



INTRODUCTION

The University of Georgia Foundation, through its Executive Director, Officers, Trustees and Staff, is dedicated to the ongoing pursuit of excellence by way of carrying out its mission as identified below. In accordance with this directive, the Foundation Executive Committee authorized a strategic planning initiative with the goal of creating a new strategic plan to be pursued by the Foundation. A Strategic Planning Committee was appointed and the Carl Vinson Institute of Government was retained to pursue this most important effort. The Foundation Executive Director and staff, the Strategic Planning Committee and the Carl Vinson Institute of Government worked together to undertake the steps necessary to complete the strategic planning process. The process brought forth the best efforts from a highly engaged group, which included the input of numerous respondents and other stakeholders in the process. The efforts of this diligent group continued in excess of one years' time, with numerous meetings, interviews, exchange of ideas, and critical analysis, all in pursuit of the best interests of the Foundation and the University of Georgia. It is therefore with humble gratitude for the honor and privilege of being selected to engage in this process that the Strategic Planning Committee hereby presents the 2017-2022 Strategic Plan for The University of Georgia Foundation.

Committee Members:

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VISION

The University of Georgia Foundation's vision is to be recognized as a leading public university foundation in endowment management and fundraising and all related functions and operations.

MISSION

The mission of The University of Georgia Foundation is to provide support for the teaching, research, public service and outreach programs of The University of Georgia by means of volunteer leadership and assistance in development and fundraising activities; fiduciary care for the assets of the Foundation for the long-term benefit and enhancement of the University; and, broad advice, consultation, and support to the President of the University.

GOALS

The University of Georgia Foundation (UGAF) will reach its vision through the completion of four strategic goals:

GOAL 1– Board Culture of Philanthropy and Giving

The Foundation will enhance the culture of giving by working with the development team, by assisting them in reaching aspirational fundraising goals, by being an example of UGA philanthropy, and by being an ambassador for the University.

GOAL 2 – Maximizing Trusteeship

The Foundation will utilize the full talent of each and every trustee to carry out its mission.

GOAL 3 – Committee Structure

The Foundation will review the current committee structure and explore ways to develop innovative approaches to more efficiently organize the work and talents of the board so that it produces optimal opportunities for engagement, strategic discussion, decision-making, and broad consultation and advice to the president through various divisions of the University.

GOAL 4 – Investment Management and Stewardship

The Foundation will review and evaluate endowment management models in order to determine the most effective solution for the management of the Foundation's investment portfolio, provide active and independent oversight of investment performance, and help ensure that the Foundation fulfills its fiduciary responsibility.

Within each goal, the UGAF has identified key initiatives that will drive each strategy.

A more detailed table that provides information on the strategic plan's timelines and assigned responsibilities is available in Appendix A.

GOAL 1– Board Culture of Philanthropy & Giving

The Foundation will enhance the culture of giving by working with the University development team, by assisting the team in reaching aspirational fundraising goals, by being an example of UGA philanthropy, and by being an ambassador for the University.

1. The UGAF will educate board members on a culture of philanthropy and giving by:
 - a. Providing training opportunities for board members on the university's giving message
 - b. Informing the board on the UGA story and communication strategies
 - c. Educating the board on priorities of the schools, colleges, units and divisions campus wide

2. The UGAF will establish a culture of giving as an entire board by:
 - a. Setting goals for board member giving and consistently updating the full board on the progress
 - b. Securing 100% participation from all board members in annual giving, and follow the personal giving guidelines as outlined in the Trustee Giving Guidelines to the best of each board member's ability

3. The UGAF will be a key resource and ambassador to the UGA Development & Alumni Relations division by understanding and supporting the fundraising goals of the University by:
 - a. Continually exploring options to further the strategy, including but not limited to, the following:
 1. Securing 3-5 introductions to donors who have the potential for new or increased support of the university
 2. Hosting an alumni development dinner meeting, other meeting, or Board of Visitors lunch
 3. Attending or facilitating a meeting with members of the development team and/or senior administration and the potential donor which sets an example of board leadership and enhances the power of a peer relationship
 4. Participating in the review of the development teams' database to identify, cultivate and/or solicit potential donors
 5. Participating in the stewardship of gifts and relationships

4. The UGAF will explore opportunities and ways to support the Development and Alumni Relations team and assist them in reaching aspirational fundraising goals by:
 - a. Reviewing the priorities of the Development and Alumni Relations team and evaluating the Board of Trustees' ability to offer support
 - b. Being receptive to working collectively with UGA Alumni Association board in fundraising for the university

GOAL 2 – Maximizing Trusteeship

The Foundation will utilize the full talent of each and every trustee to carry out its mission.

