Implement the First Phase of Guided Pathways: Launch Meta Majors

Strategic Enrollment Management Implemented: “Tahoe Clear”

Launch and Expand a Basin-Wide Lake Tahoe College Promise

Facilitate a New LTCC Multi-Year Strategic Plan

Expand Advocacy and Development Efforts to Achieve LTCC Goals

Lead Student and Workforce Housing Development and Services

Continuous Improvement: Deepen and Strengthen LTCC Initiatives
Superintendent/President & Board Goals
Academic Year 2018-19

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 2018-19 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 aspects of goals and strategies.

GOAL 1: IMPLEMENT THE FIRST PHASE OF GUIDED PATHWAYS: LAUNCH META MAJORS

Strategies:
• Collect the necessary data points to inform Guided Pathways and make it available to end users
• Prioritize trainings throughout the academic year; with faculty and staff, to focus on Guided Pathways
• Submit a Partnership Resource Team (PRT) request in support of the implementation of Degree Audit
• Create clear pathways, adjusting processes and systems on campus to allow for implementation (scheduling, communication, counseling)
• Explore partnering with “Achieving the Dream” to support LTCC’s Guided Pathways efforts
• Design and launch a dashboard comprised of Guided Pathways data points;
• Host multiple faculty/staff meetings and trainings focused on Guided Pathways and utilize campus-wide communication to keep stakeholders informed;
• Receive PRT funds and support for Degree Audit implementation;
  o Launch Degree Audit for counselor use by Fall 2019;
• Launch Meta Majors by Fall 2019;
  o Defined and mapped by May 2019 for counselors to discuss with incoming students;
  o Outward-facing communication of Meta Majors by Fall 2019;
• Develop two general education certificates:
  o California State University (CSU)
  o University of California (IGETC).
GOAL 2: STRATEGIC ENROLLMENT MANAGEMENT IMPLEMENTED: “TAHOE CLEAR”

Strategies:
- Complete a year of participation in the IEPI-supported Strategic Enrollment Management (SEM) cohort
- Campus dialogue and training on SEM
- Implement a restructured process for developing a student-first class schedule, including the use of data on enrollment trends, degree and certificate pathways, general education offerings, and comprehensive three-year projected schedule
- Embed SEM in Guided Pathways efforts

OUTCOMES
- Host meetings with campus constituents on SEM along with tangible communications on SEM related changes;
- Guidelines for SEM schedule production adopted and used in development of Summer/Fall 2019 schedule;
- A centrally developed “Tahoe Clear” Summer/Fall schedule that is based on data and that incorporates stakeholder feedback;
- Provide a “Tahoe Clear” network of student support services to improve retention and persistence.

GOAL 3: LAUNCH AND EXPAND A BASIN-WIDE LAKE TAHOE COLLEGE PROMISE

Strategies:
- Launch the Lake Tahoe College Promise to increase access for first-time, full-time students
- Expand Lake Tahoe College Promise to include Nevada Tahoe Basin students
- Increase outreach focused on the Lake Tahoe College Promise by Financial Aid Department and Outreach Coordinator
- Targeted outreach to Tahoe Basin schools. Create an awareness of LTCC among local school children beginning in elementary school
- Increase marketing and Student Services communications efforts on Lake Tahoe College Promise
- Provide additional support services (e.g. Lending Library) and counseling for Promise Students
- Keep students engaged: peer-to-peer mentoring, learning cohorts
- Develop tracking mechanisms for Promise Student metrics
- Develop a long-term pipeline of local students who take part in the Lake Tahoe College Promise
- Expand program to serve Nevada students;
- Rollout webpage, FAQ, marketing, and other tools to share information;
- Obtain media coverage on Lake Tahoe College Promise Program expansion;
- Increase number of Promise Students (first-time, full-time – California and Nevada Tahoe Basin) by 5% from Fall 2018 to Fall 2019;
- Develop and plan a first-year experience and Lake Tahoe College Promise learning community by Fall 2019. Launch in Fall 2020;
- Expand Lending Library to include Lake Tahoe College Promise Students;
- Develop a peer mentor program for Lake Tahoe College Promise Students;
- Increase persistence and retention of first-time, full-time students.
GOAL 4: FACILITATE A NEW LTCC MULTI-YEAR STRATEGIC PLAN

Strategies:  
- Build on existing planning documents (EMP, Board Goals, Quality Focus Essay) and LTCC goals to develop a five-year strategic plan  
- Conduct a planning process to include students, community and campus stakeholder engagement  
- Align the new strategic plan to the Vision for Success, the Student Centered Funding Formula (SCFF), and the new Student Equity Plan  
- Develop local district goal setting for performance metrics in the areas of transfer, unit accumulation, completion, workforce development, and equity

OUTCOMES  
- Strategic Planning sessions conducted during Spring 2019, brought through participatory governance in Fall Quarter 2019;  
- Final approval of a new 5-year Strategic Plan by the conclusion of Fall 2019;  
- Goal indicators reviewed, approved, and submitted to the Chancellor’s Office by May 2019.

