



## **February 23, 2023 Strategic Partnerships and Advancement Committee**

Board of Trustees

Live Oak Event Center

Feb 23, 2023 4:00 PM - 4:45 PM EST

### **Table of Contents**

<b>I. Agenda.....</b>	<b>2</b>
<b>II. Minutes of the February 22, 2022 meeting.....</b>	<b>3</b>
<b>III. Discussion</b>	
<b>A. DISC - 1 UCF Advancement and Partnerships Update.....</b>	<b>5</b>
<b>IV. Information</b>	
<b>A. INFO - 1 UCF Specialty License Plate Update.....</b>	<b>24</b>
<b>V. New Business</b>	
<b>VI. Adjournment</b>	



# Board of Trustees

## Meeting Agenda

**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, <i>Chair, Strategic Partnerships &amp; Advancement Committee</i>   |
| 2. Roll Call                                 | Lauren Ferguson '13,'18MPA, <i>Assistant Vice President for Board Relations</i>  |
| 3. Minutes of the February 22, 2022, Meeting | Chair Conte  |
| 4. Discussion (45 minutes)                   |  |
|  | DISC – 1   |
|  | UCF Advancement and Partnerships Update<br>Rodney Grabowski, <i>Senior Vice President for Advancement and Partnerships and CEO, UCF Foundation</i> |
| 5. Information                               |  |
|  | INFO –1  |
|  | UCF Specialty License Plate Update<br>Patrick Burt, <i>Associate Vice President for Communications and Marketing</i>                               |
| 6. New Business                              | Chair Conte  |
| 7. Adjournment                               | Chair Conte  |



UNIVERSITY OF CENTRAL FLORIDA

Board of Trustees  
Strategic Partnerships and Advancement Committee Meeting  
February 22, 2022  
UCF Downtown Campus, DPAC 106A/106

MINUTES

**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: \_\_\_\_\_  
Joseph Conte, Chair, Strategic Partnerships and  
Advancement Committee

Date: \_\_\_\_\_

Submitted by: \_\_\_\_\_  
Michael Kilbride, Associate Corporate Secretary

Date: \_\_\_\_\_



Board of Trustees  
Strategic Partnerships and Advancement Committee | February 23, 2023

### DISC-1 UCF Advancement Update

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☐ 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

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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**

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Rodney Grabowski

Senior Vice President for Advancement & Partnerships

CEO, UCF Foundation, Inc.

# Attainment Update

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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

### FY2023 Attainment and Performance Goals

**\$57.6M** Total Raised  
\$85M FY2023 Goal

**68%** To FY2023 Goal  
57% time elapsed

**94%** YoY change from FY2022  
\$29.6M FY2022 to date

### Attainment Details

College/Unit	FY 2023 Goal	FY 2023 Attainment	YoY Change	FY 2023 % to Goal	Progress Since Last Report
Arts & Humanities	\$5,000,000	\$753,744	10%	15%	\$13,001
Athletics	\$35,000,000	\$27,180,862	166%	78%	\$127,542
Burnett Honors College	\$600,000	\$41,332	-89%	7%	\$553
Business Administration	\$5,000,000	\$3,044,562	66%	61%	\$36,710
Community Innovation & Education	\$1,500,000	\$222,333	-84%	15%	\$6,036
Engineering & Computer Science	\$3,000,000	\$1,369,013	20%	46%	\$1,960
Health Professions & Sciences	\$500,000	\$122,217	-24%	24%	\$21,733
Medicine	\$2,500,000	\$569,380	8%	23%	\$2,069
Nursing	\$10,500,000	\$11,091,850	1729%	106%	\$3,564
Optics, Photonics, CREOL	\$500,000	\$226,762	-17%	46%	\$2,071
Rosen College of Hospitality Management	\$1,000,000	\$433,295	82%	43%	\$481
Sciences	\$1,500,000	\$6,067,231	979%	404%	\$14,254
Student Development & Enrollment Services	\$3,000,000	\$2,077,564	-36%	69%	\$16,623
Undergraduate Studies	\$100,000	\$78,310	713%	78%	\$127
WUCF	\$3,800,000	\$1,825,353	-4%	51%	\$73,165
Divisions/All Other	\$11,500,000	\$2,421,389	-62%	21%	\$44,406
<b>Grand Total</b>	<b>\$85,000,000</b>	<b>\$57,625,257</b>	<b>94%</b>	<b>68%</b>	<b>\$364,285</b>

