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Santa Ana College • Santiago Canyon College

May 7, 2024

Ms. Deborah Sanchez
Economic Development Specialist III
Santa Ana Work Center
801 W. Civic Center Drive, Suite #200
Santa Ana, CA 92701

Dear Ms. Sanchez,

On behalf of the Rancho Santiago Community College District (RSCCD), I am pleased to nominate Dr. Vaniethia Hubbard, Vice President of Student Affairs at Santa Ana College for appointment to the Santa Ana Workforce Development Board in the area of WIOA Title II Adult Education & Literacy.

Dr. Hubbard has more than 21 years of experience working with diverse student populations in both secondary and post-secondary environments with a proven track record of creating strategies to improve student success. Recognized for her strong executive leadership skills, she has a talent for developing statewide partnerships in higher education and improving collaborations between instruction and student service. Dr. Hubbard also has effectively institutionalized career development programs that improve opportunities for employment. We believe that Dr. Hubbard has the background that will enable her to make a meaningful contribution as a member of the SAWDB.

We are confident that Dr. Hubbard will do an outstanding job representing RSCCD and be a major contributor to the SAWDB. If you should require anything further, please contact us.

Sincerely,

Marvin Martinez
Chancellor

BOARD OF TRUSTEES:

Tina Arias Miller, Ed.D. • David Crockett • John R. Hanna • Zeke Hernandez • Sal Tinajero • Daisy Tong • Phillip E. Yarbrough

CHANCELLOR:

Marvin Martinez

Vaniethia Hubbard, Ed.D.

Office: 714) 564-6085 | Hubbard_Vaniethia@sac.edu

Core Competencies

- Higher Education Leadership
- Management of Federal Grants
- Sensitivity to Diverse Populations
- Strategic and Innovative Vision
- Institutional Effectiveness
- Shared Governance
- Enrollment Management
- Data Driven Decisions
- Accreditation Peer Reviewer
- Community Partnerships
- Statewide Advocacy
- Noncredit to Credit Pathways

Professional Profile

Twenty-one years of experience working with diverse student populations in secondary and post-secondary settings. Proven track record of creating strategies to improve student success from access to completion. Reputation as a change agent with the ability to analyze issues, devise process improvements, and streamline efficient operations. Expertise in management and implementation of successful organizational integrations. Recognized for strong executive leadership skills. Talent for developing statewide partnerships in higher education and improving collaborations between instruction and student service. Excels at effectively institutionalizing innovative career development and college preparation noncredit programs that improves opportunities for employment and improves student success in credit coursework.

Educational Background

Ed.D.	Doctor of Education in Higher Educational Leadership California State University, Fullerton Dissertation: Student Success – A Mixed Methods Study of Noncredit to Credit Transitions	June 2016
M.S.W.	Master of Social Work in Clinical Social Work Clark Atlanta University	May 1994
B.A.	Bachelor of Arts, Psychology California State University at Fullerton,	June 1992

Professional Experience

Vice President, Student Services July 2018 - Present
Rancho Santiago Community College District – Santa Ana Community College

Serve as the Chief Student Service Officer providing leadership for the Student Services Division infrastructure that is welcoming and nurturing for a highly diverse student body. Responsible for the vision, leadership, and strategic direction to reporting areas Counseling and Academic Advising, Extended Opportunities Programs and Services (EOPS), Disabled Students Program and Services (DSPS), Transfer Center, International Students,

Career and Assessment, Veteran's support, Admissions and Records, Student Financial Services, Health and Wellness Center, Outreach, Student Conduct and Discipline, Student Life and Associated Student Government.

- Provide leadership and supervision and advocate for collaboration in a participatory governance environment in support of college administrators, faculty, and staff as they plan, revise, recommend, deliver, and evaluate all student support programs and activities.
- Provide leadership and direction to improve campus communication and foster trust and confidence in the office of Student Services.
- Serve as a leader and collaborator in the College's strategic planning and decision-making activities.
- Develop and manage the college's student support budget of \$47 million in collaboration with College President and Executive staff.
- Assist with the Accreditation Self-Evaluation process for the college in support of activities before, during, and after the site visit conducted by the Accrediting Commission of Community and Junior Colleges (ACCJC).
- Provide leadership and direction to student service administrators, faculty, and staff in support of President's administering of an on-going bond related construction program with fiscal and time constraints.
- Provide leadership and support for the development of Guided Pathways transition programs and services with the College's Continuing Education Division.
- Provide direction and leadership for the development of class schedules, and college catalogues to support counseling classes for college credit, admission and enrollment requirements, program graduation requirements, policies and procedures, support services, and four-year college and university transfer programs.
- Provide direction and supervision for the alignment of support service planning, program review, and service area learning outcomes assessment with the allocation of fiscal, human, physical, and technological resources.
- Provide leadership and direction in support of collaborative activities between the college's credit programs and community non-profit agencies.
- Serve as college representative on the Chancellor's Cabinet in the absence of the President.
- Supervise program and personnel compliance with applicable state and federal laws and regulations.
- Provided active support of Santa Ana College's Foundation during funds development activities.
- Recommend, support, and implement District policy and regulations.
- Resolve employee and student conflicts in an area of leadership and supervision.
- Serve as the College student conduct officer and Title IX administrator.

