Navigating Trusteeship: Practical Building Blocks for Effective Boards

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Agenda

- Georgia Gwinnett College - Overview

- Georgia Gwinnett College Foundation - Overview

- Practical Building Blocks for Effective Boards:

  - Board Structure

  - Board Operations

  - Volunteer Management

  - Board Member Engagement

- Questions

Georgia Gwinnett College - Overview

Georgia Gwinnett College - Overview

- Established in 2005 with 100+ students; 2023 approximately 11,500 enrolled

- 4-year Liberal Arts undergraduate institution

- Recognized as the most ethnically diverse southern regional college for ten consecutive years by U.S. News & World Report.

Georgia Gwinnett College - Overview

- Access institution

- Public college governed by the University System of Georgia Board of Regents

- Prominent community members that felt a college was needed in Gwinnett County, Georgia and worked to have it established through the State Legislature.

Georgia Gwinnett College Foundation - Overview

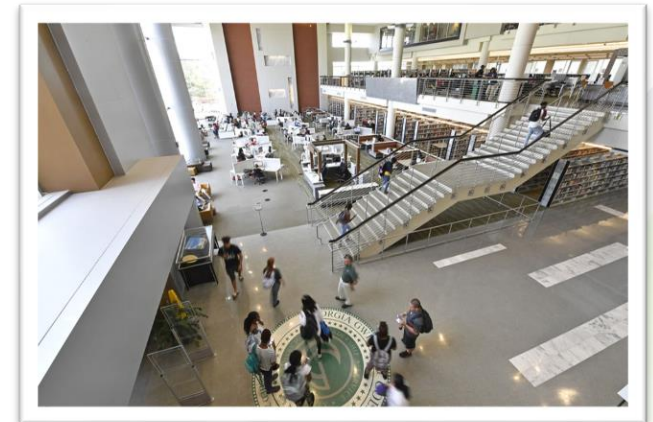# Georgia Gwinnett College Foundation - Overview

- Institutionally related foundation

- Memorandum of Understanding (MOU) between the College and the Foundation

- Originated with a real-estate focus.

- Interdependent 501(c)(3) foundation that supports the mission of the college, established in 2006 and received its 501(c)(3) in 2007. Has no employees. Supported by college employees.

- Shifted in 2015 towards a philanthropic focus.

Georgia Gwinnett College Foundation - Overview

- Foundation was built according to best practices suggested by AGB (Association of Governing Boards) and CASE (Council for the Advancement and Support of Education).

- Many Board members are the original community members that worked to see the college established. Currently 23 Board Members; Bylaws allow for 35, including ex-officio

- Ex-officio members: College President; Assoc VP Advancement; Alumni Association Chair
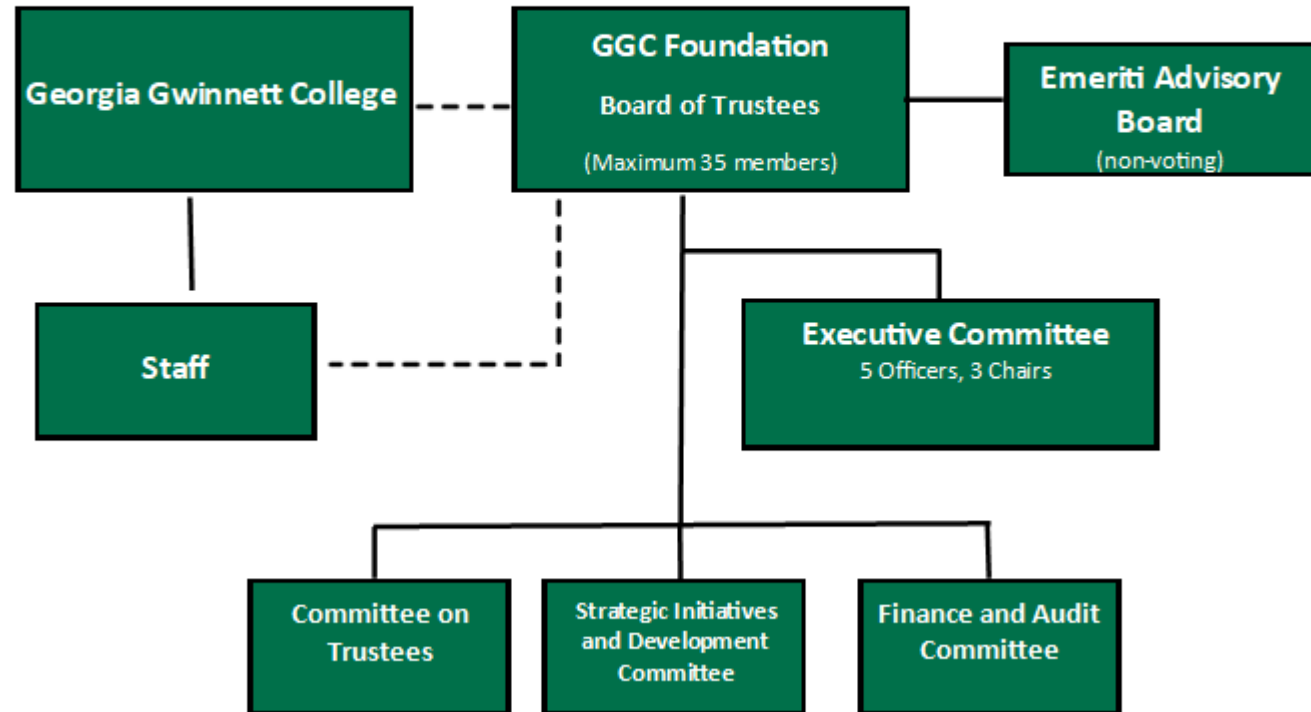
- Quarterly Board and Committee Meetings

Foundation Structure

Georgia Gwinnett College Foundation - Structure

(Updated 2023)

Additional Boards Supporting the College

Board of Visitors (BOV) – Boards of Visitors provide critical philanthropic support at the school level, while creating a feeder system for deeper community engagement with the institution as a whole

- Existing: School of Business, School of Science and Technology, School of Health Sciences, School of Liberal Arts

- Starting in 2024: School Education

- One chair representing all 5 BOVs will serve as an ex-officio to the Board of Trustees – starts in FY25 or FY26

Alumni Association Board – currently 16 members; average age of all GGC Alumni is 31 years old

Advisory Committees – i.e., Community Advisory Council to the President

Parents and Family Leadership Council

"Friend" Societies – i.e., Library, Athletics

Practical Building Blocks for Effective Boards

Building Block 1:

Board Structure

Board Structure

What type of Board do you have? Advisory, Governing, Institutionally Related, Other?

