FLORIDA STATE UNIVERSITY FOUNDATION
BOARD OF TRUSTEES
Fall Board Meeting | November 4–5, 2021
# Table of Contents

**Meeting Schedule**

**General Board**
- General Board Meeting Agenda
- General Board Meeting Minutes 5/21/21

**Audit Committee**
- Audit Committee Agenda
- Audit Committee Meeting Minutes 5/20/21

**Development Committee**
- Development Committee Minutes 9/15/21
- New Development Staff
- Funding Proposal: “Unconquered by Debt”, College of Social Sciences and Public Policy
- Funding Proposal: Jim Moran College of Entrepreneurship Studio Lab

**Donor Stewardship Committee**
- Donor Stewardship Agenda
- Donor Stewardship Minutes 8/30/21

**Finance Committee**
- Finance Committee Agenda
- Finance Committee Minutes 5/20/21

**Investment Committee**
- Investment Committee Agenda

**Trusteeship and Engagement Committee**
- Trusteeship and Engagement Committee Agenda
- Trusteeship Committee Minutes 8/16/21
- Trustee Nomination Process Guide
- Trustee Nomination Form

**2021 Committees/Officers**
- Committee Assignments
- Term Calendar
- Officers
- Former Board Chairs
- Lifetime Members

**Bylaws**

**Strategic Plan**
- Foundation Strategic Plan, Fiscal Year 21-23
## WEDNESDAY, NOVEMBER 3

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>4–6 p.m.</td>
<td>EXECUTIVE COMMITTEE MEETING</td>
<td>Foundation Conference Room 3010</td>
</tr>
<tr>
<td></td>
<td>Nancy McKay, Chair</td>
<td></td>
</tr>
<tr>
<td>6:30–8:30 p.m.</td>
<td>WELCOME DINNER FOR NEW TRUSTEES</td>
<td>Hotel Indigo (CollegeTown)</td>
</tr>
</tbody>
</table>

## THURSDAY, NOVEMBER 4

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>8–9:00 a.m.</td>
<td>BREAKFAST</td>
<td>Room 108</td>
</tr>
<tr>
<td>9–11:30 a.m.</td>
<td>INVESTMENT COMMITTEE</td>
<td>Room 103</td>
</tr>
<tr>
<td></td>
<td>Ashbel C Williams Jr., Chair</td>
<td></td>
</tr>
<tr>
<td>11:45 a.m.–12:45 p.m.</td>
<td>LUNCH AND GUEST SPEAKER</td>
<td>Room 108</td>
</tr>
<tr>
<td></td>
<td>Chad Matthews, Director</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The FSU Flying High Circus</td>
<td></td>
</tr>
<tr>
<td>1–2 p.m.</td>
<td>FINANCE COMMITTEE</td>
<td>Room 103</td>
</tr>
<tr>
<td></td>
<td>Michael C. Poland, Chair</td>
<td></td>
</tr>
<tr>
<td>1–2 p.m.</td>
<td>DONOR STEWARDSHIP COMMITTEE</td>
<td>Room 114</td>
</tr>
<tr>
<td></td>
<td>Andrea K. Friall, Chair</td>
<td></td>
</tr>
<tr>
<td>2:15–3:15 p.m.</td>
<td>TRUSTEESHIP AND ENGAGEMENT COMMITTEE</td>
<td>Room 103</td>
</tr>
<tr>
<td></td>
<td>Christopher Iansiti, Chair</td>
<td></td>
</tr>
<tr>
<td>3:30–4:30 p.m.</td>
<td>AUDIT COMMITTEE</td>
<td>Room 103</td>
</tr>
<tr>
<td></td>
<td>Keith D. Carr, Chair</td>
<td></td>
</tr>
<tr>
<td>4:45–5:45 p.m.</td>
<td>STUDENT FOUNDATION RECEPTION</td>
<td>First Floor Lobby</td>
</tr>
</tbody>
</table>

The following additional events will take place throughout the weekend:

**Thursday, November 4:** Trust-E Lounge, 2–4:30 p.m., Room 101, Augustus B. Turnbull III Conference Center

**Thursday, November 4:** College of Business Alumni Hall of Fame Dinner, 6–9:30 p.m., Donald L. Tucker Civic Center

**Friday, November 5:** Trust-E Lounge, 8:30–9:30 a.m. and 11:15 a.m.–12:30 p.m., Room 101, Augustus B. Turnbull III Conference Center

**Friday November 5:** FSU Alumni Association, Young Alumni Awards and Reception, 5–8 p.m., Alumni Center

**Saturday, November 6:** FSU vs. NC State, Doak Campbell Stadium, kick-off TBA
## Schedule of Meetings

### Fall Meetings • November 4–5, 2021

**Augustus B. Turnbull III Conference Center • 555 W. Pensacola St. • Tallahassee, Fla.**

### FRIDAY, NOVEMBER 5

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30–9:30 a.m.</td>
<td>BREAKFAST</td>
<td>Room 108</td>
</tr>
<tr>
<td>9:30 a.m.–3:45 p.m.</td>
<td>FOUNDATION GENERAL BOARD</td>
<td>Room 208</td>
</tr>
<tr>
<td></td>
<td>Nancy McKay, Chair</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Development Committee Presentations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Trustee Development Workshop (Room 103)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Lunch and Special Presentation (Room 108)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dr. Todd Queen, Dean</td>
<td>Room 108</td>
</tr>
<tr>
<td></td>
<td>College of Music</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• President’s Report</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• University Advancement Update and FSU Foundation Report</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Board Chair Report</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Committee Reports</td>
<td></td>
</tr>
<tr>
<td>4:30–6:30 p.m.</td>
<td>RECEPTION AND RECOGNITION OF FY2020 AND FY2021 OUTGOING TRUSTEES WITH</td>
<td>Florida State Soccer/Softball Complex</td>
</tr>
<tr>
<td></td>
<td>GUEST SPEAKER</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lonni Alameda, Head Coach</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FSU Softball</td>
<td></td>
</tr>
</tbody>
</table>
General Board Meeting Agenda

Friday, November 5, 2021 • 9:30 a.m.–3:45 p.m.
Augustus B. Turnbull III Conference Center • 555 W. Pensacola St. • Tallahassee, Fla.
Room 208

9:30 a.m.  I.  WELCOME AND CALL TO ORDER  Nancy McKay, Chair

9:35 a.m.  II.  APPROVAL OF MINUTES  McKay

A. May 21, 2021

9:38 a.m.  III.  PUBLIC COMMENTS

9:40 a.m.  IV.  DEVELOPMENT COMMITTEE PRESENTATIONS  Nan C. Hillis

A. Funding Proposal Presentations  Dr. Tim Chapin
   Dean, College of Social Sciences and Public Policy
   Dr. Susan S. Fiorito
   Dean, Jim Moran College of Entrepreneurship

10:25 a.m.  V.  TRUSTEE DEVELOPMENT WORKSHOP

11:30 a.m.  VI.  LUNCH AND SPECIAL PRESENTATION  Dr. Todd Queen
   Dean, College of Music

12:40 p.m.  VII.  PRESIDENT’S REPORT  Dr. Richard McCullough

1:30 p.m.  VIII.  UNIVERSITY ADVANCEMENT UPDATE AND FSU FOUNDATION REPORT  Andy A. Jhanji

2 p.m.  IX.  BREAK

2:10 p.m.  X.  BOARD CHAIR REPORT  McKay

2:25 p.m.  XI.  COMMITTEE REPORTS
2:25 p.m.  A. Investment  
Ashbel C. Williams Jr.

2:40 p.m.  B. Donor Stewardship  
Andrea K. Friall

2:55 p.m.  C. Audit  
Keith D. Carr

3:10 p.m.  D. Finance  
Michael C. Poland

3:25 p.m.  E. Trusteeship and Engagement  
Christopher Iansiti

3:40 p.m.  XII. UPCOMING MEETING DATES  
McKay

A. May 19–20, 2022

3:45 p.m.  XIII. ADJOURNMENT  
McKay
I. WELCOME AND CALL TO ORDER

Chair Nancy McKay called the meeting to order at 9 a.m. Roll was called, and a quorum was present.

II. APPROVAL OF MINUTES

A. November 9, 2020

The minutes from the November 9, 2020, General Board meeting were approved as presented.
III. PUBLIC COMMENTS

There were no public comments.

