



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

*Advancement Committee*



# FLORIDA STATE UNIVERSITY

## BOARD OF TRUSTEES

### *Advancement Committee*

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## MEETING AGENDA

Wednesday, November 20, 2024  
1:45 pm – 3:00 pm

North Florida Innovation Labs  
1729 West Paul Dirac Drive  
Tallahassee, FL 32310  
Room 103

*The agenda will be followed in subsequent order and items may be heard earlier than the scheduled time.*

- I. Call to Order and Welcome**  
*Trustee John Thiel, Chair*
- II. Approval of Minutes**  
*September 12, 2024, Meeting Minutes*
- 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:** Amended and Restated Articles of Incorporation of The Florida State University Foundation, Inc.
  - b. Action Item II: Request for Approval:** Florida State University Policy 8-2 - Naming Policy
- IV. Informational Items and Updates**  
*Dr. Marla Vickers, Vice President for University Advancement & President of the FSU Foundation, Inc.*
- V. Open Forum for Trustees**  
*Trustee John Thiel, Chair*
- VI. Adjournment**  
*Trustee John Thiel, Chair*



FLORIDA STATE UNIVERSITY  
BOARD OF TRUSTEES  
*Advancement Committee*

# MEETING MINUTES

## September 12, 2024



# FLORIDA STATE UNIVERSITY

## BOARD OF TRUSTEES

### *Advancement Committee*

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## 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.*



FLORIDA STATE UNIVERSITY  
BOARD OF TRUSTEES  
*Advancement Committee*

# ACTION ITEM I



# FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

*Advancement Committee*

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## ACTION ITEM I

November 20, 2024

**SUBJECT: Amended and Restated Articles of Incorporation of The Florida State University Foundation, Inc.**

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### **PROPOSED COMMITTEE ACTION**

Request approval of Amended and Restated Articles of Incorporation of The FSU Foundation, Inc.

### **AUTHORITY FOR BOARD OF TRUSTEES ACTION**

FSU Regulation – 2.025 Direct Support Organizations

### **BACKGROUND INFORMATION**

In May 2024, the FSU Foundation Board of Trustees updated their bylaws to reflect a new minimum number of trustees. This new minimum will need to be updated in the FSU Foundation's Articles of Incorporation.

### **ADDITIONAL COMMITTEE CONSIDERATIONS**

Florida Board of Governors approval is not required

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**Supporting Documentation Included: Amended FSU Foundation Articles of Incorporation**

**Submitted by: Emily Fulton, Director of Board Engagement, University Advancement**

~~FOURTH~~FIFTH RESTATED ARTICLES OF  
INCORPORATION OF THE FLORIDA STATE  
UNIVERSITY FOUNDATION, INC.

The following amended and restated Articles of Incorporation of The Florida State University Foundation, Inc., a Florida not for profit corporation shall supersede all other articles when approved by the Secretary of the State of Florida, in accordance with Chapter 617, Florida Statutes.

ARTICLE I  
NAME AND LOCATION

The name of the corporation shall be The Florida State University Foundation, Inc. The principal office shall be located in Tallahassee, Leon County, Florida.

ARTICLE II  
PURPOSES

The general nature of the purposes of the Foundation is to provide charitable and educational aid in the form of money, and other forms of property and services to The Florida State University and persons, associations and corporations associated therewith; to promote education and any proper activity of The Florida State University; to encourage research and learning and the dissemination of information, relating thereto; to support the public education in the several pursuits and professions of life at The Florida State University. All references in these Articles to The Florida State University shall be deemed to include any successor university at the same location, regardless of name.

ARTICLE III  
POWERS

Except as otherwise stated in these Articles, the corporation shall have all powers authorized by Florida law for a not for profit corporation.

The corporation shall not carry on any other activities not permitted to be carried on by  
(a) a corporation exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code of 1986 or the corresponding provision of any future United States

internal revenue law or (b) a corporation, contributions to which are deductible under section 170 (c) of the Internal Revenue Code of 1986 or any other corresponding provision of any future United States internal revenue law.

#### ARTICLE IV CAPITAL STOCK

The Foundation shall have no capital stock, and no Trustee, officer or employee shall have any right or title to any asset of the Foundation.