Set responsibilities for your Board Governance

- Understanding and support Board and College's mission, goals, priorities
- Understand fiduciary responsibilities
- Prepare and participate conscientiously in meetings and other College/Board activities
- Share time and expertise
- Advocate for the college

Set expectations

- Board member criteria – expectations for nomination of new members
- Statement of Understanding outlining expectations– monetary support, time commitment, attendance, advocacy, planned giving, etc.

Clear listing of roles and responsibilities

- All officers, committees, and Board members.
- Committee Charters

Board Member Criteria

- Develop criteria for potential new members that the Board agrees to.

- Clear idea of what type of members are needed to diversify the Board.

- Reevaluate and update every couple of years.

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GGC Foundation Board of Trustees – FY22 New Member Strategy/Needs

Desired Criteria:

- Has stature in the local or regional community or within place of employment
- Is a current or former business owner, partner or corporate officer
- Is in a leadership or upper level/top management position within their organization
- Demonstrates leadership potential and civic awareness.
- Possesses decision-making powers within their organization
- Has control over their own time at their position within the organization
- Lives and/or works in Gwinnett County or regional area
- Demonstrates a commitment to service with a record of personal involvement
- Representative of the makeup of the GGC student body as it relates to ethnicity, race, gender, age and industry.
  - Ethnicity/Race – increase representation of underrepresented groups
  - Gender – increase female membership
  - Age – for succession planning, target high performing alumni or other successful business executives under 50
  - Industry – focus on industries that are associated with a degree offering or would be beneficial to the Foundation

Who: (Can be adjusted annually)

- Executive/representative - Technology industry
- Executive/representative - Film/cinema/media arts industry
- Executive/representative - Supply Chain/Logistics representative
- Executive/representative – Human Development & Aging
- Executive/representative – K-12 Education
- Executive/representative - Risk management/Commercial Insurance executive – for Foundation expertise
- Executive/representative – Leadership Development – for Foundation expertise

Ask: (Expectations)

- Able to meet Board Expectations through personal or company means ($x/yr with additional expectation for campaigns). The Office of Advancement will use tools to determine giving capacity.
- Be an engaged Board member and attend Foundation/college meetings and events
- Host event for VIP/Donors at home, place of business, membership club, etc.
- Serve as a speaker at GGC for classes, alumni events, campus events, etc.
- Utilize community and business connections to make introductions to GGC Advancement staff to raise funds for the campaign
- Be a community and peer-to-peer advocate for GGC and a support for enrollment

Board of Trustees Statement of Understanding

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Board of Trustees Member

STATEMENT OF UNDERSTANDING

As a Georgia Gwinnett College Foundation Board of Trustees member, it is expected that Trustees will work to advance the mission and elevate the perception of the College as well as support Georgia Gwinnett College Foundation to the full extent of their ability. Leading by example with strong involvement and financial support is vital to the College.

1. **Operating Budget** – The operating budget is a critical part of the Foundation budget and pays for the operational needs of the Foundation in support of GGC. This budget pays for items and services that cannot be purchased with state funds as well as enhancing programs and services not fully funded by the state. Examples include student scholarships, student grants, faculty research grants, technology, training, and campus improvements. It is critical for the college that this budget projection be met each year to ensure smooth and continuous operations. It is proposed that each GGC Foundation Board of Trustees member makes a contribution of $10,000 for the unrestricted fund. Trustees are encouraged to make the College a top philanthropic priority during their tenure as a Foundation Board member.

2. **Capital/Comprehensive campaign** – A capital/comprehensive campaign is a fundraising effort designed to raise a certain amount of money in a specified time frame to meet varied asset-building needs, such as new construction, renovations, acquisition or land, and additions to a financial endowment. A comprehensive campaign raises funds for multiple needs over a longer period of time, such as annual funds, capital needs, scholarship program funds and unrestricted endowment. This also applies to special projects and initiatives in lieu of a campaign. The Kaufman Scholarship project is an example of one such special project. If GGC has a capital or comprehensive campaign, Board of Trustees are expected to donate to this campaign at an amount over and above their annual donation to the operating budget. An example of a proposed amount of additional donation is a minimum of $10,000. The GGC Foundation Development Committee will review and approve any proposed campaigns to present to the GGC Foundation Board of Trustees for participation.

3. **Planned Giving** – Planned gifts are often called legacy gifts because they make an impact for future generations. Inspired by the emerald's symbolism of vision, the GGC Foundation's Emerald Society recognizes those individuals whose vision of their legacy includes support of Georgia Gwinnett College and its students through a planned estate gift. These gifts are significant because they represent a donor's commitment to fulfill the educational goals of GGC students for generations to come and leave a legacy of the donor's support of GGC. It is proposed that each Board member lead in establishing a long-term stream of financial support for the college's educational priorities by documenting an estate gift.

4. **Attendance** - Attendance and taking an active part in Board of Trustees meetings are important for the overall momentum and productivity of the Board. It is recommended that the Board of Trustees members attend all meetings, and that they miss no more than one

Revised 9/18/18

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meeting during any fiscal year term. Trustees who are directly involved with the College Foundation's affairs and are committed to the College's overall programs can and will influence others to do the same. Positive Trustees support will create additional involvement.

5. **Advocate** – It is expected that the Board of Trustees members act as advocates for GGC and help promote the college, seek donations on the college's behalf, and plan activities or events that connect college leadership with key business leaders and influential people. Some such activities include: coordinating, paying for and attending a luncheon/dinner with a Development staff member and a prospective donor; hosting a cocktail party for group of prospective donors; hosting/providing internships; and speaking on behalf of the college at organizations, events and public engagements. Trustees should take opportunities to promote and explain their involvement in the college whenever possible.

