

NEOA

Leadership Institute

2008-2009



**Building leadership skills in those
who build the future.**

Introduction

Purpose and Goals:

The Leadership Institute (LI) was founded by the New England Educational Opportunity Association (NEOA) in response to what the organization regarded as the most serious need of our members. While TRiO personnel benefit from professional trainings offered by the U.S. Department of Education and the annual conferences sponsored by COE and NEOA, there are few opportunities for them to enroll in intensive professional development institutes designed specifically for those working with low-income, first-generation college students. This type of training is especially needed for young professionals who are ready to make a long-term commitment to TRiO programs and who have potential to become leaders in the Educational Opportunity cause, but who need specific training in leadership skills. As you know, many corporations have recently realized the benefit of such training for their rising executives and spend large sums to offer such opportunities to their employees. By having NEOA sponsor such training, and by making use of our contacts (both at our host institutions and through former NEOA leaders and our larger network who share our cause and values), we are able to offer an exceptionally rich experience to those who enroll in the Institute.

Our main objective in each year-long Institute is to help each individual fulfill their full potential as a TRiO professional. For some this has meant taking on a larger role within their host institution. Others have branched out as leaders in their community. Still others have become involved in NEOA and made a national mark by advocating for TRiO in regional and national forums. The topics that are covered include understanding one's own leadership style, public speaking, working with diversity, authentic leadership, leadership in action, effective feedback, and organizational development.

This Year:

Serving as Director of the Leadership Institute was a bit daunting and exciting in having to fill the shoes of those who'd served before and wanting the experience to merit the feedback from previous graduates. It has been a very satisfying experience to say the least. This group was a lively, dedicated, spirited and motivated group. We had 12 participants and they came from Vermont, Massachusetts, and Connecticut and represented McNair, ETS, EOC, Upward Bound, and GEAR UP. Evaluations showed that objectives were met and everyone, including me, found it to be a most rewarding experience!

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We met three times and each session ran from noon on Wednesday through noon on Friday. We met during the first week in November (momentous and emotional for us all as we convened on the day after the election!) at the Rockcraft Retreat Center in Sebago Lake, Maine. Topics included the DISC Behavioral Inventory, Organizational Development and Team Building, and the founding and growth of NEOA into the organization it is today. Our presenters included Marsha Johns (now retired from UNH/ETS and long-serving NEOA board member), Dr. Douglas Johnson of the University of Maine at Orono (who has almost achieved tenure with the LI!) who worked with the group and the DISC inventory, and Paul Mentag of the Maine Institute for Civic Leadership. Paul presented on organizational development theories and did some experiential exercises and team-building with the group.

The second session was held during a furious New England snow storm at the Hulburt Outdoor Center in Fairlee, Vermont the first week of 2009. Presenters included Steve Jonas (former ETS counselor from VSAC now head of Concentus Consulting) and Tim Lybarger (independent consultant from northern Vermont). Topics included Leadership in Action and Creating Your Own Personal Mission Statement (Tim) and Running Effective Meetings and Requesting, Giving, and Receiving Feedback (Steve). We also had an evening fireside chat with Karen Scott (past-president of NEOA) and Karen Madden (president-elect of NEOA) who are both alums of the LI.

Our third and final session was held at the Walker Center in Newton, Massachusetts and was held during the first week of March. Topics for this session included working with diversity and leadership and public speaking. Presenters were Lisa Slade (an ETS counselor with CONNTAC) and former-president of NEOA and now director of the JFK Presidential Library, Tom Putnam. We also had two evening fireside chats; the first evening was with Dr. Charles Desmond, who spoke with us about educational opportunity and social justice and the role of leadership. The second evening we welcomed Reggie Jean and Ramon Gonzalez, who are both currently serving on the NEOA board and are both former alums of the LI. Additionally all participants made presentations to their LI colleagues on books that they had read over the last three months pertaining to leadership.

To see this group come together, to share a common experience, bond and become so close and supportive was a pleasure that one rarely gets to experience or take part in. We had skilled, wonderful presenters but the energy put forth by the participants is what made this year long experience full, rich, and deeply satisfying.

Thank you, Class of 2008-2009.
Sigh Searles, Director

Shawn Barry



I've been working on the GEAR UP Lowell partnership program at UMass Lowell for nearly a decade now. I recently began working on a National Science Foundation after-school program as well.

