result in more restrictions and less funding for immigrants</li> <li>• Fiscal contraction and reorganization within North Lake College could limit its political clout within the community and thus contributions to DCET</li> <li>• USDE to cut after-school grant programs (e.g., 21<sup>st</sup> Century Schools)</li> <li>• Lapse of time between major PR events could result in less responsive local public officials</li> </ul>	<ul style="list-style-type: none"> <li>• Major organizations, such as the Dallas County Community College District, exert much influence in the agendas set by major donors and foundations, threatening DCET interests.</li> <li>• Many well-established development professionals within educational &amp; nonprofit organizations in Dallas County represent chief competition for DCET</li> <li>• Lapse of time between major PR events have resulted in lost grant and donor opportunities</li> <li>• Lack of resurgence in IT/Telecom sector could severely limit future foundation &amp; corporate giving opportunities in Dallas County</li> </ul>	<ul style="list-style-type: none"> <li>• Lapse of time between major PR events could result in less responsive targeted population</li> <li>• Community colleges success in providing free ESL and GED services could draw away from DCET potential clients (and revenue sources)</li> </ul>

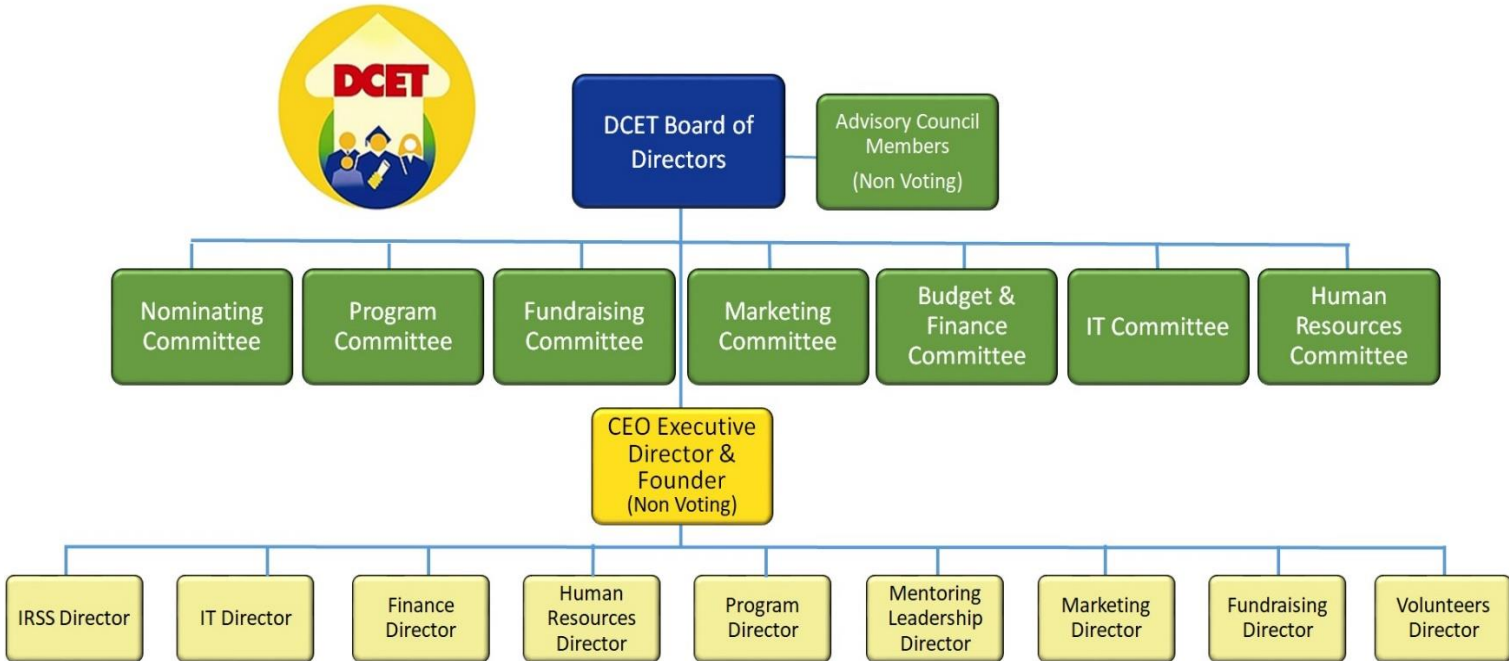
*Threats are factors that can potentially harm DCET.*

*A threat combined with weakness is a risk. Also need to consider increasing competition, weather/natural disasters and failure to get grants approvals.*



# ORGANIZATIONAL CHART

The main purpose of DCET's Organizational Chart is to visually represent the structure of the organization. This visualization includes the hierarchy of authority, reporting relationships, and the division of responsibilities among departments and teams



*This Chart gives us a visual representation in color of the logical processes identified within the design*

## Why is so important to have an Organizational Chart?

Organizational charts (or hierarchy charts) are the graphical representation of an organization's structure. Its purpose is to illustrate very clear the reporting relationships and chains of command within the organization.

It facilitates communication, coordination, and decision-making within the project team. It helps team members understand who they report to, who they collaborate with, and who is responsible for specific tasks or deliverables. I also help Board members and employees understand their role in the project. It shows them the reporting structure and who to communicate with if they need specific tools or resources.

It is a factor in project management that plays a fundamental role in guiding and defining the way in which the organization carries out its operations.

## CONCLUSION

DCET's Board of Directors recently concluded a strategic planning process conducted during December 2023-June 2024. The mission of this effort was to identify important operational (infrastructure) and programmatic goals and strategies for successfully **supporting intergenerational immigrant families** in improving their educational, economic and social outcomes. This comprehensive, agency-wide strategic planning process was successful in generating productive conversation regarding the organization's strengths, challenges, and future opportunities. A key outcome of the planning process is this document, a formal Strategic Plan (roadmap). This "roadmap" will shape DCET's strategic direction over the next thirty-six (36) months as the organization works to support immigrant families in its' service area. Categories of support include: literacy, youth leadership skills and mentoring opportunities, training in cultural competence for both youth and adults, and leveraging of additional community resources (including I&R) these families need for assimilating and integrating into the culture of their host country – the USA. Key findings of the strategic planning are:

DCET has strong and empirically supported program designs but needs to improve infrastructure for the delivery and reporting of programmatic activities:

DCET's successful use of volunteer labor and leveraging of other resources has been, and is, remarkable.

1. A coherent and comprehensive strategy for fundraising is needed.
2. Improved database platforms would help in documenting successful outcomes of program delivery.
3. Improvements in budget formats would help present financial assets and needs more clearly. Proper financial documentation can improve the probability of funding success and help DCET compete for grants.
4. Emphasize value added by Board diversification: diverse boards better represent communities, provide valuable perspectives when planning and organizing events and help ensure an organization's messages and culture are as inclusive as possible. Attention to organizational diversity – especially Board composition and workplace policies (staff selection and training, workforce policies) – will help toward meeting public expectations.

An additional strength in DCET's work is the motivation of its targeted population – **intergenerational immigrant families**. These families are eager to succeed and willing to work hard for success in their host country. The energy, interest and determination of immigrant families to improve educational, economic and social outcomes is one of their -- and likewise one of DCET's -- main assets. The task before DCET is to continuously improve organizational capacity to assure this support can continue to happen.

*The Board of DCET and the Executive Director Elvia Martinez-Wallace wishes to give special thanks to **Ms. Sue Johnson-Dietz** for her role in planning, organizing and facilitating the process used in creating this Strategic Plan.*

## The Need or Opportunity



First generation Hispanic students come into the school system in need of language assistance and acculturation. They are in its majority low socioeconomic families who have not finished high school. We assist the parents and children of these families with Literacy programs. Our target population confronts serious barriers to employment resulting in sometimes putting their young children to work. The Hispanic dropout rate in large metropolitan areas is the largest. According to the Employment Commission of the State's Business Advisory Commission,

there were almost 630,000 Hispanics 20 to 24 years old who had dropped out of school. Many of these dropouts are included in data that supports the claim that 22% of the US Spanish speaking population is completely illiterate. We at DCET are taking the firm initiative to develop and support projects which focus on positive solutions related to this immense illiteracy problem. We recruit the parents of our youth target population to take our free ESL, GED, Spanish and computer literacy programs while also offering to them Citizenship courses.

### Who is targeted by this Mission and Why?

***Literacy difficulties brought by low-skill immigrants persist beyond the immigrant generation.*** Even long-time residents struggle with English literacy. Immigrants who first arrived in the United States more than 15 years ago score at the 20th percentile, and 43% are below basic. The children of Hispanic immigrants score at the 34th percentile, and 22% are below basic. In addition, just 5% of second-generation Hispanics have "elite" literacy skills, compared to 14% of natives overall. (Source: "Self-Assessment vs. Reality Jason Richwine, Center for Immigration Studies, June 21, 2017 <https://cis.org/Immigrant-Literacy-Self-Assessment-vs-Reality>) Among Hispanic immigrants, the largest immigrant group in the U.S., 63% are functionally illiterate. This compares to an illiteracy rate of 14% among native-born Americans. Among immigrants who have attended school in the U.S., the illiteracy rate remains high at 55%.

# ORGANIZATIONAL PHILOSOPHY

*Compiled by Andres Garcia, KDM Marketing Agency*



## **Philosophy Definition:**

At the heart of DCET beats a purpose that transcends mere acts of service; it is a divine mission aimed at transforming lives and entire communities. Our organizational philosophy is deeply rooted in altruism, love for humanity, and an unwavering commitment to social justice. We believe that by empowering Hispanic/Latino immigrant families with education and resources, we are not only changing their destinies but also those of future generations.

For the members of DCET, whether volunteers, employees, or board members, this organization represents more than just a workplace; it is a calling, an opportunity to be part of something greater than themselves. Here, every action, every word, and every gesture contribute to the creation of a better world. The wisdom, heroism, innocence, and magic we embody not only guide us but also illuminate the path for all those we serve.

## **Objectives of the Organizational Philosophy:**

1. **Inspire a Higher Purpose in All Members:** Cultivate in every DCET member the belief that their work is vital to the community's well-being, emotionally connecting them to the organization's mission.
2. **Foster the Integral Growth of Each Member:** Create an environment where personal, professional, and spiritual development is a fundamental pillar, allowing each member to thrive in all aspects of their lives.
3. **Create a Culture of Unity and Collaboration:** Establish an organizational culture where solidarity, mutual respect, and cooperation are the core values that guide all actions.

4. **Drive Purposeful Innovation:** Encourage members to be creative and bold, always seeking new ways to better serve the community and maximize DCET's social impact.
5. **Leave a Legacy of Social Transformation:** Ensure that every effort of DCET has a profound and lasting impact, not only on the direct beneficiaries but on society as a whole.

## Philosophy Goals:

1. **Active and Committed Volunteering:** Achieve 100% of volunteers feeling deeply motivated and committed to DCET's mission, viewing their participation as a vocation.
2. **Personal and Professional Growth Programs:** Develop and implement continuous training programs that address not only technical skills but also spiritual and emotional development.
3. **Strengthening Organizational Culture:** Implement daily practices that reinforce DCET's collective identity, fostering an environment of mutual support and constant collaboration.
4. **Sustainable Innovation:** Establish a system of continuous innovation that allows DCET to adapt and evolve, ensuring its long-term relevance and effectiveness.
5. **Sustainable Social Impact:** Develop indicators and metrics to measure the impact of DCET's activities, ensuring tangible and lasting results are achieved.

## Implementation Plan for the Organizational Philosophy:

### 1. Clear and Constant Communication:

- **Purpose Meetings:** Quarterly purpose meetings will be held, sharing impactful testimonies, stories of transformation, and reinforcing DCET's mission. These meetings should include a section where volunteers, employees, and board members share how the organization has impacted their lives.
- **Impact Newsletter:** Creation of a monthly or quarterly newsletter that not only informs about DCET's activities but also includes inspiring sections that reinforce emotional commitment to the mission. This newsletter should be distributed both physically and digitally, ensuring it reaches all members.

### 2. Training and Personal Development:

- **"Leading with Heart" Program:** A training program offering workshops on altruistic leadership, empathy in action, and emotional resilience. This program should be led by personal development experts and community leaders who have experienced transformative journeys.
- **Purpose Retreat:** Annual retreats will be organized where members can disconnect from daily routines and reconnect with DCET's mission. These retreats will feature introspection activities, meditation, and strategic planning, focusing on the participants' holistic growth.

- **3. Recognition and Celebration: SHAA (Silent Hero Azteca Awards):** An annual event recognizing those members who have shown exceptional commitment to DCET’s mission. Awards will not only serve as recognition but also as a way to tell their stories and motivate others.
- **Daily Appreciation Culture:** A daily recognition system will be implemented, allowing any member to nominate a colleague for a standout action, reinforcing a constant culture of gratitude and appreciation.

#### **4. Evaluation and Continuous Improvement:**

- **Organizational Climate Surveys:** Semi-annual surveys will be conducted to evaluate organizational climate, member satisfaction, and alignment with DCET’s mission. These surveys should be anonymous to ensure honesty and include questions measuring the emotional impact of the organizational philosophy on members’ lives.
- **Feedback Groups:** Discussion groups will be created, led by external facilitators, where members can express ideas and concerns, ensuring the organizational philosophy continually adapts to the needs and expectations of all.

#### **5. Creation of a Supportive Environment:**

- **Purpose Mentorship:** Each new DCET member will be paired with a mentor to guide them through their integration into the organization and the living out of the mission. This mentorship program should include regular meetings and a personalized development plan.
- **Reflection Spaces:** Physical and virtual spaces will be established where members can share experiences, reflect on their work, and find support within the DCET community.

### **Emblematic Phrases for Each Objective:**

#### **1. Inspire a Higher Purpose in All Members:**

- “You are the spark that ignites hope in every heart we touch.”
- “Here, your passion is the engine of the change we dream of.”
- “At DCET, every action you take is an act of love that transforms the world.”
- “You are not alone; together, we build bridges to a better future.”
- “Your dedication is the force that fuels our life’s mission.”

#### **2. Foster the Integral Growth of Each Member:**

- “Growing together, to elevate our community.”
- “Here, your personal development is the seed of lasting change.”
- “True leadership begins with inner growth.”
- “Every step you take toward your best self illuminates the path for others.”
- “Your growth is the key to unlocking everyone’s potential.”

#### **3. Create a Culture of Unity and Collaboration:**

- “We are stronger when we work as one.”
- “At DCET, unity is our greatest strength.”
- “Respect and collaboration are the roots of our community.”
- “Here, every voice counts, every heart matters.”
- “Together, we weave the fabric of a society with opportunities for all.”

#### 4. Drive Purposeful Innovation:

- “Innovation is the beacon that guides our path to a better future.”
- “Dare to dream big; together, we will make the impossible possible.”
- “Every creative idea is a step toward deeper impact.”
- “The courage to innovate is the first step toward transformation.”
- “At DCET, the magic of innovation is born from purpose and heart.”

#### 5. Leave a Legacy of Social Transformation:

- “What we do today resonates in the generations of tomorrow.”
- “Our legacy is a testament of love and social justice.”
- “Every life we touch is a page in the story we write together.”
- “Your work here not only changes lives, but builds a better future.”
- “At DCET, we build a legacy that will endure forever.”

### Tools Needed for Implementation:

#### 1. Internal Communication Platform:

- **Purpose Intranet:** A dedicated portal where resources, testimonials, news, and recognitions can be shared. This platform should be accessible to all members, with specific sections for volunteers, employees, and board members. It can be developed initially through WhatsApp groups for each segment.

#### 2. Training Programs:

- **Altruistic Leadership Workshops:** These workshops will cover topics such as empathy, emotional management, and conflict resolution, aiming to form leaders who are not only competent but also deeply committed to the community’s well-being.
- **Spiritual Development Courses:** Courses designed to help members connect with their deepest purpose and find meaning in their daily work.

#### 3. Emotional Impact Surveys:

- **Self-Assessment Questionnaires:** Tools for members to evaluate their own growth and alignment with DCET’s mission.

- **Organizational Climate Evaluations:** Surveys measuring satisfaction, commitment, and perception of support among DCET members, with a focus on the organization's emotional impact on their lives.

#### 4. Physical and Virtual Reflection Spaces:

- **Meditation and Reflection Areas:** Areas within DCET's facilities where members can take time to reflect and recharge.
- **Virtual Forums:** Online spaces where members can share experiences, seek advice, and find emotional support. Direct communication channel with Human Resources, possibly WhatsApp.

#### 5. Innovation Tools:

- **Idea Labs:** Creative spaces where members can collaborate on innovative projects, with access to technological resources and expert advice.
- **Social Creativity Workshops:** Workshops that encourage the generation of new ideas and the implementation of innovative solutions in DCET's programs.

#### Metrics for Measuring the Organizational Philosophy:

##### 1. Volunteer Commitment Level:

- **Volunteer Retention Rate:** Measure of the percentage of volunteers who remain active in DCET for more than a year.
- **Satisfaction Surveys:** Assess volunteers' satisfaction with their experience at DCET and their alignment with the mission.

##### 2. Impact on Personal and Professional Growth:

- **Growth Evaluations:** Measure progress in members' skills and personal development through surveys and self-assessments.
- **Participation in Training Programs:** Number of members actively participating in workshops and courses offered by DCET.

##### 3. Efficiency of Unity Culture:

- **Collaboration Levels:** Measurement of collaboration effectiveness between different teams within the organization.
- **Organizational Culture Evaluations:** Surveys measuring members' perception of cohesion and unity within DCET.

##### 4. Innovation Implemented:



- **Number of Innovative Projects:** Count of new initiatives or projects emerging from idea labs or social creativity workshops.
- **Social Impact of Innovations:** Evaluation of the impact of these innovations on the community served by DCET.

