



MINUTES OF THE SHARE COUNCIL MEETING

Straughn IFAS Extension Professional Development Center • Gainesville, FL

Friday, May 1, 2015

10:00 AM to 2:00 PM

Members in Attendance: Chair Wayne Smith, Kate English, Reggie Brown, Tom Hart, Michael Kenney, Mike Stuart, Hannah Carter, Richard Barber, Ernie Sellers , Carré Saunders, and Cody Helmer.

Guests: Jack Payne, Elaine Turner, Cathy Carr, Jackie Burns, Tom Obreza, Saqib Mukhtar, Jeanna Mastrodicasa, Andrew Morrow, Peter Chairs, Mike Branch, Linda Bartoshuk, Julie Conn, Annie Muscato, Christy Chiarelli, and Caylin Newbern.

Welcome and Introduction.....Wayne Smith

Smith called the meeting to order at 10:01 AM and welcomed all attendees. Smith introduced the guests who had been invited as potential new SHARE Council members: Mike Branch of the Florida Forestry Association, Peters Chairs of the Florida Citrus Packers, and Andy Morrow of the Florida Agriculture Museum. Helmer introduced Hannah Carter, director of the Wedgworth Leadership Institute and current 4-H Foundation board president and Julie Conn, director of corporate relations for the IFAS Development office. He shared that IFAS is one of only three or four units on campus that has its own dedicated corporate fundraiser.

Smith reviewed the objectives of the meeting as outlined on the agenda.

Smith called for review and approval of the minutes. **M. Stuart moved to approve and R. Brown seconded.** Motion carried.

Committee Updates.....**Kate English**
Reggie Brown

Membership Committee – Kate English

English reported that the membership committee had set a goal to invite five prospective members to the Council meeting. They invited more than that and were delighted to have Branch, Morrow, and Chairs accept the invitations. The committee feels that having three of five invitees attend the meeting is a success.

The committee also discussed standards for members, including contributing. This is an issue Sellers feels especially strong about. Currently, 65% of the Council has made gifts to UF. The committee would like to have that number increased to 100%; the size of the gift is unimportant.

English also discussed an engagement strategy for Council members. In the last year, all members were contacted and were able to determine their level of involvement with the Council. Based on the SHARE Council overview, one of the key goals for members is to build relationships. Chiarelli discussed what it means to be an active member of the Council. The committee proposes that members have a quarterly engagement touch point such as:

- Introduction to potential donor,
- Sending us the name of a potential donor,
- Distribute giving information packet to a potential donor,
- Inviting a development officer to be a guest at an event to meet potential donors, or
- Bringing the SHARE message to industry meetings and events.

Chiarelli asked the members if they felt that these are doable goals. Kenney responded that, speaking for the Agriculture Museum, it would be great to have an IFAS Development representative at their events. Morrow shared that the Museum has an information bureau and they would be happy to put out IFAS Development materials, even though the target audience of the Museum is the general public. Stuart commented that he felt that it was not asking a lot and is very doable. Chiarelli offered to add a reminder of the quarterly touch points to the SHARE the News quarterly email. She asserted that if all of the members committed to four touches per year, it would really help move the needle. The names and introductions provided are tangible things that will make a difference. Helmer also commented that with Julie Conn now onboard, it would be very helpful to identify companies she could connect with.

Education Committee – Annie Muscato for Regina Thomas

Muscato opened by asking the Council members if they had received the newsletter and what their thoughts were about it. She asked that the members feel free to please send any feedback or suggestions for content. Brown commented that the newsletter has a lot of potential to encourage people to make the touch points and keep it top of mind, as well as encouraging members to honor their commitment to SHARE.

Muscato also distributed the new IFAS Development brochure and gift guide. She explained that the development brochure was created and intended for internal audiences, to help faculty understand what the development office does and who we are. The gift guides were developed to provide a cohesive presentation of giving information to donors. All the documents are available as PDFs as well so they can be emailed upon request. The development office will also mail packets to anyone a member thinks should have one.

Muscato also shared that the development office will be launching a new website in the next few months, including a SHARE Council page with pictures and bios of the members. The website will have a new URL, give.ifas.ufl.edu. Chiarelli shared that she is working on search optimization for the website. Also the website was organized and designed in such a way to be very donor centric with information presented in a way that makes sense to donors.

Finally, Muscato distributed the materials created for the IFAS Endowment Society. When a donor creates an endowment, they become a member of the society and are recognized for their contribution. As a token of recognition and appreciation, donors will receive a padfolio and pen set. Helmer shared that this was something that was historically provided by the central

foundation for gifts over \$100,000. They then raised the minimum to \$500,000. We felt that this was an important recognition piece to continue so we took it over.