IV. UNIVERSITY ADVANCEMENT UPDATE

Interim Vice President for University Advancement and Executive Vice President of the FSU Foundation Andy Jhanji provided a University Advancement update on the pandemic’s effect on fundraising, the university’s total support and endowment dollars and updates from the other direct support organizations.

V. PRESIDENT’S REPORT

President John Thrasher reported the FSU Board of Trustees would select the university’s 16th president on May 24, with the appointment subject to approval by the Florida Board of Governors, which meets on June 23. He updated the board on the work of the President’s Task Force on Anti-Racism, Equity & Inclusion, and shared FSU was No. 11 in the “Best Value College” ranking by The Princeton Review. President Thrasher ended with updates on the Institute of Politics, support from the Florida Legislature and campus COVID-19 testing and vaccinations.

VI. BOARD CHAIR REPORT

Chair McKay began by highlighting engagement with the FSU Student Foundation and Student Investment Fund, focusing on increasing the endowment to improve the student experience and FSU’s rankings.

Chair McKay then reviewed the proposed changes and additions to the Foundation bylaws:

- Change: Rename the Trusteeship Committee the Trusteeship and Engagement Committee.
- Addition: Article 3, Section 7 F, Oversee and evaluate engagement programs and opportunities for trustees.
- Addition: Article 7, Section 5, Authorized Actions, Any one of the following may authorize the Foundation chief financial officer to open accounts with financial institutions to accept estate distributions: Finance Committee chair, Foundation president or executive vice president.
Upon motion made by Trustee Yvonne Brown and duly seconded by Chair-elect Chris Iansiti, the board voted to approve the expanded purview and name change of the Trusteeship Committee to the Trusteeship and Engagement Committee.

Upon motion made by Trustee Ash Williams and duly seconded by Trustee Steve Mudder, the board voted to approve the addition to the authorized actions.

VII. FSU FOUNDATION REPORT

VP Jhanji thanked outgoing trustees for their service:

- Timothy A. Cole
- Paul G. Hudson
- Robert B. Mang
- Francis J. Nardozza
- Elizabeth J. Walters, J.D.

VP Jhanji reported on fundraising totals for both the student success initiatives and the Foundation as a whole. VP Jhanji updated the board on the strategic plan progress and the processes used by staff to assess and cultivate new and emerging prospects for major gifts. He concluded by sharing his vision for the future of the FSU Foundation.

VIII. COMMITTEE REPORTS

A. Audit

Chief Financial Officer Holly Newell presented on behalf of Audit Committee Chair Keith Carr, reporting on the implementation of endowment management software, the upcoming risk assessment and staffing updates. She noted RSM gave a presentation on the fiscal year 2021 audit.

B. Development

Development Committee Chair Nan Hillis welcomed new development staff. She celebrated FSU’s Great Give success of raising $1.6 million. She then explained the funding proposal selection process and shared presentations would be given at the fall Development Committee meeting. Trustee Hillis reported on trustee giving and pledges committed to academic programs.

Trustee Hillis reminded the board of the upcoming changes to the trustee giving requirement. Effective July 1, the giving requirement for trustees will be $10,000 annually, with at least half of their commitment supporting the Foundation’s endowment. An overall lifetime giving requirement of $100,000 or more to academics or student affairs programs by the time a trustee’s board service expires will also take effect at that time.
C. Donor Stewardship

Donor Stewardship Committee Chair Andrea Friall shared the committee’s recommendations for the Presidents Club restructuring:

- Increase the Presidents Club minimum giving threshold from $10,000 to $50,000.
- Decrease the number of Presidents Club societies from five to two, with one society level from $50,000–$999,999 and the other being $1 million and up.

A discussion ensued.

**Upon motion made by Trustee Hillis and seconded by Trustee Raymond Cottrell, the board voted to approve increasing the Presidents Club minimum giving threshold from $10,000 to $50,000.**

**Upon motion made by Trustee Florence Ashby and seconded by Trustee Brown, the board voted to approve decreasing the number of Presidents Club societies from five to two, with one society level from $50,000–$999,999 and one from $1 million and up. The motion passed with 32 votes in favor and four votes against.**

Trustee Friall reported on the success of the first virtual Thank A NOLE Day, the continued growth of Forever FSU, the Foundation’s consecutive giving program, the use of ODDER for digital endowment reports and ThankView. She concluded by sharing that the committee discussed the virtual Presidents Club College and how to handle future events.

D. Finance

Finance Committee Chair Mike Poland asked CFO Newell to present the fiscal year 2021 financial results. CFO Newell began with a balance sheet and income statement analysis as of March 31 and continued by reviewing the fiscal year 2021 combined operating budget. She then presented the endowment returns and a university endowment summary as of March 31. CFO Newell concluded by reviewing the proposed operating budget for fiscal year 2022.

**Upon motion made by Trustee Frank Nardozza and duly seconded by Trustee Cottrell, the board voted to approve the proposed budget for fiscal year 2022.**

E. Investment

Investment Committee Chair Williams reported on the Foundation portfolio’s performance, the current market and the economic environment before providing his thoughts on future investment returns.

F. Trusteeship

Trusteeship Committee Chair Iansiti called for the approval of the March 11 minutes.
The minutes from the March 11, 2021, Trusteeship Committee meeting were approved as presented.

Chair-elect Iansiti announced the Foundation Board of Trustees nominees for a three-year term beginning July 1, 2021, and ending June 30, 2024:

- Dr. Ruth Ruggles Akers
- William Coen
- Arthur L. Fleming
- Dr. Tom C. Haney
- Jay Steele
- Agnes Stoops

Upon motion made by Trustee Craig Lynch and duly seconded by Trustee Williams, the board voted to approve trustee nominees Dr. Ruth Ruggles Akers, William Coen, Arthur L. Fleming, Dr. Tom C. Haney, Jay Steele and Agnes Stoops for a three-year term on the board beginning July 1, 2021, and ending June 30, 2024.

Chair-elect Iansiti announced the Foundation trustees nominated for a second three-year term beginning July 1, 2021, and ending June 30, 2024:

- Marion Taormina Hargett
- Russell Kohl
- Steven J. Mudder, Esq.
- Sean Pittman, Esq.

Upon motion made by Trustee Brown and duly seconded by Trustee Cottrell, the board voted to approve trustees Marion Taormina Hargett, Russell Kohl, Steven J. Mudder, Esq. and Sean Pittman, Esq. for a second three-year term beginning July 1, 2021, and ending June 30, 2024.

Chair-elect Iansiti announced the Foundation trustees nominated for a third three-year term beginning July 1, 2021, and ending June 30, 2024:

- Michael C. Poland
- Ashbel C. Williams Jr.

Upon motion made by Trustee Bill Hold and duly seconded by Trustee Hillis, the board voted to approve trustees Michael C. Poland and Ashbel C. Williams Jr. for a third three-year term beginning July 1, 2021, and ending June 30, 2024.

G. College/Unit Liaison Program

Trustee Lynch shared the positive results of the College/Unit Liaison Program survey. Trustee Paula Smith spoke about her experience as the liaison for the colleges of Music and Social Work. Trustee Lynch stated the program would encourage visits to the liaisons’ colleges or units and collaboration during FSU’s Great Give.

Craig T. Lynch
IX. GUEST SPEAKER

Don Farr
Dean, Dedman College of Hospitality

Dedman College of Hospitality Dean Don Farr gave a presentation on the college, emphasizing growth and diversity in the field and program, student successes and improvements in ranking and enrollment.

X. UPCOMING MEETING DATES

McKay

Chair McKay noted the following upcoming board meeting date:

- November 4–5

XI. ADJOURNMENT

McKay

There being no further business to discuss, Chair McKay adjourned the meeting at 1:06 p.m.

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

Craig T. Lynch
Board Secretary
I. WELCOME AND CALL TO ORDER

A. Roll Call

Keith D. Carr, Chair

Jacqueline Torres

II. APPROVAL OF MINUTES

Carr

A. May 20, 2021

III. OLD BUSINESS

A. Endowment Management Software Implementation Update

Holly Newell, CPA

IV. NEW BUSINESS

A. Risk Assessment Presentation

Clara Ewing, RSM LLP
Matthew Blondell, RSM LLP

B. Fiscal Year 2021 Audit Presentation

Jeff Zeichner, RSM LLP
Justin Siler, RSM LLP

C. Incident and Emergency Response Update

Pamela Spencer

V. AUDIT SESSION

Carr

VI. ADJOURNMENT

Carr
Audit Committee Meeting Minutes

Thursday, May 20, 2021 • 2–3 p.m.

