

# Advancement | UCF Foundation, Inc.

*"The UCF Foundation encourages, stewards and celebrates charitable contributions from alumni and friends to support the University of Central Florida."*

## **BOARD OF DIRECTORS Executive Committee Meeting Minutes Thursday, January 14, 2021 10:00 am -12:00 pm**

<b>LOCATION:</b>	Zoom Meeting
<b>ATTENDEES:</b>	John Euliano, <i>Chair</i> , Carrie Callahan, <i>Vice Chair</i> , Tony Moreno, <i>Vice Chair</i> , Alan Florez, <i>Treasurer</i> , Matt Assenmacher, <i>Alumni Board Chair</i> , Brian Butler, Alexander Cartwright, <i>UCF President</i> , Beverly Seay, <i>BOT Chair</i> , Eva Tukdarian, Joyce Virga
<b>ABSENT:</b>	Sara Bernard, <i>Secretary</i> , Kevin Wydra
<b>UCF STAFF:</b>	Jennifer Cerasa, Jeff Coates, Karen Cochran, Patrick Crowley, Glen Dawes, Bill Dean, Lauren Ferguson, Danielle Honaker, Heather Junod, Kristy McAllister (President's office), Chris Meister, Joseph Mera, Karen Monteleone (BOT office), Rachel Schaefer, Robert Taft (UCF Audit), Mark Wright

Chair John Euliano called the meeting to order at 10:03 a.m. and stated that the meeting was covered by the Florida Sunshine Law and the public and press were invited to attend. Roll call was performed, and a quorum was confirmed. Chair Euliano asked the Executive Committee (Committee) members if there were any conflicts of interest to declare regarding the items of business listed on the agenda. No conflicts of interest were declared by the Committee members.

### **Approval of Meeting Minutes**

**A motion was made by Alan Florez and seconded by Tony Moreno to approve the September 9, 2020, November 17, 2020, and December 15, 2020 meeting minutes. The motion passed unanimously.**

### **UCF Board of Trustees Chair Report**

UCF Board of Trustees (BOT) Chair, Beverly Seay, asked the Executive Committee to refocus on the future and the goal of UCF becoming one of the top 50 metropolitan public research universities in the nation. Trustee Seay asked the Committee to assist the UCF Foundation in moving the university closer to this goal. She encouraged the members to have a long-term view and look for different revenue streams. She pointed out that as a university we are here to support our community and strengthen our region and its economy. She noted that as leaders of UCF they should strive to reach these goals by networking in their own business communities and with local government leaders. Seay closed with thanking the Committee for all they do for UCF. Euliano thanked Trustee Seay for her report.

### **UCF Presidential Report**

UCF President Alexander Cartwright shared with the Committee that it is great to be back on campus. He explained that for the first time the Student Government Association is in their senate chamber since the campus was closed due to the pandemic. Cartwright went on to congratulate Chair Seay on her recent award as the i4 Business Magazine's 2020 Business Leader of the Year and for being on the Orlando Business Journal's 2021 List of Women Who Mean Business. President Cartwright mentioned that it is always good to surround yourself with people that are smarter than you and Chair Seay is an example of that.

President Cartwright informed the Committee of some staffing changes. Vice President of Administration and Finance, Gerald Hector, started at the university on January 4, 2020. Chief Information Officer, Matt Hall, will begin on February 5, 2020. Mike Morsberger, Vice President and CEO, UCF Advancement will be on medical leave and Karen Cochran will serve as the Acting CEO and Vice President until Morsberger returns. Lastly, Vice President of Student Development and Enrollment Services, Maribeth Ehasz will be retiring in February 2021 and a search committee had been formed to fill the role. A separate committee to fill the Chief Diversity and Inclusion Officer position had also be formed. Some of these changes give us an opportunity to reshape and think about how we can reach our goal of being

one of the top 50 public research universities.

President Cartwright continued his remarks noting that he requested a philanthropy plan from UCF Advancement leadership - detailing how to increase giving, define the roles of our volunteer leaders, deans, alumni, staff and so on.

President Cartwright shared that he was looking forward to engaging with the Foundation Board and accomplishing much together. Euliano thanked President Cartwright for meeting with him earlier in the week and noted that he looks forward to his leadership.

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

Alumni Board Chair, Matt Assenmacher, reviewed two areas of focus for the Alumni Board for FY21. The first is the Annual Giving Campaign Giving Tuesday. This day raised \$164K to a goal of \$100K with a 15% increase in the number of donors contributing to the effort. The largest gift on this day was \$26K. The other highlight was the calendar year end campaign. This campaign consisted of five strategic emails that averaged a \$263 per gift. This is a 16% increase over last year's average gift size.

Assenmacher reported that the Alumni Digest is back and will be delivered electronically every Sunday. The Foundation Board will receive this communication. Euliano thanked Assenmacher for the update.

## **UCF Advancement Update**

Chair Euliano introduced Karen Cochran as the Acting Vice President and CEO for UCF Advancement during Mike Morsberger's absence. Euliano thanked Cochran for serving. Cochran thanked Euliano and the Committee.

