

# Advancement | UCF Foundation, Inc.

## UCF FOUNDATION BOARD OF DIRECTORS MEETING MINUTES

Thursday, October 8, 2020  
1:00 p.m. – 4:00 p.m.

**LOCATION:** Virtual Meeting

**ATTENDEES:** Matt Assenmacher, \*James Barnes, Sara Bernard, Jessica Blume, Brian Butler, Roslyn Burttram, Carrie Callahan, Alexander Cartwright, Cathy Engelman, John Euliano, *Chair*, Alan Florez, Barry Forbes, \*Charlie Gray, \*Phyllis Klock, Gideon Lewis (joined at 2:41 p.m.), \*Rita Lowndes, Diane Mahony, Chris Marlin, Marc McMurrin, Tom McNamara, Kevin Miller, Tony Moreno (joined at 1:23 p.m.), Mary Beth Morgan, Mike Morsberger, Dianne Owen, Dana Patton, Mark Plaumann, \*Roger Pynn, Beverly Seay, Chris Tomasso, Eva Tukdarian, Joyce Virga, Kevin Wydra

*\*Denotes Emeritus Director*

**ABSENT:** Clint Bullock, Loretta Corey

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Chair John Euliano H'18 called the meeting to order at 1:03 p.m. and noted that the meeting was covered by the Florida Sunshine Law, and the public and press were invited to attend. The Chairman's opening remarks concluded with the members of the UCF Foundation Board of Directors and meeting attendees reciting Pledge of Allegiance.

Chair Euliano called on Lauren Ferguson, Director of Foundation Board Relations and Development, to call the roll. The roll was called and a quorum was confirmed. Chair Euliano inquired if there were any items on the agenda that required the disclosure of a conflict of interest by one or more members. No conflicts of interest were disclosed. Chair Euliano welcomed new Directors, Barry Forbes, Chris Marlin, Marc McMurrin, and Tom McNamara to their first official Board meeting. Chair Euliano welcomed Matt Assenmacher, new Chair of the UCF Alumni Board, to his first meeting and thanked him for being actively involved with the recent Executive Committee Meetings.

### President's Report

Dr. Alexander Cartwright, UCF President, informed the Board that he was entering his sixth month and while most of his attention had been on COVID-19, he was focused on the future of UCF. He shared his pride in UCF's tenacity to overcome any challenge and show strong compassion to care for each other. President Cartwright noted that more than \$25 million in financial aid had been distributed to over 24,000 students since April 2020. The entering freshman class (20-21 academic year) was the largest class to date with record grade point averages of 4.18. UCF's enrollment had seen an increase from the same time last year. It was noted that UCF's more than 20 years of honing digital learning allowed the university to continue to deliver high-quality educational experiences – largely due to the faculty's ingenuity and UCF's investments in digital pedagogy. The Research Department had a record year of raising \$204.5 million, up 40% since 2016.

President Cartwright spoke of his vision for UCF. He noted that UCF has the potential to become one of the nation's and the world's leading metropolitan research universities. The university is already on the path to becoming a top 50 public research university. President Cartwright shared that to obtain this vision, he and his staff are going to spend the next year acutely focused on excellence in academics, operational, and

inclusive excellence. Part of this focus will be building a strong leadership team with current executive searches for the Chief Information Officer and Senior Vice President of Finance. UCF also needs to invest in its academic strengths, elevate and promote the University's national reputation, create a culture of trust, engagement, and accountability, and deliver on the institution's diversity, equity and inclusion initiatives.

### **Board of Trustees Update**

Beverly Seay, Chair of the UCF Board of Trustees gave the Board of Trustees (BOT) update. Seay shared that the BOT shares President Cartwright's belief that UCF has the potential to become one of the nation's and the world's leading metropolitan research universities.

Seay mentioned that UCF's location and partnerships with industry, government and community are truly remarkable assets to this university. Recently, UCF was able to participate in the 2020 Workforce Study by Aviation Week. The results of this study ranked UCF #1 in terms of volume of hires and #2 in critical skills needed by employers in aviation. Seay informed the Board that she was invited to speak at the Greater Orlando Aviation Authority Board (GOAA) in August 2020 to discuss potential partnerships with Orlando International Airport and UCF. The GOAA Board's Real Estate Committee met earlier in the year with some of UCF's best faculty, the President and Provost, to brainstorm ways the airport could use its available land to help diversify its revenue and build a tax base. There is a team of UCF Faculty, lead by Dr. Tim Kotnour, to continue this engagement with the GOAA and the airport's leadership team utilizing all the academic strengths our areas of urban and regional planning, transportation, civil infrastructure, environmental and economic and market analysis among others.

Seay also mentioned another impactful partnership that involves the State University System, the National Security Innovation Network, and the Florida Defense Alliance. This partnership will collaborate the major universities and the venture community to develop solutions that drive national security innovations. The Alliance will facilitate military leader's engagement and promote this program throughout the defense community, and with local and state leaders.

Seay encouraged the Board to share their own UCF stories with their communities. Seay emphasized the need for unrestricted gifts as UCF faces reductions in revenue from the State of Florida and requests to cut budgets due to COVID-19.