Video Conference and
University Center Club • 403 Stadium Drive • Building B • 3rd Floor Ballroom
Tallahassee, Fla.

MEMBERS PRESENT

Keith D. Carr, Chair
C. Raymond Cottrell
Michael C. Poland*
Thomas Bartelmo*
Andrea K. Friall
Frank A. Hall*

MEMBERS ABSENT

Tim Gunning

STAFF/GUESTS

Holly Newell, CPA
Justin Siler, RSM, LLP
Jeff Zeichner, RSM, LLP
Mary Ann Parks
Jacqueline Torres

I. WELCOME AND CALL TO ORDER

Chair Keith Carr called the meeting to order at 2 p.m. Roll was taken and a quorum was present.

II. APPROVAL OF MINUTES

The minutes from the October 8, 2020, Audit Committee meeting were approved as presented.

III. OLD BUSINESS

A. Endowment Management Software Implementation Update

Chief Financial Officer Holly Newell provided an update on the Foundation’s new endowment management software Fundriver, which is expected to be fully implemented by June 30.

May 20, 2021, Audit Committee Minutes — 1
B. Future Engagement for Risk Assessment

CFO Newell addressed the Foundation’s formal risk assessment engagement, noting RSM will perform the work.

C. Staffing Update

CFO Newell informed the committee that Foundation Accounting received approval for a new assistant controller position filled in February.

IV. NEW BUSINESS

A. Fiscal Year 2021 Audit Plan Presentation

Jeff Zeichner of RSM provided an overview of the audit plan for fiscal year 2021. He also reviewed the audit plan for the 403(b) defined contribution plan and stated form 5500 would be filed with the Department of Labor by the October 15 deadline.

Upon motion made by Trustee Michael Poland and duly seconded by Trustee Frank Hall, the committee voted to approve the fiscal year 2021 audit plan.

B. Audit Charter Annual Review

Chair Carr opened discussion for the annual review of the audit charter. With no proposed modifications from the committee, the charter was approved.

V. ADJOURNMENT

Chair Carr opened discussion for the annual review of the audit charter. With no proposed modifications from the committee, the charter was approved.

There being no further business for discussion, Chair Carr adjourned the meeting at 2:37 p.m.

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

Keith D. Carr
Chair
Audit Committee
MEMBERS PRESENT

Nan C. Hillis, Chair  Russell Kohl  Kyle D. Riva
Dean Michael Hartline  Craig T. Lynch  Paula Smith
William T. Hold, Ph.D.  Steven J. Mudder, Esq.  Aggie Stoops
Christopher Iansiti  Sean Pittman, Esq.

MEMBERS ABSENT

Yvonne T. Brown  Tom C. Haney, M.D.  Mart P. Hill
Jeffrey Gargiulo  Judith Hayden  Ashbel C. Williams Jr.

GUESTS/STAFF

Tom Block  Andy A. Jhanji  Holly Newell
Kimberly Harrison  Brandon T. McCray  Sarishni Patel

I. WELCOME AND CALL TO ORDER  Nan C. Hillis, Chair

A. Chair Nan Hillis called the meeting to order at 2 p.m. The roll was taken, and a quorum was present.

II. APPROVAL OF MINUTES  Hillis

The minutes from the May 20, 2021, Development Committee meeting were approved as presented.

III. NEW BUSINESS

A. FSU’s Great Give 2022  Sarishni Patel,
Director of Annual Giving

Director of Annual Giving Sarishni Patel gave an overview of FSU’s Great Give, which will be held on March 9, 2022. Some of the new strategies for the 2022 campaign will include a donor retention plan and a new marketing strategy.

Director Patel noted that the campaign would emphasize increasing donor participation over the internal dollar goal of $1 million. A discussion ensued and the committee rejected the proposed $1 million amount and recommended the dollar goal at least match...
the 2021 Great Give total of $1.58 million. Another meeting may be scheduled to discuss further. Additionally, Director Patel will report back to the committee on the cost per dollar raised for the 2021 FSU’s Great Give.

B. Special Trustee Appeal

Chair Hillis reminded committee members of the decision to delay the college proposal presentations to the fall committee meeting.

i. Funding proposal finalists include:

1. Jim Moran College of Entrepreneurship, Studio Lab
2. College of Social Sciences and Public Policy, Unconquered by Debt

The appropriate dean or faculty member will be invited to present their proposal. After the presentations, trustees will have the opportunity to make a financial commitment to one or both of these projects.

C. Trustee Giving Fiscal Year-to-Date

Interim Vice President for Constituent Programs Brandon McCray reported that as of September 14, trustee giving to academic programs totaled $379,335, and from now until the end of the fiscal year trustees have committed $1,000,250 in pledges.

D. Trustee Giving Requirements Reminder

Chair Hillis reminded committee members that as of July 1, the giving requirement for trustees is now $10,000 annually, with at least half of their commitment supporting the Foundation’s endowment.

IV. ADJOURNMENT

There being no further business for discussion, Chair Hillis adjourned the meeting at 1:59 p.m.

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

Nan C. Hillis
Chair
Development Committee
New Development Staff

Julie Dunn Eichenberg  
Director of Development  
Regional - Atlanta  
jdeichenberg@foundation.fsu.edu  
1 (850) 228-9472

Alanna Kibiloski  
Director of Development  
Student Affairs  
akibiloski@foundation.fsu.edu  
1 (850) 645-4820

Jennifer McKnight  
Director of Development  
University Libraries  
jmcknight@foundation.fsu.edu  
1 (850) 645-7828

Ally Rodriguez  
Development Officer  
Student Affairs  
arodriguez@foundation.fsu.edu  
1 (850) 644-4544

To view all development staff, please visit our Development Officer Directory.
Executive Summary

Academic Unit: College of Social Sciences and Public Policy, Gus A. Stavros Center for the Advancement of Free Enterprise and Economic Education

Project Title: “Unconquered by Debt”

Total Amount Requested: $19,800

This proposal will utilize $19,800 to fund five part-time student interns (three peer mentors and two content creators) for the fall 2021 and spring 2022 semesters. The cost of each intern will be $12 per hour and work on average 11 hours a week each semester for a total of 330 hours.

Project Overview

The Stavros Center for Economic Education promotes economic education and improves financial literacy among younger generations. Funding would develop the Unconquered by Debt program to educate FSU students about personal finance. The center would hire three student interns to serve as peer mentors and two content creators. The interns will conduct and deliver workshops to students in spring 2022 and fall 2022 semesters.

Proposal Criteria

The proposal is a new or existing project/idea: Yes. (Existing)

The proposal has a university-wide impact: Yes, potential to reach over 600 students.

The proposal advances student experiential learning: Yes, peer mentoring opportunities.

The proposal supports the First-Generation Program: No, does not directly, but may indirectly.

The proposal supports the Presidential Scholars Program: No, does not directly, but may indirectly.

The proposal supports Faculty Research—with a particular emphasis on social/community impact: No.
Project Proposal

**Academic Unit:** College of Social Sciences and Public Policy, Gus A. Stavros Center for the Advancement of Free Enterprise and Economic Education

**Presenters Names and Titles**

Dr. Tim Chapin  
Dean  
College of Social Sciences and Public Policy

Dr. Joe Calhoun  
Director  
Gus A. Stavros Center for the Advancement of Free Enterprise and Economic Education

Craig Mayers  
Development Officer  
College of Social Sciences and Public Policy

**Presenters’ Contact Information**

Dr. Tim Chapin  
1 (850) 644-8515  
tchapin@fsu.edu

Dr. Joe Calhoun  
1 (850) 644-3014  
jcalhoun@fsu.edu

Craig Mayers  
1 (850) 228-3029  
cmayers@foundation.fsu.edu

**Project Title** “Unconquered by Debt”

**Project Summary**

The mission of the Stavros Center for Economic Education is to promote economic education and improve financial literacy among younger generations. The center is developing the Unconquered by Debt program to educate Florida State University students about personal finance. UBD’s primary goals are to enhance students’ personal finance knowledge and decision-making so they become wealth creators instead of debtors. UBD promotes balanced
financial choices so that students understand they are responsible for their current and future lifestyles as well as any debts they incur.