*Cochran provided an update on UCF Advancement Top 4 Goals for the fiscal year:*

### Goal 1 - Attainment

- \$14.1 million in attainment (as of 1/14/21) toward FY21 to a goal of \$60M
- Closed six principal gifts
- Conducted over 1,900 meetings
- Updated fundraising progress for college and units

Euliano asked for a slide that included the goals of all the units totaling the goal of \$60M at the next Executive Committee Meeting.

### Goal 2-Efficiencies and Effectiveness

- Reduced annual budget by 5%.
- Redirected \$180K in license plate fees toward student activities and scholarships.
- Provided University of Central Florida Athletic Association with a \$4M line of credit for ongoing operations.
- Eliminated \$450K in operating expenses, delayed hiring for open positions \$450K and eliminated two full-time position in Finance and Accounting that equal \$220K.

### Goal 3-Planning for the Next Campaign

- The creation of a philanthropy plan (due to President Cartwright by the end of February 2021).
- Developing strategies to engage volunteer leaders and key faculty/staff in the fundraising process.
- Scheduled to conduct an engagement survey (all constituents). Feedback will be stored on the respective individual constituent's record for developing future engagement plans.

### Goal 4-Diversity and Inclusion

- 85% of UCF Advancement staff completed ABC's of Diversity virtual training.
- A subcommittee was created to coordinate related educational activities.
- The Advancement Fellows Program entered its second year.

Cochran also noted the charge from Chair Euliano to grow the UCF Foundation's endowment. A video was shared with the Committee from one of the 30 endowed Hood scholarship recipients. Euliano thanked Cochran for the update and asked for more videos from students.

Trustee Seay shared insights on how the UCF Foundation Board could help UCF Advancement with its goals. She said the UCF Foundation Board's network of people should help connect them to UCF. Trustee Seay noted that staff cannot leave it up to busy volunteer leaders, staff must regularly provide names of prospects for board member review. Trustee

Seay requested that university needs be defined in the new philanthropy plan. Euliano inquired to how UCF's fundraising metrics for the fiscal year compared other State University System (SUS) schools. Cochran replied that there is no formal tracking but anecdotally all the schools are down in attainment with the exception for the University of Florida. Trustee Seay asked if the other SUS schools were down in the same areas as UCF and Cochran replied that it is unknown. Trustee Seay requested that Cochran and her staff survey the other SUS foundation boards and see how they are doing relative to their goals. Trustee Seay requested staff to find out what they have done, what are their connections and find any metrics they track. President Cartwright thanked Seay for the suggestions. He requested actionable items for other university leaders, such as Deans and administrative leadership, be included in the philanthropy plan. Euliano thanked everyone for their comments.

### **Amendments to Statement of Investment Strategy**

Glen Dawes, CFO and Associate Vice President for UCF Advancement reviewed proposed changes to the UCF Foundation's Statement of Investment Policy. Proposed amendments included changes to investment pool classifications, increasing weights of equities, and the overall equity exposure. Dawes informed the Committee that the Investment Committee approved the changes at the December 8, 2020 meeting.

Eva Tukdarian noted that page 16 of the revised strategy Asset Class Target % did not add up to 100%. It was agreed that the scrivener's error would be fixed.

**A motion was made by Tony Moreno and seconded by Brian Butler to approve the amended Statement of Investment Policy, with the correction to page 16 Asset Class Target %, and that the document would henceforth be known as the Statement of Investment Strategy. The motion passed unanimously.**

### **Minimum Gift Level for Restricted Endowed Funds**

Jeff Coates, Assistant Vice President, UCF Advancement presented to the Committee a proposal to change the minimum endowment amount of restricted gifts from \$25,000 to \$50,000. The minimum for unrestricted endowments would remain at \$25,00. It was noted that research was conducted from seventeen peer and aspirational institutions, including the SUS schools. The research showed that the UCF Foundation's funding minimums are in line with most institutions. It was noted that smaller endowments with restrictions remain difficult to manage and award. A higher threshold for restricted endowments would alleviate this issue by encouraging future donors to not request restrictions or to establish a gift at the new threshold for restricted endowments. Coates noted an analysis of the donor database suggests the new threshold for restricted endowments should not result in a detriment.

The Committee asked several questions about the burden of the process, if increasing the level would discourage donations as well as how many endowment funds are under \$50K. Coates provided response.

Alan Florez asked for a report on the impact on giving after raising the minimum threshold for the endowment. Euliano agreed that he would like to see this type of report.

**A motion was made by Alan Florez and seconded by Carrie Callahan to approve the proposed amendments to Endowment Policy 7.13. The motion passed unanimously.**

As there were no public comments, Chair Euliano adjourned the meeting at 12:09 p.m.

Respectfully submitted,



Sara Bernard '00

Secretary

UCF Foundation, Inc., Board of Directors

Prepared by Lauren Ferguson, *Director of Foundation Board Relations*

Approved on 04/01/2021.