



COMMITTEE ON ADVANCEMENT

Meeting Minutes

December 5, 2019

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, Florida

Time Convened: 11:01 a.m.

Time Adjourned: 11:42 a.m.

Committee and Board members present:

Anita Zucker (Committee Chair), David L. Brandon, Morteza Hosseini (Board Chair), Leonard H. Johnson, Thomas G. Kuntz, Michael C. Murphy, Daniel T. O'Keefe, Rahul Patel, Jason J. Rosenberg, Robert G. Stern, Ray G. Thomas

Others present were:

W. Kent Fuchs, President; Winfred Phillips, Executive Chief of Staff; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Charlie Lane, Senior Vice President and Chief Operating Officer; Amy Hass, Vice President and General Counsel; Elias Eldayrie, Vice President and Chief Information Officer; Zina Evans, Vice President for Enrollment Management and Associate Provost; Antonio Farias, Chief Diversity Officer and Senior Advisor to the President; Jodi Gentry, Vice President for Human Resources; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Michael McKee, Vice President and Chief Financial Officer; Thomas Mitchell, Vice President for Advancement; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Nancy Paton, Vice President for Strategic Communications and Marketing; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics, members of the President's Cabinet, members of the University of Florida Community, and other members of the public and the media.

1.0 Call to Order and Welcome

Committee Chair Zucker welcomed everyone in attendance and called the meeting to order at 11:01 a.m. She shared her excitement at being on campus and spoke about the special memories that being here evokes.

2.0 Verification of Quorum

Vice President Tom Mitchell verified a quorum with all members present except for Trustee Marsha Powers and Trustee Bill Heavener.

3.0 Review and Approval of Minutes

Committee Chair Zucker asked if there were any additions and/or corrections to the minutes of the Committee meeting on June 6, 2019, and the pre-meeting conference calls held on October 17 and November 20, 2019. Hearing none, she asked for a motion to approve the minutes, which was made by Trustee Brandon and a second, which was made by Trustee Thomas. The Committee Chair asked for further discussion, after which she asked for all in favor of the motion and any opposed and the motion was approved unanimously.

4.0 Action Items

The Committee did not have any Action Items.

5.0 Discussion/Informational Items

Committee Chair Zucker called attention to the three handouts that were included in the board packet and then introduced Campaign Co-chairs Ken and Linda McGurn. She noted that the McGurns are long-time Gainesville residents and highly respected community leaders who hold five degrees between the two of them and have a total giving history to UF of over \$26 million.

5.1 Campaign Update

Campaign Co-chairs Ken and Linda McGurn remarked that they were honored to serve as this year's co-chairs of the Go Greater campaign and were particularly passionate about the campaign theme of *Your Environment*. They recognized Committee Chair Zucker for the high bar she set as the first campaign co-chair and the appropriateness of the campaign theme of *Your Leadership* for her year of service. Andrew and Pamela Banks led the following year under the theme of *Your Health*. They acknowledged Trustee Heavener for agreeing to serve on the final leg of the campaign as co-chair under the theme of *Your Ideas/Innovation*.

The McGurns expanded on their passion for the environment – solar energy, recycling water, redeveloping property, climate change, etc. – and the importance of supporting organizations like UF that value the environment. UF's reputation and national stature will make a difference in educating and convening people, and they referred to a few environmental initiatives – the Thompson Earth Systems Institute, the Kelley A. Bergstrom Real Estate Center and the Florida Institute for Built Environment Resilience – as game changers.

The campaign dashboard slide was presented:

- The campaign has raised \$2.3 billion toward our \$3 billion goal which is over 77% of our goal in 5 ½ years.
- Our last campaign – Florida Tomorrow – had a working goal of \$1.5 billion and ended with a total of \$1.72 billion, and it took us 7 years to complete
- We have achieved almost 85% of our goal for commitments to the endowment
- We have achieved 64% of our goal for cash into the endowment
- We have made a lot of progress toward our working goal of \$275 million for capital projects.

The McGurns expressed their excitement at seeing UF move up in the national rankings and their optimism that by working together we will soon reach top 5 status.

They shared that the lifetime giving of this board is over \$76 million dollars and that 100% of the trustees have made a gift in this campaign with a collective amount of over \$40M. The UF Alumni Association, UF Foundation and Athletics Board are also fully committed. Everyone's commitment to making this campaign success is appreciated.

Ken noted that as a business man, he's impressed that the Foundation raises \$9 for every \$1 invested. He attributed the success that's being reported to Vice President Mitchell, who has led this campaign.

5.2 New Gifts

Vice President Mitchell expressed this thanks to the McGurns and noted that they are eloquent spokespeople for UF who are well received throughout the state and the country.

