ORDER OF BUSINESS – SPECIAL MEETING
Saturday, June 13, 2015
9:00 a.m. – 12:00 p.m.

Educational Services Center
Hearing Room – First Floor
770 Wilshire Blvd.
Los Angeles, CA 90017

I. Call to Order (9:00 a.m.)

II. Requests to Address the Board Regarding Closed Session Agenda Matters

III. Recess to Closed Session in accordance with The Ralph M. Brown Act, Government Code sections 54950 et seq., and the Education Code to discuss the matters on the posted Closed Session agenda pursuant to Government Code section 54954.5 (Refer to Attachment “A” for Closed Session agenda).

IV. Reconvene Special Meeting


VI. Public Speakers

VII. Board Self-Assessment
   • Review Progress on 2014-15 Annual Goals
   • Review Outcomes from Self-Assessment Phase
   • Discuss Strategic Initiatives and Goals for 2015-16

VIII. Notice Reports
   BT/A. [Notice] Amend Board Rule Chapter XVII Article III – Bond Program Monitor
   BT/B. [Notice] Amend Board Rule Chapter II Article V – Communications to the Board

IX. Adjournment
The special meeting of the Board of Trustees of the Los Angeles Community College District (LACCD) was called to order at 9:05 a.m. with President Scott J. Svonkin presiding.

The following members were present: Mike Eng, Mona Field, Mike Fong, Ernest H. Moreno, Nancy Pearlman, and Scott J. Svonkin. Absent: Steve Veres.

Chancellor Francisco C. Rodriguez was present.

REQUESTS TO ADDRESS THE BOARD REGARDING CLOSED SESSION
AGENDA MATTERS
None.

RECESS TO CLOSED SESSION
There being no objection, the Board of Trustees recessed to Closed Session in accordance with The Ralph M. Brown Act, Government Code sections 54950 et seq., and the Education Code to discuss the matters on the posted Closed Session agenda pursuant to Government Code section 54954.5 (see Attachment A).

The special meeting recessed to Closed Session at 9:07 a.m.

RECONVENE REGULAR MEETING
The special meeting of the Board of Trustees of the LACCD reconvened at 10:21 a.m. with President Scott J. Svonkin presiding.

The following members were present: Mike Eng, Mona Field, Mike Fong, Ernest H. Moreno, Nancy Pearlman, and Scott J. Svonkin. Absent: Steve Veres.

Chancellor Francisco C. Rodriguez was present.

REPORT OF ACTIONS TAKEN IN CLOSED SESSION – JUNE 13, 2015
President Svonkin indicated that The Ralph M. Brown Act requires that certain matters determined during Closed Session be reported during the public session that follows.

The Board took no actions required to be reported by The Ralph M. Brown Act.

PUBLIC SPEAKERS
None.
BOARD SELF-ASSESSMENT

A document entitled "LACCD Board of Trustees 2015 Self-Assessment" was distributed.

Dr. Jose A. Leyba, Facilitator, gave a PowerPoint presentation and discussed the document with respect to the Self-Assessment Revised Plan of Action; Self-Assessment Training; LACCD Board of Trustees Goals, 2014, 2015; the 2015 Self-Assessment Questionnaire; and the 2015 Self-Assessment Final Report.

NOTICE REPORTS

Com. No. BT/A. [Notice] Amend Board Rule Chapter XVII Article III – Bond Program Monitor

Com. No. BT/B. [Notice] Amend Board Rule Chapter II Article V – Communications to the Board

Noticed by President Svonkin.

ADJOURNMENT

The special meeting was adjourned at 12:05 p.m.

FRANCISCO C. RODRIGUEZ
Chancellor and Secretary of the Board of Trustees

By: Laurie Green
Assistant Secretary to the Board

APPROVED BY THE BOARD OF TRUSTEES:

President of the Board

Date July 8, 2015
LACCD Board of Trustees
2015 Self-Assessment
Jose A. Leyba, Associate

Net4EdAccess

"...the focus of a board self-evaluation is not on individuals, but how they work together to govern the district."

