
2024-2025 NSC PRESIDENT'S GOALS

Goal Title: Support NSC Programs, Services and Operations

NSC key performance indicators on student outcomes and campus climate

Goal Description: In continuing my service as NSC's CEO and VC for Institutional Effectiveness (IE), I intend to fulfill this goal by:

1. Strengthening Institutional Planning at NSC. I believe North must be guided by a unifying vision and planning activities that purposefully inform our services and programs. North will reimagine our future as the college's strategic plan expires and the district plan commences. An inclusive and collective process is crucial, and as CEO, I am committed to leading this effort. Strategies to achieve this include:
 - Establishing equity and inclusive processes for IE, including clarifying shared governance structures, roles and responsibilities
 - Building our capacity for Futures Thinking
 - Articulating clear and measurable priorities that commit to students, the community, and each other

Output: *Completed Mission Fulfillment Plan by Summer 2025, Completed Futures Training by Fall 2025, updated charter, bylaws of committees/councils, and documented IE workflow for plan development, program review and evaluation, and resource allocation.*

Outcome: *Survey and evaluation of these activities that provides evidence of inclusiveness, equity, and participation.*

2. Cultivating cultures of evidence and caring community. While the campus focuses this year on developing a clear mission fulfillment plan, cultivating a culture of evidence and a caring community will provide a foundation for our capacity to be effective collectively. Strategies to achieve this include:
 - Developing tangible actions to foster a culture of evidence and the culture of a caring community
 - Ensuring resources are in place to support actions identified, such as professional development training and hosting community events

Output: *Action plans and an evaluation report for a culture of evidence and a caring community. This includes a budget and resource plan that aligns with this objective.*

Outcome: *Positive CCSSE and Campus Climate results with clear information for areas to improve.*

3. Meeting Accreditation Standards and Requirements. NSC's new accelerated schedule requires us to submit an ad-hoc report addressing the last visit's four recommendations and prepare a mid-term report for Spring 2025. Strategies to achieve this include:
 - Ensuring an inclusive process in evidence gathering and writing accreditation reports
 - Serving as VC for IE, documenting functional statements between districts and campuses while supporting review and updates of IE processes like system mapping and policies/procedures.

Output: *Completed ADHOC and mid-term report. Completed mid-term evaluation visit.*

Outcome: *Reaffirmation of accreditation and constructive and actionable evaluation report.*

Goal Title: Promote and advocate the college to the community.

NSC key indicators in partnerships and community engagement

Goal Description: NSC has an important and valuable story to tell. We are a catalyst and collaborator for vibrant cities and regional communities in the Puget Sound Region. This story is worthy of significant investment within the college and our community. As President, I would consistently articulate the college's mission as well as continuously build relationships that foster that mission. I intend to fulfill this goal by pursuing the objectives in image building, friend raising and then fund raising. The connections and relationships we will build upon and nurture will demonstrate that our partners support us with their time, talent and/or treasure.

- *Image Building.* We will continue to grow our outreach and public relations with intentional focus on riveting (ribbiting) stories of our wins and impacts to student success and community contributions. This includes working closely with the district on program recruitment plans.

Output: *Marketing and outreach plan.*

Outcome: *Constructive feedback results from assessment and evaluations for the activities above to celebrate wins and impacts and for continued improvement.*

- *Friend raising.* It is my intent to reignite and re-establish the President's Advisory Board (PAB). Initial feedback from current members calls for redefining the roles of PAB that promote active participation from the members. We will work with PAB members to assist us in alumni and community engagement while supporting our plans for image building. I would also establish a Tribal Advisory Board to inform the programming and capital planning for the Thunderbird affordable housing.

Output: *Charter Statement President's Advisory Board, Engaged membership in the Board. Charter Statement for Tribal Advisory Board (TAB) and engaged membership.*

Outcome: *Constructive feedback result from assessment and evaluations from the PAB and TAB to celebrate collective wins and impacts and for continued improvement.*

- *Fund raising.* In addition to working closely with SCD Foundation and the NSCC Foundation or AFS, for which I serve as a board member, we will increase capacity in donor and corporate support. In addition, we will expand and seize grant opportunities and partnerships at the federal, state and local level.

Output: *Increase grant applications and awards. Increase AFS and donations to NSC*

Outcome: *Increase partnerships*

Goal Title: Strengthen my capacity as a leader and EDIC champion

Measurement of personal and professional fulfillment metrics. This includes a measure of my personal health and well-being.

Goal Description: As a CTC female leader of color, I am committed to making a difference in education as an opportunity, not just another system entrenched in institutional bias and a perpetrator of inequality. I take very seriously my responsibility to lead and contribute to closing the educational and economic gaps of underrepresented populations and eliminating their historic barriers to higher education. It is my distinct honor to support, once again, NSC's champions devoted to delivering the promise of education as a path to social mobility. Through a college unified around this shared vision and goal, we will be known to be diverse, inclusive, equity- and poverty-informed, and the initiators of powerful collaborations with the community that support the success of all students. In addition, we will hold ourselves accountable for ongoing and continuous improvement with meaningful measures and indicators to reach parity in enrollment (access) and degree attainments (success) among the diverse student body (disaggregated) we serve. As an individual with several intersecting marginalized identities, I care deeply about social justice. I know firsthand how the issues of EDIC impact people like me and how urgent it is for us to address them. To advance EDIC in academia and beyond, growth and learning about EDIC must be ongoing. I am committed to healing, reconciliation, and restorative justice. I celebrate and reconnect people to the vibrant strengths of their ancestry and culture as a venue for recognizing the grief of past traumas, transforming them into hope of the strength of our collective historical and cultural experiences. I will fulfill this goal by:

- Ongoing professional growth and learning

Output: *PD goals in future thinking and conscious leadership, AACC WDI and NWCCU sessions*

Outcome: *Outline new PD leadership opportunities for North Leaders.*

- Participation in community and civic engagements

Output: *membership and support to organizations like Wing Luke Museum, WA natural parks foundation, North communities like Green Lake, Ballard Councils.*

Outcome: *Connections and relationship built with local communities*

If you have any comments, suggestions or questions about the 2024-2025 NSC President's Goals, please send an email to Rachel.Solemsaas@SeattleColleges.edu.