



# VCU

**VIRGINIA COMMONWEALTH UNIVERSITY  
BOARD OF VISITORS  
UNIVERSITY RESOURCES COMMITTEE  
September 14, 2018 – 11:00 a.m.\*\*  
James Branch Cabell Library  
901 Park Avenue – Room 311  
Richmond, Virginia**

## **AGENDA**

- |  |  |
|--|--|
| <b>1. CALL TO ORDER</b>  | Rev. Tyrone E. Nelson, <i>Chair</i>  |
| <b>2. APPROVAL OF AGENDA</b>   | Rev. Tyrone E. Nelson, <i>Chair</i>  |
| <b>3. APPROVAL OF MINUTES</b><br>(May 11, 2018)                                    | Rev. Tyrone E. Nelson, <i>Chair</i>  |
| <b>4. INTRODUCTIONS AND<br/>DASHBOARD REVIEW</b>                                   | Rev. Tyrone E. Nelson, <i>Chair</i>  |
| <b>5. GOVERNMENT RELATIONS UPDATE</b>  | Mr. Matthew Conrad, <i>Executive<br/>Director of Government Relations</i><br>Ms. Karah Gunther, <i>Executive Director<br/>Government Relations and Health Policy</i> |
| <b>6. PUBLIC RELATIONS AND MARKETING<br/>UPDATE</b>                                | Ms. Pamela D. Lepley, <i>Vice President<br/>for University Relations</i>   |
| <b>7. DEVELOPMENT AND ALUMNI<br/>RELATIONS UPDATE</b>                              | Mr. Jay Davenport, <i>Vice President<br/>for Development and Alumni Relations</i>  |
| <b>8. CLOSED SESSION – Freedom of Information<br/>Act Sections 2.2-3711 (A)(9)</b> |  |
| a. Named Fund and Spaces Report  | Mr. Jay Davenport, <i>Vice President for<br/>Development and Alumni Relations</i>  |
| b. Approved Named Funds Under \$50,000   | Mr. Jay Davenport, <i>Vice President for<br/>Development and Alumni Relations</i>  |
| c. Top Gifts   | Mr. Magnus Johnsson, <i>Senior Associate Vice<br/>President for Development</i>  |

**9. RETURN TO OPEN SESSION**

Resolution of Certification

Ms. Shannon Gravitt, *Senior Executive Assistant  
to the Vice President*

**10. ADJOURNMENT**

Rev. Tyrone E. Nelson, *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.**



**BOARD OF VISITORS  
UNIVERSITY RESOURCES COMMITTEE**

**11:00 A.M.**

**MAY 11, 2018**

**JAMES CABELL LIBRARY**

**901 PARK AVENUE, ROOM 311, RICHMOND, VIRGINIA**

**MINUTES**

**DRAFT**

**COMMITTEE MEMBERS PRESENT**

Mr. G. Richard Wagoner Jr, Chair  
Dr. Robert D. Holsworth  
Mr. Ron McFarlane  
Dr. Carol S. Shapiro  
Mr. Todd Haymore  
Mr. Edward McCoy

**COMMITTEE MEMBERS ABSENT**

Ms. Colette W. McEachin  
Rev. Tyrone E. Nelson, Vice Chair

**OTHERS PRESENT**

VCU Staff  
Jay Davenport  
Pam Lepley  
Matthew Conrad

**CALL TO ORDER**

Mr. G. Richard Wagoner Jr., Chair, called the meeting to order at 10:59 a.m.

**APPROVAL OF MINUTES**

Mr. Wagoner asked for a motion to approve the minutes of the March 22, 2018 University Resources Committee, as published. After motion duly made and seconded the minutes of the March 22, 2018 University Resources Committee were unanimously adopted. 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. Annie Morris, Deputy Director, provided an update on:

- Activities and results of the 2018 General Session
- VCU is focused on the priorities established in the 6 year plan and ratified by the board, including increases to student financial aid and funds for the recruitment and retention of the very best faculty.

### **University Relations**

Ms. Pamela D. Lepley, Vice President for University Relations provided the following updates:

- National media hits are ahead of target, having already reached 83% of target.
- Media coverage tone is overall positive among about 30,000 media hits so far this year.
- The Make it Real undergraduate student recruitment and institutional campaign is on track to deliver the full 81 million paid impressions for the year. Most of the paid advertising for the student recruitment campaign is digital to reach prospective students and their parents.
- The campaign is proving to be very successful, with click-through-rates 12 times the industry standard.
- It is interesting to note that 94% of visits to the VCU web site from recruitment ads are from mobile devices
- The majority of visits – 70% – are visitors from Virginia. Ten percent and fewer, each, are from Washington, D.C., North Carolina, New York and Pennsylvania
- The Fiscal Year 2019 recruitment campaign is in development and will include a domestic out-of-state marketing strategy.
- A tremendous effort has been put against ADA (Americans with Disabilities Act) compliance for VCU-owned web sites and social media channels. University Relations, working with Technology Services and VCU's Title IX Office is in the process of remediating more than 500 organizational websites that encompass a minimum of 100,000 web pages.

