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## Schedule of Meetings

**Spring Meeting • May 14–15, 2020**  
**Zoom Video Conference**

### THURSDAY, MAY 14

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<tr>
<td>10–11 A.M.</td>
<td>BOARD GIVING AMENDMENT WORKSHOP</td>
<td>Christopher Iansiti, Chair</td>
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<td>12:45–2 P.M.</td>
<td>FINANCE COMMITTEE</td>
<td>John M. Lusk, Chair</td>
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<tr>
<td>12:45–2 P.M.</td>
<td>DONOR STEWARDSHIP COMMITTEE</td>
<td>Lt. Gen. (Ret.) Franklin L. Hagenbeck, Chair</td>
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<td>2:15–3:30 P.M.</td>
<td>DEVELOPMENT COMMITTEE</td>
<td>Christopher Iansiti, Chair</td>
</tr>
<tr>
<td>2:15–3:30 P.M.</td>
<td>AUDIT COMMITTEE</td>
<td>Keith D. Carr, Chair</td>
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<tr>
<td>4–5 P.M.</td>
<td>STRATEGIC PLAN WORKSHOP</td>
<td>Thomas M. Culligan, Chair</td>
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### FRIDAY, MAY 15

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<tr>
<th>Time</th>
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<th>Chair</th>
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<tr>
<td>9 A.M.–12:30 P.M.</td>
<td>FOUNDATION GENERAL BOARD</td>
<td>David B. Lane, Chair</td>
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I. WELCOME AND CALL TO ORDER

II. APPROVAL OF MINUTES
   A. November 1, 2019

III. PUBLIC COMMENTS

IV. OPENING REMARKS

V. PRESIDENT’S REPORT

VI. PROVOST’S REPORT

Five Minute Break

VII. BOARD CHAIR REPORT

VIII. UNIVERSITY ADVANCEMENT UPDATE

IX. FSU FOUNDATION REPORT

X. OLD BUSINESS
   A. FSU Foundation Strategic Plan Update

May 15, 2020, General Board Meeting Agenda—1
11:15 a.m.  **Five Minute Break**

**XI. COMMITTEE REPORTS**

11:20 a.m.  A. Audit  
Keith D. Carr

11:30 a.m.  B. Development  
Christopher E. Iansiti

11:40 a.m.  C. Donor Stewardship  
Lt. Gen. (Ret.) F.L. Hagenbeck

11:50 a.m.  D. Finance  
John M. Lusk

Noon  E. Investment  
Peter H. Collins

12:10 p.m.  F. Trusteeship  
Nancy McKay

12:20 p.m.  **XII. UPCOMING MEETING DATES**  
Lane

A. October 8-9, 2020

12:30 p.m.  **XIII. ADJOURNMENT**  
Lane
I. WELCOME AND CALL TO ORDER

Chair Dave Lane called the meeting to order at 1:02 p.m., and a quorum was present. He welcomed the new elected and ex officio trustees to the board.

Elected trustees:

- Mark Ellis;
- Tim Gunning;
- Craig Lynch;
- Kyle Riva; and
- Paula Smith

Ex officio trustees:

- Sam Ambrose, Alumni Association chair
II. APPROVAL OF MINUTES

Upon motion made and duly seconded, the board voted to approve the minutes from the May 17, 2019, board meeting.

III. PUBLIC COMMENTS

There were no public comments.

IV. SPEED DEANING

Chair-Elect Nancy McKay introduced speed deaning and explained the program came about as a way to keep trustees up to date on what is happening among the colleges and business units. Chair-Elect McKay hoped the program would lead to greater connectivity between trustees and the colleges/units, and serve as an opportunity for trustees to connect friends and colleagues with their areas of interest. The following deans gave three-minute presentations on their colleges:

- Thomas G. Blomberg, College of Criminology and Criminal Justice
- Larry Dennis, College of Communication & Information
- Gale S. Etschmaier, University Libraries
- James Frazier, College of Fine Arts
- Laurie Grubbs (interim), College of Nursing
- Sam Huckaba, College of Arts and Sciences
- Erin O’Hara O’Connor, College of Law
- Mark Riley, The Graduate School

V. PRESIDENT’S REPORT

President John Thrasher reported on the status of the University, including its rise to No. 18 in the U.S. News & World Report rankings. He announced the University Board of Trustees designated the Jim Moran School of Entrepreneurship as the next college at
FSU. He also indicated FSU Foundation Trustee Bill Hold would receive an honorary degree for his dedication and commitment to FSU.

VI. BOARD CHAIR REPORT

Chair Lane highlighted the following achievements of the Foundation and board of trustees:

- Completion of the strategic plan for fiscal years 2015-2018;
- Completion of *Raise the Torch: The Campaign for Florida State*;
- Purchase of the new Foundation building;
- Reduction of the administrative fee on the endowment by 1%;
- Transition of staff from Foundation employees to University employees;
- Longevity of Vice President for University Advancement and President of the FSU Foundation Tom Jennings and Executive Vice President Andy Jhanji in their leadership positions;
- One hundred percent board participation in FSU’s Great Give;
- Induction of Trustees John Thiel and Ash Williams and Former Trustee Anne Hamilton into the College of Business Alumni Hall of Fame;
- Nine consecutive years of clean audits;
- Institution of the minimum giving threshold; and
- Increased engagement at the committee level.

Chair Lane emphasized, as the Foundation begins to plan for a future fundraising campaign, it was time for the board and Foundation to increase the size of their network and community. He added that social media and digital outreach initiatives would increase the number of constituents in the Foundation pipeline. Chair Lane concluded by saying one of his goals in the next year is to work with other University direct support organizations to strengthen ties and expand communities.

VII. NEW BUSINESS

FSU Foundation Strategic Plan Update

Chair of the Strategic Planning Task Force Tom Culligan emphasized the mission of the Foundation and board is to raise funds for the University. He shared that the Strategic Planning Task Force decided on a three-year plan over a five-year plan following discussions about effectiveness and expected transition in University leadership. Trustee Culligan introduced three strategic plan objectives and related strategies created by the task force. Trustee Culligan then shared the timeline for the next steps of the process and
requested feedback on the plan by Saturday, November 30. He added that the plan was also shared with the deans, University leadership and Foundation staff to solicit their input as well.

Trustee Frank Nardozza asked what five- to 10-year goal the Foundation wanted to set for the endowed funds. Chair Lane explained a tangible goal would be decided on in the next steps of the strategic planning process.

Trustee Sean Pittman asked if the trustees were being asked to comment on only the existing material in the plan or if additional suggestions would be considered. Trustee Culligan said the task force would be open to new ideas, not just comments on existing ones. Trustee Pittman asked how the endowment impacts rankings and how the University’s goals could direct how the Foundation thinks about the endowment. President Tom Jennings answered the Foundation portion of the endowment is just over $500 million, and though endowment figures are not taken into account for the *U.S. News & World Report* rankings, there is a minimum amount of $500 million in the total institutional pool FSU must have to maintain preeminence funding.

President Jennings said the larger the endowment, the greater the funds for critical scholarships and fellowships. Additionally, a larger endowment would provide more dollars to the Foundation from the endowment administrative fee, allowing the Foundation to be more self-sufficient. President Jennings added that when considering an endowment goal, the Foundation has to look at prospective donors, wealth capacity, inclination, where prospects and donors are in the gift cycle and the number of staff the Foundation has to meet with the donors. Other factors include the timing of bequests and uncertainty about where the next $100 million gift will come from, as well as investment returns.

Trustee Bill Hold emphasized the importance of focusing on the process the Foundation will use to reach the endowment goal, as opposed to the goal itself. Trustee Russell Kohl asked if there was an analysis of the last campaign. President Jennings said Vice President of Advancement Services Pam Spencer created a report he would be happy to share.

VIII. UNIVERSITY ADVANCEMENT UPDATE  
*Thomas W. Jennings Jr., Ph.D.*

President Jennings provided an update on activities at the other advancement direct support organizations, including the Real Estate Foundation, Alumni Association, The John and Mable Ringling Museum of Art Foundation and Seminole Boosters. He presented the top five advancement issues identified by the Education Advisory Board, a best practices firm that is one of FSU’s strategy partners. The issues include:
• Maximizing fundraiser efficiency;
• Rightsizing investments in digital transformation;
• Navigating the participation-pipeline tradeoff;
• Scaling—and sustaining—principal gift success; and
• Realigning core mission and revenue growth.

President Jennings expanded on efforts toward bringing advancement DSOs together over the last ten years. In 2010, senior management teams began monthly joint meetings. Currently, staff of all advancement DSOs meets quarterly, while boards of all advancement DSOs meet together every 18-24 months. Development officers are trained together, and staff has collaborated on joint event planning. President Jennings said he sees and encourages more opportunities for collaboration on the board level of the DSOs.

IX. FSU FOUNDATION REPORT

Executive Vice President Jhanji began his presentation by focusing on broad fundraising issues and key fundraising metrics for the Foundation. He highlighted the deans’ need for more spendable cash in addition to endowment dollars. Regarding a decline in the total number of donors, Executive Vice President Jhanji noted that this is a national trend not unique to Florida State, pointing out that calling centers are becoming outdated and indicated the Foundation is pursuing new ways to bringing in donors. A discussion ensued about the inclusion of FSU license plate purchasers in donor figures, and Foundation staff will follow up with those numbers broken out.

Executive Vice President Jhanji reviewed the dashboard/executive summary, which includes information on fundraising and donor figures, fundraiser visits, amount of money forwarded to the University, endowment and operations. Executive Vice President Jhanji noted the increase in fundraiser visits and added that the Foundation had increased staffing as a part of the process. He acknowledged a decline in the return on the endowment from 11.9% in the fiscal year 2017 to 8% in the fiscal year 2018 to 3.4% in the fiscal year 2019, while also noting the long-term returns continue to be strong. Executive Vice President Jhanji said the endowment has a 5.5% hurdle rate to avoid dipping into the corpus, and the Foundation and Investment Committee would continue to strategize to ensure the best returns possible.

Executive Vice President Jhanji reported that Vice President for Advancement Relations Tom Block had worked with staff from other DSOs to make oneFSU more user-friendly. Executive Vice President Jhanji requested feedback on the site and said staff would continue to make improvements.

Executive Vice President Jhanji introduced ThankView, a platform for sending personalized videos for acknowledgments and invitations. He noted that with the use of
ThankView, open rates have surpassed traditional methods and there have been promising increases in RSVPs to events, as well as very positive feedback from stewardship videos.

Executive Vice President Jhanji explained that EverTrue will help amplify the donor pipeline. The software allows the Foundation to mine donor data by analyzing posts from FSU-related accounts with high engagement. This information will improve conversations with prospects and allow staff to create targeted solicitations.

Executive Vice President Jhanji shared that Double the Donation provides a searchable database of companies that have matching gift programs and makes it much easier for donors to submit matching gift forms.

Executive Vice President Jhanji announced the Phone Center has instituted a visual caller ID that displays the FSU seal and name on the screen of the call recipient. This will improve awareness and make donors more confident when answering the call.

Executive Vice President Jhanji referred the board to the trustee engagement plan handout. He said the plan will help identify how staff will work with the board and vice versa. He reviewed the plan and explained trustees will work with a gift officer or plan manager on the engagement opportunities. The Executive Committee has approved the plan, and it will be implemented quickly.

X. COMMITTEE REPORTS

A. Audit

Audit Committee Chair Keith Carr presented the committee report.

Trustee Carr stated the fiscal year 2019 financial audit results were clean with no reported issues. Trustee Carr reported the Foundation’s conversion from the Financial Accounting Standards Board reporting model to GASB is now complete.

Chief Financial Officer Holly Newell informed the board the Foundation is currently reviewing options for the 403(b) defined contribution plan after Foundation employees transitioned to University employees. The Foundation will continue research and bring an update to the Audit Committee at the May meeting.

Trustee Carr reported that Vice President Spencer provided an update on incident response and the Foundation’s emergency plan. Trustee Carr confirmed the Foundation had an email breach. The breach was minimal and quickly contained, and all controls in place were operated properly.
Upon motion made and duly seconded, the board voted to approve the audited financial statements and results for the year ending June 30, 2019.

Upon motion made and duly seconded, the committee voted to approve the benefit plan audit results for the year ending June 30, 2019.

Responding to a question about the Florida university system’s response to cybersecurity, President Jennings reported it was being addressed on an institution-by-institution basis. The Foundation has dedicated IT personnel and servers separate from the University’s servers. Chair Lane suggested reassigning some committee members to the Audit Committee to broaden the expertise on the committee in this age of national and international cybersecurity concerns.

B. Development

Christopher Iansiti

Development Committee Chair Chris Iansiti presented the committee report.

The Development Committee had a break out session with three groups discussing different approaches to expanding a culture of giving—student philanthropy, ideas to grow the Foundation’s endowment and corporate and foundation giving. Trustee Iansiti said the results of the break out groups will be shared with the board.

Trustee Iansiti announced FSU’s Great Give, a 36-hour online campaign designed to grow the donor base, would have a $1 million fundraising goal. Trustee Iansiti encouraged support and wanted to identify social ambassadors from the Development Committee to share content with the board. Trustee Iansiti announced that a task force was formed to create a focused recommendation around the minimum giving threshold that will be voted on at the meeting in May.

C. Donor Stewardship

Lt. Gen. (Ret.) F.L. Hagenbeck

Donor Stewardship Committee Chair Buster Hagenbeck presented the committee report.

Trustee Hagenbeck highlighted efforts to increase staff and faculty giving and reported 11 new payroll deductions were established at the FSU Health and Benefits Fair. He added there will be an effort to encourage more sign-ups during Faculty/Staff Appreciation Day. The Faculty/Staff Appreciation Day will kick off the Week of Philanthropy on Monday, March 23, 2020, followed by FSU’s Great Give on Tuesday and Wednesday and Thank a NOLE Day on Thursday.

Trustee Hagenbeck noted improvements had been made to FS4U, a Foundation scholarship website where students can view, apply, accept and write thank you letters for scholarships they are eligible for.
D. Finance

Finance Committee Chair John Lusk presented the committee report. Trustee Lusk asked Chief Financial Officer Newell to present the financial results for the fiscal year 2019 and the fiscal year-to-date results.

Chief Financial Officer Newell began with a balance sheet analysis as of June 30, 2019. She continued with a review of the fiscal year 2019 operating budget and also presented a preliminary review of the operating budget for the Foundation for the fiscal year 2020.

Chief Financial Officer Newell stated that endowment returns for the trailing one year saw a 3.4% return. The endowment met the benchmark for the trailing 10-year with an 8.1% return. She reported the total endowment is $509 million as of June 30, 2019. The total University endowment is $704 million.

Trustee Lusk informed the board of attempted fraudulent activity on the Foundation’s bank account. No losses have been incurred to date as there are controls and processes in place to identify and prevent this. SunTrust has been very cooperative in working with the Foundation concerning this issue and has recommended a new bank account be opened.