#### **5. Legacy of Social Transformation:**

- **Impact Stories:** Documentation and analysis of personal stories reflecting the social transformation achieved by DCET.
- **Reach and Effectiveness of Programs:** Measure of the number of people benefiting from DCET's programs and the effectiveness of these programs in improving their lives.

This organizational philosophy aims not only to inspire and guide all members of DCET but also to ensure that its implementation is effective, generating tangible and lasting impact in the lives of everyone involved in this altruistic mission.

## DCET PERSONALITY



### **A Beacon of Hope and Transformation**

DCET is more than just an organization; it is a beacon of hope, lighting the way toward a brighter future for Hispanic/Latino immigrant families. Its personality is deeply rooted in genuine, selfless altruism, driven by a burning desire to change the world, one life at a time. DCET doesn't just offer services; it provides a refuge, a space where barriers dissolve, and bridges are built to realize the most profound dreams.

#### **The Sage: The Voice of Wisdom and Compassion**

DCET embodies ancient wisdom, not as a mere repository of knowledge, but as a compassionate guide that understands the struggles and aspirations of those it seeks to help. Every program, class, and piece of advice is a gesture of love and care, designed to empower those who have been marginalized and to offer them not just the tools to survive but to thrive. DCET's wisdom is one of the hearts, knowing that true education is that which transforms souls, lifting people above their circumstances.

#### **The Hero: The Call to Courage and Justice**

At its core, DCET is a quiet hero, tirelessly fighting for social justice. Its bravery is expressed through its unwavering dedication to dismantling the barriers that prevent immigrant families from reaching their full potential. With an indomitable spirit, DCET confronts injustice, not with violence but with the strength of education, inclusion, and community. It is a daily fight for the dignity and respect of all those it serves, carried out with the conviction that every small victory is a step toward a more just world.

#### **The Innocent: The Purity of Hope and Faith in Humanity**

DCET's innocence lies in its unshakeable faith in human potential. It sees beauty in diversity, purity in intentions, and the transformative power of kindness. In a world full of challenges, DCET stands firm in its belief that everyone, regardless of their origin or circumstances, deserves a chance to build a life of dignity. This faith in humanity is not naive but deeply aware, serving as a constant reminder that hope is the first step toward change.

## **The Magician: Transformation Born of Love and Solidarity**

DCET is a magician in the lives of those it touches, not by performing supernatural feats, but by its ability to transform realities through love, education, and solidarity. Every initiative it undertakes is an act of magic, turning despair into opportunity, fear into confidence, and uncertainty into clarity. DCET doesn't just change lives; it changes generations, creating a legacy of resilience and success passed down from parents to children.

## **Conclusion: The Altruistic Soul of DCET**

DCET's personality is a living testament to the power of altruism. It is the purest representation of what it means to give without expecting anything in return, to work tirelessly for the well-being of others simply because it is the right thing to do. In a world where many seek their own gain, DCET shines as an example of what is possible when service to humanity becomes the greatest reward. Inspiring all who cross its path, DCET doesn't just invite you to be part of its mission; it invites you to join a movement with the power to change the world.

## **ORGANIZATIONAL TIMELINE AND LANDMARK ACHIEVEMENTS**

### **1995**

- Early organizational and execution work by Elvia Wallace-Martinez and a group of volunteers to establish a non-profit in Grand Prairie, TX.

### **1999**

- Incorporation of **Debes Creer En Ti**
- First Spanish Family Restoration Conference attracts 5,000 guests.
- FAMA/Youth program launched in partnership with City of Irving Parks and Recreation Department.

### **2000-2005**

- DCET becomes Affiliate of SER Jobs for Progress National, Inc. located in Irving.
- SAVCO donates office space for first Community Learning Center in Irving.
- 2<sup>nd</sup> Spanish Family Restoration Conference outreaching over 5,000 people.
- Partnership with University TEC of Monterrey in Mexico to provide online ESL and Computer Literacy platforms.
- National affiliation with Verizon to provide volunteers and scholarships.
- Partnership with North Lake College and DeVry to provide technical assistance and volunteers.
- Began Adult Basic Education (ABE) TEXAS LEARNS with paid staff and instructional material.
- Launched first Plazas Comunitarias (Spanish literacy program) in DFW area.
- Opened 2<sup>nd</sup> Community Learning center in Grand Prairie.

### **2006-2010**

- Excellence in Education award from Irving Hispanic Chamber of Commerce.
- CDBG grant for launching ESL and for supporting FAMA program.
- Sub grantee of Irving ISD for 21<sup>st</sup> Century Learning Centers (federal grant).
- City of Irving in partnership with Verizon donated 35 Dell computers to DCET.
- Partnership with IBM, donation of computers with ESL and citizenship platforms.
- Partnership with Workforce Solutions/32 participants graduate from training.
- Launch of Citizenship prep for non-literate Spanish-only speakers who transition to ESL and then to Civics and Citizenship preparation.

## **2011-20**

- Drug/alcohol/family violence conference (5000 attendees).
- Began partnership with University TEC of Monterrey in Mexico to provide on-line ESOL and Technology Literacy training.
- Outstanding contributions to the arts (Oak Cliff Coalition for the Arts in Dallas).

## **2021-2024**

- Partnership with Dallas County Community College to provide ESOL and GED prep
- Partnership with Dr. Pepper Snapple Group for technology support
- Presenter at national Literacy Best Practices conference
- Completed federal System for Award Management (SAM) registration
- Federal sub-grantee (American Rescue Plan award of \$49,000)
- new partnership with YMCA of Grand Prairie to house G.P. program operations, main office and other amenities (free child care for participants)
- New contract with AARP Foundation for 5 facilitator/teacher positions x 36 months from U.S. Department of Labor's Senior Community Service Employment Program, May 2024)

## **ACCOMPLISHMENTS, PARTNERSHIPS, SUCCESS STORIES AND AWARDS**

Since 1998 we have accomplished and experienced many success stories. We are competent, and have credibility, proven facts are documented by: <http://www.guidestar.org/organizations/31-1640064/debes-creer-en-ti.aspx>

DCET earned 5 stars by **Guide Star for Excellence in Performance** and have received many awards and media coverage highlighting our services.

### **Here's some awards we won**

2012 Community Choice Awards in Excellence by the Center for Non Profit Management in Dallas.

2017 TAMACC Women of Distinction Awardee State of Texas.

2018 International Award: "Migrante Guerrerense Destacado".

2020 Transforming Lives with Literacy Programs for 25 years by Irving Award Program.

2021 Best of 2020 Irving – "Transforming lives with Literacy Programs".

2022 Best of 2020 Irving – Non-Profit Hall of Fame 3 consecutive years.

2023 Received the Immigrant Entrepreneur Journey Award by Badmus & Associates.

2023 Award Finalist – by D CEO

### **Partnerships**

*Our projects are always in collaboration with many partners that assist the needs of our literacy programs with in-kind donations, housing for the classes and other social, legal, educational services from other nonprofits.*

*Inter-agency approach to service includes support from:*

Irving ISD partnership,

Irving Public Library System

Irving Public Health Education

Irving Arts Center,

Union Bower High School Learning Center

City of Irving Parks and Recreation

YMCA, Grand Prairie, TX

SavCo, Inc.

Grand Prairie Parks, Arts and Recreation

## Success Stories, Testimonials and Reviews



Carole Lawrence

*This non-profit, Debes Creer En Ti (DCET) offers a tremendous opportunity for adults to get an education and learn valuable job skills. Some of the participants do not know how to read in their own language before entering the program. Its heartwarming to see how proud students are when they accomplished their goals and graduate from various levels of the school. I absolutely love attending graduation ceremonies and other DCET events.*



Josie Flores-Avila

*DCET has improved my life and the lives of my students in such a wonderful way that I could never pay the hard-working hours that staff members invested enough with dedication and passion to help others. Through mentoring my 22 students and providing basic needs like school supplies, my students have fallen in love with “La Escuelita” of DCET and always ask when we will meet again. They get one on one help with math or reading as needed and we teach them dances to perform at different community events to promote their cultural heritage.*



Dora Olaiz

*DCET is one of a kind organization whose mission is to equip their students with education and skills to make them productive members of society through their various programs; their updated methodology and personal care that their staff provide are truly life changers for all the students that have the privilege to receive their free wonderful educational and cultural programs. Their students' success stories are truly remarkable!*

## Reviews and Reporting of Nonprofit from National Sources

**DCET Operates with High Standards of Excellence, a Firm Financial Stability and is a national Top Rated nonprofit**



**IMPORTANT DOCUMENTS FOR BOARD MEMBERS  
TO HAVE**

## STATEMENT OF UNDERSTANDING

*After careful and sincere consideration, I have accepted the invitation and have been inducted officially as a team member of the Board of Directors of: DCET/Believe in Yourself, Inc. I pledge to do my full part to ensure fulfillment of the mission. I understand that my duties, responsibilities, and obligations, include the following:*

- The founding of DCET as a public trust is rooted in the not-for profit corporate statutes of Texas.
- I am personally and jointly responsible, with the other Board members, for the operation of DCET in fulfillment of its mission in service to the Hispanic community of the Dallas Fort Worth area.
- I will be aware of the proposed and approved operating budget and also what the budget ought to be to ensure the highest quality in all programs, services, facilities, equipment, and staff requirements.
- I pledge to do my part in actively reviewing and monitoring the budget through periodic reports and seeking necessary financial support to insure a balance annual budget at least. I will also be active in the Board's oversight responsibilities in all other areas of DCET's operation.
- I am responsible to know the governing Board bylaws and policies that determine the management and reputation of DCET
- I want to visit each staff member to learn more about the functioning of DCET.
- I will provide what is for me a substantial annual gift for budget operation, or will seek a donor to help us with such donation and I will make a reasonable effort to participate in special fundraising events. I will consider capital fund and estate gifts as appropriate for me.
- I will attend to the following annual fundraising event: the CINCO DE MAYO Multicultural Festival, Youth in College 3-hour conference to prevent drugs/alcohol and family violence, Silent Hero, FLY (Folklorico Leadership for Youth).
- I will actively promote DCET among my business and professional friends, neighbors, and family to encourage their support
- I will engage actively in cultivation of friends for their generous support of DCET, Inc. in the name of philanthropy.
- I will attend Board meetings, serve on committees as appropriate, and be available in person and by phone.
- In signing this document, I understand that there are no rigid standards of measurement of achievement for Board members. This pledge is a statement of faith and trust among one another to perform to the best of our abilities.
- This appointment will be a treasured honor.

\_\_\_\_\_  
Board Member Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
E-mail

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Phones: (Home) \_\_\_\_\_ (Work) \_\_\_\_\_ (Mobile) \_\_\_\_\_

*In turn, DCET is responsible to me as follows:*

I will be brief about the Corporation's programs and toured around DCET premise to learn about its capabilities. I will be given a Board Member Guidelines Manual, which will educate me more in depth about DCET's structure. I will receive financial and appropriate dated reports regularly which I will read before meetings.

I will be able to discuss policies, programs, goals, objectives, and perceptions with staff members through the Executive Director. Board members and staff will respond to the best of their ability in straightforward, honest, moral, ethical, legal, and fiscal responsibilities as members of a public trust.

Date: Saturday, August 31<sup>st</sup>. 2024

Irving, Texas



\_\_\_\_\_  
Board of Director's Chair  
Juan Carlos Reynoso



\_\_\_\_\_  
Elvia Wallace-Martinez  
Executive Director and Founder



## **CONFLICT OF INTEREST**

### **For Officers, Directors, Committee Members, Staff Members, Volunteers & Consultants**

The standard of behavior at DCET/Believe in Yourself, Inc. (from now on referred as DCET), as a 501© 3 Nonprofit organization is that all staff, volunteers, and board members scrupulously avoid any conflict of interest between the interests of DCET on one hand, and personal, professional, and business interests on the other. This includes avoiding actual conflicts of interest as well as perceptions of conflicts of interest.

No member of the Board of Directors or any of its Committees shall derive any personal profit or gain, directly or indirectly, by reason of his or her participation with DCET, a non-profit corporation. Each individual shall disclose to the organization any personal interest, which he or she may have in any matter pending before the organization and shall refrain from participation in any decision on such matter.

Any member of the Board, (officer, board member, a committee member or staff member) of a client organization or vendor of DCET, Inc. shall identify his or her affiliation with such agency or agencies; further, in connection with any committee or board action specifically directed to that agency, he/she shall not participate in the decision affecting that agency and the decision must be made and/or ratified by the full board.

Any member of the Board, any Committee, Staff and consultant shall refrain from obtaining any list of clients for personal or private solicitation purposes at any time during the term of their affiliation.

I understand that the purpose of this policy is: to protect the integrity of the DCET's decision-making process, to enable our constituencies to have confidence in our integrity, and to protect the integrity and reputation of volunteers, staff and board members.

Upon or before election, hiring or appointment, I will make a full, written disclosure of interests, relationships, and holdings that could potentially result in a conflict of interest. This written disclosure will be kept on file and I will update it as appropriate.

In the course of meetings or activities, I will disclose any interests in a transaction or decision where I, including my business, or other nonprofit affiliation, my family and/or my significant other, employer, or close associates will receive a benefit or gain.

After disclosure, I understand that I will be asked to leave the room for the discussion and will not be permitted to vote on the question.

I understand that this policy is meant to be a supplement to good judgment, and I will respect its spirit as well as its wording. Now this is to certify that I, except as described below, am not now nor, at any time, during the past year have been:

A participant, directly or indirectly, in any arrangement, agreement, investment, or other activity with any vendor, supplier, or other party; doing business with DCET, which has resulted or could result personal benefit to me.

A recipient, directly, or indirectly, of any salary payments or loans or gifts of any kind or any free service or discounts or other fees from or, on behalf of any person or organization engaged in any trans action with DCET/Believe in Yourself, Inc.

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_ **Irving,**  
**Texas**

\_\_\_\_\_

**Print Name**

## CODE OF ETHICS

*DCET board members, employees, volunteers and students should actively work for the common good and respectfully hold people responsible for these Team Values.*

*Please contact Executive Director/Founder, Elvia Wallace-Martinez at **214-587-1983** if wanting to discuss these values, or have a problem with someone associated with DCET who is not conforming to these values.*

The following list is the "Six Pillars of Character" developed by The Josephson Institute of Ethics,

### **Ethical Values include:**

1. **Trustworthiness**: honesty, integrity, reliability (promise-keeping and loyalty).
2. **Respect**: autonomy, privacy, dignity, courtesy, tolerance and acceptance.
3. **Responsibility**: accountability, pursuit of excellence
4. **Caring**: compassion, consideration, giving, sharing, kindness, loving.
5. **Fairness**: process, impartiality, equity,
6. **Civic virtue and citizenship**: law abiding, community service, and protection of environment.

## CODE OF CONDUCT

<p><b>LEADERSHIP</b></p> <ul style="list-style-type: none"><li>• Model DCET's corporate vision, mission and values, as well as these team values.</li></ul> <p><b>RESPONSIBILITY &amp; INTEGRITY</b></p> <ul style="list-style-type: none"><li>• Participate -- say what you believe.</li><li>• Work to know who will do what and by when.</li><li>• Do what you say you're going to do when you say you're going to do it.</li><li>• Take initiative!</li></ul> <p><b>RESPECT</b></p> <ul style="list-style-type: none"><li>• Actively listen and acknowledge my view point</li><li>• Recognize the value of my job -- ask for my help and realize that I have other priorities.</li><li>• Be sensitive to my values, my culture -- reap the richness of diversity.</li><li>• Be friendly and thoughtful to all.</li></ul>	<p><b>TEAMWORK</b></p> <ul style="list-style-type: none"><li>• Recognize others' contributions and Successes.</li><li>• Cooperate with fellow staff members and support their efforts.</li><li>• Support DCET'S decisions and strategic Objectives.</li><li>• Don't take ourselves too seriously -- have fun!</li></ul> <p><b>CREATIVITY</b></p> <ul style="list-style-type: none"><li>• Encourage thinking "outside the box"</li><li>• Encourage discussion around points of disagreement or uncertainty.</li><li>• Challenge the status quo.</li><li>• Envision possibilities.</li><li>• Allow yourself to create every minute.</li></ul>
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*These Policies were adopted: at DCET's board meeting, presided by Ray Champney Irving, Texas May, 2002.*

# BYLAWS

## “Debes Creer en Ti”

*Translated into English: Believe in Yourself, Inc.*

### ARTICLE I

#### *DCET The Corporation*

##### Section 1. Name:

The name of this corporation is: DEBES CREER EN TI, hereinafter designated as “DCET” Any reference to “the Board” shall mean the Board of Directors of DCET unless otherwise specified

### ARTICLE II

#### *Offices*

##### Section 1. Principal Office:

The principal office of DCET in the State of Texas shall be located at 504 North O’Connor Rd., Irving, Texas 75061. May have such other offices, either within or without the State of Texas, as the Board of Directors may determine, or as the affairs of DCET may require.

##### Section 2: Registered Office and Registered Agent:

DCET shall have and continuously maintain in the State of Texas a registered office, and a registered agent whose office is identical with such registered office, as required by the Texas Non-Profit Corporation Act. The registered office may be, but is not required to be, identical with the principal office of DCET in the State of Texas, and the address of the registered office may be changed from time to time by the board of Directors.

