

OTERO

STRATEGIC PLAN UPDATES 2022-2023

GOAL 1 – ENHANCE THE STUDENT EXPERIENCE

Objective I: Transform the Academic Experience

Strategy	Status Update
<p>Strengthen support for adult learners by offering more night and weekend courses, giving students credit for prior learning, and extending office hours</p>	<ul style="list-style-type: none"> - Spring 2023 schedule included more night and hybrid courses - Proposal to redesign the Math Lab into a quiet study area with two additional study rooms and an All Purpose Room was approved (S23) - Otero has graduated 28 students who participated in the Finish What You Started Grant (F22, SP23) - Proposal approved to install changing tables in men’s and women’s restrooms (SP23) - Proposal approved to implement two all-purpose rooms on campus (i.e., lactation, meditation, prayer). One room will be in the Humanities building and the other room will be in McBride Hall. (SP23) - Proposal approved to repurpose three restrooms into Family/Gender Inclusive restrooms. One restroom will be in the Humanities building, and there will be two restrooms in the SCORE Center/Business Office (SP23) - Partnered with SingleStop to screen students for local, Federal, and State benefits. - Received the Healthy Minds and Hunger Free Campus designations through CCHE for our committed to providing mental health services and creating a hunger-free campus (SP23) - Received \$5000 ECMC grant to improve our food shelves and establish a food pantry on campus. - Proposal approved to convert the Math Lab into a Think Tank with quiet study pods and two study rooms to benefit adult learners. (SP23) - Otero’s scholarship model was revised, and the Miner Blackford Law Enforcement Scholarship was established (SP23) - Scholarship funds were raised through International Foods Night, the Ag Gala and Nursing Gala, and the Classified Staff Silent Auction and Plant Sale (\$1075) (F22, SP23)

	<ul style="list-style-type: none"> - Scholarships were awarded through the Care Forward Colorado grant (2022-2023)
<p>Ensure there is an adequate number of study rooms and tutors and peer tutors on staff to meet student needs</p>	<ul style="list-style-type: none"> - Study rooms available for checkout included: Learning Commons 113, Learning Commons 117, Learning Commons 122, Wheeler 112/113 (Afternoon only). The Collaboration Room was used for tutoring and meetings. - Full time tutor and part-time tutor on staff, and TutorMe was renewed for 2022-2023 and 2023-2024. - Two additional PT tutors were hired through AIM (SP23) - Proposal approved to convert the Math Lab into a Think Tank with quiet study pods and two study rooms to benefit adult learners. (SP23)
<p>Incorporate career-readiness activities in class and connect students with experiential learning activities, research opportunities, and internships</p>	<ul style="list-style-type: none"> - Partnered with Forage to offer real-word experiences in classes (SP23) - Partnered with Parker Dewey to connect students with micro-internships (SP23) - Partnered with DELFIN to partner students from South and Central America with Otero faculty for summer research projects (SP23) - Otero student Greer Mamada participated in shared research with Otero and CSU-P (SP23) - Otero student Jake Hinds traveled to Europe to present a paper with a UCCS faculty member (SP23) - Archaeology/Paleontology Repository established (F22) - LEA partnered with Accessibility Services and Sodexo for their class on “Interacting with People with Disabilities”
<p>Enhance instruction through the implementation of Universal Design for Learning and HyFlex courses</p>	<ul style="list-style-type: none"> - 12 faculty members completed the UDL training (SP22) - Three faculty members attended the Teaching Professors conference - Three faculty members attended the ESCALA training - 10 faculty members now have access to Nearpod - Modern furniture was purchased and installed in three UDL classrooms: Humanities 113, Wheeler 112, and McBride 113 - Faculty completed the HyFlex training through the RISE Grant (F22) - Melissa Root was a guest lecturer in Chris Ward’s Human Growth and Development course and students visited the simulation lab to watch the birthing process (F22 and SP23) - Students in Chris Ward’s Human Growth and Development course visited the Anatomy and Physiology Lab with Warren McClure to learn about the human brain on the anatomage table (F22, SP23)

