

**LOS ANGELES COMMUNITY COLLEGE DISTRICT  
BOARD OF TRUSTEES  
INSTITUTIONAL EFFECTIVENESS & STUDENT SUCCESS COMMITTEE  
Minutes – Special Meeting Los Angeles Mission College  
Faculty Dining Room  
13356 Eldridge Avenue  
Sylmar, California 91342  
February 2, 2015  
10:00 a.m. - 12:00 p.m.**

Committee: Mike Eng, Chair; Mona Field, Vice Chair; and Ernest H. Moreno, Member.

**WELCOME AND INTRODUCTION OF COMMITTEE, CAMPUS FACULTY AND STAFF**

Chair Mike Eng called the meeting to order at 10:05 a.m. and introduced the Committee members, Deputy Chancellor Adriana Barrera, and Interim Vice Chancellor for Educational Programs and Institutional Effectiveness Bobbi Kimble.

Dr. Monte E. Perez, President, Los Angeles Mission College (LAMC), introduced faculty, administrators, and staff who serve on the Accreditation Steering Committee.

**PURPOSE OF THE MEETING**

Chair Mike Eng explained the purpose of the meeting today. He stated that he would like to see specificity of deadlines. Ms. Bobbie Kimble, Interim Vice Chancellor, Educational Programs and Institutional Effectiveness, explained that the committee's visit was to review Los Angeles Mission College's Follow-Up Report.

Ms. Kimble noted that LAMC continues to show improvement and progress. She explained that there was a warning status in March 2013 based on fourteen items. The college successfully cleared nine items and was reaffirmed in 2014. She stated that the Follow-Up Report is very thorough and shows sustained improvement. She clarified that the five recommendations were made specific to the individual college.

**PUBLIC COMMENT**

None.

**REVIEW of ACCREDITATION REPORT RECOMMENDATIONS**

- Kelly Enos, Accreditation Steering Committee (ASC) co-chair, provided an overview of ASC's composition, role, and work.
- Recommendation 2: SLOs, PLOs, and ILOs are at 100%. To achieve this, the college worked with Council of Instruction, established a policy, and collected data from student surveys. LAMC has developed an on-line SLO & PLO system, which is also linked to the ILO system.
- Recommendation 5: In response to this recommendation, LAMC has hired a full-time Dean of Institutional Effectiveness. The college has been active in assessing learning styles, needs pedagogy via surveys, and has opened the Eagle's Nest, a training resource center for faculty.
- Recommendation 7: All positions have been filled with the exception of an Articulation Counselor and Associate Dean of Disabled Student Program and Services. These positions will be filled in spring 2015.

- Vice Chair Mona Field shared her concerns with the sustainability of these positions. Trustee Moreno discussed his concerns with the fundamentals of these positions in comparison with FTES producing positions.
- Recommendation 9: A team consultant, Dr. Matthew Lee, was hired to assist the Student Support Services Committee on program review. President Perez will submit a report to the Commission in May stating that all SAOs have been completed.
- Ms. Bobbie Kimble explained that Dr. Matthew Lee is being contracted on one-time basis by the District to set up and train colleges to be self-sustaining.
- Recommendation 14: The Shared Governance Oversight Committee ensures there is consistency with minutes, agendas, and webpages for all shared governance committees. In addition, shared governance decision making is being disseminated through the weekly bulletin.
- Student Focus Groups have been postponed to 2015 because survey data was collected in fall 2014.

### REPORT on COLLEGE RESPONSES

- President Perez indicated that disparities in student learning and achievement will be identified through Student Equity, Achieving the Dream, Student Success Support Program, and workshops.
- Chair Mike Eng recommended the college look into grants, i.e. Career Pathways.
- Trustee Moreno recommended an amendment to recommendation 14.

### QUESTIONS and ANSWERS

- Chair Mike Eng asked about pedagogy and student learning styles especially with students who fail consistently.
- Vice Chair Mona Field noted that students vary in learning styles; therefore, this is a very complex item.
- Member Moreno commented that Student Learning Styles is an item that can be found at every accreditation college visit throughout the state.
- President Perez explained that some of the recent hires in Counseling are limited positions.
- Chair Mike Eng asked about Distance Learning in counseling.
- Distance Education in counseling is a standard that all colleges need to meet. Support services need to be provided equally to distance education students.
- The college is contracting Dr. Matthew Lee to do a comprehensive program review in Administrative Services. This has not been done at any other college.
- Vice Chair Mona Field expressed that the stabilization of the administrative leadership is a plus.
- Chair Mike Eng asked about how LAMC defines collegial decision making and Trustee Moreno explained the "rely primarily on" and "mutually agreed upon"

process.

