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Board of Trustees Meeting
Strategic Partnerships & Advancement Committee
(or upon adjournment of previous meeting, and at the Chair’s privilege)
February 17, 2023, 4:00 p.m. – 4:45 p.m.

Livestream: https://www.youtube.com/watch?v=ukTFGrb-vag

Conference call number: 1 (305) 224-1968 | Webinar ID: 916 9962 4851 | Passcode: 586734

AGENDA

1. Call to Order and Welcome
   Joseph Conte, Chair, Strategic Partnerships & Advancement Committee

2. Roll Call
   Lauren Ferguson ’13, ’18MPA, Assistant Vice President for Board Relations

3. Minutes of the February 22, 2022, Meeting
   Chair Conte

4. Discussion (45 minutes)
   DISC – 1 UCF Advancement and Partnerships Update
   Rodney Grabowski, Senior Vice President for Advancement and Partnerships and CEO, UCF Foundation

5. Information
   INFO – 1 UCF Specialty License Plate Update
   Patrick Burt, Associate Vice President for Communications and Marketing

6. New Business
   Chair Conte

7. Adjournment
   Chair Conte
CALL TO ORDER

Trustee Joseph Conte (Zoom), Chair of the Strategic Partnerships and Advancement Committee, called the meeting to order at 3:15 p.m. and stated that the meeting was covered by the Florida Sunshine Law and the public and press were invited to attend. Strategic Partnerships & Advancement Committee members Trustee Jeff Condello, Trustee Meg Hall, Trustee Caryl McAlpin, and Trustee John Miklos were in attendance. Ex Officio committee member and BOT Chair, Alex Martins was also in attendance. Trustee Michael Okaty, Trustee Tiffany Altizer, Trustee Joseph Harrington, and Trustee Bill Christy attended as guests.

MINUTES

The minutes from the November 16, 2021, meeting were unanimously approved as written.

NEW BUSINESS

No items of new business were brought forward.

DISCUSSION

Trustee Conte invited Patrick Burt, Associate Vice President for Communications and Marketing, to share an update on the UCF brand and how the university and others are telling the UCF story. Discussion occurred regarding opportunities to continue to amplify the reach of the UCF brand. Trustee Condello encouraged a prominent focus on students in future marketing initiatives. Chair Martins inquired to the creation of a dashboard to measure brand success. Burt noted that such a dashboard was under development. Trustee Hall recommended pursuing campus partnerships for future marketing and communications initiatives.
Trustee Conte invited Karen Cochran, Interim Vice President for Advancement and CEO, UCF Foundation, to provide an update on the UCF Challenge and fundraising to date. Cochran provided a brief update and acknowledged the dedicated work of the UCF Alumni Engagement and Annual giving team. Cochran concluded her report by yielding the floor to Heather Junod, Associate Vice President for Alumni Engagement and Annual Giving, and Patrick Burt for a UCF Day of Giving presentation.

Junod and Burt provided an overview of the 2022 UCF Day of Giving Campaign, scheduled for April 7, 2022. It was noted that Day of Giving is a 24hr campaign focused on acquiring and reactivating donors. The goal for the 2022 Day of Giving Campaign is to reach 5,000 donors and raise $2M. Chair Martins thanked Junod and Burt for their hard work and requested that all Trustees participate in Day of Giving.

**ADJOURNMENT**

In response to Chair Alex Martins’ call for 100% Trustee participation in Day of Giving, Trustee Conte encouraged his fellow Trustees to make a philanthropic contribution in support of UCF. It was noted that staff was available to assist with any questions about UCF Day of Giving. Trustee Harrington provided suggestions for areas of support for those without a designation in mind.

Trustee Conte adjourned the meeting at 4:19 p.m.

Reviewed by: ____________________________ Date: ________________
Joseph Conte, Chair, Strategic Partnerships and Advancement Committee

Submitted by: ____________________________ Date: ________________
Michael Kilbride, Associate Corporate Secretary
**Board of Trustees**  
Strategic Partnerships and Advancement Committee | February 23, 2023

**DISC-1 UCF Advancement Update**

- □ Information  
- ☒ Discussion  
- □ Action

Meeting Date for Upcoming Action: N/A

**Purpose and Issues to be Considered:**
The purpose of this agenda item is to provide the Committee with UCF Advancement's goals and priority metrics for FY23.

