GREEN AND GOLD ATHLETIC SOCIETY
CORPORATE PLAN
DECEMBER 2011
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PREAMBLE

The Green and Gold Athletic Society (GGAS) is an umbrella organization for groups, such as athletic alumni associations, that support the University of Alberta’s varsity (interuniversity) teams. GGAS provides a forum wherein these groups can share ideas, coordinate efforts, reinforce each other, learn from each other and communicate with Golden Bears and Pandas Athletics, all for the betterment of athletics at the U. of A.

This corporate plan provides both a philosophical and strategic basis for the GGAS. It states operating principles, describes working relationships between GGAS and its stakeholders, and sets out some goals and objectives.

Canadian Interuniversity Sport (CIS) in the 21st century is a much more level playing field than it was during its formative decades, the 1960s through ’nineties. Most top tier CIS member universities invest significant financial and human resources in fielding competitive teams in a variety of sports for both genders.

These developments point to an urgent need for GGAS to play an aggressive advocacy role with the University and the community. Community and public support of the U of A’s athletic programs, especially with regard to finances, is vital if they are to remain in the CIS’ top tier in the current competitive environment. Advocacy by any member of Athletics is less effective than community advocacy, primarily because the former may be seen as self-promoting. When alumni and friends of the University drive that advocacy and lobby on behalf of Golden Bear and Panda teams, the Board of Governors and senior administration pay much greater attention. Alumni and community supporters are more credible and effective advocates.

If Golden Bear and Panda teams are to continue to contend for conference and national championships through the second decade of the 21st century, the work of the GGAS in raising financial support and mobilizing community advocacy is more important than ever.

MISSION STATEMENT

As an umbrella organization for the varsity sport programs at the University of Alberta, we provide financial and human resources to foster the proud tradition of excellence for Golden Bears and Pandas athletics.
PHILOSOPHY AND VALUES

We hold that university sport should play a leading role in developing new strategies, skills and techniques for sport, and should pass these on to the larger sport community. This is consistent with the broad mission of universities to contribute to society through knowledge development and transfer.

The Green and Gold Athletic Society believes in the value of university sport and its contribution to the greater community, and is committed to connecting university sport and the greater community through the Golden Bear and Panda alumni of the University of Alberta.

We are also committed to the distinctive expression of the special value of university sport at the University of Alberta, in the form of the Alberta Model.

The Alberta Model is an innovative, system that uses research from the university’s world-class scientists to improve the performance of the U of A’s elite teams and athletes. In turn, Golden Bear and Panda teams and athletes will help advance the groundbreaking research being done by U of A scientists.

The knowledge and performance excellence produced by the Alberta Model must also be shared with the sport community at all levels (public, educational, recreational, and organizational – e.g. national sport organizations, the Alberta Sport, Parks, Recreation and Wildlife Foundation, provincial sport organizations and other such bodies). The GGAS, as organization that builds connections between the community and U of A athletics, has a significant role to play in this process.

GUIDING PRINCIPLES

1. The Green and Gold Athletic Society’s primary reason for existence is to celebrate and sustain the Golden Bears’ and Pandas’ tradition of excellence, and to promote that tradition to the widest possible audience.

2. GGAS will be fair and equitable in all its dealings with athletic teams, athletic alumni associations (AAAs) and other stakeholders, and operate according to the same broad principles of equality and respect as those practiced by the greater University community.

3. The quality of experience for all varsity team members at the University of Alberta depends upon a healthy, sustainable flow of resources (financial and otherwise) to support athletics programs.

4. It is the responsibility of student athletes and student support staff to study, train, perform and achieve. Hence, University of Alberta varsity should take only a very minor role in fundraising. Once graduated, we hope that U of A varsity team members as alumni will continue to support their programs in every possible way.
5. GGAS recognizes that the AAAs for U of A athletic programs cover a broad range of organizational maturity; some are in the early stages of their development while others are decades old and have gone through several cycles of growth and renewal.