GOAL 5: EXPAND ADVOCACY AND DEVELOPMENT EFFORTS TO ACHIEVE LTCC GOALS

Strategies:  
- Advocacy – Capital Funds for the Lake Tahoe Community College Remodel for Efficiency (RFE) Project and Student Centered Funding Formula Implementation  
  - Actively engage in the CCLC Capital Outlay Action Group, including visits to Sacramento  
  - Prepare and distribute information to California Legislature, Governor’s Office and Department of Finance  
  - Be engaged in statewide conversations about the funding formula policy implementation to ensure small rural schools’ issues are considered  
- Development  
  - Develop and implement a fundraising campaign for the expansion of the Lake Tahoe College Promise program  
  - Raise scholarship funds for LTCC graduates to transfer and attain advanced degrees at the Lisa Maloff University Center  
  - LTCC President to invest time to cultivate stronger relationships with key donors to provide funding for aforementioned LTCC initiatives along with other priorities  
  - Develop a grants coordinator position to help LTCC be more effective at identifying, applying for, and securing grants

OUTCOMES  
- Advocacy  
  - LTCC RFE project included on the 2018-19 Chancellor’s Office Budget Proposal;  
  - State funding secured for the LTCC RFE project (estimated at $9 million) by July 2019;  
  - Influence State policy and procedures as it relates to the funding formula.  
- Development  
  - Begin the development of an endowment to support the expanded Lake Tahoe College Promise Program. Raise at least $500,000 by June 30, 2020;  
  - Provide at least $40,000 worth of scholarships annually in support of students attending the Lisa Maloff University Center programs;  
  - Grants coordinator position developed and hired prior to the end of the fiscal year.
### GOAL 6: LEAD STUDENT AND WORKFORCE HOUSING DEVELOPMENT AND SERVICES

**Strategies:**
- Understand and define master leases; explore opportunities to create a master lease to address housing for LTCC students
- Be a leader and active participant in the Tahoe Prosperity Center (TPC) Workforce Housing efforts
- Advocate on the local and statewide level for student and workforce housing policy and funding

**OUTCOMES**
- Engage in a master lease partnership to create immediate housing options for students by Fall 2019;
- Contract with real estate professionals to develop housing best practices and help current LTCC students and employees find housing;
- Establish a partnership with an outside firm to provide student placements in home-stay locations in South Lake Tahoe prior to the start of Spring Quarter 2019;
- Publish a flexible LTCC RFP to potential campus residential living developers by May 1, 2019.

### GOAL 7: CONTINUOUS IMPROVEMENT: DEEPEN AND STRENGTHEN LTCC INITIATIVES

**Areas of Emphasis:**
- Student Support
  - Provide comprehensive wraparound services
  - Develop increased tutoring services for students
  - Increase student retention and transfer rates
- Improve Services to Students—Increase Commitment to Student Equity
  - Develop an updated Student Equity Plan by June 2019
  - Obtain Hispanic Serving Institution (HSI) designation
  - Research and explore applying for an HSI Grant
- Marketing/Outreach
  - Continue and enhance marketing and recruitment efforts for new LTCC students.
  - Targeted Campaigns for 2018-19 including Lake Tahoe College Promise expansion and Career Technical Education opportunities through the Strong Workforce program
- Program Enhancement
  - Revisit staffing and program investments to recommend whether or not to move forward
  - Development of updated Child Development Center (CDC) business model
  - Institutionalize the operations of the Community Play Consortium
  - Data integrity work and increase the availability of data through dashboards
  - Expand and refine course, degree, and certificate offerings in Culinary and Hospitality Management
- Facilities Planning and Upgrades
  - Develop an updated Campus Master Site Plan by June 2019
  - Complete the modernization of three LTCC classrooms by February 2019
- Lisa Maloff University Center
  - Lisa Maloff University Center marketing, retention, and scholarship expansion
  - Strengthen relationships with existing partners