

2022-24 GOALS

BOARD GOALS APPROVED 9-13-2022

- 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 and sustainable facilities in alignment with District needs and cultivate resources in support of program and facility expansion.
- 5** Plan and implement steps to transform to a 24/7 campus in response to student residential living.
- 6** Facilitate institutional reflection through accreditation and visioning processes to revitalize LTCC's focus and brand.





Superintendent/President & Board of Trustees' Goals*

Academic Years 2022-23 and 2023-24

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 2022-23 and 2023-24 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

*The initial six board goals were approved September 13, 2022. Final board approval was obtained on November 8, 2022 and included the strategies and outcomes for each goal.

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

Strategies:

- Conduct a data-informed equity-focused evaluation of procedures and services to understand and address policies that result in disproportionate impacts on student enrollment, retention, and success.
- Embrace LTCC's status as a Hispanic-Serving Institution and develop and implement strategies that support Latina/o/x students, promote racial equity, and support social justice.
- Develop the 2022-25 Student Equity Plan, in alignment with Board Goals, and specific strategies for improving outcomes for disproportionately impacted students.
- Fully implement PeopleAdmin with an emphasis on mission and culture-building to ensure employees understand LTCC's commitment to becoming an anti-racist and multicultural institution.
- Create an onboarding and mentoring program, including a Diversity, Equity, and Inclusion (DEI) focus, for part-time faculty members to ensure they are effectively onboarded and supported.
- Develop a continuous professional development series that focuses on supporting faculty in creating and implementing anti-racist curriculum. Establish processes for incentivizing participation among faculty who have not traditionally had the opportunity to fully engage in professional development programs at LTCC, including part-time faculty.
- Review new and existing courses and their alignment with the Diversity, Equity, and Inclusion Methods (DEIM) questions explicitly listed in the course outlines of record.
- Consistent with pending regulations from the California Community Colleges Board of Governors, incorporate a DEI focus into the faculty evaluation process.
- Work with Math faculty and external researchers to collect data on newly-developed corequisite support courses and continue to iterate those courses as well as other support options for improvement in student outcomes and an increased focus on DEI in pedagogy.
- Establish collaborative relationships with South Tahoe High School (STHS) Math department to identify student learning outcomes in Mathematics and ensure students, and historically disproportionately impacted students, are being appropriately supported in Math at LTCC.



Lake Tahoe College Promise Orientation

- Endorse a Land Acknowledgment and provide training for staff and faculty on the importance of a Land Acknowledgment as the first step in collaboration and partnership with the Washoe people. Seek to expand partnerships with the Washoe to include educational opportunities and land management projects.
- Establish a Civic Engagement Team to conduct a series of activities designed to increase student voting rates in advance of the 2024 General Election.

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

Outcomes →

- *Increase the number and percentage of employees from diverse backgrounds, with a specific focus on part-time faculty, so staff and faculty are more reflective of student populations.*
- *Select and, in year two, 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. Achieve metrics of 100% of students being placed in transfer-level Math and English and an overall annual successful completion rate of 30% in Math and 50% in English.*
- *All new courses (as well as those modified from this point forward) will adequately address the DEIM questions in the course outline of record.*
- *Complete the Equity Audit by Winter 2023. Audit findings will be provided to LTCC leadership in Spring 2023, and LTCC will use them to launch policy and practice improvements in the 2023-24 Academic Year (AY).*



LTCC Equity and Student Wellness Staff

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

Strategies:

- Continue to integrate programs offered at area high schools, including TRiO and Dual Enrollment. Align new K-12 Strong Workforce Program-funded courses into Forestry, Environmental Science, and Wilderness Education and Outdoor Leadership pathways to ensure students receive dual enrollment credit for a seamless path from the Lake Tahoe Unified School District (LTUSD) to LTCC.
- Strategically use the Hispanic Serving Institution: Science, Technology, Engineering, and Math (HSI STEM) Outreach Coordinator, in coordination with the Office of Student Equity and Wellness, to enhance outreach programs for historically disproportionately-impacted groups, with a specific focus on increasing enrollment in STEM programs at LTCC.
- Establish a process for fully utilizing reports that capture student data from CCC Apply and ensure those students are supported through outreach and retention efforts.
- Implement the Western Undergraduate Exchange (WUE) to provide students from western states with affordable access to enrollment at LTCC.
- Unify individual and departmental efforts responsible for key areas of outreach and retention in order to work collaboratively and develop systems to track progress and success.
- Develop and distribute an overview of campus-based support services and conduct training for all staff to ensure that consistent and accurate information about resources is provided to prospective and current students.
- Provide cross-training to staff and establish a process for staff to support other departments temporarily during student high-demand points/periods (e.g. outreach, financial aid, enrollment).
- Continue to support the Lake Tahoe College Promise and institutionalize Reconnect to Complete (RTC); expand the number of students served by these programs; establish new annual program goals; seek additional funding sources to ensure ongoing success of these programs.
- With a focus on supporting adult learners, institutionalize Credit for Prior Learning (CPL) and ensure it is incorporated into the enrollment process by training counselors and faculty on how to direct students regarding the CPL process and how to assess a student's prior learning in relation to courses offered by LTCC.
- Partner with ADVANCE to ensure adult learners have full access to CPL through LTCC.



LTCC 2022 Open House

- Establish an orientation procedure with counseling and teaching faculty to engage students more actively to consider CPL options, including providing relevant and clear information to students seeking CPL on the website.
- Establish specific orientation for HSI STEM students, consistent with goals outlined in the HSI STEM Grant.
- Evaluate the current off-campus housing strategy and revisit the master lease scheduled to end in June 2024. Further develop programs to support persistence of residents and maximize use of housing.

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

Outcomes



- *Increase enrollment in face-to-face, online, and dual enrollment courses by 15% from 2021-22 actuals.*
- *Achieve 31 sections of Career and College Access Pathway (CCAP) Dual Enrollment offered at STHS and 22 offered at Nevada Joint Union High School (NJUHS) in 2022-23, and serve more than 1,000 students across all CCAP locations.*
- *Enroll 100 students in the AY 2022-23 Lake Tahoe College Promise cohort, and graduate at least 30 Promise students by Spring 2023.*
- *Enroll 50 students in the Reconnect to Complete (RTC) program in AY 2022-23, and graduate 15 enrolled RTC students by Spring 2023. Improve processes for tracking students and capturing their successes.*
- *Increase the percentage of TRiO students enrolling at LTCC upon high school graduation; 55% of TRiO Talent Search and 75% of TRiO Upward Bound students at LTCC upon high school graduation.*
- *Enroll 100 students through the Western Undergraduate Exchange (WUE) by the 2023-24 AY.*
- *Increase TimelyCare registrations by 20% annually. Integrate TimelyCare as part of student services programming, including specific integration with programs such as Promise, EOPS, and CalWORKs, among others.*
- *Increase the number of credits granted to students using CPL to accelerate time to completion and improve student outcomes.*
- *Enroll 30 students in the AY 2022-23 Forestry Program cohort.*



LTCC Dual Enrollment Staff

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

Strategies:

- Establish next steps in implementation of the Guided Pathways framework, including, but not limited to, creating Meta Major Success Teams and ensuring all students are placed into a Meta Major during enrollment and retention processes, enhance Meta Major exposure and student engagement with Meta Majors (including the Meta Major Success Teams) in the Lake Tahoe College Promise First-Year Experience class.
- Provide intrusive support and advising to students enrolled in programs and Meta Majors; these efforts will be modeled on a case-management approach.
- Improve the use of Canvas and Maxient to provide early alert systems to identify students struggling and provide support. Encourage faculty to update Canvas routinely throughout the term (ensuring that grading is up-to-date, and engaging, for example, with Canvas' "Dropout Detective," which can help faculty identify students who may not be accessing their online courses). Create effective communication pathways between faculty and Student Services so counselors/staff can provide appropriate outreach/support to students.
- Review recently created and expanded financial aid programs; ensure LTCC is actively taking advantage of these programs and supporting student access to them, including the Cal Grant Entitlement, the Learning Aligned Employment Program, and the Golden State Education and Training Program.
- Reinvigorate the transfer program with the intent to open the Transfer Center fully in Fall 2023, increase student exposure to transfer events, and cultivate partnerships to ensure LTCC students who transfer to regional universities have a supportive transition from LTCC to the university partner.
- The Executive Director of the LTCC Foundation and College Partnerships will lead recruitment efforts to encourage community members and LTCC graduates to seek baccalaureate (and advanced) degrees on LTCC's campus through the Lisa Maloff University Center (LMUC). Specific target metrics will be established, including the number of partners, programs, and students served.
- LMUC staff will follow up with UNR Tahoe to reinvigorate the Bachelor's Degree in Psychology and will launch the "Tahoe National Exchange" program in partnership with Washington State University. Instructors are currently being assigned, and recruitment for the exchange will begin in Fall 2022.
- Auto-awarding will be reapplied going back at least three academic years due to the addition of new certificates and to capture students who have not applied for an earned certificate.
- Establish a process for identifying and evaluating courses that are using embedded tutors. Expand the use into classes beyond Math and English (specifically in the science disciplines) and build upon the best practices for effective implementation to better prepare faculty to use embedded tutors in the classroom.
- Pilot a system to connect incoming students with staff or faculty mentors on campus. Evaluate success and scale as appropriate.
- Successfully implement the Rising Scholars Grant and achieve grant goals, which include a full curriculum rewrite for the Rising Scholars Program (RSP) that incorporates pedagogical and operational best practices into all courses, execution of an RSP faculty onboarding process that tailors training to the unique style of course, and the rollout and gradual expansion of online course delivery using best practices for online instruction while addressing any RSP-related restrictions.



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

Outcomes

- *Through the HSI STEM grant program, increase the percentage of Latina/o/x and low-income students enrolling in STEM degree fields to 7% (from 0.3%) and increase the percentage of Latinx and low-income students who graduate or transfer in STEM fields to 30% (from 14.3%) and 35% (from 21.4%), respectively.*
- *Complete effective rewrites on all RSP curriculum using best practices matrix; ensure all RSP faculty are trained with the onboarding process developed, including the resources developed in the related Canvas shell; assess the effectiveness of core RSP courses offered online and establish a timeline with courses and faculty assignments for the expansion of online offerings.*
- *Achieve graduation targets of 85% in the Forestry Program, in alignment with the Good Jobs Challenge grant metrics.*
- *Increase the number of four-year university partners (from 2 to 3) and the number of available programs (from 3 to 5); serve 60-70 students in the LMUC, annually.*



LTCC 2022 Graduates

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

Strategies:

- Complete phase one of the Lake Tahoe Public Safety Training Complex by Spring 2023 by constructing the LTCC Equipment Storage Facility. Maximize use of this facility to meet campus maintenance and instructional apparatus and equipment storage needs.
- Continue the targeted advocacy strategy to secure support for funding from state, federal, and philanthropic sources to construct Phase 2 and Phase 3 of the Tahoe Basin Public Safety Training Complex.
- Conduct a student survey in Fall 2023 to gather feedback related to the student experience on campus and students' ability to meet with the appropriate staff following the Remodel for Efficiency (RFE).
- Ensure continuity of operable labs and classrooms for students throughout the RFE process to limit adverse impacts on student success and completion.
- Secure funding through federal, state, and philanthropic programs to support the installation of electric vehicle charging stations on campus.
- Develop an action plan with local fire agencies to prepare for, prevent (as possible), and mitigate the impacts of wildfire on campus.
- Redesign the functionality of Information Technology (IT) in the new space once the RFE is completed due to a more open concept and workspace. Improve customer service within IT with a service center approach.
- Redesign the functionality of Student Services to adopt a "student ready" approach, with all functions represented at the entrance and assistance provided to students so they can navigate the services needed to be successful.