- Collegial decision-making is a term used by the visiting team. LAMC follows the “rely primarily on” style and it defines it as, “the way Shared Governance Committees, the Senate, and AFT Faculty & Staff Guild work collaboratively in making decisions for the campus’ future.”

#### COLLEGE STATEMENT ON SELF ASSESSMENT

President Perez summarized the college progress with collegial shared governance and the groundbreaking work in service learning outcomes using technology solutions with the SLOs, PLOs, and ILOs and for Student Services.

#### SUMMARY STATEMENT ON MEETING

- Vice Chair Field thanked the college community for attending the meeting and for the work they have done for the students of LAMC.
- Chair Mike Eng thanked his colleagues, the District, and everyone present.
- Vice Chair Field motioned to recommend that the Board of Trustees support LAMC’s Follow-Up Report at its February 11 meeting for forwarding to the Commission as amended. Trustee Moreno seconded; the motion passed.

#### ADJOURNMENT

After no further comments or questions, Chair Mike Eng adjourned the meeting at 11:46 a.m.

**LOS ANGELES COMMUNITY COLLEGE DISTRICT  
BOARD OF TRUSTEES  
MINUTES—SPECIAL INSTITUTIONAL EFFECTIVENESS & STUDENT  
SUCCESS COMMITTEE  
LOS ANGELES VALLEY COLLEGE  
PRESIDENT'S OFFICE CONFERENCE ROOM (ADMIN 2)  
5800 FULTON AVENUE  
VALLEY GLEN, CA 91401  
MONDAY FEBRUARY 2, 2015  
2:00 P.M. – 4:00 P.M.**

Committee Members: Mike Eng, Chair; Mona Field, Vice Chair; and Ernest H. Moreno, Member

**CALL TO ORDER:**

Chair Eng called the meeting to order at 2:00 p.m.

Welcome and Introduction of Key Faculty and Staff

Dr. Erika Endrijonas, Valley College President welcomed the committee. She introduced the following Valley College staff: Ms. Karen Daar, Vice President of Academic Affairs; Mr. Florentino Manzano, Vice President of Student Services; Mr. Mike Lee, Vice President of Administrative Services; Dr. Elizabeth Negrete, Associate Dean of Students Services; Ms. Mary John, Bookstore Manager; Mr. Hao Xie, CFA; Mr. Tom Aduwo, Administrative Analyst, HR and Payroll; Mr. Joel Trudjeon, Student Outreach and Recruitment Coordinator; Mr. Vernon Bridges, Financial Aid Director; Dr. Annie Reed, Associate Dean of Student Services; Ms. Dorothy Bates, Child Care Center and Staff Guild Representative; Ms. Cyndi Maddren, Master Calendar, Staff Guild Representative; Ms. Michelle Fowles, Dean of Institutional Effectiveness; Ms. Violet Amrikhas, Budget Analyst; Mr. Raul Gonzalez, Associate Vice President of Administrative Services; and Ms. Magdalena Lopez, Executive Assistant.

President Endrijonas shared that the Accreditation team confirmed their visit to Valley College for April 1. In response to an inquiry made by Trustee Field, President Endrijonas responded that she will forward the itinerary of the team's visit once it is received.

PURPOSE OF THE MEETING

Chair Eng thanked President Endrijonas for the welcome comments. He stated that the purpose of the meeting is to provide an opportunity for a candid conversation and to obtain specific deadlines for further action. He emphasized the need for the college to have a process that is sustainable.

Chair Eng proceeded to introduce Ms. Bobbi Kimble, Interim Vice Chancellor, Educational Programs and Institutional Effectiveness, and Dr. Adriana Barrera, Deputy Chancellor. He continued by introducing Trustees Mona Field, Vice Chair, and Ernest H. Moreno, Member.

Vice Chair Field welcomed everyone and emphasized the importance of report documentation and ensuring the report includes appropriate hyperlinks.

Member Moreno welcomed the opportunity to work with the college's administration. He expressed his desire to resolve the college's deficit.

