

2021-23 GOALS

Board Adopted 2-22-22

- 1** Align policies, practices, and resources to support LTCC's mission to become an anti-racist and multicultural institution.
- 2** Increase student access through expansion and enhancement of wraparound services, including financial aid, basic needs, housing, and overall wellness.
- 3** Improve student success and completion with an emphasis on academic equity for traditionally underserved student populations.
- 4** Build modern facilities in alignment with District needs, and cultivate resources in support of program and facility expansion.
- 5** Be a leader in addressing issues of climate and sustainability.
- 6** Continue to respond proactively to the COVID-19 pandemic in support of the needs of students, employees, and the Lake Tahoe community.





Superintendent/President & Board of Trustees' Goals Academic Years 2021-22 and 2022-23

LTCC 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.

The following are goals, strategies, and outcomes developed collaboratively by the Lake Tahoe Community College Superintendent/President and Board of Trustees after input from campus stakeholders. The goals will guide the District in the 2021-22 and 2022-23 academic years. For the purpose of this document:

- ⇒ 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 based on stated goals and strategies.

Lake Tahoe Community College District Board of Trustees



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

GOAL 1: ALIGN POLICIES, PRACTICES, AND RESOURCES TO SUPPORT LTCC'S MISSION TO BECOME AN ANTI-RACIST AND MULTICULTURAL INSTITUTION.

- Strategies:**
- Participate in Diversity, Equity, and Inclusion (DEI)-focused professional learning, and establish a process for staff, faculty, students, and community members who utilize professional development opportunities to demonstrate and document their knowledge, skills, and abilities.
 - Support Equal Employment Opportunity (EEO) efforts to recruit diverse candidates, encourage diversity in screening committees, and track representation of applicants and employees across campus roles and functions.
 - Enhance employee and faculty onboarding, mentorship, and review processes that emphasize LTCC's commitment to DEI and anti-racism.
 - Support faculty in full implementation of evidence-based practices, including but not limited to: AB 705 and co-requisite/supplemental support; reviewing syllabi to ensure student-friendly language and policies; decolonizing curriculum; encouraging and supporting students in bringing multilingual and multicultural experiences into the classroom; fostering learning spaces to promote dialogue and inquiry around DEI issues, topics, and current events, when appropriate.
 - Support the Curriculum Committee in full implementation of Diversity, Equity, and Inclusion Methods (DEIM) questions in course outlines of record and in the development of a process for evaluating and improving courses and programs to ensure principles of anti-racism and DEI are incorporated.
 - Conduct a data-informed equity evaluation of procedures and services to understand and address policies that result in disproportionate impact on student enrollment, retention, and success.

OUTCOMES

- *Successfully launch a fully functional LTCC Hate and Bias Incident Reporting system.*
- *Increase the number and percentage of employees from diverse backgrounds, with a specific focus on adjunct faculty, so staff and faculty are more reflective of student populations.*
- *Select and implement an electronic employee application and onboarding system used to improve employee hiring and retention.*
- *Increase the number of students completing transfer-level math and English in one year; eliminate equity gaps (AB 705).*
- *All new and existing courses modified to address the DEI methods explicitly in the courses of record.*
- *Update board policies and procedures to reflect DEI language and practices.*
- *Complete an independent external equity audit of LTCC practices and procedures.*



LTCC's 2020-21 DEI Annual Report

GOAL 2: INCREASE STUDENT ACCESS THROUGH EXPANSION AND ENHANCEMENT OF WRAPAROUND SERVICES, INCLUDING FINANCIAL AID, BASIC NEEDS, HOUSING, AND OVERALL WELLNESS.

Strategies:

- Create and disseminate processes for Credit for Prior Learning (CPL) and ensure CPL is incorporated into the enrollment process; create and publish a webpage with clear information for students to access CPL; partner with ADVANCE to ensure adult learners have access to CPL through LTCC.
- Increase student access to and usage of TimelyCare and ensure LTCC students are accessing tele-health and tele-mental health services as needed.
- Conduct an independent evaluation of the Lake Tahoe College Promise program to understand its efficacy and which elements are most effective in student recruitment, retention, and completion.
- Build out and strengthen Dual Enrollment opportunities; increase the number of college units accumulated by high school students; enable students to access concurrent enrollment more effectively.
- Strategically use the TRiO Talent Search and Upward Bound programs to strengthen partnerships with South Tahoe High School (STHS) and Mt. Tallac, and to support high school graduates in obtaining higher education.
- Create a process to use CCCApply data to refer new students to campus services such as student support programs, child care, etc.
- Review and improve enrollment processes and increase outreach efforts to support additional students in accessing LTCC courses and programs.

