



**Florida A&M University Board of Trustees
Direct Support Organization (DSO) Committee Meeting**

Wednesday, October 2, 2013

Time: 1:30 p.m. – 2:25 p.m.

Location: Grand Ballroom, Student Union

DSO Committee Members

Trustee Belinda R. Shannon, Chair
Trustee Kelvin Lawson, Vice Chair
Trustee Glen Gilzean

Trustee Rufus Montgomery
Trustee Kimberly Moore
Trustee Marjorie Turnbull

AGENDA

I. Call to Order

Trustee Belinda R. Shannon
Chair

II. Roll Call

ACTION ITEMS

III. Review & Approval of August 7, 2013, Committee Minutes

Trustee Belinda Shannon

INFORMATIONAL ITEMS

IV. Update on Divisional Activities

Dr. Thomas J. Haynes
Vice President, University Advancement

- University Advancement & BOT Goals
- FAMU Foundation, Inc.
 - Foundation Operations
 - Investments
- Alumni Affairs
- Rattler Boosters, Inc.

V. Update on FAMU Anti-Hazing Efforts

Sharon Saunders
Executive Assistant to the President for Communications

VI. New Business

VII. Adjournment

**Florida A&M University Board of Trustees
Direct Support Organization Committee Meeting**

**Wednesday, August 7, 2013
Grand Ballroom**

The meeting was called to order at 1:00 p.m. by Committee Chair Belinda R. Shannon. Mrs. Angie Wiggins called the roll and the following Committee members were present: Vice Chair Kelvin Lawson, Trustee Glen Gilzean, Trustee Rufus Montgomery, Trustee Kimberly Moore, and Trustee Marjorie Turnbull. A quorum was established.

Review and Approval of the April 10, 2013, Committee Minutes

The Committee acknowledged the minutes from the April 10, 2013 Direct Support Organization (DSO) Committee Meeting. Trustee Lawson moved approval of the minutes and the motion was seconded by Trustee Marjorie Turnbull. The motion carried.

Approval of DSO Budgets

The DSO Budgets were submitted for approval in accordance with FAMU Internal Management Memorandum Number 2003-01, 8. The Vice President for University Advancement, Dr. Thomas Haynes, presented the Budgets as follows:

Foundation Budget

Dr. Haynes highlighted a few of the primary changes to this year's budget:

- Line Item 28 – Liability Insurance – \$20,000 is the estimated figure for the purchase of insurance for the Foundation per the General Counsel's recommendation. The Foundation is currently undergoing an insurance audit to review existing coverage and risk exposure. An outside consultant has been contacted who is performing this work to make sure the new building and the South Plaza property has all the coverage needed and to ensure double coverage is not in place.

Trustee Cleve Warren inquired, in regard to the lease agreement, if every tenant will have liability insurance in their policy. Dr. Haynes responded, yes.

- Line Item 46 – Foundation Headquarters Renovation (Tenn. Street) – \$75,000 was put in the budget for renovations to accommodate new tenants where necessary. A number of tenants who have expressed interest in the space are University affiliates and some of those organizations will not have renovation dollars, but have dollars to commit to a long-term lease. Space will be renovated for them in exchange for a long-term lease.

Trustee Warren asked if the renovations were requested by the tenants, or if the renovations are needed if tenants are in place or not. Dr. Haynes advised that the renovations will be driven by tenants.

- Line Item 49 – Operational Contingency – \$40,000 this will be used to cover maintenance for air conditioning, plumbing, roofing, etc. Some maintenance issues have come up due to it being an old building.
- Trustee Lawson brought to the Committee's attention that in viewing the University President's Compensation, some dollars are not budgeted for 2013-14. Dr. Haynes responded that some items were not budgeted this year with the understanding that there is a search process that would begin around January. If a six month process, it would end around June; would be in another fiscal year.

Trustee Shannon was asked by the President for the interim, Dr. Larry Robinson, if the Budgets would be approved collectively or individually. Her assumption was to approve them together after presentation of all of the budgets. Trustee Cleve Warren suggested that to be fair to the respective budgets, it might be more appropriate to approve individually. Trustee Lawson suggested the budgets be voted on individually in the event there are issues with one to not hold the others up. Trustee Shannon inquired of Chairman Solomon Badger or whoever could answer the question, if the DSO Committee is charged with approving the Budgets or should the Committee agree to make a recommendation to the Board for approval. Chairman Badger advised the Committee should agree to recommend approval to the full Board.

Trustee Turnbull motioned to accept the FAMU Foundation Budget as presented with a recommendation to the full Board for approval during tomorrow's board meeting. It was seconded by Trustee Montgomery, and unanimously voted on by the DSO Committee.

National Alumni Association (NAA) Budget

Dr. Haynes stated that the major change with this budget is on the expense side. There is a \$20,000 reduction in special events. Mr. Len Franklin of the NAA advised that the reduction is attributed to an election last year that was budgeted into the 2013 budget. An election is held once every three years; therefore, there was not a need to budget for an election for FY2013-14.

Trustee Lawson motioned to accept the NAA Budget as presented with a recommendation to the full Board for approval tomorrow. It was seconded and unanimously voted on by the DSO Committee.

Dr. Haynes will provide to the Board a revised budget for the NAA that shows variances for last year and this year's budgets.

Rattler Boosters Budget

Dr. Haynes distributed to the Board an updated more comprehensive budget for the Boosters.

In regard to Athletic Donations, Trustee Turnbull wanted to know what exactly is being referred to. Mr. Michael Clayton responded that of the \$90,000 for Athletic Donations, approximately \$80,000 was spent for Vantage Media which covers the Football Coaches Show, the Rattler Sports Broadcast, and placing the Coaches Show on Channel 27; all done for the Athletic Dept.

Trustee Shannon directed Mr. Clayton to speak with Dr. Robinson, Dr. Haynes and Mr. Michael Smith (Interim Athletic Director) to determine whether or not the label "Athletic Donations" is accurate in the way it represents what is being done by the Boosters. It appears to be support to Athletics; wouldn't want anyone to view the budget and assume its revenue coming into the Boosters budget.

Trustee Moore motioned to accept the Rattler Boosters Budget as presented with a recommendation to the full Board for approval tomorrow. It was seconded by Trustee Montgomery and unanimously voted on by the DSO Committee.

Update on Divisional Activities

Dr. Haynes and staff provided the Committee with an update on the division's progress on the Board Goals, as well as several updates and items of interest within the division of University Advancement. These include:

- Development and implementation of a new Online Scholarship Management Portal that will now enable FAMU students to apply for scholarships by logging on to and completing an application profile. University staff worked in partnership with the office of Financial Aid, the Registrar's Office, Enterprise Information Technology, and the University's Schools and Colleges. Mrs. Tawana Anderson Shaw made a presentation to the Committee pertaining to the new portal. The portal will be quicker and more efficient with rewarding scholarships, sending blasts to recipients, applicants and donors can communicate with each other, and students can send thank you's to donors. The portal will be officially launched this Friday, August 9th. It currently has 320 scholarships in the system, and \$3.2 million ready to be awarded.

Trustee Shannon asked about the window of time for students to apply, and wanted to know how staff is marketing access to current and prospective students. Staff responded that December 1 – February 1 will be the set time every year for students to apply through the portal. Staff is working with Student Affairs staff – pushed out emails to FAMU students, put notices on Jumbotron, and the Communications Office pushed the word out. Information will also be included in FAMU's "Just the Facts" leaflet. Great tool, per Trustee Shannon.

In regard to scholarships and their restrictions, Trustee Narayan Persaud inquired if staff usually asks for waivers for students, or encourage flexibility when presented with circumstances. Dr. Haynes is unaware of exceptions made in that donors put specifics in agreements. Trustee Turnbull responded that this can be handled up front when working with donors, staff can have donors make clear their flexibility is within a range.