_Upon motion made and duly seconded, the board voted to open a new bank account with SunTrust._

E. Investment

Trustee Tom Herndon, Investment Committee member, presented the committee report on behalf of Peter Collins.

Trustee Herndon reported the Investment Committee had an initial conversation with FSU Student Government Association Student Senator Griffin Leckie about a proposed student resolution to limit the investment activities of the foundation by restricting asset classes. After a lengthy discussion, Student Senator Leckie agreed to revise the proposal to make sure it is in keeping with good investment practices and policies.

Trustee Herndon stated the Foundation was on target with the portfolio asset allocation and updated the board on the portfolio performance and approval of a new venture capital fund.

Trustee Herndon announced the Investment Committee would meet in January or February to review asset allocations.

*November 1, 2019, General Board Meeting Minutes - 8*
F. Trusteeship

Trusteeship Committee Chair Nancy McKay presented the committee report.

Chair-Elect McKay recognized the new trustees and thanked their ambassadors—Trustees Florence Ashby, Tom Culligan, Andrea Friall, Nan Hillis, Frank Nardozza and Sherrill Ragans.

Chair-Elect McKay reported that following board size discussions, the Trusteeship Committee is recommending the minimum number of elected trustees remain at 36. Chair-Elect McKay noted there are currently 37 elected trustees, with eight members rolling off on June 30, 2020, and the board would need to recruit seven new trustees to meet the minimum requirement. Chair-Elect McKay highlighted the need for nominees with investment experience. Chair-Elect McKay noted the board size recommendation was subject to change as it could be impacted by the minimum giving threshold recommendation made by the Development Committee.

Chair-Elect McKay noted there were still openings in the liaison program in the College of Human Sciences and College of Motion Picture Arts and announced Andrea Friall would be coordinating the liaison program going forward.

Chair-Elect McKay shared the Trusteeship Committee would be reviewing the board meeting attendance policy.

Chair-Elect McKay gave the board five action points:

- Complete nominations for new trustees by Sunday, December 1; Trustees Dean Cash, Peter Collins, Tom Culligan, Julie Dunn Eichenberg, Tom Herndon, Bill Lloyd, Tom McAlpin and Sherrill Ragans will roll off June 30, 2020;
- Review trustee engagement plan;
- Review AGB book “Institutionally Related Foundation Boards”;
- Provide feedback on the strategic plan by Sunday, November 30; and
- Connect with other board members and development officers on LinkedIn.

XI. UPCOMING MEETING DATES

Chair Lane noted the following upcoming board meeting dates:

- May 14-15, 2020
XII. ADJOURNMENT

Chair Lane reminded the board that nominations for officer and committee chair positions are currently being accepted and can be sent to Chair-Elect McKay, Executive Vice President Jhanji, Vice President Block or him.

There being no further business for discussion, chair, David B. Lane, adjourned the meeting at 4:10 p.m.

Minutes were prepared by Board Relations Coordinator Betsy DeWitt and respectfully submitted by

Nan Hillis
Board Secretary
Audit Committee Meeting Agenda

Thursday, May 14, 2020 • 2:15–3:30 p.m.
Zoom Video Conference

I. WELCOME AND CALL TO ORDER

Keith Carr, Chair

II. APPROVAL OF MINUTES

Carr

A. November 1, 2019

III. NEW BUSINESS

A. Audit Plan for Fiscal Year 2020 Review
   Jeff Zeichner, RSM

B. Benefit Plan Audit
   Holly Newell, CPA

C. Audit Charter Review
   Carr

IV. AUDIT SESSION

Carr

V. ADJOURNMENT

Carr
Audit Committee Meeting Minutes  
Friday, November 1, 2019 • 10–11:30 a.m.  
Augustus B. Turnbull III Conference Center • 555 W. Pensacola St. • Tallahassee, Fla.  
Room 103

MEMBERS PRESENT
Keith D. Carr, Chair
Andrea K. Friall

MEMBERS ABSENT
Tim Gunning
Michael C. Poland

GUESTS/STAFF
Matt Eckard
Holly Newell, CPA
Jeff Zeichner
David Lane
Pamela Spencer

I. WELCOME AND CALL TO ORDER  

Chair Keith Carr called the meeting to order at 10 a.m. A quorum was present.

II. APPROVAL OF MINUTES

Upon motion made by Trustee Andrea Friall and duly seconded by Chair Keith Carr, the committee voted to approve the minutes from the May 16, 2019, Audit Committee meeting.

III. NEW BUSINESS

A. Review of Audit Results for Fiscal Year 2019  

Chief Financial Officer Holly Newell introduced Jeff Zeichner of RSM, the new audit manager on this year’s engagement. Zeichner is responsible for all of RSM’s clients in North Florida reporting under the Governmental Accounting Standards Board. He also oversaw the Foundation’s conversion from the Financial Accounting Standards Board reporting model to Governmental Accounting Standards Board.

November 1, 2019, Audit Committee Meeting Minutes—1
Zeichner presented the audit results for June 30. Zeichner began the presentation by discussing topics addressing business risk, audit risk and areas of focus, required communications to the Audit Committee and audit compliance. Zeichner discussed the audit approach as well as the reports that would be issued to the Audit Committee. Matt Eckard of RSM provided an overview of the audit results, indicating there were no reportable conditions or material weaknesses in internal controls to report. Eckard stated RSM issued an unmodified opinion on the financial statements, noting there were no audit adjustments and no difficulties encountered with management during the audit.

**Upon motion made by Trustee Andrea Friall and duly seconded by Chair Keith Carr, the committee voted to approve the audited financial statements and results for the year ended June 30, 2019.**

B. Review of Benefit Plan Audit Results for 2019

Zeichner reviewed the results of the benefit plan audit of the 403(b) defined contribution plan. Zeichner reported fieldwork has been completed and the report was issued on October 15. Chief Financial Officer Newell mentioned, although Foundation employees transitioned to University employees and no active contributions are being added, over 100 participants remain in the plan, which requires an annual audit. She further stated the Foundation is currently evaluating its options regarding the plan and will bring an update to the committee at the May meeting.

**Upon motion made by Trustee Andrea Friall and duly seconded by Chair Keith Carr, the committee voted to approve the benefit plan audit results for the year ended June 30, 2019.**

C. AcademicWorks (FS4U) Update

Chief Financial Officer Newell provided an update regarding the new system for issuing Foundation scholarships. The system, now known as FS4U—Finding Scholarships for You—offers a streamlined approach to students when applying for, accepting and monitoring the scholarship process. Chief Financial Officer Newell indicated the system was implemented in January with the first awards processed from the system during the fall 2019 semester. She further reported the system had been linked through the FSU student portal for maximum efficiency and feedback from students has been positive.
D. Incident Response and Emergency Plan Update

Vice President for Advancement Services Pam Spencer provided an incident response and emergency plan update. Vice President Spencer stated a mock cyberattack exercise was performed with Foundation staff in September. The purpose of the exercise was to test the incident response plan, as well as a developed checklist, to better prepare staff in the event of a future incident.

Vice President Spencer updated the committee on an actual cyberattack attempt that occurred two weeks after testing. She reported staff and the Incident Response Team successfully implemented the incident response plan, and the issue was fully resolved by IT staff. Vice President Spencer reported on security measures the Foundation has taken since the attempted attack, which include implementation of multifactor authentication for all Office 365 applications and updating the Foundation’s Malwarebyte subscription to include an additional module that alerts IT staff of suspicious cyber activity. She also noted the Foundation would be making future updates to the IT password protection policy and conducting an internal phishing campaign. During the campaign, IT staff will send out phishing emails and staff members who fall victim will be required to attend training. In addition, there is also a discussion surrounding a password manager for the Foundation, in which all staff passwords would be saved into an encrypted file and managed by IT staff, as well as implementing multifactor authentication for the Foundation’s virtual private network.

IV. OTHER BUSINESS

Carr

The committee held a brief discussion with the auditors without Foundation staff present.

V. ADJOURNMENT

Carr

There being no further business for discussion, Chair Carr adjourned the meeting at 10:53 a.m.

Minutes prepared by Administrative Assistant for Financial Services Jacqueline Torres and respectfully submitted by:

Keith Carr
Audit Committee Chair

November 1, 2019, Audit Committee Meeting Minutes—3
THE POWER OF BEING UNDERSTOOD

AUDIT | TAX | CONSULTING
Topics of Discussion

• Our primary objective
• Business risk
• Audit risk and areas of focus
• Our approach and timing
• Fraud risk
• Taxes
• Benefit plan
Our primary objective

Be fully accountable for the level and quality of the service that we provide by:

- Confirming our mutual expectations.
- Discussing how we performed against those expectations.
- Delivering an effective and efficient audit on time.

Provide robust and independent views on matters arising from our audit work through our communications and issuance of management letter.

Support the Audit Committee in achieving its objective of ensuring that the business operates within a robust control environment.

Be committed to a “no surprises” audit, undertaking to report material audit issues to management and the Audit Committee as soon as possible.

Maintain our objectivity and independence.

Provide an accessible, experienced team whose members have a detailed knowledge of your business, ensuring that business issues are understood and appropriately addressed and that we work collaboratively with the Audit Committee, and management.

Provide excellent technical advice and assistance on a timely basis.

Communicate with our client service team on a regular basis to ensure that audit issues are reported and addressed as early as possible and are shared with management and reported to the Audit Committee.

Our primary responsibility is to form and issue an OPINION on the financial statements of Florida State University Foundation.
Business risk

- What are your critical success factors?
  - Contributions
  - Integrity of investments/maximum returns
  - Positive public perception and reputation
  - Overall economy
  - Impact of disruption from COVID-19
  - Continued reporting under the GASB model
Audit risk and areas of focus

- Impact of pending accounting standards GASB Statements Nos. 84 and 87.
- Investments – valuation/impairment
- Contributions receivable – valuation/collectability
- Net position – presentation/classification
- Contributions and investment income – recognition/cutoff
- Preventive and detective controls
2020 Audit risk assessment

• Low risk
  - Cash and cash equivalents
  - Accounts receivable
  - Other assets
  - Fixed assets
  - Accounts payable
  - Deferred revenue
  - Compensated absence liability
  - Agency liability

• High risk
  - Investments
  - Contributions receivable
  - Remainder interest trusts and funds held in trust by others (GASB 81)
  - Contribution/revenue recognition
  - Annuity obligations liabilities (GASB 81)
  - Net position
Our Approach

• Interim/Planning (Week of June 1, 2020)
  - Discussions with management and update documentation of internal control processes from the prior year
  - Perform high level analytical procedures
  - Fraud discussions with management and chair of the Audit Committee
  - Substantive testing on certain accounts
  - State of Florida chapter 10.550 compliance audit procedures
Our Approach

• Final Procedures (In field August 10 – September 4)
  – Rollforward testing procedures performed on interim balances to year-end
  – Wrap up all remaining substantive testing
  – Complete the State of Florida chapter 10.550 compliance audit procedures
  – Perform final analytical procedures
  – Audit workpapers and report go through partner and 2nd partner review
Wrap up and report issuance

- Meet with Audit Committee to discuss financial statements and get approval for issuance
- Once approved by Audit Committee, financial statements are issued
Where is the fraud risk?

• Revenue recognition
• Management override of controls
• Management estimates
• Misappropriation of assets
• Investment valuation
• Expenditures (vendors)
Income Taxes

• Compile list regarding information needed
• Prepare all related tax returns and disclosures applicable to reporting (including Forms 990, 990T, 926’s, and other applicable foreign reporting forms)
• Review returns with client including all related forms and schedules
• Present draft return to Audit Committee
403(b) Benefit Plan

• December 31, 2019 Form 5500 and Audit of the Florida State University Foundation, Inc. 403(b) Defined Contribution Plan will be timely filed with the Department of Labor by October 15, 2020

• For FY19 Audit – Initial contacts are being made to coordinate the audit
Audit session
Florida State University Foundation

Audit Committee Charter

Approved 5/18/2017 by the FSU Foundation Board of Trustees
Amended 5/17/2019

Purpose

The primary function of the Audit Committee is to assist the Florida State University Foundation’s Board of Trustees in fulfilling its financial oversight responsibilities. The Audit Committee should review the Foundation’s audited financial reports and other audited financial information; the Foundation’s system of internal controls and significant accounting policies that management and the Board have established; and the Foundation’s auditing, accounting and financial reporting processes. Consistent with this function, the Audit Committee should foster adherence to, and should encourage continuous improvement of the accounting policies, procedures and practices of the Foundation. The Audit Committee’s primary duties and responsibilities are to:

- Serve as an objective party in monitoring the Foundation’s financial reporting process and internal control system;
- Review and appraise the audit efforts of the independent auditor and internal auditor; and
- Provide an open avenue of communication among the independent auditor, internal auditor, management, and the Board.

Authority

The Audit Committee’s authority comes from the Foundation’s Board, which is delegated to the Audit Committee as authorized by the Foundation’s Bylaws. The Audit Committee, in fulfilling its oversight role, has the authority to study or investigate any matter within the Audit Committee’s scope of responsibilities, and to engage a third party if conditions warrant. The Audit Committee will inform the Board of such actions and the results. The Audit Committee will seek any information it requires from Foundation management and employees all of whom are directed to cooperate with the Audit Committee’s requests or external parties. The Audit Committee may perform other duties as assigned by the Board from time to time.

Membership

The Audit Committee shall be comprised of three or more trustees appointed by the Chairman of the Board, each of whom shall be free from any relationship that, in the opinion of the Board, would interfere with the exercise of independent judgment as a member of the Audit Committee. Recognizing the need for continuity of membership from year to year, as well as maintaining a committee membership with a breadth of skill and expertise, the Chairman of the Board may appoint and remove members as the Chairman deems necessary. Members will serve on the Audit Committee until their departure from the Board, resignation, or replacement by the Chairman of the Board. The Chairman of the Board shall appoint the Chairperson of the Audit
Committee. All members of the Audit Committee shall be financially literate, and at least one member shall have strong professional working experience in accounting, business, finance, audit, and internal controls. No member of the audit committee may be a member of Foundation management. In the event the Chairman of the Board is unable to identify a qualified audit committee member, the Foundation Board may request that the University Board of Trustees Finance, Business and Audit Committee appoint a qualified person to the Foundation Audit Committee.

**Meetings**

The Audit Committee shall meet at least twice annually to review the audit engagement, special investigations, financial irregularities and internal control failures, or more frequently as circumstances dictate. As part of its job to foster open communication, the Audit Committee should meet as needed with the internal auditor, and at least annually with management and the independent auditor in separate sessions to discuss any matters that the Audit Committee believes should be discussed. A presence of at least thirty-three and one-third (33 1/3) percent of the members of the Audit Committee will constitute a quorum for the transaction of business.

