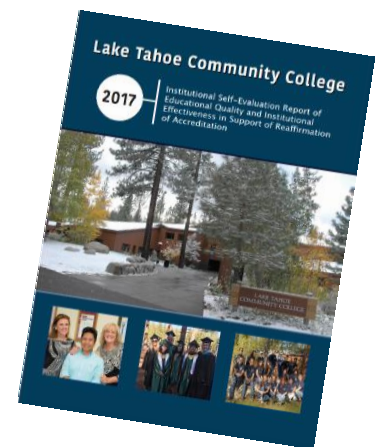


# PROGRESS UPDATE

2017-18 Goals

## Goal 1 REAFFIRM ACCREDITATION

- In August 2017, the college completed and submitted the [Institutional Self-Evaluation Report \(ISER\)](#). Included in the ISER is the Quality Focus Essay (QFE) that identifies two action projects that support student learning, success, and completion.
- The college prepared the campus for an accreditation visit and hosted a successful [accrediting team visit](#) in October 2017.
- In January 2018, the Accrediting Commission for Community and Junior Colleges (ACCJC) [reaffirmed](#) Lake Tahoe Community college's accreditation for seven years on the basis of a comprehensive evaluation.
- LTCC had [no compliance requirements and only recommendations](#) reflecting the commitment to foster continuous improvement.



**Outcome Achieved:** Notice of reaffirmation of accreditation received from ACCJC.

### ⇒ GOAL 1: NEXT STEPS:

1. *Review recommendations to evaluate possible changes.*

## Goal 2 REMOVE STUDENT BARRIERS TO ACCESS, SUCCESS AND COMPLETION

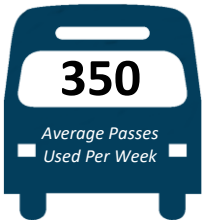
- **Lake Tahoe College Promise.** The Lake Tahoe College Promise ([www.ltcc.edu/Promise](http://www.ltcc.edu/Promise)) kicks off in Fall 2018, a year earlier than originally planned. LTCC's promise program covers all tuition costs for 2018/19 fall, winter, and spring quarters for first time, full-time California students. At the May 2018 LTCC Foundation Board meeting, LTCC received a commitment to raise the necessary funds to expand the program by Fall 2019, to include all Tahoe Basin residents, including those from the state of Nevada.
- **Open Educational Resources Initiative.** LTCC has been a leader in the statewide [Open Educational Resources Initiative](#), working to adopt free or reasonably priced textbooks and other course materials. This past year, LTCC was granted an award to fund the research that will help with the adoption of OER materials. Currently 55 courses have adopted OER textbooks or reduced price textbooks and 35 faculty members are actively researching OER materials in order to make an education at LTCC more affordable.





- **Lake Tahoe Community College Library.** In Fall 2017, the newly combined Library & Learning Services brought together critical student support programs - tutoring, proctoring, and research help - with expanded hours and increased services in one convenient location. The Roberta Mason Library now serves the campus and local community six days a week with longer and later hours than previously available in the library or Tutoring and Learning Center. The current schedule provides LTCC students with increased accessibility to tutoring, proctoring, and library assistance. Facility changes and staffing changes were made to accomplish this. Additional facility and staff improvements can be expected in 2018-19.

- **Food Pantry.** Understanding that supporting students includes serving their most basic needs LTCC opened a [Food Pantry](#) in Spring 2018 to help address hunger and food insecurity on campus. The pantry is kept stocked partially through grant funds secured by Student Services, community and business partnerships, and contributions from LTCC faculty and staff. Contributions from the community and monetary donations are accepted to help restock the pantry.



- **Free Bus Passes.** Through a partnership between ADVANCE and the Tahoe Transportation District (TTD), starting in September 2017, the college provided [free bus passes](#) for all LTCC students to assist them in navigating their way to and from school and work. This partnership has been renewed for the 2018-19 school year.

