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VI. New Business

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June 25, 2024 | Strategic Partnerships and Advancement Committee

Board of Trustees
Tuesday, June 25, 2024, at 10:00 AM EDT to Tuesday, June 25, 2024, at 11:00 AM EDT
UCF Student Union, Pegasus Ballroom
Virtual Link: https://www.youtube.com/live/osYc6kqGzxA?feature=shared

Agenda

I. Opening Actions 10:00 AM
   A. Call to Order and Welcome
      Presenter: John Miklos, Chair, Strategic Partnerships and Advancement Committee
   B. Roll Call and Quorum Confirmation
      Presenter: Janelle Hom, Director, Foundation Board Relations and Advancement

II. Minutes of the February 22, 2024, meeting

III. Action 10:05 AM
    A. SPAC-1: External Naming Opportunity
       Presenter: Rodney Grabowski, Senior Vice President, UCF Advancement and Partnerships and Chief Executive Officer, UCF Foundation, Inc.
    B. SPAC-2: External Naming Opportunity
       Presenter: Rodney Grabowski

IV. Discussion 10:35 AM
    A. DISC-1: Fiscal Year 2023-2024 Attainment & Division Update
       Presenter: Rodney Grabowski

V. Information
    A. INFO-1: UCF Specialty License Plate Update
       Presenter: Sean Hartman, Interim Chief Marketing and Communications Officer, UCF Communications and Marketing
    B. INFO-2: Strategic Communications Activity Update
       Presenter: Sean Hartman

VI. New Business
    Presenter: Chair Miklos

VII. Adjournment 11:00 AM
    Presenter: Chair Miklos
CALL TO ORDER

Trustee Danny Gaekwad, Vice Chair of the Strategic Partnerships and Advancement Committee, called the meeting to order at 10:10 a.m. Vice Chair Gaekwad stated that due to his travel schedule for the morning, he would be handing the presiding of the meeting to Trustee Cardenas.

Trustee Cardenas 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 Trustees Gaekwad, Cardenas, Condello, Conte, Greenaway, and Chair Martins (ex officio). Trustees Altizer, Christy, King, and Okaty attended as guests.

MINUTES

The minutes from the November 16, 2023, meeting were unanimously approved as written.

ACTION

At Trustee Cardenas’ request, Youndy Cook, Vice President and General Counsel, confirmed there were no disclosures of conflict of interest from the Trustees.

External Naming Opportunity (SPAC-1)

Rodney Grabowski, Senior Vice President for Advancement and Partnerships and CEO, UCF Foundation, Inc., sought recommendation of approval of the Taylor A. Gerring Football Center naming of the new Football Coaches Administration building.

Trustee Conte motioned and Trustee Greenaway seconded. The external naming opportunity was unanimously recommended for approval.

DISCUSSION

Trustee Cardenas invited Grabowski 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. Advancement and Partnerships is actively focused on $100 million in annual attainment as well as endowment growth from $228 million (current) to $350 million by 2027.

Grabowski shared a brief update regarding the hiring of a new Associate Vice President of Partnerships, the continued search for a new Chief Financial Officer for the UCF Foundation, and information around the campaign feasibility study briefings.

Trustee Cardenas invited Patrick Burt, Chief Marketing and Communications Officer, and Grabowski to provide an update on efforts to align communications and marketing across the university. Burt and Grabowski shared information on the university’s partnerships with Ologie, an agency with a specific focus on marketing and branding for education. The project will take approximately 14 months to complete, and began in November 2023.

INFORMATION

Trustee Cardenas noted at the start of the information session that UCF’s Day of Giving would be taking place on April 11, 2024, and challenged trustees to achieve 100% board giving across the entire university in partnership with the UCF Foundation Board and UCF Alumni Board. Trustee Altizer asked Trustee Greenaway for the next meeting to share areas from his perspective that trustees could focus on for Day of Giving.

Trustee Cardenas asked if there were any questions concerning the remaining information items. There were no questions.

NEW BUSINESS

No new business was brought before the committee.

ADJOURNMENT

Trustee Cardenas adjourned the meeting at 10:52 a.m.

Reviewed By: ____________________________ Date: ________________
Rick Cardenas, Presiding Trustee
Strategic Partnerships and Advancement Committee

Reviewed By: ____________________________ Date: ________________
Michael Kilbride, Associate Corporate Secretary
Agenda Item
SPAC-1: External Naming

Proposed Committee Action
Recommend approval of the proposed naming opportunity to the UCF Board of Trustees.

Authority for Board of Trustees Action
Board of Governors Regulation 9.005

Supporting Documentation Included
N/A

Facilitators/Presenters
Rod Grabowski, Senior Vice President, UCF Advancement and Partnerships, and Chief Executive Officer, UCF Foundation, Inc.
**Objective**

The Board of Trustees and the Strategic Partnerships and Advancement Committee are tasked with reviewing an external naming opportunity resulting from a philanthropic partnership.

**Summary of Key Observations/Recommendations**

- The proposed naming opportunity has been vetted through the university's internal review process and no concerns were identified.

**Additional Background**

Board of Governors Regulation 9.005 requires that the naming of any university facility be approved by the Board of Trustees as a noticed, non-consent agenda item. Gift-related naming of a university facility requires a donation which makes a significant contribution to the cost of the university facility.

