

CONFIDENTIAL SUMMARY
UNIVERSITY RELATIONS COMMITTEE
OF THE BOARD OF VISITORS
DECEMBER 10, 2021
OPEN SESSION

ACTION ITEMS:

- None

FOR INFORMATION/COMMITTEE REVIEW:

1) Items that may be action items at upcoming committee meeting:

None

2) Items that the board needs to be aware of, but will not require action (all linked here)

None

- **EXECUTIVE REPORTS**

- Mr. Conrad and Ms. Gunther will provide an elections update, offer a 2022 General Assembly Session preview and highlight VCU's priorities for this session. They will also provide an update on the structure of VCU Office of Government Relations.
- Mr. Heston will share ROI measures for communications and marketing, provide an update on brand research and talk about expanding/improving VCU social media.
- Mr. Davenport will be providing a fundraising update, introduce the alumni engagement plans for 2022 and beyond, and introduce the University Development team.



**VIRGINIA COMMONWEALTH
UNIVERSITY RESOURCES
DECEMBER 10, 2021**

**James Branch Cabell Library
901 Park Avenue – Room 311
Or Via Zoom
RICHMOND, VIRGINIA
OPEN SESSION AGENDA**

CALL TO ORDER

Reverend Tyrone Nelson, *Chair*

GOVERNMENT RELATIONS UPDATE

**Ms. Karah Gunther, *Executive Director
Government Relations and Health Policy***
**Mr. Matt Conrad, *Executive Director
Government and Board Relations***

**PUBLIC RELATIONS AND MARKETING
UPDATE**

**Mr. Grant Heston, *Vice President for
University Relations***

**DEVELOPMENT AND ALUMNI
RELATIONS UPDATE**

**Mr. Jay Davenport, *Vice President
for Development and Alumni Relations***

**CLOSED SESSION – *Freedom of Information
Act Sections 2.2-3711 (A) (9)***

- i. Named Fund and Spaces Report*
- ii. Approved Named Funds Under \$50,000*
- iii. Signature Gifts*

Reverend Tyrone Nelson, *Chair*

**Mr. Jay Davenport, *Vice President for
Development and Alumni Relations***

**RETURN TO OPEN SESSION
AND CERTIFICATION**

Resolution and Certification

Reverend Tyrone Nelson, *Chair*

Action Item:

Approval of items discussed in closed session if necessary

ADJOURNMENT

Reverend Tyrone Nelson, *Chair*



SHARING OUR STORY

Why Brand Storytelling Matters

Board of Visitors
University Resources Committee
December 10, 2021

ROI: INFLUENCE AUDIENCE

IDENTIFICATIONS, PERCEPTIONS AND BEHAVIORS



**Net Promoter Score (“Likely to recommend”)
and key brand measures**



**Aided and unaided awareness with peer comparisons
(brand awareness with core audiences)**



**Top-tier media placements
(national and niche media we specifically target)**



**Success in telling our story ourselves
(key metrics for social media and web audience
growth/engagement, conversions for students/patients)**

TOP TIER MEDIA (42)

USA Today
The Wall Street Journal
The New York Times
Washington Post
Los Angeles Times
Politico
The Daily Beast
Vice
MarketWatch
Modern Healthcare
Becker's Hospital Review
Kaiser Health News
Forbes
BuzzFeed

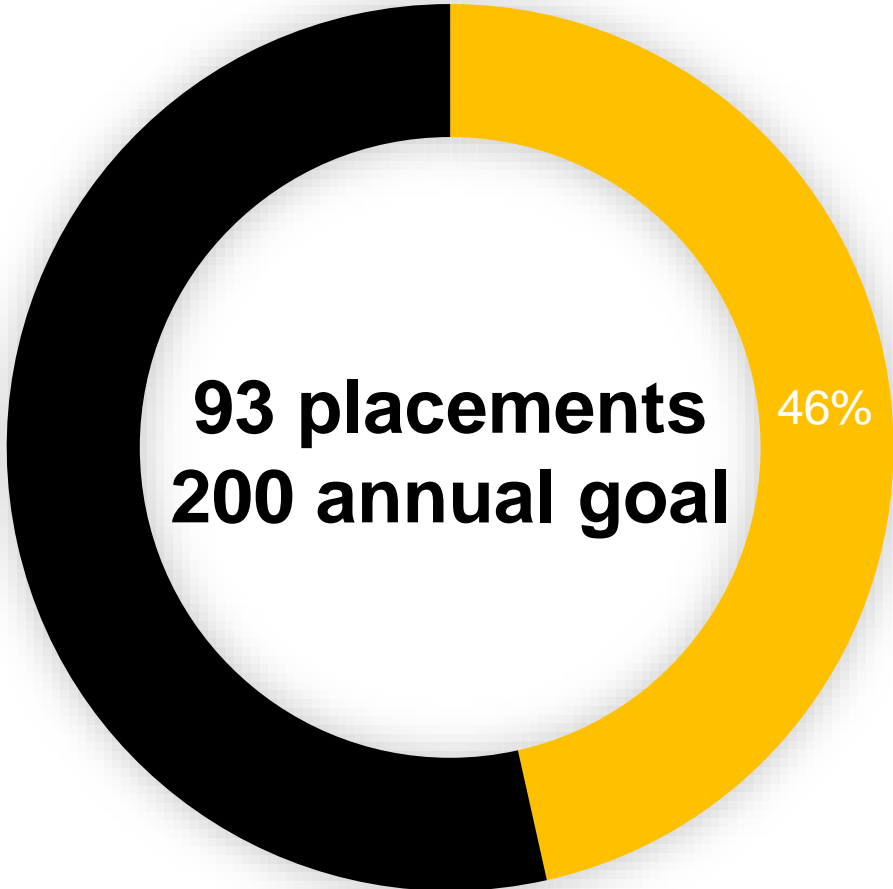
The Chronicle of Higher Education
Inside Higher Education
New York Magazine
National Geographic
ABC
CBS
CNN
FOX (includes Fox Business)
NBC (includes MSNBC and CNBC)
NPR
PBS
Vox
Axios
Huffington Post

Associated Press
Bloomberg / Businessweek
Reuters
Time
Wired
Fast Company
Inc.
Slate
The Atlantic
U.S. News & World Report
The New Yorker
The Smithsonian
The Economist
Richmond Times Dispatch



We target the RTD for stories, but do not include them in our count for national media prominence

TOP TIER MEDIA GOAL PROGRESS



July through October



THE SOUND OF MUSIC

PRODUCER:
JAY BLACKMAN
EDITOR: *ppp*
JACLYN SPIRER

Some Covid Survivors Haunted by Loss of Smell and Taste

As the coronavirus claims more victims, a once-rare diagnosis is receiving new attention from scientists, who fear it may affect nutrition and mental health.

f | | | | | 213



Katherine Hansen used to be able to eat an adult," she said. Jovelle Tamayo for

It's not unusual for patients like him to develop food aversions related to their distorted perceptions, said Dr. Evan R. Reiter, medical director of the smell and taste center at Virginia Commonwealth University, who has been tracking the recovery of some 2,000 Covid-19 patients who lost their sense of smell.



NATION+HEALTH

USA TODAY | MONDAY, MAY 24, 2021 | SECTION D

States eye bills for essential caregivers

Aim is to avoid isolation of nursing home residents. Page 6D

US could tip scales in global virus fight

Experts: Vaccine doses need to be shared soon

Elizabeth Weise and Karen Weintraub USA TODAY

In the next month, the U.S. could start a process of global COVID-19 vaccine distribution that saves millions of lives, asserts its stature as a beacon for the world and makes the nation itself safer. But it must happen quickly, experts say, and more doses need to be donated to the cause.

"There's no time to lose," said Dr. Krishna Udayakumar, director of the Duke Global Health Innovation Center at Duke University.

By donating millions of vaccine doses it bought but doesn't need and stepping up as a role model for other countries, America could change the course of the pandemic, experts told USA TODAY.

President Joe Biden has begun the process. Last week, he announced the U.S. would send 20 million doses abroad in addition to the 60 million he recently promised to India.



By donating millions of vaccine doses it doesn't need, the U.S. could change the course of the pandemic, experts said. MATT SLOCOM/AP



Elizabeth Byland, shown with husband, Todd Murray, caught COVID-19 last summer and still hasn't fully regained her senses of smell and taste. PROVIDED BY ELIZABETH BYLAND

Bloodhounds on the job of COVID-19 smell loss

Possible cause and treatments emerging

Karen Weintraub USA TODAY

Elizabeth Byland has trouble stomaching chicken these days, because it smells to her like poop. Cauliflower tastes like metal and carrots like soap.

"I've got a dog that smells like orange slices," she said. It's an improvement from last summer when the Richmond, Virginia, resident caught COVID-19 and couldn't smell or taste anything from July until after Thanksgiving.

"It's really life-altering," said Byland, 34. "It feels like I've lost a piece of my identity."

As the pandemic continues, more information is accumulating about the loss of smell that afflicts as many as

70% to 80% of people who catch COVID-19 and seems particularly common among those with mild disease.

For most, the condition lasts only a few days or a few weeks. But for as many as one-third, the loss can last for months, said Dr. Evan Reiter, an ear, nose and throat specialist at Virginia Commonwealth University Health System in Richmond. It may even be permanent.

Now, a new understanding is emerging about what causes smell loss with COVID-19 and, eventually, how it might be treated.

Smell loss has long been reported as a result of infections, smoking or head trauma, and some people are born without the ability to smell. About 3% of Americans have little to no sense of smell, and 12% have smell dysfunctions, according to a 2016 study.

"You don't think it's as important 'til you don't have it," Reiter said.

"I've got a dog that smells like orange slices."

Elizabeth Byland whose sense of smell returned but has been altered after the recovered from COVID-19

Losing smell can make people feel disoriented and detached, said Pamela Dalton, a smell researcher at the Monell Chemical Senses Center in Philadelphia. "When they walk into a familiar environment there's a whole dimension that's missing. There's a blankness there," she said. "It affects how they eat, it affects how they interact with other people, and it certainly affects their emotional state."

For Byland and as many as 40% to 45% of those who lose their smell,

See SENSE OF SMELL, Page 2D

"Rampant disease and death in other countries can destabilize them and pose a risk to us as well. New variants could arise overseas that could put us at greater risk," Biden said. Helping other countries is "the right thing to do. It's the smart thing to do. It's the strong thing to do."

But speed—and volume—are of the essence, experts say.

"The supply constrain is right now and will be most deeply felt for the next six to nine months," said Orin Levine, director of the global vaccine delivery programs at the Bill and Melinda Gates Foundation.

Getting vaccine out now also will do the most good because in a pandemic, vaccines are a lot like compound interest. "Saving early pays off in the long run. Vaccinating early pays off a lot," Levine said.

Wait until an outbreak is raging, as it is now in India, and it's too late to make much of a difference with vaccines, said William Moss, a vaccine expert at the Johns Hopkins Bloomberg School of Public Health.

Three international gatherings in the next month could be turning

See VACCINE, Page 3D

The Washington Post

For years, this doctor has showed up after strangers' weddings and — with permission — brought flowers back to her patients



The New York Times

Kandis Williams Envisions
Dancing Bodies Without Borders



FASTCOMPANY

Can Tesla still be cool if it's a rental car? Apparently, yes



Covid survivors under age 40 who lose their sense of smell are more likely to regain them than older adults

EXTRA SPACE FOR VCU HEALTH



ALEXA WELCH EDLUND/TIMES-DISPATCH

VCU Health's Adult Outpatient Pavilion, which will house Massey Cancer Center on five of its floors, is slated to open on Dec. 6.

New tower to be all-inclusive, and 'the care comes to you'

Adult Outpatient Pavilion will consolidate services, expand Massey's footprint

BY ERIC KOLENICH
Richmond Times-Dispatch

The newest facility in Virginia Commonwealth University Health's sprawling enterprise is a 17-story, \$384 million outpatient tower in downtown Richmond. It opens Dec. 6, consolidates at least seven other buildings' worth of services into one, and expands the capabilities of the Massey Cancer Center.

For years, patients expressed frustration over the limited number of parking spaces and the challenge of finding the correct clinic in the right building, said Dr. Art Kellermann, CEO of VCU Health.