- **Incarcerated Student Program (ISP).** LTCC has grown the [ISP program](#) to serve more sites and students offering students the opportunity to earn an Associate in Arts degree for transfer in Sociology, and providing inmates with a path to a better post-release future. The college brought on the Sierra Conversation center in Jamestown in Spring 2018. ISP expects to have up to 100 students from the center registered by fall quarter. Additionally, a new partnership with El Dorado County will allow LTCC to serve the local jail population and the Juvenile Detention Center. Academic Year 2017-18 also saw the first round of ISP graduates with 10 extraordinary students completing degrees.



**Outcome Achieved:** Offer at least 40 Zero Textbook Costs (ZTC) courses during the 17-18 academic year. Complete the facility improvements required to combine Library and Learning Services and expand hours of operation. Lake Tahoe Promise program plan outlined and shared with the Board.

⇒ **GOAL 2: NEXT STEPS:**

1. Use the 2018-19 academic year to focus on raising funds to expand the Lake Tahoe College Promise basin-wide to include Nevada Students.
2. Increase the participation in the Lake Tahoe College promise by continuing marketing efforts, making high schools visits, and building up the reputation of the program.
3. Better serve promise students through a defined program that employs the use cohorts, provides additional counseling, expands tutoring services, and offers other interventions to help this group of students succeed and achieve on-time completion.

## IMPROVE STUDENT RECRUITMENT AND MARKETING EFFORTS

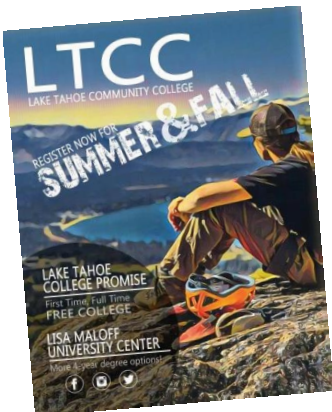
- Outreach and Dual Enrollment.** The [Outreach & Dual Enrollment Coordinator](#) began in February 2018. The coordinator has visited all four high schools in the Tahoe Basin and other high schools in the region to recruit students to LTCC. Senior Day at LTCC has expanded in scope as well, for the first time visiting high school seniors were able to enroll on site and leave with a college schedule in their hand. The coordinator is also supplementing the efforts of the Dual Enrollment partnership with STHS to increase enrollments by expanding course offerings, ensuring that students know what courses are available, and are enrolled to earn college credit while in high school.

- International Education.** The College did not achieve the stated goal of 5% headcount growth for the 2017-18 academic year. However, the staffing investments in the International Student Program were not initiated until February 2018 so it is expected that the impact of those investments will be realized in the 2018-19 academic year.

International Education Program

Academic Year	# of Students	Program Size
2016-17	47	37.6 FTES
2017-18	42	28.95 FTES

- Improved Course Predictability.** LTCC has worked to improve course predictability with an emphasis on student-focused scheduling that is better aligned to student demands and needs. A team of ten staff members applied for and attended the [Strategic Enrollment Management Academy](#). The work from this academy will align with and supplement the work the college is doing with building a [student-focused schedule](#) and implementing Guided Pathways.

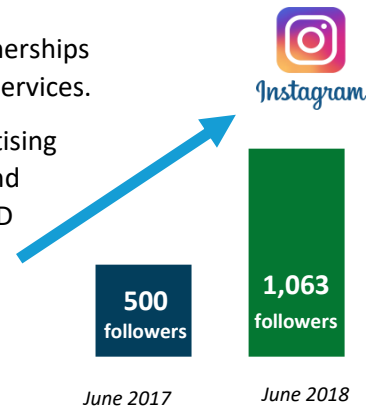


- Summer/Fall Registration.** LTCC’s new combined summer and fall registration began in May 2018. This early registration was made available for community members, and current, new, and high school students. It allowed students to plan in advance as well as assisted the college in course scheduling. It provides a mechanism to capture high school students before they graduate and LTCC students before they leave for summer break.

