

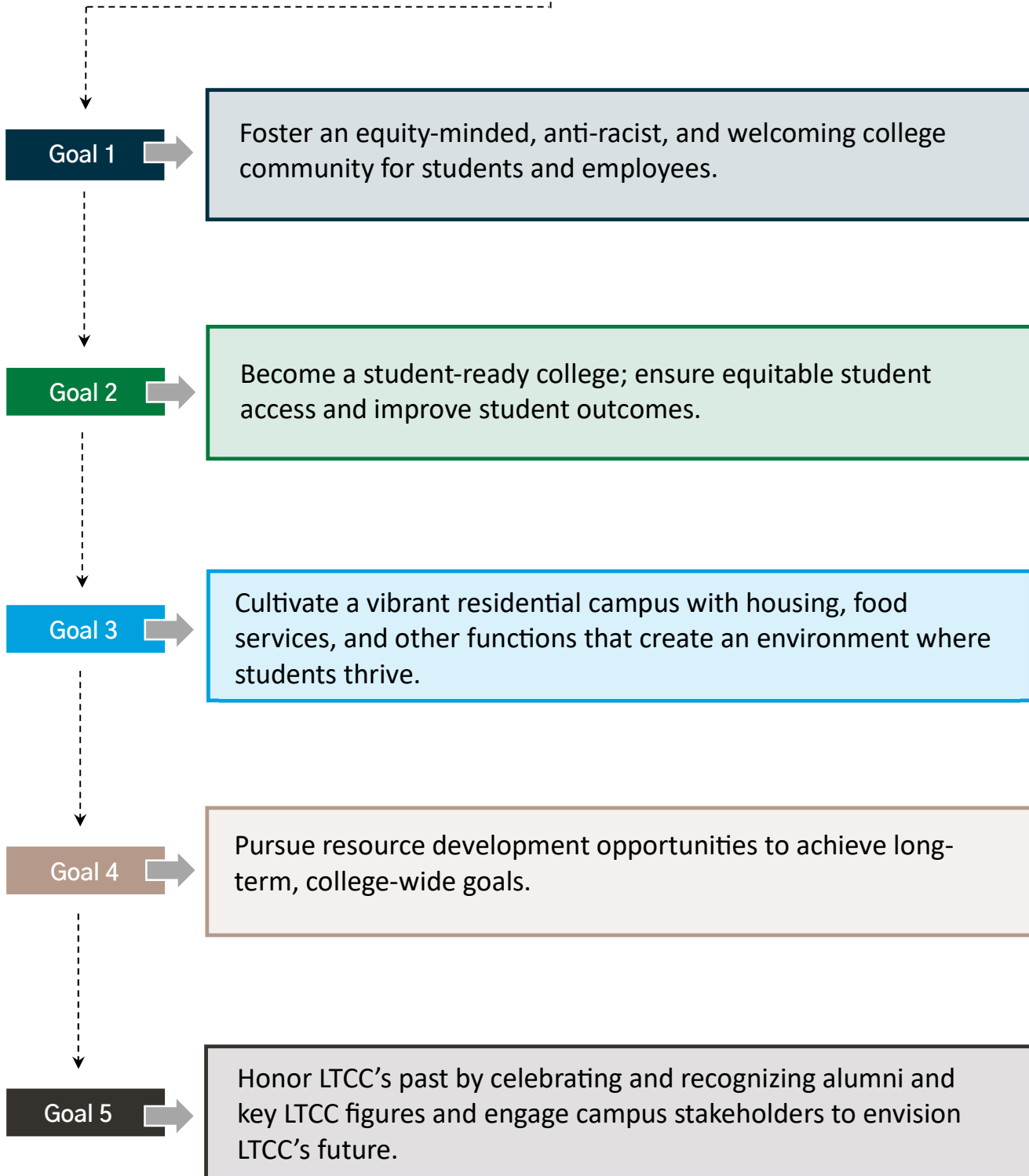


LAKE TAHOE COMMUNITY COLLEGE

2024 - 2026 STRATEGIC GOALS



2024-2026 STRATEGIC GOALS





Lake Tahoe Community College Strategic Goals

Academic Years (AYs) 2024-25 and 2025-26

Mission: Lake Tahoe Community College (LTCC) 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.

This document outlines LTCC's Strategic Goals for AY 2024-26, adopted by the Board of Trustees (Board) on [September 10, 2024](#). The 2024-26 Strategic Goals represent a deepening of the work outlined in the [2022-24 Strategic Goals](#), and aim to establish strategies and outcomes that will institutionalize and streamline the work that has taken place in the past several years.

The strategies and outcomes outlined within this document were developed collaboratively by the LTCC Superintendent/President, the Senior Leadership Team, and the Board with input from campus stakeholders and divisional leadership.

- A **goal** is a broad vision and focus for the College over the next two years.
- **Outcomes** (➡) are the results that the College hopes to see that will help accomplish the overall goal. An outcome can be quantitative or qualitative; outcomes are specific and measurable based on stated goals and strategies.
- Strategies (●) are the approaches taken to achieve specific outcomes outlined within the document.

Lake Tahoe Community College District Board of Trustees



Pictured left to right: Trustees Tony Sears, Dr. Karen Borges, Kerry David, Nancy Dalton, and Jeff Cowen

The initial five 2024-26 Strategic Goals were approved on [September 10, 2024](#). This document, the final 2024-26 Goals including Strategies and Outcomes was presented to the Board on November 19, 2024.

GOAL 1

Foster an **equity-minded, anti-racist, and welcoming** college community for students and employees.