ALEXA WELCH EDLUND/TIMES-DISPATCH

The sky is displayed on the ceiling of a CT scan room at the Adult Outpatient Pavilion at 1001 E. Leigh St.

So in 2018, VCU began construction on an all-inclusive facility at the intersection of East Leigh and North Ninth streets with 1,000 parking spaces, 615,000 square feet of clinical floors and more room to expand.

"The care comes to you, not the other way around," Kellermann said.

With big windows and natural light pouring in, the building is meant to feel less clinical and more "warm and fuzzy," said Tracy Longoria, vice president for ambulatory operations. There are 8-foot-tall photos of the James River and the Atlantic Ocean and miles of views out the windows.

Building boom

With the opening of the Adult Outpatient Pavilion, VCU Health will encompass 92 locations, according to the
VCU HEALTH, Page A5

Economy in a good spot, says Northam

As governor takes victory lap on budget, Youngkin reiterates his tax-cut plan

BY MICHAEL MARTZ AND MEL LEONOR
Richmond Times-Dispatch

As Gov. Ralph Northam prepares his final state budget before leaving office, he says he will leave Virginia in "a good spot" for its financial health and economic prosperity.

The budget ran a \$2.6 billion surplus in the fiscal year that ended June 30, and the General Assembly expects Northam to add more than \$3 billion in revenues to his forecast for the current year. Those new revenues, compounded in each year of the next two-year budget, are expected to top \$13 billion over three years, with about \$3.3 billion tucked into reserve funds by mid-2023.

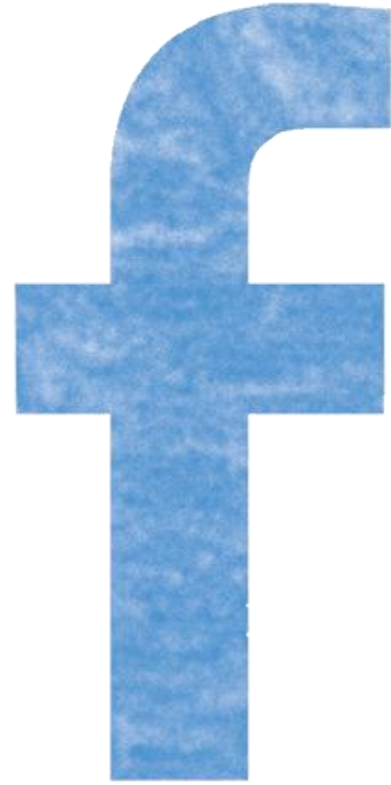
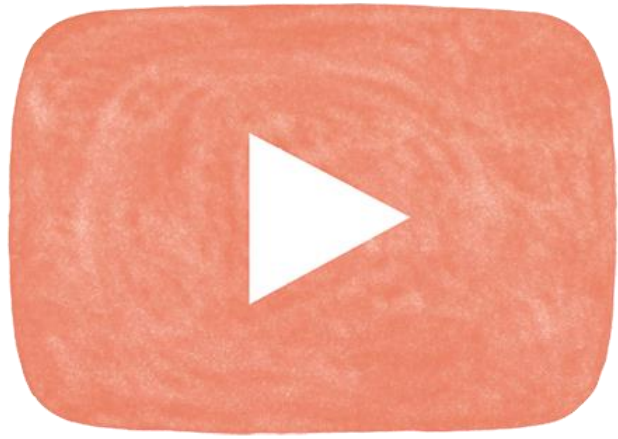
The governor, fresh from a European trade trip, sees an underlying economy that's recovering

BUDGET, Page A6

Boy won't be tried as an adult in girl's death

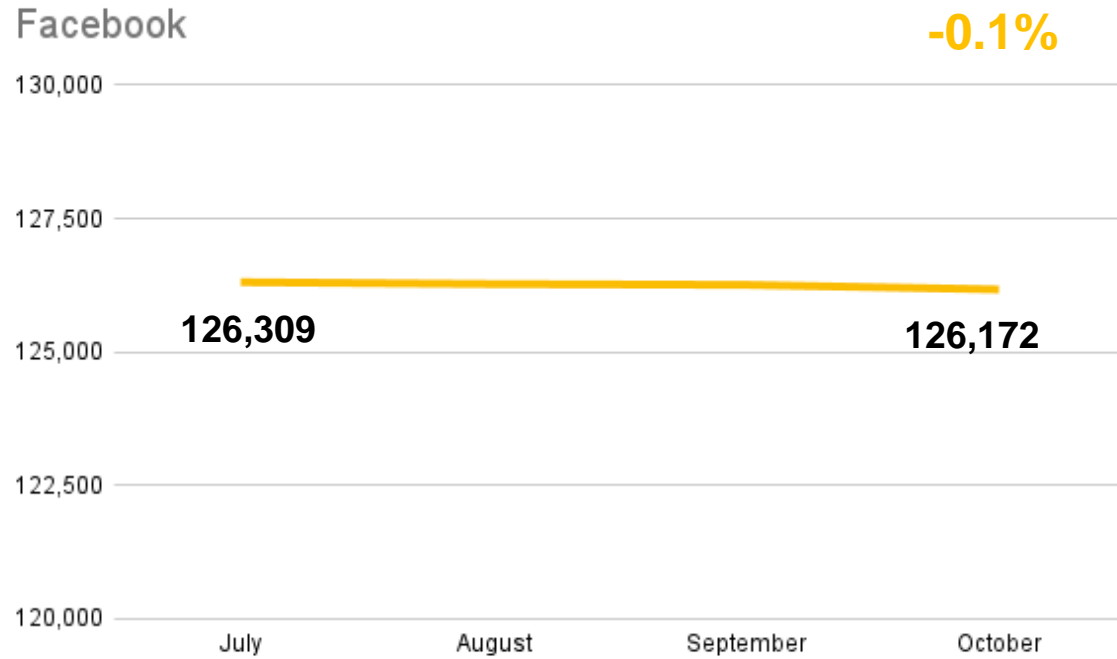
Henrico judge denies bid in 13-year-old's shooting; prosecutor plans to appeal





