

President's Solemsaas Goals for Fiscal Year 2025 – 2026

Goal Title: Support Programs, Services and Operations for NSC and the District's Administrative Affairs function

Goal Description: In continuing my service as NSC's CEO and in assuming the SCD VC for Administrative Affairs, I intend to fulfill this goal by:

Objective 1: Focusing NSC's plans, actions, and contributions towards our shared future vision of a vibrant community. I am committed to leading North in unifying its vision and planning activities that purposefully inform our services and programs. It is my intent to build upon the progress we have made in institutional planning, evaluation, and resource allocation. Strategies to achieve this include a) maintain inclusive processes for the completion of the NSC's operational plan (core themes/objectives, focused priorities and unit workplan with measurable outcomes) that aligns to the district's strategic plan and goals, b) enhance our analytics and intelligence for evidence-based decision making with rigorous evaluation, assessment of data informed by our collective wisdom (culture of evidence) and c) nurture our capacity as a caring community, represented by our commitment to connect with compassion and kindness.

Objective 2: Enhancing the collective impact of the District's administrative affairs functions. SCD, under the leadership of the Chancellor, envisions a future where we become a premier institution in the nation. The administrative affairs functions of the district and colleges are committed to fulfilling this vision by developing collaborative and clear processes that honor the contributions and talents of the administrative staff. Strategies to achieve this include a) convening key members of district services in core administrative functions such as finance, business services, capital planning and management, Information Technology, etc., with the College's administrative staff led by its VP for Administrative Services, b) developing financial planning tools to support strategic enrollment management, and c) supporting the completion of the College's Policy, Regulations, and Financial Review (PRF) report to NWCCU.

I asked AI to see how my CliftonStrengths will align with the goal and objectives I have outlined here. My strengths will enable me to:

*Connectedness: Connect people and ideas across institutions.

*Restorative: Solve problems with empathy and precision.

*Ideation: Innovate with purpose.

*Intellection: Think deeply and act wisely.

*Strategic: Strategize for sustainable impact.

Goal Measurement: The measures of success for this goal (North Star) and its objectives (Near Stars) are as follows:

- Goal Measure (North Star): SBCTC Student Achievement Measures and SEM Indicators
 - Objective 1 (Near Star): Focusing NSC's plans and implementing actions towards our shared future vision of a vibrant community.
 - Outputs: Mission Fulfillment (Operating) Plan by summer 2026 (fully vetted by NSC community); Closing reports with evaluation results from committees, councils, task forces. Program Review and Assessments; Operating Balanced Budget Plan, 10-Year Fund Balance Plan
 - Outcome: Active, equitable, and inclusive participation and engagement of the campus community in shared governance processes and campus activities. Capacity and commitment to continuous improvement.
 - Objective 2 (Near Star): Enhancing the collective impact of the District's administrative affairs functions. Outputs: District Administrative Affairs priorities and workplan, Financial Modeling Template, PRFR report
 - Outcome: Clear functional maps between District and Colleges, Continuous improvement in business process flows.

District Strategic Plan Integration: Organizational Excellence

Core Theme Integration: Advancing Student Success, Excelling in Teaching and Learning, Building Community

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

Goal Description: NSC believes that education is most powerful when rooted in community. We dedicate ourselves to enriching and sustaining diverse, engaged, and dynamic communities both on campus and beyond. It is therefore essential that we cultivate partnerships that advance educational opportunity, civic engagement, economic development, basic needs, and cultural enrichment.

To lead us in this commitment, I would consistently articulate the college's mission and continuously build relationships that foster our shared vision for our vibrant community.

I intend to fulfill this goal by pursuing the objectives in image building, friend raising, and fundraising. The connections and relationships we will build and nurture will demonstrate that our partners are supporting us with their time, talent, and/or treasure.

Objective 1: Image Building. Improve the College's outreach and recruitment programs that foster a collective and coordinated support to the community, applicants, and students.

Objective 2: Friend raising. Re-establish the President's Advisory Board (PAB) while strengthening the Tribal Advisory Board in its second year.

Objective 3: Fundraising. I will continue to work with SCD Foundation and the NSCC Foundation or AFS, for which I serve as a board member, to increase capacity in donor and corporate support. Build upon the College's Community of Practice in support of grants and contract partnerships.

