



# Johnson Center

at Grand Valley State University

*Strategic Plan*  
*July 2007 – June 2010*

*Operational Plan*  
*July 2007- June 2008*

**May 2007**

**Our Mission:**

*Improve communities by the application of knowledge which  
unleashes the power of nonprofits, foundations, and individuals*

## Goal 1. Serve nonprofits, foundations and individuals through the framework of our mission

**Objective 1:** Learn from diverse constituencies and analyze our capacity and set priorities to meet their needs and expectations.

Task	Resource Group	Lead Person	Consulted	Informed	Start Date	Target Finish Date
Strategy 1.1.1. Practice periodic environmental scanning to understand the changing needs of our constituencies and their communities.					July-07	June-09
<ul style="list-style-type: none"> <li>Each department will identify its constituency</li> </ul>	All Departments	Kathy			July -07	September-07
<ul style="list-style-type: none"> <li>JCP will undertake environmental scans that will be used to inform its operational planning process</li> </ul>	CRI, All Departments	Mary, Ashima, Susan, Ken, Lisa			July-07	June-09
Strategy 1.1.2. Provide research, educational programs, and other services that respond to nonprofit and foundation needs					July-07	June-09
<ul style="list-style-type: none"> <li>Annual operational plans developed based on data and environmental scans</li> </ul>	Executive Cluster	Kathy			July-07	June-09

**Objective 2:** Demonstrate the Johnson Center's understanding and responsiveness to the needs of the communities we serve.

Task	Resource Group	Lead Person	Consulted	Informed	Start Date	Target Finish Date
Strategy 1.2.1. Invite community leaders to testify to the usefulness of programs					July-07	June-09
<ul style="list-style-type: none"> <li>Gather feedback from advisory and planning committees to The Grantmaking School</li> </ul>	TGS	Allison			July-07	June-09
<ul style="list-style-type: none"> <li>Invite leaders to participate in the pilot of the APM course</li> </ul>	TGS	Ken			July-07	December-07
<ul style="list-style-type: none"> <li>Formalize an advisory committee for the NPGPG</li> </ul>	NLI	Ashima	Kathy		October-07	December-07
<ul style="list-style-type: none"> <li>Add testimonials to marketing materials</li> </ul>	NLI	Krista	Lisa		July-07	September-07
<ul style="list-style-type: none"> <li>Collect stories about how nonprofits use the Guide</li> </ul>	NLI	Krista			July-07	September-07
<ul style="list-style-type: none"> <li>Implement the consultant's suggestions for changes to the NPGPG</li> </ul>	NLI	Melvane			January-08	March-08

Task	Resource Group	Lead Person	Consulted	Informed	Start Date	Target Finish Date
Strategy 1.2.2. Build effective bridges among diverse communities through JCP programs					July-07	June-09
<ul style="list-style-type: none"> <li>Assist nonprofits who work with communities of color</li> </ul>	NLI,AIM	Ashima	Susan		July-07	June-09
<ul style="list-style-type: none"> <li>NP2020 Conference to attract young leaders from communities of color</li> </ul>	All Departments	Jane			July-07	September-07
<ul style="list-style-type: none"> <li>Increase engagement of communities of color through research, education and outreach</li> </ul>	AIM,NLI,TGS,CRI	Ashima, Mary, Susan, Ken			July-07	June-09
Strategy 1.2.3. Participate in partnerships and contractual arrangements focused on shared goals that uphold JCP mission					July-07	June-09
<ul style="list-style-type: none"> <li>Align consulting contracts with the goals of the JCP</li> </ul>	All Departments	Kathy		Executive Cluster	July-07	June-09
<ul style="list-style-type: none"> <li>Review and implement a policy for contracting including development of a checklist for contract procedures, a common template for independent contractors and memorandum of understandings and staff training. Update Procedures Manual</li> </ul>	Internal Admin	Julie	Kathy		July-07	September-07
<ul style="list-style-type: none"> <li>Maintain current relationship with various community and data partners</li> </ul>	All Departments	Kathy, Gustavo		Executive Cluster	July-07	June-09
Strategy 1.2.4. Ensure access to resources which support learning, teaching, and decision making such as the JCP Collection on Philanthropy at the Steelcase Library and Michigan philanthropy archives and the community information system					July-07	June-09
<ul style="list-style-type: none"> <li>Increase utilization of the Steelcase Library Michigan philanthropy archives</li> </ul>	Internal Admin	Joel			July-07	June-09
<ul style="list-style-type: none"> <li>Increase access to nonprofit management information through the NPGPG</li> </ul>	NLI	Ashima			July-07	July-07
<ul style="list-style-type: none"> <li>Increase access to data and community information through maintenance and improvement of websites</li> </ul>	NLI,CRI	Ashima, Gustavo			July-07	September-07