- New Partnership.** LTCC forged new local industry partnerships to connect incumbent workers with LTCC courses and services.

- Increased Digital Advertising.** LTCC increased its advertising reach with local and regional digital ads, local tv ads, and geofencing, a marketing tactic that utilizes the Device ID

on a cell phone to locate and identify a target audience. LTCC invested in search engine optimization (SEO) and saw an increase of more than [800 applications in a one-year period](#). Launched a campaign to target Lake Tahoe College Promise through the use of social media boosts, digital advertising, direct mail, and other proven marketing strategies.



- Increased Social Presence.** Between June 2017 and June 2018, LTCC more than doubled their increase of followers on [Instagram](#). LTCC also has robust followership on [Facebook](#) and [Twitter](#).



- Spectrum TV.** LTCC’s messaging in 2017-18 included four-year degree programs, flexible classes, financial aid, discounts for Nevada students, seamless transfers, “Footsteps” in English and Spanish, College Promise, and Register for Fall NOW!

- **Increased Enrollment.** LTCC created a comprehensive plan to [boost enrollment](#) based on innovated ideas from staff, faculty, and administrators. The plan was initiated in February of 2018, so the 2018-19 year is needed to see the full impact of the investments.



**Outcome Achieved:** Launch a combined Summer/Fall 2018 course schedule.

⇒ **GOAL 3: NEXT STEPS:**

1. Increase enrollment through systematic marketing efforts.
2. Deepen efforts to advertise and build awareness of Lake Tahoe College Promise.
3. Market pathways to two-year on-time completion and market certificates with labor market value.

## Goal 4 LAUNCH UNIVERSITY CENTER

### Construction of the Lisa Maloff University Center

- In June 2017, LTCC [broke ground](#) on the Lisa Maloff University Center (LMUC).
- Completed construction and furnishing was highlighted at a ribbon cutting for invited guests and two [Open Houses](#) for the community in August 2018. The University Center offers modern space and the latest technology for students seeking their bachelor's or master's degrees.
- An operational model has been completed. A cost recovery model was developed, including a rate structure, for use of the facility in 2018-19.
- Developed [Memorandum of Understanding](#) (MOU) to be used with all LTCC partners, including codifying the partnership with Sierra Nevada College (SNC).

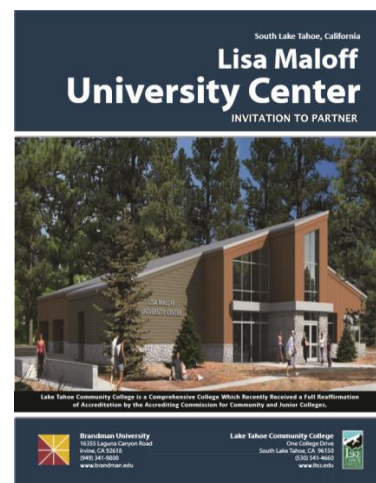
- An [Invitation to Partner](#) brochure was

developed to describe LTCC's faculty, campus, and student demographics and highlight the opportunity that the University Center provides. Customized variations of this brochure were used to cultivate new partnerships.

- SNC has been a partner since 2016, offering bachelor's degree programs in Global Business Management and Psychology. At the LTCC graduation ceremony in June, the college celebrated the first four SNC graduates from that partnership, all of whom earned a B.S. in Global Business Management after starting with LTCC.
- [Brandman University](#) joined on this [Spring](#), bringing two bachelor's degree options (Liberal Studies and Applied Studies), a pathway towards earning a Multiple Discipline Teaching Credential. Brandman University is working toward offering a master's program in Teacher Education starting as early as January 2019. Brandman may even offer a doctorate of education in the LMUC one day in the future.
- A [partnership](#) with Washington State University is secured. The University will offer students the opportunity to take courses towards a Bachelor's degree in Hospitality Business Management. This is expected to begin in Spring 2019.



