

# 2011 CCBO Awards

Special Awards Issue

## President's Corner



**Kurt R. Buttleman, Ed.D.**

As Board President of CCBO, it is my honor to congratulate each of you on this significant accomplishment. Being honored as "outstanding" by your colleagues is something of which you should be extremely proud. I encourage you to take a moment or two (I know as Business Officers that's difficult) to reflect back on your career and think about all of the lives on which you have had a significant, positive impact. Obviously, you have made quite a difference for your colleagues, your staff and the students that you serve. Celebrate your achievement and keep up the good work!

*"Though leadership may be hard to define, the one characteristic common to all leaders is the ability to make things happen."*

*-Ted W. Engstrom*

## The Awards



Each year, CCBO recognizes **Outstanding Business Officers** and **Outstanding Chief Business Officers** for distinguished service to their institutions and communities. These awards are especially notable because the winners are nominated by their peers and are chosen by the nominee's CCBO colleagues.

All business officers from AACC institutions and professional staff from state coordinating agencies are eligible for these awards.

The nominees are evaluated on effectiveness in the performance of assigned responsibilities, participation in college-wide strategic planning and implementation of policies supporting the College mission; professional activities in state, regional, and national associations; and community involvement.

One of the greatest rewards of membership in any professional association is the opportunity to learn from the success of one's peers and colleagues. The **Exemplary Practices Awards** celebrate this idea; in addition to recognizing a variety of innovative initiatives at community colleges throughout North America, the awards program places considerable emphasis on the transferability of those initiatives to other institutions, helping to promote the exchange of knowledge among community colleges.



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## Outstanding Chief Business Officers

**Amy Brand**  
**Associate Vice President for Finance**  
**Meridian Community College**

**Effectiveness:** Amy is effective in the many areas of her job. One of her priorities in her job has been to improve efficiency in her office. She has streamlined many of the processes in her area, including the annual budgeting process. She has also implemented new policies to make the institution run smoother in concert with her office. An example of this is a new institutional travel policy she implemented this year. Amy has also been very involved with Meridian Community College's (MCC) reaccreditation process with SACS. MCC submitted their compliance certification report in March 2011. The finance section of the compliance certification was approved by SACS with no changes necessary in June. Amy has also been involved with the College's strategic planning process. Amy is serving on a committee that will seek to improve customer service across the institution. The committee will formulate and administer surveys, implement focus groups, and create an action plan.



**Professional activities in state, regional, and national associations:** Amy is a past president of the Mississippi Association of Community College Business Officers and serves as the current president of that group. She is a member of Community College Business Officers, National Association of Community Business Officers, and the Southern Association of Community Business Officers.

**Community leadership, service and involvement:** Amy is very involved in service both at her institution and in her community. Amy is a member of Poplar Springs Drive Baptist Church where she is a Bible Drills leader for the 4<sup>th</sup> - 6<sup>th</sup> graders, she co-directs the preschool choir, and she also co-teaches the College and career Sunday School Class with her husband Todd. Amy has volunteered her time for Art for Heart in Meridian to benefit the American Heart Association, the Meridian Symphony League, and My College Cares Day in Meridian, which emphasizes community service. Amy is also actively involved with the children's theatre program at Meridian Community College. She has served as backstage director for various shows at the College, most recently with the spring 2011 production of Disney's My Son Pinocchio: Geppetto's Musical Tale.

