

# PROGRESS UPDATE

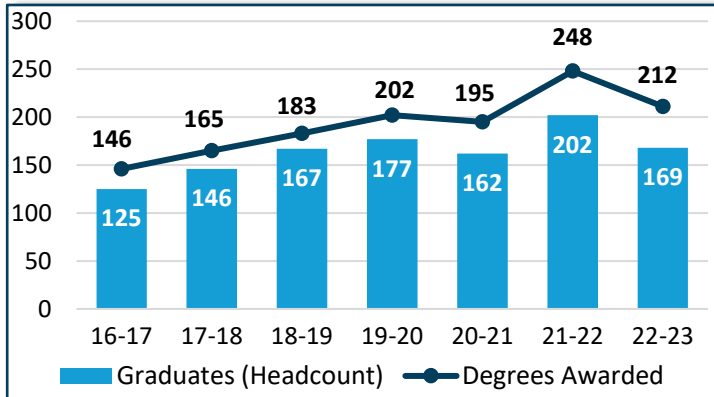
September 2023



An update on the progress toward achieving the California Community College's Vision for Success Goals and steps taken to implement the 2022-24 Superintendent/President and Board of Trustees Goals.

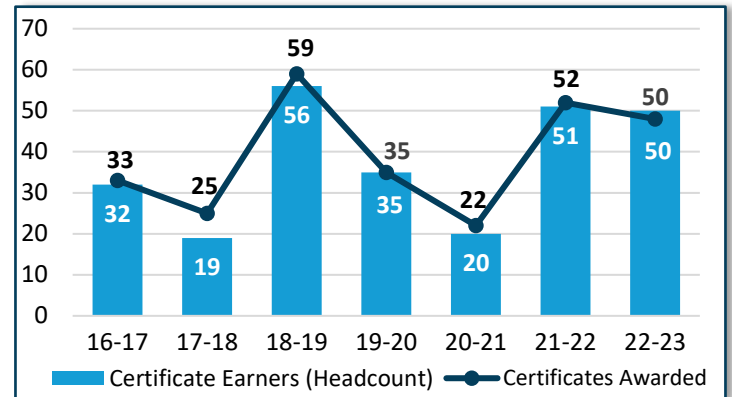
# Vision for Success: Lake Tahoe Community College

**GOAL 1A:** Increase All Students Who Earned an Associate Degree (including ADTs) by 20%.



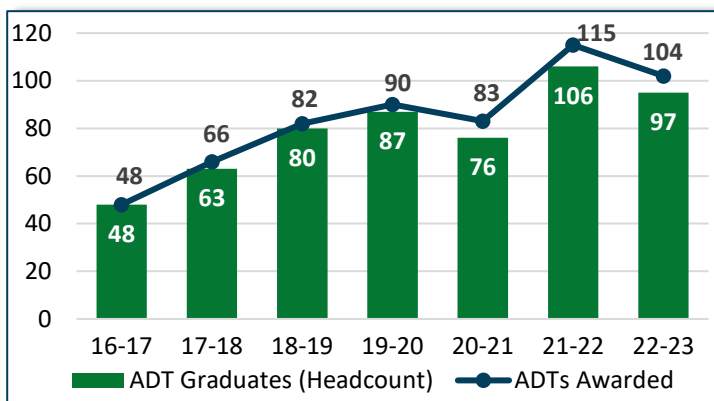
**TOTAL GRADUATES (Includes ADTs) - Result: ↑ 35%**

**GOAL 1B:** Increase All Students Who Earned a Chancellor's Office Approved Certificate by 20%.



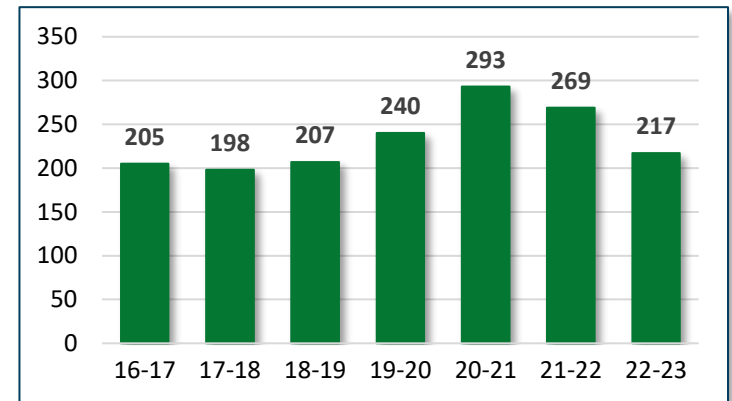
**TOTAL CERTIFICATE EARNERS - Result ↑ 56%**

**GOAL 2A:** Increase All Students Who Earned an Associate Degree for Transfer (ADT) by 35%.



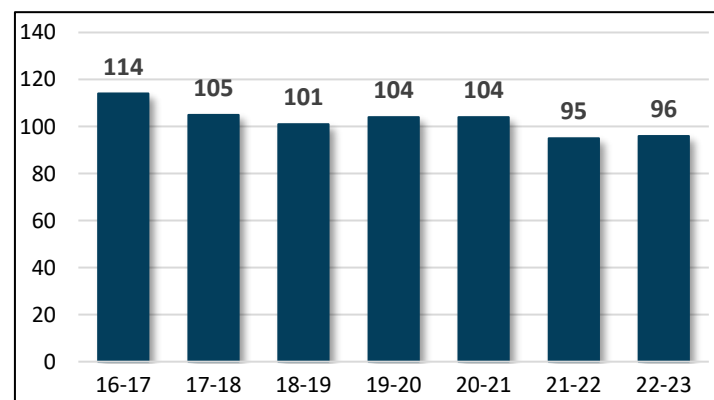
**ASSOCIATE DEGREES FOR TRANSFER GRADUATES - Result: ↑ 100%**

