



South
Orange
County

Community
College District

Annual Board Evaluation Workshop

August 6, 2025

Agenda

- I. Welcome & Overview – Chancellor Barnes (4:00 pm – 4:05 pm)
- II. Diligent Community (4:05 pm – 5:00 pm)
- III. Reflecting Back: Board Goals 2024-2025 (5:00 pm – 6:15 pm)
 - I. Progress Highlights & Trustees' Evaluation of Board Goals
 - II. Board & Employee Survey Results
- IV. Looking Ahead: Board Goals 2025-2026 (6:15 pm – 7:30 pm)
 - I. Inspire 2035: Districtwide Strategic Priorities
 - II. Board Role & Responsibilities
 - III. Establishment of 2025-2026 Board Goals & Tactics (Action Steps)
- V. Wrap up (7:30 pm – 8:00 pm)

Reflecting Back: Board Goals 2024-2025

Goals to Support Institutional Effectiveness

Goal 1. Ensure the Organizational & Fiscal Health of the SOCCCD

Priority Objectives:

- Ensure a Healthy Campus Climate Districtwide with the following activities:
 - Conduct district-wide climate survey
 - Support recruitment and retention of employees (staff, faculty, admin)
 - Support Mental Health Activities
- Continue the development of ATEP and collaborators
- Continue to prioritize student housing
- Create an annual budget workshop for trustees

Goal 1. Ensure the Organizational & Fiscal Health of the SOCCCD

P r o g r e s s :

Ensure a Healthy Campus Climate

- Districtwide Climate Survey is administered every two years, with new and improved survey to be administered next year, in alignment with Inspire 2035 Priority 1: "Workplace Culture and Growth"
- Enhanced efforts in place to support recruitment and retention of employees, with EXCEL as a signature program
- Robust mental health supports in place for students

Goal 1. Ensure the Organizational & Fiscal Health of the SOCCCD

P r o g r e s s :

ATEP Development

- Saddleback @ATEP Construction
- Advantech Corporation
- PJRJPA (Goddard School)
- Top Tennis Management
- Victory AI Academy

Goal 1. Ensure the Organizational & Fiscal Health of the SOCCCD

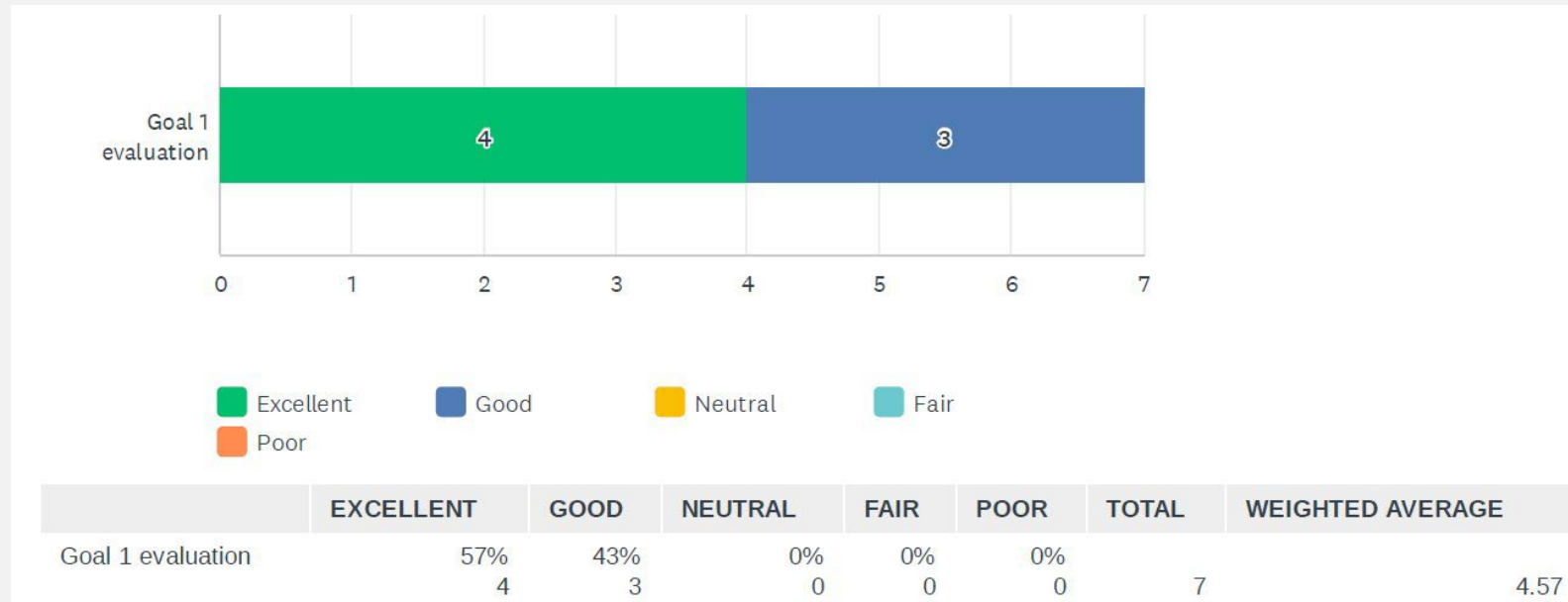
P r o g r e s s :

Board fiscal engagement

- Budget Workshop for Trustees were established throughout the year with an additional workshop scheduled for August 25, 2025
- The process for developing the Tentative and Adopted Budgets was discussed along with revenues and expenses

