

Henry D. Shannon, Ph.D.
Superintendent/President, Chaffey College
Nomination for ACCT Marie Y. Martin Chief Executive Officer Award, June 2018

1. What has the CEO initiated or helped to develop in the area of innovative programs used in two-year postsecondary institutions?

Dr. Henry Shannon is a transformational leader with an eye towards the future. He believes leaders need to understand the present and future needs of their constituents and community in order to chart a course of effective action. Dr. Shannon emphasizes that the most precious resource at a college is human. He not only interviews all permanent employees before they are hired, he personally knows the names, talents and skills of leaders from all employment groups and regularly calls upon them as vital participants to develop and implement the college's vision and direction. Authentically humble, yet unrelentingly driven, Dr. Shannon inspires the implementation of interlocking initiatives, leverages those initiatives into expanded opportunities for students, and achieves an institutional "multiplier effect" stimulating employees at all levels to greater levels of service and innovation.

Dr. Shannon's strategies for leading Chaffey College initiated the following innovative programs and successes:

Teaching and Learning

- **Chancellor's Office Innovation Award:** In 2018, Chaffey College was a recipient of the Chancellor's Higher Education Innovation Award in the amount of \$1 million. The Award recognized the work by the English Department, pursuant to AB 705 and Guided Pathways Initiatives, to reform delivery of pre-collegiate English. The curricular change removed the three-level below transfer model to a one-level model, as well as established a new, more accurate and equitable assessment method.
- **Title V Hispanic Service Institution Grant:** Chaffey College was awarded a total of \$2,625,000, which includes a \$25,000 endowment. The funds are distributed annually in equal amounts of \$525,000. The College is currently in the third year of the grant. The Title V HIS project incorporate three primary activities: 1) strengthening instruction, transfer and student support services; 2) innovate barrier course curricula and expand innovative and customized instruction course development; and 3) facilitate professional learning opportunities and technical assistance to support effective implementation and institutional systemic change.
- **Aspen Top 10:** In 2017, the Aspen Institute for Community College Excellence named Chaffey College one of the top 10 community colleges in the nation. According to the Aspen Institute, Chaffey College was recognized for: serving a diverse, historically underrepresented population, of which 81 percent are students of color, more than 60 percent of whom are Hispanic; a high first-year retention rate of 73 percent that is well above the national average of 52 percent; and awarding substantially more degrees per 100 students each year with an increase of 75 percent over five years.
- **Fund a Dream:** One of the first programs Dr. Shannon introduced, the Chaffey College Foundation's Fund a Dream scholarship program began in 2007 with the mission that a student should not be denied an education due to a lack of resources. In 2017, approximately 1,000 students received nearly \$600,000 in scholarships to secure their educational dreams.
- **Completion Agenda:** The Chaffey College 2018 Commencement ceremonies awarded more than 6,000 degrees and certificates, making this year's commencement the largest number of awards in the College's history, a true testament of the results of the college's completion agenda.
- **Center for Culture and Social Justice Resource Center:** In 2018, Chaffey College established the Center for Culture and Social Justice Resource Center to promote student academic success and the development of committed, compassionate and conscientious leaders. The Culture and Social Justice Resource Center will facilitate programming, trainings and educational opportunities for students, faculty and staff to build cultural competence and create a sense of awareness and belonging for historically underserved students and marginalized groups.
- **Early Assessment Program:** The Early Assessment Program is a collaborative effort among the State Board of Education, the California Department of Education, the California State University and participating California Community Colleges. The program was established to provide opportunities for students to measure their readiness for college-level English and mathematics in their junior year of high school, and to facilitate opportunities for them to improve their skills during their senior year.
- **Montclair to College Program (MTC):** One of the first College Promise Programs in the state, the MTC program began as the Online to College program with the goal to increase the college-going rates of students in the City of Montclair. Students completing the program are promised a free college education at Chaffey. In 2011, the program earned a Golden Bell Award in the partnership and collaboration category from the California School Boards Association. In 2014, the program received the John Rice Diversity Award recognizing the more than 5,400 student participants who gained access to a college education.
- **Student Success Centers:** The Chaffey College Student Success Centers are both nationally and locally recognized and have been honored by the Statewide Academic Senate, the League for Innovation, Two-Year

College English Association, and the California Board of Governors. Recently, Chaffey College's Success Centers program was listed as one of California's five "Practices with Promise 2012" in the Campaign for College Opportunity.