Annual Giving	-	-	-	-	-
Corporate and Foundation Giving	\$2,000,000	\$38,830,978	265%	1942%	\$203,866
Planned Giving	\$2,000,000	\$2,232,775	102%	112%	\$0
Principal Gifts	-	\$39,810,999	342%	-	\$0

### NOTES

-Green shading means "ahead of pace" in comparison to YoY change, or progress to FY2023 goal

### FYTD Performance Summary

KPI	FYTD 2020	FYTD 2021	FYTD 2022	FYTD 2023	% Change Prior Year
Total Donors	25,334	24,288	32,695	31,300	-4%
Total Attainment	\$40,340,357	\$15,836,669	\$29,647,160	\$57,625,257	94%
Average Gift	\$574	\$198	\$277	\$551	99%
Largest Gift	\$15,970,895	\$2,000,000	\$2,500,000	\$18,194,898	628%

### Engagement and Alumni Giving Performance Summary

KPI	FY 2020	FY 2021	FY 2022	FYTD 2023	FY23 % to Goal
Unique Engaged Alumni	On future reports	On future reports	On future reports	53,445	43%
Alumni Donors	On future reports	On future reports	On future reports	10,844	38%

### Fundraiser Productivity Goals

Category	FY23 Goal	FY23 Progress	FY23 % to Goal	Progress Since Last Report
Fundraiser Attainment (includes secondary credit)	\$74,250,000	\$49,823,035	67%	-\$17,068,216
Number New Gifts Closed, \$25k+	418	130	31%	0
Opportunities Total, \$25k+	\$136,800,000	\$92,946,533	68%	-\$18,650,000
Number Opportunities Presented, \$25k+	615	294	48%	13
Meetings	3,898	2,278	58%	61



