

South Seattle College

Strategic Plan Action Planning

Progress Report Fall 2026

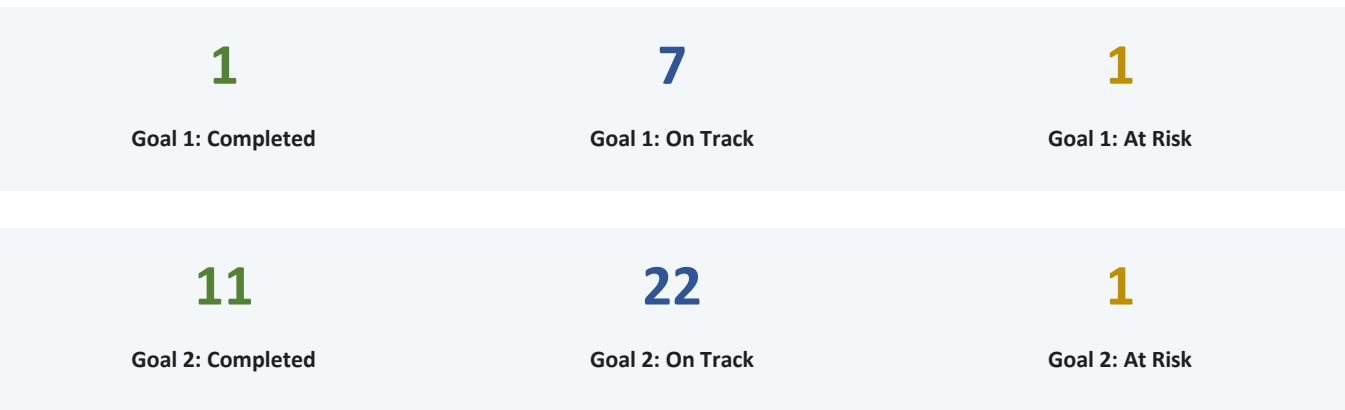
2025–2027 Action Planning Cycle

Executive Summary

South Seattle College is translating the Seattle Colleges District 2024–2034 Strategic Plan into local action through a structured cycle of alignment, implementation, progress reporting, and continuous improvement. Following adoption of the 10-year plan in December 2024, South aligned existing and emerging initiatives to the four strategic goals and assigned executive sponsorship for each goal area.

Beginning in Fall 2025, executive sponsor areas tracked progress on projects and initiatives connected to the plan. During Summer 2026, deans, directors, and project leads submitted updates describing accomplishments, challenges, and next steps. This Fall 2026 report provides a campus-level view of that work and establishes a foundation for continued monitoring during the 2026–27 academic year.

PROGRESS AT A GLANCE



Reporting note. Goals 3 and 4 were submitted as narrative accomplishment updates rather than project-level status inventories. They are therefore presented as progress narratives and are not included in the status counts above. Goal 1’s source summary reports nine status counts, while its expanded table lists eight initiatives; both are retained as submitted rather than reconciled without additional source information.

CROSS-CUTTING SIGNALS

- Student-facing initiatives show substantial implementation activity, particularly in enrollment coaching, advising, basic needs, orientation, and educational planning.
- Instructional work is advancing through program review, curriculum modernization, degree-outcome assessment, and faculty support resources.
- Employee-experience work is building infrastructure around onboarding, professional development, leadership training, and standardized HR practices.
- Governance, facilities planning, and external partnerships are increasingly connected to institutional priorities and long-term sustainability.
- Recurring constraints include staffing capacity, sustainable funding, data and assessment needs, facilities limitations, and cross-unit coordination.

Strategic Planning Framework

South’s action planning approach connects district-level strategic direction with college-level projects and initiatives. The intent is to make strategic planning visible in day-to-day work, regularly assess progress, and use evidence to inform adjustments and future priorities.

