

**COMMITTEE ON ADVANCEMENT
 PRE-MEETING AGENDA
 Tuesday, May 14, 2024
 11:30 a.m. or at the conclusion
 of the AFSSPRSC Pre-Meeting beginning at 10:30am
 Virtual Meeting: (646) 558-8656, ID#: 964 1535 6817**

Committee Members:

Anita G. Zucker (Committee Chair), Richard P. Cole, Christopher T. Corr, James W. Heavener, Marsha D. Powers, Danaya C. Wright, Patrick O. Zalupski

- 1.0 Call to Order and Welcome Anita G. Zucker, Chair
- 2.0 Roll Call Board Staff
- 3.0 Review Draft Agenda for June Meeting Anita G. Zucker, Chair
 - 3.1 Review Draft Minutes
 - [March 7, 2024](#)
 - 3.2 Review Discussion Items
 - Fundraising Performance (As of May 2024).....Maria Gutierrez Martin, Interim Vice President for Advancement
 - New Gifts (March – May 2024) Anita G. Zucker, Chair
- 4.0 New Business..... Anita G. Zucker, Chair
- 5.0 Adjourn..... Anita G. Zucker, Chair



COMMITTEE ON ADVANCEMENT

Meeting Minutes

March 7, 2024

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 11:59 a.m.

Time Adjourned: 12:35 p.m.

Committee and Board members present:

Anita G. Zucker (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Olivia E. Green, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Danaya C. Wright, and Patrick O. Zalupski.

Others present:

Ben Sasse, President; Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Dan Dillon Jr., Vice President for Marketing and Senior Advisor; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources; Amy Hass, Vice President and General Counsel; Taylor Jantz, Interim Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; Phil Poekert, Director of Lastinger Center for Learning; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Anita G. Zucker welcomed everyone in attendance and called the meeting to order at 11:59 a.m.

2.0 Verification of Quorum

Interim Vice President Maria Gutierrez Martin verified a quorum with all members present except for Trustee Heavener, who had an excused absence.

3.0 Review and Approval of Minutes

Committee Chair Zucker asked for a motion to approve the minutes of the December 7, 2023, committee meeting and the February 6, 2024, committee pre-meeting, which was made by Trustee Cole, and a second, which was made by Trustee Powers. She asked for further discussion, and then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

4.0 Discussion Items

4.1 Fundraising Update

- **Fundraising Performance (July 1 – December 31, 2023)**

Interim VP Martin provided an update on fundraising counting definitions and fundraising activity. She noted there are three ways we count our gifts:

- **Total commitments** is a comprehensive measure of fundraising that incorporates all our commitments, including estate gifts. This is an important number for us because for stewardship and recognition purposes.
- **Voluntary Support of Education (VSE)** is an industry standard measure defined by the Council for Advancement and Support of Education (CASE). VSE focuses on realized assets, which include cash, in-kind gifts (such as real estate), realized planned gifts, and pledge payments. Many of our gifts are pledged over multiple years.
- **Cash** includes the traditional definition as well as checks, credit cards, wires, securities, ACH payments, pledge payments, and realized deferred gifts.

Next, she shared our fundraising and operational expenses and revenue numbers, as of December 31, 2023.

	Fundraising			Operational	
Status to Date <i>(as of 12/31/2023)</i>	Total Commitments	VSE	Cash	Expenses	Revenue
	\$225M	\$172M	\$123M	\$30M	\$32M
FY24 Goal	\$525M	\$350M			

Fundraising is our productivity and why we do our business. Operational is how we do our business. As of December 31, we have secured \$225M in total commitments, \$172M in VSE, and \$123M in cash. As of last week, we have secured \$282M in total commitments, \$213M in VSE, and \$156M in cash. About 60% of the cash amount are pledge payments that come in each year from gifts. Our endowment payout to support the campus is about \$43M. As it relates to the \$123M in cash, it is interesting to note that we have booked over \$14M in realized planned gifts and have been notified that an additional \$20M is waiting for the probate process to be finalized. To reiterate, our planned gifts are important as we move forward, as they bring in a lot of cash to the university.

Board Vice Chair Patel asked if the cash total also includes stock that is immediately sold for cash. Interim VP Martin confirmed it does.

Interim VP Martin noted that as it relates to the operations and infrastructure that support the fundraising efforts, about 99.9% of dollars raised are typically restricted to a specific area on campus, so the UF Foundation is not funded directly from donor commitments.

She continued by noting our expenses are on target and on budget at \$30M. A portion of these expenses will include the implementation of a new donor database that will launch on March 18 to replace our out of date existing software. Our budget consists of: 65% people and 35% program. The breakdown will be 50% development and 50% development support (operations, communications, alumni, and talent management). Our revenue as of December 31 was \$32M. 60% is endowment management fee and gift fees, 25% is operation revenue that is reflective of agreements we have with our colleges and units in support of their development teams, and the remaining revenues include alumni program support (memberships, sponsorships, dues, license plates, etc.). We closely track operating activity and regularly compare to our fundraising activity with a Return on Investment (ROI) metric. For these past 6 months, the ROI has been \$7.44 in commitments for every dollar spent on Advancement.