#### ARTICLE V TRUSTEES AND OFFICERS

Section 1. The affairs of the Foundation shall be managed by the Board of Trustees or by its Executive Committee as authorized by the Bylaws.

Section 2. The Board of Trustees shall consist of not less than ~~twenty~~thirty-six real persons who shall be elected by the Board of Trustees.

Other Trustees may be elected or appointed as prescribed in the Bylaws.

Section 3. The President of The Florida State University shall be at all times a member of the Board of Trustees, with other ex-officio trustees as may be designated by the Bylaws.

Section 4. The Foundation shall have the following officers who shall be elected by the Board of Trustees. The Chairman, Chairman-Elect, Secretary and Treasurer must be elected from membership of the Board of Trustees.

1. Chairman
2. Chairman-Elect
3. Secretary
4. Assistant Secretary
5. Treasurer
6. Assistant Treasurer

The Foundation President and Chief Executive Officer shall serve as an officer of the Board of Trustees. The Assistant Vice President of Advancement, Strategic Initiatives, appointed by the Foundation President, shall serve as an officer of the Board of Trustees. The Board of Trustees may create additional offices and prescribe the duties thereof, and elect persons to fill such offices. The duties and responsibilities of said officers shall be published in the Bylaws.

## ARTICLE VI BYLAWS

The Bylaws of this Foundation shall be made, altered, or rescinded by the Board of Trustees. The Bylaws shall operate to carry out the purposes of the Foundation and to facilitate the operational procedures thereof. A vote of the majority of the members of the Board of Trustees shall be required to effect any alteration, change or amendment.

## ARTICLE VII INDEBTEDNESS

The highest amount of indebtedness or liability to which the Foundation may at any time subject itself shall be at no time in excess of the total assets held by the Foundation.

## ARTICLE VIII AUTHORITY TO BIND THE FOUNDATION

The Chairman, President and other officers of the Foundation shall be empowered to act for the Foundation upon the authorization of the Board of Trustees as stated in the Bylaws.

## ARTICLE IX TERM OF EXISTENCE

The Foundation shall have perpetual existence.

ARTICLE X  
DISSOLUTION

Upon the dissolution of the Foundation, all its assets remaining after payment of all costs, expenses of such dissolution and the discharge of all liabilities shall be distributed in conformance with FSU regulation FSU-2.025(7) Direct Support Organizations. Upon the dissolution of the Foundation, none of these assets will be distributed to any trustee or officer of the Foundation.

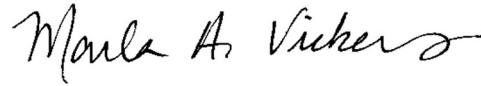
ARTICLE XI  
AMENDMENT

The Articles of Incorporation may be amended by a majority vote of the Board of Trustees. Such action shall be effective upon filing same with the Secretary of State of the State of Florida or as is otherwise provided by law.

## CERTIFICATE

These amended and restated Articles of Incorporation were adopted pursuant to Sections 617.1002 and 617.1007, Florida Statutes, and the Articles of Incorporation of the Corporation. There are no members entitled to vote on amendments to the Articles of Incorporation. The Board of Trustees adopted, authorized and consented to the filing of these amended and restated Articles of Incorporation on October 19, 2023.

**THE FLORIDA STATE UNIVERSITY  
FOUNDATION, INC.**

A handwritten signature in black ink, reading "Marla A. Vickers", written over a horizontal line.

Marla Vickers  
President





FLORIDA STATE UNIVERSITY  
BOARD OF TRUSTEES  
*Advancement Committee*

# ACTION ITEM II



FLORIDA STATE UNIVERSITY  
BOARD OF TRUSTEES  
*Advancement Committee*

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**ACTION ITEM II**

**November 20, 2024**

**SUBJECT: FSU Policy 8-2 Naming Policy**

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**PROPOSED COMMITTEE ACTION**

Request approval of the FSU Policy 8-2 Naming Policy

**AUTHORITY FOR BOARD OF TRUSTEES ACTION**

BOG Regulation 9.005 Naming of Buildings and Facilities; s. 267.062, F.S. . Naming of state buildings and other facilities.

**BACKGROUND INFORMATION**

This is the first substantial re-write of FSU's Naming Policy since the formal naming policy was adopted in 2013.

