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V. New Business

VI. Adjournment
September 27, 2023 Strategic Partnerships and Advancement Committee
Board of Trustees
Sep 27, 2023 at 2:45 PM EDT to Sep 27, 2023 at 3:15 PM EDT
FAIRWINDS Alumni Center

Meeting Details: https://youtube.com/live/BKrj_5_b_sA
Conference Call Number: +1 929 205 6099
Meeting ID: 916 9962 4851
Passcode: 586734

Agenda

I. Agenda

Call to Order and Welcome
Presenter: John Miklos, Chair, Strategic Partnerships & Advancement Committee

Roll Call
Presenter: Janelle Hom ’10MA, Director, Foundation Board Relations

II. Minutes of the February 23, 2023, meeting
Presenter: Chair Miklos

III. Discussion

A. DISC - 1: Fiscal Year 2022-2023 Attainment Review
Presenter: Rodney Grabowski, Senior Vice President for Advancement & Partnerships and CEO, UCF Foundation, Inc.

B. DISC - 2: Fiscal Year 2023-2024 Attainment and Divisional Goals
Presenter: Rodney Grabowski, Senior Vice President for Advancement and Partnerships and CEO, UCF Foundation, Inc.

C. DISC - 3: Partnerships Review and Strategic Direction
Presenter: Rodney Grabowski, Senior Vice President for Advancement and Partnerships and CEO, UCF Foundation, Inc.

IV. Information

A. INFO - 1: UCF Specialty License Plate Sales Update
Presenter: Patrick Burt, Chief Marketing and Communications Officer

B. INFO - 2: Fiscal Year 2023-2024 Feasibility Study
Presenter: Rodney Grabowski, Senior Vice President for Advancement and Partnerships and CEO, UCF Foundation, Inc.

V. New Business
Presenter: Chair Miklos

VI. Adjournment
CALL TO ORDER

Chair Joseph Conte (Zoom), Chair of the Strategic Partnerships and Advancement Committee, called the meeting to order at 4:00 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 and Advancement Committee members in attendance were Vice Chair Harold Mills, and Trustees Cardenas, Condello and McAlpin. Trustee Lopez was not in attendance. Chair Martins and Trustees Christy, Altizer, King and Okaty attended as guests.

MINUTES

The minutes from the February 22, 2022, meeting were unanimously approved as written.

NEW BUSINESS

No items of new business were brought forward.

DISCUSSION

Trustee Conte invited Rodney (Rod) Grabowski, Senior Vice President for Advancement and Partnerships and CEO, UCF Foundation Inc. to share an update about current attainment and progress made towards the fiscal year goal. Grabowski shared reporting related to fundraising forecasting and current attainment. It was projected that Advancement and Partnerships will surpass their FY23 fundraising goal by June 30, 2023.

Grabowski shared work being done to improve the infrastructure to allow Advancement fundraisers to concentrate on fundraising. Grabowski noted several highlights, including a philanthropic training session scheduled for March 21, 2023, to assist academic leadership with preparing for a future comprehensive fundraising campaign.

Grabowski concluded his remarks by sharing information on the forthcoming corporate partnerships program (Pegasus Partners). It was noted that the program remained in the development stage and additional information would be shared with the Board in the future.
Chair Conte shared information about UCF Day of Giving on April 13, 2023. He requested the Board of Trustees to lead by example and challenged his fellow Trustees with achieving 100% participation on Day of Giving.

**INFORMATION**  
Chair Conte asked if there were any questions concerning the specialty license plate update. There were no questions.

**ADJOURNMENT**  
In response to Chair Conte’s call for 100% Trustee participation in UCF Day of Giving, Chair Martins encouraged his fellow Trustees to make a philanthropic contribution in support of UCF.

Chair Martins adjourned the meeting at 4:38 p.m.

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

Submitted by: ___________________________  
Michael Kilbride, Associate Corporate Secretary  
Date: ___________________________
Agenda Item
DISC-1: Fiscal Year 2022-2023 Attainment Review

Proposed Committee Action
This report is intended to engage Trustees in a discussion on positive outcomes and areas of opportunity around attainment achievements from Fiscal Year 2022-2023.