HIRING & ONBOARDING AND EVALUATION

- ➔ **Ensure that all faculty create an open, inclusive, and inviting atmosphere for students. Provide resources and professional development when necessary.**
 - Collect all syllabi regularly and review for student friendly language and accessibility.
 - Continue the Cultural Fluency Teaching Academy (CFTA) and continue to pursue funding opportunities to support the ongoing work.
 - Review Course Outlines of Record (CORs) and provide training on best practices for Diversity, Equity, and Inclusion Methods (DEIMs).
- ➔ **Create clarity around Diversity, Equity, Inclusion, Anti-Racism, and Accessibility (DEIAA) practices in the classroom and build capacity for ongoing evaluation and professional development on teaching practices in all modalities.**
 - Fully incorporate DEIAA competencies into faculty evaluations. Ensure evaluations are specific to teaching modality and incorporate regular student feedback.

PROFESSIONAL DEVELOPMENT

- ➔ **Institutionalize professional development activities for faculty and staff.**
 - Develop a system to allow college employees to track and monitor completed training and professional growth.
 - Develop a training plan that will help faculty better serve students in the classroom.



2024 Cultural Fluency Teaching Academy Cohort

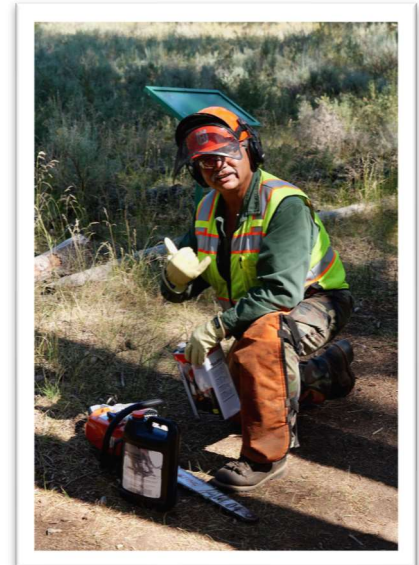
IMPROVED PROCESSES AND PRACTICES

➔ Create clarity and a shared vision and culture around DEIAA practices that can facilitate campus-wide reflection and improvement.

- Through the DEI Task Force, finalize the DEIAA Common Definitions and Equity Rubric. Bring through participatory governance and begin campus-wide training on its use.
- Pilot and iterate a staff mentorship program that provides insights into LTCC's culture, key messaging, Strategic Goals, DEIAA commitments, and student-ready approach to education.

➔ Ensure equitable access to resources for Washoe Tribal members and continue to pursue the College's efforts to honor the land's original inhabitants.

- Continue to develop a relationship with the Washoe Tribe to provide resources, educational opportunities, and partnership when possible.
- In partnership with the Washoe Tribe, ensure the protection of the Washoe Grinding Rock, a culturally significant site on LTCC's campus.
- Highlight resources and partnership opportunities for the Washoe Tribe on the LTCC website.



LTCC Forestry Course in Partnership with the Washoe Tribe

GOAL 2

Become a **student-ready college**; ensure equitable student **access** and improved student **outcomes**.

TRANSFER AND DEGREE ATTAINMENT

➔ Increase transfer rates to 4-year institutions.

- Identify a staff member to serve students in the Transfer Center and consider what supports students may need to make full use of the Transfer Center.
- Establish the Transfer Center as the hub for all transfer collaboration for intentional student outreach and increase overall participation in transfer events.
- Expand the number of colleges visited and track the impact of transfer trip opportunities on students' decisions.
- Strengthen partnerships with University of California Davis (UCD) and with California State University Sacramento (CSUS) to improve warm hand-offs for transfer students in partnership with the Regional K-16 Collaborative efforts.
- Continue to explore incorporating Decision Education Curriculum—already utilized with dual enrollment students at the South Tahoe High School (STHS)—into the first year Promise course and the Transfer Preparation course.

➡ **Increase the number of students earning degrees and certificates at LTCC.**

- Utilize auto-awarding to ensure that students receive credit for the degrees and certificates they have earned but not claimed.
- Begin use of e-portfolio process to award students Credit for Prior Learning. Train counselors on advising and faculty on reviewing and supporting students through the process.

RECRUITMENT, OUTREACH, AND PARTNERSHIP WITH LOCAL K-12

➡ **Increase LTCC enrollments and ensure a robust student life with student housing at capacity.**

- Expand outreach efforts down the Highway 50 corridor by building relationships with high school counselors, educating students and staff about LTCC and its programs, and assisting with application and onboarding processes.
- Implement strategic outreach plan for college fairs sharing key differentiating qualities of LTCC such as on-campus student housing and unique academic programs, and target specific high schools throughout the Sierra Foothills to deepen relationships and streamline an enrollment pathway for students.
- Institutionalize an Outreach, Recruitment, and Retention Team and establish an annual calendar.
- Provide strategic support for all groups working on these efforts and strategize early to implement a well-organized and collaborative introduction week in fall 2025.

WRAPAROUND STUDENT SERVICES

➡ **Ensure a transparent communication plan to engage and support students effectively.**

- In spring 2025, a streamlined Student Services Communication plan will be researched and developed by counseling faculty on sabbatical to establish a more consistent approach to student communication as well as identify which LTCC reports are being used and by whom to outreach and follow up with students.



Student Accessibility Services Welcoming Students at Coyote Kickoff

➡ **Continue to increase the number of low-income and Latina/o/x students pursuing, persisting and graduating with STEM degrees.**

- Institutionalize and improve the HSI STEM Academy and Orientation to ensure they are providing students with what they need to be successful and begin recruiting students earlier in their journey. Track student success metrics and continue to recruit for and improve the programs.
- Connect students with real-world internship, work, and educational experiences that are directly connected to STEM.

➡ **Provide LTCC students with access to wellness counseling to support their overall wellbeing and their ability to complete their educational goals.**

- Provide personal counseling services for students by offering free, on-campus, brief, confidential, individual counseling. Services are provided by an intern/associate supervised by a licensed mental health professional.

