



VCU Board of Visitors

**VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS
UNIVERSITY RESOURCES COMMITTEE
December 8, 2016 - 5:00 p.m.**
James Branch Cabell Library
901 Park Avenue – Room 311
Richmond, Virginia**

AGENDA

- Call to order Rev. Tyrone Nelson, Vice Chair
- [Approval of minutes](#)
(September 15, 2016) Rev. Nelson
- [Introductions and Dashboard Review](#) Rev. Nelson
- [Government Relations](#) Mr. Matthew Conrad
- [Public Relations and Marketing Communications](#) Ms. Pam Lepley
- [Development and Alumni Relations](#) Ms. Marti Heil
- CLOSED SESSION – *Freedom of Information Act Sections 2.2-3711 (A) (1)(8)*
 - Named Fund and Spaces Report Ms. Heil
 - Approved Named Funds Under \$50,000 Ms. Heil
- RETURN TO OPEN SESSION
 - Resolution of Certification Ms. Terry Clark
- Adjournment Rev. Nelson

**** All start times for Committees and the Board are approximate only. Meetings are sequential in the order appearing. Meetings may begin either before or after the listed approximate start time as committee members are ready to proceed.**

MINUTES FROM SEPTEMBER 2016 MEETING



DRAFT

**Virginia Commonwealth University
University Resources Committee of the Board of Visitors**

Minutes

Date: September 15, 2016
Time: 11:05a.m. – 12:14 p.m.
Location: James Branch Cabell Library, Room 311, 901 Park Avenue, Richmond, VA

Present: Mr. Tyrone E. Nelson, vice chair
Mr. H. Benson Dendy III
Dr. Robert D. Holsworth
Mr. Ronald McFarlane
Dr. Carol S. Shapiro
Ms. Carol Nixon
Staff from VCU and VCUHS
Members of the press

Unavailable: Ms. Colette W. McEachin
Mr. G. Richard Wagoner, Chair

Mr. Nelson called the meeting to order at 11:05 a.m. and on motion made and seconded, the University Resources Committee approved the Minutes of the Meeting held May 13, 2016.

The following items were presented for information and after general discussion follow-up requests were made:

- Introductions and Dashboard Review was presented by Mr. Nelson.
- Government Relations Report was presented by Mr. Conrad and Ms. Gunther. They provided an update on government relations summer 2016 activities and led a discussion of the government relations metric for the board of visitor's dashboard.
- Public Relations and Marketing Communications Report was presented by Ms. Lepley which focused on FY16 dashboard.



DRAFT

**Virginia Commonwealth University
University Resources Committee of the Board of Visitors**

Minutes

- Vice President’s Report was presented by Ms. Heil which included updates on fundraising, the campaign, advancement services, alumni engagement and communications.

On motion made and seconded, the University Resources Committee convened into closed session to discuss matters relating to gifts, bequests, and fund-raising activities, including the Report of the Vice President, the Development Report, and the consideration of the Named Funds and Spaces Report Recommendations, as authorized by Section 2.2-3711 A(8) of the Virginia Freedom of Information Act.

Following closed session, on motion made and seconded, the following Resolution was certified by a show of hands:

The University Resources Committee of the Board of Visitors of Virginia Commonwealth University hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed session meeting were heard, discussed, or considered by the University Resources Committee of the Board of Visitors of Virginia Commonwealth University.

| <u>Roll Call Vote</u> | <u>Ayes</u> | <u>Nays</u> |
|------------------------------------|-------------|-------------|
| Mr. G. Richard Wagoner, Jr., Chair | absent | |
| Mr. Tyrone E. Nelson, vice chair | X | |
| Mr. H. Benson Dendy III | X | |
| Dr. Robert D. Holsworth | X | |
| Mr. Ronald McFarlane | X | |
| Ms. Collette W. McEachin, | absent | |
| Dr. Carol S. Shapiro | X | |



VCU

VIRGINIA COMMONWEALTH UNIVERSITY

DRAFT

Virginia Commonwealth University University Resources Committee of the Board of Visitors

Minutes

VOTE:

Ayes: 5

Nays: 0

ABSENT DURING MEETING: 2

ABSENT DURING VOTING: 2

On motion made and seconded, the University Resources Committee recommended to the full Board the approval of the Named Funds and Spaces Report. Meeting was adjourned at 12:11 p.m.