Authority for Board of Trustees Action
N/A

Supporting Documentation Included
Attachment A: Attainment Presentation

Facilitators/Presenters
Rod Grabowski, Senior Vice President, UCF Advancement & Partnerships, CEO, UCF Foundation, Inc.
Objective
This report is intended to engage Trustees in a discussion on positive outcomes and areas of opportunity around attainment achievements from fiscal year 2022-2023.

Summary of Key Observations/Recommendations
- Advancement & Partnerships achieved 135% ($114.3 million) of goal ($85 million).
- The fiscal year 2022-2023 attainment figures represent a 50% increase from the prior fiscal year actuals.
- The most recent attainment figures are robust in principal gifts, corporate, and foundation activity.

Additional Background
The Strategic Partnerships and Advancement Committee provides oversight and strategic direction to the University’s advancement, economic and business development activities while monitoring key performance indicator results, including fundraising targets.

Rationale
The Board of Trustees’ oversight of strategic partnerships and advancement communications aligns with the UCF Strategic Plan, which includes an annual attainment goal of $100 million (to be achieved by 2027).

Implementation Plan
The Advancement and Partnerships team is actively pursuing fiscal year 2023-2024 fundraising goals and enhancing the existing donor pipeline utilizing industry best practices in prospect management.

Resource Considerations
The impact of successful fundraising will expand access to higher education and help to make it affordable through scholarships and resources. This informational item will not result in any additional costs to the University.
Conclusion

Fiscal Year 2022-2023 saw record attainment figures, coming in at $114.3 million, or 135% of goal. Advancement and Partnerships experienced a robust year for corporate and foundation activity, accounting for almost $68 million in attainment.

Staff encourages the Board of Trustees to consider the attainment figures of both success and areas for opportunity, and how they might engage in the attainment activities for the coming fiscal year through personal philanthropy and introductions to potential donors and partners to the university.
UCF ADVANCEMENT & PARTNERSHIPS
Fiscal Year 2022-2023
Attainment Review

Rodney Grabowski, CFRE
Senior Vice President for Advancement & Partnerships and CEO, UCF Foundation, Inc.

August 2023
## FY2022-2023 ATTAINMENT RESULTS

<table>
<thead>
<tr>
<th>College/Unit</th>
<th>Goal</th>
<th>Attainment</th>
<th>Percentage to Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts &amp; Humanities</td>
<td>$5,000,000</td>
<td>$1,300,219</td>
<td>26%</td>
</tr>
<tr>
<td>Athletics</td>
<td>$35,000,000</td>
<td>$49,812,415</td>
<td>142%</td>
</tr>
<tr>
<td>Burnett Honors College</td>
<td>$600,000</td>
<td>$145,301</td>
<td>24%</td>
</tr>
<tr>
<td>Business Administration</td>
<td>$5,000,000</td>
<td>$4,656,825</td>
<td>93%</td>
</tr>
<tr>
<td>Community Innovation &amp; Education</td>
<td>$1,500,000</td>
<td>$345,350</td>
<td>23%</td>
</tr>
<tr>
<td>Engineering &amp; Computer Science</td>
<td>$3,000,000</td>
<td>$1,800,075</td>
<td>60%</td>
</tr>
<tr>
<td>Health Professions &amp; Sciences</td>
<td>$500,000</td>
<td>$367,901</td>
<td>74%</td>
</tr>
<tr>
<td>Medicine</td>
<td>$2,500,000</td>
<td>$4,023,728</td>
<td>161%</td>
</tr>
<tr>
<td>Nursing</td>
<td>$10,500,000</td>
<td>$27,352,377</td>
<td>260%</td>
</tr>
<tr>
<td>Optics, Photonics, CREOL</td>
<td>$500,000</td>
<td>$455,084</td>
<td>91%</td>
</tr>
<tr>
<td>Rosen College of Hospitality Management</td>
<td>$1,000,000</td>
<td>$623,770</td>
<td>62%</td>
</tr>
<tr>
<td>Sciences</td>
<td>$1,500,000</td>
<td>$10,067,734</td>
<td>671%</td>
</tr>
<tr>
<td>SSWB</td>
<td>$3,000,000</td>
<td>$3,716,898</td>
<td>124%</td>
</tr>
<tr>
<td>Undergraduate Studies</td>
<td>$100,000</td>
<td>$132,016</td>
<td>132%</td>
</tr>
<tr>
<td>WUCF</td>
<td>$3,800,000</td>
<td>$4,702,647</td>
<td>124%</td>
</tr>
<tr>
<td>Divisions/All Other</td>
<td>$11,500,000</td>
<td>$4,829,238</td>
<td>42%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$85,000,000</td>
<td>$114,331,578</td>
<td>135%</td>
</tr>
</tbody>
</table>
# FY2022-2023 FUNDS BY GIFT TYPE