_____   _____

Signature   Date

Listing of Roles and Responsibilities – Officers

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GGC Foundation Officer Responsibilities (from Foundation Bylaws)

BOARD CHAIR

- The Chair shall preside in all meetings of the Foundation and of the Board of Trustees and the Executive Committee, and shall generally perform all duties usually incumbent upon the office and such as may be required by the Board of Trustees. In the absence of the Chair, the Vice Chair shall serve in the Chair's capacity, or the Chair may appoint a temporary Chair to serve in his place.

- The Chair shall appoint all standing and ad hoc committees of the Board and their chairs, including interim appointments to fill any committee vacancies. At his discretion and with a majority of voting members at a properly called meeting, the Chair may create new committees, expand, or remove committees.

- The Chair and President of the Foundation shall serve as ex-officio members of each standing committee. A majority of voting members of any committee participating in a meeting shall constitute a quorum. College staff may be appointed to committees from time-to-time as non-voting, ex-officio members upon the recommendation of the appropriate Committee Chair and with the concurrence of the Board Chair.

THE CHAIR-ELECT

The Chair-Elect will perform duties as assigned by the Board of Trustees. In the absence of the Chair, the Chair-Elect will preside, perform the duties and exercise the power of the Chair. The Chair-Elect term begins one year prior to the end of the term of the preceding Chair. A new Chair-Elect will be elected by the Board of Trustees at the appropriate time.

THE VICE CHAIR

The Vice Chair shall serve in the Chair's place as appointed by the Chair and shall perform such other duties as are assigned by the Chair and the Board of Trustees. The Vice Chair officer position is filled by the College's president as an ex-officio.

PRESIDENT

The President shall have administrative responsibility of day-to-day operations of the Foundation office, shall receive and have custody of all monies and securities of the Foundation, shall pay the expenses incurred by the operation of said Foundation and shall disburse monies as directed by the Board of Trustees or the Executive Committee hereinafter named. The President officer position is filled by the Vice President

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Advancement as an ex-officio. In the absence of a Vice President Advancement, a senior member of the Office of Advancement of the College appointed by the President of the College from time-to-time shall serve as President. Other requirements of the Office of the President are as follows:

- *Accounting Records.* The President shall be responsible for the maintenance of books and accounts showing all the receipts and disbursements of the Foundation. The books and accounts shall be open at all times to the Foundation Chair or Chair of the Finance and Audit Committee. All accounting records shall be maintained in accordance with generally accepted accounting principles.

- *Statements of Receipts and Disbursements.* The President shall submit to the Board of Trustees detailed statements of receipts and disbursements at each regularly scheduled Board meeting and shall also submit detailed statements of receipts and disbursements to the Foundation Chair and Chair of the Finance and Audit Committee each quarter and as requested indicating the financial condition of the Foundation.

- *Insurance.* The President shall be insured or bonded in such dollar amount as to give adequate security for the faithful performance of the financial duties of the office and shall require same of any financial assistants.

- *Conduct.* The President shall conduct the affairs of the office in a manner consistent with the aims and goals established by the charter.

- *Fundraising.* The President shall coordinate all fundraising activities of the Foundation.

- *Other Duties.* President shall perform such other duties as may from time to time be delegated to him or her by the Board of Trustees.

SECRETARY

The Secretary shall keep accurate records of the acts and proceedings of all meetings of the Board of Trustees and the Executive Committee. He or she shall have authority to give all notices required by law or these bylaws and shall be responsible for the custody of the corporate books, records, contracts and other documents. The Secretary may affix the corporate seal to any lawfully executed documents requiring it and shall sign such instruments as may require his or her signature. The Secretary shall perform whatever additional duties and have whatever additional powers the Board of Trustees may from time to time assign to him or her.

TREASURER

The Treasurer shall be responsible for the custody of all funds and securities belonging to the Foundation and for the receipt, deposit, or disbursement of such funds and

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securities under the direction of the Board of Trustees. The Treasurer shall cause full and true accounts of all receipts and disbursements to be maintained and shall make such reports of the same to the Board of Trustees and President upon request. The Treasurer shall perform all duties as may be assigned to him or her from time to time by the Board of Trustees. The Treasurer may also serve as the Finance and Audit Committee Chair.

Committee Service

- Develop a **charter** for each committee and have approved by the committee.

- Include: Committee mission, goals, responsibilities, and member responsibilities

- Set term limits for Board members and for external members not serving on the board.

  (i.e., Board members serving on committees can serve term equal to Board term; non

  Board members can serve 2 year term before renewing)

- Develop Committee Member Expectations for non-Board members

Committee Charter - Example

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Strategic Initiatives and Development Committee

Charter/Responsibilities

Mission:

The Strategic Initiatives and Development Committee is an adhoc committee set up to combine and streamline the work of the Strategic Initiatives and Planning Committee and the Development Committee during the GGC Foundation's comprehensive campaign.

This committee will provide leadership for the creation of the 2023-2030 Georgia Gwinnett Foundation's strategic plans as it supports and corresponds with the College's strategic plan and also aligns with the Foundation's fundraising efforts to support the initiatives as outlined in the 2021-2027 comprehensive campaign. This Committee works with College and Foundation leadership to develop a long-term guide for the Foundation's growth and align its activities, priorities and strategies with the needs of the college, its students and its programs. This Committee will also serve to advise the GGC President and the GGCF Board of Trustees regarding fundraising activities and strategic development priorities, and to provide volunteer leadership and assistance with such activities and priorities.

Committee Purpose:

The Committee's purpose is to assist the Board with its responsibilities for updates, assessment and implementation of the Foundation's mission, vision, strategic direction as well as providing guidance for fundraising for the comprehensive campaign.

Committee Membership:

This Committee consists of the Strategic Planning and Initiatives Committee members as well as the Development Committee members.

The Alumni Board Chair serves as an ex-officio member during his/her term. Board of Visitors Chairs may also serve as ex-officio members.

The Committee Chair, with the concurrence of the Board Chair, may appoint one or more subcommittees in program areas to work towards implementation and/or completion of identified college-related initiatives.

Responsibilities of the Committee:

Ensure that an effective strategic planning process is established, including the development of a strategic plan with measurable goals and targets. This plan will support the College's strategic initiatives and GGC's campaign pillars.