**ADDITIONAL COMMITTEE CONSIDERATIONS**

Florida Board of Governors approval is not required.

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**Supporting Documentation Included: FSU Policy 8-2 Naming Policy (currently posted for public comment)**

**Submitted by: Caroline Poole, Assistant Vice President of Advancement, Strategic Initiatives/Chief of Staff, University Advancement**



8-2

**NAMING POLICY**

<b>Responsible Executive:</b>	Vice President for University Advancement
<b>Approving Official:</b>	Vice President for University Advancement
<b>Effective Date:</b>	TBD (Upon notice and final approval)
<b>Revision History:</b>	New: 3/8/2013, Revised: 9/22/2017, 11/16/2018, 6/4/2020, 11/12/21, Substantially rewritten_____

**I. INTRODUCTION**

The naming of a facility, space, or program is one of the highest honors an individual or organization can receive from a university. Florida State University ("the University") feels great responsibility to ensure that such recognition honors its history, values, and central mission, and aligns with its goals of achieving excellence in teaching, research, and public service.

The University encourages opportunities for the naming of its facilities, spaces, and programs through significant philanthropy or by honoring scholars and other distinguished individuals who are preeminent in their field of endeavor and/or have contributed meaningfully to the University. Any such naming, whether honoring the donor or another party, must undergo a high level of consideration and due diligence to ensure that the name comports with the purpose and mission of the University. Section 267.062, Florida Statutes, provides that the University Board of Trustees shall have primary authority regarding naming of University buildings and other facilities. The State University System of Florida's Board of Governors has delegated naming authority to the University Boards of Trustees consistent with BOG Regulation 9.005.

This policy covers the requirements for the naming of those buildings and facilities specifically governed by the State University System of Florida's Board of Governors, statutes, and law, but also provides criteria for the naming of all other significant University programs and places. FSU has a separate policy, FSU's Gift Acceptance & Counting Policies, which captures the University's protocols and requirements for named funds.

No naming shall be permitted for any entity or individual whose public image, products, intellectual property, or services may conflict with the University's values, purpose and mission. Minimizing reputational risk to the University is paramount.

The following requirements apply to all Florida State University campuses, facilities, programs, centers, institutes, and direct support organizations, and governs the naming of buildings and facilities, academic units, non-academic units, and physical structures or parts of physical structures. All such University entities intending to name such places, programs, etc. listed above must consult and comply with this policy.

## II. POLICY

### The Committee on Campus Names Members

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The Committee on Campus Names is the governing body responsible for all campus naming approvals that are honorific namings or philanthropic namings of \$500,000+. This committee shall be composed of the following individuals:

- The Vice President for Faculty Development and Advancement (Chair)
- The Senior Vice President for Finance and Administration
- The Provost and Executive Vice President for Academic Affairs
- The Associate Vice President for Facilities and Chief Facilities Officer
- An appointee of the Faculty Senate
- The Vice President and Director of Athletics or designee
- The Vice President for Student Affairs or designee
- The President of the Student Body
- Two external members appointed by the University President, one of whom is a University Alumni
- One member appointed by the Chair of the Board of Trustees

#### Definitions

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University President	President of Florida State University
Provost	Provost of Florida State University
University Board of Trustees	The 13-member governing board for Florida State University
VPUA	Vice President for University Advancement and President, FSU Foundation
Committee	The Committee on Campus Names