- Regarding the progress on the strategies outlined under BOT Goal Number 4: Enhance Institutional Fundraising, a year-to-date report was presented. The division closed FY 2013 ahead of FY 2012 and raised 59% of the \$5.5M goal. Among the giving constituencies, Alumni were the strongest performers, donating 84% of the \$1M goal or \$838,000 which was an increase of almost 2% over the last fiscal year. Among the giving purposes, Temporary Restricted Funds was the strongest area at 89% of the \$1.6M goal or \$1.4M. The division saw a 10% increase in giving from corporate partners at \$1.8M or 51% of the \$3.5M goal. ***Staff was asked to announce the different goals in front of the summaries.***

In regard to the Capital Campaign goal, Trustee Shannon asked to be reminded of what constitutes a major donor, how does that number relate to those for the past 3-5 years, and inquired what is being done specifically to increase major gift donors. Dr. Haynes advised that major donors have been established at FAMU as those who give \$10,000 and upward. What was seen this past year was fewer donors but they were donors who gave larger amounts of money. To increase major gift donors, Dr. Haynes is pulling from the phon-a-thon, individuals who have major gift potential; face-to-face contact will have to be made; identifying from the prospect pool and assigning prospects to development officers; and working more closely with schools and colleges to identify major gift prospects who are connected to the various schools/colleges to increase the major gifts pool.

The division asked members of the Board of Trustees for assistance with building the major gifts program. Plans are underway to host the new President's Club at Bragg Stadium at each home football game. Board members and FAMU's deans and directors will be contacted to provide names of guests they think could be important to FAMU.

Trustee Tory Alston advised that a month or so ago he forwarded to staff a model from FIU that upon graduation, there is a fee included that registers their graduates in the national alumni association. Trustee Alston inquired of staff if they have started to explore the model as a way to capture FAMU alumni as they graduate to continue to build the alumni numbers. Dr. Haynes responded, yes, and he has also had discussions with Student Affairs and Dr. Robinson. Currently, graduates are not charged a fee; the first year membership into the FAMU NAA is free. They have discussed requiring an exit document that would allow the capturing of information for follow up. A document is not currently in place. Dr. Haynes further advised that there have been discussions on how to do a better job of capturing information from graduates. The Career Center does an exit survey. Trustee Alston would like to see close to 100% of graduate information captured (email addresses, phone numbers). This would hopefully be an avenue to turn graduates into initial donors.

- The FAMU Foundation has hired an Associate Vice President/Chief Financial Officer who will manage the day-to-day operations of the Foundation; a receptionist; and an administrative assistant. Also, Foundation staff is currently reviewing letters of intent from potential tenants.

At the last DSO Committee Meeting, benchmark data was requested on other HBCUs foundations relative to staff size, annual fundraising and endowment size. A preliminary report was presented by Dr. Haynes. 17 HBCUs were reviewed, but staff experienced difficulty in obtaining data. Dr. Haynes is currently expanding the benchmark study to include other institutions that have foundations and endowments comparable to FAMU to conduct a comparison of staffs. In viewing HBCUs, much variation from institution to institution made it difficult to benchmark. In addition, when the FAMU Foundation staff review its endowments, staff only looks at cash in terms of fundraising. Other colleges included their cash and counted their pledges and gifts of art, land, etc. as part of their fundraising. Dr. Haynes advised that he made the decision to expand the benchmark search to consider other institutions for a better comparison. His goal is to have the report to the Board within the next three weeks.

- Investment returns for the first nine months of FY 2013 were the same as the composite benchmark of 10.87%; preliminary investment returns for all of FY 2013 of 9.72% underperformed against the composite benchmark of 11.44%, but exceeded the investment goal of 8.5%. The Foundation's transition to KeyBank, N.A. for asset custody services was completed in April 2013. Planned changes for active investment managers were completed as of June 30, 2013; and planned changes to passive investment strategies will be completed by September 1, 2013.
- The Office of Alumni Affairs worked closely with Government Affairs in coordinating FAMU Day at the Capitol. In support of enrollment, the office of Alumni Affairs worked with alumni chapters around the country to host over 43 college education fairs and recruitment programs in almost 30 cities. At the national convention, alumni gave back to the university nearly \$100,000. These dollars were in support of Athletics and scholarships.
- The Boosters, along with a special task force appointed by the President, is in the process of completing a comprehensive assessment of game-day parking. The purpose of the plan is to facilitate an efficient game-day parking plan and to maximize parking revenue.

At the April 10, 2013 DSO Committee Meeting, Mr. Michael Clayton was asked to provide benchmarking comparisons for other comparable university booster programs. He provided a verbal preliminary report to the Board advising that limited information was received. Mr. Clayton stated that he would forward a written report to the Board within three to four weeks, but could send to them the preliminary report within one week.

Update on Anti-Hazing Efforts

An update on the progress of the University's anti-hazing plan and efforts was presented by Interim President, Dr. Larry Robinson, and his staff.

The administration has been working to ensure the campus is aware of new guidelines, and provided to the campus community through FAMU Info, revised University policies and procedures. Dr. Robinson announced in June that the suspension of the marching band was lifted and announced the name of the new Director of Marching and Pep Bands.

Mr. Bryan Smith, special assistant to the president for Anti-Hazing, advised that sixteen allegations of hazing were reported through the university website; two campus organizations were suspended for violation of the student code of conduct: the Beta Alpha Chapter of Delta Sigma Theta Sorority, Inc. and Gama Alpha Chapter of the Gamma Sigma Sigma National Service Sorority; suspension of Alpha Xi Chapter of Kappa Alpha Psi ended June 30, 2013; the University is a leading voice in discussions regarding anti-hazing initiatives.

In regard to the anti-hazing guidelines, Mrs. Deidre McRoy was hired as the new Music Department Compliance Officer. She works closely with the music department to ensure eligibility requirements for participation in the marching band and other music department ensembles are being met. Trustee Lawson inquired of Mrs. McRoy's background; first time he has seen her name. Mr. Smith responded that she previously worked within Retention on campus and former assistant registrar. Trustee Lawson asked if she has compliance in her background, and Mr. Smith advised that she has compliance and auditing in her background. Trustee Lawson stated that the Board discussed making sure, particularly for the compliance agent and anti-hazing role, that the person have a steep background in discipline as a pre-requisite for going into those roles. He would like an understanding on Mrs. McRoy's background. Mr. Smith will provide her credentials to Trustee Lawson.

Trustee Lawson informed Dr. Robinson, when the structure was put together it was done with the knowledge that they had at the time. He requested that as we get into the workings of this team, learn more, get more engaged, if it is staffed inappropriately, let the Board know soon (call, email) and not wait for a Board meeting. This is a critical function and it has to work; feedback is welcomed from Dr. Robinson and the team.

Per Mr. Smith, FAMU's VP of Student Affairs appointed him as chair of the "Kappa Re-integration Committee," a committee that outlined the requisite procedure for the Alpha Xi Chapter of Kappa Alpha Psi to be welcomed back into the university community after a seven year suspension from the University due to hazing and violations of the student code of conduct. The suspension ended on June 30, 2013.

Mr. Smith informed the Committee that in continuing the University's efforts to be a leading voice in regional and national discussions about anti-hazing initiatives, he was afforded the opportunity to travel to the Black Greek letter Organization Hazing Symposium in Washington, DC, hosted by George Washington University & Wake Forest Law School; accompanied students on the "Anti-Hazing & Recruitment" tour to the NAA and to high schools in South Florida; traveled to the

nationally acclaimed Novak Institute on Hazing at the University of Kentucky; and attended the State University System (SUS) Board of Governors' meeting in Tampa where he was confirmed as the keynote speaker on hazing at the SUS Council on Students' Hazing Seminar that will be held in Orlando on October 17, 2013.

Trustee Montgomery referenced an earlier discussion between him and Mr. Smith and brought to Mr. Smith's attention three items: 1) Anti-Hazing Institute - there could be potential opportunities to partner with University Advancement and Athletics, and others for uniforms, web support, etc. from a charitable perspective. Mr. Smith was encouraged to engage them. 2) In the vein of "needing to know what he does not know," Trustee Montgomery inquired of Mr. Smith if he is getting what he needs in terms of support; his response was that he has received what he needs thus far based on what he requested, and asked for a few days to assess his needs going forward. 3) A couple months ago, parents expressed concern about putting a policy together for zero tolerance in regard to hazing. There was a sentiment around Board members that the punishment fits the crime. Also, there was a call for an ongoing review to ensure that the University is being reasonable in its efforts. Mr. Smith expressed that with all respect to the parents and their concerns, if people had been just a little more patient in that time period, they would have seen that the process would have worked itself out and it did. Judicial affairs did an excellent job in following policy. Mr. Smith advised that they do review and follow the procedures that are in place.