I asked AI to help me identify how my strengths could help me achieve this goal. My CliftonStrengths uniquely position me to lead this goal with purpose and impact:

*Connectedness helps me build authentic relationships and partnerships rooted in shared values-essential for image building, friend raising, and fund raising.

*Restorative enables me to identify challenges in outreach and engagement, and lead improvements that strengthen community trust and support.

*Ideation fuels creative strategies for marketing, board development, and donor engagement, keeping the College's message fresh and inspiring.

*Intellection supports thoughtful reflection and evidence-based decision-making.

*Strategic allows me to see the big picture, prioritize high-impact opportunities, and guide the College toward long-term success.

These strengths empower me to champion NSC's mission with clarity, compassion, and innovation.

Goal Measurement: Measures of success for this goal (North Star) and its objectives (Near Stars) are as follows:

- Goal (North Star): Increase in applications and new student enrollment. Increase in grants and donations.
 - Objective 1 (Near Star): Image Building.
 - Output: Marketing and outreach report from NSC taskforce.
 - Outcome: Constructive feedback results from assessment and evaluations of the activities above. A shared or unified plan to support recruitment and outreach.
 - Objective 2 (Near Star): Friend Raising
 - Output: Charter Statement President's Advisory Board, Engaged membership in the PAB and TAB.
 - Outcome: Constructive feedback results from assessment and evaluations from the PAB and TAB to celebrate collective wins and impacts and for continued improvement.
 - Objective 3 (Near Star): Fundraising
 - Output: Increase grant applications and awards. Increase AFS and donations to NSC.
 - Outcome: Increase partnerships

District Strategic Plan Integration: Partnerships

Core Theme Integration: Building Community

Goal Title: Strengthen my capacity as a leader and Social Justice champion

Goal Description: As a female leader of color, I am committed to transforming education into a force for equity and opportunity -not a system that perpetuates bias and inequality. I embrace my responsibility to close educational and economic gaps for underrepresented communities and to dismantle historic barriers to higher education.

It is my honor to support North Seattle College's champions who deliver on the promise of education as a path to social mobility. Together, we will build a college known for its diversity, inclusiveness, equity, and poverty-informed practices, and deep community partnerships. We will hold ourselves accountable through meaningful measures to achieve parity in access and success for all students.

Grounded in lived experience and intersecting identities, I lead with a deep commitment to social justice, healing, and restorative practice. I celebrate the strength of our shared histories and cultures, transforming past traumas into hope and progress for future generations.

I will fulfill this goal by:

Objective 1: Ongoing professional growth and learning

Objective 2: Participation in community and civic engagements

I asked AI to help me identify how my strengths could help me achieve this goal. My CliftonStrengths align with my commitment to equity, leadership, and transformation:

*Connectedness fuels my belief in shared purpose and deep community partnerships, essential for advancing social justice and collective impact.

*Restorative drives my resolve to dismantle systemic barriers and improve access and outcomes for underrepresented populations.

*Ideation brings creativity to reimagining education as a force for opportunity, inspiring innovative approaches to leadership and engagement.

*Intellection supports my reflective practice and continuous learning, grounding your leadership in thoughtful, evidence-informed growth.

*Strategic enables me to navigate complexity, prioritize high-impact actions, and lead with clarity toward equity and institutional change.

These strengths empower me to lead with vision, compassion, and purpose, transforming education into a pathway for justice and opportunity.

Goal Measurement: Measures of success for this goal (North Star) and its objectives (Near Stars) are as follows:

- Goal (North Star): Measurement of personal and professional fulfillment metrics. This includes a measure of my personal health and well-being.
 - Objective 1 (Near Star): Professional Growth and Learning
 - Output: Continued participation with the Aspen-Kern Fellows for Leadership and Character in Higher Education, Clifton Strengths, Futures Thinking, and Conscious Leadership.
 - Outcome: Expanded PD leadership opportunities for North.
 - Objective 2 (Near Star): Participation in community and civic engagements
 - Output: Pursue AACC committee assignment membership. Presentations and connections to North Seattle communities like Licton Springs, Green Lake, and Ballard Councils.
 - Outcome: Connections and relationship built with local communities

District Strategic Plan Integration: Equity, Diversity, Inclusion, and Community

Core Theme Integration: Excelling in Teaching and Learning