



September 22, 2021 Strategic Partnerships and Advancement Committee

Board of Trustees

Live Oak Center | Virtual Option

Sep 22, 2021 11:30 AM - 12:30 PM EDT

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**Board of Trustees Meeting
Strategic Partnerships & Advancement Committee
September 22, 2021, 11:30 a.m. – 12:30 p.m.
Live Oak Event Center**

Livestream: <https://ucf.zoom.us/j/95194078035?pwd=L0MzTmwzUGJIREVJTW9HSzNrOFIUQT09>

Conference call number: 1-301-715-8592 | Webinar ID: 951 9407 8035 | Passcode: 286051

AGENDA

1. Call to Order and Welcome
Joseph Conte, *Chair, Strategic Partnerships & Advancement Committee*
2. Roll Call
Lauren Ferguson '13,'18MPA, *Director of Foundation Board Relations and Development*
3. Minutes of the June 16, 2021 meeting
Chair Conte
4. Reports
Chair Conte
5. Discussion
 - DISC – 1
UCF Endowment Success Challenge
Karen Cochran, *Interim Vice President for Advancement and UCF Foundation CEO*
 - DISC – 2
Fiscal Year 2022 Advancement Goals & Fiscal Year 2021 Fundraising Results
Karen Cochran
6. Information
 - INFO – 1
Work Plan and Charter Review
Chair Conte
 - INFO – 2
Update on UCF's Legislative Budget Requests
Janet Owen, *Vice President for Government Relations and Associate General Counsel*
 - INFO – 3
License Plate Update
Patrick Burt, *Associate Vice President for Communications and Marketing*



7. New Business

Chair Conte

8. Adjournment

Chair Conte



UNIVERSITY OF CENTRAL FLORIDA

Board of Trustees
Advancement Committee Meeting
June 16, 2021
Virtual Meeting

MINUTES

CALL TO ORDER

Trustee Jeff Condello, Chair of the Advancement Committee, called the meeting to order at 11:00 a.m. and stated that the meeting was covered by the Florida Sunshine Law and the public and press were invited to attend. Committee members Trustee Joseph Conte, Trustee Meg Hall, Trustee John Miklos, Trustee Harold Mills and Chair Seay (ex-officio) attended virtually. Other Trustees attending the meeting virtually included Trustee Joseph Harrington, Trustee Michael Okaty, and Trustee Tiffany Altizer.

MINUTES

The minutes from the April 14, 2021 meeting were unanimously approved as written.

NEW BUSINESS

Trustee Condello welcomed Karen Cochran, Acting Vice President for Advancement and Acting CEO of the UCF Foundation to the floor. Cochran provided brief remark regarding the transformational \$40M philanthropic investment in UCF made by MacKenzie Scott and Dan Jewett. Cochran yielded the floor to Dr. Alexander Cartwright, President of the University of Central, for additional remarks.

President Cartwright provided an overview of the origin of the gift. It was noted that UCF's longtime focus on educational access and economic mobility was a deciding factor for MacKenzie Scott and Dan Jewett when deciding to select UCF as a recipient of their philanthropy.

President Cartwright turned the floor over to Cochran to continue the UCF Advancement Update. Cochran provided an update on FY21 fundraising metrics, an overview of funds by gift type, and an update on the philanthropic action plan. It was noted that three overarching pillars of the action plan are to 1) build a culture of philanthropy at UCF, where philanthropy is everyone's business, 2) to become a sustainable \$100M/year fundraising enterprise, 3) and to continue to focus on efficiencies and ROI.

Cochran provided a snapshot of college/unit fundraising attainment to goal for fiscal year 2021. It was noted the College of Medicine, College of Arts and Humanities, Burnett Honors College and WUCF had exceeded their annual goals. Chair Seay inquired to how colleges/units that had not met their goals would be addressed. Cochran noted that UCF Advancement are actively working with gift officers and Deans to assess where help is needed to reach their goals and what gifts will be deferred until next fiscal year due to the pandemic. Chair Seay asked if deferred gifts will be included within or be added in addition to next fiscal years goals. Cochran shared that each unit and college will be encouraged to establish a stretch goal based on a three-year rolling average. President Cartwright noted his expectation is that any deferrals are added on to next fiscal years goals.

Trustee Condello inquired about Athletics revenue in comparison to the previous fiscal year. Cochran noted that she would gather the requested information and report back to the Advancement Committee. Trustee Conte inquired to how Athletics \$18M annual fundraising goal was established. Cochran noted that Athletics has traditionally been 30% of UCF Advancement's annual fundraising totals. Cochran also shared that part of the goal setting process includes a thorough review of gift officer portfolios to assess where each prospect is in the donor cycle.

Mark Wright, Deputy Athletic Director and Associate Vice President of Championship Resources, joined the meeting and provided an update regarding Trustee Condello's inquiry related to Athletics revenue in comparison to the previous fiscal year. Wright noted that Athletics' \$18M FY21 fundraising goal was set prior a decision about if UCF would have a football season due to COVID. Wright noted that the pandemic, seat refunds, and changes in Athletic leadership had a dampening effect on revenues in the 2021 fiscal year. Wright anticipated that fiscal year 2022 would see an upward trend in philanthropy and revenue. Trustee Harrington inquired if it would be prudent to look at several years' worth of fundraising data when establishing next fiscal year's fundraising goal for Athletics. Wright confirmed that was indeed part of the goal setting process.

Cochran provided an update regarding recent gifts of note. An update on the progress toward completing philanthropic engagement and prospect identification meetings with all Trustees and Foundation Board members was presented. Cochran also provided an update regarding the utilization of Gravyty (artificial intelligence platform) and the rise of social media engagement metrics. Trustee Harrington inquired if the increase of social media engagement put UCF ahead of peer institutions or on par. Cochran shared that this increase elevates UCF Advancement to be on par with peers. Trustee Conte suggested the utilization of TikTok to reach a younger audience.

Cochran shared historical data related to UCF Advancement's cost to raise a dollar.

Glen Dawes, Associate Vice President for Advancement and UCF Foundation Chief Financial Officer, provided an overview of UCF Advancement's proposed fiscal year 2022 budget. Trustee Conte inquired to the amount issued to Athletics as a line of credit. Dawes noted that the line of credit was valued at \$4M. Trustee Condello inquired how salary and equipment expenditure approvals are issued. Dawes noted that positions are approved by university HR. Other expenses are approved by authorized signers, who are approved by the UCF Foundation Board via a delegation of signing authority document. Expenses beyond budgeted dollars are proposed to the university for approval. Cochran noted that UCF Advancement adheres to university policies as they relate to budgets and financial decisions.

Trustee Mills inquired if the \$200k earmarked in UCF Advancement's proposed fiscal year 2022 budget for the KnightVision (Workday) implementation was necessary as a budget for the KnightVision existed within the university. Dawes noted these funds were in addition the university's dedicated KnightVision budget. Trustee Mills asked for additional research into these funds to ensure they are not duplicative. Discussion regarding year over year budget allocations occurred. Trustee Conte requested the proposed fiscal year 2022 UCF Advancement budget be redistributed to the Committee with a column added detailing actuals.

Trustee Condello thanked the members of the Advancement Committee for their engagement and for sharing their strategic insights.

ADJOURNMENT

Trustee Condello adjourned the meeting at 12:08 p.m.

Reviewed by: _____
Jeff Condello, Chair, Advancement Committee

Date: _____

Submitted by: _____
Michael Kilbride, Associate Corporate Secretary

Date: _____



Board of Trustees
Strategic Partnerships & Advancement Committee
September 22, 2021

DISC-1: UCF Endowment Success Challenge

☐ Information

☒ Discussion

☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

Provide the Strategic Partnerships & Advancement Committee with an overview of the strategy to leverage the transformational gift from MacKenzie Scott and Dan Jewett to invite additional philanthropic investment to drive student success and faculty excellence. The challenge will allow the university to co-invest with donors and help UCF to become a leading public metropolitan research university.

Background Information:

In a bold and strategic move, UCF has chosen to invest the recent \$40 million transformational gift received from MacKenzie Scott and Dan Jewett in the endowment, thereby ensuring the long-term growth and stability of this great institution for decades to come.

The UCF Challenge will be used to generate additional gifts to be invested in the university endowment and will support student success initiatives and inclusive academic excellence. Gift officers will work with donors to establish legacy gifts to help UCF realize its goal of becoming a leading public research university while also meeting the needs of our students and providing resources for the groundbreaking research of our faculty.

Endowments are sought in three critical areas:

- 1) student success
- 2) faculty excellence
- 3) scholars' programs

Through The UCF Challenge, the University will **co-invest with donors to accelerate and amplify** the donors' impact. The program allows flexibility that enables gift officers to build creative proposals that excite donors and accelerate the impact of funds.



Recommended Action:

N/A

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel ☐ N/A ☒

Committee Chair or Chair of the Board has approved adding this item to the agenda ☒

Submitted by:

Karen Cochran, Interim Vice President for Advancement and UCF Foundation CEO

Supporting Documentation:

Attachment A – UCF Endowment Success Challenge Overview

Facilitators/Presenters:

Karen Cochran, Interim Vice President for Advancement and UCF Foundation CEO

THE UCF CHALLENGE

Philanthropy for Lasting Change

THE UCF CHALLENGE

Philanthropy for Lasting Change

This program will generate \$40 million+ in new gifts to be invested in the university's endowment, doubling the impact of the \$40 million Scott/Jewett gift.



The university will leverage the Scott/Jewett gift by co-investing with donors to incentivize and amplify impact.

THE UCF CHALLENGE

Philanthropy for Lasting Change

Donors can **establish endowed gifts** to help UCF realize its goal of becoming a leading public research university while also meeting the needs of thousands of students.

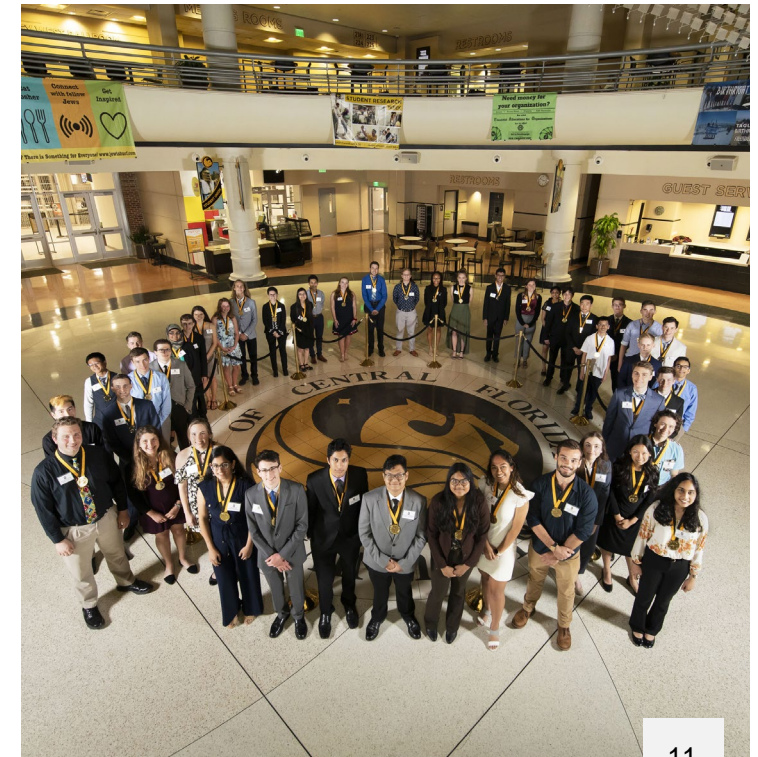
Endowments are sought in three critical areas:



Student Success



Faculty Excellence

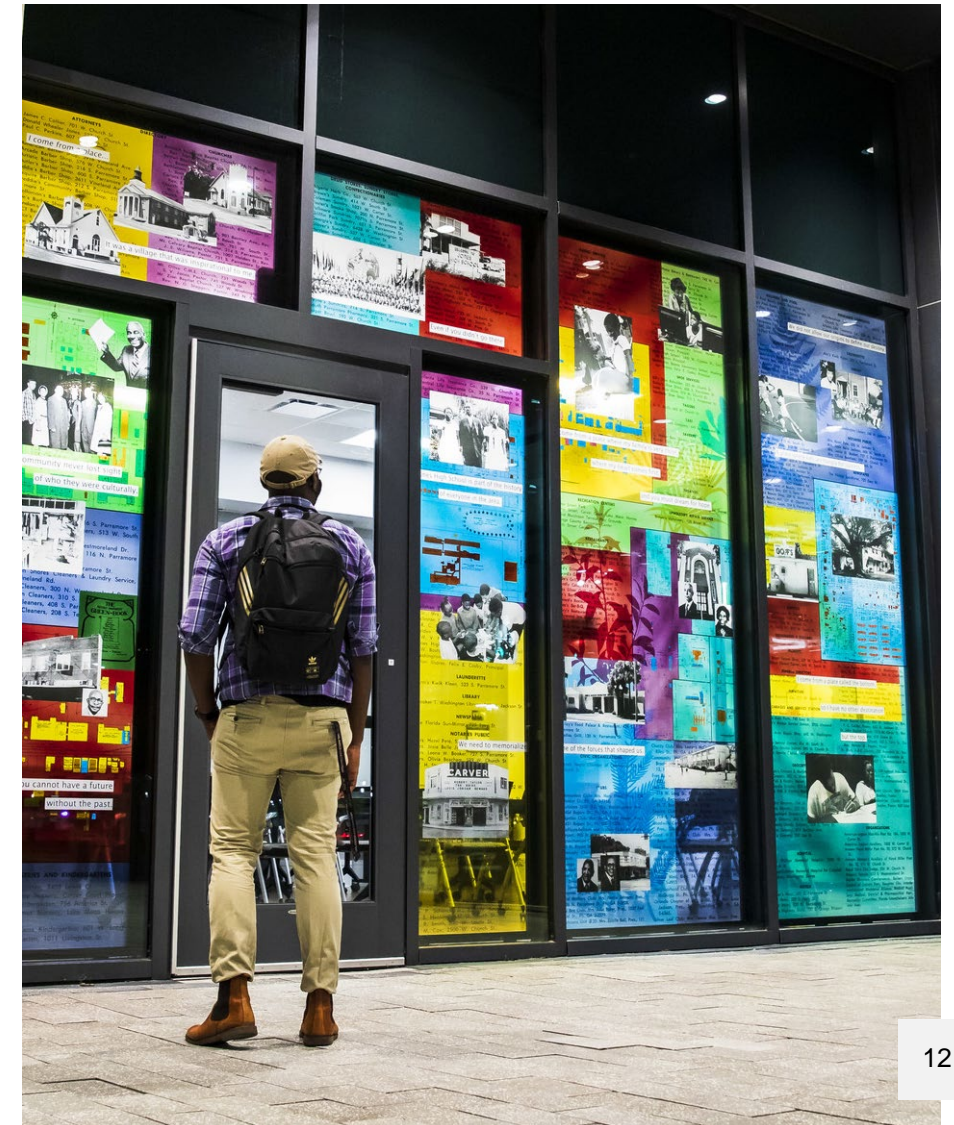


Scholars' Programs

THE UCF CHALLENGE

Philanthropy for Lasting Change

- Partnering with donors, the university will co-invest to accelerate and amplify impact.
- Opportunities will drive UCF's path to becoming a top 50 metropolitan research university
- UCF will recognize the impact of the amount given by the donor(s) and any matching funds



Questions?





Board of Trustees
Strategic Partnerships & Advancement Committee
September 22, 2021

DISC-2: Fiscal Year 2022 Goals & Fiscal Year 2021 Fundraising Results

☐ Information

☒ Discussion

☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

This agenda item is being presented to the Strategic Partnerships & Advancement Committee for review and strategic discussion. Per its charter, the Strategic Partnerships & Advancement Committee is charged with providing oversight and strategic direction to the University's advancement, communications and marketing, community and government relations, and economic and business development activities.

Background Information:

For more than 50 years, the University of Central Florida Foundation has supported the university's mission and aspirations through fundraising, engagement, stewardship and asset management. As a 501 (c)(3) nonprofit corporation and a state-designated direct support organization (D.S.O.), the UCF Foundation is responsible for encouraging and accepting charitable gifts. It is organized and operated exclusively to receive, hold, invest and make expenditures in alignment with the goals of the university and in accordance with donor intent. From securing donations in support of student scholarships and endowed faculty positions, to obtaining grants that allow faculty to conduct research and enhance their teaching, UCF Advancement has played a vital role in UCF's success.

In Fiscal Year 2021, which spanned from July 1, 2020 – June 30, 2021, UCF Advancement held the goals of raising \$70M in new gifts & commitments and conducting 3,750 prospect visits. At the conclusion of the FY21, UCF raised \$78.3M in new gifts & commitments and conducted 4,217 prospect visits. New gifts & commitments raised in FY21 included the unsolicited \$40M gift from Mackenzie Scott and Dan Jewett.

As UCF Advancement looks forward to FY22 (July 1, 2021 – June 30, 2022), the recently established Philanthropic Action Plan will serve as a guiding star for raising funds in support the University of Central Florida. Designed to be achieved in a five- to seven-year time frame, three (3) strategic pillars and five (5) goals serve as the framework for UCF Advancement and will guide the organization's actions.



Strategic Pillars:

1. Create a university-wide, comprehensive culture of philanthropy, in which fundraising and stewardship are everyone's job.
2. Build a sustainable fundraising and alumni engagement enterprise that will support UCF's boldest aspirations.
3. Define and leverage innovative and inclusive best practices that amplify the unique strengths of UCF and maximize R.O.I.

Goals:

1. Double current fundraising results to transform UCF Advancement into a sustainable, \$100-million-a-year fundraising enterprise.
2. Align fundraising resources with key university priorities to improve efficiency and increase impact.
3. Double the number of alumni donors from 23,600 to more than 43,000 to drive double-digit alumni participation.
4. Harness the power of our database and cutting-edge technology to increase alumni engagement and expand stewardship.
5. Focus on improving efficiency and effectiveness to increase UCF Advancement's contribution as a revenue-producing D.S.O. for the university.

The new gifts & commitments goal for Fiscal Year 2022 (July 1, 2021 -June 30, 2022) is \$100M.

Recommended Action:

N/A

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

N/A



Contract Reviewed/Approved by General Counsel ☐ N/A ☒

Committee Chair or Chair of the Board has approved adding this item to the agenda ☒

Submitted by:

Karen Cochran, Interim Vice President for Advancement and UCF Foundation CEO

Supporting Documentation:

Attachment A – Fiscal Year 2022 Goals & Fiscal Year 2021 Fundraising Results Presentation

Attachment B – Philanthropic Action Plan

Facilitators/Presenters:

Karen Cochran, Interim Vice President for Advancement and UCF Foundation CEO

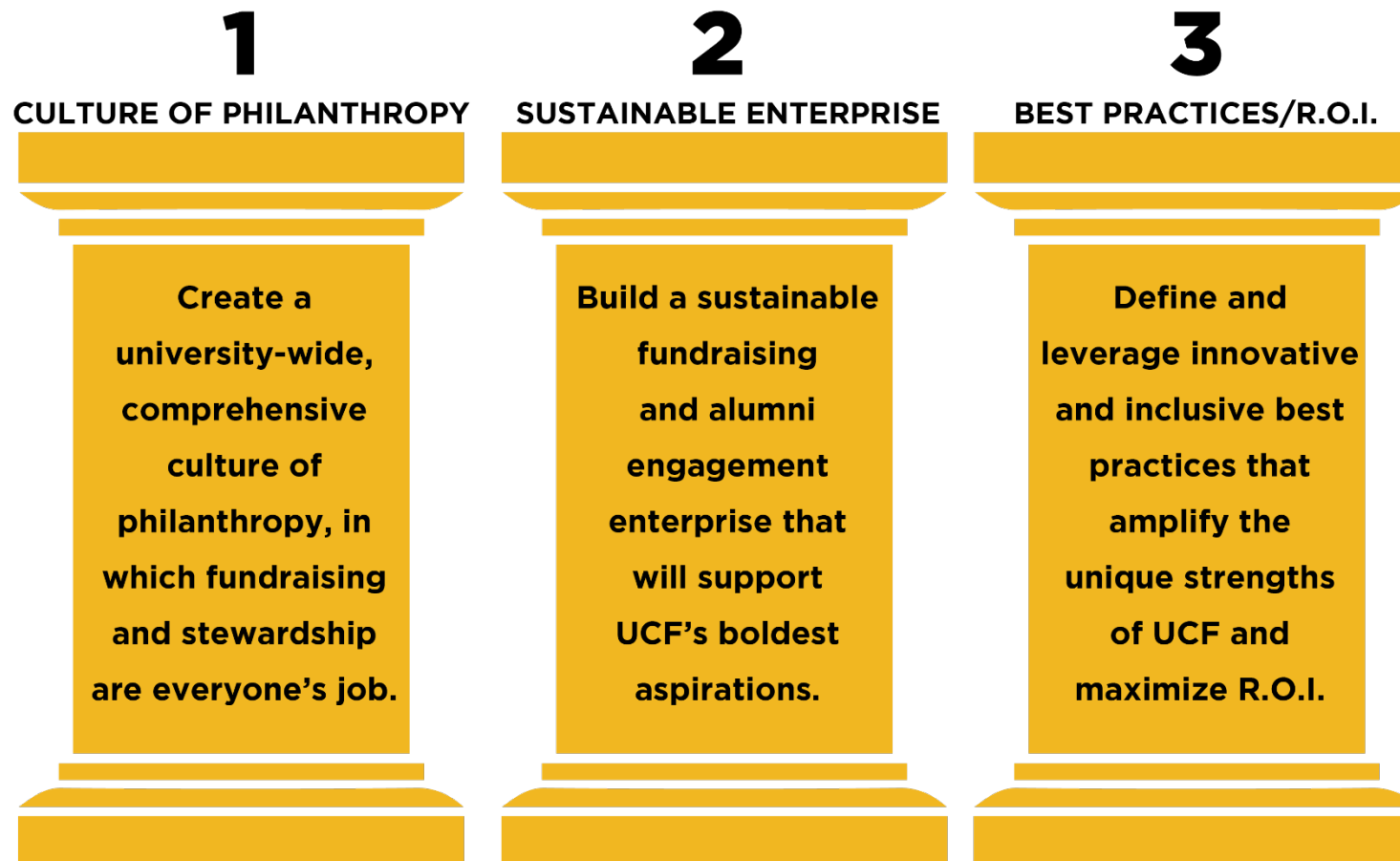
UCF Philanthropic Action Plan: The Way Forward

Karen Cochran

**Interim Vice President for Advancement
and Interim UCF Foundation CEO**

Strategic Pillars

Three focus areas will guide growth & drive transformational results:



GOALS

GOAL 1:

Double current fundraising results to transform UCF Advancement into a sustainable, \$100-million-a-year fundraising enterprise.

GOAL 2:

Align fundraising resources with key university priorities to improve efficiency and increase impact.

GOAL 3:

Double the number of alumni donors from 23,600 to more than 43,000 to drive double-digit alumni participation rates.

GOAL 4:

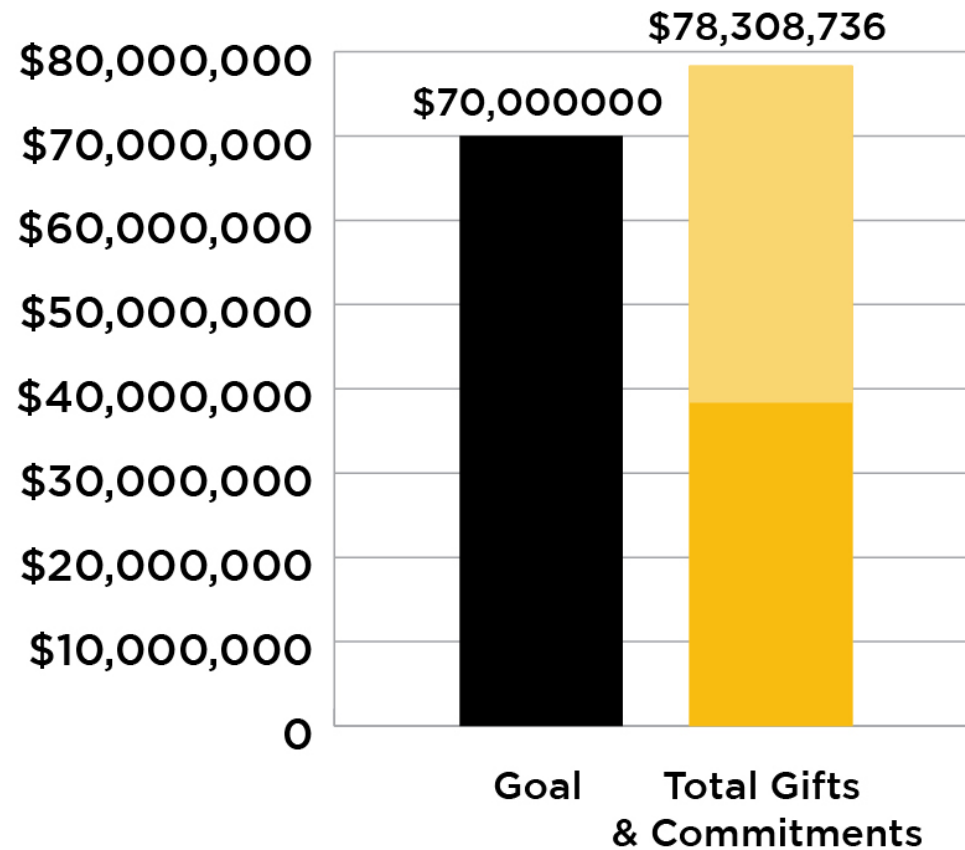
Harness the power of our database and employ cutting-edge technology to increase alumni engagement and expand stewardship.