He presented slides on four new gifts that have been received since the last BOT meeting:

- **The Shriners** made a leadership gift that will provide extraordinary support for pediatric orthopedics; Dr. David Nelson and Ed Jimenez were acknowledged for their leadership and help with this gift and thanks was extended to our Health Sciences people.
- **Committee Chair Zucker** was recognized for her extraordinary generosity in making another campaign gift in support of several areas:
 - Strengthened the professorship in Early Childhood Studies by moving it to an endowed chair in Early Childhood Studies;
 - Made a leadership gift to support the Machen Florida Opportunity Scholars program;
 - Created an endowed chair in brain tumor research and therapy; and
 - Established an endowed chair that promotes innovation and ideas.
- **Trustee Heavener**, who wasn't in attendance during this portion of the meeting, made a leadership gift to support our new football training center, which will bear his name; this will come on the agenda later in the meetings.
- **Chairman Hosseini** provided leadership support of law scholarships, which continues to allow us the opportunity to attract some very bright and talented students and has pushed our rankings through the ceiling.

Vice President Mitchell commended Chairman Hosseini, Trustee Heavener and Trustee Zucker for their leadership and support and then turned the meeting back over to Committee Chair Zucker.

5.3 Draft Timeline/Capstone Ideas

Committee Chair Zucker expressed her thanks to everyone and noted that it takes leaders like Vice President Mitchell to pull all of this together. She presented an overview of the slide on the Go Greater Campaign Timeline:

- The campaign theme for fiscal year 2020 is Your Environment.
- We have reached \$2.3 billion as of this month.
- We are projecting that we will reach our \$3 billion goal in 21 months, which would put us a year ahead of schedule
- We are tentatively scheduling an internal victory celebration on September 17, 2021
- We would have an external celebration in October 2022
- Following the external celebration, we would have an appreciation/gratitude tour during the months of October, November and December.

Committee Chair Zucker then called on Trustee Brandon to review capstone ideas for the last 21 months of the campaign.

Trustee Brandon presented the Campaign Capstone slide and acknowledged the hard work that the campaign team has been doing. The team identified 10 items and then drilled down to the most important 3 items:

- **Closing Gifts in Pipeline**
 - Each of our development officers have identified 10 individuals/corporations/ foundations that they would like to close before September 2021.
 - We have over 100 full-time fundraisers so we are currently managing around 1,000 prospects who we think will close by the internal celebration date.
- **Every College/Unit is a Winner**
 - There are 28 areas that we've identified across campus as priority areas that have campaign portfolios.
 - We want to be sure that every college/unit has a win within the campaign.
 - A number of colleges have already achieved big wins:
 - Athletics (Hawkins Education Center)
 - Warrington College of Business (Al and Judy Warrington gift)
 - College of Engineering (Herbert and Nicole Wertheim gift)
 - College of Education (James Patterson Literacy Challenge)

- **Impact Stories – Two-Minute Videos**

- Our communications team is working closely with college/unit communication teams to put together winning stories of gifts that have had a significant impact on each of the colleges.
- By the time we reach September 2021, we should have two-minute highlight videos and campaign success stories from all 28 areas.
- These videos will reflect the impact of the monies we're raising and what it's going to do.

Trustee Brandon called on Trustee Thomas to present the state public universities data, and Committee Chair Zucker referred everyone to the handouts that were provided for the state/SEC/national data.

5.4 State/SEC/National Data

Trustee Thomas shared a slide on the 12 public universities in the state and noted that UF is the most successful fundraising public university, with gifts and commitments of over \$526 million. Florida State holds the #2 position with \$146 million. He shared that the University of Miami, a private institution, isn't doing as well as UF, as they only have \$322 million in commitments and an endowment of \$997 million. The state looks to the University of Florida for leadership in our fundraising efforts, and this fiscal year (2019) we have once again led the state.

He concluded by sharing that his attendance at home football games has provided an opportunity to meet many of our donors and supporters, and they are enthusiastic about our vision to become a top 5. They mention the quality of our faculty, their excitement about our research in areas like climate and the environment and our advances in medical research and patient care. There is a sense that they have a real desire to back a winner.

Trustee Thomas turned the meeting over to Trustee Rosenberg to share some data on the SEC universities.

Trustee Rosenberg began by expressing his thanks and appreciation to the McGurns and noted that they are always doing the right things for people who love Gainesville.

He then presented a slide on data from the 14 universities in the Southeastern Conference (SEC). Although Vanderbilt, a private institution, was not included on the slide, UF also compares favorably to Vandy. Our campaign continues to be one of the largest and our APR is among the best in the SEC.

However, Vandy's APR is at 31%, so they're killing it in that regard. This can be attributed to the student experience. Their students have great affinity for how they were treated. Our students at UF are also having an amazing time, both academically and athletically; they love President Fuchs, who recently did a

lighting of the Gator. We're starting new campus traditions at UF that our students can look back on.

Our campaign continues to be one of the best, and UF will continue to rise. Thanks to Vice President Mitchell and his staff, we have won the 2019 SEC championship in fundraising.