➡ **Increase persistence and completion rates among student parents as a cohort.**

- Through enhanced connection and support, increase the number of student parents being served and connected with childcare (on and off campus) and create a student parent support network through Basic Needs and Student Wellness.

RISING SCHOLARS PROGRAM

➡ **Increase the delivery of web enhanced courses to students housed in correctional facilities.**

- Provide support and training for faculty to shift from correspondence to a web enhanced modality.
- Explore opportunities to expand web enhanced course offerings into additional facilities and for more courses.

➡ **Increase services to students in the Rising Scholars Program.**

- Build out more comprehensive training for RSP Instructors and those who might be interested in participating in the program.
- Complete the communal space for justice-impacted students to connect with staff, support services, each other, and to host events.



2024 Rising Scholars Program Awards

IMPLEMENTING GUIDED PATHWAYS

➡ Increase the number of students persisting in and completing their educational goals at LTCC.

- Continue to host Meta Major events, both on and off campus, that help students connect their Meta Major with careers in fields of interest; measure student attendance.
- Continue iterating the Student Success Team (SST) process by assessing outcomes for impacted students and prioritizing high-impact practices to increase success, persistence, completion, and transfer rates.
- Explore and consider implementing an early alert system such as Dropout Detective to allow instructors and counselors to better monitor and support students.

➡ Increase student success and completion rates overall, and specifically in transfer level English and math.

- Provide intentional training for faculty and tutors on best practices around embedded tutoring programs.
- Increase outreach and attendance for the Summer Math Bridge experience to support STEM students entering directly into calculus.
- Leverage AB1705 funding to develop and implement programs to support students and faculty.

➡ Enhance the visibility of LTCC's Career Technical Education (CTE) programs and ensure students are receiving career support that aligns to high-quality employment outcomes.

- Leverage the North/Far North Regional Consortium's current initiatives to support work-based learning and on-the-job training opportunities.
- Support Early Childhood Education students in participating in the Early Care and Educational Pathways to Success (ECEPTS) apprenticeship.
- Support Fire Academy and Fire Science students in participating in non-registered apprenticeships through local fire agencies.

LISA MALOFF UNIVERSITY CENTER

➡ Provide opportunities for students to have access to higher education, and upper division courses in the Tahoe Basin.

- Continue to deepen collaboration and partnership with Washington State University (WSU) and the University of Idaho to offer opportunities for students to take upper division courses in hospitality and forestry within the Tahoe Basin.
- Recruit students early and often for spring 2025 Tahoe Exchange where WSU faculty will teach classes to local and visiting WSU students seeking hospitality degrees.

GOAL 3

Cultivate a vibrant **residential campus** with housing, food services, and other functions that create an environment where students thrive.

ON-CAMPUS STUDENT HOUSING

➔ Ensure that on-campus student housing is full, and all students are effectively onboarded and integrated into the LTCC campus community.

- Develop and execute a robust marketing plan targeting eligible students and their families.
- Through collaboration with the Partnership Resource Team (PRT) and the related \$200k grant, develop onboarding processes, housing policies, and on-campus food service options that are in line with best practices and incorporate key lessons learned from outside institutions.
- Research and implement tools to help streamline use of financial aid funding to pay for on-campus student housing to eliminate barriers for students. Clarify processes and guidelines in marketing materials and on the website regarding how financial aid can be directly used to cover on-campus housing costs.
- Collaboratively develop onboarding and orientation processes for on-campus student housing students in fall 2025.
- Research and identify a strategy to provide food services efficiently and effectively for residents of on-campus student housing and hire a Director of Auxiliary Services to oversee this effort.



LTCC On-Campus Student Housing Rendering



LTCC On-Campus Student Housing Progress

RESIDENTIAL CAMPUS PREPARATION

➡ Ensure a smooth transition to a residential campus and provide clarity for campus community on impact to existing services.

- Identify and assign permitted parking spots for on-campus student housing residents in AY 24-25.
- Through conversation and collaboration, determine desired days and hours of service for the main campus, the Student Center, the library, and the Fitness Education Center (FEC). Establish staffing, custodial, and security services accordingly.
- Continue to evaluate space needs to support athletic programs.
- Update Campus Site Plan to reflect student housing and other desired campus assets.

➡ Create robust student-life on LTCC's campus demonstrated by increased attendance at events, participation in clubs and student life activities, and overall student engagement.

- Continue research to determine appropriate campus-wide tracking program for participation in student events.
- Develop strong student leaders who are empowered to support other students across campus.
- Sustain and grow student led organizations and their success.
- Offer enriching, inclusive, consistent, and diverse programming.
- In collaboration with the Transfer Center, expand transfer trip opportunities to bolster student confidence and support transfer success.
- Develop a plan to address the evolving needs of the growing student population.

➡ **Ensure that campus safety and security measures are in place to respond to the needs of a residential campus.**

- Develop staffing strategies, and research and develop a safety and security plan as it relates to having a residential campus.
- Establish emergency response procedures, housing evacuation plan, and housing evacuation signage.

CAMPUS SUSTAINABILITY EFFORTS

➡ **Ensure that LTCC's sustainability practices with respect to purchasing are codified and will continue in perpetuity.**

- Bring BP/AP on sustainable purchasing through governance during academic year 2024-25.

➡ **Generate increased awareness and engagement in alternative transportation modes.**

- Organize and compete during South Lake Tahoe's Bike Month to encourage sustainable commuting. Explore vouchers and raffles for bike repairs or maintenance at local bike shops, and discounts at the LTCC Marketplace for those utilizing sustainable transportation modes, such as biking, carpooling, walking, or taking public transit.



Campus Sustainability Efforts

GOAL 4

Pursue **resource development** opportunities to achieve long-term, college-wide goals.

TAHOE BASIN PUBLIC SAFETY TRAINING COMPLEX

- ➡ Secure funding to begin Phase I of the construction of the Tahoe Basin Public Safety Training Complex (TBPSTC).