<table>
<thead>
<tr>
<th>Category</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outright Gifts</td>
<td>$55,252,840</td>
<td>$23,966,780</td>
<td>$32,979,305</td>
</tr>
<tr>
<td>Gifts-in-kind</td>
<td>$471,565</td>
<td>$1,929,814</td>
<td>$341,636</td>
</tr>
<tr>
<td>Planned Gifts</td>
<td>$8,878,227</td>
<td>$2,533,951</td>
<td>$8,132,683</td>
</tr>
<tr>
<td>Pledges</td>
<td>$12,816,662</td>
<td>$47,465,093</td>
<td>$72,877,956</td>
</tr>
<tr>
<td>Real Estate</td>
<td>$92,000</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$77,511,294</strong></td>
<td><strong>$75,895,638</strong></td>
<td><strong>$114,331,578</strong></td>
</tr>
</tbody>
</table>
## FY2022-2023 FUNDS BY USE

<table>
<thead>
<tr>
<th>Use Category</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Operations</td>
<td>$70,238,516</td>
</tr>
<tr>
<td>Facilities and Equipment (Capital)</td>
<td>$32,980,058</td>
</tr>
<tr>
<td>Endowment</td>
<td>$9,639,477</td>
</tr>
<tr>
<td>TBD (Donor to Finalize Designation)</td>
<td>$1,473,527</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$114,331,578</strong></td>
</tr>
</tbody>
</table>
FY2022-2023 FUNDS BY SOURCE

- Corporations: 31%
- Friends: 23%
- Alumni: 20%
- Organizations: 8%
- Foundations: 18%
- Government Entities: 1%
FY 2021-2023 GIFT AND DONOR COUNTS

<table>
<thead>
<tr>
<th></th>
<th># Gifts</th>
<th># Donors</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2021</td>
<td>37,299</td>
<td>13</td>
</tr>
<tr>
<td>FY2022</td>
<td>46,717</td>
<td>13</td>
</tr>
<tr>
<td>FY2023</td>
<td>48,127</td>
<td>13</td>
</tr>
</tbody>
</table>

Graph showing the increase in gift and donor counts from FY2021 to FY2023.
QUESTIONS?
Agenda Item
DISC-2: Fiscal Year 2023-2024 Attainment and Divisional Goals

Proposed Committee Action
This report will provide the committee with a high-level strategy overview toward ensuring UCF’s revenue sustainability. This report will include attainment, alumni engagement, and endowment performance metrics.

Trustees are encouraged to consider how they can engage as philanthropic advocates utilizing their networks to assist in achieving sustainable university support.

Authority for Board of Trustees Action
N/A

Supporting Documentation Included
Attachment A: Fiscal Year 2023-2024 Fundraising and Divisional Goals Presentation
Attachment B: Board Philanthropic Referral Form

Facilitators/Presenters
Rod Grabowski, Senior Vice President, UCF Advancement & Partnerships, CEO, UCF Foundation, Inc.
Objective

This report will provide the committee with a high-level strategy overview toward ensuring UCF's revenue sustainability. This report will include attainment, alumni engagement, and endowment performance metrics.

Summary of Key Observations/Recommendations

- Advancement and Partnerships is actively working to achieve the 2027 Strategic Plan goal of $100 million in annual attainment, setting the current fiscal year’s goal at that amount.
- Current attainment as of September 14, 2023, sits at $6.3 million. $12 million is projected to close by September 30, 2023.
- Advancement and Partnerships is actively focused on endowment growth from $215 million (current) to $350 million by 2027.
- Advancement and Partnerships recently developed divisional goals to focus efforts in eight key areas:
  - Strengthening philanthropy
  - Strengthening and expanding alumni engagement
  - Strengthening donor connection
  - Creating, aligning, and strengthening partnerships
  - Being the organization of choice
  - Creating a culture of operational excellence
  - Driving financial stability
  - Optimizing communication and marketing effectiveness

Additional Background

Overall attainment figures historically include $77.5 million in 2021, $75.8 million in 2022, and $114.3 million in 2023.