### **Development and Alumni Relations**

Mr. Jay Davenport, Vice President for Development and Alumni Relations provided a summary of fundraising highlights, noting:

- Associate Vice President for Alumni Relations Josh Hiscock was introduced. He started this role in January 2018.
- The university-wide development team has raised \$74.8 Million in new gifts and pledges as of March 20, 2018.
- The campaign is at \$582.8M toward the \$750M goal.

**CLOSED SESSION**

Mr. Wagoner asked for a motion to convene a closed session pursuant to Sections 2.2-3711 (A) (9) 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>
Dr. Robert D. Holsworth	X	
Mr. Ron McFarlane	X	
Dr. Carol S. Shapiro	X	
Mr. G. Richard Wagoner Jr.	X	
Mr. Todd Haymore	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.

**ADJOURNMENT**

There being no further business, Mr. Wagoner adjourned the meeting at 12:28 p.m.

# Virginia Commonwealth University

## Board of Visitors, University Resources Dashboard

FY2018

Issue	Quest Theme	Owner	FY18 Goal	Progress toward Goal	% Progress toward goal	Risk	Notes
Value of New Gifts and Pledges	V	DAR	92.5	125.88	136%	Green	
Percentage of Alumni giving	V	DAR	6.3%	4.77%	76%	Green	
Earned Media Hits (total)**	V	UR	36,500	51,023	140%	Green	
Earned Media Impressions (B)	V	UR	48	36.0	75%	Green	
Media Coverage Tone (positive/neutral)**	V	UR	90%	96.3%	Exceeds	Green	
VCU Social Media Engagement (M)	V	UR	3.90	5.60	144%	Green	
MIR Recruitment and Comprehensive Campaign paid media impressions, all channels (M)	V	UR	80.9	97.00	120%	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  
September 2018**

<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. Federal Update</b></li> <li><b>2. State Update</b></li> <li><b>3. Local</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**

1. Federal Update
  - a. Summer Hill Visits
    - i. CHOR participation in CHA Family Advocacy Day
    - ii. Addiction research team
    - iii. Dean Buckley/Dr. Cifu
  - b. Federal offices on campus
    - i. Rep. Brat visit to CHOR
    - ii. Sen. Warner staff “meet and greet” with Dr. Rappley
    - iii. Rep. McEachin staff – day-long immersion at VCUHS
2. State Update
  - a. Development of VCU and VCUHS legislative priorities
  - b. Events
    - i. Governor Northam “Grand Rounds” at Medical School, 8/20/18
    - ii. VCU Reception w/Gov. Northam and Cabinet, 8/20/18
    - iii. Sec. Carey touring VTCC 8/24/18
    - iv. Health System Briefing to Administration and Legislature 10/16/18
    - v. Dr. Rao and Dr. Rappley – Fall Legislative visits in home districts
3. Local
  - a. Dr. Rappley to present to City Council on 9/4/18
  - b. VCU-GRTC Partnership

# Public Relations and Marketing Communications

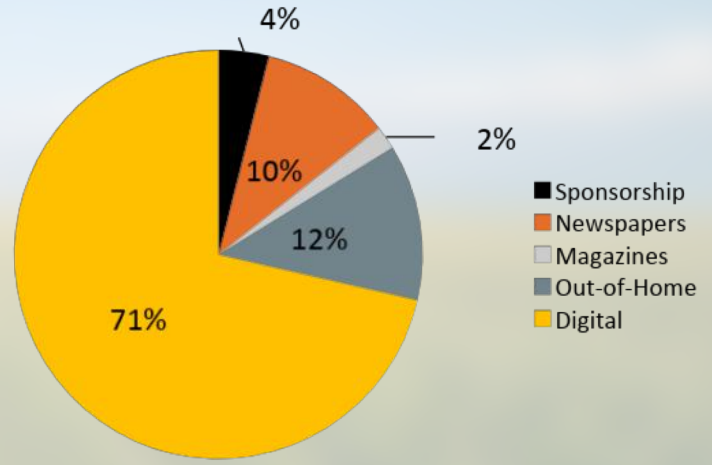


**University Relations**  
Telling the VCU story  
FY 2018 Wrap-up



# Student recruitment

Analyze > strategize > compel > engage > convert > retain



Digital media is focused on Undergraduate recruitment  
 ~20% is out-of-state (DC, NC, PA, NY, MD)

