



# VCU

**VIRGINIA COMMONWEALTH UNIVERSITY  
BOARD OF VISITORS  
UNIVERSITY RESOURCES COMMITTEE**

**May 12, 2017 – 11:00 a.m.\*\***

**James Branch Cabell Library  
901 Park Avenue – Room 311  
Richmond, Virginia**

## **AGENDA**

- 1. CALL TO ORDER** Mr. G. Richard Wagoner, Jr., *Chair*
- 2. APPROVAL OF MINUTES** Mr. G. Richard Wagoner, Jr., *Chair*  
(March 22, 2017)
- 3. INTRODUCTIONS AND DASHBOARD REVIEW** Mr. G. Richard Wagoner, Jr., *Chair*
- 4. GOVERNMENT RELATIONS UPDATE** Mr. Matthew Conrad, *Executive Director of Government Relations*  
Ms. Karah Gunther, *Executive Director Government Relations and Health Policy*
- 5. PUBLIC RELATIONS AND MARKETING UPDATE** Ms. Pamela D. Lepley, *Vice President for University Relations*
- 6. DEVELOPMENT AND ALUMNI RELATIONS UPDATE** Mr. Ed Grier, *Interim Vice President for Development and Alumni Relations*  
Mr. Chris Ritrievi, *Senior Associate Vice President for Campaign Leadership & Constituent Relations*
  - a. Campaign Update
- 7. CLOSED SESSION – Freedom of Information Act Sections 2.2-3711 (A)(8)**
  - a. Named Fund and Spaces Report Mr. Ed Grier, *Interim Vice President for Development and Alumni Relations*
  - b. Approved Named Funds Under \$50,000 Mr. Ed Grier, *Interim Vice President for Development and Alumni Relations*

c. Top Gifts

Mr. Chris Ritrievi, *Senior Associate Vice President for Campaign Leadership & Constituent Relations*

**8. RETURN TO OPEN SESSION**

Resolution of Certification

Ms. Terry Clark, *Senior Executive Assistant to the Vice President of Development and Alumni Relations*

**9. ADJOURNMENT**

Mr. G. Richard Wagoner, Jr., *Chair*

**\*\* 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.**

# APPROVAL OF MINUTES



**BOARD OF VISITORS  
UNIVERSITY RESOURCES COMMITTEE  
11:00 A.M.  
MARCH 22, 2017  
JAMES CABELL LIBRARY  
901 PARK AVENUE, ROOM 311, RICHMOND, VIRGINIA**

**MINUTES**

**DRAFT**

**COMMITTEE MEMBERS PRESENT**

Mr. G. Richard Wagoner Jr, Chair  
Mr. H. Benson Dendy III  
Dr. Robert D. Holsworth  
Ms. Collette W. McEachin  
Dr. Carol S. Shapiro

**COMMITTEE MEMBERS ABSENT**

Rev. Tyrone E. Nelson, Vice Chair  
Mr. Ron McFarlane

**OTHERS PRESENT**

Ms. Michele N. Schumacher, J.D., Board Liaison and Assistant to the President  
Ms. Madelyn Wessel, University Counsel  
VCU Staff

**CALL TO ORDER**

Mr. G. Richard Wagoner Jr, Chair, called the meeting to order at 11:07 a.m.

**APPROVAL OF MINUTES**

Mr. Wagoner asked for a motion to approve the minutes of the December 8, 2016 University Resources Committee, as published. Ms. Marti Heil, Vice President for Development and Alumni Relations, noted that the minutes listed Ms. Collette W. McEachin as being present when in fact, she was absent from the meeting. After motion duly made and seconded the minutes of the December 8, 2016 University Resources Committee were unanimously adopted, as amended. A copy of the minutes can be found on the VCU website at the following webpage <http://www.president.vcu.edu/board/committeeminutes.html>.

## **REPORTS AND RECOMMENDATIONS**

### **Government Relations**

Mr. Matthew Conrad, Executive Director of Government Relations, and Ms. Karah Gunther, Executive Director Government Relations and Health Policy, provided an update on the 2017 Session of the General Assembly, including both legislative and budget items as follows:

- VCU ended the session in a stronger budget position than it began, but still took a differentiated general fund reduction.
- Six year plan goals were advanced with respect to faculty merit increases and increased funding for student financial aid.
- The discussion around certificate of public need reform ended, as in the prior session, without significant change and will certainly continue into 2018.
- The General Assembly returns on April 5th to consider the Governor's legislative and budget actions in a one-day reconvened session.