I chose to participate in the Leadership Institute after hearing from past participants about how powerful it was both professionally and personally. I looked forward to the idea of being part of a cohort of my peers, forging new relationships that I can rely on for support throughout my career. I consider myself a lifelong learner, and LI fit well with that. I also felt that this would give me the skills to move forward professionally and provide me with a new set of tools that I can apply to my work.

The Leadership Institute has met all of these expectations and more. This has been a great group to work with, and every session left us all wanting more! All of the workshops were carefully chosen and were very appropriate to the work of TRiO professionals at every level. My view of leadership has changed in many ways, and LI provided us with many examples of how to create significant change while staying true to who we are as individuals. A quote from Charles Desmond is very appropriate here, "*Leadership is the ability to do things that the science of management says is impossible.*" I'm not sure he is the original source of this, but when he came to visit us, he shared this with us. It captures everything the NEOA Leadership Institute means to me.

I plan to use my knowledge to continue the work of promoting access to higher education for those who need our support. I have already applied many of the tools provided in the institute and have seen the results. I hope to stay in contact with my fellow LI 08-09 participants and continue to grow in many ways.

Santos Cayetano



My name is Santos I. Cayetano, Associate Director of Wesleyan University's Ronald E. McNair Post-Baccalaureate Achievement Program. The goal of the McNair program is to prepare undergraduates for graduate studies. The McNair program provides participants with research opportunities, GRE preparation, assistance with graduate school applications, research presentation opportunities at national and local conferences, and mentoring by Wesleyan faculty and staff. I have been in my current position for a little over a year but have been associated with the Wesleyan Upward Bound Program for over a decade. From a young age, I encouraged friends and peers to participate in activities like physical fitness, soccer and Outward Bound in hopes of staying in school and out of trouble. As a result several of them graduated from high school and went on to college and earned their degrees.

Over the years I have held various positions leading to my current position at Wesleyan. Prior to Wesleyan I was the Senior Program Director at the Ralphola Taylor Community Center YMCA in the Bridgeport. In this position I was instrumental in developing programs and community partnerships that were supportive of youth and families, including 21st Century Community Learning Centers at two Bridgeport high schools. As the membership director at the Regional YMCA of Western CT, I worked to diversify staff, provide culturally engaging programming and maximize the resources of the branch in service to the community. As a freelance educator and leadership trainer and as an instructor at Great Hollow Wilderness School I have gathered a wide range of skills, activities, and experiences centered in personal and group development. At Nutmeg Big Brothers Big Sisters and the Taylor Center YMCA, I further developed skills in grant compliance, programming and community collaboration, and program management and supervision.

I applied to the NEOA Leadership Institute because I wanted an opportunity to fully understand the goals of the Higher Education Act of 1965 and the impact it has on TRiO programs. Despite the years that I have worked with TRiO programs, I did not have a clear understanding or a working knowledge of the

history of the programs. With Wesleyan McNair program being in its first year of funding, I felt it was important and necessary for me to acquire these resources so that I could better serve our students. I also wanted to be connected to a network of professionals that have a vast range of experiences, knowledge, and talents in serving TRiO students.

While attending the Leadership Institute, I have developed my leadership skills, learned about my leadership style, increased my understanding of TRiO programs and the role of NEOA, and developed new friendships. One of the most important things I learned from the LI is the importance of living a life of purpose that is deliberate: based on the choices I make. The experiences, the friendships, the laughs, and work were invaluable. At the conclusion of my LI experience I am walking away with a deeper understanding of TRiO programs, the role of NEOA, a group of friends and colleagues, and a greater sense of purpose. I thank a unique group of leaders and Sigh for his guidance and insights for making this experience possible.

Kelley Beckwith Gilmour



It's hard to believe, but this is my sixth year as the director of Castleton State College's Academic Support Center. Time sure flies! I spend most of my time as director of our Student Support Services program and also oversee our Upward Bound program. This position also marks my fifth job in the Vermont State Colleges, and by far my favorite. I have over 17 years of administrative experience in higher education, but it is my work with TRiO students that I value most.

I am the daughter of two first-generation parents, both of whom went to Salem State College in Massachusetts and became high school teachers. While not a first-generation student myself, I have seen (and lived!) first-hand the difference an education can make over a lifetime. My father was the youngest of four and the only one to finish college.