# Student recruitment campaign measurement plan

	Equity (40%)				Engagement (50%)						Earnings (10%)			
Goal <i>(broad outcome)</i>	Increase awareness among prospects and parents		Elevate overall reputation and guide brand perception		Encourage interaction with brand and start prospects on their college decision-making journey			Meet their college decision-making needs			Continuing the conversation after engaging with the brand	Start the application journey		
Objectives <i>(measurable step)</i>	Exposure to online/offline advertising and organic social posts		Spark and maintain attention with engaging stories and bite-sized facts through paid advertising and organic social posts		Demonstrate brand personality through stories that challenge the norm and provide real outcomes through paid advertising, organic social posts and the MIR landing page			Provide information relevant to and aiding in the college decision-making process			Collecting contact info and starting dialogue	Get prospects to the admission portal/storefront page		
KPIs <i>(measure)</i>	Impressions (advertising)	MIR site sessions	Social media listening/sentiment (VCU, in general)	FY19 study	Click-thru rates (advertising)	Video view rates (advertising, social media, MIR site)	Social media engagement (MIR-specific posts)	Time spent (MIR sessions)	Return visit rates (MIR site)	CTA – Life at VCU CNVR rate (MIR site)	CTA – Quick facts CNVR rate (MIR site)	CTA – Programs/academics CNVR rate (MIR site)	CTA – Opt-in CNVR rate (MIR site)	CTA – Admission CNVR rate (MIR site)

# FY2018 paid media metrics

**97 million impressions** were delivered, exceeding goal by ~20%

**1.08% click-thru-rate (CTR)** is over 13x industry average (0.08%)

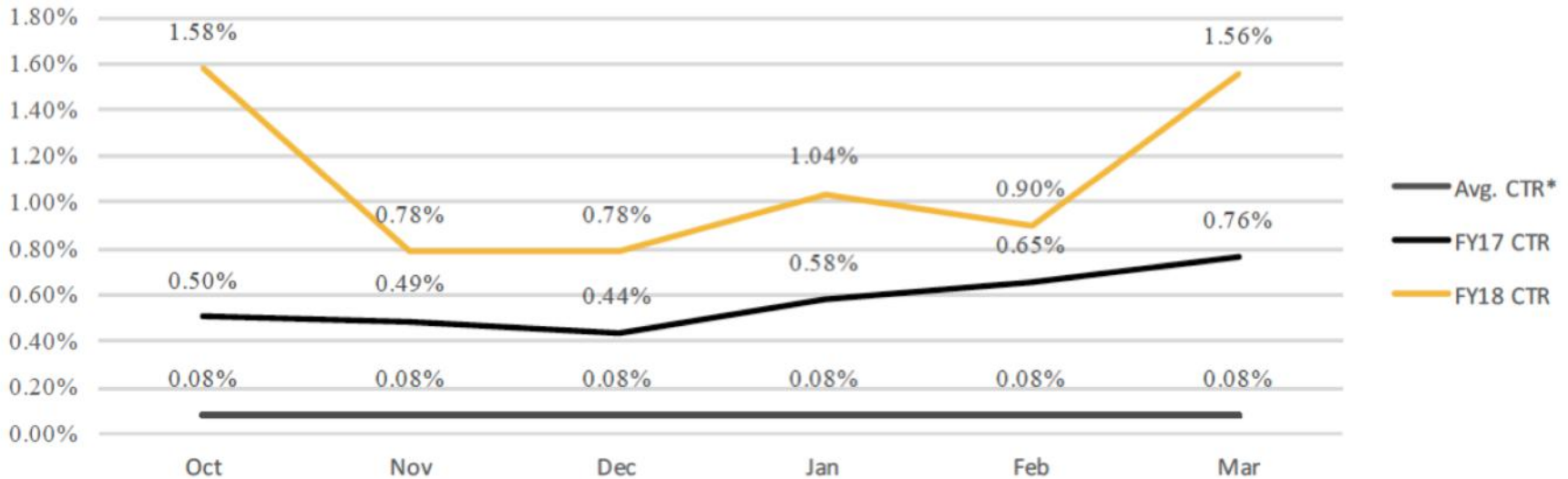
- Search = 2.31% CTR
- Social = 1.89% CTR (Twitter is strongest performer at 10.19%)