**Rationale**

This external naming opportunity is crucial for advancing UCF’s strategic goals. Fostering philanthropic partnerships will amplify our global reputation by attracting top-tier talent, supporting impactful programs, and enhancing university infrastructure. These contributions help propel UCF’s vision to become the world’s leading metropolitan research university.

**Implementation Plan**

Pending the Board of Trustees’ approval of this naming opportunity, staff will leverage this philanthropic investment to strengthen the areas of support outlined in the corresponding gift agreement.

**Resource Considerations**

The funds associated with this naming opportunity are secured through a philanthropic gift from the donor, whose name will be disclosed during the public meeting for which this executive summary is associated.

**Conclusion**

Staff recommends approval of the proposed naming opportunity.
Board of Trustees
Strategic Partnerships and Advancement Committee
June 25, 2024

Agenda Item

SPAC-2: External Naming

Proposed Committee Action

Recommend approval of the proposed naming opportunity to the UCF Board of Trustees.

Authority for Board of Trustees Action

Board of Governors Regulation 9.005

Supporting Documentation Included

N/A

Facilitators/Presenters

Rod Grabowski, Senior Vice President, UCF Advancement and Partnerships, and Chief Executive Officer, UCF Foundation, Inc.
Objective
The Board of Trustees and the Strategic Partnerships and Advancement Committee are tasked with reviewing an external naming opportunity resulting from a philanthropic partnership.

Summary of Key Observations/Recommendations
- The proposed naming opportunity has been vetted through the university's internal review process and no concerns were identified.

Additional Background
Board of Governors Regulation 9.005 requires that the naming of any university facility be approved by the Board of Trustees as a noticed, non-consent agenda item. Gift-related naming of a university facility requires a donation which makes a significant contribution to the cost of the university facility.

Rationale
This external naming opportunity is crucial for advancing UCF’s strategic goals. Fostering philanthropic partnerships will amplify our global reputation by attracting top-tier talent, supporting impactful programs, and enhancing university infrastructure. These contributions help propel UCF’s vision to become the world’s leading metropolitan research university.

Implementation Plan
Pending the Board of Trustees’ approval of this naming opportunity, staff will leverage this philanthropic investment to strengthen the areas of support outlined in the corresponding gift agreement.

Resource Considerations
The funds associated with this naming opportunity are secured through a philanthropic gift from the donor, whose name will be disclosed during the public meeting for which this executive summary is associated.

Conclusion
Staff recommends approval of the proposed naming opportunity.
Agenda Item

DISC-1: FY2024 Attainment and Division Update

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.

Authority for Board of Trustees Action

N/A

Supporting Documentation Included

Attachment A: Attainment and Divisional Progress Presentation

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 other 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. This figure is reflective of the current fiscal year’s goal.
- Current attainment as of June 8, 2024, sits at $94.9 million.

Additional Background

Attainment of $28.8 million was reported at the February 22, 2024, meeting, with closing projections forecasted to land between $82 million and $106 million by June 30, 2024. Historical attainment figures from the past three (3) fiscal years have been included below:

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Attainment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020-2021</td>
<td>$77.5 million</td>
</tr>
<tr>
<td>2021-2022</td>
<td>$75.8 million</td>
</tr>
<tr>
<td>2022-2023</td>
<td>$114.3 million</td>
</tr>
</tbody>
</table>

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 discussion 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 UPDATE

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

June 2024
ATTAINMENT UPDATE
## FY24 ATTAINMENT TO DATE

<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>$10,000,000</td>
<td>$1,344,636</td>
<td>13%</td>
</tr>
<tr>
<td>Athletics</td>
<td>$35,000,000</td>
<td>$39,619,773</td>
<td>113%</td>
</tr>
<tr>
<td>Burnett Honors College</td>
<td>$400,000</td>
<td>$157,887</td>
<td>39%</td>
</tr>
<tr>
<td>Business Administration</td>
<td>$6,000,000</td>
<td>$1,948,516</td>
<td>32%</td>
</tr>
<tr>
<td>Community Innovation &amp; Education</td>
<td>$1,500,000</td>
<td>$371,346</td>
<td>25%</td>
</tr>
<tr>
<td>Engineering &amp; Computer Science</td>
<td>$3,000,000</td>
<td>$2,002,235</td>
<td>67%</td>
</tr>
<tr>
<td>Health Professions &amp; Sciences</td>
<td>$600,000</td>
<td>$349,408</td>
<td>58%</td>
</tr>
<tr>
<td>Medicine</td>
<td>$5,000,000</td>
<td>$1,856,216</td>
<td>37%</td>
</tr>
<tr>
<td>Nursing</td>
<td>$4,000,000</td>
<td>$2,042,976</td>
<td>51%</td>
</tr>
<tr>
<td>Optics, Photonics, CREOL</td>
<td>$500,000</td>
<td>$291,421</td>
<td>58%</td>
</tr>
<tr>
<td>Rosen College of Hospitality Management</td>
<td>$1,000,000</td>
<td>$197,803</td>
<td>20%</td>
</tr>
<tr>
<td>Sciences</td>
<td>$4,000,000</td>
<td>$3,205,651</td>
<td>80%</td>
</tr>
<tr>
<td>SSWB</td>
<td>$4,000,000</td>
<td>$5,083,407</td>
<td>127%</td>
</tr>
<tr>
<td>Undergraduate Studies</td>
<td>$200,000</td>
<td>$54,116</td>
<td>27%</td>
</tr>
<tr>
<td>WUCF</td>
<td>$4,000,000</td>
<td>$3,084,780</td>
<td>77%</td>
</tr>
<tr>
<td>Divisions/All Other</td>
<td>$20,800,000</td>
<td>$33,378,413</td>
<td>160%</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$100,000,000</strong></td>
<td><strong>$94,988,583</strong></td>
<td><strong>95%</strong></td>
</tr>
</tbody>
</table>