GOAL 5:

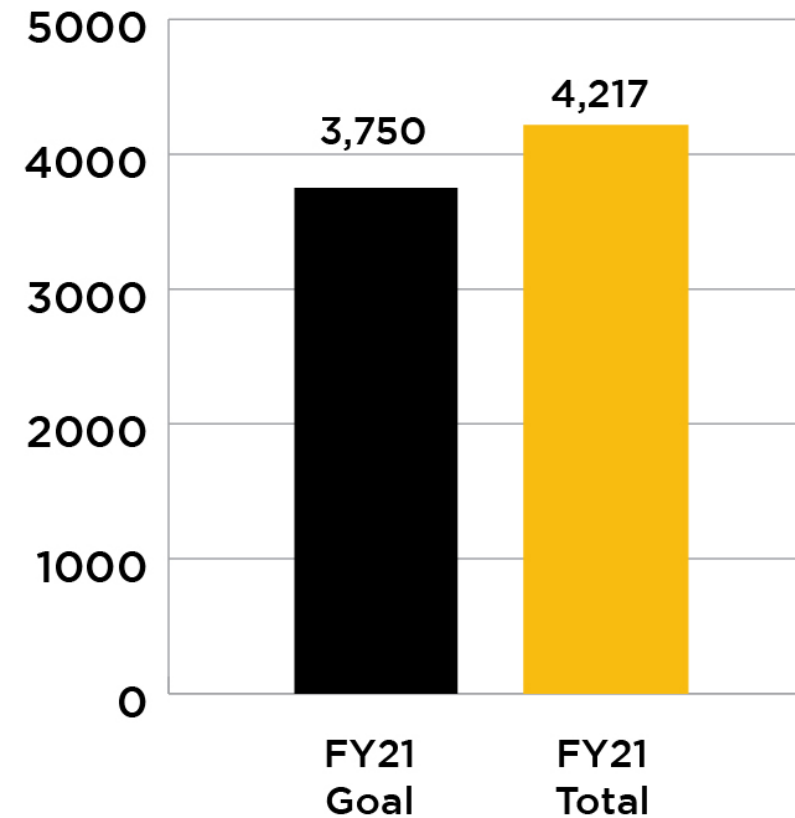
Focus on improving efficiency and effectiveness to increase UCF Advancement's contribution as a revenue-producing D.S.O. for the university.

Results – FY21

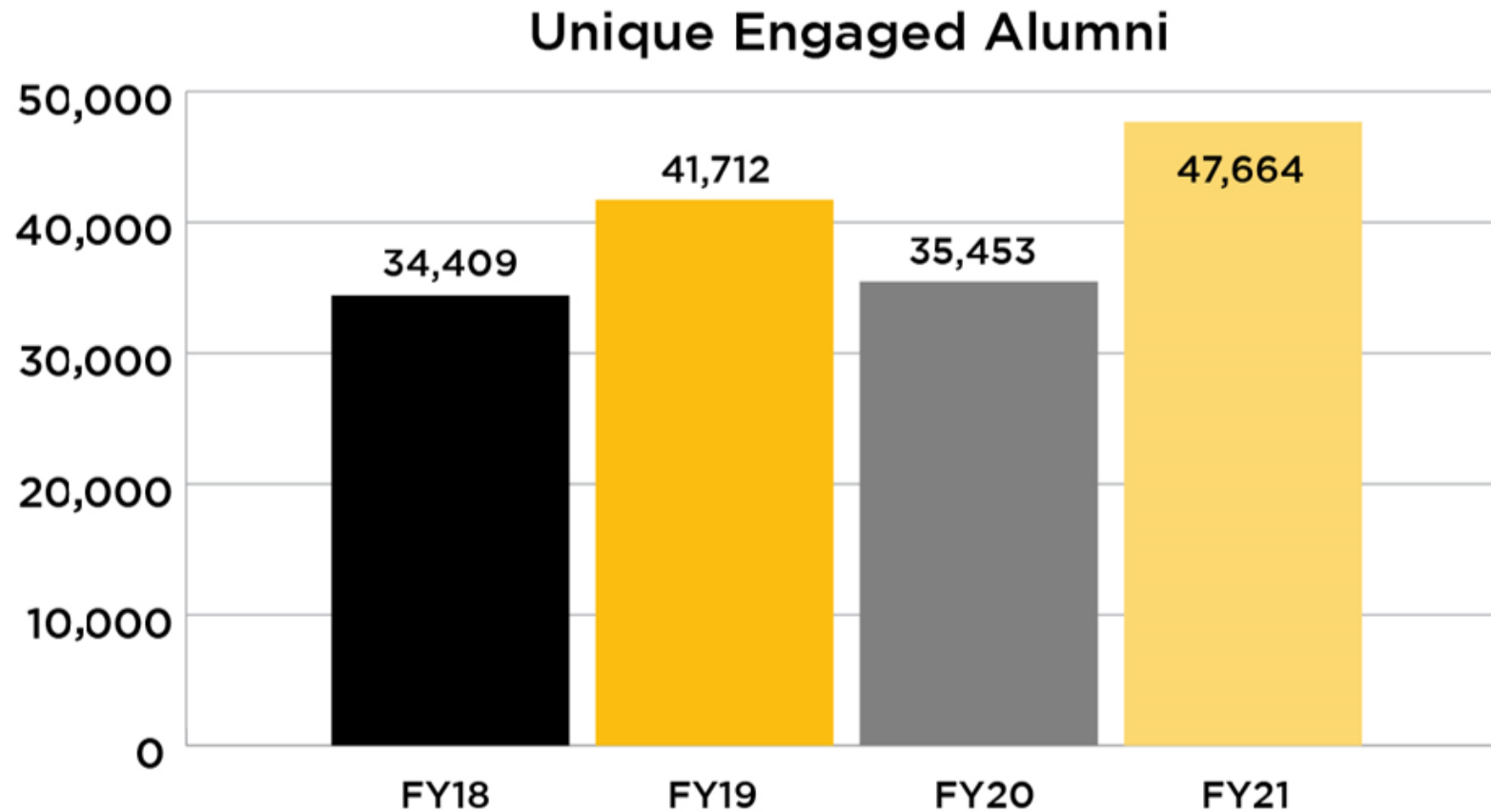
FY21 Attainment



FY21 Prospect Visits



Results – FY21



FY21 engagement goal of 35,000 exceeded by 12,664.

SUS Comparable Data (as of 8.25.21)

INSTITUTION	FY21 TOTAL COMMITMENTS	ALUMNI PARTICIPATION RATE	FTE FUNDRAISERS	BUDGET
INSTITUTION A	\$562M	19%	108	\$56.2M
INSTITUTION B	\$121.5M	16.6%	43	\$22.1M
INSTITUTION C	\$114M	5.8%	31	\$17.3M
INSTITUTION D	\$110.3M	8.2%	65	\$16M
UNIVERSITY OF CENTRAL FLORIDA	\$78.31M	6.08%	30	\$18.45M
INSTITUTION E	\$57M	3.72% (FY20)	17	\$9.2M
INSTITUTION F	\$21.4M	2.48%	8	\$2.3M (excluding personnel)
INSTITUTION G	\$17.2M	2.84%	12	\$5.4M
INSTITUTION H	\$13.7M	6.8%	4.5	\$3.4M
INSTITUTION I	\$9.2M	11.5%	5	\$1.9M
INSTITUTION J	\$5.3M	5.5%	7	\$1.36M
INSTITUTION K	\$2.2M	10%	4	\$1.03M

Goals/KPIs for FY22

Target goal of \$100M in gifts and commitments

Challenge traditional models to shift towards more innovative fundraising strategies

- Solicit at least **\$200M** in new opportunities of \$25K or more
- Close a minimum of **23** principal gifts including two of eight figures or more
- Conduct **4,500** prospect visits leading to the presentation of new gift discussions and constituent engagement
- At least **10** Professorships
- At least **3** Deanships
- At least **1** College or Facility Naming
- At least **3** named Scholars' Programs
- At least **\$6M** in student support

Goals/KPIs for FY22 - continued

- More than double the number of unique engaged alumni to **94,400**
- Grow alumni participation to **6.88%** with a minimum of **23,600** alumni gifts
- Increase number of alumni donors to **13,600**
- Increase participation in the Class Gift program by **20%** annually, registering participants as student donors and converting them to alumni donors post-graduation
- Add **\$10M** total to the endowment.



Questions and Discussion

UCF PHILANTHROPIC ACTION PLAN **THE WAY FORWARD**



Advancement

UNIVERSITY OF CENTRAL FLORIDA

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APRIL 16, 2021

A MESSAGE FROM

THE ACTING VICE PRESIDENT FOR UCF ADVANCEMENT



On behalf of the entire Advancement team, I am pleased to share the UCF Philanthropic Action Plan. In it, you will find detailed, action steps that will lay the groundwork to transform UCF Advancement into a strategic, inclusive, operationally-optimized unit that will be a \$100-million-a-year fundraising enterprise for the benefit of UCF. As an official direct support organization — sanctioned by the University Board of Trustees — Advancement exists solely to support the mission and priorities of the university through its professional fundraising activities and asset management. We have been doing this for more than 50 years with much success. Today UCF is entering a new era and we must seize this opportunity to build a comprehensive culture of philanthropy. Under the leadership of President Alexander N. Cartwright, we will further align our efforts with university priorities to deliver the financial resources needed to elevate UCF to its rightful place among the nation's top 50 public research institutions.

This plan is written as the U.S. successfully vaccinates an increasing portion of the population against COVID-19. There is hope that by Fall 2021 operations and in-person gatherings will more closely resemble those of pre-pandemic days. It is imperative that we utilize the technological gains made, and those planned, to continue to engage our ever-growing alumni base, track our efforts and increase our return on investment. We have a strong history of performance on which to build — having tripled the number of gifts and commitments received annually between fiscal year 2011 and 2020. To ensure the continued relevancy of the strategic pillars and goals outlined in this plan, we commit to revisiting this document as strategic planning for the university moves forward.

I encourage you to think about your role in our efforts to increase our fundraising results and engage our alumni. As always, I welcome your feedback.

Great things are happening at UCF and Advancement will lead the way to attract the philanthropy needed for the university to **CHARGE ON!** to realize its bold aspirations.

Go Knights!

A handwritten signature in black ink that reads "Karen S. Cochran". The signature is fluid and cursive, with a long, sweeping underline.

Karen S. Cochran, CFRE

Acting Vice President for University Advancement and
Acting CEO, UCF Foundation, Inc.

About UCF Advancement

For more than 50 years, the University of Central Florida Foundation has supported the university's mission and aspirations through fundraising, engagement, stewardship and asset management. As a 501 (c)(3) nonprofit corporation and a state-designated direct support organization (D.S.O.), the UCF Foundation is responsible for encouraging and accepting charitable gifts. It is organized and operated exclusively to receive, hold, invest and make expenditures in alignment with the goals of the university and in accordance with donor intent. From securing donations in support of student scholarships and endowed faculty positions, to obtaining grants that allow faculty to conduct research and enhance their teaching, UCF Advancement has played a vital role in UCF's success.

MISSION, VISION AND VALUES

The mission of UCF Advancement was redefined in 2013, while the vision and values were identified through a collective process in 2017. A task force of team members who represented diverse voices was entrusted to update the vision and values, which were unveiled in October of that year.

OUR MISSION: The UCF Foundation encourages, stewards and celebrates charitable contributions from alumni and friends to support the University of Central Florida.

OUR VISION: Powering partnerships and transforming lives through philanthropy.

OUR VALUES:

INTEGRITY

We embody the highest ethical and professional standards.

DONOR CENTRICITY

We listen to our benefactors and connect their passions to university aspirations.

INCLUSIVITY

We promote an open, diverse and supportive environment by respecting the rights and contributions of every individual.

EXCELLENCE

We pursue the highest standards of performance.

INNOVATION

We originate. We create. We adapt. We embrace change and opportunity.

PARTNERSHIP

We collaborate with the community, alumni, donors and friends who share our commitment to UCF.

