

Olympic College

STRATEGIC PLAN 2024 – 2028





EXECUTIVE SUMMARY

In the summer of 2023, Olympic College embarked on a strategic planning process to guide the next few years at the College. Between September 2023 and February 2024, a series of workshops, meetings, interviews, and surveys were conducted to gather feedback from students, employees, and community members. Over 600 people participated in one or more of these engagement opportunities. In addition, this strategic planning process overlapped with the Community Local Needs Assessment and the results of that outreach were used to inform this plan.

Olympic College provides instruction at the Bremerton, Poulsbo, and Shelton campuses, as well as online, and through partnerships with Puget Sound Naval Shipyard, Washington State Department of Corrections, and others. Olympic College serves a critical role as the only academic institution providing educational opportunities on the Kitsap Peninsula. Serving 5,932 students (in fall 2023)¹, we provide accessible education to individuals living and working in Kitsap and Mason Counties. With its diverse offerings, students can find a path that works for them.

Olympic College is home to one of the largest military-connected student bodies in the state. One of the fastest growing populations at the college is Running Start, with more than 1,000 high school juniors and seniors taking classes. Our close proximity to Seattle and high-transfer rate to prestigious universities, makes Olympic College an ideal destination for International Students as well. With numerous funding opportunities, many of our students graduate with little to no college debt.

We strive to be a welcoming college that embodies learning, equity, accessibility, belonging, and community. We aspire to uplift the region through access to education that supports the life goals of our students and leads to living wage employment.

The plan that follows outlines our strategic priorities for 2024 to 2028. All of the goals identified help to support three overarching themes: Regional Economic Growth, Equity and Access, and Institutional Resilience.

MESSAGE FROM THE PRESIDENT

Greetings,

As we embark on our Strategic Plan for 2024 – 2028, we are excited to shape the future with a commitment to excellence, inclusivity, and resilience. This plan, developed with broad input from our community and partners, is designed to address the evolving needs of our region, while upholding our commitment to closing access, equity, and achievement gaps. This plan incorporates three key themes reflected in the seven goals and accompanying objectives: Regional Economic Growth, Equity & Access, and Institutional Resilience.

Regional Economic Growth: Earning a college degree significantly increases earnings over a high school diploma. We are addressing a national need by expanding our healthcare programs and introducing new programs from certificates to associate degrees. The new Innovation & Technology Learning Center and a Bachelor of Science in Computer Science will boost economic growth and equip us for the evolving tech sector.

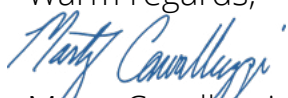
Equity and Access: Central to our mission is ensuring access to higher education for everyone. Our initiatives focus on removing obstacles for underrepresented groups and bolstering support in admissions, financial aid, advising, and career services, ensuring all students have the tools to succeed.

Institutional Resilience: Recent challenges highlight the need for resilience. Our Strategic Plan enhances our infrastructure and promotes adaptability among our staff, improving our ability to handle future challenges and maintaining transparent budget processes.

Our vision for 2024 – 2028 is bold and necessitates a united commitment from all at Olympic College. I am confident that with our collaborative efforts, we will enhance regional vitality, broaden educational access, and strengthen our institutional resilience.

Thank you for your ongoing support and dedication. Together, we will make these next four years a period of impactful growth and significant achievement.

Warm regards,



Marty Cavalluzzi, Ph.D.

President, Olympic College



LAND ACKNOWLEDGEMENT

Olympic College honors and acknowledges that the land on which we meet, learn, and work is the aboriginal territory of the People of the Clear Salt Waters, specifically the Suquamish and Duwamish Tribes and the Squaxin Island and Skokomish Tribes.



We also acknowledge and appreciate the enduring presence and deep traditional knowledge of the Indigenous People with whom we share this land today.