**Kevin S. Butler**  
**Vice President for Administration**  
**Cochise County Community College**

**Effectiveness:** In the four years that Kevin Butler has been the Chief Business Officer at Cochise College he has transformed the College's business and facilities operations. He has adroitly handled the challenges of balancing current financial performance with a strategic vision of the future in order to meet the challenges of a new generation of students. As a direct result of his leadership, the College developed and installed two large solar fields on the Douglas campus, reducing electricity



costs by nearly 10% and implemented a debit card process to handle student refunds and payment for auxiliary services. Kevin has also been instrumental in securing revenue bond financing to help fund a three-year, multi-campus \$52 million planned facilities expansion and renovation. Under his direction, the finance function has an enviable record of clean financial and Federal audits and continuous Certificates for Excellence in Financial Reporting from the GFOA. With his extensive knowledge of

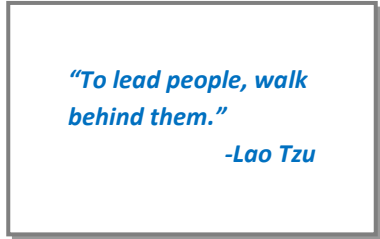
OMB Circulars and their implementation, Kevin led recent efforts to develop, negotiate and implement the College's first ever Negotiated Facilities and Administrative Cost Rate and Benefits Absorption Rate agreements for Federal grants. He has been a driving force behind continuous improvement in all aspects of internal operations and has frequently negotiated significant agreements with large organizations on behalf of the College. Kevin is a Certified Public Accountant in good standing in Arizona for the past nine years and initiated an active investment management function within the College-launching a search for a professional advisor, developing an investment policy and serving as the head of the Board committee overseeing investment activities.

*The first responsibility of a leader is to define reality, the last is to say "Thank you." In between the two, the leaders must become a servant.*

*-Max De Pree*

**Professional Activities in State, Regional and National Associations:**

Kevin is an active participant and leader in the Arizona Community College Business Officers Council, serving as that group's secretary in 2009/10 and vice president in 2010/11. As the incoming president of ACCBOC, he has worked tirelessly with other higher education



institutions across the state to support positive change in state aid funding formulas. He is a graduate of the Institute for Educational Management at the Harvard Graduate School of Education. Kevin is also an active participant in National Association of College and University Business Officers, Community College Business Officers, the Association of Governmental Accountants, and the National Council of University Research Administrators. In the past two years, Mr. Butler has taken on a state-wide leadership role working on the Governor's Higher Education Finance Committee to develop recommended enhancements to Arizona's higher education system for the Arizona legislature under the auspices of the Getting AHEAD program funded by a Lumina Foundation grant. In this role, Kevin worked closely with representatives from the state universities as well as the state colleges to identify ways to improve the quality of higher education, secure state funding support and increase student retention and success rates in Arizona.

**Community Leadership, Service, and Involvement:** Kevin has always been very actively involved at various levels in the community in which he resides. He is currently serving as the Treasurer

and Membership Chair for the Sierra Vista Sunrise Rotary Club in Sierra Vista, AZ and as the Treasurer of the historic preservation group Friends of the Warren Ballpark in Bisbee, AZ, where he is also involved in fundraising to help maintain and restore the oldest active baseball field in the United States. In addition, Kevin was elected Treasurer of the Bisbee Council on Arts and Humanities, another community service group that raises funds to support and promote the arts in the historic town of Bisbee. He is also quite active in the Center for Economic Research's Business Outlook luncheon series in Cochise County where he participates with civic and business leaders from Douglas, Bisbee, Sierra Vista and Benson on a quarterly basis.

**Lynn Coleman  
Vice President of  
Administration and Finance  
Howard Community College**



Maryland for over twenty years and is currently Vice President of Administration and Finance. In her HCC role, Lynn oversees all finance areas of the College, human resources, plant operations, security, capital projects, risk management, and auxiliary services such as the food service and the bookstore.

During her tenure at HCC, Lynn has led a multitude of innovative projects that

have resulted in a stronger and more aligned organization. For example, Lynn spear-headed a new online budget development process that enables all cost center managers to enter requests for the coming year, tie them to strategic or core work initiatives, and see their approval status at each phase of the budget development process. This transformation enables an inclusive, open, and informed budget development process in which all offices throughout the College have an opportunity to put forth their needs. Lynn is unquestionably ethical and highly respected not only by the college community but also by the board of trustees and the individuals throughout Howard County with whom she interacts. She has overseen dozens of external audits of the College and all of them have resulted in clean audits with no material weaknesses.