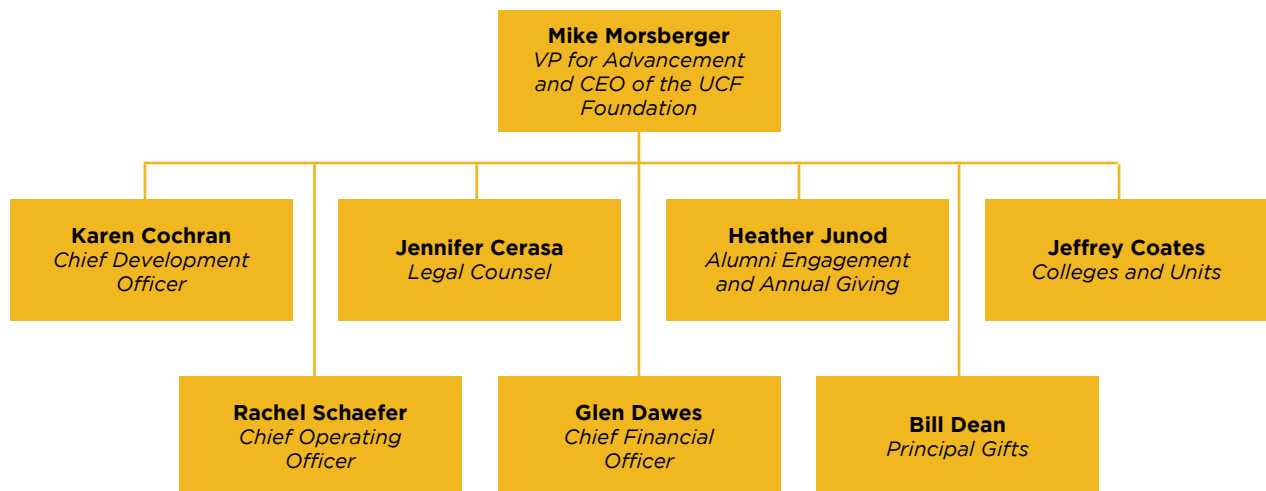
UCF Advancement Structure and Leadership

In 2015 UCF Advancement was organized into its current form, bringing the UCF Foundation and UCF Alumni under one umbrella to align priorities and goals and create a clear focus on philanthropy, which was vital to the success of IGNITE: The Campaign for UCF (FY2011-2019). By joining these two organizations, the UCF Foundation and UCF Alumni were able to work closely together, capitalize on a rapidly growing alumni body and share resources and data. This new structure also led to the creation of the Class Gift Campaign, improved annual fund performance, increased alumni engagement and expanded outreach to parents and families.

In 2020, faced with the challenges of a global pandemic, UCF Advancement was forced to pivot and find new ways to engage with alumni, donors, private foundations and corporate partners as well as the community. In true Knight fashion, we charged on and innovated our ways to communicate and meet with donors, partners and our teams; hold virtual events; collaborate with faculty and community members; and connect university administration and volunteer leadership with donors and corporate and foundation partners. Strengthened and tempered by the experience, UCF Advancement is prepared to take on a new challenge, capitalizing on our innovations and technological improvements and bringing to bear lessons learned to help propel the university to new heights.

UCF ADVANCEMENT LEADERSHIP

The UCF Advancement executive team members are accountable for the strategic goals of UCF Advancement and the philanthropic dollars that measure success.



About the UCF Philanthropic Action Plan

In FY20, following the final year of the Ignite Campaign, UCF Advancement conducted an in-depth analysis of our campaign performance. Since that time, additional analyses of our performance measured against those of our operational peers have been conducted. Those findings are incorporated into this action plan, which is being provided in direct support of UCF President Alexander N. Cartwright's FY21 goal to develop a comprehensive philanthropic strategy that focuses on UCF's academic mission and increases investment in student and faculty achievement.

UCF is on a trajectory to accomplish great things and UCF Advancement will provide the philanthropy to fuel these aspirations through the development of a university-wide culture of philanthropy, in which philanthropy is everyone's job. This cultural transformation will benefit the entire UCF family, especially our students, faculty and staff. The needs are great and as we rise to meet them, we will amplify the UCF story and highlight the power of philanthropy to move this university to its rightful place among the nation's top 50 public research institutions.

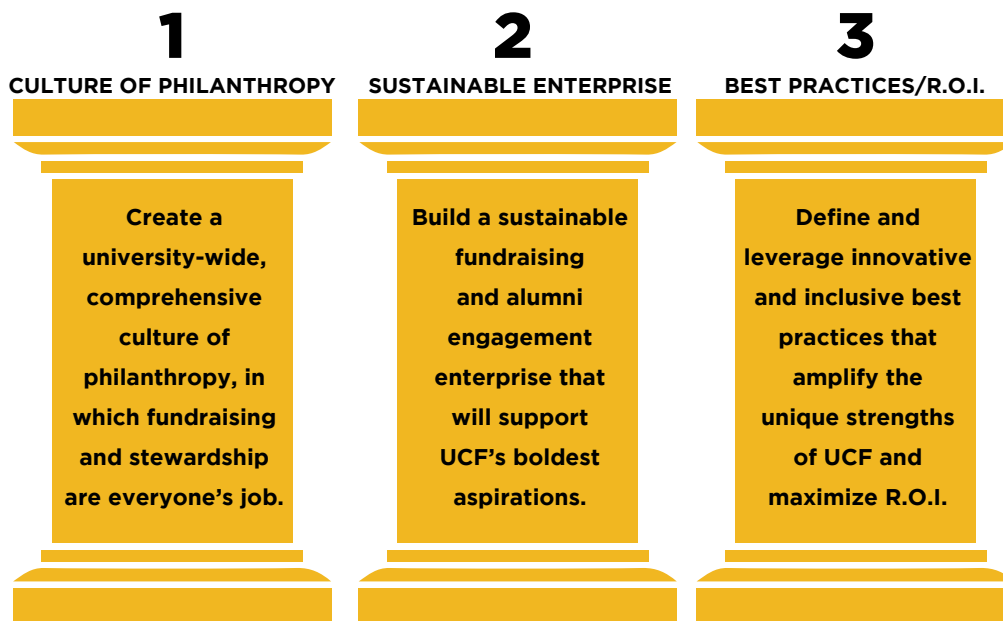
Advancement is prepared to launch this comprehensive strategic initiative to engage every member of Knight Nation in supporting UCF, utilizing enhanced communication and technology to expand our reach and increase our productivity.

With a bold vision of generating \$100 million annually in gifts and commitments for UCF, we will align our efforts with the stated priorities of the university, defining and redefining roles and leveraging relationships to achieve this aspirational philanthropic goal.

Strategic Pillars and Goals

STRATEGIC PILLARS

Strategic pillars are identified to guide the growth of UCF Advancement well into the future. They represent the three focus areas to drive transformational results.



GOALS

Designed to be achieved in a five- to seven-year time frame, these goals, along with our strategic pillars, serve as the framework for UCF Advancement and will guide our actions.

1. Double current fundraising results to transform UCF Advancement into a sustainable, \$100-million-a-year fundraising enterprise.
2. Align fundraising resources with key university priorities to improve efficiency and increase impact.
3. Double the number of alumni donors from 23,600 to more than 43,000 to drive double-digit alumni participation.
4. Harness the power of our database and cutting-edge technology to increase alumni engagement and expand stewardship.
5. Focus on improving efficiency and effectiveness to increase UCF Advancement's contribution as a revenue-producing D.S.O. for the university.

GOAL 1:

Double current fundraising results to transform UCF Advancement into a sustainable, \$100-million-a-year fundraising enterprise.

ACTION STEPS

- Align philanthropic resources with university priorities to support UCF's move into its rightful place among the nation's top 50 public research institutions.
- Identify top 25 prospects and institute action plans for each that focus on presidential and dean involvement.
- Embark on a "listening tour" to introduce President and Mrs. Cartwright and engage top donors in discussions about their highest priorities for giving.
- In FY22, launch a three-year fundraising initiative focused on the student experience that will serve as a bridge to the university's next comprehensive fundraising campaign.
- Meet with every trustee, foundation director and alumni board member to identify the roles they wish to play, discuss the introductions they can make in support of this action plan and encourage their own personal philanthropic support.
- Devote resources to UCF Advancement's Corporate and Foundation Relations to leverage UCF's partnerships and increase capacity for the university to compete for large transformational gifts.
 - Ex: Kellogg Foundation's Racial Equity Challenge grant for \$20 million. Submitted March 2021. Submission passed initial administrative review and is currently in peer review.
- Provide training to volunteer leadership, academic leadership, faculty and staff on the cultivation, solicitation and stewardship process, underscoring the importance of philanthropy to the overall success of UCF.

THIS GOAL AND ITS ACTION STEPS ADDRESS STRATEGIC PILLARS 1 AND 2.

1 Culture of Philanthropy

2 Sustainable Enterprise

3 Best Practices/R.O.I.

GOAL 2:

Align fundraising resources with key university priorities to improve efficiency and increase impact.

ACTION STEPS

- Infuse an expectation of accountability throughout UCF Advancement by tracking clear goals and performance metrics, such as the number and dollar value of proposals, visits, time to move prospects through portfolio, and portfolio penetration.
- Reinstitute semi-annual meetings with the provost, deans and their gift officers to review philanthropic progress toward their college goals.
- Develop a strategic and measurable communication plan utilizing social media, e-communications, print material and individual donor communications, which highlights philanthropy's impact and illustrates the UCF story in compelling terms.
- Shift gift conversations from cash to blended gifts. Provide training to gift officers to support this shift to more comprehensive donor conversations and gift negotiations.
- In collaboration with UCF Communications and Marketing, execute and visible to all, while inspiring donors to give at their maximum capacity.
 - o Launch UCF's Constellation Society in FY22, which will recognize donors who have given \$25,000 or more in charitable support.
 - o Build a donor recognition wall on campus for \$1 million-plus donors and unveil in FY22. Institute highly visible celebrations for donors in the Pegasus Society (\$1 million+) to establish new traditions to highlight the impact of philanthropy.
 - o Launch new technology platforms in FY22, such as ThankView, used by many peer institutions to develop meaningful and personalized donor communications at scale.
 - o Develop Women in Philanthropy Forum, working with key female leaders/donors in the university and Orlando communities to inspire and expand support for UCF.

THIS GOAL AND ITS ACTION STEPS ADDRESS STRATEGIC PILLARS 1 AND 3.

1 Culture of Philanthropy

2 Sustainable Enterprise

3 Best Practices/R.O.I.

GOAL 3:

Double the number of alumni donors from 23,600 to more than 43,000 to drive double-digit alumni participation rates.

ACTION STEPS

- Provide enhanced services to alumni through expansion of UCF Knights Network, UCF's alumni professional networking platform. (Gallup Purdue Index reports that graduates who have a positive experience with career assistance post-graduation are 2.6 times more likely to make a philanthropic gift to their alma mater.)
- Strengthen network of UCF alumni ambassadors by working closely with chapters across the country to share priorities and key messages.
- Mobilize our student base and introduce them to the value of philanthropy through opportunities to share their UCF stories.
 - o Increase participation in the Class Gift program by 20% annually.
- Redefine events for alumni, donors and friends in a post-COVID era to strengthen relationships with the university.
- Partner with UCF Marketing to enhance digital marketing efforts and increase effectiveness. (Ex: the record-setting UCF Day of Giving 2021.)

SEVEN-YEAR AGGRESSIVE PROJECTIONS FOR ALUMNI PARTICIPATION

	FY22	FY23	FY24	FY25	FY26	FY27	FY28
Alumni of Record	343,000	358,000	373,000	388,000	403,000	418,000	433,000
Alumni Donors	13,600	16,380	19,160	21,940	24,720	27,500	30,300
Cap and Gown Participants	10,000	13,000	13,000	13,000	13,000	13,000	13,000
Total Participation	23,600	29,380	32,160	34,940	37,720	40,500	43,300
Alumni Participation Percentage	6.88%	8.21%	8.62%	9.01%	9.36%	9.69%	10.00%

THIS GOAL AND ITS ACTION STEPS ADDRESS STRATEGIC PILLARS 1, 2 AND 3.

1 Culture of Philanthropy

2 Sustainable Enterprise

3 Best Practices/R.O.I.

GOAL 4:

Harness the power of our database and employ cutting-edge technology to increase alumni engagement and expand stewardship.

ACTION STEPS

- Conduct full database wealth screening and then overlay multiple predictive models to identify new prospects and more accurately estimate the giving capacity of existing prospects.
- Reinvest dollars traditionally used for the call center in tools and skill development to effectively reach a modern, tech-savvy audience.
- Explore the intersection of gamification and philanthropy, developing a new model to engage UCF alumni and expand our reach to a broader national audience of gamers.
- Utilize the latest A.I. tools, such as Gravyty, which we will launch in FY22.
 - Gravyty, used by a growing number of universities, empowers frontline fundraisers to do four times more personal outreach and inspire first-time donors.
- Launch ThankView and other digital communication tools to improve the timeliness and effectiveness of stewardship.
 - ThankView has been proven to increase first-time donor retention by 15% and averages an email open rate of 61%, due to its extensive personalization.
- Operationalize the results of the 2021 BWF Engage Dx survey to identify which prospects need additional activation or stewardship strategies to maximize their engagement and giving potential.
- Support and foster partnerships with key university programs and departments, such as the Phone2Action platform with Government Relations.