**Background Information:**
UCF Advancement in collaboration with President Cartwright and University leadership annually prepares goals related to fundraising and donor engagement. These goal metrics include overall attainment, attainment by college/unit, donor visit count, number of solicitations at the $25K+ level, and number of principal gift ($500k+) solicitations.

**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:**
Rodney Grabowski, Senior Vice President for Advancement and Partnerships and CEO, UCF Foundation

**Supporting Documentation:**
Attachment A: UCF Advancement Update presentation

**Facilitator:**
Rodney Grabowski
UCF Advancement and Partnerships Update

Rodney Grabowski
Senior Vice President for Advancement & Partnerships
CEO, UCF Foundation, Inc.
Attainment Update

As of January 23, 2023
Attainment Reports

Weekly report contains

- FYTD performance summary
- Engagement and Annual Giving Performance Summary
- Fundraiser productivity and goals
- FYTD asks and closes made
- Quarterly Expected asks and expected closes
- Discounted Projections
## Attainment – Progress to Goal

<table>
<thead>
<tr>
<th>College/Unit</th>
<th>FY23 Goal</th>
<th>FY23 Attainment</th>
<th>FY23 % to Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts &amp; Humanities</td>
<td>$5,000,000</td>
<td>$753,744</td>
<td>15%</td>
</tr>
<tr>
<td>Athletics</td>
<td>$35,000,000</td>
<td>$27,180,862</td>
<td>78%</td>
</tr>
<tr>
<td>Burnett Honors College</td>
<td>$600,000</td>
<td>$41,332</td>
<td>7%</td>
</tr>
<tr>
<td>Business Administration</td>
<td>$5,000,000</td>
<td>$3,044,592</td>
<td>61%</td>
</tr>
<tr>
<td>Community Innovation &amp; Education</td>
<td>$1,500,000</td>
<td>$222,333</td>
<td>15%</td>
</tr>
<tr>
<td>Engineering &amp; Computer Science</td>
<td>$3,000,000</td>
<td>$1,369,013</td>
<td>46%</td>
</tr>
<tr>
<td>Health Professions &amp; Sciences</td>
<td>$500,000</td>
<td>$122,217</td>
<td>24%</td>
</tr>
<tr>
<td>Medicine</td>
<td>$2,500,000</td>
<td>$569,380</td>
<td>23%</td>
</tr>
<tr>
<td>Nursing</td>
<td>$10,500,000</td>
<td>$11,091,850</td>
<td>106%</td>
</tr>
<tr>
<td>Optics, Photonics, CREOL</td>
<td>$500,000</td>
<td>$226,792</td>
<td>45%</td>
</tr>
<tr>
<td>Rosen College of Hospitality Management</td>
<td>$1,000,000</td>
<td>$433,295</td>
<td>43%</td>
</tr>
<tr>
<td>Sciences</td>
<td>$1,500,000</td>
<td>$6,067,231</td>
<td>404%</td>
</tr>
<tr>
<td>Student Development &amp; Enrollment Services</td>
<td>$3,000,000</td>
<td>$2,077,564</td>
<td>69%</td>
</tr>
<tr>
<td>Undergraduate Studies</td>
<td>$100,000</td>
<td>$78,310</td>
<td>78%</td>
</tr>
<tr>
<td>WUCF</td>
<td>$3,800,000</td>
<td>$1,925,353</td>
<td>51%</td>
</tr>
<tr>
<td>Divisions/All Other</td>
<td>$11,500,000</td>
<td>$2,421,289</td>
<td>21%</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$85,000,000</strong></td>
<td><strong>$57,625,257</strong></td>
<td><strong>68%</strong></td>
</tr>
</tbody>
</table>
Proposal Forecast

Expected Asks Q3 and Q4 (Raw Data)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Sum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q3</td>
<td>$50,733,000</td>
</tr>
<tr>
<td>Q4</td>
<td>$63,814,500</td>
</tr>
<tr>
<td>Totals</td>
<td>$114,547,500</td>
</tr>
</tbody>
</table>

Expected Closes Q3 and Q4 (Raw Data)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Sum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q3</td>
<td>$22,170,500</td>
</tr>
<tr>
<td>Q4</td>
<td>$102,521,265</td>
</tr>
<tr>
<td>Totals</td>
<td>$124,691,765</td>
</tr>
</tbody>
</table>