Goal 1. Ensure the Organizational & Fiscal Health of the SOCCCCD

Board Self-Evaluation:



Goal 2. Maintain and Improve the Educational Quality of the SOCCCD

Priority Objectives:

- Advocate for bachelor's degrees
- Support advances in technology
- Support instructional development
- Support guided pathways
- Monitor strategic plan progress

Goal 2. Maintain and Improve the Educational Quality of the SOCCCD

P r o g r e s s :

Strengthened Advocacy for BSN

- Board and District staff advocated for nursing bill, SB 895 (Roth), gaining bipartisan support (vetoed by the Governor)
- Board and District staff continue to advocate for new bill, AB 1400 (Soria)
- Saddleback's Nursing Program is ranked #1

Goal 2. Maintain and Improve the Educational Quality of the SOCCCD

P r o g r e s s :

Leaders in Technology and Innovation

- District receives statewide recognition as Founding Partners for the statewide Digital Center for Innovation, Transformation and Equity
- Advancements in Artificial Intelligence and Immersive Learning

Goal 2. Maintain and Improve the Educational Quality of the SOCCCD

P r o g r e s s :

Meeting Labor Market Needs through Instructional Development

- New Noncredit Healthcare programs (IVC)
 - Pharmacy Technician, Surgical Technician, and others under consideration
 - Administrative Medical Assistant, EKG Technician, and others to be launched (SC)
- Partnership with United Domestic Workers (UDW)
- New Credit CTE Programs
 - Administration of Justice, Advanced Baking & Pastry, Surgical Technology (SC)

Goal 2. Maintain and Improve the Educational Quality of the SOCCCCD

P r o g r e s s :

Guided Pathways

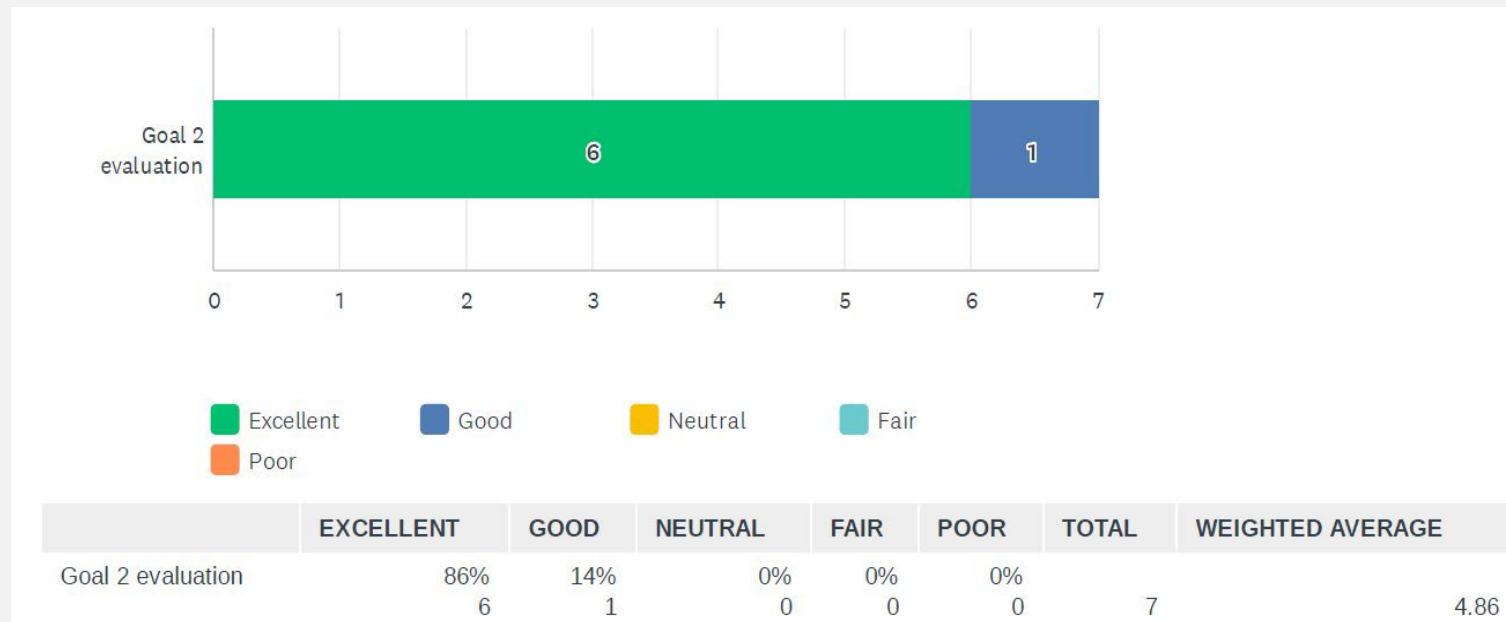
- Strengthened Guided Pathways across both colleges to ensure a seamless and supportive student experience from beginning to end
- Dual Enrollment expansion

Inspire 2035: Strategic Plan

- New values, vision, and mission
- New strategic plan and updated Facilities Master Plan
- Board engagement with plan development

Goal 2. Maintain and Improve the Educational Quality of the SOCCCCD

Board Self-Evaluation:



Goal 3. Support equitable student access and success

Priority Objectives:

- Support programs that increase internship work in the community (e.g. College Corps)
- Support programs to meet student needs
- Support programs that assist students financially (e.g. Learn to Earn)
- Set a strong direction for DEIA efforts

