



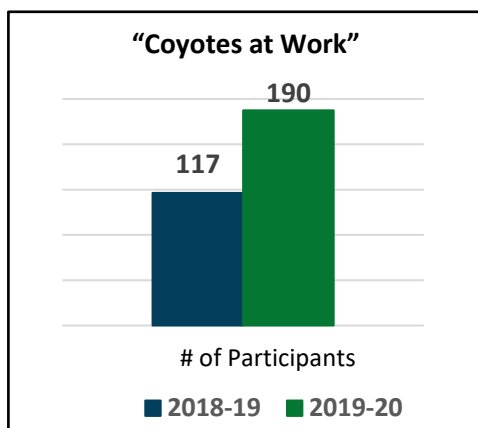
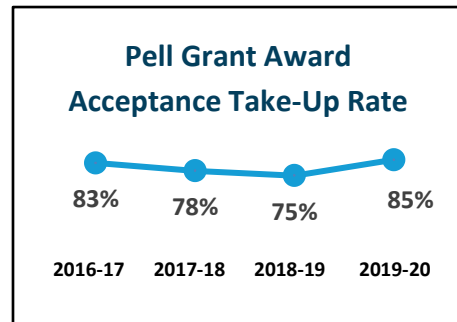
PROGRESS UPDATE

2020 Update

2019-21 Goals

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

- LTCC held 20 outreach events/workshops between September 2019 and February 2020, more than in all of 2018-19 combined.
- The number of Pell Grant awards distributed in 2019-20 to LTCC students increased by 20% from 2018-19 in both the number of students served and the amount of aid provided.
- LTCC offered a loan program that allowed students in need to access more than \$230,000 in loans. The Financial Aid Department now provides “virtual” in-person loan counseling.
- To increase student employment on campus, LTCC developed the “Coyotes at Work” program. The number of participating students increased by 73 in 2019-20, and made more than \$200,000 in additional funds available to them.



- LTCC successfully rolled out CampusLogic, an online platform that provides secure financial aid document uploading and storage; provides students with access to information 24/7; allows financial aid staff access year-round to student information; and makes quicker payment timelines possible.
- Of LTCC students eligible to receive a Pell award, 85% accepted their award. This 10% increase beyond the previous year is more than double the specified 5% established goal. LTCC’s 85% acceptance rate makes it one of the top colleges in the state in distributing Pell funding to identified Pell-eligible students.
- To ensure regular and prompt communication with students regarding financial aid, Signal Vine texting outreach to enrolled Financial Aid students was launched.



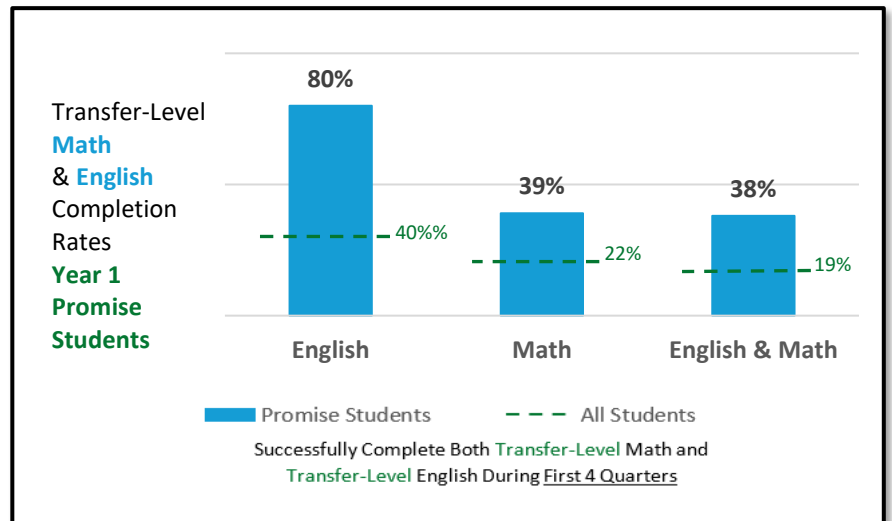
Outcome Achieved: Successful increase in access to financial aid, loans, and on-campus student employment. Increased Pell take-up rate by 10%, more than double the specified goal of 5%.

