

PROGRESS UPDATE


2018-19 Goals


Goal 1 IMPLEMENT FIRST PHASE OF GUIDED PATHWAYS

- Meta Majors were identified through the input and participation of the LTCC community. Faculty and staff meetings and trainings were held, focused on Guided Pathways, and campus-wide communication was utilized to keep key stakeholders informed. The Meta Majors were defined and mapped by May 2019, in time for catalog and schedule production deadlines.
- Successfully developed outward-facing communication by Fall 2019. A Meta Major webpage (ltcc.edu/metamajors) was designed and rolled out. The page will help students explore their passions and identify an appropriate academic path. Students will also have an opportunity to explore Meta Majors at the Coyote Kickoff event prior to the start of Fall quarter.
- LTCC staff successfully submitted and received the mini-Partnership Resource Team (PRT) grant and technical support for the implementation of Degree Audit. Degree Audit for counselor use was launched for Fall 2019 to help automate assessment of student progress toward degree completion.



- Dashboards created or revised in the 2018-19 academic year include Academic Scheduling (SEM Dashboard), Applicant Trends, Enrollment Patterns, Equity, Incarcerated Student Program, Persistence, and Graduation rates. In addition, a number of new and revised LTCC Reports were developed. Such reports include those for identifying and tracking Promise students, providing weekly enrollment updates and rosters for departments.
- Developed two general education certificates for California State University (CSU) and University of California (IGETC) patterns. Pending submission to the Chancellor's Office and governance approval this fall.

 **Outcome Achieved:** Successful implementation and launch of the first phase of Guided Pathways.

 **GOAL 1: NEXT STEPS:**

1. Continued progress to phase 2 of the Degree Audit implementation process.
2. Complete approval process of two general education certificates: California State University (CSU) and University of California (IGETC).

Meta Majors



Arts • Languages • Humanities



Business • Hospitality • Leadership



Health & Public Safety



Society • Culture • Education



Science • Technology • Environment

Goal 2 STRATEGIC ENROLLMENT MANAGEMENT IMPLEMENTED: "TAHOE CLEAR"

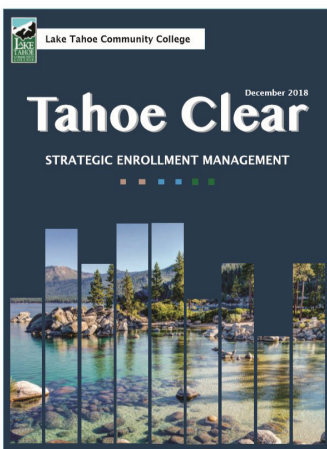
- One-year participation in the Institutional Effectiveness Partnership Initiative (IEPI) supported Strategic Enrollment Management (SEM) cohort by cross-functional LTCC group consisting of faculty, staff, and administrators.
- Hosted meetings with campus constituents on SEM and developed tangible communications and recognition on SEM-related changes.
- Guiding Principles for SEM schedule production were adopted and used in the development of the Summer/Fall 2019 combined schedule.
- Developed a student-centered Summer/Fall combined schedule based on data and stakeholder feedback. LTCC will continue to rework the format of the schedule to ensure it is user friendly and "Tahoe Clear."
- In an effort to plan the schedules more effectively, the college made progress toward the development of a Winter/Spring 2020 combined schedule. Instead of developing four separate quarterly schedules each year, the organization will have two to simplify planning for students.
- LTCC was recognized for its outstanding work with Guided Pathways and SEM. The college's SEM team was asked to present as an exemplary program for next year's IEPI SEM cohorts.



LTCC Summer/Fall 2019 Course Schedule

Outcome Achieved: Strategic Enrollment Management Implemented: "Tahoe Clear."

GOAL 2: NEXT STEPS: 1. Finalize and produce Winter/Spring 2020 schedule. 2. Fine tune projected schedule process.