Chair Eng added that if there is an issue, they want to know before any final decision is made.

## PUBLIC COMMENT

None

## REVIEW OF ACCREDITATION REPORT RECOMMENDATIONS

Ms. Kimble stated that all recommendations but one made by the accreditation team to the college were resolved. She stated that the recommendation on the control of budget and expenditures is pending. Ms. Kimble expressed her optimism for a positive resolution.

## REPORT ON COLLEGE RESPONSES

Upon request by Chair Eng, President Endrijonas began her presentation. She began by saying that in this recommendation it specifically states that the president shall ensure effective control of the budget and expenditures. She has taken the lead because the recommendation is about finances and managing control of the budget and ensuring that the college is moving in the right direction. She stated that the report was shared and reviewed by a group of stakeholders. The recommendation demonstrates how the college would resolve the budget deficit and what its next steps will be. The response to the recommendation was formulated into three parts: 1) Administrative Stability, 2) Appropriate Management and Control Mechanisms, and 3) Achieving a Balanced Budget and Enrollment Management Efforts.

Administrative Stability - The College has addressed its administrative stability. In terms of enrollment management, the college did an excellent job over the last two years, ensuring that the growth targets were met, but some refinements still need to be done. President Endrijonas stated that the Brain Trust's (a consulting firm) recommendations were good regarding reassigned time. However, she stated that the firm reported an incorrect number for release time. The college has 12.5 FTEF in reassigned time. She indicated that one possible reason for the discrepancy in the report regarding FTEF reassigned time is probably that the consultants counted heads, not FTEF.

Appropriate Management and Control Mechanisms – Chair Eng asked for comments on budget control mechanisms. President Endrijonas responded that it is about establishing the dialog about expenditures, the need to evaluate within the lens of sustainability and transparency. A question and answer dialog ensued about the mechanisms taken to ensure control, including empowering the people that have oversight to make decisions and moving away from micromanaging. Vice Chair Field stated that money sometimes is held back by the District until later in the year and asked whether this pattern of disbursement affect the college's budget. Dr. Barrera responded by explaining the allocation process. Vice Chair Field recommended that the report include the process of disbursements of budget throughout. Dr. Barrera explained that the quarterly report meetings at the colleges are conducted as early alert procedures to the colleges. As recommended by the IE&SSC, President Endrijonas agreed to edit the report.

Achieving a Balanced Budget and Enrollment. Vice President Karen Daar stated that the college needed to demonstrate its effectiveness in terms of class offerings. Adjustments were made in terms of current class offerings.

Past practices of overscheduling were eliminated, and replaced with increased average class size. Targets were met in a very efficient manner. She indicated that the same pathway will be used moving forward. Administration is working with department chairs to identify ways to cut while at the same time meeting the needs of our students.

A question and answer session was conducted on the following topics:

- Alternative class offerings, such as weekends. This area will be explored even with minimum services available;
- Grants – it was explained that the college has a vibrant grants program overseen by a college administrator.
- Reassigned time has been kept to a minimum (contractual). The SLO position was eliminated as part of balancing the budget. SLO is being institutionalized with the assistance of an administrator to facilitate the process.
- Athletics – the athletics program has been reduced. However, with the new Athletic Training Field (ATF) project approved by taxpayers, continuing to reduce the athletic budget will be difficult. Opportunities to rent the facilities will be one option to offset some of the costs.

Executive Committee of the District Budget Committee Requests. President Endrijonas stated that Valley College was required to provide a follow up report with recommendations at its January 6 ECDBC meeting. Part of the report included a pathway to get out of deficit. The report includes the request to obtain assistance along the way. The President cited the three avenues proposed: 1) Waive the debt payment, 2) fully fund the 2% over-cap at the full FTES rate, rather than at the \$2000 per FTES the DBC had approved in August 2014, and 3) to provide a subsidy to the college for the 11 growth positions required as part of the district's Faculty Obligation Number.

President Endrijonas explained that if the college is funded for growth in the current year, then the college will be able to grow. Without the District's assistance, the college will not be able to balance its budget. The structural deficit was cited as the reason for being in perpetual deficit.

Chair Eng asked Dr. Barrera if this will weigh on the decision. Dr. Barrera responded that there continues to be a concern that the District did not help Valley College enough to balance its budget. President Endrijonas added that the District and the College need to work together to ensure they resolve the deficiency. Dr. Barrera continued by stating that the ECDBC at its January 6 meeting considered the merits of the report and they voted to recommend to the Chancellor approval of the three items requested.