# Attainment – Progress to Goal

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

# Proposal Forecast

## Expected Asks Q3 and Q4 (Raw Data)

Quarter	Sum
Q3	\$50,733,000
Q4	\$63,814,500
<b>Totals</b>	<b>\$114,547,500</b>

## Expected Closes Q3 and Q4 (Raw Data)

Quarter	Sum
Q3	\$22,170,500
Q4	\$102,521,265
<b>Totals</b>	<b>\$124,691,765</b>

## UCF Projection End of Q4

\$57.6M YTD Attainment

\$27M Forecast From Expected Closes\*

\$8.6M Estimated Annual + Other Giving

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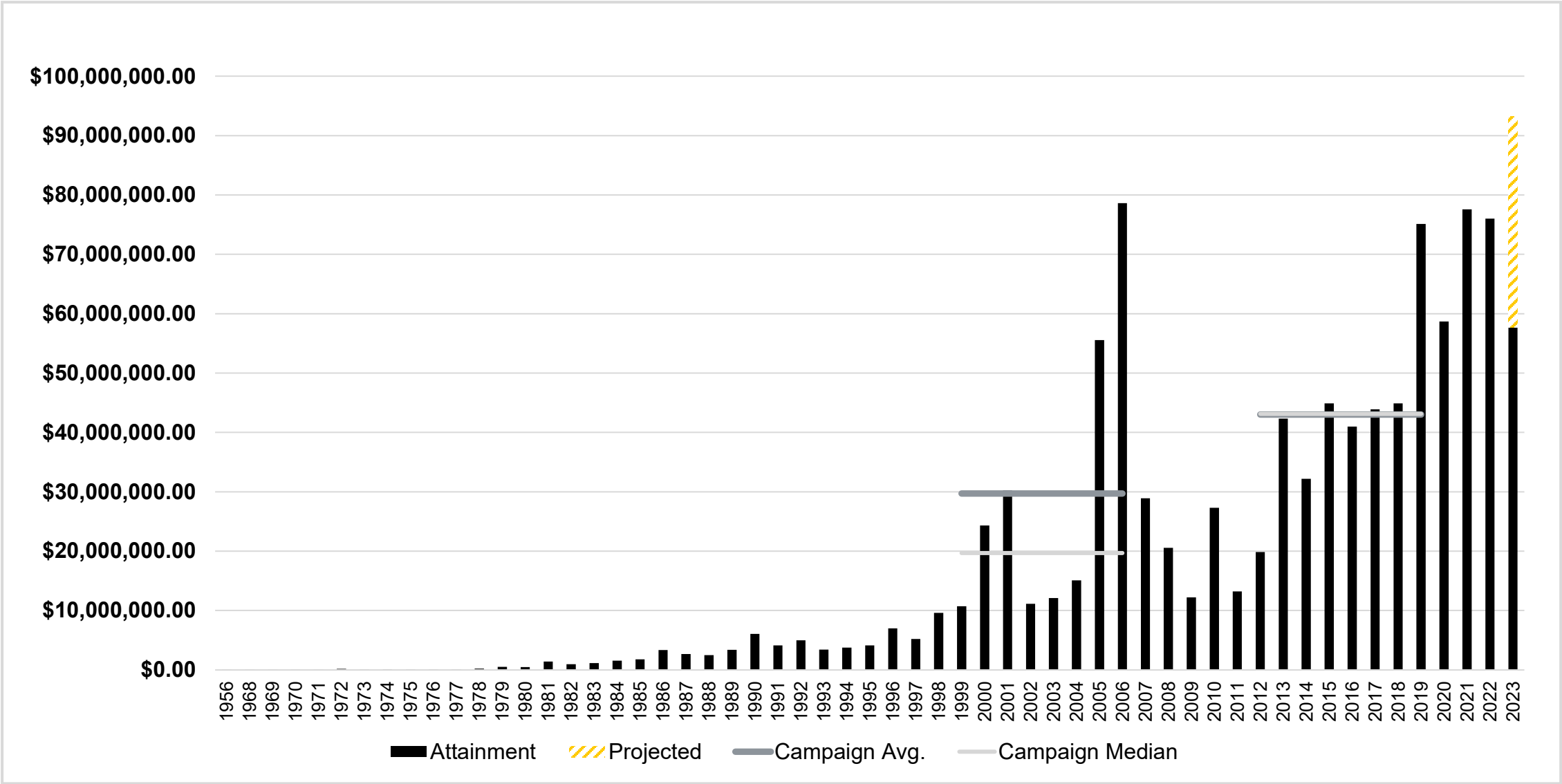
**\$93.2M Projected by  
6/30/2023**