## Goal 2. Enhance the status and visibility of the Johnson Center within the University, local, regional, national, and international communities

### Objective 1: Develop a distinct identity for the Johnson Center.

Task	Resource Group	Lead Person	Consulted	Informed	Start Date	Target Finish Date
Strategy 2.1.1. Create internal interaction among the JCP and its initiatives, academic units, and other centers of excellence within GVSU					July-07	June-09
<ul style="list-style-type: none"> <li>Collaborate with NLI to include relevant information in their newsletter and to speak at their events</li> </ul>	CRI	Pat, Ashima			July-07	September-07
<ul style="list-style-type: none"> <li>Engage GVSU faculty and staff</li> </ul>	Executive Cluster	Pat	Kathy		July-07	June-09
<ul style="list-style-type: none"> <li>Implement the Mawby Fellowship Program</li> </ul>	Internal Admin	Kathy	Joel		July-07	June-09
<ul style="list-style-type: none"> <li>Connect with the School of Public and Nonprofit Administration on course offerings</li> </ul>	Internal Admin	Kathy			July-07	June-09
Strategy 2.1.2. Create external interaction among JCP and key stakeholders, community organizations, and other academic centers					July-07	June-08
<ul style="list-style-type: none"> <li>Develop and maintain partnerships at the community, state, national, and international levels</li> </ul>	All Departments	Kathy			July-07	July-07
<ul style="list-style-type: none"> <li>Investigate, decide, and implement a single contact database system</li> </ul>	Internal Admin	Julie	Taskforce		July-07	June-08
Strategy 2.1.3. Demonstrate credibility through the expansion of research, scholarly publications, and advanced learning					July-07	June-09
<ul style="list-style-type: none"> <li>Provide morning series through teleconference</li> </ul>	NLI	Jane			October-07	December-07
<ul style="list-style-type: none"> <li>Governance conference video streaming</li> </ul>	NLI	Jane			January-08	March-08
<ul style="list-style-type: none"> <li>Retool and revamp the CEO offerings</li> </ul>	NLI	Jane			July-07	June-08
<ul style="list-style-type: none"> <li>Market CEO 601 outside West Michigan</li> </ul>	NLI	Jane	Krista		July-07	June-08
<ul style="list-style-type: none"> <li>Conferences and events posted prominently on website</li> </ul>	NLI	Jane			July-07	June-09
<ul style="list-style-type: none"> <li>Position JCP nationally to be authors and commentators in the philanthropy press</li> </ul>	Internal Admin	Joel, Ken			July-07	September-07
<ul style="list-style-type: none"> <li>Develop and publish JCP cartoons/puzzles on philanthropy in national publications</li> </ul>	NLI	Ashima				

Task	Resource Group	Lead Person	Consulted	Informed	Start Date	Target Finish Date
<ul style="list-style-type: none"> <li>Create standard information sheet about JCP that can be shared with larger community</li> </ul>	Internal Admin	Lisa			July-07	September-07
<ul style="list-style-type: none"> <li>Disseminate research strategically to stakeholders</li> </ul>	External Admin	Lisa	Mary		July-07	June-09
<ul style="list-style-type: none"> <li>Encourage research around philanthropy especially among communities of color</li> </ul>	CRI, AIM	Mary	Susan		July-07	June-09
<ul style="list-style-type: none"> <li>Collaboration between NLI and CRI on presentation of data, data use and dissemination of research to nonprofits and broader community</li> </ul>	NLI, CRI	Korrie, Nicole	Ashima		July-07	June-09
<ul style="list-style-type: none"> <li>Develop workshop for nonprofit consultants</li> </ul>	NLI	Nicole	Ashima		October-07	December-07
<ul style="list-style-type: none"> <li>Identify and present at key regional and national conferences and events</li> </ul>	CRI	Pat	Mary		July-07	June-09
<ul style="list-style-type: none"> <li>Implement process for becoming a learning organization that results in publication</li> </ul>	AIM	Susan			July-07	June-09
Strategy 2.1.4. Develop identity, internally and externally, through a variety of print, on-line, and face-to-face communications					July-07	June-08
<ul style="list-style-type: none"> <li>Maintain current and dynamic interlocking websites</li> </ul>	Executive Cluster	Kathy			July-07	December-07
<ul style="list-style-type: none"> <li>All staff will continue to promote JCP services at all external course sessions and conferences attended.</li> </ul>	External Admin	Lisa			July-07	June-08
<ul style="list-style-type: none"> <li>Finish developing universal template for publications including creation of post cards and maintaining a current and dynamic website</li> </ul>	External Admin	Lisa			July-07	June-08
<ul style="list-style-type: none"> <li>Develop and implement annual communications and marketing plan</li> </ul>	External Admin	Lisa			July-07	June-08
Strategy 2.1.5. Increase and promote accessibility to, and awareness of, the diverse services and resources offered to our respective audiences					July-07	June-09
<ul style="list-style-type: none"> <li>Dissemination plan for products and new knowledge developed</li> </ul>	External Admin	Lisa			July-07	June-09