**320K website sessions** from advertising clicks including 43% returning visitors  
**1,034 total visits to the Academics pages** over the past 9 months

*Fall 2018 freshman applications up ~10% over 2017*

# Year-over-year performance

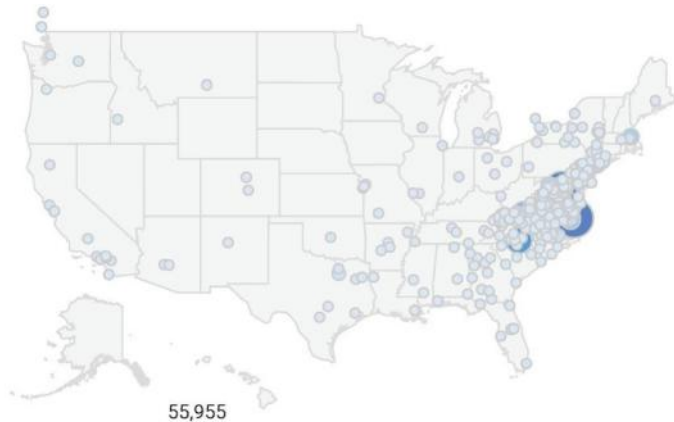
FY18 CTR performance surpassed our expectations, with year-to-year increases over the prior fiscal year's campaign and results far exceeding the display industry benchmark. April and May data were excluded, since only a few partners were still in flight.





# FY2018 Make it Real web traffic by geography

Region	Sessions	Pageviews	Goal Completions
Virginia	143,902	152,282	1,656
District of Colum...	36,642	38,313	263
North Carolina	27,309	28,552	170
New York	24,357	26,634	164
Pennsylvania	12,462	13,038	61
New Jersey	4,218	4,420	38
Maryland	4,054	4,324	26



City	Sessions	Pageviews	Goal Completions
Washington	36,672	38,343	263
Virginia Beach	25,193	26,171	169
Charlotte	19,781	20,655	119
New York	16,886	17,750	139
Philadelphia	10,110	10,541	41
Richmond	9,322	11,444	325
Norfolk	7,384	7,614	41
Blacksburg	6,797	7,066	30
Chesapeake	4,602	4,907	40
(not set)	4,547	4,745	83
Charlottesville	4,260	4,492	40
Newport News	4,186	4,358	32

# Institutional Awareness: Earned, Owned, Shared

## Universities try new way of providing aid boost graduation rates for low-income students

By Danielle Douglas-Gabriel February 6



## The Virginian-Pilot

PilotOnline.com

GUEST COLUMNIST

Home Opinion Columns

### Dr. Omar Abubaker: Lives depend on treating opioid epidemic like an emergency

Omar Abubaker  
Nov 13, 2017



Dr. Omar Abubaker, Department Chairman, Virginia Commonwealth University School of Dentistry



MY YOUNGEST SON, Adam, overdosed early in the morning of Sept. 21, 2014, on a mixture of heroin and benzodiazepines. He died in the intensive care unit of a local hospital four days later. He was 21.

Thousands of parents who have lost children to opioids understand my heartbreak, but I am also a practicing oral and facial surgeon, and my profession has its own burden.

Dentists prescribe opioids more often than nearly any other specialty. The American Dental Association estimates that my colleagues and I are responsible nationwide for one in eight prescriptions for immediate-release opioids.

The National Institutes of Health estimates 80 percent of heroin users started with prescription pain medication. My son fit the narrative. He was 17 when he was prescribed 90 Vicodin pills after a minor shoulder injury. That was his first exposure to narcotics. Yet I had no idea that Adam was addicted until it was too late.

Two years after my son's death, Virginia declared opioid addiction a public

#### LATEST VIDEOS

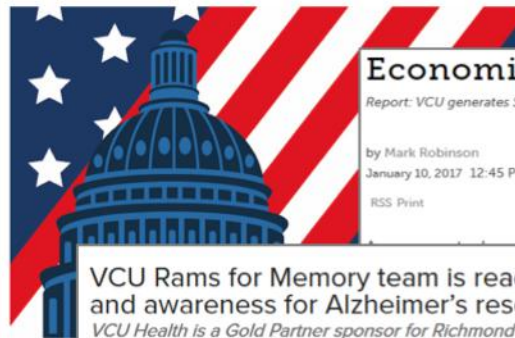


#### MORE VIDEOS

#### ICYMI TOP STOR

- Sherriff's deputy missing attending Halloween party
- Charles Martin, whose girlfriend was killed, dies at 11
- Zachary Toothman to be Monday in fatal family's
- A message of hope: The community gathers to remember the lives of violence

Hosted by VCU's Wilder School, 'People's Debate' tackles state, national issues ahead of Election Day



## Economic Engine

Report: VCU generates \$4 billion economic impact, 47,000 jobs in Richmond region

by Mark Robinson

January 10, 2017 12:45 PM

RSS Print

VCU Rams for Memory team is ready to raise funds and awareness for Alzheimer's research  
VCU Health is a Gold Partner sponsor for Richmond's Walk to End Alzheimer's.