FOUR STRATEGIC GOALS

1	Culturally and Socially Responsive Teaching and Learning Executive Sponsor: Vice President of Instruction, Sayumi Irey
2	Holistic and Inclusive Student Experience Executive Sponsor: Vice President of Student Services, Joe Barrientos
3	Empowering Employee Experience Executive Sponsor: Director of Human Resources, Briane Franks
4	Effective and Sustainable Organizational Structures and Practices Executive Sponsor: Vice President of Administrative Services, Hip Nguyen

ACTION PLANNING CYCLE

1. ALIGN Connect work to strategic goals	2. IMPLEMENT Advance projects and initiatives	3. REPORT Document progress and challenges	4. IMPROVE Use findings to refine next steps
--	---	--	--

Goal 1 | Culturally and Socially Responsive Teaching and Learning

Goal 1 centers culturally relevant, inclusive, and accessible teaching and learning while evolving programs to reflect community and industry needs and prepare students for academic, professional, and personal success.

1

Completed

7

On Track

1

At Risk

WHAT THE WORK IS ADVANCING

Initiatives focus on instructional quality, curriculum alignment, assessment, program review, faculty support, equitable student placement, accessibility, and continuous improvement.

KEY ACCOMPLISHMENTS

- 32 apprenticeship program outlines completed since 2023, with 19 additional occupations projected by FY27.
- External professional-technical program reviews completed for Automotive, Culinary, Diesel, Landscape Horticulture, Welding, and Wine.
- College Transfer Program Review Days continue to support curriculum development and understanding of First Year Experience approaches.
- The Instruction Hub continues to support new faculty onboarding and instructional effectiveness.
- Associate of Arts, Associate of Science, and Associate of Business degree outcomes were finalized and integrated into curriculum and assessment processes.
- Expansion of I-BEST programs.

ATTENTION AREAS

Most initiatives are progressing on schedule. The source update identifies one At Risk areas: the EEPD process for non-instructional work. Other initiatives identify needs related to staffing, data tracking, institutional research capacity, and OER usage tracking.

NEAR-TERM FOCUS

- Complete remaining apprenticeship outlines and coding updates.
- Continue program-review and dashboard refinement work.
- Assess DSP effectiveness and identify needed changes for improving student success.
- Strengthen tracking and communication for OER adoption and course labeling.

Goal 1 | Initiative Detail

Project / Initiative	Status	Critical Issues / Needs	Next Steps
Updating South and North Apprenticeship Course Outlines and Sequencing	On Track	Need continued staffing and curriculum conversion work; coding updates required.	Complete remaining outlines and update program plan codes.
External Program Review for Prof-Tech Programs	Completed	No major issues reported.	Continue program analysis and recruiting alignment.
Instruction Hub on Canvas	On Track	Faculty unavailable during summer; usage data desired.	Continue support and onboarding in fall.
Transitional Studies Program Review	On Track	Need improved tracking of faculty usage, retention, and completion data.	Monitor interventions and review quarterly outcomes.
EEPD Process for Non-Instructional Work	At Risk	Current process is optional and not focused on non-instructional work.	Explore revised reporting process with HR.
College Transfer Program Review Process	On Track	Need additional institutional research support.	Continue dashboard refinement and curricular alignment.
Math and English DSP Process	On Track	Math DSP: Need to review dashboard data and district-level evaluation. Source notes co-requisites and integration of DSP data with Math departments at Central and North. English DSP: The district completion measure doesn't count South's Prof-Tech English pathway (English 107), so it understates DSP results.	Math DSP effectiveness is currently being assessed in Math classes at South. Will be necessary to communicate with Central and North to integrate assessment process for Math DSP. Yearly review by the English DSP leads using the district dashboard and Formstack data. Ask district IE to split completion by program intent. If district and campus leadership decide to pursue the two open items from Student Services, they'll need to lead that work with deans, advising and the Registrar; the English DSP leads will gladly participate.
OER Adoption and Course Labeling	On Track	Need stronger tracking of OER usage and labeling.	Continue communication and review labeling process.

Goal 2 | Holistic and Inclusive Student Experience

Goal 2 focuses on creating a student experience that supports a diverse community, fosters belonging, and ensures equitable access to services and essential resources.

