

Strategic Plan 2011-2017

Lake Tahoe Community College

Office of Institutional Effectiveness



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STRATEGIC PLAN 2011-2017

LAKE TAHOE COMMUNITY COLLEGE

INTRODUCTION

This strategic plan describes 23 goals designed to address the following *strategic issues* identified in the *2011-17 Educational Master Plan*—Student Access; Student Learning, Success & Achievement; Community Engagement; and College Sustainability. These four *strategic issues* provide the framework for the goals in the strategic plan, and thereby, become the means by which the College aligns its master and strategic planning processes.

The goals described in the strategic plan were identified through an evidence-based, collaborative process, beginning with a day-long retreat involving faculty, staff, students, members of the board of trustees, and community at-large. Through facilitated inquiry and dialogue, this group identified an initial set of strategic goal areas associated with each of the four *strategic issues*. Subsequently, focus groups were formed around each of these areas to identify specific *Strategic Goals* and to begin the process of identifying the performance indicators used to measure progress toward their achievement.

This is the third update to the Strategic Plan since its initial adoption during the 2011-2012 academic year.

VISION

“California’s premier destination community college.”

MISSION

Lake Tahoe Community College serves our local, regional, and global communities by promoting comprehensive learning, success, and life-changing opportunities. Through quality instruction and student support, our personalized approach to teaching and learning empowers students to achieve their educational and personal goals.

BELIEFS

We at Lake Tahoe Community College believe:

- Students come first
- An educated citizenry is fundamental
- Learning enhances the quality of life
- Innovation, integrity, high standards, and the pursuit of excellence are essential
- Diversity enriches
- We make a difference

STRATEGIC ISSUE #1: STUDENT ACCESS

As an open door institution, LTCC strives to minimize the barriers to college participation for those within and outside of the College service area. Ensuring access to higher education is central to the College mission and is consistent with California public policy. Access is also a strategic issue due to the College’s reliance on enrollment-based funding.

For the College, ensuring access to higher education involves closing the participation gaps between ethnic groups. The community of South Lake Tahoe and Tahoe Basin has seen an increase in the Hispanic population,

with more than 40% of students in the LTUSD identifying as Hispanic, and 30% at STHS. Despite these proportions in K-12, the proportion of Hispanic students at LTCC lags behind that of our secondary school peers and the community-at-large.

The College will take a proactive approach to ensuring high levels of access, particularly for those who have been underrepresented historically in higher education. This purposeful focus will identify students early in their academic careers, create clear pathways leading to the front door of the College, and prepare students to be successful early-on in their college-going tenures.

Because of the rural and isolated location of the College, in combination with the multiple roles and responsibilities of our students (i.e. parenting, work, etc.), distance education provides a critical means of access to higher education for the community. Since its inception in 2006, distance education has grown significantly at the College. This trend will most likely continue, with distance education playing an increasingly important role in maintaining access to the educational offerings of the College.

TO IMPROVE COLLEGE ACCESS, PARTICULARLY FOR THOSE WHO HAVE BEEN HISTORICALLY UNDERSERVED AND UNDERREPRESENTED IN HIGHER EDUCATION, THE COLLEGE WILL PROMOTE:

EARLY COLLEGE AWARENESS, PREPARATION, AND READINESS

- GOAL 1.1 STRENGTHEN THE SECONDARY-TO-POSTSECONDARY EDUCATIONAL PIPELINE
- GOAL 1.2 EXPAND LOCAL AND GLOBAL OUTREACH AND RECRUITMENT EFFORTS, SPECIFICALLY INVOLVING UNDERSERVED GROUPS, TO ESTABLISH LTCC AS CALIFORNIA'S PREMIER DESTINATION COMMUNITY COLLEGE
- GOAL 1.3 IMPROVE BILINGUAL COMMUNICATION AND SUPPORT THROUGHOUT THE COLLEGE AND COMMUNITY

START RIGHT

- GOAL 1.4 CREATE A WELCOMING AND INCLUSIVE ENVIRONMENT, BEGINNING WITH PROSPECTIVE STUDENTS' FIRST CONTACT WITH THE COLLEGE
- GOAL 1.5 ENSURE NEWLY ENTERING STUDENTS HAVE THE INFORMATION, RESOURCES, AND TOOLS TO BE SUCCESSFUL PRIOR TO THE FIRST DAY OF CLASS

STRATEGIC ISSUE #2: STUDENT LEARNING, SUCCESS, EQUITY, AND ACHIEVEMENT

Central to the College mission is student learning, success, and achievement. Facilitating learning is the primary focus of faculty and forms the foundation upon which student success is built. At the most basic level, student success is defined by successful course completion with a grade of C or higher. Student achievement is measured in the form of transfers and awards of degrees and certificates.