Helping TRiO students at Castleton to navigate their own path toward a degree motivates me, gives me a strong sense of purpose, and makes me feel like I am making a difference in the world. I also enjoy working closely with my staff. Building a strong dedicated team and supporting them as we all move toward the same goals is very rewarding. I am personally dedicated to make continuous improvements that will benefit our students and staff alike.

As a mid-career professional, I applied to the Leadership Institute seeking personal growth and development with hopes of gaining some insight into my professional future. I found all of that and so much more! I feel blessed to have been a member of this year's Leadership Institute. It was truly a wonderful experience.

We learned about ourselves and each other. We learned many new skills, some of which I was able to take back to Vermont and put to beneficial use right away. We were inspired by Charlie Desmond and other TRiO leaders. Each session was filled with honesty, courage, advice, and a lot of humor as we all stretched ourselves in the safe environment we developed so quickly under Sigh's leadership.

I extend my deep gratitude to the NEOA Board for their support of this outstanding program. And my heartfelt thanks goes to Shawn, Santos, Gaele, Sharmese, Heidi, Angela, Alvin, Gil, Channa, Merrilyn, Harriet, and Sigh for making the 2009 LI an outstanding experience with your wisdom, wit, friendship, sharing & support. You are the best!

Gaelle Gourgues



I am the counselor of the McNair Program at Boston College. As an alumna of a similar program at University of New Hampshire, I was interested in building a program from the ground up when BC received their grant in 2003.

In the context of graduate school preparation and research, I strive to meet my students' needs with the highest standards. My tenure with the McNair Program has been a tremendous experience for my professional and personal development.

The Leadership Institute has provided me time and resources to take an aerial view at my current position and the many hats I wear, and make some improvements for continued growth. I hope to bring to my colleagues in my department many of the suggested tools to improve office morale and office procedures.

Sharmese Gunn



I am a TRiO professional as well as alumni. I am a person who has high expectations in my personal life and in my work performances. When working with students I like to raise the bar high and give them something to reach for. Students want to prove to themselves that they can do it and most of the time to me that they are capable to exceeding expectations. I am confident, adventurous, free-spirited and honest.

Some positions that have definitely built me were working in the social services field. It has molded me into the person I am today. My current position is an Academic Counselor for Educational Talent Search. I love working with middle school students. It's easier to plant seeds at this age because they are more open to ideas.

My experience at LI was more than what I ever expected! I had fun and I was able to work with individuals outside of my job. We shared similar experiences and different techniques from working with students to our own personal lives. It was like "chicken noodle soup for the soul!"

I applied to this job because I had to. I decided to take some time off from work because I did not agree with the work environment and ethics that I have seen in the workplace. So, there was an ad in the newspaper and a family member encouraged me to apply. Here I am today!

Heidi McLaughlin



As a first generation college student I understand the struggles of navigating the financial aid and postsecondary maze. I bring these experiences to my current position of GEAR UP counselor where I work with kids in grades 6-12 at Winooski Middle/High School in Winooski, Vermont. Prior to my position as a GEAR Up counselor I worked as community service/service learning coordinator at a Vermont State College and previous to that I was an admissions counselor. I bring my knowledge of admissions and my passion for service learning to my current position where I enjoy creating opportunities for students.

I applied to the Leadership Institute as a personal growth opportunity. It has been several years since I took a graduate course and I wanted the passion of learning to be ignited again. What I gained from the Institute was much more than I expected. I feel my channels of learning have been opened. I have developed friendships with colleagues. I have a better sense of my connection to NEOA and the whole national picture of TRiO. I have a better understanding of my leadership skills and how to utilize my strengths. The Leadership Institute has created the opportunity for me to reflect on who I am personally and professionally, giving me a renewed sense that I am doing the work that I love to do and that I want to continue doing. I have found great meaning in working with students; sometimes I forget that when paperwork and busy schedules seem to take over. LI has reset my clock and pointed me in the direction of my true north!

Angela Quintadamo



I have been working for the Colleges of Worcester Consortium as an Education Advisor in the GEAR UP program since the fall of 2006.