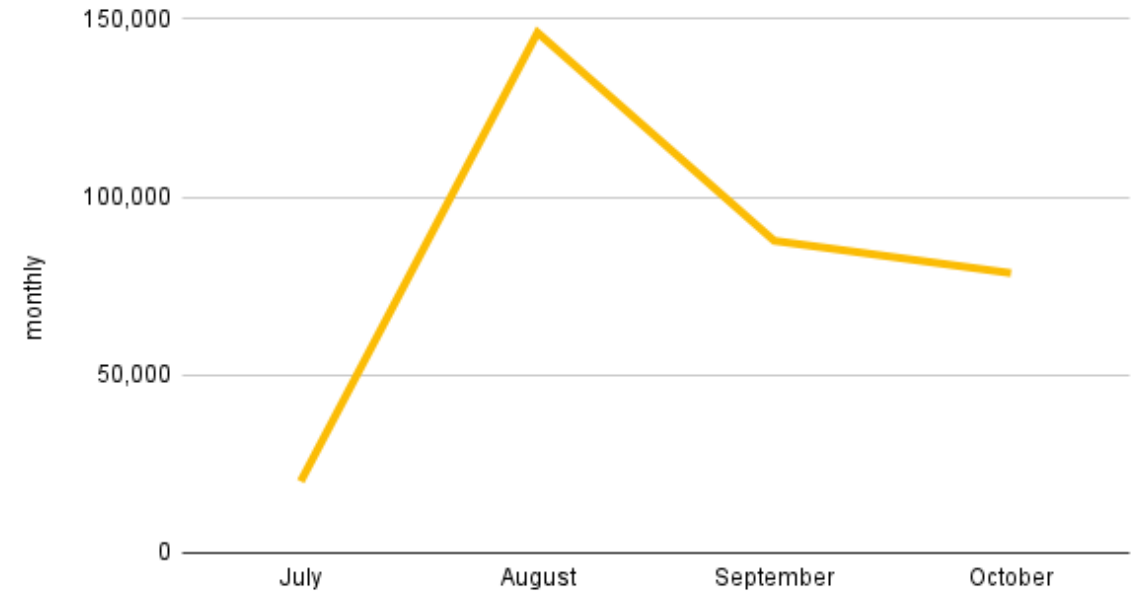


Followers



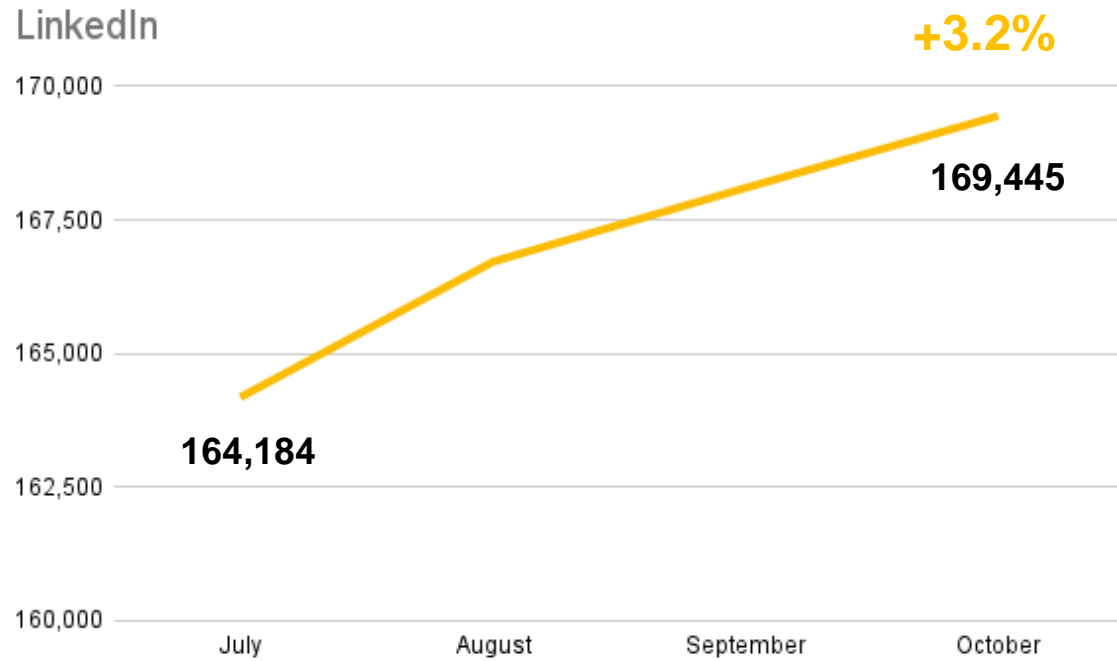
Engagement

Facebook Engagement per Month

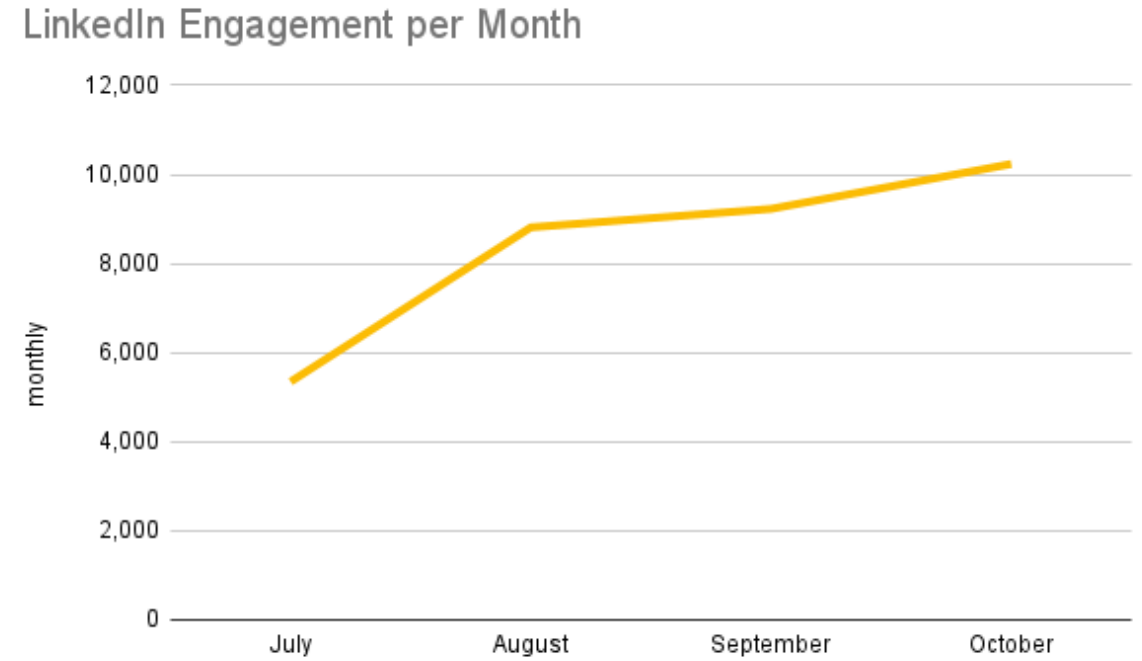




Followers

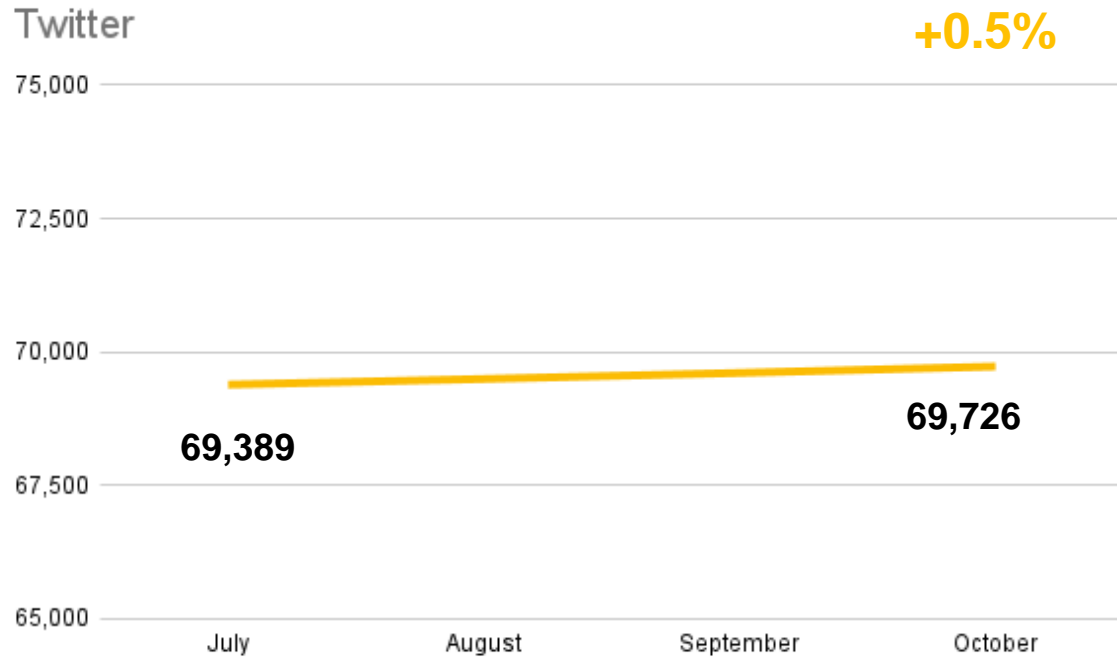


Engagement



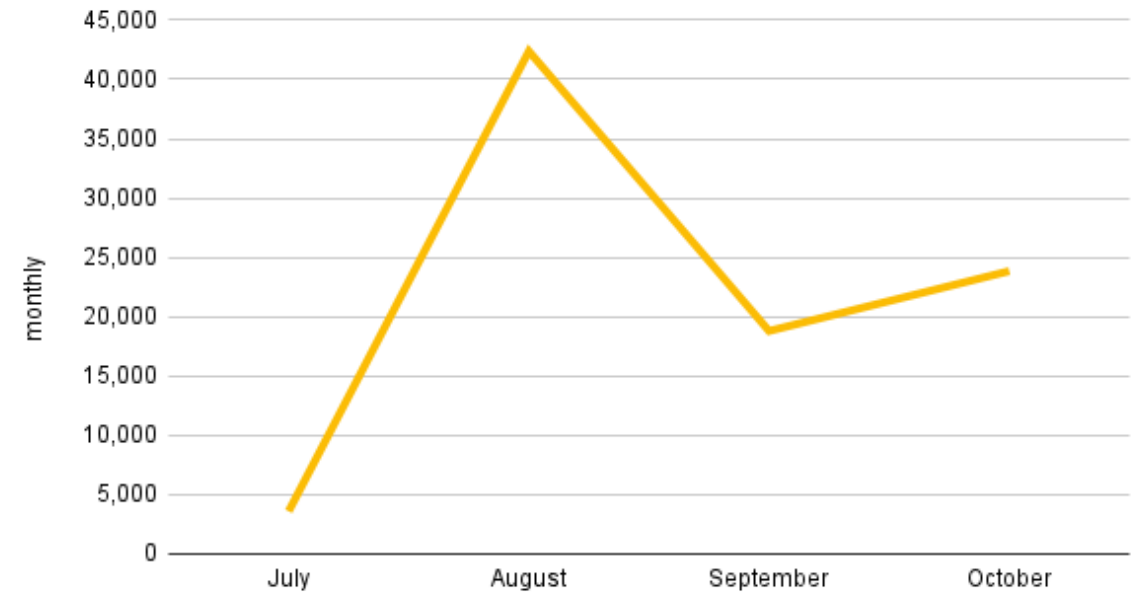


Followers



Engagement

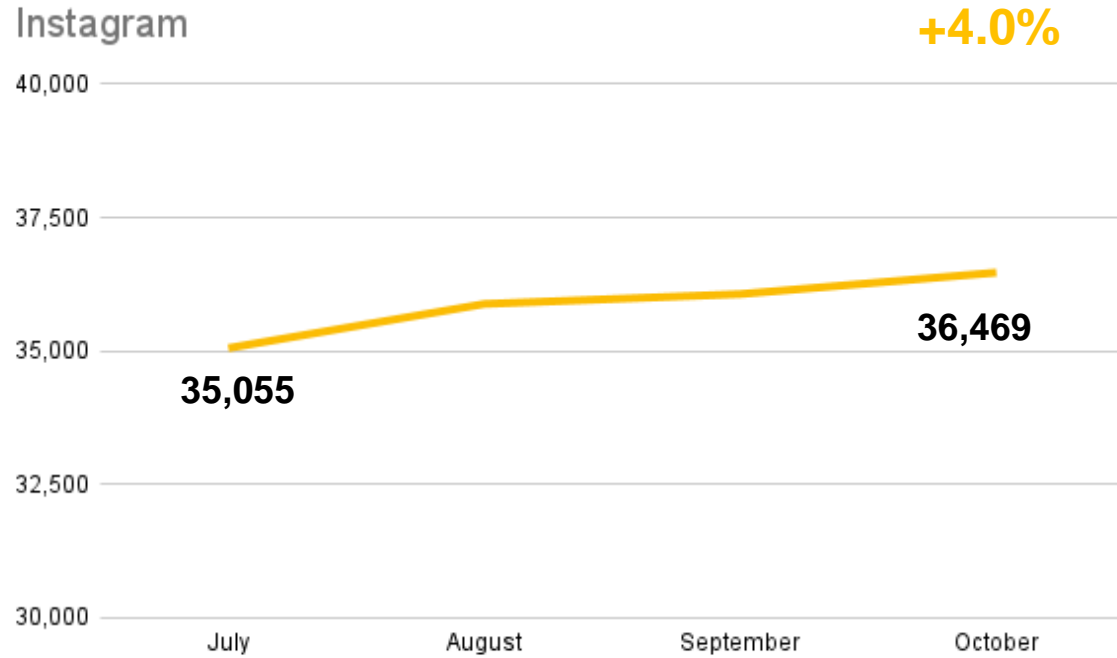
Twitter Engagement per Month



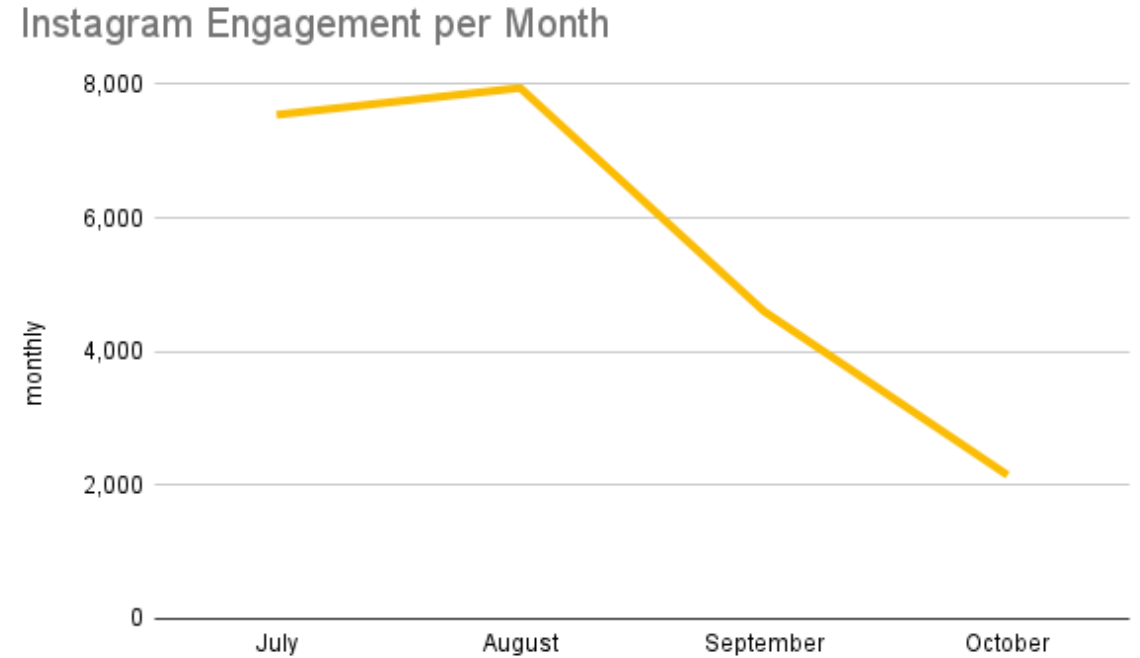


Instagram

Followers



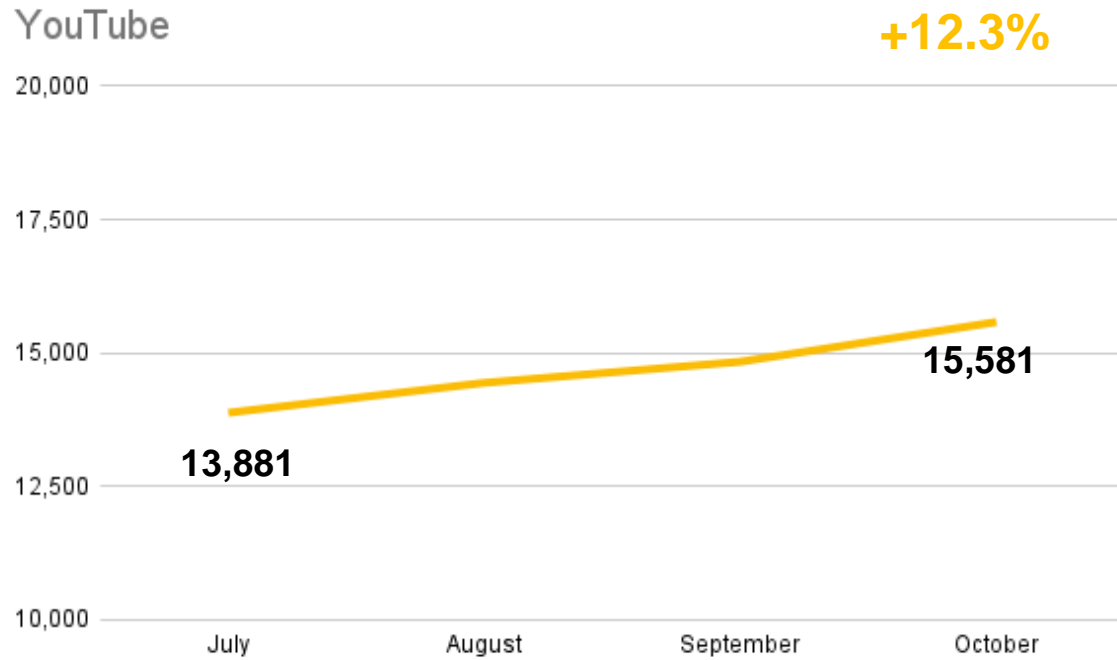
Engagement



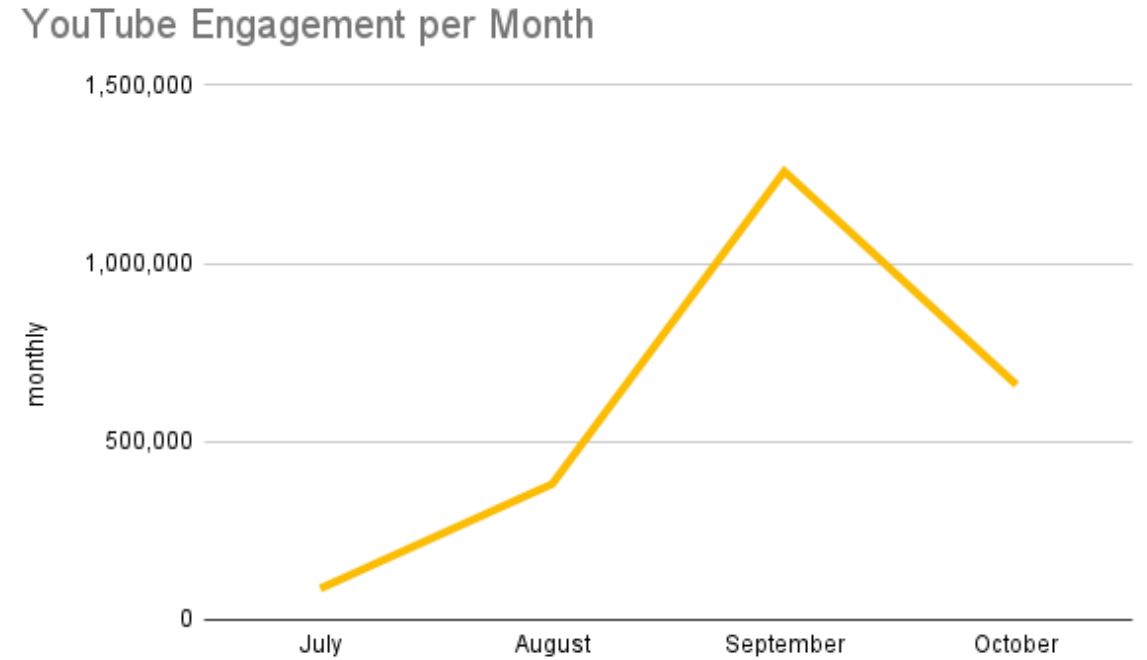


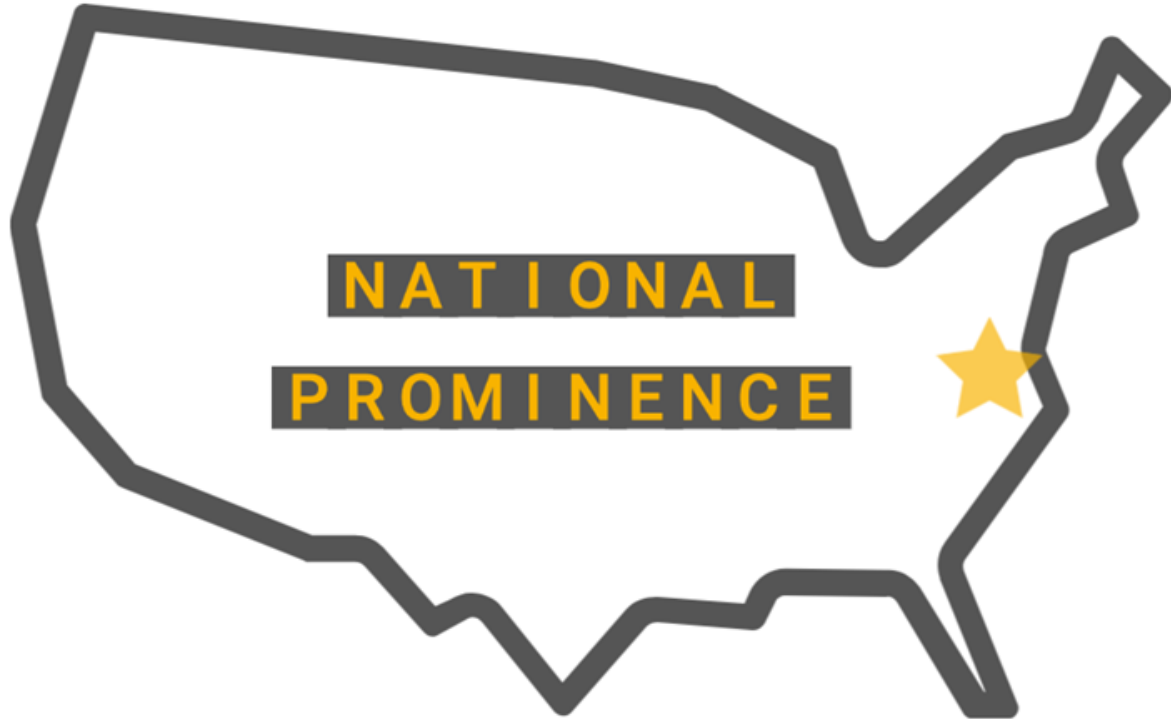
YouTube

Followers



Engagement





OneVCU

BRAND PHASES

Phase 1

Research

Phase 3

Launch

Phase 2

Creative

TIMELINE: RESEARCH

Aug. 2021

Dec. 2021

Research

Research and social media listening

Key stakeholder interviews

Focus groups with students, alumni, faculty, staff and patients

Online surveys

Competitive analysis and preliminary report

TIMELINE: CREATIVE & LAUNCH

2021 Q4

2022 Q2

Creative

Launch

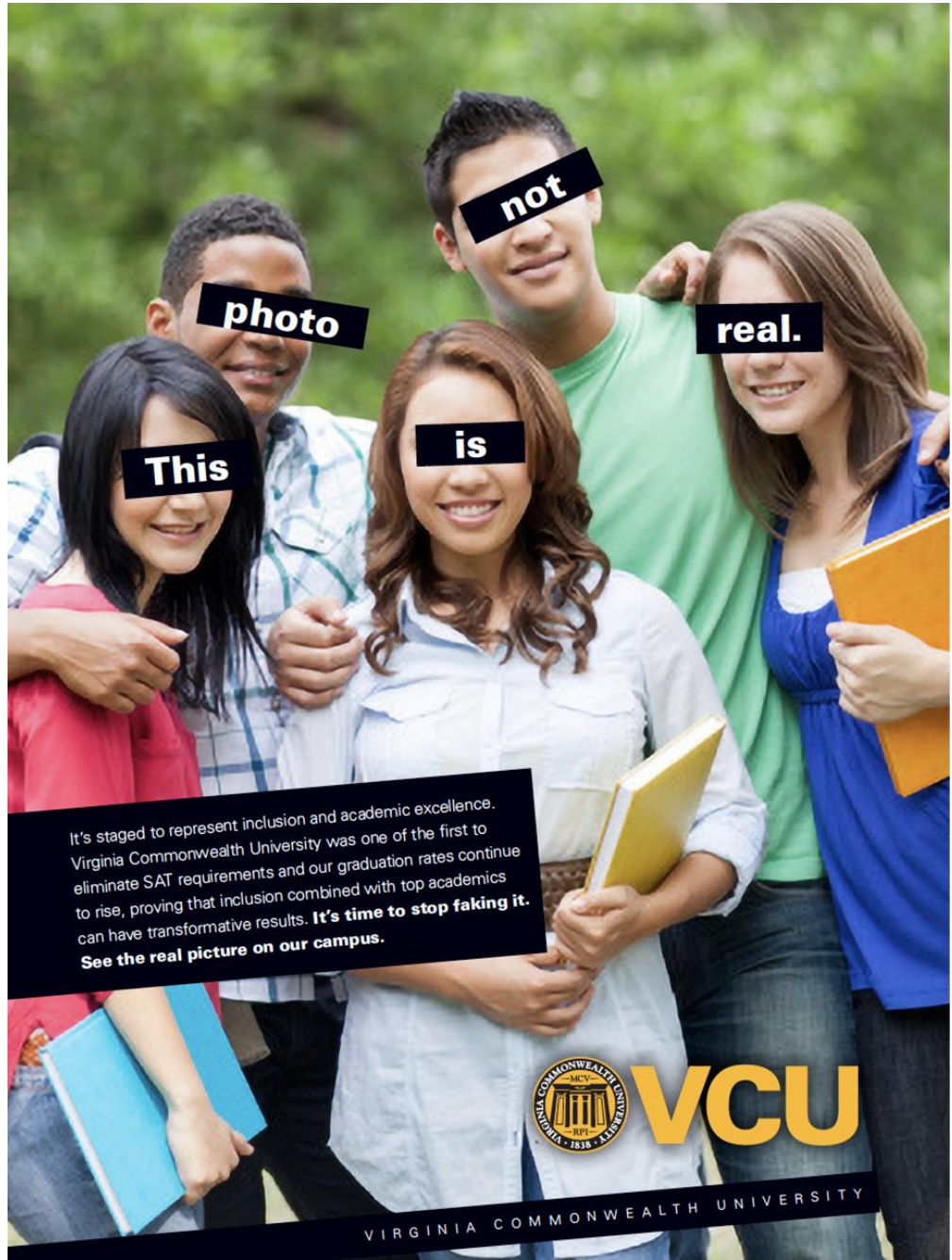
2022 Q3

Ongoing





WE LIKE OUR STORY BEST WHEN WE
TELL IT OURSELVES.



It's staged to represent inclusion and academic excellence. Virginia Commonwealth University was one of the first to eliminate SAT requirements and our graduation rates continue to rise, proving that inclusion combined with top academics can have transformative results. **It's time to stop faking it. See the real picture on our campus.**



VCU

VIRGINIA COMMONWEALTH UNIVERSITY



Daily Briefing

THE CHRONICLE OF HIGHER EDUCATION

This newsletter is exclusively for readers who have purchased a Chronicle subscription. Was it forwarded to you? [Subscribe now](#) to receive your own copy.

Welcome to **Monday, October 18**. Today, colleges announce vaccine mandates for their employees to comply with the Biden administration's requirement. A former dean at the University of Southern California is indicted in a bribery scandal. And the latest news from the world of standardized testing.

