



GOSUMEC FOUNDATION USA

Long-Term Governance, Operations & Sustainability Framework

*Building a permanent, relationship-
centered institution*

*supporting perpetual scholarships through a professionally managed
Permanent and Quasi Endowment*

A Board Governance Document

GOSUMEC Foundation USA • Fremont, California • EIN 92-1826702

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1. Vision

GOSUMEC Foundation USA is committed to building a permanent, relationship-centered, technology-enabled institution that supports perpetual scholarships through a professionally managed Permanent and Quasi Endowment while preserving donor intent for future generations.

2. Guiding Principles

Six principles govern every operational and financial decision described in this framework:

- **Preserve donor intent.**
- Maintain a lean, efficient operating model.
- Separate endowment assets from annual operating support.
- Utilize technology and strategic outsourcing where appropriate.
- Scale organizational capacity as the Foundation grows.
- Ensure continuity through sound governance and succession planning.

3. Current Operating Model: Zero Staff • Zero Overhead

GOSUMEC Foundation currently operates as a Zero Staff, Zero Overhead organization. All operational responsibilities are voluntarily performed by:

- **Founder & President — Dr. Sanjay Bindra**
- Treasurer
- Board of Directors
- Finance Committee

Current annual operating expenses are approximately **\$15,000** and are expected to be funded through voluntary contributions from the Board of Directors and Finance Committee — approximately **\$1,500 per participating member annually**.

Should operating expenses increase modestly (to approximately **\$20,000 annually**), the Foundation may seek additional voluntary support from members of the GOSUMEC community while continuing its commitment that donor-directed scholarship and endowment gifts are used exclusively for their intended charitable purposes.

The Founder intends to continue providing substantial volunteer leadership, stewardship, governance, and operational support for as long as practical, thereby minimizing expenses and maximizing scholarship funding.

4. Future Operating Model

If the Foundation's operational complexity increases, or if changes occur in the Founder's health, availability, succession, or the Board's ability to continue providing volunteer operational support, the Foundation may transition to a professionally staffed operating model.

4.1 Communications, Stewardship & Operations Coordinator

The first professional hire would be a Communications, Stewardship & Operations Coordinator, engaged under one of two staffing options:

Staffing Option	Location	Estimated Annual Cost
Option A — Full-Time Employee	United States	~\$60,000
Option B — Full-Time Employee	India	~\$15,000*

* Estimated India compensation; not independently verified.

Staff recruitment. Candidate recommendations for this role would be sought from the **India Philanthropy Alliance (IPA)** and **Foundation For Excellence (FFE)**, whose sector networks and India-based program experience make them well positioned to identify qualified candidates.

Primary Responsibilities

Communications. Manage the Givebutter CRM; email newsletters and text messaging; website management; LinkedIn and social media; graphic design and video production; AI-assisted communications; MemoryFox storytelling; and annual reports and scholarship stories.

Donor Stewardship. Donor onboarding; thank-you protocols; Legacy Circle stewardship; donor recognition; scholarship impact reporting; and coordination of donor communications with FFE India Trust.

Events. Working with the Event Committee: annual meetings, Legacy Circle meetings, donor appreciation events, scholar Zoom meetings, and reunion events — including invitations, registration, logistics, presentation materials, and post-event stewardship.

Operations & Technology. Google Workspace; Givebutter; MemoryFox; Canva; OpusPro; AI tools; vendor management; password and access management; Standard Operating Procedures (SOPs); board dashboards; and organizational knowledge management.

4.2 Additional Professional Support

- **Accountant:** IRS Form 990, California filings, financial reporting, and audit support.

- **Treasurer:** Banking oversight, Gift Acceptance Policy, UPMIFA review, trademark/IP protection, and compliance.
- **Financial Advisor & Finance Committee:** Investment Policy Statement, portfolio oversight, spending policy, and risk management.
- **Infinite Giving:** Asset-Based Giving platform (QCDs, DAFs, appreciated securities) and institutional endowment management.
- **Foundation For Excellence India Trust:** Scholarship administration, student reporting, scholar engagement, and program coordination.