We pay our respects to the People of the Clear Salt Waters and their Elders – past, present, and emerging. We also acknowledge the important role the Suquamish and Duwamish Tribes and the Squaxin Island and Skokomish Tribes continue to play within the People of the Clear Salt Waters' territory.²

TABLE OF CONTENTS

Executive Summary.....	3
Message from the President	4
Land Acknowledgment.....	5
Strategic Plan Contributors.....	7
Strategic Plan Themes	
Regional Economic Growth	8
Equity and Access	10
Institutional Resilience	12
Strategic Goals	14
References	28

STRATEGIC PLAN CONTRIBUTORS

Sarah Adams-Nowlin	English Faculty and Governance Coordinating Council Member
Margaret Bartosovsky	Student Government President and Governance Coordinating Council Member
Martin Cavalluzzi	President and Governance Coordinating Council Co-Chair
Martin Cockroft	Vice President of Instruction
Erica Coe	Dean of Libraries, Tutoring & College Success Division
Suzanne Cook	Nursing Faculty and Governance Coordinating Council Member
Terry Cox	Associate Vice President of Instruction
Shawn Devine	Executive Director of Communications, Web Services & Marketing
Nora Downard	Management Analyst in Enrollment Services and Governance Coordinating Council Member
Jennifer Glasier	Associate Vice President of Student Services and Governance Coordinating Council Member
Catherine Holestine	Grant Writer and Pre-Award Manager and Governance Coordinating Council Member
Daniel Langille	Program Specialist - School Certifying Official in Military & Veteran Programs and Governance Coordinating Council Member
Amy Lawrence	Biology Faculty and Governance Coordinating Council Member
Josh Masters	Vice President of Human Resources & Campus Operations, and Governance Coordinating Council Member
Adam Morris	Former Chief-of-Staff and Governance Coordinating Council Member
Heather Newcomer	Faculty Librarian and Governance Coordinating Council Member
David Pearl	Political Science Faculty and Governance Coordinating Council Member
Valarie St Pierre-Hodge	President of the Native American & Indigenous Student Club, and Governance Coordinating Council Member
Mychal Walz	Director of OC Poulsbo and Governance Coordinating Council Co-Chair

Thank you to the many employees, community members, and students who contributed their thoughts, ideas, and experiences to this Strategic Plan. This plan was developed with support from Sarah C. Low at Strategic Nature LLC.

REGIONAL ECONOMIC GROWTH

Located on the Kitsap Peninsula, Olympic College provides educational opportunities to residents of Kitsap County, Mason County, and beyond. Mason and Kitsap Counties have a combined population of 341,929 people and 100,653 recorded jobs.³ As the population grows the need for essential services is anticipated to increase.

Olympic College plays a critical role in connecting employers with well-trained employees. Since vocational certificates and completion of credits from community colleges are associated with higher earnings than high school diplomas, meeting the employment need will also improve earning potential for students.⁴

To meet the specific employment needs of the region, Olympic College is committed to the expansion of allied health care programs, establishment of an Innovation and Technology Learning Center, and the proposed launch of a Bachelor of Science in Computer Science. All of the new allied health programs will be centralized at the Poulsbo campus, creating a health care hub in north Kitsap County.⁵ The recent 2023 Community Local Needs Assessment (CLNA) conducted by Olympic College revealed that local business communities are supportive of an expansion of the health care programs and are seeking students from Olympic College to meet workforce needs.⁶

These employment needs are also seen as opportunities to connect students to living wage jobs. From both the CLNA and the outreach conducted for this plan, we heard from students about the high cost of housing and food, further amplifying the need to prepare students for opportunities to compete for jobs that support a financially sustainable future.



EQUITY AND ACCESS

As open-access institutions, community colleges are designed to serve a broad range of students. For students from vulnerable populations and/or historically marginalized communities, community colleges provide an opportunity to access high quality education at a more financially accessible cost. At Olympic College, faculty and staff work hard to help students access resources and support to help students overcome any obstacles that they face as they pursue a credential.