1. The UGAF will recruit trustees who can fulfill the Foundation’s mission by:
 - a. Communicating expectations during recruitment and nomination
 - b. Requiring acknowledgement of expectations by potential trustee before vote is taken
 - c. Implementing the desired level of Board diversity in order that the board may reflect the University community, with each board member having the option to submit names of potential nominees as identified

2. The UGAF will develop rigorous and ongoing training for trustees by:
 - a. Holding new trustee orientation each year
 - b. Developing a mentoring trustee program
 - c. Creating follow-up training for all current trustees

3. The UGAF will evaluate trustee engagement by:
 - a. Setting metrics for performance
 - b. Developing criteria for reappointment based on metrics
 - c. Reviewing performance/engagement at the individual level
 - d. Beginning and further developing a personal trustee evaluation through an online survey with results going directly to the board chair

4. The UGAF will engage all trustees with UGA by:
 - a. Hosting trustees on campus for events
 - b. Inviting and engaging trustees at all significant UGA events
 - c. Developing a Trustee Emeritus process for continued engagement
 - d. Establishing a platform to engage trustees with the various development and Deans’ offices in the schools, colleges, units and divisions of UGA to provide further UGAF trustee support in those areas

5. The UGAF will increase trustees’ UGA awareness and knowledge through access to Senior Administration by:
 - a. Offering optional signature gatherings or forums for trustees with senior administration for a unique opportunity for dialogue and education
 - b. Establishing a program or platform that provides the highest level of counsel and advice to the University and enhances trustee understanding and support of the many areas and divisions of the University of Georgia

GOAL 3 – Committee Structure

The Foundation will review the current committee structure and explore ways to develop innovative approaches to more efficiently organize the work and talents of the board so that it produces optimal opportunities for engagement, strategic discussion, decision-making, and broad consultation and advice to the president through various divisions of the University.

1. The UGAF will assess and provide recommendations to the board regarding the committee structure by:
 - a. Evaluating current committees and debating the purposes of each committee
 - b. Reaching out to the board to gather feedback, suggestions and concerns on committee structure
 - c. Producing a comprehensive committee restructure proposal and recommendations that align with the Foundation’s mission as well as a timeline to implement the change
 - d. Determining through committee structure the best way to provide the highest level of counsel and advice to the President through various areas of the University
2. The UGAF will review the size of the board of trustees by:
 - a. Reviewing the size of the board in regards to how effectively it serves and responds to important issues as a whole body and within each committee
 - b. Providing recommendations for increasing or decreasing the size of the board, or reasons why it needs to remain the same
3. The UGAF will create and staff the committees based on trustee expertise, interests, and talents by:
 - a. Assigning trustees to committees based on interest, expertise and talents
 - b. Reviewing board member committee overlap so that each member can effectively engage in all assigned committees
 - c. Reviewing the role of staff supporting each committee to determine if the right key players are involved and if staffing overlap exists
4. The UGAF will review the bylaws and other governance documents in regards to committee structure by:
 - a. Reviewing the bylaws and providing revision recommendations on committee structure updates or new committee creation.

GOAL 4 – Investment Management and Stewardship

The Foundation will review and evaluate endowment management models in order to determine the most effective solution for the management of the Foundation’s investment portfolio, provide active and independent oversight of investment performance, and help ensure that the Foundation fulfills its fiduciary responsibility.