The Stavros Center’s UBD curriculum draws heavily from the book “Common Sense Economics,” co-authored by several faculty affiliated with the center, and the existing elective course on personal finance offered each semester by the Economics Department.

The College of Social Sciences and Public Policy is actively fundraising to fully implement the UBD program. The funding requested in this proposal will be used to hire students part-time for paid internships to assist Professor Joe Calhoun, director of the Stavros Center and creator of the Unconquered by Debt program.

**UBD meets the following criteria for consideration:**

- Funding for UBD will create a new project to teach FSU students principles of personal finance.
- Content will be available university-wide since no enrollment in a specific course is required to access the UBD website.
- Experiential learning opportunities will be available to FSU students through two types of part-time paid internships:
  - First type of student internship position will be classified as peer mentors who lead seminars on personal finance across campus and virtually. The seminars will provide learning opportunities outside the classroom for students attending them.
  - Second type of student internship position will be classified as content creators who write storylines for modules within the UBD curriculum that illustrate specific personal finance concepts. Content creators will also develop infographics about personal finance topics, manage UBD’s social media accounts and curate online personal financial literacy resources for the UBD website.

**Students will be educated on personal financial literacy through:**

- Interactive and engaging modules offered through a publicly available Canvas site: [https://canvas.fsu.edu/courses/107895](https://canvas.fsu.edu/courses/107895). That means no official enrollment or registration is required. Modules will include stories depicting the impact of financial decisions over time.
- Cooperative partnerships all across campus to reach as many students as possible. Examples include the Dunlap Student Success Center, the Career Center, Greek Life, campus clubs (i.e., Marching Chiefs, Model UN, etc.) and other student groups (i.e., Wesley Foundation, Hillel, etc.)
• Infographics that reinforce core financial literacy concepts and walk students through typical life experiences. Example topics include the power of compound interest, debit/credit cards, purchasing a car and selecting a retirement account.
• Seminars on financial literacy topics provided throughout campus. Examples of where these workshops will be hosted include the Bellamy Building, the Stavros Center, residence halls, fraternity/sorority houses, etc.
• Social media outlets such as Facebook, Instagram and Twitter. Weekly content will be created to highlight information from the concept flyers to educate students and introduce them to UBD.

UBD is creating content for its website that contains items mentioned above, which will be accessible to the public to serve as a personal financial literacy resource that can be utilized by current students, graduates and others. Short video interviews of alumni sharing knowledge about their professional areas of expertise (i.e., wealth management, banking, mortgages, etc.) by answering specific questions on personal finance topics will be cataloged on this website. A list of upcoming seminars on personal finance topics, infographics that reinforce core financial literacy concepts and the modules illustrating personal finance concepts along with other items will be included on this website.

Anticipated Outcomes

• During fall 2021 semester:
  o Certify and hire three student interns as peer mentors. They will be certified by the Center for Financial Certifications (http://fincert.org/).
  o Schedule in-person and virtual seminars for spring 2022 and fall 2022 semesters.
  o Hire two student interns as content creators to develop content for the UBD website so it becomes a personal financial literacy resource for current students, alumni and the public.

• During spring 2022 and fall 2022 semesters:
  o Each peer mentor will host 20 seminars (virtual or in-person) for FSU students, with an average attendance of 10 students for an estimated total of 600 seminar participants. Student interns in these positions will host 20 seminars each academic year (fall and spring semesters) going forward.
If funded, when would project begin?

Fall 2021

If funded, who would manage the project?

Dr. Joe Calhoun
Director
Gus A. Stavros Center for the Advancement of Free Enterprise and Economic Education

Total Cost of Project: $100,000

Total Amount Requested: $19,800

This proposal will utilize $19,800 to fund five part-time student interns (three peer mentors and two content creators) for the fall 2021 and spring 2022 semesters. The cost of each intern will be $12 per hour and work on average 11 hours a week each semester for a total of 330 hours.
FBOT Development Committee Request for Proposals

Executive Summary

**Academic Unit:** Jim Moran College of Entrepreneurship

**Project Title:** “Jim Moran College of Entrepreneurship (JMC) Studio Lab”

**Total Amount Requested:** $20,000

**Project Overview**

JMC is seeking to create the first experimental on-campus destination for students to learn about the field of STEM entrepreneurship through an interactive physical space and multi-use innovation foundry, JMC Studio Lab.

**Proposal Criteria**

The proposal is a new or existing project/idea: Yes. (New)

The proposal has a university-wide impact: Yes, the lab would be accessible to a variety of students and majors on campus.

The proposal advances student experiential learning opportunities: Yes, learning innovation studio lab.

The proposal supports the First Generation Program: No.

The proposal supports the Presidential Scholars Program: No.

The proposal supports faculty research—with a particular emphasis on social/community impact: Yes.
Project Proposal

Academic Unit:
Jim Moran College of Entrepreneurship

Presenters Names and Titles

Susan Fiorito
Dean
Jim Moran College of Entrepreneurship

Jeff Whalen
STEM Entrepreneur in Residence and Teaching Faculty II
Jim Moran College of Entrepreneurship

Ashleigh Dellinger
Development Officer
Jim Moran College of Entrepreneurship

Presenter Contact Information

Susan Fiorito
1 (850) 644-7856
sfiorito@jmc.fsu.edu

Jeff Whalen
1 (850) 644-7142
jwhalen@jmc.fsu.edu

Ashleigh Dellinger
1 (850)-404-3433
adellinger@foundation.fsu.edu

Project Title: “Jim Moran College of Entrepreneurship (JMC) Studio Lab”

Project Summary

One of the newest additions to the degree offerings at Jim Moran College of Entrepreneurship, the STEM Entrepreneurship Bachelor of Science Program embodies the foundations of entrepreneurship with the technical rigor and fundamentals from science, technology, engineering and mathematics. JMC is seeking to create the first experiential on-campus destination for students to learn about the field of STEM entrepreneurship through an interactive physical space and multi-use innovation foundry, JMC Studio Lab.
The goal of the Studio Lab is not to conduct foundation STEM research but instead focus on successfully supporting FSU students and employees in the transfer of applied technologies to the worldwide commercial market. While there are many resources within JMC, the Studio Lab will fulfill a crucial function by designating a definitive site within the college for STEM-enabled venture creation.

**Anticipated Outcomes**

The lab’s resources will facilitate commercialization efforts in fields such as engineering, chemistry, physics and computational science and medicine to enable new offerings into market sectors such as agriculture, manufacturing, biorobotics, drug development and artificial intelligence algorithms. The Studio Lab will also serve as a centralized location where anyone from FSU can go to receive feedback and assistance on STEM-related product and venture concepts, but will greatly enhance support for JMC students in undergraduate STEM and commercial entrepreneurship programs as well as the graduate product development and textile and apparel science entrepreneurship master’s programs.

The Studio Lab will be comprised of four key elements: 1) a walk-thru timeline, 2) avatar interviews, 3) the living STEM business map and 4) The Foundry. Elements one through three are exhibitions of STEM entrepreneurship culture and history that will allow for a whole new level of relationship development for individuals at FSU with the outside STEM business ecosystem. Element 4, The Foundry, is a completely new kind of space for the FSU main campus and will create a solid platform for actual investigations into STEM-enabled offerings and ventures. The assets, subject matter expert advising and other resources at The Foundry will complement perfectly with the resources and mission of the FSU Innovation Hub and further solidify the unique entrepreneurship focus at FSU. The Foundry will have the basic resources needed to conduct early feasibility assessments and proof of concept experiments using commercially viable and available assets. These assets will be aggregated by subsequent phases of development using a variety of funding mechanisms, including federal/state/regional grant competitions, corporate partner investments and community stakeholder contribution.

The outcomes and benefits of creating the Studio Lab will be far-reaching in both their positive influence on the culture of entrepreneurship within the FSU community as well as a significant increase in the available resources for real-life deployment of new ventures. These outcomes align with FSU’s first strategic goal and reflect FSU’s commitment to providing high-value education in the growing field of STEM entrepreneurship. The Studio Lab is an actionable step that FSU can take to better prepare our graduating students for successful careers in the workforce and entrepreneurship pathways.
If funded, when would project begin?