One issue that has become apparent is the disparity in the rate of success between various groups (college ready vs. non-college ready, face-to-face vs. distance education, and ethnic majority vs. minority). The College is committed to closing identified learning, success, and achievement gaps. Measurable improvements in these areas will be achieved through intentional and sustained effort in those places where the largest performance gaps currently exist. The College will focus all discretionary institutional effort on ensuring all students' progress in a timely manner toward the completion of their educational goals.

TO SUPPORT STUDENTS' EQUITABLE LEARNING, SUCCESS, AND THE TIMELY COMPLETION OF THEIR EDUCATIONAL GOALS AND CLOSE THE ACHIEVEMENT GAP, THE COLLEGE WILL PROMOTE:

CLEAR EXPECTATIONS AND STRONG SUPPORT

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| GOAL 2.1 | ESTABLISH EARLY AND CLEAR EXPECTATIONS FOR STUDENTS' PERFORMANCE WHILE PROVIDING THE SUPPORT NECESSARY FOR THEIR SUCCESS |
| GOAL 2.2 | IDENTIFY AND INTERVENE EARLY WITH STUDENTS WHO ARE EXPERIENCING BARRIERS TO LEARNING AND SUCCESS |

CONNECTION & DIRECTION

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| GOAL 2.3 | CREATE A VIBRANT COLLEGE ENVIRONMENT THAT ENHANCES STUDENT LIFE, ENGAGES THE DIVERSE CAMPUS COMMUNITY, AND FOSTERS THE DEVELOPMENT OF SUPPORTIVE STUDENT RELATIONSHIPS AND INTERACTIONS WITH PEERS, FACULTY, AND STAFF |
| GOAL 2.4 | ENSURE ALL STUDENTS DEVELOP AND UNDERSTAND THE STEPS NECESSARY TO ACHIEVE THEIR EDUCATIONAL GOAL |

CLEAR AND EFFECTIVE PATHWAYS TOWARD COMPLETION

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| GOAL 2.5 | OFFER COURSES AT THE RIGHT TIMES, IN THE RIGHT SEQUENCES, AND THROUGH THE MOST EFFECTIVE MODALITIES TO FACILITATE TIMELY COMPLETION OF EDUCATIONAL AND PROFESSIONAL GOALS |
| GOAL 2.6 | FACILITATE EARLY PARTICIPATION IN AND PROGRESS THROUGH FOUNDATIONAL COURSE SEQUENCES AND SUCCESSFUL COMPLETION OF GATEWAY ENGLISH AND MATHEMATICS COURSES |

QUALITY, INNOVATION, AND EXCELLENCE IN TEACHING

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| GOAL 2.7 | PROVIDE CURRENT INSTRUCTIONAL MATERIALS, EQUIPMENT, METHODS, AND CURRICULUM TO PROMOTE STUDENT LEARNING AND SUCCESS |
| GOAL 2.8 | DEVELOP AND SUSTAIN PROGRAMS RELEVANT TO THE ECONOMIC DEVELOPMENT AND WORKFORCE NEEDS OF THE COMMUNITY |

STRATEGIC ISSUE #3: COMMUNITY ENGAGEMENT

The future of the College and the surrounding community are inextricably intertwined. It is essential that the College seek opportunities to further engage the community in innovative ways, in order to support community development as well as College sustainability. At the federal, state, and local levels a great deal of attention and funding has been focused on the potential role that community colleges can play in economic and workforce development. Given the economic distress of the communities surrounding LTCC, increased College leadership in this area is needed.