Outright gifts saw a 37% increase from 2022 (achieving $32.9 million); pledges saw a 153% increase from the prior year (achieving $72.8 million).

Rationale

The Board of Trustees oversight of strategic partnerships and advancement communications aligns with the UCF Strategic Plan, which includes an annual attainment goal of $100 million (achieved by 2027).
Implementation Plan

Advancement & Partnerships is working toward $100 million in annual, sustained attainment as well as growth of the endowment. The attainment goal for the current fiscal year is $100 million.

Resource Considerations

The impact of successful fundraising will expand access to higher education and help to make it affordable through scholarships and resources. This informational item will not result in any additional costs to the University.

Conclusion

Trustees are encouraged to engage in discussion with leadership regarding UCF’s philanthropic goals for FY 2023-2024, including how they can engage as philanthropic advocates utilizing their networks to assist in achieving sustainable university support.
UCF ADVANCEMENT & PARTNERSHIPS
Fiscal Year 2023-2024
Fundraising and Divisional Goals

Rodney Grabowski, CFRE
Senior Vice President for Advancement & Partnerships and CEO, UCF Foundation, Inc.

August 2023
FISCAL YEAR 2023-2024
GOALS AND OBJECTIVES
## FY2023-2024 ATTAINMENT GOALS

<table>
<thead>
<tr>
<th>College/Unit</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts &amp; Humanities</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>Athletics</td>
<td>$35,000,000</td>
</tr>
<tr>
<td>Burnett Honors College</td>
<td>$400,000</td>
</tr>
<tr>
<td>Business Administration</td>
<td>$6,000,000</td>
</tr>
<tr>
<td>Community Innovation &amp; Education</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Engineering &amp; Computer Science</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>Health Professions &amp; Sciences</td>
<td>$600,000</td>
</tr>
<tr>
<td>Medicine</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Nursing</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Optics, Photonics, CREOL</td>
<td>$500,000</td>
</tr>
<tr>
<td>Rosen College of Hospitality Management</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Sciences</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>SSWB</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Undergraduate Studies</td>
<td>$200,000</td>
</tr>
<tr>
<td>WUCF</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Divisions/All Other</td>
<td>$20,800,000</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$100,000,000</strong></td>
</tr>
</tbody>
</table>
## FY2023-2024 PROPOSAL FORECAST

### Expected Asks Q1 (Raw Data)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Sum</th>
</tr>
</thead>
<tbody>
<tr>
<td>July</td>
<td>$0</td>
</tr>
<tr>
<td>August</td>
<td>$17,891,200</td>
</tr>
<tr>
<td>September</td>
<td>$47,128,498</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$65,019,698</strong></td>
</tr>
</tbody>
</table>

### Expected Closes Q1 (Raw Data)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Sum</th>
</tr>
</thead>
<tbody>
<tr>
<td>July</td>
<td>$15,000</td>
</tr>
<tr>
<td>August</td>
<td>$5,365,200</td>
</tr>
<tr>
<td>September</td>
<td>$22,903,451</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$28,283,651</strong></td>
</tr>
</tbody>
</table>

### UCF Projection End of Q1

- $3.6M YTD Attainment
- $6.2M Forecast From Expected Closes*
- $2.2M Estimated Annual + Other Giving

\[
\text{Total} = \text{\$12M Projected by 9/30/2023}
\]

*Projection applies the UCF Close and Yield Rate discount to the raw data for expected closes.
# UCF ENDOWMENT: CURRENT SNAPSHOT

<table>
<thead>
<tr>
<th>SUS Peers</th>
<th>Endowment Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCF</td>
<td>$215 million</td>
</tr>
<tr>
<td>FSU</td>
<td>$898 million</td>
</tr>
<tr>
<td>UF</td>
<td>$2,276 billion</td>
</tr>
<tr>
<td>USF</td>
<td>$605 million</td>
</tr>
<tr>
<td>FIU</td>
<td>$284 million</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>UCF Historical Annual Endowment Contributions</th>
</tr>
</thead>
<tbody>
<tr>
<td>CTOF Campaign (State Match Included - 1998-2006)</td>
</tr>
<tr>
<td>IGNITE Campaign (No State Match - 2012-2018)</td>
</tr>
<tr>
<td>5 Year Average w/ McKenzie Scott Gift</td>
</tr>
<tr>
<td>5 Year Average w/o McKenzie Scott Gift</td>
</tr>
</tbody>
</table>