*Data as of 6/8/2024.*
# FY22-24 YTD PERFORMANCE SUMMARY

<table>
<thead>
<tr>
<th>KPI</th>
<th>FYTD22</th>
<th>FYTD23</th>
<th>FYTD24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Attainment</td>
<td>$64,730,571</td>
<td>$107,150,948</td>
<td>$94,988,583</td>
</tr>
<tr>
<td>Total Donors</td>
<td>44,989</td>
<td>46,349</td>
<td>50,016</td>
</tr>
<tr>
<td>Total Alumni Donors</td>
<td>n/a*</td>
<td>19,998</td>
<td>32,092</td>
</tr>
<tr>
<td>Average Giving</td>
<td>$1,438</td>
<td>$2,311</td>
<td>$1,503</td>
</tr>
<tr>
<td>Median Gift</td>
<td>$70</td>
<td>$70</td>
<td>$60</td>
</tr>
<tr>
<td>Largest Gift</td>
<td>$17,598,402</td>
<td>$18,249,896</td>
<td>$19,535,894</td>
</tr>
</tbody>
</table>

Data as of 6/8/2024.

*FY22 year-end count was 26,046.
## FY24 FUNDRAISER PRODUCTIVITY GOALS

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>FY24 GOAL</th>
<th>FY24 YTD</th>
<th>FY24 % TO GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposals Submitted</td>
<td>898</td>
<td>733</td>
<td>82%</td>
</tr>
<tr>
<td>Excluding Vacant Positions</td>
<td>658</td>
<td>664</td>
<td>101%</td>
</tr>
<tr>
<td>Proposals Funded</td>
<td>507</td>
<td>331</td>
<td>65%</td>
</tr>
<tr>
<td>Excluding Vacant Positions</td>
<td>360</td>
<td>294</td>
<td>82%</td>
</tr>
<tr>
<td>Visits</td>
<td>5,685</td>
<td>3,842</td>
<td>68%</td>
</tr>
<tr>
<td>Excluding Vacant Positions</td>
<td>3,985</td>
<td>3,438</td>
<td>86%</td>
</tr>
<tr>
<td>Qualifications</td>
<td>3,615</td>
<td>1,969</td>
<td>54%</td>
</tr>
<tr>
<td>Excluding Vacant Positions</td>
<td>2,740</td>
<td>1,822</td>
<td>66%</td>
</tr>
</tbody>
</table>

Data as of 6/8/2024.
COST TO RAISE A DOLLAR
Giving and Budget History
FY18-FY24 COST OF FUNDRAISING

Total attainment over direct fundraising costs from audited financial statements. Direct fundraising costs are primarily fundraiser salaries, but also include expenses related to donor visits and donor travel.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Fundraising Expenses</th>
<th>Attainment</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2018</td>
<td>$6.4M</td>
<td>$43.9M</td>
</tr>
<tr>
<td>FY2019</td>
<td>$6.8M</td>
<td>$75M</td>
</tr>
<tr>
<td>FY2020</td>
<td>$6.8M</td>
<td>$58.5M</td>
</tr>
<tr>
<td>FY2021</td>
<td>$6.5M</td>
<td>$77.5M</td>
</tr>
<tr>
<td>FY2022</td>
<td>$6.3M</td>
<td>$75.9M</td>
</tr>
<tr>
<td>FY2023</td>
<td>$7.1M</td>
<td>$114.3M</td>
</tr>
<tr>
<td>FY2024</td>
<td>$5.6M</td>
<td>$100M*</td>
</tr>
</tbody>
</table>

*Projected.
FY18-FY24 FUNDRAISING RETURN ON INVESTMENT

Return based on every $1 invested in direct fundraising costs from audited financial statements. Direct fundraising costs are primarily fundraiser salaries, but also include expenses related to donor visits and donor travel.
# BUDGET HISTORY

## Development

<table>
<thead>
<tr>
<th>Budget Uses</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$6.07M</td>
<td>$6.12M</td>
<td>$7.97M</td>
</tr>
<tr>
<td>Other Operating</td>
<td>$1.02M</td>
<td>$0.64M</td>
<td>$1.47M</td>
</tr>
<tr>
<td>Total Development</td>
<td>$7.09M</td>
<td>$6.76M</td>
<td>$9.44M</td>
</tr>
</tbody>
</table>

## Alumni Engagement & Annual Giving

<table>
<thead>
<tr>
<th>Budget Uses</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$2.31M</td>
<td>$2.53M</td>
<td>$3.67M</td>
</tr>
<tr>
<td>Other Operating</td>
<td>$1.39M</td>
<td>$1.62M</td>
<td>$2.69M</td>
</tr>
<tr>
<td>Total Alumni</td>
<td>$3.70M</td>
<td>$4.15M</td>
<td>$6.36M</td>
</tr>
</tbody>
</table>

## Administration

<table>
<thead>
<tr>
<th>Budget Use</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$6.64M</td>
<td>$8.43M</td>
<td>$9.02M</td>
</tr>
<tr>
<td>Other Operating</td>
<td>$2.90M</td>
<td>$4.27M</td>
<td>$5.12M</td>
</tr>
<tr>
<td>Total Administration</td>
<td>$9.54M</td>
<td>$12.70M</td>
<td>$14.14M</td>
</tr>
</tbody>
</table>
DEVELOPMENT OVERVIEW
Goal: Strengthen Philanthropy

Sustain $100M in attainment and increase by $10M+ for FY25.