Advancement	Functional areas that work in tandem to “advance” the University’s philanthropic and alumni engagement goals and are working in fulfillment of the University’s mission within the Division of University Advancement
Unit/Academic Unit	Academic or athletic programs, units, centers, institutes, departments, schools and colleges, including those that are online or virtual
Unit Head	Dean or director of an academic unit reporting to the Provost, dean or head of a campus, president or head of a direct support organization, vice presidents of the University, president of the student body
Naming	The act of honoring an individual or entity by placing their name on a University facility or program
Nameable Space	A structure or space that may bear the name of an honoree (philanthropic or non- philanthropic)
Facility	Physical structures including buildings, building additions, collections of buildings, monuments, statues or sculptures depicting actual persons, fields, parks, open-air courtyards, streets, roads, alleys, bridges, recreational complexes, other outdoor areas, and any similar physical spaces.  As a subset of that list, Board regulation 8.009 defines a University facility as any building, road, bridge, park, recreational complex, other similar facility or educational site. These facilities, regardless of value or philanthropic cost, require approval by the University Board of Trustees as a noticed, non-consent agenda item.
Athletics	Primarily refers to the fundraising of Florida State Athletics via the Seminole Boosters, the direct support organization of FSU Athletics
Honorific Naming	Naming a facility or program to honor scholars and other distinguished individuals who are preeminent in their field of endeavor and/or have contributed meaningfully to the University, which requires formal approval per this policy
Donor	An individual contributing financially to the University through their philanthropy
Namesake	The individual for whom a facility or program may be named
Development Officer	An individual raising philanthropic dollars for the University as their full-time job
Philanthropic Cost	Total fundraising goal of a project
Philanthropic Naming	Naming a facility or a program for a benefactor who underwrites the cost or a significant portion of the cost of a university facility or contributes financially to the facility or program being named. Significant portion of the cost is 50 percent unless waived by the President and Chair in extraordinary circumstances.

Principal Gift	A philanthropic gift of \$5M or higher
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## Administration of Policy

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The VPUA shall administer this policy, and development officers university- wide and University officials shall reference and adhere to this policy, where applicable, in any written agreement or understanding regarding naming.

- For honorific naming, faculty and staff of the University may submit a proposal to the Committee on Campus Names, after conferring with the VPUA to determine if the naming proposal removes a potential donor funding opportunity.
- In consultation with the University President, the VPUA may refer any naming proposal to the Committee on Campus Names for a recommendation. All naming proposals to be approved by the University Board of Trustees will first be reviewed by the Committee.
- When appropriate, the University President shall forward all positive naming recommendations to the University Board of Trustees for final approval. Notification of any significant naming action that does not require University Board of Trustee approval will be shared, for informational purposes, with the Board of Trustees annually during one of its publicly noticed meetings. Naming of a facility or academic/athletic unit defined in Board regulation 8.009 must appear as a non-consent item on the University Board of Trustees' agenda for their approval.
- The VPUA shall be responsible for review of this policy and for making any necessary revisions as needed.

## Approval for Naming of Spaces

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The naming of any University facility as defined in Board regulation 8.009 (any building, road, bridge, park, recreational complex, other similar facility or educational site) must be approved by the University Board of Trustees as a noticed, non-consent agenda item, regardless of value or philanthropic cost.

In addition, there are three tiers of approval for the naming of spaces as outlined below, which take place ***prior to University Board of Trustees approval:***

- Named spaces of \$500,000 or more are approved in the following sequencing, with the VPUA and University President approving twice:
  - Unit Head, VPUA, Provost, University President, and Committee on Campus Names. VPUA then advances to University President, who advances to University Board of Trustees.
- Named spaces valued between \$250,000-\$499,999 are approved by the Unit Head, VPUA, President and the Provost
- Named spaces less than \$250,000 require only Unit Head approval

Additionally, named spaces within the FAMU-FSU College of Engineering (if a University facility as defined in Board regulation 8.009) will require additional consideration from FSU's partner institution, FAMU, as well as any affiliated legal entities of FAMU charged with responsibility and oversight for such namings. This is applicable for namings of any amount.

See below for further detail on each approval level.

## General Requirements

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1. When a naming opportunity is presented, strong preference shall be given to persons who have had long, close, and valued associations with the University as educators, administrators, or distinguished and supportive alumni, parents, and friends. The following factors shall also be considered in approving naming recognition of any person or entity, living or dead:
  - a. Whether the individual, corporation or other legal entity has promoted the purpose and mission of the University;
  - b. Whether the reputation of the individual, corporation or other legal entity may reflect negatively or adversely upon the University;
  - c. Whether the individual, corporation or other legal entity is in compliance with any agreements with the University;
  - d. Whether any existing agreements prohibit changing or adding a name to a University facility or academic or athletic program;
  - e. Whether there is a plan for continued recognition of an individual, corporation or other legal entity for whom an academic unit was previously named; and
  - f. Whether the naming represents a potential conflict of interest, appearance of commercial influence, or could compromise the institution's academic or research autonomy.
2. Donor recognition does not need to be tied directly to a gift for the named building or improvement, or academic/athletic unit. Donors who support such projects may make their gifts unrestricted to the University or to the unit responsible for the private fundraising, while being recognized for the gift by naming an available space. Significant unrestricted gifts may be recognized through naming opportunities.
3. Only one naming is allowed for each naming gift. If a donor wishes to name an endowment and a space, or multiple spaces, their additional gift(s) must each meet the minimum amount required for that type of naming.
4. If the overall fundraising exceeds the philanthropic costs, the additional funds may be