**GOAL 2B:** Increase All Students Who Transfer to a 4-Year Institution by 35%.\*



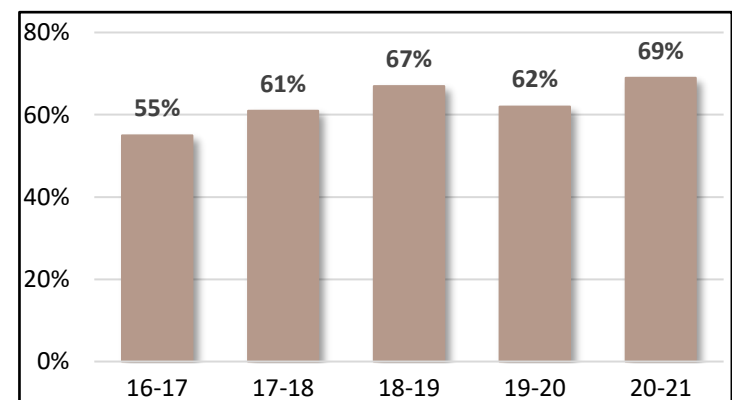
**STUDENT TRANSFERS TO A 4-YEAR INSTITUTION - Result ↑ 6%**

**GOAL 3A:** Decrease Average Number of Units Accumulated by All Associate Degree Earners by 9%.



**UNIT ACCUMULATION - Result: ↓ 16%**

**GOAL 4B:** Increase All Students Who Attained the Living Wage by 10%.\*\*



**LIVING WAGE ATTAINMENT - Result: ↑ 26%**

**Note:** All results are calculated from 2016-17 as the baseline year.

\* Transfer students included in the count are those who enrolled in a four-year institution in the selected year after last being enrolled at LTCC the previous year and having earned 12 or more units at the college.

\*\* Living wage metric lags by one year with 2021-22 data anticipated later this year.

# 2022-24 Superintendent/President and Board of Trustees Goals

This document provides an overview of LTCC's progress toward completion of the 2022-24 goals as of September 2023. The six goals are outlined below.

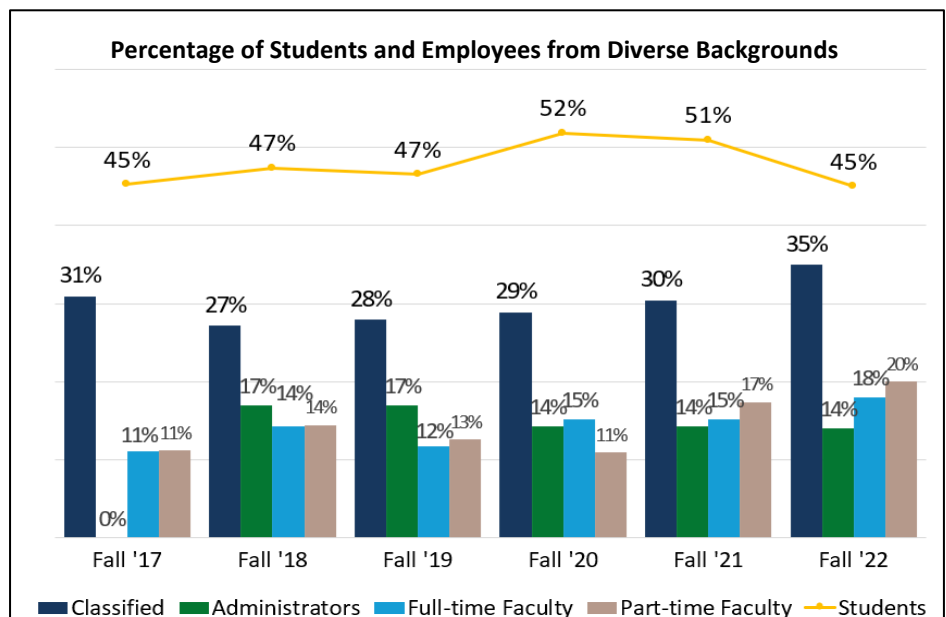
- 1 Align policies, practices, and resources to support LTCC's mission to become an anti-racist and multicultural institution.
- 2 Increase student access through expansion and enhancement of wraparound services, including financial aid, basic needs, housing, and overall wellness.
- 3 Improve student 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.

## Progress Toward Implementation of Goals

Align policies, practices, and resources to support LTCC's mission to become an anti-racist and multicultural institution.