• Build the bench…

• AND the pipeline.

• AND the ownership.
## FY24 OUTCOME TARGETS BY FUNDRAISING POSITION

<table>
<thead>
<tr>
<th>Title</th>
<th>Attainment as Salary Multiplier</th>
<th>Suggested Ask Level (threshold)</th>
<th>Attainment Range as Salary Multiplier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Director</td>
<td>10-15+ Times Salary</td>
<td>$25,000+</td>
<td>$770,000 - $1,125,000+</td>
</tr>
<tr>
<td>Director</td>
<td>15-20+ Times Salary</td>
<td>$25,000-$50,000+</td>
<td>$1,000,000-$3,000,000+</td>
</tr>
<tr>
<td>AVP</td>
<td>20-25+ Times Salary</td>
<td>$100,000+</td>
<td>$4,000,000 - $6,000,000+</td>
</tr>
</tbody>
</table>
# GROWTH MODELING – WHERE TO INVEST FTE?

## Philanthropic Capacity Building: By Unit Growth Planning

<table>
<thead>
<tr>
<th>Tier</th>
<th>Annual Baseline Targets $MM/year</th>
<th>FY23 Count of Units achieving baseline targets</th>
<th>FY23 Count of Units achieving baseline targets, average of last three years</th>
<th>FY24-27 Baseline</th>
<th>Future State (Sustainable) Attainment</th>
<th>Reorganization/FTE Investments</th>
<th>Conceptual Campaign Priorities and Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier 1</td>
<td>$25-$50+</td>
<td>2</td>
<td>1</td>
<td>TBD</td>
<td>2</td>
<td>$60 million</td>
<td>Athletics (+3), Central Programs (R+5)</td>
</tr>
<tr>
<td>Tier 2</td>
<td>$8-10+</td>
<td>1</td>
<td>1</td>
<td>TBD</td>
<td>4</td>
<td>$36 million</td>
<td>COS (+2), COB (+2), CECS/CREOL (+3), Annual Giving</td>
</tr>
<tr>
<td>Tier 3</td>
<td>$5-8</td>
<td>0</td>
<td>3</td>
<td>TBD</td>
<td>4</td>
<td>$28 million</td>
<td>COM/CON/CHPS (R)/CAH*, SSWB (+1)</td>
</tr>
<tr>
<td>Tier 4</td>
<td>$3-5</td>
<td>4</td>
<td>2</td>
<td>TBD</td>
<td>4</td>
<td>$8 million</td>
<td>WUCF, CCIE</td>
</tr>
<tr>
<td>Tier 5</td>
<td>$1-3</td>
<td>1</td>
<td>2</td>
<td>TBD</td>
<td>2</td>
<td>$4 million</td>
<td>CUGS, GRAD, LIB, BHC, RCHM</td>
</tr>
<tr>
<td>Start Up</td>
<td>&gt;$1</td>
<td>8</td>
<td>7</td>
<td>0</td>
<td></td>
<td></td>
<td>Facilities, new departments, Day of Giving</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>16</td>
<td>16</td>
<td>16</td>
<td></td>
<td></td>
<td>Total 24</td>
</tr>
</tbody>
</table>

---

*CAH: College of Arts and Humanities, SSWB: Student Success and War Room.
DATA INFORMED TIERS – EXAMPLE: COLLEGE OF SCIENCES

<table>
<thead>
<tr>
<th>Role/Level</th>
<th>Ask Level</th>
<th>Benchmark Portfolio</th>
<th>Current Portfolio</th>
<th>Portfolio Gap</th>
<th># Discovery Prospects Needed (3:1 ratio)</th>
<th># General Leads Needed (4:1 ratio)</th>
<th># Leads in Pool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director</td>
<td>$100k+</td>
<td>100</td>
<td>63</td>
<td>37</td>
<td>111</td>
<td>444</td>
<td>16,123</td>
</tr>
<tr>
<td>Assoc. Director</td>
<td>$25k+</td>
<td>125</td>
<td>60</td>
<td>65</td>
<td>195</td>
<td>780</td>
<td>16,123</td>
</tr>
<tr>
<td>New Major Gifts</td>
<td>$25k+</td>
<td>125</td>
<td>0</td>
<td>150</td>
<td>450</td>
<td>1,800</td>
<td>27,393</td>
</tr>
<tr>
<td>New LAG</td>
<td>$1k+</td>
<td>150</td>
<td>0</td>
<td>150</td>
<td>450</td>
<td>1,800</td>
<td>27,393</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>500</td>
<td>123</td>
<td>402</td>
<td>1,206</td>
<td>4,824</td>
<td>43,516</td>
</tr>
</tbody>
</table>

UNIT UNMANAGED PROSPECT POOL
GRAND TOTAL 43,516
CAMPAIGN PLANNING
CAMPAIGN ROADMAP

FY20

- Dr. Cartwright becomes UCF's sixth President
- Campaign counting begins $40M received from Mackenzie Scott
- Advancement & Partnerships division formed, merging Advancement, University Marketing and Communications, and a newly-created partnerships area.
- Rod Grabowski hired as new SVP, Advancement & Partnerships.
- Gina Shoits is hired as Chief Development Officer.