The chairperson shall preside at each meeting and, in the absence of the chairperson, one of the other members of the Audit Committee shall be designated as the acting chair of the meeting. The chairperson (or acting chair) may direct appropriate members of management and staff to prepare draft agendas and related background information for each Audit Committee meeting. To the extent practical, any background materials, together with the agenda for the meeting, should be distributed to the Audit Committee members in advance of the meeting. The Audit Committee will invite members of management, auditors, or others to attend meetings and provide pertinent information as necessary.

The Audit Committee is subject to Florida’s Government in the Sunshine Law, as set forth in Chapter 286, Florida Statutes. All meetings of the Audit Committee shall be held pursuant to the by-laws of the Foundation with regard to notice and waiver thereof, and written minutes of each meeting shall be duly filed in the entity’s records. The Audit Committee may form and delegate authority to subcommittees consisting of one or more members when appropriate.

**Responsibilities and Duties**

The Audit Committee should:

**Review**

- Annually review and amend this charter, if necessary, and ensure that any changes to the charter are discussed with the Board and reapproved.

- Review the Foundation’s annual audited financial statements and any audited financial reports or other related information, including any certification, report, opinion, or review rendered by the independent auditor or internal auditor.
• Review the Foundation’s tax returns.

**Independent Audit**

• The Audit Committee shall select the audit firm to perform the Foundation financial statement audit. The Audit Committee shall recommend to the Board the selection of the independent auditor, considering independence and effectiveness. The Board shall then forward the name of the selected audit firm to the University Board of Trustees for final approval.

• Audit firms may continue a contract for a five-year period. At the end of the period, the Foundation may elect to extend the contract for an additional five-year period, on the basis of a rotation in the lead audit partner, or, at its option, issue another Request for Proposal (RFP) for the next period. If the Audit Committee chooses to issue an RFP for the second period, the current audit firm may respond to the RFP for consideration for the additional period, on the basis of a rotation in the lead audit partner. No audit firm may be engaged for more than two consecutive five-year terms. Unless approved by the University Board of Trustees, no audit firm may have an audit contract for more than five continuous years.

• Review and discuss with the auditor on an annual basis all significant relationships the auditor has with the Foundation to determine the auditors’ independence. The Audit Committee shall approve the fees paid to the independent auditor.

• Review the performance of the independent auditor and approve any proposed discharge of the independent auditor by management.

• Consult with the independent auditor periodically out of the presence of management about internal controls and the fullness and accuracy of the Foundation’s financial statements.

• Consider and review with the independent auditor and management the adequacy of the Foundation’s internal controls over computerized information systems and security.

**Internal Audit**

• Review the effectiveness of the internal audit function performed by the University in the event that an audit occurs, and ensure that the Office of Inspector General has sufficient independence with respect to the Foundation.

• Ensure that significant findings and recommendations made by the internal auditors and management's proposed response are received, discussed and appropriately acted on.

• Review the proposed internal audit plan for the coming year (or the multi-year plan) and ensure that it addresses key areas of risk and that there is appropriate coordination with the independent auditor.
Risk Assessment and Management

- Evaluate the overall effectiveness of the risk management process.
- Inquire of management, independent auditors and internal auditors about significant risks or exposures to the Foundation and how these are being managed.

Financial Reporting Process

- In consultation with the independent auditor, review the integrity of the Foundation’s financial reporting processes.
- Consider the independent auditors’ judgments about the quality and appropriateness of the Foundation’s accounting principles as applied in its financial reporting.
- Consider and approve, if appropriate, major changes to the Foundation’s auditing or accounting principles and practices as recommended by the independent auditor or management.
- Establish regular and separate systems of reporting to the Audit Committee by management regarding any significant judgments made by management in preparation of the financial statements. Review the independent auditor’s assessment of any such judgments made by management.
- Following completion of the annual audit, review separately with management and the independent auditor any significant difficulties encountered during the course of the audit, including any restrictions on the scope of work or access to required information.
- Review any significant disagreement among management and the independent auditor in connection with the preparation of the financial statements.
- Review with the independent auditor and management the extent to which changes or improvements in financial or accounting practices, as approved by the Audit Committee, have been implemented.

Legal Compliance

- Review, with the Foundation’s counsel, any legal matter that could have a significant impact on the organization’s financial statements.
- Ensure a process exists for receiving anonymous complaints and review the nature and disposition of reported matters.
- Perform any other activities consistent with this Charter, the Foundation’s By-laws and governing law, as the Audit Committee or the Board deems necessary or appropriate.
**Communication & Reporting**

- Regularly update the Board about Audit Committee activities and issues and make appropriate recommendations.

- Ensure the Board is aware of matters that may cause significant financial or operational impact to the Foundation.
I. WELCOME AND CALL TO ORDER

A. Roll Call

Christopher Iansiti, Chair

Perry Fulkerson

B. New Development Staff Introduction

i. Constituent Programs

Brandon T. McCray

ii. Central Development

Michelle Mattox

II. APPROVAL OF MINUTES

Iansiti

A. April 15, 2020

III. SPOTLIGHT ON ACADEMICS

Iansiti

A. Speaker Introduction

McCray

B. Honors and Scholars Program

D. Craig Filar, Ph.D.

IV. OLD BUSINESS

Iansiti

A. FSU’s Great Give: Support our Students Update

Mattox

B. November 2019 Trustee Breakout Sessions Success

Fulkerson

C. EverTrue Update

Sarishni Patel

V. NEW BUSINESS

Iansiti

A. Fiscal Year 2020 Report on Giving

Andy A. Jhanji

B. Trustee Giving Fiscal Year to Date

Iansiti

C. Trustees Meeting Giving Requirement

Iansiti
VI. COVID-19 CRISIS

A. Fundraising Update

B. College Perspective

C. Virtual Events

VII. ADJOURNMENT
Development Committee Meeting Minutes

Wednesday, April 15, 2020 • 1:30–2:30 p.m.
Zoom Video Conference

MEMBERS PRESENT

Christopher Iansiti, Chair
Timothy A. Cole
Dean Michael D. Hartline
Thomas W. Jennings Jr., Ph.D.
Russell Kohl
William C. Lloyd
Craig T. Lynch
Robert B. Mang
Steven J. Mudder, Esq.
Francis J. Nardozza
Sean Pittman, Esq.
Sherrill Ragans
Kyle D. Riva
Paula Smith
Elizabeth J. Walters, J.D.

MEMBERS ABSENT

Peter H. Collins
Jeffrey Gargiulo
Mart P. Hill
William T. Hold, Ph.D.
Paul G. Hudson
Thomas M. McAlpin
Ashbel C. Williams Jr.

GUESTS/STAFF

Tom Block
Perry Fulkerson
Lt. Gen. (Ret.) F.L. Hagenbeck
Nan Hillis
Andy A. Jhanji
Michelle Mattox
Brandon T. McCray

I. WELCOME AND CALL TO ORDER

Christopher Iansiti, Chair

Chair Chris Iansiti called the meeting to order at 1:35 p.m. Roll was taken, and a quorum was present.

II. APPROVAL OF MINUTES

A. January 30, 2020

The minutes were approved as presented from the January 30, 2020, Development Committee meeting.

B. Board Giving Task Force – March 30, 2020 (Approval by task force members only.)

The minutes were approved as presented from the March 30, 2020, Board Giving Task Force meeting.
III. OLD BUSINESS

A. FSU’s Great Give: Support Our Students (SOS)  
Michelle Mattox  
Associate Vice President for Central Development

Associate Vice President for Central Development Michelle Mattox gave a brief overview of FSU’s Great Give: Support Our Students (SOS), held on April 7. This 24-hour online giving campaign raised $438,554, including $70,800 in contributions by Foundation board members. Additional gifts came in after the campaign ended for a total of approximately $460,000. All money raised supports FSU’s student emergency funds, which address student needs such as food insecurity, medical bills, technology and housing assistance.

B. Board Giving Task Force Recommendation  
Iansiti

Chair Iansiti began by reviewing FSU Foundation Board of Trustees Chair David Lane’s charge to the Development Committee. He acknowledged and thanked the members of the Board Giving Task Force.

Chair Iansiti explained that discussions of the Board Giving Task Force included a review of the current board giving policy, comparison data from peer institutions, trustee annual and lifetime giving, endowment growth and the timing of implementing the recommendation.

i. Recommendation Review

The Board Giving Task Force recommendation is as follows:

Elected trustees of the Florida State University Foundation shall donate or direct qualified charitable contributions to the Florida State University Foundation totaling $10,000 or more annually in support of FSU’s academic and student affairs programs. The $10,000 annual commitment may be designated to more than one program or initiative.

In addition, board members must have a lifetime giving history of $100,000 or more in irrevocable commitments to FSU’s academic and student affairs programs. This applies to new trustees and trustees currently serving when this requirement goes into effect. A trustee’s current lifetime irrevocable gifts count toward the $100,000 minimum. If a trustee has not yet met the lifetime giving requirement, the trustee agrees to make additional qualified gifts or commitments during his or her service.
ii. Discussion

There was concern this high level of giving might exclude younger constituents from the Foundation board. Chair Iansiti said the task force gave serious consideration to this point, but thought it was more vital to increase the giving profile of the board by ensuring all trustees are six-figure donors. Additionally, there are other advisory boards around the university younger alumni can serve on as an entry point for future Foundation board membership.

There was discussion regarding the data from peer institutions as well as other reports on Foundation board giving provided to task force members at previous meetings.

Vice President for Advancement and FSU Foundation President Tom Jennings discussed the importance of making annual gifts as it relates to FSU’s *U.S. News & World Report* rankings, as well as having 100% participation among board members.

It was recommended that giving requirements be made clear to all prospective board members. Additionally, the committee discussed whether another tier of board members with a lower giving requirement should be considered.

iii. Acceptance of Recommendation

The Development Committee unanimously accepted the recommendation. The committee agreed the amended policy should go into effect on July 1, 2021.

iv. Next Steps

This recommendation will be presented and voted on at the May 15 Foundation Board of Trustees meeting.

IV. ADJOURNMENT

There being no further business for discussion, Chair Iansiti adjourned the meeting at 2:30 p.m.

Minutes were prepared by Executive Secretary for Central Development Kim Harrison and respectfully submitted by:

Christopher Iansiti
Chair
Development Committee
A minimum giving requirement for service on the Florida State University Foundation Board of Trustees was adopted effective July 1, 2016. The minimum giving requirement, approved by the FSU Foundation Board of Trustees, is amended effective July 1, 2021. The amended policy is as follows:

Elected trustees of the Florida State University Foundation shall donate or direct qualified charitable contributions to the Florida State University Foundation totaling $10,000 or more annually in support of FSU’s academic and student affairs programs. The $10,000 annual commitment may be designated to more than one program or initiative. At least half of the annual commitment should be directed to an endowment or endowments of the trustee’s choice benefitting academic or student affairs programs.

In addition, board members must have a lifetime giving history of $100,000 or more in irrevocable commitments to FSU’s academic and student affairs programs. This applies to trustees currently serving at the time this requirement is effective, as well as to trustees. A trustee’s current lifetime irrevocable gifts count toward the $100,000 minimum. If a trustee has not yet met the lifetime giving requirement, the trustee agrees to make additional qualified gifts or commitments during his or her service to meet the requirement.

Gift commitments may be fulfilled through any of the methods listed below:

- Personal outright gifts, including pledge payments of cash or securities, such as stocks or bonds, from the trustee or the trustee’s spouse/life partner. Corporate matching gifts secured by the trustee or trustee’s spouse/life partner will also be counted. Trustees who leverage their personal gifts with corporate matching gifts should consult with their financial advisors regarding IRS tax regulations.

- In lieu of annual gifts of $10,000 or more, a trustee may make a one-time outright cash gift of $30,000 (or more) at the beginning of the trustee’s three-year term. Trustees choosing this option should also make participation gifts during years two and three of their terms. Participation gifts are a key element of national rankings. The FSU Foundation Board of Trustee’s goal is 100% participation by trustees each year. There is no minimum requirement for participation gifts. Trustees are strongly encouraged to support the annual FSU’s Great Give as part of their overall philanthropic commitment to Florida State.
• Funds directed by a corporation or organization as a director’s benefit on behalf of the trustee. Directed funds are credited for tax purposes to the corporate or organizational donor, not to the trustee directing the funds. Trustees should document these types of gifts to ensure they receive soft credit for the gift. Funds donated through third parties do not count toward a trustee’s participation expectations, as these gifts are not recognized toward alumni participation totals by *U.S. News & World Report* and other national rankings.

• Funds directed by the trustee from a donor-advised fund. Funds directed by a trustee from his or her donor-advised fund are credited for tax purposes to the donor-advised fund and not to the trustee directing the funds. However, trustees using donor-advised funds to meet their giving requirements will be given soft credit for recognition purposes, such as inclusion in the Presidents Club. Funds donated through donor-advised funds and other third parties do not count toward a trustee’s participation expectations, as these gifts are not recognized toward alumni participation totals by *U.S. News & World Report* and other national rankings.

• Gifts of property made to the FSU Real Estate Foundation, whether retained or monetized, from which the proceeds are directed toward academic and student affairs purposes.

The trustee’s lifetime giving requirement may be paid over a period of up to five years, commencing during the trustee’s term. In addition to the above forms of contribution, the following irrevocable deferred gifts qualify for the lifetime giving requirement:

• A charitable remainder trust

• A charitable lead trust

• A charitable gift annuity

• An IRA charitable roll-over

• A retained life estate

• A whole life insurance policy, funded by the trustee, of which the FSU Foundation is owner and beneficiary
Trustees choosing to make irrevocable deferred gifts should consult with the FSU Foundation’s Office of Gift and Estate Planning.

While trustees are encouraged to assist in fundraising by identifying and helping to cultivate potential donors, gifts received from others do not replace the requirement of a trustee’s personal giving.

Questions pertaining to the applicability of any gift toward the annual trustee giving requirement may be decided, upon request, by the Foundation’s executive vice president in consultation with the board chair.

Definitions:

**Hard Credit:** Gifts donated directly to FSU Foundation by the trustee from their personal funds and assets.

**Soft Credit:** Gifts donated by another party (e.g., corporation/business, family foundation, donor-advised fund, etc.) at the direction of, and on behalf of, the trustee.
New Development Staff:

John Melleky – Senior Development Officer, The John and Mable Ringling Museum of Art
   john.melleky@ringling.fsu.edu
   (941) 376-2606

Nora Clark – Assistant Director for Digital and Social Giving
   nclark@foundation.fsu.edu
   (850) 645-0490

Tanner Bond – Development Officer, Central Florida
   tbond@foundation.fsu.edu
   (850) 228-0170

Alex Douglas – Director of Development, Dedman School of Hospitality
   adouglas@foundation.fsu.edu
   (850) 518-9001

Logan Byrd – Annual Giving Development Coordinator
   lbyrd@foundation.fsu.edu
   (850) 645-9152

Ashleigh Dellinger – Development Officer, Corporate and Foundation Development
   adellinger@foundation.fsu.edu
   (850) 274-7188
Your donation has given me a place to lay, food to eat, and a clear and healthy mind to continue with my schooling during this time.”
- Vanessa Gomez, '20

Tallahassee Campus

$393,958
2,446 Donors
24% new donors

Panama City Campus

$49,112
175 Donors
9% new donors

Number of States

48

*some donors may qualify in more than one category
Donor Stewardship Committee
Meeting Agenda

Thursday, May 14, 2020 • 12:45–2 p.m.
Zoom Video Conference

I. WELCOME AND CALL TO ORDER  
   Lt. Gen. (Ret.) F.L. Hagenbeck

II. APPROVAL OF MINUTES  
    Hagenbeck
A. November 1, 2019

III. NEW BUSINESS  
    Hagenbeck
A. Scholarship Impact
B. COVID-19’s Effect on Stewardship  
   Emily Fulton
C. Share Your Best FSU Stewardship Experience

IV. OLD BUSINESS  
    Fulton
A. Forever FSU
B. Endowed Fund Stewardship  
   Jennifer Reed
C. Recognition Society Update  
   Fulton
D. Thank You Notes  
    Hagenbeck

V. ADJOURNMENT  
    Hagenbeck
I. WELCOME AND CALL TO ORDER

Chair Buster Hagenbeck called the meeting to order at 8:33 a.m. A quorum was present.