LTCC's Strategic Enrollment Management, Tahoe Clear

Tahoe Clear: Strategic Enrollment Management

Committee Members

- Nick Barclay, Analyst
- Steve Berry, Director of Enrollment Services
- Brad Deeds, Dean of Workforce Development
- Jeff DeFranco, Superintendent/President
- Pete Dixon, Counselor
- Jonathan King, Vice President of Student Services
- Diane Lewis, Director of Marketing/Communications
- Scott Lukas, Academic Senate President
- Michelle Risdon, Vice President of Instruction
- Donna Sohan, Director of Institutional Effectiveness
- Michelle Sower, Dean of Instruction
- Tracy Thomas, Counselor

Schedule Tools

3-year projected schedule tool

Quarterly schedule detailed planning tool

Academic Scheduling Tableau

COURSES TAB
Provides the option to review individual courses with the metric options of offered, cap, cancelled, enrollment, and % filled.

GENERAL EDUCATION TAB
Provides the same metrics through the lens of the GE group (EA, 1b, 2, 2-1).

PSY-101 GENERAL PSYCHOLOGY

Year	SP	F	FA	Top 5 Courses Concurrently Enrolled
2018	1	2	3	ENW 101
2019	1	2	3	ENW 101
2020	1	2	3	SOC 101
2021	1	2	3	ENW 101
2022	1	2	3	ENW 101

Paradigm Shift

PAST: Department-Driven Schedule Development

CURRENT: Comprehensive Campus-Wide Schedule

Next Steps

- Iterate and improve process and scheduling
- Integrate efforts (Instruction & Student Services)
- Develop schedule planning through meta majors
- Deepen data-informed decision-making
- Better understand student needs (student voice)

LTCC Strategic Enrollment Management Project Overview

Goal 3

LAUNCH AND EXPAND A BASIN-WIDE LAKE TAHOE COLLEGE PROMISE

- Established the first bi-state Promise program in the country, expanding to serve Nevada students living in the Tahoe Basin. The program received significant media coverage and was highlighted in the *Forbes* Education blog, helping to advance the national College Promise Campaign movement.
- Expanded key student support services to assist in degree completion and increased outreach focused on available financial aid and the Lake Tahoe College Promise by the Financial Aid Department and the Dual Enrollment and Outreach Coordinator.
- Won a highly competitive \$150k College Promise Replication Grant, in partnership with Skyline College (considered one of the top Promise programs in California), designed to support students and increase completion rates.
- LTCC’s Foundation Board unanimously approved expanding the College Promise program for students starting Fall 2019. It now provides up to three years of free tuition, a \$100 quarterly bookstore credit, and much more.
- Launched the enhanced Lake Tahoe College Promise program in Fall 2019 to increase access for first-time, full-time students. The college shifted from an open access to an earn-your-degree program. In addition to offering the initial year to bring students in the door, the college now offers up to three tuition-free years for California residents, Nevada residents of the Tahoe Basin, and Dreamers from anywhere in California and from the Nevada side of the Basin.
- LTCC developed a first-year seminar course and College Promise learning community. The college will hold three sections of the first Promise class: a two-unit course beginning Fall 2019. The textbook Lending Library access was expanded to include College Promise students, and a peer mentor program (Promise Navigators) was established to support Lake Tahoe College Promise students. LTCC hired a Promise Director and Promise Navigators.



Bi-State College Promise



Outcome Achieved: Successful Launch and Expansion of a Basin-wide Lake Tahoe College Promise.



GOAL 3: NEXT STEPS:

1. Continue development of tracking and early alert mechanisms for Promise student metrics.
2. Fully implement the fidelity points of the new Promise program.




Forbes Article, December 14, 2018




Lake Tahoe College Promise Students

Goal 4 FACILITATE A NEW LTCC MULTI-YEAR STRATEGIC PLAN

- LTCC’s “Vision for Success Goals” were completed. Through participatory governance, goal indicators were reviewed, approved, and submitted to the Chancellor’s Office.
- A new Student Equity and Achievement (SEA) Plan was developed.

 **Partially Achieved:** Successfully completed LTCC’s new Student Equity Plan and LTCC’s Vision for Success goal metrics.