- Continue to advocate to state and federal governments for funding allocations to the TBPSTC.
- Complete site planning and schematic design phase in support of the TBPSTC.



Fire Academy Graduation

PROMISE ENDOWMENT CAMPAIGN

- ➡ Ensure fiscal sustainability of the Lake Tahoe College Promise Program through an endowment.

- Diligently implement strategies outlined in partnership with endowment campaign consultants to raise funds for the Promise Endowment and explore Promise Endowment expansion through the use of HSI grant funds.



IMPROVE SYSTEMS AND PROCESSES

- ➡ Ensure that grant funds are collaboratively and strategically spent to improve student outcomes.

- Provide ongoing support and guidance to grant managers to ensure alignment with grant reporting and achievement of grant goals.
- Identify additional funding opportunities to continue grant-supported activities.

GOAL 5

Honor LTCC’s past by **celebrating** and recognizing alumni and key LTCC figures and **engage** campus stakeholders to envision LTCC’s future.

50 ANNIVERSARY CAMPAIGN AND CELEBRATION

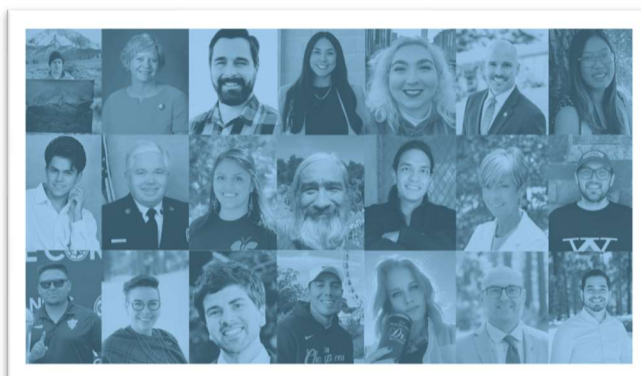
➡ **Honor and recognize the alumni who bring LTCC pride and the individuals who left a lasting influence on the institution and build lasting relationships for future engagement.**

- Host a celebratory Gala in May 2025 to honor LTCC’s history while looking toward a bright future.
- Announce and celebrate 50 Awesome Alumni and 50 Influential Individuals.
- Host a successful and well-attended LTCC Alumni Weekend in summer 2025 that engages alumni from across the decades.

STAKEHOLDER DATABASE

➡ **Establish a database to engage alumni and key college stakeholders that will serve the College in fundraising, awareness, and engagement activities in years to come.**

- Continue to research stakeholder database vendors and select one that can align with college goals and synchronize with existing software.
- Load all college alumni into a stakeholder database and begin email marketing to engage and connect for 50th Anniversary events, specifically Alumni Weekend in 2025.
- Continue to assess database and add relevant stakeholders annually.



LTCC Alumni Snapshot

FUTURE OF LTCC

➡ **Establish a new LTCC mission, vision, values, and logo that will guide the College moving forward.**

- Begin the collaborative process to develop LTCC’s new vision, mission, and values statement by soliciting and selecting facilitation support.
- Develop a Request for Quote (RFQ) to solicit support to develop a new LTCC logo.
- Roll out revised branding manual and training to ensure proper use of all LTCC’s branding materials, logos, and program marks.

➡ **Ensure LTCC programs and services are compliant with the requirements of the new California Community Colleges Chancellor’s Office (CCCCO) Vision Aligned Reporting system.**

- Partner with the CCCCCO on Vision 2030 and reporting requirements.
- Create and continue to iterate a way to report LTCC’s institutional data that captures institutional metrics and is in alignment with the CCCCCO’s Vision 2030.

This document aims to identify and highlight key metrics measured by Lake Tahoe Community College (LTCC) to determine institutional success, identify areas for growth, and monitor equitable outcomes.

Since 2017-18, LTCC has been monitoring progress toward the Vision for Success Goals outlined by the California Community College Chancellor's Office (CCCCO) and adopted by the LTCC Board of Trustees. The Vision for Success data uses 2016-17 as the baseline year. This year, the CCCCCO has developed Vision 2030, a list of similar goals that set targets and benchmarks for colleges system-wide to work toward over the next six years. The high-level goals outlined in this document – Equity in Success, Access, and Support – are directly from the CCCCCO. This document captures not only the outcomes proposed by the Chancellor's Office within those goals but also the outcomes that LTCC tracks institutionally to monitor progress, identify areas of success, and opportunities for improvement.

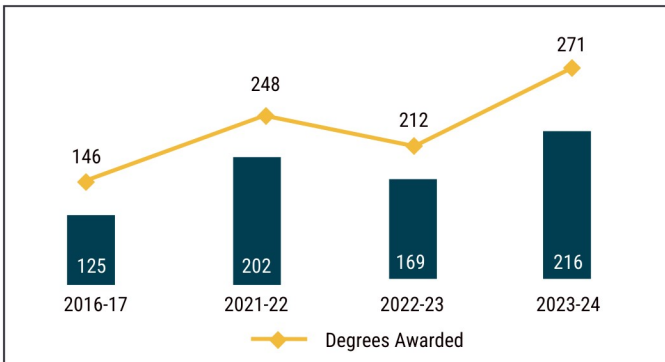
This document will be updated annually in LTCC's Progress Update. It will be a singular location to get the most relevant, high-level data on LTCC's progress toward Vision 2030, as well as institutional goals, priorities, and initiatives.

KEY	V4S	V2030	LTCC
	Includes 2016-17 as a baseline for data, as these are part of the original Vision for Success Goals laid out by the Chancellor's Office	Includes 2021-22 as a baseline for data as determined by the Chancellor's Office for Vision 2030.	Key LTCC initiatives are being tracked based on 2021-22 baseline, in alignment with Vision 2030.