Identify, cultivate and steward private fundraising prospects (individuals, corporations or foundations), and involve board members in the fund-raising program of the institution.

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Secure additional sources of financial support for the institution through current and deferred gifts of cash, securities, royalties, grants, trusts, real property, and tangible personal property.

Help plan and implement fundraising programs. Work with college leadership across all GGC constituencies to secure annual and campaign commitments.

Review proposals for fundraising projects.

Provide stewardship for certain gifts on behalf of the institution.

Educate and encourage board members in their personal philanthropy towards the institution; Help develop and evaluate strategic fundraising plan of the foundation (including specific program goals and strategies).

Work with other Foundation members, committees and college personnel for input in developing and/or updating a strategic operational plan.

Help identify critical strategic issues facing the Foundation and assist in the analysis of alternative strategic options.

Member Expectations:

Attend and participate in committee and/or sub-committee meeting.

Act as advocates for GGC and help promote the college.

Lead by example with strong involvement and financial support to the College.

Oversee the development and implementation of the Foundation's strategic plan.

Provide input and feedback from internal and external constituents as requested by the Committee's chair or as outlined in the Committee's action plans.

Provide guidance to the Board on actions and plans needed for implementation of the Foundation's operational plan and the comprehensive campaign's fundraising initiatives.

May 18, 2023 – Approved by Committee

Committee Member Expectations

- Guidelines/Expectations for Committee members

- Does not serve as a Board of Trustees member

- Serves as Committee Member only

- Desired expertise and connections

- Term renews annually

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Georgia Gwinnett College Foundation
Committee Member Expectations (Non-Board Member)

As a committee member of the Georgia Gwinnett College Foundation, you are an integral part of supporting the mission and goals of the Foundation. Here are some general expectations for members of the Committee on Trustees, Finance and Audit Committee, and Strategic Initiatives and Development Committee.

1. **Commitment to the Foundation's Mission:** Committee members are expected to have a strong understanding of the mission, vision, and values of the Georgia Gwinnett College Foundation. This includes a commitment to supporting the college's educational programs, initiatives, and students.

2. **Active Participation:** Committee members are expected to actively participate in committee meetings, discussions, and activities. This includes attending regular meetings, reviewing materials in advance, offering insights and ideas, and actively contributing to approval processes.

3. **Advocacy and Support:** Committee members should serve as advocates for the Foundation, promoting its mission and fundraising initiatives within their networks and communities. This may involve attending events, speaking engagements, and outreach efforts to increase awareness for the Foundation's activities.

4. **Fundraising and Resource Development:** Committee members are expected to actively participate in fundraising efforts. This may include personal financial contributions, soliciting donations from potential donors, engaging in donor stewardship activities, and leveraging personal and professional networks to secure resources for the Foundation. Committee members should also actively support fundraising events and campaigns organized by the foundation.

5. **Professional Expertise:** Committee members may be selected based on their specific expertise or professional background. They are expected to share their insights and knowledge on fundraising strategies, financial management, or other areas relevant to the foundation's operations and initiatives.

6. **Confidentiality and Ethical Conduct:** Committee members are expected to maintain the confidentiality of sensitive information shared during committee meetings and in relation to the foundation's operations. Uphold ethical standards, act in the best interest of the foundation, and avoid conflicts of interest that could compromise the integrity of the organization.

7. **Time and Resource Commitment:** Serving as a committee member requires a time and resource commitment. Be prepared to dedicate time outside of meetings for fundraising activities, events, and other foundation-related commitments.

Remember that these expectations may vary depending on the specific committee you serve on within the Georgia Gwinnett College Foundation. It's essential to familiarize yourself with any additional responsibilities or expectations communicated by the foundation leadership and to fulfill your role to the best of your abilities.

Approved 9/12/2023

Building Block 2:

Board Operations

Board Operations - Planning

Meeting Planning

- **Board Monthly Calendar**: General yearly Board calendar that outlines Board and Committee agenda items/activities for each month of the fiscal year. Update as new items are added or changed.

- **Quarterly Prep Calendar**: grid for prep meeting dates for Board and Committee meetings: internal agenda review, internal staff prep, prep w/Board or Committee Chair; meeting material dues dates, etc.

- **Board and Committee Meeting Dates:** plan for a rolling three years, if possible. Each year add an additional years dates. Take into account set conferences or activities that may conflict in the future.

- **Board and Committee Meeting Checklist:** Listing of tasks to complete

- **Meeting Talking Points**: prepare for each Board and Committee meeting suggested talking points for each chair so as to help with the flow of the meeting. Include welcome and announcements, particular items for discussion, etc. Order with agenda. These can be used to help with preparing meeting minutes.

Board Monthly Work Plan

Georgia Gwinnett College FOUNDATION
Foundation Board and Committee Monthly Work Plan

	BOARD OF TRUSTEES	EXECUTIVE COMMITTEE	COMMITTEE ON TRUSTEES	DEVELOPMENT COMMITTEE	FINANCE & AUDIT COMMITTEE	STRATEGIC PLANNING COMMITTEE	BOARD RELATIONS
SEPTEMBER	BOT Meeting; Final audit approval; Engagement Assessments; BOT Questionnaire/Info Sheet updates (every 2 years); AGB Leadership Forum – extend invitation to Board; Conflict of Interest Forms; Report out on previous FY Conflict of Interests to Board		Meeting – Date prior to BOT meeting (can meet In late August)				Prepare Engagement Assessments; Prepare listing of COI to be presented for past FY
OCTOBER							
NOVEMBER				Meeting; Policy renewals/updates	Meeting; Financial Policy Renewals/Updates; Loan Renewals; Whistleblower Report out; Document & Destruction policy – report on any activity, goals/objectives.		Prepare Annual Giving Summaries; Purchase Board/Committee Chair Christmas Gifts
DECEMBER	BOT Meeting; Annual Giving Summaries to be sent prior to meeting; GGCF policy updates/ renewals; Loan Renewals, if applicable		Meeting – Date prior to BOT meeting (can meet in late November)				Update policies with changes, date reviewed, etc.; Send Annual Giving Summaries prior to BOT meeting