Olympic College is committed to ensuring equitable access and outcomes for all of the programs and services we provide. We are working to prevent and remove barriers for groups of students with histories of exclusion, discrimination, and marginalization and to achieve equal educational outcomes for historically marginalized groups relative to their peers. Olympic College is focused on maximizing student potential across all social identities, including race, ethnicity, socioeconomic status, sexual identity, gender identity, ability, age, national origin, citizenship, and religion. This includes maintaining a culture of belonging that advances racial, social, and economic justice in service to our diverse communities.⁷

In addition, our diversity and social justice graduation requirement prepares our students to lead responsibly with critical skills for examining topics such as race, class, gender, sexuality, ability, and sustainability.

Diversity, equity, inclusion, and belonging weave throughout this plan illustrating the holistic approach that Olympic College is embarking on in the upcoming years.

CURRENT DEMOGRAPHIC PROFILE of OLYMPIC COLLEGE STUDENTS ⁸

PROFILE	COUNT/PERCENTAGE
Annual Headcount	8,309
Fall 2023 Headcount	5,806
Female	52.1%
Male	39.1%
Non-Binary	1.1%
Students of Color	34%
Disability	5.3%
Full Time	57.6%
Part Time	42.4%
Under 20	37.3%
20-29	33.6%
30-39	16.8%
40 and up	12.3%



INSTITUTIONAL RESILIENCE

“Community colleges have become the focal point and driver of higher education policy in the United States due to workforce development training programs for local employers. They have been invaluable in improving the global economy and for Americans to advance their careers and grow their skills to obtain jobs without hurdles.”⁹

Community colleges play an essential role in workforce development and in advancing equity in education. Despite this essential role, community colleges are faced with significant challenges - inadequate funding, increased costs, and rapidly changing workforce needs. These challenges need to be faced directly through thoughtful planning and implementation. Building institutional resilience will help sustain Olympic College into the future.

Our recent experiences with the Covid-19 pandemic amplified the need for us to build organizational mechanisms that help us be nimble and sustainable. In response to the Covid-19 pandemic, Olympic College employees responded quickly to ensure the safety of students, converted in-person classes to online learning in order to maintain continuity for students, and used innovative approaches to adapt to changing conditions. The exceptional circumstances surrounding the Covid-19 pandemic demonstrated our commitment to serving students in our communities. Some of the approaches implemented during that time expanded accessibility for some students, while other students struggled to engage in the absence of in-person connection.

We also saw many of our most vulnerable students face unprecedented challenges that prevented their ability to continue their studies. We recognize that our ability to serve our students and communities requires that we operate in a sustainable way.



We are emphasizing institutional resilience through the integration of strategic planning in budgeting, communications, and hiring. We are also focusing on prioritizing facilities maintenance and stepping into environmental leadership through energy audits.

The strategic goals and objectives outlined in this plan are synergistic. Each goal moves us closer to institutional resilience. A predictable review of progress on these goals will ensure that they are achieved.

STRATEGIC GOALS



Goal 1. Olympic College sustains its critical role in uplifting the region through workforce development that is responsive to local needs.

As the fourth largest employer in the area, Olympic College is a significant contributor to the regional economy. We also play an essential role in preparing students to enter the regional workforce in a variety of industries, including allied health, technology and computer science, and trades.

Objective A: Align workforce development based on community needs and labor market tools to emphasize allied health, computer science, and trades.

Objective B: Engage employers and community members in enriching continuing education, community engagement, and corporate training.

Goal 2. Olympic College works to be a safe and welcoming environment that cultivates a sense of belonging for students and employees.

We work to support the whole student, recognizing that there are a variety of challenges and obstacles facing students and that engagement, both in the classroom and outside of the classroom, is key for academic success and wellbeing.¹⁰

Objective A: Actively work to be an inclusive and diverse institution.

Objective B: Address student and employee wellbeing by providing opportunities for peer-to-peer connections.

Objective C: Prioritize safety and security infrastructure.

Objective D: Institute consistent and comprehensive employee training around diversity, equity, inclusion, and belonging.



Goal 3: Olympic College will be a student-ready and student-centered college that is committed to closing institutional performance gaps and helping students achieve their educational and life goals.

We want all students regardless of age, gender, racial identity, ability, and income to be successful at Olympic College and to gain the kinds of skills and opportunities that support their future.