The project will begin immediately upon receiving funds, utilizing space already allocated to Jim Moran College of Entrepreneurship.

If funded, who would manage the project?

Jeff Whalen, STEM Entrepreneur in Residence and Teaching Faculty II

Total Cost of Project:

Total funding over lifetime for enhancements: Approximately $250,000, this includes asset purchases, space infrastructure enhancements, database for interviews, map and timeline updating and maintenance

Of that estimated total, it will cost approximately $10,000 per year to run the STEM lab, providing access to subscriptions and maintenance, consumables for prototyping, first round of content creation for interviews, map and timeline.

Total Amount Requested: $20,000
I. WELCOME AND CALL TO ORDER

   Andrea K. Friall, Chair

II. APPROVAL OF MINUTES

   Friall

   A. August 30, 2021

III. NEW BUSINESS

   Friall, Tara Boehl

   A. Scholarship Letters to Donors
   B. Endowment Reports
   C. Acknowledgment and Leadership Letters
   D. College/Unit Stewardship Overview
   E. Forever FSU Update
   F. Thank a NOLE Day
   G. Vires, Artes, Mores Event Recap

IV. OLD BUSINESS

   Friall

   A. Presidents Club Update

V. ADJOURNMENT

   Friall
Donor Stewardship Committee Meeting Minutes

Monday, August 30, 2021 • 3–4 p.m.
Video Conference

MEMBERS PRESENT

Andrea K. Friall, Chair
Donna Abood
Dr. Ruth Ruggles Akers
Andrea K. Friall, Chair
Donna Abood
Dr. Ruth Ruggles Akers
Florence Ashby
Lt. Gen (Ret.) F.L. Hagenbeck
Dean Michael D. Hartline
Diahann W. Lassus, CFP®, CPA/PFS
Paula Smith

MEMBERS ABSENT

Keith D. Carr
C. Raymond Cottrell
Tom C. Haney, M.D.
Marion Taormina Hargett

STAFF/GUESTS

Tom Bartelmo
Tom Block
Tara Boehl
Yvonne T. Brown
Lauren Graves
Tim Gunning
Judith Hayden
Andy A. Jhanji
Russell Kohl
Craig T. Lynch
Brandon T. McRae
Nancy McKay
Hannah Neubauer
Sean Pittman, Esq.
Michael C. Poland
Jennifer Reed
Aggie Stoops

I. WELCOME AND CALL TO ORDER

Andrea K. Friall, Chair

Chair Andrea Friall called the meeting to order at 3:02 p.m. The roll was called, and a quorum was present.

II. APPROVAL OF MINUTES

Friall

A. May 20, 2021

The minutes from the May 20, 2021, Donor Stewardship Committee meeting were approved as presented.

III. NEW BUSINESS

Tom Block

A. New Director of Donor Relations

Tara Boehl was officially introduced to the committee as the new director of Donor Relations.
IV. OLD BUSINESS

A. Presidents Club Stewardship Discussion

Chair Friall gave an overview of the changes previously made to the Presidents Club levels and giving thresholds. She then refocused the conversation to the recognition and impact for Presidents Club honorees.

Director Boehl presented the goals and objectives of collaborative stewardship. She gave examples of potential benefits for the honorees, allowing for feedback from the committee members. The committee stressed stewarding each level uniquely to amplify the prestige of being a Presidents Club honoree. After much discussion, the committee expressed a need for:

- Appropriate, holistic recognition between the Foundation and the college/units;
- Personal, meaningful recognition for each individual honoree; and
- Increased communication to honorees throughout the year.

V. ADJOURNMENT

There being no further business for discussion, Chair Friall adjourned the meeting at 4:03 p.m.

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

Andrea K. Friall
Chair
Trusteeship Committee
Finance Committee Meeting Agenda

Thursday, November 04, 2021 • 1–2 p.m.
Augustus B. Turnbull III Conference Center • 555 W. Pensacola St. • Tallahassee, Fla.
Room 103

I. WELCOME AND CALL TO ORDER
   Michael C. Poland, Chair
   A. Roll Call
      Jacqueline Torres

II. APPROVAL OF MINUTES
    Poland
    A. May 20, 2021

III. NEW BUSINESS
    Holly Newell, CPA
    A. Fiscal Year 2021 Financial Results Review
    B. Fiscal Year 2022 Foundation Operation Results Review
       Newell

IV. OLD BUSINESS
    Poland
    A. Estate Distributions Financial Institution Accounts Update

V. ADJOURNMENT
    Poland
Finance Committee Meeting Minutes

Thursday, May 20, 2021 • 10:30–11:45 a.m.

Video Conference and

University Center Club • 403 Stadium Drive • Building B • 3rd Floor Ballroom
Tallahassee, Fla.

MEMBERS PRESENT

* by video conference

Michael C. Poland, Chair*
Thomas Bartelmo*
Frank Hall*
Judith Hayden*
William T. Hold, Ph.D.*
David B. Lane*
Diahann W. Lassus, CFP, CPA/PFS*
Robert B. Mang*
Nancy McKay
Steven J. Mudder, Esq.*
Francis J. Nardozza
Bob Rice

MEMBERS ABSENT

Mark Ellis
John M. Lusk
Louis C. Taormina

STAFF/GUESTS

Andy A. Jhanji
Holly Newell, CPA
Jacqueline Torres

I. WELCOME AND CALL TO ORDER

Michael C. Poland, Chair

Chair Michael Poland called the meeting to order at 10:31 a.m. Roll was taken, and a quorum was present.

II. APPROVAL OF MINUTES

Poland

The minutes from the February 25, 2021, Finance Committee meeting were approved as presented.

III. NEW BUSINESS

A. Fiscal Year 2021 Financial Results Review

Holly Newell, CPA

Chief Financial Officer Holly Newell presented an overview of the financial results as of March 31 compared to the previous year. The overview consisted of a balance sheet and income statement analysis and a review of the fiscal year 2021 operating budget. CFO Newell concluded her presentation with a discussion on the endowment returns for the
Foundation and the total university endowment when compared to the primary benchmark.

B. Fiscal Year 2022 Budget Presentation

CFO Newell presented the fiscal year 2022 proposed operating budget. A discussion ensued among committee members.

Upon motion made by Trustee Tom Bartelmo and duly seconded by Trustee Frank Nardozza, the committee voted to approve the fiscal year 2022 proposed operating budget.

IV. ADJOURNMENT

There being no further business for discussion, Chair Poland adjourned the meeting at 11:11 a.m.

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

Michael C. Poland
Chair
Finance Committee
I. WELCOME AND CALL TO ORDER

A. Roll Call

Ashbel C. Williams Jr., Chair

Keith Tolbert

II. APPROVAL OF MINUTES

A. June 2, 2021

Williams

III. NEW BUSINESS

A. Market Update and Portfolio Review
   i. Fiscal year 2021 update
   ii. Results through September 30, 2021

Cambridge Associates

B. Public Equity Recommendation

Cambridge Associates

C. Private Equity Recommendations

Cambridge Associates

D. Hedge Fund Recommendation

Cambridge Associates

E. Short-Term Investment Discussion

Williams, Holly Newell, CPA

and Cambridge Associates

IV. ADJOURNMENT

Williams
Trusteeship and Engagement Committee
Meeting Agenda

Thursday, November 4, 2021 • 2:15–3:15 p.m.
Augustus B. Turnbull III Conference Center • 555 W. Pensacola St. • Tallahassee, Fla.
Room 103

I. WELCOME AND CALL TO ORDER
   Christopher Iansiti, Chair

II. APPROVAL OF MINUTES
    Iansiti
    A. August 16, 2021

III. OLD BUSINESS
    A. Trustee Nominations
       Iansiti, Tom Block
       i. Nomination timeline
    B. EDI Task Force Update
       Keith D. Carr
    C. Trustee Development Workshop
       Iansiti
    D. Liaison Program Update
       Craig T. Lynch

IV. NEW BUSINESS
    A. Engagement Ideas
       Iansiti
       i. Winter virtual board meeting
       ii. Engaging past trustees

V. UPCOMING MEETINGS AND NOMINATION PROCEDURES
    A. Fiscal Year 22 Trusteeship Meeting Schedule
       Iansiti
       i. February 8, 2022, 3–4:30 p.m.
       ii. March 8, 2022, 3–4:30 p.m.