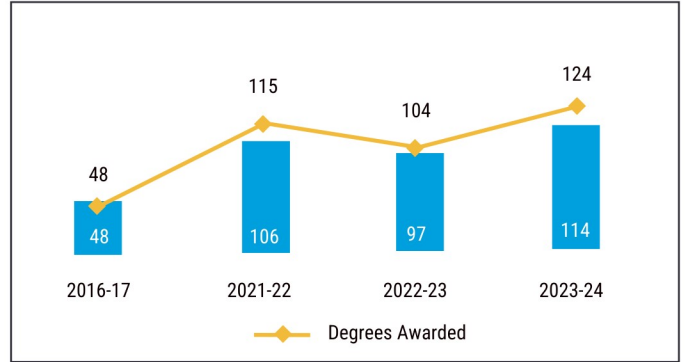
EQUITY IN SUCCESS

Student Completion and Transfer Data

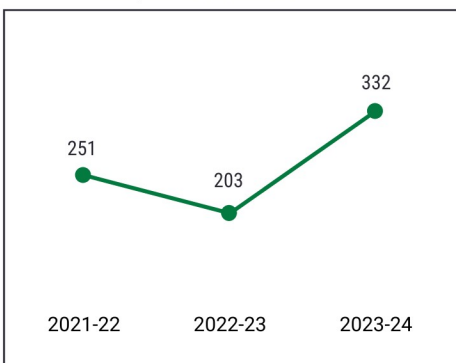
V2030 V4S Students Earning Associates Degrees (AA)
Includes ADT Degrees



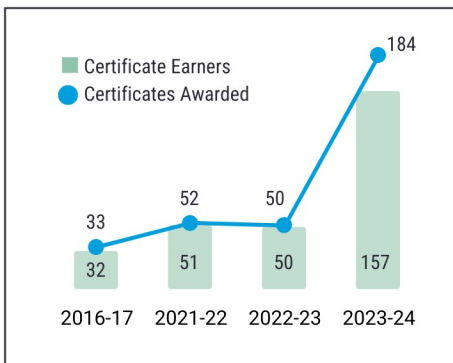
V2030 V4S Associates Degrees for Transfer (ADTs)



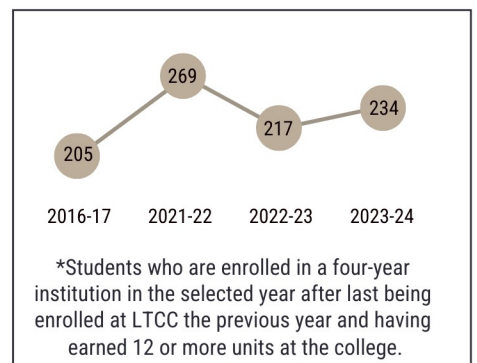
V2030 LTCC Students Completing a Degree or a Certificate
Unduplicated student count



V2030 V4S Students Earning Chancellor's Office Approved Certificates



V2030 V4S Students Transferring to Four-Year Institutions*

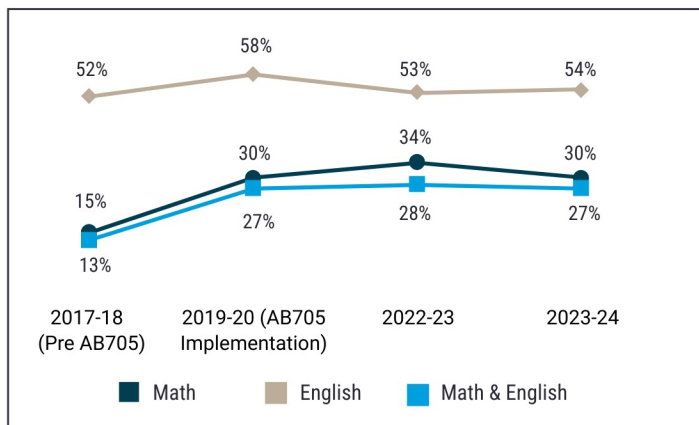


Leading and Lagging Indicators of Student Success

LTCC

Leading Indicator: Transfer Level English and Math

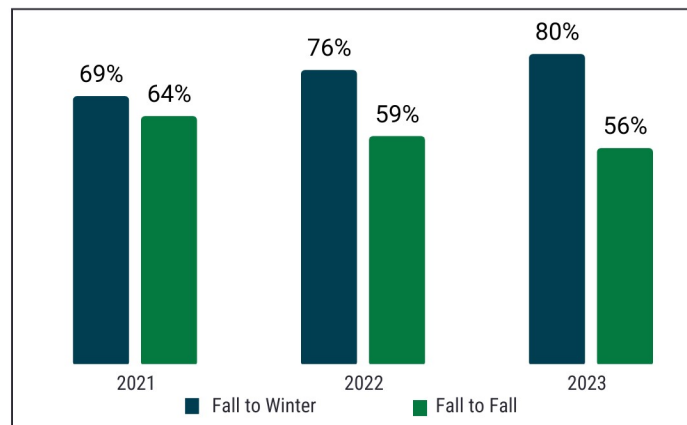
Successful completion of transfer-level Math and English within first academic year for first-time, full-time matriculant students



LTCC

Leading Indicator: Persistence Rates

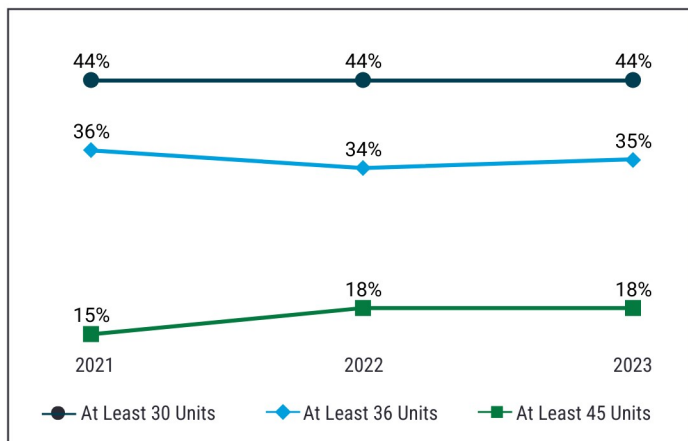
First-time, full-time matriculant student persistence rates