Trustee Spurgeon McWilliams agreed with the fact that students are expected to know and abide by the student code of conduct. Parents not enrolled at FAMU might not know what the facts are; it's the University's responsibility to give them the facts. Trustee Shannon advised that there are in university institutions some privacy rules and confidentiality that would prevent dissemination of the information.

In regard to the issue of unfounded allegations, Trustee Turnbull wanted to know how they are determined to be unfounded and asked for clarification. Mr. Smith responded that they have paralleled investigative processes: law enforcement on campus and externally who make their conclusions based on what they investigate; and judicial affairs officers who investigate. Based on the definition of hazing from the legal statute, law enforcement or the State Attorney's Office uses this to determine or not if hazing is unfounded. Dr. Robinson made reference to the campus community being warned that this is a very serious matter, and individuals making frivolous accusations are subject to penalty themselves.

Trustee Torey Alston asked that Mr. Smith explain his operational location, focus, and synergy/any issues between his office and the VP of Student Affairs, dean of students, associate vps, judicial affairs, registrar's office, compliance, and other areas. Mr. Smith advised that he is currently located in Lee Hall, sharing office on third floor with staff from University Advancement, but considers himself part of the office of the President. He has not encountered any problems with staff from other areas.

From a practical standpoint, Trustee Anthony Siders inquired of Dr. Robinson what was the rationale for not placing Mr. Smith's position under the division of Student Affairs. Dr. Robinson responded that part of the history of the issue around hazing and other activities that were somewhat criminal in nature or conduct, there were too many instances where it was not brought to the attention of the CEO or there was debate over when, who, what and where. This Board along with the FAMU Crisis Management Team thought that as a way of minimizing that, was to have the position report to the CEO. Per Dr. Robinson, in addition to the anti-hazing position, there is also a daily report that he and his leadership team receive on incidents that occur on campus, and he can then decide if something's there to bring to the Board's attention.

Sharon Saunders, special assistant to the president for Communications, advised that the PR firm, Edelman, was brought on to assist with brand management and is developing a plan that outlines recommended steps for moving forward in the effort to shift how the University is perceived as a result of the hazing incident and crisis its faced. The plan will be presented to the University administration in September.

The firm is currently making an assessment of the communications challenges and strengths. Edelman is continuing its assessment of the campus and has spoken with most of the deans and athletics staff. This week, additional interviews will be conducted with key student leaders; the firm wants one-on-one conversations with members of the Board. After completing its assessment, the firm will review the marketing and communications plan which was approved by the Board to offer recommendations related to the most effective initiatives given the current state of affairs. Jason Warner, Senior Account Supervisor for Crisis & Issues Management, was here representing the firm.

Initiatives in the Marketing and Communications Plan are being implemented: anti-hazing tour by the FAMU Music Ensemble; Living Well columns written by faculty will be included in the Tallahassee Magazine; advertising in major publications; and launching of a Student-Led Campaign designed to promote FAMU's strengths to a larger external audience and to boost the morale of faculty, staff and students.

The campaign's theme is "Great Things are Happening Every Day at FAMU: This is the Rebirth." Through this campaign which have married the themes of two administrations – Dr. Larry Robinson, Interim President of FAMU, and Mr. Anthony Siders, President of the FAMU Student Body, and developed a campaign that would promote FAMU's strengths to a larger external audience and to boost the morale of faculty, staff and students. The kickoff of the campaign is August 24th in the Quadrangle.

Mrs. Saunders advised that even with all these initiatives, 70% of the one million dollars allocated by the Board for marketing and communication have not been used. A large portion of the budget was set aside for advertising.

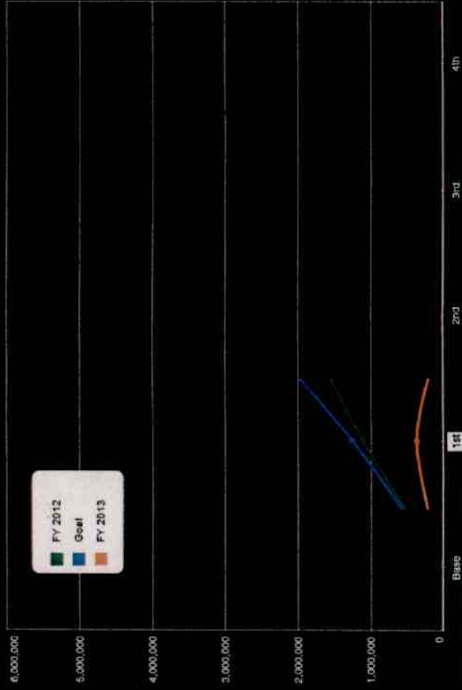
There being no further business, the meeting adjourned at 2:58 p.m.

Respectfully submitted,
Belinda R. Shannon, Committee Chair

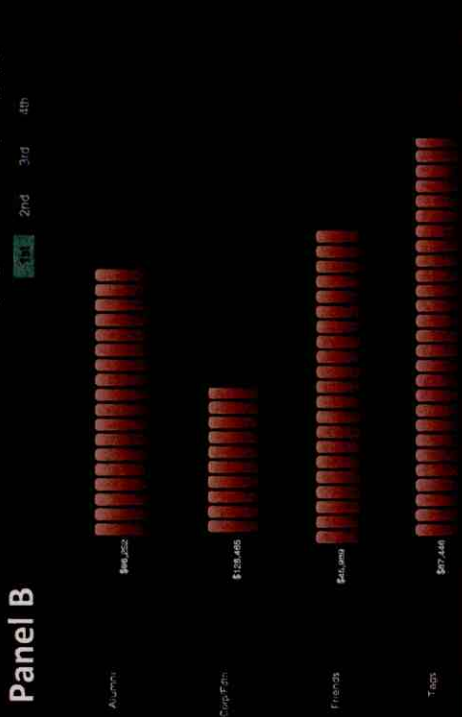
Board of Trustees DSO Committee Dashboard

Fiscal Year 2013/14 First Quarter (as of August 31, 2013)

Panel A



Panel B



Panel C



Panel D



Panel E



Panel F



Panel G



Board of Trustees DSO Committee Dashboard Fiscal Year 2013/14- First Quarter (as of August 31, 2013)

Legend:

Each year-to-date goal is measured quarterly and represented by specific colors to show our progress or achievement of the goal.

-Ending in the Red Zone: indicates a goal attainment of 65% or less, which means Immediate Attention is Required.

-Ending in the Yellow Zone: indicates a goal attainment of 65-90%, which means Needs Improvement and More Focus is Required Next Quarter.

-Ending in the Green Zone: indicates a goal attainment of 90-100%, which means Satisfactory Progress and we are On Target.

-Ending in the Blue Zone: indicates a goal attainment of more than 100%, which means Superior Progress and we are Above Target.

Panel A: Goal vs. Actual for FY2013 and Fundraising Comparison for FY2013 and FY2012.

- As of August 31 of the first quarter for this fiscal year, the Division raised \$360,327.

Panel B: Year-To-Date Constituency Giving (First quarter as of August 31)

- Alumni giving has generated \$98K, a 39% goal attainment for the first quarter.
- Corporate and Foundation giving is currently \$128K, a 21% goal attainment for the first quarter.
- Friends or non-alumni giving is \$46K, a 46% goal attainment for the first quarter.
- License tag sales have generated \$87K, which is a 58% goal attainment for the first quarter.

Panel C: Year-To-Date Endowed Scholarships (First quarter as of August 31)

- Gifts to fund endowed scholarships total \$64K; a 25% goal attainment for the first quarter.

Panel D: Year-To-Date Non-Scholarships (First quarter as of August 31)

- Gifts to fund non-endowed scholarships total \$139K; a 56% goal attainment for the first quarter.

Panel E: Year-To-Date Temp. Restricted Funds (First quarter as of August 31)

- Gifts to fund temporary restricted funds total \$133K; a 53% goal attainment for the first quarter.

Panel F: Year-To-Date School, College and Institute (SCI) Discretionary Funds (First quarter as of August 31)

- Gifts to SCI discretionary funds total \$10K; a 10% goal attainment for the first quarter.