COMMITTEE DASHBOARD

Virginia Commonwealth University

Board of Visitors, University Resources Dashboard

2017

| Issue | Quest Theme | Owner | 2017 Goal | Progress toward Goal | % Progress toward goal | Risk | Notes |
|---|-------------|-------|-----------|----------------------|------------------------|--------|-------|
| Value of New Gifts and Pledges | V | DAR | 95.0 | 22.18 | 23% | Yellow | |
| Percentage of Alumni giving | V | DAR | 6% | 1.70% | 28% | Yellow | |
| Total number of members in the alumni association in FY | V | DAR | 13,054 | 9,820 | 75% | Green | |
| Earned Media Hits (total)** | V | UR | 30,000 | 9,511 | 32% | Green | |
| Earned Media Impressions (B) | V | UR | 48 | 15.8 | 33% | Green | |
| Media Coverage Tone (positive/neutral)** | V | UR | 92% | 86.6% | <i>below</i> | Yellow | |
| VCU Social Media Engagement (M) | V | UR | 6.00 | 1.50 | 25% | Yellow | |
| MIR Recruitment and Comprehensive Campaign paid media impressions, all channels (M) | V | UR | 106.7 | 40.9 | 38% | Green | |

Footnotes:

Government Relations does not use benchmark data to measure success of activity or progress toward goals.

**Percentage of positive and neutral articles vs. negative.

Overall PR standard 75-80%

GOVERNMENT RELATIONS

**Board of Visitors Executive Summary
December 2016**

| | |
|--|--|
| PRESENTATION TITLE: Government Relations | |
| Presenter Name and Title: Matthew Conrad, Exec. Dir. of Gov't and Board Relations; Karah Gunther, Exec. Dir. Of Gov't Relations and Health Policy | |
| Responsible University Division: Government Relations BOV Committee: University Resources Committee | |
| Quest Theme(s) and Goal(s) to be Addressed: | |
| Key Presentation Messages [Limit presentation to 5 min] | 1. Government Relations Activity 2. Preparation for 2017 General Assembly Session |
| Governance Implications | |
| Governance Discussion Questions | 1. 2. 3. |
| Next Steps for Management (Responsible Division Head; Timeframe for Action) | |
| Next Steps for Governance (Responsible Board Member; Timeframe for Action) | |

Government Relations Pre-read Materials

- I. Government Relations Activity after September
 - a. Progress on participation in 2016 research initiatives adopted by the General Assembly
 - i. Virginia Research Investment Committee
 - ii. Go! Virginia
 - iii. Inova Global Genomics Institute
 - b. House and Senate Money Committee Retreats
 - c. Update on 2016 Elections
 - d. State Revenue Outlook and Governor's Introduced Budget (Dec. 16)
 - e. Federal Regulatory Issues

- II. Planning for the 2017 Session of the General Assembly (To Be Discussed)

Public Relations and Marketing Communications

University Relations Dashboard FY 2017

| Metric | Goal (Target) | Progress toward goal | % progress toward goal |
|---|---------------|----------------------|------------------------|
| Earned Media Hits* (as of 11/18/16) | | | |
| • Media Hits (total) | 30,000 | 10,448 | 35% |
| • National | 17,000 | 5,799 | 34% |
| Earned Media Impressions (in billions) as of 11/16/16 | 48B | 15.8B | 33% |
| Media Coverage Tone (positive/neutral)** | 92% | 82.6% | Below goal |
| Social Media (as of 11/18/16) | | | |
| • VCU social media followers (target goal represents increase of 27,500 followers over FY 16 actual of 325,831) | 353,365 | 326,745 | 92% |
| • VCU Social media impressions (in millions) | 78.8M | 27.6M | 35% |
| • VCU social media engagement (in millions) | 6M | 1.5M | 25% |
| Owned Media (as of 11/18/16) | | | |
| • News Center visits (in millions) | 1.0M | 278,135 | 28% |
| • News Center page views | 1.3M | 363,460 | 28% |
| MIR Recruitment and Comprehensive Campaign paid media Impressions, all channels (in millions) As of 11/21/2016 | 106.7M | 40.9M | On Track |

*Hits/Impressions do not include Athletics coverage, except where Athletics became news in itself

**Percentage of positive and neutral articles vs. negative.

Definitions: Impressions are the number of times content is displayed. Engagement is the number of interactions people have with content (e.g. likes, comments, shares, retweets, etc.). Followers are subscribers to an individual or organization social media account. Media hits are content passed by an editorial filter that is published/broadcast in traditional and digital media

Dashboard Highlights

Metric Updates – Two metrics have been updated since the September 2016 report. The goal for social media followers has been increased from 258,000 to 353,365. This reflects a recent change in LinkedIn, which is combining two university-related pages -- company and university -- into a single company page. The paid advertising metrics for the Make it Real recruitment and comprehensive campaigns also has changed. Since September, the paid media strategy was refined to more precisely reach target audiences. While this lowered the overall number of target impressions from 150.2 million to 106.7 million, the more selective strategy will deliver greater return on investment than previous campaigns by reaching specific key audiences that are more likely to engage with our advertising. The recruitment and comprehensive campaign numbers also were consolidated because of overlap in messaging and audiences that make it difficult to accurately measure the campaigns independently.