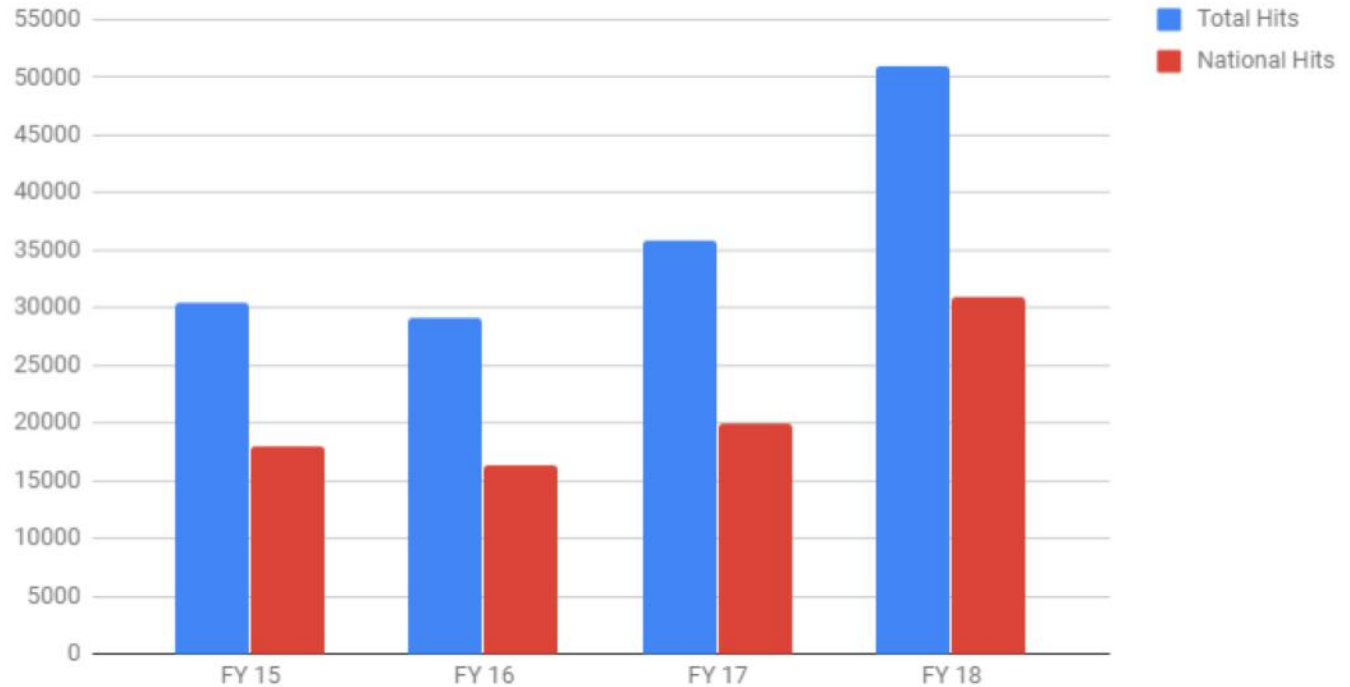
The 2017 Walk to End Alzheimer's will take place Nov. 4, in Glen Allen. Photo courtesy David Goldberg, M.D.



Virginia Commonwealth University President Michael Rao (Photo by Casey Templeton)