THIS GOAL AND ITS ACTION STEPS ADDRESS STRATEGIC PILLARS 1, 2 AND 3.

1 Culture of Philanthropy

2 Sustainable Enterprise

3 Best Practices/R.O.I.

GOAL 5:

Focus on improving efficiency and effectiveness to increase UCF Advancement's contribution as a revenue-producing D.S.O. for the university.

ACTION STEPS

- Increase R.O.I. by enhancing productivity of each employee by leveraging the power of teamwork and learning from each other to return more dollars to the university through the use of A.I. tools, digital marketing assets, data mining and continued improvements to our database, as mentioned in prior goals.
- Utilize the Foundation's real estate holdings to maximum benefit for UCF and Advancement.
- Leverage university ERP and ITS solutions for increased ROI.
- Identify key performance indicators (KPIs) that align with UCF priorities and report to university leadership and Board of Trustees regularly.
- Build on lessons learned and best practices regarding remote work to reduce Advancement's office footprint while maintaining and increasing productivity, employee engagement and work-life balance.
 - Unoccupied office space would be rented to other tenants, thereby serving as an additional revenue source for the UCF Foundation.
- Explore possible sources of additional revenue including an Advancement investment fee to offset reduction of the endowment fee from its current 2.25% to 1.95%, beginning July 1, 2021.
- Collaborate with deans and university leadership to identify priorities that drive philanthropic investment to triple the number of annual \$10 million-plus gifts.
- Enhance gift officer portfolios with newly identified high net-worth individuals. Monitor time-to-engagement and reassign prospects in cases of delay.

THIS GOAL AND ITS ACTION STEPS ADDRESS STRATEGIC PILLARS 2 AND 3.

1 Culture of Philanthropy

2 Sustainable Enterprise

3 Best Practices/R.O.I.

Philanthropic Success and National Rankings

UCF is already a proven leader in outcomes. Our student retention and graduation rates continue to improve and impress. Our effect on student social mobility ranks high among public research universities, as measured by *U.S. News & World Report*. We have experienced growth in research and economic development as well as commercialization of intellectual property. These accomplishments, coupled with our graduation rates and UCF's academic and operational excellence, position UCF to leapfrog into the top 50 public research rankings.

The criteria used to determine the Best Colleges rankings prioritizes Graduation & Retention, Expert Opinion & Rank, Faculty Resources and Financial Resources. While philanthropy cannot directly impact graduation and retention rates or the opinions of experts and others, the resources it provides can make a lasting difference. At 3%, Alumni Giving does not significantly drive the rankings but it builds the foundation for improving other metrics.

U.S. NEWS & WORLD REPORT RANKING CRITERIA

- **Graduation and Retention Rank 22%**
- **Expert Opinion and Rank 20%**
- **Faculty Resources Rank 20%**
- **Financial Resources Rank 10%**
- **Graduation Rate Performance Rank 8%**
- **Student Excellence Rank 7%**
- **Graduate Indebtedness Rank 5%**
- **Social Mobility 5%**
- **Alumni Giving 3%**

For UCF to be successful, the entire community must come together, speaking in one voice, to share the inclusive excellence of this great institution. It will require engaging and leveraging our volunteer networks in new ways to expand our prospect base at all levels, connecting each and every donor to UCF's vision. Meeting our goals will require us to think differently and innovate. It will require us to build a culture in which philanthropy is everyone's job.

Roles and Responsibilities

Central to Strategic Pillar 1 — *Create a university-wide, comprehensive culture of philanthropy, in which fundraising and stewardship are everyone's job* — is the participation of university and volunteer leadership. Leading by example will set the tone and reinforce the message that everyone has a role to play in UCF's philanthropic success.

<p>BOARD OF TRUSTEES</p> <p>The UCF Board of Trustees' Advancement Committee is the official conduit for Advancement. However, all university trustees have a key role to play as UCF ambassadors. Each trustee can assist by:</p>	<ul style="list-style-type: none"> • Providing strategic guidance for UCF • Sharing their stories and the impact of UCF on the community • Identifying potential donors and opportunities • Raising the bar in personal giving through philanthropy, event attendance, purchasing season tickets and UCF license plates and more.
<p>UCF FOUNDATION BOARD OF DIRECTORS</p> <p>The Foundation Board acts as financial and investment advisors for the Foundation, is responsible for real estate policies and procedures and oversees potential transactions that may impact the Foundation. Directors provide oversight for fundraising plans and business affairs of the Foundation. Each Director can assist by:</p>	<ul style="list-style-type: none"> • Providing strategic guidance for operations, engagement and fundraising initiatives • Utilizing personal networks to identify potential donors and introduce UCF and the power of philanthropy • Sharing their story and the impact of UCF on the community • Raising the bar in personal giving through philanthropy, attendance at events, purchasing athletic tickets, sporting UCF license plates and more • Joining the UCF Social Media Ambassadors program designed to drive additional traffic and share positive UCF stories on various social media platforms.
<p>UCF ALUMNI BOARD</p> <p>The UCF Alumni Board supports the efforts of UCF Alumni Engagement and Annual Giving, which represents a base of more than 320,000 alumni. Each alumni board member can assist by:</p>	<ul style="list-style-type: none"> • Providing advice and direction on plans, policies and programs to benefit UCF Alumni as a whole • Utilizing personal networks and sharing their UCF story and the power of philanthropy • Identifying future alumni leaders and potential donors • Raising the bar in personal giving through philanthropy, attendance at events, purchasing athletic tickets, sporting UCF license plates and more • Joining the UCF Social Media Ambassadors program designed to drive additional traffic and share positive UCF stories on various social media platforms.
<p>UNIVERSITY PRESIDENT</p> <p>The President can lead by:</p>	<ul style="list-style-type: none"> • Partnering with UCF Advancement as the fundraiser-in-chief on leadership gift strategies and solicitations • Setting the tone for a university-wide comprehensive culture of philanthropy and leading by example with personal philanthropy • Developing deep and lasting relationships with friends and alumni through a variety of outreach events and communications • Providing overall direction and input on fundraising priorities • Engaging in regular stewardship touches from highly personalized thank you events to regular communications to donors who have given for a specific project.

“Advancing UCF is everyone’s job.”

<p>PROVOST The Provost can lead by:</p>	<ul style="list-style-type: none"> • Standing in for the president at events, meetings and donor engagements • Working with deans to identify philanthropic priorities and to ensure their fundraising, alumni engagement and stewardship goals are met • Developing deep and lasting relationships with friends and alumni through a variety of outreach events and communications • Leading by example through personal philanthropy • Identifying key faculty to feature at donor and volunteer events.
<p>PRESIDENT’S CABINET Cabinet members can assist by:</p>	<ul style="list-style-type: none"> • Collaborating as cabinet members to build a culture of philanthropy • Aligning operational efforts to capture efficiencies • Working with various board committees and providing updates at meetings as appropriate • Leading by example through personal philanthropy • Participating in donor and stewardship activities as subject matter experts, as needed.
<p>DEANS Deans can assist by:</p>	<ul style="list-style-type: none"> • Creating vision and inspiration for the power of philanthropy within a specific college • Owning overall college fundraising goal with chief development officer and leading by example with personal philanthropy • Participating in college-specific events as well as university-wide engagement opportunities • Engaging in regular stewardship touches from highly personalized thank you events to regular communications to donors who have given for a specific project • Building deep and meaningful relationships with key donors and prospects for the benefit of UCF.
<p>FACULTY/STAFF Faculty and staff members can assist by:</p>	<ul style="list-style-type: none"> • Collaborating with Advancement as subject matter experts by attending events, meeting with donors and sharing their expertise with broader audiences • Sharing their passion about their work with various boards, donors and alumni as appropriate • Supporting UCF with personal philanthropy.
<p>STUDENTS Students can assist by:</p>	<ul style="list-style-type: none"> • Sharing their personal stories about the impact of UCF at events with alumni and friends in person and on social media • Joining 4EVER KNIGHTS and serving as class gift ambassadors • Participating in the Class Gift campaign and proudly displaying their green cords at graduation.

THE WAY FORWARD



THE FUTURE SUCCESS OF ADVANCEMENT requires creativity and collaboration. The university and Advancement must have clarity of focus regarding the overarching goals, specific fundraising targets and resources needed to produce the ambitious results we aspire to. Advancement will continue to improve upon its effectiveness and efficiency with existing resources, but additional investment will be needed to elevate UCF Advancement to a \$100-million-a-year fundraising organization. Strategic investments in programming, technology and human talent will allow UCF to move forward at an accelerated pace. It is imperative that we continue to keep our cost to raise a dollar in line with industry standards and capture efficiencies wherever we can. As more dollars are raised, we will realize economies of scale and become more efficient.

There is a renewed sense of energy, and quite frankly urgency, for UCF to galvanize around this action plan to increase philanthropy and move the university forward. The Advancement team looks forward to implementing a comprehensive strategy that involves telling our story better and focusing on principal gifts and increased alumni participation. Through a strong culture of exceptional stewardship and relationship-building, we will accelerate achievement and focus on collaboration to deliver \$100 million in annual, sustainable philanthropy and elevate UCF to its rightful place as the best metropolitan public research university.



Data & Analysis

The following charts and key findings serve to provide historical and current context for UCF Advancement, helping us identify areas of opportunity — critical to our future success.

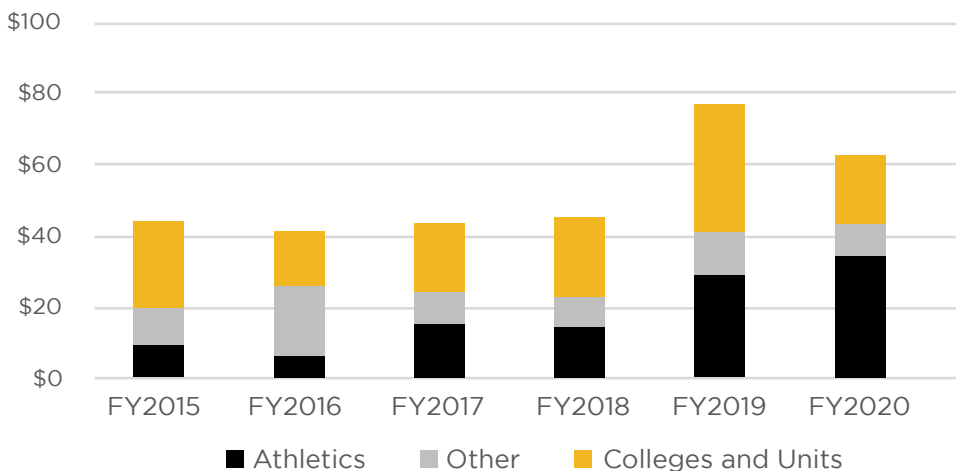
The analysis and observations here are supported by the commissioned FY20 post-campaign analysis conducted by BWF, a national leader in campaign and fundraising consulting. Unless otherwise noted, all comparisons use the Council for Advancement and Support of Education (CASE) Voluntary Support of Education (VSE) survey data. VSE is considered the gold standard in comparative data analysis of fundraising results among institutions of higher education around the globe.

Fundraising Analysis

FUNDRAISING RESULTS FISCAL YEAR 2015-2020

During the decade from 2011-2020, largely dominated by the IGNITE Campaign (FY11-FY19), UCF more than tripled annual fundraising results — from \$14 million to \$77 million (FY2019).