**Objective 2: Nurture collaborations with the School of Public and Nonprofit Administration that builds the future leadership of the nonprofit and philanthropic sector.**

Task	Resource Group	Lead Person	Consulted	Informed	Start Date	Target Finish Date
Strategy 2.2.1. Facilitate cross-participation in educational and research activities					July-07	September-09
<ul style="list-style-type: none"> <li>Identify and nurture specific faculty interests in nonprofit studies</li> </ul>	All Departments	Mary, Ashima, Ken, Susan			July-07	September-07
<ul style="list-style-type: none"> <li>Collaboratively develop research projects with the SPNA faculty</li> </ul>	CRI	Shelby, Mary	Ramya, Mark		October-07	September-09
<ul style="list-style-type: none"> <li>Provide presentations to faculty at their request</li> </ul>	All Departments	Mary, Ashima, Ken, Susan, Kathy			July-07	June-09
<ul style="list-style-type: none"> <li>Explore ways to encourage and disseminate research to SPNA faculty</li> </ul>	NLI	Ashima			July-07	June-09
<ul style="list-style-type: none"> <li>Create a list of possible topics and provide guest lectures for the SPNA</li> </ul>	NLI	Jane			July-07	September-07
<ul style="list-style-type: none"> <li>Recruit SPNA faculty on Governance Committee</li> </ul>	NLI	Jane			July-07	June-09
<ul style="list-style-type: none"> <li>Invite faculty to attend workshops</li> </ul>	NLI	Jane			July-07	September-07
<ul style="list-style-type: none"> <li>Include SPNA in JCP activities</li> </ul>	All Departments	Ashima, Mary, Ken, Susan, Lisa, Kathy			July-07	July-07
<ul style="list-style-type: none"> <li>Launch Ph.D. program in philanthropy</li> </ul>	AIM	Kathy	Susan, Mark		July-07	December-07
<ul style="list-style-type: none"> <li>Launch MA program in philanthropy</li> </ul>	AIM	Kathy	Mark		July-08	June-09
<ul style="list-style-type: none"> <li>Work with two SPNA faculty to make connections in the community</li> </ul>	NLI	Nicole			July-07	June-08
<ul style="list-style-type: none"> <li>Implement faculty service-learning grants in areas of interest to the Johnson Center</li> </ul>	CRI	Pat			July-07	June-08
<ul style="list-style-type: none"> <li>Implement faculty research grants in areas of interest to the Johnson Center</li> </ul>	CRI, AIM	Susan, Shelby			July-07	June-09

Task	Resource Group	Lead Person	Consulted	Informed	Start Date	Target Finish Date
Strategy 2.2.2. Provide experiential opportunities for students seeking careers in nonprofit management					July-07	June-09
▪ Provide graduate assistantships	Internal Admin	Shelley			July-07	June-09
▪ Involve students in the work of JCP	All Departments				July-07	July-07
▪ Involve AH students in the work of JCP	NLI	Susan	Quincy		July-07	June-09
▪ Develop and implement a policy regarding graduate assistant activities that recognizes the value of the educational component of their JCP experience	Internal Admin	Shelley			January-07	June-08
Strategy 2.2.3. Develop connections for students and faculty with external networks					October-07	June-09
▪ Provide opportunities for students to attend the conferences and/or workshops	NLI	Jane			October-07	June-09
▪ Increase student knowledge of community organizations	NLI	Nicole			October-07	June-09

## Goal 3. Financially sustain the Johnson Center

Objective 1: Advance the Johnson Center's mission by securing diversified and adequate resources to respond to change and emerging opportunities