### **Advancement Report**

Chair Euliano thanked Mike Morsberger, Vice President of Advancement and CEO of the UCF Foundation and his staff on pushing through the last quarter of the FY20 despite the pandemic. Euliano commended Morsberger on raising \$64M to a goal of \$65M and shared his hope that the Advancement staff will continue to keep its "foot on the gas."

Morsberger shared that Heather Junod was recently named Associate Vice President of Alumni Engagement and Annual Giving. The Advancement office was also granted hiring freeze exceptions that would allow for the following positions: Director, Donor Relations and Stewardship, two Assistant Director of Alumni Engagement positions and an Information Technology Services Trainer.

Morsberger reviewed the Advancement Office's FY21 Top 4 Goals:

- **Goal 1** is attainment by raising a target of \$70M. This goal should include at least 20 principal level gifts, 3,750 meetings, and 525 new opportunities of \$25,000 or more.
- **Goal 2** focuses on increased efficiencies and effectiveness to improve UCF's return on investment as it related to the UCF Foundation. The Advancement team was working to reduce the Foundation's budget and increasing support for the President's Strategic Investment Fund. Additional revenue streams, cost reductions to enhance sustainability, and gift strategies were being explored.

- **Goal 3** is planning for the next campaign. Morsberger shared that the Advancement Team was engaging with consultant BWF and felt in alignment with BWF's recommendations. These recommendations included a bifurcated strategy that includes alumni engagement goals; increased touchpoints, strategic prospecting, strategic planning around advancement services and identifying five to ten principal-level donors that could serve as leadership volunteers for the next campaign.
- **Goal 4** is taking actions to increase diversity and inclusion. It was noted that an immediate training opportunity for staff was launching and the development of a long-term plan was underway.

Morsberger reviewed the FY20 Fundraising Results for the Colleges and Units. Chair Euliano inquired about staff continuing to work remotely and if that might be an option on a more permanent basis. Morsberger responded that it is being discussed and a plan will be made after the first of the year.

Chair Euliano inquired to how the Foundation Board can assist Morsberger and staff. Morsberger replied that making the annual Foundation Board commitment, considering an unrestricted gift, and referring people to UCF as a place to give and serve as a volunteer leader. Morsberger thanked the Foundation Board members for being true stakeholders.

### **Alumni Engagement and Annual Giving Report**

Matt Assenmacher, Alumni Board Chair, shared that the Alumni Board's last meeting took place on October 2, 2020. President Cartwright, Dr. Gordan Chavis and Dr. Kent Butler were featured guest speakers. Assenmacher shared highlights from the UCF Alumni Engagement and Annual Giving Leadership Report. The noted goals were to increase alumni participation, generate gifts from 10,000 alumni donors, adapt traditional face-to-face events to a virtual format, and to engage alumni in unique ways. Assenmacher invited the Foundation Board to attend upcoming UCF Homecoming events.

Assenmacher presented the list of FY21 Alumni Board Executive Committee members and shared his appreciation for their dedication.

### **Committee Reports**

Chair Euliano thanked the chairs of the standing committees for their written reports. He asked that they share any additional verbal notes from their respective committees. Chair Euliano commenced the committee reports section of the agenda with the Executive Committee report.

#### Executive Committee

Chair Euliano stated that the Executive Committee has met twice since the June 4, 2020 Board Meeting. A special meeting was called on July 29, 2020 to consider four timely items of business: consideration of a gift of real estate in Taylor county; an amended ground lease for Knights Circle and the Pointe at Central; a CaPFA Bond Refinancing Resolution and UCF Foundation debt refinancing. These items of business were reviewed and received unanimous approval.

The Executive Committee also met on September 9, 2020 and approved amended IT Security Policy, 10.10. The next Executive Committee was scheduled to next convene on November 12, 2020.

### Audit Committee Report

Eva Tukdarian, Chair of the Audit Committee, met with the Audit and Finance Committee at a joint meeting on September 30, 2020. The purpose of the meeting was to review the FY20 Audit. Tukdarian thanked the committee, the Finance and Accounting Staff for the results of the audit. The results were a clean audit, and no adjustments or deficiencies were made. A motion to accept the results of the FY20 Audit passed unanimously.

Board Chair Euliano thanked Tukdarian for her incredible service to UCF and the Foundation Board. It was noted that not only was Tukdarian the Audit Committee Chair, but she also served on three additional standing committees.

### Donor Engagement and Stewardship Report

Joyce Virga, Chair of the Donor Engagement and Stewardship Committee, shared that the committee met on October 1, 2020. Virga noted that donor recognition wall project was on hold due to budget constraints and staff vacancies. It was noted that a search had commenced to fill the vacant Director of Donor Relations and Stewardship position.

### Finance Committee Report

As Treasurer Alan Florez was unavailable, Jennifer Cerasa, UCF Legal Counsel and Glen Dawes, Chief Financial Officer, UCF Advancement reported on the Finance Committee's activities. Cerasa shared details related to the amended promissory note for the Lake Nona Cancer Center.