My position as an advisor in the John S. Laws program at Dynamy, Inc. was my first paid position working with high school students. This experience helped me to understand that there were careers outside of traditional classroom teaching that would allow me to work with young people in a truly transformative capacity. This job was a gift. My co-workers were inspirational and my director modeled quiet and powerful leadership that has inspired me professionally for years. My brief employment at a college admissions office helped me to gain a thorough understanding of the admissions process from an institutional perspective. I relate this knowledge to my students all the time; the stories really help to drive home the concepts we work so hard to build through workshops. Finally, the work I've done on several boards throughout the years have helped to broaden my understanding of the complexity of issues that face non-profits beyond the direct service component of their mission.

I work as an advisor in North High School in Worcester, MA with approximately 600 students in grades 9-12 on a wide variety of college access issues. As a first generation college student myself and graduate of this high school, I am inspired on many levels to do my very best on behalf of the students. I love the variety of tasks this job provides. I can be buried in tax returns filing FAFSA's all day, be out on a beautiful campus tour the next, and then engaged in some quick wit and laughter with students in a workshop the following day. I have the best job in this school!

I applied to Leadership Institute because I have been reflecting on my goals, both professional and personal, and wanted the time, opportunity, and guidance to address these in an intentional and constructive way.

Alvin Riley



Who am I? I am Alvin T. Riley, Jr., a God-loving Black man of West Indian descent with a passion for making a difference in the lives of those with whom I come in contact. Passion is a big thing with me. I need to work in a field that I am passionate about. My passion for the work with low-income students is fed by the presence of low-income students on campus. When their dreams and aspirations are shared with me, I gain strength. I also need to gain strength from my colleagues. Being in the Leadership Institute made me a part of a group of individuals who are motivated and passionate also, but in different ways. My “passion bar” was raised by being a participant in the LI. My motivation and passion for the work was tremendously increased by being a participant. It increased my vision of TRiO and the mission of TRiO. The presenters represented leadership among the old and the new. The stories, much like my own story, also served to further inspire me to do the work. Many would be curious as to why I would be involved in such a program after all these years in the field. My answer is simply: My mission is not complete yet. This work is my life. It is what the ministry in which I am involved, is all about – making a difference. A major concern for me continues to be the educational plight of the Black and Latino males. We are constantly told of the increasing of the rolls of Black and Latino males in the prison system as well as their disappearance on the American college campus. If they are vanishing from our campuses, it also means they are vanishing from TRiO as well. The mission of TRiO has always been education opportunity for all people, and participating in the LI rekindled that aspect of the mission for me. Through TRiO, we can do our part in helping reverse that “going-to-prison” trend and replace it with a “going-to-college” trend.

Why I chose to participate in the Leadership Institute: I chose to participate in the Leadership Institute for a number of reasons. I am a TRiO alum. For many years I have felt that TRiO is not well known not only in educational circles but also in communities where there are primarily low-income families. I have often told people that I come from an Upward Bound family. All of my siblings and several of my cousins were Upward Bound participants but we knew nothing or very little about TRiO. My mother could tell you all about Upward Bound, but would tell you she knows nothing about TRiO. I have always worked in the field of education serving low-income students. While working at Fitchburg State

College, I was the director of an Educational Opportunity Program called ACCESS. The campus did not have a TRiO program. In the late 1980s, I had the honor of writing my first successful grant starting with Upward Bound. In 1992, I wrote an SSS proposal that was not funded, but working along with a team of individuals, it was funded in 1996. While being involved and serving in NEOA (formerly NEAEOPP) and MEOA, I did not feel totally part of the movement. In 1994, I went to Washington, DC to receive the TRiO Achiever Award representing New England. When the Leadership Institute first started, I wanted to participate, but because I was not “TRiO,” I did not seek to enroll. In 2006, I left Fitchburg State and became the director of the PLAN program, which is a TRiO SSS program. To my surprise many at the college were not aware of the connection to TRiO and the program was approximately 10 years old. All of these factors came into play when it was announced at the 2008 NEOA conference that the Leadership Institute was enrolling another class for the 2008-2009 academic year. I went to the reception and listened to the individuals talk about their experiences, but that wasn’t enough for me. Most of the individuals talked about this meaningful experience particularly because they were somewhat new to the TRiO experience. Because I had been in a TRiO program, worked in a TRiO program plus an EOP and had been around for a while, I was hoping for something more, but not sure what.