FY21

- Campaign feasibility study launched.
- Needs assessment initiated.
- Ologie hired to conduct brand refresh.
- Recruitment/hiring blitz for engagement officers and fundraisers.
- "Big Idea" framework solidified.
- Feasibility study completed.
- Volunteer structure outlined.
- Campaign policies finalized.
- Data management plan created.
- Volunteer workshop executed.
- CFO and AVP, Partnerships hired.

FY22

- Regional leadership briefings resume.
- Big idea collection continues by unit.
- Campaign brand, messaging and communications plan established.
- Campaign volunteer structure finalized.
- Case statement and campaign priorities finalized.
- Public campaign launch (minimum of $600M raised).

FY23

- Philanthropic training series launched for academic leaders, fundraisers, and communicators.
- Public campaign phase and successful attainment of $1B+
ALUMNI ENGAGEMENT & ANNUAL GIVING OVERVIEW
ALUMNI ENGAGEMENT & ANNUAL GIVING GROWTH STRATEGY

Alumni Engagement

- Design programs to connect alumni to affinity-based groups and activities.
- Enhance the current regional engagement programming to include opportunities geared to more seasoned, higher capacity alumni.
- Expand professional development and engagement opportunities for alumni.
- Expand staffing to develop intentional and high-impact engagement offerings across the colleges.

Annual Giving

- Increase discovery efforts through strategic outreach via DXO, LAG and direct marketing efforts.
- Refine acquisition strategies and invest in tools to increase first-time donors.
- Build upon the success of current retention strategies and second asks.
DOLLARS SPENT PER GRADUATE

FY23 Dollars Spent Per Graduate

Large Publics

Mid-Size Publics

UCF

shrink this gap

FY24 Dollars Spent Per Graduate

Large Publics

Mid-Size Publics

UCF

Data Source: CMAC, December 2023

University of Central Florida
PARTNERSHIPS UPDATE
PEGASUS PARTNERSHIPS

Four Pegasus Partners as of June 2024:

• Orlando Health
• AdventHealth
• Nemours Children’s Health
• Addition Financial

Seven qualified Pegasus Partners in active discussions:

• 2 in Transformative Technologies & National Defense
• 2 in Entertainment & Immersive Experience
• 3 in Energy & Sustainability
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
Sean Hartman, Interim Chief Communications and Marketing Officer, UCF Communications and Marketing
Objective
This report is intended to provide Trustees with an update on the current marketing activities and the status of current UCF specialty license plate registrations (with a goal of 40,000) and revenues (with a goal of $1 million).

Summary of Key Observations/Recommendations

- UCF license plate registrations have continued to steadily grow in 2024. UCF specialty license plate registrations total 37,151 as of April 1, 2024.

- According to Florida Highway Safety and Motor Vehicle reports, UCF license plate revenue totaled $999,925 in calendar year 2023. First quarter 2024 license plate revenue (Jan 1, 2024, through Mar 31, 2024) totaled $252,925.

- 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, in first quarter 2024 UCF moved from the No. 16 position overall for state issued specialty license plates to No. 15.

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.
Resource Considerations

This informational item will not result in any additional costs to the university. Each registration returns $25 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 to support fundraising goals.

Table 1: State University Plates by Active Registrations

<table>
<thead>
<tr>
<th>State University License Plates - March 2024</th>
<th>Active Plates</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIVERSITY OF FLORIDA</td>
<td>91,770</td>
</tr>
<tr>
<td>FLORIDA STATE UNIVERSITY</td>
<td>69,419</td>
</tr>
<tr>
<td>UNIVERSITY OF CENTRAL FLORIDA</td>
<td>37,098</td>
</tr>
<tr>
<td>FLORIDA A &amp; M UNIVERSITY</td>
<td>16,031</td>
</tr>
<tr>
<td>UNIVERSITY OF SOUTH FLORIDA</td>
<td>14,299</td>
</tr>
<tr>
<td>FL INTERNATIONAL UNIVERSITY</td>
<td>3,336</td>
</tr>
<tr>
<td>FLORIDA ATLANTIC UNIVERSITY</td>
<td>2,520</td>
</tr>
<tr>
<td>UNIVERSITY OF WEST FLORIDA</td>
<td>1,620</td>
</tr>
<tr>
<td>FLORIDA GULF COAST UNIVERSITY</td>
<td>1,583</td>
</tr>
<tr>
<td>UNIVERSITY OF NORTH FLORIDA</td>
<td>1,535</td>
</tr>
<tr>
<td>NEW COLLEGE OF FLORIDA</td>
<td>525</td>
</tr>
</tbody>
</table>
Agenda Item
INFO-2: Strategic Communications Activity Update

Proposed Committee Action
This item is provided to inform the committee regarding the progress toward UCF’s Strategic Plan goal of brand and national reputation enhancement with USNWR Peer Evaluation Rating of 3.3.