Goal 3. Support equitable student access and success

P r o g r e s s :

Robust internships and work-based learning opportunities

- #CaliforniansForAll College Corps program (IVC)
- Samueli Foundation support for Work-based learning program (SC)
- Internships through ATEP ground lease agreements

Goal 3. Support equitable student access and success

P r o g r e s s :

Supporting Student Basic Needs: Food & Housing Insecurities

- The Spot at IVC
- The C.A.R.E Corner at Saddleback College

Financial support for Students

- Learn to Earn
- Promise Programs

Goal 3. Support equitable student access and success

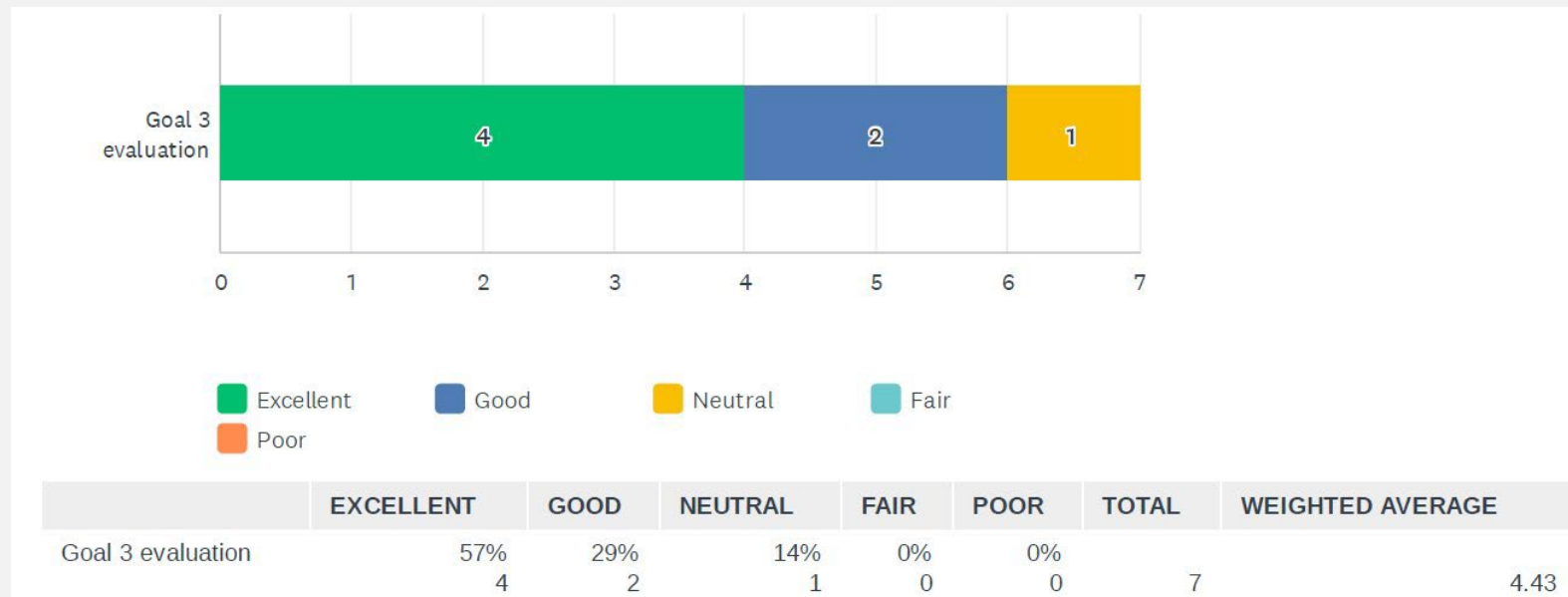
P r o g r e s s :

Sustained, equity minded transformation

- Advanced policy, evaluation reform and inclusive hiring practices as per new regulatory requirements (Title 5)
- Deepened campuswide engagement and transformation
 - Dr. Gina Garcia Transforming HSIs for Equity and Justice (IVC)
 - PAC-DEIA institutionalized into a Strategic Planning Council (IVC)
 - Instructor-Level Equity Data and Faculty Development (SC)
 - Establishment of Inclusive Campus Spaces (SC)

Goal 3. Support equitable student access and success

Board Self-Evaluation:



Goal 4. Support enhanced district marketing and communications and external engagement

Priority Objectives:

- Continue to increase marketing of SOCCCD to community (e.g. social media, publications)
- Increase community engagement opportunities for trustees (e.g. local city events)
- Explore shortening of SOCCCD acronym for branding
- Support Chancellor in annual State of the District event

Goal 4. Support enhanced district marketing and communications and external engagement

P r o g r e s s :

Enhanced Marketing & Communication

- 400% Increase in Engagement
- Expanded Social Media coverage
- Positive Press Coverage
- Signature Events and Visual Identity

Goal 4. Support enhanced district marketing and communications and external engagement

P r o g r e s s :

Increased community engagement opportunities

- Community College Insider and OC Register
- Board and Committee appointments to ACCT, CCLC, and OCSBA
- Nominations and profile awards from CCLC, OCBJ, LA Times, OC Register
- Media and Civic Engagement (Laguna Woods, Mr. Tustin, City Councils)

Goal 4. Support enhanced district marketing and communications and external engagement

P r o g r e s s :

Legislative and Elected Official Engagement

- Legislative visits to Sacramento and Washington, D.C.
- Elected official visits to colleges