##### Section 1. General Purposes:

The general purpose of this Corporation is to render and provide on a non-profit basis, services designed to impact in a positive manner the education of non-English speaking and non- English proficient culturally different populations which will serve to reduce the inevitable de- pendency on the local community or State resources. DCET services will result in an information network among its components who will bring together the different elements in the com- munity in a concerted effort to bring about assimilation and the concomitant improvement in the use of our human resources. Further description of the purposes of DCET, is stated in Article 4, Sections a-j of our Articles of Incorporation-

Section 2. Specific Purposes:

The specific purposes for which DCET, is organized are: educational, charitable, and cultural. within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986 and will be non-discriminatory according to Federal and State Mandates.

**ARTICLE IV**

*The Board of Directors*

The affairs of DCET, shall be governed by a Board of Directors, which shall have all the powers and duties necessary or appropriate for administration of business and affairs of DCET including control and disposition of its properties and funds.

Section 2. Numbers:

*DCET's Board of Directors shall have up to eleven (11) members and no fewer than five (5). The number of Directors may be increased or decreased from time to time by amendment to these Bylaws, but no decrease shall have the effect of eliminating or excluding from office any Director.*

Section 3. Qualifications:

The Directors shall be broadly representative of community interests and professional experience, having an interest in serving the community by strengthening the education and practical performance capabilities of those persons served. The Board of Directors shall not be limited to be represented only by Hispanics.

Section 4. Term:

The term of office for each director shall be two (2) years, or until a successor has been elected, unless a director resigns or becomes disqualified to serve as provided in Section 17 of Article IV of these Bylaws.

Section 5. Election:

The directors whose term is due for election shall be elected by the Board of Directors on or before the March at the October regular meeting of each year by a majority of the Board members when a Quorum is present.

Section 6. Vacancies:

A vacancy shall be declared in any seat on the Board by a majority of the Board upon the death, resignation, removal, disqualification, or other cause of the occupant of such seat. Such declaration renders the former director incapable of participating in the management and affairs of DCET.

Section 7. Filling of Vacancies and un-expired terms:

Upon the occurrence of a vacancy on the board, the director selected to fill such vacancy shall be elected for the un-expired term of his or her predecessor in office.

Section 8. Board Self-Perpetuating:

The Board shall be a self-perpetuating body. The manner of electing successors to directors, filling vacancies occurring in the board, and filling any office of director created by reason of an increase in the number of directors, shall be by the affirmative vote of a majority of the remaining directors.

Section 9. Successor:

Any Director whose term of office has expired may be re-elected by majority of votes to succeed him or herself.

Section 10. Regular Meetings:

The regular meetings of the Board shall be held at least quarterly at DCET's principal office, or at any other place, which may be designated by resolution of the board, for the election of directors and for the transaction of such other business as may lawfully come before the meeting.

Section 1. Power of Management:

Meetings should be set for in advance at least 6 months ahead. The Secretary shall give notice to the directors of such regular meetings as required under Texas law, or these Bylaws.

Section 11. Special Meetings:

Special meetings of the Board shall be held whenever an urgent need might arise, or an unexpected event is about to impact DCET. The Secretary and by instructions of the President, should prepare an agenda to guide the meeting. The Secretary should also give sufficient notice of the meeting, purpose, time, date and place with at least ten (10) days in advance of the meeting. Such notification may be by registered mail, fax, or electronic mail. The Secretary shall call in the special meeting and fix the location of the special meeting, either within, or without the State of Texas.

Section 12. Quorum for Meetings:

A majority of the Board of two thirds (2/3) shall constitute a quorum for the purpose of the transaction of business at any meeting of the Board convened according to these Bylaws. If less than a quorum is present at any meeting of the Board, a majority of the directors present at such meeting may adjourn the meeting from time to time without further notice.

Section 13. Majority Action as Board Action:

Every act or decision done or made by a majority of the directors present at a meeting duly held at which a quorum is present, is the act of the Board of Directors, unless the Articles of Incorporation, these Bylaws, or provision of law require a greater percentage of different voting rules for approval of a matter by the board.

Section 14. Informal Action of the Board:

Any action required by law to be taken at a meeting of directors, or any action which may be taken at a meeting of directors, may be taken without a meeting if the Secretary, acting at the direction of the President, issues a consent in writing setting forth the action taken, and having been signed by all of the directors.

Section 15. Conduct of Meetings

Meetings of the Board of Directors shall be presided over by the President, in his or her absence, by the Vice President of the corporation, or, in the absence of each of these persons, by a Chairperson chose by a majority of the directors present at the meeting. The Secretary of the corporation shall act as secretary of all meetings of the board, provided that, in his or her absence, the presiding officer shall appoint another person to act as Secretary of the meeting.

Robert Rules of Order shall govern meetings, insofar as such rules are not inconsistent with or in conflict with the Articles of Incorporation, these Bylaws, or with provisions of law. A condensed at glance parliamentary procedures can be found in Section A or the Board Member Manual, pages 36-37.

Section 16. Proxies:

A director may vote in person or by proxy executed in writing by that director. No proxy shall be valid after three (3) months from the date of its execution. Each proxy shall be revocable unless expressly provided therein to be irrevocable or unless otherwise made irrevocable by law. A director represented by proxy shall not be counted toward a quorum. Section 17. Removal and Resignation:

Any director may be removed from office with cause, such as 2 absences without excuse, and after notice and hearing, by the affirmative vote of two-thirds (2/3) of the Board of Directors present at a meeting at which a quorum is present. Any director normal

Directors shall not receive any compensation for their services other than reimbursement or payment for expenses incurred by them in performance of their Board member duties. Such expenses need to be authorized and approved by the Executive Board.

Section 18. Vacancies:

Vacancies on the Board of Directors shall exist (1) on the death, resignation or removal of any



director, and (2) whenever the number of authorized directors is increased.

Any director may resign effective upon giving written notice three months in advance, to the Chairperson of the Board, the President, the Secretary, or the Board of Directors, unless the notice specifies a later time for the effectiveness of such resignation. No director may resign if the corporation would then be left without a duly elected director or directors in charge of its affairs, except upon notice to the office of the Attorney General or other appropriate agency of this state.

#### Section 19. Non-Liability of Directors

The directors shall not be personally liable for the debts, liabilities, or other obligations of the corporation.

#### Section 20. Indemnification by Corporation of Directors and Officers.

The directors and officers of the corporation shall be indemnified by the corporation to the full-extend permissible under the laws of this state.

#### Section 21. Insurance for Corporate Agents

Except as may be otherwise provided under provisions of law, the Board of Directors may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any agent of the corporation (including a director, officer, employee or other agent of the corporation) against liabilities asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not the corporation would have the power to indemnify the agent against such liability under the Articles of Incorporation, these Bylaws or provisions of law.

#### Section 22. Compensation:

Directors shall not receive any compensation for their services other than reimbursement or payment for expenses incurred by them in performance of their Board member duties. Such expenses need to be authorized and approved by the Executive Board.

#### Section 23. Actions by Telephone Conference:

Subject to any notice of meeting requirements in these Bylaws or under Texas law, members of the Board, or members of any committee designated by such Board, may participate in and hold a meeting of such Board or committee by means of a telephone conference, web conference or similar communications equipment which enables all persons participating in the meeting to hear each other. Participation in such a meeting shall constitute presence in person at such meeting, except where a person participates in a meeting for the express purpose of objecting to the transaction of any business on the ground that the meeting is not lawfully called or convened. Minutes of any such meeting shall be promptly prepared by the Secretary, circulated to all members entitled to vote at the meeting described in the minutes, whether such members participated or did not participate, and called to the attention of the board at its next regular meeting.

## ARTICLE V

### *Officers*

#### Section 1. Designation:

The officers of DCET shall be a President, Vice President, a Secretary and a Treasurer. A Nominating committee shall be elected in the month of February preceding the annual meeting for the express purpose of recommending a slate of officers. Nominations may be taken from the floor at the time the Committee present the slate recommended. The Executive Board may elect or appoint such other officers, including one or more Assistant Secretaries and one or more Assistant Treasurers, as the Board shall deem desirable. No individual may hold more than one office at a time. The Executive committee shall consist of the President, Vice- President, Secretary, Treasurer, and the Executive Director. The Executive Director shall serve as a non-voting member.

#### Section 2. Qualifications:

Any person with the proper qualifications, submitting background information, a resume, and a bio to be kept by the Secretary of the Corporation may be considered a candidate to serve as an officer to this Corporation, after approval from the nominating committee.

#### Section 3. Election and Term of Office:

The officers of DCET shall be elected at the annual meeting in July of each year or as soon thereafter as it conveniently may be held. Each officer shall hold office for a period of one (1) year or until his or her successor shall have been duly elected.

#### Section 4. Removal and Resignation:

Any officer elected or appointed by the Board may be removed by the Board whenever, in the judgment of the Board, the best interests of DCET would be thereby served. However, such removal shall be without prejudice to the contract rights, if any, of the officer so removed, except in a case involving moral turpitude or criminality.

Any officer may resign at any time by giving written notice to the Board of Directors or to the President or Secretary of the corporation. Any such resignation shall take effect at the date of receipt of such notice or at any later date specified therein, and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

An officer removed due to excessive absences may request consideration for reinstatement and may be granted a hearing for such purpose. The Board shall vote upon the reinstatement. A letter from the Secretary should be addressed to inform officer from possible removal.

The above provisions of this section shall be superseded by any conflicting terms of a contract, which has been approved or ratified by the Board of Directors relating to the employment of any officer of the corporation.

#### Section 5. Vacancies:

A vacancy in any office due to death, resignation, removal, disqualification, or other cause, may be filled by the board for the un-expired portion of the term of the vacant position.

In the event of a vacancy in any office other than that of President, such vacancy may be filled temporarily by appointment by the President until such time as the Board shall fill the vacancy.

Vacancies occurring in offices of officers appointed at the discretion of the board may or may not be filled, as the board shall determine.

Section 6. Duties of President:

The President shall be the principal chief executive officer of DCET and shall, subject to the control of the Board of Directors, supervise and control the affairs of the corporation and the activities of the officers. He/she shall preside at all meetings of the Board and of the Executive Committee. He or she may sign, with the Secretary or any other officer authorized by the Board, any deeds, mortgages, bonds, contracts, checks, or other instruments which the Board of Directors has authorized to be executed. Except in cases where the signing and execution thereof shall be expressly delegated by the board or these Bylaws or by law to some other officer or agent of DCET In general he or she shall perform all duties incident to the office of President, including the power to appoint standing and special committees and approve employed personnel, and such other duties as may be prescribed and from time to time by the Board.

Section 7. Duties of Vice President:

In the absence of the President, or in the event of the inability, or refusal to act, the Vice President in succession shall perform the duties of the President, and when so acting shall have all the powers of, and be subject to all the restrictions upon, the President. The Vice President shall perform other duties as from time to time may be assigned to him or her by the President of the Board.

Section 8. Duties of Secretary:

The Secretary shall:

Certify and keep at the principal office of the corporation the original, or a copy, of these Bylaws as amended or otherwise altered to date. Exhibit them at all reasonable times, to any director of the corporation, or to his or her agent or attorney.

Keep a book of minutes of all meetings of the Board and Executive Committee in one or more books provided for that purpose, recording therein the time and place of holding, whether regular or special, how called, how notice thereof was given, the names of those present or represented at the meeting, and the proceedings thereof. Also, exhibit them at all reasonable times, to any director of the corporation, or to his or her agent or attorney.

See that all notices are duly given in accordance with the provisions of these Bylaws or as required by law.

Be custodian of the corporate records and the seal of DCET, Inc.; affix the seal of DCET to all documents, the execution of which on behalf of DCET under its seal is duly authorized in accordance with the provisions of these Bylaws.

Keep a record of the addresses of each director, such to be furnished to the Secretary by each director, and, in general, perform all duties as from time to time may be assigned him or her by the President of the Board.

Section 9. Duties of Treasurer:

The Treasurer shall: Oversee preparation and distribution of financial audits by an accountant or financial professional.

Make sure all the board's financial policies are being followed.

Give regular reports to the board as to the financial health of the organization. Chair the finance committee (depending of the desire of the whole board).

Assist in the preparation of the budget.

Review all financial documents of the organization.

In general, perform all the duties incident to the office of Treasurer and such other duties as from time to time may be assigned to him or her by the President of the Board. If required by the board by written resolution, the treasurer shall give a bond for the faithful discharge of his or her duties in such sum and with such surety or sureties as the Board shall determine.

Section 10. Assistant Secretaries and Assistant Treasurers:

The Assistant Secretaries and Assistant Treasurers in general shall perform all such duties as shall be assigned them by the Secretary or the Treasurer or by the President or the Board. If required by the board by written resolution, the Assistant Treasurers shall give bonds for the faithful discharge of their duties in such sums and with such sureties as the Board shall determine.

**ARTICLE VI**

*Committees*

Section 1. Executive Committee:

The Board of Directors, by resolution adopted by a majority of the directors in office, may designate and appoint an Executive Committee, which shall consist of the President, Vice President, Secretary, the Treasurer of the board, and the Executive Director.

This Committee shall have the general responsibility for overseeing the board's business. This committee filters out routine business and oversees operations of the board often acting on behalf of the board during on-demand activities that occur between meetings. This committee will be responsible for meeting prior to the full board meeting, helping and designing the agenda for the full board meeting or handle emergency situations.

The Executive Committee shall, to the extent, provided in the resolution, have and exercise the authority of the Board in the management of DCET except that the Executive Director shall not have the authority of the Board in reference to amending, altering, or repealing the Bylaws; electing, appointing, or removing any member of any committee of the Board, or any director or officer of DCET amending the Articles of Incorporation; restating articles of Incorporation; adopting a plan of merger or a plan of consolidation with another corporation; authorizing the sale, lease, exchange, or mortgage all or substantially all of the property and assets of DCET, Inc.; authorizing the voluntary dissolution of DCET by revoking proceedings therefore; increasing the annual budget adopted by the Board; adopting a plan for the distribution of the assets of DCET, Inc.; or amending, altering, or repealing any resolution of the board which by its terms provides that it shall not be amended, altered, or repealed by such committee.

The delegation and appointment of such Executive Committee and the delegation thereto of authority shall not operate to relieve the Board, or any individual director, of any responsibility

imposed upon him or her by law.

The Executive Committee shall report back to the full Board on its activities, specifically identifying any resolutions, which have been amended, altered, or repealed by the committee since the previous regularly scheduled meeting. The President of the Board of DCET shall chair the Executive Committee. This committee shall meet as called by the President. The Executive Director shall be a non-voting member of the Executive Committee.

### Section 2. Other Committees:

Other committees not having and exercising the authority of the Board in the management of DCET may be appointed in such a manner as may be designated by a resolution adopted by a majority of the directors present at a meeting at which a quorum is present. The President of the board may appoint one or more committees, each consisting of 1 Director, and delegate to such committees.

### Section 3. Standing Committees:

In accordance with the provisions of this section, the following standing committees are established to complement the Executive Committee. More information and specific responsibilities are outlined in DCET Board Member Job Description note book.

Board Development Committee: (Used to be called Nominating committee) This committee of at least two (2) directors, who shall serve for a term of three years, shall be elected in the regular meeting in February each year immediately preceding the annual meeting for the express purpose of preparing a recommended slate of officers at the annual meeting in March. The Board President is not eligible to serve on the Nominating Committee. The Executive Director shall be part of the nominating and recruiting process. This committee ensures effective board processes, structures and roles including retreat planning, committee development and board evaluation. Also recruits, recommends and orients new board members. This Committee is responsible for continuous development of board members.

### Finance Committee

This committee of at least two (2) directors, who shall serve for a term of three years, will ensure the financial integrity of the organization. Shall handle an important responsibility. It will work as a team with the Executive Director, accountant, auditor, banker and other financial professionals. Members included shall be the president of the board, Executive Director, business manager, board treasurer and other board members with financial skills.

Oversees development of the budget; ensures accurate tracking, monitoring, and accountability for funds; ensures adequate financial controls; often led by the board treasurer; reviews major grants and associated terms.

### Fundraising Committee

This committee of at least two (2) directors, who shall serve for a term of three years, shall be responsible for overseeing the organization's overall fundraising and in particular, the fundraising done by the board.

Oversees development and implementation of the fundraising plan identifies and solicits funds from external sources of support working with the Finance Committee.

### Human Resources Committee (Also called Personnel Committee)

This committee of at least two (2) directors, who shall serve for a term of three years, Will guide development, review personnel Policies and procedures, sometimes leads evaluation of the Executive Director; sometimes assists Executive Director with leadership and management matters.

Reviews job descriptions, approving and establishing a salary structure, and annually reviewing staff salaries and benefits package. Functions as needed as an appeals board under the personnel policies. Also assists in search a committee, if it becomes necessary, to hire a new Executive Director.

### Program Committee

This committee of at least two (2) directors, who shall serve for a term of three years, This committee shall oversee that annual report should describe the types of programs or projects with which the corporation has been involved and the grant amounts received. This committee will develop, cultivate and gather information from a network of friends, professional associates, business and nonprofit leaders and key community volunteer in order to provide invaluable information for the prospecting programs.

#### Sub Committees:

- a) Educational- ESOL (English as a Second Language) GED
- b) Cultural - FAMA (Folkloric Arts Mentoring Amigos)
- c) Community- Information and Referral System
- d) Parenting Skills Workshops - Valores Familiares (Family Values)

The Program Committee will guide development and review service delivery of the Corporation's programs supervising their quality to an appropriate number of DCET clients. IT shall set policies for nature and quantity of program offered and evaluates programs in terms of the Corporation's mission statement. IT shall coordinate recognition of participants and volunteers.

This committee is the link between the board and the staff on program's activities

### Marketing Committee

This committee of at least two (2) directors, who shall serve for a term of three years, This Committee shall oversee the development and implementation of the Corporation's Marketing plan and shall coordinate efforts to increase the Board and community's knowledge about the Corporation's programs and activities. Oversees development and implementation of the Corporation's Marketing Plan, which includes: Identify potential markets, their needs, how to meet those needs, promotes and sells overseeing the development of collateral marketing tools for promotion such as newsletter, website, brochures, pamphlets, etc.