	<ul style="list-style-type: none"> - Mark Korbitz was a guest lecturer in James Lind’s music class and talked to students about designing and building musical instruments (F22) - Antonio Nash and Angela Tarrant were guest lecturers in Warren McClures Anatomy and Physiology courses (F22) - Sarah Droege, Mental Health Counselor, was a guest lecturer in Communications and Psychology courses (F22, SP23) - Select faculty participated in the Active Learning Institute (F22, SP23) - MLT piloted new HyFlex program in partnership with hospitals (SP23)
Explore new programs and articulation agreements that benefit traditional, non-traditional, and concurrently enrolled students	<ul style="list-style-type: none"> - Barbering, construction, and AA in Communications were approved for Fall 2022 start - Continuing to explore other programs and articulation agreements as follows: Natural and Cultural Resource Management, Innovation and Entrepreneurship, Metaphysical Science, CAD and 3-D Printing, Behavioral Health, Renewable Energy, and Sustainable Ag (SP23)

Key Performance Indicators

1. Exceed the national fall-to-fall retention rate for full time students by 2027.

IPEDS retention cohorts include first-time degree-seeking students in fall term or students enrolled in fall and first-time in the summer directly preceding fall.

Fall-to-Fall Retention: Full-Time Students Compared to National Rates (CCCS Data Book)

College	Fall 2020 Retained Fall 2021	Fall 2021 Retained Fall 2022	Fall 2022 Retained Fall 2023	Fall 2023 Retained Fall 2024	Fall 2024 Retained Fall 2025
Otero	51.7%				
National Public 2-Year Schools	Unavailable				

2. By 2027, increase the number of credentials awarded by 10%

Total Credentials Awarded by College: AY 2017-2018 to AY 2021-2022 (CCCS Data Book)

College	AY 2021-2022	AY 2022-2023	AY 2023-2024	AY 2024-2025	AY 2025-2026
Otero	357				

3. Establish benchmarks for student course evaluation completion by Fall 2022 and increase response rate by 2027

Benchmark set at 60% by Academic Affairs.

College	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Spring 2024	Fall 2024	Spring 2025	Fall 2025	Spring 2026	Fall 2026
Otero	65.77%	10%	44.68%							

4. Develop five new academic programs by 2027

Program	Semester Started
Barbering - Certificate	Fall 2022
Construction - Certificates	Fall 2022
Communication – Associate of Arts	Fall 2022

GOAL 1 – ENHANCE THE STUDENT EXPERIENCE

Objective 2: Improve Student Affairs Processes and Co-Curricular Experiences

Strategy	Status Update
Improve student onboarding through a mandatory new student orientation	<ul style="list-style-type: none"> - Online orientation has been updated (F22) - In Fall 2022, new first time and transfer students enrolled AA/AS/AGS programs and at least 12 credit hours were required to attend College 101 on the first day of school that was led by faculty. 161 students were required to attend, and 130 attended (81%). An additional 57 students attended who were not required to do so, for a total of 187 students) - In Fall 2022, sophomore students enrolled in AA/AS/AGS programs and at least 12 credit hours were required to attend Sophomore Experience on the second day of school. 194 students were required to attend, and 124 attended (58%). An additional 11 students attended who were not required to do so, for a total of 124 students. - All students have access to Student D2L Training in D2L. Training includes written instructions, videos, and practice assignments/tasks (F22). - The student onboarding process has moved to Student Services (i.e., Registrar, Testing Coordinator, Financial Aid, Cashier, Academic Standing, and Finish What You Started Success Coordinator) (F22) - Advising is now centralized in the Learning Commons (F22)
Implement best practices in customer service through professional development opportunities	<ul style="list-style-type: none"> - All-campus professional development session on Customer Service and Leadership (F22) - All employees completed CCCS training on EDI/Microaggressions in the Workplace, Title IX, and IT Security (SP23) - Professional development opportunities available through CCCS (SP23) https://internal.cccs.edu/human-resources/professional-development/
Create a vibrant student engagement program with activities that all students can attend, and ensure students know about Associated Student Government and other clubs and organizations	<ul style="list-style-type: none"> - Director of Student Success and Engagement held monthly WebEx meetings to update faculty and staff on current and future events (F22, SP23) - Over 150 student life events and activities were held (F22, SP23) - The NTSO raised over \$1,000 through their breast cancer fundraising sale, and donated part of their profits to Hospice (F22) - Athletics Awards Banquet (SP23) - President’s Honors Reception (SP23)
Ensure students are career-ready by connecting them with work-study jobs and career counseling	<ul style="list-style-type: none"> - Revamping work-study hiring process and position descriptions - Planning work-study hiring fair for Fall 2023