OUTCOMES



- *Increase the number of credits granted to students using Credit for Prior Learning (CPL) in order to accelerate time to completion and improve student outcomes.*
- *Increase the number of students and units completed annually through LTCC's dual enrollment partnership and expand dual enrollment to Mt. Tallac High School. Hire a Grant Manager for the Institutional Resilience and Expanded Postsecondary Opportunity (IREPO) grant and other IREPO grant-funded positions.*
- *Hire a Director of the Lake Tahoe College Promise program and establish a new Fall 2022 cohort of greater than 100 Promise students.*
- *Develop and distribute an overview of campus-based support services to be provided to outreach, program, and other student services staff to provide consistent and accurate information about support services to prospective and current students.*
- *Continue the LTCC Reconnect to Complete program and enroll 75 students in the 2021-22 academic year and graduate at least 10 students by Spring 2022.*
- *Increase enrollment in face-to-face, Online, and Dual Enrollment courses by 15% from 2021-22 actuals.*
- *Submit the TRiO Upward Bound 2022-2027 grant cycle application; hire a TRiO grant director; and increase the number of former TRiO students successfully enrolling in LTCC and other institutions of higher education.*



LTCC's Food Pantry

GOAL 3: IMPROVE STUDENT SUCCESS AND COMPLETION WITH AN EMPHASIS ON ACADEMIC EQUITY FOR TRADITIONALLY UNDERSERVED STUDENT POPULATIONS.

Strategies:

- Continue to implement AB 705 efforts by eliminating below transfer-level math classes; provide embedded tutoring, and partner with Education Northwest and LTCC math faculty to collaboratively develop a plan to support students in transfer-level math.
- Fully implement auto-awarding of degrees and certificates and continue to strengthen the functionality of Degree Audit.
- Integrate career tools, such as FirstHand (formerly Purple Briefcase) and Skills Match/Skillabi, into career services and make them available on the LTCC website.
- Allocate staffing to investigate, solidify, and grow partnerships for advanced degrees at the Lisa Maloff University Center.
- Ensure that faculty and staff are helping students identify/connect with meta majors by embedding the five majors into student counseling, developing meta major cohorts, utilizing first-year pathways, and helping undeclared students connect with majors and goals.
- Identify and market degrees and certificates that can be completed fully online and those that can be fully completed with zero textbook costs.
- Apply for a pilot program with the Chancellor's Office that will ensure students who select a meta major only as their educational goal (with a specific program "undecided") will have access to financial aid disbursement.
- Improve pathways to STEM careers through strategic use of the HSI STEM Grant program components, including the establishment of STEM Student Success Teams, improved completion of gateway mathematics courses, and expanded early outreach to encourage more low-income and Latina/o/x students to enter STEM majors.

OUTCOMES



- *Increase the percentage of students completing transfer-level math and English in year one.*
- *Increase the number of certificates and degrees using auto-awarding.*
- *Create, launch, and expand career services at LTCC and implement FirstHand as a supportive tool for job placement connections for students and local businesses. Establish a streamlined tracking system, workshops, and materials for career counseling.*
- *Increase the number of students working toward and earning bachelor's degrees on LTCC's campus through the University Center.*
- *Successfully launch the "Tahoe National Exchange" program in partnership with Washington State University.*
- *Increase the number of students selecting and identifying with a meta major and the number of opportunities they have to engage with their cohort.*
- *Increase the number of low-income and Latina/o/x students attaining associate/transfer degrees and successfully transferring to four-year institutions in STEM fields, in alignment with HSI STEM grant objectives.*

GOAL 4: BUILD MODERN FACILITIES IN ALIGNMENT WITH DISTRICT NEEDS AND CULTIVATE RESOURCES IN SUPPORT OF PROGRAM AND FACILITY EXPANSION.