Today's Briefing was written by Megan Zahneis, with contributions from Kate Hidalgo Bellows, Julia Piper, Eric Hoover, and Ian Wilhelm. Write us: megan.zahneis@chronicle.com.

How colleges are approaching the Biden administration's vaccine mandate.



It's been over a month since the Biden administration [announced](#) it would require federal contractors to be vaccinated against Covid-19. Now universities across the country are falling in line as they issue campuswide vaccination mandates for employees. On Friday,

Arizona's largest public colleges — Arizona State and Northern Arizona Universities, and the University of Arizona — [announced vaccine mandates](#) for their employees. Pennsylvania State University and the University of Delaware have [recently done the same](#).

Those institutions realized quickly that the Biden rule would apply to them. At Delaware, for instance, between research contracts and cooperative agreements, university leaders estimate that about \$390 million in federal funding is at stake with the new emergency rule (the U.S. could pull the contracts, but it's yet unknown whether the government would do so). Penn State has estimated it has more than \$500 million in such funding.

Many colleges, public and private, will find themselves obligated to comply, legal experts say. And not only do many large universities have federal contracts, the White House rules are written in such a way as to apply well beyond the university employees who may be working directly on a federal contract. [Our Francie Diep and Kate Hidalgo Bellows have the details](#).



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Learn how digital literacy resources enhance hybrid learning environments.



MAKING DISPARITIES DISAPPEAR.

