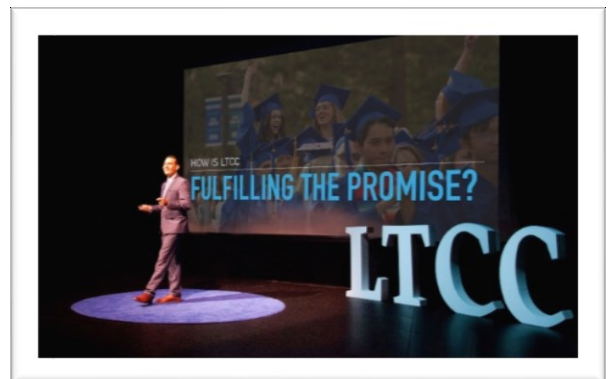


2019-21 GOALS

Adopted November 12, 2019

- 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 LTCC's campus systems and the student experience.
- 4** Improve the quality of LTCC'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 once 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** Partner with LTCC Foundation to develop a Lake Tahoe College Promise endowment and expand scholarships.





Superintendent/President & Board Goals

Academic Years 2019-20 & 2020-2021

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 2019-20 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.

Academic Year 2019-20

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

- Strategies:**
- Develop a comprehensive Financial Aid communication plan.
 - Remove redundant and unnecessary locally-determined Pell verification steps.
 - Outline clear practices for “Coyotes at Work.”
 - Increase Financial Aid outreach to on-campus and high school students.
 - Develop required loan counseling and methods for informing students of financial resources.

OUTCOMES



- *Increase the number of students accessing Pell Grant monies from those students identified as Pell eligible. Specifically, increase LTCC's Pell uptake rate by 5%.*
- *Consolidate opportunities for students to access financial resources on campus.*
- *Increase the number of Financial Aid workshop opportunities so students are better informed and educated.*
- *Increase student employment on campus as measured by the number of student workers, total amount of student employment funds, and average weekly hours per student employee.*

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

- Strategies:**
- Launch a “Promise Day” pilot in fall of 2019 and review and expand for fall 2020.
 - Develop and strengthen retention activities, specifically training faculty to engage and support struggling students earlier.
 - Establish a faculty-driven early alert process.
 - Review right to fail vs. need for support.
 - Develop “Teaching Talks” on early intervention and support.
 - Develop Promise Student Outreach reports in LTCC Reports.

OUTCOMES

- *90% fall-winter term student retention among Promise cohort.*
- *Early alert process is put in place for Promise students in their Promise block courses.*

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

- Strategies:**
- Integrate Degree Audit, Education Planning, and Early Alert notifications, and increase website clarity.
 - Implement phase II of Degree Audit:
 - Counseling and other student services staff trained on use of Degree Audit.
 - Addition of Degree Audit elements for students who have credits from other educational institutions.
 - Engage students in their Meta Majors through the Coyote Kick-Off Event and other year-round Meta Major events.
 - Ensure the mapping of degrees and scheduling processes are tied together for clear pathways.
 - Launch bi-yearly schedule development, leading to clear and predictable pathways for students.
 - Explore a greater connection to the ADVANCE network for career services.
 - Integrate 21st Century Work Skills with Guided Pathways and Meta Majors.

OUTCOMES

- *CCCApply integration of Meta Majors by May 2020.*
- *Develop and increase workshop offerings that connect Meta Majors to careers.*
- *Faculty-led Meta Majors groups implement at least one activity per Meta Major to bring students together with co-curricular events.*
- *Launch automatic awarding of degrees spring 2021.*
- *Guided Pathways Dashboard created and shared with campus stakeholders.*
- *Embedded tutoring launched in fall 2019 for Math and English courses.*
- *Increase first-year completion of transfer level English and Math.*

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

- Strategies:**
- Train faculty to create rigorous and engaging Career and Technical Education (CTE) online courses using the Canvas Learning Management System.
 - Develop system of Quality Course Review so courses offered meet specific industry standard for rigor, relevance, engagement, accessibility, and connection.
 - Build a system of electronic student progress tracking and determine next steps to success (completion of degrees, certificates, badges, etc.).
 - Develop opportunities for students to earn and stack industry badges and certificates to increase opportunity to obtain employment.
 - Increase staff marketing to reach new and existing students and funnel them into coursework that would help them upskill and enhance their employment opportunities.

