LOS ANGELES COMMUNITY COLLEGE DISTRICT

BOARD OF TRUSTEES

MINUTES – SPECIAL MEETING

Wednesday, May 23, 2018
Public Session 3:30 p.m.
Educational Services Center
Board Room – First Floor
Los Angeles, CA 90017

The special meeting of the Board of Trustees of the Los Angeles Community College District (LACCD) was called to order at 3:40 p.m. with President Mike Fong presiding.

The following members were present: Gabriel Buelna, Mike Fong, Andra Hoffman, Scott J. Svonkin, and Steven F. Veres. Student Christopher Martinez was not present.

Chancellor Francisco C. Rodriguez was present.

Flag Salute

Vice President Hoffman led the Pledge of Allegiance to the flag.

There being no objection, President Fong took out of order CH1.

Com. No. CH1. Approve the Award of an Honorary Associate of Arts Degree

Motion by Trustee Svonkin, seconded by Trustee Moreno, to adopt Com. No. CH1.

ADOPTED: 6 Ayes
Seat 3 (vacant)

REPORT FROM THE CHANCELLOR

- Report from the Chancellor regarding activities or pending issues in the District
    Presentation: Educational Services Center and Colleges Information Technology Assessment Report

Chancellor Francisco C. Rodriguez indicated that in December 2016 the Los Angeles Community College District (LACCD) had an information cyber breach at one of our colleges that caused the LACCD to look more closely at our cyber security measures. In December 2017 the Board approved and authorized a contract with Huron Consulting Group (Huron) to perform a thorough external analysis of the LACCD Informational Technology (IT) organizational structure, staffing, and cyber security. He deferred to Dr. Robert Miller.

Dr. Miller indicated that college and District staff led by Mr. Jorge Mata, Chief Information Officer and Dr. Ryan Cornner, Vice Chancellor of Educational Programs and Institutional Effectiveness, have worked diligently to make sure Huron had extensive access to all elements of the Information Technology division. He introduced Mr. Matt Jones, Managing Director, and Mr. Manoj Krishnan partner of the Huron Consulting Group.

Mr. Jones discussed that an extensive process that entailed qualitative as well as quantitative inputs from numerous interviews conducted of faculty across the nine

campuses, college staff, 120 IT staff members, and District staff. He indicated as a result of all those engagements, extensive data was collected which included external as well as internal information in the assessment of the LACCD IT Organization.

Mr. Jones gave a PowerPoint presentation and discussed the document entitled "LACCD IT Organization, Staff and Process Evaluation, Executive Project Summary, May 2018" with respect to the following components:

- Key Strengths: LACCD's IT Organization has several notable strengths that can be built upon to drive lasting change
- Key District-wide Challenges: IT across the District faces structural challenges in critical areas that impact its ability to play a strategic enabling role in the future direction of LACCD
- Key College-level challenges: While each college struggles with unique challenges based on the circumstances and specific environment at each campus, a number of observations were consistent across the District
- IT Operations – Infrastructure Inefficiency: IT investment in duplicate infrastructure (e.g. data centers) continue while existing core infrastructure (e.g. network is neglected and is close to end of life without planned replacement
- IT Operations – Service Delivery Efficiency: IT Staff expend effort on an inordinately wide range of duplicate services across the District resulting inability to invest in structured and optimized processes to efficiently and effectively support the enterprise, including students, faculty, and staff.
- IT Operations – Applications Complexity: LACCD has seen numerous applications spawn across the District; many are functionally similar, rely on custom homegrown solutions and substantially increase interoperability complexity and maintenance effort
- IT Operations – Staffing Effectiveness: There is significant duplication in supporting "Public Good" Services such as Data Center, Network, and IT Security
- IT Strategy and Funding: LACCD's lack of a cohesive District-wide strategy and lack of consistent model for Funding IT has resulted in a fragmented IT infrastructure and application landscape; chronic underfunding has resulted in a significantly stretched resources who are in constant firefighting mode.
- Putting it all together: A number of complex and interrelated structural factors contribute to the challenges that LACCD faces and will require a transformative effort to effectively enable the District's vision for 2020
- Transformation Journey – Initiatives and Transformation Journey – Roadmap

Trustee Svonkin inquired as to the cost related to the duplicate services. He expressed his concern that the report did not denote if IT personnel functions are accurately assigned within the IT organizational structure.

Trustee Buelna expressed his concern that the report did not disclose senior management nor the Board's accountability in terms of governance, organizational leadership; the Board's ability to monitor the IT analysis; that the Board was not interviewed; and was not part of the process.

Mr. Jones indicated that the focused areas did not dive into Board level activities rather the governance in terms of the IT management, IT assets, user needs, and stakeholders concerns.

A detailed question and answer session was conducted regarding immediate next steps to establish a Transformation Management Office (TMO) and execute stabilization activities, immediate critical hires, and various components regarding the presentation.

Dr. Robert B. Miller, Vice Chancellor, Finance & Development, discussed that the purpose of today's presentation is to present Huron's IT evaluation and listen to Board members questions in order to try to address specific issues. He indicated that after hearing the Board's concern that they were not part of the process, they can expect to hear from Mr. Jones soon to gain some insight.

Trustee Svonkin requested that the cyber security be a priority and recommended that an IT Ad Hoc committee be created or that it be presented at one of the Board's standing committees to monitor the IT process going forward.

Trustee Veres requested that central support system "help desk" be an immediate action and IT security have a high-level priority in the process.

Chancellor Francisco C. Rodriguez indicated that the primary reason for today's presentation is to present to the Board an established performance baseline data. This is the first presentation of multiple conversations and in closed session, that will be held about improving IT, improving services to the colleges, and to the students. The recommendations will be put into an action plan based on the immediate steps identified. He indicated that a venue will be revealed as to how to give the Board regular updates either through an Ad Hoc Committee or a regular Board standing Committee.

For the Record, Trustee Buelna asked Mr. Jones if there is pertinent information that Huron has not disclosed to the Board that is material to the LACCD.

Mr. Jones responded "No."

ANNOUNCEMENTS AND INDICATIONS OF FUTURE PROPOSED ACTION BY MEMBERS OF THE BOARD TRUSTEES

None

ADJOURNMENT

There being no objection, the regular meeting was adjourned at 5:41 p.m.

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

> By: _____
> Guadalupe M. Orozco
> Administrative Assistant to the Board

APPROVED BY THE BOARD OF TRUSTEES:

_____
Mike Fong
President of the Board

Date: July 11, 2018