

2020-21 GOALS

Adopted 11-10-2020

- 1** Reimagine financial support services for students to increase access to financial aid, loans, and on-campus student employment.
- 2** Build out a completion-focused Lake Tahoe College Promise program in alignment with the Promise Scholars Program replication metrics.
- 3** Solidify Guided Pathways in Lake Tahoe Community College's campus systems and the student experience.
- 4** Improve the quality of Lake Tahoe Community College's distance education through enhanced instructor development, student support, and career education offerings.
- 5** Enhance housing services for students; maximize current housing opportunities while exploring additional options if demand is proven.
- 6** Plan and design modernization project improving classrooms, labs, and student support areas.
- 7** Focus advocacy efforts to secure local, state, and federal funds for the Lake Tahoe Basin Public Safety Training Center.
- 8** Proactively respond to the COVID-19 pandemic in support of the needs of students, employees, and the Lake Tahoe community.
- 9** Serve as a leader in addressing issues of race and equity on campus and in the Lake Tahoe community.





Superintendent/President & Board of Trustees' Goals

Academic Year 2020-21

Lead LTCC to achieve its vision of becoming California's premier destination community college.

The following are goals, strategies, and outcomes developed by the Lake Tahoe Community College Superintendent/President and Board of Trustees for the 2020-21 academic year. Please note:

- ⇒ A **goal** is a broad primary outcome.
- ⇒ **Strategies** are the approaches taken to achieve a goal.
- ⇒ An **outcome** can be quantitative or qualitative; outcomes are specific and measurable based on stated goals and strategies.

Lake Tahoe Community College Board of Trustees



Pictured left to right: Trustees Tony Sears, Nancy Dalton, Dr. Karen Borges, Jeff Cowen, Kerry David

GOAL 1: REIMAGINE FINANCIAL SUPPORT SERVICES FOR STUDENTS TO INCREASE ACCESS TO FINANCIAL AID, LOANS, AND ON-CAMPUS STUDENT EMPLOYMENT.

Strategies:

- Conduct research to gain insight and understanding of Pell-eligible students who decline Pell. Design targeted interventions appropriately.
- Increase the number of students successfully completing the FAFSA, to bring more students into LTCC's Pell-eligible cohort and to put more dollars into the hands of students.
- Develop a loan default management plan that includes "Grace Counseling," to reach out to students after LTCC graduation/withdrawal, but within the 6 months prior to loan repayment to help them access income-based repayment and other options.
- Develop a messaging calendar to streamline the text and email messages students receive, in an effort to avoid "message fatigue" and increase student response rates.
- Increase the number of Pell Grant awards distributed and the amount of aid provided to LTCC students in 2020-21.
- Cultivate additional donors to increase the amount of scholarships given to students. Enhance outreach to students about scholarship opportunities to increase the number of students receiving scholarships.

OUTCOMES

- *Increase the total amount of Pell monies distributed to LTCC students by 10%.*
- *Increase the number of students successfully completing the FAFSA by 5%.*
- *Implement "Grace Counseling" as part of the new Default Management Plan to ensure students understand rights and responsibilities relative to student loans and enter into consumer-friendly loan repayment programs.*
- *Create an efficient messaging calendar prior to May 2021, to assist in streamlining text and email messages to students; includes expanding Signal Vine to meet student needs.*
- *Increase total scholarships available and awarded to students by 5%.*



GOAL 2: BUILD OUT A COMPLETION-FOCUSED LAKE TAHOE COLLEGE PROMISE PROGRAM IN ALIGNMENT WITH THE PROMISE SCHOLARS PROGRAM REPLICATION METRICS.

Strategies:

- Guide Promise students to register for 12-15 units every term and encourage summer course enrollments to make progress toward timely degree completion.
- Cultivate and engage 100 new Promise students for the Fall 2020 cohort and subsequent Fall cohorts.
- Develop earlier academic progress reports with an emphasis on early identification of student needs.
- The LTCC Foundation will lead efforts to increase fundraising in support of the Lake Tahoe College Promise.