Task	Resource Group	Lead Person	Consulted	Informed	Start Date	Target Finish Date
Strategy 3.1.1. Adhere to the mission and values of Johnson Center when accepting projects and negotiating with funders					July-07	September-07
<ul style="list-style-type: none"> <li>Develop guidelines for negotiating contracts and partnerships</li> </ul>	External Cluster	Julie			July-07	September-07
<ul style="list-style-type: none"> <li>Develop gift acceptance and sponsorship policy</li> </ul>	External Admin	Lisa			July-07	September-07
Strategy 3.1.2. Cultivate a mutually beneficial relationship with the University to ensure future support					July-07	June-09
<ul style="list-style-type: none"> <li>Broaden internal distribution list for workshops and seminars</li> </ul>	NLI	Jane			July-07	September-07
<ul style="list-style-type: none"> <li>Broaden internal distribution of research</li> </ul>	CRI	Mary			July-07	June-09
<ul style="list-style-type: none"> <li>Ensure adequate participation of faculty and staff in JCP activities and of JCP staff in university committees</li> </ul>	Executive Cluster	Kathy			July-07	September-07
<ul style="list-style-type: none"> <li>Maintain or improve working relationships with key university departments such as University Development, Institutional Marketing, WGVU, and Public Relations</li> </ul>	Executive Cluster	Kathy			July-07	June-09
Strategy 3.1.3. Secure a variety of local, state, and national funding including foundations, corporations, individuals, and government sources					July-07	June-09
<ul style="list-style-type: none"> <li>Secure a new home for the JCP</li> </ul>	External Admin	Joel	Kathy		July-07	June-09
<ul style="list-style-type: none"> <li>Build TGS alumni relationships that may lead to alumni financial support of the Johnson Center.</li> </ul>	TGS	Ken			January-08	June-08
<ul style="list-style-type: none"> <li>Establish research methods that will be accepted by regional foundations</li> </ul>	CRI	Mary, Korrie	CMF	Executive Cluster	July-07	June-09
Strategy 3.1.4. Continue to build an endowment for a secure future					July-07	June-09
<ul style="list-style-type: none"> <li>Create at least 3 endowed chair positions (corporate, family foundation, and community foundation)</li> </ul>	External Admin	Joel	Kathy		June-09	June-09

Task	Resource Group	Lead Person	Consulted	Informed	Start Date	Target Finish Date
<ul style="list-style-type: none"> <li>Complete the \$5 million endowment campaign</li> </ul>	External Admin	Joel	Kathy		July-07	December-07
<ul style="list-style-type: none"> <li>Plan for a second campaign of \$15 million to reach \$20 million goal</li> </ul>	External Admin	Joel	Lisa, Kathy		July-07	June-09
Strategy 3.1.5. Increase earned income through products and services					July-07	July-09
<ul style="list-style-type: none"> <li>Identify the Center's signature products, develop a pricing structure, and market these products</li> </ul>	Executive Cluster	Lisa, Kathy	Department heads		July-07	June-09
<ul style="list-style-type: none"> <li>Develop and implement a plan for generation of earned income as part of a comprehensive fund development plan</li> </ul>	Executive Cluster	Lisa	Kathy		July-09	July-09
Strategy 3.1.6. Utilize external sources of expertise and create collaborations to maximize resources and organizational capacity					July-07	June-09
<ul style="list-style-type: none"> <li>Become national clearinghouse for K-12 philanthropy education</li> </ul>	Internal Admin	Kathy			January-08	June-08
<ul style="list-style-type: none"> <li>Tap external presenters for workshops and trainings</li> </ul>	NLI,TGS	Ken, Ashima			July-07	December-07
<ul style="list-style-type: none"> <li>Collaborate with IU and ASU to build capacity</li> </ul>	AIM	Susan	Kathy		July-07	June-09
<ul style="list-style-type: none"> <li>Pursue partnership opportunities with the CMF</li> </ul>	TGS	Ken	Kathy		July-07	June-09
<ul style="list-style-type: none"> <li>Pursue partnership opportunities with MNA and CMA</li> </ul>	NLI	Ashima, Mary	Kathy		July-07	June-09
<ul style="list-style-type: none"> <li>Pursue partnership opportunities with foundations</li> </ul>	External Admin	Joel			July-07	June-09
Strategy 3.1.7. Implement a budgeting and financial planning process					July-07	June-09
<ul style="list-style-type: none"> <li>Establish a planning, budgeting, personnel performance, and program evaluation cycle and implement in relationship to GVSU cycles.</li> </ul>	Executive Cluster	Susan, Julie			July-07	June-09
<ul style="list-style-type: none"> <li>Departments undertake a financial planning process being mindful of cost controls and maximizing financial resources</li> </ul>	Executive Cluster	Kathy, Julie			July-07	June-08
<ul style="list-style-type: none"> <li>Create and implement a fund development plan that addresses goals for endowment, earned income, and grants</li> </ul>	Executive Cluster	Lisa			July-07	June-08