⇒ **GOAL 1 NEXT STEPS:**

1. Understand the 15% of students who decline Pell and why. Target interventions appropriately.
2. Increase the number of students successfully completing the FAFSA to bring more students into LTCC’s Pell-eligible cohort, and to put more Pell dollars into the hands of students.
3. Develop a loan default management plan that includes “Grace Counseling,” to reach out to the student after LTCC graduation/withdrawal, but within the 6 months prior to loan repayment to provide help for students.
4. Develop a messaging calendar to streamline the text and email messages students receive, in an effort to avoid “message fatigue.”
5. Continue increasing scholarship funds raised with additional emphasis on more students receiving scholarships.

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

- Successfully met the 2019-20 Fall-to-Winter persistence rate of 90% among the Promise cohort. By comparison, non-Promise students who are first-time, full-time had a 67% Fall-to-Winter persistence rate.
- 80% of students who persisted to winter term registered for 12+ Units in Winter 2020, in alignment with Promise goals.
- The Fall 2019 Promise cohort also had an 81% persistence rate through Spring 2020.
- A first-year, Promise “experience” course was launched, “College Success for Promise Students.” A total of 124 students participated in Fall and Winter quarters receiving regular group advising and check-ins with staff, faculty, and counselors. Course curriculum covered academic success, personal growth, time management and organization, goal setting, career planning.
- The identification of Promise program course sections began. Thirteen courses, some with multiple sections, reflecting a variety of academic fields were chosen, including Anthropology, Business, English, History, and Math. These sections are distinctly identified for Promise students in the schedule.
- Multiple Promise dashboards were created for the tracking and data management of the Lake Tahoe College Promise Program.



Fall 2019 Cohort



Outcome Achieved: Successfully increased Fall-Winter term student retention among Promise cohort to 90%. Promise-specific sections were offered, and a first-year experience course was held for all Promise students.



⇒ GOAL 2 NEXT STEPS:

1. Encourage Promise students to register for 12-15 units every term with an emphasis on summer courses to make up unsuccessful courses.
2. Maintain similar success levels as the 2019-20 Promise cohort in the areas of Fall-to- Winter persistence and first-year completion of transfer-level English and Math.
3. Achieve 40% three-year graduation rate completion for the Fall 2019 cohort by end of Spring 2022.
4. Cultivate and engage 100 Promise students for the Fall 2020 cohort and subsequent Fall cohorts.
5. Add additional Promise intervention element including earlier academic progress reports and an emphasis on early identification of student needs.

Goal

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



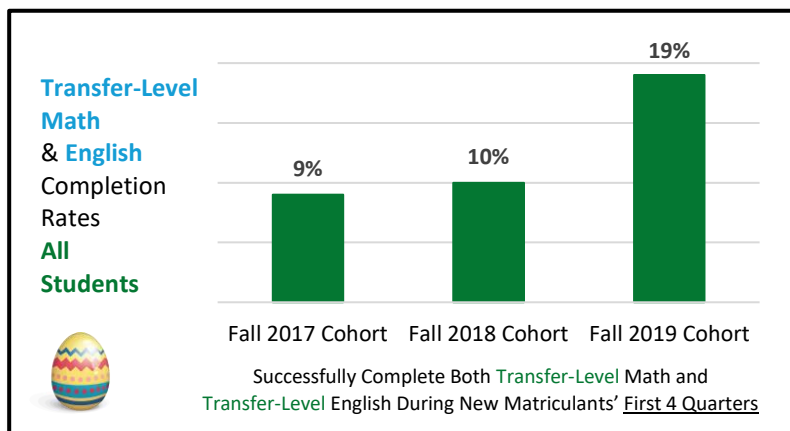
2019 Coyote Kickoff, September 13, 2019

- LTCC held a highly successful Coyote Kickoff in Fall 2019, offering current and prospective students and staff the opportunity to engage while learning about Meta Majors and accessing student resources and support. A similar yet physically distanced Coyote Kickoff takes place September 11, 2020 both on campus and virtually with drive-through registration and other support services available.
- A bi-annual, two-quarter schedule was developed and launched. The first combined Winter/Spring schedule was published in late Fall 2019, allowing students to plan and register in advance. The unintended benefit was realized in Spring 2020 when most students, who'd registered for Spring months earlier, stuck with their established schedules as the COVID crisis hit.