Panel G: Year-To-Date Unrestricted Funds (First quarter as of August 31)

- Gifts to fund unrestricted funds \$14K; a 28% goal attainment for the first quarter.



**Florida Agricultural and Mechanical University
Board of Trustees Information Item**

Meeting Date October 2, 2013

Agenda Item _____

Item Origination and Authorization				
Policy _____	Award of Bid _____	Budget Amendment _____	Change Order _____	
Resolution _____	Contract _____	Grant _____	Other _____	

No Action of Board Required	
Continued _____	Withdrawn _____

Subject: Update on BOT Goals

Informational Only:

The reporting of University fundraising performance as of August 31, 2013, falls just two weeks into the first quarter of the new fiscal year and total \$360,327 or 24% of the first quarter benchmark goal of \$1,500,000. The strongest performances among the giving areas in progressing toward first quarter goals are with license tags at 58% goal attainment, non endowed scholarships at 56% goal attainment, temporarily restricted funds at 53% goal attainment and friends/non alumni trailing slightly at 46% goal attainment.

The University Advancement report will outline the strategic **Criteria for Success** and action plan we have enacted to drive greater performance and productivity in achieving our fundraising and BOT goals. We will review the following:

- performance metrics to benchmark individual efforts toward personal goals to drive fundraising and fundraising support staff toward BOT goals;
- refinements to strengthen our efforts in constituent engagement and corporate involvement and response;
- new approaches for interacting with constituents using social media;
- tactical plan being undertaken to form mutually beneficial interdisciplinary funding initiatives;
- enhancements that have significantly increased our growth in private grant activity; and
- efforts to forge a new alumni-driven giving initiative to enhance annual giving and increase alumni giving participation.

Attachments: Two

Recommendation: None.



Florida Agricultural and Mechanical University
Board of Trustees Information Item

Meeting Date: October 2, 2013

Agenda Item: TBD

Committee

DIRECT SUPPORT ORGANIZATION (DSO)

Subject: Update on the FAMU Foundation, Inc.

Summary:

- FAMU Foundation has hired Mr. Harold Bower, Jr. as the new AVP/CFO. Mr. Bower began work with the Foundation on Friday, August 16, 2013.
- FAMU Foundation Fall 2013 Board of Directors Meeting will be held November 21-23, 2013 in Orlando, FL.
- FAMU Foundation is in the process of completing its FY 2012-13 Annual Audit and Form 990 for submission to the University.
- FAMU Foundation has developed and is implementing a Request for Proposal (RFP) for auditing services; current contract with BCA Watson Rice will expire on December 31, 2013.
- FAMU Foundation is developing a Memorandum of Understanding (MOU) for submission to the BOT at its December 2013 meeting; this MOU will clarify some of the structural guidelines between the Foundation and the University stipulated by the Internal Management Memorandum (IMM) which governs all University Direct Support Organizations (DSOs)



**Florida Agricultural and Mechanical University
Board of Trustees Information Item**

Meeting Date October 2, 2013

Agenda Item _____

Item Origination and Authorization				
Policy _____	Award of Bid _____	Budget Amendment _____	Change Order _____	
Resolution _____	Contract _____	Grant _____	Other _____	

No Action of Board Required	
Continued _____	Withdrawn _____

Subject: Update on the FAMU Foundation, Inc., Investments

Informational Only:

Investment Returns for the Period Ended June 30, 2013:

	FYTD – 7/1/12 – 6/30/13	12 Months – 7/1/12 - 6/30/13
Investment Returns	9.72%	9.72%
Composite Benchmark	11.41%	11.41%
Investment Goal	8.50%	8.50%

Fiscal Year to Date (FYTD) investment portfolio returns for the 12 months ended June 30, 2013 underperformed against the portfolio's composite benchmark returns of 11.41%, but outperformed the portfolio's investment goal of 8.50% by 122 basis points. The underperformance against the composite benchmark is primarily the result of international equity investments with returns equal to ½ their benchmark return (7.07% vs 14.14%). Fixed income returns of 2.08%, and hedge fund returns of 10.27% significantly exceeded benchmark returns of -1.18% for fixed income, and 7.29% for hedgefunds. Domestic equity returns slightly underperformed against benchmark returns (21.12% vs 21.46%), while real estate returns underperformed by 95 basis points against benchmark returns (9.78% vs 10.73%).

Comparison of Investment Returns for Trailing 12 Months to Prior Years:

For the Trailing Twelve Months Ending -	6/30/13	6/30/12	6/30/11
Investment Returns	9.72%	-0.50	17.14
Composite Benchmark	11.41%	-1.60	18.14
Investment Goal	8.50%	8.50	8.50

The returns for the trailing twelve months ended 6/30/12 were much lower than the other two years in the table due to high negative returns during the last two calendar quarters of 2011 that were the result of extreme market volatility following the credit downgrade of U.S. Government Debt in August 2011.

The slight tweaks to the asset allocation guidelines, and target allocations that were approved by the Foundation's Board of Directors in November 2012 were implemented by the beginning of May 2013 after the transition of the portfolio to the new asset custodian KeyBank, N.A., in April 2013.

Recommendation: None.

Harold E. Bower Jr.

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harold.bower@outlook.com

LEADERSHIP QUALITIES

- Acquires and manages financial, human, material and information resources to advance the organization's values, vision and mission.
- Furthers the overall aims and interests of the organization through collaborative leadership; skilled strategic and tactical planning; successful plan execution; thorough outcomes analysis and assessment; and ongoing process improvement and quality management.
- Acclimates rapidly to change, ambiguity, new information or unexpected obstacles; seeks feedback from others; and pursues opportunities to acquire new knowledge.
- Inspires and motivates people to work together cooperatively and effectively thus fostering an environment where diversity of race, ethnicity, beliefs, talents and aspirations creates energy for personal growth and organizational success.
- Expresses facts and ideas logically and convincingly, and approaches challenging discussions of viewpoints and ambitions with an astute sensitivity to organizational and political realities.
- [StrengthsQuest](#) Signature Themes: Achiever, Strategic, Learner, Analytical, Individualization

PROFESSIONAL EXPERIENCE

ASSOCIATE VP OF INSTITUTIONAL ADVANCEMENT + MANAGING DIRECTOR/CFO FAMU FOUNDATION

FLORIDA A&M UNIVERSITY (Tallahassee, Florida, USA)

2013-Present

SENIOR DIRECTOR FINANCE & BUSINESS (DIVISION OF STUDENT AFFAIRS)

UNIVERSITY OF SOUTH FLORIDA (Tampa, Florida, USA)

2009-Present

- USF annual budget \$1.8 billion, 40,400 students, 16,000 employees, [USF](#).
- Student Affairs annual budget \$70 million, 24 departments, 1,400 employees, [Student Affairs](#).
- Shared Services Center provides business services to Student Affairs. Annual budget \$2 million, 4 departments, 36 employees, [SASSC](#).

CO-DIRECTOR STUDENT HEALTH SERVICES (BUSINESS OPERATIONS)

UNIVERSITY OF SOUTH FLORIDA (Tampa, Florida, USA)

2007-2009

Annual budget \$7 million, 60 employees, 35,000 patient visits per year, [Student Health Services](#).

VICE PRESIDENT FINANCE & BUSINESS DEVELOPMENT + CHIEF TECHNOLOGY OFFICER

GULFSIDE REGIONAL HOSPICE (New Port Richey, Florida, USA)

2006-2007

- Nonprofit healthcare agency providing hospice and palliative care to Pasco County residents and their families.
- Annual budget \$23 million, 220 employees, daily average patients under care 450, [Hospice](#).

CORPORATE TREASURER/CFO + CHIEF INFORMATION OFFICER

THE CHILDREN'S HOME (Tampa, Florida, USA)

2001-2006

- Five affiliated, COA-accredited nonprofit agencies with common ownership serving at-risk children and families.
- Major programs include: residential treatment, adoption, foster care, child welfare case management, kinship care and community-based family support programs.
- Annual consolidated budget \$18 million, endowment \$15 million, 300 employees, [Children's Home](#).

PROFESSIONAL EXPERIENCE

MANAGER USER APPLICATIONS

VMG TECHNOLOGIES (*St. Petersburg, Florida, USA*) [VMG Technologies](#) 2000-2001

Venture capital funded start-up professional services firm providing computer network consulting, design, installation, and continuing support services and consulting. (Company no longer in business.)