Authority for Board of Trustees Action
N/A

Supporting Documentation Included
Attachment A: Strategic Communications Activity Report

Facilitators/Presenters
Sean Hartman, Interim Chief Communications and Marketing Officer, UCF Communications and Marketing
INFO-2: Strategic Communications Activity Update

EXECUTIVE SUMMARY

Objective
To inform the committee of activities and outcomes related to increasing awareness and growing the reputation of UCF.

Summary of Key Observations/Recommendations
- In the third quarter of Fiscal Year 2023-2024, UCF had more than 30,000 mentions in media outlets that range from local publications to digital and major outlets. UCF earned placements in top-tier publications, including The New York Times, Forbes, CNBC, Fast Company, Newsweek, The Washington Post, and others.
- UCF's main website and brand social accounts experienced typical activity and engagement for the quarter.
- Engagements totaled 231,639 across Facebook, LinkedIn, and Instagram accounts. YouTube experienced 7,000 hours of watch time on UCF's channel.

Additional Background
This item provides data around media reach, website statistics, and social media engagement on top-level UCF brand accounts.

The Q2 report shared that during the first quarter of the current fiscal year, UCF had more than 27,000 mentions in media outlets that range from local publications to digital and major outlets totaling an estimated 674.21M in ad value equivalency. Q3 media reach surpassed the previous number by over 5,000 mentions with a total ad value equivalency of 1.28B, an increase of 525.79M.

Rationale
The UCF Strategic Plan’s fourth pillar of Innovation and Sustainability includes the goal of enhancing UCF’s brand and national reputation. The priority initiative includes launching targeted and comprehensive marketing initiatives that raise UCF’s national profile by highlighting academic excellence, student achievements, research and creative activities, and membership in the Big XII athletic conference.
Implementation Plan

UCF Communications and Marketing continues to identify opportunities within faculty research and innovation, the colleges and student success, alumni outcomes, philanthropy, and athletics to engage followers and broaden audiences for UCF. These opportunities are developed into engaging content, stories, videos, and media pitches to increase engagement with and awareness for the university.

Resource Considerations

This informational item will not result in any additional costs to the University.

Conclusion

The committee is encouraged to review and provide feedback to the Communications and Marketing staff.
FACULTY AND STAFF EXCELLENCE

Notable Media Placements

- Carolina Cruz-Neira (CECS): Forbes
- Phil Metzger (FSI): The New York Times, BBC and Space Weekly
- Bari Hoffman (CHPS): Inside Higher Ed, Axios and MedTech
- Sean Snaith (COB): Marketplace, Marketplace and CBS News Radio
- Mary Jean Amon (SMST): Forbes and Forbes
- Melanie Coathup (COM): Ivanhoe Newswire and Medical News Today
- Noemi Pinilla-Alonso (FSI): Newsweek
- Josh Colwell (COS): Salon
- Luis Martinez-Fernandez (CAH): BBC
- Roger Azevedo (SMST): Tampa Bay Times
- Kevin Aslett (COS): NPR Here & Now and Nature
- Stephen Pratt (RCHM): The Washington Post
- Alan Fyall (RCHM): Business Insider
- Adrien Bouchet (COB): Associated Press
- Jogi Pattisapu (COM): Times of India, Jerusalem Post and Pharmacy Times
- Aubrey Jewett (COS): The Washington Post, Axios and Axios
- Haidar Khezri (COS): The Conversation
- Peter Delfyett (CREOL): Physics World
- Tom Cavanagh (UCF Online): U.S. News & World Report
- Nathan Bowling (COS): Forbes
- Ty Matejowsky (COS): The New York Times and Dextero
- Kevin Mullally (COB): Fast Company
- Jim Clark (CAH): Forbes
- Kelly Stevens (CCIE): The Guardian
- Cynthia Mejia and Michael Terry (RCHM): Hotel Business Review
- Carissa Baker (RCHM): CNBC
- Axel Stock (COB): WalletHub
- Melanie Coathup and Michael Masternak (COM): Tampa Bay Times, Miami Herald and Medical Xpress

Research in 60 Seconds

- Making Lasers Faster and More Efficient: Peter Delfyett (CREOL)
- How to Handle Mistreatment in the Workplace: Shannon Taylor (COB)

Best of UCF Today Features

- UCF Breaks Ground on Dr. Phillips Nursing Pavilion That Will Help Address Critical Shortage, Strengthen Patient Care (CON)
- Quality and Flexibility: UCF Online Programs Rank Among Top 10 in Nation by U.S. News for 2024 (COS, CCIE, COB, CON)
- UCF Ranks 21st in U.S. Public Universities for Patents with 57 New Inventions in 2023
- Forever a Knight: UCF Trustee Joseph Conte Inducted into Knighthood
- Orlando Named Top Sports Event City in U.S. (COB, Athletics)
- UCF’s FIIEA Ranks as World’s No. 1 Graduate Game Design Program for 4th Time in 5 Years (COS)

Key Projects

- Created print and digital brand advertising assets aimed at higher education leadership, SPIE conference attendees, and Florida legislators, with 49 assets shared on various platforms.