SOCCCD Branding

- Implemented year 1 with new logo and branding
- Future acknowledgement of interest in simplifying "SOCCCD"

Goal 4. Support enhanced district marketing and communications and external engagement

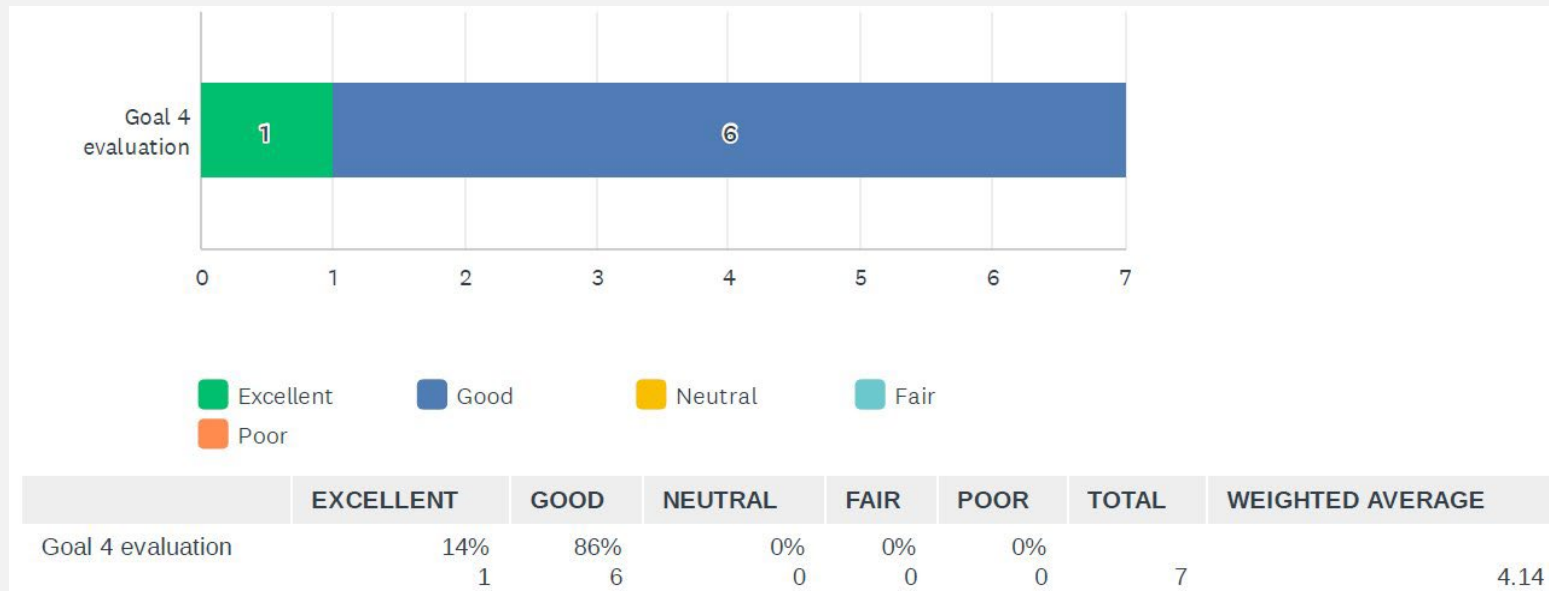
P r o g r e s s :

Strengthened and Institutionalized State of the District

- New and improved format with "Conversation with the Presidents"
- Video production use for multi-media and storytelling
- Diverse representation from over 150 attendees- civic, business, education
- District Annual Report alignment with event; utilized in legislative and community engagement events.

Goal 4. Support enhanced district marketing and communications and external engagement

Board Self-Evaluation:



Goals for Board Effectiveness

Goal 5. Strengthen Engagement with Internal and External Stakeholders

Priority Objectives:

- Create opportunities for board engagement with public (i.e. coffee with the trustees, etc.)
- Explore options to publicize when trustees will be present at various events
- Continue advocacy for district stakeholders
- Increase attendance at district events

Goal 5. Strengthen Engagement with Internal and External Stakeholders

P r o g r e s s :

Stronger internal and external relationships and engagements

- Coffee with the Trustees
- Robust participation in college events, community engagements
- Curated talking points for Trustees
- Social media and digital visibility at events; public recognition