6. The GGAS expects each varsity team to have its own AAA, although an AAA may include alumni from, and function for, more than one team.

7. Each AAA will function primarily for its own particular sport, but will provide representation and input to the GGAS regarding the general concerns of U of A athletic programs and the GGAS.

8. The GGAS will at all times focus on the varsity athletic programs, while recognizing that athletes must maintain academics as their central focus.

9. The GGAS will focus its planning process on activities that advance the values of varsity sport and that foster U of A’s tradition of excellence in athletics.

10. The GGAS will help coordinate special events that interest and benefit all AAAs. All special events must be financially self-sustaining (break even) and serve advocacy and promotion goals.

11. Athletic alumni associations provide direct funding assistance to their respective varsity sport programs; relative to AAA funding activities, the role of the GGAS will be as a communications forum and coordinating body.

**GOALS AND OBJECTIVES**

Green and Gold Society operations are targeted on four major areas:

1. Advocacy
2. Financial programs
3. Communications and resources
4. Promotion, recognition and celebration

GGAS goals and objectives serve these four areas.

**GOAL 1**  
**SUPPORT FOR GOLDEN BEARS AND PANDAS ATHLETICS FROM THE UNIVERSITY AND EXTERNAL COMMUNITIES**

**Objective 1.1**  
Maintain an advocacy committee responsible for advocacy strategies and activities.

**Objective 1.2**  
Develop a communications plan that identifies key audiences and influencers, issues and strategic responses, and key messages for communicating with audiences other than AAAs within and external to the University community.
This plan should also define relationships between GGAS and these audiences and identify opportunities for special promotions, media relations and networking.

Objective 1.3 As one specific outcome of the communications plan, develop a business advisory group that will provide business contacts and help with reaching key influencers in the community.

GOAL 2 FINANCIAL SUSTAINABILITY FOR PROJECTS THAT SUSTAIN AND CELEBRATE OUR TRADITION OF EXCELLENCE

Objective 2.1 Maintain a Finance Committee responsible for financial sustainability strategies and activities.

Objective 2.2 Through casinos, grant applications and other direct efforts, generate revenues to support financial awards and scholarships for Golden Bear and Panda athletes, with the full knowledge of the University and in accordance with its standards for scholarships and awards.

Objective 2.3 Through casinos, grant applications and other direct efforts, generate revenues to support GGAS general operations.

GOAL 3 THRIVING, SELF-SUSTAINING ATHLETIC ALUMNI ASSOCIATIONS

Objective 3.1 Maintain a communications and resources committee to facilitate communications between AAAs and devise strategies to help AAAs generate revenues.

Objective 3.2 Develop a communications plan for this committee that identifies audience issues, strategic responses and key messages for communicating with AAAs. This plan should also define relationships between GGAS and the AAAs, and identify key steps that will encourage the AAAs to take advantage of GGAS support.

Objective 3.3 As one specific outcome of the communications plan, develop broad-based recruitment strategies for the AAAs through which they can encourage graduating team members to become active alumni, as well as address their volunteer participation issues.

Objective 3.4 Work with the advocacy committee and business advisory group (see Objectives 1.2 and 1.3) to reach key community influencers who can assist the AAAs with their fundraising efforts.
Objective 3.5 Maintain a forum to facilitate communication between AAAs so they can share information, combine strengths and benefit from their diverse experiences.

Objective 3.6 Review the GGAS constitution, by-laws and corporate plan on an annual basis to ensure the organization remains on course as it works to meet its goals and objectives.

Objective 3.7 Create, and find funding for, an Alumni Events Coordinator position to help AAAs manage their own special events.

GOAL 4 EXCELLENCE APPROPRIATELY RECOGNIZED AND CELEBRATED

Objective 4.1 In collaboration with the U of A Office of Alumni Affairs and Athletics, provide input for the annual Sports Wall of Fame ceremony.