Trustee Handbook, Community College League of California
The Science of Leadership

*Human conversation is the most ancient and easiest way to cultivate the conditions for change—personal change, community and organizational change.*

*Margaret Wheatly*

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**LACCD Plan of Action: 2015 Self-Assessment**

- **PHASE 1: May 13** BOT Meeting: Leadership and Planning Session (Option 2 is to schedule Phase 1 for May 27 BOT Meeting)
- Review Plan of Action
- Review purpose for Self-Assessment/Accreditation
- Review ACCJC Standard IV Board Leadership and Governance
- Review 2014 Self-Assessment Report
- Review Customized Self-Assessment Instrument & Interview Process
LACCD Plan of Action: 2015 Self-Assessment

- **PHASE 2: MAY 13-27** Conduct One on One Self-Assessment Instrument Interviews with BOT (Option 2 is to conduct interviews from May 28-June 5)

- **Tentative Interview Dates:**
  1. Thursday, May 21, Friday, May 22
  2. Monday, June 1, Tuesday, June 2
  3. Thursday, June 4, Friday June 5

LACCD Plan of Action: 2015 Self-Assessment

- **PHASE 3: MAY 27 BOT Meeting: Leadership and Planning Session** (Option 2 is to for Phase 3 to be scheduled for June 10 BOT meeting)

- Review progress towards meeting BOT 2015 Priorities and Goals

- Examine process and evaluation matrix for setting 2016 priorities

- Consultant preliminary report on 2015 BOT Self-Assessment Interview, results and observations

- Discussion 2016 Self-Assessment Survey Instrument
PHASE 4: June 24 BOT meeting, LACCD Board President provides an oral report on summary points from the 2015 Self-Assessment Report

ACCJC Standard IV
Leadership and Governance

B. Board and Administrative Organization

g. The governing board’s self-evaluation processes for assessing board performance are clearly defined, implemented, and published in policies and by-laws.
LACCD Board Rules
Self-Evaluation 2301.10

- Each fall, the Board of Trustees will perform a self-evaluation.
- The Board’s self-evaluation process may include a formal survey of stakeholders and constituents...
- The Board will conduct its annual self-evaluation during a public session during which the Board will review the results of any data collected or survey process, assess its performance during the preceding year, and establish new annual goals.

Board Responsibilities
Self-Assessment

- Adopt a board self-evaluation policy and process.
- Implement the policy—regularly conduct a board self-evaluation.
- Discuss the results of the evaluation to identify strengths & areas for improvement.
- Use the results to enhance board effectiveness and set annual board goals.
Mission

Answers the question: Why does the LACCD Exist?

The primary purpose of an ACCJC-accredited institution is to foster learning in its students.

Self-Assessment

The process of looking at oneself in order to assess aspects that are important to one's roles and responsibilities.

- What's going well?
- What needs improvement?
Why assess?

- Community college boards are under more scrutiny than ever before by the public, media, government, the accrediting commission, and college constituencies.
- All expect and deserve a high degree of professionalism and performance from their trustees.
- An effective board self-evaluation process responds to these expectations.

What to Assess

- A summary of what the board does well and its accomplishments for the prior year.
- A better understanding of what is needed from each trustee and the CEO to be an effective board and board/CEO team.
- An assessment of progress on the prior year’s goals and identify what needs to be completed.
- Goals and tasks for the coming year related to board performance and its leadership for district goals.
A Focus on Student Success

The Completion Arch
Measuring Community College Student Success

Effective Board Leadership

Successful Colleges

Student Success
Program completion, Transfer, Career

Enhanced quality of life
Individuals, community, state, etc.
LACCD Accomplishments 2013
Recent ACCJC affirmation

* The District has strengthened its oversight of the bond program
* Resolved material weaknesses and significant deficiencies cited in the 2010 audit
* Appropriate systems have been implemented to prevent future audit exceptions.