	<ul style="list-style-type: none"> - Students participating in Finish What You Started are referred to AIM Team to complete career assessment - Acquired Handshake to replace Purple Briefcase (SP23)
Seek opportunities to intentionally act as a Hispanic Serving Institution to ensure student needs are being met	<ul style="list-style-type: none"> - Otero held numerous events and activities related to Dia de los Muertos and Hispanic Heritage Month, including a guest speaker, the creation of a Dia de los Muertos altar, mariachi music, and a dancing presentation by El Grupo Folkorica (F22, SP23) - Website can be viewed in English, Spanish, and other languages (F22)

Key Performance Indicators

1. By 2027, increase student engagement with academic advising and planning by 5%

CCSSE Survey: Frequency of Academic Advising/Planning

Frequency	Otero Students 2019	CCSSE Cohort 2019	Otero Students 2022	CCSSE Cohort 2022
2 or more times	48.5%	60.1%	57.4%	44.8%

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Fall-to-Fall Retention: Full-Time Students Compared to National Rates (CCCS Data Book)

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GOAL 1 – ENHANCE THE STUDENT EXPERIENCE

Objective 3: Maintain and Update Facilities to Align with Student Needs

Strategy	Status Update
Redesign the auxiliary gym	<ul style="list-style-type: none"> - Will be addressed in Facilities Plan - Main gym projects included a new floor and a new sprinkler system (F22, SP23, S23)
Obtain funding to remodel the locker rooms and training room	<ul style="list-style-type: none"> - Will be addressed in Facilities Plan
Explore the possibility of installing a turf field	<ul style="list-style-type: none"> - Will be addressed in Facilities Plan
Update the residence halls by adding new paint, a trash chute in Wunsch Hall, new washers/dryers, and a community kitchen	<ul style="list-style-type: none"> - South Site closed Fall 2022 for fire suppression and building updates; working on remodeling plan through Construction program and COPERR grant, in partnership with the City of La Junta (SP23, S23) - Actively exploring trash chute options - Washers/Dryers serviced before Fall 2022; contract ran through spring; exploring new service provider (SP23)
Create intentional outdoor spaces where students can gather	<ul style="list-style-type: none"> - Learning Commons purchased outdoor pop-up tent students can check out, along with solar charging station for laptops and phones - Approval received through AIM Grant to install an outdoor classroom/lounge space outside of the Rattlers Den with a 114in 4K Outdoor LED TV, speakers, security cases, and a wireless connection for PC (SP23)

Key Performance Indicators

1. Implement student ticketing system for facility issues by Fall 2022

In process with new software

2. Devise a plan and secure funding to update the auxiliary gym and create intentional outdoor spaces for students by Fall 2024

GOAL 2 – TRANSFORM OUR WORKPLACE

Objective 1: Revamp the Hiring and Onboarding Process

Strategy	Status Update
Market open positions in a way that highlights the benefits of rural living (e.g., outdoor recreation, cost-of-living, shorter commute times, the tight-knit community, and a low student-to-faculty ratio)	- New website (S23) - Participated in the CCCS Virtual Career Fair (SP23) - Marketing positions on new diversity sites (SP23)
Explore transitional housing and childcare options	- In process
Conduct salary and job description reviews and ensure employees are paid fairly and equitably based on education, skills, and work experience	- Completed F22; ongoing
Review the Alternate Work Schedule and align with other colleges	- Alternate Work Schedule Procedure Developed (F22) - Ongoing
Improve employee onboarding through mentoring and training	- Formed New Employee Taskforce in Fall 2022 - Developed New Employee Onboarding Checklist (SP23)

Key Performance Indicators

1. Create a new employee onboarding and mentoring program by Spring 2023
 - a. Onboarding Checklist complete (SP23)
2. By 2027, increase the overall number of applicants by 5%

