



Chaffey College

# Board Orientation

Presented by:  
Henry D. Shannon, Ph.D.  
Superintendent/President

December 11, 2020

# Mission Statement

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Chaffey College inspires hope and success by improving lives and our community in a dynamic, supportive, and engaging environment of educational excellence where our diverse students learn and benefit from foundation, career, and transfer programs.



# About Chaffey College

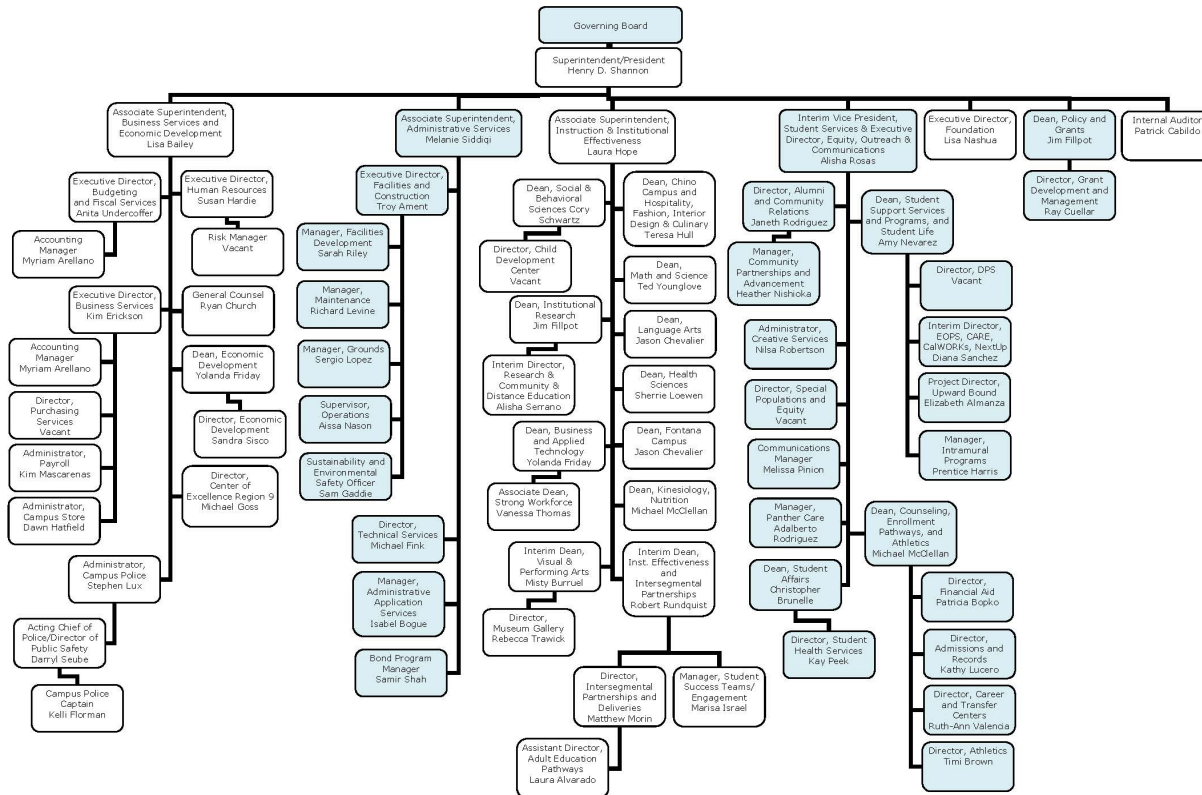
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- Founded in 1883
- Mascot: Panthers
- Employees nearly 1,674 full and part-time employees
- Accredited by the Western Association of Schools and Colleges
- 2020-21 Annual unrestricted general fund operating budget of \$125 million
- Report to the Community video and booklet available at <https://www.chaffey.edu/leadership/report-community.php>



# Organizational Chart

Chaffey Community College District  
Management Organizational Chart  
August 1, 2020



8/12/2020

# Campuses

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**Rancho Cucamonga Campus**



**Chino Campus**



**Fontana Campus**



# Who Do We Serve?

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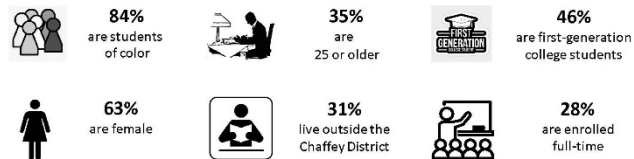
- The College serves approximately 20,000 students
- The vibrant populations of western San Bernardino County, including
  - Chino
  - Chino Hills
  - Fontana
  - Montclair
  - Mt. Baldy
  - Ontario
  - Rancho Cucamonga (Alta Loma, Cucamonga, and Etiwanda)
  - Upland