Peer Messaging

- Deployed three sponsored email blasts showcasing UCF’s impact in technology and engineering research to 63,660 presidents, provosts, and deans of admissions through The Chronicle of Higher Education.

ucf.edu Homepage Features

- A Powerhouse in Sustainability
- Providing Talent for Industry with Top-Ranked Online Programs
- A Powerhouse in Renewable Energy
- Entertainment and Immersive Experiences
- Florida’s Premier Engineering and Technology University (Cybersecurity)
Communications and Marketing

STUDENT SUCCESS AND EXCELLENCE

Notable Media Placements

- College of Medicine student Yasmine Ghattas was quoted in several national stories about her research related to pickleball injuries. Coverage included NBC News, Healio/Orthopedics Today and HealthDay.
- Callie Veelenturf, a Ph.D. student in Conservation Biology who works with UCF’s Marine Turtle Research Group, was featured in a Smithsonion Magazine story about endangered turtles.
- Student Cameron Whitehead was featured in Security Week for his research related to discovering a vulnerability in an open-source network security monitoring tool.
- Florida Politics featured The Princeton Review’s No. 1 ranking of the Florida Interactive Entertainment Academy and No. 5 ranking of the undergraduate Games and Interactive Media program. The story featured FIEA’s success in preparing students well for jobs with some of Central Florida’s and the nation’s top gaming companies. UCF’s ranking as one of the nation’s top universities for the quality of online bachelor’s degree programs was covered by Florida Politics and The Capitolist, among others.

Best of UCF Today Features

- All UCF Class of 2024 Students Match, Record Number in Psychiatry (COM)
- UCF Collegiate Cybersecurity Competition Team Advances to Nationals for the ‘Super Bowl’ of Cyber Competitions (COS)
- UCF Class Spotlight: Healthcare Delivery for Hispanic Populations (CHPS, CON)
- Limbitless Solutions’ Gamified Training Student Team Shines at I/ITSEC Conference (CAH)
- What Is an Astronaut Scholar? (COS)
- UCF Student Receives National Acclaim for Project Protecting Leatherback Sea Turtles (COS)

Key Projects

- Celebrated our recognition of U.S. News & World Report Best Online rankings — including organic social media, a UCF Today article, website updates, and media coverage in select publications.
- Produced and printed five Undergraduate Admissions recruitment assets (40,000).
- Launched three Undergraduate Admissions recruitment web pages.

ALUMNI OUTCOMES, PHILANTHROPY AND ADVANCEMENT

Notable Media Placements

- Alumna Holly Rivera was featured in the prominent trade publication Nation’s Restaurant News about her start as a franchise owner for the restaurant chain Chick-fil-A.
- More than 100 news stories have aired or been published about the groundbreaking for the Dr. Phillips Nursing Pavilion. Stories have featured how UCF, the state and philanthropic partners have joined to help mitigate the critical nursing shortage, as well as the high quality of UCF’s nursing program and how UCF uses modeling and simulation technology in its nursing curriculum. Coverage included several stories on FOX 35 and coverage on WESH, WKM and Florida Politics.
- UCF alumnus Taylor A. Gerring’s multimillion-dollar gift to Athletics was covered in more than 15 national and local news outlets, including Sports Business Journal, Athletic Business, and the Orlando Business Journal.
- The Orlando Business Journal featured Florida Blue Foundation’s $1 million gift to the College of Nursing and College of Medicine.
Communications and Marketing

ALUMNI OUTCOMES, PHILANTHROPY AND ADVANCEMENT continued

Key Projects
- Developed assets supporting alumni philanthropy through Day of Giving, including icon illustrations, animations, digital assets for social media/email/web, print assets, wearable designs, music playlists, communication toolkits, promotional videos, and emails.

PARTNERSHIPS AND OTHER

Notable Media Placements
- President Cartwright authored an *Orlando Sentinel* column highlighting UCF’s ambitious vision for the future. He emphasized UCF’s commitment to innovation, research, and community engagement, aiming to tackle grand challenges and make a significant impact on society. He also praised the State of Florida for its record investment in higher education that is unmatched nationally.
- CREOL’s *Optics Day event* was featured in several stories throughout the noon “Noticias en Florida” newscast on WTMO Telemundo Orlando, which was also seen in the Miami and Tampa markets. Interviews with professors Stephen Eikenberry (CREOL), Humberto Campins (COS) and student Alejandro Lopez (CREOL) were featured in segments throughout the newscast.

Best of UCF Today Features
- *UCF Animation Alum Wins Best Animated Special Emmy* (CAH)
- *Inside One Knight’s Network to the White House* (COS)
- *UCF Alumnus Taylor Gerring Pledges $5.5 Million for New Football Building* (Athletics, COB)
- *UCF Announces 2024’s 30 Under 30 Alumni Award Recipients* (CECS, COS, COB, CON, BHC, CHPS, Rosen)
- *Florida Blue Foundation Gives More Than $1 Million to Help UCF Address Barriers to Health* (COM, CON)
- *5 Things to Know About UCF Day of Giving 2024*

Best of UCF Today Features
- *UCF Research Team Moves to Build Mobile Resilience Hubs for Local Neighborhoods (CCIE, CECS)*
- *UCF Earns 2024 Carnegie Community Engagement Classification* (CCIE, CHPS, COS, CAH)
- *Plug and Play Partners with UCF for New Orlando Office Focused on Smart Cities*
**NEWS MEDIA REACH**

TOTAL ARTICLE MENTIONS: 30,664  
TOTAL AD VALUE EQUIVALENCY (AVE): $1.28B

[View the full metrics report here.](#)

This represents online news outlet mentions only and does not include mentions on radio/TV.