Goal 5. Strengthen Engagement with Internal and External Stakeholders

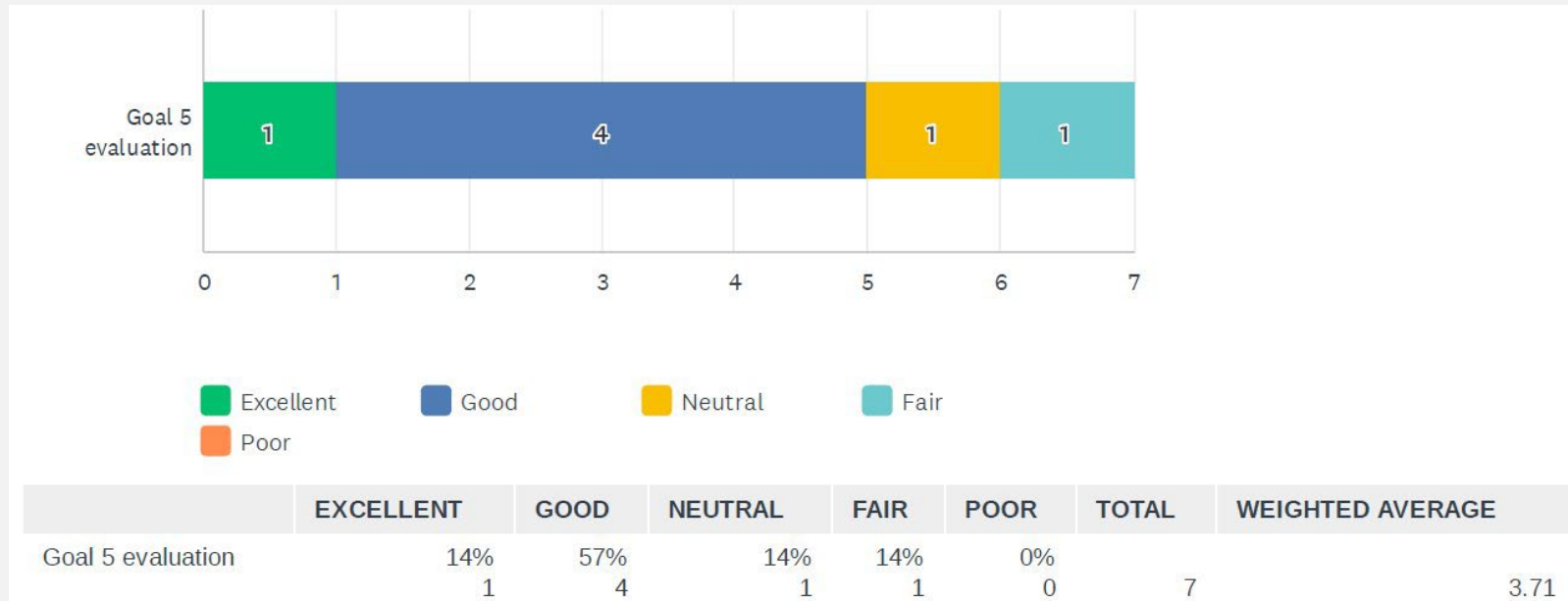
P r o g r e s s :

Robust attendance at events

- Student and Academic Celebrations
- Campus Milestones and Facilities
- Employee Recognition Events
- Signature and Cultural Events
- Civic and Business Engagement
- Legislative Advocacy

Goal 5. Strengthen Engagement with Internal and External Stakeholders

Board Self-Evaluation:



Goal 6. Advance Board Governance & CEO Relations

Priority Objectives:

- Continue to meet and talk with legislators
- Build in more opportunities for trustees' interaction with chancellor
- Continue to build capacity for effective board governance

Goal 6. Advance Board Governance & CEO Relations

P r o g r e s s :

Elevated Policy Influence

- Legislative visits with elected officials in Sacramento, Washington, D.C., and at both colleges

Board and Chancellor Relations

- Regular and structured communication with the Chancellor
- Joint participation with the Chancellor at key events, convenings, conferences
- Open lines of communication via email and phone

Goal 6. Advance Board Governance & CEO Relations

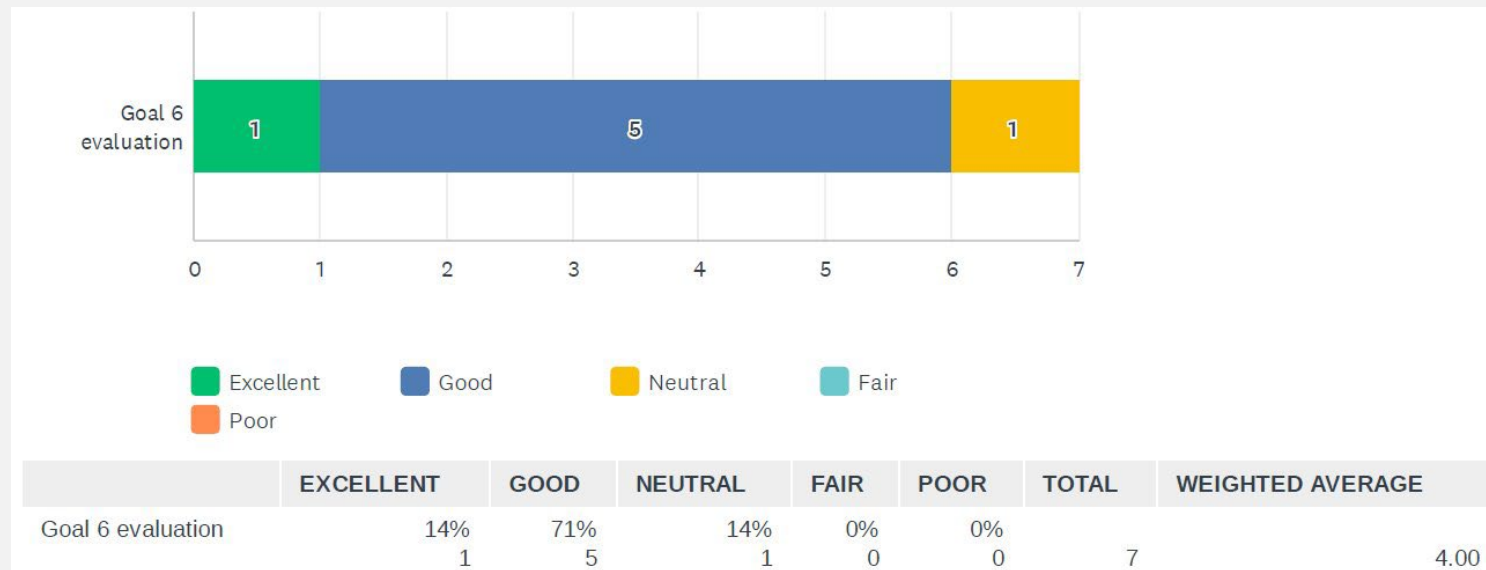
P r o g r e s s :