**Improved hiring practices with an emphasis on incorporating culture building and Diversity, Equity, and Inclusion (DEI) awareness.**

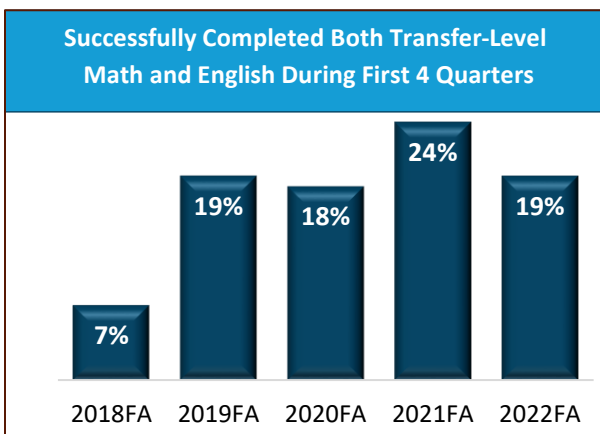
- Increased the overall number and percentage of employees from diverse backgrounds for staff, part-time faculty, and full-time faculty.
- Implemented Phase 1 of PeopleAdmin, an electronic employee application and onboarding system to improve hiring and retention.
- Updated job descriptions and posting templates across all employment categories to be explicit about the expectations of future employees to engage in equity-advancing practices within "job duties."



**Conducted professional development and secured resources to build out faculty and staff onboarding and professional development around DEI best practices.**

- ✓ Secured a \$200,000 grant to support the implementation of a Faculty and Staff Onboarding and Mentoring Program that will ensure faculty and staff are effectively onboarded and trained on DEI practices to better support students.
- ✓ Secured a \$300,000 grant to support the creation of a Cultural Fluency Teaching Academy to support faculty in deepening understanding of best practices in culturally responsive pedagogy and applying them in the classroom.
- ✓ Conducted faculty and staff professional development in 2022 with Hotep Consultants. Hotep also completed an Equity Audit to guide policy and practice improvements for the 2023-24 Academic Year. Preliminary recommendations were shared widely through governance groups. The final report will be released and shared in Fall 2023.
- ✓ Developed leadership trainings for student leaders and student employees of the college. Incorporating these experiences at the beginning of a student's college employment or leadership role will help develop their self-awareness and skills so they can help create a welcoming environment for a diverse student body.

**Engaged faculty in curriculum development and design that incorporates DEI pedagogies and best practices to support student success in the classroom.**



- ✓ All new courses and courses up for revision address questions designed to prompt instructors to outline how they incorporate DEI Methods into their course.
- ✓ All LTCC students are now placed directly into transfer-level math and English classes. Overall, there has been a slight decline in the percentage of students completing transfer-level math and English in their first four quarters, but the number of students completing this milestone has grown significantly since 2018. The percentage of students completing transfer-level math within their first four quarters remained consistent fall '21 to fall '22, while English dipped 12%. The number of students remained consistent.

- ✓ Math faculty have collaboratively developed credit and non-credit versions of support courses for Statistics and Pre-Calculus. In response to AB1705, which requires students to be placed into transfer-level math for their major, faculty created a credit and non-credit support course for Calculus to pilot in Fall 2023. Faculty will also propose professional development opportunities for the 2023-24 Academic Year to better support students, in particular, low-income students of color.

**Developed strategies to continually improve DEI work on campus and improve community relationships and engagement.**

- ✓ Developed the 2022-25 Student Equity Plan in alignment with Board Goals and outlined specific strategies for improving outcomes for disproportionately impacted students.
- ✓ Established a Board-endorsed Land Acknowledgment for LTCC.
- ✓ Hosted a series of voting activities leading up to the November 2022 election. Enrolled in the Secretary of State CA Students Vote Program and in the Campus Democracy Challenge, and developed and implemented a Civic Engagement Action Plan. Hired a new history and political science faculty member with the intent of enhancing civic engagement practices at LTCC.



*LTCC Students and Employees*

## Next Steps

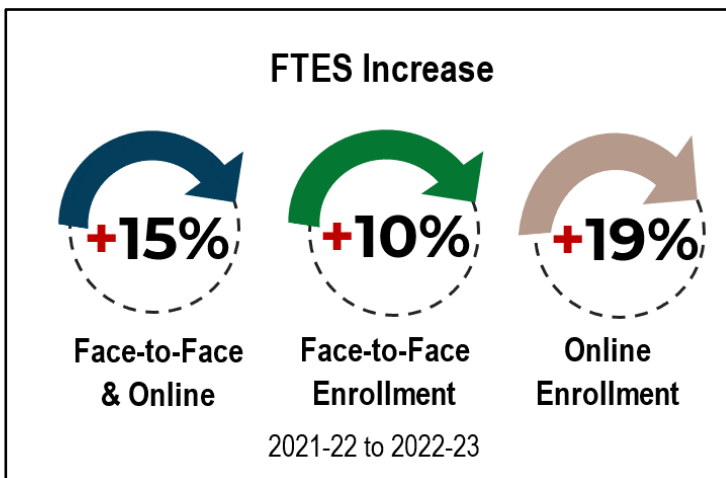
- Fully implement Performance Management through PeopleAdmin to ensure consistent, high-quality evaluation of all employees.
- Engage faculty in a collaborative process to update and improve faculty evaluations by incorporating a DEI lens.
- Launch the Cultural Fluency Teaching Academy and the Faculty and Staff Onboarding and Mentorship Program.
- Take action on Phase I of prioritized policy and practice recommendations outlined in the Hotep Equity Audit.
- Increase awareness and visibility of LTCC as a Hispanic Serving Institution (HSI) on campus and throughout the community.
- Increase collaboration with the Math Department at South Tahoe High School (STHS) to better align math pathways with AB1705.
- Expand coordination efforts with the Washoe Tribe of Nevada and California to increase collaboration, and work together to protect and increase education about culturally significant sites on campus. Expand services to increase access for Washoe tribal members and descendants to enroll at LTCC through Promise and other programs.