Key achievements:

- Implemented and launched the college's first basic needs center, *The Fainbarg Chase Thrive Center*, to address significant disparities in food and housing security to increase health, mental health, and academic performance. This project resulted in the college receiving its largest donation from a single donor in the amount of \$1.25 million dollars.
- Co-led the college wide effort to transition the college to virtual instruction and services due to the global pandemic.

- Provided direction and fiscal oversight for the Higher Education Emergency Relief Funds (HEERF) totaling \$52 million to support operational, technical and facility resources and to ensure timely direct emergency grants to students.
- Partnered with Academic Affairs and Marketing to increase the college enrollment by thirty percent.
- Cultivated substantive community partnerships to connect students with resources and support and to address significant disparities in food and housing security.
- Ensured greater collaboration with Academic Affairs regarding college-wide initiatives, specifically Student Equity and Guided Pathways, with the intended goal of redesigning the on-boarding process, implementing intrusive advising, and creating coherent academic and career pathways for students.
- Promoted a diverse student community through acquiring grant funding and implementing affinity groups, such as Umoja, Asian Pacific Student Program, Undocu Scholars, and LGBTQ+, on campus.
- Developed relationships that have led to increased donations to the college and support for institutional entrepreneurial initiatives.
- Designed programs and services with the student in mind to make it easier for students to access courses and timely services.
- Realigned support services and programs to meet the changing student needs throughout the entire student experience from recruitment and retention strategies to completion and transfer.

Dean, Instruction & Student Services

August 2010 – June 2018

North Orange County Community College District – North Orange Continuing Education

Formerly School of Continuing Education

Under the direction of the Provost, serve as the Chief Operating Officer of Instruction and Student Services at the fourth largest continuing education institute in the California Community College System. Responsible for the overall leadership and operations of an assigned continuing education center. Accountable for an annual budget of over \$3.4 million and 78 full- and part-time faculty, management, and classified employees.

- Provided the organizational leadership and vision in administering a comprehensive range of instructional programs, administrative and student services for the following departments: Admissions and Records, Counseling, Enrollment Management, Emeritus/Older Adults, Facilities Planning and Management, Health and Wellness, Kid's College, Institutional Research and Planning, Student Success and Support Program, Student Conduct, Student Equity, and Title IX.
- Provided strategic vision and leadership for the college enrollment management efforts and effectively managed school wide FTES generation and state apportionment reporting.
- Partnered with instruction and student services to assess and devise effective strategies related to student retention and completion.
- In concert with executive staff, led strategic planning process, as it pertains to student success, equity, and retention.
- Led college wide program review efforts for instructional programs and institutionalize student learning outcomes.

- Institutionalized college wide technology systems in support of student retention, persistence and completion, including electronic degree audits (*DegreeWorks*), online student incident reporting (*Maxient*), online orientation (*Comevo*) and student alert system (*CRM Advise*).
- Supervise, lead and developed areas related to school-wide research efforts, including program review, testing/assessment instrument validation, accreditation, institutional effectiveness, fact sheet, enrollment trends and more.

Key achievements:

- Envisioned, led and institutionalized a comprehensive, integrated research model to enhance and support data driven decisions.
- Engaged the institution, community, and partners to increase enrollment and visibility.
- Worked in partnership with WestEd to design the data element metrics for the Launch Board Adult Ed Project, a tool intended to track community college outcomes for students who began in a K-12 pathway.
- Co-chaired the Statewide Noncredit Student Success and Support Program (SSSP) Advisory Committee, appointed by the California Community College Chancellor's Office, and developed the funding formula and SSSP plan for statewide noncredit core services.
- Successfully co-chaired the SSSP Noncredit Funding Formula Ad Hoc Workgroup, resulting in new Management Information System data elements, revised funding criteria, and statewide planning and implementation timelines.