II. APPROVAL OF MINUTES

Upon motion made by Trustee Andrea Friall and duly seconded by Trustee Florence Ashby, the committee voted to approve the minutes from the May 16, 2019, Donor Stewardship Committee meeting.

III. NEW BUSINESS

A. Thank You Notes

Chair Hagenbeck welcomed the committee and requested members write thank-you notes to faculty and staff donors on the provided cards. Chair Hagenbeck requested trustees review the gift report and send thank you notes to donors they know. He asked trustees to inform Donor Relations and Stewardship staff when they send a
letter so it can be tracked in the Foundation’s database. Tracking allows staff to verify each donor is receiving due recognition.

B. ThankView

Emily Fulton

Senior Director, Donor Relations and Stewardship

Chair Hagenbeck gave a brief description of ThankView, a software allowing students and faculty to customize videos to donors. He then introduced Senior Director of Donor Relations and Stewardship Emily Fulton to provide more information on how the Foundation will utilize the platform.

Senior Director Fulton began by introducing the department’s newest staff member, Donor Relations Coordinator II Breannah Kirby.

Senior Director Fulton explained ThankView will be used as a stewardship, solicitation and event invitation tactic. Staff began utilizing the software in September and has since made improvements to the process. ThankView includes customized digital envelopes, stamps and landing pages. Equipment was purchased to increase the production value of the videos, including lapel microphones.

The first ThankView video was sent to 395 Vires, Artes, Mores honorees as an invitation to a stewardship event. The open rate was 51.9%, which exceeded the average open rate for traditional event invitations by 30%. Senior Director Fulton reported event RSVPs also increased as a result of this video invitation.

Senior Director Fulton gave an overview of the most recent VAM event held at The Gathering in Tallahassee and asked for feedback. A discussion ensued.

C. Week of Philanthropy

Fulton

Chair Hagenbeck confirmed that, following the success of the first Thank a NOLE Day, a full Week of Philanthropy will occur in March 2020. Senior Director Fulton shared the idea of the week is to create a consistent message about philanthropy and celebrate donors’ giving.

Senior Director Fulton provided an overview of the week, which begins Monday, March 23, with Faculty & Staff Appreciation Day, followed by FSU’s Great Give and ending with Thank a NOLE Day on Thursday, March 26. She noted that staff began these campus education efforts with an information table at the FSU Health and
Benefits Fair. As a result, 11 new payroll deductions were made to the FSU Foundation.

It was noted that FSU’s Great Give will have a $1 million goal this year and will be held on Tuesday, March 24 and Wednesday, March 25, opposed to traditional Thursday and Friday dates. In response to a question by Trustee Chris Iansiti, the preliminary results from FSU’s Great Give will be available immediately at the event’s conclusion.

D. Annual College/Unit Stewardship Update Fulton

Senior Director Fulton shared that Foundation Donor Relations and Communications staff met with their college/unit counterparts and development officers to assist in college-wide stewardship efforts. These meetings prove helpful in learning the stewardship activities happening at the college level and informing colleges of the stewardship touches provided by the central Foundation. Senior Director Fulton then gave several examples of successes as a result of this collaboration over the years, including hosting stewardship events for various colleges/units, providing services to create newsletters and emails and developing and restructuring college-wide recognition societies.

IV. OLD BUSINESS

A. Finding Scholarships for You Jennifer Reed

Assistant Director of Donor Relations and Stewardship Jennifer Reed updated the committee on Finding Scholarships for You, a website where students can view, apply, accept and write thank you letters for Foundation scholarships. She shared the work that has been done to acclimate the campus community with FS4U. Overall, FS4U has been positively received by all constituencies, internal and external.

B. Forever FSU Fulton

Senior Director Fulton informed the committee that after consultation with the Foundation’s Annual Giving team and analysis of more peer institutions, the launch of Forever FSU, the Foundation’s consecutive giving program, has been pushed back until July 2020. Senior Director Fulton reminded the committee that recognition in Forever FSU includes Foundation-only gifts of any amount, pledge payments, outright gifts and matching gifts.
A question arose about the cost of implementing and maintaining a consecutive giving program. Additional research will need to be done to determine exact cost, but it was noted that gifts and other recognition will remain minimal. Director of Annual Giving Sarishni Patel suggested that the benefits associated with a consecutive giving program will justify the investment made in creating ForeverFSU. She explained that this program will be effective in the long-term strategy of retaining donors with the possibility of increasing their annual giving and may also lead to contributions to the next fundraising campaign.

C. Sharing of Stewardship Examples and Improvements

Chair Hagenbeck opened the floor for any discussion on good or bad examples of stewardship. Several committee members suggested the opportunity to meet with recipients of their gifts in a one-on-one capacity should be encouraged. Both trustees Nan Hillis and Andrea Friall stated the experience can be meaningful to both parties and would allow many of these students to gain connections for their future. Trustee Hillis emphasized it would also increase engagement of both the students and trustees.

V. ADJOURNMENT

There being no further business for discussion, Chair Hagenbeck adjourned the meeting at 9:27 a.m.

Minutes were prepared by Executive Secretary for Advancement Relations Lauren Graves and respectfully submitted by:

Lt. Gen. (Ret.) F.L. Hagenbeck
Donor Stewardship Committee Chair
I. WELCOME AND CALL TO ORDER  
   John M. Lusk, Chair

II. APPROVAL OF MINUTES  
   Lusk

   A. November 1, 2019

III. NEW BUSINESS

   A. Status of Operations  
      Lusk, Andy A. Jhanji

   B. Review of Financial Results for Fiscal Year 2020  
      Holly Newell, CPA

   C. Fiscal Year 2021 Budget Presentation  
      Newell

IV. ADJOURNMENT  
   Lusk
MEMBERS PRESENT
John M. Lusk, Chair
Mark Ellis
Thomas Herndon
William T. Hold, Ph.D.
Thomas M. McAlpin
Nancy McKay
Robert B. Mang
Steve J. Mudder, Esq
Francis J. Nardozza

MEMBERS ABSENT
Dean L. Cash
William C. Lloyd
Louis C. Taormina
David B. Lane
Michael C. Poland

GUESTS/STAFF
Andy A. Jhanji
Holly Newell, CPA

I. WELCOME AND CALL TO ORDER
John M. Lusk, Chair

Chair John Lusk called the meeting to order at 8:36 a.m. A quorum was present.

II. APPROVAL OF MINUTES
Lusk

Upon motion made by Tom Herndon and duly seconded by Trustee Nancy McKay, the committee voted to approve the minutes from the May 16, 2019, Finance Committee meeting.

III. NEW BUSINESS

A. Review of Financial Results for Fiscal Year 2019
Holly Newell, CPA

Chief Financial Officer Holly Newell reminded the committee of the passing of Senate Bill 4 and the legislative changes affecting the Foundation. She indicated the legislation now requires all direct support organization-appointed trustees to be approved by the University Board of Trustees, and Generally Accepted Accounting Principles requires a DSO to report under Governmental Accounting Standards Board as a result of these perceived controls. Chief Financial Officer Newell stated the financial information being presented for the prior year has been restated to conform to the change in reporting model.
Chief Financial Officer Newell began the financial results presentation with a balance sheet analysis as of June 30, 2019, compared to the previous year. Total assets increased from $733 million to $750 million, primarily due to the increase in investment earnings. Total liabilities decreased slightly to $25 million compared to $28 million the previous year. Chief Financial Officer Newell noted a few changes in presentation as a result of the conversion to the Governmental Accounting Standards Board, specifically the addition of deferred inflows of resources, which reflects activity associated with split-interest agreements. Unlike the Financial Accounting Standards Board, GASB does not allow for recognition of this activity until trusts mature. Deferred inflows of resources comprised $13 million compared to $14 million the prior year. The deferred inflows of resources represent the net amount of the trusts that are expected to be recognized as revenue when the trusts mature. Chief Financial Officer Newell stated the total ending net position was $711 million.

Chief Financial Officer Newell continued with an income statement analysis for the year ended June 30, 2019, compared to the previous year. Operating revenues decreased from $83 million to $72 million, primarily due to the investment return of 3.4% in fiscal year 2019 compared to 8% in fiscal year 2018. Contributions increased from $22 million to $31 million and are attributed to a few significant gifts. Total operating expenses increased as a result of an increase in support for University programs, which totaled $47 million compared to $42 million the previous year. Chief Financial Officer Newell added the overall change in net position was an increase of $20 million.

Chief Financial Officer Newell reviewed the Foundation operating budget as compared to actual results for the year ended June 30, 2019. Support and revenue exceeded budget by $3 million due to unexpected earnings on the short-term pool. Chief Financial Officer Newell noted fundraising expenses reflect a favorable variance of $1.6 million as a result of staff vacancies and related savings in the area of travel and entertainment. Support provided to the University and direct support organizations exceeded budget by $69,000 as a result of increased support provided to the University president. Chief Financial Officer Newell concluded by stating the year ended with a net increase of $4.9 million, resulting in an ending net position of $20 million compared to $16 million budgeted.

Chief Financial Officer Newell provided an update on the Foundation’s endowment returns stating the fiscal year-to-date return was 3.4%. She indicated the Foundation has exceeded its primary benchmark for the trailing 10-year return. Since inception, the Foundation portfolio has returned 6.6% compared to its benchmark of 7.3%. Chief Financial Officer Newell concluded her presentation by stating the Foundation’s endowment totaled $509 million as of June 30, 2019, which was a historic mark for the
Foundation. She also added that the total University endowment was $704 million for the same period.

B. Review of Financial Results for Fiscal Year-to-Date 2020

Newell

Chief Financial Officer Newell presented a preliminary review of the operating budget for the Foundation for the fiscal year 2020. Total support and revenue is $4.9 million, a slight increase over the budgeted amount of $4.6 million, as a result of the short-term investment pool returning more than anticipated for the first quarter. Chief Financial Officer Newell noted administrative expenses are $1.6 million compared to a budget of $1.8 million, and fundraising expenses are $2.5 million compared to $3.1 million budgeted. Staff vacancies for the first three months of the year resulted in expense savings in the areas of salaries and related benefits as well as associated travel. Chief Financial Officer Newell reported the total ending net position was $21 million.

C. New Bank Account

Lusk

Chair Lusk informed the committee of attempted fraudulent activity on the Foundation’s bank account. Perpetrators have attempted to present checks on behalf of the Foundation. No losses have been incurred to date as there are controls and processes in place to identify and prevent this scheme. SunTrust has been very cooperative in working with the Foundation concerning this issue and has recommended a new bank account be opened.

**Upon motion made by Steve J. Mudder and duly seconded by Trustee Robert Mang, the committee voted to open a new bank account with SunTrust.**

V. ADJOURNMENT

Lusk

There being no further business for discussion, Chair Lusk adjourned the meeting at 9:26 a.m.

Minutes prepared by Administrative Assistant for Financial Services Jacqueline Torres and respectfully submitted by:

John M. Lusk
Finance Committee Chair
## Operating Budget FY2021

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<td>(90,000)</td>
<td>(90,000)</td>
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<td>ENDING NET POSITION - OPERATIONS</td>
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<tr>
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Printed: 5/5/2020

RETURN TO TABLE OF CONTENTS
## Operating Budget FY2021

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<th>2019-2020</th>
<th>Variance</th>
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<td>Compared to Current Year’s Budget</td>
<td>Compared to Current Year’s Forecast</td>
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<td><strong>SUPPORT &amp; REVENUE</strong></td>
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<td>$20,885,107</td>
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<td>0%</td>
<td>(90,000)</td>
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<tr>
<td><strong>ENDING NET POSITION - OPERATIONS</strong></td>
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## Operating Budget FY2021

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<tr>
<th></th>
<th>Proposed</th>
<th>Compared to Current Year’s Budget</th>
<th>Compared to Current Year’s Forecast</th>
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<tbody>
<tr>
<td></td>
<td>Budget</td>
<td>Amount</td>
<td>Increase/(Decrease)</td>
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</tr>
<tr>
<td>Accounting office support</td>
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<td><strong>TOTAL SUPPORT &amp; REVENUE</strong></td>
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<tr>
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<td>Accounting office support</td>
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<tr>
<td><strong>CHANGE IN NET POSITION</strong></td>
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<td>$0</td>
<td>0%</td>
</tr>
</tbody>
</table>
Proposed Investment Committee Bylaws Revision—April 28, 2020, Version

Upon nomination by the Investment Committee chair, and approval by both the chair of the Foundation and president of the FSU Foundation, Investment Committee members who have served at least two terms as Foundation trustees—who would otherwise be rotating off the board at the end of their respective terms (and would therefore no longer be members of the Investment Committee)—may be retained as voting members of the Investment Committee for an additional three-year period following the end of the fiscal year subsequent to their last board meeting. Members retained for service on the Investment Committee past the completion of their board term are not considered Foundation trustees. Investment Committee members continuing to serve on the committee under this provision shall not constitute more than three of the nine total members of the committee. No member of the committee serving under this provision shall be allowed to serve more than two three-year periods. This mechanism for staffing the Investment Committee will only be used if necessary following the annual trusteeship process.
I. WELCOME AND CALL TO ORDER

Chair Nancy McKay called the meeting to order at 3:02 p.m. A quorum was present.

II. APPROVAL OF MINUTES

A. February 18, 2020

The February 18, 2020, meeting minutes were approved as presented.

III. OLD BUSINESS

A. Review and Finalize Rankings

Chair McKay began the meeting by recommending the nomination of the top nine candidates to the full board. She then suggested if any candidates decline the offer, the board will move forward to the alternative candidates, ranked 10 and 11. After an in-depth discussion, Chair McKay called for a motion.