Effective Board Governance

- Professional Development through conferences and trainings
- Board committee involvement at the local and national levels

Goal 6. Advance Board Governance & CEO Relations

Board Self-Evaluation:



Goal 7. Establish and review policies to assure quality, integrity, and effectiveness

Priority Objectives:

- Include national legislative policy discussions and decisions in district-wide communications
- Continue to improve understanding of board ethics

Goal 7. Establish and review policies to assure quality, integrity, and effectiveness

P r o g r e s s :

Policy and regulatory review

- 48 Board Policies review and approved in 2024-2025

National Legislative Policy

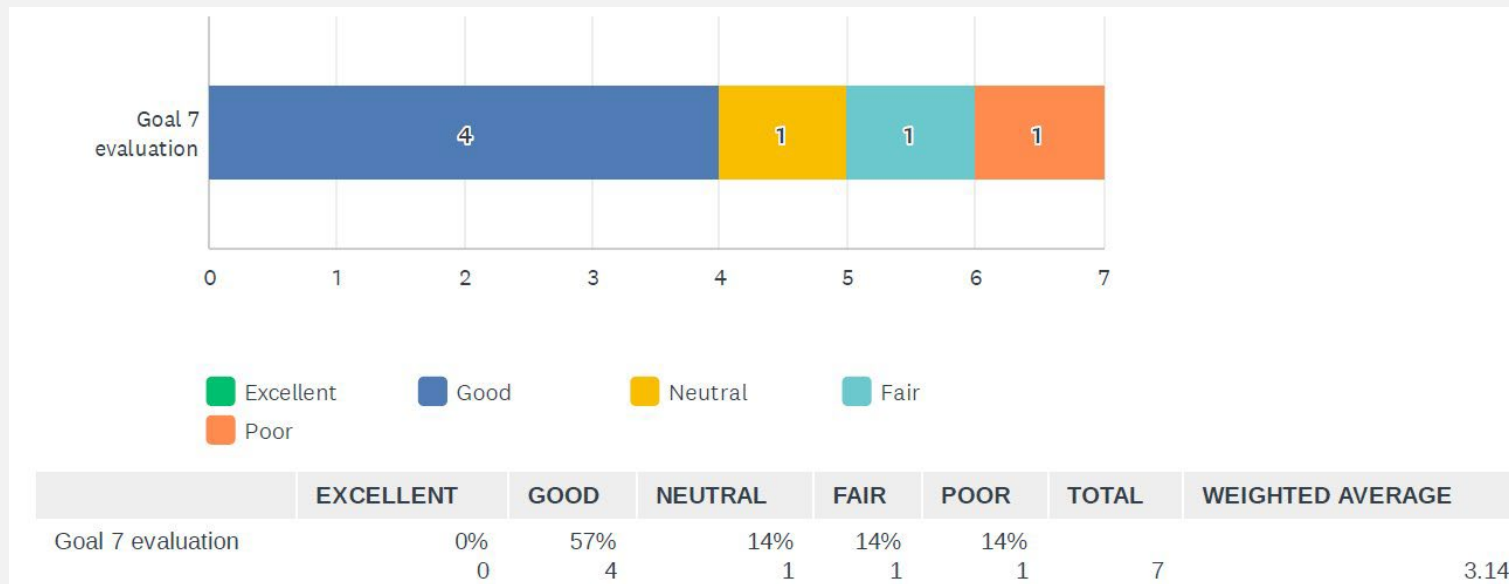
- Embed federal legislative updates into broader communications
- Increase awareness of how national decisions impact local operations

Board Ethics

- Compliant with AB 1235 which requires Board ethics training (training July 2024)

Goal 7. Establish and review policies to assure quality, integrity, and effectiveness

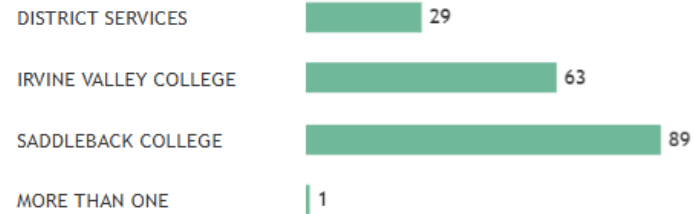
Board Self-Evaluation:



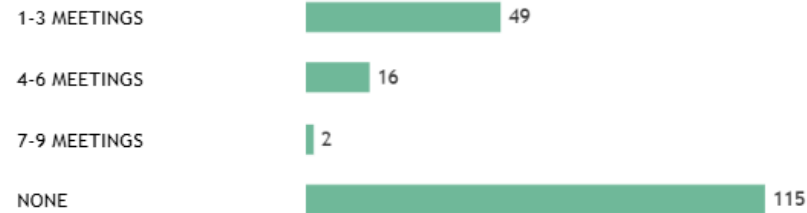
Board & SOCCCD Employee Survey Results 2024-2025