1. The UGAF will create a sub-committee of the Investment Committee to explore endowment management models and identify one best fit for the Foundation that will generate superior investment performance by:
 - a. Determining chair and sub-committee members
 - b. Creating a working timeline
 - c. Assessing and recommending the best endowment management model for the Foundation and providing recommendations to the board
2. The UGAF will routinely monitor and evaluate investment performance by:
 - a. Evaluating performance relative to benchmark on a net of fees basis
 - b. Evaluating performance relative to peer institutions (SEC, NACUBO surveys)
 - c. Monitoring the total cost investment portfolio results
 - d. Monitoring risk in order to minimize negative outcomes
 - e. Evaluating the endowment spending policy based on university needs, donor expectations and budgeting funding needs balanced against a reasonable rate of return
3. The UGAF will evaluate the Investment Committee’s scope in providing opportunity and fostering experiences for UGA students and determine the best ways to communicate to the university’s alumni and donors by:
 - a. Assessing and determining ways the Investment Committee can better foster experiences for UGA students
 - b. Establishing a program(s) that provides the highest level of guidance and advice to UGA students
 - c. Enhancing alumni and donor awareness of the Investment Committee by relaying stories from the student program
4. The UGAF will create an investment platform that allows other University asset pools, if desired, to be potentially managed by Foundation’s Investment Team upon direction from UGA.
 - a. To be determined
5. The UGAF will have consistent evaluation and assessment of the Investment committee and its members by:
 - a. Evaluating individual committee members through self-assessment surveys that are reported directly to the Investment Committee chair
 - b. Conducting periodic review of the Investment Committee and sub-committee structure to support effective committee performance
 - c. Determining and providing trustee prospect recommendations with investment and finance expertise to the Nominating & Governance Committee

Appendix A

<p>GOAL 1– Board Culture of Philanthropy & Giving <i>The Foundation will enhance the culture of giving by working with the University development team, by assisting the team in reaching aspirational fundraising goals, by being an example of UGA philanthropy, and by being an ambassador for the University.</i></p>		<p>Foundation Lead: Executive Director Staff Lead: Executive Director</p>						
Strategy 1	<p>STRATEGY: Educate board members in a culture of philanthropy and giving</p>							
	Initiative		Who		When		Measure	
	a. Provide training opportunities for board members on the university’s giving message		Executive Director/Staff		2017; Follow-up at each meeting		Agenda item on board meetings	
	b. Inform the board on the UGA story and communication strategies		Executive Director/Staff		2017; Follow-up at each meeting		Agenda item on board meetings	
	c. Educate the board on priorities of the schools/colleges/units/divisions campus wide		UGAF Staff, Board and committees		On-going		Special meetings, board /committee meetings on agendas	
Strategy 2	<p>STRATEGY: Establish a culture of giving as an entire board</p>							
	Initiative		Who		When		Measure	
	a. Set goals for board member giving and consistently update the full board on the progress		Executive Committee and Development Committee		Annually		Report out on board member giving (anonymous)	
	b. Secure 100% participation from all board members in an annual giving, and follow the personal giving guidelines as outlined in the Trustee Giving Guidelines to the best of each board member’s ability		Executive Committee		Annual gift – annually Major gift by 2020 Planned gift – during 1 st term		Annual report	

Strategy 3	STRATEGY: Be a top resource and ambassador to the UGA Development & Alumni Relations division by understanding and supporting the fundraising goals of the University			
	Initiative	Who	When	Measure
	a. Continually explore options to further the strategy including but not limited to the following:	Development and Communications committee	Ongoing	Engagement document report at each board meeting
	1. Secure 3-5 introductions to donors who have the potential for new or increased support of the university	Individual trustees		
	2. Host an alumni development dinner meeting/other meeting/Board of Visitors lunch	Individual trustees		
	3. Attend or facilitate a meeting with members of the development team and/or senior administration and the potential donor which sets an example of board leadership and enhances the power of a peer relationship	Individual trustees		
	4. Participate in the review of the development teams' database to identify, cultivate and/or solicit potential donors	Individual trustees		
5. Participate in the stewardship of gifts and relationships	Individual trustees			

Strategy 4	STRATEGY: Explore opportunities and ways to provide financial support to the Development and Alumni Relations team to assist them in reaching aspirational fundraising goals.			
	<i>Initiative</i>	<i>Who</i>	<i>When</i>	<i>Measure</i>
	a. Review the priorities of the Development and Alumni Relations team and evaluate ability to offer support	Executive Committee	Annually	Completed meeting
b. Be receptive to working collectively with Alumni Association Board in fundraising for the university	President of Alumni Association trustee	June 30, 2017 for first ideas; Annually	Proposal received and presented to development committee	