VI. ADJOURNMENT
    Iansiti
I. WELCOME AND CALL TO ORDER

Chair Chris Iansiti called the meeting to order at 3:01 p.m. The roll was called, and a quorum was present.

Interim Vice President for University Advancement and Executive Vice President of the FSU Foundation Andy Jhanji gave a university update, including President Richard McCullough’s first day on campus and upcoming events. He gave a University Advancement and Foundation update highlighting the All-In campaign and Foundation endowment and fundraising totals.

II. NEW BUSINESS

A. Cultivating New Candidates

Chair Iansiti began the discussion by identifying demographics with the opportunity for improved representation in the nominee pool.

B. Diversity and Inclusion

Chair Iansiti emphasized the importance of diversity and inclusion at Florida State University and President McCullough’s staunch support of EDI efforts.
i. Equity, Diversity and Inclusion Task Force update  

*Keith Carr*

Equity, Diversity and Inclusion Task Force Chair Keith Carr gave a brief update on the task force’s work and next steps. Trustee Carr asked any trustee interested in volunteering for the task force to contact staff.

### III. OLD BUSINESS

A. Engagement  

i. Trustee self-assessment review  

*Iansiti*

Chair Iansiti gave an overview of the trustee self-assessment review results. Several areas highlighted were:

- Current and former trustee engagement;
- The College/Unit Liaison Program;
- Trustee participation in fundraising; and
- Board meeting frequency.

ii. Update on College/Unit Liaison Program  

*Craig Lynch*

Trustee Craig Lynch gave an update on the College/Unit Liaison Program and stated there are only two openings. Trustee Lynch emphasized the importance of a direct connection between the board and the college and units to increase fundraising.

iii. Discussion: Engagement ideas for fiscal year 2022  

*Iansiti*

Chair Iansiti opened the floor for engagement ideas, which included:

- Investigating best practices of other university boards to enhance trustee engagement;
- Using a peer review process to advance cultivation;
- Involving development officers in generating ideas to increase the engagement of trustees and donors; and
- Continued transparency with nominees of attendance and annual giving requirements.

### IV. UPCOMING MEETINGS AND NOMINATION PROCEDURES

A. Nominee Ranking Form Review and Nomination Timeline  

*Iansiti*

Chair Iansiti stated the nomination window would be from October 1 through December 1, and the nomination review and elections will occur on February 8 and March 8. He
encouraged the committee members to review the nomination form and reach out to staff with any questions or concerns.

V. ADJOURNMENT

There being no further business for discussion, Chair Iansiti adjourned the meeting at 4:02 p.m.

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

Christopher Iansiti
Chair
Trusteeship Committee
Helpful Guide to the Trustee Nomination Process
FSU Foundation Board of Trustees

Each year, the FSU Foundation Board of Trustees Trusteeship and Engagement Committee conducts a nomination process to select new trustees. Typically, 20-25 qualified nominees are considered for only a few openings on the board. In fiscal year 2022, six new trustees were welcomed to the board in a competitive process, with many individuals nominated but a select few chosen.

The guidelines that follow can assist you when deciding to submit a candidate to the board. Each nominee is ranked by the Trusteeship and Engagement Committee on the following criteria:

- Philanthropic support of the university—in particular, previous Foundation support;
- Capacity for giving to the university;
- Ability to “open doors” by introducing the university and Foundation to potential donors;
- History of active participation in the life of the university;
- Depth of experience in their chosen professions; and
- Demographics, including gender, race, ethnicity and college affiliation.

The committee considers if the nominee is a graduate of a college currently underrepresented on the board, if the nominee lives in a specific geographic region and if the nominee has other demographic traits that may be desirable.

In addition to considering the nominees’ past philanthropic support of the university, the Trusteeship and Engagement Committee also evaluates their potential and willingness to give $10,000 annually, pledge a major gift or possibly commit to a planned gift during their term. Also taken into account is the candidate’s demonstrated leadership with college development or advisory boards and involvement with other campus organizations.

**Steps to take when submitting a nomination to the Foundation Board of Trustees**

1. Do not contact nominees. The process is very competitive, and we should be conscious that if the nominee knows they are being nominated, they may be disappointed if they are not selected.

2. Before submitting your nomination, consider if your nominee might have difficulty with the Foundation’s minimum giving requirement for trustees of $10,000 annually or $30,000 over their three-year term. An additional condition stipulates a commitment of $100,000 in lifetime irrevocable giving by the end of their board service (annual giving dollars count towards this total). If you need clarification on the minimum giving requirements for trustees, please contact Tom Block, vice president for Advancement Relations, at tblock@foundation.fsu.edu.

3. Complete the entire online nomination form. Incomplete forms will not be accepted. In the spaces designed for commentary, advocate and tell us why you think your nominee is a good fit for the FSU Foundation Board of Trustees.
4. Following the application submission, be prepared to answer questions from Foundation staff and trustees about your nominee. Please expect to be considered an intermediary for the nominee and their chief promoter throughout the nominations process.

5. Understand that the review process for the candidates follows a timeline. After the December 1 deadline for nominations, the list of nominees will be researched by staff, a biography is composed, and relevant data is collected for each candidate. Based on this information, each nominee will be reviewed and approved by Foundation and university officials before initial submission to the Trusteeship and Engagement Committee in early February.

6. Selected nominees will be officially notified of their candidacy over the telephone by the executive vice president and/or the Foundation president, who will confirm their willingness to serve.

The timeline for the 2022 selection process is as follows:

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 16</td>
<td>Trusteeship and Engagement Committee meets to review trustee survey results, orientation plans, nominee ranking form and timeline</td>
</tr>
<tr>
<td>October 1-December 1*</td>
<td>Call for nominations</td>
</tr>
<tr>
<td>December 2-January 31, 2022</td>
<td>Foundation staff and university officials review nominations and compile materials for the Trusteeship and Engagement Committee</td>
</tr>
<tr>
<td>February 8, 2022</td>
<td>Trusteeship and Engagement Committee meets to review the list of nominees, demographics and determine the number of new trustees to select</td>
</tr>
<tr>
<td>February 27, 2022</td>
<td>Ranking sheets due back from Trusteeship and Engagement Committee members</td>
</tr>
<tr>
<td>March 8, 2022</td>
<td>Trusteeship and Engagement Committee meeting by teleconference to finalize rankings</td>
</tr>
<tr>
<td>March-April 2022</td>
<td>Executive vice president and/or the Foundation president contact approved nominees and confirm their willingness to serve on the board</td>
</tr>
<tr>
<td>May 20, 2022</td>
<td>The full board reviews and approves the slate of nominees</td>
</tr>
<tr>
<td>May 20-June 2022</td>
<td>Foundation staff submits approved slate of nominees to University Board of Trustees for approval. Approved nominees are then notified of their appointment to the FSU Foundation Board of Trustees.</td>
</tr>
</tbody>
</table>

*Nominations received after December 1 will be held for the following year.

If you have questions about the nomination process, please contact Betsy DeWitt, board relations coordinator, at edewitt@foundation.fsu.edu or (850) 645-0279, or Andy A. Jhanji, interim vice president for University Advancement, and executive vice president, FSU Foundation, at ajhanji@foundation.fsu.edu or (850) 644-4747.
Nominee Information
Name: ____________________________
Address: __________________________
City, State, Zip: ____________________
Phone Number: _____________________
Email Address: _____________________

Nominator Information
Name: ____________________________
Address: __________________________
City, State, Zip: ____________________
Phone Number: _____________________
Email Address: _____________________

Criteria used to select nominees may include their potential capacity to give or help get funding for FSU, their professional expertise, their volunteer or donor history with the university, as well as certain demographics, including gender, racial and ethnic diversity, and college affiliation. **PLEASE DESCRIBE YOUR REASONS FOR NOMINATING THIS CANDIDATE. You may attach a separate sheet if needed.**

Nominees should be advised that the board has an annual, minimum giving level for all regular trustees, and there is an expectation that FSU will be one of the trustee’s top philanthropic priorities.