GOAL 2 – TRANSFORM OUR WORKPLACE

Objective 2: Increase Employee Retention and Satisfaction

Strategy	Status Update
Reward employee performance through recognition programs and compensation	<ul style="list-style-type: none"> - Hailey Wold received the CCCS Excellence in Innovation and Student Affairs Award and Dr. Allan Nolan received the CCCS Jerome Wartgow Teaching with Technology Award (F22) - Faculty of the Year: Brooke Matthew - Instructor of the Year: Fred Boettcher - APT Employee of the Year: Tim Kelley - Classified Employee of the Year: Kurt Paugh - Culture of Care Award: Sarah Droege - Name and Story Award: Gage Mayo - Unsung Otero Hero Award: Angela Moore - PTK Mentor of the Year: Hailey Wold - Student Club of the Year: NTSO
Support lifelong learning through professional development opportunities and educational incentives/tuition reimbursement, and develop employee growth plans to identify opportunities for advancement	<ul style="list-style-type: none"> - All campus professional development September 2022 - Professional development opportunities available through CCCS https://internal.cccs.edu/human-resources/professional-development/ - Opportunities available through Skill Path and StudentAffairs.com - Tuition assistance available through the Foundation - Tuition reimbursement available for employees, spouses, and children - Full-time employees receive a \$100 monthly health insurance stipend from the College to alleviate the cost of health insurance. We're the only college in the System that provides this stipend. - Mental Health First Aid Training provided to coaches, RA's, LEA cadets and interested faculty and staff (F22, SP23) - Faculty attended training on AI in Higher Education (SP23) - Faculty and staff attended the Virtual Adult Learner College Fair (F22) - Staff attended the Chancellor's Summit on Adult Education (SP23)
Improve employee morale through improved communication, team building, networking, and employee events	<ul style="list-style-type: none"> - Centralized student onboarding in Student Services - Centralized advising in the Learning Commons - Committees and meeting structure addressed in Fall 2022

	<ul style="list-style-type: none"> - The Foundation, Advisory Board, Faculty Senate, the Student Affairs Council, Academic Council/C & I, Athletics Council, EDI Council, FIRE, SASS, RCC Committee, and Safety Committee met monthly (F22, SP23) - Weekly meetings included Cabinet, CARE Team, Department Chairs, Tea with the VP, and Advising (F22, SP23) - The Tech Committee and Facilities Committee met at least once a semester (F22, SP23) - Campus safety and security projects for 2022-2023 included door locks and the ability to lock out and lock down campus, building walkthroughs, new radios, Stop the Bleed kits and training, NARCAN training, NIMS training, De-Escalation training, modified security hours to include daytime coverage, and the approval of an Identification/Badge process.
Establish a formal definition and process of shared governance	<ul style="list-style-type: none"> - Shared governance refers to processes and structures that governing boards, faculty, staff, students, and administration use to develop policies and make decisions that affect the institution (e.g., Student Affairs Council, Academic Council, Faculty Assembly, committees). - The sharing in “shared governance” does not imply decision-making authority. That authority is held by the advisory council, president, and cabinet, the ones who are accountable for both results and shortcomings. - Per Dr. Alvarez, “Shared governance means people have a voice and mechanism through which to be heard, but this does not necessarily mean ideas will be acted on”.

Key Performance Indicators

1. By 2027, increase employee trust and confidence in Otero leadership by 10%

Climate Survey: Trust between employees and senior leadership

2022	2023	2024	2025	2026
51%				

2. By 2027, improve communication of institutional goals and strategies by 10%

Climate Survey: Senior leadership does a good job of communicating institutional goals and strategies.

2022	2023	2024	2025	2026
40%				

3. Ensure employee processes are fair and equitable by 2025

HR conducted a salary review to ensure pay is equitable, and has implemented the following processes and procedures to ensure hiring processes are fair and equitable:

- Internal jobs are posted for a minimum of 5 days

GOAL 3 – ENGAGE OUR COMMUNITY

Objective I: Bring the Community to Otero

Strategy	Status Update
<p>Invite community members to campus for tours and events</p>	<ul style="list-style-type: none"> - Food trucks during Welcome Weekend (F22) - Tarantula Fest presentation (F22) - International Lunch and Learn Presentations (F22, SP23) - Transfer Fair (F22, SP23) - Discovery Day (F22, SP23) - El Grupo Folkorico (F22) - International Foods Night (F22) - Ag Gala (F22) - Choir Concert (F22) - Rattler Run (SP23) - Science Fair (SP23) - 67th Annual Otero Arts Festival (SP23) - FFA District 5 LDE Contest (SP23) - High School FBLA (SP23) - Girls in the Middle (SP23) - Blood Drive (SP23) - Electric Vehicle Ride and Drive (SP23) - LEA In-Service Training for 16 law enforcement agencies (SP23) - TRAILS Grant Conference and Workshops for regional middle school and high school teachers (S23) - Otero Student, Faculty, and Staff Art Show (SP23) - Softball Camp (SP23) - Little Rattlers and Basketball Elite camps (SP23) - The Men’s and Women’s Basketball teams hosted Las Animas Elementary School AR Reading Field Trips - AIM hosted a Meet Your Professor Series featuring Emily Litle, Warren McClure, Anna Matejcek, Dr. Kimberly Munro, Dr. Joel Gray, Cassidy Litle. Presentations were recorded and shared with the campus community (thank you to Dr. Nolan and Hailey Wold) (SP23) - AIM hosted a Faculty and Staff Seminar Series featuring Dr. Christopher Ward (Braving the Sea of Change: An Interpretative Phenomenological Analysis of