-  **GOAL 4: NEXT STEPS:**
1. Creation of a new LTCC multi-year Strategic Plan was deferred to 2019-20.
 2. Facilitation of a new five-year LTCC multi-year Strategic Plan.



Student Equity Plan

California Community College - Vision for Success		
	Baseline Data	Goal (2021-22)
Goal 1: Completion (20% Increase)		
1A: Increase Number of Students Earning an Associate Degree (including ADTs)	132	158
1B: Increase Number of Students Earning a Chancellor's Office Approved Certificate	30	36
Goal 2: Transfer (35% Increase)		
2A: Increase Number of Students Earning an Associate Degree for Transfer	44	59
Additional LTCC Goal: Increase Number of Students Transferring to a 4-Year Institution	265	357
Goal 3: Unit Accumulation (9% Decrease)		
3A: Decrease Average Number of Units Accumulated by All Associate Degree Earners	127	116
Goal 4: Workforce (9% Increase)		
4B: Increase Number of Non-Transferring Students Who Attain Living Wage (presented as %)	59%	65%
Actual number of students counted in percentage	621	683
<i>The Vision for Success is about ensuring all students succeed. Goal 5 examines these goals through the lens of equity of those groups identified as disproportionately impacted.</i>		



2019 Student Equity Graduation





President Jeff DeFranco and Community College League of California CEO Larry Galizio visit the State Legislature to advocate for Proposition 51 funds.

Advocacy:

- LTCC has worked tirelessly to advocate on behalf of the college and its students. Through dialogue and relationship building, the LTCC administration has participated in legislative advocacy at the state level to influence state policy related to the funding formula, College Promise expansion, and Proposition 51 funding.
- The college has established close working relationships with legislators at the state and national level, including assisting in the planning of the Lake Tahoe Summit. LTCC is represented on the Community College League of California's (CCLC) Advisory Committee on Legislation and participates in capitol visits, which enables the college to impact numerous legislative elements.
- The college has developed a close working relationship with local policymakers and industry leaders through participation in the annual Tahoe Economic Summit.
- The college successfully advocated for the inclusion of LTCC's Remodel for Efficiency (RFE) modernization project on the 2018/19 Chancellor's Office Budget Proposal and secured state funding for the project in the amount of \$10.8M.

Development:

- This past year was a record-setting year for the Foundation, enabling the college to award 132 scholarships worth \$165,200 in 2019. This amount was up from \$148,000 in 2018, an increase of almost 10% and up from \$103,000 in 2017, an increase of 60%.
- The college received funding in the amount of \$75,000 to support the implementation of Degree Audit through the Institutional Effectiveness Partnership Initiative (IEPI)-Partnership Resource Team (PRT).



2018 Tahoe Economic Summit, sponsored by Tahoe Prosperity Center. Sharing ideas on how to tackle housing, education, and workforce development.



Superintendent/President DeFranco and Board Member Nancy Dalton visiting with Assemblyman Frank Bigelow.

EXPAND ADVOCACY AND DEVELOPMENT EFFORTS TO ACHIEVE LTCC GOALS

(Continued)

Development (Continued):

- Received a \$150,000 Promise Scholars Grant, to enhance the Lake Tahoe College Promise program by adding free services and increased support to improve student success.
- The LTCC Foundation committed to establish an endowment to support the expanded Lake Tahoe College Promise program in perpetuity.
- Secured \$100,000 for the University Center's Maloff Scholars program. The Foundation also committed to providing an additional \$20,000 worth of scholarships annually in support of students attending programs in the University Center.
- Federal advocacy resulted in the college obtaining the Child Care Access Means Parents in School (CCAMPIS) Grant in the amount of \$30,000 annually for the next four years. The funding will be used to create an evening childcare program to support low-income working student parents with subsidized childcare and a tiered pricing structure for students.
- The college secured a \$500,000 grant from the California Virtual Campus-Online Education Initiative (CVC-OEI) in June 2019. LTCC will develop and roll out online courses and programs that allow students to earn short-term, industry-valued certificates and credentials in an online environment, with enhanced supports in their chosen career path. Existing and new short-term online options within Career Education programs are being developed, and a grant lead was hired to meet the terms of this 12-month grant.
- Applied for the Hispanic Serving Institution (HSI) Grant in the amount of \$2.5M over five years. Awaiting notification.