Objective A: Align programs of study with credential attainment and transfer options through implementation of Guided Pathways.

Objective B: Expand holistic support services that help students through their entire student journey.

Objective C: Identify and close access, equity, and achievement gaps.

Objective D: Empower students to shape all aspects of Olympic College.



Goal 4: Olympic College is a rigorous academic setting that inspires life-long learning.

Learning is at the core of why students come to Olympic College. Providing high quality, rigorous educational opportunities helps prepare students for completion of credentials, transfer to other colleges, and ultimately, to higher earnings and improved wellbeing. In addition, students that have positive academic experiences at Olympic College gain a love of learning that often brings them back to Olympic College as employees and engaged community members.





Objective A: Increase opportunities for adult learners to achieve degrees and certificates that advance their careers and earning potential.

Objective B: Create inclusive learning environments and relevant curricula that inspire critical thinking and personal growth.

Objective C: Grow employee skills through thoughtful professional development that supports career advancement.

Goal 5: Olympic College strengthens and expands partnerships with local and regional institutions and organizations to grow organizational capacity and increase collective impact.

Partnerships are essential to the success of students and to the whole of Olympic College. Through partnerships, we increase our impact, expand support for students and employees, and meet the needs of our communities.





Objective A: Expand the network of partners to provide wrap-around support for our students.

Objective B: Increase opportunities for students to get experience and employment.

Objective C: Develop meaningful collaborations with Tribal partners and commit to maintain the relationships built.

Goal 6: Olympic College cultivates a culture of trust that centers around communication, dialogue, and responsible stewardship.

We see this plan as a step towards embedding more institutional resilience into all aspects of our organization – from budgeting to governance to facilities. Through wise stewardship of our resources we can continue to grow and thrive.





Objective A: Align financial choices with strategic priorities.

Objective B: Build institutional stability by making strategic planning an organizational norm.

Objective C: Utilize participatory governance to facilitate dialogue and inform decision-making.

Objective D: Take steps to become a leader in environmental responsibility and sustainability.

Objective E: Address facilities maintenance and capital improvement needs.

Objective F: Use a data dashboard to communicate priorities and progress towards accomplishing priorities.

Goal 7: Ensure our human resources practices are proactive, inclusive, strategic, and aligned with institutional goals.

We seek to be a leader in Human Resources in Higher Education, fostering a future where data informs every decision and our initiatives drive success and well-being for every member of our community. By solidifying our base today, we pave the way for innovative practices and continuous improvement, ensuring that Olympic College remains adaptive and exemplary.

Objective A: Develop comprehensive Human Resources (HR) metrics and Key Performance Indicators (KPI) framework.

Objective B: Execute a thorough audit of all HR processes to assess current practices and policies and to identify gaps and areas of improvement.

Objective C: Recruit and retain a diverse and talented workforce.



REFERENCES

1. Washington State Board for Community and Technical Colleges, (2024). [Olympic College Field Guide 2024](#)
2. Olympic College, (2024). [Land Acknowledgment](#)
3. Washington State Employment Security Department. (2021). [Kitsap and Mason County Labor Market Profiles](#)
4. Belfield, C. R., & Bailey, T, (2011). [The Benefits of Attending Community College: A Review of the Evidence](#). Community College Review, 39(1), 46-68.
5. Washington State Board for Community and Technical Colleges, (2024). [Olympic College Field Guide 2024](#)
6. Olympic College, (2023). Community Local Needs Assessment
7. Olympic College, (2024). [Diversity, Equity & Inclusion website](#)
8. Olympic College, (2024). [Facts & Figures](#)

9. Hackworth, S. (2021). [Community colleges' role in workforce development and education: Past, present, and future of workforce education programs. In Community colleges and workforce preparation in the 21st century: Emerging research and opportunities.](#) (pp. 132-154). IGI Global.
10. Gretzinger, E. and Hicks, M. (2024). [Why Campus Life Fell Apart.](#) The Chronicle of Higher Education. January 26, 2024



OLYMPIC COLLEGE STRATEGIC PLAN 2024 – 2028