Employee Survey Demographics of Participants 2024-2025

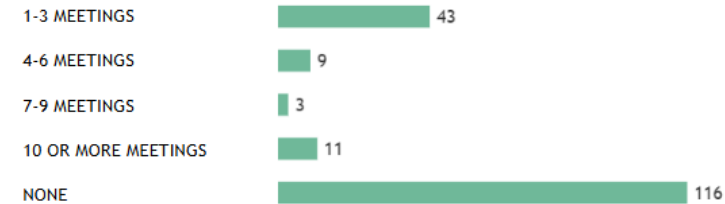
LOCATION



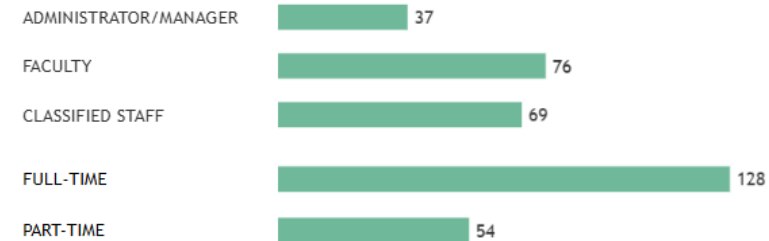
OVER THE PAST YEAR, HOW MANY BOARD MEETINGS HAVE YOU WATCHED?



OVER THE PAST YEAR, HOW MANY BOARD MEETINGS HAVE YOU ATTENDED?



EMPLOYEE TYPE



Board & Employee Survey Results 24-25 Comparison



Board & Employee Survey Results 24-25 Comparison

	2024-2025	
	BOARD MEMBERS	EMPLOYEE
Q11 The Board effectively monitors implementation of institutional plans.	4.00	3.60 -0.40
Q12 The Board respects faculty, staff, and student participation in their decision making.	4.43	3.59 -0.84
Q13 Trustees refrain from attempting to manage or direct work or activities of employees.	3.86	3.68 -0.18
Q14 Trustee behavior sets a positive tone for the district.	3.43	3.61 0.18
Q15 The Board regularly reviews and adheres to its code of ethics and standards of practice.	3.57	3.69 0.12
Q16 Board members maintain confidentiality of privileged information.	3.29	3.39 0.10
Q17 Board meeting agendas include sufficient information; the topics reflect Board responsibilities and tasks.	4.29	3.82 -0.47
Q18 Board meetings are conducted in an orderly, respectful manner; sufficient time is provided to explore and resolve key issues.	4.43	3.69 -0.74
Q19 The Board evaluation process helps the Board enhance its performance.	4.29	3.64 -0.65
Q20 Board members engage in professional development that enhances their performance as trustees. New Board members have an orientation to their role.	4.00	3.53 -0.47

Board Survey

Major Themes: Accomplishments

Student-Centered Leadership

A strong and consistent focus on student success, with efforts directed toward enhancing educational outcomes and the overall student experience.

Strategic and Community Engagement

Active participation in planning and district events reflects a commitment to long-term vision and community presence.

Institutional Excellence and Pride

Trustees take pride in the district's high standing, recognizing its reputation for quality and national recognition.

Collaborative and Respectful Governance

A collegial atmosphere among board members supports effective teamwork and respectful decision-making.

Board Survey

Major Themes: Accomplishments

Supportive Leadership Culture

Trustees foster a positive tone and provide strong support to staff, leadership, and the Chancellor.

Fiscal Responsibility

Effective oversight of the district's financial health ensures sustainability and responsible resource management.

Proactive Governance

The Board demonstrates initiative in implementing and refining programs that meet evolving student and community needs.

Employee Survey

Major Themes: Accomplishments

Student-Centered Focus

Trustees are consistently described as student-focused, advocating for student success, and supporting initiatives like community hubs, College Corps, and Learn to Earn. Their visibility at student and campus events reinforces this commitment.

Fiscal Responsibility and Strategic Oversight

The Board is credited with maintaining fiscal health, supporting capital improvement projects, and approving funding for technology and infrastructure. Their role in expanding degrees, certificates, and transfer opportunities is noted.

Community and Campus Engagement

Many respondents highlighted the Board's active presence at college and community events, showing genuine interest in the district's mission and people. Trustees are seen as approachable and respectful.

Employee Survey

Major Themes: Accomplishments

Governance and Professionalism

The Board is described as cohesive, knowledgeable, and respectful of roles and responsibilities. Their willingness to take difficult but necessary actions was praised as a sign of integrity and accountability.

Support for Employees

Several comments noted the Board's respect for employees, support for competitive salaries, and recognition of faculty and staff contributions.

Board Survey

Major Themes: Improvements

Governance and Ethical Integrity

Emphasizing the importance of ethical behavior and adherence to board responsibilities.

Role Clarity and Professional Conduct

Reinforcing understanding of trustee roles and appropriate conduct.

Student-Centered and Workforce-Oriented Focus

Aligning board actions with student needs and career preparation.

Community and Institutional Engagement

Increasing visibility and support for colleges through outreach and fundraising.

Employee Survey Major Themes: Improvements

Stakeholder Engagement & Visibility

Increase presence at college events and within departments. Engage more authentically with classified staff and part-time faculty. Conduct informal, unstructured visits.

Equity, Compensation & Inclusion

Address pay disparities, especially for part-time faculty. Ensure classified staff voices are heard and valued in decision-making. Support equal pay policies and allow evaluation of supervisors by staff.