VICE PRESIDENT FINANCE & ADMINISTRATION

METROPOLITAN MINISTRIES (*Tampa, Florida, USA*) [Metropolitan Ministries](#) 1998-2000

- Ecumenical ministry delivering programs and services to and advocating for Tampa's poor and homeless individuals and families.
- Operating budget \$7 million, \$30 million capital projects budget, [Metropolitan Ministries](#).

MANAGING DIRECTOR

BLACKBAUD PACIFIC (*Sydney, New South Wales, Australia*) [Blackbaud Pacific](#) 1996-1998

Asia-Pacific regional office of Blackbaud, Inc. selling and supporting nonprofit fundraising, accounting and education administration software and related consulting services primarily in Australia and New Zealand.

NATIONAL SALES MANAGER [Accounting & Education Systems]

BLACKBAUD INC (*Charleston, South Carolina, USA*) [BLKB - NASDAQ](#) 1995-1996

- International provider of fundraising, accounting and education administration software and related support services designed specifically for nonprofit organizations.
- \$139 million in revenue, 880 employees, 13,000 customers on support contracts.
- Offices in Charleston SC, Canada, United Kingdom and Australia, [Blackbaud](#).

VICE PRESIDENT FOR BUSINESS AFFAIRS [Acting President 1992]

NEW BRUNSWICK THEOLOGICAL SEMINARY (*New Brunswick, New Jersey, USA*) [NBTS](#) 1989-1995

Accredited graduate school with campuses at Rutgers University in New Jersey and St. John's University in New York.

FISCAL AFFAIRS OFFICER

CITY OF DUNKIRK (*Dunkirk, New York, USA*) [Dunkirk](#) 1986-1989

Municipal government with an annual consolidated budget of \$17 million in the general, water and wastewater funds plus annual capital and grant funds of \$35 million.

ASSISTANT DEVELOPMENT OFFICER [1985/1986]

CONTROLLER [1985-1989] (*Full time one year; contracted three years*)

SUNY FREDONIA COLLEGE FOUNDATION (*Fredonia, New York, USA*) [Foundation](#) 1985-1989

INVESTMENT ACCOUNTANT (*Variously full time and part time during graduate school*)

RICHARD KING MELLON FOUNDATION (*Pittsburgh, Pennsylvania, USA*) [RKM Foundation](#) 1982-1985

ASSISTANT TRUST OFFICER AND PORTFOLIO MANAGER

NORTHERN CENTRAL BANK & TRUST (*Williamsport, Pennsylvania, USA*) 1981-1982

EDUCATION

MBA Finance & International Business (*Rutgers University, Newark, New Jersey, USA*)

- 51 Credit Hours; GPA 3.3/4.0 [Rutgers EMBA](#)
- Boxley Foundation Community Leadership Fellowship (full scholarship) [Boxley Foundation](#)

MDiv History & Theology (*Pittsburgh Theological Seminary, Pittsburgh, Pennsylvania, USA*)

- 108 Credit Hours; GPA 3.6/4.0 [Pittsburg Seminary](#)
- Faculty Prize for Outstanding Scholarship in History and Theology

BA Accounting & Business Administration (*Lycoming College, Williamsport, Pennsylvania, USA*)

- 130 Credit Hours; GPA 3.9/4.0 [Double Major] [Lycoming](#)
- President's Merit Scholarship, Phi Kappa Phi National Honor Society, *Magna cum laude*

College Business Management Institute (*SACUBO 1991-1993*)

SERVICE TO USF COMMUNITY

USF System

- USF Budget Council
- Finance & Audit Advisory Council
- Student Information Systems Advisory Council
- Budget & Finance Workgroup
- System Cost Allocation Workgroup
- Information Technology Management Council
- Institutional Compliance & Ethics Council

USF Tampa

- Tampa Technology Fee Advisory Council
- Local Fee Committee (*Athletic, Health and Student Activities Fees*)
- Capital Improvement Trust Fund Committee
- PeopleSoft Directors Workgroup
- Student Health Insurance Advisory Committee

USF Student Affairs

- Executive Team (*Vice President's Direct Reports*)
- Leadership Team (*Division Directors and above*)
- Emergency Management Team
- Shared Services Advisory Committee

Harold E. Bower Jr.

2681 Chateau Lane, Tallahassee, FL 32311-9453

(813) 390-0448

harold.bower@outlook.com

RELEVANT EXPERIENCE

	USF 5.5 YRS	GRH 1.5 YRS	TCH 5 YRS	BB/P 3 YRS	NBTS 7 YRS	DK* 3 YRS	SUNYF* 3.2 YRS	Total Years
10+ Years Leadership	X	X	X	X	X	X	X	28.2
Higher Education	X				X		X	15.7
Management/Supervision	X	X	X	X	X	X	X	28.2
Budgets/Contracts	X	X	X	X	X	X	X	28.2
Support/Auxiliary Units	X		X		X	X		20.5
Information Technology	X	X	X	X	X	X		25.0
Human Resources	X			X	X			15.5
Quality/Process Improvement	X		X	X				13.5

LEGEND

USF = University of South Florida	GRH = Gulfside Regional Hospice	TCH = The Children's Home
BB/P = Blackbaud Inc. and Pacific	NBTS = New Brunswick Seminary	DK* = City of Dunkirk New York
SUNYF* = SUNY Fredonia	<i>*Both positions fell within the same 3.2 year period.</i>	

Finance and Strategic Resource Management

University of South Florida

- Conceived and negotiated a strategic partnership with USF Health where, for a percentage of health insurance billing revenue, USF Health credentialed Student Health providers in their carrier network, transitioned Student Health to USF Health's patient records system, and billed and collected health insurance for Student Health.
 - This arrangement quickly made it possible for Student Health to go from accepting at the clinic one health insurance plan, the USF student plan, to accepting more than 100 different health plans.
 - Now in its third year, the collaboration produces annual recurring cash income of \$1.5 million and saves the clinic about \$300,000 in annual costs from no longer maintaining its own in-house clinical records system.
- Outsourced Student Health laboratory services to an independent provider occupying space in the Student Health Services clinic thereby reducing annual operating costs by \$500,000.
- Identified inconsistency in the student exemption policy for the health fee compared with other statutory fees and worked with the University Counsel's Office to harmonize exemption rules for all statutory fees.
 - Parity for health fee exemptions immediately added \$1 million in new annual recurring health fee revenue.
 - The uncommitted windfall helped Student Affairs weather several years of state appropriations reductions by replacing general revenue with health fee revenue where permitted by statute.
- Established Student Health pharmacy to provide students with convenient access to medications at state contract prices. Pharmacy revenue covers all operating expenses and yields \$100,000 in annual net income.

Gulfside Hospice

- Implemented a quality management system for medical billing that recovered \$1 million in Medicare under billing and ensured ongoing accuracy.
- Migrated visiting hospice nurses and other in-home service providers from paper to tablet PCs with full access to patients' medical records in the field thus improving the quality of in-home care and significantly reducing the time between service provision and reimbursement.

The Children's Home

- Applied for and received Medicaid authorization for the Children's Home to bill for behavioral healthcare services provided to children who were wards of the state generating \$750,000 in new revenue annually.
- Provided financial expertise as a member of a Board and staff team that divided the Children's Home into five separate corporations to protect assets generally and specifically to mitigate risk inherent in adding a new line of business delivering privatized child welfare case management services.
- Assisted the CEO in negotiating with the Hillsborough County School District the donation of Children's Home land to build a new elementary school in exchange for the District constructing a special education building at district expense exclusively for educating Children's Home residential clients

Blackbaud Inc.

- Developed and successfully executed a business plan to establish Blackbaud Pacific Pty Ltd in Sydney serving primarily Australia and New Zealand.
- Negotiated and executed the acquisition of an Australian developer of software for nonprofit organizations and migrated their client base to comparable Blackbaud products.

Strategic Planning

University of South Florida

- Cochairman of the USF Student Affairs Student Success Strategic Alignment Team, a group of 45 faculty, staff and students from across the university charged with assessing Student Affairs programs and services and recommending changes to meet the ambitious goals of the 2007-2012 USF Strategic Plan.
- Led Student Health Services and the Student Affairs Shared Services Center through five annual strategic and outcomes assessment planning cycles.

