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Santa Ana College • Santiago Canyon College

September 20, 2021

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. Marilyn Flores, Interim President of Santa Ana College for appointment to the Santa Ana Workforce Development Board in the area of Higher Education.

With more than 20 years of experience working in higher education, she has provided oversight for academic programs and is a seasoned educational leader in the development of instructional programs and curriculum. She has also worked with the community to prepare students to enter the workforce. Dr. Flores has the background which will enable her to make a meaningful contribution as a member of the SAWDB

We are confident that Dr. Flores 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 • Lawrence "Larry" R. Labrado • Sal Tinajero • Phillip E. Yarbrough

CHANCELLOR:

Marvin Martinez

# MARILYN FLORES, PH.D.

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## EDUCATION

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**University of California**, Riverside, CA ■ 2003

**Ph.D.** in Institutional Leadership and Policy Studies & Administrative Service Credential, Tier 1

Dissertation: “The Intersection of Policy and Practice: Linking Teacher’s Meaning to Actions”

**University of California Extension**, Riverside, CA ■ 1997

Supplemental Authorization in Mathematics Credential & Certificate in Conflict Resolution

**University of California**, Los Angeles, CA ■ 1995

**M.A.** in Education w/Bilingual Crosscultural, Language & Academic Development and Professional Clear Multiple Subject Teaching Credentials

**University of California**, Riverside, CA ■ 1994

**B.A.** in Liberal Studies & Reading Certificate

Areas of Concentration: Education, Spanish, Hispanic Studies

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## ADMINISTRATIVE AND PROFESSIONAL EXPERIENCE

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**Interim President** – Santa Ana College, CA, 2020 - current

Serve as Chief Executive Officer (CEO) for the college, provide oversight of budget over \$137 million unrestricted and restricted funds, ensure budget compliance and fiduciary responsibility for a balanced budget, provide oversight of current construction projects and new planned facilities which includes compliance with bond requirements, and serve on the Measure Q bond oversight committee. Provide leadership in planning, fiscal, human resources, facilities, and the delivery of educational programs and services to advance student learning, assessment and success. Work in collaboration with the District and college planning to ensure a strong technological infrastructure exists to provide cutting-edge connectivity and functionality for teaching, learning and providing services. Advocate on behalf of the college and the community at the local, state and regional levels by promoting the college’s mission, its multitude of certificates and associate degrees and working towards leveraging resources for new and existing initiatives by enhancing existing partnerships and/or leveraging new private or nonprofit partnerships. Support and encourage collaboration, transparency and accountability in college-wide planning and through participatory governance. Provide leadership and guidance to Academic Affairs, Student Services, Administrative Services and Continuing Education towards the goal of improving the delivery of both instructional and student services while focusing on increasing enrollment through effective practices, community visibility and partnerships. Support the College’s Guided Pathways framework and participate in local, regional and state conversations to partner with faculty and staff towards improving and developing educational programs that are competitive, relevant and contribute to the workforce and/or transfer. Lead efforts to support our diverse community of learners by developing antiracist and nondiscriminatory practices, policies and procedure. Ensure compliance, professional development and opportunities for student access and success in traditional and distance education instruction. Support collaboration and growth in critical educational programs such as noncredit and credit partnerships in career technical education, the College’s public safety and fire academies, nursing and child development programs. Member of the Chancellor’s Executive Leadership Team and college, district and community committees. Establish external partnerships with local high school districts and four-year universities to create collaborative responses for student access and student

success. Participate and engage faculty and staff in practices that comply with board policies, administrative regulations and achieve collegial collaborative conversations related to collective bargaining and ensure diversity, equity and inclusion.