*Culturally Significant Site on the LTCC Campus*

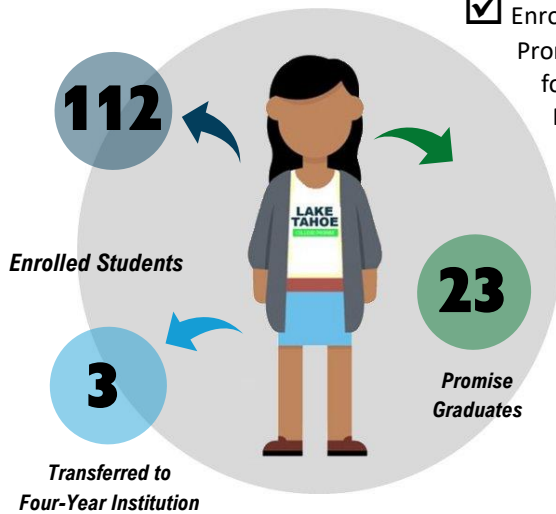
Increase student access through expansion and enhancement of wraparound services, including financial aid, basic needs, housing, and overall wellness.

Through evidence-based programs and enhanced outreach and retention efforts, increased overall access to and enrollment in LTCC courses.



- College face-to-face and online full time equivalent students (FTES) increased 15% in 2022-23 over 2021-22. FTES for face-to-face enrollment increased 10%, while online increased 19%.
- Reconnect to Complete, a program targeting returning adult students, again exceeded program goals by enrolling 120 students in 2022-23 (well above a goal of 50). Of those, 17 students graduated from LTCC, 15 with a degree and 2 with certificates. Two of those graduates transferred to four-year institutions. Five students transferred prior to graduating.

## 2022-23 Lake Tahoe College Promise Program



✓ Enrolled 112 Promise students in the 2022-23 cohort. Twenty-three Promise students graduated with a degree in 2022-23, and three transferred to four-year institutions prior to graduation. Since its inception in 2019, the College Promise Program has graduated 87 students. The most recent 3-year graduation rate for Promise students was 40% compared to 11% of the first-time, full-time students not participating in the program.

✓ Through ongoing implementation of the TRiO Educational Talent Search (ETS) and Upward Bound grants, LTCC continued to increase college-going rates for underserved students in the Tahoe Basin. In Fall 2023, 90% of graduating Upward Bound seniors and 70% of graduating TRiO ETS seniors will be attending LTCC.

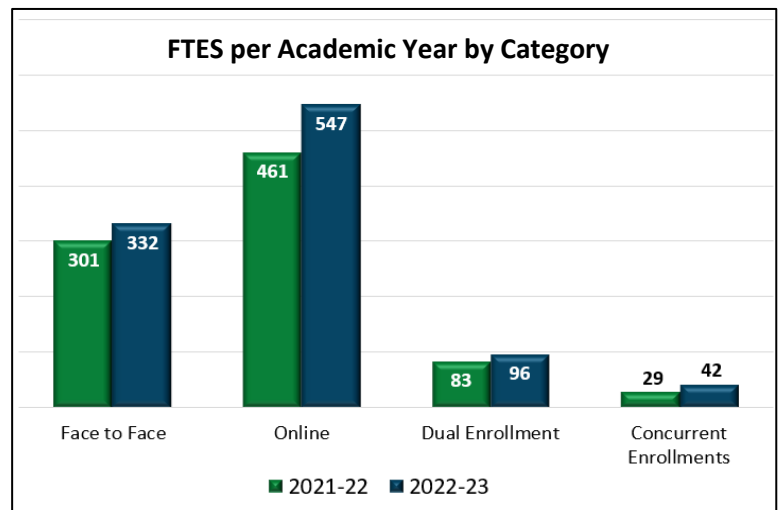
✓ In January 2023, LTCC entered the Western Undergraduate Exchange (WUE), ensuring that non-California resident students from neighboring communities and states can receive reduced tuition (150% resident tuition or \$46.50/unit). Ten students enrolled in the WUE in Winter and Spring 2023.

✓ Enrolled 37 students in the Fall 2022 cohort of the Forestry program, with a total of 63 unduplicated students served over the course of the 2022-23 academic year.

### Enhanced dual enrollment through increased course offerings and collaboratively taught courses.

✓ As a result of increased staffing in the Dual Enrollment Program and enhanced partnerships with Lake Tahoe Unified School District (LTUSD), dual enrollment FTES increased from 83 to 96, representing a 16% increase from 2021-22 to 2022-23 and a 46% increase from 2018-19 in high school students accessing college courses. Concurrent enrollment increased 45% from 2021-22 to 2022-23.

✓ Established and ran the first collaborative dual enrollment course, PHY 104, taught by both LTCC and LTUSD instructors. In 2023-24, this will expand to four courses offered in Chemistry, Physics, and English being taught through the collaborative model at South Tahoe High School.



✓ Launched the first dual enrollment course at Mt. Tallac High School and increased collaboration with that student population.

### Institutionalized Credit for Prior Learning (CPL) and created systems and processes to clarify the multitude of ways students can receive college credit for prior experience.

