

# FOUNDATION OPERATIONAL PLAN



# GGCF overview

- The Georgia Gwinnett College Foundation exists as a cooperative organization to support the mission of Georgia Gwinnett College. The Foundation has played an essential role in GGC's creation and initial decade, helping to grow the College from an idea into a thriving member of the University System of Georgia. GGC's future continues to be bright as it moves now from a "growth" stage to an "enhancing and sustaining" one, being one of the most significant contributors to the northeast Georgia region.
- Committed to a strong partnership with the College, the GGC Foundation is dynamic and plays a critical role in advancing GGC. Over the past five years, it has continued to provide vital support through real estate activities, fundraising, stewardship, and advocacy. The Foundation has transitioned its organizational structure to better position it for excellence in board governance, leadership, and composition. It has the opportunity to be most effective through further alignment with the College's updated strategic priorities, which lead to philanthropic priorities and inform the Foundation's future actions and targeted outcomes. The Foundation's 2010 vision and mission are affirmed with a continued strategic focus on student success.
- The costs to execute this operating plan depend on the translation of the College's strategic plan into a marketable set of outcomes established by the Foundation's committees in coordination with the College administration and Advancement, as well as additional infrastructure identified to increase the capacity to support the GGCF activities.
- Based on this operating plan, the Foundation should experience an increased focus, leading to more support to the College and providing more opportunities for all key stakeholders to become more involved in GGC and the Foundation.

# GGCF Strategic Framework

- **What it means to be a Grizzly**

- Grizzlies selflessly attend to the strengths, needs, and uniqueness of everyone at GGC. We work together to build meaningful experiences, solve problems, and share resources. Grizzlies create caring and supportive relationships that are essential to learning, persistence, graduation, institutional health, and community growth.

- **Vision**

- Our Foundation will be an integral partner in the growth and development of the College, positioning GGC as a premier 21st Century College, and engaging leaders into the life of the College.

- **Mission**

- The Georgia Gwinnett College Foundation assist the College in obtaining and managing needed resources to accomplish its mission. The Georgia Gwinnett College Foundation play a key role in building relationships with communities served by the college and key constituents whose support is vital to the College.

## Goal 1: Support the College's operating and capital needs through fundraising, friend-raising, and other means.

Related Outcome	Responsible Position or Group	Resources (PMSTDTP) or Authorities needed	Metrics (at least two)
1.1 Identify, in coordination with the College, the College's operating and capital needs appropriate for the Foundation to address.	VP Operations, VP Business & Finance, VP Advancement	People (Advancement, Development Committee, Operations), master plan	1) List of prioritized, fundable projects with corresponding prospect pools
1.2 Fund-raising: In coordination with the College, prioritize the Foundation's fund-raising needs	Development Committee, Foundation Board	People (Advancement, ASA, Foundation Board, Development Committee), Time	1) Demonstrated engagement in multiple areas in order to achieve fundraising and engagement goals 2) Increased funds raised for campus operating and capital needs
1.3 Friend-raising: In coordination with College Advancement, identify and host programs and activities that involve the community and important constituents in the life of the College. Examples: distinguished speakers series or three to four events a year	Development Committee, Advancement	People (Advancement, Cabinet, Foundation Board, Development Committee), Time	1) Increase brand awareness 2) Increase number of potential prospects for qualification 3) Retain donors
1.4 Build the capacity of the college staff and infrastructure so that they can effectively and efficiently support the work of the Foundation. Commit to additional staffing support to address fund-raising and friend-raising, board development needs, and staffing of Foundation committees.	President, Foundation Board	People (Cabinet, Foundation Board), Money, Space, Time, Data, Technology, Policy.	1) Sufficient and effective programming to support the agreed-upon activities of the Foundation operational plan and College annual goals

## Goal 2: Properly steward the Foundation's investments.

Related Outcome	Responsible Position or Group	Resources (PMSTDTP) or Authorities needed	Metrics (at least two)
1.1 Follow the Investment Policy per appropriate governing standards and in support of the financial goals of the College and continue to monitor for effectiveness and performance.	GGC Foundation Staff, Finance and Audit Committee	People (GGC Foundation Staff, Cabinet), Money, Time, Data, Technology, Policy	<ol style="list-style-type: none"> <li>1) Reasonable (within x% pts of peers?) investment returns as compared to benchmarks</li> <li>2) Investment advisor presents to Finance Committee at least once a year</li> </ol>
1.2 Work with the USG and College Administration to execute appropriate long term real estate transition plan	GGC Foundation Staff, Finance and Audit Committee	People (GGC Foundation Staff, Cabinet), Money, Time, Data, Technology, Policy	<ol style="list-style-type: none"> <li>1) Progress toward long-term goal of college ownership of real estate assets</li> <li>2) Reduction of risk to Foundation on debt and repair</li> </ol>

### Goal 3: Promote the College to expand the base of interest and support among key constituencies.

Related Outcome	Responsible Position or Group	Resources (PMSTDTP) or Authorities needed	Metrics (at least two)
3.1 Prioritize key constituencies for the Foundation in coordination with the college	Advancement, Development Committee, Committee on Trustees	People, Time, Data, Technology	1) Increased engagement and support from prioritized constituencies
3.2 Support college programs and activities that engage each constituency	Advancement, Executive Committee	People, Money, Space, Time, Data, Technology, Policy	1) Active board participation and attendance at events. 2) Creation of tools via which board can advocate for college (collateral, social media plan, college has defined and effective process to host external guests).
3.3 Support the development of a unified strategic communications plan which accentuates different important aspects of the College to different constituencies.	Advancement SCP Executive Committee	People, Money, Time, Data, Technology, Policy	1) Establish plan that provides clear and concise guidance to board members and other key stakeholders in promoting the college 2) Volunteers actively advocate and participate in communications development and dissemination.

## Goal 4: Exemplify excellence in Foundation board governance, leadership, and composition

Related Outcome	Responsible Position or Group	Resources (PMSTDTP) or Authorities needed	Metrics (at least two)
4.1 Continue improvement of Board operations and leadership.	Executive Committee, Foundation Board	People, Money, Time, Data (OPPA sponsored survey), Technology, Policy	1) High satisfaction among board members and staff
4.2 Engage all trustees more in the work of the Foundation and the College	Executive Committee, Foundation Board, Advancement, ASA	People, Time, Data, Technology	1) Increased participation in College-wide planning 2) Increased participation in ad-hoc College initiatives and programs as appropriate
4.3 Institute efforts to ensure the board and Foundation continually have new members who work to develop structure, enhance Board reputation, and engage trustees in College activities.	Committee on Trustees, Foundation Board	People, Time, Data, Technology	1) Board composition increasingly reflects the composition of the broader community (across many demographic, socioeconomic, and psychographic categories).
4.4 Help create a cohesive culture with faculty and administration by providing opportunities for interaction with Board of Trustees.	Executive Committee Advancement ASA	People, Money, Time, Data, Technology, Policy	1) Increased trustee and volunteer engagement with students and faculty. 2) Increased trustee advocacy and awareness building in the wider community.