

Olympic College Student Affairs

Draft Vision, Mission & Values Statements

Vision: Student Affairs envisions a future where our students thrive as life-long learners, achieve personal growth, access meaningful career opportunities, and transform their communities.

Mission: Student Affairs empowers students to achieve their goals by fostering an inclusive and supportive community, providing equitable access to resources, and creating opportunities for personal growth, academic success, and career development.

Values

- Student-Centered Advocacy: We put students first by designing programs, services, and policies that prioritize their success, elevating their voices while working to create equitable systems and opportunities.
- Belonging: We create an inclusive community that celebrates diversity, removes barriers, and ensures equitable access to opportunities and support. We strive to make every individual feel valued, accepted, and connected, fostering an environment where all can thrive.
- Integrity: We act with integrity, guided by honesty and ethical leadership, to foster trust, accountability, and mutual respect within our community
- Compassion: We prioritize care in every decision and interaction, treating each individual with dignity, honoring their unique contributions, and fostering mutual understanding and collaboration through curiosity, active listening and empathy.
- Innovation: We embrace creativity, continuous improvement, forward-thinking solutions, and professional development to address challenges and enhance the student experience.

Strategic Issue: Aligning with Workforce & Industry Demand **(OC Plan Alignment: 1A/B; 3A; 4A; 5A/B)**

Goal 1: Create a Unified Career Development Framework

Create a comprehensive career development framework that integrates career exploration, academic planning, and work-based learning to guide students to living-wage career pathways.

Strategy 1.1: Integrate Career Support Services

Foster a seamless integration of career services, academic advising, counseling services, and student support by aligning their roles and responsibilities, enhancing communication, and promoting collaboration and training across departments to improve student career outcomes.

Actions:

1. Establish and Define a Career-Academic Advising Model
 - Integrate career pathway advising with academic advising, define roles and responsibilities
 - Develop cross-training program for all advisors on career and academic planning.
 - Establish regular collaboration meetings between career services and academic departments.
2. Standardize Documentation and Communication
 - Utilize a uniform platform for tracking and documenting career exploration activities, plans, and interactions
 - Develop standard protocols for documentation and information sharing between departments.
 - Establish career milestones in the student life cycle
3. Build Comprehensive Staff Training
 - Develop best practices guide for career advising.
 - Establish supports for advisors new to career advising, such as mentoring.
 - Create professional development opportunities for career advising, career tools and platforms.

Strategy 1.2: Create Comprehensive Career Planning Process

Create a comprehensive career planning process to ensure systematic career exploration and planning, guiding students through academic and professional milestones, providing continuous support for career readiness, and aligning their education with real-world career outcomes.

Actions:

1. Develop Career Planning Requirements
 - Implement career plan or transfer plan documentation requirements

- Promote awareness of “career cluster”, strengths, interest areas
 - Create career exploration checkpoints
 - Establish regular plan review process
2. Implement Career Readiness Tools and Resources
 - Establish resume and cover letter development checkpoints
 - Create career preparation workshops series
 - Develop background check guidance for specific career paths
 3. Build Support Systems
 - Create peer mentoring program
 - Develop career exploration workshops
 - Implement early career intervention system
 - Partner with the Foundation to actively engage alumni, fostering connections that support career development, mentorship, outreach, and lifelong ties to the college.

Strategy 1.3: Enhance Career Preparation Pathways

Foster robust career preparation pathways that equip students with hands-on experience and critical career competencies to thrive in their chosen fields.

Actions:

1. Expand Work Experience Opportunities
 - Increase work-study positions aligned with career goals
 - Develop internal (e.g. instruction) and external partnerships for paid internships, co-op programs, and volunteer opportunities
2. Build Industry Connections
 - Form or join advisory committees with workforce partners
 - Create regular industry networking events
 - Establish partnerships for internship placements
3. Identify and Promote Living-Wage Pathways
 - Partner with campus partners to analyze data to identifying living-wage programs
 - Develop advising guides and dashboards, to support students to pursue living-wages.
 - Provide advisor training to incorporate living-wage information into advising.

Strategy 1.4: Implement Integrated Technology Solutions

Integrate technology to streamline and unify systems for tracking, supporting, and enhancing student career development efforts and outcomes.

Actions:

1. Deploy Career Planning Platform
 - Select and implement single career exploration system
 - Create integrated academic and career planning tools
 - Develop mobile-friendly access options
2. Establish Data Tracking Systems
 - Implement career plan tracking system
 - Create dashboard for monitoring student progress
 - Develop outcome tracking mechanisms in partnership with campus partners
 - Develop unified communication platform

Metrics: Key Performance Indicators (KPIs)

1. **Career Plan Completion Rate:** Percentage of students who complete a documented career plan by the end of their first year. (milestone)
Purpose: Reflects the success of integrated support services and career planning processes.
2. **Graduate Employment/Transfer Survey Response:** Percentage of students who complete the post graduate employment/transfer survey
Purpose: Measures the overall effectiveness of career preparation pathways and workforce alignment.
3. Career Advising Completed (milestone)

Strategic Issue: Supporting Student Wellbeing and Basic Needs

(OC Plan Alignment: 2B/D; 3B/C; 5A)

Goal 2: Foster Student Wellbeing

Develop an integrated support system, expanded programming, and capacity building for the Olympic College community that develop the attitudes, skills and knowledge essential for student wellbeing.