Chair Eng stated that the committee would entertain a motion to approve subject to any appropriate committee and Board action prior to February 25. Vice Chair Field pointed out the importance of the language. She noted that there is no reference to resources in case of an emergency. Vice President Mike Lee responded that the College does not have reserves; however, it has enterprise funds that can be utilized in case of an emergency. Chair Field recommended including this in the report.

## SUMMARY STATEMENT ON MEETING

Chair Eng thanked everyone for a substantive meeting. He expressed his desire to resolve this issue and hoped for the long-term health of Valley College. Chair Eng thanked his colleagues and asked for closing comments.

Member Moreno stated that this meeting was indicative, that this is the most important item on the report, that more time should be spent on this issue, set some precedents districtwide to be consistent and objective. He expressed that he is in favor of reducing other costs.

Vice Chair Field thanked everyone for their time in preparing this report. She hoped for the future success of the college.

Motion by Chair Eng, seconded by Vice Chair Field, to accept the report, pending review and approval by the appropriate Los Angeles Community College District Board committee on February 25, 2015, which was approved.

*APPROVED: 3 Ayes*

## ADJOURNMENT

There being no further comments or objection, the meeting was adjourned at 3:55 p.m.

**LOS ANGELES COMMUNITY COLLEGE DISTRICT  
BOARD OF TRUSTEES  
INSTITUTIONAL EFFECTIVENESS & STUDENT SUCCESS COMMITTEE  
Minutes – Special Meeting  
Los Angeles Harbor College  
Student Services Administration, Room 219  
1111 Figueroa Place  
Wilmington, CA 90744  
Thursday, December 11, 2014  
3:00 p.m. – 5:00 p.m.**

**Committee:** Mike Eng, Chair; Mona Field, Vice Chair; and Ernest H. Moreno, Member

**CALL TO ORDER (M. Eng)**

Chair Eng called the meeting to order at 2:57 p.m.

**WELCOME AND INTRODUCTION OF KEY FACULTY AND STAFF (O. Lee)**

Dr. Otto W. K. Lee, President, Los Angeles Harbor College (LAHC), welcomed the Trustees and District Staff and introduced the following LAHC staff: Mr. Luis Rosas (Vice President of Academic Affairs), Ms. Abbie Patterson (Vice President of Student Services), Dr. Stephanie Atkinson-Alston (Dean of Academic Affairs), Susan McMurray (Academic Senate President), Dr. Bobbi Villalobos (Dean of Academic Affairs), Ms. Sandra Sanchez (Dean of Economic and Workforce Development), Ms. Danielle Jack (Executive Assistant), Mr. Brian Henderson (Administrative Secretary), and Accreditation Faculty Co-Chairs Ms. Yesenia King, Dr. Ellen Joiner, and Mr. Jim Stanbery.

**PURPOSE OF THE MEETING (M. Eng, M. Field, E. Moreno)**

Chair Eng requested a brief presentation so that more questions may be asked. Chair Eng also commended the ESC staff for their work on accreditation and stated that the three items the Institutional Effectiveness & Student Success Committee would like to cover during this meeting are the following:

- a. Review and ask questions
- b. Request for resources from ESC
- c. Response from College

Chair Eng concluded his opening remarks by reading Accreditation Standard 4 B. regarding the roles and responsibilities of governing boards.

Vice Chair Field opened her comments by thanking everyone for all their hard work and commented that this is an opportunity to spend more time than when you come before the board. She acknowledged that there has been lots of change in a short amount of time.

Member Moreno stated that he was impressed by the documents received from LAHC.

**REVIEW OF ACCREDITATION REPORT RECOMMENDATIONS (B. Kimble)**

Ms. Bobbi Kimble, Interim Vice Chancellor for Educational Programs and Institutional Effectiveness, commented about the importance of a districtwide perspective on accreditation.

## PUBLIC COMMENT

None.

## REPORT ON COLLEGE RESPONSES / QUESTIONS AND ANSWERS

Dr. Lee discussed and distributed the document entitled *Midterm Report 2015* and stated that LAHC's two Recommendations from the Accrediting Commission for Community and Junior Colleges (ACCJC) will be discussed and presented via PowerPoint.