Interim Dean, Instruction & Student Services

August 2008 - August 2010

North Orange County Community College District – North Orange Continuing Education

Reported to the Provost with the purpose of meeting community needs within the Community College's continuing education mission. Led the budget development and management of \$1.2 million, including personal, operations and capital projects. Supervised Continuing Education Division staff including 52 full- and part-time faculty, management, and classified staff.

- Provided administrative leadership in the development and execution of a variety of instructional programs related to Emeritus/Older Adults, Kids College, Community and Contract Education, Fitness Lab, Woodshop and Cabinetmaking.
- Responsible for all aspects of planning, organizing and directing the operations and activities of assigned administrative and student support services including Matriculation, Counseling, Admission and Records, Facilities Planning and Management and Enrollment Management.
- Formulated and developed long and short-range goals and strategic plans for assigned areas of responsibility.
- Supervised the planning, development and recommendation of new courses; reviewed standing courses and recommended the deletion of courses no longer appropriate to the curriculum.
- Developed and prepared class sections to be offered, class schedules, room, and instructor assignments.
- Managed enrollment, attendance and FTES production; developed and implemented marketing and enrollment plans.

- Developed and prepared the annual preliminary budget for assigned areas of responsibility, monitored and controlled budget expenditures.
- Trained, supervised, evaluated, and directed the work of personnel as assigned; participated in selection and hiring processes.
- Served as a liaison to the colleges, district, and community via participation on various committees, professional organizations, and community projects, as appropriate.

Key achievements:

- Through Measure J Construction Bond, oversaw the \$7.1 million-dollar architectural design and construction processes for a 5,000 square-foot administration building, along with 21,000 square-feet of renovated buildings.
- Developed and implemented a comprehensive enrollment management strategy that reflects the budget adjustments necessary in response to the state budget reductions.
- Researched, created and implemented student success and retention systems to ensure a stable educational environment that provides a continuous pathway to credit and/or career.
- Led the development and implementation of a systematic program review process to serve as a basis for program effectiveness and improvement, operational and strategic planning and to ensure compliance with accreditation and other mandates.
- In collaboration with executive and faculty leadership team, developed a long-term marketing strategy to posture the institution.
- Co-wrote the Equal Employment Plan through involvement on the District Equity and Diversity Committee; chaired the college Diversity Committee.
- Partnered across areas of instruction and student services and noncredit and credit on behalf of student success.
- Fostered partnerships with community agencies in support of the continuing education mission and goals.

Director, Emeritus/Older Adults Program

June 2004 - August 2008

North Orange County Community College District – North Orange Continuing Education

Under the direction of the Dean, provided leadership in the administration, organization and development of an instructional program serving 12,000 unduplicated students, including instructional curriculum, instructional policies and procedures, program review, schedule of class offerings, college catalog and related publications.

Major responsibilities:

- Developed annual budget recommendations according to established procedures; maintained direct oversight for the assigned budget expenditures; compiled information and prepared a variety of reports related to programs, operations, and activities.
- Directed the implementation of new programs; established overall program objectives and plans.
- Evaluated and recommended revision of continuing curricula and developed new courses.
- Initiated studies and conduct analyses as necessary to determine the need for new or modified course offerings, programs, or services.
- Developed plans and policies to facilitate and improve the instructional program and facilitate related operations and activities, including enrollment management and instructional personnel budget.

- Supervised the hiring process and evaluation of new faculty and staff; prepared staff assignments and instructional schedules; supervised the planning, coordination, and implementation of professional development activities.
- In an effort to further expedite communication with instructors, produced monthly newsletter, prepared reports for faculty related to student attendance and enrollment.
- Supervised and facilitated the resolution of student, instructor and staff conflicts, complaints, and grievances.
- Demonstrated sensitivity to and understanding of disabilities and diverse academic, socioeconomic, cultural, and ethnic backgrounds.
- Represented the District and participated at the local, state, and national levels in organizations and activities that improve, promoted and publicized District instructional support programs.

Key achievements:

- Cultivated external partnerships to increase enrollments and visibility.
- Promoted the college mission in the community forging new partnerships for the institution.
- Led courageous conversations around planning priorities leading to action, accountability, and growth.
- Led institutional change to increase adaptability and responsiveness as a result of fiscal challenges.
- Chaired the college Diversity Committee helping the institution to host a series of cultural intelligence trainings and multicultural events.

Program Coordinator

August 2000 - June 2004

Long Beach Unified School District, Juan R. Cabrillo High School

In partnership with Cabrillo High School and surrounding community, provided direct oversight for two federally funded programs, 21st Century After School and Healthy Start. Responsible for the overall leadership and operations in support of community learning centers that provide academic enrichment services for students attending high poverty and low performing schools.