### **University Relations**

Ms. Pamela D. Lepley, Vice President for University Relations, provided the following summary of communications highlights since the December 2016 meeting:

- Earned, owned and social media metrics are on track. Media coverage was at 60 percent of goal near the end of February, with 28.6 billion impressions.
- Delivery of paid media also is on pace to deliver the full 106.7 million impressions for the FY 17 Make it Real and Comprehensive Campaigns.
- Some top news stories in the reporting period included VCU's release of the economic and cultural impact study, with 30 media hits and 14 million impressions. President Rao's state of the university address in late January was broadcast on Facebook live for the first time, reaching nearly 62,000 people, with 5,560 video views and more than 1,000 engagements.
- Extensive work is underway by the division to support major initiatives with comprehensive communications campaigns – primarily to reach internal audiences. These include the Human Resources Redesign, the new Budget Model, new strategic plan development, university master site plan and the health system's Vision by Design (strategic master facilities plan).

### **Development and Alumni Relations**

Ms. Marti K.S. Heil, Vice President for Development and Alumni Relations, provided a summary of fundraising highlights, noting:

- The campaign stands today at \$481.9M of the \$750M goal. YTD is \$54.9M new gifts and pledges.
- Nearly 22,000 donors have given to the campaign this year.
- Alumni membership is at 10,198 – on track to meet goal of 13,054 during the activities of Alumni Month in April.
- Alumni Reunion is coming up April 7-9 and will feature events at the Omni, Jefferson Hotel, and across campus and private homes. Some highlights include the dentistry golf

tournament, the RPI Naming Ceremony, the 50th Class Celebration (with a special MCVF honoring of Bertha Rolfe's 70th reunion), and the very popular Block Party.

- In connection with Annual Giving, Alumni participation stands at 4.9%, with 4 months yet to go in spring appeals, toward a stretch goal of 7%.
- The Faculty Staff Retiree campaign will launch its second year in April 2017. Last year employees of VCU and VCU Health System gave more than \$3.7M, and this year a single \$1M current gift from a retired faculty member has already been recorded. The campaign is chaired by VCU's Chief of Police, John Venuti.
- Once again, the Development and Alumni Relations (DAR) staff were recognized at the Council for Advancement and Support of Education (CASE) District 3 conference, winning eight awards for creativity and writing in Development and Alumni Communications, including one national platinum prize for VCU's Black and Gold Loyalty Society. The recognition does not include any materials for the Make It Real Campaign as that material will be submitted next year to CASE.
- Development and Alumni Relations is developing useful and accurate pipeline reports in RADAR that will allow a more accurate predictability in cash and pledge expectancies.

Ms. Heil then introduced Chris Ritrievi, Senior Associate Vice President for Campaign Leadership and Constituent Relations who provided an update on the Make It Real (MIR) Campaign. Mr. Ritrievi reminded the board of the outcome of the three previous VCU campaigns and indicated that the monthly trend line for MIR goal of \$750M is above the actual average of gifts and pledges per month. A total of \$481.9M has been raised to date, representing 64% of the \$750M goal. There have been 88 six- and seven-figure solicitations. Twelve gifts of \$1M or more have been acquired this fiscal year and there has been a 16.9% increase in gifts from alumni. There are 283 new endowed scholarships and 45 new endowed professorships or chairs. Mr. Ritrievi stated that DAR continues to make good progress toward the goal and must keep working to capacity. Annual Giving programs continue to broaden the base of Alumni donors.

### **CLOSED SESSION**

Mr. Wagoner asked for a motion to convene a closed session pursuant to Sections 2.2-3711 (A) (8) of the Virginia Freedom of Information Act for the discussion of gifts, bequests, and fund-raising activities of the University, specifically Named Fund and Spaces Report and the Named Funds Under \$50,000 Report. After motion duly made and seconded the motion was unanimously adopted.

### **RECONVENED SESSION**

Following the closed session, the public was invited to return to the meeting. Mr. Wagoner called the meeting to order. On motion duly made and seconded the following resolution of certification was approved by a roll call vote:

### **Resolution of Certification**

**BE IT RESOLVED**, that the University Resources Committee of Virginia Commonwealth University certifies that, to the best of each member’s knowledge, (i) only public business matters lawfully exempted from open meeting requirements under this chapter were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion by which the closed session was convened were heard, discussed or considered by the Committee of the Board.

