

Facilities and Operations Department Strategic Plan (12/05/12)

VISION (What we will BE)

GGC Facilities and Operations will be valued as a constituent-focused creator and sustainer of a comprehensively and responsibly planned, designed, and built campus conducive to student engagement, learning, and living and working. It will be a model for innovative and highly efficient approaches to facility and administrative services that institutions globally will aspire to emulate.

MISSION (What we DO)

The Facilities and Operations division provides an exemplary, inviting, and safe physical environment conducive to student success, learning, working, and quality of life. It works in a highly responsive manner and efficiently uses internal and external resources to provide innovative and scalable solutions.

It is responsible for campus master planning, facilities construction and management, residential life, auxiliary operations, environmental health and public safety, and contract management.

Values/Operating Principles

- Commitment to student and institutional success
- RICH (respect, integrity, compassion and honor)
- Mentorship
- Accountability
- Trust
- Creativity
- Solutions-driven
- Innovative
- Engaged
- Prepared, seamless, non-intrusive and striving for flawlessness
- Sustained performance

- Stewardship of resources
- Environmental responsibility
- Responsiveness
- Customer focused

Strategic Priorities

1. Build collaborative teams and strengthen key partnerships throughout the division, the College, and externally.
2. Provide for the long-term physical requirements of the College. (Buildings, land, infrastructure, chairs, etc.)
3. Ensure residential life is vibrant, contributes to student learning, and is such an environment that it has a waiting list.
4. Provide a safe environment for all students, faculty, and staff.
5. Provide quality services at a competitive price that meet the needs of constituents, and meets/exceeds expectations.
6. Identify additional revenue generation areas.
7. Enhance communications with constituents and within the Facilities and Operations organization.

Strategic Priorities with action areas **Build collaborative teams and strengthen key partnerships throughout the division, the College, and externally.**

- Work with local law enforcement and emergency management agencies
 - Incorporate an Urban and Regional Planning Component
 - Maximize impact of professional organizations
 - Ensure excellent working relationship with BoR and USG staff as well USG institutions and other colleges
 - Benchmarking
1. **Provide for the long-term physical requirements of the College. (Buildings, land, infrastructure, chairs, etc.)**
 - **Maintain and update comprehensive Facility Master Plan.**
 - Request for parking deck, offices and academic buildings
 - Land acquisition

- Tie campus in with Lawrenceville
- Space utilization study and growth projections
- **In coordination with others, identify optimal annual enrollment growth goals.**
 - Match Facilities Management Plan to GGC Overall Business or Management Plan in Funding Level and Growth Projections Adjusting Annually
- **Identify and address highest priority infrastructure and staffing needs.**
 - Elevate Space Management and Building Move Management to a Responsible Level in Facilities, as a Project Management Level Function
- **Develop and implement plans to ensure sufficient fiscal and human resources for operation of all facilities.**
 - Develop comprehensive plan to secure and enhance funding for maintenance of PPVs and Foundation owned buildings.
 - Develop Internal Expertise in the Critical Areas of Campus and Facility Planning, Project Financial Management, and Facility Management
 - Promote professional development
 - Professional organizations
- **Develop plans to reduce energy consumption** and doing construction in ways that promote the protection of the natural environment

2. Ensure residential life is vibrant, contributes to student learning, and is such an environment that it has a waiting list.

- **Plan learning communities in Residence Halls**
- **Identify options for use of housing during summer.**
- **Develop and update comprehensive student housing plan (BoR 7.11.7.1)**
- **Address the culture in residence halls**
- **Develop comprehensive programming, strong residence hall association**
- **Ensure competitive pricing of residence life**
- **Marketing of residence halls**
- **Increase retention in housing – goals, customer service, incentives, environment**

3. Provide a safe environment for all students, faculty, and staff.

- **Develop overall environmental health and safety plan.**
- **Expand problem solving teams working with campus community on identified problems.**
- **Enhance proactive police services (infrastructure, security)**
- **Enhance comprehensive emergency management communications (on site and off site)**

- Leverage technology to communication about safety.
 - Investing in measuring and rewarding professional development
 - Provide consistent and well planned training (including multi-agency)
4. Provide quality services at a competitive price that meet the needs of constituents, and meets/exceeds expectations.
- Benchmarking
 - Continually improve service standards. (Develop standards, then improve)
 - Create a service spirit culture
 - Respectful and inclusive workplace that supports recruiting, hiring, developing and retaining exceptional employees.
 - Encourage effective and efficient use of staff and staff functions.
 - Continue to improve internal operations to fulfill organization's mission and goals.
5. Identify additional revenue generation areas.
- Conferences events and planning
 - Grant opportunities
 - Summer utilization
 - Parking
 - Asset forfeiture, including federal sharing program
6. Enhance communications with constituents and within the Facilities and Operations organization.
- User friendly presence on web, my.ggc, staff meeting summaries, working with PR, Food services, vending services, bookstore, copy center, warehouse, card office, laundry, fleet management, mail

Crosswalk: Facilities and Operations Strategic Plan and Cross Functional Planning Strategic Priorities & Action Areas

Note: This table shows how the Facilities and Operations Division Plan supports the College's strategic priorities. Relevant action areas from the College's cross functional strategic priority planning that involve the Facilities and Operations Division should be addressed in your division and unit plans. The Facilities and Operations Division plan will also include items that may not link directly to the cross-functional action areas, but which nevertheless support the College's priorities.

Facilities and Operations Strategic Priorities	College Strategic Priorities and Action Areas
1. Build collaborative teams and strengthen key partnerships throughout the division, the College, and externally.	(4: Culture, Communications, Infrastructure)
2. Provide for the long-term physical requirements of the College. (Buildings, land, infrastructure, chairs, etc.)	(3: Resources) <ul style="list-style-type: none"> Reach agreement on optimal annual enrollment goals based on obligations, student, and stair-step costs. Maintain and update comprehensive facilities plan
3. Ensure residential life is vibrant, contributes to student learning, and is such an environment that it has a waiting list.	(2: Enhancements to IEE) <ul style="list-style-type: none"> Fully establish a holistic and integrated framework for student development. Create a vibrant campus and student culture. (1: Student Success) <ul style="list-style-type: none"> Create a positive and student-centric student culture and student sense of community.
4. Provide a safe environment for all students, faculty, and staff.	(3: Resources)
5. Provide quality services at a competitive price that meet the needs of constituents, and meets/exceeds expectations.	(3: Resources)
6. Identify additional revenue generation areas.	(3: Resources)
7. Enhance communications with constituents and within the Facilities and Operations organization.	(4: Culture, Communications, Infrastructure)