- **Faculty Success Center (FSC):** Recognizing the importance of professional development, the FSC was established in 2008, early in Dr. Shannon's career with the Chaffey. The program is designed to improve and enhance the overall effectiveness of the institution by encouraging faculty innovation, stimulating professional growth and enhancing faculty learning through workshops, seminars and one-on-one support and collaboration.
- **Hope-Based Initiative:** Chaffey is one of only two community colleges currently partnering with the Gallup organization on ground-breaking research that focuses on the affective skills that students need in order to thrive despite personal and academic challenges.

Capital Improvement

- **Capital Improvement Project:** Chaffey College is in the process of completing the Measure L build-out plan which includes three renovations (the college's museum/gallery, planetarium, and theater wings which house numerous theater, music, and other classes). Because of his belief in the importance of engaging students, accepting them where they are in their educational journey, and helping them to reframe experiences into opportunities, the major focus of the current projects center on student gathering and convening, 2018 projects include a large shade structure, and an outdoor plaza to celebrate student voices and experiences.
- **Mixed-Use Structures:** The District has also embarked on an innovative and exciting project to construct two mixed-use structures (one at the Chino campus and one at the Fontana campus) using repurposed shipping containers. These sustainable structures will include a campus store, food services, indoor and outdoor dining/gathering spaces, and flexible meeting space for supplemental instruction and other small group meetings. Using these environmental-friendly, contemporary, comfortable and highly functional spaces, students are more likely to remain on campus longer each day, and become more acculturated and involved in the campus community.

Community Partnerships

- **Industrial Technical Learning Center (InTech Center):** In 2016, Chaffey College and the Inland Empire Regional Training Consortium (IERTC) was awarded approximately \$15 million dollars by the U.S. Department of Labor to establish an advanced manufacturing training center located on the campus of California Steel Industries. The program has already served more than 2,000 workers in advanced manufacturing, advanced transportation, logistics, energy and utilities, as well as computer and digital media at no cost to employers and trainees. Of the 71 grantees named across the nation, Chaffey and the IERTC were the sole California recipients. A priority for Dr. Shannon has been that the College provide programming to assist students in securing positions that provide living wages. The InTech Center focuses on career paths which include lab and coursework in a hands-on training environment. The program attracts workers with high schools diplomas or GEDs who have career or educational goals not found in a formal college setting. In 2017, the College was awarded a landmark \$1 million from the James Irvine Foundation to provide a learn and earn program.
- **Chaffey College Chino Community Center:** In 2009, the Chaffey College Chino Community Center opened as a partnership between Chaffey College and the City of Chino and was created for residents and business in the area for public use.

Sustainability

- **Thermal Energy Storage Tank Project:** In 2017, the District constructed a 700,000 gallon thermal energy storage (TES) tank to increase the central plant's cooling capabilities throughout the Rancho Cucamonga campus infrastructure system. By producing chilled water during off-peak hours, which is stored in the TES tank and then distributing throughout the campus during the heat of the day, the projected annual energy savings for this project is approximately \$260,000. This energy-savings project was recognized by Southern California Edison which provided an incentive award in the amount of \$701,925.
- **Solar Panel Project:** In 2018, the District installed a multi-campus solar carport project. At 5.5 megawatts, it is the largest solar installation to date at any California Community College. The system is expected to offset the District's annual electricity usage by more than 98% and result in a positive net benefit of approximately \$10 million over the life of the project.

2. How has the CEO served on technical or special committees serving two-year postsecondary education, and what impact did this effort have in the community, state, or nation?

Dr. Shannon has an extensive record of leadership and service to many organizations over many years. He is also highly committed to developing future leaders and was AACC Chair in 2004-2005 when the AACC Future Leaders competencies were approved by the AACC Board of Directors. Other examples of his service and leadership include:

Local Boards

- Alliance for Education of San Bernardino County
- Rancho Cucamonga Chamber of Commerce
- Growing Inland Achievement
- San Bernardino County Workforce Development Board
- California State University, Fullerton Higher Education Advisory Board

State Boards

- Community College League of California (CCLC), Advisory Committee on Legislation
- California Community College Commission on the Future
- San Gabriel/Foothills Association of Community Colleges (SanFACC), President, 2011-2012
- California Community College Athletic Association (CCCAA)

National Boards

- American Association of Community Colleges (Chair 2004-2005)
- American Council on Education
- Community College Research Center Advisory Board
- ETS National Community College Advisory Council
- SunGard Executive Advisory Council
- Renewal and Change (RC-2020)