# Going Forward

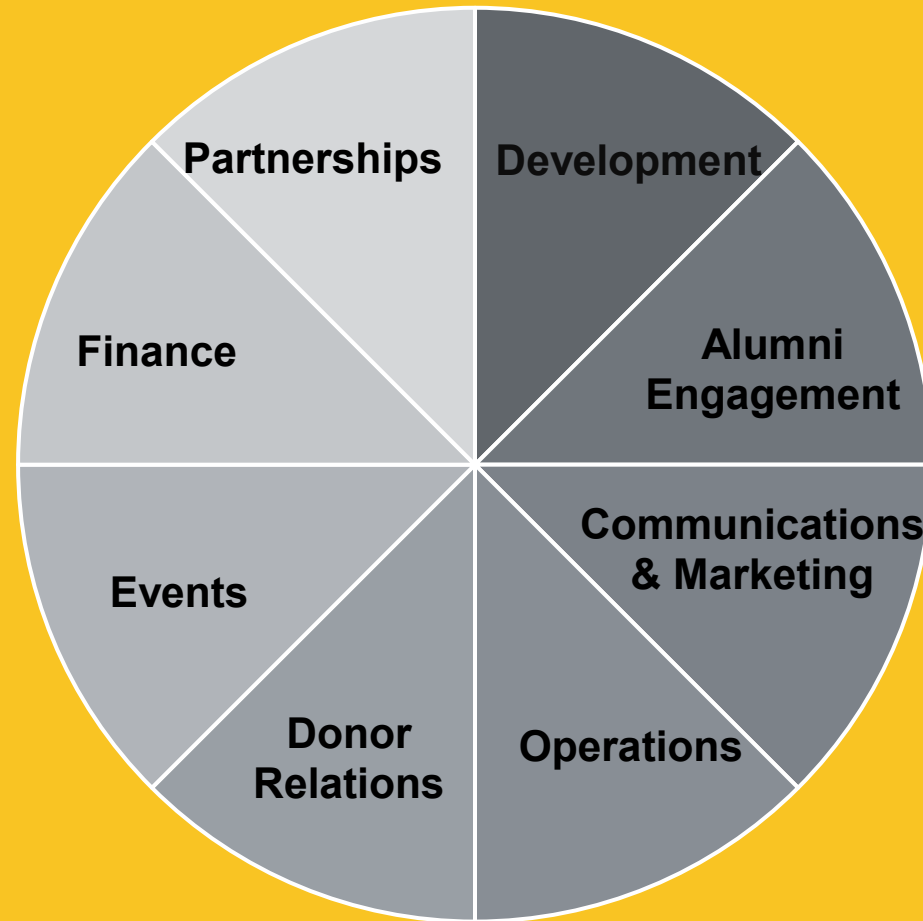
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Vision, Focus, and Priorities