Barbara Beno, President, ACCJC

Key Trends and Implications for LACCD
There are large numbers of our students who never complete a certificate, degree, or transfer. On average just

* 17.1% of degree seeking students complete their Associates degree
* 25.3% ever transfer to a four year college.

Vision 2015: Advancing Student Success and Completion February 2013
LACCD Strategic Plan

- Goal 1: Access and Preparation for Success
- Goal 2: Teaching and Learning for Success
- Goal 3: Organizational Effectiveness
- Goal 4: Resources and Collaboration

A shift in accreditation

- From description to outcomes.

How do you know that you are doing what it is that you should be and say that you are doing?

Assessment and Outcomes
Evaluation or Assessment?

- To assess and improve its performance, a board needs ongoing information on how it is doing.

- While individual trustee behavior contributes to effective board functioning, the focus of a board self evaluation is not on individuals, but on how they work together to govern the district.

Community College League of California, Trustee Handbook

Why assess? Internal

We are accountable to the public for all aspects of our mission, and we owe the students we serve, the people of Los Angeles, and the State of California regular and timely assessments of all of our efforts through shared governance processes that are open and transparent.

LACCD Governance & Functions Handbook 2013
**Why assess? Internal**

- Goal 3: Organizational Effectiveness

  Improve organizational effectiveness through data-informed planning and decision-making, process assessment, and professional development.

  I ACCD Strategic Plan, 2013

**How to Assess**

**Qualitative**

- Progress made toward goals for the previous and/or current year; accomplishments, challenges, and strategies for improvement.

- Effectiveness of board functioning
When to Assess

- A comprehensive self-evaluation, involving more extensive surveys, may occur every two or three years.

- Annual board self-evaluations provide a time for the board to review the past year and set priorities for the coming year.

Assessment Methodologies

Surveys
Interviews
Focus groups
LACCD Board Themes
2013-2014

- Stability and Progress
- Excellence in Leadership
- Openness and Transparency
- Mutual Respect

LACCD Board Themes
2014-2015

- Improving Student Success
- Securing Short and Long-term Financial Strength of District
- Increasing Visibility and Credibility of District
2014 Self Assessment Report Summary of Observations

- BOT is comprised of individuals with deep understanding and commitment to the success of the District
- BOT acts consistent with the District’s top two strategic goals
- BOT guides deliberation and decisions based on the question “How does this help our students and programs.”
- BOT identified the importance of future collaboration as a team to build mutual trust and respect with the new Chancellor

2014 Self-Assessment Report Summary of Observations

- BOT identified need to schedule ongoing work study sessions to monitor progress on goals, for new Trustee orientation, and to enhance culture of collaboration
- BOT identified need to establish ethical and mutual respect and trust/civility norms for closed session
- BOT identified the need to develop a more consistent and efficient Open and Closed Session meeting schedule
2014 Self-Assessment Report Summary of Observations

- BOT will focus on accountability and high expectations for all LACCD employees to develop a culture where all actions are guided by doing what is necessary to increase student success.
- BOT identified individual issues as important interests.
- 1. Achieve a balanced collaborative shared governance environment while allowing for creative leadership.
- 2. Establish a positive dialogue: "One LACCD System" vs "Nine Colleges".