LTCC

Leading Indicator: Year 1 Completion of 45, 36, and 30 Units

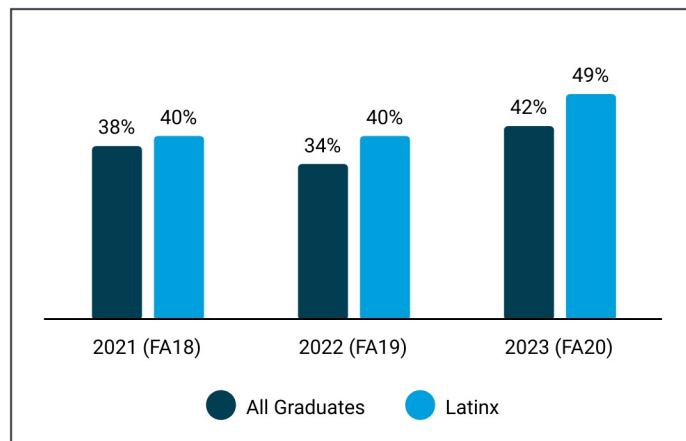
First-time, full-time matriculant within Meta Major in first academic year



LTCC

Lagging Indicator: Three-Year Graduation Rates

First-time, full-time, degree-seeking fall cohort students

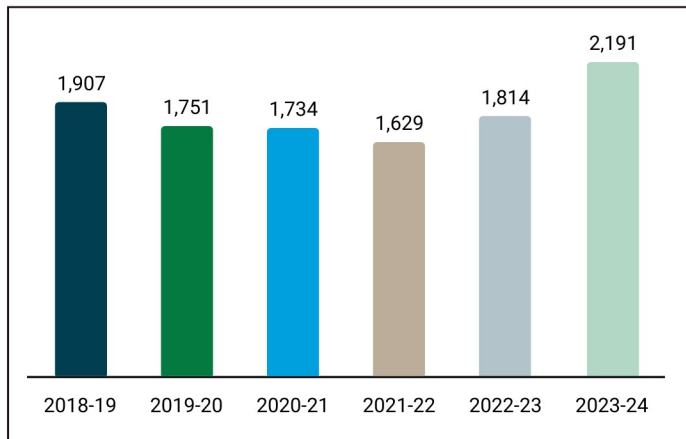


EQUITY IN ACCESS

Enrollment Trends

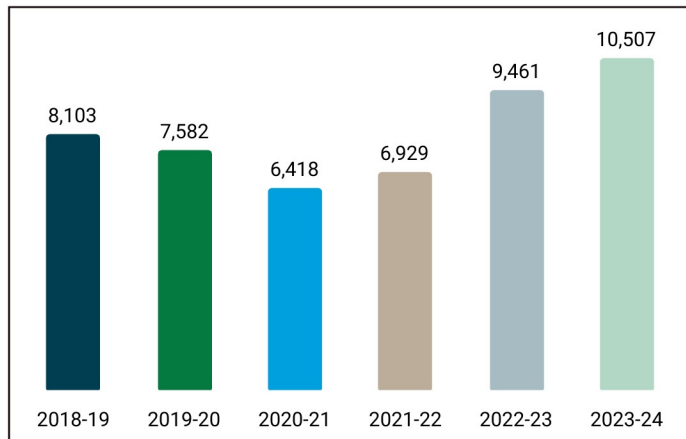
LTCC

Enrollment by Full-Time Equivalent Students (FTES)



LTCC

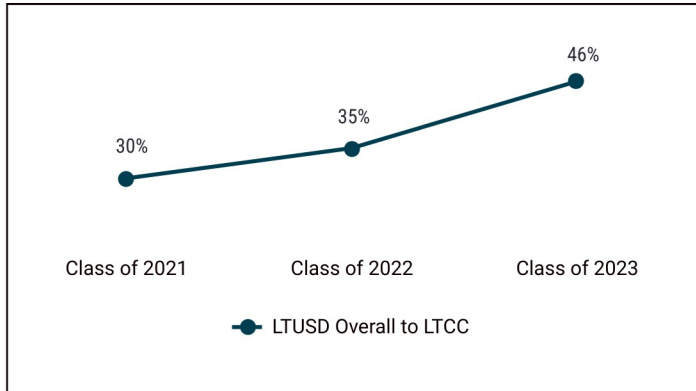
Enrollment by Headcount



Enrollment Trends (Continued)

LTCC Lake Tahoe Unified School District (LTUSD) Capture Rates

Students graduating from LTUSD who attended LTCC within one year of graduation

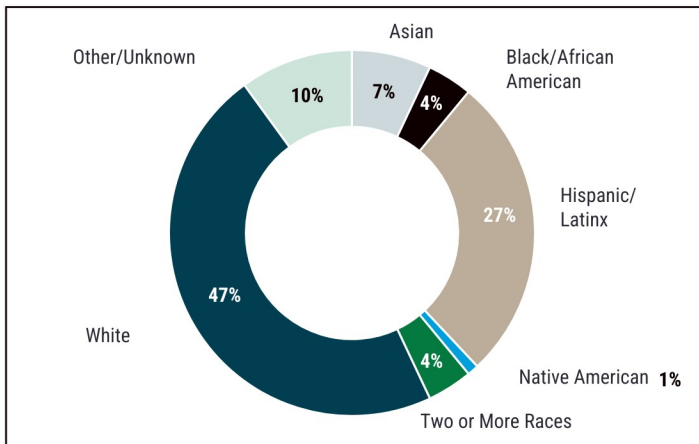


LTCC College-Wide Trends in Resident Full-Time Equivalent Students (FTES)

