



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Advancement Committee

MEETING MINUTES (DRAFT)

Thursday, September 12, 2024

11:00 am – 12:30 pm

Augustus B. Turnbull Conference Center
555 W Pensacola St, Tallahassee, FL 32306
Room 201

Committee Members Attended in Person: Kathryn Ballard, Jackson Boisvert, Bridgett Birmingham, Peter Collins.

Committee Members Attended via Zoom: John Thiel (Committee Chair)

Committee Members Absent: None.

Other Trustees Present: Bob Sasser

Staff and Others Present: Vice President Vickers, President McCullough, Provost Clark, University Vice Presidents (Carolyn Egan, Marissa Langston), Dean O'Shea, University Advancement staff & other staff (John Carrigan, Julie Decker, Becky Fullmer, Susan Glenn, Sarishni Patel, Stephen Ponder, Caroline Poole, Kelly Razzano, Art Wiedinger), FSU Foundation Board of Trustees Chair Chris Iansiti.

Others Present via Zoom: Rod Kirsch, Sr. Vice President, Huron | GG+A Global Philanthropy

I. Call to Order and Welcome

Trustee John Thiel, Chair

Committee Chair John Thiel called the meeting to order at 10:59 a.m. The roll was taken, and a quorum was present.

II. Approval of Minutes

June 20, 2024, Meeting Minutes

The June 20, 2024, University Advancement Committee meeting minutes were approved as presented.

III. Action Items for Consideration of Recommendation to the Board of Trustees

Dr. Marla Vickers, Vice President for University Advancement & President of the FSU Foundation, Inc.

- a. **Action Item I: Request for Approval:** Nomination to the Board of Directors of the Seminole Boosters, Inc.

There was a motion to approve the nomination to the Board of Directors of the Seminole Boosters, Inc. The motion was seconded, and the nomination to the Board of Directors of the Seminole Boosters, Inc. was unanimously approved by all present at the meeting.

IV. Informational Items and Updates

- a. **Presentation from Rod Kirsch, Huron Consulting**

VP Vickers - welcomed and introduced Rod Kirsch, Sr. Vice President, from Huron, who has been working with Florida State for over 2 years. He led the recent campaign feasibility study, which is believed to be the first one done at Florida State University in preparation for a campaign.

Rod Kirsch – “In looking back from when I first started (July 2022), there were 46 vacancies at the Foundation, no goal setting process in place, dysfunctional processes across the board and absent a real research office, and no coordination between the Foundation and Boosters. Additionally, leadership wasn’t making donor visits, and there was an overall lack of leadership. I really viewed the Foundation to be a startup operation.

Currently, the university is on an upward trajectory with a 42% increase between 2021-2024. There is a renewed focus on fundraising since President McCullough arrived and hired Marla Vickers for the Vice President for University Advancement.”

The critical items [Huron] looked at for campaign feasibility are:

- a. Institutional reputation and leadership
- b. Quality of professional advancement program
- c. Volunteers
- d. Robust or healthy pool of prospects
- e. Timing

As Huron has learned, the university and president are viewed quite positively, and the university is moving in the right direction. Huron conducted just over 60 interviews with top donor households. Comments were generally favorable about the case for support (case). What we did hear back is that many found it too long, some felt the case didn't convey private support and it did not demonstrate how the institution will change over time.

The campaign priorities were then discussed:

- a. Faculty support
- b. Student support
- c. Entrepreneurship
- d. Support for arts
- e. Athletics

Of the priorities, the two that were most mentioned, as far as the need for support new money were student success and faculty support, others noted included:

- The desire to increase the prominence for FSU Health and make it a bigger priority.

- People seemed to be unclear on how entrepreneurship could be taught, and perhaps that this should be more of an emphasis in other areas, but not a standalone priority.
- The arts priority should include more than just Ringling. There is potential in expanding it out.
- Questions arose related to athletics being part of the campaign. It was explained that a comprehensive campaign truly encompasses the university.
- There has been a positive change in the advancement program surrounding solicitations and stewardship. It's viewed that this positive change is stemming from the leadership.
- It was learned that there are quite a few that are willing to volunteer.
 - A \$1.5 B goal was market tested, which did not include any "reach back" gifts.
 - Two thirds of the interviewees' said FSU was their #1 philanthropic priority.
 - When asked if FSU should move forward with a campaign 93% said yes.

It was discussed that the campaign reach back period could be changed to include gifts from when President McCullough's presidency began at Florida State (FY 2022, 2023, 2024) at the \$50k and above range, which would be a total of \$291 Million.

Of the 60 households that took part in the 1:1 on interviews, there is a total \$457 Million of gift commitments in the group. There were approximately 186 people in the leadership briefings groups that were conducted over zoom. So, in looking at the numbers: $\$457 + \$291 = \$748\text{M}$ base is where we would start.

FSU has been on an upward slope for the last few years. In campaign years the overall fundraising totals will be more spikey.

Growth Scenarios

\$1.8B - 4% compound annual growth rate 2032 (modest growth rate)

\$2B - 7% compound annual growth rate 2032 (healthy growth rate) (average is 9% growth rate)

\$2.2B - 9.25% compound growth rate 2032

Huron recommends we move forward with a working goal of \$1.8B by 2032 including reach backs from FY2022, 2023, and 2024. We could then possibly announce a public goal of \$2B based on how the leadership gift phase goes.

Final recommendations - President will be key to cultivate early gifts, add FSU Health as a campaign priority, don't think entrepreneurship should be excluded but should be given more thought around how its taught at the university, major gift ideas for Ringling need to be determined, and we need to articulate why to include athletics (but agree it should be included).

In the fall, we should establish a campaign advisory group and both university and foundation trustees should be asked for a gift at capacity with 100% participation from these groups."