	Counselors-In-Training Experience of Interpersonal and Intrapersonal Relationship Change), Maureen Rikhof (Thrice in a Lifetime – Inclusion, Expedition, and Tradition in the Grant Canyon, Mark Korbitz and Warren McClure (Fossils and Prehistoric Sphenodons – Paleontological Survey in Southeast Colorado), and Dr. Kimberly Munro (Legends of the Hidden Temple(s) – Ancestors, Saints, and Religious Landscapes in the Ancient Andes)
Explore non-credit and community education course offerings	- Ed2Go is up and running (S22) - Working with CCCS on Colorado Skills Institute (F22)
Engage alumni through an alumni ambassador program, monthly alumni highlights, and alumni events	In process
Partner with local news organizations to promote community events on campus	- Rattler Live studio set up for podcasts and livestreaming (F22) - Working with SECO News

Key Performance Indicators

- Develop five reoccurring community events on campus by 2027
 - Otero Arts Festival
 - Science Fair
 - Rattler Run
 - Transfer Fair
 - Discovery Day
- Secure reoccurring enrollment in 15 new non-credit or community education courses on campus or online by 2027
 - In process
- Create an alumni ambassador program by Fall 2023
 - In process

GOAL 3 – ENGAGE OUR COMMUNITY

Objective 2: Take Otero to the Community

Strategy	Status Update
Develop a speaker’s bureau and have faculty and staff available to present to the community as Subject Matter Experts	<ul style="list-style-type: none"> - Dr. Allan Nolan presented at the Colorado Science Conference to increase awareness of Otero’s role in the community, our commitment to ongoing K-12 science initiatives, our relationship to local-area schools, and how schools can get involved in Science Olympiad (F22) - Chris Ward presented his dissertation research at the Rocky Mountain Association of Counselor education and Supervision Conference (F22) - Emily Litle and Dr. Kimbelry Munro presented at the CCCS Teaching Excellence Conference on Otero’s implementation of Universal Design for Learning (F22) - Meagan Hotchkiss-Trejo presented on in Switzerland at the European Immersive Education Summit. Her presentation focused on Immersive Virtual Reality and how Otero built Bent’s Old Fort in Minecraft. - Dr. Kimberly Munro presented at the Bent’s Fort Chapter of the Sante Fe Trail Association on archaeological findings along Chacuaco Creek in Las Animas County. (F22) - Dr. Kimberly Munro presented at the Denver Museum of Nature and Science in November on her research in Peru (F22) - Dr. Kimberly Munro and Maureen Johnson presented on Otero College Research and International Initiatives at the DELFIN International Meeting (F22) - Dr. Kimberly Munro gave a presentation to students at La Junta High School on Archaeology and Forensics (F22) - Dr. Kimberly Munro presented at the Colorado Archaeological Society Conference and at the Society for American Archaeology Conference (SP23)
Increase student involvement in the community (i.e., have ASG attend City Council meetings and get mentored by members, involve athletes in community service projects or pick-up games at City Park, hand out free tickets to campus events, visit area schools)	<ul style="list-style-type: none"> - The baseball team, men’s basketball team, and softball team participated in the Clean Valley Recycling “Adopt a Highway” cleanup event (F22) - The men’s basketball team visited La Junta Primary School, and three basketball players volunteered at the Chuckwagon Dinner (F22)