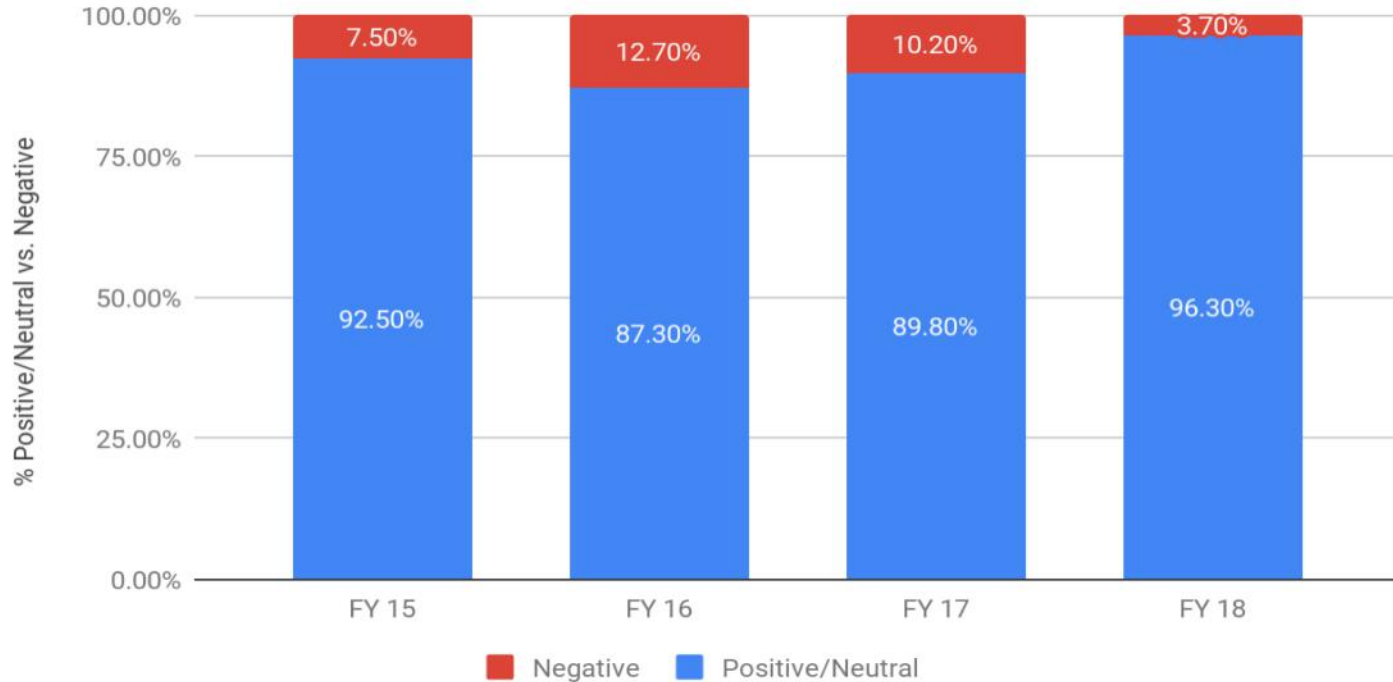
# Earned media

Total Hits and National Hits

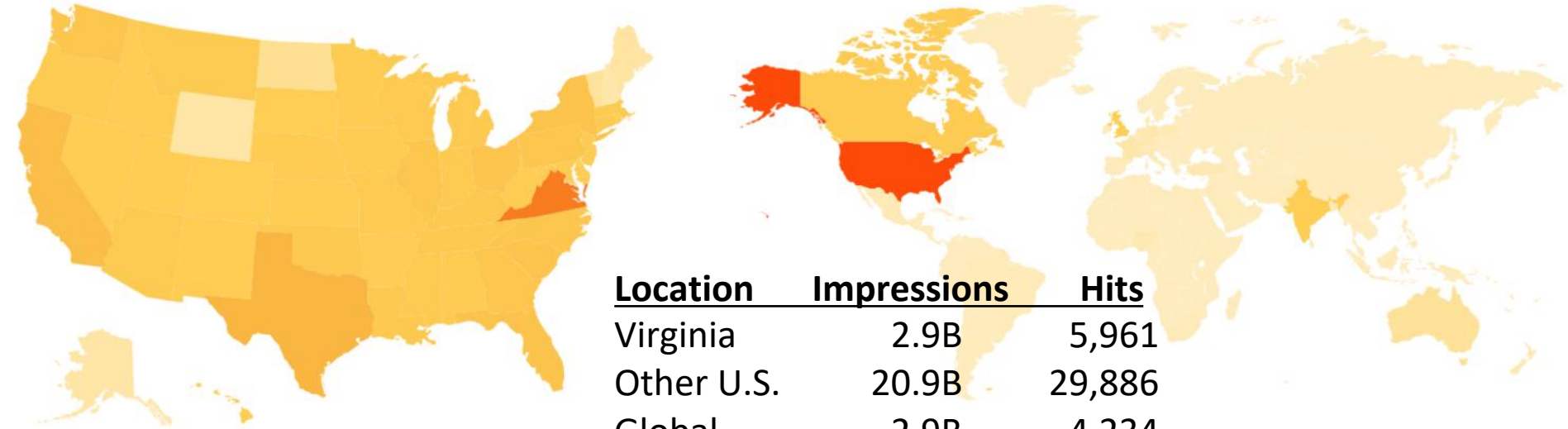


# Earned media

## Earned Media Metric Trends: Tone of Coverage



# FY2018 earned media: 51,023 hits, 36B impressions



<u>Location</u>	<u>Impressions</u>	<u>Hits</u>
Virginia	2.9B	5,961
Other U.S.	20.9B	29,886
Global	2.9B	4,234