- Faculty developed Meta Major events that were scheduled for Spring 2020 in order to bring students together with co-curricular offerings. To help students connect educational goals with career goals, career-focused Meta Major events included a workshop on "Choosing Your Meta Major," a workshop on resumes and applying for jobs successfully, and a third, that was the first in a planned-for series called "Workforce Wednesdays," with the first focusing on health care careers. Additionally, a Canvas page has been set up for Career Services that acts as a free, non-credit workshop allowing students to self-enroll and explore careers at their own pace.
- Developed a course selector dashboard (www.ltcc.edu/schedule) where students can explore courses by quarter and subject. In addition, there is a PDF of the schedule and a digital Flipbook, providing three ways to explore LTCC's schedule virtually.
- The five categories of Meta Majors are now included within CCCApply so students unsure about their exact degree or certificate goal can select a Meta Major.
- Embedded tutoring was launched in Fall 2019 for multiple sections of Math and English courses.
- The Guided Pathways dashboard was developed to inform campus leaders on key student progress metrics.



A Guided Pathways dashboard was created, providing quick access to critical student data.



- A Program Mapper tool was developed outlining pathways for all degrees and certificates. After selecting a Meta Major, students are shown all the associated degrees and certificates available and the program learning outcomes, salaries and career options, jobs to explore, and required classes in the chosen category. The Program Mapper will be rolled out to students in the 2020-21 academic year.
- LTCC had solid results from focusing on first-year completion rates for both transfer-level English and Math classes—a key indicator (along with Fall-to-Winter persistence rates) that informs the

College about how likely students are to complete their degrees. The transfer-level courses for Math and English completion rate went from 10% with the Fall 2018 cohort to 19% with the Fall 2019 cohort.



Outcome Achieved: Meta Majors included in CCCApply; career-focused workshops offered connected to Meta Majors; other faculty-led Meta Major events planned; Guided Pathways dashboard created; embedded tutoring launched in Math and English courses; and successfully increased first-year completion of transfer-level English and Math.

⇒ **GOAL 3 NEXT STEPS:**

1. Participate in the California Guided Pathways Project Cohort 2 to improve student experience.
2. Auto-awarding of degrees and certificates by start of the 2021-22 academic year.
3. Rollout of Program Mapper for student use after review by faculty.

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

- LTCC faculty is being trained to provide Peer Online Course Review (POCR), ensuring students receive high-quality online education that supports learning and success. Eight faculty are trained in POCR, with two more trained specifically to review online course accessibility.
- Courses are being reviewed using guidelines from the CVC-OEI (California Virtual Campus – Online Education Initiative). The focus is on content presentation, faculty/student interaction, assessment, and accessibility. This will expedite LTCC's listing courses on the state's OEI Exchange, making it easier for students outside the region to find LTCC classes online.



- The LTCC Instructor Academy is being finalized and will launch in late Fall 2020. Badges will be issued for onboarding completion, orientation completion, professional development, and other mile markers.
- Onboarding mini-course for online learning was developed. Students receive a badge for completing this online learning course.
- The LTCC Instructor Academy is being finalized and will launch in late Fall 2020. Badges will be issued for onboarding completion, orientation completion, professional development, and other mile markers.