### A. Recommendation #1

*The planning process needs to reflect an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation that use data as the central focus to inform decisions. The process needs to be made clear to the college constituencies so they understand the steps, as well as which plan informs which plan. In addition, human resource planning for classified personnel and administrators needs to be evidence based and integrated with institutional planning and program review. An evaluation of the effectiveness of the planning process as well as the effectiveness of programs and services needs to be included.*

Dr. Ellen Joiner, faculty Co-Chair of the LAHC Accreditation Committee, began the PowerPoint presentation entitled *Midterm Report 2015*, discussing Recommendation #1 and providing an overview of LAHC's planning process and LAHC's response to Recommendation #1. Mr. Luis Rosas, Vice President of Academic Affairs, and Ms. Susan McMurray, Academic Senate President, provided insight on LAHC's use of data and assessment of outcomes respectively.

A question and answer session was conducted regarding LAHC's response to Recommendation #1. Responding to Chair Eng, Ms. McMurray announced that LAHC has a 100 percent completion rate regarding Student Learning Outcomes (SLOs). In response to Vice Chair Field, Dr. Joiner stated that the draft is close to completion and that Dr. Matthew Lee's (external consultant) comments need to be incorporated.

### B. Recommendation #2

*In order to meet the Standard, and to adequately monitor salary and benefit expenditures and ensure the institution practices effective oversight of finances, the team recommends that salary actions should first be reviewed for available and adequate funding prior to initiating the employment process.*

Dr. Lee reviewed policies and procedures put into place in response to recommendation #2.

Chair Eng requested a discussion on the conditions that led to this recommendation.

Mr. Rosas and Ms. McMurray responded that deficits led to this. A discussion ensued regarding LAHC's budget concluding that the college is currently projecting a small ending balance.

Vice Chair Field inquired about the District and College timelines for approval of the *Midterm Report 2015*. In response, Ms. Kimble explained the District's timeline while Ms. McMurray commented that the *Report* has completed LAHC's participatory governance approval process.

### COLLEGE STATEMENT ON SELF-ASSESSMENT/ QUESTIONS AND ANSWERS

Dr. Lee asked Ms. Abbie Patterson, Vice President of Student Services, to present a PowerPoint presentation entitled *Preparing for 2016 College Statement on Self-Assessment*

Ms. Patterson began her presentation by stating that LAHC has less than a year to prepare for a full visit but that LAHC will host a College wide retreat in February 2015 among other activities to prepare LAHC for the full visit in 2016. Ms. Patterson informed the Committee that as part of the preparation of for the full visit in 2016, LAHC has reviewed and updated its mission statement and is waiting for Board approval. She also discussed in further detail the new expectations from the ACCJC, how LAHC is following the new standards, and preparations for the 2016 visit.

Chair Eng inquired about any potential vulnerability or if the college needs more resources from the District. Ms. Patterson commented that LAHC will engage in a series of forums and workshops to educate the campus community about accreditation. Dr. Lee concluded that there are valid concerns and that the biggest challenge is that the message and training must be simple so that everyone can answer the questions.

Vice Chair Field inquired about the use of the \$100,000 given to LAHC for accreditation purposes. Mr. Rosas replied that the \$100,000 was used for release time for the faculty writers for the accreditation report.

Discussion ensued about the changing nature of accreditation away from academics to additional concerns as well as the District's preparations for the accreditation visit.

### SUMMARY STATEMENT ON MEETING

Vice Chair Field thanked LAHC and the District working on accreditation and complimented them on the job they are doing. Trustee Moreno stated that he was very impressed by this exchange and he has great confidence with LAHC. Ms. Kimble and Dr. Barrera commended LAHC's teamwork in coming together to prepare and complete the mid-term report.

Chair Eng concluded by thanking Dr. Lee and LAHC for this presentation. He advised LAHC to expect the unexpected and expressed confidence that LAHC will continue to be a hotbed of creativity. He commented about possible changes regarding accreditation from the state legislature.

### NEW BUSINESS

None.

### ADJOURNMENT

There being no objection, Chair Eng adjourned the meeting at 4:57pm.