GOAL 2 – Maximizing Trusteeship <i>The Foundation will utilize the full talent of each and every trustee to carry out its mission.</i>		Foundation Lead: Board Chair Staff Lead: Executive Director		
Strategy 1	STRATEGY: Recruit trustees who can fulfill the Foundation’s mission			
	Initiative	Who	When	Measure
	a. Communicate expectations during recruitment and nominating	Nominating	Ongoing	Completion
	b. Require acknowledgement of expectations by potential trustee before vote	Chair of Nominating Committee	Ongoing	Completion
	c. Implement the desired level of Board diversity in a broadly defined way Each board member has option to submit names of potential nominees as identified	Nominating & Governance Committee Each board member	Immediate and ongoing	Annual directory
Strategy 2	STRATEGY: Develop rigorous and ongoing training for trustees			
	Initiative	Who	When	Measure
	a. Hold new trustee orientation each year	Board Chair	Annually	Completion
	b. Develop a mentoring trustee program	Nominating and Governance Committee	FY18	Mentee assignments made
	c. Create follow-up training for all current trustees	Board Chair	Annually	Completion

Strategy 3	STRATEGY: Evaluate trustee engagement			
	Initiative	Who	When	Measure
	a. Set metrics for performance	Executive Committee	FY18	Metrics report
	b. Develop criteria for reappointment based on metrics	Executive Committee	FY18	Final document
	c. Review performance/engagement at the individual level	Mentors	FY18	Mentors report
d. Begin and further develop a personal trustee evaluation through an online survey with results going directly to Chair	UGAF Staff to develop; Individual trustee to complete	FY17 and ongoing	Completed reports	
Strategy 4	STRATEGY: Engage all trustees with UGA			
	Initiative	Who	When	Measure
	a. Host Trustees on campus for events	Development Committee	Ongoing	Participation rates and report
	b. Invite and engage trustees at all significant UGA events	Development Committee	Ongoing	Participation rates and report
	c. Develop a Trustee Emeritus process for continued engagement	Development Committee	FY18	Completion
d. Establish a platform to engage trustees with the various development and Deans' offices in the schools, colleges, units and divisions of UGA to provide further UGAF trustee support in those areas	Development Committee and Development and Alumni Relations	Ongoing	Published platform	

Strategy 5	STRATEGY: Increase trustees' UGA awareness and knowledge through access to Senior Administration			
	<i>Initiative</i>	<i>Who</i>	<i>When</i>	<i>Measure</i>
	a. Offer optional signature gatherings/forums for trustees with senior administration for a unique opportunity for dialogue and education	Executive Director and UGAF Staff	Ongoing	Report
b. Establish a program/platform that provides the highest level of counsel and advice to the University and enhances trustee understanding and support of the many areas and divisions of the University of Georgia	Executive Director and UGAF Staff	Ongoing	Report	

GOAL 3 – Committee Structure				
<i>The Foundation will review the current committee structure and explore ways to develop innovative approaches to more efficiently organize the work and talents of the board so that it produces optimal opportunities for engagement, strategic discussion, decision-making, and broad consultation and advice to the president through various divisions of the University.</i>		Foundation Lead: Chair of Nominating & Governance Staff Lead: Executive Director		
Strategy 1	STRATEGY: Assess and provide recommendations to the board regarding the committee structure.			
	<i>Initiative</i>	<i>Who</i>	<i>When</i>	<i>Measure</i>
	a. Evaluate current committees and debate the purposes of each committee	Strategic Planning Implementation Committee	FY17 and FY18	Final recommendation
	b. Reach out to the board to gather feedback, suggestions and concerns on committee structure	Strategic Planning Implementation Committee	FY17 and FY18	Final recommendation
	c. Produce a comprehensive committee restructure proposal and recommendations that align with the Foundation’s mission as well as timeline to implement the change	Strategic Planning Implementation Committee	FY17 and FY18	Final recommendation
	d. Determine through committee structure the best way to provide the highest level of counsel and advice to the President through various areas of the University	Strategic Planning Implementation Committee	FY17 and FY18	Final recommendation
Strategy 2	STRATEGY: Review the size of the board			
	<i>Initiative</i>	<i>Who</i>	<i>When</i>	<i>Measure</i>
	a. Review the size of the board in regards to how effectively it serves and responds to important issues as a whole body and within each committee	Strategic Planning Implementation Committee	FY17 and FY18	Completion
	b. Provide recommendations for increasing or decreasing the size of the board, or reasons why it needs to remain the same	Strategic Planning Implementation Committee	FY17 and FY18	Final recommendation