Discussion: Campaign Feasibility Study Results

There was discussion in the room regarding the campaign feasibility study results that Rod Kirsch shared during the first part of the meeting:

- Trustee Thiel suggested that The Ringling Museum may present a challenge during the campaign and would need to identify tangible projects and ideas.
- Chairman Collins expressed that he was impressed with the growth rate since 2020. He noted that FSU would need to increase giving by \$24M each year to hit the \$1.8B suggested goal and questioned if the \$1.8B working campaign goal is aspirational enough. Should it be \$2B? He mentioned that \$2B is worth staffing up for.
- The president agreed with Chairman Collins in that the \$1.8B may not be aspirational enough. The president also questioned the silent vs public phase in relation to publicizing the goal. He also noted that we are on pace with our trajectory for the campaign and there is no reason why we can't keep pace. The challenge will be rebuilding the culture.
- Rod Kirsch brought up the most recent campaign and noted that that we don't have the \$1M+ culture yet. There hasn't been a track record of a \$1M+ giving like what is seen at other public universities.
- Trustee Thiel agreed with Chairman Collins that 4% growth is not aspirational enough. He also noted that there were a lot of planned gifts in the previous campaign. Lastly, it's not just about staffing up, we (FSU) need to be good storytellers.
- Foundation Board of Trustees Chair, Christopher Iansiti, noted that the Foundation has never looked at \$1M+ prospects until now in the way that Rod is describing until VP Vickers arrived.
- University Trustee Bridgett Birmingham asked if these numbers (the \$1.8B working campaign goal) are based on staffing up. She noted that if we go to \$2B we need more field and discovery work. VP Vickers shared that the next piece is to add more major gift officers to the larger colleges, which is actively underway to do the discovery work that is necessary to build the major gift pipeline for the campaign.
- VP Vickers concluded the discussion by saying that the staffing is a phased approach. She shared that 12 Lead Annual Gift Officers were hired over the summer, half of which are alumna, who are all on the road making the conversion from leadership annual giving donors to discovering new major gift prospects and are helping build the major gift pipeline. Susan Glenn is spending her time with the college, schools and unit major gift officers coaching them and playing a role in solicitation strategies. We have made market salary adjustments and title recalibrations. The AVP for Advancement, Principal Gifts will be hired soon. It's all coming together. Quality takes time.

b. University Advancement Update

Dr. Marla Vickers, Vice President for University Advancement & President of the FSU Foundation, Inc.

Vice President Vickers gave an update on the following items:

- Fundraising Totals Fiscal Year to Date:
 - FSU Foundation - \$5,797,661
 - Alumni Association - \$25,267
 - Seminole Boosters - \$6,967,412
 - Research Foundation - \$0
 - Ringling Museum - \$373,631
 - TOTAL - \$13,163,971

- Alumni Engagement Update
 - Ms. Julie Decker, Associate Vice President of Alumni Engagement, presented and shared her thoughts on the idea to establish an engagement goal as a parallel to the campaign's monetary goal.
 - Ms. Decker walked through the four CASE engagement metrics: Philanthropic, Experiential, Volunteer, and Communication. She made the case for why these matter as a framework for alumni engagement work at FSU.
 - Ms. Decker shared that she has hired six Alumni Engagement Officers (AEOs) who are embedded in their respective college or unit and that she has three more AEOs she will soon hire. She explained how well this model is going and that it is creating opportunities for deeper engagement with our alumni within a college or unit.

- Advancement Services Update
 - Ms. Becky Fullmer, Associate Vice President for Advancement Services, presented on the work she and her team are engaged in daily.
 - Ms. Fullmer cited how Advancement Services is building and operationalizing her team and ensuring they have the capacity to grow in the areas of information services, data management, prospect development, gift services, HR, and talent management.
 - Ms. Fullmer talked through her team's key focus areas:
 - Talent and Training
 - Data governance, acquisition, and management
 - Pipeline growth and portfolio performance
 - Decision support and business intelligence
 - Campaign infrastructure
 - Technology transformation

- Division Updates
 - University Endowment - \$1.03 Billion
 - FSU Foundation - \$796 Million
 - FSU research Foundation - \$145 Million
 - Seminole Boosters - \$86 Million
 - Ringling Foundation - \$2 Million
 - Annual Giving
 - Leadership Annual Giving Officers – 12 new employees have been hired. They cover the following regions where they are embedded: Florida, Georgia, NC, Texas, DC, and California.
 - Divisional Goals
 - Launch the Leadership Gift Phase of FSU's new comprehensive campaign.
 - Support President McCullough in increasing engagement with top donors and prospects with focus on cultivation of Top 50 Presidential Prospects.
 - Elevate engagement and giving across all colleges, schools, units, stand-alone programs, and centrally.
 - Formally launch a multi-year Salesforce Conversion Project
 - Continue to strengthen Division of University Advancement's culture and community.
 - Fundraising Goal of \$100M, which is a 9% growth over last year.
 - Vice President Vickers talked through the recently updated endowment minimums across FSU tied to the campaign.

- Vice President Vickers provided an update on staffing: For FY24 – 31 total departures and 49 total hires. There are currently 38 vacancies with 8 in the final hiring stages.
- Vice President Vickers walked the committee through her fall 2024 campaign work to include the following:
 - Finalization of Campaign University Priorities
 - Working with academic leadership on articulating college/unit-specific campaign fundraising priorities + associated fundraising amounts
 - Hiring and onboarding of national marketing/communications firm to support the campaign work.
 - Supporting President McCullough in 1:1 prospect meeting with top presidential prospects for the campaign

V. Open Forum for Trustees
Trustee John Thiel, Chair

VI. Adjournment
Trustee John Thiel, Chair

Meeting adjourned at 12:29 p.m.