New Brunswick Theological Seminary

- Joined with the Vice President of Academic Affairs to co-chair the Strategic Planning Committee at New Brunswick Theological Seminary and together developed two successive multi-year strategic plans. The second multi-year plan included preparation for a reaccreditation visit.

Capital Projects Oversight or Involvement

University of South Florida

- Feasibility study and financial analysis for proposed Marshall Student Center three-floor addition \$8 million.
- Feasibility study for proposed Wellness Center \$70 million.
- Campus Recreation Center renovation \$11 million.
- Champions' Choice healthy dining facility adjacent to Campus Recreation \$3 million.
- Student Health Services renovation to improve patient flow and service efficiency \$750,000.

Gulfside Regional Hospice

- Designed and led project to create wide-area Hospice network in Pasco County Florida to link nine locations into an integrated phone and data platform \$300,000.

New Brunswick Seminary

- Managed New Brunswick Seminary project to renovate three campus late 19th century Italianate mansions to upgrade President's residence and create faculty condos and student housing \$4.5 million.

City of Dunkirk

- Fiscal oversight for a public/private partnership to renovate a vacant four-floor department store next to Dunkirk City Hall into office space and construct connecting structure between it and City Hall nearly doubling available space for court and government offices \$4 million.
- Fiscal oversight for a \$20 million Dunkirk harbor project: waterfront shopping center, harbor dredging and new boat launch.

Budget and Management Systems

University of South Florida

- Hands-on involvement in the work of SASSC's Process Improvement Office, for example, redesigned division budget process, documented Student Government appropriation process, and mapped and optimized travel processing.
- Collaborate on the design of modifications and upgrades to USF PeopleSoft and Banner enterprise systems.

Gulfside Regional Hospice

- Designed cost accounting system for hospice services and produced first reports of operating results by units of service.

The Children's Home

- Created multi-company financial system and individual and consolidated reporting for the Children's Home system of five corporations.
- Designed and implemented cost accounting system to report revenue and expenses by units of service in the Children's Home's residential treatment and child welfare case management corporations.

Blackbaud Pacific

- Provided design, configuration, installation and training services for SQL server based accounting, fundraising and education administration software in Australia and New Zealand.

City of Dunkirk

- Led a team of consultants that designed and programmed a UNIX-based accounting system for the City of Dunkirk.

Interpersonal and Communications Skills

University of South Florida

- Effectively represent Student Affairs on various teams, workgroups, committees and councils of USF Tampa and the USF System.
- Deliver frequent presentations to the Student Affairs Leadership Team regarding fiscal and human resources matters.

- Work effectively with Student Government which has statutory authority to approve about \$25 million in student fees and appropriate about \$15 million in annual funding that is critical to delivering direct programs and services to students.
- Annually coordinate the work of the Local Fee Committee comprised of faculty, staff and students that has statutory authority to increase the Activity and Service, Health and Athletics fees. The committee's work occurs over several months during which time it solicits, receives and reviews proposals for fee increases impacting more than \$40 million in annual revenue.

Blackbaud Inc. and Blackbaud Pacific

- Led Blackbaud software demonstration seminars in the US, Canada, Australia and New Zealand generally 15 to 25 participants lasting two hours. Produced leads with highest sale potential of all lead generating activities. Organized and led trade exhibit teams at relevant conferences.
- Made in-person presentations to major accounts successfully bringing onboard clients such as Greenpeace Australia and New Zealand, Arts Centre Melbourne, Amnesty International New Zealand, Oxfam New Zealand, University of Queensland, University of New South Wales, University of Melbourne and Waikato University New Zealand to name a few.

Build Relationships with Broad Internal and External Constituencies

University of South Florida

- Obtain and maintain buy-in among Student Affairs department heads for creating and operating in a shared services model that in some cases resulted in departments losing in-house human resources and fiscal support staff and in other cases offered departments those support services for the first time.
- Maintain effective relationships with student government leaders through successive administrations to ensure adequate funding for the important work of Student Affairs.

Blackbaud Pacific

- Developed relationships with the leaders of the Fundraising Institute of Australia and Fundraising Institute of New Zealand and sponsored and attended conferences and events to build a book of business for Blackbaud Pacific.

New Brunswick Seminary

- Responsible for cultivating and maintaining relationships with many of Rutgers University auxiliary services operations, including public safety, grounds, road maintenance and housing. By means of these relationships, the Seminary participated in many Rutgers' contracts at costs considerably lower than contracting independently.

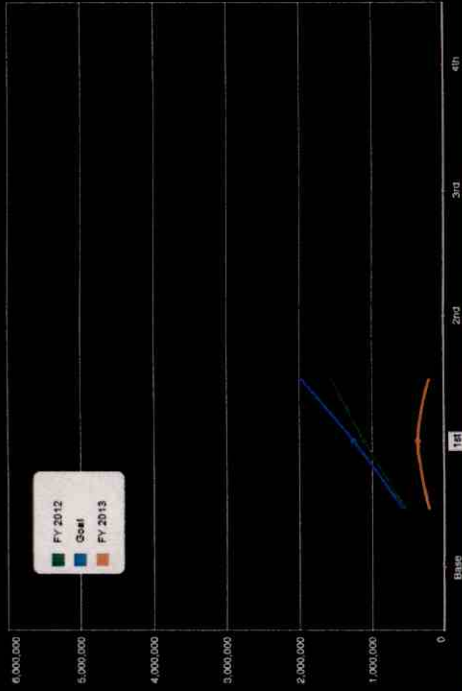
City of Dunkirk

- Chaired the Mayor's Business and Community Advisory Council charged with leading the community to support a much-needed property tax increase, the first such increase in nearly a decade.
- As both the Chautauqua County Rural Ministries treasurer and the City of Dunkirk CFO, I initiated collaboration between the Ministries and the Dunkirk building inspector to provide temporary housing for residents in decrepit housing thus enabling the City to condemn the property, enforce repairs and ultimately return the displaced residents to upgraded housing.

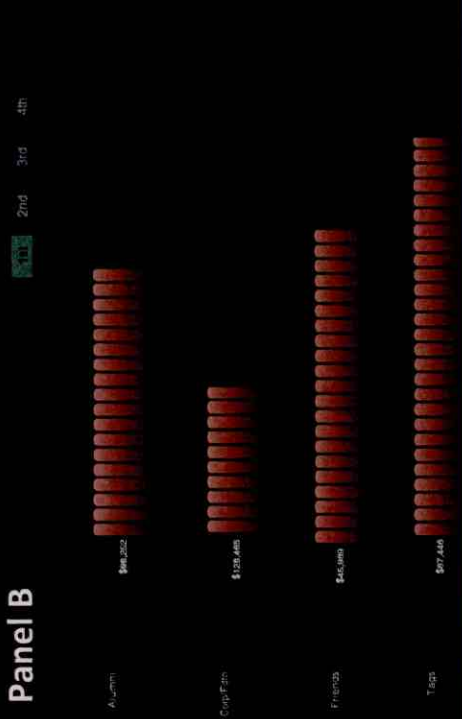
Board of Trustees DSO Committee Dashboard

Fiscal Year 2013/14 First Quarter (as of August 31, 2013)

Panel A



Panel B



Panel C



Panel D



Panel E



Panel F



Panel G





Florida Agricultural and Mechanical University
Board of Trustees Information Item

Meeting Date __ October 2, 2013

Agenda Item IV

Item Origination and Authorization				
Policy ____	Award of Bid ____	Budget Amendment ____	Change Order ____	
Resolution ____	Contract ____	Grant ____	Other ____	

No Action of Board Required	
Continued ____	Withdrawn ____

Subject: Update on the Office of Alumni Affairs

Informational Only:

The following items will be presented during the October 2, 2013 DSO Committee Meeting:

FAMU/NAA Conference of the North East Region

FAMU Interim President, Dr. Larry Robinson, FAMU Leadership and Administrators conducted workshops for alumni at the 49th Annual FAMU NAA of the North East Region in Alexandria, Virginia. **Reigniting the Flame: Rejuvenating the NAA’s Spirit of Giving** was the theme. During the University President’s Fundraising Luncheon on Saturday, August 17, Northeast Region Alumni Leadership donated nearly **\$10,00.00** to support FAMU, following the State of the University Address by FAMU’s Interim President, Dr. Larry Robinson.