Note: Data as of 6/29/2023
UCF ENDOWMENT: LOOKING AHEAD

- Preeminence Goal: $500M
- FY27 Goal: $350M
- FY23 Actual: $215M
MISCELLANEOUS UPDATES
GOST MODEL FRAMEWORK

Planning exercise undertaken by Advancement & Partnerships’ Executive and Leadership Teams to determine FY24 Divisional Goals and Objectives:

<table>
<thead>
<tr>
<th></th>
<th>What</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td>High-Level</td>
<td>Goals</td>
<td>Strategies</td>
</tr>
<tr>
<td>Detail-Level</td>
<td>Objectives</td>
<td>Tactics</td>
</tr>
</tbody>
</table>
FY24 DIVISIONAL GOALS

1. Strengthen Philanthropy
2. Strengthen and Expand Alumni Engagement
3. Strengthen Donor Connection
4. Create, Align and Strengthen Partnerships
5. Be an Organization of Choice
6. Build a Culture of Operational Excellence
7. Drive Financial Stability
8. Optimize Communication and Marketing Effectiveness
SAMPLING OF FY24 OBJECTIVES

- Sustain $100 million in attainment.
- Engage 105,000 unique alumni.
- Increase fund utilization by 20%.
- Establish a corporate leadership council.
- Successfully fill at least 75% of vacant positions.

- Engage the Leadership Team in a review/update of Advancement & Partnerships’ mission, vision and values.
- Identify at least one new source of revenue.
- Increase the aggregate average open rates and click-through rates of alumni emails by 20%.
**EXECUTIVE SEARCHES**

*Boyden* selected as the *executive search firm* for two key vacancies, expected to go live by Labor Day:

- **CFO**
- **AVP, Partnerships**

**LEADERSHIP DEVELOPMENT**

*Bryant Group* engaged to help build stronger leaders and teams:

- **1:1 coaching** and full-day workshops for Executive Team.
- **Small-group discussion** and full-day workshops for Leadership Team.

**VOLUNTEER SUMMIT**

*Advancement Resources* will be onsite for a half-day **Volunteer Summit** this Fall:

- Interactive **working session**
- **October 26** at the Celeste Hotel
FUNDRAISER PERFORMANCE MANAGEMENT (FPM)

Key Features:

- On demand self-service prospecting tool
- Interactive and interchangeable dashboards
- Donor and prospect activity notifications via email
- Custom models for Annual Giving and Major Giving likelihood to give
- Integrates with Apollo
- Provides a mobile app experience
QUESTIONS?
### Philanthropic Referral Form

Noting the Board of Trustees’ oversight of philanthropic strategies and the monitoring of key performance indicators around fundraising targets, the following form has been developed to provide Trustees with an outlet to engage as philanthropic advocates by utilizing their own network to assist in achieving sustainable university support.

Please complete this form and return to Rod Grabowski, Senior Vice President, UCF Advancement & Partnerships at Rodney.Grabowski@ucf.edu.

<table>
<thead>
<tr>
<th>Name of Referrer (Your Name)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Referral (Their Name, Company)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Referral Contact Information (A&amp;P staff will connect with you before conducting outreach)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phone:</td>
</tr>
<tr>
<td>Email:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>UCF Affiliations (if any) Examples: alumni, parent, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Why do you feel this individual/company should be considered as a potential philanthropic partner?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>
Agenda Item
DISC-3: Partnerships Review and Strategic Direction

Proposed Committee Action
This report will provide the committee with an update on Pegasus Partners and their alignment with talent development, discovery and innovation, collaborations, and philanthropy.