Will also develop a good relationship with media, community leaders, institutions, chambers, City entities, philanthropic sources, etc. The networking task is the link between the board/staff and clients who benefit from the programs. Will also approve the creative/marketing tools for publicity.

Sub-committees Public Relations

Community Relations Media Relations Creative

IT (Information and Technology Committee) This committee will supervise four major areas:

- ❑ Computer network
- ❑ Servers
- ❑ Software and Hardware
- ❑ Website

This committee is to ensure that activities related to the IT Department accomplishes long/short goals included in our Technology Plan and will develop and present an annual budget for approval to the Board.

This committee will keep the Board informed about the general status of the network and will coordinate efforts with staff to be sure DCET is in compliance with license copyright.

The Ad Hoc Committees

This committee is appointed by the President of the Board, as needed for a specific assignment and is considered disbanded upon completion of the assigned purpose. The temporary Ad Hoc Committees will function to accomplish a goal and then will cease to exist. They are intended to portray various functions.

The following descriptions are intended to portray various functions conducted by ad hoc Board committees.

<b>Audit</b>	Plans and supports audit of major functions, e.g., finances, programs or the organization
<b>Campaign</b>	Plans and coordinates major fundraising effort; sometimes a subcommittee of the Fundraising Committee
<b>Ethics</b>	Develops and applies guidelines for ensuring ethical behavior and resolving ethical conflicts
<b>Special Events or a new Program</b>	Plans and coordinates major events, such as fundraising, team-building or planning; sometimes a subcommittee of the Fundraising Committee.
<b>Research</b>	Conducts specific research and/or data gathering to make decisions about a current major function in the organization

Section 4. Term of Office:

Each President and committee member shall continue as such until the next annual meeting of the Board.

Section 5. Quorum:

Unless otherwise provided in the resolution of the Board designating a committee, a majority of the committee shall constitute a quorum, and the act of a majority of the members present at a meeting at which a quorum is present shall be an act of the committee.

Section 6. Rules:

Each committee may adopt rules for its own government, providing such rules are not inconsistent with these Bylaws or with rules adopted by the Board.

**ARTICLE VII**

Parliamentary Authority

Section 1. Governing

The latest edition of rules contained in “Robert's Rules of Order” shall govern all matters of the operation of DCET and should not be in conflict with the bylaws, rules of order, or other rules of the corporation.

Section 2. Representation

The parliamentarian, a voting member or representative of a voting member, may be appointed by the Executive Board and shall attend to all meetings of the Executive Board and the voting membership. To the discretion of the Board of Directors, the Board President can appoint the Vice President as the Parliamentarian authority.

Section 3. Advice

The Board President should seek the advice of the parliamentarian when the occasion arises.

**ARTICLE VIII**

Executive Director

Section 1. Appointment:

The Executive Director shall coordinate and supervise the business of DCET as directed by the Board; shall appoint such other employees as the board shall deem necessary; shall direct and be responsible for the work of such employees; shall, unless otherwise limited by the Board, have the power to remove all such employees.

Section 2. Responsibility and Authority

The Executive Director shall meet with the Executive Committee and the Board as required, and shall report to the Board as required by the Board. The Executive Director or his or her designee shall meet with and advise all other committees of DCET

An annual review of performance of the Executive Director shall occur by a Personnel Committee of the Board or the Executive Committee, whichever the Board deems most effective. The review shall be based on the written objectives for the Executive Director based on those set out by the Board at its annual review of goals and objectives for DCET for the year. This review will be the basis for status of employment and/or merit salary increases and benefits.

Section 3. Removal:



The Executive Director, or any agent or employee of DCET may be removed by the Board whenever, in the judgment of the board, he/she failed to accomplished his/her duties and in the best interests of the business of DCET will be served thereby. The Personnel Policies and Procedures Manual shall outline recommended severance compensation.

In such event of removal, the Executive Director, agent, or employee, shall have the right of a hearing before a regular or special meeting of the Board. A two (2/3) vote of the Board present at the meeting, at which a quorum is present, shall be required for removal.

While considering removal, the annual revision of performance, according to the Personnel Policies and Procedures adopted by the Board should be considered. The Personnel Policies and Procedures Manual shall outline recommended severance compensation if applicable.

The Executive Director hires, supervises and terminates, as needed, other agents or employees of DCET.

## **ARTICLE IX**

### **Advisory Boards and Volunteer Positions**

#### **Section 1. Designation:**

The Board of Directors shall appoint advisory Boards as authorized by resolutions of the Board of Directors. Such boards shall consist of unpaid volunteers serving the purpose of DCET and shall be supervised by the Board, or, as instructed by the Board, the Executive Director.

Other volunteer positions may be appointed and supervised by the Executive Director as authorized by resolutions of the board of Directors.

#### **Section 2. Qualifications:**

Any person submitting background information, or a resume, to be kept by the Secretary of the Corporation, may serve as advisory council or volunteer person, after approval, by an officer to this Corporation.

## **ARTICLE X**

### **Finance and Accounting**

#### **Section 1. Contracts:**

The board may authorize any officer, or officers, agent or agents, of DCET in addition to those so authorized by these Bylaws, to enter into any contract or to execute and deliver any instrument in the name of and on behalf of DCET Such authority may be general or confined to specific in- stances.

#### **Section 2: Checks and Drafts:**

All checks, drafts, or orders for the payment of money, notes, or other evidences of indebtedness issued in the name of DCET shall require the signature of one person who is Officer of the board and the Executive Director: One Board signature and the Executive Director's signature.

#### **Section 3. Deposits and Funds:**

All funds of DCET with the exception of a Petty Cash Fund, shall be deposited in a timely manner to

the credit of DCET in such banks, trust companies, or other depositories as the Board may select. The accounts of DCET shall be audited annually by an outside accounting firm selected by the Board after the close of the fiscal year, and a copy of the audit submitted to the Board. Periodic financial reports shall be submitted to the Board. The Board shall provide bonding for officers and staff having access to the funds of DCET

**Section 4. Fiscal Year:**

The fiscal year of DCET shall be from January 1, through December 31 of each year. **Section 5. Budget:**

The Executive Director in cooperation with the Executive Committee shall prepare an annual operating budget. The budget shall be submitted to the Board at its third (3rd) quarterly meeting. An affirmative vote by a majority of the directors present at such meeting shall adopt the annual budget. Amendments to the annual budget may be proposed by the Executive Director of the Board at any Board meeting provided two (2) weeks prior notice of such proposed amendments shall have been given to all directors.

**Section 6. Conditional Gifts:**

The Board may accept or reject gifts to DCET carrying conditions or restrictions as to use. The Board shall comply with conditions or restrictions placed on gifts that are accepted by the Board.

**ARTICLE XI**

**Power to Solicit Donations**

The Board of Directors shall have full power and authority to solicit donations in the name of DCET or to apply for grants and funds whenever, in the judgment of the board, the exercise of such power is required in the general interest of DCET

**ARTICLE XII**

**Rules of Order**

The rules contained in Robert's Rules of Order, latest revision, shall govern this organization in all cases in which such are applicable and in which cases they are consistent with these Bylaws.

**ARTICLE XIII**

**Corporate Seal Books and Records**

**Section 1. Seal:**

The Board of Directors may provide a corporate seal which shall have inscribed thereon the name of DCET and be in such form as the board may determine, and may be used by causing it or a facsimile thereof to be impressed or affixed or in any other manner reproduced. Failure to affix the seal to corporate instruments, however, shall not affect the validity of any such instrument.

**Section 2. Maintenance of Corporate Books and Records:**

The corporation shall keep at its registered principal office:

- Minutes of all meetings of directors, committees of the board, indicating the time and place of holding such meetings, whether regular or special, how called, the noticed given, and the names of those present and the proceedings thereof;
- Adequate and correct books and records of account, including accounts of its proper- ties a business transactions and accounts of its assets, liabilities, receipts, disbursements, gains and Losses;
- Any director or their agent or attorney may inspect a record giving the names and ad- dresses of the Board members, Advisory Council members and volunteers of DCET All books and records of DCET except personnel and client records, for any proper purpose, at any reason- able time. The Secretary will open these records for inspection when re- quested, by at least 5 days in advance.
- A copy of the corporation’s Articles of Incorporation and Bylaws as amended to date, which shall be open to inspection by the people authorized, if any of the corporation at all reason- able times during office hours.

## **ARTICLE XIV**

### Notices

#### Section 1. Attendance as Waiver:

Any director may waive notice of any meeting, the attendance of a director at any such meeting shall constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

#### Section 2. Written Waiver:

Whenever any notice is required to be given under provisions of the Texas Non-Profit Corporation Act or under the provisions of the Articles of Incorporation or by the Bylaws of DCET a waiver thereof in writing signed by the person or persons entitled to such notice, whether be- fore or after the time stated therein, shall be deemed equivalent to the giving of such notice.

#### Section 3. Purpose:

Notice of “Special Meetings” should include the business for which the special meeting was called. See article IV Section 2.

## **ARTICLE XV**

### Amendment of Bylaws

Subject to the power of the members, these Bylaws may be adopted, amended, altered, or re- pealed and new Bylaws may be adopted by a two thirds (2/3) majority of the directors present at any regular meeting or at any special meeting provided fifteen (15) days written notice is given of such intention to review, amend, alter, or repeal these Bylaws, or to adopt new By- laws. This will require the notice to include the changes intend to be voted upon and is desirable.

These Bylaws are hereby authenticated as the Bylaws adopted by the Board at the organizational meeting held on April 17, 2003.

**ARTICLE XVI**  
Construction and Terms

If there is any conflict between the provisions of these Bylaws and the Articles of Incorporation of this corporation, the provisions of the Articles of Incorporation shall govern.

Should any of the provisions or portions of these Bylaws be held unenforceable or invalid for any reason, the remaining provisions and portions of these Bylaws shall be unaffected by such holding.

All references in these Bylaws to the Articles of Incorporation shall be to the Articles of Incorporation, Articles of Organization, Certificate of Incorporation, Organizational Charter, Corporate Charter, or other founding document of this corporation filed with an office of this state and used to establish the legal existence of this corporation.

All references in these Bylaws to a section or sections of the Internal Revenue Code, shall be to such sections of the Internal Revenue Code of 1986 as amended from time to time, or to corresponding provisions of any future federal tax. Code.

**ADOPTION OF BYLAWS**

The Directors of this corporation, consent, to and adopt the foregoing Bylaws, consisting of 18 pages, as the Bylaws of this corporation. All changes and amendments were agreed and adopted at the regular board (**3<sup>rd</sup> Quarter**) meeting that took place in Grand Prairie, Texas,

**CERTIFICATE OF SECRETARY**

I, the undersigned, certify that I am the presently elected and acting Secretary of DCET I also certify that the above Bylaws, consisting of 25 articles and 18 pages, are the Bylaws of this Corporation as adopted by the Board of Directors on **Thursday, September 27, 2012 at 8:30pm.**

The same ones have been amended and modified on this date.

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**Felipe Lezama,**  
Executive Board Member  
Secretary



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Ratified by Executive Board Member:  
**Carole Lawrence,** Finance Director

# ARTICLES OF INCORPORATION

## DEBES CREER EN TI

MAY 19 1998

Charter No. 14910194-1



*We, the undersigned natural persons of the age of twenty-one (21) years or more, all of whom are citizens and residents of the State of Texas, acting as incorporators of a corporation under the Texas Non-Profit Corporation Act, do hereby adopt the following Articles of Incorporation for such corporation.*

### **ARTICLE ONE**

The name of this corporation is DEBES CREER EN TI ("The Corporation").

### **ARTICLE TWO**

- (A) The corporation is a NON-PROFIT CORPORATION. The corporation shall be organized for and operated exclusively for non-profit purposes. No part of its net earnings shall inure to the benefit of any officer, director, or private individual, nor shall it ever declare or make to any such persons any dividend or other distribution.
- (B) Nothing herein contained shall prevent the payment of reasonable compensation for services rendered or the reimbursement of reasonable expenses incurred in connection with the affairs of the corporation.

### **ARTICLE THREE**

The period of duration of the corporation is perpetual.

### **ARTICLE FOUR**

The purposes for which the corporation is organized are exclusively charitable and educational and will be non-discriminatory according to the provisions of Federal and State laws. The general purpose of the corporation is to render and provide, on a nonprofit basis, services designed to strengthen the practical, vocational and life skills of non-English speaking, and non-English proficient individuals, in order to prepare them for full performance in an English-speaking society and workplace. Such services shall include, but are not limited to, training and instructional materials in the form of audio and video and printed materials. Particular purposes for which the corporation is organized are:

- (A) To provide instructional opportunities in classroom settings in the areas of life skills, parenting education, vocational training for non-English speaking or non-English proficient individuals. [
- (B) To provide training in non-classroom settings through the availability of instructional video and audio and printed materials for non-English speaking and non-English proficient individuals.
- (C) To develop a network of professionals in the fields of education, counseling, medicine, and other life skills and vocational skills professionals who will provide access for professional guidance to non-English speaking and non-English proficient individuals.
- (D) To maintain a system of delivery of services, for the purpose of delivering the herein described types of services to non-English speaking and non-English proficient individuals, utilizing a team of volunteers and professionals trained to assist the individuals being served.
- (E) To engage in such other and further acts and activities and provide such other and further services as may be necessary, connected with, or incidental to meeting the physical, social, and educational needs of non-English speaking or non-English proficient individuals, such other and further acts and activities and services intended to contribute to the education and life skills capabilities of those individuals the corporation seeks to serve.
- (F) To plan, construct, operate, maintain, and improve such physical facilities and services, as may be

necessary connected with, or incidental to the carrying-out of the nonprofit educational and service aims and purposes of the corporation.

- (G) To acquire by gift or purchase. Hold, self-convey, assign, mortgage, or lease any Property, real or personal, which may be necessary to, connect with, or incidental to the rendering of services for which this corporation is so organized. To borrow money and to issue evidences of indebtedness in furtherance of any and all of the objects of the business of the corporation, and to secure loans by mortgage, pledge, deed of trust, or other liens, in inheritance of the objects and purposes of the corporation.
- (H) To engage in activity of any type or kind, and enter into, perform, and carry out contracts of any type or kind necessary to, in connection with, or incidental to the accomplishment of anyone or more of the non-profit, educational aims and purposes of the corporation.
- (I) Nothing herein contained shall be construed as prohibiting the corporation from exercising any or all powers enumerated in the Texas Non-Profit Corporation Act, in its present form or as it may be amended from time to time, so long as the exercise of such power or powers is consistent with the non-profit charitable and educational aims and purposes of the corporation.

#### **ARTICLE FIVE**

The corporation shall have no capital stock or shares

#### **ARTICLE SIX**

The corporation shall have no members. Its affairs shall be managed by a Board of Directors whose number and qualification shall be fixed by the By-laws of the corporation but in no event shall the number of Directors be less than three (3)

#### **ARTICLE SEVEN**

- (A) The corporation shall not engage in political propaganda, or otherwise attempt to influence legislation.
- (B) The corporation shall not participate or intervene in any political campaign on behalf of any candidate for public office
- (C) The corporation shall not carry on any activity not permitted a corporation exempt from Federal Income Tax under Section 501(c)(3) of the Internal Revenue Code of 1954, or the corresponding provisions of any such future law.

#### **ARTICLE EIGHT**

Upon dissolution or liquidation of the corporation, whether voluntary or involuntary, the net assets shall be distributed as determined by the corporation, but only to one or more charitable or educational organizations exempt from Federal Income Tax under Section 501(c)(3) of the Internal Revenue Code of 1954, or the corresponding provisions of any such future law.

#### **ARTICLE NINE**

The street address of the registered office of the corporation is 520 Runstone Drive, Irving, Dallas County, Texas 75060, and the registered agent at such address is MANUEL A. MARTINEZ.

#### **ARTICLE TEN**

The number of Directors constituting the board of Directors is three (3) and the name and address of each Director is:

- |                       |   |
|-----------------------|---|
| 1. MANUEL A. MARTINEZ | 520 Runstone Drive, Irving, Texas 75060 |
| 2. ELVIA MARTINEZ     | 520 Runstone Drive, Irving, Texas 75060 |
| 3. SHARON BARBOSA     | 2110 Marvel Drive. Irving. Texas 75060  |

**ARTICLE ELEVEN**

- |  |                                       |
|--|---------------------------------------|
| 1. The name and address of each incorporator is: |                                       |
| 2. ADALIA TREVINO                                | 2302 Marvel Drive Irving, Texas 75060 |
| 3. GLORIA BUSTILLOS                              | 1201 Ichabod Irving, Texas 75061      |
| 4. ALBERT LUNA                                   | 1217 Arthur Court Irving, Texas 75060 |

IN WITNESS WHEREOF, we have affixed our signatures on this 28th day of March 1998.

*Adalia Trevino Gloria Bustillos Albert Luna*

STATE OF TEXAS COUNTY OF DALLAS

Before me, a Notary Public in and for the State of Texas, on this day personally appeared ADALIA TREVINO, GLORIA BUSTILLOS, AND ALBERT LUNA, known to me to be the persons whose names are subscribed as incorporators to the foregoing document, and being by me duly sworn, severally declared that the statements contained therein are true and correct.

Given under my hand and seal of office on this 28th day of March, 1998.

