

2009

Lake Tahoe
Community
College

[STRATEGIC PLAN]

This document represents the strategic plan for Lake Tahoe Community College (LTCC), providing an outline of strategic goals and objectives to strengthen the institution and guide it toward success and prosperity.



Lake Tahoe Community College Strategic Plan 2009-10 to 2013-14

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Lake Tahoe Community College Mission Statement

Lake Tahoe Community College (LTCC) provides access to higher education for the local community and to those who show an interest in our unique and supportive environment. LTCC focuses on enhancing the intellectual, cultural, and economic vitality of our diverse community by offering opportunities for students to achieve their educational, professional, and personal goals through the provision of:

- Developmental education to achieve basic foundational skills in English, including reading and writing, and mathematics, which are essential for students to succeed in the workforce and higher education.
- Professional and career education to achieve employment, and enhanced career and technical skills for job advancement, in order to stimulate the development of an increasingly diverse local economy, and to advance California's economic growth and global competitiveness.
- Lower division post-secondary education to achieve transfer to a four-year post-secondary educational institution and success in obtaining a degree.
- General education to achieve critical thinking and communication skills, global awareness, personal responsibility, and professional development.

LTCC is committed to fostering innovative and sustainable practices that contribute to institutional effectiveness and student success, verified by a process of assessment, and supported by integrated planning and resource allocation.



Lake Tahoe Community College Core Competencies

Communication

Students will communicate effectively, which means the ability to: read, write, listen, and speak and/or converse.

Critical Thinking and Information Competency

Thinking critically is characterized by the ability to perform: analysis, computation, research, and problem-solving.

Global Awareness

Demonstrate a measurable understanding and appreciation of the world: scientific complexities, social diversity and civics, and artistic variety.

Personal Responsibility and Professional Development

Self-management and self awareness, social and physical wellness, and workplace skills.

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Strategic Plan Goals and Objectives – Instructional and Student Services

Below are the Lake Tahoe Community College (LTCC) Strategic Plan (SP) goals and objectives for the Instructional and Student Services Departments of the College, for academic year (AY) 2009-10 through AY 2013-14. The purpose of providing these goals is threefold:

1. They provide a framework for Program Reviews and other planning documents to align with, helping to direct and focus the efforts and activities of Instruction and Student Services at LTCC.
2. They provide measurable outcomes that can be used to evaluate progress made toward achieving stated objectives.
3. They direct budget and resource allocation toward programs and departments that support the goals and objectives.

It should be noted that the success of achieving objectives is constrained by the reality of available human and financial resources. Therefore, we as a college are committed to devoting needed resources to achieving the objectives contained within this plan.

Goal 1: Student Outreach, Access, and Enrollment

Objectives

1A: Awareness of LTCC as a Viable Option:

Encourage awareness of Lake Tahoe Community College as an option for students in the Tahoe basin.

Activities	Lead	Timeline
1A.1 – Improve outreach efforts to targeted student populations.	VP – AASS, PIO, Student Services, CTE Director, ESL	2014
1A.2 – Develop, review, and revise as necessary, a comprehensive and flexible outreach plan that responds to funding variables and recognizes the uniqueness of our local environment.		Spring 2012
1A.3 – Establish better communication and collaboration between LTCC and the LTUSD.	VP - AASS	



1B: Enhance student access and success at LTCC

Minimize barriers to student enrollment at Lake Tahoe Community College in order to provide open access to students.

Activities	Lead	Timeline
1B.1 – Work to improve the application, enrollment, and orientation processes for all incoming students in order to promote success.	VP- AASS	2014
1B.2 – Explore alternative enrollment and scheduling models.		

1C: Multiple Delivery Methods

Explore an appropriate range of delivery methods to enhance access while maintaining and promoting high standards of academic rigor and excellence.

1D: Institutional Capacity for Diversity

Support diversity and equity at Lake Tahoe Community College.

Activities	Lead	Timeline
1D.1 – Continue to support efforts to increase representation at LTCC of currently underrepresented groups, based on District demographics, and non-traditional groups.		
1D.2 – Increase successful completion rate of underperforming groups.	VP – AASS	2014
1D.3 – Foster multicultural awareness and participation in campus life.	Diversity Committee	immediate and ongoing

1E: Engage in Effective Enrollment Management

Respond to changing demographics, economic, political, and institutional trends through effective enrollment management.

Activities	Lead	Timeline
1E.1 – Establish a process for the development of the Enrollment Management Plan (EMP) through collegial consultation with appropriate groups.	VP – AASS	Fall 2011



Goal 2: Student Success and Readiness

Objectives

2A: Basic Skills

Ensure that basic skills development is a major priority of Lake Tahoe Community College.