Please list the nominee’s employer, job title and professional experience:

Why would this nominee be a good addition to the Foundation board?
Please check the nominee's areas of interest or expertise:

- Donor Stewardship
- Finance
- Investment
- Organizational Governance
- Development/Fundraising
- Other (please specify)

Is this nominee an FSU graduate?  
- Yes  
- No

Please check all colleges/schools with which the nominee has a known affiliation or interest:

- Arts and Sciences
- Business
- Communication and Information
- Criminology and Criminal Justice
- Dedman College of Hospitality
- Education
- Engineering
- Fine Arts
- Graduate Studies
- Health and Human Sciences
- Jim Moran College of Entrepreneurship
- Law
- Medicine
- Motion Picture Arts
- Music
- Nursing
- The John and Mable Ringling Museum of Art
- Panama City Campus
- Social Sciences and Public Policy
- Social Work
- Division of Student Affairs
- Undergraduate Studies
- University Libraries
- Other (please specify):

Please list the nominee’s other board experiences/affiliations:

Please list the nominee’s volunteer activities or service to Florida State University:

If you are a current FSU Foundation trustee, would you be willing to serve as this nominee’s new trustee ambassador if selected?

- Yes
- No

Return by December 1, 2021, to:
Betsy DeWitt, Board Relations Coordinator
Florida State University Foundation, Inc., PO Box 3062739
325 W. College Ave., Tallahassee, FL 32301
Phone: (850) 645-0279  Email: edewitt@foundation.fsu.edu
Committee Assignments
Fall 2021

AUDIT COMMITTEE
Keith D. Carr, chair
Thomas Bartelmo
C. Raymond Cottrell
Andrea K. Friall
Tim Gunning
Frank A. Hall
Michael C. Poland
Jay F. Steele

EXECUTIVE COMMITTEE
Nancy McKay, chair
Keith D. Carr
Eric Chicken
Andrea K. Friall
Nan C. Hillis
Christopher Iansiti
David B. Lane
Craig T. Lynch
President Richard McCullough
Michael C. Poland
John W. Thiel
Ashbel C. Williams Jr.

INVESTMENT COMMITTEE
Ashbel C. Williams Jr., chair
H. Michael Bush
Peter H. Collins*
Peter D. Jones*
John M. Lusk
Bob Rice
Kyle D. Riva
John W. Thiel

DEVELOPMENT COMMITTEE
Nan C. Hillis, chair
Yvonne T. Brown
Jeffrey Gargiulo
Tom C. Haney, M.D.
Dean Michael D. Hartline
Judith Hayden
Mart P. Hill
William T. Hold, Ph.D.
Christopher Iansiti
Russell Kohl
Craig T. Lynch
Steven J. Mudder, Esq.
Sean Pittman, Esq.
Kyle D. Riva
Jay F. Steele
Paula Smith
Aggie Stoops
Ashbel C. Williams Jr.

TRUSTEESHIP AND ENGAGEMENT COMMITTEE
Christopher Iansiti, chair
Donna Abood
Dr. Ruth Ruggles Akers
Florence Ashby
Yvonne T. Brown
William E. Coen
Mark Ellis
Arthur L. Fleming
Tim Gunning
Lt. Gen. (Ret.) F.L. Hagenbeck
Mart P. Hill
Nan C. Hillis
Russell Kohl
David B. Lane
Craig T. Lynch
Nancy McKay
Sean Pittman, Esq.
Louis C. Taormina

FINANCE COMMITTEE
Michael C. Poland, chair
Thomas Bartelmo
William E. Coen
Mark Ellis
Arthur L. Fleming
Frank A. Hall
Judith Hayden
William T. Hold, Ph.D.
David B. Lane
Diahann W. Lassus, CFP®, CPA/PFS
John M. Lusk
Nancy McKay
Steven J. Mudder, Esq.
Bob Rice
Louis C. Taormina

DONOR STEWARDSHIP COMMITTEE
Andrea K. Friall, chair
Donna Abood
Dr. Ruth Ruggles Akers
Florence Ashby
Keith D. Carr
C. Raymond Cottrell
Lt. Gen. (Ret.) F.L. Hagenbeck
Tom C. Haney, M.D.
Dean Michael D. Hartline
Diahann W. Lassus, CFP®, CPA/PFS
Paula Smith
Aggie Stoops

*Former trustee, voting committee member
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.

<table>
<thead>
<tr>
<th>TRUSTEES WITH TERM END DATE OF 6/30/2022</th>
<th>TRUSTEES WITH A TERM END DATE OF 6/30/2024</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Term</strong></td>
<td><strong>First Term</strong></td>
</tr>
<tr>
<td>Mark Ellis</td>
<td>Dr. Ruth Ruggles Akers</td>
</tr>
<tr>
<td>Tim Gunning</td>
<td>William E. Coen</td>
</tr>
<tr>
<td>Craig T. Lynch</td>
<td>Arthur L. Fleming</td>
</tr>
<tr>
<td>Kyle D. Riva</td>
<td>Tom C. Haney, M.D.</td>
</tr>
<tr>
<td>Paula Smith</td>
<td>Jay F. Steele</td>
</tr>
<tr>
<td></td>
<td>Aggie Stoops</td>
</tr>
<tr>
<td><strong>Second Term</strong></td>
<td><strong>Second Term</strong></td>
</tr>
<tr>
<td>Florence Ashby</td>
<td>Russell Kohl</td>
</tr>
<tr>
<td>Andrea K. Friall</td>
<td>Steven J. Mudder, Esq.</td>
</tr>
<tr>
<td>Jeffrey Gargiulo</td>
<td>Sean Pittman, Esq.</td>
</tr>
<tr>
<td>Christopher Iansiti</td>
<td></td>
</tr>
<tr>
<td>Nancy McKay</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Third Term</strong></td>
</tr>
<tr>
<td>Keith D. Carr</td>
<td>Michael C. Poland</td>
</tr>
<tr>
<td>Nan C. Hillis</td>
<td>Ashbel C. Williams Jr.</td>
</tr>
<tr>
<td>William T. Hold, Ph.D.</td>
<td></td>
</tr>
<tr>
<td>Louis C. Taormina</td>
<td></td>
</tr>
<tr>
<td><strong>Past Chair Term</strong></td>
<td></td>
</tr>
<tr>
<td>David B. Lane</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TRUSTEES WITH A TERM END DATE OF 6/30/2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Term</strong></td>
</tr>
<tr>
<td>Thomas Bartelmo</td>
</tr>
<tr>
<td>Yvonne T. Brown</td>
</tr>
<tr>
<td>C. Raymond Cottrell</td>
</tr>
<tr>
<td>Frank A. Hall</td>
</tr>
<tr>
<td>Judith Hayden</td>
</tr>
<tr>
<td>Diahann W. Lassus, CFP®, CPA/PFS</td>
</tr>
<tr>
<td>Bob Rice</td>
</tr>
<tr>
<td><strong>Second Term</strong></td>
</tr>
<tr>
<td>Donna Abood</td>
</tr>
<tr>
<td><strong>Third Term</strong></td>
</tr>
<tr>
<td>Lt. Gen. (Ret.) F.L. Hagenbeck</td>
</tr>
<tr>
<td>John M. Lusk</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>TRUSTEES WITH A TERM END DATE OF 6/30/2025</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Second Term</strong></td>
</tr>
<tr>
<td>Mark Ellis</td>
</tr>
<tr>
<td>Tim Gunning</td>
</tr>
<tr>
<td>Craig T. Lynch</td>
</tr>
<tr>
<td>Kyle D. Riva</td>
</tr>
<tr>
<td>Paula Smith</td>
</tr>
<tr>
<td><strong>Third Term</strong></td>
</tr>
<tr>
<td>Andrea K. Friall</td>
</tr>
<tr>
<td>Christopher Iansiti</td>
</tr>
<tr>
<td>Nancy McKay</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>LIFETIME MEMBERS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Founding Member</strong></td>
</tr>
<tr>
<td>Mart P. Hill</td>
</tr>
<tr>
<td><strong>Trustee Emeritus</strong></td>
</tr>
<tr>
<td>Gus A. Stavros</td>
</tr>
</tbody>
</table>
Officers

Fall 2021

Nancy McKay
Chair

Christopher Iansiti
Chair Elect

Vacant
Vice President for University Advancement and President, FSU Foundation

Michael C. Poland
Treasurer

Craig T. Lynch
Secretary

Andy A. Jhanji
Interim Vice President, University Advancement and Executive Vice President, FSU Foundation