✓ As of Spring 2023, LTCC has awarded Credit for Prior Learning (CPL) through portfolio, equivalency, and industry recognized certificates for 20 different courses in five separate disciplines including Business, Hospitality Management, Culinary Arts, Fire and Forestry. This has led to a total of 216.5 units awarded to 28 individuals and has directly contributed to 20 Foundational Skills Certificates in Forestry, four Certificates of Achievement in Forestry, and one Associate degree in Forestry.

✓ The CPL webpage was created to provide clearer steps for students seeking to earn credits through prior experience. A list of industry recognized credentials that qualify for LTCC course credit was established and shared publicly to increase awareness around CPL.

**Enhanced wrap around supports in Student Services to increase student retention and overall wellness.**



☑ Increased the number of students registered for TimelyCare by 57% from 2021-22 to 2022-23 (above the goal of 20%). Currently, 266 students are registered users, and there have been 669 visits between June 2021 and June 2023. Of these visits, 81% took place after hours and on weekends, a major increase from 50% last year. The average wait time for appointments (both medical and counseling) is under five minutes.



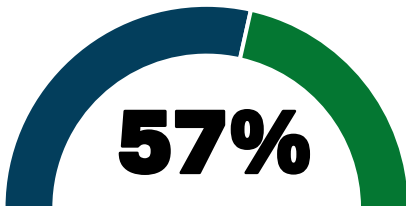
**669**

Visits (June '21-June '23)  
with **81%** of visits after hours or on weekends

☑ CCCApply reports have been established to better capture student data for the purposes of connecting students with on-campus supports (e.g. identifying student parents, formerly incarcerated students, etc.)

☑ Established an outreach team to support ongoing outreach and retention efforts, share best practices, and increase collaboration.

☑ Dedicated focus on student onboarding at STHS resulted in 86 students enrolling in college at the 2023 LTCC Senior Day in May 2023. Prior to that day, students received CCCApply and FAFSA support, as well as academic counseling appointments, making this year's Senior Day event the most successful in LTCC's history in terms of enrollment. Additionally, outreach efforts at Whittell and Mt. Tallac high schools resulted in student participation from those schools at this year's Senior Day.



*Increase in TimelyCare registrations in 2022-2023*

☑ Hired a new housing coordinator to increase efficiency and oversight over the off-campus housing facility. The off-campus housing unit is in high demand and the occupancy rate remained steady at 85%-95% for the 2022-23 academic year; additionally, those students maintained an average GPA of 3.0. As of Fall 2023, the housing unit is full, helping to ensure that students from outside the region, including international students and student athletes, have a stable and affordable place to live.

☑ The Enrollment Services Department established weekly cross-training time to ensure shared understanding and expertise of all enrollment-related processes, to be better prepared for high-demand periods and to better prepare for the shift to a new model of cross-functional service with the completion of the new Student Services area planned for January 2024 occupancy.

☑ "Report a Concern" button was integrated into Canvas and Passport, allowing faculty and students easy access to this early alert process. Sixty-seven Coyote Concerns were logged in 2022-23 with 22 being submitted by faculty regarding student concerns.

☑ The first HSI STEM Orientation will take place in Fall 2023 to provide an opportunity to build relationships among STEM students, introduce them to faculty and staff, and recruit students into the STEM Academy launching later in the Fall quarter, which will incentivize students to complete evidence-based steps to increase retention.



*LTCC Forestry Students*

## Next Steps

- Increase FTES in each modality including face-to-face, online, dual enrollment, and rising scholars by 10%.
- Enroll 130 Promise students in the 2023-24 cohort. Consider how to best support students to degree completion and transfer as the program grows.
- Graduate 30 Promise students by June 2024 and continue to increase graduation rates year over year from the previous year's graduation numbers.
- Incorporate the new Transfer Course (COU 104: Understanding Transfer) into the Lake Tahoe College Promise Program as a required component for students in year two or three.
- Institutionalize tracking methods for TRiO ETS and Upward Bound students who graduate from LTUSD and enroll at LTCC. Continue to increase the number of students from these programs attending college after high school.
- Continue to recruit students who qualify for the WUE through strategic digital advertising to out-of-state students in the western United States.
- Continue to refine the Reconnect to Complete Program by establishing funding to institutionalize its Program Specialist support position in alignment with program goals outlined in the Developing Hispanic Serving Institutions grant received in Fall 2023.
- Institutionalize the Credit for Prior Learning (CPL) Portfolio process and establish a crosswalk to align military training with LTCC courses. Train counselors and classroom faculty on how and when to pursue CPL for students. Ensure that CPL is appropriately tracked within LTCC systems and that all CPL requests articulate as specific course credits.
- Build and strengthen partnerships with all Tahoe Basin high schools (including expanding to North Tahoe and Incline Village) to offer enrollment and counseling support and to engage those seniors in LTCC's annual Senior Day event.
- Expand dual enrollment offerings to include more Intersegmental General Education Transfer Curriculum (IGETC) courses that directly align with transfer requirements for four-year institutions. Increase the total number of sections being offered, and increase the percentage of students of color enrolling in IGETC dual courses to 25%.
- In alignment with the HSI STEM grant goal, continue to collaborate with STHS leadership and counselors to increase the percentage of Latina/o/x students enrolled in STHS STEM courses to 30%.