Trustee Zalupski noted about \$225M is from past commitments and asked where we will need to be this current year to hit that \$525M FY24 goal. Interim VP Martin responded that this has been a transition year with new leadership and the end of a campaign. We are working with President Sasse on our priorities to raise money for the next few years. We have a couple large proposals out now and our principal gifts (\$5M+) that will really help us reach the \$525M goal. Last year in December, we had a little under \$300M, so we are not too far off. However, we will need large gifts to come through to reach \$525M. Last year we hit \$500M, this year we are trying to go beyond that.

Trustee Corr asked if the total commitments amount includes commitments that have not yet been received. Interim VP Martin confirmed it does. For example: an estate gift that is pledged, but that we will not receive until the donor passes. It is considered a total commitment, but it is not VSE because it is not a realized asset yet. VSE and cash are one in the same, except that VSE also includes in-kind gifts (real estate, HiPerGator, collections, etc.). The difference between the \$225M total commitments and the \$172M VSE is most likely estate gifts because they are not yet realized assets.

Trustee Brandon noted that the endowment was not one of the categories, but we have had robust conversations about the need for growth and long-term sustainability. He asked how much of the \$225M total commitments went to endowment. Interim VP Martin replied about \$30M. Trustee Brandon stated some of the bequests are endowment gifts. Interim VP Martin confirmed that a large portion of the \$14M we have received went to the endowment, and a large portion of the \$20M we anticipate receiving will also go to endowment. The majority of the endowments are restricted, but we are working to change that.

Trustee Corr asked if in this fiscal year we want to achieve \$525M worth of commitments, regardless of when they are given. Interim VP Martin confirmed it is important that we include that in the total commitments because we want to be able to steward a person who has made a

future commitment. She emphasized how the importance of stewardship impacts total commitments.

President Sasse commented the objective is to reset how we get to a place where we can talk about real dollars in a real way that align with institutional priorities. That is not exactly how the accounting worked in the past and some of that is just the nature of being in a long capital campaign. When you transition from a capital campaign back to an annual fund, back to major gift management and then plan for the next capital campaign, it is useful for the Board to see hard and real numbers. We receive a lot of state support, but we receive the least tuition of any top 50 school by miles. So, we do not have opportunities to go raise money for scholarships, which is the simplest way to open the door for most people. If a university is hard to reach for a lot of students, a lot of donors' first passion projects are access. We have great access because our price is so artificially low, so our appropriation displaces natural fundraising opportunities. The team is being pushed hard to move from a basic distinction of restricted versus unrestricted: restricted that aligns with priorities that this leadership and Board set versus restricted that is just a random thing that can be added to a conglomerate. He added the Advancement Committee and Interim VP Martin's team would welcome feedback on better ways to clarify these numbers.

Trustee Corr agreed with President Sasse's comments. Interim VP Martin stated an in-depth breakdown on fundraising can be provided. Trustee Brandon echoed President Sasse and Trustee Corr's comments.

- **New Gifts (December 2023 – February 2024)**

Committee Chair Zucker summarized the new gift commitments received from December 2023 – February 2024. She noted all gifts align with university priorities.

- **Nathan Collier** endowed the Collier Prize, which is awarded annually at the White House Correspondents' Dinner and is one of the largest journalism awards in the nation. His gift will also create an annual Collier Symposium and Speaker Series at UF's College of Journalism and Communications, which will bring Collier Prize winners to campus to interact with students and faculty and enhance the college's reputation as an incubator for excellence and innovation in journalism.
- **An anonymous donor** made a gift for the UF College of Veterinary Medicine's Animal Advocacy Initiative, which equips future scholars, practitioners and policymakers with the skills to identify, address and deter animal abuse in our communities and stand up for disadvantaged animals. The gift is supporting two professorships in forensic pathology along with a fellow. It also provides funding for external outreach that will train and educate animal services, law enforcement, attorneys, veterinarians, government agencies, and the public and promote an annual conference on animal advocacy.
- **Ames Prentiss** made a gift for the construction of the new Agricultural and Biological Engineering Teaching Building, an innovative teaching space for UF's Institute of Food and Agricultural Sciences (UF/IFAS). The new teaching space will provide two hands-on experiential learning classrooms for Agricultural Operations Management (AOM) Construction classroom and Biological Engineering. The gift will elevate the AOM program by offering interdisciplinary, holistic training in agricultural, natural systems, and

business management, with courses that provide industry-standard teaching equipment to ensure students are prepared to compete and excel in the workforce.