Lynn oversees three of the most challenging areas within any College: security, plant operations, and food service. Ten years ago, ratings for these areas on the College annual employee satisfaction survey were consistently low. Lynn began a long-term initiative to increase the quality of the services these areas provided to the college community. Within five years, these areas showed marked improvement. In the most recent survey of the college community, conducted in 2010, the ratings for these areas had increased by as much as .94 points on a 5-point Likert scale. These improvements are undoubtedly due to Lynn's leadership, the expectations she set for the individuals in charge of those areas, and the personal example she sets focusing on customer service, responsiveness, and personal responsibility.

Under Lynn's leadership, the College's environmental services department has embraced green cleaning, becoming the first College in the state to go 100% green in its cleaning. Even more incredible, the College ended up saving

money by embracing green cleaning and not purchasing chemicals.

Finally, Lynn has led the College development and implementation of the College's facilities master plan, ensuring that the College has continued to be able to open new facilities to serve students during a time of unprecedented growth at the College. During her tenure as Vice

President of Administration and Finance, the College has constructed and opened over five buildings ranging from a new student services hall to a performing arts center to a Children's Learning Center to parking garages and several more have been renovated. Most recently, the College broke ground for a new health sciences building scheduled to open in 2013. Furthermore, Lynn has overseen the development of several off campus facilities dedicated to serving students.

**Professional activities in state, regional, and national associations:** Lynn's professional achievements and ability to innovate have established her as an expert not just in Maryland but across the nation. She is active in the National Association of College and University Business Officers (NACUBO) where she currently is serving as Secretary of the Board. She has also served on the Eastern Association of College and University Business Officers (EACUBO) Board of Directors. She was Chair of the NACUBO Community College Planning Council and the EACUBO Two-Year College Committee. Lynn is a past-president of the Maryland Association of Community College Business Officers and is also a past member and Treasurer of the Board of the Maryland chapter of the American Council on Education

*"A leader's job is to look into the future and see the organization not as it is, but as it should be."*

*-Jack Welch*

Network for women leaders in higher education.

**Community leadership, service and involvement:**

- Community Emergency Response Network
- Howard County Spending Affordability Committee
- Horizon Foundation
- Alpha Kappa Alpha Sorority

**Debra Lutz**  
**Vice President of Business & Finance**  
**Delta College**

**Effectiveness:** Mrs. Lutz has served as Delta College's Vice President of Business and Finance since August 1996. In this role, she oversees all budgetary responsibilities, in addition



to directing all of the College's auxiliary services, Human Resources, Facilities Management, Finance Office,

Business Services and Purchasing departments.

In addition, she has served as Treasurer of the Delta College Board of Trustees since August 1996. In this role, she is responsible for providing financial guidance and reporting to our nine-member elected Board of Trustees. This is an extremely important responsibility, and she handles this role with ease and professionalism.

Mrs. Lutz also serves as the College's representative on the Delta College Investment Advisory Committee, and leads the work of the Delta College

Budget Cabinet. In her role as Vice President of Business and Finance, she is also assigned the task of serving as Treasurer for the Delta College Foundation Board of Directors.

Since 1997, the College has received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award annually. This is a very distinctive and outstanding honor for the College, and we are extremely pleased that Mrs. Lutz's efforts have allowed the College to be recognized in this way.

Mrs. Lutz is a member of the College's Strategic Planning Committee and involved with the College's Academic Quality Improvement Program.