*Sharon Barbosa*  
 Notary Public in and for the State of Texas





The State of Texas

Secretary of State  
MAY 20, 1998

SHARON BARBOSA  
PO BOX 177362  
IRVING TX 75017

RE:  
DEBES GREER EN TI  
CHARTER NUMBER 01-91019-01

IT HAS BEEN OUR PLEASURE TO APPROVE AND PLACE ON RECORD THE ARTICLES OF INCORPORATION THAT CREATED YOUR CORPORATION. WE EXTEND OUR BEST WISHES FOR SUCCESS IN YOUR NEW VENTURE.

AS A CORPORATION, YOU ARE SUBJECT TO STATE TAX LAWS. SOME NON-PROFIT CORPORATIONS ARE EXEMPT FROM THE PAYMENT OF FRANCHISE TAXES AND MAY ALSO BE EXEMPT FROM THE PAYMENT OF SALES AND USE TAX ON THE PURCHASE OF TAXABLE ITEMS. IF YOU FEEL THAT UNDER THE LAW YOUR CORPORATION IS ENTITLED TO BE EXEMPT YOU MUST APPLY TO THE COMPTROLLER OF PUBLIC ACCOUNTS FOR THE EXEMPTION. THE SECRETARY OF STATE CANNOT MAKE SUCH DETERMINATION FOR YOUR CORPORATION.

IF WE CAN BE OF FURTHER SERVICE AT ANY TIME, PLEASE LET US KNOW.



VERY TRULY YOURS,

A handwritten signature in black ink, appearing to read "Alberto F. Gonzalez".

Alberto F. Gonzalez, Secretary of State





The State of Texas  
Secretary of State

CERTIFICATE OF INCORPORATION  
OF

DEBES CREER EN TI  
CHARTER NUMBER 01491019

THE UNDERSIGNED, AS SECRETARY OF STATE OF THE STATE OF TEXAS, HEREBY CERTIFIES THAT THE ATTACHED ARTICLES OF INCORPORATION FOR THE ABOVE NAMED CORPORATION HAVE BEEN RECEIVED IN THIS OFFICE AND ARE FOUND TO CONFORM TO LAW.

ACCORDINGLY, THE UNDERSIGNED, AS SECRETARY OF STATE, AND BY VIRTUE OF THE AUTHORITY VESTED IN THE SECRETARY BY LAW, HEREBY ISSUES THIS CERTIFICATE OF INCORPORATION.

ISSUANCE OF THIS CERTIFICATE OF INCORPORATION DOES NOT AUTHORIZE THE USE OF A CORPORATE NAME IN THIS STATE IN VIOLATION OF THE RIGHTS OF ANOTHER UNDER THE FEDERAL TRADEMARK ACT OF 1946, THE TEXAS TRADEMARK LAW, THE ASSUMED BUSINESS OR PROFESSIONAL NAME ACT OR THE COMMON LAW.

DATED MAY 19, 1998

EFFECTIVE MAY 19, 1998



A handwritten signature in cursive script, appearing to read "Alberto R. Gonzales".

Alberto R. Gonzales, Secretary of State

INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **OCT 31 2003**

DEBES CREER EN TI  
500 N OCONNOR RD STEB  
IRVING, TX 75061

Employer Identification Number:

31-1640064

DLN:

17053249737063

Contact Person:

FRANCIS E BERNHARDT ID# 31258

Contact Telephone Number:

(877) 829-5500

Public Charity Status:

170(b)(1)(A)(vi)

Dear Applicant:

Our letter dated August 6, 1999, stated you would be exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code, and you would be treated as a public charity during an advance ruling period.

Based on our records and on the information you submitted, we are pleased to inform you that our letter dated June 13, 2003 in which you were presumed to be a private foundation is hereby superseded. You are exempt under section 501(c)(3) of the Code, and you are classified as a public charity under the Code section listed in the heading of this letter.

Publication 557, Tax-Exempt Status for Your Organization, provides detailed information about your rights and responsibilities as an exempt organization. You may request a copy by calling the toll-free number for forms, (800) 829-3676. Information is also available on our Internet Web Site at [www.irs.gov](http://www.irs.gov).

If you have general questions about exempt organizations, please call our toll-free number shown in the heading between 8:00 a.m. - 6:30 p.m. Eastern time.

Please keep this letter in your permanent records.

Sincerely yours,



Lois G. Lerner  
Director, Exempt Organizations  
Rulings and Agreements

**ROBERT RULES OF ORDER**  
**PARLIAMENTARY PROCEDURES AT A GLANCE**

<b>To do this: (1)</b>	<b>You Say This</b>	<b>May you Interrupt Speaker?</b>	<b>Must you be Seconded?</b>	<b>Is the Motion Debatable?</b>	<b>Is the Motion Amendable?</b>	<b>What Vote is Required?</b>
Adjourn the Meeting	"I Move that we Adjourn."	May not interrupt Speaker	Must be Seconded	Not Debatable	Not Amendable	Majority Vote Required
Recess the Meeting	"I move that we Recess until..."	May not interrupt Speaker	Must be Seconded	Not Debatable	Amendable	Majority Vote Required
Complain about noise, room Temperature, etc.	"Point of Privilege"	May interrupt Speaker	No Seconded needed	Not Debatable (2)	Not Amendable	No Vote Required (3)
Suspend further Consideration of something	"I move we table It."	May not interrupt Speaker	Must be Seconded	Not Debatable	Not Amendable	Majority Vote Required
End Debate	"I move the Previous question."	May not interrupt Speaker	Must be Seconded	Debatable	Amendable	Two-thirds Vote Required
Postpone consideration of something	"I move we Postpone this Matter until..."	May not interrupt Speaker	Must be Seconded	Debatable	Amendable	Majority Vote Required
Have something Studied further	"I move we refer This Matter to a Committee."	May not interrupt Speaker	Must be Seconded	Debatable	Amendable	Majority Vote Required
Amend a Motion	"I move that this Motion be amended by:"	May not interrupt Speaker	Must be Seconded	Debatable	Amendable	Majority Vote Required
Introduce business (a primary motion)	"I move that..."	May not interrupt Speaker	Must be Seconded	Debatable	Amendable	Majority Vote Required
Object to procedure or to a personal affront	"Point of order."	May interrupt Speaker	No Seconded needed	Not Debatable	Not Amendable	No vote required; chair decides

Request Information	"Point of Information..."	If urgent, may interrupt Speaker	No Seconded needed	Not Debatable	Not Amendable	No vote required
Ask for a vote by actual count to verify a voice vote	"I call for a division of the house"	May interrupt Speaker (2)	No Seconded needed	Not Debatable	Not Amendable	No Vote Required Unless someone objects (3)
Object to considering some undiplomatic or improper matter	"I object to consideration of this question."	May interrupt Speaker	No Seconded needed	Not Debatable	Not Amendable	Two-thirds Vote Required
Take up a matter previously tabled	"I move we take from the table..."	May not interrupt Speaker	Must be Seconded	Not Debatable	Not Amendable	Majority Vote Required
Reconsidered something already Disposed of	"I move we now (or later) reconsider our action relative to..."	May interrupt Speaker	Must be Seconded	Debatable if original motion is debatable	Not Amendable	Majority Vote Required
Consider something out of its scheduled order	"I move we suspend the rules and consider..."	May not interrupt Speaker	Must be Seconded	Not Debatable	Not Amendable	Two-thirds Vote Required
Vote on a ruling by The chair	"I appeal the chair's decision..."	May interrupt Speaker	Must be Seconded	Debatable	Not Amendable	Majority in the negative required to reverse chair's decision

(1) *The Motion or points above are listed in established order of precedence. When any one of them is pending, you may not introduce another that's listed below it. But you may introduce another that is listed above it.*

(2) *In this case, any resulting motion is debatable.*

# RESPONSIBILITIES OF A BOARD MEMBER

## Setting policy

Your primary board function is to fashion policies that ensure your organization is run effectively, legally, and ethically. These policies are building blocks for your director who, in turn, is responsible for implementing your policies and managing the organization in accordance with them.

## Supporting your director

Without your director's day-to-day management skills, the policies and plans adopted by the board would be of little impact. He or she truly is the person who makes your ideas and visions real. As you work together to achieve DCET's goals, however, you must also remember that your job and the director's job are quite different. You make the plan, but the director decides how the plan is implemented and the goals accomplished.

## Guiding long-range planning and development

The board gives direction to your organization through long-range goals ranging at least three to five years into the future. During the planning process, you will be asked to assess the present and future needs of the community and to determine how DCET fits into that picture.

## Raising money and monitoring finances

To be a successful and valuable member of your board, you will want to keep the following items foremost in your mind. These are your basic board member responsibilities:

### **My Role**

I acknowledge that my primary role as a board member is to contribute to the defining of the organization's mission and governing the fulfillment of that mission, and to carry out the functions of the office of Board Member and/or Officer as stated in the bylaws. My role as a board member will focus on the development of broad policies that govern the implementation of institutional plans and purposes. This role is separate and distinct from the role of the Director, who determines means of implementation.

### **My Commitment**

I will exercise the duties and responsibilities of this office with integrity, collegiality and care.

## **I Pledge**

- 1. To establish as a high priority my attendance at all meetings of the board, committees and task forces on which I serve.*
- 2. To come prepared to discuss the issues and business to be addressed at scheduled meetings having read the agenda and all background material relevant to the topics at hand.*
- 3. To work with and respect the opinions of my peers who serve this board, and to leave my personal prejudices out of all board discussions.*
- 4. To always act for the good of the organization.*
- 5. To participate in the annual strategic planning retreat, board self-evaluation programs, and board development workshops, seminars, and other educational events that enhance my skills as a board member.*
- 6. To agree to serve on at least one committee or task force, attend all meetings, and participate in the accomplishment of its objectives. If I chair the board, a committee, or task force, I will:*

*a) call meetings as necessary until objectives are met;*

- b) ensure that the agenda and support materials are mailed to all members in advance of the meetings;*
- c) conduct the meetings in an orderly, fair, open and efficient manner;*
- d) make committee progress reports/minutes to the board at its scheduled meetings, using the adopted forms.*

*If, for any reason, I find myself unable to carry out the above duties as best as I can, I agree to resign my position as a board member/officer.*

---

Board member signature

Date

## FINANCIAL OBLIGATIONS FROM BOARD MEMBERS

As board member, you are a legal “trustee” of your organization’s assets—that is, you’re liable for its fiscal health. That’s why monitoring finances is so important.

“Monitoring” is a vague term, but in this case, it is made up of four very distinct components. They are...

### 1. Setting financial policy.

This sounds much more complex than it actually is. Put simply, it means that as a board, you allocate money based on the non-profit’s long-range plan. If a project is of high priority, then more dollars should be funneled into that direction.

### 2. Helping to develop and approve the budget.

As the end of your fiscal year approaches, the board should communicate to the director what its goal and priorities are for the coming year. Your director will then determine how much money is available, decide generally how it will be spent and make a budget proposal to the board.

When the proposal comes to the board, you should review it carefully, making sure that all planned expenditures are in line with your commission and that nothing has been omitted. If there are no problems, the board will vote to approve the budget. Your director will oversee specific expenses throughout the year. If the board wishes that changes be made, then you must sit down with your director and, through a give-and-take process, arrive at a budget you both can live with.

### 3. Delegating implementation of the financial policies and the budget to your director.

It’s your director’s job to spend the money you have budgeted. So once you’ve approved the budget, step back and let him or her take over.

### 4. Monitoring financial outcomes.

As your director spends the budget, you should pay attention to the outcome—for example, specific expenses that help you meet your goals—rather than focusing solely on when, where and how the money was spent. Board members need to watch the bottom line. You can do this by reviewing financial statements and asking yourself the following questions:

- Are we on target with our planned expenses and revenues?
- Are we financially solvent (money in the bank to pay current expenses)?
- Will we have income to meet future expenses?

## EXPECTATIONS FROM BOARD AND STAFF

An **Executive Director** expects a board will:

- Counsel and advise -- giving the benefit of its judgment, expertise and familiarity with
- Consult with the executive on all matters which the board is considering
- Delegate responsibility for all executive functions
- Refrain from handling administrative details
- Make all the staff responsible to the executive director
- Share all communications with the executive director
- Provide support to the executive director and staff in carrying out their professional
- Support the executive director in all decisions and actions consistent with policies of
- Hold the executive director accountable for the supervision of the organization
- Evaluate the work of the executive director

As a **Staff member**, I expect the board members to:

- Advocate for our organization and its mission.
- Attend meetings and return phone calls.
- Read materials that are provided.
- Show a caring attitude towards our clients/constituents.
- Respect my expertise and experience.
- Honor mutually-agreed upon deadlines.
- Help identify and locate resources.
- Be part of the planning process.
- Contribute valuable skills and collective wisdom.
- Recognize staff accomplishments.
- Carry the “word” to places staff cannot go.
- Treat me with respect.

As a **Board member**, I expect the staff to:

- Actively promote our mission.
- Do your job with competence.
- Be an honest liaison to the board.
- Keep the board informed of problems and successes.
- Be part of the planning process.
- Be aware of board responsibilities.



- Provide complete, concise and accurate information.
- Use my volunteer time judiciously.
- Promptly return phone calls.
- Utilize the unique experience of board members.
- Recognize board member accomplishments.
- Remember, that Board Members should be treated with respect.

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*Board /Staff Member Signature*

---

*Date, City, State*

## **GUIDELINES FOR MINIMIZING RISK OF LIABILITY**

1. Attend board and committee meetings regularly.
2. Be familiar with the minutes of board meetings and the minutes of your committee assignments.
3. Make sure a written permanent record is maintained of all board minutes and official actions.
4. Exercise general supervision over DCET's affairs.
5. Be certain your organization's records are audited by a reputable CPA firm.
6. Be familiar with your DCET program's goals, objectives, and operations.
7. Insists that all committee meetings are reported at board meetings either in oral or written form.
8. Know DCET's budget, budget process and financial situation.
9. Know who is authorized to sign checks and in what amount.
10. Avoid self-serving or self-enriching policies.
11. Inquire is there is something you do not understand or if something comes to your
12. attention which causes you to question a policy or practice.
13. Insist that there is a well-established personnel program with a competent staff director.
14. Avoid the substance or appearance of conflicts of interest.
15. Be certain DCET is fulfilling all aspects of its non-for-profit and tax-exempt status.
16. Insist on a written and followed board membership and nominating committee procedure.
17. Monitor the community and professional image of your organization.
18. Be certain that policies are clearly identify and the board acts on them as a whole  
rather than action by a small group of individuals.
19. Know your organization: Board of Directors, financial condition, programs and staff
20. before you accept membership.
21. Require that DCET has proper legal counsel.
22. Monitor the activity of your executive committee to ensure that it does not overstep its  
authority.
23. Insist on meaningful board meetings with full disclosure of operating results.
24. Authorize appropriate corporate indebtedness.
25. Insist on the board having a policy relative to board volunteer liability.

## DCET PROGRAM INFORMATION AND CHARACTERISTICS

*DCET's programs have been culturally designed with the idea of serving the needs of an underserved community: the immigrant community. You see students from Pakistan, India, Somalia and all Latin American countries at the community learning centers "La Escuelita." DCET assists the educational needs of close to 250 people a year.*

*Many students who enroll in ESOL, GED, Citizenship, Spanish Literacy, Computer Literacy and other Community, Mentoring and Leadership classes are very thankful and inspired after finishing their studies and serve as volunteer facilitators.*

We develop ways for families to have self-pride and an attitude of "believing in themselves."

We encourage citizens to continue their education to become valuable members of society

We offer enrichment educational programs for youth and their families

We Increase parent literacy skills by offering ESL, GED, Early Literacy and Computer Classes.

We integrate drug awareness, family violence reduction, and prevention programs.

We promote the prevention of school dropouts, gang intervention, drugs and alcohol.

We promote social and leadership skills through mentoring and tutoring in after school programs.

We offer fine arts activities enhancing character building, self-confidence and fitness.

We discuss career exploration.

We respect Diversity, Equity and Inclusion. We accept people's differences finding a common ground.

## **PROGRAM TIMELINES AND TARGET POPULATION**

Number of people served: In between new enrollments and ongoing students, we serve around 250 clients a year. 85% of students graduate every year.

Demographics of population served: Our educational initiatives include the poor, the under-educated, and immigrants who for many years have been left behind. Participants are from very low, to low and moderate-income, in its majority at-risk Hispanic/Latino youth and children from immigrant families in Irving, Texas.

Participants are low and moderate-income level families who live in apartments and houses located in Irving, and Grand Prairie, Texas in zip codes 75061, 75062, 75050 and 75052.

We are not restricting this program for Hispanics only as diversity has embraced our City; other immigrant groups are participants of our **Literacy, Leadership, Linking.**

### **Program Timelines**

Our intergenerational programs last 10 months and renew each year. Program includes preparation, orientation and training time. Classes start the first Monday in September every year.

DCET trains facilitators, coordinators and tutors to develop the program with standards of excellence. Main objective is educating adults about Literacy skills in order for them to assist their children with reading and writing skills. For this purpose, Adult Continuing Literacy Education for parents and their children will include ESOL classes, voice recognition techniques and Citizenship classes. Parents will be encouraged to continue to be a literacy role model for their children.

### **Classes**

Number of students attending: 18 – 25 – per class

Frequency of classes: Tuesday, Wednesday, Thursday, Friday, Saturday and Sunday Time classes will be offered: 12-2pm, 2-4pm, and 4-6pm

First phase of program: Intake Management, Orientation, Familiarization, Pre-testing Second phase of program: 14 Modules of study – 4-6 months

Third phase: 14 modules of phonetics through Voice Recognition Curricula Fourth phase: Testing

Fifth phase: Graduation in August!

