

MEMORANDUM

TO: Board of Trustees
FROM: Shouan Pan, Chancellor
DATE: October 13, 2016
SUBJECT: Guiding Principles for decision making

Guiding Principles for Strategic and Operational Decision Making

1. **Student Success**— Understanding the diverse needs of all students, helping them develop aspirational and realistic goals, and enabling them to achieve their goals will drive all decision making on both strategic and operational levels, including academic programs, organizational planning, resource allocation, and personnel management.
2. **Organizational Excellence**—Relentlessly pursuing excellence in everything we do—high quality teaching, learning, support services, and workforce training will distinguish Seattle Colleges.
3. **Balance of Integration and Differentiation**— Seattle Colleges will have a shared identity and unified vision. The colleges will operate under a cohesive set of values, strategies, and policies and are individually enabled to serve the needs of their student populations and external communities with distinctive and innovative approaches. The long-term viability of Seattle Colleges depends on maximizing system-wide efficiency, synergy, transparency, and effectiveness.
4. **Financial Stability**—Achieving financial stability is the urgent institutional priority. Seattle Colleges will aggressively pursue all efforts to increase revenue, including a) implementing enrollment management, b) practicing course management, c) exercising fiscal discipline and improving operational efficiency, d) raising private donations, and e) pursuing governmental and private foundation grants.