Strategy 2.1: Build an Integrated Student Support System that Provides a Continuum of Services

Develop a cohesive framework that raises awareness, educates students and employees about available resources and ensures coordinated access through outreach, training, and sustainable support structures.

Actions:

1. Develop a centralized communication plan integrating all student support resources, including implementing ongoing campaigns through digital platforms, events, and peer outreach to promote resources.
2. Increase awareness and education by creating an orientation module and self-paced online learning materials for resource navigation and offering workshops and targeted outreach for underserved student populations to ensure inclusivity.
3. Promote a one-stop student support hub for centralized access to services.
4. Implement cross-departmental collaboration and referral processes for coordinated support by developing a comprehensive resource guide and training opportunities for staff and faculty.
5. Provide annual training for employees on available resources, referral processes, and best practices through a peer mentoring program.

Strategy 2.2: Expand Health & Mental Health Services

Enhance student well-being by pursuing partnerships for affordable health services, increasing mental health support hours, and developing online resources, peer networks, and awareness programs to foster a stigma-free environment for accessing care.

Actions:

1. Pursue health service partnerships to provide low-cost or free services including dental, vision, medical, mental health, etc.

2. Expand counseling service offerings (e.g., hours)
3. Create peer support networks
4. Implement mental health awareness programs
5. Develop or enhance online support resources
6. Implement evening support services as needed

Strategy 2.3: Build Strong Community Networks

Foster a sense of belonging and support by augmenting peer mentoring programs, establishing social media networks for students, and organizing community engagement activities and cultural celebrations.

Actions:

1. Augment peer mentoring program
2. Create social media support networks
3. Implement community engagement activities
4. Establish cultural celebration events

Goal 3: Improve Basic Needs Security

Collaborate with campus and community partners to create a coordinated, data-informed approach to addressing basic needs, reducing barriers to student success and promoting equity through expanded resources and support services.

Strategy 3.1: Build an Integrated Basic Needs Support System

Create a cohesive basic needs support system by using data-driven insights to identify student needs, implementing outreach campaigns, and providing training to staff and students to ensure coordinated access to essential resources.

Actions:

1. Use data from state and institutional surveys to develop a comprehensive needs profile of students.
2. Implement ongoing campaigns through digital platforms, events, and peer outreach to promote resources.
3. Develop comprehensive basic needs resource list and webpage.
4. Create an orientation module, workshops, self-paced online learning materials, and targeted outreach for resource navigation, providing additional outreach for underserved student populations to ensure inclusivity.

5. Provide annual training for employees on available resources, referral processes, and best practices through a peer mentoring program, including developing a comprehensive resource guide for employees.

Strategy 3.2: Establish Comprehensive Housing Support

Create a comprehensive and accessible housing network and support system that eliminates barriers to student housing insecurity through partnerships, emergency support programs, and expanded housing resources.

Actions:

1. Create housing partnerships for families with children
2. Implement emergency housing assistance program
3. Develop hygiene center with laundry facilities
4. Pursue additional residence hall buildings / opportunities
5. Explore “vacancy holds” with local landlords for OC students.

Strategy 3.3: Implement Food Security Programs

Purpose: Ensure consistent access to nutritious food by establishing reliable food assistance resources, expanding access points, and partnering with community organizations to support students' food security needs.

Actions:

1. Implement permanent food voucher program
2. Create after-hours food access points
3. Develop community foodbank and restaurant partnerships

Strategy 3.4: Implement Comprehensive Financial Support Programs

Empower students to achieve financial stability by expanding financial literacy and education workshops, pursuing emergency grants and technology and utility assistance, and establishing partnerships to provide support for transportation and childcare.

Actions:

1. Expand emergency grant and resource programs for housing and utilities, food, transportation, technology, and childcare
2. Ensure affordability and funding resources for early learning/childcare program at SBELA
3. Pursue resources for and expand workshops for financial literacy and money management
4. Integrate financial literacy with benefits navigation support

5. Establish and deepen external partnerships, including WIOA

Metrics: Key Performance Indicators (KPIs)

- **Student Retention Rates:** Percentage of students retained fall-to-fall.
 - **Purpose:** This KPI reflects the cumulative impact of efforts to address mental health, basic needs, financial stability, and overall wellbeing, as these factors are critical to students staying enrolled.
- **Basic Needs Security Index:** Percentage of students reporting reliable access to housing, food, and technology in CCSSE, SENSE.
 - **Purpose.** This KPI directly ties to the overarching goal of improving basic needs security and is influenced by strategies across multiple areas.
- **Sense of Belonging Score:** Average score on CCSSE, SENSE measuring students' sense of belonging and connection to the college community.
 - **Purpose:** This KPI reflects the impact of mental health, life balance, and community-building initiatives on fostering a supportive environment.
- **WISHES Wellbeing score**

Strategic Issue: Supporting Our Underserved Students

(OC Plan Alignment: 2A/D; 3B/C/D; 5A/C)

Goal 4: Expand Community-Centered Outreach

Develop comprehensive outreach initiatives that align enrollment with community demographics through active engagement and accessible programming.