*LTCC Coyote Kickoff*

- Institutionalize the outreach team leadership and membership. Establish an ongoing strategy and track progress and success on key priorities.
- Evaluate the potential of signing an additional two-year lease with off-campus housing with the intent to ensure that affordable student housing availability remains consistent through the opening of the on-campus facility in Fall 2025.
- Develop a streamlined student services communication plan that outlines which reports are being used and by whom and how they are integrated into LTCC's workflow. Ensure use of CCCApply reports to ensure that no students are falling through the cracks.



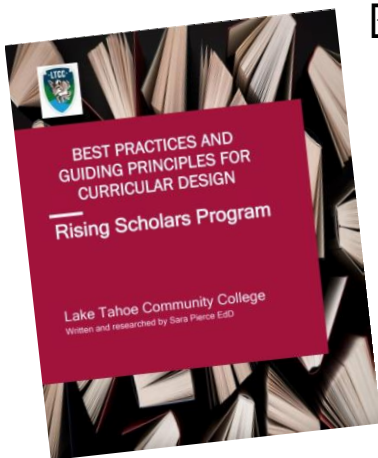
# 3

Improve student success and completion with an emphasis on academic equity for traditionally underserved student populations.

## Deepened Guided Pathways work with an emphasis on underserved student populations.

- ✓ Received a Developing Hispanic Serving Institution (DHSI) grant for \$3 million over five years aimed at increasing Latina/o/x and low-income student success through the Guided Pathways (GP) framework.
- ✓ Established Guided Pathways Leads to deepen the work around Meta Majors, increase collaboration among faculty within Meta Majors, and serve as the instructional faculty members on Meta Major student success teams.
- ✓ Instituted a framework to roll out Meta Major-specific Student Success Teams in Fall 2023 with GP Leads, assigned counselors, and administrators.
- ✓ In Winter 2023, a Student Success Coach program was piloted through the Guided Pathways Workgroup with 31 success coaches across campus who are faculty, classified staff, and administration members. Forty-two new students received proactive outreach over the span of three months.
- ✓ Increased the percentage of low-income and Latina/o/x students enrolling in STEM degree fields: 26% of new low-income and Latina/o/x students enrolled in their first quarter with STEM educational goals in 2022-23, up from 10% in 2017-18. Twenty percent of the 2019-20 cohort graduated in STEM, up from 16% of the 2017-18 cohort.

## Expanded and improved LTCC's Rising Scholars Program (RSP) to better serve existing students and to broaden its impact in the juvenile justice sector.



- ✓ Conducted a curriculum rewrite process for RSP. All 22 courses offered in the correspondence modality were rewritten to include four modules for better feedback response times and to adhere to the Best Practices Manual that was researched and developed by LTCC faculty. All courses were vetted by a team of faculty and approved or resubmitted. The first four module courses rolled out in Spring 2023 and received positive feedback from students.
- ✓ Received the RSP Juvenile Justice expansion grant, providing \$1.5 million over five years to support LTCC's RSP in expanding services to students in the juvenile justice system and to support students transitioning out of incarceration.

- ✓ Implemented an RSP Faculty Collaboration shell as a tool to provide onboarding and ongoing support for RSP instructors.
- ✓ Graduated 42 Rising Scholars, with eight attending the graduation ceremony at LTCC in June 2023.

## Guided Pathways - Meta Majors



*Create • Communicate • Connect*



*Build • Lead • Invent*



*Serve • Care • Protect*



*Explore • Discover • Analyze*



*Learn • Share • Enlighten*

## Improved financial aid processes by ensuring students are taking advantage of available financial and basic needs support programs.

- ✓ Improved financial aid processes to increase LTCC students taking advantage of programs. Established custom upgrades to Colleague for Cal Grant and California Dream Act student records to allow applications to be processed more quickly. Continued to connect students with the Golden State Education and Training Programs, which provides financial support to students who lost their jobs due to COVID.
- ✓ Selected to participate in the California Community Colleges Chancellor's Office Institutional Effectiveness Partnership Initiative (CCCO IEPI) Community of Practice and received a \$50,000 grant to improve and enhance integration between LTCC's Financial Aid and Basic Needs programs. The Community of Practice is intended to support equity enhancing learning experiences, resources, and tools to focus on improving student financial stability.

## Created programs, partnerships, and opportunities designed to support students in successfully transferring to four-year institutions.



2023 LTCC Transfer Day

- ✓ Held the first on-campus Transfer Day and College Fair since 2019. Hosted approximately 90 students with participation from 28 college representatives.
- ✓ Offered four Application Workshops to assist students with their CSU and UC applications.
- ✓ Hosted campus tours of UC Davis and CSU Sacramento for 20 students, as well as an overnight field trip and campus tour of UC Berkley and CSU San Francisco for 17 students, as part of a collaborative effort from several Student Services departments.
- ✓ A new online course (COU 104: Understanding Transfer) was launched in Spring 2023 with 27 students enrolled.
- ✓ LTCC's senior leadership team continues to gather input from around the state regarding the California Community Colleges' Baccalaureate Degree Program.

- ✓ Through the Tahoe Summer Exchange, two Washington State University (WSU) students lived and worked in Tahoe this summer. Feedback will be used to further develop the program for a more robust rollout in Summer 2024.

- ✓ In the 2022-23 academic year, 28 students were enrolled in UMass Global's online courses through the Lisa Maloff University Center (LMUC), three of whom graduated in June 2023, one with a teaching credential and two with bachelor's degrees.