<b><u>Vote</u></b>	<b><u>Ayes</u></b>	<b><u>Nays</u></b>
Mr. H. Benson Dendy III	X	
Mr. Robert D. Holsworth	X	
Ms. Collette W. McEachin	X	
Dr. Carol S. Shapiro	X	
Mr. G. Richard Wagoner Jr.	X	

All members responding affirmatively, the resolution of certification was unanimously adopted.

Mr. Wagoner then asked for a motion to recommend to the Board approval of the Named Funds and Spaces Report as presented in closed session. After motion duly made and seconded the Committee approved the motion to recommend to the Board of Visitors approval of the Named Funds and Spaces Report as presented in closed session.

On behalf of the Board of Visitors, Mr. Wagoner thanked Ms. Heil for her service to VCU and congratulated her on her upcoming retirement.

### **ADJOURNMENT**

There being no further business, Mr. Wagoner adjourned the meeting at 12:13 p.m.

# INTRODUCTIONS AND DASHBOARD REVIEW



# 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	54.70	58%	Yellow	
Percentage of Alumni giving	V	DAR	6%	5.36%	89%	Green	
Total number of members in the alumni association in FY	V	DAR	13,054	11,236	86%	Green	
Earned Media Hits (total)**	V	UR	30,000	21,712	72%	Green	
Earned Media Impressions (B)	V	UR	48	30.6	64%	Yellow	
Media Coverage Tone (positive/neutral)**	V	UR	92%	86.7%	<i>below</i>	Yellow	
VCU Social Media Engagement (M)	V	UR	6.00	2.40	40%	Yellow	
MIR Recruitment and Comprehensive Campaign paid media impressions, all channels (M)	V	UR	106.7	100.0	<i>On Track</i>	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 UPDATE

# GOVERNMENT RELATIONS

**Board of Visitors Executive Summary  
May 2017**

<b>PRESENTATION TITLE: Government Relations</b>	
<b>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</b>	
<b>Responsible University Division: Government Relations BOV Committee: University Resources Committee</b>	
<b>Quest Theme(s) and Goal(s) to be Addressed:</b>	
<b>Key Presentation Messages [Limit presentation to 5 min]</b>	<ol style="list-style-type: none"> <li><b>1. Update on April 5<sup>th</sup> State Reconvened Session</b></li> <li><b>2. City of Richmond Update</b></li> <li><b>3. Federal Update</b></li> </ol>
<b>Governance Implications</b>	
<b>Governance Discussion Questions</b>	<ol style="list-style-type: none"> <li><b>1.</b></li> <li><b>2.</b></li> <li><b>3.</b></li> </ol>
<b>Next Steps for Management (Responsible Division Head; Timeframe for Action)</b>	
<b>Next Steps for Governance (Responsible Board Member; Timeframe for Action)</b>	

**Government Relations  
Pre-read Materials**

- I. Update on Reconvened Session, April 5<sup>th</sup>, 2017
  - a. Scott House Funding
  
- II. First Annual VCU/City of Richmond Leadership Summit – May 15<sup>th</sup>, 2017
  
- III. Federal Update
  - a. Rep. McEachin visit to VCU Campus May 9<sup>th</sup>
  - b. President Rao Congressional visit May 24-25<sup>th</sup>
  - c. Affordable Care Act Repeal and Replacement

# **PUBLIC RELATIONS AND MARKETING UPDATE**

# Public Relations and Marketing Communications

**Board of Visitors Executive Summary  
May 2017**

<b>PRESENTATION TITLE: Public Relations and Marketing Communications Report</b>	
<b>Presenter Name and Title:</b> Pam Lepley, Vice President, University Relations	
<b>Responsible University Division:</b> University Relations <b>BOV Committee:</b> University Resources	
<b>Quest Theme(s) and Goal(s) to be Addressed:</b>	
<b>Key Presentation Messages</b> [Limit presentation to 5 min]	<ol style="list-style-type: none"> <li>1. Dashboard Public Relations /Marketing</li> <li>2. Public Affairs and Marketing Highlights/Issues</li> </ol>
<b>Governance Implications</b>	N/A
<b>Governance Discussion Questions</b>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
<b>Next Steps for Management</b> (Responsible Division Head; Timeframe for Action)	
<b>Next Steps for Governance</b> (Responsible Board Member; Timeframe for Action)	
<b>Meeting Notes</b>	[Leave Blank]