Holly Newell, CPA
Assistant Treasurer

Tom Block
Assistant Secretary

FSU Advancement Direct Support Organization Boards Representatives

Francis J. Nardozza*
Real Estate Foundation

Nancy McKay
Seminole Boosters

Nancy McKay
Alumni Association

*Former Trustee
Former Board Chairs

*Fall 2021*

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
2018-20  Mr. David B. Lane

* Deceased
Lifetime Members

Mart P. Hill
Founding Member

Gus A. Stavros
Emeritus
BYLAWS OF
THE FLORIDA STATE UNIVERSITY FOUNDATION, INC.
A Nonprofit Foundation
ADOPTED OCTOBER 15, 1965

Amended:

February 9, 1991  October 16, 2004  May 19, 2017
February 12, 1994  October 8, 2005  April 13, 2018
October 7, 1995  October 20, 2006  June 4, 2020
May 18, 1996  October 21, 2011  June 17, 2021
November 15, 1997  May 18, 2012

TABLE OF CONTENTS

ARTICLE I     GOVERNANCE

Section 1:    Definitions and Organization
Section 2:    The Board of Trustees
Section 3:    Meetings
Section 4:    Quorums and Voting
Section 5:    Attendance, Removal and Vacancies
Section 6:    Conflicts of Interest

ARTICLE II    OFFICERS

Section 1:    Chair
Section 2:    Chair-Elect
Section 3:    Foundation President
Section 4:    Executive Vice President
Section 5:    Secretary
Section 6:    Assistant Secretary
Section 7:    Treasurer
Section 8:    Assistant Treasurer
Section 9:    Removal and Vacancies

ARTICLE III   COMMITTEES

Section 1:    Establishment or Dissolution of Committees
Section 2:    Conduct of Committee Meetings
Section 3:    Executive Committee
Section 4: Finance Committee
Section 5: Audit Committee
Section 6: Investment Committee
Section 7: Trusteeship and Engagement Committee
Section 8: Development Committee
Section 9: Donor Stewardship Committee

ARTICLE IV AMENDMENTS

ARTICLE V SEAL

ARTICLE VI INDEMNIFICATION

ARTICLE VII FISCAL MATTERS

Section 1: Fiscal Year
Section 2: Contributions
Section 3: Depositories
Section 4: Financial Review
Section 5: Authorized Actions

ARTICLE VIII OPERATIONAL MATTERS

Section 1: Execution of Documents
Section 2: Books and Records
Section 3: Nonprofit Operations–Compensation and Reimbursements
Section 4: Limitations

ARTICLE IX OTHER MATTERS

Section 1: Rules of Order
Section 2: Dissolution
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 FSU Board of Trustees or designee;
   3. the Foundation president;
   4. the president of the university Faculty Senate;
   5. the chair of the Deans Advancement 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 and Engagement 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 and Engagement 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 and Engagement Committee shall recommend to the committee chair whether the trustee should be nominated to serve an additional term.

d. The Trusteeship and Engagement 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 FSU 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 FSU 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. approve submission of the Foundation’s annual budget to the university president or designee by May 1;

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

d. review the effectiveness of the Foundation’s management of financial functions and present recommendations to the board; and

e. review all financial statements.

Section 5: Audit Committee

The Audit Committee shall be composed of no less than three (3) 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 approving the auditor’s fees and engaging or disengaging an auditor with final approval by the FSU Board of Trustees. 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 and 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;
e. review the Foundation’s tax returns for accuracy, prior to them becoming available to the full board for review; and
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.

Upon nomination by the Investment Committee chair, and approval by both the chair of the Foundation and president of the 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.

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 and Engagement Committee

The Trusteeship and Engagement 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;

e. review and finalize a slate of officers submitted to the committee by the chair-elect in even-numbered years. Advance the slate to the full board at the annual meeting as a recommendation of the committee; and

f. oversee and evaluate engagement programs and opportunities for trustees.

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 FSU 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: 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 authorize the Foundation chief financial officer to open accounts with financial institutions to accept estate distributions: Finance Committee chair, Foundation president or 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 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 as set forth in these bylaws or unless an unauthorized act was later ratified by the board.
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 FSU 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.
FSU Foundation Strategic Plan: Fiscal Year 2021–23

Executive Summary

(Approved June 25, 2020)

Founded in 1851, Florida State University is a preeminent university as designated by the Florida legislature. Its campus marks the oldest site of continuous higher education in Florida, and its recent upward trajectory is unrivaled—FSU has risen 25 spots in six years to No. 18 among national public universities in the *U.S. News & World Report* rankings.

As FSU has risen to prominence, the Florida State University Foundation has also elevated its public profile, establishing a new home near campus and spearheading a successful $1.16 billion comprehensive fundraising campaign.

The mission of the FSU Foundation is to enhance the academic vision and priorities of FSU through its organized fundraising activities and funds management. The following strategic plan was designed with that dual mission in mind and is intended to guide the FSU Foundation’s core work through fiscal years 2021, 2022 and 2023.

At the time this plan was constructed, a key consideration was an anticipated presidential transition at FSU. Additionally, the university was between fundraising campaigns, having completed *Raise the Torch: The Campaign for Florida State*. To ensure the FSU Foundation is prepared to undertake an even more ambitious fundraising campaign, the key groundwork for this effort is woven into the entire fabric of this strategic plan.

As the plan was being finalized, our world changed significantly due to the COVID-19 virus. The pandemic and its economic consequences altered operations and lives of businesses and individuals worldwide while significantly affecting the workflow and processes at Florida State University and the FSU Foundation. As faculty and students shifted to online learning and employees moved to remote work, the reliance on technology became more magnified and vital than ever before. The FSU Foundation was already strategically utilizing technology to align with younger generations and preparing for a new age of philanthropic fundraising. The pandemic reinforced the need to further integrate technology to achieve our goals, which is highlighted throughout this blueprint.

The strategic plan features four main objectives:

- Increase Funding Resources and Build for the Future
- Enhance Engagement Opportunities for Volunteers, Prospects and Donors
- Expand the Culture of Philanthropy
- Continue to Advance Technology in All Efforts

To help achieve these objectives, the FSU Foundation will review this plan regularly and present progress reports at Foundation Board of Trustees meetings. The board will continue to examine how it and the FSU Foundation can efficiently and effectively best meet the objectives of this plan and fulfill its mission.
the plan’s completion in June 2023, the infrastructure for the next comprehensive campaign will be in place, and significant growth will have occurred to academic fundraising results and the endowment.

As Florida State University continues its rise, the FSU Foundation will continue to ascend by its side.
Objective One: Increase Funding Resources and Build for the Future

- Strategy 1: Increase philanthropic giving to FSU 50%
- Strategy 2: Develop the necessary infrastructure for the next comprehensive fundraising campaign 50%
- Strategy 3: Work to develop a sustainable funding model by exploring revenue streams 50%
- Strategy 4: Build on the success of FSU’s Great Give and annual giving efforts 75%

Objective Two: Enhance Engagement Opportunities for Volunteers, Prospects and Donors

- Strategy 1: Increase meaningful alumni and donor engagement 50%
- Strategy 2: Ensure active engagement among Foundation trustees and Foundation development officers 50%
- Strategy 3: Improve collaboration with advancement DSOs, the university, colleges, units and other campus partners to ensure a holistic approach to engagement with prospects and donors 50%
- Strategy 4: Enhance stewardship and ensure continual recognition for all donors, including first-time donors, consecutive givers, long-term supporters and planned gift donors 75%
Objective Three: Expand the Culture of Philanthropy

- Strategy 1: Enhance philanthropic story-telling through multiple communications channels
  50%

- Strategy 2: Ensure all constituents understand how philanthropy works at FSU, including the difference between state and private support, the various methods to make a gift and their benefits, and the role giving plays in the university’s trajectory
  50%

- Strategy 3: Encourage the university, colleges, units and other campus partners to incorporate philanthropic messages in their communications
  50%

Continue to Advance Technology in All Efforts

- Strategy 1: Maximize a variety of established and new e-tools to increase funding resources and build for the future
  75%

- Strategy 2: Enhance engagement opportunities for volunteers, prospects and donors using novel and innovative technology
  50%

- Strategy 3: Invest strategically to ensure continued innovation in growing a culture of philanthropy
  50%