Outcome Achieved: Expanded advocacy and development efforts to achieve LTCC goals.



GOAL 5: NEXT STEPS:

- LTCC will evaluate whether grant development or governmental relations need additional support and dedicated staffing to achieve LTCC goals.

Grants Awarded 2018/19

GRANT/PURPOSE	AMOUNT AWARDED
California Virtual Campus-Online Education Initiative	\$ 500,000
Child Development Center Grant	\$ 160,000
Promise Scholars Grant	\$ 150,000
Partnership Resource Team Grant	\$ 75,000
Rural College Technology Grant	\$ 90,000
TOTAL	\$ 975,000

\$10.8M of state capital outlay funds were secured.



Some of LTCC's students scholarship winners from June 2019.

6 LEAD STUDENT AND WORKFORCE HOUSING DEVELOPMENT AND SERVICES



LTCC student housing complex

- The college successfully engaged in a five-year master lease partnership to create immediate housing options for students by obtaining a five-plex with 31 beds for students. In August 2019, LTCC moved in the first students to affordable off-campus housing.
 - A partnership was created with an outside firm to provide student placements in homestay locations in South Lake Tahoe prior to the start of spring quarter 2019.
 - The college contracted with professionals to develop student housing best practices. A Housing Coordinator position was developed to help current LTCC students and employees identify affordable housing options.
- The college hired consultants in June 2019 to bring forward recommendations to assist LTCC in securing campus residential-living and workforce housing developers.



Outcome Achieved: Led student and workforce housing development and services.



GOAL 6: NEXT STEPS:

1. Fill student housing spots and explore next steps for housing expansion.



7 CONTINUOUS IMPROVEMENT: DEEPEN AND STRENGTHEN LTCC INITIATIVES

- LTCC focused on student support by providing comprehensive wraparound services through Lake Tahoe College Promise and developing increased tutoring services for students by Library and Learning Services through increased hours.
- The college improved services to LTCC students with an increased commitment to student equity. An updated Student Equity Plan was developed, and the college obtained federal Hispanic Serving Institution (HSI) designation. An HSI Grant was researched and the application was submitted, currently pending notification.

7 CONTINUOUS IMPROVEMENT: DEEPEN AND STRENGTHEN LTCC INITIATIVES

(Continued)

- LTCC continued to enhance marketing and recruitment for new students, with campaigns targeted on the Lake Tahoe College Promise expansion and Career Technical Education (CTE) opportunities through the Strong Workforce Program. Hospitality Management/Culinary Arts marketing materials were developed for distribution to education, business and industry partners, and prospective students. Commercials were created for CTE programs, including Wilderness Education and Outdoor Leadership, the Lake Tahoe Basin Fire Academy, and Emergency Medical Technician programs. These ads air digitally on various websites regionally, at the Reno-Tahoe Airport, and on television throughout the Basin.



New Classroom - B103



New Classroom - A208

- LTCC focused on program enhancement in 2018/19, revisiting staffing and program investments to the Incarcerated Student Program (ISP) and Dual Enrollment and Outreach program. These investments were successful and institutionalized moving forward.
- Completed an updated Child Development Center (CDC) business model after carefully reviewing CDC revenue and teacher compensation expenditures.
- LTCC began the expansion and refinement of course, degree, and certificate offerings in Culinary Arts and Hospitality Management. The college hired a full-time faculty member for Hospitality Management and Culinary, and an Associate Degree for Transfer (AD-T) in Hospitality Management was approved.
- The college has begun to institutionalize the operations and scheduling of the Community Play Consortium.
- The development of an updated Campus Master Site Plan was placed on hold to await the housing consultant's recommendation. The college completed the modernization of three LTCC classrooms in Winter 2019.
- Increased marketing, recruitment, and scholarship expansion for the Lisa Maloff University Center was successful.



Outcomes Achieved: Deepened and strengthened LTCC initiatives.