

Otero College Strategic Enrollment Management Plan

Introduction:

Otero College is dedicated to fostering an inclusive and dynamic educational environment that supports the diverse needs of our students, faculty, and staff. In line with this commitment, our Strategic Enrollment Plan (SEP) for the academic year (AY) 2024-2025 focuses on three primary goals: increasing overall enrollment by 1% annually, improving retention rates by 1% annually, and enhancing staff and faculty satisfaction and retention. This plan is designed to not only expand our student body but also to ensure that every student who enrolls at Otero College is given the resources and support necessary to succeed.

Our strategies are closely aligned with our Strategic Plan Goals, emphasizing community engagement, enhanced marketing efforts, and a student-centered approach. We aim to strengthen relationships with local high schools, promote early-college engagement through dual advising, and implement innovative marketing campaigns to attract a broader audience. Financial incentives and revamped marketing materials will further support these efforts, ensuring that our recruitment strategies are effective and inclusive.

Additionally, improving our retention rate involves a comprehensive approach to student support services, early alert systems, and vibrant co-curricular activities that foster a sense of belonging and academic success. As a Hispanic Serving Institution, we are committed to meeting the unique needs of our diverse student population through intentional and culturally responsive practices.

For our faculty and staff, we prioritize professional development, equitable compensation, and a supportive work environment. By reducing administrative burdens through automation, providing ongoing training, and fostering a culture of shared governance, we aim to enhance job satisfaction and retention among our dedicated employees.

This Strategic Enrollment Plan reflects our commitment to growth, inclusivity, and excellence, positioning Otero College as a leading institution in higher education. Together, we will create a thriving academic community that supports the aspirations and achievements of all our members.

Historical Analysis:

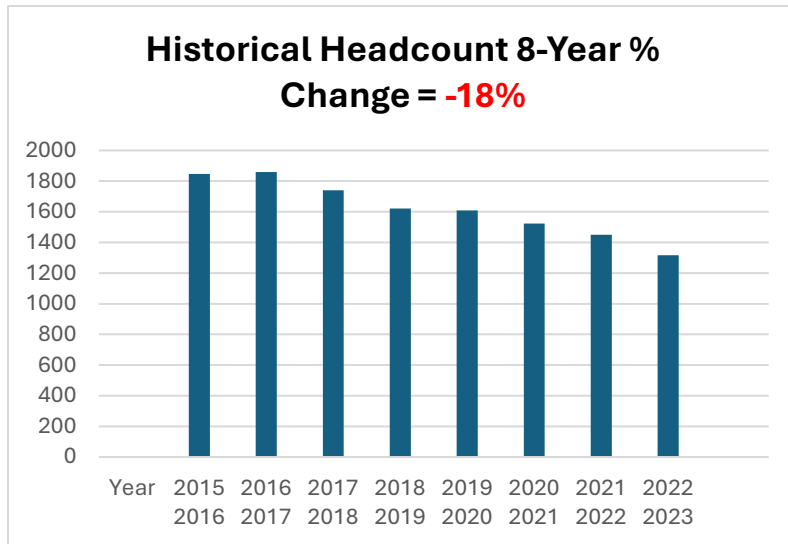
Annual FTE Historical Look-Back

Academic Year	Total Headcount	FTE
AY18	1,740	905.71
AY19	1,622	876.51
AY20	1,608	818.37