**Vice President, Academic Affairs** – Santiago Canyon College, CA, 2016 - 2020

Provide oversight of four Academic Divisions with over 100 full time, over 200 part time faculty and approximately 25 classified staff. Serve as the Chief Instructional Officer (CIO), the Accreditation Liaison Officer (ALO), and as the administrator in charge in the absence of the College President. Provide oversight of all academic programs (Arts, Humanities & Social Sciences, Business & Career Education, Math & Science and Institutional Effectiveness & Library and Learning Support Services) and budgets inclusive of contract education, instructional service agreements, Strong Workforce, Perkins, Apprenticeship and Dual Enrollment programs. Coordinate budget of over \$48m with the Chief Business Officer to ensure fiscal viability and efficiency. Provide direct oversight of scheduling, enrollment management, curriculum, faculty load and professional development, distance education guidelines, faculty evaluations, and institutional research and planning. Serve as chair, co-chair, member and participant of several college-wide and district committees inclusive of but not limited to President's Cabinet, Enrollment Management Committee, Human Resources, Curriculum and Instructional Council, Academic Senate, AB705 Work Group, Student Success & Equity, Umoja, Hawks Nest Food Pantry, Guided Pathways, Planning and Organization Effectiveness, College Council, Distance Education, Educational and Master Planning, and Planning and Institutional Effectiveness. Provide oversight to the Colleges research and planning as it relates to program review, student learning outcomes, planning and development and strategic planning. Work in collaboration with multiple collective bargaining units such as CTA and CSEA. Effectively collaborate with the Vice President of Student Services, Administrative Services, and Continuing Education to ensure alignment and integration of programs and support services.

**Dean, Arts, Humanities, Social Sciences and the Library** – Santiago Canyon College, CA 2013 – 2016

Overall responsibility to the Vice President of Academic Affairs for the leadership and administration of all aspects of the Division of Arts, Humanities, Social Sciences and the Library. Responsible for the design, delivery, staffing and administrative support, supervision, and evaluation of Division academic programs and academic support staff as well as student enrollment, progress and all related records and reports. Disciplines, departments, and programs within Division include Fine and Performing Arts, American College English (ESL/ACE), English, Communication, Ethnic Studies, Philosophy, Interdisciplinary Studies, Women's Studies, Modern Languages (French, Italian, Spanish, Sign Language), Reading, Anthropology, Psychology, Sociology, Economics, Geography, History, Political Science, Library, Academic Success Center, Tutoring, Forensics Debate Team, Model United Nations and Honors Program Committee.

**Dean, Arts, Letters and Social Sciences** – Las Positas College, CA, 2012 – 2013

Work collaboratively with the Academic Senate, Curriculum Committee, Instructional Program Review Committee, Distance Education Committee and Institutional Effectiveness Committee at both the college and district level to ensure compliance, recommend policy and obtain objectives for instructional services. Coordinate, facilitate and plan for enrollment management within multiple disciplines in division. Disciplines within division include Performing Arts (Theater, Music, Dance), Anthropology, Art/Art History, Interior Design, Visual Communications, Photography, English, English as a Second Language, Languages, Speech, Mass Communications, Sociology, Humanities, Political Science, Philosophy and Geography. Participate in local governance boards, advisory boards and in program and college innovations.

**Dean, Instruction, Language Arts and Academic Support** – Riverside City College, CA, 2010 – 2012

Act as the academic officer for multiple departments and disciplines which include English, English as a Second Language (ESL), Reading, World Languages, Early Childhood Education, Teacher Preparation, Learning Communities, Supplemental Instruction, Learning Labs and Tutorial Services. Responsible for the quality, integrity and administration of instructional programs assigned and academic support programs to ensure the current and future instructional activities meet student and community needs; provides administrative leadership, coordinates and facilitates the development and implementation of redesigned and articulated curriculum in basic skills, occupational programs and in assigned disciplines; including the supervision and evaluation of program

directors, department chairs, faculty and classified personnel; serves on the Accreditation Steering Committee and works in collaboration with the Dean's of Instruction and Student Services.

**Dean, Academic Support** – Riverside City College, CA, 2007 – 2010

Facilitate instructional support, curriculum development (credit, non-credit), enrollment management, and assure compliance with state and federal regulations and assist in the coordination of class scheduling. Provide administrative leadership, coordinate and facilitate the development and implementation of redesigned and articulated curriculum in basic skills, occupational programs (such as Ford ASSET) and in assigned disciplines (English, Reading, Mathematics and English as a Second Language). Oversee multiple departments including Teacher Preparation, Early Childhood Studies, Teaching and Learning Center (Math Learning Center, Writing and Reading Center, Computer Information Systems laboratory, Nursing laboratories, Supplemental Instruction)

**Associate Dean, College Program Support** – Riverside City College, CA, 2005 - 2007

Coordinate and oversee the implementation and fiscal management of the Developing Hispanic-Serving Institution Grant (Title V), facilitate campus articulation efforts with K-12 districts, and provide administrative support of campus initiatives in the area of basic skills courses.