Strategy 4.1: Expand Strategic Enrollment Management

Develop a robust, data-driven enrollment strategy that reflects the needs of the community, integrates advanced CRM tools, and fosters collaboration between departments to support student recruitment and retention.

Actions:

- Develop and implement a centralized, comprehensive outreach plan, to include recruitment campaigns and enrollment targets by population
- Expand utilization of CRM, including generate lead sources for every inquiry
- Implement student success platform to support recruitment and retention
- Partner with Institutional Research to enhance demographic tracking dashboard, expanding tracking to include disaggregated populations, county-level census data, and other actional data sets
- Develop clear communication structure between the College's Strategic Enrollment Management Team and Student Affairs

Strategy 4.2: Build Community Partnerships

Foster a vibrant community presence through diverse events, strategic partnerships with schools and tribal groups, and initiatives that deepen alumni and organizational ties to the college.

Actions:

- Create and host diverse, inclusive community events and activities across all three campuses that welcome participants of all ages and backgrounds, both on campus and in the surrounding area across all three campuses, to showcase Olympic College and its resources
- Expand and strengthen partnerships with K-12 schools through collaborative programs and events that engage students and families.
- Build intentional relationships with local tribal constituents.

- Build intentional relationships with CBOs and social services organizations in Kitsap and Mason counties.

Strategy 4.3: Develop Access Points

Create diverse pathways to education by establishing off-campus learning sites, virtual engagement tools, and creative promotional efforts to enhance community awareness of college offerings.

Actions:

- Support evening/weekend programming as necessary
- Create and explore more flexible enrollment services, including off-campus enrollment opportunities and community-based learning sites
- Develop and enhance virtual engagement options for distance-based students

Goal 5: Build Inclusive Student Retention Framework

Create a comprehensive, culturally responsive retention system that supports diverse student populations through personalized support, barrier removal, and community building.

Strategy 5.1: Develop Personalized Student Support Model

Develop a tailored student support framework that addresses individual needs through mandatory advising checkpoints, tiered support systems, and proactive interventions.

Actions:

- Implement case management for advising and mandatory academic advising checkpoints
- Create tiered, case-management support system that is culturally-informed and based on student needs
- Implement Science of Hope as a framework and establish Science of Hope training to support student success and engagement
- Establish and strengthen proactive intervention protocols, including Student Alert and intake and exit surveys.
- Deploy student success tracking system.

Strategy 5.2: Promote an Inclusive Campus Community

Build an inclusive campus culture by expanding affinity groups and clubs, creating opportunities to connect, and opportunities to learn and develop capacities to support a sense of belonging.

Actions:

- Expand clubs and affinity groups

- Create inclusive campus event programs and a centralized, easy-to-find calendar
- Augment peer mentoring program
- Establish cultural competency training
- Intentionally use campuses' physical space to promote student belonging
 - Accessible, healthy food options can contribute to this belonging
 - Spaces for children to be on campus apart from SBELC (lactation space)
 - Spiritual and religious spaces

Strategy 5.3: Remove Systemic Barriers

Eliminate barriers to student success by simplifying administrative processes and centralizing resources for student success, including a Student Handbook.

Actions:

- Create student handbook and mandatory new student orientation
- Streamline administrative processes
- Create an integrated support documentation system
- Promote or create centralized resources for student, staff, and faculty navigation of resources

Metrics: Key Performance Indicators (KPIs)

- ❑ **Demographic Enrollment Alignment:** Percentage alignment between enrolled student demographics and the surrounding community demographics of age 16+ individuals.
 - **Purpose:** This KPI reflects the effectiveness of outreach efforts, recruitment campaigns, and enrollment strategies in attracting a diverse student population.
- ❑ **Year 1 to Year 2 Retention Rate by Demographic:** Percentage of students retained from their first to second year, disaggregated by demographic groups.
 - **Purpose:** This KPI measures the success of personalized support models, inclusive retention frameworks, and barrier removal strategies in supporting diverse student populations.
- ❑ **Completion Rate by Demographic:** Percentage of students completing 150% of time to degree by entry cohort, disaggregated by demographic groups.
- ❑ **Application and Yield Rate by Lead Source:** Percentage of inquiries who apply to Olympic College (application rate), and percentage of those applicants who enroll (yield rate), by lead source category. Lead source is defined as our first tracked interaction with a prospective students.
 - **Purpose:** This KPI measures the relative effectiveness of different enrollment strategies to convert prospects to applicants and applicants to enrolled students.
- ❑ **Year-over-Year Event Attendance Rate:** Percentage change in the number of outreach events attended between comparable spans of time. This can be further disaggregated by event type, including K-12 school visits and community-based organization events.

- **Purpose:** This KPI tracks changes in our involvement with various community partners, especially key partners like schools, tribal constituents, and CBOs.

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