11	22	1
Completed	On Track	At Risk

PROGRESS STORY

Overall progress remains strong. The submitted updates show broad implementation across enrollment, advising, financial aid navigation, basic needs, student engagement, educational planning, outreach, and community partnerships. Only one initiative was reported At Risk, related to capital funding for student-space improvements.

HIGHLIGHTED MILESTONES

- Welcome Center enrollment coaching supported more than 1,800 students; 22% subsequently enrolled at South.
- Ready, Set, Enroll events generated 29 FTEs for Summer and Fall enrollment and are planned to continue quarterly.
- TRIO-SSS received national recognition and secured funding through 2030.
- The Food Pantry distributed approximately 30,000 pounds of food and launched smart food lockers.
- Education plan completion reached 95% among targeted student populations.
- Funding Navigation recorded 342 appointments with 216 unique students.

COMMON CHALLENGES

Recurring themes include staffing capacity, sustainable funding, student engagement, facility and space limitations, data tracking and assessment needs, and cross-department coordination.

NEAR-TERM FOCUS

Continue successful student-support services; expand outreach and community partnerships; improve assessment and dashboard reporting; strengthen retention-focused interventions; and pursue needed funding and staffing resources.

Goal 2 | Initiative Detail

Project / Initiative	Status	Critical Issues / Needs	Next Steps
Enrollment Coaching	Completed	Need inquiry-to-application benchmark data	Continue coaching and establish benchmark
Workforce Connections	Completed	No major issues reported	Continue workforce eligibility assessment
Community Building Events (Welcome Center)	On Track	Improve event flow based on feedback	Replicate events quarterly
Admissions/Enrollment 1:1 Support	Completed	No major issues	Continue appointments
Information Sessions	Completed	Need ongoing feedback collection	Continue offerings
Apprenticeship Transitions	Completed	No major issues	Continue referrals
Community Partnerships	On Track	Expand recruitment beyond Promise schools	Launch targeted recruitment plan
Affinity Groups	On Track	Need belonging/persistence data	Increase coordination and support
ACO Community Building	On Track	Staffing capacity constraints	Support retention and partnerships
Access Services Integration	On Track	Need follow-up survey data	Continue event outreach
Entry & Transition Intake	Completed	Funding sustainability	Continue outreach campaign
TRIO SSS	Completed	No major issues	Continue advising and interventions
Program Maps	On Track	Faculty coordination challenges	Institutionalize annual review process
Food Bank Expansion	On Track	Need funding and awareness data	Launch lockers and marketing
Student Spaces Expansion	At Risk	Capital funding needed	Secure improvement funding
Running Start Info Sessions	Completed	No major issues	Maintain sessions
Undecided Student Outreach	Completed	Funding and labor-market resources	Continue campaign
Advisor 1:1 Support	On Track	Advisor capacity constraints	Strengthen advising pipeline

Goal 2 | Initiative Detail (continued)

Project / Initiative	Status	Critical Issues / Needs	Next Steps
Running Start Partnerships	On Track	Statewide funding climate	Launch counselor newsletter
Basic Needs/Workforce	On Track	Committee participation challenges	Promote survey and programming
Community-Based Partnerships	On Track	Need resource coordination	Support Basic Needs Week
New Student Orientation	On Track	Process refinement needed	Improve dashboard tracking
Student Journey Surveys	On Track	Need deeper qualitative analysis	Refine questions and assessment
Campus Recreation	On Track	Budget, transportation, maintenance	Improve assessment and collaborations
Outreach Information Sessions	On Track	Need capacity and alignment	Expand targeted supports
Financial Aid Coaching	On Track	Student awareness barriers	Continue workshops and outreach
Educational Plans	On Track	Need proactive intervention assessment	Maintain 95% completion goal
Funding Navigation Intake	On Track	Not embedded across all intake points	Increase integration
Funding Navigation Workforce	On Track	Need stronger coordination	Develop collaborations
Funding Workshops	On Track	Low workshop attendance	Establish regular schedule
Funding Community Building	On Track	Limited cross-campus planning venue	Improve attendance tracking
Funding Outreach	On Track	Need calling campaign analysis	Use success plans for outreach
Past Due Tuition Reconnection	On Track	Few resources for SAP students	Collaborate with future efforts
Educational Planning Engagement	On Track	Need demographic disaggregation	Continue communication plan

Goal 3 | Empowering Employee Experience

Goal 3 focuses on belonging, professional development, morale, retention, and an inclusive and safe environment in which employees can thrive and contribute to student success, the college mission, and community needs.