## Increased success and completion of students through evidence-based pedagogical and operational practices.

- ✓ Going back three academic years, 35 certificates were auto-awarded in Spring 2023 as part of an ongoing effort to institutionalize the auto-awarding process.
- ✓ Awarded 20 Foundational Skills Certificates, four Certificates of Achievement, and one AS degree in Forestry in the first year of the program.
- ✓ Expanded embedded tutors into Biology (Anatomy and Physiology), American Sign Language, Forestry, and higher levels of English courses. Piloted embedded tutors at STHS and in LTCC's RSP.



LTCC's Forestry Program

## Next Steps

- Ensure a smooth rollout of the DHSI grant that ensures broad adoption of successful practices across each Meta Major.
- Launch key components of the DHSI grant, including deepening campus-wide efforts to align with Meta Majors and Guided Pathways, and integrate the Student Success Coach model into Meta Major Student Success Teams.
- Institutionalize Guided Pathways lead work and implement a pilot program to initiate Student Success Teams by Meta Major. Document key learnings and best practices.
- Continue to increase the percentage of Latina/o/x and low-income students pursuing and graduating with STEM degrees by institutionalizing and deepening the work of the HSI STEM team.
- Research and implement best practices around embedded tutor use and create a better tracking process for course outcomes in sections with embedded tutors. Begin to offer embedded tutors in STEM math pathway classes when possible.
- Continue RSP's curriculum rewrite process to create second and third versions of each course, video lectures, and online shells that can be used to expand online offerings to juvenile facilities as well as in facilities with California's Department of Corrections & Rehabilitation (CDCR). Continue to hone the onboarding and training process for RSP instructors.
- Successfully launch the Juvenile Justice Grant, onboard new staff, expand partner facilities and in-person courses offerings, and increase the number of students served in juvenile facilities to 70 students per quarter.
- Continue to institutionalize the use of the concern reporting system through training and role plays to ensure proper tracking of student concerns and appropriate responses.
- Strategically use the Community of Practice \$50,000 grant to improve and enhance integration between the Financial Aid and Basic Needs programs.
- Implement a process to begin the auto-awarding of degrees for identified student programs in conjunction with the continued auto-awarding of certificates as part of the annual degree and certificate conferral cycle.
- Finalize the LMUC's four-year partnership with the University of Idaho for Forestry courses, bringing the total number of university partners to three.
- Continue statewide advocacy efforts around ensuring that LTCC students have access to high-demand bachelor's degrees that are relevant to the Tahoe Basin.



*LTCC's 2023 Graduates*

# 4

Build modern and sustainable facilities in alignment with District needs and cultivate resources in support of program and facility expansion.

## Continued to execute on improving campus facilities and services through Measure F funding and local guidance.

- ✓ Successfully maintained most course offerings and instructional quality while building out new spaces on campus. Alternate science labs have remained operable, and key science courses have been offered in a face-to-face format despite the ongoing construction of the Remodel for Efficiency (RFE) project.
- ✓ Completed and opened faculty office spaces and the technology labs, as well as the 2D and 3D art labs.
- ✓ Developed a plan to redesign the functionality of the Information Technology department to better serve employees and make IT more available with an increased focus on customer service. The new IT office area will open in Fall 2023.
- ✓ Designed an open-concept workspace for Student Services with improved customer service functions and cross-trained staff.
- ✓ The Equipment Storage Facility located behind the Physical Education building will be completed Fall 2023 to ensure that Maintenance and Operations (M&O) equipment, college vehicles, and instructional equipment is maintained in a safe and environmentally controlled space, protected from inclement weather.
- ✓ Following guidance from CAL FIRE and the local fire inspector, LTCC maximized defensible space around campus. Mulch has been replaced with rock, and hazardous materials such as weeds, leaves, and pinecones and pine needles are regularly removed in the areas closest to campus buildings. Within a 30-foot radius of buildings, trees are being trimmed, and within a 100-foot radius, fallen bark and pinecones are now removed annually, exposed wood piles are moved, and propane tanks are properly stored.



*Faculty Huddle Space*



*LTCC Computer Labs*

## Continued advocacy and secured funding for phased approach to building the Tahoe Basin Public Safety Training Center.



*El Dorado Community Foundation Presents \$100,000 Check*

- ✓ Continued to make progress on securing funding for the Tahoe Basin Public Safety Training Complex through advocacy and grants, including: \$1.3 million Congressional-Directed Spending funds to provide a Strategic Training Tower; \$200,000 from the Tahoe Fund to support creation of the Director of Forestry, Fire and Public Safety position; and \$100,000 from the El Dorado Community Foundation to support the Falcon CX Car and Transporter.

## Next Steps

- Conduct a student survey in 2024 to gather feedback related to their experience on campus post remodel for efficiency (RFE) in order to continue to iterate and improve on services and facilities.
- Continue adopting recommendations established by CAL FIRE to increase and improve defensible space around campus.
- Implement open concept plans for both IT and Student Services to better serve students and staff.
- Continue to make progress toward installing electric vehicle charging stations in campus parking lots.
- Engage planning and architecture services to conduct feasibility studies and develop a plan for a phased implementation of the Public Safety Training Complex. Continue targeted advocacy and partnership building to secure funding for Phase 2 of the project.
- Continue to evaluate needs and potential facility options for the near and long term to support the success and growth of LTCC athletic programs.



Plan and implement steps to transform to a 24/7 campus in response to student residential living.