## PROJECTED BUDGET 2025

### Projected Agency Budget for Fiscal Year January – December 2025

<b>CASH REVENUE</b>	
Individual Donations	4,000
Special Events fundraising <i>based on assumption of 35% ROI –YIC, Silent Hero and September Fiesta Gala (unrestricted)</i>	14,228
Pledge of individual donations non restricted	25,000
Graduation reception gala (unrestricted) -- gross	1,955
SAV-Cop, Inc. and Delfina Lerma Scholarships (unrestricted)	8,000
National Jewish Congress (unrestricted)	2,000
Raffles (By Texas law, 90% must be restricted for Programs)	1,200
Foundations Requests	226,092
Students Fees – dedicated to programs	2,000
Crowdfunding	1,500
<b>TOTAL CASH REVENUE</b>	<b>285,975</b>
<b>IN-KIND REVENUE</b>	
<b>Irving</b>	
Service Hours Volunteers	129,000
In-Kind Rent	18,000
In Kind Utilities	6,000
Instructional Material donated by Mexican Dept. of Labor	6,700
<b>Grand Prairie</b>	
Service Hours Volunteers AARP	14,976.00
In-Kind Rent	25,000
In Kind Utilities	6,000
Instructional Material donated by Mexican Dept. of Labor	6,700
<b>TOTAL IN-KIND REVENUE</b>	<b>212,376</b>
<b>CASH Revenue</b>	<b>285,975</b>
<b>In – Kind Revenue</b>	<b>212,376</b>
<b>GRAND TOTAL REVENUE</b>	<b>498,351</b>

<b>EXPENSES</b>	
Advertising	1,500
Bank Charges	410
Computer repairs/upgrades	2,500
Contract Labor Facilitators Part Time ( <i>ESL, GED, Computer Literacy and Spanish Literacy, Program Coordinator and Instructor Mentoring Program</i> )	48,727
Criminal Backgrounds expenses	1,500
Dues & Subscriptions (Chambers of Commerce,	600
Employee Medical Benefits	2,000
End of Year Graduation Reception	550
Hardware/Software (Quick Books online) upgrade MSOffice	3,478
Insurance (liability/theft/fire) and Board Liability	1,600
Instructional Material Mentoring Program	1,500
Mileage (Auto Expenses)	1,500
Marketing Expenses	2,200
Meetings/Presentations Expenses	400
Fundraising Expenses	1,200
Office Equipment (Laptops-Power Point Projector)	7,634
Office Supplies	4,100
Outside Services Grant writer	7,888
Outside Services (Auditors and Legal fees)	3,100
Program Supplies/Materials expenses	24,690
Postage and Shipping	350
Printing Cost	4,100
Rental Fees	200
Speakers/Mentors' fees	1,800
Salaries ( <i>Executive Director 55,000 + Program Manager 36,000</i> )	91,000
Scholarships	8,000
Taxes Payroll	3,100
Transportation Expenses	1,500
Training for Board and Staff Development ( <i>Literacy conferences, Travel exp.</i> )	1,628
Utilities - mobile-phone-Internet - web hosting – voice mail	8,950
<b>TOTAL EXPENSES</b>	<b>237,705</b>

<b>IN KIND EXPENSES</b>	
<b>Irving</b>	
Service Hours Volunteers	132,802
In-Kind Rent	3,625
In Kind Utilities (electricity, water, WIFI and Janitorial)	525
Instructional Material donated by Mexican Dept. of Labor	5,700
<b>Grand Prairie</b>	
Service Hours Volunteers AARP	15,444
In-Kind Rent	5,450
In Kind Utilities and Janitorial	525
Instructional Material donated by Mexican Dept. of Labor	5,700
<b>TOTAL IN-KIND EXPENSES</b>	<b>169,771</b>
<b>TOTAL CASH EXPENSES</b>	<b>237,705</b>
<b>TOTAL IN KIND EXPENSES</b>	<b>169,771</b>
<b>GRAND TOTAL EXPENSES:</b>	<b>407,476</b>

## ALL DCET BOARD MEMBERS AND STANDING COMMITTEES OF DCET

	Name	Position	Phone and Email
Executive Committee Officers  <i>ED is staff hired/fired by Board President only.</i>	Juan Carlos Reynoso	President 2017-2024	469-230-0528 jcreynoso12@gmail.com
	Fernando Guiza Pantoja	Vice-President 2023-2024	469-639-5670 Fernandolevy99@gmail.com
	Carole Lawrence	Treasurer 2008-2024	972-898-2383 <a href="mailto:lawrencecarole@gmail.com">lawrencecarole@gmail.com</a>
	Felipe Lezama	Secretary 2012-2024	469-867-6900 photoemottion@gmail.com
	Elvia Wallace- Martinez (Non- voting member)	CEO Exe. Director and Founder 1995-2024	214-587-1983 <a href="mailto:dcenti1@sbcglobal.net">dcenti1@sbcglobal.net</a>
Program Committee	Karla Villely	Cultural Committee	
	Josie Flores Avila	Literacy Committee *Chair	214-687-6767 xjavilax@msn.com
	Liz Gallego	Mentoring Committee 2012-2024	972-571-6368 dianaegallego@gmail.com
Finance Committee	Carole Lawrence	Finance Committee and Exec. Officer and *Chair 2008-24	972-898-2383 <a href="mailto:lawrencecarole@gmail.com">lawrencecarole@gmail.com</a>
Board Development Committee (Nominating Committee)	Elvia Wallace- Martinez	Officer and *Chair (Non- voting member)	214-587-1983 <a href="mailto:dcenti1@sbcglobal.net">dcenti1@sbcglobal.net</a>
		Chair is Vacant	
Human Resource Committee (Personnel Committee)		Vacant	
Marketing Committee Public &	Mayte Lopez	Marketing 2023-2025 Committee *Chair	972-419-1700 <a href="mailto:miriamsmier@hotmail.com">miriamsmier@hotmail.com</a>



### DCET Board Advisory Council (non-voting) Members

Advisory Council Members	Anne Marie Weiss	Shares Hispanic statistics reports, news and events	972-965-5727 <a href="mailto:aweiss@airmail.net">aweiss@airmail.net</a>
	Manuel A. Martinez	Graphic Arts Advisor Development	972-237-2775 <a href="mailto:mannymartinz@yahoo.com">mannymartinz@yahoo.com</a>
	Clark Bonilla	Corporate Development Direction and grant writing	786-280-1961 <a href="mailto:crbonilla@hotmail.com">crbonilla@hotmail.com</a>

### DCET Ex-Officio (non-voting) Advisory Members

Past Presidents	Sharon Barbosa	1996-1998	214-704-4405
	Bernard Guerrini	1998-1999	214-692-6556
	Platon Lerma +	1999-2002	972-579-1236
	Frances Rizo	2002-2003	214-941-0012
	Ray Champney +	2003-2004	817-283-2419
	Pedro Rico	2005-2006	214-773-5423
	Rudy Murillo	2007-2009	214-326-9303
	Dawn Sanchez	2009-2010	214-497-0493
	Herb Gears	2010-2012	214-676-1912
	Iliana Alonso	2012-2013	214-346-6155
	Abimael Cerda	2013-2013	972-916-8717
	Dr. David Alameel	2013-2014	972-533-1114
	Richard Sambrano	2014-2016	214-869-7829

***We honored the following members who served the  
Board of DCET and are now Resting in Peace: +***

Platon Lerma  
Ray Champney  
Katherine Chang  
Michelle Franco  
Gloria Bustillos  
Lico Reyes  
Jesse Tafalla, Jr.

# GUIDELINES FOR BOARD COMMITTEES

## ABOUT THE EXECUTIVE COMMITTEE

You can modify the committees' descriptions and titles to conform with the structure of the program's board and edit the information that addresses committees not applicable to the program.

### Purpose:

The Executive committee recommends actions for approval of the full board and sometimes acts for the board, within carefully designed boundaries, between meetings. This committee is central to the effective operation of the committee structure, the board, and the entire organization.

### Tasks:

The committee meets regularly to review operational, programmatic, and financial matters. It might deal with urgent situations that cannot wait for the next full board meeting, specific questions referred to the committee by the board, issues that need preliminary discussion and refinement before the board considers them, or routine matters that do not require full board disposition.

### Board Relationship:

The executive committee must report thoroughly and regularly to the board. In most organizations, the committee is composed of board officers, with the board chairperson as committee chair.

### Staff Relationship:

The chief executive works closely with this committee. Other key staff are involved when their contributions are necessary or appropriate.

### Points to Consider:

The executive committee is the committee most fraught with the potential for controversy, a frequent complaint is that this committee has supplanted the authority of the full board and put the governance of the organization in the hands of a few. Sometimes, as in the case of very large boards, a strong executive board can be an advantage. At other times, as when it takes on a life of its own and fails to maintain appropriate relations with the full board, a strong executive committee threatens the health of the board and of the organization.

If the board is concerned that the executive committee has too much authority, it should

determine why. Is the board too large? Is its organizational structure unwieldy? Does the board receive adequate information? Are the other committee working effectively? What safeguards can be put into place to prevent the executive committee from dominating? Is the concept of an executive committee unworkable for this board?

The keys to keeping the executive committee-board relationship smooth and functional are candor and clarity. Even a powerful executive committee can be effective if it operates openly, with the full knowledge and approval of the board. The committee's role should be clearly defined in the boards' operating policies, and the board should issue clear guidelines as to what matters must, without exception, be reserved for full board action.

### **DCET Executive Committee**

President/Chairman – Juan Carlos Reynoso

Treasurer - Carole Lawrence

Secretary – Felipe Lezama

Executive Director—Elvia Wallace-Martinez - as a Founder of the organization is legal for her to belong to the Executive Committee, however she remains as a non-voting member.

## **FUNDRAISING (FUND DEVELOPMENT) COMMITTEE**

Oversees development and implementation of the Fundraising Plan identifying and soliciting funds from external sources of support.

### Purpose:

The development committee leads the board's participation in development and Fundraising.

### Tasks:

This committee develops policies, plans, procedures, and schedules for board involvement in fundraising. It helps educate board members about the organization's program plans and the resources needed to realize those plans. It can familiarize members with fundraising skills and techniques so that they are comfortable raising money. The committee is the board's central source of information about the fundraising climate in general and about the status of DCET's fundraising activities in particular. The committee sometimes sets minimum guidelines for board member contributions and then solicits those contributions. It also plays a strong role in identifying, cultivating, and approaching major donors.

### Board Relationship:

The development committee sets the tone for the board's fundraising endeavors. It works closely with the executive and finance committees.

### Staff Relationship:

A Fundraising Plan should be development involving 100% the executive director who should be the most actively involved with the development of this plan.

### Points to Consider:

The Fundraising committee should not have to do all the board's fund raising ALL board members share this crucial responsibility. The committee's relationship to the staff deserves special attention. The committee usually focuses on board involvement, while the staff creates the overall strategies, procedures, and schedules for fundraising. When the organization has no staff, development committee members must take a more active role.

Chairperson: Carole Lawrence

Members: Elvia Wallace-Martinez

## **NOMINATING COMMITTEE**

### Purpose:

The nominating committee determines the composition of the board by identifying, recruiting and proposing board members. In some organizations, this committee is called the board development or governance committee and has expanded responsibilities, including orientation, continuing education, and evaluation of board members.

### Tasks:

The nominating committee leads the board in identifying the type of board members the organization needs. The committee develops written descriptions of board member responsibilities and creates a plan for identifying prospective members. Once the process is under way, the committee plays an active part in cultivating new board members; screens and interviews candidates; and recommends candidates to the full board for approval.

The committee also develops and nominates board officers. In addition, it may plan and conduct orientation for new members, organize continuing education programs that enhance member's knowledge of governance responsibilities in general and DCET in particular, and leads an annual evaluation of individual board members and the board as a whole.

### Board Relationship:

This committee works closely with the board chairperson. If the expanded responsibilities described above are assigned to a separate committee, the nominating committee works closely with it.

### Staff Relationship:

The Executive Director should work closely with the nominating committee. He/she has a great deal to contribute to the process of board member selection, from identifying the type of board members, the organization needs and cultivating candidates to conducting new-member orientation.

### Points to Consider:

The nominating committee could be considered the most influential board committee because its recommendations can ultimately affect the success or failure of the organization. Unfortunately, in too many organizations, it tends to be the weakest committee, and board selection becomes a haphazard or inbred process. The leadership and composition of this important committee deserve the close attention of the board chairperson and the executive director. A strong nominating committee pays dividends in the form of a stable and effective board.

Chairperson: VACANT

Members: Elvia Wallace-Martinez—Executive Director/Founder of DCET

## **FINANCE COMMITTEE**

### Purpose:

The finance committee ensures the financial integrity of the organization and coordinates the board's financial oversight responsibility by recommending policy to the board, interpreting it for the staff, and monitoring its implementation.

### Tasks:

The committee oversees DCET's assets; reviews the annual budget and recommends it to the full board for approval; monitors budget implementation and financial procedures; and reviews monthly financial reports. It may manage the organization's investments, including the endowment, but the board may place these tasks in an investment committee or an individual outside the organization who has special expertise.

### Board Relationship:

As the board's resident experts on financial matters, the members of this committee may work closely with a number of other committees, including the executive, development, audit, strategic planning, and investment committees. They consult with every board committee and communicate with the full board on financial matters.

### Staff Relationship:

The Executive Director is the key staff who works with the finance committee.

### Points to Consider:

In most organizations, finance committee members function as advisers and reviewers. The staff, not the finance committee, prepares the draft annual budget and periodic financial statements. In organizations without staff, however, the finance committee is involved in the nuts and bolts of financial management.

Chairperson: Carole Lawrence

Members: Elvia Wallace-Martinez—Executive Director/Founder of DCET  
Everett Burton

## **HUMAN RESOURCES (PERSONNEL) COMMITTEE**

### Purpose:

The personnel committee advises the executive director on personnel policy reviews the annual personnel budget; and may be involved in the policy level in such matters as staff selection and evaluation. The personnel committee also keeps the board informed about labor-related legislative issues at the national, state, and local levels.

### Tasks:

This committee recommends program policy to the full board for approval, sets guidelines for board involvement in program matters, and monitors implementation of the organization's strategic plan with regard to programs. On behalf of the staff, recommends major program initiatives to the full board for approval and reports regularly on the organization's programs.

### Board Relationship:

The personnel committee should work with the finance committee.

### Staff Relationship:

The director is the staff liaison. This committee develops personnel policy guidelines in cooperation with the executive director and recommends the director's compensation to the full board;

### Points to Consider:

The duties of this committee vary widely, depending upon the organization's structure and its stage in the organizational life cycle. In young organizations, for example, the committee will take a more active role in developing personnel policy and procedures. Many more mature organizations have not found it necessary to have a separate board committee on personnel. In general, this committee must be especially careful to focus its work on policy issues and avoid becoming involved in staff hiring, promotion, and evaluation -- matters that are properly within the purview of the director.

Chairperson: VACANT

Members: Elvia Wallace-Martinez—Executive Director/Founder of DCET

## **MARKETING COMMITTEE:**

### Purpose:

This committee develops and implements the Marketing plan to be able to promote the services and annual fundraising events of DCET.

### Tasks:

Identifies potential markets and sells its programs or special events.

### Board Relationship:

Approaches to board members and ED with prospect media donors and oversees that marketing plan has been implemented and developed. Also, it coordinates the board's role in media and public relations and in public affairs

### Staff Relationship:

Oversees the marketing pieces developed by staff and recommends best image and awareness of the concepts.

### Points to Consider:

These are the sub committees that work with the Public Relations, Community Relations, Publicity, Public Affairs, Advertising.

Chairperson: Mayte Lopez

Members: Elvia Wallace-Martinez—Executive Director/Founder of DCET



## **PROGRAM COMMITTEE (Educational - Cultural - Health)**

### Purpose:

The Program committee makes sure the programs are rated at least every quarter. This information helps the corporation rate our ability to give or increase the level of participation.

### Tasks:

To oversee new program development and monitors and assess existing programs.

### Board Relationship:

The Program committee oversees that the Annual Report should describe the types of programs or projects with which the corporation has been involved and the grant amounts received.

### Staff Relationship:

Oversees the evaluation of the services, linking the board and staff on program activities and accountability for performance.

### Points to Consider:

Like other committees, the program committee must restrict its focus to the policy and planning levels. Clarity of board and staff roles is essential. A program committee might be more suitable for a board of a young organization with a small staff and developing program objectives. This committee also develops, cultivates and gathers information from a network of friends, professional associates, business and nonprofit leaders and key community volunteers in order to provide invaluable information for the prospective programs. Depending on its make-up and programs,

### Board Relationship:

The program committee may interact with a number of other committees, including finance and strategic planning.

### Staff Relationship:

The director and key program staff, when appropriate, work with the program committee.

### Purpose:

The program committee is the link between board and staff on DCET's programs and active ties.

Chairperson: Josie Flore Avila

Members: Elvia Wallace-Martinez—Executive Director/Founder of DCET

## **INFORMATION TECHNOLOGY COMMITTEE**

### Purpose:

This committee of at least two (2) directors, who shall serve for a term of three years

### Tasks:

Be responsible for overseeing and implementing the organization's Information Technology (IT) budget, infrastructure, and policies and create the budget for the organization's IT infrastructure's maintenance, development, redundancy, and growth.

### Board Relationship:

This committee monitors and evaluates the adequateness of IT infrastructure to maintain: the IT needs of the organization. This committee will ensure that the IT policies are in place to help secure the IT infrastructure from harm, disruptive, and damaging activities or practices originating from inside or outside of the IT infrastructure.

### Staff Relationship:

This committee will evaluate redundancy of the IT infrastructure and will also guide the development and growth of the IT infrastructure.

### Points to Consider:

This committee's policies work to protect the organizations local IT users, remote IT users, and the global IT community abroad.