Activities		Lead		Timeline
2A.1 – Provide support for faculty and staff in addressing basic skills needs.		VP – AASS, BS Committee, Academic Senate, Students Services, Others		Immediate and Ongoing
	AY 08-09 Baseline	AY 09-10	AY 10-11	AY 11-12
2A.2 – Support successful completion of basic skills courses.				
2A.3 – Support basis skills progression.				

2B: Intersegment Transfer

Ensure that Lake Tahoe Community College is fulfilling its mission of facilitating transfer to four year colleges and universities.

Activities		Lead		Timeline
2B.2 – Improve transfer preparedness.		VP – AASS, Deans of Instruction		2014
	AY 08-09 Baseline	AY 09-10	AY 10-11	AY 11-12
2B.1 – Increase transfer rate to four-year institutions.				

2C: Student Learning Outcomes

Continue implementation and refinement of the Student Learning Outcome (SLO) and the SLO Assessment Processes.

Activities	Lead	Timeline
2C.1 – Continue implementing Student Learning Outcome (SLO) processes to attain proficiency in SLO assessment by 2012 as per ACCJC Standards.	SLOAC, SLO Coordinators, Faculty Senate	2011-12



2D: Teaching and Learning Effectiveness

Support effective teaching and learning to enhance the quality, consistency, and rigor of academic programs to meet student needs.

Activities		Lead		Timeline
2D.1 – Support successful course completion rates for face-to-face courses.				
	AY 08-09 Baseline	AY 09-10	AY 10-11	AY 11-12
2D.2 – Track course completion rates for face-to-face courses.				
Activities		Lead		Timeline
2D.3 – Create infrastructure and support network for a comprehensive set of services for Distance Education (DE).				
2D.4 – Support successful course completion rates DE courses.				
	AY 08-09 Baseline	AY 09-10	AY 10-11	AY 11-12
2D.5 – Track course completion rates for Distance Education (DE) courses.				
Activities		Lead		Timeline
2D.6 – Support training for faculty.				

2E: Degrees and Certificates

Identify effective practices for enhancing students' ability to attain degrees and certificates.

Activities		Lead		Timeline
2E.1 Support efforts to increase the number of students earning the associate degree.				
	AY 08-09 Baseline	AY 09-10	AY 10-11	AY 11-12
2E.2 – Increase number of degrees awarded.				
Activities		Lead		Timeline
2E.3 – Support efforts to increase the number of students earning certificates.				
	AY 08-09 Baseline	AY 09-10	AY 10-11	AY 11-12
2E.4 – Increase number of certificates awarded.				
Activities		Lead		Timeline
2E.5 – Align, where appropriate, local ROP with CTE programs at LTCC.				

2F: Student Enrichment

Ensure that LTCC is fulfilling its mission of facilitating life-long and community learning.



Activities	Lead	Timeline
2F.1 – Investigate community partnerships to advocate for local four year educational opportunities.		
2F.2 – Acknowledge that vibrant student life contributes to student well-being and success.		

Goal 3: Partnerships for Economic and Workforce Development

Objectives

3A: Career Pathways

Create links between academic and emerging career fields to provide clearly defined career pathways and opportunities.

Activities	Lead	Timeline
3A.1 – Ensure that CTE program curricula remain current in order to meet the needs of local employers and provide students with employable skills.		
3A.2 – Enhance collaboration and cooperative practices with local partners to optimize educational opportunities.		
3A.3 – Foster collaboration and alignment of local and regional CTE programs.		

3B: Innovative Practices in Workforce Education

Establish the college as an essential workforce development resource for SLT and the region.

Activities	Lead	Timeline
3B.1 – Support innovation in workforce education to establish the college as an economic resource for South Lake Tahoe and the region.	Director of CTE, Director IRP	

Goal 4: District Effectiveness

4A: Program Funding

Ensure that resource allocation mechanisms equitably address the infrastructure and staffing needs of the college.

Activities	Lead	Timeline
4A.1 – Develop and maintain funding systems to support the achievement of Strategic goals and objectives, as driven by the Program Review processes.	VP – Business Services	
4A.2 – Investigate the value of new growth programs in relation to Strategic goals and objectives, as driven by the Program Review processes.		



4B: Resource Sharing

Encourage inter-departmental collaboration.

4C: Leadership and Professional Development

Support learning and growth opportunities to enhance the skills and competencies of staff and faculty at the college.

Goal 5: LTCC's Community Role

Objectives

5A: Ensure that the college is a vibrant intellectual and cultural center.

Activities	Lead	Timeline
5A.1 – Support and enhance LTCC's role in the community.		
5A.2 – Support and enhance college events.		
5A.3 – Support efforts to increase participation in college events.		