Other Professional Affiliations Past and Present

- League for Innovation in the Community College
- American Association of Community Colleges (AACC)
- National Council of Black American Affairs (NCBAA)
- Missouri Community College Association (MCCA)
- American Association of Counseling and Development (AACD)
- National Association of Student Personnel Administrators (NASPA)
- American Association of Multi-Cultural Counseling and Development (AMCD)

Community Activities

- The Community Foundation Board

3. How has the CEO demonstrated a “caring attitude” toward the board of trustees, administrators, faculty, and students?

Dr. Henry Shannon is an extraordinary individual who is exceedingly considerate. He notices the everyday efforts that are made by members of the Chaffey College community and goes out of his way to recognize their specific contributions. With a background in counseling, he is an exceptional listener and facilitator. He always prefaces requests with a “please” and deflects his accomplishments in praise of others. Dr. Shannon remembers special days for his employees, such as birthdays and holidays. He makes it a point to attend employees’ retirement celebrations, and also stops by to welcome a new member of the Chaffey College family, regardless of position. Dr. Shannon remembers people’s names, asks about their families with sincerity and shares his own family stories. He visits those who are ill. Finally, Dr. Shannon commits much of his personal time and resources to help students, faculty, and staff in need. He is a truly caring individual.

On numerous occasions, board members, college employees, and students have been guests at the Shannon family home, where Mrs. Shannon cooks homemade meals (she is an outstanding cook -- making this a highly coveted invitation). It is not surprising to find Dr. and Mrs. Shannon at a wedding, graduation, funeral, or other major life event involving a member of the Chaffey family.

Dr. Shannon’s remarks at convocation, commencement, or the annual Report to Community luncheon are full of stories highlighting the successes of board members, students, faculty, and staff. A list of highlights is also provided at monthly board meetings. Dr. Shannon recognizes others’ achievements at every opportunity. Although he has numerous achievements of his own, his humble nature always turns the spotlight towards others.

Governing Board

Dr. Shannon keeps the board informed via regular phone calls, emails and meetings. He takes part in events that are important to board members, even going as far as to be a fashion model to help raise funds for a charitable organization that a board member is involved with. He supports the board’s participation in conferences and events.

Employees

The PUCK award was instituted in 2008 by Dr. Shannon as he urged college personnel to “skate where the puck is going to be.” This phrase, coined by hockey player Wayne Gretzky, embodies Dr. Shannon’s urging that faculty and staff continuously work toward innovations that prepare students for where they need to be. One faculty

member and a classified professional each year are awarded for initiating an innovative idea for improvement. This is another example of Dr. Shannon's efforts to recognize the outstanding work of others.

Students

Dr. Shannon is often found, not only during the work week, but on weekends and evenings, attending athletic competitions, theatre productions, art exhibits, student government functions, student club events, and more.

He celebrates students' successes and considers it essential to attend events such as graduation ceremonies, transfer center celebrations, and award ceremonies, just to name a few.

Dr. Shannon cares deeply for and is extremely supportive of our students.

Chaffey College Community

The generosity and caring attitude of the Chaffey College community is inspiring. Dr. Shannon supports and is often personally involved in many benevolent activities that are organized by employee and/or student groups on campus. One example is the Chaffey College Panther Pantry, which began in September 2011 as a means to help serve students facing economic hurdles. Aware personally and through research that significant numbers of college students are faced with food and housing insecurity, Dr. Shannon has assisted in the development and maintenance of the Food Pantry. Sponsored by Chaffey College Student Governing (CCSG), student clubs, faculty/staff associations, and private donations, the pantry last year distributed more than 20,000 pounds of non-perishable food and personal care items, as well as grocery store gift cards, at no charge to more than 500 students.

These are just a few of the numerous examples of the generosity and caring of the Chaffey College community. Dr. Shannon is a leader in promoting and perpetuating this atmosphere throughout the campus.

4. How has the CEO been active in developing, organizing, or supporting state and/or national two-year postsecondary education associations?

In addition to serving on the associations listed above, Dr. Shannon has dedicated much of his time to developing presentations on a variety of community college leadership topics. He has made several presentations to faculty, staff, and administrators.