FAMU OAA/ALUMNI INITIATIVES 2013 2014

- Expand its recruitment mission
- Enhance Alumni Outreach efforts for Athletics
- Greater collaboration with Government Affairs

As we approach the Fall, The OAA and the NAA are enhancing efforts to provide greater assistance to the Division of Student Affairs. The goal is to help bolster student recruitment efforts in 2013-14. During the week of September 20, Alumni Affairs handled logistics for two Alumni/Recruitment events in Columbus and Cincinnati, Ohio. OAA also coordinated a number of alumni outreach and engagement events as well. OAA is organizing two major Alumni/Student recruitment events in Birmingham and Atlanta, September 26 and 27, as part of the President’s Fall Recruitment Tour. Another recruitment event is scheduled October 5th in Baltimore, MD. We are also expanding our alumni outreach and engagement mission in support of FAMU Athletics. We have had several meetings with the Interim Athletic Director, and provided data to assist Athletic Administration with their efforts to connect with our alumni.

Recommendation: None.



Florida Agricultural and Mechanical University
Board of Trustees Information Item

Meeting Date _ October 2, 2013

Agenda Item IV

Item Origination and Authorization

Policy ____ Award of Bid ____ Budget Amendment ____ Change Order ____
Resolution ____ Contract ____ Grant ____ Other ____

No Action of Board Required

Continued ____ Withdrawn ____

Subject: Update on the Rattler Boosters

Informational Only:

The following items will be presented during the October 2, 2013 DSO Committee Meeting:

- Completion and Submission of Financial Audit
- Rattler Boosters Membership Update
- Peer Synopsis Review

Attachments:

- Boosters Peer Review Synopsis
- Boosters Comparison - SUS
- Boosters Comparison - MEAC

Recommendation:

None.

Florida A&M University Rattler Boosters

vs.

State University Schools,
MEAC Institutions:

Peer Review Synopsis

The State University Schools were more forthcoming with information relative to their Booster Clubs and operation of them.

Florida State University and the University of Florida had the oldest and most established Booster programs. Both entities had large Booster staffs 47, and 51 members, respectively, and paid for the salaries of all of their employees. Their main level attraction for Booster giving is the parking for athletic events. They are also responsible for Athletic Marketing of the programs.

Florida Gulf Coast and Florida Atlantic University have their Directors salaries included within the budget of their respective Universities. Their parking structure for membership is similar to ours but their minimum membership level is \$150 and \$50 respectively. The Rattler Boosters offer a \$10 student Booster membership.

Within the MEAC, we were only able to find information that five of the thirteen member institutions have Booster Clubs. It was hard to get a grasp of what they are actually doing and to what level. Three of the programs use parking as the main attraction for its members with one institution awarding parking for members who make a minimum \$1,500 contribution. Two institutions use football game day tickets as the main attraction for membership.

Three of the five Booster Clubs award priority seating based on the priority point system. Ticket holders are assessed points for various memberships including but not limited to level of Booster contribution, Alumni Giving, former letter winner, length of participation in affinity groups, and past season ticket holder. There are formulas that utilize some or all of the above mentioned items and allow the purchase of priority seating based on those factors. The intent is to allow those individuals who have consistently given at a higher level are allowed to purchase the best season tickets or their seats of preference.

It is very difficult to acquire financial numbers that are contributed to the Athletic Department from the information we were able to acquire. The closest we could find in terms of numbers were not Booster specific and fell under the Heading of Contributions. This category took into account, contributions from all institutional areas and athletic giving.

**BOOSTER COMPARISON
FLORIDA A&M UNIVERSITY VS. OTHER SUS INSTITUTIONS**

Institutions	Univ DSO	Date Founded	Bylaws	Board Members	Meetings Per Year	Staff	Booster Club Autonomy	Univ Budget	Booster Clubs	Booster Club Function	Main	Levels
Florida A&M Univ "Rattler Boosters"	Yes	1961	yes	12	4	2	Booster-Director Salary paid by University, other staff by Boosters		No	BOD	parking	\$10-\$10,000
Florida Atlantic Univ	Yes	1951	2	15	4	3	Booster-Director Salary paid by University. Percentage of staff salary and benefits paid by university foundation	Yes	In process	BOD	giving	\$50-\$25,000
Fla Gulf Coast Univ *no football	Yes	1997	2010	17	3	3	Booster-Director Salary paid by University. Percentage of staff salary and benefits paid by university foundation	yes	No	BOA	giving - Parking \$2,500	\$150-\$15,000
Fla Intl Univ ⇄ "Panther Club"	Yes	-									giving-\$5,000 fb tix	\$25-\$10,000
Florida State Univ	Yes	1951	2012	60	3	47	Yes-All salaries paid by boosters	Separate	FSU Alumni		Parking	
New College of Florida *												
Univ of Central Fla	Yes											

Univ of Florida	Yes	1929	2011	45	4-5	51	Yes- All salaries paid by boosters	Dual – Univ. Controlling & Boosters	Yes Reorganizing	BOD
University of North Fla ⇄	Yes									
University of South Fla ⇄	Yes									
Univ of West Florida ⇄	Yes									

No Athletic Programs*
Compiling Data ⇄

BOOSTER OVERVIEW

FAMU RATTLER BOOSTERS

The Rattler Boosters, Inc. is a not-for-profit corporation, is a Direct Support Organization of Florida A&M University. The mission of the Rattler Boosters: to continuously enhance operations and the stature of the intercollegiate athletic programs at Florida A&M University through acquiring financial assets, in-kind and supportive relationships through a national organization of active members. The Rattler Boosters will be totally committed to the successful accomplishment of defined, measurable goals. Adjunct to the success of our mission, the University's overall stature is exponentially enhanced

FLORIDA GULF COAST UNIVERSITY GATOR BOOSTERS

Gator Boosters, Inc. (Gator Boosters), a not-for-profit corporation, is a Direct Support Organization of the University of Florida (the University). The mission of Gator Boosters is to strengthen the University's athletic program by encouraging private giving and volunteer leadership from Gators everywhere. Gator Boosters is the University's athletic fundraising arm. Its goals are to fully fund the scholarship needs for the University's student-athletes and provide them with the resources necessary to compete at the highest level in athletics and academics. Gator Boosters transfers its operating income in the form of contributions to the University Athletic Association, Inc. (the Athletic Association) for scholarships and capital improvements and contributions to an endowment fund held at the Foundation for athletic scholarships.

For example, in 2012, football related contributions decreased by \$1.9 million and in 2011 by \$1.2 million. The decreases were due to booster attrition in the top donor club levels. In 2012, UF sold more season tickets than in 2011 but boosters made contributions at lower club level amounts. The uncertainty of the economy has played a major role in UF fans

ability to have discretionary income. Basketball related contributions for the 2012 season increased by \$0.4 million due to higher season ticket sales because of the 2011 NCAA tournament appearance. In 2011, there was a decrease of \$0.2 million due to lower season ticket sales. Capital improvement contributions are major gifts designated by the donors for facility construction and renovation. These contributions increased by \$5.3 million due to additional gifts for new projects. The gifts received were paid in full, rather than by pledge payments over a scheduled period of time. In 2011, capital improvement contributions decreased \$1 million. Due to poor economic conditions, gift agreement payment schedules were amended for pledged major gifts on the football front door and basketball practice facility projects. Earnings from endowments at the Foundation increased \$0.2 million in 2012 and in 2011 due to investment performance fluctuations and increased endowment contributions related to the "Drive for 500" campaign. In 2012, investment income decreased due to a real estate write-down offsetting interest earned in a Special Purpose Investment Account. In 2011, investment income increased because of interest income earned in the Special Purpose Investment Account. Contributions to the Athletic Association increased in 2012 by \$4.0 million due to increased contributions received for basketball related and capital contributions. In 2011, a decrease of \$2.1 million was due to a decrease in football related, basketball related and capital contributions received for the year. Gift fees paid to the Foundation fluctuate based on capital contributions received on a year to year basis.