Groundbreaking treatments lead to limitless lives. We are a top health system that provides exceptional care to every patient who walks through our doors, proving that inclusion and excellence don't compete.

Come and experience how we make possibilities a reality.

**VCU**

VIRGINIA COMMONWEALTH UNIVERSITY

VCU is an equal opportunity/affirmative action institution.



RESULTS OVER RANKINGS.

Some schools use selection to protect their rankings. Instead of hiding behind metrics, we meet students where they are, bringing to light their unique strengths while boosting academic performance across the university.

**Find out how our perspectives
propel us.**



Photo courtesy of Morgan Bullock.
VCU is an equal opportunity/affirmative
action institution.

VIRGINIA COMMONWEALTH UNIVERSITY

RESEARCH THAT **IMPACTS THE WORLD.**

We don't debate climate change, we take action. The VCU Rice Rivers Center is 494 acres along the James River dedicated to environmental research and public service. We're constantly testing hypotheses that influence policies.

See how we're healing the planet.

VCU is an equal opportunity/affirmative action institution.



VIRGINIA COMMONWEALTH UNIVERSITY

Rylee's passion is dancing.

OURS IS MAKING SURE SHE ALWAYS CAN.



THE WONDER TOWER BUILT FOR KIDS. BUILT BY YOU.

Children's Hospital of Richmond at VCU
BUILTFORKIDS.ORG




Allergy relief from your apartment.

Answers anywhere >

VCUHealth. VIRTUAL VISITS



Imagine a future without cancer.

See how we're making it possible at MASSEYCANCERCENTER.ORG

MASSEY CANCER CENTER VCU



TODAY I CONQUERED CANCER AND SURGERY. TOMORROW, MED SCHOOL.

And, age 9

Level 1 Children's Surgery Center

Children's Hospital of Richmond at VCU



VCU Make it real.

Success. No delays.

VCU Make it real.

VCU



Imagine a future without cancer.

MASSEY CANCER CENTER VCU



SHARING OUR STORY

Why Brand Storytelling Matters

Board of Visitors
University Resources Committee
December 10, 2021

Board of Visitors

Jay Davenport, Vice President, Development and Alumni Relations
December 10, 2021



VCU

Overview

1

FY22 New Gifts and Pledges

2

Alumni Relations

3

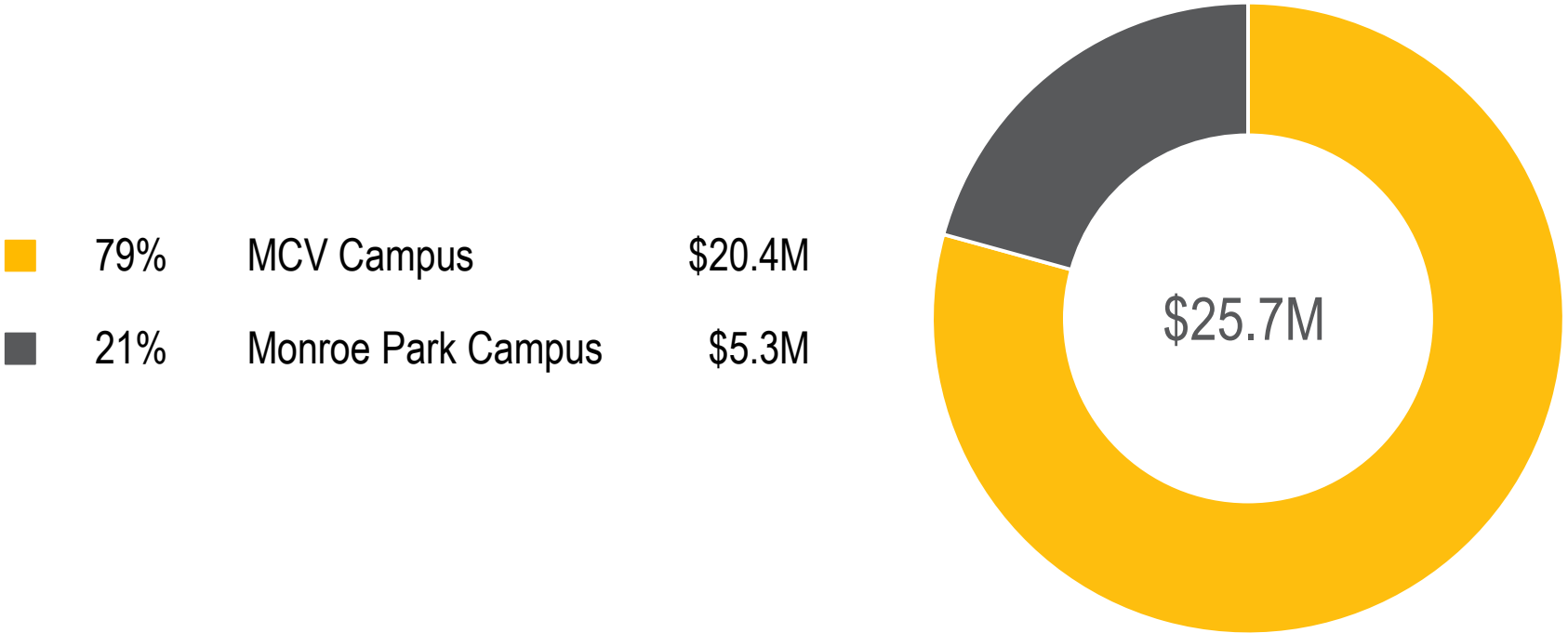
University Development

4

VCU Giving Day

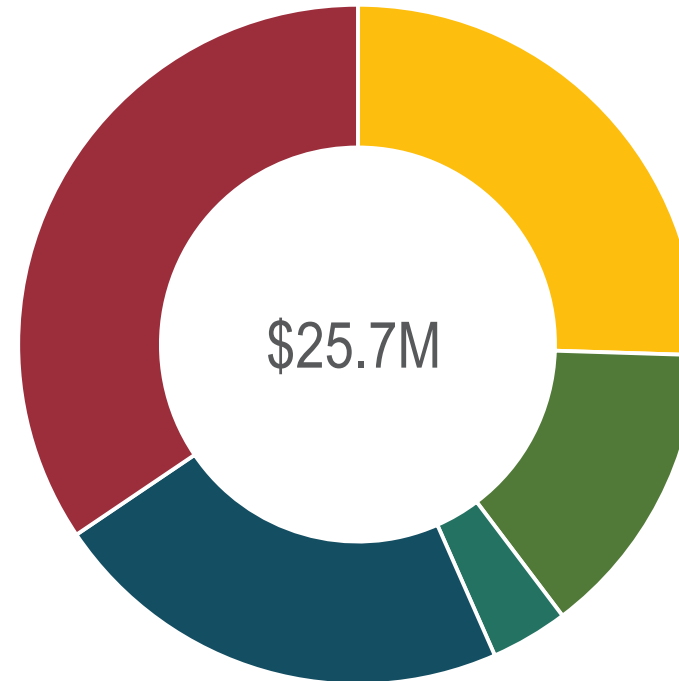
FY22 New Gifts and Pledges

FY22 New Gifts and Pledges by Campus



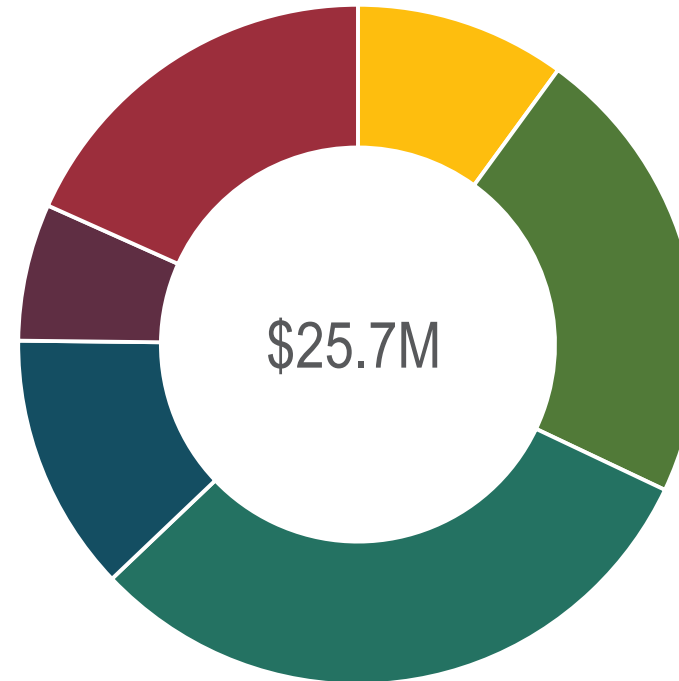
FY22 New Gifts and Pledges by Source

■	25%	Alumni	\$6.5M
■	14%	Friends	\$3.6M
■	4%	Corporations	\$0.9M
■	22%	Foundations	\$5.7M
■	34%	Organizations	\$8.8M



FY22 New Gifts and Pledges by Purpose

10%	Students	\$2.6M
22%	Faculty	\$5.7M
31%	Research	\$7.9M
12%	Programs	\$3.2M
7%	Facilities	\$1.7M
18%	Unrestricted-Unit/Dept.	\$4.7M