OUTCOMES

- *Achieve a three-year graduation rate of 40% completion for the Fall 2020 Cohort (graduating by the end of Spring 2023).*
- *Achieve a 40% rate of students who complete transfer-level English and math in their first academic year (first four quarters). Evaluate the use of embedded tutors in offering additional support to students.*
- *Ensure the same or greater success levels as the 2020-21 Promise cohort for fall-to-winter quarter persistence and first-year completion of transfer-level English and Math.*
- *By Spring 2021, develop an additional Promise intervention element that includes earlier academic progress reports and an emphasis on early identification of student needs.*
- *Increase the size of the Lake Tahoe College Promise dedicated endowment by 5%.*
- *Support the Promise program with \$75,000 of LTCC Foundation funds for the 2020-21 academic year.*



GOAL 3: SOLIDIFY GUIDED PATHWAYS IN LTCC'S CAMPUS SYSTEMS AND THE STUDENT EXPERIENCE.

Strategies:

- Improve the student experience through participation in the California Guided Pathways Project Cohort.
- Establish a clear first-year meta major pathway for students who are not yet ready to specify a degree or certificate pathway.
- Institutionalize Program Mapper, an interactive pathway-based visualization of the traditional course catalog and establish processes for ongoing review and updating.
- Continue to support faculty-led meta major events that bring students together around areas of interest.
- Participate in the Degrees When Due (DWD) Cohort, organized by the Institute for Higher Education Policy, to identify adults who have earned some college credits but dropped out of LTCC before completing a certificate or degree.
- Develop and implement an outreach strategy to past LTCC students who completed 75 units or greater but did not complete a degree at LTCC.
- Through the DWD project, identify students who completed the units for a certificate or degree but were not awarded.

OUTCOMES

- *Implement a system of auto-awarding degrees and certificates by the start of the 2021-22 academic year.*
- *Complete rollout of Program Mapper for student use by the 2021-22 academic year.*
- *Establish first-year student pathways for each meta-major by the 2021-22 academic year.*
- *Actively participate in the California Guided Pathways Project Cohort 2.*
- *Actively participate in the Degrees When Due Cohort 3 Community of Practice.*
- *Recapture 10% of students (who had some college, no degree) contacted to re-enroll in LTCC.*
- *An additional 50 certificates or degrees are awarded by December 2021 through the DWD project.*



GOAL 4: IMPROVE THE QUALITY OF LTCC'S DISTANCE EDUCATION THROUGH ENHANCED INSTRUCTOR DEVELOPMENT, STUDENT SUPPORT, AND CAREER EDUCATION OFFERINGS.

Strategies:

- Launch Instructors Academy in the 2020-21 academic year to ensure consistent, high-quality online instruction.
- Participate in the California Virtual Campus-Online Education Initiative (CVC-OEI) Exchange. This allows LTCC students to access courses they need, when they need them, in order to complete on time, and will make LTCC's online courses more visible and accessible to students located throughout the state.
- Launch an online learner mini-course to support students to be better prepared for success in distance education.
- Work collaboratively with the Lake Tahoe Unified School District, taking advantage of both districts utilizing Canvas, to increase dual and concurrent enrollment opportunities for students and provide training and support for teachers.
- Ensure LTCC has full-time and year-round online learning leadership to support faculty and students.

OUTCOMES

- *Achieve a course success rate of 85% in distance education.*
- *Ensure that LTCC is actively involved and has courses offered through the CVC-OEI Exchange by the 2021-22 academic year.*
- *Engage at least 100 students to participate in the online learner mini-course to better prepare them for distance education.*
- *Increase the number of high school students enrolling in dual and concurrent enrollment courses offered via distance education.*
- *Identify and actively apply for grant resources to support dual and concurrent enrollment partnership opportunities with LTUSD.*
- *Hire and train a position in support of online learning prior to the start of fall quarter 2021.*



GOAL 5: ENHANCE HOUSING SERVICES FOR STUDENTS, MAXIMIZE CURRENT HOUSING OPPORTUNITIES WHILE EXPLORING ADDITIONAL OPTIONS IF DEMAND IS PROVEN.

- Strategies:**
- Revise student housing policies to foster greater student retention and length of stay and respond to a changing COVID environment.
 - Update policies in support of marginalized student populations such as the housing insecure and former foster youth.
 - Create targeted outreach information to help low-income students understand the cost of housing and the benefits of financial aid in offsetting housing fees.
 - Establish financial aid policies to allow for students to allocate their financial aid awards to directly cover their housing fee expenses.