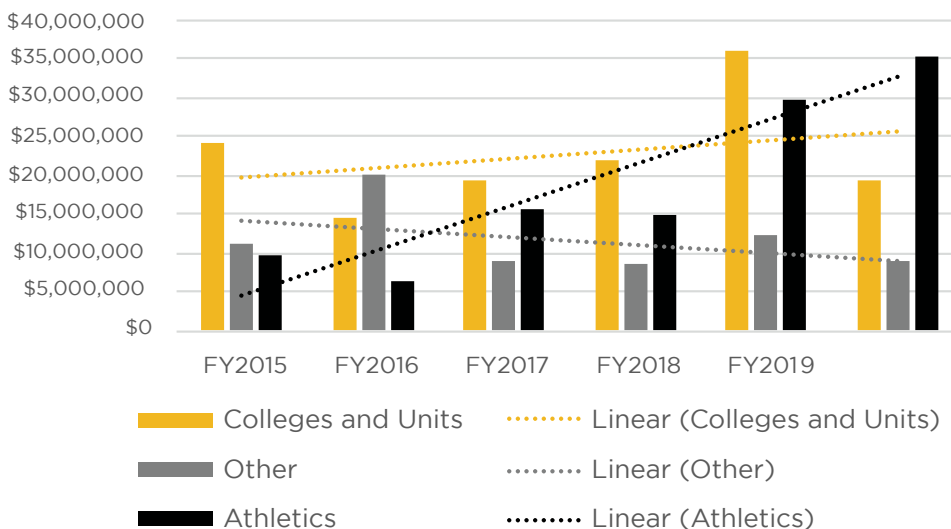
Outright Gifts and Commitments FY15-20



Key findings:

- On average, Athletics represents 35% of annual dollars raised.
- FY19 and FY20 rank as the first and third best fundraising years in UCF's history.
- Dollar growth was accompanied by a 200% increase in the number of major gifts (\$25,000+) during the IGNITE Campaign

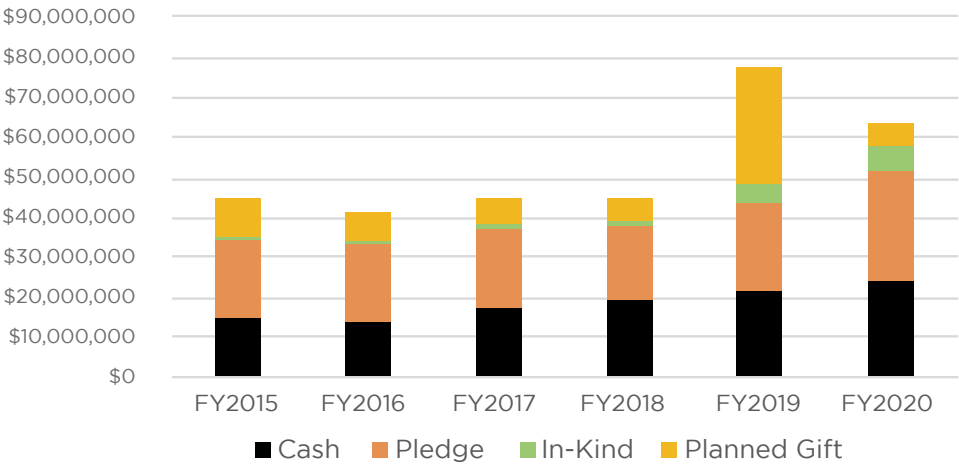
Fundraising Trends by Designation FY15-20



Key Findings:

- Increases in FY19 (College and Units) and FY20 (Athletics) are results of blended gifts, which contain a planned gift and current use component.
- UCF Advancement investments in Athletics' fundraising and Colleges and Units' priorities, contributed to linear, positive growth.
- Athletics offers continued opportunities to engage donors and identify new donor prospects.

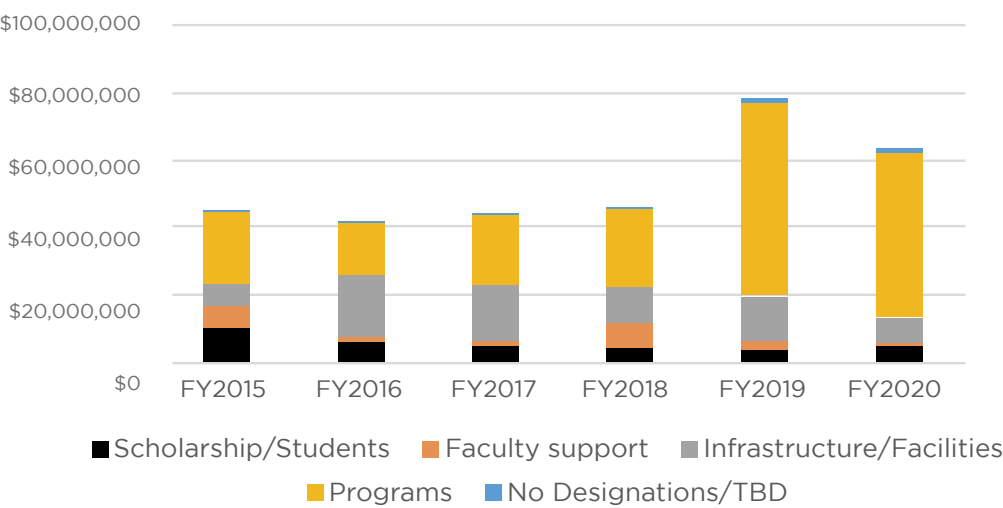
Funds by Gift Type



Key findings:

- The most common type of gifts was pledges, at an average of 42.3%.
- UCF’s first eight-figure alumni planned gift was booked in FY19.
- Gifts below \$500K, which are largely cash, consistently provide \$22-\$25 million per year.

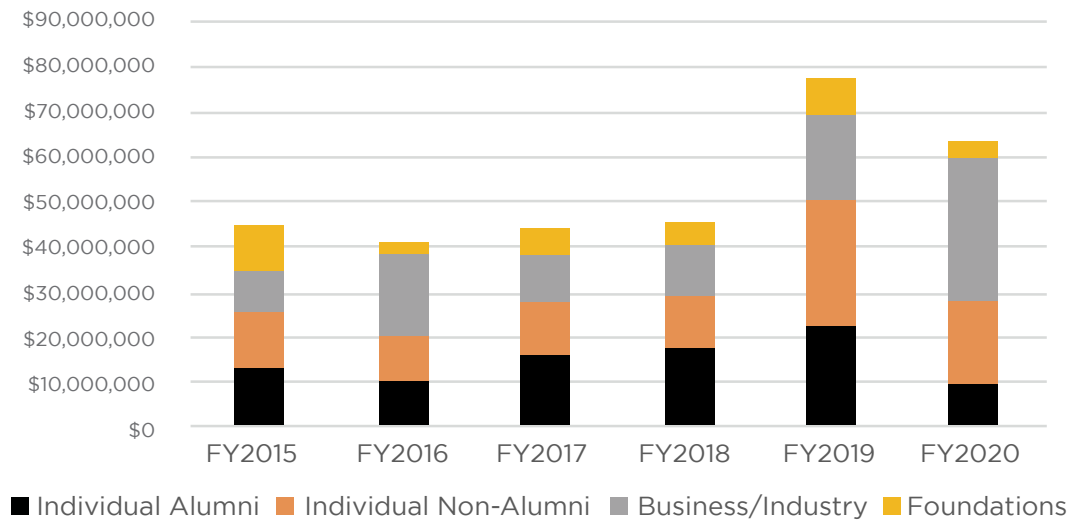
Funds by Purpose



Key findings:

- More than 99% of dollars raised annually are committed/restricted to a specific program or purpose.
- In FY18, the Hitt Initiative, focused on faculty excellence with an emphasis on endowments for professorships and chairs, successfully raised \$10 million in commitments.

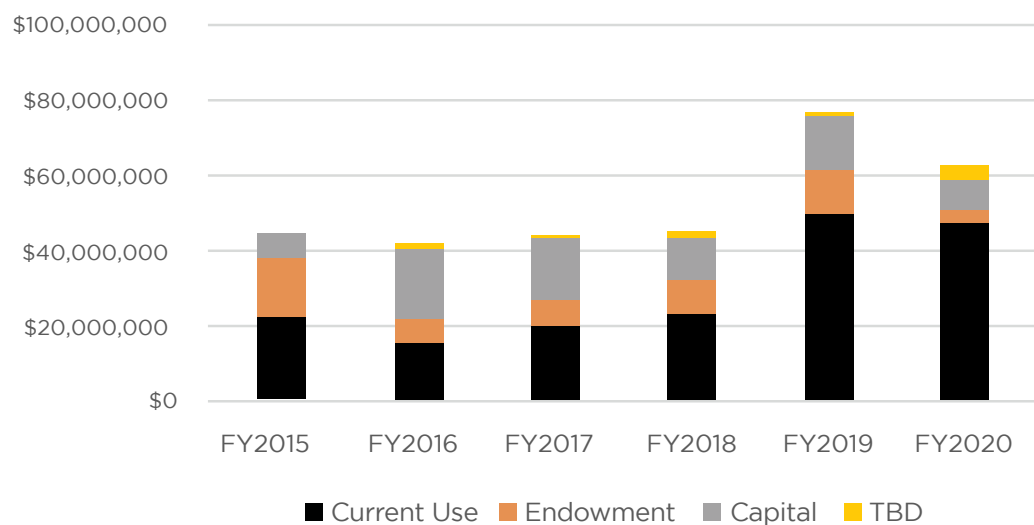
Funds by Source



Key findings:

- On average, non-alumni donors provided a higher percentage of philanthropy than alumni donors.
- Since its inception, UCF has enjoyed tremendous support from the Central Florida community, including corporations and foundations, as well as individuals and business leaders, many of whom have become volunteers and donors.

Funds by Use

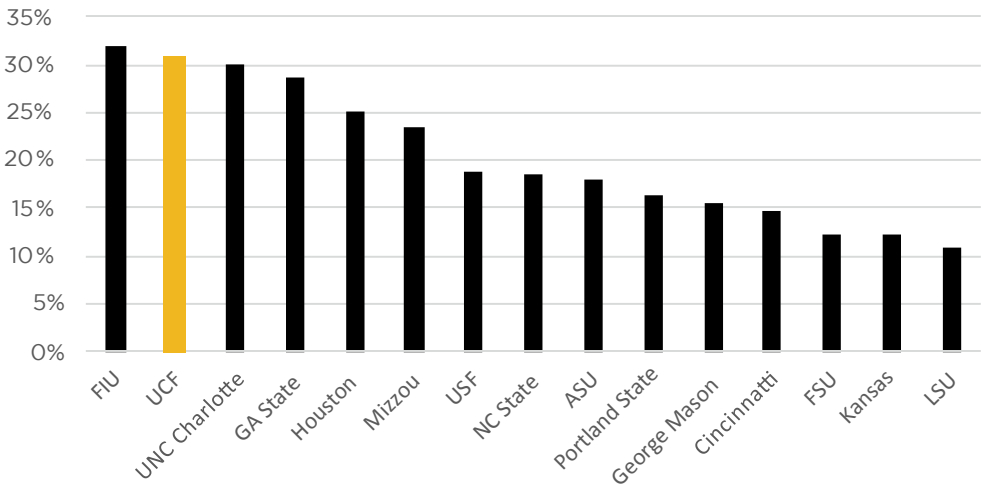


Key findings:

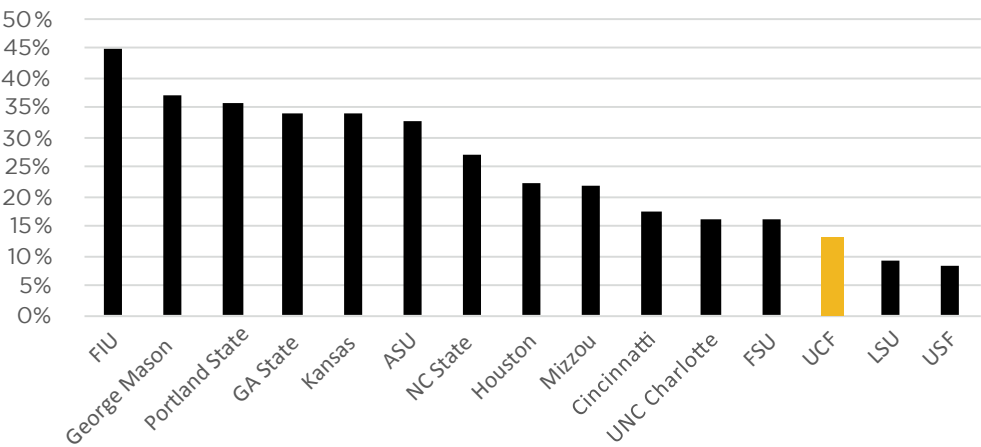
- Current use gifts, which have an immediate impact, represent more than 50% of dollars raised.
- UCF's record growth and need for capital dollars for UCF Downtown served as a philanthropic focus in FY16.
- The endowment goal for the IGNITE Campaign was the one strategic area where UCF fell short, raising 78% or \$78.4 million against a goal of \$100 million.

As America's partnership university, UCF offers excellent opportunities for investment.