7/1/2021

Georgia Gwinnett College FOUNDATION
Foundation Board and Committee Monthly Work Plan

	BOARD OF TRUSTEES	EXECUTIVE COMMITTEE	COMMITTEE ON TRUSTEES	DEVELOPMENT COMMITTEE	FINANCE & AUDIT COMMITTEE	STRATEGIC PLANNING COMMITTEE	BOARD RELATIONS
JANUARY							
FEBRUARY				Meeting	Meeting; 990 Approval; Loan Renewal Approvals	Meeting as needed: Review Strategic Plan for updates. (Strategic Plan updated every 3-5 years)	Request Legislative Update from Government Relations
MARCH	BOT Meeting; President legislative update; 990 Approval; Loan renewal Approvals; Continue to collect Conflict of Interest forms; updates to by-laws as needed; Annual giving summaries sent to members prior to meeting		Meeting: Discuss potential Board and Committee members; Board and Committee term expirations/ renewals; discuss any Board of Committee Leadership changes (meet prior to BOT meeting – can meet late February)				Prepare and send out annual giving summaries prior to meeting; Prepare any updates to bylaws as determined
APRIL						Meeting as needed: Review Strategic Plan for updates. (Strategic Plan updated every 3-5 years)	Order service gifts for BOT members not renewing membership; order gift if chair will be changing in July
MAY			Prepare Slate of new Board and Committee members and any leadership changes	Meeting; Review Honor Roll Draft	Meeting; Operating Budget Approval; Lease Renewal Approvals	Meeting as needed: Prepare updates to Strategic Plan for Board	Prepare Honor Roll Draft for DC and BOT meetings

7/1/2021

Quarterly Prep Meeting Planning Calendar

Board and Committee Meetings - Prep Meeting Schedule

FY 24 - 1st Qtr (July 1 - Sept 30, 2023)

Meeting	Meeting Date	Meeting Announcement/ Materials Posted	Agenda Prep	Internal Prep	Chair Prep	President's Prep (included in regular 1:1 Meetings)	Talking Points/ Materials Review	TP to President	Comments
Board of Trustees (BOT)	Tuesday 9/12/2023	8/29/2023	8/2 at 11:30-12:00 pm (JH, LB)		8/17 at 3:30 -4:30 pm (Agenda); 9/7 at 11:00 -11:30 am (Talking Points) - (JH, CB, LB)	8/31/23 at 10:00 am - regular 1:1 meeting (JJ, JH)	9/5 at 11:00 - 11:45 (JH, LB)	9/5 at 11:00 - 11:45 am (Comms)	
New Trustee Orientation	Wed - Aug 14 at 4:00 pm - LE and SC; Tue - Aug 22 at 10:30 am - RA & MS		8/1 at 11:00 - 12:00 - agenda and minutes (JH, LB, RP)						
Finance & Audit Committee (FAC)	8/31/23 - 8:30 - 9:30 am Zoom	8/17/2023	8/1 at 11:00-12:00 pm (JH, RP, LB)	8/10 at 10:00 - 10:30 am (JH, FH, RP, LB)	8/10 at 9:00 -9:30 am (JH, LT, RP, LB)		8/25 at 2:00 pm (JH, LB)		
Committee on Trustees (COT)	8/22/23 - 8:30 - 9:00 am - Conf Call	8/08/2023	8/2 at 1:00 - 1:30 pm (JH, LB)		8/14 at 2:00 - 2:30 am (JH, BM, LB)				
Strategic Initiatives and Development Committee	8/29/23 - 12:00 - 1:30 pm 1818 Club	08/15/2023	8/7 at 11:00 - 11:30 am (JH, LB)	8/10 at 1:00 - 1:30 pm (JH, BM, CR, LB)	8/14 at 1:00 - 1:30 pm (JH, JD, LB)		8/25 at 2:00 pm (JH, LB)		
Board of Trustees Retreat	8/24/23 - LVIS - 12:00 - 4:30 pm	08/10/2023	7/14 at 9:00- 10:00 am (JH, RP, BM, LB)	8/10 at 2:00 pm (JH, CC, BM, LB)	8/17/23 at 3:30 - 4:30 pm - combine w/BOT Agenda Prep(JH, CB, LB)		8/22 at 9:00- 10:00 am (JH, BM, LB)		