OUTCOMES

- *Housing policies and procedures for a COVID-19 environment will be established in the 2020-21 academic year. These will include periodic occupant COVID testing, symptom monitoring, and housing site visitor limitations.*
- *The housing student retention rate will be improved to reflect students staying in housing for an average of at least one academic term or more.*
- *LTCC housing will achieve an average of a 90% fill rate (27 of 30 beds filled) during the Fall 2021 term.*
- *LTCC will increase the number of low-income students utilizing student housing and the amount of financial aid provided to those students.*



GOAL 6: PLAN AND DESIGN MODERNIZATION PROJECT IMPROVING CLASSROOMS, LABS, AND STUDENT SUPPORT AREAS.

- Strategies:**
- Update the Facilities Master Plan to align to the current Educational Master Plan and Campus Master Site Plan.
 - Maintain strong communication with the Department of State Architect (DSA) and be responsive to requests to avoid potential delays.
 - Improve business continuity, including the scheduling of classroom spaces, the movement of offices, and other facilities' procedures and decisions in response to the modernization project.
 - Incorporate the use of enhanced virtual education for courses that will not be held on campus due to construction (i.e. science labs, art courses, etc.).
 - Oversee the construction of the Early Learning Center to ensure an on-time and on-budget project delivery.

OUTCOMES

- *The Board will approve the updated Facilities Master Plan by March 2021.*
- *DSA approval on final construction documents by February 2021.*
- *Establish a streamlined and strategic schedule that accounts for areas of campus that will be under construction during the modernization project.*
- *By September 2021, the Early Learning Center will be completed, a grand opening conducted, and the facility programmed for efficient use.*



GOAL 7: FOCUS ADVOCACY EFFORTS TO SECURE LOCAL, STATE, AND FEDERAL FUNDS FOR THE LAKE TAHOE BASIN PUBLIC SAFETY TRAINING CENTER.

Strategies:

- Respond to follow-up comments received during accreditation and obtain the necessary training equipment to achieve full accreditation.
- Secure inclusion of the Public Safety Training Center in the California Community Colleges' Board of Governors Capital Outlay Plan.
- Build a community-based support coalition to work collaboratively to seek alternative funding sources, including direct state appropriation, lease revenue bonds, and coordination with the Legislature and the administration on additional statewide bond resources.
- Review and actively seek grant opportunities available through federal agencies and pursue additional Congressional funding allocations including future stimulus proposals.

OUTCOMES

- *Achieve full reaccreditation of the Lake Tahoe Basin Fire Academy from the California State Fire Marshal's Office by May 2021.*
- *Complete and submit the Final Project Proposal (FPP) for the Public Safety Training Center to the Chancellor's Office.*
- *Coordinate a coalition of support for the Public Safety Training Center in an effective advocacy strategy.*
- *Increase the number of grant applications submitted to state, federal and philanthropic funding sources and secure 10% increase in overall grant funding to the college.*

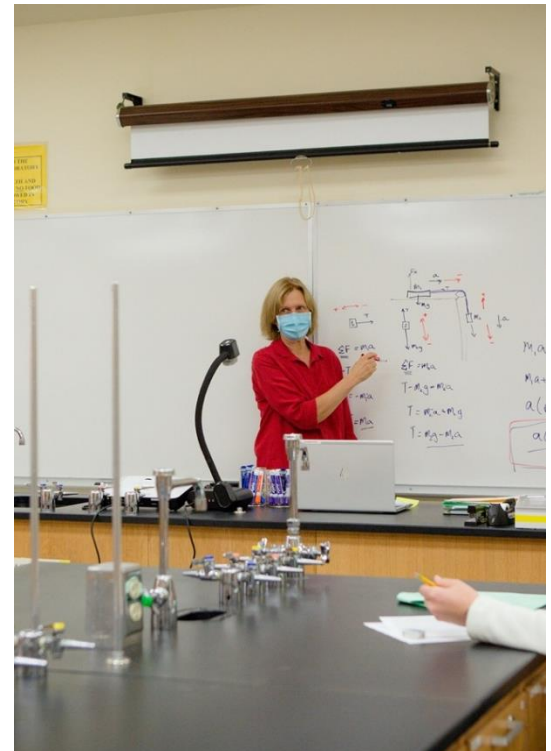


GOAL 8: PROACTIVELY RESPOND TO THE COVID-19 PANDEMIC IN SUPPORT OF STUDENTS, EMPLOYEES, AND THE LAKE TAHOE COMMUNITY.