Average Percentage of Support from Corporations



Average Percentage of Support from Foundations



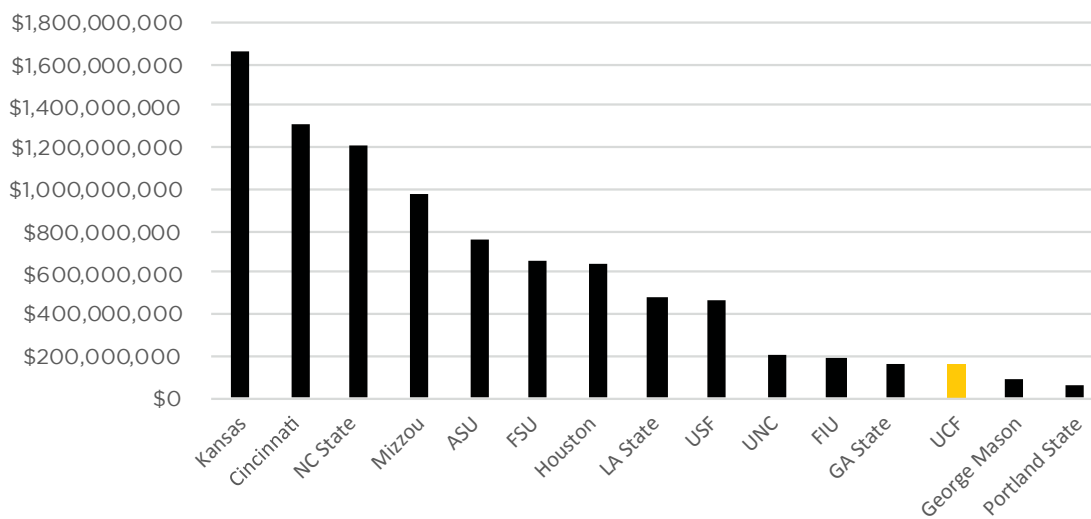
Key findings:

- UCF enjoys a higher percentage of support from corporations than most of our peers.
- Private foundations represent an opportunity for increased support for UCF.

UCF ENDOWMENT

Current use gifts provide immediate impact, but endowments create renewable funding that grows in perpetuity. The growth of the endowment is critical to the long-term sustainability of UCF and the support of research and scholarly activity. Delivery of endowed faculty support will also drive *U.S. News & World Report* rankings.

Endowment Performance Against Operational Peers FY15-20 Endowment Market Value Averages



Key Findings:

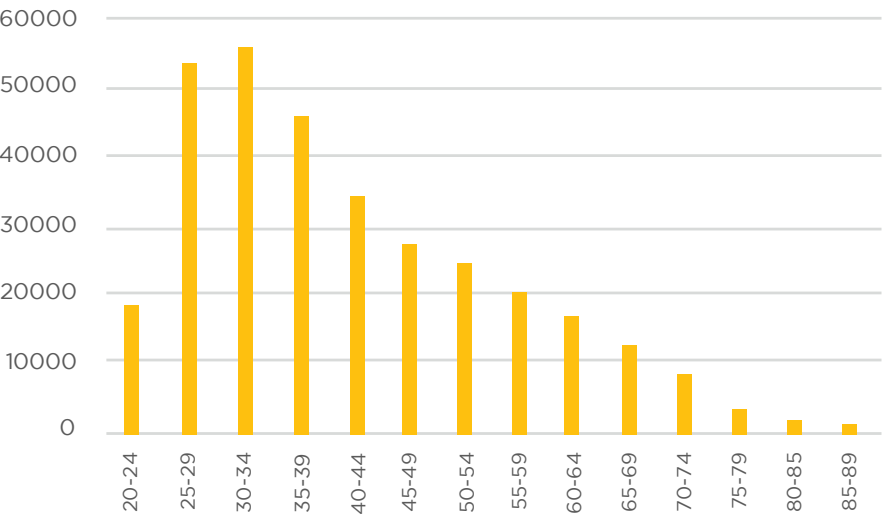
- Average total of endowments of our operational peers is \$90.3 million.
- There is a direct correlation between the strength of the university's planned giving program and the size of the endowment.
- UCF ranks No. 13 out of 15 in market value of endowments.

Alumni Engagement & Participation Analysis

ALUMNI ENGAGEMENT FY15-FY20

UCF is one of the nation’s largest producers of talent. Every year we add approximately 14,000 graduates to the ranks of our alumni body. Of UCF’s 322,006 living alumni, 254,000 live in the state of Florida and of those, 159,000 live in the six-county Central Florida area, defined as Orange, Seminole, Brevard, Polk, Osceola and Lake counties.

Alumni Age Breakdown

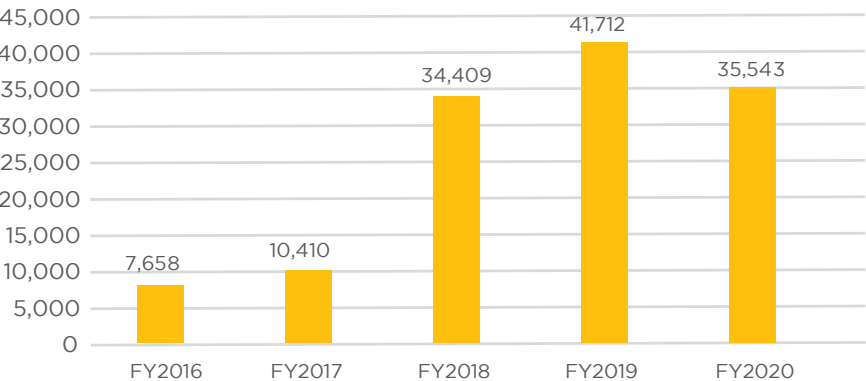


Key findings:

- Average age of a UCF graduate is 41.8 years old (median age is 38 years old).
- Young alumni, defined as those 32 years or younger, make up 33% of our alumni population.

CASE defines engaged alumni as those who participate in the life of their alma mater in at least one of the following ways: as a donor, volunteer or attendee at an experiential alumni offering (homecoming, lecture series, affinity group) or as a participant in interactive, meaningful communication.

Unique Engaged Alumni



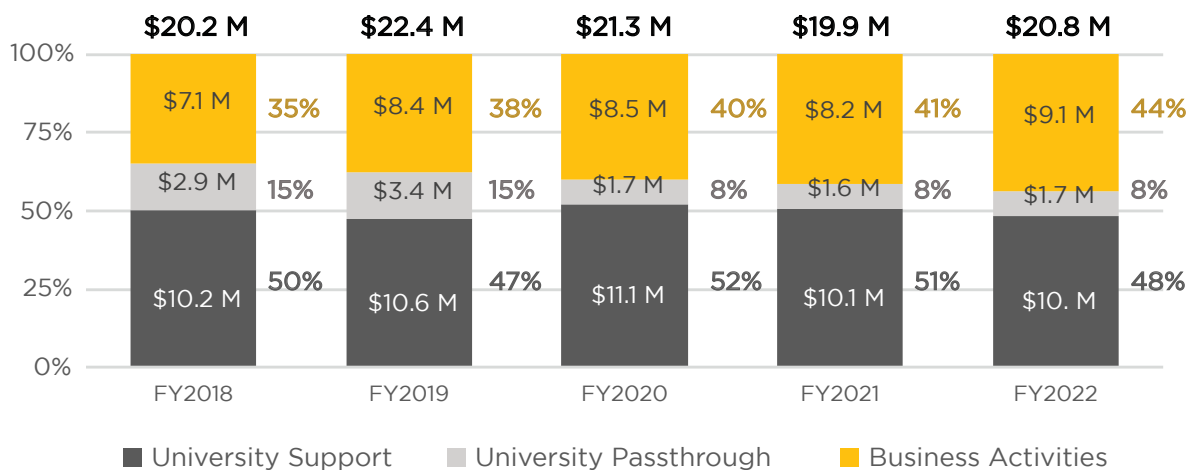
Key Findings:

- The focus on increased alumni engagement was a goal of Collective Impact, the university’s strategic plan FY2016-2021.
- The dip in engaged alumni in FY20 reflects interruption of activities due to COVID-19.
- Models currently being developed focus on the connection between alumni engagement and annual giving.

Return on Investment & Operational Performance Analysis

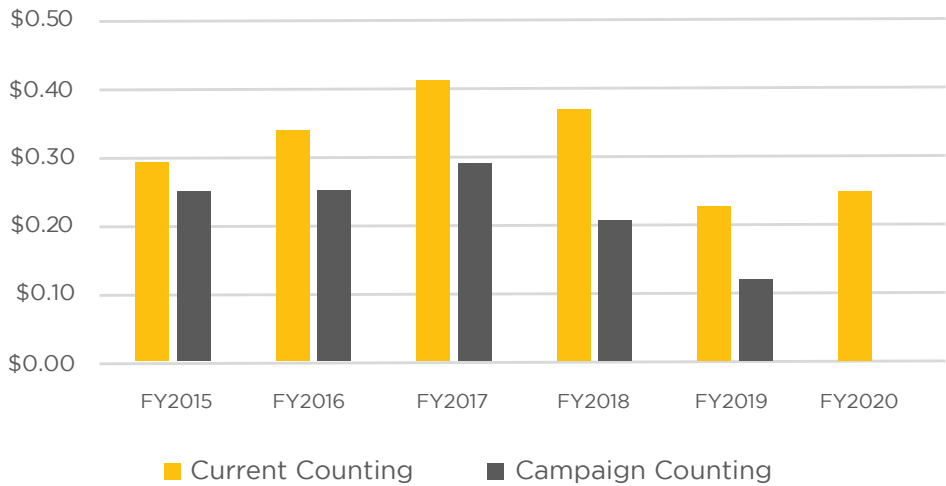
In addition to fundraising results, the UCF Foundation oversees the management of the university's endowment as well as a robust real estate portfolio. UCF Advancement continuously works to reduce its cost to the university while adding more value. For example, we plan to reduce the administrative fee charged to the endowment — from which Advancement derives a significant amount of its operating budget — from the current 2.25% to 1.95%, thereby providing more cash each year to the university. In addition, the Foundation is increasing the amount needed to create highly restricted endowed funds — which require more administration and oversight — from \$25,000 to \$50,000.

Operating Budget



The UCF Foundation's operating revenues consist of university support and business activities. Annually, more than \$1.5 million of the Foundation's operating budget is returned to UCF for university expenses.

Cost to Raise a Dollar



Key Findings:

- UCF Advancement must continue to find ways to increase productivity and reduce costs.
- As the number of principal gifts increase, the cost per dollar raised should decrease.
- Donor acquisition, a necessity for increased alumni participation, is the most expensive component of a comprehensive fundraising program.

Note: During the IGNITE campaign, Advancement followed consistent gift counting guidelines that were industry standards at the time of the campaign launch. Post-campaign counting guidelines were revised to reflect changes to CASE’s best practice standards. The black bar shows the cost to raise a dollar using campaign counting standards; the gold bar shows the cost using our current counting standards.





Advancement

UNIVERSITY OF CENTRAL FLORIDA



Board of Trustees
Strategic Partnerships & Advancement Committee
September 22, 2021

INFO-1: FY22 Work Plan and Committee Charter Review

☒ Information

☐ Discussion

☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The purpose of this information item is to provide Committee members the opportunity to review and offer further input on the Committee's work plan for FY22 (July 1, 2021 – June 30, 2022). Additionally, the Committee's inaugural charter is attached for reference to the Committee's Purpose and Authority, and Roles and Responsibilities under the new committee structure adopted by the Board.

Attachment A outlines the anticipated reports, actions, discussions, and informational items planned to come before the Committee this fiscal year.

Background Information:

The Office of Board Relations is responsible for establishing and managing the annual work planning process for the full Board and its Committees. Following an analysis of the Board's work and after-action requests in FY21 (July 1, 2020 – June 30, 2021), the Board Office has worked with Board and staff leadership to prepare work plans for each committee that include strategic discussions, routine business, and information items to come before each committee in FY22.

Recommended Action:

Review and provide further input on the Committee's work plan for FY22 (July 1, 2021 – June 30, 2022).