REVIEW

BOT 2015 Self-Assessment

Review Plan of Action

Review Self-Assessment Purpose

Review ACCJC Standard IV Board Leadership and Governance

Review 2014 Self-Assessment

Review Self-Assessment Instrument
MAHALO
Jose A. Leyba
(480)620-2480
leyba.jose@gmail.com
www.thenet4edaccess
<table>
<thead>
<tr>
<th>Theme</th>
<th>Strategic Plan Goal</th>
<th>Board Goal</th>
<th>Status</th>
<th>Evidence</th>
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<tbody>
<tr>
<td>Theme #1: Stability and Progress</td>
<td>Goal 1: Access &amp; Preparation for Success</td>
<td>Focus on Student Success</td>
<td>Complete</td>
<td>IE&amp;SS and Committee of the Whole received Scorecard Report for each college</td>
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<td>In-Progress</td>
<td>Minutes of Committee meetings</td>
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<td></td>
<td>Goal 2: Teaching &amp; Learning for Success</td>
<td>Assist all nine colleges to be fully accredited</td>
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<td>Memo to the full Board on recommendations for future action</td>
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<td>Minutes of Committee meetings</td>
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<td>Goal 4: Resources &amp; Collaboration</td>
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<td>Copy of the fiscal policy and minutes of the Committee meeting</td>
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<td>Minutes of these committees</td>
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1 Institutional Effectiveness & Student Services
2 Institutional Effectiveness
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<th>Theme</th>
<th>Strategic Plan Goal</th>
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<th>Status</th>
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<tbody>
<tr>
<td>Theme #2: Excellence in Leadership</td>
<td>Goal 3: Organizational Effectiveness</td>
<td>Ensure vacant positions of Chancellor and college presidents are filled</td>
<td>Complete</td>
<td>Board voted to appoint a Chancellor with an effective start date of June 1, 2014</td>
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<td>Evidence</td>
<td>Minutes of Board meeting and copy of chancellor’s contract</td>
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An Ad Hoc Committee on Presidential Selection was formed to review presidential selection procedure; hire consultant group to recruit applicants and committees were formed at each of three colleges.