*\*Note: Darker= higher number of hits*

*Chart, maps and geographic breakdown reflect new analytics platform effective Oct. 1, 2017; data covers 40,081 of 51,023 hits (78.5%)*

# By the numbers

## Owned media -- nearly one million views

### *Top stories:*

- VCU programs recognized among the best in updated U.S. News & World Report rankings
- To end the opioid epidemic, VCU health sciences faculty change how pain management is taught
- VCU researcher develops Lyme disease diagnostic and comes closer to creating a human vaccine

## Social media

- **383,626 total followers** – 9% increase over FY 2017
- **5,602,577 total engagement** – 75% over FY 2017
- **446,703 paid social ad clicks** – 21¢ cost per click is best ROI of all paid advertising

# Where we are headed

FY19 recruitment, institutional awareness, out-of-state

# FY19 paid advertising MIR campaign

**PRIMARY AUDIENCE:** Gen Z prospective U-Grad students (ages 15-17)

**SECONDARY AUDIENCE:** influencers: alumni, parents and peers

## **RECRUITMENT BUSINESS OBJECTIVE**

Establish VCU as the No. 1 higher education choice for our target audience to attend so they are inspired to actively seek information about us and apply.

## **CHALLENGE**

For Gen Z, higher education is non-negotiable, but whether it's from a traditional four-year college is negotiable. How can we prove that attending VCU is an experience that is unrivaled?

## **OPPORTUNITY**

Show that VCU is an environment with the “it factor” that resonates emotionally and pragmatically with a particular type of student.



# FY19 paid advertising MIR campaign

## Creative strategy: “LEVEL UP”

*This is the road map to the next level.*

*It's not straight, and it's not easy.*

*But this is where you overcome, beat the odds and do it your way.*

*Because that's what defines you.*

*Whatever it takes to get to the next level.*

*That's how you make a difference.*

*That's real.*

# University Relations OOS pilot marketing plan

**Goal:** To pilot a 5-year domestic out-of-state (OOS) marketing and recruitment campaign to determine the feasibility and strategy of a long-term rollout

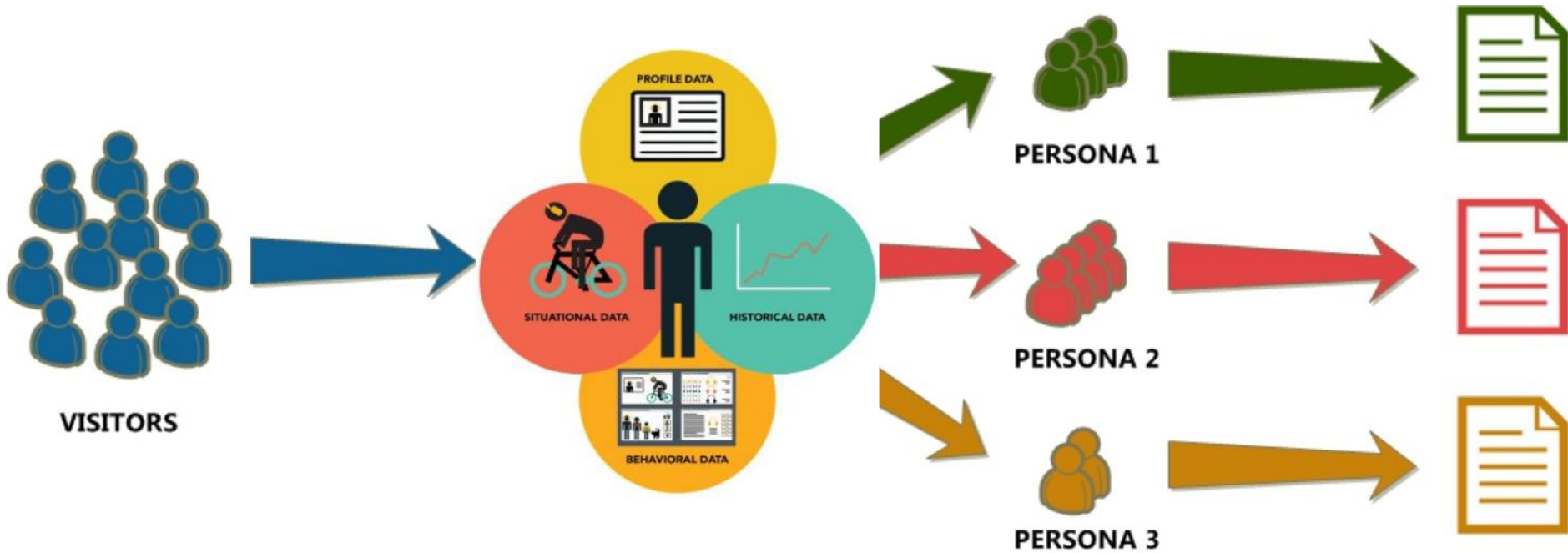
**Research and test (year 1):** Develop research plan that includes strategies and tactics