FY22 Principal Giving Overview

\$11.0M

Booked Commitments

\$13.1M

Verbal Commitments

\$106.0M

Pipeline

Alumni Relations

Alumni Relations Strategy



Collaboration with student affairs



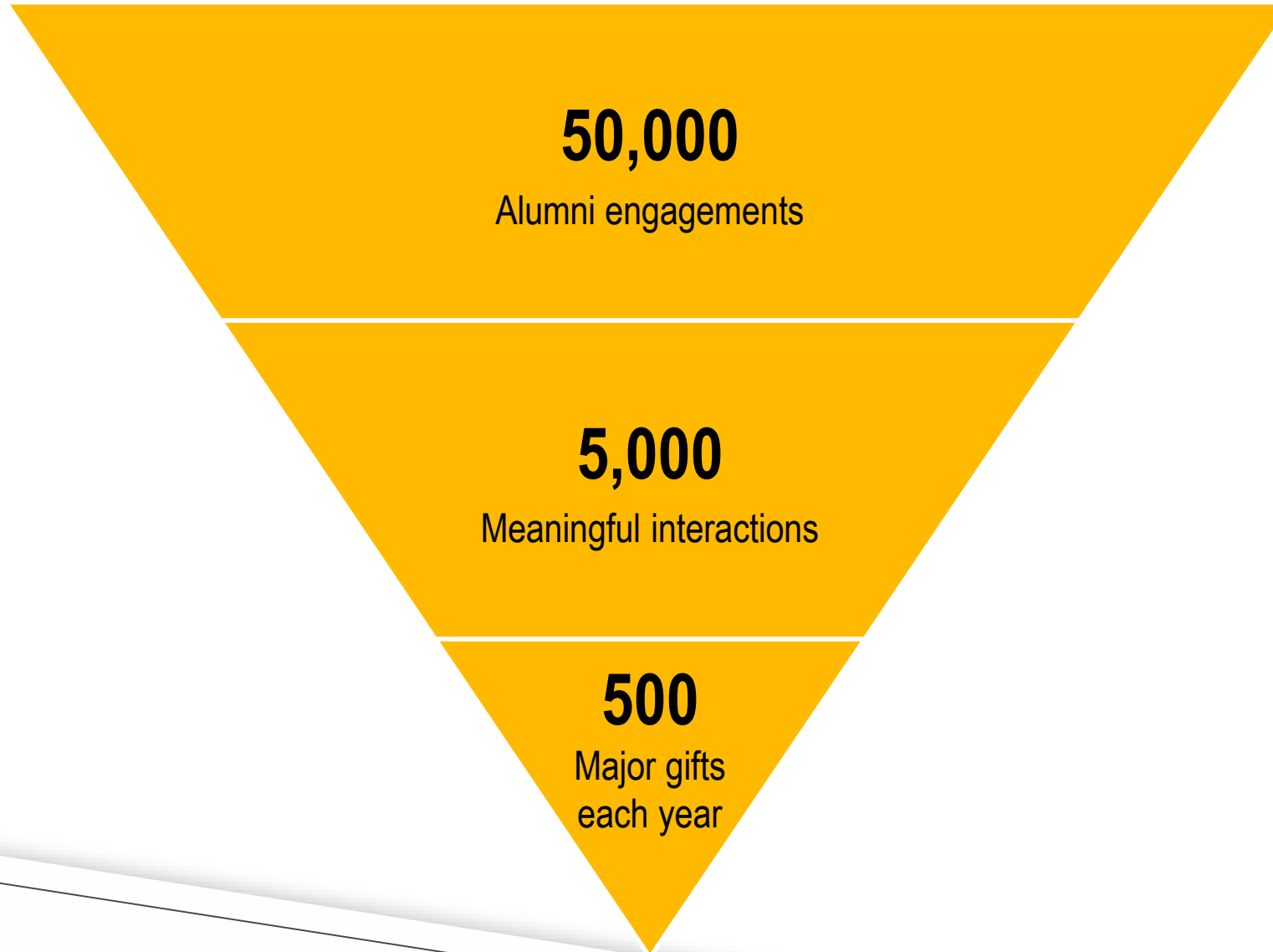
Internships and mentorships



**BUILD A
CAREER
YOU LOVE**

Lifelong Learning

Alumni Relations Strategy



Alumni Relations



VCU

Alumni



Elizabeth Bass, M.S.W.
*Assistant Vice President
Alumni Relations*



Paige Hazelgrove
Manager of Board Relations

Alumni Relations – Outreach and Engagement



Amy Gray Beck, Ph.D.
*Executive Director
Alumni Relations*



Larry Powell
*Director
Alumni Affinity Programs*



Allison Toney
*Director
Student and Alumni Engagement*



Latisha Taylor
*Director
Alumni Career and Personal
Development*



Veda Bellamy
*Administrative and
Program Assistant*



Diane Stout Brown
*Alumni Outreach
Assistant*



Stefani Bonner
*Assistant Director
Regional Alumni
Engagement*



Sarah Ramkey
*Assistant Director
Student and
Regional Alumni
Engagement*

DAR Signature Events

(shared with Strategic Marketing and Engagement)



Ashley Burton
Executive Director
DAR Signature Events



Anita D. Yearwood, MPA
Senior Director
DAR Signature Events



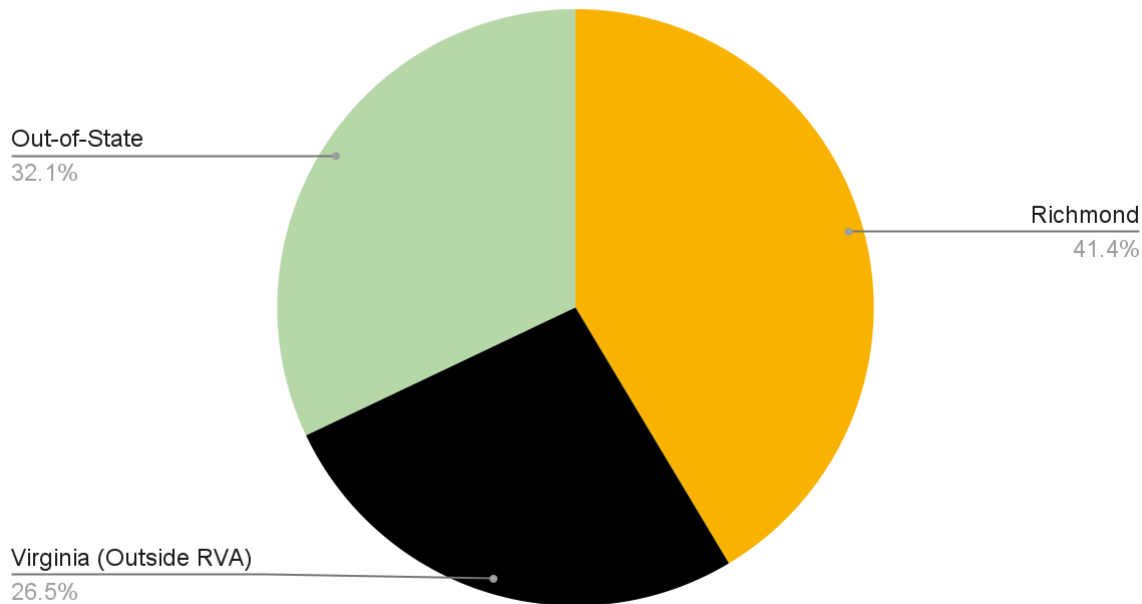
Lauren Sformo Leavy
Assistant Director
Alumni Reunion and
Recognition Programs

Who are our alumni?

Alumni
210,374

Engaged Alumni
63,640

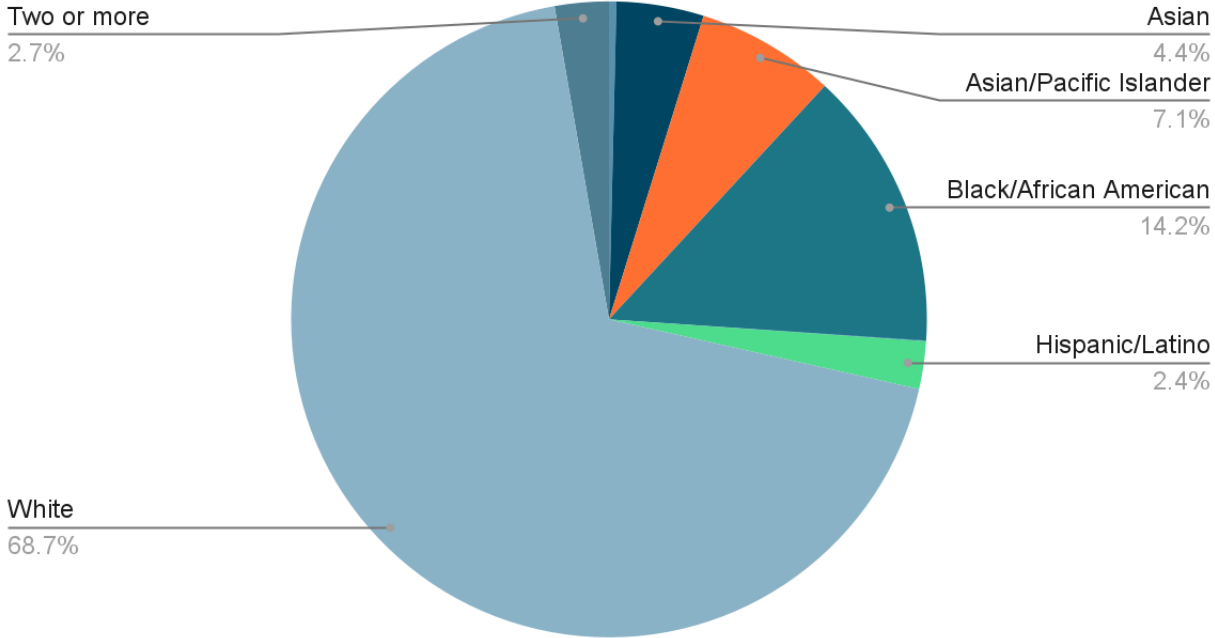
Alumni by Geography



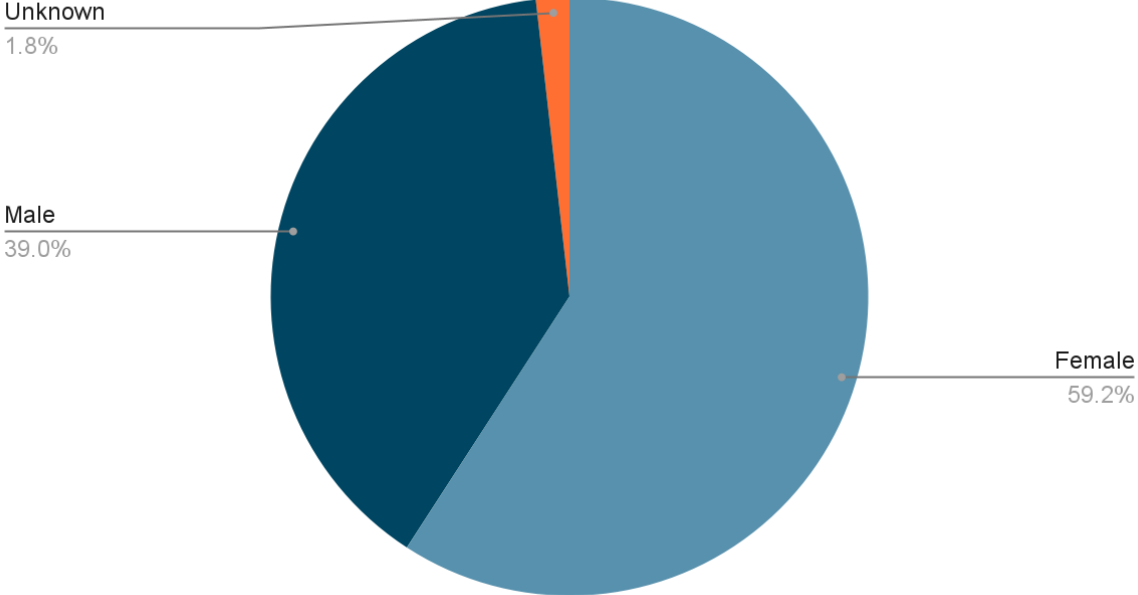
City/Area	Alumni
Baltimore	2,404
Raleigh/Durham	2,228
New York	2,107
Atlanta	2,048
Philadelphia	1,621

Who are our alumni?