Chairperson: Felipe Lezama

Members: Elvia Wallace-Martinez—Executive Director/Founder of DCET

## OTHER POTENTIAL STANDING (AD-HOC) COMMITTEES

### Purpose:

*This committee exists to accomplish a goal and then cease to exist. Depending upon the needs of the board and the organization, other committees may represent the board in matters related to:*

<p><u>Audit</u></p>	<p>The audit committee is a subcommittee of the finance committee And provides board oversight of DCET’s annual financial audit. Works closely with the Finance committee. Reviews the internal audit and recommends an independent accounting firm to conduct the audit; the firm is approved and appointed by the full board. The committee then meets with the auditors in advance to discuss the process; reviews and evaluates audit reports; and presents and explains the audit to the full board. The Board and the audit committee work closely with the finance committee. Staff and the executive director are the liaison.</p>
<p><u>Ethics</u></p>	<p>Integrates ethics throughout the organization, and ensures that systems and processes contribute to/do not interfere with ethical practices, and promotes ethical leadership behaviors, such as explaining the values that underlie decisions, stressing the importance of ethics, and promoting transparency in decision making.</p>
<p><u>Strategic Planning</u></p>	<p>This committee is the key to helping us collectively and cooperatively gain control of the future and the destiny of the organization. coordinates the board’s role in the long-range planning and its future. Provides a proactive posture of the corporation and better awareness of the needs of the facilities and related issues and environment. - Helps define the overall mission of the organization and focuses on the objectives while providing a sense of direction, continuity, and effective staffing and leadership. - Plugs everyone into the system and provides standards of accountability for people, programs, and allocated resources.</p>
<p><u>Buildings and Grounds (facilities)</u></p>	<p>This committee is in charge of overseeing matters related to physical premise’s management and maintenance.</p>
<p><u>Research</u></p>	<p>Conducts specific research and/or data gathering to make decisions about a current major function in the organization. The Research Review Committee is also responsible for ensuring that all research at DCET involving education is appropriate</p>
<p><u>Campaign</u></p>	<p>Plans &amp; coordinates major fundraising events. Sometimes a sub-committee of the Fundraising Committee.</p>

## **BASIC TYPES OF FUNDRAISING MONEY**

### **Annual Campaigns**

Revenue earned from an annual campaign is often used to cover expenses over the year. These campaigns usually involve several steps like direct mail, telephone solicitation and personal contacts.

### **Special Events**

These fund raisers are often--but not necessarily always--used to generate money for operational expenses. They are the most creative--and often the most fun to sponsor. Events can be elaborate or simple and raise lots of money or just a little--depending on your level of expertise and the type of donors you've targeted.

### **Planned Giving**

Funds obtained through planned giving come via life insurance policies and bequests in wills. They are most often put into an endowment or trust and used to fund future growth.

### **Capital Campaigns.**

These campaigns are held intermittently to raise extra funds for special purchases. Since these expenses are generally separated from your normal operating expenses, your campaign should clearly specify what the money will be used for.

**Crowdfunding (On line donations)** Online donations refer to any donations made online — through your website, social media, or on a crowdfunding site. Online giving is pretty straightforward. It also serves as the primary donation method for most other fundraising tactics. And even if your donors don't hear about your fundraiser online first, there's still a large chance they'll end up visiting your website to learn more and make their donation online.

### **Social Media Donations**

Social media has become a booming, online fundraising tactic due to the sheer number of people on various platforms — over 3.5 billion people globally, to be exact.

For example, Facebook allows individuals to run fundraisers on their news feed and for their birthdays. The platform has also released a "Donate Now" button for organization's Pages. On Instagram, you can share a URL in your Bio that takes your followers directly to your fundraising site/ web page — you can even write a short description of your nonprofit, cause, or fundraiser in your bio to pair it with the URL.

## Mobile Donations

These days, people are rarely without their phones — and charitable organizations know it. Nowadays there are multiple ways to donate using your mobile device.

Some charities have apps through which you can give. Apps like [Charity Miles](#), [Feedie](#), and [Walk for a Dog](#) allow people to give back while doing everyday activities like running, walking their dog, or posting their food on social media. Companies can sign up to sponsor nonprofits through these apps.

Let's not forget about texting, the most popular way to give using your smartphone. In 2018, almost [50% of donations](#) came from a text link. You can send out links via text or encourage your donors to give through [text to give](#).

## Grants

Grants may be awarded by state or local agencies, private foundations, or corporations.

To receive a grant, organizations must compete for funds by submitting an application and undergoing an evaluation process. These grants are typically awarded to support specific projects, programs, or initiatives that align with the mission and goals of the nonprofit.

Nonprofit grants serve as a means for organizations to obtain the necessary resources to carry out their work and make a significant impact in their communities. They can provide financial support for a wide range of activities, including but not limited to research, education, community development, healthcare, and environmental conservation.

## In-Kind Donations

In-kind donations describe non-monetary items given to nonprofits from companies and businesses. They usually include food, drinks, or supplies for an event, free professional services like accounting or legal services, or equipment for a construction project. In-kind donations are typically accepted from businesses with which a nonprofit already has a relationship.

**Note:** In-kind donations are often used as part of fundraising events, like silent auctions.

*The best way to begin fundraising is to make your own personal donation. Your donation doesn't necessarily have to be large, but it does reinforce your commitment to DCET's cause. You'll also be expected to take the initiative in developing new ways to bring money into your organization. There are many ways to go about fundraising as there are non-profit organizations. How your board chooses to raise money will naturally depend on the personality of the board, how much money you'd like to raise, what the funds are for, and your potential donor base.*

## TEN WAYS A BOARD MEMBER CAN PARTICIPATE IN FUNDRAISING

Make a personal contribution.

Ask others to give.

Serve on the development committee.

Provide information about contacts who are possible givers.

Solicit for in-kind contributions.

Serve on the committee for a fundraising event.

Sell tickets to an event or function.

Develop fund-raiser strategies.

Accompany others to help sell the organization.

Cultivate potential funders.

## FUNDRAISING DIFFICULTIES: COMMON ROOTS OF THE PROBLEM

Lack of clarity regarding organizational mission and goals.

Failure to consider funding trends and adopt a long-range development perspective.

Expectation that “start-up” funding will automatically continue.

Failure to solicit support of founding agencies and individuals through donations of funds or contributions of assistance.

Lack of involvement in fundraising efforts by the board of directors = over-reliance on staff.

Failure to look at costs vs. benefits of various funding strategies.

Little diversity within the funding base with over-reliance on a limited number of funding sources.

Failure to gain support of the community through media awareness and educational activities.

### DCET produces four Special Events a Year:

- a. CINCO DE MAYO Multicultural Festival, Educational and Health Fair
- b. SHAA (Silent Heroe Azteca Awards)
- c. YIC (Youth in College) Conference
- d. FLY (Folklorico Leadership for Youth)
- e. CINCO DE MAYO Multicultural Festival and Educational/Health Fair

### Mission of DCET Fundraising Events

*To celebrate either celebrate diversity and gain a greater awareness of the cultural and historical treasures within our City of Irving and Grand Prairie, Texas while making our Festivals, or conferences enjoyable through education and information, as well as music, dance and food.*

*To support DCET Literacy programs and education by providing scholarships o deserving Hispanic students in Irving, TX.*

### CINCO DE MAYO Multicultural Festival, Educational and Health Fair

A free Festival with entertainment, cultural arts crafts, and food promoting education and healthy life- styles while featuring non-profits, county/state agencies, and vendors.

DCET partners with the City of Irving in bringing CINCO DE MAYO offering health and wellness programs as well as educational initiatives. Our sponsors make possible to supply to needs of our ESL, GED, Citizenship and computer class students.

CINCO DE MAYO Multicultural Festival and Health Fair makes possible to fund scholarships to Irving High School Senior students reaching college and assist the Literacy programs at DCET. Cultural diversity is also a component of this Festival where entertainment and good food makes a whole day of joy free!

Little Miss CINCO de Mayo pageant This pageant for girls 4-10 does not require expensive dresses and makeup it is all mainly about eliminating racism and empowering little girls with an added

ZUMBATHON Since 2012 we have added a ZUMBATHON workshop at our CINCO DE MAYO Festival to be able to outreach more people coming to our Festival. The Zumbathon® charity event is a Zumba® Fitness-Party that is open to the public and raises funds and awareness for DCET— we invited 8 teachers representing Plano, Carrollton, Irving, Dallas and Grand Prairie who donated their talents to do a :15 min. presentation - This event brings fun and fitness which goes along with our Health Fair mission.

### YIC (YOUTH IN COLLEGE)

This 3-hour conference links us with major literary and music performers, who are capable of inspiring others to change their lives for the best potential outcome. Famous speakers, Carlos Cuauhtémoc Sánchez, and song writer, guitarist and singer Tony Melendez team up in this educational and cultural celebration which includes a health fair, Mariachi music and Folklorico entertainment during intermission. Conference addresses solutions on how to escape from the traps of drugs and alcoholism while motivating youth to go to college.

Two outstanding inspirational public figures, admired and followed by people in Latin American countries, and Hispanics in the United States.

At our YIC conference, *Carlos Cuauhtemoc Sanchez* presents themes on Virtues and Family Values - A guidance for Youth and their families to prevent Drug and Alcohol Addiction while overcoming Family Violence

The latest National Survey on Reading conducted in Mexico shows that Carlos Cuauhtemoc Sanchez is the most widely read author in Mexico, and his books are the most-read after the Bible. Author brings real life anecdotes and messages that have touched the lives of millions of people.

The publishing house that publishes his books estimates that according to available sales and distribution figures, the phenomenon is repeating itself in almost all the countries of Latin America and among the Spanish-speaking population of the United States. Through his dedication to helping others, and his special common-sense approach based on human values, Carlos Cuauhtémoc Sánchez inspires others to see their lives in an exciting new way.

The second conference is done by *Tony Melendez*, called a "thalidomide baby," Tony was born without arms because his mother was prescribed thalidomide, a drug used to help calm morning during her pregnancy. While singing and playing his guitar with his feet, this award-winning musician always inspires youth and their families with songs of hope wherever he goes. Along with television and major personal appearances, newspapers and magazines articles have appeared on him throughout the world. The world-renowned talents of the only toe-picking guitarist, Tony Melendez, opens the conference. He is a recording artist, talented composer, singer, musician, and author. His selections suit a wide variety of musical tastes including contemporary, calypso, and Christian songs in his skilled acoustic style.

Proceeds of these conferences on virtues and family values benefit DCET literacy programs and High school Seniors going to college

#### FOLKLORICO LEADERSHIP FOR YOUTH (FLY)

This Youth Summer Folklorico program creates a bridge between audiences, educators, Folklorico dancers, and mentors.

Folklorico Leadership for Youth (YIC) encourage academic achievement and school involvement among Hispanic youth.

YIC builds leaders proud of their heritage and culture while building self-esteem and social skills in high school students.

The university of Texas Permian Basin and YIC have created a wonderful partnership to help students seeking higher education using Folklorico to do so. Students recruited from FLY to UTPB have proven to an asset to the university both athletically and academically.

#### SILENT HEROE AZTECA AWARDS (SHAA)

This event's mission is to recognize and thank those special individuals who contribute to the welfare of our DCET community with their unwavering and selfless support while enhancing the Irving Community and creating a better place to live. Proceeds benefit DCET's programs.

The SHAA event highlights individuals that have been distinguished by their community service and have done a lot for the Irving, TX local community and quietly have performed altruistic functions benefiting society. Other awards are given to the persons who unconditionally contribute to our city and who have impacted the less fortunate community while continuing to enhance our City of Irving through his/her generosity and support.



## **RIGHTS OF A VOLUNTEER**

1. To be fully informed about the responsibilities, time commitment, organization, before accepting the position of board member.
2. To have opportunities or orientation and continuing board training that will assist the board member to function effectively.
3. To be kept fully informed through accurate financial reports, management reports, regular and thorough briefings by staff, etc. about the operation of the organization.
4. To expect that volunteer time will not be wasted by lack of planning, coordination and cooperation within the organization or within the board.
5. To be assigned jobs which are worthwhile and challenging with freedom to use existing skills or develop new ones.
6. To be able to decline an assignment if it is felt that the match of skills and interests is not appropriate.
7. To have successful board experiences that provide opportunities for personal growth.
8. To be trusted with confidential information that will help the board member carry out assignments and responsibilities.
9. To know whether the volunteer work is effective and what results have been obtained, and access to an evaluation process which will measure that performance based upon measureable, impartial standards.
10. To be recognized at appropriate times for one's work and involvement as a board member.

**DCET PROSPECT BOARD MEMBER PRE-APPLICATION**

Name: \_\_\_\_\_

Phone numbers: \_\_\_\_\_ Mobile: \_\_\_\_\_

Home Address, City and Zip Code:  
\_\_\_\_\_

Work Address, City and Zip Code: \_\_\_\_\_

Position at work: \_\_\_\_\_ E-mail: \_\_\_\_\_

Relevant Experience and/or Employment (attach a resume if relevant)  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Why are you interested in our organization?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Area(s) of expertise/Contribution you feel you can make  
Other volunteer commitments:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Do you have any questions regarding our organization?  
  
=====

**For Board Use ONLY**

\_\_\_ Nominee has had a personal meeting with chief executive, board  
chair, or other board member. Date: \_\_\_\_\_  
\_\_\_\_\_  
Nominee reviewed by the committee. Date: \_\_\_\_\_  
\_\_\_\_\_  
Nominee attended a board meeting. Date: \_\_\_\_\_  
\_\_\_\_\_  
Nominee interviewed by the board. Date: \_\_\_\_\_

**Action taken by the board: -**  
\_\_\_\_\_

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## DCET APPLICATION TO THE BOARD OF DIRECTORS

To build a strong and effective board, DCET is looking for volunteer are members with diligence and knowledge. Please complete this application. Use additional pages if required. Please Mail, fax, or E-mail completed application to [dcenti1@sbcglobal.net](mailto:dcenti1@sbcglobal.net)

DATE: \_\_\_\_\_

*For the items you checked as “very experienced” or “some experience”, please provide details. If not described above, please outline your experience as a volunteer board or committee member? Who may we contact for information about your performance in these positions?*

---

If you have a résumé and a Bio, please attach it to this application. Please list three (3) local references that are not family members.

1. Name: \_\_\_\_\_ Phone number: \_\_\_\_\_

Address, City and Zip Code: \_\_\_\_\_

Relationship: \_\_\_\_\_

2. Name: \_\_\_\_\_ Phone number: \_\_\_\_\_

Address, City and Zip Code: \_\_\_\_\_

Relationship: \_\_\_\_\_

3. Name: \_\_\_\_\_ Phone number: \_\_\_\_\_

Address, City and Zip Code: \_\_\_\_\_

Relationship: \_\_\_\_\_

Who may we contact in case of an emergency?

Name: \_\_\_\_\_

Phone number: \_\_\_\_\_ Address: \_\_\_\_\_

Relationship: \_\_\_\_\_

## DCET APPLICATION TO THE BOARD OF DIRECTORS... Cont...

Please check the areas of need in which you can assist DCET bases on your education, experience and training:

### Fundraising

\_\_\_\_\_ individual solicitation \_\_\_\_\_ corporate/foundation \_\_\_\_\_ annual campaign (design/leadership)

\_\_\_\_\_ special events \_\_\_\_\_ Other

### Marketing and Public/Community Relations

\_\_\_\_\_ newsletter \_\_\_\_\_ press releases \_\_\_\_\_ speaker's bureau \_\_\_\_\_ direct mail  
\_\_\_\_\_ print & electronic media \_\_\_\_\_ telephone campaigns \_\_\_\_\_ other \_\_\_\_\_

### Finance

\_\_\_\_\_ financial management systems \_\_\_\_\_ planning  
\_\_\_\_\_ audit (contracting and review) \_\_\_\_\_ tax planning

\_\_\_\_\_ investment and lines of credit \_\_\_\_\_ finance committee

\_\_\_\_\_ capital campaigns (building funds, etc.)

