

CHIEF OF STAFF OPERATIONAL PLAN



Goal 1: Build and institutionalize an integrated, systemic, and coordinated framework of planning, assessment, and data utilization to support decisions.

Related Outcome	Responsible Position or Group	Resources (PMSTDTP) or Authorities needed	Metrics (at least two)
1.1 By the end of FY 18, all academic disciplines and organizational units have fully integrated planning and assessment from Division goals to unit-level outcomes and metrics	Chief of Staff, OPPA, Director of Academic Assessment	SPOL software	<ol style="list-style-type: none"> 1) Review of unit assessment plans shows connections to division goals and strategic priorities for 75% of unit outcomes. 2) 75% of unit metrics have clear relationships to division outcome metrics
1.2 By the end of FY 19, requests for new funding or positions are justified using data from metrics at unit or division level	In coordination with Business & Finance	TBD	<ol style="list-style-type: none"> 1) 80% or more of UFR requests reference assessment data, divisional outcomes data, or dashboard metrics as justification
1.3 By the end of FY 20, establish process and practice of prioritizing requests based on data	OPPA in coordination with Cabinet	TBD	<ol style="list-style-type: none"> 1) By FY21 Standing funding requirement list exists as an accessible document for all Divisions with clear prioritization of resources.

Goal 2: Promote behaviors and relationships that accurately reflect GGC’s aspirational culture both on and off campus.

Related Outcome	Responsible Position or Group	Resources (PMSTDTP) or Authorities needed	Metrics (at least two)
2.1 By the end of FY 17, a statement of aspirational culture is in place and senior leaders, campus mavens, and connectors have expressed agreement	Chief of Staff	Public Relations roll out plan	<ol style="list-style-type: none"> 1) High scores for aspirational values on C&C survey for senior leaders 2) Integrity score metric developed 3) Publish New Strategic Framework as part of Strategy
2.2 By the end of FY 18, a statement of aspirational culture is in place and the campus community has expressed agreement	Chief of Staff	Town Hall Meetings, BEAR	<ol style="list-style-type: none"> 1) High scores for aspirational values on C&C survey for all respondents 2) Change in integrity scores
2.3 By the of FY 18, the aspirational and lived cultures show alignments	Chief of Staff		<ol style="list-style-type: none"> 1) Improvement in integrity gap scores (i.e., small differences) for all respondents
2.4 By the end of FY 19, GGC’s aspirational culture is referenced as an important element in the college’s success	Chief of Staff		<ol style="list-style-type: none"> 1) Content analysis of GGC’s promotional/media material 2) Content analysis of external media documents

Goal 3: Build a national alliance with institutions that share our values, to learn from others, and to promote and extend the GGC model which aspires to change the way that the “new American majority” (changing demographics) engages with higher education.

Related Outcome	Responsible Position or Group	Resources (PMSTDTP) or Authorities needed	Metrics (at least two)
3.1: By the Sep 2017, the 1 st Tier membership has committed to the College Value Innovators Association (CVIA)	Chief of Staff	\$45K	<ul style="list-style-type: none"> • 4 Colleges sign up • Convening in Indianapolis with Lumina scheduled
3.2: By the end of FY 18, private funding for short term support (Planning Year) of CVIA is in place	Chief of Staff	\$45K	<ul style="list-style-type: none"> • Proposal and proforma complete • Submission to at least two short term funding agencies • 2 additional members commit
3.3: By the end of FY 19, a long-term (Execution Year) funding mechanism for CVIA is in place.	Chief of Staff	\$45K/Private \$500,000 - \$3M?	<ul style="list-style-type: none"> • Proposal and proforma complete • Submission to at least two long term funding agencies
3.4: By the end of FY 19, the permanent management and organizational structure for CVIA is in place.	Chief of Staff	\$45K/Private \$500,000 - \$3M?	<ul style="list-style-type: none"> • CVIA recognized nationally • 2 additional members commit

Goal 4: Develop a community engagement strategy based upon prioritized, purposeful and reciprocal external relationships.

Related Outcome	Responsible Position or Group	Resources (PMSTDTP) or Authorities needed	Metrics (at least two)
4.1 By the end of FY17, a strategic framework for distributed coordination of community engagement will be implemented.	Chief of Staff		<ol style="list-style-type: none"> 1) Purpose statement published 2) Influence objectives published 3) Role definitions published 4) Relationship managers assigned
4.2 By the end of FY17, a community engagement map of all CE activity will be completed and made available to the cabinet.	Chief of Staff		<ol style="list-style-type: none"> 1) Map exists and shared with Cabinet 2) Visual representation of data created and distributed
4.3 By the end of FY 18, a strategy for community engagement will be approved.	Chief of Staff		<ol style="list-style-type: none"> 1) Strategy written and approved. 2) Policy and procedures written and located in official documents. 3) A list of external organizations that are key to GGC's success will be created and distributed
4.4 By the of FY 18, a centralized office of community engagement will be created.	Chief of Staff	Funding for two positions, office space and start up costs	<ol style="list-style-type: none"> 1) Office mission statement approved 2) Initial director and deputy positions hired