**Professional activities in state, regional, and national associations:**

- Community College Business Officers
- National Association of College & University Business Officers
- Central Association of College & University Business Officers
- American Institute of Certified Public Accountants
- American Association for Women in Community Colleges
- Michigan Community College Business Officers Association
- Michigan Community College Risk Management Authority Executive Board
- Michigan Association of Certified Public Accountants

**Community leadership, service and involvement:**

- Chair of Bay Area Community Foundation (2010-2012)
- Bay City Rotary Board
- Bay Special Care Board
- Bay Medical Center Foundation Board of Directors
- Bay Regional Medical Center Finance Committee

Saginaw Community Affairs Committee  
 Saginaw Valley Torch Club  
 Great Lakes Bay Economics Club  
 Catholic Community Foundation of Mid-Michigan Board  
 Catholic Community Foundation of Mid-Michigan Finance Committee  
 Bay, Saginaw & Midland Area Chambers of Commerce  
 Blue Cross & Blue Shield of MI Eastern Customer Advisory Council

## Outstanding Business Officers

**David Agazzi**

**Vice President, Administrative Services College of Lake County**

**Effectiveness:** David Agazzi has experience in a number of business services positions and various institutions. Within the past two years, David moved from Joliet Junior College to College of Lake County in Grayslake, IL. At the College of Lake County, David has been instrumental



in developing an operational plan that works in tandem with the College's strategic plan. In addition, he is heavily involved with the implementation of a data warehouse for institutional measures of effectiveness and has been engaged in restructuring his division. While at Joliet Junior College, he implemented an ambitious master plan and masterminded a funding strategy which included a \$70 million dollar bond supported by student fees to build a new campus center, facilities building and greenhouses; \$89 million voter-approved building

bond/referendum (passed in November 2008) to fund an allied health building, a culinary/hospitality building and expansion of science labs and the automotive shop; and \$61 million from private/public/not-for-profit partnerships to build a joint fitness center and athletic facility and for additional campus remodeling. Having outgrown the campus, David was a lynchpin in securing both support and funding to renovate, expand and improve this campus. It is a huge accomplishment on top of his every day responsibilities and his enthusiasm, persistence and knowledgeable guidance was the essential ingredient. David is also a proponent of sustainability and in addition to seeking LEED certification and was instrumental in starting a sustainability committee on the campus. In addition, his budget officers have consistently won budget awards for their good work under his direction. David doesn't limit his interest or involvement to budget matters but is also an active participant in other campus-wide initiatives such as strategic planning and marketing. There is no question that he is a leader at this institution and makes things happen.

### Professional activities in state, regional, and national associations:

Illinois Community College Chief Financial Officers

National Association of College and



University Business Officers

Community College Business Officers

Society of College and University Planning

Government Finance Officers Association

### Community leadership, service and involvement:

YMCA-Finance Committee-5 years - Chairman of the Finance Committee of the YMCA in 2007

YMCA – Executive Committee-2 years

Provena St. Joseph Medical Center Foundation

Provena St. Joseph Medical Center Chairman of Development Board

Presenter at SCUP regional conference and ICCCFO spring conference

**Stacy Buckingham**

**Associate Dean for Payroll & Benefits Services John A. Logan College**

**Effectiveness:** Though the College does have a Personnel Office, Stacy is responsible for the implementation of



most policies as they relate to compensation and fringe benefits, including all insurances, employee investment programs and retirement

benefits. As the leader in this area of the College, with approximately 450 full-time employees and another 350 part-time employees, Stacy carries a large responsibility. Last year, Stacy led the transition from a governmental health insurance program for employee and dependent coverage to a self-funded, community college cooperative (Community College Insurance

Program). In addition, she has provided leadership to help ensure compliance with the new IRS rulings relative to employee deferred compensation. Most recently, Stacy put together an employee benefits fair for the first time in College's history. It was very well received and has become an annual event.

**Professional activities in state, regional, and national associations:**

Stacy has served on the Local Government Health Plan Member Advisory Board from May 2007 to June 2008. In 2010 Stacy completed the CCBO Leadership Academy and her project was selected to be presented at the annual CCBO conference.

**Community leadership, service and involvement:**

Volunteer at her daughter's school.