## University Relations Dashboard FY 2017

Metric (as of April 11, 2017)	Goal (Target)	Progress toward goal	% progress toward goal
Earned Media Hits*			
• Media Hits (total)	30,000	21,712	72%
• National	17,000	11,208	66%
Earned Media Impressions (in billions)	48B	30.6B	64%
Media Coverage Tone (positive/neutral)**	92%	86.7%	Below goal (but improving)
Social Media VCU social media followers (target goal represents increase of 27,500 followers over FY 16 actual of 325,831)	353,365	343,250	97%
• VCU Social media impressions (in millions)	78.8M	49.7M	63%
• VCU social media engagement (in millions)	6M	2.4M	40%
Owned Media			
• News Center visits (in millions)	1.0M	531,715	53%
• News Center page views	1.3M	687,170	53%
MIR Recruitment and Comprehensive Campaign paid media Impressions, all channels (in millions)	106.7M	100M	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

With a quarter remaining in the academic year, earned, owned and social media metrics are slightly lagging in progress toward the target goals. Winter weather is typically results in increased social media engagement in March. Mild winter conditions and continued social media fatigue over political postings are contributing to drops in social media engagement. Media coverage tone average continues to improve, but still reflects the first half of the academic year's negative coverage of crime near VCU and protests.

Delivery of paid media impressions is on track to deliver the full 106.7 million impressions for the FY 17 the Make it Real Recruitment and Comprehensive Campaigns. The overall click-through-rate (CTR) of .54 percent is about seven times the industry average of .08 percent. Paid social media partners are exceeding projects of .5 percent CTR with a 1.49 percent CTR.

Make it Real campaign website activity is averaging nearly 16,000 sessions per month. Traffic originations: VA (25.6%), NY (25.6%), DC (9.4%), MD (7.2%), NC (7%), PA (6.4%), NJ (6.1%)

## **Public Affairs and Marketing Highlights**

- Make it Real campaign strategy for fall of 2017 in production. “This is my real” theme will be continued with fresh creative, media plan and website user experience.
- University Relations is partnering with the School of Business marketing department to facilitate and host two experiential learning opportunities. Beginning with the fall 2017 semester, Marketing 493 will be a 3-credit internship class for five students to work with University Relations on a real integrated marketing project. Between April and June of 2017, a team of students will be imbedded in the UR marketing department to develop a division marketing promotional video for extra credit.
- University Relations continues development and implementation of the next phases of strategic communications plans to support the university’s new strategic plan creation, HR and Budget redesigns, university and health system strategic master site and facilities plans, and university and health system executive communications.

## **Issues**

- University Relations is working closely with VCU Police, Student Affairs, Strategic Enrollment Management and the President’s office on internal and external communications about a wave of serious crime incidents in mid-April, including the shooting death of a student.
- Consideration of a tuition increase resulted in local news coverage and opinion pieces. A Richmond Times-Dispatch report on the BOV budget workshop was incorrect, resulting in contacting the editor for a correction that was published in the next day’s newspaper. An editorial visit by VCU executives with the Richmond Times-Dispatch editorial board was scheduled for April 18. In addition, University Relations assisted with a budget information session for students held April 11. About a dozen students attended the session in-person with a handful of individuals signed on to watch the web stream.

# DEVELOPMENT AND ALUMNI RELATIONS UPDATE

# 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	\$378,240,238	83,851
Planned Gifts - Revocable	\$53,041,941	200
Planned Gifts - Irrevocable	\$3,619,316	20
Philanthropic Grants	\$54,158,365	230
<b>Total Campaign Progress by Gift Type</b>	<b>\$489,059,860</b>	<b>84,079</b>
Source	Dollars Raised	Donor Count
Alumni	\$107,720,347	25,709
Friends	\$139,456,077	52,917
Corporations and Foundations	\$154,407,623	3,795
Other	\$87,475,814	1,658
<b>Total Campaign Progress by Source</b>	<b>\$489,059,860</b>	<b>84,079</b>

**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 in 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.