

# DUTCHESS

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## COMMUNITY COLLEGE

OFFICE OF THE  
PRESIDENT

December 26, 2022

AACC Committee on Directors and Membership Services  
c/o Dr. Angel M. Royal  
1 Dupont Circle NW, Ste 700  
Washington, DC 20036

**Subject: Letter of Support for Dr. Carlos Morales**

I have had the good fortune of knowing Dr. Carlos Morales for almost 10 years. We served as seven of fellow colleagues and Presidents within the Tarrant County College District (TCCD) for seven of those years. During that time, I learned plenty from Dr. Morales, and still rely on his counsel and advice as a friend and higher education leader, especially in the eLearning, instructional technology, and accelerated learning arenas.

**Professional Success**

Carlos has had a remarkable career in higher education, teaching and leadership, that spans over two decades. His classroom experience includes teaching undergraduate to graduate courses in Biology and educational leadership, face-to-face and in eLearning modalities. He continues to maintain a classroom presence, even with the responsibilities he carries as a campus president. As impressive are his achievements as founding President of TCC Connect, Tarrant County College District's eLearning campus.

I've admired the talent and skill Carlos demonstrated and continues to display in standing up TCCD's online campus. He oversaw the transformation of the College's approach to eLearning from a series of courses and programs offered across five campuses into a single unit that is now accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), and earned TCCD the distinction of being named the Best Online Community College by Intelligent.com in 2020. Today, he leads a campus that offers 40 associate degree and certificate programs, serves over 30,000 students annually, and employs 500+ faculty.

**Leadership Strengthens**

As you can imagine, the intellectual acuity and business acumen required to accomplish the kind of success Carlos has achieved at TCC Connect are significant. He is an intelligent, smart and highly accomplished higher education thought leader. The renowned scholar and higher education researcher, Robert Zemsky posits that college and university leaders must be "mission-centered and market-smart," to maximize institutional effectiveness. Carlos epitomizes this ideal. He thinks systemically and has a keen understanding of contemporary issues in higher education—from concerns about the value of higher education to enrollment, the importance of pedagogy, andragogy, facilities, instructional technology, and institutional effectiveness. During the last five years, he has been the district-wide champion responsible for executing one of TCCD's eight strategic initiatives, which is reimagining workspace environments. To this end, he has led a team across the six TCCD campuses to identify guiding principles that drive the execution of the College's facilities master plan, while integrating innovative and collaborative uses of technology. It is the combination of his championship of this work and his leadership to stand up TCC



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December 1, 2022

AACC Committee on Directors and Membership Services  
c/o Dr. Angel M. Royal  
1 Dupont Circle NW, Ste 700, Washington, DC 20036

Dear AACC Committee on Directors and Membership Services,

With great pleasure, I write to provide my full support for Dr. Carlos Morales, President of Tarrant County College – TCC Connect Campus, as a candidate for election to the 2023 AACC Board of Directors in the Affiliated Council Representative category.

I have worked closely with Dr. Morales on many levels and can attest to his commitment to the mission of community colleges as an executive leader, academic scholar, and community and institutional servant. As an executive leader, Dr. Morales is a collaborative innovator and strategic planner, having designed and founded one of the country's most successful online community college campuses. Throughout his tenure as President of TCC Connect Campus, he has institutionalized the highest standards of online instructional design, delivery, and support, which proved ever so crucial while he championed the College's academic continuity during COVID and most recently during periods of major campus construction.

As an academic scholar, Dr. Morales is active both at the national and international level, having written, peer-reviewed, and presented across the globe. He continuously contributes to the wealth of knowledge in online teaching and learning and advocates and elevates standards while charting new and, at times, never envisioned boundaries for learning modalities.

Dr. Morales has served on numerous local, regional, national, and international boards as a community and institutional servant. His service includes holding board leadership roles for the North Texas Area Community Health Centers, KERA/KXT North Texas NPR Public Radio, National Community College Hispanic Council, and Hispanic Educational Technology Services.

I am most certain Dr. Morales will approach service on the AACC Board of Directors with the same passion, innovation, and commitment to excellence as he has demonstrated in all his roles.

Sincerely,

A handwritten signature in black ink that reads 'Zarina Blankenbaker'. The signature is written in a cursive, flowing style.

Zarina Blankenbaker, Ph.D.  
President