## Accomplishments

**Successfully launched construction on a student housing facility that will house 100 full-time, income-qualifying students by Fall 2025.**



*LTCC Student Housing Groundbreaking Ceremony*



*LTCC Student Housing Rendering*

- Completed a successful construction bid process for the Student Housing facility, resulting in the awarding of a \$30 million construction contract.
- Successfully broke ground for the on-campus student housing project in August 2023 with the intention of accepting students for Fall 2025. The groundbreaking ceremony was attended by Sonya Christian, the Chancellor of the California Community College System, as well as Pam Haynes, President of the California Community College Board of Governors, and California State Senator Alvarado-Gil.
- Launched a campaign to raise funds for a community kitchen in student housing to ensure that students have a communal space to cook more complex and collaborative meals.



**Stable and affordable housing is key to supporting full-time enrollment, and research shows that it leads to higher GPAs and on-time completion. Although this is a housing project, it's really a student success project.**

-Jeff DeFranco, Superintendent/President

## Enhanced campus life by reimagining the campus bookstore and increasing awareness and relevance of Student Life events.

The LTCC Marketplace will be open and housed in the LTCC Commons by September 2023, providing food and snack opportunities for campus as well as school supplies and LTCC-branded gear. Vending machines and an Illy coffee machine have been installed on campus. Permits have been secured to allow food trucks to come to campus during high-traffic times.

Implemented an e-campus online bookstore in 2022-23 allowing students easy access to the lowest-cost textbook materials that can be delivered to their home, and as of Fall 2023, will be available for pick-up on campus in the Marketplace. LTCC continues to strongly encourage the development of zero-cost textbook courses and maintains a robust library lending program.

Student Life continues to be reinvigorated through strong collaboration across departments and increased student participation at all events. Coyote Kickoff saw 150 students in Fall 2022, and student programs hosted a Collaborative Welcome Week, Pi Day, and ongoing Movie Nights that averaged 30-40 students. Senior Day in May 2023 drew 141 students, resulting in 86 registered in Fall courses. Student Life has hosted regular De-Stress Nights averaging 40-60 students, and the Student Life Lounge welcomed over 100 students each month for coffee, tea and snacks.

The new Director of Safety and Security started on July 1, 2023. This is the first full-time safety and security position LTCC has hired. This position is one of the first steps to transforming LTCC into a 24/7 campus with trained and prepared staff for the opening of on-campus student housing.



STUDENT LIFE ACTIVITIES	
Event	Number of Participating Students
Coyote Kickoff	150
Collaborative Welcome Week	30-40
Pi Day	30-40
Movie Nights	30-40
Senior Day	141
Regular De-Stress Nights	40-60
Student Life Lounge	Over 100 each month

### Next Steps

- Continue to execute necessary steps to ensure the opening of on-campus student housing in Fall 2025 including completing timely construction, strategically staffing key positions to support the rollout, and ensuring overall campus-readiness.
- Raise \$350,000 in donated funds to support the creation of a community kitchen in student housing.
- Develop a new student housing operating procedures manual for the rollout of on-campus student housing.
- Implement Student Center upgrades including access control, security cameras, heated pathways, ADA ramps to provide a safe, modern facility for staff and students by Spring 2025.
- Hire a Director of Residential Living in the 2024-25 Academic Year to allow time to develop a plan for placing and supporting students in on-campus housing.
- Research and begin planning for an on-campus food program that will provide meal options for students living in on-campus housing, but also for staff and students across campus.
- Integrate e-campus bookstore into the Marketplace for students to pick up and return books and supplies on campus.
- Continue to plan for adjusted days and hours of operation for campus services to adapt to the demands of on-campus student housing.



LTCC Interior Rendering – Community Kitchen

# 6

## Facilitate institutional reflection through accreditation and visioning processes to revitalize LTCC's focus and brand.

- Successfully implemented a campus-wide drafting of the Institutional Self-Evaluation Report (ISER) with effectively trained Accreditation Writing Teams. The ISER is on track to be approved and submitted by December 2023.
- Department branding manual finalized and institutionalized by Fall 2023 to streamline and provide consistency to the creation of program branding materials.
- Developed a new Comprehensive Program Review process for academic programs. The updated process brings Meta Major faculty together to review disaggregated data by discipline, program, and Meta Major in an effort to support a more holistic approach to program review and allow for cross-departmental collaboration.
- Program review dashboards have been developed to provide disaggregated data to each discipline, program, and Meta Major, creating an easy way for faculty to understand student outcomes.

### Program Branding Materials



*Dual Enrollment*



*Forestry*



*Lake Tahoe  
College Promise*



*Wilderness Education  
and Outdoor Leadership*

### Next Steps

- Host a successful visit from the ACCJC Team in October 2024 to ensure full reaccreditation in January 2025.
- Update the LTCC Participatory Governance Handbook in 2023-24 to accurately reflect current processes and procedures and ensure a clear and streamlined approach to governance.
- Plan and implement a series of celebratory and reflective events between March 2024 and September 2025 in alignment with LTCC's 50th anniversary and the updated mission and vision process.
- Kick off the process to establish a new logo in Spring 2024 as part of LTCC's 50th anniversary celebration.
- Establish, codify, and communicate a program review process for non-academic programs.
- Establish a strategic and inclusive process to review and revise LTCC's mission, vision, and core values.



*“California’s Premier Destination Community College”*