OUTCOMES

- *Launch Instructors' Academy with best practices for online instruction, including an onboarding course, introduction to developing engaging online courses, and advanced course by July 2020.*
- *LTCC digital mini course (Student Guide) launched by July 2020.*
- *Programs mapped and badges established with Program Mapper and Badgr.*



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

- Strategies:**
- Determine the reasons for students opting in or opting out of housing. Conduct research and obtain data on the application pool via focus groups and student survey.
 - Ensure messaging on housing is clear and easily accessible to different populations via the website, printed materials, and departmental communications.
 - Explore other properties that provide similar or enhanced services to the students after proof of concept on the Aspen housing project is achieved.
 - Retain membership and active involvement in the Tahoe Prosperity's Housing Advisory Groups.
 - Remain engaged in advocacy for student and workforce housing state-wide.
 - Integrate housing with other campus support services (mental health services, food pantry, etc.).

OUTCOMES

- *Identify two additional properties with potential to operate as student housing and pricing proposals by March 2021, pending student demand.*
- *Institutionalize housing through the development of policies, procedures, processes, and permanent staffing in support of housing.*
- *Hire and train a housing coordinator and RA.*
- *Achieve and maintain a 95% fill rate for the Aspen housing property.*

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

- Strategies:**
- Host collaborative meetings to determine the needs vs. wants of the departments and manage expectations within the parameters of the project.
 - Plan staging of construction to work in conjunction with the scheduling of classes.
 - Use Education Master Plan, Guided Pathways, and student-centered best practices to help direct the development of learning and support spaces.

OUTCOMES

- *Maintain expectations of the scope and budget while ensuring feedback from constituents.*
- *Ensure needs of students and classes are met during construction.*
- *Construction kick-off in July 2021.*
- *Data-informed approach to prioritization of the long-term needs of the department and students.*
- *Develop detailed timeline to meet project deadlines as outlined by the state.*

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

- Strategies:**
- Use Washington, DC contacts and research to explore federal grants that could support the development of the Lake Tahoe Basin Public Safety Training Center.
 - Create new staff position at LTCC dedicated to government relations and grant development.
 - Partner with City of South Lake Tahoe to identify storage and dedicated space for training equipment.
 - Update Fire Science training program to maintain excellence and accreditation compliance.

OUTCOMES

- *Submit a project proposal to the State of California in support of the Lake Tahoe Basin Public Safety Training Center.*
- *Clarify and document the Master Plan of facilities and services required for Fire Sciences and other LTCC Public Safety programs.*
- *Maintain accreditation status at high level of excellence.*

GOAL 8: PARTNER WITH LTCC FOUNDATION TO DEVELOP A LAKE TAHOE COLLEGE PROMISE ENDOWMENT AND EXPAND SCHOLARSHIPS.

- Strategies:**
- Conduct a feasibility study to identify the donors and dollar amounts that will support an endowment for the Lake Tahoe College Promise.
 - Explore Parasol Tahoe Community Foundation recommendations and investment strategies.
 - Begin development phase of initial fundraising.

OUTCOMES

- *Successful implementation of an initial development phase.*
- *Master Plan created that allows for an endowment fundraising campaign that will support the goals of the Lake Tahoe College Promise Program.*
- *Marketing and campaign plans developed.*



“California’s Premier Destination Community College”



LTCC Board of Trustees Tony Sears, Nancy Dalton, Karen Borges, Jeff Cowen, and Kerry David.



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