



COLLEGE *of*
COASTAL
GEORGIA

FOUNDATION

Strategic Plan, 2010 -2012

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The Challenge

The College of Coastal Georgia Foundation has worked to support the College for the past forty years, yet its role and reach have been limited largely to advisement and fundraising for scholarships. As the College of Coastal Georgia seeks to transition from a small, two-year, commuter institution to a respected, comprehensive, destination undergraduate institution, the scope and impact of the Foundation's work must grow exponentially. In 2009, the Foundation both reorganized itself and achieved a significant milestone, surpassing \$1 million in giving to support students, faculty and programming in the Coastal Georgia region. To sustain the College in implementing its **Strategic Master Plan: 2020 Vision**, the Foundation has developed an aggressive multi-pronged plan to increase giving, expand the donor base and support strategic growth projects. During 2010-2012, the resources cultivated and stewarded by the Foundation will provide the leverage and impetus to realize **Dreams in Action**.

The Foundation Mission and the College Vision

Foundation Mission. *The College of Coastal Georgia Foundation develops resources to support the College in providing quality education. The Foundation also serves as an advocate within the Coastal Georgia community to further the goals of the College. In supporting the College, the Foundation is guided by the vision established by the campus-community Strategic Master Plan Committee.*

College Vision. *The College of Coastal Georgia will be a college of choice for students within Georgia and beyond, providing an outstanding education for tomorrow's leaders and citizens through service learning, global awareness and engaged entrepreneurship.*

Key Investment Targets

- **Student Housing and Capital Expansion.** *Student housing and additional instructional facilities are key tactical ingredients for the College's expansion and growth. The Foundation must secure additional unrestricted revenues to access bond funding for Public Private Venture housing developments and to supplement renovation and construction of academic facilities. The Foundation needs to raise at least \$500,000 annually in unrestricted resources to support its capital campaign. Additionally, the Foundation plans to aggressively seek naming opportunities, through restricted capital donations, for new and existing campus buildings and infrastructure (e.g., walkways, water features, classrooms, laboratories, etc.).*
- **Student Scholarships.** *The cost of higher education continues to rise and, for many students, financial constraints thwart access to advanced education and future economic and personal success. Moreover, merit scholarships and targeted academic incentives are key tools in recruiting and retaining top notch students who become*

outstanding alumni and ultimately may become future leaders in Coastal Georgia. As the College grows, the Foundation is committed to continuing to award full or partial scholarships totalling at least five percent (5%) of total enrolment.

- **Faculty Development and Endowments.** *Quality faculty are the cornerstone of higher education. The College's ability to recruit and retain outstanding academic talent ensures its status in and contributions to higher education. With shrinking public funds and increasing performance demands, the Foundation embraces its role to secure funding for prestigious faculty lines and to support faculty learning, research, scholarship, and innovation. The Foundation targets at least one new named faculty position annually and commits support for faculty programs to reach at least \$50,000 by 2012.*
- **Athletic Programming and Facilities.** *The College's exciting development of new intercollegiate athletics has been strongly embraced by the Foundation and the community at large. Athletics create an essential base to attract quality students and engage boosters. Annually, the Foundation seeks to raise sufficient funds to ensure that at least 10% of giving is targeted to athletics, through a combination of scholarships, facilities and program support.*
- **Campus Programming and Student Life.** *The college experience is heightened through quality extra- and co-curricular activities. Arts and cultural experiences, lecture series, social gatherings, and career development opportunities all serve to expand the horizons of students, faculty and staff and to provide enrichment for the community at large. The Foundation proposes to secure funding to initiate and sustain a wide range of innovative artistic and cultural programs, signature student life events and meaningful career and entrepreneurship immersion experiences. While simultaneously cultivating significant named giving, the Foundation proposes to target 10% of annual giving for campus programming and student life.*
- **Land Acquisition.** *Despite having a campus of nearly 200 acres, the College finds itself virtually landlocked with few avenues for potential expansion. As the campus grows, new space will be essential to support housing, new facilities, athletic fields, and parking. The adjacent Exchange Club property offers the perfect addition to the College property. Before the close of 2012, the Foundation is committed to securing resources to purchase this property through a capital campaign and matching donations.*

The Strategies

Following a year of transformation and engagement, the Foundation is now prepared to strengthen its philanthropic and advocacy capacity and to set a pathway for galvanizing broad-based community support.

Expanding the Donor Base. The Foundation recognizes the need to expand the number, the type and the geographic locations of donors. The aggressive goals include increasing donors by 20% annually; involving 50% of Coastal Georgia businesses in giving at some level;

securing at least two additional gifts from philanthropic foundations annually; and adding givers from elsewhere in Georgia and the nation.

Development of Alumni Support. The College of Coastal Georgia has had more than forty classes of students over its lifetime as Brunswick Junior College, Brunswick College, Coastal Georgia Community College, and its present name. Creating an active and engaged alumni base is essential for the College's continued growth and future success. The Foundation charges the staff with establishing an alumni association to operate under its umbrella and developing programs for regular giving and programming during 2011.

Fully Engage the Trustees. Through development activities, special events, committee work, and advocacy programs, the Trustees should be fully engaged with the mission of the Foundation and the vision of the College. The Trustees recognize and reaffirm that their core mission is fundraising; all other aspects of programming and stewardship are ancillary to this primary, development mission. The Foundation and the College pledge to work together to ensure that all Trustees are equipped and involved to fulfil the mission, thus allowing each to take pride in their service and accomplishments.

Ensure Effective, Impactful Communications. Regular, accessible and powerful communications are essential to keeping Trustees and the donor base fully informed and engaged in the progress of the College. Through an enhanced web presence and new electronic and virtual communications programming, the Foundation expects to solidify giving and retention and expand the base of donors and advocates. Social media and traditional media outlets must be fully engaged to secure the ongoing interest of current and future alumni and the public at large.

Diversification of Giving Strategies. The Foundation seeks to become proficient in the full array of giving strategies, to include charitable remainder trusts, estate planning and enrolled corporate giving. New staff will be charged to bring the Foundation a proposal for rolling out a full array of giving options and establishing an implementation plan to begin in 2011.

Signature Events for 50th Anniversary. The College will celebrate its Golden Anniversary in 2011. This milestone should be used to commemorate the progress of the past and to galvanize public support for future aspirations. Signature events around the anniversary should be designed to cultivate new donors and engage those who have benefitted from the College over the last five decades.

Strengthen Development of the Foundation and its Members. The Foundation recognizes that well functioning programs for Trustee development, assessment of effectiveness, and succession planning are essential to securing its future. The Foundation seeks to exemplify best practices for governance of charitable organizations; to institute systems of performance measurement and reporting; and to establish mechanisms to promote board member recruitment, training and leadership transition.