## Goal 4. Continuously improve the quality and effectiveness of our work through ongoing evaluation

**Objective 1:** Document the value of our work and use evaluation results to refine services, products, and processes.

Task	Resource Group	Lead Person	Consulted	Informed	Start Date	Target Finish Date
Strategy 4.1.1. Identify focus areas of impact					January-08	June-08
<ul style="list-style-type: none"> <li>▪ Identify, record, and distribute to staff the areas of impact through the annual planning process</li> </ul>	All Departments	Ashima, Mary, Ken, Susan, Kathy, Lisa			January-08	June-08
Strategy 4.1.2. Identify ways to measure impacts					January-08	June-08
<ul style="list-style-type: none"> <li>▪ Identify outcomes and measurements based on the goals of the strategic plan</li> </ul>	All Departments	Susan			January-08	June-08
Strategy 4.1.3. Involve constituencies served in evaluation					January-08	June-08
<ul style="list-style-type: none"> <li>▪ Identify and involve constituencies served in evaluation</li> </ul>	All Departments	Susan			January-08	June-08
Strategy 4.1.4. Implement measurement strategies					July-07	June-09
<ul style="list-style-type: none"> <li>▪ Identify a process/system and person for tracking and establishing a baseline if possible</li> </ul>	Executive Cluster	Susan			July-07	June-08
<ul style="list-style-type: none"> <li>▪ Track, report and analyze data</li> </ul>	All Departments	Susan			July-07	June-09
<ul style="list-style-type: none"> <li>▪ Track, report and analyze data on cross-participation in events and activities between JCP and GVSU</li> </ul>	NLI,AIM	Susan, Jane			July-07	June-08
Strategy 4.1.5. Communicate results to staff and stakeholders					July-07	June-09
<ul style="list-style-type: none"> <li>▪ Communicate results of the Center's work</li> </ul>	Executive Cluster				July-07	June-09

## Goal 5. Grow the Johnson Center in a way that supports its mission and values

**Objective 1:** Create a sustainable learning organization that carries out its mission.

Task	Resource Group	Lead Person	Consulted	Informed	Start Date	Target Finish Date
Strategy 5.1.1. Maintain a culture of trust, respect, and mutual responsibility					January-08	June-08
<ul style="list-style-type: none"> <li>Build values of trust, respect, and responsibility in our staff, faculty, and programs (measure through the staff satisfaction survey)</li> </ul>	Internal Admin	Shelley			January-08	June-08
Strategy 5.1.2. Embrace diversity of culture and opinions in the workplace					July-07	June-08
<ul style="list-style-type: none"> <li>Develop and distribute policies that addresses diversity</li> </ul>	External Admin	Margaret			January-08	June-08
<ul style="list-style-type: none"> <li>Implement a cultural competency training program</li> </ul>	External Admin	Margaret			July-07	June-08
Strategy 5.1.3. Recruit and hire diverse and qualified personnel					July-07	July-07
<ul style="list-style-type: none"> <li>Include cultural competency questions in interviews with potential staff, students, and consultants</li> </ul>	Internal Admin	Shelley		All Staff	July-07	July-07
Strategy 5.1.4. Provide personnel with opportunities for professional development and advancement					July-07	June-08
<ul style="list-style-type: none"> <li>Create a staff development plan</li> </ul>	All Departments	Kathy			July-07	June-08
Strategy 5.1.5. Provide personnel with adequate resources to do professional work					January-08	June-08
<ul style="list-style-type: none"> <li>Assess personnel resource needs on a regular basis</li> </ul>	Internal Admin				January-08	June-08
Strategy 5.1.6. Form advisory boards to advance the work of JCP					July-07	September-07
<ul style="list-style-type: none"> <li>Develop a plan for establishment of advisory boards</li> </ul>	Executive Cluster	Kathy			July-07	September-07
Strategy 5.1.7. As group, capture learning					July-07	June-09
<ul style="list-style-type: none"> <li>Explore strategies throughout the organization to be a learning organization</li> </ul>	Executive Cluster	Susan			July-07	June-09