Governance & Meeting Effectiveness

Improve preparation and efficiency of Board meetings. Reduce off-topic discussions and personal agendas. Ensure Board leadership is well-versed in meeting procedures and agenda items.

Employee Survey

Major Themes: Improvements

Transparency & Communication

Clarify budget decisions and policy changes. Communicate disciplinary actions and governance decisions more openly. Avoid perceived political bias and maintain neutrality in public meetings.

Policy Impact & Responsiveness

Reassess large-scale decisions with broader input. Include classified staff in planning for facilities and technology projects. Stay current with district tools, programs, and shared governance principles.

Board Composition & Conduct

Consider term limits or rotation to bring in fresh perspectives. Address concerns about board member conduct and potential conflicts of interest. Encourage diverse viewpoints and more split votes to reflect healthy debate.

Looking Ahead: 2025–2026 Board Goals

Board Goals 2025-2026

Board Exercise:

For each Inspire 2035 priority, please draft an aligned Board Goal. *Keeping in mind:*

- *Survey Results from Board & Employees*
- *Inspire 2035 Districtwide Strategic Priorities*
- *Role & Responsibilities of the Board*

Inspire 2035 Districtwide Strategic Priorities

- Student Centered
- Equitable Access
- Equitable Outcomes
- Economic & Social Mobility
- Community Vitality & Engagement
- Workplace Culture & Growth

Roles and Responsibilities of a California Community College Trustee

California community college trustees are locally elected officials who govern individual community college districts. Their primary role is to ensure that the college reflects and responds to the needs of the local community while maintaining high standards of educational quality and fiscal responsibility.

Policy Leadership

Establish policies that guide the college district's operations and strategic direction.

Fiscal Oversight

Ensure fiscal integrity and approve budgets that support student success and institutional sustainability.

Executive Oversight

Hire and evaluate the Chancellor or Superintendent/President of the district.

Advocacy

Advocate for the college district at the local, state, and national levels.

Roles and Responsibilities of a California Community College Trustee

Student Success and Equity

Support student success initiatives and equitable access to education.

Professional Development

Engage in ongoing professional development to enhance governance effectiveness.

Transparency and Accountability

Maintain transparency and accountability in decision-making processes.

Community Engagement

Foster community engagement and respond to local educational needs.

Source: Community College League of California (<https://www.ccleague.org/trustees>)

Board Goals 2025-2026

Inspire 2035 Priority

Sample Board Goals

Tactic (Action Steps)

The Board will advance a student-centered culture by supporting efforts to cultivate inclusive learning environments that affirm student identities, encourage civic engagement, and promote holistic development.

Student Centered

OR

The Board will cultivate a student-centered culture of belonging and connection by endorsing inclusive governance practices, affirming student identities, and supporting strategic initiatives that foster meaningful relationships and a sense of community across the institution.

Board Goals 2025-2026

Inspire 2035 Priority

Sample Board Goals

Tactic (Action Steps)

The Board will safeguard equitable access by affirming the institution's responsibility to serve all students—especially those historically excluded from higher education—through governance actions that uphold DEIA principles, protect civic opportunity, and resist efforts that undermine inclusive educational pathways.

Equitable Access

OR

The Board will promote equitable access by supporting policies, partnerships, and resource allocation strategies that expand student entry points, reduce systemic barriers, and ensure inclusive pathways to postsecondary education across the district.

Board Goals 2025-2026

Inspire 2035 Priority

Sample Board Goals

Tactic (Action Steps)

Equitable Outcomes

The Board will champion equitable student outcomes by aligning oversight and accountability practices with data-informed strategies that close opportunity gaps, foster inclusive excellence, and promote student success across all demographic groups.

OR

The Board will advance equitable student outcomes by advocating for policy reforms and strategic fiscal investments that close opportunity gaps.

Board Goals 2025-2026

Inspire 2035 Priority

Sample Board Goals

Tactic (Action Steps)

The Board will strengthen economic and social mobility by championing policies, partnerships, and oversight practices that expand workforce-aligned educational opportunities, support upward mobility, and foster inclusive economic development across the region.

Economic & Social Mobility

OR

The Board will expand economic and social mobility by supporting cross-sector partnerships and policy advocacy that strengthen employer engagement, align educational pathways with workforce needs, and promote inclusive career advancement opportunities for students across the region.

Board Goals 2025-2026

Inspire 2035 Priority

Sample Board Goals

Tactic (Action Steps)

The Board will foster community vitality and engagement by championing civic partnerships, cultural connections, and inclusive engagement strategies that reflect the region's diverse voices.

Community Vitality and Engagement

OR

The Board will foster community vitality and engagement in the region by supporting inclusive engagement strategies, cross-sector collaborations, and culturally responsive outreach efforts that strengthen trust, visibility, and shared purpose across the communities we serve.

Board Goals 2025-2026

Inspire 2035 Priority

Sample Board Goals

Tactic (Action Steps)

The Board will model ethical leadership and collaborative governance to foster a workplace culture rooted in trust, respect, and shared purpose, allowing employees to feel valued, supported, and empowered to thrive.

Workplace Culture & Growth

OR

The Board will cultivate a positive workplace culture by modeling ethical collaboration, mutual respect, and unified governance practices that reinforce institutional values and inspire trust, engagement, and growth across all levels of the organization.

Board Goals 2025-2026

Board Exercise:

Given each new Board goal, establish possible tactics (action steps), to achieve each goal.

Wrap-Up & Next Steps