SEMINOLE BOOSTERS

Seminole Boosters, Inc. is a not-for-profit, 501 (c)(3) Florida corporation. Seminole Boosters, Inc. is designated as the Direct Support Organization for FSU Athletics. Seminole Boosters, Inc. (Florida Solicitation #SC-05459) does not use professional fundraisers and 100 percent of the funds go to Seminole Boosters, Inc. As the fundraising arm of The Florida State University Athletics Program, Seminole Boosters, Inc. is charged with generating current and deferred contributions for the purpose of enriching the overall educational environment of the Florida State University Athletic Program and providing financial security, which contributes to the program's long term growth and prosperity. Seminole Boosters, Inc. is comprised of generous and loyal supporters dedicated to maintaining the gains that have been made in the past half century at Florida State University. By becoming a contributor, or by maintaining your contribution to the Seminole Boosters, you help support one of the most visible and admired programs in the nation. More important, contributions made to Seminole Boosters provide the framework for Florida State University Athletics that makes winning possible—i.e. scholarships, facilities, and championship caliber coaches.

For example, Seminole Boosters, Inc. serves as an official legal conduit for the acceptance, investment, and distribution of private gifts in support of the activities and programs of the University. Seminole Boosters, Inc. expends significant resources for, or on behalf of, the Department. Seminole Boosters, Inc. transferred \$2,700,000 during the current year to the Athletics Department for the renovation of practice fields. Expenditures made by Seminole Boosters, Inc. for, or on behalf of, the Department that are paid by the Seminole Boosters, Inc.

UCF ATHLETICS ASSOCIATION, INC.

The UCF Athletics Association, Inc. (the Association), a not-for-profit corporation, is a Direct Support Organization (DSO) of the University of Central Florida (UCF). The UCF Athletics Association, Inc. is a not-for-profit entity, which began operations July 1, 2003, for the purpose of conducting various intercollegiate athletic programs for and on behalf of the University of Central Florida. As a direct support organization and component unit of the University of Central Florida (the University), the Association operates for the service and convenience of the University.

This was the Association's eighth year operating as a direct support organization. For example, UCF Athletics obtained a line of credit in the fall of 2004 with a local bank to fund certain projects related to women's athletics under the gender equity provisions of Title IX. At the end of the year, approximately \$7.14 million was outstanding on the \$7.7 million line. Uses of the funds from the line of credit since the 2004-05 year have been for the resurfacing of the women's track, a new softball stadium, a new Rowing Boat House and a portion of the cost related to the construction of a golf practice facility. Game tickets decreased by 14% primarily due to UCF hosting one less home football game than in the previous year. Game guarantees increased by 49% as a result of having the additional road football game. At June 30, 2011, the Association had a bank balance of \$1,637,429 in demand deposits held with regional banks. The Association has no policy requiring collateral on other security to support its deposits, although all demand deposits with banks are federally insured up to FDIC limits.

FLA ATLANTIC UNIV BOOSTERS/FIU ATHLETICS FINANCE CORPORATION/UNIV OF NO FLA BOOSTERS/UNIV OF SO FLA/UNIV OF WEST FLA
Direct-support organizations

1004.28 Direct-support organizations; use of property; board of directors; activities; audit; facilities.—

(1) **DEFINITIONS.**—For the purposes of this section:

(a) “University direct-support organization” means an organization which is:

1. A Florida corporation not for profit incorporated under the provisions of chapter 617 and approved by the Department of State.
 2. Organized and operated exclusively to receive, hold, invest, and administer property and to make expenditures to or for the benefit of a state university in Florida or for the benefit of a research and development park or research and development authority affiliated with a state university and organized under part V of chapter 159.
 3. An organization that a state university board of trustees, after review, has certified to be operating in a manner consistent with the goals of the university and in the best interest of the state. Any organization that is denied certification by the board of trustees shall not use the name of the university that it serves.
- (b) “Personal services” includes full-time or part-time personnel as well as payroll processing.
- (c) “Property” does not include student fee revenues collected pursuant to s. 1009.24.

(2) **USE OF PROPERTY.**—

(a) Each state university board of trustees is authorized to permit the use of property, facilities, and personal services at any state university by any university direct-support organization, and, subject to the provisions of this section, direct-support organizations may establish accounts with the State Board of Administration for investment of funds pursuant to part IV of chapter 218.

(b) The board of trustees, in accordance with rules and guidelines of the Board of Governors, shall prescribe by rule conditions with which a university direct-support organization must comply in order to use property, facilities, or personal services at any state university. Such rules shall provide for budget and audit review and oversight by the board of trustees.

(c) The board of trustees shall not permit the use of property, facilities, or personal services at any state university by any university direct-support organization that does not provide equal employment opportunities to all persons regardless of race, color, religion, gender, age, or national origin.

(3) **BOARD OF DIRECTORS.**—The chair of the university board of trustees may appoint a representative to the board of directors and the executive committee of any direct-support organization established under this section. The president of the university for which the direct-support organization is established, or his or her designee, shall also serve on the board of directors and the executive committee of any direct-support organization established to benefit that university.

(4) **ACTIVITIES; RESTRICTION.**—A university direct-support organization is prohibited from giving, either directly or indirectly, any gift to a political committee or committee of continuous existence as defined in s. 106.011 for any purpose other than those certified by a majority roll call vote of the governing board of the direct-support organization at a regularly scheduled meeting as being directly related to the educational mission of the university.

- (5) **ANNUAL AUDIT.**—Each direct-support organization shall provide for an annual financial audit of its accounts and records to be conducted by an independent certified public accountant in accordance with rules adopted by the Auditor General pursuant to s. 11.45(8) and by the university board of trustees. The annual audit report shall be submitted, within 9 months after the end of the fiscal year, to the Auditor General and the Board of Governors for review. The Board of Governors, the university board of trustees, the Auditor General, and the Office of Program Policy Analysis and Government Accountability shall have the authority to require and receive from the organization or from its independent auditor any records relative to the operation of the organization. The identity of donors who desire to remain anonymous shall be protected, and that anonymity shall be maintained in the auditor's report. All records of the organization other than the auditor's report, management letter, and any supplemental data requested by the Board of Governors, the university board of trustees, the Auditor General, and the Office of Program Policy Analysis and Government Accountability shall be confidential and exempt from the provisions of s. 119.07(1).
- (6) **FACILITIES.**—Each direct-support organization is authorized to enter into agreements to finance, design and construct, lease, purchase, or operate facilities necessary and desirable to serve the needs and purposes of the university, as determined by the systemwide strategic plan adopted by the Board of Governors. Such agreements are subject to the provisions of ss. 1010.62 and 1013.171.
- (7) **ANNUAL BUDGETS AND REPORTS.**—Each direct-support organization shall submit to the university president and the Board of Governors its federal Internal Revenue Service Application for Recognition of Exemption form (Form 1023) and its federal Internal Revenue Service Return of Organization Exempt from Income Tax form (Form 990).
- (8) **History.**—s. 172, ch. 2002-387; s. 173, ch. 2007-5; s. 89, ch. 2007-217.

**BOOSTER PEER COMPARISON
FLORIDA A&M UNIVERSITY VS. OTHER MEAC INSTITUTIONS**

Institutions	Date Founded	Public or Private	Bylaws	# on Board	Mtgs Per Year	Staff	Booster Clubs	Range of Levels	Point System y/n	Main Selling Point	Donations 2010-11
Bethune-Cookman		Private									
Coppin State*		Public									
Delaware State		Public									
Florida A&M "Rattler Boosters"	1961	Public	Yes	12	4	2	1	\$10-\$10,000	N	Parking	\$661,328
Hampton University	1970	Private									
Howard University		Federally chartered, private,									
Maryland Eastern Shores*		Public									
Morgan State		Public									
Norfolk State "Athletic Foundation"	1980	Public	Yes	10	3	2		\$100-\$5500	N	Tickets	\$390,229
North Car A&T "Aggie Ath Fnd"	2012 \$	Public	Yes	7	2	2	5	\$25-\$10,000	Y	Priority Purchase	\$205,578
North Car Central "Eagle Club"	1979	Public	Yes	7	4	1		\$60-\$25,000	Y	Parking @ \$1,500	\$24,375
Savannah State		Public									
So Car St "State Club"	1989	Public	Yes	23			6	\$50-\$2,500	Y	Parking & Tickets	\$471,088

* No Football Program

\$ just restructured by joining 2 Booster Groups