Assists the Parent Teacher Organization with their school functions and fund raisers in promoting the education and well-being of the students.

**James Michael Buckley  
Auxiliary Services Sr. Financial Analyst  
St. Louis Community College**



**Effectiveness:**

As Senior Financial Analyst for the Auxiliary Services division, Mike is highly regarded. Four campus auxiliary

managers and the Vice Chancellor for Finance and Business Services rely greatly on Mike's astute analysis and expertise in managing the day-to-day operations of the College's bookstores, food service, vending, and document management centers. Mike is often the diplomat of Auxiliary Services, fostering positive and cooperative interaction

between campus store management and staff and other College departments, as well as external business partners of STLCC. Mike was part of a team of system analysts that developed and implemented a data bridge between the PRISM store inventory system and the College wide Banner system to expedite and streamline accounts payable and receivable processes; this system change resulted in the team receiving the College's Innovation of the Year award in 2006. He regularly serves on technical advisory committees to ensure the auxiliary services systems are in compliance with industry standards such as the PCI DSS. Mike's analysis and insight has also been crucial in successful bid evaluations for food service, vending, pouring rights, wholesale textbooks, and copy services/document management contracts for the College.

Mike regularly mentors the campus store managers on budget planning, blended operations and professional development issues.

Mike takes team success to heart and actively participates in team building and professional development workshops---the most notable being his appearance as Mr. Measurement at the 2004 Auxiliary Services Team Day event. Ellen Gough, manager of the campus store at STLCC-Wildwood, lauds Mike for being a strong advocate of student success. Ellen notes that Mike ensures that auxiliary service contract language contains provisions beneficial to student scholarship programs. He has taken the lead in accounting for the Bowling for Scholars fundraiser, an annual event that raises over \$40,000 for student textbook scholarships.

**Professional activities in state, regional, and national associations:**

Military Officers Association of America

**Community leadership, service and involvement:** Mike is actively involved in his community through his church, St. Genevieve DuBois, where he serves as a deacon, is a volunteer member of the church finance committee, and gives his time for numerous parish activities.

In addition to his service at St. Genevieve DuBois, Mike volunteers as the financial consultant/advisor to The ACTS Partnership, a 501 Non-Profit Corporation involved in providing affordable low-income housing in the Penrose Park and O Fallon Park neighborhoods of North St Louis City.

Mike is also a very devoted husband, father, and grandparent.

*"Not everything that is faced can be changed. But nothing can be changed until it is faced."*

*-James Baldwin*

**Jacqueline Lasch**  
**Assistant Vice President for**  
**Financial Services**  
**Valencia College**



**Effectiveness:** During the last few years, Jacqueline has played a lead role in Valencia College's financial system conversion. Due to an increasing high volume of financial aid distribution, which is currently more than 60,000 transactions for \$190 million, she has led a conversion to electronic distribution using Higher One. She has also led the efforts to convert to electronic 1098s. The High One Debit Card and electronic 1098's has saved the College hundreds of thousands dollars. All of this was done without missing a beat, and the college received a clean audit report. Due to these innovations, the College has grown by more than 50%, with only minimal additions in staff to her area.

**Professional activities in state, regional, and national associations:** She has played an active role in the Florida statewide Controller's group for the 28 state Colleges. She has recently been selected to play a lead role in updating the statewide Accounting Manual.

**Community leadership, service and involvement:** As a mother of school aged children, she has played an active role in the Parent Teachers Organization in Seminole County.

**James Stanley Sullivant**  
**Director of Accounting**  
**Northwest Mississippi Community**  
**College**

**Effectiveness:** Stan has been employed as the Director of Accounting at Northwest Mississippi Community



College (NMCC) since July 17, 2006. The V.P. of Fiscal Affairs, Gary Mosley, at NMCC states that "Stan's

performance is always marked by a high degree of personal initiative and he requires no supervision."