- Canvas shells are now provided with all LTCC courses, regardless of modality. Students can now easily access key course information reliably while also being set up to continue learning during winter storms and other campus-closing events in the future.
- Student course/teacher evaluations are now available within Canvas using Evaluation Kit. Students are prompted to engage in the evaluation after logging into the Canvas shell, resulting in a 66% response rate since launching in 2020. Prior evaluation results hovered below 10% in all prior years. Evaluation Kit also allows Administration to log in and immediately obtain student feedback on courses, helpful in identifying areas that need attention and those that are meeting and exceeding student expectations.
- A badging system was developed for recognizing student achievement through completion of employable skills certificates, certificates of achievement, and associate degrees.





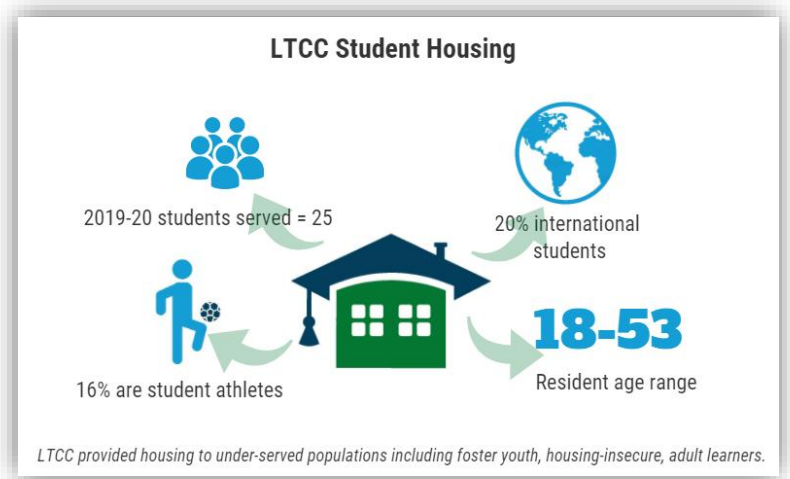
Partially Achieved

⇒ GOAL 4 NEXT STEPS:

1. *Launch Instructors Academy in 2020 to ensure better, more consistent online instruction.*
2. *LTCC will be part of the California Virtual Campus-Online Education Initiative (CVC-OVI) Exchange beginning in Winter 2021, allowing students to enroll across multiple campuses. CVC-OEI will ensure LTCC students have seamless access to online courses offered across the participating colleges. This allows students to access courses they need, when they need them, in order to complete on time. This makes LTCC's courses more visible to students located throughout the state.*
3. *Student mini-course is launched but now needs assistance from faculty and student services professionals to encourage students to complete the course so they are better prepared for online learning.*

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

- LTCC Housing Handbook and policies were developed for Fall 2019 and then updated in Summer 2020 to reflect lessons learned and the changing COVID-19 environment.
- At start of Fall 2019, there were 18 students housed in the complex. The goal of a 95% fill rate for this 30-bed facility was not met and is currently on hold during the COVID-19 pandemic.
- In Summer 2020, the facilities received upgrades including additional washers and dryers per student requests.
- The Housing Coordinator is completing COVID guidelines and required paperwork for student residents, which involves weekly temperature checks, new policies restricting guests, mask guidelines, and more.



Partially Achieved: Enhanced housing services for students. LTCC is not currently exploring additional properties at this time. The Aspen property is being reviewed before looking to expand student housing.

⇒ GOAL 5 NEXT STEPS:

1. *Work on revised housing policies and procedures for a COVID-19 environment.*
2. *Update policies in support of marginalized student populations such as the housing insecure and former foster youth.*
3. *Improve housing student retention rate to be an average of six months in LTCC housing.*
4. *Market and enhance housing to receive a 95% fill rate in Fall 2021.*

Goal**6****PLAN AND DESIGN MODERNIZATION PROJECT IMPROVING CLASSROOMS, LABS, AND STUDENT SUPPORT AREAS.**

- Construction on the modernization projects to improve classrooms, labs, and student support areas will begin July 2021 and is scheduled to be completed January 2023.
- Hosted approximately 25 collaborative meetings with campus user groups between October 2019 and June 2020 to determine department needs and manage expectations within the parameters of the project.
- Developed a detailed timeline to meet project deadlines outlined by the state.
- After 61 years, the Tahoe Parents Nursery School (TPNS) will have a permanent home on LTCC's campus.
 - The College broke ground on the Early Learning Center, adjacent to the Child Development Center, in June 2020. It will provide pre-school classrooms and an outdoor learning space. When TPNS is not in session, the facility will be used for other child education programs.