Strategic Plan Goals and Objectives – Operational and Business Services

Below are the Lake Tahoe Community College (LTCC) Strategic Plan (SP) goals and objectives for the Operational and Business Services within the College, for academic year (AY) 2009-10 through AY 2013-14. The purpose of providing these goals is threefold:

1. They provide a framework for Program Reviews and other planning documents to align with, helping to direct and focus the efforts and activities of Instruction and Student Services at LTCC.
2. They provide measureable outcomes that can be used to evaluate progress made toward achieving stated objectives.
3. They direct budget and resource allocation toward programs and departments that support the goals and objectives.

It should be noted that the success of achieving objectives is constrained by the reality of available human and financial resources. Therefore, we as a college are committed to devoting needed resources to achieving the objectives contained within this plan.

Goal 6: District Effectiveness

Objectives

6A: Business Process Improvements

Engage in the restructuring of departments and processes, with the goal of gaining efficiencies and cost savings.

Activities	Lead	Timeline
6A.1 – Consider alternative operational models to reduce costs and best meet student needs.	VP – Business Services	Fall 2009
6A.2 – Promote current and emerging technologies in the college.	ERP/Computer Services	Spring 2010
6A.3 – Analyze organizational structure to identify areas in which efficiency can be improved.	President’s Council	Ongoing

6B: Human Resource Effectiveness

Encourage collaboration and networking between departments within the college.

Activities	Lead	Timeline
6B.1 – Encourage collaboration and networking between departments within the college to optimize district effectiveness.	HR	Ongoing
6B.2 – Provide opportunities for training and transfer of institutional knowledge.	HR	Ongoing



6C: Program Funding

Activities	Lead	Timeline
6C.1 – Ensure that resource allocations effectively address infrastructure and staffing needs that lead to the achievement strategic goals and objectives.	VP – Business Services	Ongoing

6D: Leadership and Professional Development

Activities	Lead	Timeline
6D.1 – Support learning and growth opportunities to enhance the skills and competencies of all faculty and staff of Lake Tahoe Community College.	President’s Council	Ongoing

6E: Accountability and Evaluation

Activities	Lead	Timeline
6E.1 – Demonstrate accountability among all aspects of the college through a regular process of evaluation as related to district effectiveness.	Human Resources	Ongoing

Goal 7: Resource and Budget Development

Objectives

7A: Resource Optimization

Ensure that existing resources are used efficiently in meeting District priorities.

Activities	Lead	Timeline
7A.1 – Establish a modified zero-based budget development process in order to allow the institution to prioritize resource allocations on an annual cycle.	Business Services	Ongoing

7B: Alignment of Budget Priorities with College Planning Documents.

Resources are used to implement the initiatives identified in the Strategic Plan.

Activities	Lead	Timeline
7B.1 – Utilize established participatory governance bodies to effectively align planning and resource allocation.	College Council	Ongoing



7C: Resource Diversification

Develop alternative sources of revenue to reduce overall reliance on state funding.

Activities	Lead	Timeline
7C.1 – Pursue grants to support development of the college’s strategic objectives.	President’s Council	Ongoing
7C.2 – Explore the development of contract education and community education as alternative resources.	VP - AASS	Ongoing
7C.3 – Pursue resources through fundraising and other opportunities.	Foundation	Ongoing

7D: Marketing of College Services

Effectively promote the college..

Activities	Lead	Timeline
7D.1 – Conduct outreach activities to prospective students.	PIO, Student Services	Ongoing
7D.2 – Promote the college as an integral part of the community.	President’s Office	Ongoing
7D.3 – Effectively promote the college to non-resident students.	PIO	Ongoing

Goal 8: Partnerships for Economic and Workforce Development

Objectives

8A: Innovative Practices in Workforce Education

Support innovation to establish the College as a leader in economic development for South Lake Tahoe and the region.

Activities	Lead	Timeline
8A.1 – Explore alternative models of providing timely, industry oriented training and certification.	Director of CTE	Ongoing
8A.2 – Develop partnerships to support education and training that contribute to economic vitality.	President’s Office	Ongoing

8B: Career Pathways

Activities	Lead	Timeline
8B.1 – Provide clearly defined career pathways that encourage and support a lifetime of employment opportunities.	Director of CTE	Ongoing



Goal 9: Infrastructure Development and Space Utilization

Objectives

9A: Optimize the use of Space

Activities	Lead	Timeline
9A.1 – Develop and regularly update the Space Utilization Plan.	President's Office	Ongoing

9B: Upgrade and Sustain Campus Infrastructure

Activities	Lead	Timeline
9B.1 – Technology	ERP/Computer Services	Ongoing
9B.2 – Facilities	President's Office	Ongoing