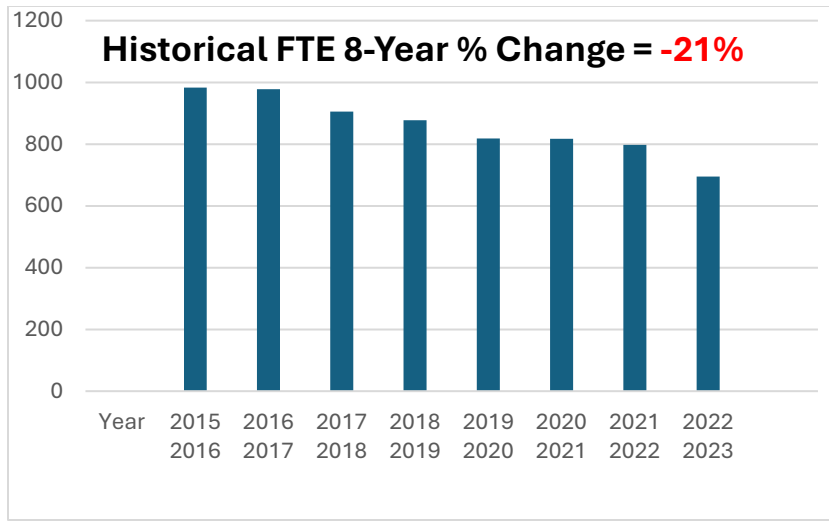
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AY21	1,524	817.27
AY22	1,450	797.85
AY23	1,317	695.17

Year	2015 2016	2016 2017	2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023
Headcount	1847	1860	1740	1622	1608	1,524	1450	1317



Year	2015 2016	2016 2017	2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023
FTE	983.58	978.43	905.82	877.05	818.38	817.27	797.85	695.17



Challenges:

COVID-19 Recovery

- Decreased academic growth in K-12 students
- Increased mental health concerns in students and staff
- Remote work and “The Great Resignation” have impacted hiring practices, employee retention, and employee satisfaction
- Inflation is outpacing salary increases
- Technological advances and automation are moving at a faster pace

Enrollment

- Population changes are affecting high school enrollment and college enrollment
- Our service area is over-saturated with residents who have an associate’s degree, but the number of residents with a bachelor's degree is below the national average
- State funding for higher education in Colorado remains low
- Skills-based hiring, increased tuition and fees, and news about National student loan debt have people questioning the value of a college degree

Community and Campus Infrastructure

- Limited housing supply
- Limited childcare options

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- Poor health care quality and consistency in our service area
- Lack of regional transportation between communities
- Aging buildings on campus
- Athletic fields and gym spaces need to be updated

Goal One – Increase Overall Enrollment by 1% Annually (baseline average of fall census day for AY 20-21, 21-22, and 22-23)

Long term FTE goal is to get to AY 2018 FTE of 905 by AY 2030

Strategy	Map to Strategic Plan Goal	Responsibility	Deadline
1.A. Enhance contact, relationships, and cooperation with all area high schools to expand opportunities for concurrent credit enrollment and matriculation after graduation.	Goal 1, Goal 3	VP of Student Affairs, VP of Academic Affairs, Concurrent Liaison, Recruitment and Community Outreach Coordinator	Ongoing (Evaluate Annually)
1.B. Utilize dual advising for local area high school students to promote early-college engagement and emphasize the pathways to Otero’s programs upon high school graduation.	Goal 1, Goal 3	VP of Student Affairs	Summer 2024
1.C. Increase social media and digital marketing efforts to include geo-fencing and targeting marketing campaigns.	Goal 3	Marketing and Communications Coordinator, Multimedia Coordinator, Recruitment and Community Outreach Coordinator	Fall 2024 and Ongoing (Evaluate Annually)

1.D. Implement financial incentives that align with recruitment efforts to increase enrollment by utilizing the institutional scholarship budget effectively.	Goal 3	VP of Student Affairs, Director of Financial Aid	Fall 2024
1.E. Develop an expansive and comprehensive marketing plan that includes strategic enrollment goals for each academic and CTE program.	Goal 2, Goal 3	Marketing and Communications Coordinator, Multimedia Coordinator, Recruitment and Community Outreach Coordinator, Director of CTE and Workforce Development, Academic and CTE Program Leads	Summer 2024 and Ongoing (Evaluate Annually)
1.F. Re-vamp student facing marketing materials, website, and the Otero College onboarding process to be clear and student-friendly process to improve access and service to all prospective students.	Goal 1, Goal 3	VP of Student Affairs, Marketing and Communications Coordinator, Webmaster, Student Services Staff	Summer 2024
1.G. Develop mid-year recruitment and marketing strategies/goals to increase new student enrollment in the spring semester.	Goal 3	VP of Student Affairs, Marketing and Communications Coordinator, Recruitment and	Fall 2024