Major responsibilities:

- Directed and monitored the operations and activities of grants and special programs, including academic and enrichment after school activities and mental health counseling support services.
- Provided fiscal management budget development and expenditure tracking of \$700,000 budget.
- Directed the development, preparation and monitoring of program funding allocations and expenditures in compliance with grant requirements. Prepared and maintained detailed and comprehensive records and reports for district, local and state reporting purposes.
- Through district and community collaboration, designed a sustainability plan for special programs.
- Conducted a comprehensive needs assessment and campus-wide climate survey to address the broad concerns and issues facing high school students, inclusive of academic achievement, student outcomes and program priorities.
- Developed collaborative partnerships with community-based organizations.
- Implemented after school instruction and clinical services to underserved students on campus.
- In partnership with faculty, principal, and community-based organizations, aligned activities with regular school day teachers, coordinate student outreach and implement evaluation tools.
- Cultivated collaborative relationships with community, city, and county agencies.
- Supervised faculty, paraprofessionals, mental health counselors, volunteers, parent liaisons, and community partners; directed recruitment, orientation, and evaluation of assigned staff.

- Conducted program analysis and assessment of the campus climate, outreach and retention effectiveness, and the success of partnerships.
- Chaired Community Collaborative and Advisory Committee with community-based organizations, program partners, educators, social workers, and parent liaisons.
- Provided presentation of program status, administrative insight of special projects and evaluation updates to the Board of Trustees, campus administration and community-based organizations.

Administrative Supervisor

September 1998 – July 2000

The Los Angeles Center for Therapy & Education

Key responsibilities:

- Provided direction and support for the Department of Mental Health programs and staff.
- Supervised staff and ensured that processes were established for the clinical oversight of other Mental Health staff.
- Provided treatment planning, assessments and establish measureable outcomes for the behavioral health program.
- Reviewed incoming cases and assigned counseling cases to outpatient clinicians.
- Coordinated and implemented recruitment and retention activities for professional activities.
- Reviewed clinical staff performance to ensure quality of care and efficient use of resources.
- Coordinated internal audits and review of Department of Mental Health programs; developing documentation procedures to ensure agency compliance with funding source.
- Maintained and developed behavioral health policies/procedures and evaluate mechanisms to ensure consistency with the law and other standards.
- Assisted in the development, preparation and monitoring of monthly funding allocations and expenditures.
- Managed productivity of clinicians making necessary scheduling and caseload adjustments to ensure budget compliance with state and federal funding requirements.
- Created a work environment that valued high ethical standards, emphasized safe, high quality behavioral health care, nurtured teamwork and encouraged activities which lead to continuous improvement.

Faculty Positions

- Dissertation Chair, California State University Fullerton, Education Department, 2023
- Part-time Lecturer, California State University Fullerton, Education Department, 2022
 - Course: The History and Function of Community Colleges

Board Memberships

- Schools First Financial Credit Union Membership Advisory Board, 2022 to present.
- Rancho Santiago Community College Early Head Start Governing Board, 2018 to present.
- California State University, Fullerton Higher Education Advisory Board, 2016 - 2019

California Community College Chancellor's Office Statewide Service

- Chief Student Service Officers Executive Board, 2022 - 2024
- Community College League of California, Advisory Committee on Legislation, CSSO Representative, 2022 to present.
- Student Service Representative, California Community College Chancellor's Office, Common Assessment Initiative Steering Committee, 2016 to 2018
- Student Service Representative, California Community College Chancellor's Office, Integrated Planning (Student Success and Support Program, Student Equity, Basic Skills) Ad Hoc Committee, 2016
- Co-Chair, California Community College Chancellor's Office, Noncredit Student Success and Support Program Advisory Committee, 2015 to 2018
- Chair, California Community College Chancellor's Office, Noncredit Student Success and Support Program Ad Hoc Workgroup, 2014
- Noncredit Representative, California Community College Chancellor's Office, Student Success and Support Program Advisory Committee, 2013 to 2018
- Noncredit Representative, California Community College Student Success and Support Program Professional Association, Executive Board, 2013

Community Engagement

- Alumni Representative, California State University, Fullerton, Higher Education Advisory Committee, 2016 to present.
- Committee Representative, Region 8, Student Success and Support Committee, 2012 to 2018
- Fullerton Collaborative Community College Representative, Fullerton Collaborative, 2008 to 2011

Publications

- Romero, A., Hubbard, V., Fujimoto, E., Garcia, E. (2024). *The Adult Re-Entry Student Experience: Influencing Factors, Barriers, and Success of Adult Learners Persisting through a California Community College* [Doctoral Dissertation, California State University Fullerton]. ProQuest Dissertation Publishing.
- Jones, L., Lundberg, C., Hubbard, V., Forgues, D. (2022). *Lift Every Voice: A Qualitative Study of Student and Administrator Perspectives of Black Student Academic Success at HSI's* [Doctoral Dissertation, California State University Fullerton]. ProQuest Dissertation Publishing.
- Fierro, D., Fujimoto, E., Hubbard, V., Lee, C. (2021). *Promising Outcomes: Institutional Impact on First-Time, Low-Income Latinx College Students* [Doctoral Dissertation, California State University Fullerton]. ProQuest Dissertation Publishing.