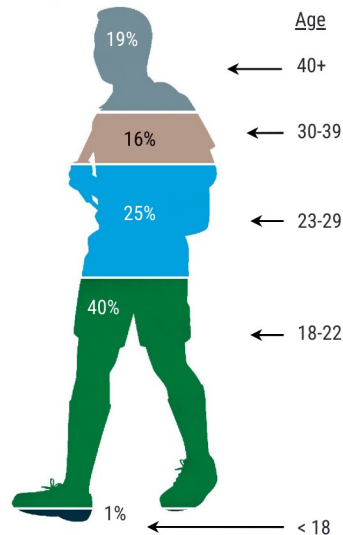
	AY 21-22	AY 22-23	AY 23-24
College Face-to-Face	313	348	456
Online/Enhanced Virtual Ed	462	547	652
Noncredit	58	69	109
Rising Scholars Program	245	180	214
Dual Enrollment	82	96	110
Concurrent Enrollment	29	41	73
Work Experience (including RSP Work Experience)	12	10	14
Instr Service Agreements	51	71	61
South Bay Public Safety Training Consortium	359	449	489

2023-24 Student Demographics

LTCC Student Race and Ethnicity - Academic Year 2023-24



LTCC Student Age (Credit Enrollment)



LTCC Students

31%

First Generation

33%

Low Income

27%

Transfer-Focused



2024 LTCC Graduates

Students From Outside of California

LTCC

Western Undergraduate Exchange (WUE) and the California-Nevada Interstate Attendance Agreement (CNIAA)

The WUE provides students in participating Western states with reduced tuition, while the CNIAA provides students living on the Nevada side of the Tahoe Basin with reduced tuition. Both programs increase access to affordable education for students residing outside of California. Academic Year 2022-23 was the first year that the WUE was offered.

Western Undergraduate Exchange (WUE)		
	Headcount	FTES
AY 2022-23	9	4
AY 2023-24	29	31
California-Nevada Interstate Attendance Agreement (CNIAA)		
	Headcount	FTES
AY 2022-23	29	16
AY 2023-24	45	31

LTCC

International and Non-Resident Students

International students and non-resident students are not captured in resident FTES, and are included here to show a full picture of the students LTCC serves. The international student numbers are a subset of the non-resident student numbers.

Non-Resident Students		
	Headcount	FTES
AY 2021-22	400	95
AY 2022-23	530	92
AY 2023-24	620	117
International Students		
	Headcount	FTES
AY 2021-22	48	23
AY 2022-23	44	25
AY 2023-24	47	28

EQUITY IN SUPPORT

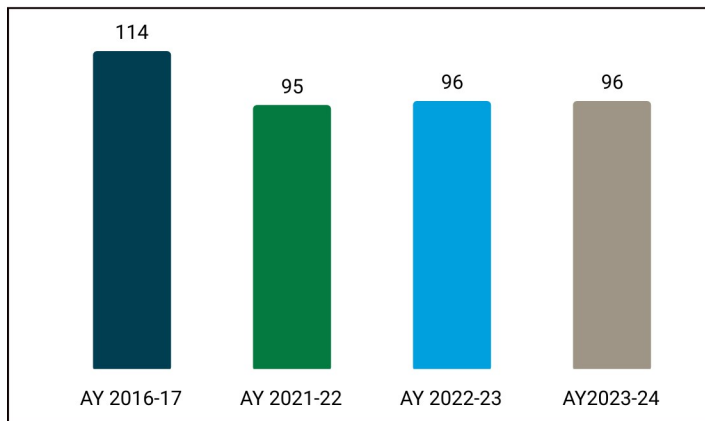
Unit Accumulation and Financial Support

V2030



Reduce Overall Unit Accumulation

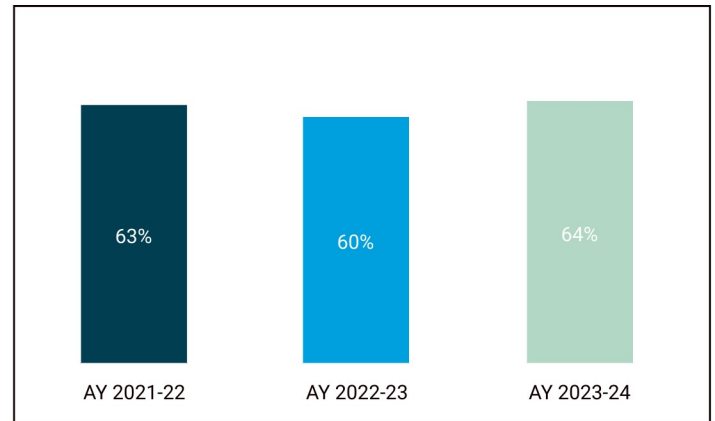
Average quarter units of AA Degree earners



V2030

Financial Aid Assistance Rates

Includes all credit non-dual students receiving financial aid, scholarships, or subsidized/sponsored courses (e.g. ISAs, JPA)



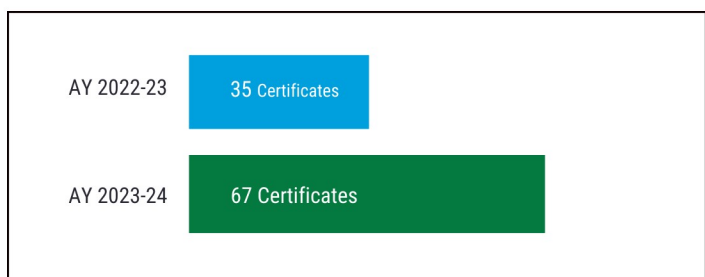
College Initiatives

Measures data that the College is tracking to ensure effective implementation, progress, and institutionalization of key initiatives.