March 10, 2020, Trusteeship Committee Minutes—1
Upon motion made by Trustee Nan Hillis and duly seconded by Trustee Florence Ashby, the committee voted to recommend a slate of nine individuals for a three-year term beginning July 1 and ending June 30, 2023, pending acceptance by the nominee and adherence to the rankings identified to staff by the committee. Should any decline, the alternative recommendations are the nominees ranked 10 and 11.

B. Liaison Program Openings

Chair McKay stated there are two openings for liaisons at this time, and she will contact Trustee Andrea Friall to fill these positions before the May 15 board meeting. Chair McKay stated a decision would be made whether to create a Liaison Task Force and, if so, whether it will structurally reside underneath the Trusteeship or Development committee.

IV. NEW BUSINESS

A. Slate of Officers

The slate of officers will be completed and presented to the board for election at the May 15 meeting.

B. Next Steps

Executive Vice President Andy Jhanji stated he and Vice President for University Advancement and President, FSU Foundation Tom Jennings will divide the slate of new trustees and call selected nominees for their approval. They will report back to the committee before moving nominations forward to the board.

C. FSU’s Great Give

FSU’s Great Give will be held March 24-25. Chair McKay encouraged the committee to contact Director of Annual Giving Sarishni Patel with planned donations for funds to be allocated appropriately. An email with more information about FSU’s Great Give—including projects available for funding—will be sent from Development Committee Chair Chris Iansiti.

Trustee Buster Hagenbeck gave an update on Thank a NOLE Day to be held March 26 on Landis Green. Executive Vice President Jhanji will keep the committee posted in regards to any contingency plans that may be necessary due to COVID-19.
V. ADJOURNMENT

McKay

There being no further business for discussion, Chair McKay adjourned the meeting at 3:43 p.m.

Minutes were prepared by Executive Secretary for Advancement Relations Lauren Graves and respectfully submitted by:

Nancy McKay
Chair
Trusteeship Committee
Committee Assignments

Spring 2020

AUDIT COMMITTEE
Keith D. Carr, chair
Andrea K. Friall
Tim Gunning
Michael C. Poland

DEVELOPMENT COMMITTEE
Christopher Iansiti, chair
Timothy A. Cole
Peter H. Collins
Jeffrey Gargiulo
Dean Michael D. Hartline
Mart P. Hill
William T. Hold, Ph.D.
Paul G. Hudson
Thomas W. Jennings Jr., Ph.D.
Russell Kohl
William C. Lloyd
Craig T. Lynch
Robert B. Mang
Thomas M. McAlpin
Steve J. Mudder, Esq.
Francis J. Nardozza
Sean Pittman, Esq.
Sherrill Ragans
Kyle D. Riva
Paula Smith
Elizabeth J. Walters, J.D.
Ashbel C. Williams Jr.

DONOR STEWARDSHIP COMMITTEE
Lt. Gen. (Ret.) F.L. Hagenbeck, chair
Donna Abood
Florence Ashby
Keith D. Carr
Timothy A. Cole
Tom Culligan
Julie Dunn Eichenberg
Andrea K. Friall
Marion J. Taormina Hargett
Dean Michael D. Hartline
Nan C. Hillis
Christopher Iansiti
Thomas W. Jennings Jr., Ph.D.
Sherrill Ragans
Paula Smith
Elizabeth J. Walters, J.D.

FINANCE COMMITTEE
John M. Lusk, chair
Dean L. Cash
Mark Ellis
Thomas Herndon
William T. Hold, Ph.D.
Thomas W. Jennings Jr., Ph.D.
David B. Lane
William C. Lloyd
Robert B. Mang
Thomas M. McAlpin
Nancy McKay
Steve J. Mudder, Esq.
Francis J. Nardozza
Michael C. Poland
Louis C. Taormina

EXECUTIVE COMMITTEE
David B. Lane, chair
Kathryn Ballard
Keith D. Carr
Peter H. Collins
Julie Dunn Eichenberg
Lt. Gen. (Ret.) F.L. Hagenbeck
Kristine Harper
Nan C. Hillis
Christopher Iansiti
Thomas W. Jennings Jr., Ph.D.
John M. Lusk
Nancy McKay
Louis C. Taormina
President John Thrasher

INVESTMENT COMMITTEE
Peter H. Collins, chair
Thomas Herndon
Paul G. Hudson
Thomas W. Jennings Jr., Ph.D.
John M. Lusk
Kyle D. Riva
Ed Swan
Ashbel C. Williams Jr.

TRUSTEESHIP COMMITTEE
Nancy McKay, chair
Donna Abood
Florence Ashby
Dean L. Cash
Tom Culligan
Julie Dunn Eichenberg
Mark Ellis
Tim Gunning
Lt. Gen. (Ret.) F.L. Hagenbeck
Marion J. Taormina Hargett
Mart P. Hill
Nan C. Hillis
Thomas W. Jennings Jr., Ph.D.
Russell Kohl
David B. Lane
Craig T. Lynch
Sean Pittman, Esq.
Louis C. Taormina
Foundation trustees are elected to serve a term of three years. If requirements are met, trustees can be elected for a second term of three years. If a trustee serves as an officer or committee chairperson, he or she can serve a third three-year term.

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<tr>
<th>TRUSTEES WITH TERM END DATE OF 6/30/2020</th>
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<td><strong>LIFETIME MEMBERS</strong></td>
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<td>Gus A. Stavros (Emeritus)</td>
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*Term Calendar*

*Spring 2020*
Officers
Spring 2020

David B. Lane
Chair

Nancy McKay
Chair Elect

Thomas W. Jennings Jr., Ph.D.
Vice President for University Advancement and President, FSU Foundation

Louis C. Taormina
Treasurer

Nan C. Hillis
Secretary

Andy A. Jhanji
Executive Vice President, FSU Foundation

Holly Newell, CPA
Assistant Treasurer

Tom Block
Acting Assistant Secretary

Vacant
Assistant Secretary

Representatives to FSU Advancement Direct Support Organization Boards

Francis J. Nardozza
Real Estate Foundation

Nan C. Hillis
Seminole Boosters
Former Board Chairs

*Deceased

1960-61 Dr. Robert M. Strozier*
1961-64 Dr. Gordon W. Blackwell*
1964-65 Dr. John E. Champion*
1965-66 Honorable John G. McKay Jr.*
1967-73 Honorable B.K. Roberts*
1974-77 Honorable John G. McKay Jr.*
1977-80 Honorable B.K. Roberts*
1980-82 Mr. William O. Cullom
1982-85 Mr. Julius F. Parker Jr.*
1986-91 Mr. George R. Langford*
1991-92 Mr. Roy C. Young
1992-93 Mr. Hans W. Tews
1993-94 Mr. Fred O. Drake Jr.*
1994-95 Mr. William O. Cullom
1995-97 Dr. Gus A. Stavros
1998-99 Mr. Thomas F. Petway III
2000-01 Mr. Clifford R. Hinkle*
2002-03 Mr. James W. Apthorp Jr.
2004-05 Mrs. Lynda Keever
2006-07 Mr. William G. Smith Jr.
2008-10 Mr. J. Robert Jones Jr.
2010-12 Mr. Ashbel C. Williams Jr.
2012-14 Vice Adm. (Ret.) Gordon S. Holder
2014-16 Mr. John W. Thiel
2016-18 Ms. Julie Dunn Eichenberg

* Deceased
Lifetime Members

Mart P. Hill
*Founding Member*

Gus A. Stavros
*Emeritus*
FSU Foundation Board of Trustees Nominees for a Three-Year Term Beginning July 1, 2020, and Ending June 30, 2023:

- **Tom Bartelmo** ('87, B.S., Business; ’88, M.Acc., Business), Plantation, Fla., president and CEO of The J.I. Kislak Company, current member of the executive board of the College of Business’ FSU Real Estate Program, former member of the FSU Foundation Board of Trustees
- **Yvonne Brown** (Honorary FSU alumna, University of Florida alumna), Tallahassee, Fla., volunteer and civic leader in the Tallahassee community, at-large member of the Seminole Boosters Board of Directors, life member of the FSU Alumni Association, former member of the FSU Foundation Board of Trustees
- **Raymond Cottrell** (’69, B.S., Arts and Sciences), Tallahassee, Fla., physician at the Digestive Disease Clinic, member of the College of Medicine Dean’s Advisory Council, served on all three direct support organizations boards
- **Frank Hall** (’89, B.S., Business), Lynn Haven, Fla., executive vice president and chief operating officer of Summit Bank, past chair of the FSU Panama City Development Board, former member of the FSU Alumni Association’s National Board of Directors
- **Judy Hayden** (’71, B.S., Education, University of Dayton; ’77, B.S., Civil Engineering, Oklahoma State University; ’79, M.S., Civil Engineering, Kansas State University), Tallahassee, Fla., co-owner and environmental engineer at Environmental and Geotechnical Specialists, Inc., current member of the FAMU-FSU College of Engineering Advisory Council and Civil and Environmental Engineering Advisory Board
- **Diahann Lassus** (’76, B.S., Business), Berkeley Heights, NJ., president and co-founder of Lassus Wherley, member of the College of Business Board of Governors
- **Bob Rice** (’76, B.A., Social Sciences; ’79, J.D., Law), Short Hills, NJ., founder and managing partner of Tangent Capital, life member of the FSU Alumni Association
- **Scott Warren** (’80, B.S., Arts and Sciences) Ponta Vedra Beach, Fla., dermatologist at First Coast Mohs Dermatology and Skin Cancer Specialists, charter member of the FSU Medical Alumni Board, former member of the Seminole Boosters Board of Directors

FSU Foundation Board of Trustees Nominated for a Second Three-Year Term Beginning July 1, 2020 and Ending June 30, 2023:

- Donna Aboud

FSU Foundation Board of Trustees Nominated for a Third Three-Year Term Beginning July 1, 2020, and Ending June 30, 2023:

- Lt. Gen. (Ret.) F.L. Hagenbeck
- John M. Lusk
Slate of Officers for a Two-Year Term Beginning July 1, 2020, and Ending June 30, 2022:

- Nancy McKay, chair
- Christopher Iansiti, chair-elect
- Michael C. Poland, treasurer
- Holly Newell, CPA, assistant treasurer
- Craig T. Lynch, secretary
- Tom Block, assistant secretary

Committee Chairs* for a Two-Year Term Beginning July 1, 2020, and Ending June 30, 2022:

- Keith D. Carr, Audit Committee chair
- Nan C. Hillis, Development Committee chair
- Andrea K. Friall, Donor Stewardship Committee chair
- Nancy McKay, Executive Committee chair
- Michael C. Poland, Finance Committee chair
- Ashbel C. Williams Jr., Investment Committee chair
- Christopher Iansiti, Trusteeship Committee chair

* Committee chairs are appointed by the incoming board chair and do not require a vote by the board.
BYLAWS OF
THE FLORIDA STATE UNIVERSITY FOUNDATION, INC.

A Nonprofit Foundation
ADOPTED OCTOBER 15, 1965

Amended:

April 3, 1970
October 15, 1977
October 21, 1989
February 9, 1991
February 12, 1994
October 7, 1995
May 18, 1996
November 15, 1997

May 19, 2001
October 25, 2003
October 16, 2004
October 8, 2005
October 20, 2006
October 21, 2011

May 18, 2012

October 16, 2004
May 29, 2015
May 20, 2016
May 19, 2017
April 13, 2018
May 15, 2020

May 18, 2014
May 19, 2020
May 15, 2020
May 18, 2014
May 16, 2014
May 15, 2020
May 15, 2020
May 16, 2014
May 16, 2014
May 16, 2014

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ARTICLE I—GOVERNANCE

Section 1: Definitions and Organization

a. Definitions

As used in these bylaws, except where the context otherwise clearly indicates:

1) Foundation: refers to the Florida State University Foundation Inc., a nonprofit corporation created as a direct support organization of Florida State University;
2) University: refers to Florida State University;
3) Trustee or member: these terms shall be interchangeable and refer to any member of the Board whether elected, appointed, ex officio, voting or non-voting;
4) Annual meeting: refers to the board meeting held in the spring;
5) Regular trustee: refers to those trustees who have voting privileges and are elected by majority vote of the voting Trustees;
6) Voting trustee: refers to all Board members who have voting privileges, whether regular trustees or ex officio;
7) Non-voting trustee: refers to Board members who have no voting privileges;
8) Ex officio trustee: refers to Board members whose Board service is by virtue of holding another designated non-board office rather than election to the Board and who may be voting members or non-voting members;
9) Founding member or founding trustee: refers only to those members who were members of the Board at its incorporation in 1960 and who have subsequently been recognized as founding trustees by the Board;
10) Board: refers to the Board of Trustees of the Florida State University Foundation unless otherwise specifically denoted;
11) FSU: refers to Florida State University and is used as an abbreviation.

b. The organization and operation of the Foundation shall be in compliance with Florida Statutes.

c. The Board is the governing and policy-making body for the Foundation and has full legal authority to raise, accept, hold, invest and disburse any private gift made through the Foundation for the benefit of Florida State University, its programs, colleges or administrative units as outlined in these bylaws. As set forth in these bylaws, the Board may delegate its authority to specified offices of the Foundation so that delegates may raise, accept, hold, invest and disburse any gift made through the Foundation to the University.

Section 2: The Board of Trustees

a. Each trustee must demonstrate outstanding qualities of leadership and a serious personal intention to promote the advancement of higher education and the University through dedicated service to the Foundation. Each regular trustee must set an example of charitable interest in the University and the Foundation that alumni and other friends of the University may emulate. Each trustee must contribute time and financial support to the University and be supportive of the Foundation, its Board and its policies and procedures.

b. The Board shall include not less than thirty-six (36) regular trustees elected by a majority vote of the voting trustees.

c. A regular trustee who satisfies the criteria and requirements established by the Board may, by majority vote of the voting trustees, be elected as a non-voting trustee emeritus for a life term.
d. The Board shall also include the following six (6) ex officio, voting trustees:

1. the University president or designee;
2. the chair of the University’s Board of Trustees or designee;
3. the Foundation president;
4. the president of the University Faculty Senate;
5. the chair of the Deans Advancement Development Committee of the Academic Deans Council, or the representative of a similar successor organization of University deans presided over by the University provost; and
6. the chair of the FSU Student Foundation.

e. The Board shall also include founding trustees, who shall hold all rights and privileges of regular members and serve as members during their lifetime, unless removed pursuant to the provisions of these bylaws.

f. The Board shall also include the following four (4) ex officio, non-voting trustees:

1. the chair of the FSU Alumni Association national board of directors or designee;
2. the chair of the Seminole Boosters, Inc. board of directors or designee;
3. the chair of the John and Mable Ringling Museum Board of Trustees or designee; and
4. the president of the FSU Student Government Association.

g. Regular trustees shall be elected each year at the annual meeting for a term of three (3) years. A regular trustee may be re-elected for a second term of three (3) years.

h. Upon appointment, each committee chair shall serve a two-year term.

i. If a regular trustee serves as an officer of the Board or chair of a committee, the member may be re-elected as a trustee for a third term of three (3) years, based on their original term date.

j. In no event may a regular trustee serve for more than twelve (12) consecutive years.

k. Following a hiatus of at least one (1) year from membership on the Board, former Trustees become eligible for election under the same terms and conditions described for initial board membership.

l. Following a hiatus of at least one (1) year from membership on the board of a FSU advancement direct support organization, individuals become eligible for election to the Board.

m. All regular trustees shall be elected by a majority vote of the voting trustees after recommendation by the Trusteeship Committee and consultation with the University president. The election of Trustees is approved by a majority vote of the FSU Board of Trustees.
Section 3: Meetings

a. Notice of each meeting shall be sent to each trustee by the secretary or designee not less than thirty (30) days before the meeting. Notice of each special meeting shall be sent to each trustee not less than fifteen (15) days before the meeting. Notice of any meeting referenced in these bylaws may be effected by use of electronic communication.

b. If the notice is for a Special Meeting, the notice shall indicate the reason(s) for the meeting.

c. Notices of emergency meetings shall be sent to each Trustee not less than 24 hours prior to the emergency meeting.

d. By a majority vote, the Board may discuss additional matters not indicated in the notice of a meeting or Special Meeting.

e. Special meetings of the Board may be held at any time and place designated by the Board chair.

f. Any meeting may be conducted through teleconference, videoconference or other appropriate electronic means.