- Hunter, T., Perkins, D., Beckham, M., Hubbard, V. (2019). *The Experiences of Foster Youth Attending Community College: A Phenomenological Study* [Doctoral Dissertation, California State University Fullerton]. ProQuest Dissertation Publishing.
- Hubbard, V., Beckham, M., Hoffman, J., Hunter, J. (2016). *Student Success: A Mixed Methods Study of Noncredit to Credit Transitions* [Doctoral Dissertation, California State University Fullerton]. ProQuest Dissertation Publishing.

Selected Presentations

- Ellyn, A., Altounji, M., Hubbard, V. (September 2021) *Don't Waste a Good Catastrophe: How the Pandemic Paved the Way for Student Centered Institutions*. CSSO Associate Conference, virtual
- Hubbard, V., & Lamb, J. (June 2021) *Guided Pathway and Vice President Leadership*. Foundation for California Community Colleges, virtual
- Gamboa, J., Gyurindak, K., Hubbard, V., & Paramore, S. (May 2017). *Assessment and Placement: CASAS to Common Assessment*. IEPI Noncredit Summit, Sacramento, California
- Hubbard, V. (February 2017). *Student Success: Noncredit to Credit Transitions*. Adult Community and Continuing Education, Spring Conference, San Diego, California
- Coleman, A., Hubbard, V., Salas, K., & Smotherman, J. (October 2015). *Ethical and Legal Issues in Higher Education*. NASPA Western Regional Careers in Student Affairs Day, Westwood, California
- Hubbard, V. (November 2014) *Student Equity: Noncredit Innovations*. Adult Community and Continuing Education, Fall Conference, Anaheim, California
- Becker, L., Graillat, C., & Hubbard, V. (November 2014). *Student Success and Support Programs, Noncredit Updates*. Adult Community and Continuing Education, Fall Conference, Anaheim, California
- Hubbard, V. (October 2009). *An Overview of North Orange County Community College District: A Non-Credit Perspective*, Sunrise Fullerton Rotary, Fullerton, California
- Bronson, L., Hubbard, V., & Wicks, L. (November 2008). *Older Adults Program: Looking to the Future*, North Orange County Community College District Board of Trustees Meeting, Anaheim, California
- Hubbard, V. & Ssensalo, R. (February 2006). *Stepping Stones to Historically Black Colleges and Universities*, Cypress Community College, Cypress, California
- Mendez, D. & Hubbard, V. (March 2005). *Gaining Control of Violence in Schools*, Long Beach Unified School District, Long Beach, California
- Mendez, D. & Hubbard, V. (September 2004). *Identifying Students in Crisis and Assessing Services*, Long Beach Unified School District, Long Beach, California

Notable Honors & Awards

- Dissertation of the Year, California State University Fullerton, 2016

- Student Success: A Mixed Methods Study of Noncredit to Credit Transitions
- Phi Kappa Phi Honor Roll, 2015 & 2016
- Management Employee of the Year, North Orange County Community College District, 2009

Professional and Leadership Trainings

- UC Davis, Wheelhouse Advancing Leaders Institute, 2023
- Community College League of California Aspiring CEO Program, 2022
- Association of California Community College Administrators Great Dean's, 2015
- Community College Leadership Academy, 2009
- Kaleidoscope Leadership Institute, 2007

Professional and Civic Affiliation Memberships

- Santa Ana Chamber of Commerce, 2022
- Girls, Inc. of Orange County, 2022
- Umoja Community, 2020
- Santa Ana College President's Circle, 2018
- National Council on Black American Affairs Leadership Development Institute, 2016
- The Honor Society of Phi Kappa Phi, 2015
- Association of California Community College Administrators, 2013
- Orange County Chamber of Commerce, 2010
- President, North Orange County Community College District Management Association, 2009
- Fullerton Chamber of Commerce, 2008
- Orange County Regional Educational Collaborative, 2008
- California State University Fullerton Alumni Committee, 2007
- North Orange County Senior Collaborative, 2006
- Association of California Community Colleges, 2005