UCF Projection End of Q4

$57.6M YTD Attainment
$27M Forecast From Expected Closes*
$8.6M Estimated Annual + Other Giving

= $93.2M Projected by 6/30/2023

*Projection applies the UCF Close and Yield Rate discount to the raw data for expected closes.
Going Forward

Vision, Focus, and Priorities
Note: This chart uses current counting guidelines, applied retroactively.
Division Focus and Priorities
Advancement Officer Focus

Current vs. Future State
Advancement Officer Productivity Measures

- Portfolio
  - # of prospects
  - $ value of capacity
- Visits
  - Unique
  - Discovery
- Solicitations
  - $ value
  - Quantity
- Commitments
  - $ value
  - Quantity

Productivity measures are based upon:

- Years in profession
- Position of responsibility
- Unit
- Portfolio value
- Attainment:Salary Ratio
Benchmark: Attainment Goal

GIFT OFFICER EXPERIENCE LEVEL

-Attainment - Min - Max
Focused Training for Staff and Volunteers

• Begin to change the culture of ownership and philanthropy at the University of Central Florida

• **Immediate Training** that will develop a common language with gift officers, senior administration and volunteers on how to talk about philanthropy and an understanding on what role each plays in the philanthropic process

Darrell Godfrey
Senior Vice President
Big Ideas and Fundraising Priorities

Visioning and priority-setting are fundamental to developing a case for support.

Aligning philanthropic objectives with the strategic pillars identified in Unleashing Potential will be an important step in this process.

Big ideas attract big philanthropy!
• Philanthropists aspire to transform, solve problems, and affect change.
• Advancement Officers alone cannot determine UCF's path – it takes all of us to define and execute big ideas.
• We must work together to generate ideas around areas of distinctiveness and excellence that can be shared with donors and prospects capable of making $5M+ investments in UCF.
Partnerships

• Pegasus Partners
  • Organizations Deeply Invested in UCF
  • Dedicated Relationship Manager
  • Corporate Engagement Councils
<table>
<thead>
<tr>
<th>Talent Development</th>
<th>Discovery &amp; Innovation</th>
<th>Collaborations</th>
<th>Philanthropy</th>
</tr>
</thead>
<tbody>
<tr>
<td>•Curriculum development</td>
<td>•Research grants</td>
<td>•Lobbying and advocacy</td>
<td>•Gifts</td>
</tr>
<tr>
<td>•Student assessment</td>
<td>•Graduate student support</td>
<td>•Joint grant applications</td>
<td>•Grants</td>
</tr>
<tr>
<td>•Continuing + Executive Ed</td>
<td>•Fellowships</td>
<td>•Business Services</td>
<td>•Sponsorships</td>
</tr>
<tr>
<td>•Internships</td>
<td>•Applied and Sponsored research</td>
<td>•Shared Facilities</td>
<td>•Scholarships</td>
</tr>
<tr>
<td>•Independent study</td>
<td>•Software and equipment grants</td>
<td>•Joint Ventures</td>
<td></td>
</tr>
<tr>
<td>•Student consulting</td>
<td>•Industry affinity programs</td>
<td>•Business Incubators</td>
<td></td>
</tr>
<tr>
<td>•Mentorship</td>
<td>•Patent licensing</td>
<td>•Joint R&amp;D Contract</td>
<td></td>
</tr>
<tr>
<td>•Advisory Boards</td>
<td>•Intellectual Property</td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Apprenticeships</td>
<td>•Tech Transfer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Guest speakers</td>
<td>•Commercialization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Event participation</td>
<td>•Faculty Consulting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Adjunct instruction</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Get Ready to Celebrate!
Questions?
INFO-1: UCF Specialty License Plate Update

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: UCF Specialty License Plate Update

Facilitators/Presenters:
Patrick J. Burt
February 23 UCF Specialty License Plate Update

UCF continues to see growth in UCF license plate registrations, and fiscal year 2022 was the highest-grossing year ever for the program. **UCF specialty license plate registrations total 35,394 as of January 1, 2023.** In FY22, sales averaged 435 new plates and 2,105 renewals each month. We continue to experience new plate sales averaging in the 400s each month, and renewals have increased. However, plate renewals are beginning to level off when compared to the same month of the previous year. Chart 1 shows new plate sales and renewals over time.