Outcomes



- *Complete the RFE and onboard new spaces, improve functionality and service culture for Student Services, and successfully launch the redesigned IT department with the open service desk.*



Lake Tahoe Basin Fire Academy

- *Successfully maintain course offerings and instructional quality while continuing to build out new spaces.*
- *Equipment is maintained in a safe and environmentally-controlled space, protected from inclement weather.*
- *Secure funding for the Tahoe Basin Public Safety Training Complex and secure additional grant and/or state-level resources to support expanding the fire, forestry, and public safety programs to meet statewide workforce training needs.*
- *Install electric vehicle charging stations by October 2024.*

GOAL 5: PLAN AND IMPLEMENT STEPS TO TRANSFORM TO A 24/7 CAMPUS IN RESPONSE TO STUDENT RESIDENTIAL LIVING.

Strategies:

- Establish and fill positions necessary to transform to a 24/7 campus, including a Director of Safety and Security and a Director of Student Residential Living.
- Establish on-campus food services to provide meal plans for students in residential living and food options for students taking courses on campus.
- Ensure communication and collaboration with planning and approving agencies regarding the construction of student housing, including the Division of the State Architect (DSA), Tahoe Regional Planning Agency (TRPA), and the City of South Lake Tahoe.
- Implement an eBookstore set up for AY 2022-23. Additionally bring in a “gear partner” to run a physical bookstore or determine the District’s ability to run a physical bookstore on campus, to launch no later than Fall 2023 to serve as a central location for students to pick up textbooks, acquire LTCC branded materials, and have access to on-campus food options.
- Evaluate all campus services, determine operational hours (and any associated staffing modifications) that will serve students living on campus, and establish a plan and timeline for Student Center changes and upgrades.
- Reinvalidate student life on campus to support student engagement and success.

Outcomes

- *Break ground on student residential living construction by summer of 2023.*
- *Produce a student housing standard operating procedures document.*
- *Submit site development housing plans to DSA by December 2022.*
- *Successfully recruit, hire, and onboard a Director of Safety and Security and Director of Student Residential Living.*
- *Student Center upgrades, including access control, security cameras, heated pathways, ADA ramp, etc., will be completed by November 2024.*
- *Students, staff, and faculty will have access to food and supplies on campus by Fall 2023.*



Future Lake Tahoe Community College Student Housing

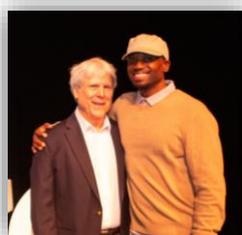
GOAL 6: FACILITATE INSTITUTIONAL REFLECTION THROUGH ACCREDITATION AND VISIONING PROCESSES TO REVITALIZE LTCC'S FOCUS AND BRAND.

Strategies:

- Ensure that Accreditation Writing Teams are effectively trained and working on gathering data and collaboratively responding to the standards to complete the Institutional Self Evaluation Report (ISER) for campuswide review and submission by the deadline in Fall 2023.
- Redesign Program Review process to focus on student attainment of degrees and certificates within a Meta Major, in alignment with the Vision for Success Metrics and the Guided Pathways framework.
- Establish Program Review for student services and non-academic programs, ensuring coordination with existing evaluation and reporting requirements.
- Build Program Review Teams across disciplines to encourage collaboration within each Meta Major.
- Establish a strategic and inclusive process to review and revise the LTCC mission, vision, core beliefs, and logo. Process to take place during AY 2023-24.

Outcomes

- *LTCC ISER submitted to the Accrediting Commission for Community and Junior Colleges (ACCJC) by December 2023.*
- *LTCC hosts a successful visit from the ACCJC Team expected in October 2024.*
- *Full accreditation awarded to LTCC from the ACCJC in January 2025*
- *Through LTCC's reflective process review and update the Participatory Governance Handbook, last updated in 2017, by June 2024.*
- *New LTCC logo unveiled in Spring 2024 as part of LTCC's 50th anniversary celebration.*
- *Branding manual for use of LTCC logos and brand rolled out to campus Spring 2024.*
- *A series of celebratory and reflective events, including one culminating event, to engage multiple stakeholders around LTCC's 50th Anniversary.*
- *Data Dashboard developed to ensure Program Review Teams have access to disaggregated data in alignment with program reviews.*





"California's Premier Destination Community College"