Planning Ahead – 3 Year Meeting Calendar

GGC Foundation Meetings - Proposed Dates

	Board of Trustees	New Trustee Orientation	Committee on Trustees	Strategic Initiatives and Development Committee	Finance and Audit Committee	Emeritus Board	Board Retreat	Board of Trustees Holiday Dinner/ Celebration	Comments
FY24									
Feb/March 2024	Tue - Mar 12 - 8:30		Tue - Feb 27 @ 8:30 am	Thur - Feb 15 @ 12:00 pm	Thur - Feb 22 @ 8:30 am	Tue, January 30, breakfast meeting			
May/June 2024	Tue - June 11 - in person 12:00 pm		Tue - June 4	Tue - May 14	Thur - May 23	Include in June BOT Meeting			Memorial Day - May 27; Juneteenth on Wed June 19; Commencement - May 9
FY25									
August/Sept 2024	Thur - Sept 12	Thur - Aug 15 @2:00 pm	Wed - Aug 28	Thur - Aug 22	Thur - Aug 29	Invite to BOT Retreat	Thur Aug 22 - Fri, Aug 23 (offsite)		Labor Day - Sept 2
Nov/December 2024	Tue - Dec 17 - luncheon?		Tue - Dec 3	Thur - Nov 21	Tue - Nov 19	Include in BOT Dinner and/or Dec BOT meeting		Dec 6 or 13	Thanksgiving - Nov 28
Feb/March 2025	Tue - Mar 11 @ 8:30 am		Tue - Feb 25 @ 8:30 am	Thur - Feb 20 @ 12:00 pm or 2:00 pm	Thur, Feb 27 @ 8:30 am	End of January/early February			
May/June 2025	Tue - June 10 - luncheon? Or 17?	Thur - May 15 @ 1:00 pm	Tue - May 20 @ 8:30 am	Thur - May 22 @ 2:00 pm	Thur - May 29 @ 8:30 am	Include in June BOT Meeting			Memorial Day - May 26; Juneteenth on Thursday, June 19
FY26									
August/Sept 2025	Tue - Sept 9	Thur - Aug 14 @ 2:00 pm	Tue - Aug 26 @ 8:30 am	Thur, August 21	Thur - Aug 28@8:30 am	Invite to BOT Retreat	Thur, Aug 21 afternoon		Labor Day - Sept 1
Nov/December 2025	Tue - Dec 9		Tuesday, Dec 2 @ 8:30 am	Tues, Nov 18	Thur - Nov 20 8:30 am (Zoom)	Include in BOT Dinner and/or		Dec 4 or 11	
Feb/March 2026	Tue - Mar 10		Tue - Feb 24 @ 8:30 am	Thur - Feb 19 @ 12:00 pm or 2:00 pm	Thur, Feb 26 @ 8:30 am	End of January/early February			
May/June 2026	Tue - June 16	Tues - May 19 @ 2:00 pm	Tue - June 2@ 8:30 am	Thur - May 21 @ 2:00 pm	Thur - May 28 @ 8:30 am	Include in June BOT Meeting			Juneteenth - Friday June 19
FY27									
August/Sept 2026	Tue - Sept 15	Thur - Aug 13 @ 2:00 pm	Tue - Aug 26 @ 8:30 am	Thur, August 20	Thur - Aug 27@8:30 am	Invite to BOT Retreat	August 27-28 (Offsite)		Labor Day - Sept 7
Nov/December 2026	Tue - Dec 8		Tuesday, Dec 1 @ 8:30 am	Tues, Nov 17	Thur - Nov 19 8:30 am (Zoom)	Include in BOT Dinner and/or		Dec 3 or 10	
Feb/March 2027	Tue - March 16		Tue - Feb 23@ 8:30 am	Thur - Feb 18 @ 12:00 pm or	Thur, Feb 25 @ 8:30 am	End of January/early			
May/June 2027	Tue - June 15	Tues - May 18 @ 2:00 pm	Tue - May 25@ 8:30 am	Thur - May 20 @ 2:00 pm	Thur - May 27 @ 8:30 am	Include in June BOT Meeting			Memorial Day - May 31

Federal Holidays 2024

Date	Federal holiday	Day of the week
January 1, 2024	New Year's Day	Monday
January 15, 2024	Martin Luther King Day	Monday
February 19, 2024	Presidents' Day	Monday
May 27, 2024	Memorial Day	Monday
June 19, 2024	Juneteenth	Wednesday
July 4, 2024	Independence Day	Thursday
September 2, 2024	Labor Day	Monday
October 14, 2024	Columbus Day	Monday
November 11, 2024	Veterans Day	Monday
November 28, 2024	Thanksgiving Day	Thursday
December 25, 2024	Christmas Day	Wednesday

Federal Holidays 2025

Date	Federal holiday	Day of the week
January 1, 2025	New Year's Day	Wednesday
January 20, 2025	Martin Luther King Day	Monday
February 17, 2025	Presidents' Day	Monday
May 26, 2025	Memorial Day	Monday
June 19, 2025	Juneteenth	Thursday
July 4, 2025	Independence Day	Friday
September 1, 2025	Labor Day	Monday
October 13, 2025	Columbus Day	Monday
November 11, 2025	Veterans Day	Tuesday
November 27, 2025	Thanksgiving Day	Thursday
December 25, 2025	Christmas Day	Thursday

Federal Holidays 2026

Date	Federal holiday	Day of the week
January 1, 2026	New Year's Day	Thursday
January 19, 2026	Martin Luther King Day	Monday
February 16, 2026	Presidents' Day	Monday
May 25, 2026	Memorial Day	Monday
June 19, 2026	Juneteenth	Friday
July 3, 2026	Independence Day (observed)	Friday
July 4, 2026	Independence Day	Saturday
September 7, 2026	Labor Day	Monday
October 12, 2026	Columbus Day	Monday
November 11, 2026	Veterans Day	Wednesday
November 26, 2026	Thanksgiving Day	Thursday
December 25, 2026	Christmas Day	Friday

Federal Holidays 2027

Date	Federal holiday	Day of the week
January 1, 2027	New Year's Day	Friday
January 18, 2027	Martin Luther King Day	Monday
February 15, 2027	Presidents' Day	Monday
May 31, 2027	Memorial Day	Monday
June 18, 2027	Juneteenth (observed)	Friday
June 19, 2027	Juneteenth	Saturday
July 4, 2027	Independence Day	Sunday
July 5, 2027	Independence Day (observed)	Monday
September 6, 2027	Labor Day	Monday
October 11, 2027	Columbus Day	Monday
November 11, 2027	Veterans Day	Thursday
November 25, 2027	Thanksgiving Day	Thursday
December 24, 2027	Christmas Day (observed)	Friday
December 25, 2027	Christmas Day	Saturday
December 31, 2027	New Year's Day (observed)	Friday

Board and Committee Meeting Checklist

Georgia Gwinnett College FOUNDATION

BOT and Committee Meeting Checklist

Meeting: _____
Date/Time/Location: _____

	Completed	Comments

Meeting Dates
1 Proposed date emailed to Chair/Committee Members
2 Finalized date emailed to Committee Members
3 Add to President's Calendar - indicate if attendance is requested or if just a welcome/hello is needed (President's Request Form)
4 Meeting Prep Dates with Set-up (Internal & w/Chair)
5 Internal Staff Meeting
6 Internal Staff Meeting w/ VP (FAC)
7 Advancement AVP to meeting with President
8 Meeting with Chair
9 Email meeting dates/locations to appropriate internal staff

10 Communications Tickets: Pres Speaking Request for President's Talking Points

Meeting Reservations/Service Providers
11 Meeting Space Reserved
12 Catering Reserved
13 Parking Reserved
14 Facilities set-up reserved
15 Help Desk ticket for Technology checks
16 Request for Zoom assistance
17 Request for Conference phone set-up
18 Request BOT wireless to be turned on
19 Zoom meeting access set up
20 Schedule walkthrough for day prior w/AV, AVP, EA