Section 4: Quorums and Voting

a. The presence of at least thirty-three and one-third (33\(\frac{1}{3}\)) percent of the voting trustees, in person, by phone or other acceptable electronic means, shall constitute a quorum at any meeting of the Board or any of its committees, unless otherwise provided by these bylaws.

b. Once a quorum is established, all questions shall be determined by majority vote of the voting trustees present.

Section 5: Attendance, Removal and Vacancies

a. All trustees are expected to attend Board and committee meetings.

b. Prior to the completion of a trustee’s term, the Foundation shall present the attendance record of the trustee to the Trusteeship Committee.

c. If a trustee fails to attend at least fifty (50) percent of the scheduled Board meetings taking place during the trustee’s term in office, the Trusteeship Committee shall recommend to the committee chair whether the trustee should be nominated to serve an additional term.

d. The Trusteeship Committee chair will discuss the committee’s recommendation with the Board chair, Foundation president and executive Vice President to determine proper courses of action.

e. At the request of the University president or the chair of the Foundation Board, the Executive Committee will review, at any point in his or her term, a trustee who is not performing according to the standards outlined in Article 1, Section 2 of these bylaws to determine appropriate action, up to and including immediate removal.
f. If a trustee vacates his or her position before expiration of his or her term, a successor may be elected by the Board after consultation with the University president and will serve for the remainder of the term. The election of successors is approved by a majority vote of the FSU Board of Trustees.

Section 6: Conflicts of Interest

Trustees shall avoid conflicts of interest and abide by standards of conduct outlined in the Association of Fundraising Professionals’ Code of Ethical Principles and Standards of Professional Practice. A conflict of interest form shall be signed every year by each Board member.

ARTICLE II—OFFICERS

Section 1: Chair

The chair shall be elected by a majority vote of the voting trustees during the annual meeting and shall serve a term of office of two (2) years beginning on July 1 in the year of the chair’s election. The chair shall:

a. preside at all meetings of the Board;

b. deal with all business of the Foundation in the manner and with the authority prescribed by the Board and these bylaws;

c. see that the orders of the Board are carried out promptly or advise the Board if its orders are not executed;

d. report to the University president, or designee, in accordance with the policies of the University Board of Trustees;

e. appoint chairs and vice chairs of committees, as appropriate;

f. appoint individuals to committees; and

g. attend any committee meetings and join in debate or discussion, but will serve as a voting member of only the Executive Committee and up to two additional committees that he or she assigns themselves to as an official member.

If, after serving as board chair, a trustee’s term is scheduled to expire in less than two years, the trustee’s term will be extended to allow him or her to complete a two-year term as immediate past chair, after which, the extended term will expire.

Section 2: Chair Elect

The chair elect shall be elected by a majority vote of the voting trustees during the annual meeting. The chair elect will serve a term of office of two (2) years beginning on July 1 in the year of his or her election. The chair elect shall assist the chair and, in the absence or inability of the chair to serve, shall assume the duties of the chair until the chair resumes the duties, or the Board has elected a new chair.

Section 3: Foundation President
The University president shall recommend the selection of the Foundation president to the Board, who shall, by majority vote of the voting trustees, be elected as the chief executive officer of the Foundation. The Foundation president shall:

a. provide leadership for the Foundation, subject to the direction of the University president and the Board;

b. report to the University president, or designee;

c. execute the policies and directives of the Board;

d. serve as an ex officio, voting member of all committees except the Audit Committee as stipulated by audit regulations governing direct support organizations;

e. carry out any business of the Foundation to include the exercise of authority prescribed by the Board, these bylaws and applicable law;

f. be faithful in the performance of his or her duties as the Board may require;

g. present a written report of the conduct of the office at each annual meeting of the Board; and

h. delegate to the executive vice president of the Foundation any duties or responsibilities, as appropriate, relating to the conduct of the Board, its meetings or the business of the Foundation.

Section 4: Executive Vice President

The executive vice president of the Foundation shall be a Foundation employee and be appointed by the Foundation president. The executive vice president shall:

a. execute the policies and directives of the Board;

b. assist other Officers of the Foundation in the performance of their duties;

c. carry out the day-to-day business of the Foundation to include the exercise of authority prescribed by the Board and these bylaws;

d. be faithful in the performance of all duties as the Board may require; and

e. delegate to the appropriate Foundation staff any duties or responsibilities, as appropriate, relating to the conduct of the Board, its meetings or the business of the Foundation.

Section 5: Secretary

The secretary shall be elected by a majority vote of the voting trustees during the annual meeting and shall serve a term of office of two (2) years beginning on July 1 in the year of the secretary’s election. The secretary or designee shall:

a. attend all meetings of the Board;

b. keep accurate minutes to serve as a permanent record, stored at the Foundation;
c. keep on record a copy of the Articles of Incorporation of the Foundation and a copy of its bylaws;

d. keep the official records of the Foundation, with the exception of the financial records kept by the Board treasurer;

e. have the authority to sign the name of the Foundation to all papers, documents and writings requiring the signature of this Foundation authorized by the Board, these bylaws and applicable law. In the absence or inability of the secretary to sign said documents, the signature of the assistant secretary or any other Board officer may be substituted for that of the secretary;

f. keep the seal of the Foundation and affix the seal to such official documents, records and papers as may be required;

g. carry on such of the general correspondence of the Foundation as may be assigned by the chair; and

h. delegate to the assistant secretary any duties or responsibilities, as appropriate, relating to the conduct of the Board, its meetings or the business of the Foundation.

Section 6: Assistant Secretary

The assistant secretary shall be elected by a majority vote of the voting trustees during the annual meeting, and may be an employee of the Foundation or other non-member of the Board. The assistant secretary shall work with the secretary and perform such duties as delegated by the secretary. The assistant secretary shall serve a term of office of two (2) years beginning on July 1 in the year of the assistant secretary’s election. In the absence or inability of the secretary to serve, the assistant secretary shall assume the duties of the secretary until the secretary resumes the duties, or the Board has elected a new secretary.

Section 7: Treasurer

The treasurer shall be elected by a majority vote of the voting trustees during the annual meeting and shall serve a term of office of two (2) years beginning on July 1 in the year of the treasurer’s election. The treasurer, or designee, shall:

a. oversee the receipt, deposit and custody of all funds and securities of the Foundation and deposit them in the name of the Foundation in such depositories as may be selected by the Board, acting in conformance with these bylaws;

b. keep the official financial records and accounts of the Foundation;

c. review all financial statements, make reports as necessary to the Board and carry out the Foundation’s routine administrative functions;

d. account to each successor in office for all funds and securities that were listed on the financial statements at the time of the last audit and all funds and securities that have come into the treasurer’s hands since the last audit of the financial statements of the office, and deliver over to the successor in office such funds and securities as remain on hand upon the appointment and qualification of the successor;
e. cause an audit of the financial statements of the Foundation to be made as soon as practicable after the close of the fiscal year of the Foundation, and have it reported to the chair at once and to the Board at its next meeting; and

f. delegate to the assistant treasurer, or Foundation chief financial officer, any duties or responsibilities, as appropriate, relating to the conduct of the Board, its meetings or the business of the Foundation as authorized by the Board, these bylaws and applicable law.

Section 8: Assistant Treasurer

The assistant treasurer shall be elected by a majority vote of the voting trustees during the annual meeting, may be an employee of the Foundation or other non-member of the Board. The assistant treasurer shall work with the treasurer and perform such duties as delegated by the treasurer. The assistant treasurer shall serve a term of office of two (2) years beginning on July 1 in the year of the assistant treasurer’s election. In the absence or inability of the treasurer to serve, the assistant treasurer shall assume the duties of the treasurer until the treasurer resumes the duties, or the Board has elected a new treasurer.

Section 9: Removal and Vacancies

In the event of absence, inability or refusal to act by any of the officers of the Foundation, the Board, or Executive Committee, may appoint any person to perform the officer’s respective duties, as provided in these bylaws, until the next meeting of the Board or such time as members may hold an election to replace the appointed officer.

ARTICLE III—COMMITTEES

Section 1: Establishment or Dissolution of Committees

With majority vote of the voting trustees, the Board chair may establish or dissolve committees as deemed necessary. The Board chair shall appoint all committee chairs and membership.

Section 2: Conduct of Committee Meetings

a. A majority vote shall be necessary for the adoption of any resolution or recommendation before the committee.

b. Each Committee shall meet at the call of its chair and minutes of all meetings shall be kept by the secretary, or designee, and stored within the Foundation.

c. All action taken at any committee meeting shall be captured in the minutes and reported at the next meeting of the Board.

d. Meetings of committees may be conducted by teleconference, videoconference or through other appropriate electronic means.

Section 3: Executive Committee

a. The Executive Committee shall exercise the powers and authority of the Board when the Board is not in session.
b. The committee shall include the chair; past chair; Foundation president; treasurer; secretary; the University president or designee; the chair of the University Board of Trustees or designee; the president of the University Faculty Senate; and the chair of each standing committee.

c. The committee shall consider, evaluate and analyze issues that have implications for changes to the Board and make recommendations of appropriate action to the Board.

d. If the committee meets to exercise the powers and authority of the Board when the Board is not in session, the committee shall have no authority to alter, amend or repeal the Articles of Incorporation or bylaws or to elect trustees.

Section 4: Finance Committee

The committee shall assist the Board in assuring that the budgetary and financial practices of the Foundation are sound and prudent. To meet these responsibilities, the committee shall:

a. review the annual operating budget and present its recommendations to the Board;

b. work closely with other committees where advice is necessary for budget considerations;

c. review the effectiveness of the Foundation’s management of the Foundation’s financial functions, and present recommendations to the Board;

d. approve submission of the Foundation’s annual budget to the University president or designee by May 1; and

e. review all financial statements.

Section 5: Audit Committee

The Audit Committee shall be composed of no fewer than three members. At least one member must have strong professional working experience in accounting, business, finance, audit and internal controls. The committee shall review the audit plan of the Foundation, appraise and approve the effectiveness of the plan, assist the Board in fulfilling its fiduciary responsibilities relating to accounting and reporting practices and maintain a direct line of communication between the Board and the Foundation’s independent auditors. The independent auditor will report to this committee and the committee shall be responsible for engaging or disengaging an auditor with final approval by the University Board of Trustees, and approving the auditor’s fees. To meet these responsibilities, the committee shall:

a. review the scope of an overall audit plan for each annual examination;

b. appraise the effectiveness of the audit effort, present recommendations regarding audit findings to the Board;

c. inquire into the effectiveness of the Foundation’s management of its financial and accounting functions, the Foundation’s system of internal controls and recommend to the Board such changes as shall be advisable;

d. review the results of any internal audits performed by the University’s Office of Inspector General Services and provide recommendations based on such results; and
e. review the Foundation’s tax returns for accuracy, prior to them becoming available to the full Board for review;

f. adhere to all provisions in University Regulation FSU-2.-025, Direct Support Organizations, and in the Foundation’s Audit Committee Charter.

Section 6: Investment Committee

The Investment Committee shall be composed of not less than three (3) and not more than nine (9) persons who have professional experience in the investments management field. The committee shall be responsible for the prudent investment of the Foundation’s assets in accord with long-term strategies and for establishing investment policies and practices consistent with fiduciary duty.

Because of the proprietary nature of the materials that come before the Investment Committee, as well as the frequency of meetings and the need for urgency in decision-making to respond to market conditions, this committee has the authority to vote on issues that fall under its purview without first consulting the full Board. At the request of the Board chair, specific actions taken or planned by the Investment Committee can be shared with the full Board.

Section 7: Trusteeship Committee

The Trusteeship Committee shall be chaired by the Board chair elect. The committee shall recommend candidates for election as regular trustees first to the University president and then to the full Board. The committee will evaluate the performance of Board members, and recommend to the Board and the University president persons deserving of election as trustee emeritus, honorary degrees, distinguished service awards or other such recognition the Foundation deems appropriate. The committee shall:

a. receive recommendations for trustees to the Board at least forty-five (45) days prior to the annual meeting and make recommendations for new trustees to the Board at such meeting;

b. review the attendance of and performance of trustees, including those considered for re-election, and make recommendations to the Board chair regarding a trustee’s re-election or removal;

c. maintain a list of candidates for election as trustees and cultivate their interest in the Foundation;

d. oversee the orientation and development of new trustees; and

e. review and finalize a slate of officers submitted to the committee by the chair elect in even-numbered years. The finalized slate is then advanced to the full board for consideration during the spring meeting as a recommendation of the committee.

Section 8: Development Committee

The committee shall be responsible for making recommendations to the Foundation for raising private support for the University. To meet this responsibility the committee shall:

a. promote a comprehensive University development program, which involves trustees in the raising of private support;
b. provide advice to the Board and the development staff in regard to fundraising policies, strategies and in the pursuit of private support emanating from alumni, faculty, students, friends, foundations and organizations; and

c. stimulate vigorous and aggressive efforts to attract private support to the University.

Section 9: Donor Stewardship Committee

The Donor Stewardship Committee will serve as a resource to the Foundation in its efforts to acknowledge, recognize and be accountable to donors. The committee shall:

a. serve as advocates to interpret and voice donors’ views regarding their continual relationship with the University and the Foundation;

b. advise, support and make recommendations to the Foundation on a broad range of stewardship issues, policies and strategies that strengthen the donor relationship program;

c. review and make recommendations regarding the Foundation’s donor relations/stewardship program, especially as constituent groups in need of more personalized stewardship activities are identified; and

d. when appropriate, engage all trustees in stewardship activities and initiatives.

ARTICLE IV—AMENDMENTS

These bylaws may be altered, amended, rescinded or repealed at any meeting of the Board by a majority vote of the Board and shall become effective immediately upon such vote or on such date as otherwise determined by law or by the Board.