Provost Glover applauded Vice President Mitchell's fundraising prowess but noted that he needs to work harder on the APR because we're not #1 in that space yet.

Trustee Rosenberg turned the meeting over to Vice President Mitchell to present the top public universities fundraising report in the absence of Trustee Heavener.

Vice President Mitchell presented a slide on the top public universities which shows Virginia, Washington, UCLA, Berkeley and Ohio State as the top 5. Virginia received two \$100M gifts in the same year, their APR is over 20% and they have a great endowment. There may be an opportunity for us to play Virginia in the Orange Bowl.

The University of Washington is all about location, Microsoft and Gates. They just completed the largest public campaign in history.

UCLA has a very good program, and Berkeley is pretty good as well. Two universities not listed on the slide are Michigan and Texas. Their data hasn't been officially released yet, but Michigan's numbers are higher than ours and Texas's numbers are lower than ours. We're moving into the \$600 million space in the next year, which should put us in the space of the top publics in the nation. Thanks in large part to the enormous commitment and generosity of our alumni and friends, we continue to move up. Gators love this institution, they love rankings, they love quality and they love to help us, if they're in a position to do so.

People invest in quality and when you say Virginia, Michigan, UCLA, etc., people equate that with quality, so becoming a top 5 does make a difference. Chairman Hosseini noted that the return on investment is becoming a top 5 public university. Committee Chair Zucker shared that she has seen the difference because as we move up, everything moves up; it causes more people to take a look at UF and see how special this place really is.

Trustee Rosenberg asked about the anatomy of donors at these other universities and what accounts for the difference. Vice President Mitchell responded that these are individualized and situational cases. UCLA is a destination medical center with foreign wealth influence, and Washington has

Microsoft and Gates providing a big push for them. Our numbers compare favorably to Virginia, Ohio and North Carolina, who are consistently getting those larger gifts.

Vice President Mitchell called on Committee Chair Zucker.

6.0 New Business

Committee Chair Zucker asked if there was any new business to report.

Chairman Hosseini thanked the McGurns for their leadership and remarked that he was surprised that they were not demanding that Vice President Mitchell increase the \$3 billion campaign goal to \$4 or \$5 billion. He expressed appreciation on behalf of the BOT for all they do for the community and for the University of Florida.

President Fuchs also thanked the McGurns for their leadership. He pointed out that we are raising our philanthropy at a rate of 3-4 times the next highest university and to do that year after year is just amazing. We have made incredible progress over time. In 2014, we announced that we had passed the \$300 million mark and now we're pushing the \$600 million mark. That's phenomenal, and it puts us within striking distance of top 5. We're creating a culture of philanthropy at UF and once you create that culture, it endures.

Committee Chair Zucker thanked President Fuchs, the committee members and the McGurns and stated that she'd like to close the meeting with a video on the Machen Florida Opportunity Scholars (MFOS) program, which celebrated its 15th anniversary this year. We owe a great deal of debt and gratitude to former President Machen for his insightful leadership in establishing this life-transforming program. Over 4,500 students have benefited greatly from the MFOS program, and there are many stories of success. One of those stories is about Lindsey Hidenrite.

At ten years old, Lindsey called the police to report that her mother had abandoned her and her siblings and they needed help. Her life ran the gamut from homeless to a number of foster homes to a home at the University of Florida as a member of the MFOS program. Her passion for reading, learning and animals continued and upon graduation, she was admitted into the UF College of Veterinary Medicine to pursue a doctor of veterinary medicine.

Following the moving video, Committee Chair Zucker remarked that Lindsey's story was remarkable. She went from being homeless, to foster homes, to a home at UF and then finally, last month she purchased and closed on her very own home. She went from having no coat, to hand-me down coats and now she wears a white coat, thanks to the support she received through the MFOS program. Lindsey is a proud Gator who recently made her first gift to the University of Florida. We should all be proud of this university and all it has done for students like Lindsey and so many others because that's what it's all about.

Trustee Heavener and Vice Chair Kuntz arrived as the meeting was ending. Vice President Mitchell turned back to the slide on Trustee Heavener's leadership gift and announced that

Trustee Heavener is not only a friend and colleague, but he's a passionate Gator who has been extraordinarily generous to UF for many years. Athletic Director Scott Stricklin and his team have a bold and dynamic vision for the future for our athletics program, and Trustee Heavener was the first to step up to advance the program. He asked everyone to join him in thanking Trustee Heavener.

Chairman Hosseini stated that it was now alright to look at the gift bags that were placed in front of all the trustees. It was given in thanks and appreciation by President Fuchs and him, and they are hopeful that everyone will display the gift – a small UF-branded stuffed bear – in their offices.

7.0 Adjourn

There being no further discussion, Committee Chair Zucker adjourned the meeting at 11:42 a.m.