# Fall 2020 Student Demographics

## Chaffey College

### STUDENT PROFILE



### STUDENT CHALLENGES



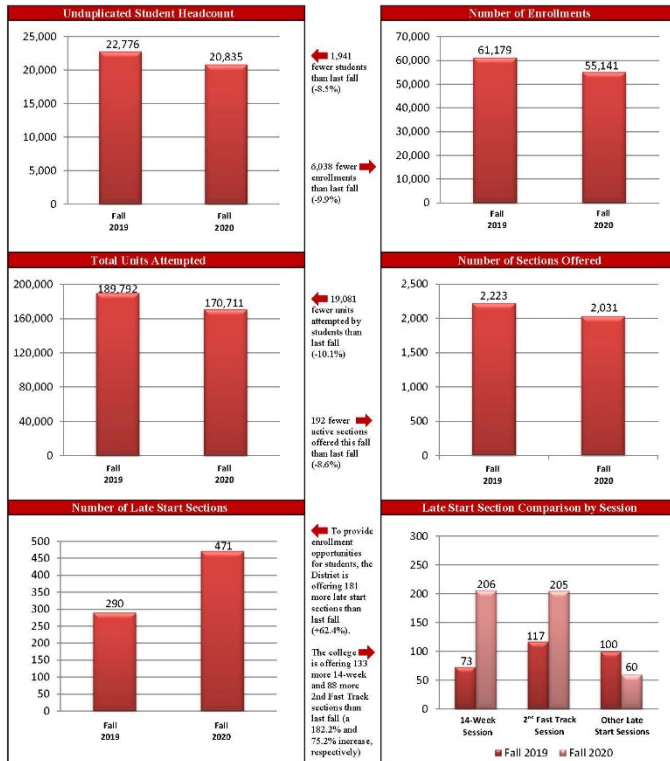
### IMPACT OF COVID-19



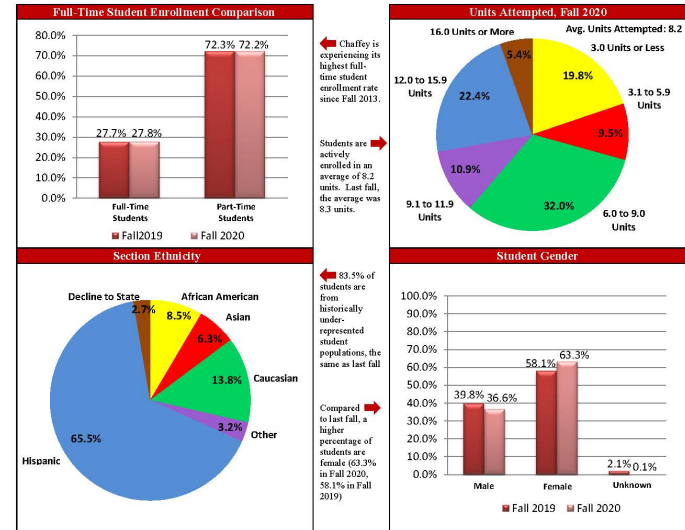
Sources: Chaffey College MIS data, Student Success Metrics, 2019 #RealCollegeSurvey, Spring 2020 Student Survey, Fall 2020 First Census Enrollment Report

# Fall 2020 Student Demographics

## Chaffey College Fall 2020 Semester Enrollment Update, 10/20/2020



## Chaffey College Fall 2020 Semester Enrollment Update, 10/20/2020



### Major Enrollment Changes Since the Last Enrollment Update on August 26<sup>th</sup>:

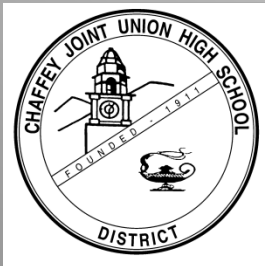
- A significant increase in students enrolling in 14-week and 2<sup>nd</sup> Fast Track sections. This has resulted in:
  - A gain of over 1,500 students. We are now down 8.5% (down 17.0% on 08/26/2020).
  - An increase of over 2,000 enrollments. We are now down 9.9% (down 14.9% on 08/26/2020).
  - Students are enrolled in over 5,000 more units. We are now down 10.1% (down 14.9% on 08/26/2020).
- Enrollment of special admit (high school) students. Most dual enrollment students enrolled after 08/26/2020. As a result, average units attempted and full-time/part-time status have declined - dual enrollment students are most frequently enrolled in one or two courses, affecting full-time students and unit range distributions.
- Decline in male students, particularly male students of color. With the overall student population down 8.5% compared to last fall, numeric declines were observed among all student groups by ethnicity and gender. However, disproportionately larger numeric declines were observed among male Hispanic students (down 22.2%) and male African American students (down 19.4%).