Outcome Achieved: Remodel for Efficiency planning documents submitted to and approved by the state. On schedule to begin Remodel for Efficiency construction in 2021. Construction is underway on the Tahoe Parents Nursery School, with a scheduled opening in 2021.

⇒ **GOAL 6 NEXT STEPS:**

1. *Submit final construction documents for approval by the Department of State Architects (DSA).*
2. *Complete TPNS building and schedule Grand Opening for use by September 2020.*



Artist rendering of the Early Learning Center

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

- Submitted the Initial Project Proposal to the state in July 2020.
- New master site plan was created showing improved placement of the Lake Tahoe Basin Public Training Center on campus, incorporating storage and dedicated space for training equipment. LTCC is now positioned for consideration for future state bond funding.
- Strong Workforce funding was used to purchase a three-story mobile training tower to support the Lake Tahoe Basin Fire Academy (LTBFA) that meets accreditation requirements for Cal State Fire Training.
 - Basin agency partners will use the tower as well. LTBFA wouldn't be successful without these partners.
 - Alpine County is allowing LTCC to bring the tower to their site for flashover and other live fire drills, required training to become a licensed firefighter.
- LTCC submitted the required Self-Assessment Report (SAR) to Cal State Fire Training in March 2020. A site visit is scheduled for September 2020.



Outcomes Achieved: The project proposal to the state of California in support of the Lake Tahoe Basin Public Safety Training Center was submitted in July 2020. Proper steps are being made to maintain accreditation status at a high level of excellence. LTCC hired a Senior Director of Government Relations and Grant Development to help with advocacy efforts on this project and other college priorities.

⇒ GOAL 7 NEXT STEPS:

1. *Complete the Final Project Proposal and submit to the state for the Lake Tahoe Basin Public Safety Training Center.*
2. *Once the initial Project Proposal is approved to move forward, LTCC will submit the Final Proposed Project (FPP) to the Chancellor's Office. Submission of the FPP will begin the process to secure placement on the Board of Governor's Capital Outlay Plan.*
3. *LTCC will build a community-based support coalition to work collaboratively to seek alternative funding sources, including a direct state appropriation, lease revenue bonds, and coordination with the Legislature and the administration on additional statewide bond resources.*
4. *At the federal level, LTCC will review grant opportunities currently available through existing federal agencies, and pursue additional funding allocations through, for example, facilities projects in future stimulus proposals.*

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

- Cultivated a \$1 million donation for the J. Stuart Halden Scholarship Endowment.
- Increased both the amount of funds awarded (\$174,000) and the number of individual scholarship award recipients (107) in 2020 above all previous years.
- An initial prospect list was created to identify potential donors for a Promise Endowment and, in addition to supporting students annually, \$300,000+ has been raised to date and set aside for Promise long-term support.



Outcomes Partially Achieved: The College has partnered with the LTCC Foundation to expand scholarships. Early steps were taken to identify prospective donors and develop a plan for a Promise Endowment. LTCC shifted focus from an endowment to ongoing fundraising, as it was determined that the COVID era was not good timing for launching an endowment.

⇒ GOAL 8 NEXT STEPS:

1. *The Promise Endowment is placed on hold at this time.*
2. *The Foundation will continue to address fundraising in support of students' academic and basic needs during the COVID-19 pandemic.*
3. *As an expansion of Goal 1, the Foundation will support students' financial needs by again increasing the number and amount of scholarships awarded in 2021.*
4. *As an expansion of Goal 2, the Foundation will lead fundraising efforts to continue to fund the growth of the Lake Tahoe College Promise program while raising funds for increased annual operations and long-term support.*