**Chart 1 – Sales of New and Renewal Plates Starting in August 2016**

![Chart showing new plate sales and renewals over time](image)

New plate sales and renewals since August 2016. Blue line – Renewals, Yellow line – New Purchases, Grey line – Two-Year Purchase

**Revenues**

Revenues continue to increase year over year for the UCF specialty license plate program. **For fiscal 2022, license plate revenue received from the state totaled $914,076.97, an increase of $39,439 over the previous fiscal year.** The change in the distributions for these revenues, which was approved by the UCF Board of Trustees and Florida Board of Governors, allocates 30 percent to academic enhancement and 70 percent to scholarships. **In FY22, this change resulted in $119,254 more scholarship allocations.** Chart 2 reflects the distribution change in the highlighted areas.
## Chart 2 – UCF Special License Plate Distributions for FY19-22

### UCF Specialty License Plate Distributions for FY19-FY22

<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Funding Received</td>
<td>$676,815.15</td>
<td>$758,562.17</td>
<td>$874,637.17</td>
<td>$914,076.97</td>
</tr>
<tr>
<td><strong>Distributions:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scholarships - 20%</td>
<td>$125,219.22</td>
<td>$148,948.97</td>
<td>$512,133.54</td>
<td>$631,387.89</td>
</tr>
<tr>
<td>Scholarships - 70%</td>
<td>$125,219.22</td>
<td>$148,948.97</td>
<td>$512,133.54</td>
<td>$631,387.89</td>
</tr>
<tr>
<td>Academics - 50%</td>
<td>$213,251.99</td>
<td>$372,372.42</td>
<td>$288,623.25</td>
<td>$270,549.81</td>
</tr>
<tr>
<td>Academics - 30%</td>
<td>$213,251.99</td>
<td>$372,372.42</td>
<td>$288,623.25</td>
<td>$270,549.81</td>
</tr>
<tr>
<td>Fundraising - 30%</td>
<td>$187,828.08</td>
<td>$223,423.45</td>
<td>$50,065.05</td>
<td>$0</td>
</tr>
<tr>
<td>Fundraising - 0%</td>
<td>$187,828.08</td>
<td>$223,423.45</td>
<td>$50,065.05</td>
<td>$0</td>
</tr>
</tbody>
</table>

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

Note: Distributions do not total to full funding received in 2022.
Position Among State University System (SUS) Peers

Compared to our SUS peers, UCF continues to experience growth that outpaces others. **UCF remains the number three SUS university for active license plate registrations.** Additionally, UCF is No.15 overall for state issued specialty license plates as of January 2023. Chart 3 shows the active registrations of each SUS institution as of January 2023.

Chart 3 – November 2022 Active Plates by SUS Institution

<table>
<thead>
<tr>
<th>State University License Plates – January 2023</th>
<th>Active Plates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 University of Florida</td>
<td>92,122</td>
</tr>
<tr>
<td>2 Florida State University</td>
<td>69,294</td>
</tr>
<tr>
<td>3 <strong>University of Central Florida</strong></td>
<td><strong>35,394</strong></td>
</tr>
<tr>
<td>4 Florida A&amp;M University</td>
<td>16,343</td>
</tr>
<tr>
<td>5 University of South Florida</td>
<td>14,586</td>
</tr>
<tr>
<td>6 Florida International University</td>
<td>3,262</td>
</tr>
<tr>
<td>7 Florida Atlantic University</td>
<td>2,468</td>
</tr>
<tr>
<td>8 Florida Gulf Coast University</td>
<td>1,633</td>
</tr>
<tr>
<td>9 University of North Florida</td>
<td>1,603</td>
</tr>
<tr>
<td>10 University of West Florida</td>
<td>1,512</td>
</tr>
<tr>
<td>11 New College of Florida</td>
<td>654</td>
</tr>
</tbody>
</table>

Continued Promotion to Reach the Goal of 40,000 Active Specialty License Plates

With increased competition from new specialty plates created by local organizations, we will continue to find ways to encourage sales of UCF plates. While UCF plate sales continue to grow our total active plates, we are experiencing a leveling-off for renewals. To reach 40,000 active registrations, it is imperative to retain plate holders by encouraging them to renew, generating revenues over multiple years. To promote renewals and new registrations, strategies will be activated to strengthen plate retention and boost new plate sales.