Fundraising Committees – Reggie Brown

Brown reported that the University is currently gearing up for a major fundraising campaign for UF. The last campaign was completed about three years ago. Now, the University is in a time of transition with the new president, Dr. Fuchs. Currently, the Foundation and the IFAS Development office is in the quiet phase of the next campaign, putting together the pieces for the campaign and acclimating Dr. Fuchs. The development officers are working to identify major gifts to get the campaign off to a significant start. The campaign goal this time around will be \$3 billion, which will put UF well on its way to being a premier institution. The campaign will likely kick off in 2017 or 2018 and wrap up in 2021/2022.

The IFAS portion of the campaign goal is \$250 million. Over a seven year campaign, this equates to \$35 - \$37 million annually. Currently, the IFAS Development office is raising about \$20 million. In order to get where IFAS Development and SHARE needs to be for the next campaign, we need to ramp up efforts. Brown referenced the campaign gift opportunity list that was distributed to the members. He shared that there are four major projects looking for support in the campaign: The Center for Leadership, The Plant Innovation Center, The Institute for Global Food Systems and Health, and the Coastal Ecosystem Program. Giving opportunities are not limited to these areas. There are many opportunities in Extension, Research, the College and we will not turn down gifts. We need to look at any opportunity that will enhance the institution. Smith commented that we need to consider the bigger picture, which is the rise to preeminence. Helmer remarked that the campaign gift opportunity list represents the framework for the campaign, the skeleton that we need to put meat on. That list doesn't preclude other gifts that will come in, such as scholarships or fellowships for other areas outside of these priorities. This is the elevator speech to answer "what does IFAS need?" Brown commented that it would be wonderful to get the legislature to reinstate the match program because it made it easier to secure gifts.

Chiarelli asked the members, from an industry perspective, are there certain areas or projects that will be the most success or that we should chase first/hardest? Stuart responded that all the areas identified stand out. He suggested working to identify a list of potential donors for each area and triage that list to identify those most likely to give to various projects. He cautioned that there may be cross over with companies on multiple projects or giving areas. Brown added that we need to put a good amount of flesh on these projects so that potential donors understand what they are and why they're important.

English responded to Brown's comment regarding the state match by saying that we need to put together a team to work specifically on that area, including building relationships with other institutions in the State University System. It's very sexy right now to talk about public/private partnerships. We need to put together a long term strategic plan about what it will take. We need to pull in heavy hitters from other institutions; it won't be successful as a UF initiative along. Brown remarked that with the legislature's focus on business, bringing this back should be a no brainer. Helmer commented that Dr. Fuchs wants to bring back the match. He explained how the program worked; gifts \$100,000 and over were matched at fifty cents on the dollar

which increased on a sliding scale as the gift amount increased, culminating in a dollar for dollar match for gifts over \$2 million. English commented that there is a quarter billion backlog in the matching program. Helmer shared that with the end of the matching program came a restructuring of gifts within the foundation because, previously, the matching dollars had provided the difference to get to where we needed to be. He cited the example of professorships; the endowment minimum was \$600,000 but had to be increased to \$1 million because of the loss of the match.

Helmer discussed the Moves Management document included in the information packet. This document outlines the process of how we take donors through a cultivation process to secure a gift. The first steps are identification and qualification to ensure that the donor has the capacity and interest in making a gift. The next step is cultivation to identify exactly what the donor's passion is. Then we move forward with creating a concept paper based on the donor's interests. If it resonates with the donor, we will put a proposal in front of them. This process typically takes 18 – 24 months, but can be shorter or longer depending on the donor. The two areas the development office would like the Council to focus on is identification and qualification. Steps one through six will be the responsibility of the development office. We need the Council to provide names, and we will take it from there.

Chiarelli clarified that we won't immediately go and ask prospective donors for a gift. The development office recognizes that Council members are passing on the names of people with whom they have a professional relationship and we will honor that by making sure we're asking at the right time for the right gift. Because we are getting closer to campaign, potentially within the next year to two years, there is a need to begin collecting these names and starting relationships now. Helmer added that we are comfortable with gifts taking longer to cultivate and secure. There is no one size fits all approach to the donor relationship, rather we treat each donor as an individual on their own timeline. Helmer introduced the group project of going through a rating and screening process with potential donors. The development office provided a list of potential donors and asked each Council member to take 15 minutes to review the list to let us know if they know the people, whether they would have an interest, if they have an idea of gift capacity, and if there are any additional names that should be added to the list. Helmer assured everyone that the information provided would remain confidential and not leave the development office.