ARTICLE V—SEAL

The seal of the Foundation shall be in the form of a circle and shall bear, among other things, the name of the Foundation and the date of its incorporation.

ARTICLE VI—INDEMNIFICATION

The Foundation shall indemnify its trustees, officers, employees and/or agents to the full extent allowed by law, including but not limited to Section 617.0831, F.S., Section 607.0831, F.S., and Section 607.0850, F.S., as applicable and as they may be amended from time to time. The Board shall maintain an ongoing plan for risk management and indemnification of the employees, trustees and officers of the Foundation, taking into consideration federal and state laws and rules as well as rules and policies of the University and the University Board of Trustees.

ARTICLE VII—FISCAL MATTERS

Section 1: Fiscal Year

The fiscal year of the Foundation shall be July 1 to June 30.
Section 2: Contributions

Any contributions, bequests, grants or gifts for the purposes of the Foundation shall only be accepted or collected pursuant to procedures authorized by the Board. All contributions, bequests, grants or gifts shall be reported to the Board in a timely manner.

Section 3: Depositories

All funds of the Foundation shall be deposited to the credit of the Foundation under such conditions and in such banks as shall be approved by the Finance Committee.

Section 4: Financial Review

An annual audit of the financial statements of the Foundation shall be conducted by an independent public accounting firm and the results shall be submitted to the Audit Committee of the Board, the Board and the University President.

Section 5: Authorized Actions

Any two of the following may endorse any and all checks, drafts, notes, bills of exchange and orders for the payment of money for deposit or cashing or other negotiation on bank accounts established from time to time by the Board of Trustees: chair, Foundation president, treasurer and executive vice president. Notwithstanding the above requirement, endorsements for deposit-only may be a written or stamped endorsement of the Foundation made or authorized by any officer of the Foundation.

Any two of the following may draw and sign checks, bills of exchange and orders on bank accounts, select banks and open or negotiate accounts and account terms, with banks as approved by the Finance Committee as described in these bylaws: chair, Foundation president, treasurer and executive vice president.

Any one of the following may execute, by telephone, email or oral direction, orders for investing/reinvesting of funds, purchasing of foreign currency and/or transferring funds among Foundation accounts or to Foundation investment managers: chair, Foundation president, executive vice president, Foundation chief financial officer, or a Foundation employee designated in writing by one of those officers.

ARTICLE VIII—OPERATIONAL MATTERS

Section 1: Execution of Documents

Any one of the following may execute documents on behalf of the Foundation relating to the administration and operation of the Foundation, including receipts, gift agreements and other instruments and documents pertaining to or evidencing donations, contribution, gifts, bequests, pledges, estates, trusts and/or other instances in which assets are or may be transferred or pledged to the Foundation, providing they do not conflict with the stated purposes of the Foundation and providing they have received all approvals required by these bylaws and/or applicable Foundation policies: Foundation president, executive vice president, chief financial officer or a Foundation employee designated in writing by one of those officers.

Any one of the following is authorized to enter into any contract or execute any instrument in the name of or on behalf of the Foundation in furtherance of the operations of the Foundation and in compliance with the annual budget adopted by the Board: Foundation president, executive vice president or chief financial officer. In addition,
the Foundation president, executive vice president or chief financial officer may designate in writing one or more Foundation employees who are authorized to execute contracts on behalf of the Foundation for the purchase of items and/or services as long as the amount of each such contract is no more than $5,000. Otherwise, the Board of Trustees by resolution may authorize any officer, officers, agent, or agents to enter into any contract or to execute any instrument in the name of and on behalf of the Foundation.

No officer, agent, employee or other person purporting to act on behalf of the Foundation shall have any power or authority to bind the Foundation in any way, to pledge the Foundation’s credit or to render the Foundation liable for any purpose or in any amount, unless that person was acting with authority duly granted by the Board of Trustees as set forth in these bylaws or unless an unauthorized act was later ratified by the Board of Trustees.

Section 2: Books and Records

The Foundation will keep correct and complete books and records of account, and will also keep minutes of the proceedings of the Board and committees. The Foundation shall keep, at its principal place of business, a list containing the names, addresses and other relevant information of each trustee and officer and the original or a copy of these bylaws.

Section 3: Nonprofit Operations—Compensation and Reimbursement

The Foundation will not have or issue shares of stock. No dividend will be paid and no part of the income of the Foundation will be distributed to any trustee.

Section 4: Limitations

a. The Foundation shall make no loans to its officers or trustees.

b. No officer or trustee may have any vested right, interest or privilege of, in or to the assets, functions, affairs or franchises of the Foundation. No officer or trustee has any right, interest or privilege that may be transferable or inheritable or that will continue if his or her service ceases or while he or she is not in good standing.

c. Former trustees, officers and employees shall have no property rights to assets of the Foundation.

d. The organization and operation of the Foundation shall, at all times, be in compliance with Florida Statutes and applicable rules of the Board of Governors and the University Board of Trustees.

ARTICLE IX—OTHER MATTERS

Section 1: Rules of Order

In the event of a parliamentary dispute, Robert’s Rules of Order, Newly Revised, shall be the authority for all matters of procedures not specifically covered by the bylaws or by special rules of procedure adopted by the Foundation. When determining the order of a business for a meeting, the board chair, committee chair and staff liaison have the authority to deviate from the standard order of business outlined in Robert’s Rules of Order, Newly Revised.

Section 2: Dissolution

In the event of the dissolution of the Foundation, the assets of the Foundation remaining after the discharge of all liabilities shall be assigned in conformance with FSU regulation FSU-2.025(7) Direct Support Organizations.
May 15, 2020

Dear Trustees,

I am pleased to provide an annual report of the FSU Foundation’s accomplishments and progress, which reflects work done in calendar year 2019. However, given the significant impact of COVID-19 on Florida State University, the FSU Foundation, our alumni, donors and society as a whole, I will begin by addressing the pandemic’s impact on the University and the Foundation.

Below is a timeline of key responses from FSU and the Foundation in response to COVID-19:

- February 28: Non-essential University travel to China, South Korea, Italy, Iran and Japan suspended
- March 2: International Study Center in Florence, Italy closed
- March 10: All non-essential international travel canceled
- March 11: With spring break scheduled for March 16-20, in-person classes suspended from March 23-April 5
- March 12: All non-essential domestic travel canceled
- March 12: All spring sports canceled
- March 13: Week of Philanthropy and FSU’s Great Give postponed
- March 16: FSU announces employees will begin remote work on March 17
- March 17: FSU announces classes will be delivered remotely for the remainder of the spring semester
- March 17: FSU Foundation announces spring board meetings will be conducted remotely
- March 23: Remote classes begin and FSU announces remote learning will continue for Summer Sessions A, B, F and Law
- March 26: FSU and the FSU Foundation unveil two emergency funds—one to address the needs of those affiliated with FSU in Tallahassee and the other for those from FSU Panama City
- March 31: FSU Foundation announces FSU’s Great Give has been reimagined as FSU’s Great Give: Support Our Students (SOS), rescheduled for April 7, and will become a 24-hour online event focusing on student emergency funds
- April 1: As a result of Florida Governor DeSantis’ stay-at-home order, FSU restricts on-campus operations to essential functions and personnel only effective April 3, until at least April 30. University business operations continue, and faculty and staff working remotely continue with normal hours
- April 15: FSU announces remote learning will continue through Summer Session C. FSU cancels or postpones all in-person events consisting of 10 people or more, through August 2.
April 16: FSU announces a virtual commencement ceremony for spring graduates will be held May 2

The University and the Foundation were proactive with mitigation strategies to reduce the amount of people on campus and help prevent the spread of COVID-19.

The extended period of the remote work environment required that we further embrace new technology and processes. Prior to the COVID-19 crisis, we had considered using electronic digital signature technology to expedite the signing of donor gift agreements but had not yet implemented it. Our new remote working constraints pushed us to begin using the software as quickly as possible. We signed our first agreement using this technology within days of implementation and signed 13 gift agreements in the first month of remote work.

We also adjusted other processes, including donor stewardship touchpoints such as student scholarship thank you letters being sent electronically, along with acknowledgment letters for gifts of less than $10,000 (previously a physical acknowledgment letter was also mailed). We temporarily suspended pledge reminders, and also delayed the annual pledge write-off process until a later date. We launched virtual events to engage donors and changed course with our board meetings to make them virtual as well. Development officers moved to virtual meetings with their donors and prospects, continuing gift conversations, if appropriate, and moving to stewardship strategies in other cases.

A wonderful example of a successful adjustment to remote work during the pandemic and resulting economic crisis is the quickly redesigned FSU’s Great Give: Support Our Students. This event was led by the Foundation’s Annual Giving department and involved multiple Foundation departments. Staff quickly changed the event’s date and focus, resulting in contributions from over 2,440 donors, totaling more than $438,000 for our students.

I’d also like to commend the Foundation Board of Trustees’ Investment Committee for being proactive in the face of unstable market conditions as a result of the pandemic. The committee convened quickly on two occasions during the early stages of the COVID-19 outbreak to hold important discussions and consider key decisions regarding the best investment strategy for the endowment during volatile market conditions.

Moving on Up

While COVID-19 has dominated conversation and steered decision-making during recent months, much happier news was at the University forefront early in the fall 2019 semester, as Florida State University achieved its goal of being recognized as a Top 25 public university. Years of effort and strategic decisions by the Office of the Provost and the Division of Finance & Administration—including investing resources to increase the number of faculty, reduce class size, increase spending per student and improve graduation rates—helped FSU soar into the Top 20, reaching No. 18 in U.S. News & World Report’s “Best Colleges 2020” in September 2019. This is an incredible accomplishment, buoyed by the support of our alumni, friends, students, faculty and staff.
Additional points of pride include:

- Florida State rose eight spots from the previous year to reach No. 18, marking the greatest single-year improvement in University history
- FSU has risen a remarkable 25 spots since 2016, from No. 43 to No. 18
- FSU hired 125 new faculty members last fall to reduce class size and increase research
- FSU enhanced its student-to-faculty ratio to 21-to-1
- More than 50% of University classes have fewer than 20 students
- Florida State’s four-year graduation rate of 72% ranks among the Top 10 public universities in the country and is No. 1 in Florida
- FSU received nearly 57,000 first-year applications for admission to the 2019 summer and fall semesters. This number—an 11.9% increase over 2018’s record number—was reached well before the application deadline, marking back-to-back record years

Focused on Students

The University reached new heights by continuing to put students first, and 2019 saw the Foundation focus on fundraising for student success initiatives such as experiential learning, the CARE program, Presidential Scholars, the Honors Program and faculty support.

During fiscal year 2019, the Foundation implemented a new centralized electronic scholarship management system—FS4U. This system provides many useful online features and benefits for students as well as faculty and staff who are involved in awarding scholarships. Students can now view available scholarships for which they are eligible, apply for scholarships, and view and accept scholarships online. Faculty and staff can view applicants eligible for specific scholarships, review and score applications, select recipients, offer scholarships and monitor award status.

Fiscal year 2019 saw the first-ever Thank a NOLE Day event on Landis Green, with over 500 students participating. The event was designed to raise philanthropic awareness among FSU students, who were asked to acknowledge and thank donors through thank you notes and videos.

The 2019 FSU’s Great Give was the most successful ever, raising $775,000, which was an 87% increase from the 2018 total of just over $400,000.

The FSU Foundation began exploring cutting-edge, non-traditional advancement software to augment our traditional fundraising methods. One new technology, EverTrue, offers a mobile, easy-to-use fundraising platform that identifies individuals in FSU’s constituent database and links them with their social media “likes,” “comments” and “shares” on FSU websites, along with other insights from across social media apps. ThankView is a stewardship tool that allows personalized videos to be sent quickly to donors. Both platforms were properly vetted, and the Foundation made plans to implement their use starting in fiscal year 2020.

Financial Statement Overview
The close of fiscal year 2019 marked the first year succeeding *Raise the Torch: The Campaign for Florida State*. During the first year subsequent to the campaign, Foundation development staff raised over $65 million in total gifts and commitments. The Foundation forwarded approximately $53 million in cash support to the University—a mix of outright gifts and endowment earnings—to provide funding for various academic programs and priorities. This forwarded amount was a 12.5% increase from the $46 million forwarded in the prior fiscal year. Total spending generated from endowed funds and gifts received from restricted funds has allowed for a continuous increase of expenditures in support of the University, including $12 million in faculty and staff support and over $9 million in scholarship support for students.

The Foundation’s endowment provides a stable and perpetual source of income for our current and future faculty and students. For fiscal year 2019, the Foundation’s endowment generated a 3.4% return (net, after fees). The performance was driven primarily by market returns from investments in U.S. stocks and bonds and private investments. The Foundation’s return was positively impacted by the outperformance of U.S. equity, private equity and real assets while allocation to global equity and marketable alternatives underperformed relative to the benchmark. The Foundation’s endowment value as of June 30, 2019, was $509,372,067—a growth of 1.7% from the previous fiscal year. The increase is attributed to additional contributions as well as market performance.

For the ninth consecutive year, the FSU Foundation received a clean audit report with no management letter comments as a result of its external audit. We are especially proud of this accomplishment this year as the Foundation transitioned the method of financial reporting from FASB to GASB standards. This transition was the result of the legislative mandate for the University Board of Trustees to approve Foundation board members. The Foundation continues to ensure it remains accountable to donors and the University and has in place appropriate safeguards and internal controls.

**An Engaged Board**

The FSU Foundation Board of Trustees increased member engagement during 2019 utilizing existing vehicles like *FSU’s Great Give* (which recorded 100% active trustee participation), the College/Unit Liaison Program and an uptick in committee activity. Additionally, trustees began discussing governing board best practices with Chair Dave Lane, exhorting the board to spend the next fiscal year:

- Examining the appropriate board size and board committees, dependent upon the recommended number of trustees
- Assessing the trustee minimum charitable giving requirement, as an increase might be in order
- Constructing the Foundation’s new strategic plan to bridge the time period between *Raise the Torch: The Campaign for Florida State* and the next University-wide comprehensive fundraising campaign
- Developing a Trustee Engagement Plan to help foster deeper connectivity among trustees and Florida State University
The Foundation honored eight trustees who finished their terms on the board at the end of the fiscal year—Brett Braciak, Anne Hamilton, Peter Jones, Stuart Lasher, Stephanie Lynch, Wayne Messam, Craig Reutlinger and John Thiel—and the board elected five new trustees to three-year terms beginning July 1, 2019—Mark Ellis, Tim Gunning, Craig Lynch, Kyle Riva and Paula Smith.

In Closing

While my colleagues and I monitor the ever-evolving landscape of higher education, there are trends that both give me pause and make me grateful for our Florida State family. Across the U.S., fewer individuals are making gifts to philanthropic organizations, while FSU alumni giving rates are improving. This year, U.S. News & World Report ranked Florida State No. 7 in undergraduate alumni giving. This metric tells me that FSU donors care about the University and know their gifts will have a direct and positive impact on the success of Florida State, the community and beyond.