**Outcome Achieved:** Completed facility with an approved operational model ready for use in Fall 2018. Three or more partners providing services through the University Center.



Invitation to Partner Brochure

⇒ **GOAL 4: NEXT STEPS:**

1. *Work closely with partners to assist in their success by providing a pipeline of students to the programs hosted in the LMUC.*
2. *Cultivate donations for University Center bound students to increase transfer rates of LTCC grads and better serve LTCC students and the community.*
3. *Build out the LMUC as a local, regional, and destination meeting rental space to help offset the costs of operating the new facility and to keep costs down for partner universities.*

**Goal 5** **DEVELOP BETTER INSTITUTIONALIZED STRATEGIC PLANNING**

- The Quality Focus Essay (QFE) submitted in August 2017 identified to action projects, work groups were created to execute each project. Action project #1 is to institutionalize and improve upon the College’s integrated planning, evaluation and resource allocation model. Action Project #2 is building a model of “guided pathways to access, success, and completion.”

Integrated planning processes were improved during the 2017-18 academic year including the enhancement of using annual unit plans more directly in the budget development process. All non-academic departments completed an abbreviated SWOT analysis and funding request for the first time in many years to inform the planning process. A workgroup was convened throughout the year to improve integrated planning.



*LTCC Educational Master Plan*

- An [Educational Master Plan](#) (EMP) was developed over a two-year period. It was shared with the LTCC Board of Trustees on May 22, 2018, and June 12, 2018. During this time, it continued to cycle through the participatory governance process, allowing diverse feedback. The EMP was [approved](#) by the LTCC Board of Trustees on July 17, 2018.
- [Superintendent/President & Board Goals](#) were established for the 2017-18 year starting with the board retreat and evolving through an iterative process. These goals were [Board approved](#) on October 10, 2017.
- Due to the vacancy in the Director of Institutional Effectiveness position, LTCC did not launch the Strategic Planning Process at the end of the 2017-18 year. This process is proposed for the 2018-19 academic year pending board feedback.



**Outcome Achieved:** Completed Educational Master Plan.

⇒ **GOAL 5: NEXT STEPS:**

1. *Launch the Strategic Planning Process.*
2. *Develop a new strategic plan that continues to align to the vision and mission of LTCC.*

## EXPAND STUDENT HOUSING OPTIONS

- In Fall 2017, LTCC began planning to determine the feasibility of a residential living facility to be constructed on campus. A Request for qualifications (RFQ) process was conducted to select a preferred residential living development partner and the college began working with Brailsford and Dunlavy (B&D) to complete a student housing demand analysis. The examination looked at demographics and the housing market and provided a 50-year financial analysis of a student housing project.
- In 2017, the District moved forward with Phase 2 of the effort by directing B&D to proceed with market sounding and to issue a Request for Interest (RFI) to determine the interest level of private developers and investors in the project. The RFI specified a 100-bed, semi-suite style complex containing a mix of single- and double-occupancy units.
- The RFI was distributed to more than sixty firms across all areas of the developer team in January 2018. Although numerous firms expressed interest in the project, none of the firms completed the RFI with intent to move forward.
- LTCC met with local housing professionals to identify student housing options. The outcome was the housing web page and student services staff having more housing related information to share with students.
- Partnered with Tahoe Prosperity Center (TPC) on the [workforce housing development](#) initiative towards the creation of a demonstration project on the South Shore.
- [A student housing report](#) was provided to the Board of Trustees that provided the results of the RFI and suggestions for next steps in the exploration of student housing.