Smith asked how the list was developed. Chiarelli answered that the foundation research team put together the list based on giving information and publicly available information about their interest. We also were looking for alumni with capacity and interest in giving, or involvement with corporate prospects. Helmer shared that our database is reviewed every two to five years by a private rating and screening company to get an idea of capacity, however the information we get from small groups such as this one is better and more accurate.

Stuart offered that there are many people who are on the list who would have interests outside the campaign priority list. Carter expressed a concern that there might be pushback that units within IFAS are competing with one another, such as Research, Extension, and 4-H approaching the same donors, and asked how that situation would be handled. Helmer replied that there are donors with great potential that everyone wants to talk to, particularly with corporate or industry donors. Each donor has a relationship manager that coordinates the various units that wish to

Speak to donors to be strategic about the opportunities that are being presented so as to not overwhelm the donor. The development staff will also talk with faculty about how we make the big ideas work together and be cross disciplinary. The relationship manager is responsible for managing the lines of communication. Carter continued that she wouldn't want to put off donors because everyone is coming with their hand out. Helmer responded that it can be difficult because individual faculty have relationships with donors and we have very little control over that. Smith offered that what we are asking is that the Council friendraise for us and identify donors. This is a marathon and not a sprint; it takes about seven contacts with a donor for the first dollar to come in. Helmer clarified that we love the relationship that faculty have relationships with donors, but we need to build trust with faculty to help develop broader relationships. We don't mind IFAS fighting IFAS; the problem is when IFAS is doing nothing and other institutions are approaching our donors. In the end, donors will give where they want to give. Hart offered that he is an FFAA board member. They will have their annual meeting this summer, IFAS Development should attend or have a booth at the meeting to increase exposure.

Continuing Education – Taste Demonstration.....Linda Bartoshuk

***Lunch with IFAS Leadership.....Dr. Jack Payne
Dr. Elaine Turner
Dr. Jackie Burns
Dr. Tom Obreza***

SVP Remarks – Dr. Jack Payne

Payne began by thanking the Council for their service. This is an important committee with the new president and an upcoming campaign. In the last campaign, there were only two development officers doing the fundraising. The new goal for IFAS is \$250 million, so he added development staff to increase fundraising. He has been emphasizing the importance of fundraising with faculty and staff.

President Fuchs has been here for four months and in that time has MC'd the Agriculture Hall of Fame dinner, which was huge. This has been a big change in support for agriculture. The president called Payne to get the ok to go down to visit TREC in Homestead. He visited with faculty there for about an hour, then left and went to visit the Miami-Dade Extension office. He wants to visit all the RECs and Extension offices. He also visited with the IFAS Faculty Assembly and asked them to have department chairs to contact his office so he can come to a staff meeting. He's even agreed to a photo op with bugs for Bug Week!

There are also many new faces in IFAS administration; Dr. Jackie Burns, the new dean for Research who previously served as the center director for the Citrus REC; Dr. Nick Place, who was not in attendance as he was at a meeting with Secretary of Agriculture Vilsac regarding community development; Joan Dusky recently retired after 15 years as ag program leader and was replaced by Dr. Saqib Mukhtar from Texas A&M; Dr. Spiro Stefani, the new FRE department chair from the University of Nebraska; Dr. Blair Ziegfeld, the new Entomology and Nematology department chair; Dr. Joe Albano, new center director for the Apopka REC; Dr.

Jeanna Mastrodicasa, formerly the associate vice president for student services, former Gainesville city commissioner for seven years, with a PhD and law degree who will fill Joe Joyce's role; Dr. Elaine Turner, the dean for the College; and Chris Moran, responsible for communications. Payne shared that CALS was selected as 16th in the world in agriculture and forestry.

CALS Update – Dr. Elaine Turner

Turner introduced Cathy Carr, director of alumni and career services. The College is looking forward to commencement and the end of the academic year. April was a month of celebrations – the CALS Award Banquet, Gator Gatherings around the state, and signing day for college freshman. Now they are looking forward to incoming students, preparing for the summer sessions, and getting applications from fall transfer students. This weekend is the outdoor graduation at The Swamp. Although the College is sad not to have an individual commencement this year, they will graduate 750 bachelors students, about sixty masters candidates, and 36 doctoral candidates.

One of the key accomplishments this year has been the groundbreaking on the student food pantry, which is a project that is a partnership between IFAS, Student Affairs, Student Government and the COO's office. There are significant food security issues on campus. Based on a survey conducted by Food Science and Human Nutrition, about 10% of the student population have food security issues. This number is higher amongst Florida Opportunity Scholars. The food pantry will connect with the teaching farm and student gardens to provide fresh foods.