Alumni by Ethnicity



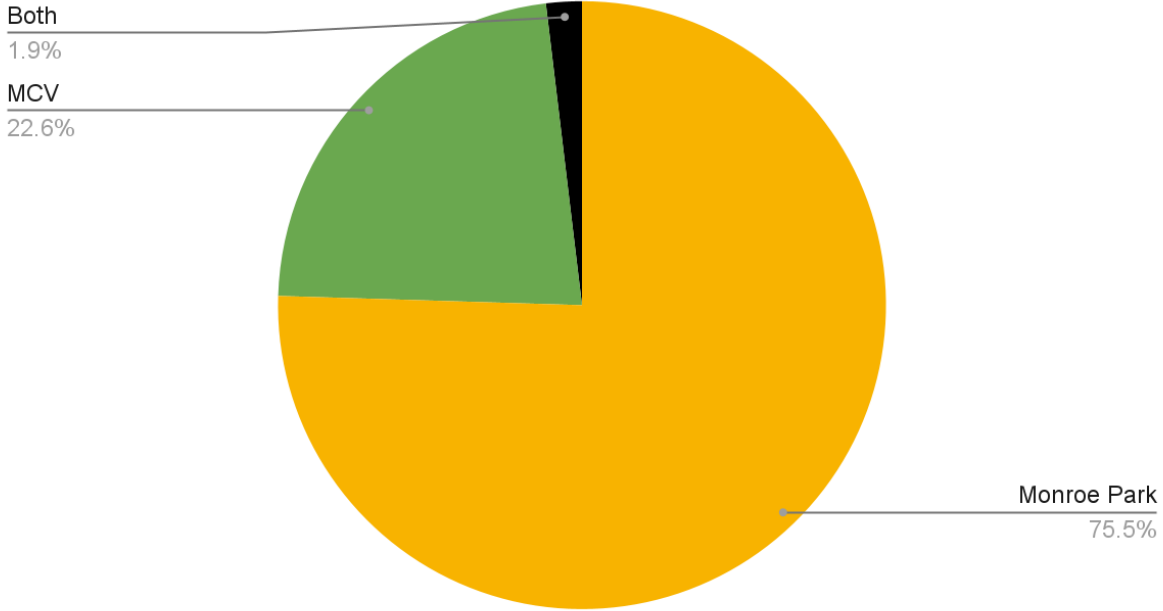
Alumni by Gender



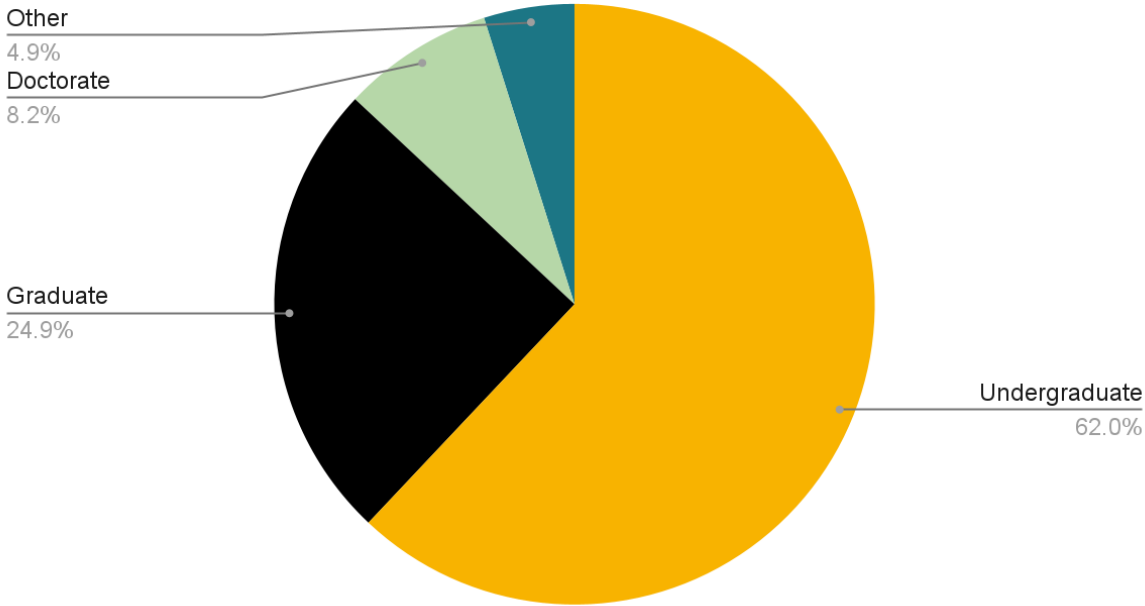
* Based on disclosed ethnicities

Educational Information

Alumni by Campus



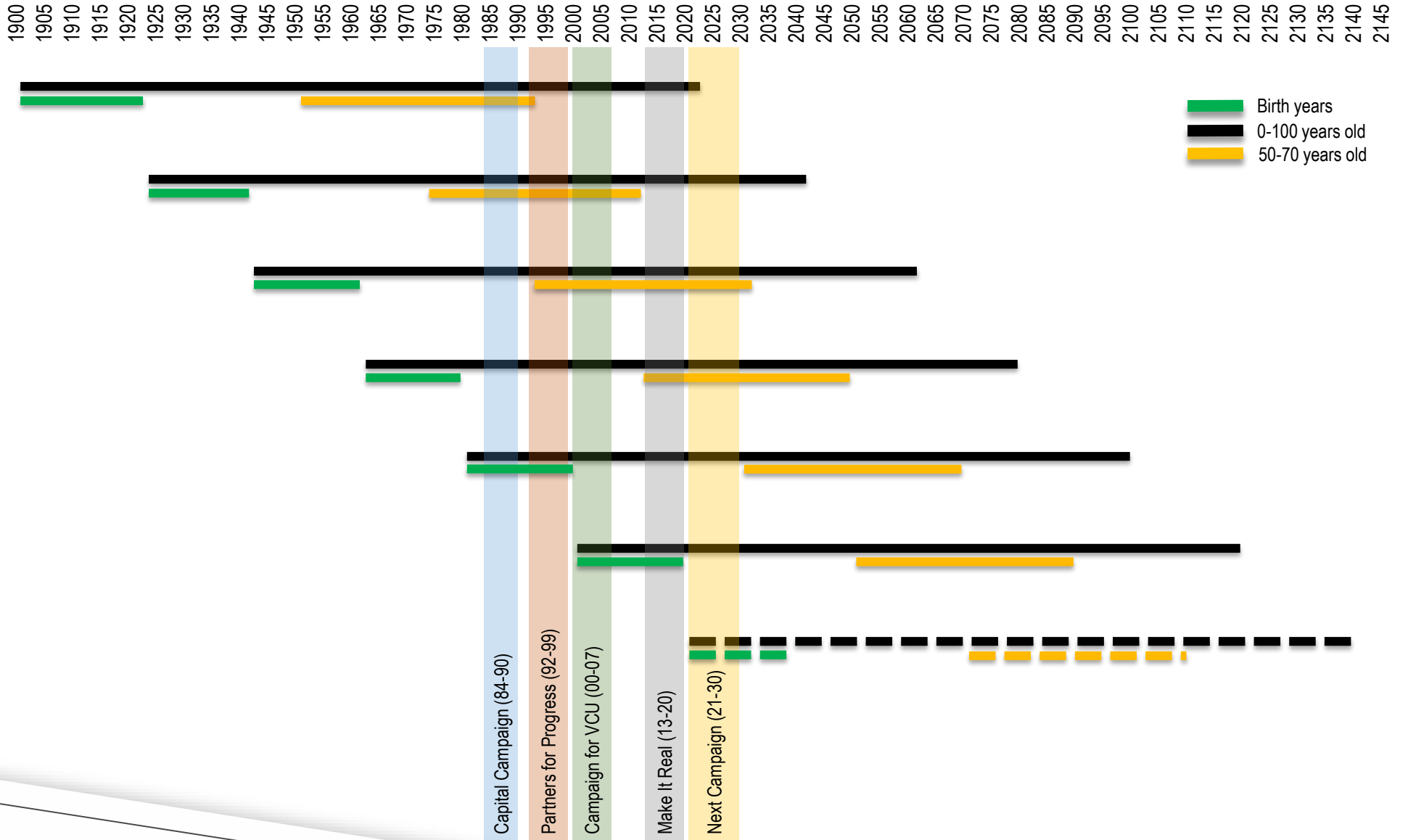
Alumni by Degree



VCU by Generation

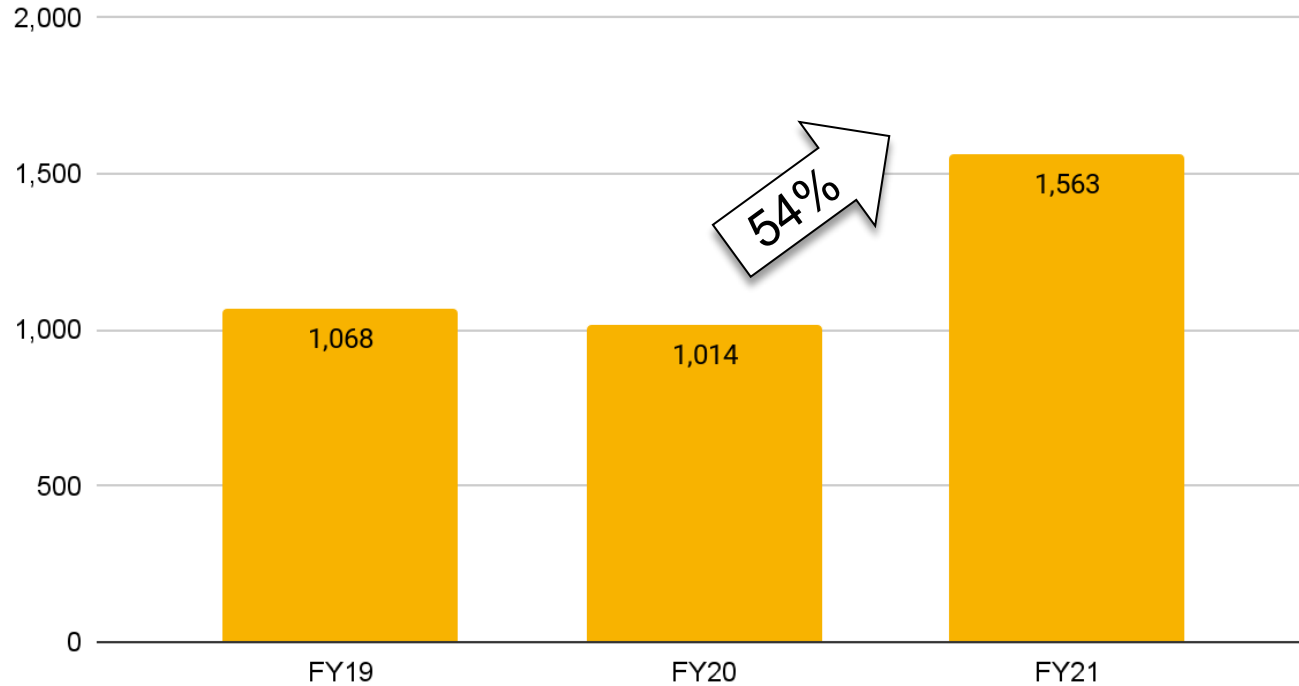
Generation

- G.I.**
(1901-1923)
162 living alumni
- Silent**
(1924-1942)
5,464 living alumni
- Baby Boom**
(1943-1962)
49,973 living alumni
- Generation X**
(1963-1980)
60,047 living alumni
- Millennial**
(1981-2000)
84,381 living alumni
- Generation Z**
(2001-2020)
14 living alumni
- Generation Alpha**
(2021-present)
0 living alumni



Volunteerism

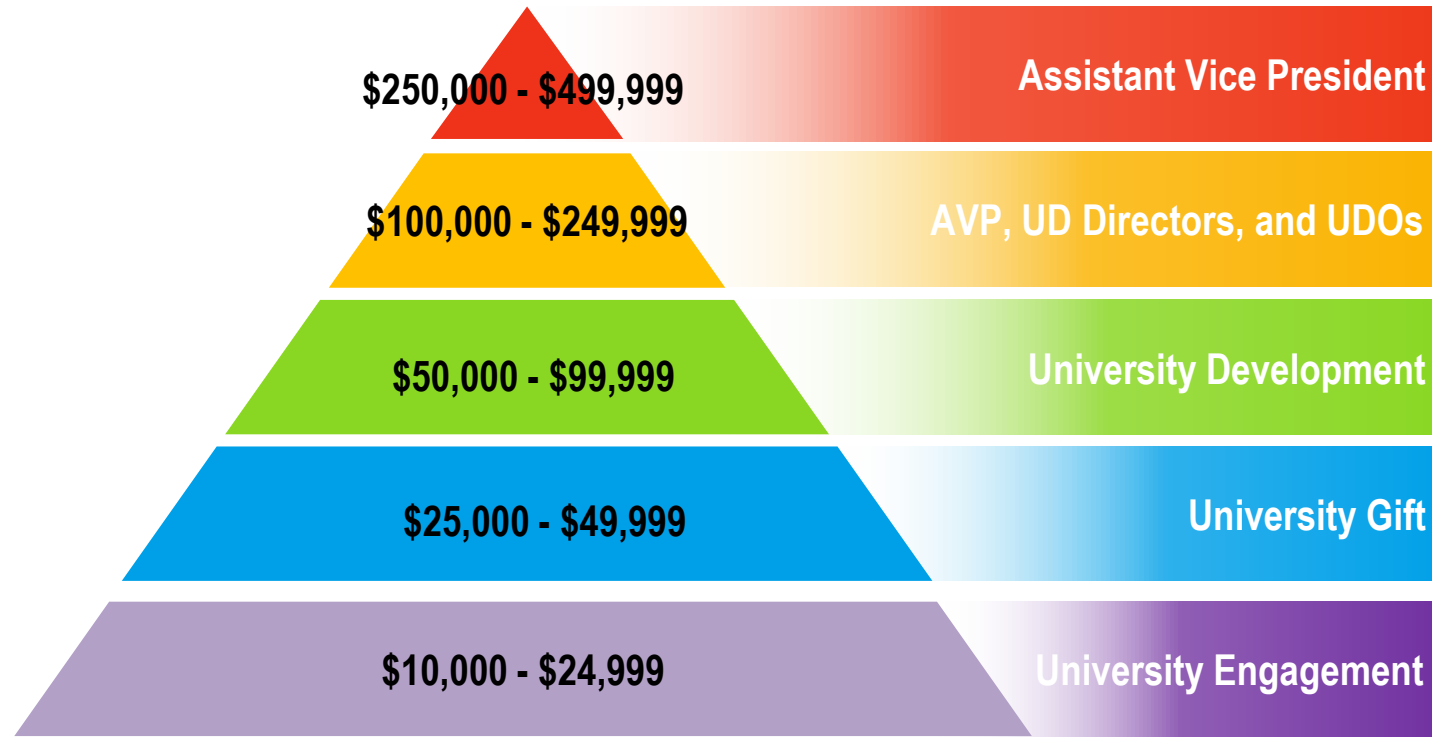
Engaged Alumni Volunteers



Engagement	FY19	FY20	FY21
Board/Council Members	723	688	655
Rambassadors	21	1	444
Mentors	121	161	233
Panelists/Presenters	130	43	181
Chapter Volunteers	75	41	126
Event Volunteers	47	73	12