LTCC Housing Website



**Outcome Achieved:** Complete RFI process and bring “go/no go” to the Board.

⇒ **GOAL 6: NEXT STEPS:**

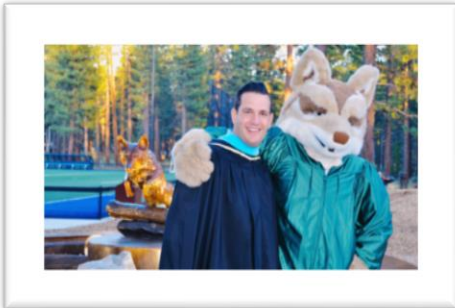
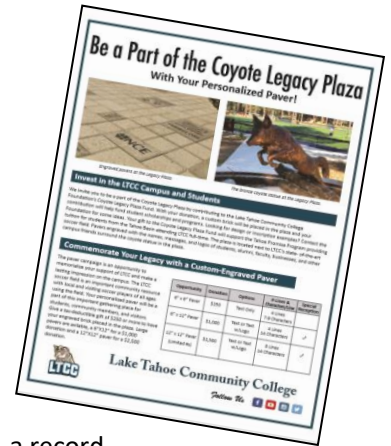
1. *The District will continue researching the following options to determine if there is a solution that will both address the District's needs and capture the interest of investors, such as off-site housing, the tiny – homes concept, and other options.*
2. *Continued participation in the Tahoe Prosperity Council to assist in delivering a workforce housing demonstration project to the South Shore of Lake Tahoe.*
3. *Improve student housing support offered by the Student Services division of LTCC.*

# FUNDRAISE TO SUPPORT COLLEGE VISION, MISSION, AND STRATEGIC INITIATIVES

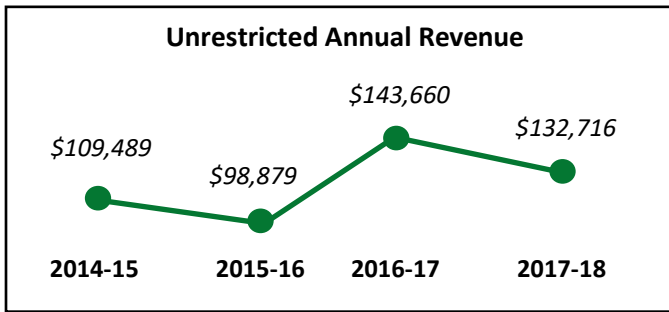
## LTCC Foundation Awards

Year	Amount Awarded	Number of Awards	# of Students
2017	\$100,000	113	87
2018	\$128,000	126	82

- **LTCC Foundation Awards.** In 2018, the LTCC Foundation presented more than \$128,000 to 126 students. This represented a record amount of scholarship funds provided to students in a single year.
- The recipients may continue at LTCC to earn their two-year degree or certificate, attend the Lisa Maloff University Center on campus to begin work on their bachelor’s degrees, or transfer to earn bachelor’s degrees from other colleges and universities. The Foundation’s scholarship efforts also meet Goal 2: Remove Student Barriers to Access, Success and Completion.
- The LTCC Foundation successfully completed the Coyote Legacy Plaza campaign, raising \$72,000 by fiscal year end. This exceeded the project budget by \$12,000 and the original Board goal of \$50,000 by \$22,000. All surplus proceeds now and into the future support the unrestricted funds of the LTCC Foundation.
- The LTCC Foundation [unveiled](#) the crowning piece of the college’s new Legacy Plaza: a bronze coyote statue. The bronze coyote statue was installed before commencement and provided an [excellent photo backdrop](#) for graduating students and their families. The coyote legacy plaza statue helps create a “sense of place” on the LTCC campus, an important characteristic of a destination college.



- 2017-18 [Taste of Gold](#) sponsorships were the highest year ever with \$52,000 in sponsorships, a record-breaking number of ticket sales at \$18,000, and \$3,000 in silent auction sales for a total of \$73,000 in total revenue. The total revenue was also the highest ever.
- LTCC didn’t quite hit the set target of increasing unrestricted revenue by 5% for the 2017-18 year. Falling short was a result of the emphasis given to the Coyote Legacy Plaza campaign and record levels of Taste of Gold Sponsorships and Student Scholarships. Moving forward, donations from plaza pavers will be directed to unrestricted funds. However, 2017-18 was the second highest year for unrestricted revenue over the last five years.