applied toward other programmatic initiatives within the beneficiary unit, with donor's consent as reflected in their gift agreement, and in consultation with the Unit Head. Additionally, this pivot in usage should be documented in the donor's gift agreement.

5. Donors must fulfill their naming-associated pledge in five years or less. Final and actual naming will only be considered when 50% of a pledge is received. The associated academic/athletic unit will coordinate with University Advancement Gift Services to determine when 50% of a pledge is fulfilled, to formalize the naming of the space. If a longer pledge period is needed for a principal gift, or an exception is requested regarding the percentage of the pledge paid prior to actual naming, preapproval is required by the VPUA, the University President and the University Board of Trustees.
6. Gifts-in-Kind of at least \$1,000,000 may be considered for a naming opportunity with approval from the VPUA, President and University Board of Trustees.
7. Deferred gifts may be considered for a naming opportunity only if irrevocable, and provided there are no immediate or anticipated funding needs for building renovations or expansions.
8. Corporate naming may be considered. See additional information in *Duration of Naming and Removal of Naming* below.
9. Once a building or program has been named, the name shall not be changed or removed unless there are unusual or compelling reasons for changing the name, with a strong preference toward maintaining the name or recognition in perpetuity. The University, through the sole and absolute discretion of its University Board of Trustees, may exercise this option if continued use of a designated name, in the University President's judgment and recommendation, will bring discredit upon the University. Failure to complete a naming pledge shall also constitute a valid reason for changing the name. In the event of such a name removal or renaming, the University shall have no financial responsibility to the donor or to the affected academic/athletic unit, regardless of prior agreement or statement. Factors to be considered in such a decision include:
  - a. Did the University, at the time of a naming, honor a namesake for reasons that are fundamentally at odds with the current values or mission of the University?
  - b. Were the reason(s) provided as justification for honoring the namesake reasonably substantiated based on the records and information available at the



time? Since then, have new records of relevance been discovered that discredited, contextualized, and/or shed new light on the information previously available and/or the justification for the recognition? If so, given that history, do the contributions of the namesake to the University justify the recognition that currently exists?

- c. Is the honorific recognition of the namesake having a significantly adverse impact on members of our current University community or the community at large? Significant impact would be measured by the gravity of the impact, the number affected and its duration.
10. Honorific naming of a University facility is prohibited for any active University board member to include University Board of Trustees, direct support organizations, and colleges or units, as well as any employee of the State University System of Florida's Board of Governors or any active employee or student. Normally, a waiting period of at least two years must have elapsed from the time the individual's employment ended or the individual left public office. Exceptions may be considered under certain circumstances, with approval of the University President, including when the individual is no longer living or a philanthropic gift requests the naming.
  11. At no time should promises or commitments regarding naming be made in advance of final approval by the appropriate University entities.
  12. Naming should be limited to the name of the individual, family, or entity and typically does not include additional descriptive language. If a different naming convention is requested, approval from the University President is required.
  13. Leased spaces are available only for clearly-defined finite terms disclosed to the donor in advance in the gift agreement, with no additional guarantees for carry-over naming upon conclusion of the lease and into a more permanent space.
  14. Exceptions to this policy may be made only by the University President and the University Board of Trustees.
  15. The Florida State University Naming Policy shall follow all statutory and State University System of Florida Board of Governor requirements (current statutes: s. 267.062. F.S. and BOG 9.005).

## Naming of Spaces and Units at \$500,000 or More

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The naming of any University facility as defined in Board regulation 8.009 (any building, road, bridge, park, recreational complex, other similar facility or educational site) must be approved by the University Board of Trustees as a noticed, non-consent agenda item, regardless of value or philanthropic cost.