LTCC

Increase Auto-Awarding of Degrees/Certificates

LTCC aims to ensure that students receive the degrees they earn but do not claim so that students have a record of their accomplishment to advance their career and educational goals. In AY 24-25, LTCC aims to auto-award degrees as well as certificates.



V2030

LTCC

Increase Credit for Prior Learning

Increasing the units awarded to students for their prior learning reduces time to degree completion and honors the knowledge students have gained through other means.

217

CPL Units Awarded
AY 2022-23

415

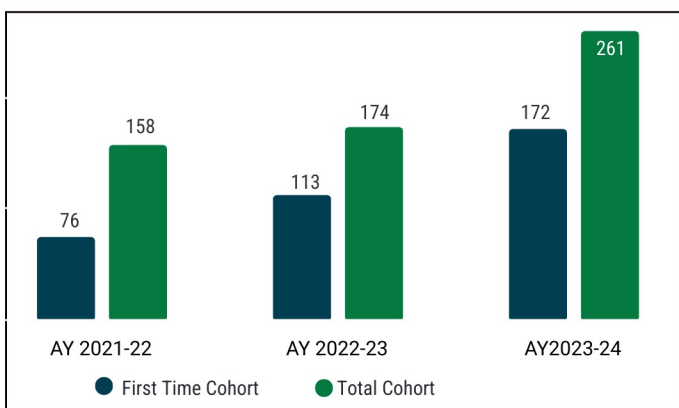
CPL Units Awarded
AY 2023-24

Program Data

Measures data that the college is tracking based on current goals and priorities within certain programs. This does not represent a full list of programmatic goals.

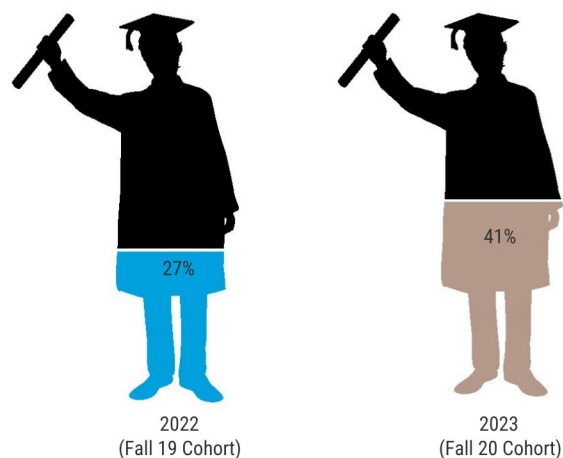
LTCC Promise Cohort

Each year LTCC aims to recruit a robust Promise cohort to serve as many students as possible with wrap-around supports, free tuition, and a clear path to completion. First-time cohorts listed below are a subset of the total cohort.



LTCC Promise Three-Year Graduation Rate

LTCC aims to continue to support Promise students to complete their degree within three years.



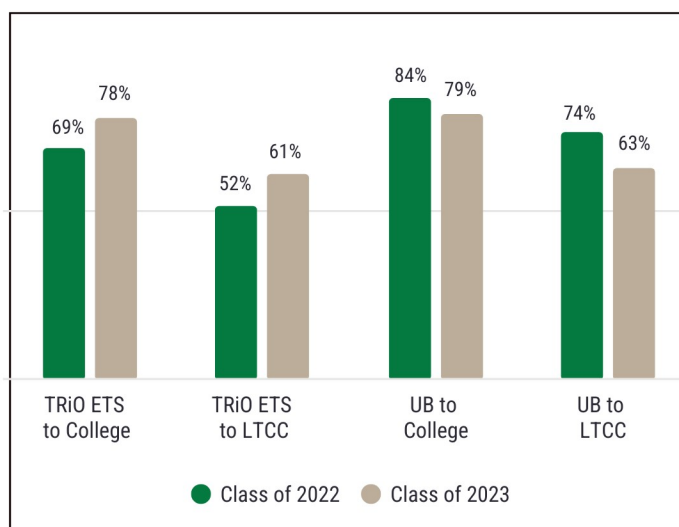
LTCC HSI STEM

LTCC is committed to increasing the number of new matriculants pursuing STEM degrees and to ensure that more Latinx and low-income students are pursuing and completing STEM degrees and certificates.

	Academic Year		
	2021-22	2022-23	2023-24
Number of new Latinx or low-income matriculants pursuing STEM degrees and certificates	32	63	73
Number of all new matriculants pursuing STEM degrees and certificates	48	106	138
Number of all Latinx or low-income students pursuing a STEM program	137	203	246
Number of all students pursuing a STEM program	173	274	376
Number of Latinx or low-income students graduated in a STEM program	42	30	63
Number of all students graduated in a STEM program	47	33	80

LTCC TRiO Education Talent Search (TRiO ETS)/Upward Bound (UB)

Through this program, LTCC aims to send more students to college and to identify LTCC as an option for all students in the community.



LTCC Senior Day Outreach

Through enhanced outreach efforts, LTCC aims to increase the number of high schools (HS) represented at Senior Day, and to maintain or increase the number of students enrolled through the process.

	# of HS Represented	# of Students Enrolled
AY 2022-23	3	86
AY 2023-24	3	75

LTCC Student Parent Support through Child Care Access Means Parents In Schools (CCAMPIS) Grant

LTCC aims to ensure that student parents receive the support they need, specifically through access to the Child Development Center (CDC), while they earn their degrees.

	Children of Student Parents Served at CDC	CDC's Annual Child Population
AY 2021-22	5	10%
AY 2022-23	12	20%
AY 2023-24	13	21%



LAKE TAHOE COMMUNITY COLLEGE
**ELEVATE YOUR
EDUCATION**