# UCF Giving History

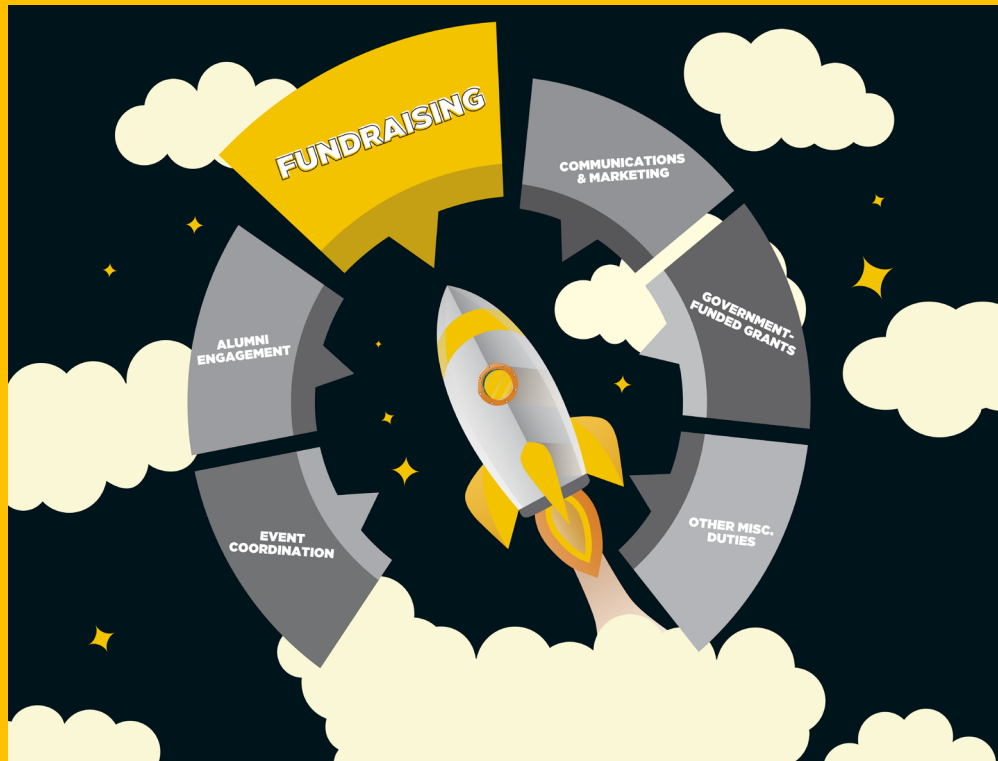


# Division Focus and Priorities



# Advancement Officer Focus

Current vs. Future State



# Advancement Officer Productivity Measures

- **Portfolio**

- # of prospects
- \$ value of capacity

- **Visits**

- **Unique**
- **Discovery**