As we explore new ways to grow, we set our sights on strengthening our most important constituents—our faculty and students. Student success is at the heart of everything we do at Florida State, which is why we have developed core academic programs designed to help them become some of the most successful and competitive in the nation.

The COVID-19 pandemic has changed the way we currently do business and, undoubtedly, it will have continuing effects on how we operate over the long-term. Some of the changes necessitated by the pandemic will prove beneficial moving forward, while others will return to their former process.

Whatever the coming months and years bring, I am confident that FSU and the FSU Foundation will meet future challenges because of our talented students, staff and faculty, and because of the invaluable expertise and support of our trustees and other volunteers and donors who care so deeply about Florida State University and its future.

With Seminole Pride,

Thomas W. Jennings Jr., Ph.D.
Vice President for University Advancement
and President, FSU Foundation
## Objective 1: Increase Funding Resources and Build for the Future

### Strategies and Tactics

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Responsibility</th>
<th>Timeline</th>
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<tbody>
<tr>
<td><strong>1) Increase philanthropic giving to FSU</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Find non-alumni sources of funding, including foundations, corporations and philanthropists</td>
<td>Leadership/Corporate and Foundation Development</td>
<td>Ongoing</td>
</tr>
<tr>
<td>B. Continue to recruit and retain the best and brightest development officers; expand our talent recruitment and development efforts</td>
<td>Leadership</td>
<td>Ongoing</td>
</tr>
<tr>
<td>C. Conduct peer and prospect review sessions (in complement to the Trustee Engagement Plan) with FSU Foundation trustees, and FSU dean and development council members to identify potential new sources of major gifts</td>
<td>Leadership/CDOs/Regional/RPM</td>
<td>FY2021-23</td>
</tr>
<tr>
<td>D. Research and develop an annual leadership giving program to focus on the pipeline of leadership annual gifts to major gifts</td>
<td>Leadership/Annual Giving</td>
<td>FY2021-23</td>
</tr>
<tr>
<td>E. Identify additional opportunities to leverage matching gifts offered through companies</td>
<td>Annual Giving</td>
<td>FY2021-23</td>
</tr>
<tr>
<td>F. Develop relationships and partner with private wealth managers to share FSU's story among their clients</td>
<td>All development</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>G. Research other university principal gift programs to further refine strategy for principal gifts prospects of $1,000,000 and larger</td>
<td>Leadership/Central Development</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>H. Include a soft ask at end of donor engagement events</td>
<td>OAR/Special Events</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>J. Streamline and speed up the online giving processes</td>
<td>Advancement Services</td>
<td>FY 21</td>
</tr>
<tr>
<td>K. Increase number of donating members to W4FSU</td>
<td>OAR/Special Events/Central Development</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>L. Continue to explore ways to maximize social media and digital engagement</td>
<td>Annual Giving</td>
<td>FY 2021-23</td>
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<tr>
<td>M. Develop robust Parents Philanthropic Program</td>
<td>Constituent Programs/Annual Giving</td>
<td>FY 2021-23</td>
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<tr>
<th>Strategy</th>
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<tbody>
<tr>
<td><strong>2) Develop the necessary infrastructure for the next comprehensive fundraising campaign</strong></td>
<td></td>
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<tr>
<td>A. Review and assess the communication needs for the next comprehensive campaign</td>
<td>OAR/Comm</td>
<td>FY 22</td>
</tr>
<tr>
<td>B. Partner with University Vice President for Finance and Administration to provide adequate resources for proper staffing levels within the Office of Financial Services</td>
<td>Accounting</td>
<td>FY 2022-23</td>
</tr>
<tr>
<td>C. Ensure revenues, expenditures, staffing, facilities, technology, professional development and training, office space and workstations are appropriate to achieve campaign goals</td>
<td>All Foundation</td>
<td>FY 2022-23</td>
</tr>
<tr>
<td>E. Develop talent management program to address entire workforce with components like continuing education, professional development, internships, etc.</td>
<td>Leadership</td>
<td>FY 2022-23</td>
</tr>
</tbody>
</table>
### Objective 1: Increase Funding Resources and Build for the Future

<table>
<thead>
<tr>
<th>Strategies and Tactics</th>
<th>Responsibility</th>
<th>Timeline</th>
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</thead>
<tbody>
<tr>
<td>F. Engage fundraising consulting firm to work with FSUF and university staff to assess campaign readiness, identify gaps and opportunities, and propose relevant staffing and resource additions to ensure success in a comprehensive, university-wide fundraising campaign</td>
<td>Leadership</td>
<td>FY 2022-23</td>
</tr>
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#### 3) Align the development program with the University’s strategic plan and academic vision

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<thead>
<tr>
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<th>Responsibility</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>A. Highlight university’s academic priorities at donor engagement events</td>
<td>OAR/Special Events</td>
<td>Through FY 23</td>
</tr>
<tr>
<td>B. Develop donor-centric assessment tool to be utilized by development officers</td>
<td>Central Development/OAR</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>C. Assign current staff as secondary managers to CFD Unit liaisons to ensure continuity</td>
<td>Corporate and Foundation Development</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>D. Facilitate campus stakeholder meetings, comprised of representation from all parts of the university, to develop synergies around fundraising priorities</td>
<td>Leadership/Constituent Programs</td>
<td>FY 2021-23</td>
</tr>
</tbody>
</table>

#### 4) Work to develop a sustainable funding model by exploring revenue streams

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<thead>
<tr>
<th></th>
<th>Responsibility</th>
<th>Timeline</th>
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</thead>
<tbody>
<tr>
<td>A. Explore alternate investment options (loans, property, etc.)</td>
<td>Leadership</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>B. Partner with the university to increase funding for fundraising activities</td>
<td>Leadership</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>C. Investigate what products and services can be monetized</td>
<td>Leadership</td>
<td>FY 2021-23</td>
</tr>
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</table>

#### 5) Build on the success of FSU’s Great Give and annual giving efforts

<table>
<thead>
<tr>
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<th>Responsibility</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>A. Grow the incentive and dollar matches for projects</td>
<td>Annual Giving/Constituent Development</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>B. Continue to explore ways to maximize social media and digital engagement</td>
<td>Annual Giving</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>C. Continue to increase engagement and collaboration with DSOs</td>
<td>Annual Giving</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>D. Explore corporate matching programs during FSU’s Great Give</td>
<td>Annual Giving/Corporate and Foundation Development</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>E. Provide data tools for Annual Giving staff’s analysis efforts</td>
<td>IS</td>
<td>FY 2021</td>
</tr>
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</table>

#### 6) Continue to use technology to expand the donor pool and move donors up the donor continuum

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<thead>
<tr>
<th></th>
<th>Responsibility</th>
<th>Timeline</th>
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</thead>
<tbody>
<tr>
<td>A. Digitally market grant opportunities to deans and academic leadership</td>
<td>Corporate and Foundation Development</td>
<td>FY 2021-23</td>
</tr>
</tbody>
</table>
### Objective 1: Increase Funding Resources and Build for the Future

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<tr>
<td>B. Implement a text to give strategy</td>
<td>Annual Giving/Gift Services</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>C. Realign Phone Center calling strategies for maximum effectiveness</td>
<td>Annual Giving</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>D. Continue to explore ways to maximize social media and digital engagement to expand donor pool</td>
<td>Annual Giving/OAR</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>E. Improve mobile access to FSU Advancement data for frontline staff (build custom phone app)</td>
<td>AdvSvcs</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>F. Create a single, one-stop shop experience for data users (utilize embedded links and customize &quot;pages&quot; within CRM)</td>
<td>AdvSvcs</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>G. Develop automation of select back office procedures to promote efficiency and effectiveness</td>
<td>AdvSvcs</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>Strategies and Tactics</td>
<td>Responsibility</td>
<td>Timeline</td>
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<tr>
<td>------------------------</td>
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</tr>
<tr>
<td><strong>1) Increase meaningful alumni and donor engagement</strong></td>
<td></td>
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</tr>
<tr>
<td>A. Provide opportunities for principal gifts donors of $1,000,000 and more to engage with FSU Foundation board (speaking opportunities; invitations to board social functions)</td>
<td>Central Development</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>B. Increase &quot;radical personalization&quot; in all alumni and donor interactions (solicitations, emails, special events, etc.) utilizing quantatative and qualitative data</td>
<td>All Foundation</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>C. Host planned giving seminars in major markets with the assistance of local allies</td>
<td>GEP</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>D. Create and code segments based on behavior/descriptive analysis for use in appropriate messaging and communication medium</td>
<td>AdvSvcs</td>
<td>FY 22</td>
</tr>
<tr>
<td>E. Convene volunteer summit for FSU volunteer boards (including college/unit level) for intensive education and development training</td>
<td>Constituent Programs/Central Development/Special Events/Leadership</td>
<td>FY 23</td>
</tr>
<tr>
<td><strong>2) Ensure active engagement among Foundation trustees and Foundation development officers</strong></td>
<td></td>
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</tr>
<tr>
<td>A. Explore involving trustees in donor visits and other work of development officers; as well as how to evaluate success</td>
<td>Leadership</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>B. Implement Trustee Engagement Plan</td>
<td>OAR/Constituent Programs/Regional</td>
<td>FY 21</td>
</tr>
<tr>
<td>C. Provide more opportunities for trustees and development officers to interact around fall/spring board meetings</td>
<td>Leadership/OAR</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>D. Develop dynamic board materials that allow trustees to better interact with data and reports</td>
<td>OAR</td>
<td>FY 22</td>
</tr>
<tr>
<td>E. Develop a robust plan to keep former trustees engaged with both the university and the FSU Foundation</td>
<td>Leadership/OAR</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td><strong>3) Explore new and innovative ways to identify and engage prospects</strong></td>
<td></td>
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<tr>
<td>A. Host more targeted VIP events for small audiences</td>
<td>OAR/Special Events</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>B. More strategically cultivate Seminole 100 and Florida Trend's Top 100 companies with best prospects for giving</td>
<td>Corporate and Foundation Development</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>C. Continue strengthening the relationship with Student Affairs/FSU Career Center</td>
<td>Corporate and Foundation Development</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>D. Identify other appendable data (&quot;big data&quot;) that may be useful in data models</td>
<td>AdvSvcs</td>
<td>FY 22</td>
</tr>
<tr>
<td>E. Conduct projects to analyze data, applying descriptive and regression-model statistics and data visualization to communicate information, as well as to predict future behavior and explain trends for internal and external audiences</td>
<td>AdvSvcs</td>
<td>FY 2021-23</td>
</tr>
</tbody>
</table>
### Objective 2: Enhance Engagement Opportunities for Volunteers, Prospects and Donors

<table>
<thead>
<tr>
<th>Strategies and Tactics</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>F. Develop a formalized workflow for identifying and qualifying new major and planned gift prospective donors</td>
<td>RPM</td>
<td>FY 2021-23</td>
</tr>
</tbody>
</table>

4) Improve collaboration with advancement DSOs, the University, colleges, units and other campus partners to ensure a holistic approach to engagement with prospects and donors

| A. Co-host VAM recognition with Seminole Boosters | OAR                     | FY 22          |
| B. Execute 2 advancement DSO-wide stewardship touchpoints annually | OAR                     | Through FY 23  |
| C. Conduct development training for key faculty members and university leadership | Constituent Programs/Central Development | FY 2021-23     |

5) Enhance stewardship and ensure continual recognition for all donors, including first-time donors, consecutive givers, long-term supporters and planned gift donors

| A. Launch consecutive giving program Forever FSU | OAR/Donor Relations      | FY 21          |
| B. Collaborate with Office of Gift and Estate Planning to enhance Westcott Society stewardship | Donor Relations/GEP     | FY 2021-23     |
| C. Develop a comprehensive plan for stewarding corporations and foundations | OAR/Coporate and Foundation Development | FY 2021-23     |
| D. Enhance touchpoints around fund establishment and endowed funds | OAR/Donor Relations      | FY 2021-23     |
## Objective 3: Expand the Culture of Philanthropy

<table>
<thead>
<tr>
<th>Strategies and Tactics</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1) Enhance philanthropic story-telling through multiple communications channels</strong></td>
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<tr>
<td>A. Increase use of video for philanthropic story-telling</td>
<td>OAR</td>
<td>FY2021-23</td>
</tr>
<tr>
<td>B. Continue to strengthen relationships with University Communications to leverage their assets for philanthropy</td>
<td>OAR</td>
<td>FY2021-23</td>
</tr>
<tr>
<td>C. Explore creating a FSU Foundation podcast for story telling and to educate on the various ways to give back</td>
<td>OAR</td>
<td>FY2021-23</td>
</tr>
<tr>
<td><strong>2) Ensure every student, alumni, parent, faculty, staff and friend understands the role giving plays in the University's trajectory</strong></td>
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</tr>
<tr>
<td>A. Work with UA chief of staff to further enhance annual faculty/staff engagement plan</td>
<td>OAR/UA/Annual Giving</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td><strong>3) Educate constituents on how philanthropy works at FSU, including the difference between state and private support (and why both are needed to make FSU succeed), and the various methods to make a gift and their benefits (cash pledges, endowments, investments and estate gifts)</strong></td>
<td></td>
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<tr>
<td>A. Create new general Foundation brochure that addresses the above topics</td>
<td>OAR/Communication</td>
<td>FY 21</td>
</tr>
<tr>
<td>B. Enhance the Foundation website to more thoroughly explain the above topics</td>
<td>OAR/Communication</td>
<td>FY 21</td>
</tr>
<tr>
<td>C. Educate/train Foundation trustees regarding various types of gifts, especially the many types of deferred gifts and related tax advantages</td>
<td>Central Development</td>
<td>FY2021-23</td>
</tr>
<tr>
<td><strong>4) Encourage the University, colleges, units and other campus partners to incorporate philanthropic messages in their communications</strong></td>
<td></td>
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</tr>
<tr>
<td>A. Develop a plan to increase dissemination of philanthropic messaging to colleges/units</td>
<td>OAR/Communication</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>B. Establish a university-wide annual giving network to share best practices, messages, successes and opportunities</td>
<td>Annual Giving</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td><strong>5) Institutionalize philanthropic programs, both virtual and on-campus, such as Thank a NOLE Day and FSU's Great Give</strong></td>
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<tr>
<td>A. Grow and refine annual Week of Philanthropy to spotlight philanthropy for FSU</td>
<td>OAR /Annual Giving</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td><strong>6) Increase engagement with all students and registered student organizations</strong></td>
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</tr>
<tr>
<td>A. Identify best practices from other universities with established cultures of philanthropy and look at ways to incorporate their tactics in FSU's efforts</td>
<td>Central Development</td>
<td>FY 2021-23</td>
</tr>
<tr>
<td>B. Double number of students and RSOs participating in Thank a NOLE Day</td>
<td>OAR/Donor Relations</td>
<td>FY 23</td>
</tr>
</tbody>
</table>