Additionally, named spaces of \$500,000+ are approved in the following sequencing, with the VPUA and University President approving twice:

- Unit Head, VPUA, Provost, University President, and Committee on Campus Names. VPUA then advances to the University President, who advances to University Board of Trustees.
  - If a space within the FAMU-FSU College of Engineering, approval must also be sought via any affiliated legal entities of FAMU charged with responsibility and oversight for such namings.
1. Prior to soliciting any funds, colleges and units that undertake fundraising campaigns to name spaces shall develop a list of proposed naming values using the FSU Naming Cost Formula below in consultation with the lead development officer, the Unit Head and VPUA.
    - a. The proposed minimum naming values should be submitted with sufficient background information, floor plans, renderings, etc. to show the rationale for selecting the proposed minimum naming amounts.
  2. Unit Heads will maintain a list of naming opportunities—both available and successfully designated—that are a part of their unit. Unit Heads will collaborate with University Advancement Donor Relations and Gift Services to update the list at least annually and provide a copy to the VPUA.
  3. The VPUA will maintain a university-wide list of all naming opportunities with proposed gift amounts and identification of the appropriate approval entity.
  4. Temporary naming of physical structures may be considered based on the length of period of naming and an assessment of market value associated with the structure.

## Naming of Spaces and Units Below \$500,000

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The naming of any University facility as defined in Board regulation 8.009 (any building, road, bridge, park, recreational complex, other similar facility or educational site) must be approved by the University Board of Trustees as a noticed, non-consent agenda item.

Additionally, named spaces below \$500,000 are approved in the following sequencing:

- \$250,000—\$499,999
    - Unit Head, VPUA, and Provost and President
  - Less than \$250,000
    - Unit Head only
  - If a space within the FAMU-FSU College of Engineering, approval must also be sought via any affiliated legal entities of FAMU charged with responsibility and oversight for such namings.
1. Prior to soliciting any funds, colleges and units that undertake fundraising campaigns to name spaces shall develop a list of proposed naming values using the FSU Naming Cost Formula below in consultation with the lead development officer, the Unit Head and VPUA.
    - The proposed minimum naming values should be submitted with sufficient background information, floor plans, renderings, etc. to show the rationale for selecting the proposed minimum naming amounts.
  2. Unit Heads will maintain a list of naming opportunities—both available and successfully designated—that are a part of their unit. Unit Heads will collaborate with University Advancement Donor Relations and Gift Services to update the list at least annually and provide a copy to the VPUA.
  3. The VPUA will maintain a university-wide list of all naming opportunities with proposed gift amounts and identification of the appropriate approval entity.
  4. Temporary naming of physical structures may be considered based on the length of period of naming and an assessment of market value associated with the structure.

## Duration of Naming

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The duration of a donor's or honoree's name on any facility or unit ordinarily continues for as long as the facility or unit is used in the same manner or for the same purpose for which the naming occurred. The duration shall be reflected in the donor's gift agreement. Upon demolition, replacement, substantial renovation, redesignation of purpose, or similar modification of a named facility or unit, the University may deem that the naming period has concluded.

The appropriate University representative will make all reasonable efforts to inform in advance the original donors or honorees or their surviving family members when the naming period is deemed to have concluded.

The University may, but is not required to, provide for the appropriate perpetuation of the previous name. Perpetuation of the original name in an equivalent naming is not required. Appropriate perpetuation of previous names may include, for instance, a plaque in or adjacent to new and renovated facilities.

In the event of a corporation or organization naming of a facility, if the corporate or organization name changes for any reason, including a merger, acquisition, or dissolution, the University may deem that the naming period has concluded. If the corporate donor wishes to underwrite the costs to change all physical signage pertaining to the naming, that will be considered at the University's discretion.

Leased spaces are available only for clearly-defined finite terms disclosed to the donor in advance in the gift agreement, with no additional guarantees for carry-over naming upon conclusion of the lease. Leased spaces must follow the same FSU Naming Cost Formula below.

## FSU Naming Cost Formula

The formula below determines the minimum cost to name a space. Units heads may then factor in marketability and other weighting factors to determine the final cost to name the spaces in their unit.

See additional requirements below for the naming of an entire facility or unit/program.