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**NEWS ARTICLES**

![Bar chart showing news media reach by month: Jan 2024, Feb 2024, Mar 2024.](#)

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**NEWS SENTIMENT**

- Neutral: 20.1% (5552 articles)
- Positive: 48.5% (13377 articles)
- Negative: 31.4% (8666 articles)

Sentiment ratings reflect how MuckRack rates overall stories, not whether they are positive or negative for UCF. For example, many “negative” stories are those in which UCF faculty experts are quoted on topics that Muck Rack considers negative, even though the story may be positive for UCF.
UCF Today

UCF-affiliated individuals mentioned, quoted or used as sources

195 faculty (48.6%)
36 students (9%)
115 alumni (28.7%)
52 staff (13%)
3 postdocs (0.7%)
401 Total

Total Stories
Total Pageviews
Users

91
316,359
237,448

Top 10 Stories by Pageviews

UCF is Highest Ranked in Florida for Innovation by U.S. News, Rise to No. 14 Driven by Research and Student Success Outcomes
Pageviews: 26,934

UCF Football Announces 2024 Schedule
Pageviews: 9,109

7 Influential Protests in American History
Pageviews: 7,704

How We Use Rhetoric in Everyday Life
Pageviews: 6,397

UCF Announces 2024’s 30 Under 30 Alumni Award Recipients
Pageviews: 6,003

Why is Leap Year a Thing?
Pageviews: 5,840

UCF Alumnus Taylor Gerring Pledges $5.5 Million for New Football Building
Pageviews: 4,457

What is Ramadan?
Pageviews: 3,903

New Ethanol Fuel Cell Technology Rivals Fossil Fuels and Electric Car Batteries
Pageviews: 3,425

New Drug May Help Prevent Brittle Bones, Weight Gain During Menopause
Pageviews: 3,314
Communications and Marketing

UCF.EDU WEBSITE

Pageviews 3,541,845
Users 1,027,183

Top Pages Pageviews
Homepage 1,579,412
Academics & Degree Programs 153,893
Become a Knight 111,839
Apply to UCF 84,918
Jobs at UCF 76,620

UCF.EDU PERFORMANCE

as of April 30, 2024

Digital Certainty Index

Score 81.2/100  - 6.1

Quality Assurance Score
Score 76.9/100  - 13.9

SEO Score
Score 83.3/100  - 2.7

Accessibility Score
Score 83.5/100  - 1.7

Digital Certainty Score (DCI)
The DCI Score is calculated based on a website’s performance across three categories: Quality Assurance, SEO, and Accessibility. Each category makes up one-third (33.33%) of the Overall DCI Score.

Quality Assurance Score
The measure of a website’s credibility and user-facing characteristics: content quality, content freshness, user experience and security.

SEO Score
The measure of how well the user-facing and technical aspects of a site contribute to search engine optimization, and ultimately, higher rankings and organic traffic.

Accessibility Score
A measure of how well a website tests against web accessibility standards set out in WCAG (Web Content Accessibility Guidelines) 2.1.
SOCIAL

Social Posts by Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Published Posts</th>
<th>Followers</th>
<th>Impressions</th>
<th>Total Engagements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering/Technology</td>
<td>34</td>
<td>8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community</td>
<td>98</td>
<td></td>
<td>24</td>
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<tr>
<td>Research</td>
<td>28</td>
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<td>16</td>
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</tr>
<tr>
<td>Student Experience</td>
<td>39</td>
<td></td>
<td>32</td>
<td></td>
</tr>
</tbody>
</table>

Sentiment

91% Positive

Based on the 60% of messages with positive or negative sentiment

LinkedIn

Published Posts: 67
Followers: 431,055
Impressions: 1,220,113
Total Engagements: 45,236

Top Posts: UCF Research Week Photo Gallery; UCF Cheer Wins D1A Coed Cheerleading Title; 30th Annual Joseph C. Andrews Mentoring Celebration; UCF Awards Optics and Photonics Professor Shin-Tson Wu with Medal of Societal Impact; UCF Alumnus Taylor Gerring Pledges $5.5 Million for New Football Building

Instagram

Published Posts: 265
Followers: 118,509
Impressions: 4,041,255
Total Engagements: 86,740

Top Posts: We can't help but ❤️ this little life at UCF; We want #SpaceU auroras and not-so-sad prose 🌟; You can't spell Pegasus without us <3 #HappyValentinesDay; Happy Spring Break; First Day of Spring

YouTube

Subscribers: 43,600
Views: 473.7K
Watch Time (hours): 7K
Impressions: 3.6M

Top Videos: ADHD Study; The Ocoee Massacre; Curing Diabetes with Lettuce; Mini Cows; That moment when you get your favorite study spot on campus

Knights Do That Podcast

Total All-Time Plays: 104,522

Top Posts: UCF Alumnus Taylor Gerring Pledges $5.5 Million for New Football Building; In Palm Fronds We Trust 🌱: Why I Still Cheer for UCF; UCF Men's Basketball Final Score; All UCF Class of 2024 Students Match, Record Number In Psychiatry