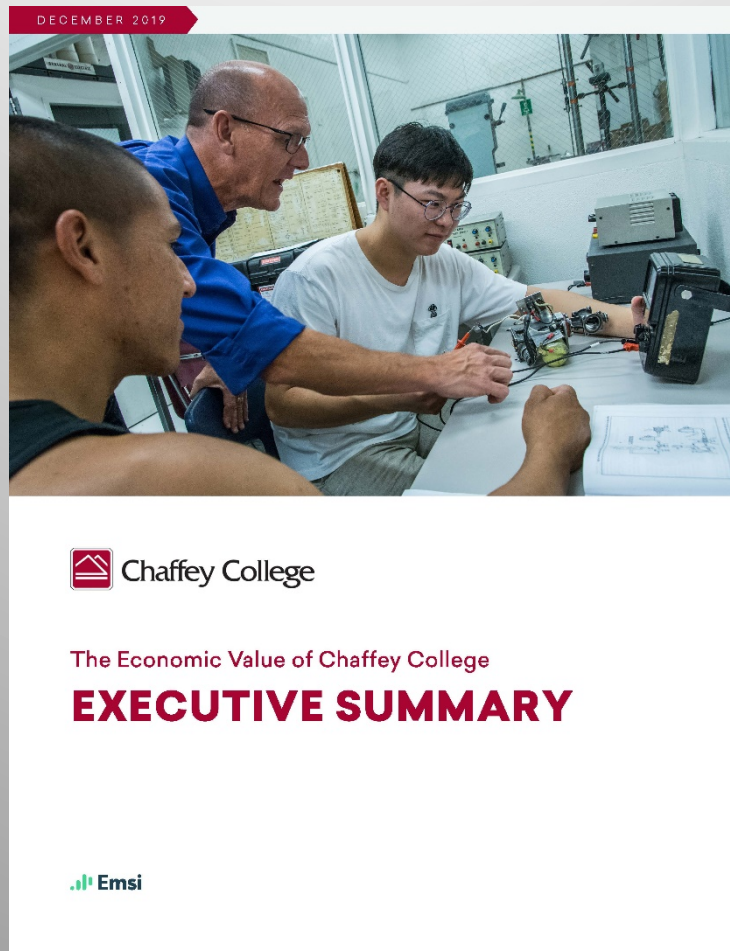
# Chaffey District High Schools

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- Four high school districts, including
  - Chaffey Joint Union High School District
  - Chino Unified School District
  - Fontana Unified School District
  - Upland Unified School District



# Economic Impact Report



# Economic Impact\*

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- In FY 2017-18, Chaffey added **\$485.6 million** in income to the Chaffey Community College District economy, a value approximately equal to **1.1%** of the region's total gross regional product.
- In return for their investment, students will receive **\$792.3 million** in increased earnings over their working lives. This translates to a return of **\$6.10** in higher future earnings for every dollar students invest in their education. Students' average annual rate of return is **20.4%**.
- For every dollar local taxpayers invested in Chaffey they will receive **\$1.70** in return, over the course of students' working lives. The average annual rate of return for local taxpayers is **5.2%**.

*\*Based on 2017-18 Economic Impact Report*



# College Budget 2020-21

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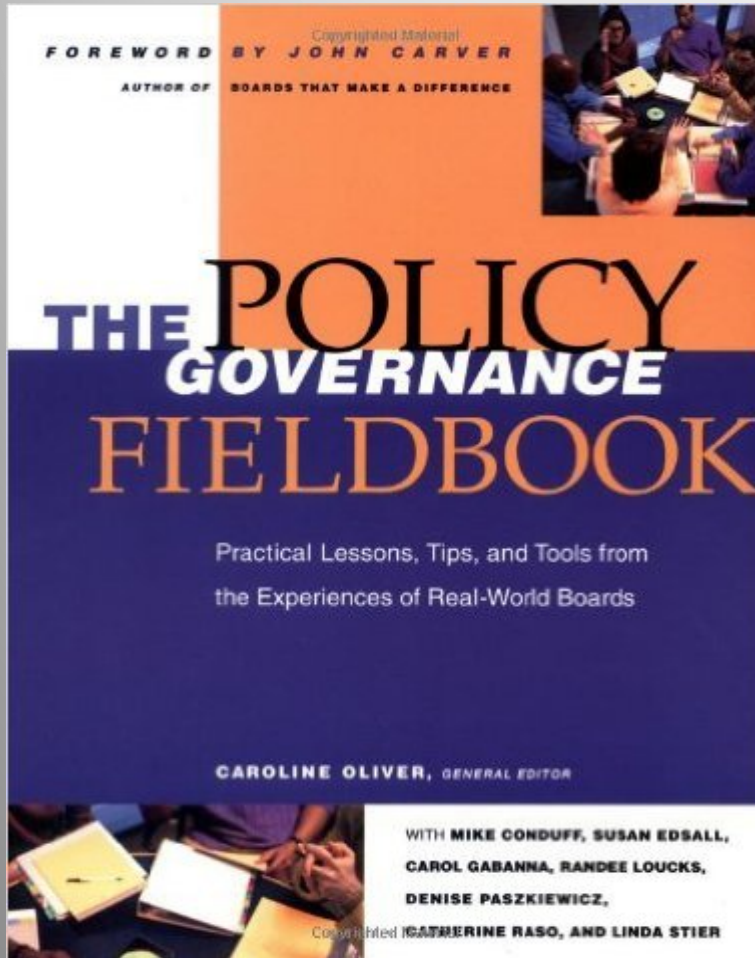
# College Budget 2020-21