\_\_\_\_\_ insurance (current and planned)

### Human Resources

\_\_\_\_\_ employee benefits \_\_\_\_\_ staff development \_\_\_\_\_

\_\_\_\_\_ policies and procedures \_\_\_\_\_ employee incentives \_\_\_\_\_ others \_\_\_\_\_

### Technology

\_\_\_\_\_ office support systems \_\_\_\_\_ software applications \_\_\_\_\_ LAN

\_\_\_\_\_ planning \_\_\_\_\_ learning laboratories

\_\_\_\_\_ PC repair/upgrade \_\_\_\_\_ Webs site development e-commerce

### Organization and Programs

\_\_\_\_\_ program planning committee \_\_\_\_\_ delivery system/capacity building \_\_\_\_\_ curricula review \_\_\_\_\_ welfare-to-work

\_\_\_\_\_ program coordination with education agencies

\_\_\_\_\_ technology in the office & classroom

\_\_\_\_\_ community partnerships \_\_\_\_\_

early childhood development (child care) \_\_\_\_\_

pre-school and school-age programs \_\_\_\_\_

\_\_\_\_\_ youth programs (including parenting teens \_\_\_\_\_

literacy programs \_\_\_\_ school to work \_\_ adult basic skills and occupational skills training \_\_\_\_  
\_\_\_\_ one-stop career centers \_\_\_\_ senior programs \_\_\_\_  
cultural awareness and cultural sensitivity training \_\_\_\_  
\_\_\_\_ language skills training \_\_\_\_ reading programs \_\_\_\_  
computer-assisted instruction \_\_\_\_ distance learning\_ other \_\_\_\_

**Job placement/Career Advancement**

job fair planning, organization, and staging\_employment market research  
\_\_\_\_ serve on panel for career  
exploration/job search assistance workshop\_\_\_\_ conduct “mock” interviews  
\_\_\_\_ hire clients that will graduate from our  
DCET programs\_\_\_\_ provide job shadowing opportunities  
\_\_\_\_ provide internships and temporary employment

*I, \_\_\_\_\_, verify that the information contained in this application is true and accurate to the best of my knowledge, I understand that if any information is found to be untrue, that I may be disqualified from DCET's volunteer program. I also understand that DCET reserves the right to discontinue my volunteer service at any time as per bylaws' rules. Furthermore, I agree to uphold and abide by all of DCET's policies and procedures in all of my volunteer efforts performed on behalf of DCET, a 501© 3 non-profit corporation with IRS license number:  
31-164-0064*

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Prospect Board member signature

Date



## DCET/Believe in Yourself, Inc. 2007-2009 OFFICERS NOMINATIONS

*DCET/Believe in Yourself, Inc.'s organizational Board of Directors' structure consists of up to eleven (11) members and no fewer than five (5). Each officer shall hold office for a period of one (1) year, and is eligible for re-election by majority of votes only, or until his, or her successor shall have been duly elected. All Directors may serve no more than two consecutive terms. Vote or Write-in candidates must be presented at DCET's board meeting which will take place on Saturday July 9, 2005 at the DCET's corporate office located at 500 N. O'Connor Rd. Suite B, Irving, TX 75061, scheduled for 9am.*

### **President:**

Juan Carlos Reynoso (Re-election does not apply). **Nominate a candidate:**

---

The President supervises and controls the affairs of the corporation and the activities of the officers. He/she shall preside at all meetings of the Board and of the Executive Committee. He or she may sign, with the Secretary or any other officer authorized by the Board, any deeds, mortgages, bonds, contracts, checks, or other instruments which the Board of Directors has authorized to be executed. Except in cases where the signing and execution thereof shall be expressly delegated by the board or these Bylaws or by law to some other officer or agent of DCET/Believe in Yourself, Inc. In general, he or she shall perform all duties incident to the office of Chairman, including the power to appoint standing and special committees and approve employed personnel, and such other duties as may be prescribed and from time to time by the Board. (DCET Bylaws, Article V section 6)

### **Vice President: (Position is vacant)**

Nominate a colleague:

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The vice president in the absence of the President, or in the event of the inability, or refusal to act shall perform the duties of the President, and when so acting shall have all the powers of, and be subject to all the restrictions upon, the President. The Vice President shall perform other duties as from time to time may be assigned to him or her by the President of the Board. (*DCET Bylaws, Article V section 7*)

### **Treasurer: (Position not open)**

Carole Lawrence

Oversees preparation and distribution and revision of financial audits by an accountant or financial professional.

Makes sure all the board's financial policies are being followed.

Gives regular reports to the board as to the financial health of the organization.

Chairs the finance committee (depending of the desire of the whole board).

Assists in the preparation of the budget and in general, performs all the duties incident to the office of Treasurer and such other duties as from time to time may be assigned to him or her by the President of the Board. If required by the board by written resolution, the treasurer shall give a bond for the faithful discharge of his or her duties in such sum and with such surety or sureties as the Board shall determine. ***(DCET Bylaws, Article V section 9)***

**Secretary: (Position will open in October, 2007)**

Felipe Lezama (will not run for re-election)

Nominate a colleague: \_\_\_\_\_

The Secretary will keep the minutes of all meetings of the Board and Executive Committee, recording the time and place of holding, He/she will see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law and will Inform to all members entitled to vote at the meeting described in the minutes, whether such members participated or did not participate, and called to the attention of the board at its next regular meeting and will be the custodian of the corporate records and the seal of DCET. ***(DCET Bylaws, Article V section 8)***

## **DIRECTORS ELECTION BALLOT - Term: 2 Years**

- Board Development Committee – (was called Nominating Committee) this committee shall consist of at least (2) directors and the Executive Director and shall serve for a term of two years. This Committee shall have the general responsibility for the recruitment, recommendation and orientation of new board members. Also, this Committee is responsible for continuous development of board members.
- Finance Committee This Committee shall consist of at least (2) directors who shall serve for a term of two years. The Finance Committee shall have the general responsibility for all income, expenses and assets of the Corporation with an emphasis on budgeting.
- Program Committee (Overseeing the Educational and Cultural Activities of DCET) the Program Committee shall consist of at least (2) directors who shall serve for a term of two years. This Committee shall have the general responsibility for: reviewing and overseeing the delivery of quality programs to an appropriate number of DCET clients. It shall set policies for nature and quantity of program offered and evaluates programs in terms of the Corporation's mission statement. This committee shall coordinate recognition of participants and volunteers.
- Human Resource Committee - This Committee shall consist of at least (2) directors who shall serve for a term of two years. The Human Resource Committee shall have the general responsibility for: reviewing personnel Policies and procedures, function as needed as an appeals board under the personnel policies; and becoming a search committee if it becomes necessary to hire an Executive Director.
- Marketing Committee This Committee shall consist of at least (2) directors who shall serve for a term of two years. The Marketing Committee shall have the general responsibility for: coordinating efforts to increase the Community's knowledge about the Corporation's programs and activities and also has the responsibility to develop and implement the Corporation's Marketing Plan, which includes Help Identify potential markets, promote the programs, develop and implement collateral marketing tools to promote the programs. Such as social media outreach, newsletter, website, brochures, pamphlets, etc.
- Fundraising Committee the Fundraising Committee shall consist of at least (2) directors who shall serve for a term of two years. The Fundraising Committee shall have the general responsibility for: developing and help implement a fundraising plan for the Corporation's projects and operation.

**NOTE:** The Executive Committee is a permanent standing Committee as stated in the Bylaws.



*The Executive Committees shall consist of:*

***One Board President, One Vice President, One Secretary, One Treasurer and the Executive Director (non-voting member).***

*This Committee shall have the general responsibility for overseeing the board's business. This committee filters out routine business and overseas operations of the board often acting on behalf of the board during on-demand activities that occur between meetings. This committee will be responsible for: meeting prior to the full board meeting, helping and designing the agenda for the full board meeting or handle emergency situations.*

Officers

**Board President: Juan Carlos Reynoso**- Term will expire, August 31, 2024

**Vice President/Parliamentarian: Fernando Guiza** - Term will expired, August 31, 2024

**Secretary: Felipe Lezama** - Term will expire, July 2024

**Treasurer: Carole Lawrence** - Term will expire, July 2024

## ELECTIONS AND NOMINATIONS

*All the Directors and Officer seats need to be filled for another productive year and we need to nominate members or even step up, and become an officer. Read officer descriptions and then use this form to nominate others or yourself for the position. Elections are in August and all members are encouraged to apply for office.*

### You can nominate yourself

Use the form you see on next page to nominate members for an officer position. You can also nominate yourself. Deadline for nominations is last Thursday in August. Date for election process is last Thursday of September. Questions? [dcenti1@sbcglobal.net](mailto:dcenti1@sbcglobal.net) or call your Nominating Committee Chair

### Officers Requirements and voting information

All officers may serve no more than two consecutive terms. Officers may serve on any of the DCET committees. Officers may serve on any of the DCET committees.

### **Executive Committee (Officers)**

#### President

The DCET President shall be the principal chief executive officer of the corporation and shall, supervise and control the affairs of the corporation and the activities of the officers. Will preside over meetings and develops the working agenda. He/she serves as official spokesperson of the organization. The president appoints committee chairs and members to assist with committee assignments.

#### Vice President

In the absence of the President, he/she shall perform the duties of the President, and shall have all the powers of the President. The Vice-president will be in charge of assignments given to him/her from the President of the Board and is usually appointed as the Parliamentary authority of the Corporation.

#### Treasurer

The DCET treasurer will oversee preparation and distribution of financial audits by an accountant or financial professional. Will give regular reports to the board as to the financial health of the organization. Will chair the finance committee and will assist in the preparation of DCET budgets.

#### Secretary

The DCET secretary keeps minutes of all meetings and posts meeting notice and coordinates telephone notification to the membership. He/she shall assist officers and committees in coordinating and recording all official communications. The secretary shall be responsible for ensuring the membership receives meeting notices by mail, e-mail or telephone.

Position	Description	Eligibility	Term	Age
Officer	Executive Board Member	Be in good standing Membership for 2 consecutive years 2 years' experience as Director	2 years	21 and up
Director	Oversees committees of the Corporation and can chair or co-chair same.	Be in good standing Membership for 2 consecutive years 1 years' experience in nonprofit business	2 years	18 and up
Advisory Council Member	Advises the corporation based upon his/her expertise - These members are appointed by The Executive Board but cannot vote.	Be in good standing Membership for 2 consecutive years	2 years	21 and up
Ex-Officio Past Presidents	Advises the corporation based upon their expertise in past years as Board Presidents of DCET. Cannot vote	Be in good standing	Perpetual	21 and up

***The Vice President/Parliamentarian is in charge of developing, organizing and processing the election in the event that the Parliamentarian is a nominee, then it will be the responsibility of the highest-ranking board member not participating in the election as a nominee to administer, coordinate and execute the election.***

## DCET'S OPERATIONS CALENDAR

	Regular Board Activity	Date
1	Fiscal year begins	January (fiscal-year timing is often specified in the Bylaws)
2	Conduct <a href="#">Board Self-Evaluation</a> (do once a year and in preparation for first board retreat (there are 2 per year))	March-April (do shortly before evaluating chief executive)
3	<a href="#">Evaluate Chief Executive</a> (by referencing his or her progress to- wards last fiscal year's goals and his or her job description)	April-May (do shortly after completion of last fiscal year)
4	Review and update <a href="#">board policies</a> and <a href="#">personnel policies</a>	April-June (do concurrent to board and chief evaluations)
5	Conduct first <a href="#">board retreat</a> (address board self-evaluation results, team building, begin strategic planning, etc.)	April
6	Begin <a href="#">recruiting</a> new board members	April-May (in time for June/July elections)
7	Conduct <a href="#">strategic planning</a> to produce organizational goals and resources need to reach goals	May-June-July (start planning in time for setting mission, vision, values, issues, goals, strategies, resource needs, funding needs ( <i>nonprofit-specific</i> ), and time for getting funds before beginning of Next fiscal year)
8	Elect new board members	June-July (per By-Laws)
9	Establish chief executive's <a href="#">goals</a> for next year (as produced from strategic planning)	August (as organizational goals are realized from planning)
10	Hold annual meeting	July (per By-Laws)
11	Draft next year's <a href="#">budget</a> (based on resources needed to reach new strategic goals)	July-August-September
12	Develop <a href="#">fundraising plan</a> ( <i>nonprofit-specific</i> ) (with primary goals to get funds needed for budget)	July-August-September
13	Conduct second <a href="#">board retreat</a> (address board orientation/ training, re-organize or form new committees based on goals from strategic plan, develop work plans, update board operations calendar, review planning status, etc.)	August (in time to orient new board members soon after they join the board)
14	Conduct <a href="#">fundraising plan</a> ( <i>nonprofit-specific</i> ) (primarily to meet fundraising goals)	August-December

*The following annual calendar will be reviewed and amended in accordance to the needs of DCET.7*

## **FORMS TO BE PRINTED**

# COMMITTEE REPORT FORM

Date Submitted: \_\_\_\_\_

Committee: \_\_\_\_\_

Chair: Other members of this Committee:

\_\_\_\_\_  
\_\_\_\_\_

Action Items Discussed:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Plan of Action:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Who is doing what:

\_\_\_\_\_  
\_\_\_\_\_

Budget: Estimated Expenses: \$\_\_\_\_\_ Describe Expenses:

Approved by Board of Directors:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_

YES:

\_\_\_\_\_

DATE:

Evaluated by: \_\_\_\_\_

Meeting Date: \_\_\_\_\_

## MEETING EVALUATION

**DIRECTIONS:** By evaluating our past meeting performance, we can discover ways to make meetings shorter and more productive.

Please check each item "Adequate" or "Needs Improvement." If you check "Needs Improvement," answer the second part of the item.

Adequate

Needs  
Improvement

- |                          |                          |  |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | <b>We were businesslike, results-oriented, and we functioned as a team.</b><br><i>We could improve our team spirit by: _____</i>   |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>Discussion was cordial and not dominated by just a few board members.</b><br><i>We could get more board members to speak up by: _____</i>                                     |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>We confined our discussion to agenda items only.</b><br><i>Where did we wander away from the agenda and why? _____</i>  |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>Our agenda included positive issues as well as problems.</b><br><i>What can we add to our agenda to make meetings more positive? _____</i>                                    |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>We discussed policy issues and not day-to-day management issues.</b><br><i>We shouldn't have discussed: _____</i>   |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>We followed parliamentary rules and consulted legal or other professional counsel when needed.</b><br><i>What parliamentary procedures do we need to review? _____</i>        |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>The chairperson controlled and guided the meeting.</b><br><i>I wish the chairperson would: _____</i>  |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>We dealt successfully with controversial items and attempted to develop solutions acceptable to all board members.</b><br><i>We could better handle controversy by: _____</i> |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>All board members were prepared to discuss material sent in advance.</b><br><i>We could be better prepared for board meeting by: _____</i>                                    |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>Reports were clear, well-prepared and provided adequate information.</b><br><i>We could have used more information about: _____</i>   |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>Printed materials given to us were easy to understand and use.</b><br><i>Those materials could be improved by: _____</i>  |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>Our meeting room was comfortable and conducive to our work.</b><br><i>To make our meeting room more comfortable we should: _____</i>  |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>All board members were in attendance and on time.</b><br><i>More board members would attend if: _____</i>   |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>The meeting began and ended on time.</b><br><i>We could be more punctual by: _____</i>  |

## LETTERHEAD (Sample)



**Believe  
in Yourself, Inc.  
(Debes Creer en Ti)**

*An Educational, Cultural and Charitable 501(c)3 Nonprofit Organization*



### EXECUTIVE OFFICERS

#### **PRESIDENT**

Juan Carlos Reynoso

#### **VICE PRESIDENT**

Fernando Guizar

#### **TREASURER**

Carole Lawrence

#### **SECRETARY**

Felipe Lezama

#### **EXEC. DIRECTOR AND FOUNDER**

Elvia Wallace-Martinez

### BOARD OF DIRECTORS

LIZ GALLEG0

MAYTE LOPEZ

KARLA VILLELY HARDAWAY

EVERETT BURTON

JOSE FLORES-AMLA

### ADVISORY COUNCIL MEMBERS

MANUEL A. MARTINEZ

ANNE MARIE WEISS

CLARK BONILLA

### EX-OFFICIO MEMBERS

(PAST PRESIDENTS)

SHARON BARBOSA

BERNARD GUERRINI

PLATÓN LERMA +

FRANCES RIZO

RAY CHAMPNEY +

PEDRO RICO

RUDY MURILLO

DAWN SÁNCHEZ

HERB GEARS

### OTHER RIP (Past Board Members)

PLATÓN LERMA +

LICO REYES +

KATHERINE CHANG-DRESS +

GLORIA BUSTILLOS +

MICHELLE FRANCO +

RAY CHAMPNEY +

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**La Escuelita Irving:** 972-871-8285 - **La Escuelita YMCA:** 972-642-9632 x 234



## DCET's BOARD SELF CHECK LIST

Considerations	Comments
1. Since I joined DCET's board, I have attended to _____ Meetings	
2. I have visited _____ times individually with Executive Directors and talked about DCET's goals. _____	
3. I have offered a financial commitment to the DCET programs	
4. I have offered to introduce _____ new members to the Board	
5. I am active in the following Committee: _____	
6. I have visited the following DCET's programs, or events <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>	
7. I have helped raise: \$ _____	
8. I have recruited _____ volunteers to work for our programs.	
9. I have full knowledge of what DCET's is offering to the community.	
10. I have read our Code of Conducts, Responsibilities, Ethics _____	
11. I do review the minutes of the corporation and follow up with the Action items _____	
12. I arrive on time to the meetings.	
13. I speak on behalf of DCET _____	
14. I participated in setting overall policy _____	

## BOARD SELF-EVALUATION

*This is an Individual DCET Board Member Performance Worksheet, please complete the following personal assessment of your board-man-ship before completing the DCET overall Board Evaluation. This individual evaluation will not be shared, but is for your review only.*

	Always	Sometimes	Never
I familiarize myself with the Learning Centers' policies and laws which are important for meetings.			
I read the Meeting agenda and support the materials prior to the Board meeting			
I reserve all decisions on matters until the Board is in session			
I keep personal matters personal and discuss nonrelated concerns at appropriate times and places.			
I use the chain of command and direct questions to the Executive Director when contacted by a student.			
I attend DCET workshops and meetings			
I read DCET's publications (printed and by social media)			
I visit (La Escuelita) learning centers			
I am informed about students' feelings toward the learning center			
I respect the Executive Director's office and refrain from unwarranted interferences in the administrator's affairs			
I believe in long-range planning and recognize that changing trends change the learning centers' needs.			
I believe DCET should place great emphasis on professional growth.			
I know that I have no authority as a Board member except when the Board is legally in session.			
Board officers have specific duties that are occasionally performed outside of Board sessions.			
I rely on the Executive Director to provide the Board with accurate information on the learning centers' systems and standards.			
I take part in Board in-service and orientation programs			
Even though I may disagree, I support publicly positions taken by the whole Board.			
I work toward mutual trust between Board members and administration and keep criticism of either to private sessions.			
I recognize that governance and policy duties belong to the Board and administrative duties belong to the administration.			
I support budgetary provisions and encourage the professional growth of the Executive Director.			
I support strong professional growth programs for all teachers, facilitators and tutors			
I attend DCET Special events.			
I am familiar with the budgeting process of DCET			