INTRODUCTION
The University of Georgia Foundation was organized on December 1, 1937 to support the University of Georgia. On June 30, 2011, The Arch Foundation for the University of Georgia, Inc., which was organized and operated for identical purposes, merged with and into the Foundation. Since the merger, the Foundation has operated as a cooperative organization of University System of Georgia. The Foundation strives to promote, nurture, and expand the culture of support for the University.

The Foundation’s stated purpose and mission is to: “provide: support for the teaching, research and 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.”

To comply with the Board of Regents’ requirements for cooperative organizations and to effectively accomplish the Foundation’s mission, it is appropriate that the Foundation’s Board of Trustees (Board) adopt a strategic plan that is consistent with the University’s strategic goals. The strategic plan should emphasize the following points: ensure Foundation funds are being managed and used as effectively as possible; maximize the Foundation’s opportunities to help grow the University’s endowment; and enhance communication between the Foundation, the President of the University, and all constituencies in a position to provide financial resources to the University. Board members are expected to perform the tasks and activities needed to effectuate the strategic plan.

OUR STRATEGIC GOALS
In order to accomplish its primary mission of supporting the University of Georgia, the Foundation sets the following strategic goals.

1. Fundraising/Endowment Growth
The Board must cultivate an environment that will increase private support and help grow the University’s endowment to a level commensurate with its status as one of America’s premier public universities. This can be accomplished by: evaluating with the University the effectiveness of current advancement efforts; helping plan and conduct fundraising campaigns and exploring new fundraising options (e.g., engagement of younger alumni) with the University; and implementing new outreach initiatives in coordination with the University’s external affairs team.

A. Transformational Giving – The Board should actively assist the University in increasing the level of transformational gifts, especially in the role of identifying viable prospects.
• This level of private giving will help the University increase its margin of excellence.

B. Unrestricted Giving – The Board should set specific goals to increase the level of unrestricted funds available to address critical University needs.

C. Unrestricted Endowment Component - The Board should increase the Foundation’s pool of unrestricted discretionary funds.
  • Encourage donors who establish endowments to agree to include an unrestricted funding component.

D. Fundraising Campaigns – The Board should be actively involved with preparing for and conducting major fundraising campaigns, including providing additional funding for new fundraising staff.
  • The Board anticipates a three-to-four-year horizon for the start of the quiet or advance phase of the University’s next comprehensive campaign.

E. Younger Alumni Participation – The Board should place increased attention on engaging the ever-growing number of young alumni.
  • Using the latest technologies and approaches to improve young alumni participation as donors.

F. Donor Identification – The Board, through formal screenings, focus sessions, and through on-going personal encounters, should help identify prospects, including:
  • Alumni
  • Parents
  • Friends
  • Corporations
  • Foundations
  • Other organizations.

G. Parents and Families – The Board should participate in activities of the Parents and Families Association.
  • Assist staff in identifying and recruiting parents as new members and donors.

H. University Academic Initiatives – The Board must ensure that Foundation funds are used in direct alignment with donor intent and the academic initiatives established by the University.

I. Professorships – The Board should make additional funding for faculty retention and recruitment a priority.
  • Working through the Board’s Professorship initiative.

J. Solicitation Calls – The Board should actively participate in opening doors to high-level prospects and in solicitation visits as appropriate.
  • Coordinated with the Office of the Senior Vice President for External Affairs.

K. Stewardship Calls – The Board should contact key donors periodically throughout the year to reassure them that their efforts have not gone unnoticed or unappreciated.
II. Board Development
It is imperative that the Board take a more active role in recruiting and developing its members.

A. **Set Expectation of Individual Board Member Giving** – Board members should show their level of dedication to the fundraising effort by giving to the Foundation commensurate with his/her financial means.
   - Emphasis on the importance of unrestricted support.

B. **Recruit Members Who Can Help Accomplish the Primary Goal of Fundraising** – The Board should seek out and recruit individuals who have a track record of:
   - Fundraising
   - Philanthropy
   - Ties to individuals who have the ability to make or generate sizable donations.

C. **Improve Diversity of Board** – When recruiting new members, the Board should endeavor to:
   - Select individuals from diverse backgrounds to bring a broad range of perspectives, experience and skill to the Board.

D. **Provide Fiduciary Care for Assets** – The Board should follow “best practices” in all areas of foundation management.
   - To ensure the long-term enhancement of the University and the Foundation’s assets.

E. **Develop Board Member Work Plan** – Members should develop individual work plans.
   - To guide their activities in support of the Foundation and the University each year.
   - Plans should be based upon guidance from the University as to particular areas of need.

F. **Increase Desirability and Effectiveness of being a Board Member** – The Board should elevate the quality of the experience of its members by:
   - Increasing their input regarding the Foundation
   - Increasing their visibility among the University and donors
   - Encouraging Trustees to become more involved in University activities.

G. **Build Knowledge About the University** – Members should stay abreast of University priorities, needs and special initiatives.
   - To serve as strong ambassadors and advocates for the University.
III. Public Advocacy
The Board should promote the University and the Foundation by providing assistance in developing productive messaging and positioning for enhancing fundraising and the University’s image and relationships with key regional, national and international constituencies. The Board should become involved by attending and participating in University sponsored activities and events.

A. *Enhance University and Foundation Image* – The Board should work closely and actively with the Public Affairs staff.
   - To help provide cohesive and creative branding, marketing and communications strategies.
   - Critical to successful fund raising – by distinguishing the University as a worthy recipient of public and private financial resources.

B. *Secure Public Financial Support* – The Board should assist Senior Administrators and the Office of Government Relations to make the case for strong financial investment from state and federal sources.

C. *Work with University Departments and Colleges to Stay Involved* – The Board should encourage each member to reconnect and work with his/her former college departments and schools.

D. *Participate in University Programs (Campaign Events, etc.)* – The Board should reinforce the significance of University events by attending and participating whenever possible.

E. *Participate in General Alumni Programs* – The Board should reinforce the significance of general alumni programs and events through attendance and participation whenever possible.
   - Increased attention on activities involving recent graduates.

F. *Recruit Students* – The Board should ensure funds are available to attract the best and brightest students and actively assist in recruiting efforts.

G. *Encourage Employment of Students* – The Board should be an advocate for employing University interns and hiring University graduates.

H. *Outreach Events* – The Board should raise awareness regarding the University and the Foundation through outreach events to help cultivate new donors and supporters of the University.

IV. Outreach and Counsel as requested by University President
A major component of the Foundation’s mission and purpose is to “provide... the provision of broad advice, consultation and support to the President of the University.”

   - The Board should make itself available to assist and advise the President of the University as needed or requested.

V. Work with other Supporting Organizations
The Board should work cooperatively with the UGA Alumni Association and other organizations that support the mission and goals of the University.