STRATEGIC EMPHASIS

- Comprehensive supervisor training using anti-bias and anti-racist frameworks.
- A new employee onboarding system that integrates employees into college culture and their roles.
- Additional affinity groups and opportunities for employee connection and support.
- Initiatives that strengthen belonging for employees.
- Infrastructure for ongoing training and professional development.

PROGRESS TO DATE

- New-hire onboarding and orientation packets have been developed for new employees and their supervisors.
- Professional development opportunities have expanded through development of “In-training Programs” for WFSE members.
- Leadership training for multiple levels is in development and is intended to be facilitated and tracked through Canvas, consistent with district-level offerings.
- South Human Resources continues work to standardize practices within the division.

REPORTING

The Fall 2026 source update for Goal 3 is accomplishment-based and does not yet provide project-level status counts, critical issues, or next-step fields comparable to Goals 1 and 2. Future reporting cycles will strengthen this section by adding consistent milestones, measures, owners, and status reporting.

Goal 4 | Effective and Sustainable Organizational Structures and Practices

Goal 4 focuses on equitable policies and procedures, transparent decision-making, fiscal and environmental sustainability, modernized infrastructure, and external partnerships that support institutional effectiveness and growth.

KEY ACCOMPLISHMENTS

- Aligned strategic planning, accreditation, NADOHE, Guided Pathways, and campus feedback to establish shared institutional priorities.
- Established and implemented a new college-wide shared governance structure to strengthen collaboration, transparency, and institutional decision-making.
- Dean's Council is leading Strategic Enrollment Management efforts focused on enrollment and student retention.
- Strengthened shared governance through SAC and Dean's Council, expanding faculty and staff engagement in planning, decision-making, and priority setting.
- Advanced development of a comprehensive Facilities Master Plan, including pursuit of Foundation support for the planning process.
- Continued enhancements to campus safety, security, and grounds.
- Leveraged Foundation, grant, and industry partnerships to secure resources and expand outreach, workforce pathways, and student support.
- Strengthened regional and statewide partnerships to share practices, identify funding opportunities, and increase community and workforce engagement.

REPORTING

The Fall 2026 source update for Goal 4 is accomplishment-based and does not yet provide project-level status counts, critical issues, or next-step fields comparable to Goals 1 and 2. Future reporting cycles will strengthen this section by adding consistent milestones, measures, owners, and status reporting.

Looking Ahead | From Progress Reporting to Continuous Improvement

The Fall 2026 update demonstrates that strategic planning at South is increasingly connected to active projects, operational priorities, student-support strategies, employee development, governance, facilities, and partnerships. The next phase is to deepen that connection by making progress reporting more consistent, measurable, and useful for decision-making.

PRIORITIES FOR THE NEXT REPORTING CYCLE

- Standardize project-level reporting across all four goals, including status, owner, milestone, evidence, challenge, and next step.
- Identify a small set of meaningful outcome or implementation measures for major initiatives so progress can be assessed beyond activity completion.
- Use recurring challenges, particularly staffing, funding, data capacity, facilities, and coordination, to inform leadership discussion and resource decisions.
- Continue connecting strategic plan action planning with Guided Pathways, accreditation, shared governance, and South's institutional priorities.
- Use subsequent updates to show movement over time: what was completed, what changed, what requires intervention, and what evidence indicates impact.

INSTITUTIONAL LEARNING

These updates provide a foundation for recognizing accomplishments, surfacing barriers, strengthening accountability, and refining priorities as South continues implementing the 2024–2034 Strategic Plan through local action planning.

ABOUT THIS REPORT

This report was developed from project-lead and division updates collected during July–August 2026. It reflects the information available in the Fall 2026 campus update and does not infer missing status information or outcomes where they were not reported.