What the LI experience was for me: For me, participating in the LI was a revival of the spirit of TRiO which is that something more of which I was looking. It was a reminder to me that that spirit of TRiO that dared to walk into the Washington Elms housing projects in 1965 still lives and it lives in me. For me it was also making that total connection with TRiO that lives within. LI solidified for me that we through TRiO are the difference that we all should be striving to make and in the words of Gandhi (paraphrased), we should “be the change.”

Gil Rose



I am Gil Rose and I work at Vermont Technical College in Randolph, Vermont as an Academic Support Counselor in the Student Support Service Office. My job is to support mental health in the college from a wellness perspective. Since I am the only mental health counselor in the college, the demand is overwhelming, so, as a result, I have learned the necessity of spending much of my time developing support networks for students. It is because of the need to develop a mentoring program and develop leadership amongst the students that I decided to attend the Leadership Institute. Also, three of my colleagues in the Student Support Service office (Charlie Castelli, Robin Goodall, and Dan Boyce) had all participated in the Leadership Institute and encouraged me to apply. They said it was a good thing and I trusted them, so I went.

My experience at the Leadership Institute was all that I could have hoped for, and more. I have already adapted many of the strategies used in the Leadership Institute into my plans for leadership training of student mentors. Obviously, the Leadership Institute was created to encourage people to step up and take leadership roles at a statewide level and beyond. The investment in me will probably not pay off at that level for awhile. I am new in the system (I have worked in TRiO less than two years) and need to grow in my job before I will be ready to focus on the larger system. I am sure that will happen in a couple of years, but the students at VTC and I will reap the rewards right away. Much of what I learned in the Leadership Institute was as much about taking charge of your own life as it was about leading others. I have always preferred to lead from the background, but life, I know, will demand stepping up, when I understand what needs doing.

Some of the greatest gifts I received from the Leadership Institute were beyond the wonderful presentations. The greatest gift was the sharing with all the interesting people in the group. It made me aware of the bigger picture of TRiO beyond my little mission in Randolph, Vermont. I also am quite sheltered in Vermont to many of the diversity issues that we don't have much exposure to. I was blessed by the presidential elections taking place during the time we had together. I was deeply moved by the impact of the elections on many of our

group members. I never would have understood in the same way if I hadn't shared that special time together. The dedication of the group to the mission of TRiO, because of how TRiO had affected their own lives, helped me to believe even more in what we are doing. Sigh Searles' quiet and humble leadership style was also a model I could see striving for. Thanks to all who made it possible.

Channa Srey



My mission statement is simply to CARE. This acronym stands for Create, Aid, Respect, and Enjoy. I chose to use an acronym because it is short and to the point. Also, the simpler the mission statement, the more likely I will be able to remember and internalize it. Each of the four words reminds me of what I must do in order to find satisfaction in life. I must let my imagination reign and be creative. I must be a good neighbor and aid those in need. I must respect others regardless of their status or our differences. Lastly, I must take time to enjoy the moment and enjoy life before it slips away.

The best part about my job is that it allows me to CARE. My current professional position is Educational Talent Search Advisor at North Shore Community College in Lynn, MA. I applied for this position when I felt that I needed a change from having worked full-time at Upward Bound for two years. Change was good because I now have firsthand experience of how both programs operated and how each is important and necessary in its own right. Also, having worked with students in both programs led me to want to CARE even more.

I do believe I am the sum of all my experiences. I take away from every position I have held important lessons that have not only built me up professionally but also kept me grounded. Having been the one who cleaned the toilets, swept the floors, pushed the carts, and took out the trash, I developed an immense appreciation and respect for all levels of the workforce. Currently, I no longer have to do all these things because of my role as an advisor and administrator, but all of my past experiences have taught me invaluable lessons and given me enough reasons to CARE.

As I reflect on the Leadership Institute, I find that it was a tremendous learning experience. It alerted me to be sensitive to the needs of others and how they functioned. It also gave me practical ideas in addition to theories. After learning about the difference between information sharing and information processing, I immediately benefited from this knowledge. We do more information processing at our board meetings now, and they have become even more efficient and productive. I also loved learning about leadership styles and

was very impressed that the DISC personality profile for me was spot-on accurate. Besides all the learning opportunities, I would venture to say that the best aspect of the Institute is its people. We are all so different, and that is what makes our cohort so great!