- Benchmark on VCU's brand awareness
- Better understand the decision making and triggers that drive applications
- Test current creative and media strategies
- Based on results, develop marketing/recruitment plan

**Execute pilot marketing plan (years 2-5):**

- Marketing and admissions results will be analyzed quarterly
- Budget requests may adjust based on ROI and projections

# Personalizing the consumer journey



# Personalizing the consumer journey

We are researching emerging technologies to create a highly customized and personalized digital experience for prospects

- Anonymous and identified user behavioral information is tracked and all marketing channels can be assigned attribution
- Track web data to create visitor segments/personas
- Deliver personalized content and use artificial intelligence (AI) to streamline students' experience
- Pair marketing and web data with admissions customer relationship management (CRM) data to track the entire user journey and jointly optimize advertising and recruiting strategies

# Earned, owned and social

## Earned:

- Focus on the quality of national hits as well as quantity
- Target paid O-O-S markets

## Owned: Strengthen creative story telling and channels

## Social: Maximize platforms for reach and supplement with paid



A12 SUNDAY, AUGUST 12, 2018 ...

RICHMOND TIMES-DISPATCH

## VCU scientist scanning museum's mastodon bones

BY TAMARA DIETRICH  
Daily Press

NEWPORT NEWS — For now, the mastodon is in pieces. A mighty tusk is held together by plastic wrap. A first rib lies on a table near a shiny, well-

our mission," said Rebecca Kleinhample, executive director of the Virginia Living Museum in Newport News, where the mastodon is expected to become the crown jewel of its exhibits in a few years.

"If we can get our ar-

But Means is especially keen to scan the fossilized remains of Ice Age animals. With funding from a VCU grant, he has traveled the country, visiting museums and science centers, scanning and printing, employing artifacts to spark the

until decades later, when Jerre Johnson, then a geology professor at the College of William & Mary in Williamsburg, assembled a crew and excavated it. The last of it was delivered to the Virginia Living Mu-

seum last year.

Fred Farris, the senior director of exhibits, estimates it will take three to five years to stabilize and chemically preserve the bones, which continue to deteriorate now that

they're exposed to the air. Meanwhile, museum experts are brainstorming on the best and most novel way to exhibit their showpiece. The goal is to raise as much as \$200,000 for a proper display.

# Summary

- Data-driven strategies and emerging technologies
- Breakthrough, differentiated and authentic brand and storytelling
- Domestic out-of-state undoubtedly biggest challenge for FY19 — one that we are excited to take on
- Strive for and achieve year-over-year performance improvements
- Proud of what we accomplish with our resources — data, strategy and talented staff enable us to be extremely efficient and effective

# DEVELOPMENT AND ALUMNI RELATIONS



# Make it Real Campaign Summary Report

July 1, 2012 to July 1, 2020

All Campuses - All Units

Gift Type	Dollars Raised	Donor Count
Cash, Undocumented Realized Bequests, In Kind Gifts and Pledges	\$447,586,063	95,963
Planned Gifts - Revocable	\$100,820,287	276
Planned Gifts - Irrevocable	\$3,952,126	22
Philanthropic Grants	\$89,437,033	278
<b>Total Campaign Progress by Gift Type</b>	<b>\$641,795,510</b>	<b>96,230</b>
Source	Dollars Raised	Donor Count
Alumni	\$155,701,943	28,478
Friends	\$159,166,221	61,295
Corporations and Foundations	\$267,527,349	4,240
Other	\$59,399,996	2,217
<b>Total Campaign Progress by Source</b>	<b>\$641,795,510</b>	<b>96,230</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.