Recent Presentations

- o Ozarks Technical College Leadership – 2018
- o Gamma Zeta Boule Foundation Leadership Achievement Mentoring Professionalism (LAMP) Program - 2018

5. What has the CEO published in the area of two-year postsecondary educational concepts?

Dr. Shannon has contributed to two-year postsecondary educational concepts through the following published works:

- o Allen, Thomas and Shannon, Henry D. "The Effectiveness of a Rational Emotive Behavioral Training Program in Increasing the Performance of High School Mathematics." *Journal of Rational-Emotive and Cognitive-Behavior Therapy*. Volume 16, Number 3, Fall 1998.
- o Shannon, Henry D. and Smith, Ronald C. "A Case for the Community College's Open Access Mission." *New Directions for Community Colleges; Community College Missions in the 21st Century*. Volume 136 (Winter 2006): pages 15-22.
- o Shannon, Henry D. and Smith, Ronald C. "We Have the Hook-Up: Developing Effective Technology Programs for the African American Community." *From Digital Divide to Digital Democracy*. 2003: pages 77-86. League of Innovation in Community College.
- o Op-Ed in the Daily Bulletin on educational access for Dreamers and the importance of community colleges in the Inland Empire, published 2018.

6. What awards or honors has this CEO received in recognition of leadership in the college, community, or nation?

Dr. Shannon has received a number of prestigious awards as a leader of postsecondary education and for his exceptional contributions to the community. These awards include:

- o Ontario Promise Scholars Recognition – 2018
- o California Teachers Association Honoring of Superintendents - 2018
- o Missouri Community College Association Hall of Fame Award – 2017
- o Featured as the cover story in *St. Louis Commerce Magazine*. Kipp, Kevin. "Community Commitment: St. Louis Community College Emerges as National Leader with Dr. Henry Shannon at Helm." October 2008.
- o Office of the Mayor, City of St. Louis, MO, Key to the City, 2007

- Missouri House of Representatives Resolution for Exceptional Service, 2007
- Missouri State Senate, Resolution for Excellence in Education, 2007
- Annie Malone Children and Family Service Center Education Award, 2006
- American Student Association of Community Colleges, President of the Year Award, 2005
- Focus St. Louis “What’s Right With The Region” Award, 2005
- Dr. Martin Luther King Jr. Distinguished Educator Award, 2002
- AAWCC Carolyn Desjardins Presidential Award, 2002
- Better Family Life Community Empowerment Award for Education, 1999
- Phi Theta Kappa, Shirley B. Gordon Award of Distinction, 1996
- Missouri Governor’s Disability Awareness Inclusion Award, 1996
- Scholarship Foundation of St. Louis, Outstanding Alumni Award, 1995
- Kellogg Fellowship for Harvard’s Institute for Management of Lifelong Education, 1992
- Harris-Stowe State College Distinguished Alumni Award, 1992
- St. Louis Sentinel Newspaper “Yes I Can” Role Model award for minority youth
- Man of the Year Award, Phi Beta Sigma Fraternity
- Harris-Stowe State University, Distinguished Trailblazer Award

7. What outstanding characteristics of this CEO motivated you to nominate him or her?

Dr. Shannon possesses numerous characteristics that motivated us to nominate him for this award. We know he understands the plight of many of our first generation students, having come from humble beginnings in the deep south at a time where college education was an elusive dream. For example, his family was thrilled when he graduated from high school (first in immediate family) but he credits them with encouraging him to do more. Dr. Shannon enrolled in college (despite it being a monetary challenge for his mother and stepfather) and went on to earn a bachelor’s degree from Harris-Stowe State University. He subsequently earned both his masters and doctoral degrees from highly acclaimed Washington University in St. Louis, and a management certificate from Harvard University. Dr. Shannon is an intelligent, mindful, caring, outgoing and optimistic person who believes in the community college system. Dr. Shannon has elevated the management strategy of Management by Walking Around to Management by Engagement and Encouragement. Consequently, he is a familiar and welcome sight among all employment and student groups. Dr. Shannon has many positive characteristics including integrity, honesty, and a strong sense of fairness. He loves people and utilizes strategies to empower those around him. A brief sample of comments made by faculty, staff, students, community and governing board members in his annual 360 performance evaluation are the following: open and approachable, dedicated, high level of integrity, active, walks the campus, motivational, a man of substance and character.

We are extremely proud of Superintendent/President Shannon’s leadership. He is undoubtedly a man of substance and character. It is with great pride and pleasure that we recommend him for the ACCT Marie Y. Martin Chief Executive Award for 2018.