

Aligning Individual Goals with College Priorities and Strategies

Connecting college priorities to individual goals is an important starting point when we enter the time to set individual goals. When we understand how our individual goals connect to the vision and strategies of the college, we feel greater purpose and engagement in our work.

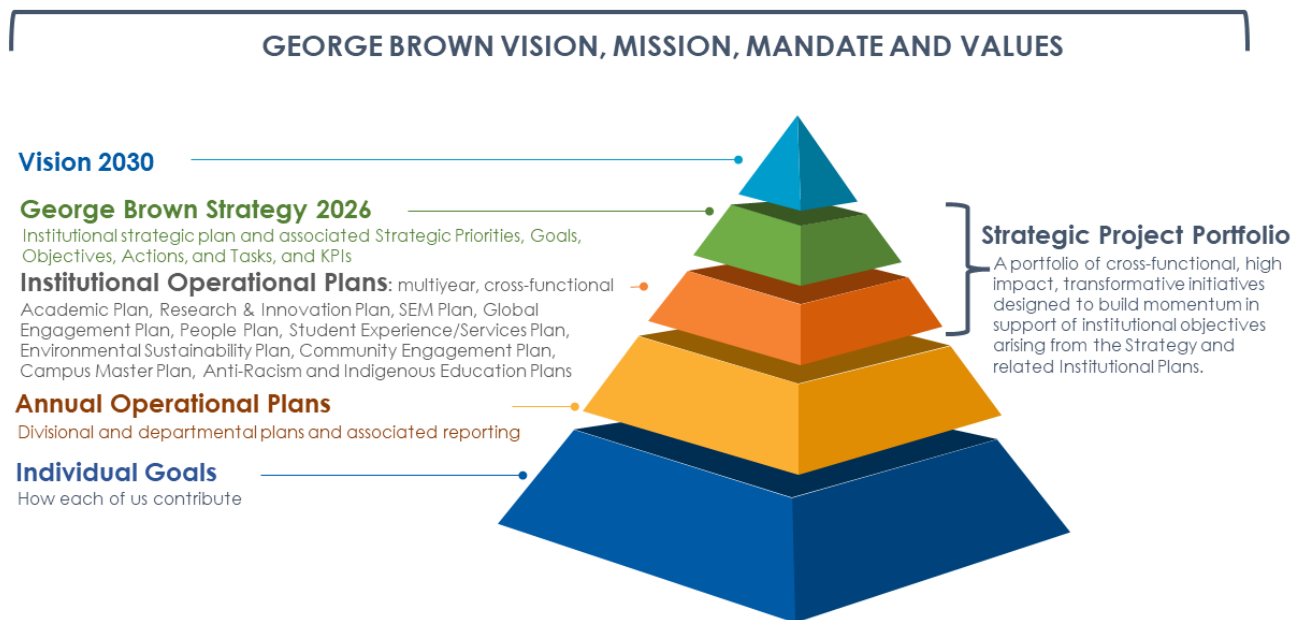
LEARNING OBJECTIVE

As a manager, you will understand the different college-wide strategic priorities and how to best share these with your team to prepare for individual goal setting.

Understanding the College’s Planning Levels and Strategic Priorities

Everything we do at GBC is driven by institutional vision, mission, values, and mandate. Within this structure, we have several layers of planning that help us to align and cascade strategic direction, as shown in the image below.

PLANNING LEVELS AND TYPES



- 1. Vision 2030:** Defines institutional long-term direction and is achieved through strategic plans and transformative longer-term roadmaps.

2. **George Brown Strategy 2026:** Defines organizational direction and the desired future state, priorities, goals and objectives needed to meet outcomes. There are six key priorities defined in Strategy 2026 - *Attract and Engage Diverse Learners, Innovative Academic and Research Initiatives, Connections that Build and Contribute to the Future, Environmental Sustainability, Foundation of Equity and Financial Sustainability.*
3. **Institutional Operational Plan (IOP):** A multiyear and cross-divisional plan aimed at advancing priorities, goals, and objectives set out in the strategic plan. Each plan is aligned with a specific strategic priority from the Strategy.
4. **Annual Operational Plan (AOP):** Aligned with the college's fiscal year, an operational plan outlines specific short-term incremental steps for a department. AOPs may be linked directly to Strategy 2026 or to an IOP (or both).

How Do Strategic Priorities Connect to Individual Goals?

Strategic priorities are achieved through multiple planning efforts. Your team may contribute to multiple **Institutional Operational Plans** and your **Annual Operational Plan**. As we begin to set our individual goals for the fiscal year, it is important to review and reflect on how individual goals for you and your team are linked to institutional priorities outlined in **Strategy 2026**.

Sharing College Priorities with Your Team for Alignment

As a manager, you play an important role in helping to cascade strategic priorities downwards and build alignment. As we exit the strategic planning cycle and enter the phase of individual goal setting, it is important for you to share strategic priorities with your team.

What Do I Need to Do?

We encourage people managers to set aside a dedicated time with their team to discuss strategic priorities. You can schedule this activity as part of an existing team meeting, or as a standalone session. When you meet, guide your team through the strategic priorities relevant to your team and that are upcoming for the fiscal year ahead.

It may help to share details of the business planning process for clarity; or share any documentation from the business planning process. This will demonstrate how priorities were selected and aligned and can serve as a model for your team's goal setting.

Each team is unique, and each team may align to different strategic priorities at different levels of planning. It may be most helpful to share Annual Operational Plans, with their actions and tasks, to help align. For some teams, there may be Institutional Operational Plans that must be aligned with, that you can share.

What Documents Can I Share?

- **George Brown Strategy 2026** - Share this document to refresh and reconnect as a team with Strategy 2026, and our vision, mission and values.
- **Institutional Operational Plans** - Share any relevant institutional plans, specifically highlighting key actions from those plans that are on deck for the upcoming fiscal year.
- **Annual Operational Plan** - Share the Annual Operational Plan for your department/division, or even go so far as to share the actions and tasks connected to this in -CAMMS. This can help align your team's goals to already identified department actions.

What Comes After the Meeting?

As you wrap up the meeting with your team, it's important to close out the meeting and move your team into individual goal setting. Actions you can take after the meeting include:

- Share via email any of the above documents that may be helpful.
- Ask your team to reflect on the upcoming year ahead in their role, to begin thinking about individual goals and how they connect.
- Emphasize where your team aligns with strategic priorities. Let your team know their individual goals may not align to every strategic priority for your department/division.
- If your direct team has people managers with further direct reports, work with them to think through how they can further share and align this information.