		Community Outreach Coordinator	
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Goal Two – Improve Retention Rate by 1% Annually (baseline average of fall-spring retention rate for AY 20-21, 21-22, and 22-23)

Strategy	Map to Strategic Plan	Responsibility	Deadline
2.A. Continue growth of transfer and articulation agreements and Bridge to Bachelor program participation.	Goal 1	VP of Student Affairs, VP of Academic Affairs	Ongoing (Evaluate Annually)
2.B. Identify students who are not performing well in their classes due to academic or personal issues through early alert practice via Navigate and CARE team referrals.	Goal 1	VP of Academic Affairs, Faculty, Student Affairs and Support Staff	Ongoing (Evaluate Annually)
2.C. Enhance student retention and persistence through intentional collaboration with student support services across campus.	Goal 1	Faculty, Student Affairs and Support Staff	Ongoing (Evaluate Annually)
2.D. Promote vibrant student engagement and co-curricular activities to all student populations.	Goal 1	Marketing and Communications Coordinator, Director of Student Success and Engagement, Recruitment and Community Outreach Specialist	Ongoing (Evaluate Annually)
2.E. Seek opportunities to intentionally act as a Hispanic Serving Institution to ensure student needs are being met.	Goal 1	Campus Wide	Ongoing

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			(Evaluate Annually)
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Goal Three – Increase Staff and Faculty Satisfaction and Retention

Strategy	Map to Strategic Plan	Responsibility	Deadline
3.A. Utilize technology and automation to reduce burden on administrative staff by partnering with CCCS to assist with set up and training where automation is available.	Goal 2	VP of Student Services, VP of Academic Affairs	Summer 2025
3.B Implement best practices in customer service through professional development opportunities.	Goal 2	VP of Student Affairs, Human Resources, Department Supervisors, Program Leads	Ongoing (Evaluate Annually)
3.C. Improve employee onboarding through mentoring and training.	Goal 2	Human Resources, Department Supervisors, Program Leads	Ongoing (Evaluate Annually)
3.D. Conduct salary and job description reviews and ensure equitable compensation plans based on education, skills, and work experience.	Goal 2	Human Resources	Ongoing (Evaluate Annually)
3.E. Improve employee moral through communication, team building, networking, and employee events.	Goal 2	Campus Wide	Ongoing (Evaluate Annually)
3.F. Establish a formal definition and process for shared governance on campus.	Goal 2	Campus Wide	Spring 2024