- **The Lauren and Lee Fixel Family Foundation** made an additional commitment that builds on the previous support of UF Health’s Norman Fixel Institute for Neurological Diseases at the Fixel Campus and supports the renovation, enhancement, growth, and activities on the Fixel Campus. The gift leverages nearly \$1M in strategic funding from the president’s office for a Research & Technology Innovation Incubator that will transform 20,000 square feet of unrenovated space into a state-of-the-art hub for interdisciplinary work, positioning the Fixel Campus as an international destination for cutting-edge science collaborations. The support will advance the Fixel Institute’s work to provide multi-disciplinary, patient-centered care and treatment to people living with complex neurological disorders.
- **James Patterson** made another gift to advance literacy across Florida and beyond. Patterson’s previous philanthropy has supported the UF College of Education’s ongoing work to boost high-quality reading instruction, and his latest gift will create James Patterson Literacy Classrooms across the country that equip teachers with UF’s proven curriculum, training, coaching, and materials, with a focus on ensuring highest-need classrooms receive assistance. The goal is to double reading proficiency among students in all James Patterson Literacy Classrooms nationwide.

4.2 New Worlds Reading Initiative Overview

UF Lastinger Center for Learning Director Phil Poekert provided an overview of the UF Lastinger Center for Learning and the New Worlds Reading Initiative. It is a productive and powerful partnership established with the UF Foundation that is having real world impact on students across Florida. Highlights include:

- Historically and currently, much of the Lastinger Center’s work has focused on supporting children and educators who have been underserved and/or are underperforming when compared to their peers. In the words of our founders, Allen and Delores Lastinger, we are “helping teachers teach and students learn” and “helping those that need it most.” The Center works at the nexus of research, practice, and policy. We focus our work on improving kindergarten readiness, third grade reading, and algebra proficiency, because these are important milestones in students’ progress through education that predict quality of life indicators ranging from lifetime educational attainment and lifetime earnings to the likelihood of participation in crime. These milestones are not only important to the individuals who attain them but also to our state and society at large. We, ourselves, are an expression of the state’s land grant mission to improve the quality of life for Florida citizens, and we achieve large-scale impact on these milestones. We share what we learn with stakeholders across the state, country, and globe to scale our efforts, and we sustain efforts to transform teaching and learning through new systems, technologies, and partnerships that promote continuous improvement and innovation. In short, the Center want to grow up to be the “IFAS of Education.” We are already well on our way with some of the projects that Committee Chair Zucker mentioned, and with the close of the legislative session tomorrow, we anticipate further growth; however, the biggest of these to date is the New Worlds Reading Initiative.

- New Worlds Reading is Florida’s state-wide, free, at-home book delivery program for eligible VPK-5 students in Florida, administered by the UF Lastinger Center. The program develops home libraries by providing one free book and literacy resources for families every month of the school year. We send those books to students who are not yet reading on grade level. The book selections are reviewed by the Florida Department of Education, and the deliveries are fulfilled through a robust partnership developed with Scholastic. In addition to our own promotional efforts led by our own team and community engagements, we partner with schools, districts, and other non-profit entities like the YMCA to promote the program, to sign children up to participate, and to get kids excited about reading. The program was created and funded, with unanimous bipartisan support, in 2021 through legislation out of the Florida House of Representatives under the leadership of Former Speaker of the House Chris Sprowls who continues to serve as our advisory board chair. Corporate taxpayers can make monetary contributions to the New Worlds Reading Initiative through the UF Foundation thereby receiving a tax credit, and that is where our partnership with the UF Foundation comes in.
- The program is working! We have reached over 240,000 kids who are enrolled in New Worlds Reading, and 144,000+ families are participating in the program. Just this morning, New Worlds Reading surpassed 5,000,000 books delivered. Over 90% of families would recommend New Worlds Reading to others, and they are satisfied with the resources they have received. Over 83% of the families said they are spending more time reading with their children, and they are more confident in supporting children and engaging in their reading. Most impressive, we’ve seen the growth rates among students enrolled in New Worlds Reading outpace those who are not enrolled. Enrolled students made significant gains of up to 55% in reading achievement. We are delighted with the impact this program is having and are proud to be doing this at the University of Florida.

Committee Chair Zucker thanked Director Poekert for the outstanding job being done at the Lastinger Center. This is incredible and exciting work, and the state of Florida exhibited great confidence in UF by placing this program in our hands. Trustee Brandon remarked on the unbelievable work that Board Chair Hosseini does in Tallahassee year after year. Back in 2021, it was Board Chair Hosseini who collaborated with Former Speaker of the House Chris Sprowls. Board Chair Hosseini commented the credit goes to Former Speaker Sprowls, as it was his idea. He believed UF would be the best place for this program because of the Lastinger Center.

Director Poekert noted the budget includes north of \$58M recurring to support some new initiatives including professional development work and a new tutoring program that is being launched, all subject to review by the Governor. It was an initial investment of \$200M in a combination of state and federal dollars, and it allows us to continue to raise \$60M annually through the provision of tax credits.

5.0 New Business

There was no new business to come before the committee.

6.0 Adjourn

There being no further discussion, Committee Chair Zucker adjourned the meeting at 12:35 p.m.