Authority for Board of Trustees Action
N/A

Supporting Documentation Included
Attachment A: Partnerships Review and Strategic Direction

Facilitators/Presenters
Rod Grabowski, Senior Vice President, UCF Advancement & Partnerships, CEO, UCF Foundation, Inc.
Objective

This report will provide the committee with an update on Pegasus Partners and their alignment with talent development, discovery and innovation, collaborations, and philanthropy.

Summary of Key Observations/Recommendations

- The Pegasus Partnership Program is a comprehensive approach to enterprise-level partnerships with corporations in strategic alignment with UCF. This program will develop new partners and revenue streams benefitting faculty, staff, and facilities.

- A Pegasus Partner involves a multi-pronged approach, including cash contributions (a five-year average of $1M per year) as well as alignment in four key categories:
  - Talent development
  - Discovery and innovation
  - Collaborations
  - Philanthropy

Additional Background

This committee’s oversight includes philanthropic strategies, which encompass Pegasus Partnerships. Acquiring strategic partners to amplify the university’s impact falls under the Strategic Partnerships and Advancement Committee’s key objectives.

Rationale

Per the 2022-2027 Strategic Plan, the goal was set to establish comprehensive partnerships that integrate education, research, the arts, service, workforce development, and philanthropic engagement. The Pegasus Partners Program brings together community-facing functions to streamline connections between the university and its industry, community, and public partners.

Implementation Plan

The Strategic Plan outlines a goal of five Pegasus Partnerships by 2027. The current phase has involved establishing the criteria for “Pegasus Partnerships.” Advancement and Partnerships has outlined a timeframe for the next steps as this program is in active development. December 2023 is the target date for a permanent staff person to lead Pegasus Partnerships operations.
**Resource Considerations**

This informational item will not result in any additional costs to the University. The success of the Pegasus Partnership program will integrate community-facing functions to streamline connections between the university and its industry, community, and public partners. Revenue from this program will directly impact the university’s community and culture by adding financial resources for innovation and collaboration.

**Conclusion**

This agenda item is provided as an informational update as the foundation for Pegasus Partnerships is established. Trustees are encouraged to share their feedback and pose questions to university leadership.
PARTNERSHIPS REVIEW AND STRATEGIC DIRECTION

Rod Grabowski, Senior Vice President

UCF Advancement & Partnerships
WHAT IS THE PEGASUS PARTNERSHIP PROGRAM?

Comprehensive Approach to Enterprise-Level Partnerships with Corporations in Strategic Alignment with UCF

VISION

- Establish Multi-Year Pathways to Growth in Collaborations with Partners
- Navigation to Campus-Wide Corporate Engagement Activities
- Alignment of Partnerships with University’s Areas of Strategic Focus
- Development of New Partners and Revenue Streams Benefitting Faculty, Staff and Facilities
PEGASUS PARTNERS

- Actively or committed to engagement in **all four** categories of partnership.

- Minimum $ revenue to UCF.
  
  - 5-year average of **$1 Million** per year.

- Invitation (expectation) for the appropriate most senior corporate leader to be a member of the **President’s Industry Advisory Council.**
# CATALOG OF PARTNERSHIP OPPORTUNITIES

## TALENT DEVELOPMENT
- Curriculum development
- Continuing + Executive Ed
- Internship Programs
- Mentorship
- Advisory Boards
- Event participation
- Corporate Scholarship Programs

## DISCOVERY & INNOVATION
- Sponsored research
- Fellowships
- Applied and Sponsored research
- 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 Contracts

## PHILANTHROPY
- Gifts
- Grants
- Sponsorships
- Matching Gifts
- Hardware/Goods
- Software
- Services
UNITE: NEXT STEPS

Month 1
Holistic Corporate Engagement Framework

Month 2
Engagement Area Discovery Session

Months 2-3
Surveys Deployed

Months 2-3
Corporate Partner Data Aggregation

Month 4
Survey Results, Framework and Portfolio Report

Month 4
Process Training for Engagement Teams

Month 4
Process Training for Relationship Managers

Months 5-10
Accountability Coaching for Relationship Managers
QUESTIONS?
Agenda Item
INFO-1: UCF Specialty License Plate Sales Update

Proposed Committee Action
This report is intended to provide Trustees with an update of current marketing activities and the status of current UCF license plate registrations (with a goal of 40,000) and revenues.