Dawes extended his appreciation to Cerasa and former Foundation Board Member, Michael Okaty for their leadership of the CaPFA bond refinancing opportunity. Dawes referred the Foundation Board to the written report, located within the agenda packet, for detailed information.

### Governance Committee Report

Vice Chair Tony Moreno reported that the Governance Committee recently reviewed and unanimously recommended for Foundation Board approval amended UCF Foundation, Inc. Articles of Incorporation. Moreno noted that the Articles of Incorporation were included for consideration in the current meeting's consent agenda.

The Board Composition Subcommittee was activated to assist with the FY21 Foundation Board and standing committee recruitment cycle. The Subcommittee members were noted as Vice Chair Carrie Callahan, Board Chair Euliano, Director Dana Patton, Director Brian Butler, and Tony Moreno. Callahan was selected to Chair the Subcommittee. The first Subcommittee meeting was scheduled to occur on November 4, 2020. Moreno encouraged his fellow volunteer leaders to refer prospective candidates by utilizing the new nomination form located on the OnBoard board portal.

### Information Technology (IT) Committee Report

Kevin Wydra, Chair of the Information Technology Committee, reported that on August 27, 2020, the IT Committee reviewed and approved unanimously IT Security Policy 10.10. This policy addressed third party vendors.

It was noted that vendor Blackbaud experienced a data breach. Wydra informed the Foundation Board that no donor data was compromised. Appropriate communications were sent to UCF's effected vendors and notice of the breach was posted on the UCF Foundation's website. Wydra also shared that we had favorable results on a penetration test of UCF Advancement ITS.

Wydra informed the Foundation Board about recent data enrichment efforts.

### Investment Committee Report

Carrie Callahan, Chair of the Investment Committee, shared that the committee met on September 22, 2020 to review an economic outlook and the UCF Foundation's investment performance for the period ending June 30, 2020.

There was a 11.7% return on the UCF Foundation's endowed funds investment pool during the noted time period, ending a volatile year with a 1.8% return. Callahan noted that the Investment Committee decided to resume the request for proposal (RFP) process for an investment consultant starting in November 2020 with a selection made by July 1, 2021.

Callahan invited Glen Dawes, Chief Financial Officer, to update the Foundation Board on a federal government request to divest from Chinese led organizations. Dawes stated that the Security Exchange Commission will likely adopt this request. At this time, no action is being taken UCF Advancement. It was reported that at the time of the meeting, \$4.4M was invested in Chinese led organizations out of a market value of \$168M. Callahan wrapped up her report with a request for Board and committee member referrals.

### Real Estate Committee Report

Brian Butler, Chair of the Real Estate Committee, updated shared that the Real Estate Committee last met on July 28, 2020. Butler shared information on the acceptance of a Taylor County property. Butler also noted the approval of an amended ground lease for Knight Circle and the Pointe at Central.

Butler shared a proposed merger of the Real Estate Committee with the Finance Committee. The merger would streamline processes and benefit the Foundation Board by combining expertise. It was noted that the Real Estate Committee members were agreeable to the possible merger. Next steps include gathering Finance Committee input and the consideration of related bylaw amendments.

Board Chair Euliano thanked Butler for his dedicated volunteer leadership.

### **Consent Agenda**

**A motion was made by Carrie Callahan and seconded by Alan Florez to accept the consent agenda as presented. The motion was unanimously approved.**

- June 4, 2020 Meeting Minutes
- UCF Foundation Articles of Incorporation
- First Amendment to Promissory Note and Mortgage: UCF Lake Nona Cancer Center

### **Endowment Panel Presentation**

Chair Euliano welcomed fellow Director Joyce Virga to moderate the panel. Virga introduced Emeritus Director Roger Pynn, Director Roslyn Burtrtram and Director Brian Butler. The panelist shared why they choose to create an endowment and ensure perpetual philanthropic support for UCF.

Mike Morsberger shared that the 67% of the Foundation Board's elected directors and emeriti have contributed to or established an endowed fund at UCF. Out of those who established an endowed fund, 66% are emeriti and 34% are elected directors. Chair Euliano thanked Virga and the panelists for sharing their stories and for their generous philanthropic investments in UCF.

## **Annual Legal Review**

Jennifer Cerasa, UCF Legal Counsel, provided the annual legal review to the Board. This review covered policies and laws pertinent to UCF Foundation Board service. Information regarding the annual conflict of interest disclosure policy was discussed – including notification of a change in timing for annual COI disclosure submissions.

## **Closing Remarks**

Chair Euliano reiterated the need for volunteer leaders and staff to keep their “foot on the gas.” He encouraged his fellow volunteer leaders to continue their philanthropic support and consider contributing an unrestricted gift.

Chair Euliano noted that moving forward individual board participation summaries would be provided quarterly to elected directors for their review and records.

As there were no requests from the public or press for comment, Chair Euliano adjourned the meeting at 3:46 p.m.

*Respectfully submitted,*



Sara Bernard '00  
Secretary  
UCF Foundation, Inc., Board of Directors

*Prepared by: Lauren Ferguson, Director of Board Relations and Development*

*Minutes approved on February 11, 2021.*