Objective 4.2 Maintain the Block A committee for the purposes of organizing special events (e.g., Green and Gold Awards dinner) that celebrate U of A athletic programs and achievements.

Objective 4.3 Find funding for, and develop, a “special awards” program to recognize and celebrate significant team and individual athlete achievements with championship rings, plaques, team pictures etc.

GGAS ROLES AND RESPONSIBILITIES — internal and external

Chair
- Coordinates and chairs GGAS executive meetings, board meetings and ad hoc committee meetings
- Prepares agendas for GGAS executive meetings, board meetings and ad hoc committee meetings
- Responsible for review process for GGAS constitution, by-laws and corporate plan
- Is the primary liaison with AAA leadership
- Monitors and facilitates communication flow within GGAS

President
- Chairs GGAS executive meetings, board meetings and ad hoc committee meetings when the Chair isn’t available
• Is the primary liaison with the Director of Athletics and the associate directors
• As the face of the GGAS, represents the organization at special events
• With the Director of Athletics, co-chairs the business advisory group

Vice-President
• Performs the President’s duties (as listed above) when the President isn’t available

Immediate Past President
• Working with the Chair, conducts the annual review of the GGAS constitution, by-laws and corporate plan

Secretary
• Keeps meeting minutes
• Circulates meeting agendas and minutes
• Maintains contact information for GGAS board

Treasurer
• Reviews and monitors GGAS financial records
• Working with the Chair, manages the annual budgeting process

Current Ad Hoc Committees

Advocacy
• Serves Goal 1 and its attendant objectives
• Educates stakeholders about Golden Bear and Panda athletics and the Alberta Model
• Communicates with key internal and external influencers
• Works with Chair and Athletics staff to develop and foster the business advisory group

Finance
• Serves Goal 2 and its attendant objectives
• Works with Chair and president to establish financial goals, and establish and implement the strategies to meet those goals

Communications and Resources
• Serves Goal 3 and its attendant objectives
• Facilitates communication between GGAS and alumni at large, between GGAS and AAAs, and between GGAS and Athletics
• Provides one-window access to AAAs for organizational support resources
Block A
- Serves Goal 4 and its attendant objectives

**Athletic Alumni Associations (AAAs)**
- Hold the primary responsibility for recruiting graduated varsity team members to participate in their own alumni associations.

- Should make fundraising a priority focus, including raffles, bingos, casinos, special events and applications for grants.

- Should communicate directly with the head coach of the team they support regarding their financial commitment to that team. In particular, they should present detailed pre-season budget information in the form of a written agreement clarifying how much scholarship funding and how much operational funding they will provide.

- Should communicate directly with the head coach of the team they support regarding any events or activities they are planning.

- Should communicate directly with Athletics on a frequent basis, and especially regarding any activities related to the sponsorship of their team or its events. Athletics needs AAA assistance in "networking" with community contacts and greatly values any help the AAAs can offer. If the AAAs work with Athletics and not independently, best results can be achieved for all.

- All AAAs should appoint a representative to the GGAS. They should be prepared to assist with one GGAS event per year; and they should communicate with other AAAs through the GGAS.

**Athletic Alumni Association representatives to GGAS**
- Liaise with other AAA representatives
- Recruit volunteers for GGAS projects
- Provide sport specific expertise
- Advise GGAS of the activities of their AAA
- Assist Athletics with external community and corporate networking

**Dean of Faculty** (or designate)
- Provides a communications channel for GGAS access to the Faculty or senior administration

**Director of Athletics**
- Provides a communications channel for GGAS access to Athletics
- Co-chairs GGAS business advisory group
Golden Bears and Pandas Athletics staff

- Facilitate communication with AAAs
- Foster communication between teams, their AAAs and Athletics
- Provide ongoing evaluation and clarification of roles and responsibilities of Athletics' staff, student support staff, teams and AAAs