- Strategies:**
- Meet student needs through the use of the distribution center and develop safe and secure methods for cleaning and disseminating laptops, internet hotspot devices, food pantry items, textbooks, and other student supplies.
 - Continue and enhance safe, socially distanced, in-person events such as drive-through registration, Promise enrollment, and Coyote Kickoff.
 - Utilize CARES Grant funding to strategically support students' ability to continue their educations and maintain unit loads.
 - Employ enhanced virtual education courses to continue to offer courses with high levels of student-to-student and student-to-instructor interaction.
 - Continue to develop and integrate online student supports including Cranium Café, virtual tutoring, and library research assistance and databases.
 - Work with the Risk Management Team to explore ways of expanding face-to-face (F2F) student services.
 - Create and implement strategies for COVID risk mitigation to support staff safety and manage potential for spread.
 - Provide a dedicated time and slots for on-campus staff to participate in periodic COVID testing.
 - Support the Lake Tahoe community and surrounding region by hosting a COVID testing site on the LTCC campus.
 - Campus operations will be aligned to, and informed by, information and guidance provided by the Centers for Disease Control, the California Office of Emergency Services, the California Department of Public Health, and the El Dorado County Health Department.

OUTCOMES

- *Creation and deployment of a streamlined Hybrid and F2F Student Orientation that ensures that all students coming to campus understand safety protocols and expectations.*
- *Establish campus-wide safety protocols including a self-screening application. (#CampusClear) and a single campus entry to ensure diligent campus access procedures and contact tracing.*
- *Work with Maintenance and Operations and the Instruction Office to design a strategic schedule that enables students to have hybrid and F2F options when deemed safe.*
- *Distribute CARES Grant Funds to students in all primary academic terms.*
- *Provide assurance that LTCC is focused on the safety and security of students, faculty, and the public, and is clean and safe to occupy as different groups return to on-campus environments.*
- *Provide students with support necessary to be successful in EVE, hybrid, and F2F classroom settings.*
- *Provide a location for free and easy access to COVID-19 testing for the Lake Tahoe community.*



GOAL 9: SERVE AS A LEADER IN ADDRESSING ISSUES OF RACE AND EQUITY ON CAMPUS AND IN THE LAKE TAHOE COMMUNITY.

Strategies:

- Invite the campus and community to read the 2020-21 Leadership Book in Common: “How to Be an Antiracist.”
- Participate in the USC Equity Leadership Alliance and the 12 USC eConvenings.
- Seek students' opinions about LTCC’s racial climate.
- Evolve screening and hiring processes to ensure LTCC employees and faculty better reflect the diversity of students served.
- Update campus policies and practices to ensure alignment to anti-racism and racial equity.
- Provide staff with training on how to meaningfully and constructively confront and address microaggressions and overt acts of racism that may occur on campus and in classrooms.
- Implement NameCoach campus-wide to ensure proper pronunciation of names.

OUTCOMES ➔

- *More than 100 LTCC employees and community partners participate in the Book in Common and ongoing trainings and dialogue about “How to Be an Antiracist.”*
- *Representative LTCC employees actively participate in 12 eConvenings and at least 3 trainings are conducted with campus stakeholders based on each eConvening.*
- *The National Assessment of Collegiate Campus Climate survey will be conducted in Fall 2020 and findings will inform actions by campus leadership.*
- *Increase the number and percentage of employees from diverse backgrounds, reflective of student populations.*
- *Continue to disaggregate student success data by race and ethnicity and establish additional student outcome goals based on equity data.*
- *Establish a process for reporting incidents that occur on campus using the University of Nevada, Reno Bias and Hate Incident Reporting as a model.*
- *NameCoach training is provided to students, staff, and faculty. Student resources on how to use NameCoach are readily available and it is deeply integrated into Canvas and Colleague.*

