

The Dorothy A. Johnson Center for Philanthropy

JCP Definition of Philanthropy: “Private action for the public good.”

Tagline: *“Strengthening philanthropy, transforming communities.”*

Vision:

The Dorothy A. Johnson Center for Philanthropy envisions highly valued, effective philanthropy, equipped with expanded knowledge and resources to advance the public good and transform communities.

Mission:

The Dorothy A. Johnson Center for Philanthropy is a university-based center leading a systems-based, comprehensive approach to serving nonprofits, foundations, and others seeking to transform their communities for the public good.

How We Serve:

The Johnson Center experience integrates:

1. **Accessible community data systems and community-based research with a systems-perspective**, designed for learning and action;
2. **Applied knowledge** for nonprofits and philanthropists through convenings, training, and tools; and,
3. **Specialized expertise in family philanthropy**, grounded in scholarly research and designed for practical application.

Our Strengths are our:

- independent evaluation and applied research;
- deep understanding of the intersection between nonprofits and foundations;
- position as a neutral, honest broker of multiple stakeholder perspectives;
- customizable, accessible services;
- comprehensive and integrated services; and
- engagement using a variety of University resources for providing practical, hands-on learning to educate future leaders in philanthropy.



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Organizational Values:

- **Respect** – we demonstrate value for others and ourselves; we value positive working relationships with others.
- **Integrity** – we are honest, transparent, consistent, and disciplined in what we do.
- **Effectiveness** – we make a meaningful difference for others by our work; we achieve our mutual objectives and advance our missions.
- **High quality** – we create value and excellence of practice in all we do; we use best practices and our work is knowledge-based; we are seen as neutral and used as a preferred resource.
- **Innovation** - we believe innovation should be practical, valuable and applicable to others; we help facilitate innovation by creating new products and services and adapting existing ones for new uses.
- **Inclusion and Accessibility** – we embody an organizational practice in which all groups and individuals are accepted, welcomed, and valued; we engage diverse voices from the community, clients, partners, as well employees, students, and the greater university community
- **Responsiveness** – we pursue an integrated service delivery model that provides comprehensive solutions with timely response.

Johnson Center Strategic Goals:

1. Achieve **growth** in and **national recognition** for our distinctive areas of expertise.
2. Generate a **sustainable** and **diversified** mix of **revenue** sources to support growth.
3. Grow **talent** to accomplish the strategy, supported within an enriching, diverse **place of learning** and service.
4. **Integrate communications** of mission and areas of expertise while **strengthening** the **JCP brand**.



Johnson Center Strategic Goals:

1. ACHIEVE GROWTH IN AND NATIONAL RECOGNITION FOR OUR DISTINCTIVE AREAS OF EXPERTISE

Short-term objectives:

- In the next 12 months, identify desired outcomes and community impact for each of JCP’s key areas of expertise.
- Develop a plan of growth to deliver JCP services in our expertise areas that:
 - reflects a 10 percent annual increase in the dollar value of client contracts
 - includes strategies to increase national awareness and recognition of our expertise and thought-leadership in these areas.The plan of growth should create and reflect a market preference and value for our distinct shared areas of expertise. Our three distinctive areas of expertise reflect both the field of philanthropy’s current needs, client requests, and JCP’s professional expertise.
- Develop and implement a new organizational structure to support the new strategy; including filling the (open) Associate Director role as the “enterprise champion” for customer-relationship management (CRM) and operational aspects of implementing the new strategy.
- Develop and document new process mechanisms to effectively market our portfolio of products and services in order to highlight leading examples of our work and integrate when appropriate, JCP’s “system-wide mix” of expertise areas.

Long-term: Each subsequent year, and by the JCP’s 25th Anniversary celebration, measure and achieve a 8-10 percent annual growth rate of client referrals, requests for contracts, and client satisfaction scores related to our products, services and public engagements in our distinctive areas of expertise. Achieve an annual 8-10 percent growth rate in national, state, and local brand recognition, as evidenced by recognition by the media, philanthropic institutions and individuals, peer academic institutions and scholars, and others of influence in the field of philanthropy.