**Director/GEAR UP and Academic Affairs Administrative Intern** - Riverside Community College, CA , 2004- 2005

Responsibilities same as indicated below, plus special new program initiatives in pre-collegiate studies and other academic affairs initiatives.

**Director/GEAR UP** - Riverside Community College, Riverside, CA, 2001 – 2004

Manage, facilitate and coordinate programmatic and fiscal decisions of federal grant, consult with business and community partners, develop objectives and goals for the grant period, and member of the management association.

**Education Consultant** - Riverside and San Bernardino County Schools, CA, 1999 - 2001

Served as an external evaluator for underperforming schools and provided feedback and a coherent plan to program managers, faculty, staff and parents to create systemic changes in curriculum and instruction.

**Graduate Student Researcher** - University of California, Riverside, CA, 1999 – 2002.

Coordinated meetings and learning opportunities for the mathematics articulation project, compiled data and reports, including quantitative and qualitative analysis to evaluate the School University Partnership Program.

## TEACHING EXPERIENCE

**Instructor** – “Reading, Pedagogical Approaches to Literacy Acquisition,” California Baptist University, Riverside, CA, 2006-2007

Taught course, created syllabus, administered all grades for teacher credential student in elementary education. This course focused on pedagogical approaches to emergent through fluent literacy and research-based assessment practices.

**Lecturer** – “The Classroom,” and “Multicultural Education” University of California, Riverside, CA, 2001-2003

Developed syllabus and overall course structure, and administered all grades for graduate-level course ED 280R. This course examined the theory and research from anthropology and sociology on the organization, structure, and practices of classrooms.

**Teaching Assistant** – to Professor Judith H. Sandholtz in “Curriculum and Instruction,” University of California, Riverside, CA, 2000-2001

Collaborated on curriculum and exam development, met with students in laboratory setting and upon request, graded all written work and final exam papers. This course examined the foundations and theories of curriculum development.

**Adult ESL & Citizenship Instructor** – Jurupa Unified School District Adult Center, Riverside, CA, 1996-1999. Developed syllabus and overall course structure, and administered all grades for multiple levels of English as a Second Language courses and Citizenship courses offered in English and Spanish.

**Resource Teacher/Principal Designee** - Jurupa Unified School District, Riverside, CA, 1998 – 1999. Staff development site coordinator, budgets/school finance and categorical funding, discipline and school management issues.

**Bilingual Teacher/Math Instructor** – Jurupa Unified School District, Riverside, CA, 1995-1999. Taught 5-6<sup>th</sup> grade, on-site bilingual coordinator in charge of reclassification, Community Based English Tutoring (CBET) District Coordinator, instructor for adult ESL and Citizenship. Taught Algebra and Calculus at middle and high school during summer school intervention.

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#### COMMUNITY-BASED INVOLVEMENT AND APOINTMENTS

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2020 – current	Community College League of California Advisory Committee on Education Services, Conference Planning Member
2020 – current	Santa Ana Chamber of Commerce, Board of Directors
2020 – current	Santa Ana Foundation, Board of Directors
2020 – current	Garden Grove Chamber of Commerce, Member
2020 – current	Santa Ana Unified School District, District System Design Team Partnership Committee Member
2020 – 2021	California Community College Organización de Latinx (COLEGAS), Webinar Series Committee Member
2018 – current	Los Amigos Educational Committee, Member
2019 – 2020	RSCCD District Management Team Association, SCC representative and exec board member
2018 – 2020	AFJROTC Boosters, Vice President and previous board member
2018 – 2020	Tuffree Choir Boosters, Secretary
2009 – 2012	University of California, Riverside Graduate School of Education Advisory Board
2009 – 2012	Riverside Community Health Foundation, Board of Directors
2008 – 2012	Southern California Consortium for Hispanic Serving Institutions (SCCHSI) Executive Board Member, Treasurer
2007 – 2009	California Benchmarking Project, Univ. of Southern California, College Representative
2005 – 2011	Latino Network Leadership Institute, Chair
2004 – 2009	Latino Network, Executive Board of Directors
2004 – 2009	Concilio Child Development Centers, President and past board member
2004 – 2008	Latina Women's Health Forum, Committee Member
2003 – 2012	Hispanic Association of Colleges and Universities (HACU), College Site Coordinator
1999 – 2002	Hispanic Border Leadership Institute Fellow, University of California, Riverside