	<ul style="list-style-type: none"> - The softball team hosted a “Let’s Play Catch” community event in City Park, volunteered at the La Junta Primary School’s Pumpkin Patch, and completed two service projects (F22) - The wrestling team volunteered at CDS (F22) - The volleyball team served as line judges at LJHS volleyball games. (F22) - Otero art students completed a tarantula mosaic and displayed their work downtown in the Tarantula Fest Window Decorating Contest. They received 2nd place. (F22) - Otero art students created and donated ceramic bowls to the Kitchen of Kindness fundraiser (F22) - The baseball team participated in community service at the La Junta Intermediate School (F22) - 49 students, faculty, and staff attended the AIM for the Arts Open Mic Night at the Barista Coffee Shop (F22) - LEA Cadets offered self-defense classes to Otero students, faculty, and staff and the community (F22, SP23) - The men’s basketball team attended a middle school girls basketball game at Swink vs. Cheraw - Cosmetology students provided scalp massages for Southeast Help Group, creative hair styling for Synchronicity Dance, greyscale makeup application for LJHS’s production of the Diary of Anne Frank, haircuts for prom at Las Animas High School, and facials and manicures for Pioneer Health Center (SP23). - Athletics staff volunteered at the Play Ball! Event hosted by the Colorado Rockies (SP23) - Ratter Live studio set up for podcasts and interviews; recordings of most campus presentations are now available on YouTube. (SP23)
<p>Explore industry partnerships and identify ways Otero can meet the needs of local organizations</p>	<p>- In process</p>

Key Performance Indicators

- Participate in two community service our outreach projects a year.
 - Outreach activities described above.

- Partner with at least three organizations by 2027 to provide reskilling, upskilling, or professional development for their employees.
 - In process.

FUTURE PROJECTS

New Courses and Programs

Strategy	Status Update
Introduction to Officiating	Course approved and starting Fall 2022
Meat Fabrication	
Spanish/Language Interpretation	
Graphic Design	
Sustainable and Renewable Energy	
Fire Science	

Landscape Design	
Teacher Continuing Education Courses	
Veterinary Technician	
AAA, College	
Construction	Approved starting Fall 2022
Barbering	Approved starting Fall 2022
BAS, Business	
BAS, Behavioral Health	
GIS/Drone Technology	
Archeology/Paleontology Repository	Established Fall 2022
Water Quality Management	

Student Recruitment and Retention

Strategy	Status Update
Establish annual traditions	
Create a mascot and fight song	
Intramural sports	
Expand Rattler Den hours of operations to later in the evening and create flexible seating	Rattlers Den will be open until 10pm beginning Fall 2022; games will be added
Have international students partner with Sodexo to prepare dishes from home country	
Expand meal offerings in the cafeteria to align with student dietary restrictions and offer more healthy options	<ul style="list-style-type: none"> - Sodexo App: Everyday (Menus for Week, Nutritional Info, Allergens) - MyFitness Pal – Sodexo is recognized - Yo-Kai Express will be available starting Fall 2022 - Healthy Meal vending machines will be available starting Fall 2022 - QR Code for Dietician; dietician - Sodexo is forming a Food Committee - Venom Pit will have salads - Sandwich bar back Fall 2022 - International Station weekly
Host creative arts student engagement events (e.g., open mic nights, art in the park)	AIM will be partnering with the Arts & Humanities Dept. for Open Mic Nights beginning Fall 2022

Employee Recruitment, Satisfaction, and Retention

Strategy	Status Update
Annual department retreats	
Compensation Time Policy for essential employees	
Dress Code Policy/Uniforms for Campus Security/Safety Team	- Updated Dress Code Policy and sent out to employees (F22)
Employee referral, signing, and bilingual skill bonuses	

Physical Space

Strategy	Status Update
Update high traffic areas on campus with new Otero branding (Student Services, Learning Commons, hallways of classroom buildings, Rizzuto Banquet Hall)	- Student Services has been painted (F22) - New flooring installed in Wheeler 112 and 113, and McBride 137 (F22)
Expand the greenhouse	
Ensure all buildings are ADA compliant	- CCCS completed an ADA walk-through and review Summer 2022.
Secure funding and install a sports complex with an indoor soccer field, track, and climbing wall	
Purchase another building for expansion of CTE programs	In process with grant funding
Replace chairs in various classrooms across campus	
Repair drainage system	Grant funding obtained to start project
Clean out and redesign the use of campus storage units	Campus Clean-Up held Spring 2023; storage units cleaned out
Hold annual surplus auction	Items are sent to auction on an ongoing basis
Repair roofs and HVAC systems for various campus buildings	
Fix the bridge between McBride and Life Science	

Community Engagement

Strategy	Status Update
Offer community services on campus and have Otero satellite offices downtown	
Host more community events on campus where students and community members mingle	In process
Partner with local businesses and restaurants for fundraisers	- Student Life is partnering with SoCo FroYo one night a month (F22)
Create mobile learning labs that can be used for outreach and concurrent enrollment	