University Development

University Development Operational Focus



University Development



VCU

Development and
Alumni Relations



Chad Krouse, Ed.D.
*Assistant Vice President
University Development*

University Development – Engagement



Rich Spain, M.Ed.
Director
University Development



Robert Chisley, M.S.L.
University Development
Engagement Officer



Jayla Gilliam
University Development
Engagement Officer



Matt Rowe
University Development
Engagement Officer

University Development – Leadership Annual Giving



James Wasilewski, MBA, CFRE
Senior Director
University Development



Corey Humphrey
University Gift Officer



Trevor Worden
University Gift Officer

University Development – Major Gifts



Joycelyn Mahone, M.S.
Director
University Development



Ashley Hanel, M.A.
Senior University Development Officer

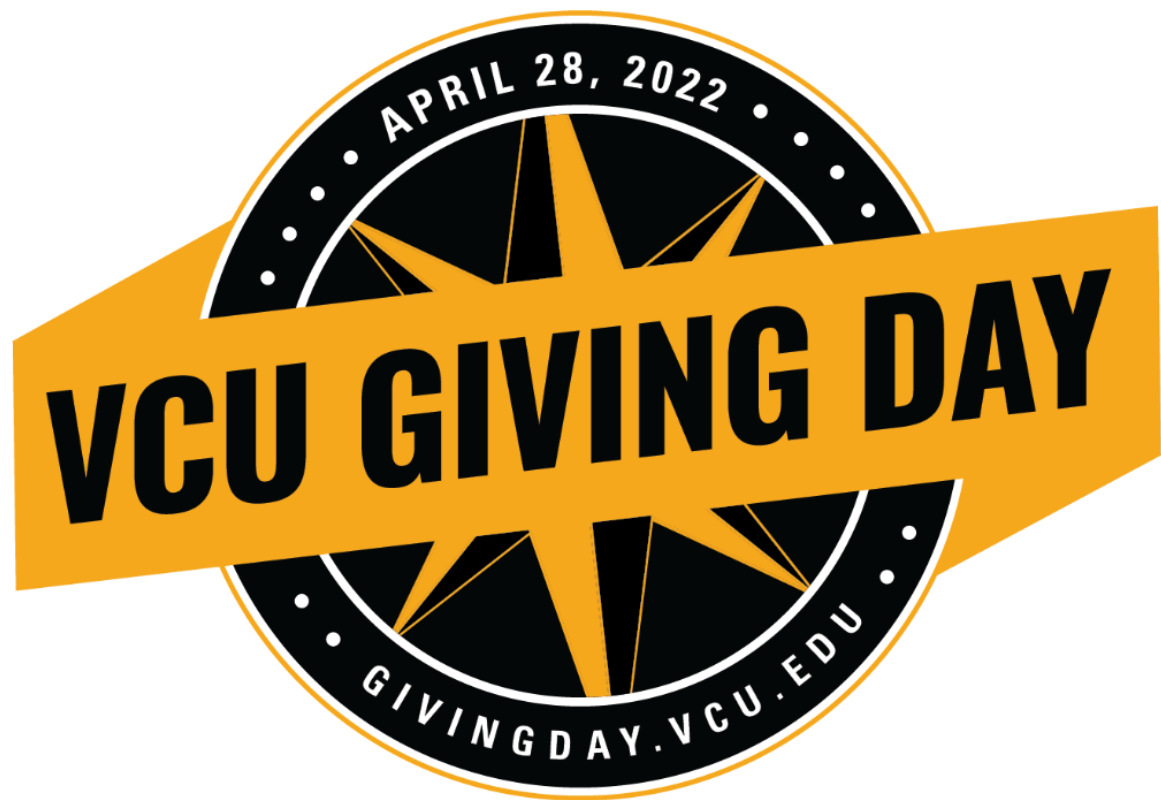


Taj Harris-Paiva
University Development Officer



Emily Starks
Senior University Development Officer

VCU Giving Day



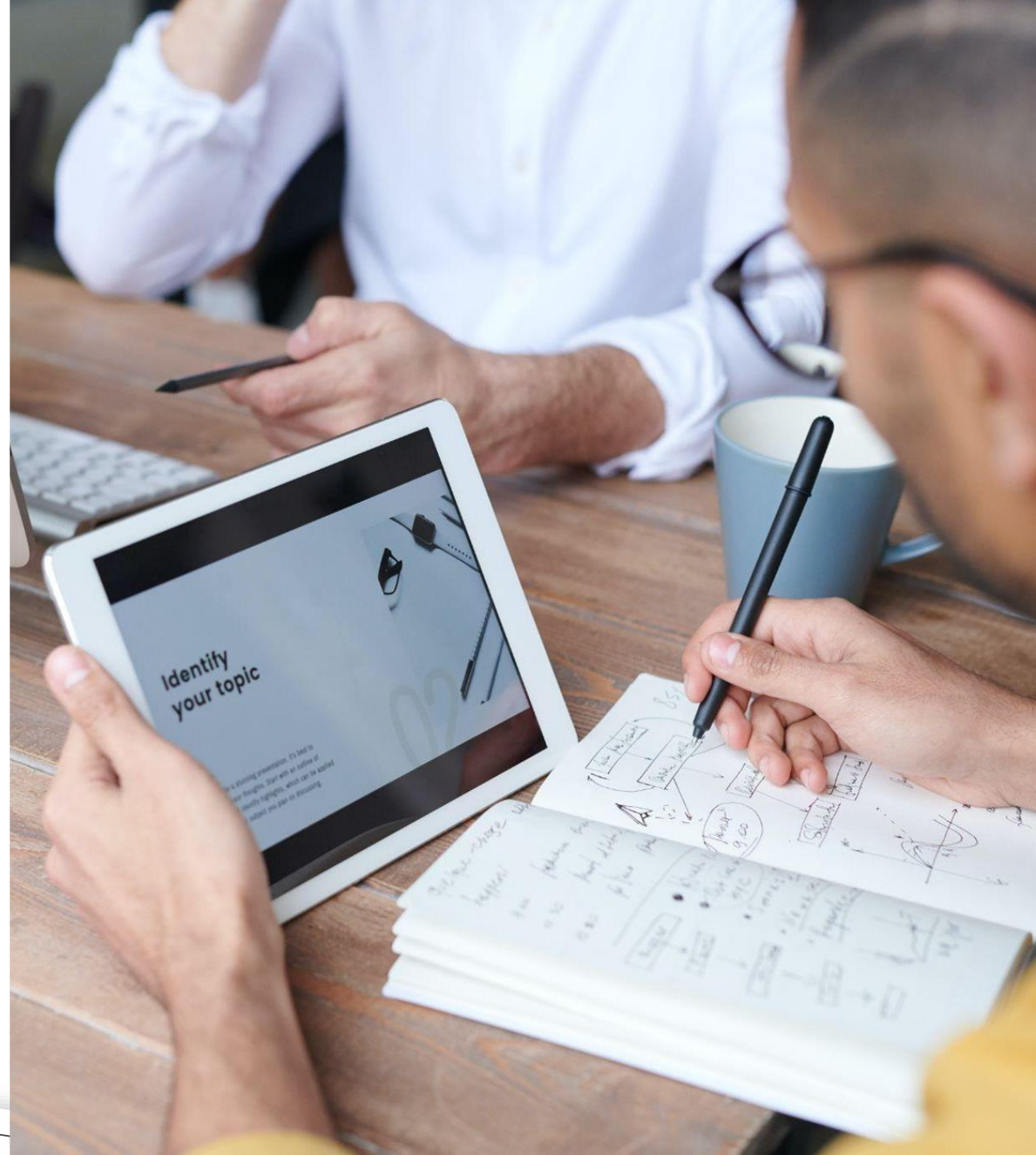
What is VCU Giving Day?

VCU Giving Day is a digital fundraising and engagement campaign designed to unite the university and health system community.

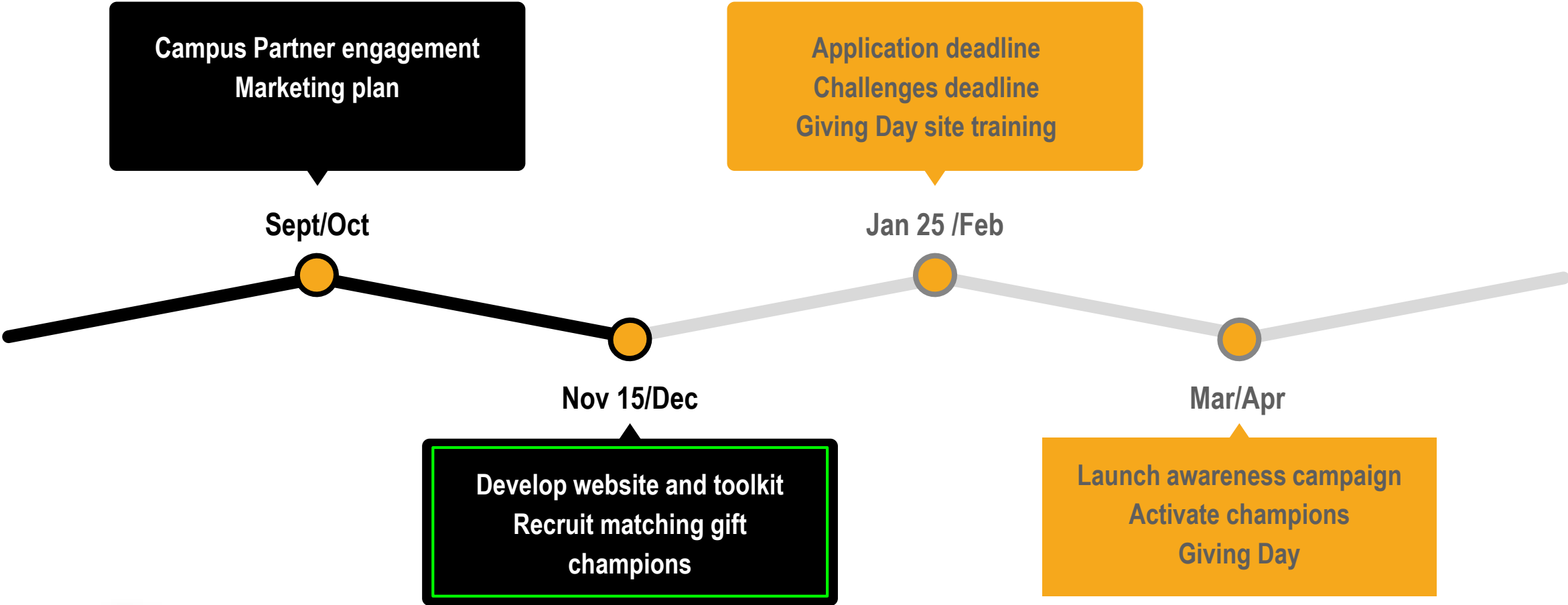
Alumni and donors will be asked to imagine more for our students, patients, faculty, staff, caregivers, researchers and the university by making an investment in the future of VCU.

3 Keys to Success

1. University-wide participation
2. ALL VCU marketing channels reinforce messaging
3. Incentivize giving with game theory and matching gift opportunities



VCU Giving Day Timeline



Comprehensive Campaign Planning

Campaign Timeline

FY21 & 22	FY23, 24 & 25	FY26, 27 & 28	FY29 & 30
Planning Phase	Leadership Phase	Principal Phase II	Major Gift Phase II
Volunteer Recruitment	Principal Phase	CORE Ideas Phase II	Campus-Wide Project Phase II
Project Identification	CORE Ideas Phase	Major Gift Phase	New Projects/Priorities (new deans and academic leaders)
Board Approval & Authorization	Initial Major Gift Phase	Campus-Wide Project Phase	Wrap Up Campus-Wide Projects