Materials
21 Prior meeting minutes prepared
22 Prior meeting minutes approved
23 Agenda set/approved
24 Materials compiled reviewed
25 Prep materials sent to Chair prior to Prep meeting
26 Post BOT Meeting notice (2 weeks prior)

Georgia Gwinnett College FOUNDATION

BOT and Committee Meeting Checklist

Meeting: _____
Date/Time/Location: _____

	Completed	Comments

Materials
27 Materials added into Director's Desk (add watermark)
28 Materials sent out to Committee members

29 Send reminder email to committee members - week prior
30 Talking Points for President
31 Talking Points for VP Advancement
32 Talking Points for Chair (and Committee chairs)
33 Remove Draft from Agenda
34 Notebooks assembled (if appropriate)
35 Remove watermark from Director's Desk for printing notebook
36 Add watermark back to Director's Desk after printing
37 List of attendees sent to Chair/GGC reps

Meeting Set-Up/Logistics
38 Charge ipads for meeting
39 Bring to meeting: binders, ipads, pens, notepads, coasters
40 Arrange for assistance to bring leftover food to office suite

Post Meeting
41 Add attendees to Raiser's Edge
42 Type up summary/to-do's from meeting
43 Type up meeting minutes
44 For BOT Meetings, put together *Board Notes* Newsletter

25

Prepare Meeting Talking Points for Chairs/Leadership

- Acts a guidelines for Chair and Committee Chairs for meetings. Also prepared for staff leadership such as Foundation President and College President.

- Talking Points for the college President's 'College Update' is prepared by Communications. Requested 1-2 months in advance.

- Share with Board/Committee Chairs a few days before the meeting for their review/updates.

- Bring copies to meetings for Chair(s).

- Send copy of all talking points for the Board meeting to the Board Chair in advance of the meeting.

Board Operations – Meeting Content

Agenda

- Consider a consent agenda (minutes, renewal of policies with no changes, etc.)

- Follow Roberts Rules of Order

- Committee Meeting Content – Roll Up to Board Meeting Content, as necessary

- Start meeting on time; prompt Chair a few minutes before the meeting

1. Call to Order/Roll Call
2. Welcome and Announcements
3. Resolutions for Board Service
4. College Update
5. Consent Agenda
    a) September 14, 2021 Minutes
    b) Financial Operating Report
    c) Fundraising Report
    d) Alumni Board Update
    e) Board of Visitors Update
    f) Renewal of all Foundation Policies

Robert's Rules of Order

Board Member Nomination Process

Develop clear process/guidelines for Foundation staff and Board members to follow:

- How prospects are identified/nominated

- Nomination form requirement

- When prospects will be contacted/interest determined

- Approval process through Board

- Process for if nominee is approved

- Process for if nominee is not approved

- Committee assignment determination

Nomination Form

- Circulate nomination form to board members for use when proposing a new member of the board. Upon completion, this form can be routed to the Board/Foundation leadership for review, determining if nominee meets criteria and next steps.

Building Block 3:

Volunteer Management

Orientations

- **New Board Member Orientation** - invite Board and/or College Leadership for greeting and introduction to new members
- **New Board or Committee Chair** – Discuss Chair's vision for Board/Committee; Roles and Responsibilities, Board/Committee's strategic plan
- **New Committee Member –** Board or Community Member **-** prior to start of service

Georgia Gwinnett College
FOUNDATION

Agenda
Georgia Gwinnett College Foundation
BOARD OF TRUSTEES
New Member Orientation
Location/Date and Time

1.	Lunch/Welcome and Introductions	Foundation President/College President/Board Chair
2.	College Overview	Foundation President/College President
3.	Advancement Overview	Foundation President
4.	Mentorship Program	Foundation President
5.	GGC Foundation	
	a. Foundation Overview	Foundation President/Board Chair
	b. Structure	Foundation President
	c. Governance	Foundation President
	d. Board Expectations	Foundation President/Board Chair
	e. Principles of Trusteeship	Board Relations
	f. Board Member Forms	Board Relations
	g. Financials/Properties	Exec Dir Foundation Finance
	h. Board Software	Board Relations
	i. Engagement Opportunities	Foundation President
6.	Questions & Answers	Foundation President/Board Chair
7.	Adjournment	Foundation President

Mentorship

- New Board Members matched with current member – 1 year
- Outline expectations; arrange first meeting
- Pair up based on possible common industry, interests, community, etc.
- Keep an ongoing record of mentors and mentees.

Georgia Gwinnett College FOUNDATION

Mentor Role Description

A critical part of the new trustee on-boarding process includes connecting and engaging with a current board member. This current board member will agree to mentor the new board of trustee member. The focus of the mentoring relationship is to welcome the new board member into the "organizational family" by introducing them to the people, culture, issues, and work of the organization and serving as go-to person and sounding board. The formal orientation conducted by the staff will familiarize new board members with the organization's current and long-term programmatic and financial operations. New board members will feel more comfortable more quickly because they have established meaningful relationships. And because they are able to grasp the big picture faster, they are able to make meaningful contributions to their boards sooner.

Before the board meeting:
- Connect with your new board member, ideally for lunch or coffee but over the phone or zoom if in person isn't a viable option
- Here are topics to consider covering with your mentee:
  - Share how you came to be involved with the GGC Foundation board, and what makes service on this board different than others
  - Describe how the board interacts with Foundation leadership, as well as staff
  - Give them some familiarity with major ongoing topics the board is reviewing (for example – strategic planning, campaign planning)
  - Give them an overview of how decisions are made and policies are set (how decisions move from committee to the full board)
  - Gauge your new colleague's level of experience and comfort with non-profit governance, if they have areas of expertise they would like to offer the organization, and in what areas will they need to be brought up to speed
  - Get a sense for their familiarity with GGC (is their involvement up to this point confined to a specific unit? How aware are they of the structural and leadership changes that have taken place over the past several years?)

During their first meeting:
- Introduce them to fellow board members, especially the committee chairs
- Have them sit with you during the meeting

After their first meeting:
- Meet again and answer any questions they may now have
- Find out if their expectations or understanding of their role has evolved or changed after attending a meeting

At any point, you are encouraged to share with the Foundation President or the Assistant Director of Board Relations any information that may be helpful to improve their onboarding experience -- such questions they have asked, areas where they may want more information, or areas where they have expertise.