Named spaces within the FAMU-FSU College of Engineering will require additional consideration, collaboration, and modification as appropriate after consultation with FSU's partner institution, FAMU.

Documentation needed for FSU Naming Cost Formula:

1. Building name
2. Total gross square footage of project
3. Total construction cost of project (new construction or renovation) or total replacement value (existing spaces)
  - a. Insured value is used for total replacement value
4. Proper documentation of square footage and cost (e.g. cost estimate contract, floor plans with square footage)
5. Fundraising goal for project (may equal total construction cost if no other funding is available)

- a. It is recommended that the aggregate sum of naming opportunities be 150-200% of the project cost if dependent solely on private support.

*FSU Naming Cost Formula:*

1. Total Fundraising Goal ÷ Total Gross Square Footage = Minimum Cost-Per-Square-Foot (\$/SqFt) Example: \$88,000,000 ÷ 80,000 sq. ft. = \$1,100 per square foot
2. Cost Per Square Foot X Square Footage of Space = Minimum Cost of Space Example: \$1,100 X 500 sq. ft. = \$550,000 minimum cost of space
3. Increase cost, beyond the minimum cost of space, as appropriate for weighting factors (must be approved by Unit Head):
  - High traffic spaces/areas or spaces adjacent to high traffic
  - Locations accessible to the general public
  - Spaces that support the program (i.e. a lab as opposed to a faculty office)
  - Spaces containing windows with scenic views
  - Spaces with special architectural features
  - Space associated with a high-profile program
  - State-of-the-art laboratories or program spaces

Example: An atrium in a building with heavy traffic that houses a high-profile program, accessible to the public, with large windows displaying a beautiful section of campus. The space is 3,000 square feet with a cost per square foot of \$1,000, bringing the minimum cost for this space to \$3,000,000. However, due to the weighting factors listed above, the cost for the space is increased to \$4,500,000.

*Additional Requirements for Naming of Entire Facility or Unit/Program:*

If a donor is naming an entire facility (new construction or renovation), their gift must be a minimum of 50% of the total fundraising goal. The University President and the University Board of Trustees can make an exception.

If a donor is naming a program or unit, their gift must establish an endowment from which the payout generates income for the named program equivalent to at least 10% of the program's annual general funds expense budget at the time the gift is executed.

If an irrevocable deferred gift is the source of funding, those minimums become 75% and 25% respectively.

## Honorific Naming

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Facilities may be named to honor individuals who have made extraordinary contributions to the University or to society if both of the following criteria are satisfied:

1. The individual has had university-wide influence, or the individual has made exceptional contributions to the nation or world.
2. A minimum of two years has passed from the time the honoree has died or been separated from the role with the University for which the person is to be honored.

Other considerations:

1. Honorific namings of programs must be overseen by the Provost in consultation with the Unit Head(s) of the program.
2. Honorific namings of programs may only be considered if the Unit Head(s) and the faculty of the program have been consulted confidentially as part of the process, and the Unit Head(s) and a majority of the faculty have agreed to move forward with a formal proposal on the program naming.
3. Although significant philanthropy made over a donor's lifetime may constitute a valid rationale for an honorific naming, honorific namings should not be used to circumvent the requirements of gift-related naming policies.

Honorific based naming of a University facility as defined in Board regulation 8.009 (a building, road, bridge, park, recreational complex or similar facility) is prohibited for any active board member or employee of the State University System of Florida Board of Governors or any active employee, student, or trustee of the University.

For honorific naming, faculty and staff of the University may submit a proposal to the Committee on Campus Names, **after** conferring with the VPUA to determine if the naming proposal removes a potential donor funding opportunity.

## Process for Philanthropic Naming Approval

1. Due diligence must be conducted by the University Advancement Prospect Management Department to research the potential namesake for any naming amount.
2. A Due Diligence Report should be provided, along with the Naming Costs Formula Worksheet for the entire fundraising project and the Naming Approval Form for the specific naming currently being evaluated, to the Unit Head and VPUA, with copies to the Vice President of Advancement for Colleges, Schools

and Units, Assistant Vice President of Advancement and Strategic Initiatives, and the Executive Director of Gift Services and Campaign Administration. The Naming Approval Form includes a clear description of the space, donor, giving history and the details on the nominated gift.