Under either operating model, the Foundation will **continue its existing professional consulting team, vendors, and tools**, preserving institutional knowledge and operational continuity.

Transitioning to this model would move the Foundation away from its current **Zero Staff, Zero Overhead** philosophy.

5. Annual Operating Budget

Annual operating support will always be raised separately from scholarship and endowment gifts.

5.1 Components of the Annual Budget

Component	Estimated Annual Cost
Existing Operating Expenses	~\$15,000
Communications, Stewardship & Operations Coordinator	~\$15,000 (India*) - \$60,000 (U.S.)
Institutional Endowment Management — Infinite Giving	0.55% (55 basis points) of AUM
Estimated Total Annual Operating Budget	\$52,000 - \$130,000 (at \$4-10M AUM)

* Estimated India compensation; not independently verified.

5.2 Institutional Endowment Management — Infinite Giving

Institutional endowment management is provided by **Infinite Giving** at an annual fee of **0.55% (55 basis points) of Assets Under Management (AUM)**. The fee scales with the size of the endowment:

Endowment (AUM)	Annual Management Fee
\$4 Million	\$22,000
\$5 Million	\$27,500

Endowment (AUM)	Annual Management Fee
\$6 Million	\$33,000
\$7 Million	\$38,500
\$8 Million	\$44,000
\$9 Million	\$49,500
\$10 Million	\$55,000

5.3 Estimated Total Annual Operating Budget

The total annual operating budget combines the existing baseline of **\$15,000** with the Coordinator position (**\$15,000–\$60,000**, if staffed) and institutional endowment management (**\$22,000–\$55,000** at \$4–10 million AUM, if outsourced), producing the following range by endowment size:

Endowment (AUM)	Estimated Annual Budget
\$4 Million	\$52,000 - \$97,000
\$5 Million	\$57,500 - \$102,500
\$6 Million	\$63,000 - \$108,000
\$7 Million	\$68,500 - \$113,500
\$8 Million	\$74,000 - \$119,000
\$9 Million	\$79,500 - \$124,500
\$10 Million	\$85,000 - \$130,000

These operating expenses will be supported by an **Annual Operating Fund raised each year from the GOSUMEC community**, separate from all scholarship and endowment gifts.

As Assets Under Management increase through additional gifts and investment returns, investment management fees and organizational capacity may increase proportionally. The Board will review staffing, technology, stewardship, and governance annually to ensure the Foundation remains lean while appropriately supporting a growing endowment and donor community.

6. Funding Policy

The Foundation will maintain two distinct funding streams.

6.1 Permanent & Quasi Endowment

- Invested according to donor directives.
- Preserved to support scholarships in perpetuity.
- Not used for annual operating expenses unless expressly authorized by donor intent or Board policy.

6.2 Annual Operating Fund

Raised separately each year to support governance, communications, stewardship, operations, technology, compliance, professional services, and endowment administration.

7. Risk Management & Continuity

The principal risks to the Foundation's operating model are:

- Reduced founder or volunteer capacity.
- Increased operational complexity.
- Reduced financial support for operating expenses from the Board or community.

If these risks materialize, the Foundation may transition to the professional operating model supported through an Annual Operating Fund.

If GOSUMEC Foundation is ever **unable or unwilling to continue its mission**, the preferred course of action is to transfer the Permanent and Quasi Endowment, together with all applicable donor restrictions, to **Foundation For Excellence USA (FFE-USA)**, subject to Board approval, legal review, and donor restrictions. The successor organization should preserve the endowment, honor donor intent, and continue scholarship support consistent with the Foundation's mission.

8. Long-Term Commitment

The Foundation's objective is to remain as lean as practical while building an institution capable of stewarding a **\$4-10 million (and larger) Permanent and Quasi Endowment**. Volunteer leadership, technology, and strategic partnerships will continue to minimize operating costs for as long as feasible. When appropriate, professional staffing and outsourced services will provide additional capacity, ensuring strong governance, exceptional donor stewardship, prudent financial management, and the long-term preservation of donor intent and perpetual scholarship support.