8/02/21

Volunteer Management – Board Giving

Board Commitment Form

- Annual pledges; timeline for payments

- Members are asked to complete at beginning of fiscal year (July 1 – June 30)

- Helps staff plan for giving amounts and timing; staff can use this to generate pledge reminders

Board Giving Statements

- Sent twice a year – November/April - timed to help donors that typically give at the end of the calendar year and/or the end of the fiscal year.

- 100% giving participation is stressed

Board Member Information Sheet

- New members; every 2 years after; include key contact and preferred contact info; birthdate, best way to communicate with member, assistant's contact information, Certain days of month/times that member has standing meetings/obligations; area's of expertise, spouses name/birthday, shirt and jacket sizes, etc.

Board Communications

- Know the best way to communicate with each Board member

    - i.e., through their assistants, via text, email, etc.

    - Find this out through Board Member Information Sheet or through feedback

- Send out calendar invitations for all meetings and events

- Send out reminders for all meetings and events – two weeks ahead, 3-5 days ahead – can send reminder through calendar invitation

- Limit emails/communications. Weigh the necessity of communication before sending.

    - Want Board members to read and respond to emails.

Board Communications

Staff Point of Contact Person

Have a staff member serve as point person (in addition to Foundation President) for all Foundation and College communication to Board members (EA/Board Professional)

- Minimize number of people contacting Board member and/or organization
- Have a clear written policy for communication to share with college personnel

Quarterly Newsletter

- Meeting highlights, event photos, member awards, pertinent college news releases
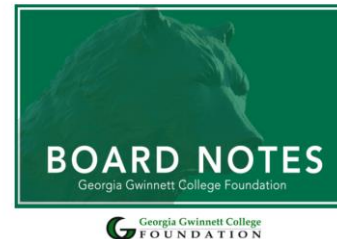
Board Portal

- Post meeting materials, reference documents, group surveys; email members, meeting RSVPs, calendar of events and meetings

Georgia Gwinnett College
FOUNDATION

Board of Trustees Communication Process

The GGC Foundation Board of Trustees is comprised of distinguished members of the community and surrounding areas who not only support GGC, but are sought after for their expertise, philanthropy, and business engagement.

In an effort to continue consistent communication and a high level of service to our Board members, the Board of Trustees Communications Process was put in place in 2015. The following outlines this communication process:

- As members of the Georgia Gwinnett College Foundation, the process established for communicating with GGC Foundation Board of Trustees members or a member of their place of business, is centralized through the Office of Advancement, specifically the Associate VP for Advancement and the Assistant Director Donor and Board Relations. These positions serve as the primary contact for GGC with the Board members, their executive assistants, and other colleagues at their place of business.

- If an associate within the college would like to reach out to a GGC Foundation Board of Trustees member or someone within his/her place of business, the Assistant Director Donor and Board Relations will first need to be contacted to streamline and coordinate communications, as well as to have an overall view/understanding of how the trustee/company is to be engaged. It is beneficial to the trustee relationship to have one point of contact from the college so as to not have multiple people communicating with the Board member or his/her place of business. If it is deemed appropriate, then the Office of Advancement will advise the requestor to communicate with the Board member's company personnel directly. Types of engagement may include serving on a panel, speaking to a class or college affiliated group, sponsorships, meeting with trustee/company either on or off campus, etc.

- If the college president wishes to reach out to a Board member directly, if appropriate, it is recommended that the President follow up with the Associate VP for Advancement to advise of the meeting topic and direction of conversation. If the President's office requests scheduling for meeting with a Board member, then the Assistant Director of Donor and Board Relations can work with the Board member's staff or directly with the Board member to schedule this meeting as well as make the arrangements for a location.

Fostering good will and good relationships with GGC is encouraged in the community, however, the relationship with GGC Foundation Board members is managed through the Office of Advancement to ensure that multiple requests are not made by different areas of the college, and to advise GGC personnel of possible conflicts and duplicate or previous requests. All requests should be directed to: Laura Brown, Assistant Director Board and Donor Relations at lbrown2@ggc.edu or 678-407-5021.

2021

Building Block 4:

Board Member Engagement

Board Engagement Assessment

- Have Board members complete survey for previous fiscal year – assess what Board is doing right/what improvements can be made; self evaluation of performance; members interests for further engagement. Share summary of results with Board.

Involvement with College, Students, and Alumni

- Determine interests through surveys or discussion

- Examples:

  - Speaking to an academic class

  - Speaking at or attending alumni events

  - Hosting an event at home or other location

  - Teaching a class as an adjunct, etc.

- Make sure to track these interests and assign a staff member to take the lead for having the board member engaged in his/her preferred way, but initial contact may want to be through Board liaison/Assistant.

Invite to Attend Professional Conferences related to Leadership/Trusteeship

- Define upfront attendance costs (i.e., Foundation covers registration/meals only; members pay hotel/transportation)

- Opportunity to have group dinners/more intentional engagement

Board Engagement - Opportunities

Board Retreat

- Annual retreat to drill down on topics that pertain to the Board's effectiveness/College alignment
- Encompass a social gathering for members to spend time together
- Include items of interest to the Board members – including college leadership to update board of different areas of the college

Donor Visits

- Engage appropriate Board member(s) with prospective or current high level donor visits, campus tours, etc.

Potential Board Members Visits/Orientations

- Include appropriate Board members or Board leadership in meetings with prospective members.

Board Member Holiday Event

- Plan annual Board member holiday dinner to include spouses.

Emeriti Board

- Keep former Board members engaged in promotion of college and fundraising efforts

- Set criteria – should be an honor to be chosen, not an automatic appointment
  - Number of years of service
  - Substantial contributions to Foundation
  - Exceptional service

- Voted on by Committee on Trustees then full Board to extend an invitation

- Include in Board of Trustees social events, retreat, dinners, etc.

- Non-voting members

- Fundraising projects sponsored by Emeriti Board

- Designated member to give updates at Board of Trustees meetings as determined

Questions??

THANK YOU FOR YOUR TIME TODAY!

Georgia Gwinnett College/Georgia Gwinnett College Foundation

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