Authority for Board of Trustees Action
N/A

Supporting Documentation Included
None

Facilitators/Presenters
Patrick Burt, Chief Communications & Marketing Officer, UCF Advancement & Partnerships
INFO-1: UCF Specialty License Plate Sales Update
EXECUTIVE SUMMARY

**Objective**
This report is intended to provide Trustees with an update of the current marketing activities and the status of current UCF specialty license plate registrations (with a goal of 40,000) and revenues.

**Summary of Key Observations/Recommendations**
UCF continues to see growth in UCF specialty license plate registrations. UCF specialty license plate registrations total 36,542 as of August 1, 2023. In Fiscal Year 2022-2023, sales averaged 396 new plates and 2,114 renewals per month. Additionally, two-year registrations averaged 590 per month.

Revenue trends show an increase year over year for the UCF specialty license plate program. As of Fiscal Year 2022-2023, license plate revenue received from the state totaled $971,781, an increase of $57,705 over the previous fiscal year.

Compared to our SUS peers, UCF continues to increase active registered plates faster than its peers. UCF ranks third among SUS universities for active license plate registrations (Table 1). Additionally, UCF is No. 16 overall for state issued specialty license plates as of July 2023.

**Additional Background**
In 2016, UCF redesigned its State of Florida specialty license plate with the stacked UCF logo and began marketing to increase sales and renewals to increase revenue used for academic enhancement and scholarship, 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.

**Rationale**
Increasing specialty license plate registrations raises the awareness and brand of UCF within Central Florida and the state. Each registration returns $25 back to the university in operational support. Additionally, captured registrations may also help to achieve 9 percent alumni participation by 2027.
Implementation Plan
UCF Communications and Marketing will continue to promote UCF License Plates to target audiences and work with campus partners for promotion opportunities to continue growth towards 40,000 registrations and $1M in annual revenue. To reach the target active registrations, the team will retain plate holders by encouraging them to renew, generating revenues over multiple years. To help promote renewals and new registrations, strategies to strengthen plate retention and boost new plate sales will be implemented.

Resource Considerations
This informational item will not result in any additional costs to the university. Each registration returns $25 back to the university in operational support.

Conclusion
UCF specialty license plate registrations continue to grow, increasing annual revenue and brand visibility within Florida. With increased competition from new specialty plates created by local organizations, UCF Communications and Marketing continue to find ways to encourage sales of UCF plates to reach 40,000 active registrations generating $1M in annual review.

Table 1: State University Plates by Active Registrations

<table>
<thead>
<tr>
<th>State University License Plates – August 2023</th>
<th>Active Plates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1   University of Florida</td>
<td>92,597</td>
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<tr>
<td>2   Florida State University</td>
<td>69,643</td>
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<tr>
<td>3   University of Central Florida</td>
<td>36,542</td>
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<tr>
<td>4   Florida A&amp;M University</td>
<td>16,336</td>
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<tr>
<td>5   University of South Florida</td>
<td>14,535</td>
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<tr>
<td>6   Florida International University</td>
<td>3,314</td>
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<tr>
<td>7   Florida Atlantic University</td>
<td>2,520</td>
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<tr>
<td>8   Florida Gulf Coast University</td>
<td>1,633</td>
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<tr>
<td>9   University of West Florida</td>
<td>1,589</td>
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<tr>
<td>10  University of North Florida</td>
<td>1,586</td>
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<tr>
<td>11  New College of Florida</td>
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</tbody>
</table>
Agenda Item
INFO-2: Fiscal Year 2023-2024 Feasibility Study

Proposed Committee Action
This item will provide an overview to the committee on UCF Advancement & Partnerships’ campaign feasibility study which will encompass data and opinions from key donors and community leaders. The data from this study is anticipated to be available in Spring 2024.

Authority for Board of Trustees Action
N/A

Supporting Documentation Included
Attachment A: Feasibility Study Overview

Facilitators/Presenters
Rod Grabowski, Senior Vice President, UCF Advancement & Partnerships
Objective
This item will provide an overview to the committee on UCF Advancement & Partnerships’ campaign feasibility study, which will encompass data and opinions from key donors and community leaders.

Summary of Key Observations/Recommendations
- UCF Advancement & Partnerships is currently focused heavily on infrastructure building, including hiring, cultivating the internal culture and policy reviews.
- UCF Advancement & Partnerships is working with GG+A (Grenzebach Glier and Associates) on the case for support, visioning process, and donor insights.
- Feasibility study data is anticipated to be available in Spring 2024.