2. GENERATE A SUSTAINABLE AND DIVERSIFIED MIX OF REVENUE SOURCES TO SUPPORT GROWTH

Short-term objectives:

- Identify the most viable mix of revenue sources and expenses for each current program and service commitment area, and develop specific, actionable measures to achieve this mix in each area, permitting each area to achieve growth goals aligned with the distinctive areas of expertise identified in Goal #1.
- The leadership team will be held accountable for generating a positive financial performance.
- Update and use pricing sheets for each project or product offering when quoting new client contracts and providing services.
- Create and fill a new JCP Advancement Director role to serve as a dedicated “champion” for Johnson Center-wide philanthropic, contributed income, (grants, sponsorships and donations) working in partnership with the University’s development office.

Long-term: Each subsequent year, and by the JCP’s 25th Anniversary celebration, establish and update an overall JCP fundraising strategy/plan to provide the necessary underwriting to compliment earned income to cover costs of program development and delivery, particularly for small nonprofits in the local community. Measure funding growth and sustainability targets tied to the expertise areas in Goal #1 by creating a financial performance dashboard to track achievement of the desired outcome of a sustainable, diversified revenue stream for all program service areas. Provide all key investors and stakeholders with annual updates of progress and incorporate leadership team, investor, and stakeholder feedback into subsequent planning years.



3. GROW TALENT TO ACCOMPLISH THE STRATEGY, SUPPORTED WITHIN AN ENRICHING, DIVERSE PLACE OF LEARNING AND SERVICE

Short-term objectives:

- Work with the University to prioritize JCP staff recruitment and retention.
- In the next six months, assess JCP's talent needs for existing and open key roles.
- Create a recruiting plan to acquire the skilled talent necessary to ensure the management and achievement of the JCP enterprise-wide strategic goals.
- Design and deliver surveys to invite feedback from undergraduate student workers and graduate assistants regarding the quality and effectiveness of their learning experience at JCP so that employee satisfaction is measured and employee engagement effectiveness is tracked and understood for areas of improvement.

Long-term: Each subsequent year, staff should be committed to specific projects for no more than 90 percent of their time, allowing time for innovation and professional development that helps advance the mission of JCP. Develop additional flexible work arrangements that support remote access and location while also maintaining professional and team accountability to the strategic goals. Further train employees to promote a positive partnership with clients, GVSU faculty, administration, and students to increase quality, timeliness and relevance to client/University needs.



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4. INTEGRATE COMMUNICATIONS OF JCP MISSION AND EXPERTISE WHILE STRENGTHENING THE BRAND

Short-term objectives:

- Update and implement JCP’s brand, marketing, internal and external communications plan for 2012-2013, delivering a draft for leadership review, and feedback from clients and key community investors by December 2012. The plan will provide:
 - updated brand positioning, a new narrative of value, consistent with key messages highlighting JCP’s distinctive areas of expertise and history, including the background naming of the Center after Dorothy A. Johnson.
 - evidence of updated brand guidelines; JCP brand positioning and messaging for the organizational overall, as well as the areas of expertise, products and services.
 - documentation of communications processes for review and approval
 - recommendations for additional leadership and staff internal communications, as well as national marketing efforts focused on advancing the mission and the distinctive areas of JCP expertise.

- Conduct an annual “customer survey” to collect essential client, partner and investor feedback on their perceptions of JCP’s offerings and expertise, and likelihood to recommend, and inputs to ensure proactive communications planning, execution and effectiveness.

Long-term: In 2013-2014, establish targets and metrics for measuring the brand, the marketing and public awareness of the brand and mission of JCP. Each subsequent year, further integrate communications throughout JCP, enabling each expertise areas to design and conduct communications activities that support their products, services, and client engagement in a manner consistent with the brand positioning, key messages, and JCP mission narrative. Additionally, conduct a Communications Audit every other year to determine the communications effectiveness of vehicles, channels, messaging, resources, and investments to ensure resources are achieving their strategic goals.



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at Grand Valley State University

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