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#### PUBLICATIONS

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- Martinez-Flores, M. (2003). The Intersection of Policy and Practice: Linking Teacher's Meaning to Actions. Dissertation Paper.
- Ogawa, R., Sandholtz, J., Martinez-Flores, M. & Scribner, S. (2003). The Substantive and Symbolic Consequences of a District's Standards-Based Curriculum. American Education Research Journal.
- Martinez-Flores, M., Cushing, D., Rosa, J., McIntosh, H., Schroeder, K., Pace, R., Patterson, D., Ridder, S. & Jobe, V. (1999). Integrating the California High School Exit Exam Across the Curriculum. Available online: [www.ca-clearinghouse.net](http://www.ca-clearinghouse.net)

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### PAPERS PRESENTED AT CONFERENCES

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- Served as Faculty Resource in the areas of Student Equity and English as a Second Language (ESL) to the National Summer Institute on Learning Communities, Evergreen State College, Olympia, WA ■ 2010
  - “Implementing Learning Communities at a Community College.” Presentation on how to adapt a four-year model to community colleges: Hispanic Association of Community Colleges (HACU) Conference, Orlando, FL ■ 2009
  - “Writing, Community, and Learning Assistance in Action.” Presentation on the implementation of the UMKC Supplemental Instructional Program for community colleges model at the Strengthening Student Success: Basic Skills and Beyond Conference, Anaheim, CA ■ 2008
  - “Innovation Focused on Student Success, Moving from Basic Skills to Transfer-Level Courses.” Presentation on the success of learning communities at the Strengthening Student Success: Basic Skills and Beyond Conference, Anaheim, CA ■ 2008
  - “English Articulation Project: A Collaborative Effort.” Presentation at the California K-16 Educational Equity & Opportunity Through Regional Collaboration Conference, Long Beach, CA ■ 2005
  - “Using Data-Sharing to Inform Curricular Projects.” Workshop presentation at the meeting of the GEAR UP California: Enhancing Our Golden Opportunity Conference, San Francisco, CA ■ 2004
  - “The Intersection of Policy and Practice: Linking Teacher’s Meaning to Actions.” Paper presented at the meeting of the American Education Research Association, Chicago, IL ■ 2003
  - “Promoting a Student Culture of Accountability: Making Tests Matter.” Workshop presentation at the meeting of the National Council for Community and Education Partnerships ■ 2003
  - “A Standards-Gap: The Unintended Consequences of Local Standards for Assessment, Curriculum and Instruction.” Paper presented at the meeting of the American Education Research Association, New Orleans, LA ■ 2002
  - “Intertwined Reforms: A Comparison of Administrator-Driven and Teacher-Centered Approaches.” Paper presented at the meeting of the American Education Research Association, New Orleans, LA ■ 2002
  - “Implementing Standards-Based Curriculum: Its Substantive and Symbolic Consequences.” Paper presented at the meeting of the American Education Research Association, Seattle, WA ■ 2001
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### LANGUAGES

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**English** and **Spanish** – speak, read, and write with competence.

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### AWARDS

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- Celebración de la Mujer Community Contribution Award, Latino Network, 2009
- Marian E. Luna Community Service Award, Greater Riverside Hispanic Chamber of Commerce, 2006
- Educator of the Year, Inland Empire Hispanic Image Awards, Hispanic Lifestyle, Riverside 2006
- Hispanic Border Leadership Institute Doctoral Fellowship, University of California, Riverside 1999–2002
- Josefina Avenida Scholarship Recipient, University of California, Los Angeles, 1994–1995