Additional Background
The campaign themes are in development and will be derived from UCF’s Strategic Plan priorities and areas of focus.

Rationale
The UCF Strategic Plan’s fourth pillar of Innovation and Sustainability includes the goal of diversifying the university’s revenue and resource base to reduce financial vulnerability and provide flexible funds for strategic investment. The annual fundraising (attainment) metric is $100M by 2027, and to increase the endowment value to $250M.

A comprehensive fundraising campaign is critical to supporting this objective to increase resources and visibility. The feasibility study is an essential step to set priorities and assess readiness so that optimal results will be achieved. Advancement and Partnerships is actively engaged in ensuring infrastructure is in place, building the case for support, and ensuring the potential themes for the campaign align with the strategic plan.

Implementation Plan
The draft timeline includes campaign planning, lead gift development, and infrastructure building through early Fiscal Year 2025-2026. The public phase of a campaign would tentatively launch in early Fiscal Year 2025-2026; however, this is highly dependent upon dollars raised and pipeline to-date.
Resource Considerations
This informational item will not result in any additional costs to the University. A successful campaign will inspire donors to give at more significant levels, share UCF’s remarkable accomplishments and vision for the future.

Conclusion
The Board of Trustees is encouraged to participate in scheduled volunteer trainings and engage in dialogue with Advancement and Partnerships staff throughout the progression of the campaign planning period.
Fiscal Year 2023-2024
Feasibility Study Overview

Rodney Grabowski, CFRE
Senior Vice President for Advancement & Partnerships and CEO, UCF Foundation, Inc.

September 2023
CAMPAIGN PLANNING
UCF GIVING HISTORY

 Millions

<table>
<thead>
<tr>
<th>Year</th>
<th>Attainment</th>
<th>Campaign Avg.</th>
<th>Campaign Median</th>
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# CAMPAIGN TIMELINE (DRAFT)

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<th>Campaign Phase</th>
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<td>Campaign Planning and Lead Gift Development</td>
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*Target public launch timeframe highly dependent upon dollars raised and pipeline to-date.
FY24 INFRASTRUCTURE BUILDING

- Hiring (43 open positions)
- Internal culture
- Policy review
- Stewardship programs
- Regional market development
- Major/principal gift pipeline building
- Philanthropy training programs
CAMPAIGN FEASIBILITY STUDY

Timeline: August 2023 through March/April 2024

Components Include:

- Case for Support and Visioning Process
- Donor Interviews and Small Group Discussions
- Donor Insights Survey
BUILDING A CASE FOR SUPPORT
STRATEGIC PLAN ALIGNMENT

PLAN PRIORITIES

1. Student Success & Well Being
2. Discovery & Exploration
3. Community & Culture
4. Innovation & Sustainability

PLAN AREAS OF FOCUS

1. Space Technologies and Systems
2. Entertainment and Immersive Experiences
3. Health and Human Performance
4. Energy and Sustainability
5. Transformative Technologies and National Security

CAMPAIGN THEME

1. TBD
2. TBD
3. TBD
FOCUSED TRAINING FOR UNIVERSITY AND ACADEMIC LEADERS

• 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 faculty, and volunteers on how to talk about philanthropy and an understanding on what role each plays in the philanthropic process.

• **March 21, 2023**: Insight into Philanthropy

• **June 8, 2023**: Envisioning & Articulation

• **September 14, 2023**: Advanced Philanthropy Skills
NEXT STEPS

AUGUST – SEPTEMBER 2023

Campaign Visioning and Institutional Case for Support Development:

▪ Internal, 1:1 and group meetings with campus leaders to gather visioning insights.
▪ Finalize working draft of the Institutional Case for Support (campaign vision) to be shared at small group experiences for feedback.

OCTOBER 2023 – FEBRUARY 2024

Small Group Discussions and Donor Interviews:

▪ 6-8 small group experiences for high-capacity donors and prospects to dialogue with President Cartwright on institutional vision and to offer feedback.
▪ 45 individual donor/prospect interviews conducted by GG+A.
▪ Electronic donor insights survey deployed.
QUESTIONS?