**Professional activities in state, regional, and national associations:**

Community College Business Officers

Southern Association of College and University Business Officers

Mississippi Association of Community and Junior College Business Managers

National Association of State Auditors, Comptrollers, and Treasurers

**Community leadership, service and involvement:**

Stan is a member of Independence Presbyterian Church where he is the church Treasurer, a member of the Session and Board of Deacons, a Sunday School Teacher, the Teen Youth Leader and the Team leader for Living Waters for the World Nicaragua Mission Team. Stan is also a Member and Treasurer of the Antioch Cemetery Association Board and Co-Owner of Simply.

*"Quality is never an accident: It is always the result of high intention, sincere effort, intelligent direction and skillful execution. It represents the wise choice of many alternatives."*

*-William A. Foster*

## Exemplary Practices Award

### Other Services

**David Kim**

**Associate Vice President for Technology & CIO**

**Central Piedmont Community College**



**Challenge:**

CPCC's Web Class Attendance was designed to ease the tracking issues for instructors and establish a more

efficient and effective attendance system. Reasons for this project were to replace the monumental task of distribution of outdated and incorrect printed class rosters requiring significant manual labor, collection of the thousands of rosters from an instructor at several sites, as well as the printing costs.

The Online Attendance project now allows instructors to take attendance more quickly, and the needed reports for other areas of the College and state auditor.

**Process:** With over 2,500 sections and 54,000 seats filled during a semester term, printing and distributing student rosters to instructors was a monumental task. In addition to the outdated information, printing cost and labor cost, it required additional manual labor for instructors to track their records (i.e. using Excel), report attendance for state reporting, and report to Financial Aid for students who stopped attending.

Evaluations of the existing solutions and consideration of internal development took place. After the evaluations, the committee agreed that there was not an existing solution to meet the needs. With careful thought and a lot of man hours, CPCC was able to access a company to customize their tools to develop a solution.

**Positive Outcomes:** Online Attendance has improved data collection and reporting while reducing duplicate processing of similar reporting by instructors. Instructors are able to focus on learning and improving communication with students. As a result of these changes, the cost savings from elimination of paper rosters and from errors such as Financial Aid refunds can be redirected to direct programs specifically for the betterment of students and the community.

Labor cost and supply costs were also significantly reduced. The greatest cost savings are a result of eliminating redundant processes and improving our efficiencies. There is an annual savings of \$25,000 by eliminating the process of printing. Additional efficiencies with labor cost are earned since staff no longer has to pick up, sort, and distribute rosters.

**Lessons Learned:** While the application was developed to address the many needs of the College across multiple departments, it was specifically designed to improve individual's functions instead of imposing additional/redundant processes due to needs of other departments. Online Attendance has proven to be a valuable

asset to the College and the College system. Online Attendance does call for sufficient communication and time for on-going training. It is also important to have tutorials and online services whenever possible.

Adoption of this enhancement has improved efficiencies across the NC Community College System. Two additional North Carolina Colleges have recently purchased this enhancement due to its ease of use and effectiveness. A third College has it under consideration.

*"Leadership is the capacity to translate vision into reality."*  
 -Warren G. Bennis

## Interesting facts about Louisville

- ▶ Louisville has the 10<sup>th</sup> busiest airport in the world and the 5<sup>th</sup> busiest cargo airport in the United States
- ▶ Tourism generates \$200 million in state and local taxes annually. Economic impact of direct visitor spending in Jefferson County is \$1.1 billion
- ▶ 90% of the United States' disco balls are produced in Louisville each year
- ▶ 95% of the world's bourbon is produced in Kentucky
- ▶ The Belle of Louisville is the oldest operating Mississippi-style sternwheeler steamboat in existence
- ▶ 60 tons of firework shells used each year at Thunder Over Louisville, North America's largest annual pyrotechnics show
- ▶ There are 554 roses used in the garland of roses presented to the winner of the Kentucky Derby
- ▶ 100,000 Mint Juleps are poured during the Kentucky Derby and Kentucky Oaks
- ▶ Louisville consumes 981 total miles of the Ohio River
- ▶ Population of Louisville metropolitan statistical area in 2000 was 1,025,598
- ▶ The Kentucky Derby is the oldest continuously held horse race in the country. It is held at Churchill Downs in Louisville on the first Saturday in May.
- ▶ The song "Happy Birthday to You" was the creation of two Louisville sisters in 1893.