- **Solicitations**

- \$ value
- Quantity

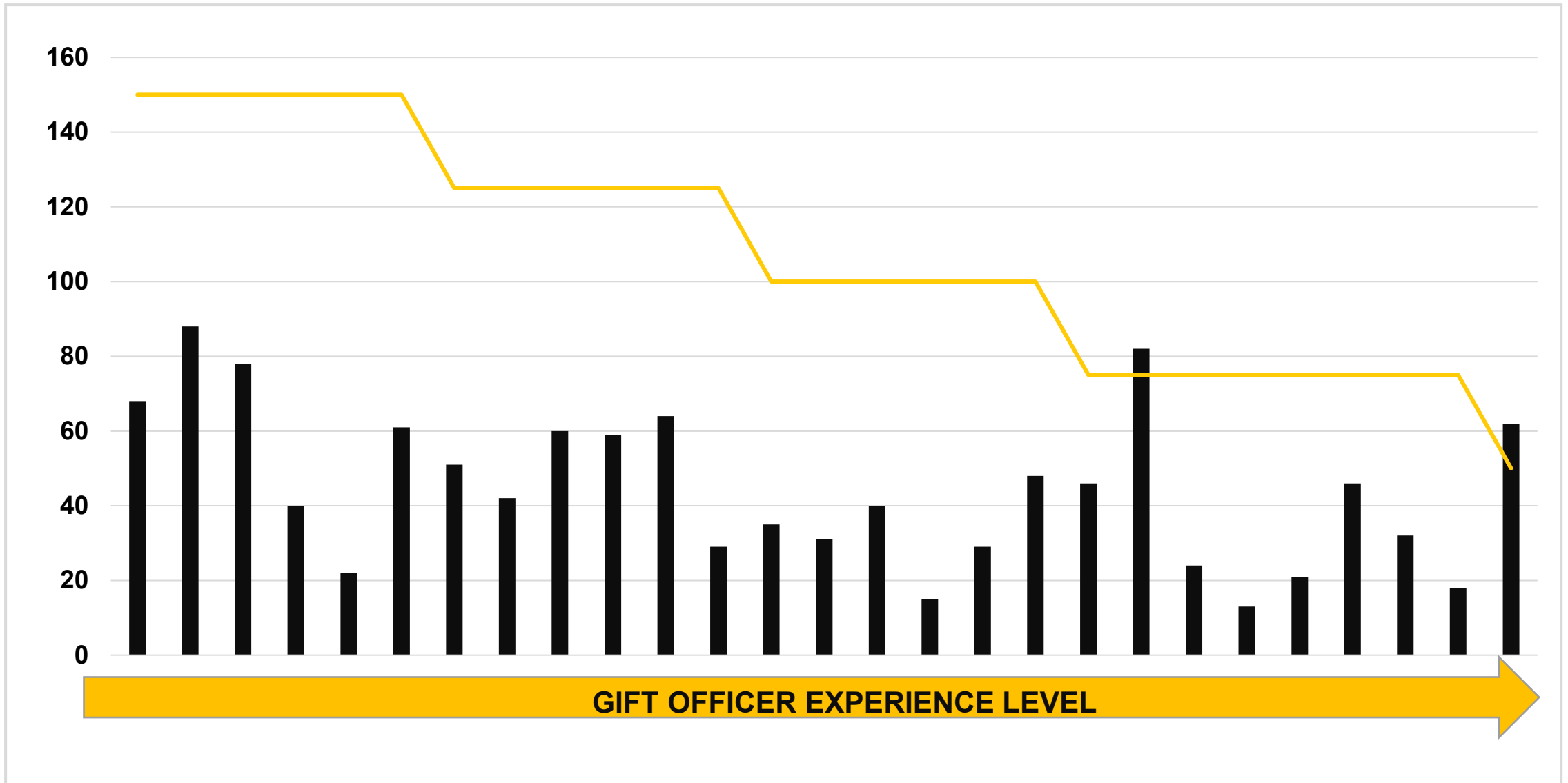
- **Commitments**

- \$ value
- Quantity

**Productivity** measures are based upon:

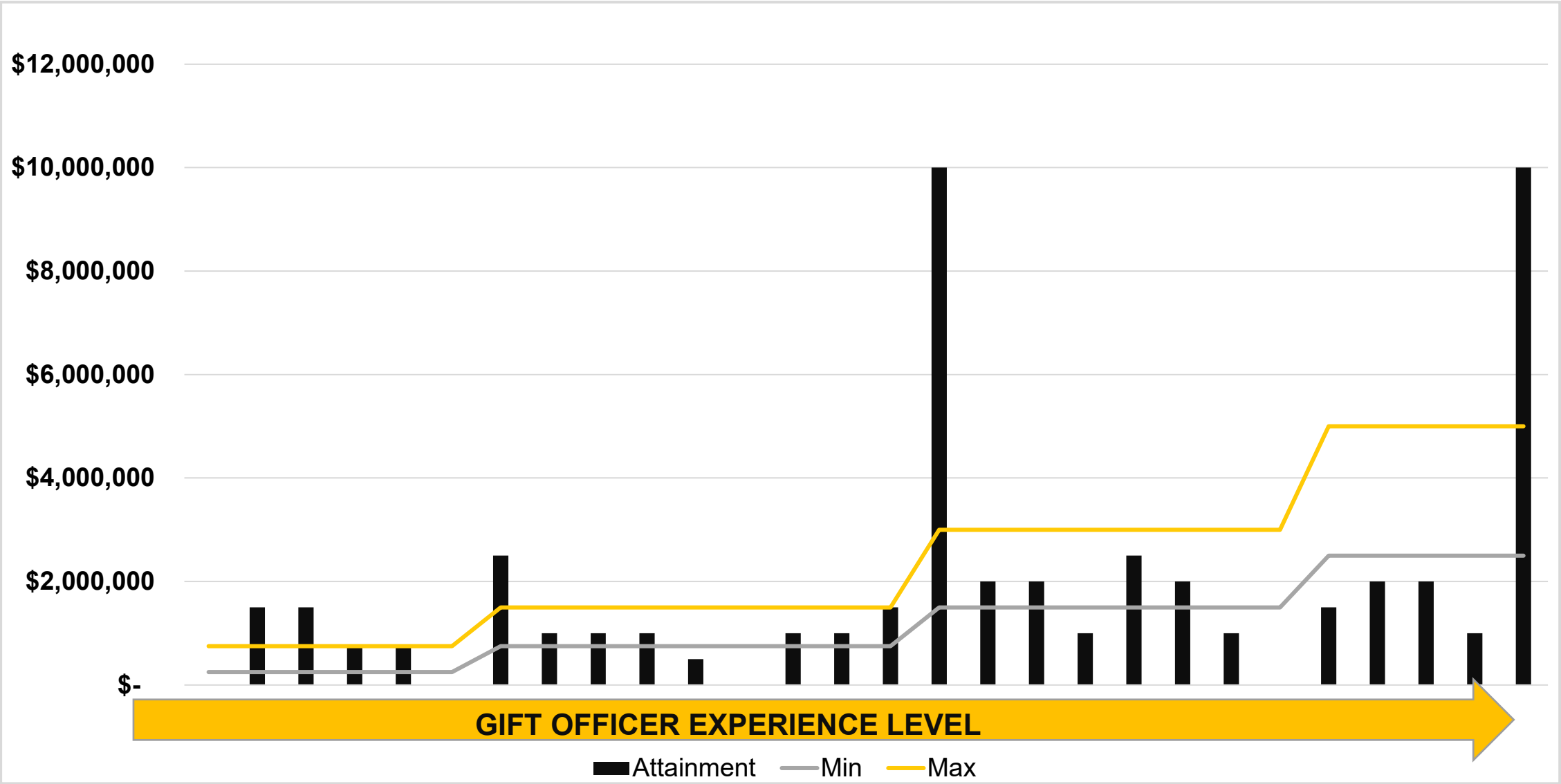
- Years in profession
- Position of responsibility
- Unit
- Portfolio value
- Attainment:Salary Ratio