Strategy 3	STRATEGY: Create and staff the committees based on Trustee expertise, interests, and talents			
	<i>Initiative</i>	<i>Who</i>	<i>When</i>	<i>Measure</i>
	a. Assign trustees to committees based on interest, expertise and talents	Executive Committee with recommendations from each committee chair	Annually	Committee assignments
	b. Review board member committee overlap so that each member can effectively engage in all assigned committees	Executive Committee	Annually	Committee assignments
	c. Review the role of the staff member in each committee to determine if the right key players are involved and if staffing overlap exists	Executive Committee and UGAF staff	Annually	Committee assignments
Strategy 4	STRATEGY: Review the bylaws and other governance documents in regards to committee structure			
	<i>Initiative</i>	<i>Who</i>	<i>When</i>	<i>Measure</i>
	a. Review the bylaws and provide revision recommendations on committee structure updates or new committee creation.	Strategic Planning Implementation Committee for FY17 FY18 and then back to Nominating and Governance committee	FY17 and FY18 Annually	Adoption of bylaw revision

<p>GOAL 4 – Investment Management and Stewardship <i>The Foundation will review and evaluate endowment management models in order to determine the most effective solution for the management of the Foundation’s investment portfolio, provide active and independent oversight of investment performance, and help ensure that the Foundation fulfills its fiduciary responsibility.</i></p>		<p>Foundation Lead: Investment Committee chair</p> <p>Staff Lead: Executive Director</p>			
Strategy 1	<p>STRATEGY: Create a sub-committee of the Investment Committee to explore endowment management models and identify one best fit for the Foundation that will generate superior investment performance.</p>				
	Initiative		Who	When	Measure
	a. Determine chair and committee members		Executive Committee	FY17	Named Committee
	b. Create a working timeline		Sub-Committee	FY17/18	Completion
	c. Assess and recommend the best endowment management model for the Foundation and provide recommendations to the board		Sub-Committee	Upon completion of work	Recommendation made
Strategy 2	<p>STRATEGY: Routinely monitor and evaluate investment performance</p>				
	Initiative		Who	When	Measure
	a. Evaluate performance relative to benchmark on a net of fees basis		Investment staff	Annually	Report issued
	b. Evaluate performance relative to peer institutions (SEC, NACUBO surveys)		Investment staff	Annually	Report issued
	c. Monitor the total cost investment portfolio results		Investment Staff/Committee	Ongoing	Report issued
	d. Monitor risk in order to minimize negative outcomes		Investment Staff and Investment Committee	Ongoing	Report issued
	e. Evaluate the endowment spending policy based on university needs and donor expectations and budget funding needs balanced against a reasonable rate of return		Executive Committee and Full board	Annually	Committee report

Strategy 3	STRATEGY: Evaluate the Investment Committee's scope in providing opportunity and fostering experiences for UGA students and determine the best ways to communicate to the university's alumni and donors.			
	Initiative	Who	When	Measure
	a. Assess and determine ways the Investment Committee can better foster experiences for UGA students	Investment Committee and UGAF Staff	FY18	Committee report as needed
	b. Establish a program(s) that provides the highest level of guidance and advice to UGA students	Investment Comm. and UGAF Staff	FY18	Committee report as needed
	c. Enhance alumni and donor awareness of the Investment Committee by relaying stories from the student program	Investment Committee and UGAF Staff	FY18	Committee report as needed
Strategy 4	STRATEGY: Create an Investment platform that allows other University asset pools, if desired, to be potentially managed by Foundation's Investment Team upon direction from UGA.			
	Initiative	Who	When	Measure
	a. To be determined			
Strategy 5	STRATEGY: Have consistent evaluation and assessment of the Investment committee and its members			
	Initiative	Who	When	Measure
	a. Evaluate individual committee members through self-assessment surveys that are reported directly to the Investment Committee chair	Whole Investment Committee	Annually	Compiled results in report
	b. Conduct periodic review of the Investment Committee and sub-committee structure to support effective committee performance	Whole Investment Committee	Annually	Compiled results in report
	c. Determine and provide trustee prospect recommendations with investment and finance expertise to the Nominating & Governance Committee	Whole investment committee and Nominating Chair	Continuous	Annual Directory