Goal	Actions for AY 24-25
1.A 1.B	<ul style="list-style-type: none"> ● Hire a dual advisor. ● Posted dual advisor position on Otero’s website with hopes to hire in August 2024. <ul style="list-style-type: none"> ○ Dual Advisor position was posted and candidates were interviewed, resulting in a failed search. ● Advising model to be restructured to better serve current Otero College students, as well as factor in dual advising into each advisor’s role. ● Assign the Recruitment and Community Outreach Coordinator the immediate task of visiting high schools and talking to concurrent enrollment students
1.A	<ul style="list-style-type: none"> ● Host two high school counselor meetings on campus per academic year.
1.A	<ul style="list-style-type: none"> ● Attend at least one BOCES Superintendent, Principal, and Counselor PLC meetings per year.
1.A	<ul style="list-style-type: none"> ● Make Otero College branded posters and banners to hang in all area schools.
1.A	<ul style="list-style-type: none"> ● Host FAFSA nights at all area high schools.
1.C	<ul style="list-style-type: none"> ● Re-structure Facebook pages for Otero College
1.C	<ul style="list-style-type: none"> ● Developed paid ads for Facebook, Instagram, Snapchat, and Google
1.C	<ul style="list-style-type: none"> ● Create and produce commercials for Otero College
1.C	<ul style="list-style-type: none"> ● Analyze historical data on enrollment per program by location. Use data to develop a target geographical marketing campaign for specific programs.
1.D	<ul style="list-style-type: none"> ● Create an automatic, merit-based scholarship program.
1.D	<ul style="list-style-type: none"> ● Develop incentives scholarships targeted toward concurrent and local high school graduates.
1.E	<ul style="list-style-type: none"> ● Meet with program leads and department chairs to analyze past enrollment in their programs. ● Come up with strategic enrollment goals and strategies for each department. ● Create marketing materials and campaigns targeted to meet the enrollment goals for each program.
1.E	<ul style="list-style-type: none"> ● Create an annual marketing plan that includes events, campaigns, targeted demographics, and outlets.
1.F	<ul style="list-style-type: none"> ● Get all printed marketing materials translated to Spanish.
1.F	<ul style="list-style-type: none"> ● Undergo a digital accessibility audit of the Otero College website to ensure compliance.
1.F	<ul style="list-style-type: none"> ● Train all faculty and staff on digital accessibility pertinent to their position.
1.F	<ul style="list-style-type: none"> ● Develop a marketing campaign for non-credit offerings that aligns with Otero’s PLA structure focusing on fast-tracking students through degrees/certificates.
1.G	<ul style="list-style-type: none"> ● Strategize a scholarship for mid-year transfer students.
1.G	<ul style="list-style-type: none"> ● Develop a marketing campaign for all fall admitted but not enrolled students to communicate spring and summer course offerings.
2.A	<ul style="list-style-type: none"> ● Attend CCCS meetings and gather updated from staff to ensure all STAAs and Bridge to Bachelor MOUs are up to date and communicated to student facing staff.
2.B	<ul style="list-style-type: none"> ● Implement faculty alerts in Navigate and train all faculty on how and when to execute an early alert. ● Ensure triage processes are correct and in place for when early alerts/CARE referrals are initiated.

2.C	<ul style="list-style-type: none"> • Apply and secure another 5-year grant cycle for TRiO SSS.
2.C	<ul style="list-style-type: none"> • Institutionalize positions from the AIM grant that directly affect student success and well-being.
2.C	<ul style="list-style-type: none"> • Hire and train all open tutoring positions currently unfilled.
2.D	<ul style="list-style-type: none"> • Launch ENGAGE platform to all students, faculty, and staff to promote student life events. • Use ENGAGE to evaluate and assess co-curricular effectiveness.
2.E	<ul style="list-style-type: none"> • EDI Council to plan Hispanic Heritage Month events that are educational, bring cultural awareness to campus, as well as are inclusive to all Otero students.
2.E	<ul style="list-style-type: none"> • Translation services for all printed materials.
2.E	<ul style="list-style-type: none"> • Hire/stipend a Spanish interpreter.
2.E	<ul style="list-style-type: none"> • Promote Otero College employment opportunities in Hispanic publications.
3.A	<ul style="list-style-type: none"> • Advocate for CCCS assistance with EAB Navigate, Recruit, and Banner automations to take administrative burden off of processing staff where applicable.
3.B	<ul style="list-style-type: none"> • Present student facing staff with professional development/training and opportunities to enhance communication, understanding, tact, and engagement with students. • Require all student facing staff to attend at least one professional development in customer service each year.
3.C	<ul style="list-style-type: none"> • Implement a supervisor training required for all supervisory staff on campus on onboarding their employees.
3.C	<ul style="list-style-type: none"> • Develop a new-hire onboarding committee to evaluate current practices and better onboard/train employees.
3.C	<ul style="list-style-type: none"> • Bring back the faculty/staff mentoring program.
3.D	<ul style="list-style-type: none"> • Work with system office to conduct reviews of all positions.
3.E	<ul style="list-style-type: none"> • Implement weekly communication/updates from VP's to all staff in their purview using emails or ENGAGE platform. • Hold AA and SA division meetings monthly. • Host two joint AA/SA meetings per year.