- The [President’s Circle](#) was launched to recognize major donors. They were invited to participate in key events on campus including [TedX](#), [State of the College Address](#), Coyote Legacy Plaza unveiling, and a special Honor Roll Celebration luncheon with LTCC honor roll students.



**Outcomes Achieved:** Raise \$50K for Coyote Legacy Plaza and unveil the Coyote Legacy Plaza bronze coyote.

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⇒ **GOAL 7: NEXT STEPS:**

1. *The Lake Tahoe College Promise is a prioritized fundraising campaign for 2018-19, with an emphasis on serving Nevada area students.*
2. *Increase scholarships for LTCC graduates who enroll in Bachelor's degrees programs offered in the Lisa Maloff University Center. Per the May 28, 2018 Foundation retreat, LTCC received Foundation support to identify this as a priority for 2018-19.*
3. *Continue the commitment of the president as the "Chief Development Officer" for LTCC to help meet the college's goals and raise funds for our historically underserved student populations.*

**Goal**  
**8**

## **BEGIN IMPLEMENTATION OF GUIDED PATHWAYS MODEL SUPPORTING STUDENT SUCCESS AND COMPLETION**

- LTCC has begun progress toward the Guided Pathways Model, a highly-structured approach to student success, with conversations taking place with faculty and key campus leaders on the creation of Meta majors and strategic enrollment management processes.
- The Guided Pathways self-assessment was completed with input from all campus constituencies including the [Student Senate](#), the College Learning and Enrollment Management Council ([03/15/18](#)), the Institutional Effectiveness Council ([03/22/18](#)), and the Academic Senate ([03/9/18](#), and [3/23/18](#)).
- On March 27, 2018, the Guided Pathways Work Plan was [approved](#) by LTCC's Board of Trustees.
- The College formed a Guided Pathways Work Team that met regularly during the 2017-18 academic year to address the Inquiry and Design phases identified in the Guided Pathways self-assessment and work plan. The work team began with an examination of the seminal text on the pathways framework. The work team then led the College through the self-assessment and work plan and has identified the key outcomes and steps to achieve those outcomes, with a particular focus on the development of "meta-majors" that will lead to the streamlining of student educational goals and allow for the development of onboarding and successful completion strategies for students.
- The College was selected to participate in a statewide Strategic Enrollment Management (SEM) cohort sponsored by the Institutional Effectiveness Partnership Initiative (IEPI). This cohort requires a year-long commitment by an LTCC team of 10, including counselors, marketing, administrators, faculty, and research staff. The goals identified for the 2018-19 academic year are to develop a set of student-centered enrollment management values that will guide a redesign of the LTCC schedule around enrollment data and pathways to completion. The goal is to make scheduling and pathways for students "Tahoe Clear." In 2017-18, the deans, lead faculty, and counseling staff laid out a comprehensive 3-year projected schedule. This schedule will be honed and refined throughout 2018-19. The SEM team will attend two more intensive trainings and will have monthly check-ins with coaches to help complete this work.



**Outcomes Achieved:** Submit Guided Pathways self-assessment and the Guided Pathways multi-year workplan to the Chancellor's Office by the required deadlines.

⇒ **GOAL 8: NEXT STEPS:**

1. *Begin implementation of the Guided Pathways framework with a specific focus on "meta-majors" for faculty, counselors, and student leaders.*
2. *Take that "meta-major" work to the next level by assigning all degrees and certificates to a specific "meta-major" and identifying (with the assistance of data and cross-walking) the course-level details and program-level outcomes that unite programs under a specific "meta-major."*
3. *Begin developing a first-year experience program for students to assist in the onboarding into a "meta-major".*
4. *Foster a "students first" and data-informed approach to scheduling, including the consideration of the needs of non-traditional students and the scheduling of courses to prioritize the ability for students to complete the goals they select in a timely manner.*
5. *Create at least a two-year projected schedule that prioritizes timely program completion and clear pathways to that completion.*