## Benchmark: Portfolio Size





# Benchmark: Attainment Goal



# 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

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- Pegasus Partners
  - Organizations Deeply Invested in UCF
  - Dedicated Relationship Manager
  - Corporate Engagement Councils

# Partnerships Case Study | “XYZ” Company



## Talent Development

- Curriculum development
- Student assessment
- Continuing + Executive Ed
- Internships
- Independent study
- Student consulting
- Mentorship
- Advisory Boards
- Apprenticeships
- Guest speakers
- Event participation
- Adjunct instruction



## Discovery & Innovation

- Research grants
- Graduate student support
- Fellowships
- Applied and Sponsored research
- Software and equipment grants
- Industry affinity programs
- Patent licensing
- Intellectual Property
- Tech Transfer
- Commercialization
- Faculty Consulting



## Collaborations

- Lobbying and advocacy
- Joint grant applications
- Business Services
- Shared Facilities
- Joint Ventures
- Business Incubators
- Joint R&D Contract



## Philanthropy

- Gifts
- Grants
- Sponsorships
- Scholarships



**Get Ready to Celebrate!**

**Questions?**



Board of Trustees  
Strategic Partnerships and Advancement Committee  
February 23, 2023

### INFO-1: UCF Specialty License Plate Update

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☒ Information

☐ Discussion

☐ Action

Meeting Date for Upcoming Action: N/A

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**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

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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:**

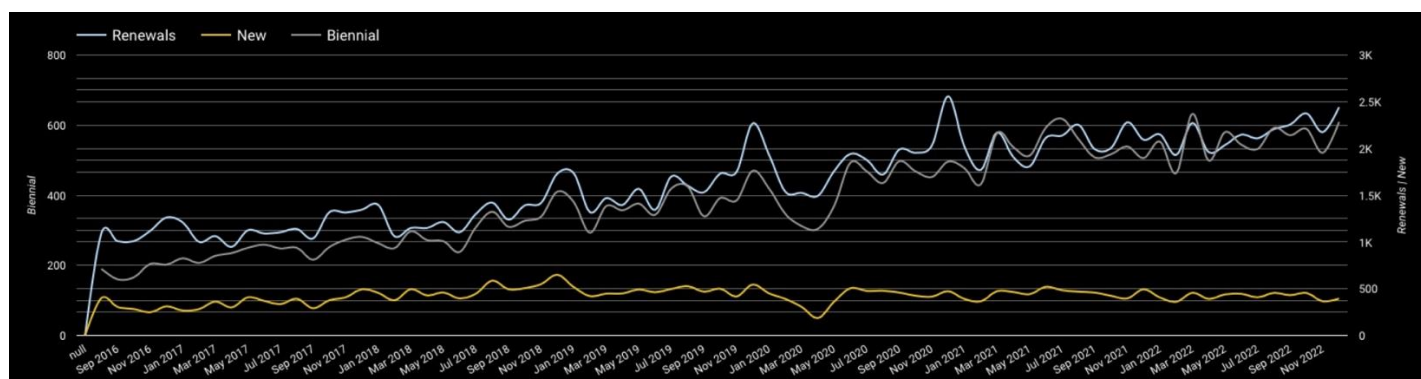
Patrick J. Burt



## 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**



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.



# Board of Trustees

Chart 2 – UCF Special License Plate Distributions for FY19-22

## UCF Specialty License Plate Distributions for FY19-FY22

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

Financials provided by UCF Foundation, Inc.

Highlighted percentages and dollars represent the BOT and BOG approved allocation changes that took effect in FY2021.

1

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**

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

## 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.