**LOS ANGELES COMMUNITY COLLEGE DISTRICT  
BOARD OF TRUSTEES  
INSTITUTIONAL EFFECTIVENESS & STUDENT SUCCESS COMMITTEE  
MINUTES – SPECIAL MEETING  
West Los Angeles College  
Student Services Building (SSB), Room 414  
9000 Overland Avenue  
Culver City, California 90230  
Tuesday, December 9, 2014  
2:15 p.m. – 4:15 p.m.**

**Committee:** Mike Eng, Chair; Mona Field, Vice Chair; and Ernest H. Moreno, Member

Chair Eng called the meeting to order at 2:16 p.m.

**WELCOME AND INTRODUCTION OF KEY FACULTY AND STAFF**

Chair Eng introduced Vice Chair Mona Field and Member Ernest H. Moreno.

Dr. Nabil Abu-Ghazaleh, President, West Los Angeles College (WLAC), introduced several faculty members and administrators who would be representing the College in answering any questions regarding WLAC's Accreditation Midterm Report. He further acknowledged other faculty, staff and administrators who were also present in the room.

**PURPOSE OF THE MEETING**

Chair Eng briefly went over the guidelines and purpose of the meeting which are to focus on a review of critical areas, request information and data, and explore resources needs. They are interested in finding out the challenges that prevent targets from being achieved.

**PUBLIC COMMENT**

Mr. Kevin Considine, faculty member of the Motion Picture and Television Production (MPTP) program and Co-chair of the Facilities Committee at WLAC, expressed concern about the lack of college involvement in the District decision-making process regarding the development of the properties at 10100 Jefferson and the LAX Airport Campus, especially since the latter is being used for the MPTP program. He provided a document, "Lease amendment with LRW." Chair Eng thanked Mr. Considine for raising the issue and indicated that the Committee would bring it up to all members of the Board of Trustees.

**REVIEW OF ACCREDITATION REPORT RECOMMENDATIONS**

Ms. Bobbi Kimble, Interim Vice Chancellor, Educational Programs and Institutional Effectiveness Division, explained that the meeting today would provide an opportunity for the Committee members to dialog with the College about the draft report and create a cohesive understanding of the narrative. Following this meeting, the report will be finalized and presented to the Institutional Effectiveness and Student Success Committee meeting at the end of January prior to presentation to the Board of Trustees meeting in February 2015.

The report needs to be submitted to the Accrediting Commission for Community and Junior Colleges (ACCJC) by March 2015.

### REPORT ON COLLEGE RESPONSES

Ms. Alice Taylor, Faculty Co-Chair of the College Accreditation Steering Committee, WLAC, briefly went over the draft report and highlighted several key factors. The report had been vetted through the shared governance process and college wide.

### QUESTIONS AND ANSWERS

Chair Eng raised questions regarding the unmet target of Service Area Outcomes (SAO) for the Procurement Office in spring 2014 and the Library funding allocation, resources and expenditures. Explanations were given in response to these questions.

Vice Chair Field commented on the importance of including hyperlinks for evidence in the electronic version of the report as preferred by the Commission.

Member Moreno requested more information regarding the College's Student Learning Outcomes (SLO) preparedness. Ms. Mary-Jo Apigo, Dean of Teaching and Learning and Co-chair of the SLO Committee, responded to the questions and described some of the efforts to increase SLO completion such as continual workshops and additional SLO facilitators. Further discussion on SLO – weaknesses, compliance, and student participation – occurred.

Member Moreno reminded the College of the importance of meeting the SLO target and accountability.

### COLLEGE STATEMENT ON SELF-ASSESSMENT

Ms. Taylor shared that the College started the preparation early to ensure compliance to deadlines. The process is especially challenging because at the same time the College is also preparing for the comprehensive visit in spring 2016.

Dr. Abu-Ghazaleh remarked on the College's diligent efforts in responding to the Commission's recommendations and maintaining compliance. The College can always improve; but through the accreditation process, the College continues to learn through experience in meaningful ways.

### SUMMARY STATEMENT ON MEETING

Chair Eng shared some of the comments he had heard in regards to the importance of the accreditation process. The dialogue today helped the Committee to have a better understanding of the College's efforts. Dr. Adriana D. Barrera, Deputy Chancellor, commended the College on its efforts.

### ADJOURNMENT

There being no objection, Chair Eng adjourned the meeting at 3:57 p.m.

**LOS ANGELES COMMUNITY COLLEGE DISTRICT  
BOARD OF TRUSTEES  
INSTITUTIONAL EFFECTIVENESS & STUDENT SUCCESS COMMITTEE  
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