TO SUPPORT THE DEVELOPMENT OF SUSTAINABLE AND PROSPEROUS LOCAL AND GLOBAL COMMUNITIES, THE COLLEGE WILL PROMOTE:

HEIGHTENED COMMUNITY AWARENESS

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- GOAL 3.1 INCREASE THE PRESENCE AND VISIBILITY OF THE COLLEGE IN THE COMMUNITY THROUGH PARTICIPATION AND SPONSORSHIP IN LOCAL EVENTS, ORGANIZATIONS, AND PROJECTS
- GOAL 3.2 PROVIDE TIMELY, CLEAR, AND CONSISTENT COMMUNICATIONS ABOUT THE ROLE AND CONTRIBUTIONS OF THE COLLEGE TO THE REGION

COMMUNITY LEADERSHIP AND PARTNERSHIP

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- GOAL 3.3 DEVELOP AND MAINTAIN STRATEGIC RELATIONSHIPS THROUGHOUT THE COMMUNITY TO STRENGTHEN LOCAL AND REGIONAL ECONOMIC AND WORKFORCE DEVELOPMENT INITIATIVES
- GOAL 3.4 CULTIVATE STUDENT CIVIC ENGAGEMENT THROUGH PARTICIPATION IN THE LOCAL COMMUNITY
- GOAL 3.5 FACILITATE THE DEVELOPMENT OF SUSTAINABLE COMMUNITY PARTNERSHIPS IN ADDRESSING SHARED CHALLENGES AND OPPORTUNITIES

STRATEGIC ISSUE #4: COLLEGE SUSTAINABILITY

The sustainability of LTCC requires strategic investments and innovation to develop the finances, facilities, technology, and human resources of the College. Over the next six years, the College will reduce its reliance on the state by diversifying its revenue streams. Moving from a “State Funded” to a “State Supported” institution will be accomplished through the development of alternative sources of revenue from entrepreneurial activities, strategic community and business/industry partnerships, grant acquisitions, and enhanced philanthropic efforts. Further, the College will build and maintain robust, 21st-century learning spaces as well as a highly-trained workforce to achieve its mission.

TO ENSURE COLLEGE FINANCES, FACILITIES, TECHNOLOGY, AND HUMAN RESOURCES ARE SUFFICIENT TO MEET THE EVOLVING EDUCATIONAL NEEDS OF THE COMMUNITY, THE COLLEGE WILL PROMOTE:

FISCAL STABILITY, RESILIENCE, AND VITALITY

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- GOAL 4.1 DIVERSIFY AND ENHANCE REVENUE STREAMS WHILE ENSURING EFFICIENT AND EFFECTIVE USE OF AVAILABLE RESOURCES

VIBRANT AND SUSTAINABLE LEARNING SPACES

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- GOAL 4.2 MAINTAIN HEALTHY, VIBRANT, RESILIENT, AND STATE OF THE ART PHYSICAL SPACES AND SYSTEMS

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- GOAL 4.3 SEEK FUNDING AND LEVERAGE MATCHING DOLLARS WHEN POSSIBLE TO SUPPORT NEW CONSTRUCTION AND RENOVATIONS TO ACHIEVE MODEL SUSTAINABILITY AND EFFICIENCY GOALS
- GOAL 4.4 CONTINUE TO EXPAND AND MAINTAIN A ROBUST TECHNOLOGY INFRASTRUCTURE AND PROVIDE SUPPORT THAT REFLECTS PROACTIVELY THE EVOLVING NEEDS OF STUDENTS, FACULTY, AND STAFF

A DYNAMIC WORKFORCE

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- GOAL 4.5 DEVELOP AND ADVANCE THE PROFESSIONAL SKILLS, ABILITIES, AND TALENTS OF FACULTY, STAFF, AND ADMINISTRATORS ON A CONTINUAL BASIS
- GOAL 4.6 IMPROVE SYSTEMS OF COMMUNICATION, GOVERNANCE, AND RECOGNITION TO ENHANCE INDIVIDUAL PROFESSIONAL COMMITMENT, CONTRIBUTIONS, AND SATISFACTION
- GOAL 4.7 INCREASE DIVERSITY IN STAFF, FACULTY, AND ADMINISTRATION TO REFLECT THE CHANGING DEMOGRAPHICS OF THE STUDENTS AND COMMUNITY