Minutes of Board meetings; composition of each committee and their respective meeting schedules; demographic data on applicants and employment contracts for college presidents at Harbor, Southwest and Valley Colleges.
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<th>Theme</th>
<th>Strategic Plan Goal</th>
<th>Board Goal</th>
<th>Status Complete</th>
<th>Status In-Progress</th>
<th>Evidence</th>
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<tbody>
<tr>
<td>Theme 3: Openness and Transparency</td>
<td>Goal 1: Access &amp; Preparation for Success</td>
<td>Focus on Student Success</td>
<td>Legislative &amp; Public Affairs Committee recommended legislative action on the budget to address the number of underprepared students enrolled</td>
<td>Minutes of the Committee and copies of the master plan documents</td>
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<tr>
<td>Goal 3: Organizational Effectiveness</td>
<td>Plan for the bond program’s end</td>
<td>Facilities Master Planning &amp; Oversight Committee (FMPOC) has begun receiving the revised facilities master plan for each college</td>
<td>Maintenance &amp; Operations needs at each college will address staffing, equipment and training</td>
<td>Minutes of the FMPOC meeting and copy of the consultant’s report</td>
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<td>Goal 2: Teaching &amp; Learning for Success</td>
<td>Focus on Student Success</td>
<td>Complete</td>
<td>IE&amp;SS and Budget &amp; Finance Committees reviewed reports on student success with eye to scaling up</td>
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<td>In-Progress</td>
<td>College reports on student success presented during Board meetings</td>
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<td>Goal 3: Organizational Effectiveness</td>
<td>Improve Internal Operations</td>
<td>Ad Hoc Committee on Adult Education &amp; Workforce Development focused on development of Regional Consortium</td>
<td>Grant application submitted to the State Chancellor's Office and receipt of $1.5 million for 18 month planning initiative</td>
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<td>Minutes of the Board meeting</td>
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<td>Goal 3: Organizational</td>
<td>Improve Internal</td>
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<td>Board approved</td>
<td>a district wide contract for an emergency notification system; college</td>
<td>Copy of Board meeting minutes and copy of meeting notes of Emergency Preparedness Management Team meetings</td>
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<td>Effectiveness</td>
<td>Operations</td>
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<td>a district wide</td>
<td>preparedness plans are being reviewed; and district wide task force continues</td>
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<td>contract for an</td>
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<td>district wide</td>
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<td>task force continues</td>
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<td>Goal 4: Resources &amp;</td>
<td>Improve Internal</td>
<td>Ad Hoc Committee on National/</td>
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<td>Copy of the Request for Proposal and award of contract to successful bidder</td>
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<td>Collaboration</td>
<td>Operations</td>
<td>Federal Lobbyist</td>
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<tbody>
<tr>
<td><strong>Theme #1: Improving Student Success</strong></td>
<td><strong>Goal 1:</strong> Access and Preparation for Success</td>
<td>Set benchmarks for student success, emphasis on remediation/basic skills</td>
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<td><strong>Goal 3:</strong> Organizational Effectiveness</td>
<td>Complete and submit plan for coordination of regional adult education</td>
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<td><strong>Goal 4:</strong> Resources and Collaboration</td>
<td>Secure Removal of ACCJC Sanction for Los Angeles Valley College</td>
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<td><strong>Goal 3:</strong> Organizational Effectiveness</td>
<td>Prepare for a successful 2014 Districtwide Accreditation Visit</td>
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<td><strong>Goal 4:</strong> Resources and Collaboration</td>
<td>Execute Last Major Phase of Bond program with distinction</td>
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<td><strong>Theme #2: Securing Short and Long-term Financial Strength of District</strong></td>
<td><strong>Goal 4: Resources and Collaboration</strong></td>
<td>Engagement with Statewide and Federal Advocacy</td>
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<td>• Advocate and secure funding for growth, COLA, and deferred maintenance at state level</td>
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<td>• Bolster grants application at state and federal level</td>
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<td><strong>Goal 3: Organizational Effectiveness</strong></td>
<td><strong>Goal 3: Leveraging Size, Strength, and Diversity of LACCD</strong></td>
<td>Review Master Purchasing Agreements and procurement for maximum efficiency</td>
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<td>• Explore feasibility and cost-effectiveness of centralized bookstore services</td>
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<td>• Explore feasibility and cost-effectiveness of</td>
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<td>Goal 4: Resources and Collaboration</td>
<td>Revenue Enhancement</td>
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<td>- Strengthen central Foundation function and coordinate districtwide efforts for fundraising and philanthropy</td>
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<td>- Explore options for public-private partnerships by examining LACCD real property</td>
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centralized food services
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<tr>
<th>Theme 3: Increasing Visibility and Credibility of District</th>
<th>Goal 3:</th>
<th>Complete</th>
<th>In-Progress</th>
<th>Evidence</th>
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<tr>
<td><strong>Goal 3:</strong> Organizational Effectiveness</td>
<td>Engage in exemplary Board-Level Leadership of LACCD</td>
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<td>- Establish and follow meeting and committee protocols</td>
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<td>- Focus on board-level fiduciary responsibilities and policy</td>
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<td>- Conduct regular leadership and planning retreats</td>
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<td>- Demonstrate civility and respect for fellow board members</td>
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<tr>
<th>Goal 4: Resources and Collaboration</th>
<th>Advance Legislative Agenda (local, state, federal)</th>
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<td>- Conduct working session on shaping legislative agenda</td>
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<td>- Secure federal lobbyist contract(s)</td>
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<td>- Secure state lobbyist</td>
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<tr>
<td>Goal</td>
<td>Statement</td>
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| **Goal 1: Access and Preparation for Success** | Develop Outreach, Public Relations/Communications and External Affairs Plan  
- Strengthen and coordinate PIO functions and communications  
- Engage in branding/visual identity exercise for LACCD  
- Develop strategic, collateral materials for LACCD  
- Improve aesthetics and functionality of district/college websites |
| **Goal 2:** |  |
| **Goal 3: Organizational Effectiveness** |  |
| **Goal 4: Resources and Collaboration** | Ensure Success for Chancellor’s First Year of Service  
- Make appropriate introductions, connections and referrals |
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<tbody>
<tr>
<td>1.</td>
<td>Support for engagement activities at local, state and national levels.</td>
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<td>2.</td>
<td>Establish and follow communications protocols.</td>
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Los Angeles Community College Board of Trustees
Board Member Assessment
Spring 2015

Please provide responses to the following questions in 1-3 sentences, if possible.