Strategies:

- Create and continue to communicate the timeline for Remodel for Efficiency (RFE) construction as well as the impact on staff of that timeline.
- Advocate for and seek additional funding to build the Lake Tahoe Public Safety Training Complex.
- Collaborate with the Chancellor's Office to get the Lake Tahoe Public Safety Training Complex Final Project Proposal approved and on the Board of Governors' Capital Outlay Plan.
- Increase student support through expanding participation in LTCC off-campus housing and developing a new on-campus housing facility to support low-income students.
- Obtain all necessary permits to build the LTCC equipment storage facilities.

OUTCOMES

- *Complete phase one of the RFE project by Summer 2022. Fully complete all RFE-related construction and facilities enhancements by the start of the Fall 2023 academic year.*
- *Complete phase one of the Lake Tahoe Public Safety Training Complex by December 2022 through the construction and installation of the LTCC Equipment Storage Facilities. Maximize use of the facilities to meet campus maintenance and instructional equipment storage needs.*
- *Secure funding from a variety of sources to support the Fire Academy and Forestry programs, including seeking initial funding to support phase two of the Lake Tahoe Public Safety Training Complex.*
- *Secure grant funds to support LTCC student housing consisting of 100 on-campus beds designated for full-time, low-income students, via the California Student Housing Grant.*



Lake Tahoe Basin Fire Academy Cadets

GOAL 5: BE A LEADER IN ADDRESSING ISSUES OF CLIMATE AND SUSTAINABILITY.

- Strategies:**
- Participate in the Tahoe Commute program hosted by the Tahoe Regional Planning Agency (TRPA), and encourage employees and students to walk, bike, or use public transit.
 - Continue to monitor and reduce landfill impact for construction projects, such as Remodel for Efficiency and Storage Facilities.
 - In partnership with the Tahoe Transportation District, continue to support electric bus charging stations and develop a vehicle charging station plan on the LTCC campus.
 - Continue to promote the use of reusable and recyclable materials on campus and eliminate single-use plastics.
 - Pilot an employee telecommute program, which has the potential to reduce LTCC commutes by up to 20%.
 - Launch the LTCC Forestry Education and Job Placement Program by Fall 2022 in order to increase the skilled workforce necessary to respond to climate crises in California's forested and rural areas.
 - Create an action plan to ensure LTCC's campus is prepared for wildfire.
 - Provide facility access and support to "Clean Up the Lake" efforts at mitigating shoreline pollution issues in Lake Tahoe.

OUTCOMES

- *Reduce waste, vehicle emissions, and traffic congestion at LTCC.*
- *Secure funding through federal, state, and philanthropic programs to support the installation of electric vehicle charging stations on LTCC's campus.*
- *Enroll 20 students annually in LTCC's Forestry Education program; create partnerships with regional employers to place students in environmental sustainability career fields.*
- *Complete an analysis of the efficacy of telecommute pilot and report results to Board of Trustees in June 2022.*



LTCC's Mobility Hub

GOAL 6: CONTINUE TO RESPOND PROACTIVELY TO THE COVID-19 PANDEMIC IN SUPPORT OF THE NEEDS OF STUDENTS, EMPLOYEES, AND THE LAKE TAHOE COMMUNITY.

Strategies:

- Continued oversight of vaccine verification or weekly testing program for all on-campus employees/volunteers via Qualtrics.
- Provide \$100 incentive/reward to all students enrolled in Face-to-Face and Hybrid courses who submit proof of vaccination.
- Implement mandatory vaccination for close-contact students, specifically those participating in Athletics and those living in LTCC's off-campus housing.
- Utilize state and federal funding, such as the CARES Grant, to strategically support students' ability to continue their education and unit loads.
- Organize and host vaccine and booster clinics for LTCC students, employees, and members of the community.
- Provide robust access to on-campus and take-home COVID testing for LTCC employees, students, and other members of the LTCC community.

OUTCOMES

- *Mitigate the risk of COVID-19 on LTCC's campus.*
- *Ensure early and ongoing identification of COVID-19-positive individuals in order to mitigate campus spread through robust on-campus testing and contact tracing efforts.*
- *Increase the number of on-campus students who are fully vaccinated through a vaccine incentive program and the offering of on-campus clinics.*



LTCC's Free COVID-19 Testing