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- Unrestricted General Fund - \$125 million annual operating budget
- Revenue Sources
  - State 56.87 percent
    - Apportionment, Prop 30 & other state income
  - Local 43.02 percent
    - Property taxes, student enrollment fees, other fees
  - Federal .11 percent
    - Financial aid cost allowances & forest reserves
- **Measure L Bond** – Approved by voters in March 2002 for \$230 million. Latest taxpayer rate \$15.30 per \$100,000 assessed valuation.
- **Measure P Bond** – Approved by voters in November 2018 for \$700 million.



# The Carver Model



1. The Trust in Trusteeship
2. The Board Speaks with One Voice or Not at All
3. Board Decisions Should be Policy Decisions
4. Boards Should Formulate Policy by Determining the Broadest Values Before Progressing to Narrower Ones

# The Carver Model Continued

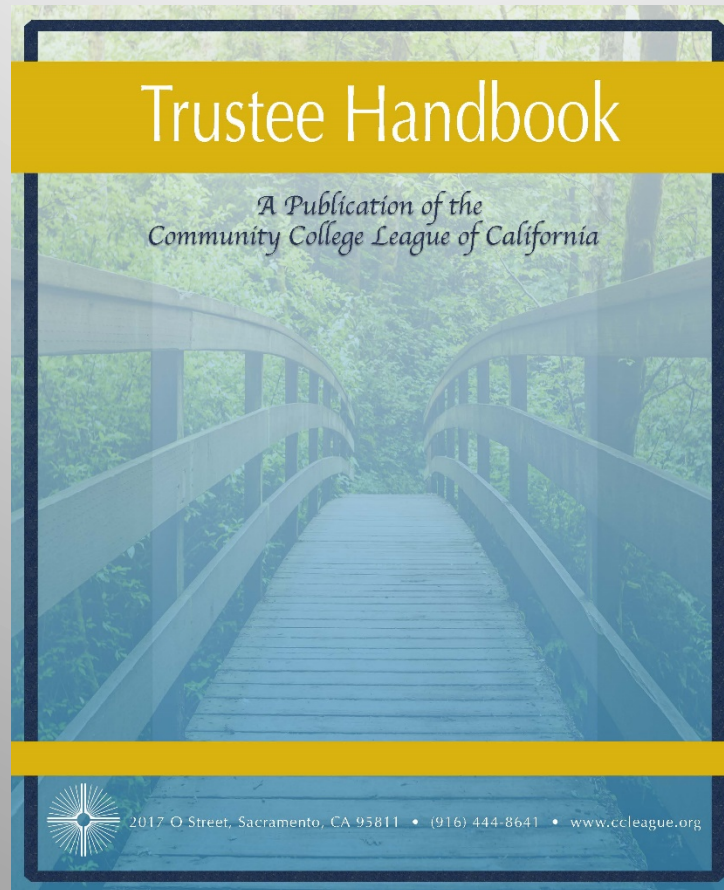
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- 5. A Board Should Define and Delegate Rather Than React and Ratify**
- 6. Ends Determination Is the Pivotal Duty of Governance**
- 7. The Board Can Best Control Staff Means by Limiting, Not Prescribing**
- 8. A Board Must Explicitly Design Its Own Products and Processes**
- 9. A Board Must Form an Empowering and Safe Linkage with Management**
- 10. CEO Performance Must be Monitored Rigorously but Only Against Policy Criteria**



# Trustee Handbook

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# Questions?