Congratulations CCBO 2011 Award Winners! Special thanks to the committee-chaired by Dr. Brenda Leonard (2001 OBO winner) for their work in evaluating the nominees.

## Awards Committee



**Brenda M. Leonard, Ed.D**  
Associate Vice President,  
Auditing Services and Reporting  
Central Piedmont Community College  
Charlotte, North Carolina



**Susan Clough**  
Vice President of Administration and  
Finance  
Morgan Community College  
Fort Morgan, Colorado



**Elizabeth Argiri**  
Director of Financial Services  
Macomb Community College  
Warren, Michigan



**Tangila C. Dove, Ph.D.**  
Vice President of College Services  
Northeast Lakeview College  
University City, Texas

# Tips for a Better Life

Take a 10-30 minute walk every day. And while you walk, smile. It is the ultimate anti-depressant.

Sit in silence for at least 10 minutes a day. Buy a lock if you have to.

When you wake up in the morning complete the following statement, "My purpose is to \_\_\_\_\_ today."

Live with the 3 E's - Energy, Enthusiasm, and Empathy.

Play more games and read more books than you did in 2010.

Try to make at least three people smile each day.

Clear clutter from your house, your car, your desk and let new and flowing energy into your life.

Don't waste your precious energy on gossip, energy vampires, issues of the past, negative thoughts or things you cannot control. Instead invest your energy in the positive present moment.

Smile and laugh more. It will keep the negative blues away.

Life isn't fair, but it's still good.

Don't take yourself so seriously. No one else does.

However good or bad a situation is - it will change.

Do the right thing!

Make time to practice meditation, yoga, tai chi, and prayer. They provide us with daily fuel for our busy lives.

Enjoy the ride. Remember, this is not Disney World and you certainly don't want a fast pass. You only have one ride through life, so make the most of it and enjoy.

Dream more while you are awake.

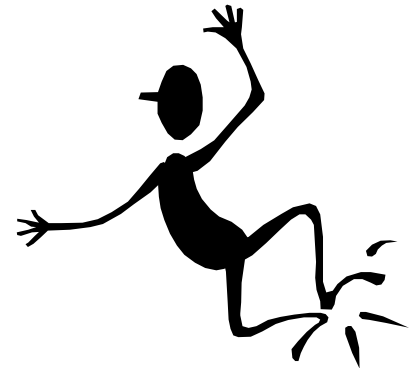
Get rid of anything that isn't useful, beautiful or joyful.

No matter how you feel get up, dress up and show up.

Call your family often.

Laugh when you can, apologize when you should, and let go of what you can't change.

The best is yet to come.



*Whoever I am, or whatever I am doing, some kind of excellence is within my reach."*

*-John W. Gardner*



## How to Get that Second Wind

Feeling run-down? You'll turn up the energy in five minutes if you:

**REFUEL.** Snack on fiber-rich munchies such as dried apricots, celery sticks, an apple or a few pistachio nuts.

**BREATHE DEEPLY.** Every 1-2 hours, spend 5 minutes inhaling and exhaling deeply.

**TAKE A VISUAL VACATION.** Close your eyes and mentally escape.

**SNAP OUT OF IT.** Splash cold water on your face or pop a breath mint.

**TAKE A "GOOD NEWS" INVENTORY.** At the end of the day, write down all the good things that happened.

## Want to nominate someone?

CCBO hopes to recognize you, a colleague, a program, or your institution with an award in 2012.

For more information visit:  
[www.ccbo.org](http://www.ccbo.org)