Another accomplishment was the establishment and launch of the PACE program, where students start in an online program until they reach 60 credits. Once they have reached that minimum, they can come to campus. One hundred fifty students have been selected to participate in that option; 35 of them are CALS students.

A third critical accomplishment was the establishing of the CALS Partnership Program. Chiarelli and Carr launched the program to engage industry friends to provide a more stable income stream to assist with the uncertainty of state budgets and to provide better recognition to corporate partners. Farm Bureau was the first partner to commit to the program, and they recently committed for a second year. Because of the materials developed for the program, Farm Bureau got over 260,000 impressions around the state. These stable funds provide for faculty and student development.

Barber asked about the need for money for food. Saunders explained that there are two main funding needs for the immediate future, the primary need being funding for the building. The other need is for funding for the educational programming provided by the pantry and Extension. Saunders explained that the pantry is operating in partnership with Bread of the Mighty Food Bank in Gainesville to obtain a food at a discounted rate. Faculty and staff are also organizing food drives around campus. The pantry has set nutritional guidelines for food provided; anything not meeting those requirements will be exchanged with Bread of the Mighty for items that do meet them.

Barber asked if there are employment opportunities for students on campus. Turner explained that there are lots of opportunities for students to work on campus, including in the dean's office.

Research update – Dr. Jackie Burns

Burns shared that her focus on the three missions of IFAS working together. Research is investing in the Suwannee Valley Agricultural Extension Center to grow new crops to assist the Extension mission. They are also partnering with CALS to identify student interns, juniors and seniors with no research experience, to partner with faculty mentors to encourage more students to move on to the graduate level.

Burns shared that the Research Awards Ceremony will take place on May 19th and serve to highlight the quality of IFAS Research and products, patents, translational research, publications, etc. Dr. Fuchs will attend the event. Currently, Research is participating in the university-wide goal setting process to define the department's goals for the next five to ten years. They will involve stakeholders in that process. Right now, Research is ahead in terms of research awards, which are up 8%. It averages \$100 million in competitive grants and contracts. In fact, they just got the word the previous night that they received a \$13,730,000 award for building capacity in Haiti. Smith clarified that overall university research is down, but IFAS research is up? Turner confirmed that is correct.

Extension Update – Dr. Tom Obreza

Obreza introduced Mukhtar and explained that he had been on the job for 10 days. He will be getting around the state to meet with stakeholders. He has three main points to cover, which relate to the Extension Roadmap. These are external initiatives related to water, agriculture, FCS, etc. which are informing the internal goals for Extension.

- 1) Staffing Plan – The plan is for Extension to remain in every county throughout the state. They are looking at changes in information delivery and are evaluating whether the traditional method still works or do they need to do something different? The final report was delivered this morning. The outcomes include:
 - a. Adding higher level Extension faculty, Regional Specialized Agents (RSAs), to serve as a liaison between specialists, researchers, and county faculty. This will allow them to keep faculty in every county.
 - b. The first area to get RSAs will be water resources. They plan to hire five RSAs, one per water management district, to develop high level programming to feed to the counties.
- 2) Revenue Enhancement – Extension has done well over the past six years in maintaining county agent positions from the budget perspective; they haven't lost any agents. However, there is no budget for programmatic needs to make programs better. They need to increase revenue to turn around and enhance programs. There are five main areas of revenue enhancement: grants, contracts, gifts, sponsorship, and fee based programming. They are working to create awareness around these areas to get faculty thinking about them.
- 3) Urban Extension – While Extension doesn't want to short traditional audiences in any way, there is an urban audience that Extension currently isn't reaching. What can Extension do to bring programming to that audience? They are not looking to replace

traditional programming, but increase programming to urban audiences. They are looking for corporate sponsors for programming.

IFAS Development Update.....Cody Helmer

Helmer provided an update on the development office's year to date performance:

- Total dollars raised: \$18,070,271 (Goal: \$20 million),
- Total contacts: 354 face-to-face contacts (Goal: 375),
- Proposals submitted: 80 (Goal: 67).

He shared that the fiscal year will end on June 30th, so we have weeded out what we know will not happen by then. It is likely that we will end the year over \$20 million.