3. If \$500,000+, continue with steps 4 – 7
4. Documents are then routed to Provost or Vice President and Director of Athletics, as appropriate.
5. Documents then routed to Vice President for Faculty Development and Advancement (their assistant should be copied).
6. Documents then forwarded to the remaining members of the Committee on Campus Names.
7. Documents then forwarded to the Provost and University President and the Chair of the University Board of Trustees, copying the President's Chief of Staff.
8. If a space within the FAMU-FSU College of Engineering, approval must also be sought via any affiliated legal entities of FAMU charged with responsibility and oversight for such namings.
9. The Naming Approval Form and Due Diligence Report will be kept on file at the offices of the Unit Head and VPUA.
10. If the naming is for any University facility (any building, road, bridge, park, recreational complex, other similar facility or educational site, as defined in Board regulation 8.009), it will need to be approved by the University Board of Trustees. The VPUA will compose a cover memo, along with the Naming Approval Form, and submit to the University President's office to be included in trustee materials for the next trustee meeting. All materials are public record.
11. A gift agreement is required for naming opportunities, and should include the naming, what is being named, and refer back to this policy. The Naming Approval Form should be attached to the gift agreement when submitted for review.

## Due Diligence

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Before proceeding with approval of honorific recognition or gift-related naming recognitions, the University must carefully consider all circumstances, including

reputational, legal, financial, dependency risks and other potential negatives which might counteract any benefits to FSU.

No naming or other recognition shall be permitted for any individual, corporation or foundation whose public image, products or services may conflict with the reputation, purpose and mission of FSU.

Development officers, Gift Services staff and Prospect Management staff shall conduct a due diligence investigation before board member approval, honorific recognition or gift-related recognitions. The purpose is to ensure that the donor's reputation does not negatively impact the reputation, tradition, and mission of the University. The goal is not risk elimination, but risk mitigation.

Prior to any of the above happening, development officers and/or University Advancement Leadership must notify the Director of Prospect Management and/or their Prospect Strategy Analyst that a due diligence check is needed.

When a request is made, the requestor should provide any actionable intelligence they are aware of and then the Prospect Management and the Gift Services departments will initiate the due diligence process.

When completed, the requestor will receive the findings and a due diligence note will be added to the donor's CRM record. The findings, as needed, will also be submitted to the University Advancement Leadership for final approval.

## Renovated Spaces

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Renovated spaces follow the same policy for exterior/prominent spaces and interior/less prominent spaces, as relevant. See *FSU Naming Cost Formula* above.

## Temporary Naming

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Temporary naming of physical structures may be considered based on the length of period of naming and an assessment of market value associated with the structure. In appropriate instances, most often involving a corporate benefactor, a naming may be



granted for a pre-determined fixed term, usually 3-5 years. At the end of the term, the name of the facility or unit shall expire but may be renewed with the same or a new name. The gift agreement must clearly specify the period of time for which the facility or unit will be named.

In instances where the corporate sponsorship involves contractual obligations such as merchandise/product exclusivity, advertising, etc., the transaction is not a charitable donation and will not be considered a philanthropic naming.

## Removal of Naming

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The process for deciding whether to remove a naming designation is the decision of the President, or his or her designee on the university's executive team and the University Board of Trustees.

Named spaces within the FAMU-FSU College of Engineering (if a University facility as defined in Board regulation 8.009) will require additional consideration from FSU's partner institution, FAMU, as well as any affiliated legal entities of FAMU charged with responsibility and oversight for such namings.

## Policy Contacts

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Vice President for University Advancement	marla.vickers@fsu.edu	(850) 644-6000
University Advancement Gift Services	giftservices@foundation.fsu.edu	(850) 644-6000

## II. LEGAL SUPPORT, JUSTIFICATION, AND REVIEW OF THIS POLICY

Section 267.062, Florida Statutes provides that the Board of Governors shall have primary authority regarding naming of state buildings and other facilities. The Board of Governors has delegated naming authority to the university boards of trustees consistent with BOG Regulation 9.005.

The Vice President shall be responsible for review of the provision of this policy and for making any necessary revisions every three years.

/s/ Name of Approving Official

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Signed or approved