Earned, owned and social media metrics are for the most part on track. Media coverage tone for the second quarter is below normal largely due to coverage of the falling deaths of two students from the same apartment building, crime on or near campus, and a graphic anti-abortion demonstration on campus. More recent coverage of election protests also affected media coverage tone.

Delivery of paid media impressions is on track. Digital advertising is performing very well with click through rates that are 6 to 8 times the industry average.

Public Affairs and Marketing 2016 Program Highlights

- University Relations In collaboration with the Division of Development and Alumni Relations successfully launched the branding and integrated communications for VCU's most ambitious fundraising campaign. This included developing a comprehensive internal and external communications plan that included public relations, events, social media and paid media. The creative strategy is shared with our recruitment campaign to leverage media impressions across a limited media budget.
- Along with the fundraising campaign, the Make it Real recruitment campaign launched in September. The primarily digital campaign targets undergraduate prospects using proprietary GenZ audience research. The ads drive traffic to a unique VCU website that provides the prospect paths to explore VCU and apply. The data collected on their journey will inform our ongoing marketing strategy and optimize the user experience.
- Central communications development, implementation and support of university level initiatives is underway:
 - University Budget and HR Redesign initiatives
 - VCUHS and VCU master facility plans
 - Diversity and Inclusion Strategic Plan
 - Comprehensive Campaign
 - University Strategic Plans – Quest and Post-Quest

Issues

- **First Amendment** – First amendment issues have been raised during the course of anti-abortion demonstrations and pre and post election social media posts and protests on campus. University Relations, University Counsel, Student Affairs and Inclusive Excellence have collaborated on individual and university-wide communications emphasizing free speech rights and responsibilities for respectful discourse and actions as members of the university community.

DEVELOPMENT AND ALUMNI RELATIONS



Make it Real Campaign Summary Report

July 1, 2012 to July 1, 2020

Multiple Units

| Gift Type | Dollars Raised | Donor Count |
|---|----------------------|---------------|
| Cash, Undocumented Realized Bequests, In Kind Gifts and Pledges | \$355,443,754 | 76,260 |
| Planned Gifts - Revocable | \$39,164,536 | 165 |
| Planned Gifts - Irrevocable | \$3,619,316 | 20 |
| Philanthropic Grants | \$50,025,703 | 208 |
| Total Campaign Progress by Gift Type | \$448,253,309 | 76,467 |

| Source | Dollars Raised | Donor Count |
|--|----------------------|---------------|
| Alumni | \$91,283,816 | 23,127 |
| Friends | \$128,291,442 | 48,283 |
| Corporations and Foundations | \$143,750,443 | 3,335 |
| Other | \$84,927,608 | 1,722 |
| Total Campaign Progress by Source | \$448,253,309 | 76,467 |

Cash, Undocumented Realized Bequests, In Kind Gifts and Pledges – Includes the charitable deduction amount of all outright cash gifts, undocumented realized bequests, in kind gifts, and pledges.

Revocable Planned Gifts – Includes all planned gifts that can be unilaterally changed or undone by the donor. Examples may include charitable trusts, beneficiary designations and bequests ir wills and revocable trusts. The donor’s date of birth must be before 7/1/1960.

Irrevocable Planned Gifts – Includes all planned gifts that cannot be unilaterally changed or undone by the donor. Examples may include charitable trusts, gift annuities, retained life estates, pooled income funds and certain insurance policy gifts. The donor’s date of birth must be before 7/1/1960.

Philanthropic Grants – Includes grants deposited through the Office of Sponsored Programs that have a charitable gift component per the university’s policy.

Alumni – Includes gifts from alumni constituents as well as any alumni constituent with a spousal soft credit.

Friends – Includes gifts from constituents who are not alumni as well as any non-alumni constituent with a spousal soft credit.

Corporations and Foundations – Includes gifts from an entity categorized as a corporation, foundation or family foundation in the database. Soft credits to/from corporations and foundations are not included.

Other – Includes gifts from an entity categorized as anything other than a corporation, foundation or family foundation in the database. These most often are organizations. Soft credits to/from organizations are not included.

Dollars Raised – Total of gifts received during the campaign period (7/1/2012 to 6/30/2020) or designated as reach back gifts per campaign policy.

Donor Count – Total number of donors from each gift type or source. Donors can give through more than one gift type so the counts will not necessarily add up to the total. Donors appear in only one gift source so the counts will match grand total. Includes soft credited spouse donors.