The development staff shared their top 5 gifts for the year:

- Wayne Davis, \$2,225,000 to Entrepreneur In Residence
Chiarelli discussed the Wayne Davis gift. Davis is a donor in the Brandon area and the gift took seven to eight years to close. He credits UF with teaching to think entrepreneurially and create diversified income streams. His passion is developing students who think entrepreneurially, to not just have a job, but to create jobs. He is interested in getting to the essence of attitudes and personality traits to create an entrepreneurial spirit. His estate gift will find an endowment for faculty.
- Anonymous, \$900,000, Florida Master Gardeners and Florida Friendly Landscape Programs
Helmer shared that this anonymous donor is a Vanderbilt alumnus, but there was no opportunity to give to gardening there, so instead the give came to IFAS.
- Jeffrey Edwards, \$700,000, Entomology and Nematology Student Support
Saunders shared that Edwards was a donor who had previously made some small gifts to IFAS. During the course of their first visit, he expressed interest in making a small, annual gift to student support. A couple of weeks after their first meeting, he expressed an interest in including IFAS in his estate plans. At a follow up visit, he disclosed that he was including IFAS for half of the value of one of his trusts.
- Ken & Cynthia Campbell, \$550,000, ABE Student Fellowship
Chiarelli shared that this gift, a hybrid cash/estate gift, will immediately support student travel needs. When the full gift is realized, it will support student scholarships.
- Vam York, \$400,000, York Professorship in International Agriculture
Chiarelli shared that during his tenure at IFAS, ET York foresaw the problem of feeding a growing world and created this endowment. York increased the gift to provide more support.

Helmer shared that all members of the team are at or above metrics now.

Smith asked about the Horan gift. Helmer responded that that gift came in during fiscal year 2014. Smith shared that it was a donor who had previously had very modest giving to IFAS; \$1,000 was his largest gift. When he passed away, his wife continued to provide small gifts to

IFAS. When she passed away, it was discovered that she had been the secretary to George Jenkins of Publix and had stock valued at about \$9 million. The estate left 1/3 of the stock to IFAS. Helmer responded that that happens quite often; we don't know about a significant gift a donor has included in their will which prevents us from celebrating, recognizing, and stewarding their gift during their lifetime.

Old Business.....Cody Helmer

Flavors of Florida Update

Helmer reported about the Flavors of Florida event. Dr. Dave Clark had provided a presentation about Flavors of Florida at the executive committee meeting last August and the SHARE Council decided to pick up the event and recreate it. The event was held on March 23rd. The purpose was to highlight UF developed products through a dinner using Florida foods prepared by amazing chefs. A lot of people commented that it was the best event UF has ever done.

Hilton shared that there were 180 RSVPs and 180 attendees. The development office worked closely with the Plant Innovation Center to make the event happen and we intend to make it an annual event. We implemented some changes to the event this year, including the creation of a partnership program to bring in a fundraising component. We solicited gifts-in-kind of products as well as financial contributions. One immediate success as a result of the event is that UF Research committed additional resources to the Center because of vice president of research, David Norton's, attendance. The next Flavors of Florida event is tentatively planned for March 21, 2016.

New Business.....Cody Helmer

Share Volunteer of the Year Award

Helmer explained that the SHARE Volunteer of the Year award is annual award, given at the fall meeting during the Dinner of Distinction, which will be held on September 25th this year. There are two nominees this year who are not SHARE Council members.

- Robert Harding – Chiarelli shared that Harding is an attorney in Orlando, a CALS alumnus, whose grandfather is in the Citrus Hall of Fame for his work on citrus maturation. He is the largest individual donor to the CALS Dean Circle and his daughter is a CALS student.
- Kevin Malone – Helmer shared that Malone is an attorney in South Florida and a CLAS alumnus. He developed an interest in IFAS after becoming deeply involved in conservation and traveling to world. He has made a significant contribution to the UF Climate Institute as well as significant annual gifts to the SVP fund. He is an involved volunteer and donor.

Brown asked if the Council is required to pick just one. Chiarelli responded that they are not. **English motioned to accept the nomination for both candidates, Barber seconded. Motion carried.**

Helmer also asked the members to complete SHARE nomination cards if there is anyone they would like to nominate for new membership. He also shared that Frank Giglia had contacted him the previous evening by email to ask to be put on the inactive list, so a new vice-chair will be selected as well as a new chair.

English suggested nominating Smith for another year as chair. Smith asked to table that suggestion for further discussion. He shared that the annual meeting will be held the afternoon of September 25, 2015, with the Dinner of Distinction that evening. It is also the weekend of the Tennessee football game.

Barber suggested that a development officer attend the Florida Cattlemen's Meeting. Helmer shared that he will attend. Barber suggested having a booth with information at the meeting. Sellers also reiterated that development staff needs to attend the FFAA meeting in July as lots of influential people attend.

Meeting ended at 2:13 PM.