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel ☐ N/A ☒

Committee Chair or Chair of the Board has approved adding this item to the agenda ☒

**Submitted by:**

Karen Monteleone, Assistant Vice President, Board Relations

Supporting Documentation:

Attachment A: FY22 Strategic Partnerships & Advancement Committee Work Plan

Attachment B: Strategic Partnerships & Advancement Committee Charter (Effective July 1, 2021)

Facilitators/Presenters:

Trustee Joseph Conte, Chair, Strategic Partnerships & Advancement Committee



Board of Trustees

FY22 Committee Workplan

STRATEGIC PARTNERSHIPS & ADVANCEMENT		
Wednesday, September 22, 2021		

ACTION ITEMS		
SPAC-1		
SPAC-2		
SPAC-3		

DISCUSSION ITEMS		
DISC-1	UCF Endowment Success Challenge	COCHRAN
DISC-2	FY22 Advancement Goals/ FY21 Fundraising Results	COCHRAN
DISC-3		
DISC-4		

INFORMATION ITEMS		
INFO-1	Work Plan and Charter Review	CONTE
INFO-1	Update on UCF's Legislative Budget Requests	OWEN
INFO-2	License Plate Update	BURT

STRATEGIC PARTNERSHIPS & ADVANCEMENT		
Tuesday, November 16, 2021		

ACTION ITEMS		
SPAC-1	Naming of the Hawkings Center	KLONOFF
SPAC-2	External Namings as needed	
SPAC-3		

DISCUSSION ITEMS		
DISC-1		
DISC-2		
DISC-3		
DISC-4		

INFORMATION ITEMS		
INFO-1		
INFO-2		
INFO-3		

STRATEGIC PARTNERSHIPS & ADVANCEMENT		
Wednesday, February 9, 2022		

ACTION ITEMS		
SPAC-1	External Namings as needed	
SPAC-2		
SPAC-3		

DISCUSSION ITEMS		
DISC-1	Day of Giving	JUNOD BURT
DISC-2	Brand Perception Study	BURT
DISC-3	Fundraising Update & College Naming Opportunities	COCHRAN
DISC-4		

INFORMATION ITEMS		
INFO-1		
INFO-2		
INFO-3		

STRATEGIC PARTNERSHIPS & ADVANCEMENT		
Wednesday, May 18, 2022		

ACTION ITEMS		
SPAC-1	External Namings as needed	
SPAC-2		
SPAC-3		

DISCUSSION ITEMS		
DISC-1	Update on Collaborative Advocacy Activities	OWEN/ BURT/ JUNOD
DISC-2	Updated US News Expert Opinion Targeting	BURT
DISC-3	Fundraising & Goal Update	COCHRAN
DISC-4		

INFORMATION ITEMS		
INFO-1		
INFO-2		
INFO-3		



Board of Trustees

COMMITTEE CHARTER

STRATEGIC PARTNERSHIPS AND ADVANCEMENT COMMITTEE

PURPOSE AND AUTHORITY

The Strategic Partnerships and Advancement Committee ("Committee") is a standing Committee of the University of Central Florida Board of Trustees ("Board"). The purpose of the Committee is to advise the Board on the University's philanthropic strategies, community engagement activities, strategic communications and marketing activities, and economic and business development activities to advance the mission of the University and bolster the institution's brand and reputation.

The Board authorizes the Committee to perform activities within the scope of its charter as follows:

- Provide oversight and strategic direction to the University's advancement, communications and marketing, community and government relations, and economic and business development activities.
- Monitor key performance indicator results, including, but not limited to, fundraising targets, alumni engagement metrics, national rankings, community engagement, brand strength and economic impact.
- Discuss and recommend to the Board strategies and actions that address pressing local, state, national, and international issues in support of the global community.
- Build positive relationships and maintain open channels of communication between the University and the Board of Governors, the Governor, the Florida Legislature, the Florida Congressional Delegation, and other public officials and leaders.
- Ensure the advancement of the University's external engagement priorities by advising the Board on opportunities to serve as advocates, ambassadors, and champions of the University's strategic goals and accomplishments.
- Perform other duties as assigned by the Board or the Board Chair.

ROLES AND RESPONSIBILITIES

As outlined in its annual work plan, the Committee will review and recommend the following to the Board for action:

- The naming of any University facility in accordance with Board of Governors Regulation 9.005 and in alignment with the University's mission and values.
- Strategic opportunities to engage or invest in strategic partnerships that impact the University's brand and reputation.
- Additional items within the Committee's scope and authority that require approval.

REPORTING RESPONSIBILITIES

- The Committee will, at the next regularly scheduled board meeting, report to the Board any action taken by the Committee.
- The Committee will promptly notify all board members of any matters within its oversight roles and responsibilities that might significantly impact the financial, legal, academic standing, or reputation of the University.

MEMBERSHIP

- The chair of the Board will appoint the chair and members of the Committee and serves as a non-voting ex officio member.
- The Committee will consist of at least three members.
- Members of the Committee will serve until their resignation or replacement by the chair of the Board.

MEETINGS AND MINUTES

- Meetings will be held not less than two times per fiscal year.
- A majority of the Committee members will constitute a quorum for the conduct of business. Action shall require a majority vote of Committee members present.
- The Committee will maintain and post written minutes of its meetings in accordance with Florida Statute 1001.71.

STAFF

- The senior vice president for external affairs and advancement will serve as the primary liaison to the Committee and delegate administrative responsibilities as necessary.
- The president or senior vice president for external affairs and advancement may call upon additional direct executive support staff to provide presentations, information, or recommendations in the scope of the Committee's charter.

CHARTER REVIEW

- The Committee will review its charter annually and recommend to the Board any changes that the Committee deems necessary.



Board of Trustees

COMMITTEE CHARTER

ADOPTION

I HEREBY CERTIFY that the University of Central Florida Board of Trustees adopted this charter at its regularly scheduled meeting on June 17, 2021.

A handwritten signature in blue ink, appearing to read "Mufu Akorir", is written over a horizontal line.

July 1, 2021.

Associate Corporate Secretary
University of Central Florida Board of Trustees

Date



Board of Trustees
Strategic Partnerships & Advancement Committee
September 22, 2021

INFO-2: Update on UCF's Legislative Budget Requests

☒ Information

☐ Discussion

☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

This information is submitted to update the Board on actions relating to the State University System (SUS) and UCF Legislative Budget Requests for the 2022-23 fiscal year.

Information:

The Board of Governors Budget and Finance Committee met on Wednesday, September 1st and made the following recommendations for FY 2022-23 funding requests, which were approved by the full Board:

Performance Funding: The Board of Governors approved the request for a \$15 million increase to the state investment in performance funds, which, if funded by the State of Florida, would take the state investment from the current level of \$265 million to \$280 million. The Board of Governors will maintain the institutional investment (base funding at risk) at \$295 million. Performance funds have been at the current level since FY 2018-19. In the 2021 session, the State of Florida investment was funded with nonrecurring funds.

Preeminent Research Universities: The Board of Governors approved a total request of \$150 million, representing \$50 million each for UF, FSU, and USF.

University of Distinction: In a departure from the previous two years, the Board of Governors approved the project requests for the nine universities included in this Pillar at the requested levels. The total of all nine University of Distinction requests is \$87.1 million.

○ UCF Powering Up Florida's High-Tech Economy

UCF Request		BOG Recommendation
Recurring:	\$18,811,200	
Nonrecurring:	\$ 3,000,000	
Total:	\$21,811,200	\$21,811,200

The Board of Governors also approved:

- UCF's request for a \$13.7 million increase in its spending authority to allow the expenditure of tuition and fee revenue collected.
- \$10 million to support a University of Florida FinTech initiative.

University-Specific LBRs

At the June 30, 2021 meeting, the UCF Board of Trustees approved the following university-specific budget requests for FY 2022-23:

- UCF College of Medicine LBR (\$5,000,000)
- UCF RESTORES PTSD Clinic (\$515,000)
- Lou Fry Institute (\$976,000)

Recommended Action:

N/A

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel ☐ N/A ☒

Committee Chair or Chair of the Board has approved adding this item to the agenda ☒

Submitted by:

Janet Owen, Vice President for Government Relations and Associate General Counsel

Supporting Documentation:

None

Facilitators/Presenters:

Janet Owen, Vice President for Government Relations and Associate General Counsel



Board of Trustees
Strategic Partnerships and Advancement Committee
September 22, 2021

INFO-3: License Plate Update

☒ Information

☐ Discussion

☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

To provide an update of current marketing activities and the status of current UCF license plate registration and revenues.

Background Information:

In 2016, UCF redesigned its State of Florida specialty collegiate license plate with the stack UCF logo and began marketing to increase sales and renewals to generate more revenue and drive brand awareness in Central Florida and the state. Each active UCF license plate registration generates \$25 annually and is paid to the UCF Foundation, Inc. These funds provide support for scholarships and academic enhancement at the university.

Recommended Action:

N/A

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel ☐ N/A ☒

Committee Chair or Chair of the Board has approved adding this item to the agenda ☒

Submitted by:

Patrick J. Burt, Associate Vice President for Communications and Marketing

Supporting Documentation:

Attachment A: September 22 UCF Specialty License Plate Update

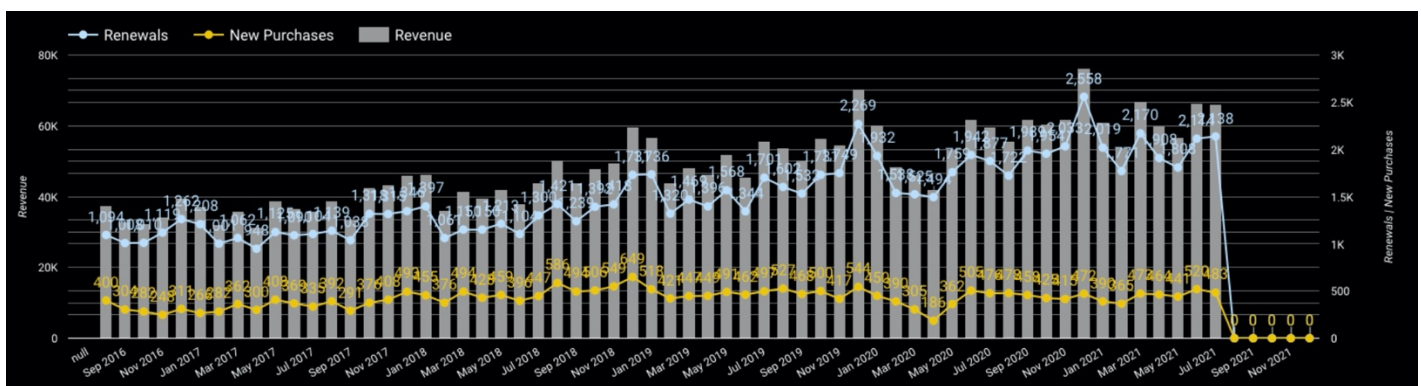
Facilitators/Presenters:

Patrick J. Burt, Associate Vice President for Communications and Marketing

UCF Specialty License Plate Update

UCF continues to see growth in UCF license plate registrations, and fiscal year 2021 was the highest grossing year ever for the program. **UCF specialty license plate registrations total 32,319 as of September 1.** In July 2021, 483 new plates were sold and 2,183 were renewed. We continue to experience new plates sales in the 400's each month and renewals continue to increase when compared to the same month of the previous year. Below the chart shows a steady increase in registrations and renewals over time.

Chart 1



New plate sales and renewals since August 2016. Blue line – Renewals, Yellow line – New Purchases.

We continue to promote “Knighting Your Ride” via social media and digital advertising. Recently, new 15-second commercials were filmed with Vice President and Director of Athletics Terry Mohajir and Head Football Coach Gus Malzahn encouraging Knights to purchase a UCF plate. Additionally, video ads aired during the Summer Olympics on digital streaming services.



Video Advertising Examples:

- [Terry and Gus 15 second](#)
- [Knightro and Knugget 15 second](#)

Revenues

Revenues have continued to increase year over year for the UCF license plate program.

For fiscal 2021, license plate funding received from the state totaled \$874,637.71, an increase of \$116,075 over the previous fiscal year. During the last fiscal year, a change in the distributions for these revenues was approved by the UCF Board of Trustees and Florida Board of Governors. This change directed 30 percent of revenues to academic enhancement and 70 percent of revenues to scholarships. The chart below reflects the distribution change in the highlighted areas.

Chart 2 – UCF Special License Plate Revenue for FY18-21

UCF Specialty License Plate Revenue for FY18-FY21

	FY18		FY19		FY20		FY21	
Total Revenue	\$	558,755.04	\$	676,815.15	\$	758,562.17	\$	874,637.17
Scholarships - 20%								
Scholarships - 70%	\$	111,751.01	\$	125,219.22	\$	148,948.97	\$	512,133.54
Academics - 50%								
Academics - 30%	\$	279,377.52	\$	213,251.99	\$	372,372.42	\$	288,623.25
Fundraising - 30%								
Fundraising - 0%	\$	167,626.51	\$	187,828.08	\$	223,423.45	\$	50,065.05

Total Revenue: \$2,868,769.53

Financials provided by UCF Foundation, Inc.
Highlighted percentages and dollars represent the BOT and BOG approved allocation changes that took effect in FY2021.

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Position Among State University System (SUS) Peers

When compared to our peers in the SUS, UCF continues to experience growth that outpaces others. UCF remains the number 3 university for license plate registrations. Below is a chart showing the active registrations of each SUS institution as of August 2021.

Chart 3 – August 2021 Active Plates by SUS Institution

State University License Plates – August 2021		Active Plates
1	University of Florida	94,538
2	Florida State University	71,472
3	University of Central Florida	32,028
4	Florida A&M University	16,403
5	University of South Florida	15,082
6	Florida International University	3,241
7	Florida Atlantic University	2,540
8	Florida Gulf Coast University	1,666
9	University of North Florida	1,673
10	University of West Florida	1,417
11	New College of Florida	810

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