1. What are the Board's greatest strengths?

2. What have been the major accomplishments of the Board in the past year?

3. What are areas in which the Board could improve?

4. As a trustee, I am most pleased about:

5. As a trustee, I have concerns about:

6. As a trustee, I would like to see the following change(s) in how the Board operates:

7. Is the Board functioning as a team as well as it should? Why or why not?

8. Do you have any new priority goals?

9. Please describe the board's relationship with the CEO. What does the board do to maintain a positive relationship? What does the board need to change, if anything?

Adapted from: Assessing Board Effectiveness, Community College League of California
INTRODUCTION:
Dr. Francisco Rodriguez, Chancellor, and Mr. Scott Svonkin, Board of Trustees President, retained the services of Dr. Jose A. Leyba, (Education Consultant), to conduct the 2015 LACCD Board of Trustees Self-Assessment. Dr. Leyba had previously been retained to conduct the 2014 Self-Assessment. The process included use of a customized assessment including Professional Development, individual trustee interviews, and utilization of a questionnaire adapted from “Assessing Board Effectiveness”, from the Community College League of California. The information was synthesized into actionable observations and themes to provide feedback to the Board of Trustees in fulfilling their roles and responsibilities and to serve as a practical guide to support the continuous improvement process in accordance with the following:

A. Mission and Core Principles of the Los Angeles Community College District:

“We are accountable to the public for all aspects of our mission, and we owe the students we serve, the people of Los Angeles, and the State of California regular and timely assessments of all of our effort through the shared governance processes that are open and transparent.”

B. Standard VI Leadership and Governance (section B.1.g.) Accrediting Commission for Community and Junior Colleges (ACCJC):

“The governing board’s self-evaluation processes for assessing board performance are clearly defined, implemented, and published in its policies and bylaws.”

C. Los Angeles Community College Board Rules, Self-Evaluation (section 2301.10)

“Each fall the Board of Trustees will perform a self evaluation.” The Board will conduct its annual self-evaluation during a public session during which the Board will review the results of any data collected or survey process, assess its performance during the preceding year and establish new annual goals.”

The next section provides the Questionnaire and includes synthesized statements that are summarized in the heading of Recurring Themes.
1. What are the Board’s greatest strengths?

- The BOT is committed to students, focused on accreditation, and as a whole works well together. There has been more debate this year and the BOT is willing to ask the tough questions, focus on data, accountability and transparency.
- The diversity of individual BOT members, their experiences and public service.

2. What have been the major accomplishments of the Board this year?
   - Hiring the Chancellor and the financial strength of the District.

3. What are areas in which the Board could improve?
   - Collegiality, civility, and mutual respect.
   - Establishing clear and measurable goals.
   - The BOT is aware of the complexities of LACCD and needs a clearer understanding a multi college district as large as LACCD.

4. As a trustee, I am most pleased about.
   - Serving, engaging and interacting with students.
   - Progress on accreditation.

5. As a trustee, I have concerns about.
   - The role of the Board to make collective decisions vs. individual.
   - Respect and civility.
   - Time in open/closed session to allow for understanding issues.

6. As a trustee, I would like to see the following change(s) in how the Board operates.
   - Varied meeting schedule to allow additional time for discussion
   - Respect and patience with each other

7. Is the Board functioning as a team as well as it should? Why or Why not?
   - All focus needs to be on students.
   - Common goals and ground rules in closed session need to be set.

8. Do you have any new priority goals?
   - Accountability and developing measurable goals.
   - Higher priority on programs for student success.
9. Please describe the Board’s relationship with the Chancellor. What does the Board do to maintain a positive relationship? What does the Board need to change?

- Accessible, communication flow is improved, cordial, can work better together by both Chancellor and BOT setting clear goals, priorities, metrics, mutual expectations, communication protocols

**RECURRING THEMES:**

- Ad Hoc Committees
- Management/tracking system to provide follow-up and feedback on BOT issues and concerns, accountability
- Collegiality, civility, respect
- Chancellor travel
- Roles of the BOT: group approach vs. personal
- Establishing clear and measurable goals and mutual expectations