When asked what my desired steps are as a leader, I would have to admit that I'm not sure. What I do know is that I would like to inspire myself and others to achieve more than we thought possible. I have yet to figure out how to do this, but I know that I'm heading in the right direction as long as I strive to find as many ways as possible to CARE.

Merrilyn Tatarczuch-Koff



I was an RA at the University of New Hampshire. That might explain everything!

I cultivated communities among first-year students and loved the responsibility. After graduating from college, I discovered there were other interesting offices on campus and there was no need to ever leave. My master's degree is in higher education administration and I have worked in every administrative division at both large state universities and small private colleges. I even married a former RA and it appears that our daughters have the "RA gene."

Six years ago it was finally time to leave the college campus setting. I learned that within the world of TRiO and GEAR UP I could promote higher education and continue to advocate for students. It is difficult to describe my position in a few words. As an EOC educational counselor, it has been a privilege to meet so many courageous adults who demonstrate hope in action. As the statewide services counselor for GEAR UP Vermont, I have done just about everything, but I have most enjoyed the large-scale event planning for students, parents, and professionals.

The Leadership Institute seemed like a missed opportunity for me. I assumed that I should have done this before my NEOA board experiences. It did not appear possible to juggle the Leadership Institute with my other roles and responsibilities. But I was curious. I wanted to connect with the diversity of colleagues from different programs and regions. I expected there would be time within the Institute for self-reflection and unknown challenges. I am grateful to NEOA and VSAC for this opportunity to meet with these wonderful college access leaders. This process has helped me clarify the priorities of my life's work.

Thank you to Sigh, the 08-09 Leadership Institute class and my family for your leadership!

Harriet Williams



I consider myself to be a caring and dedicated individual. In order for me to do my best, I have to feel connected to the work that I do. One of the reasons why I like working with TRiO/SSS students is that I feel connected to the experiences of first-generation students. As I work with students, I am always reminded of my own path through school and how my professional mentor pulled and shoved me through my experience. I feel like I have been blessed with a great deal and in order for me to feel like I am giving my best, I have to give back in ways that are meaningful both to me and the populations I serve.

I would say that my professional path has been ironic. I can actually chart my path based on what I *didn't* enjoy doing professionally. In my professional life I have been a parenting counselor for women in recovery, a purchasing manager, a house parent at a boarding school and held various roles within higher education. Those positions include housing, judicial affairs, admissions and international education. I would say that while all of the positions that I have held are distinctly different, I have gained a great deal from each: skills like budgeting; program and staff development and knowledge of the world and real issues impacting various communities; the ability to listen and respond thoughtfully. I learned that there were populations and settings that were not ideal for me: K-12; corporate America; working with too much privilege; working with too much deprivation. I also developed a clear understanding of what motivates me: student success and helping students achieve that.

Currently I am the Assistant Director of the Learning Cooperative and Director of the TRiO/Student Support Services at the University of Vermont. I applied for this position for two reasons: I was excited about the opportunity to work closely with a colleague that I admired and as a professional I have had rare opportunities to be supervised directly by strong competent women. I felt that there was a great deal I could learn about myself in that setting and that I could develop professionally in ways that hadn't been available to me previously. However, most important to me was the opportunity to work with a population of students that I closely identify with. As first in my family to attend and graduate from college, I, like many TRiO professionals, understood what it was like

attending college without certain knowledge and I wanted to be able to do work that would enhance the college experience for this population of students.

I applied to Leadership Institute because as a new TRIO professional, I wanted to learn more about TRIO and I wanted to get to know more people in the region and learn new tools for success as a leader. I feel like participating in LI has been a pause button for my life and allowed me the space and time to explore who I am, what my needs are and how to achieve them. I have gained really valuable tools for management and leadership as well. I learned new methods for having tough conversations and about an organizational system that has helped me to prioritize and actually move my 'to do' list to the 'done' pile, something I had been struggling to do effectively.

I am hoping that I have more opportunities to get involved on a regional and national level. I anticipate becoming more active in NEOA, first by joining committees and possibly extending that to running for a board position. I also would like to get connected to associations outside of TRiO because I think other higher education professionals would benefit from an intimate knowledge of the work we do.

**“If you are thinking one year ahead, sow a seed.
If you are thinking ten years ahead, plant a tree. If
you are thinking one hundred years ahead,
educate the people.”**

Kuan Tzu, Chinese Poet, 500B.C.
