



VCU

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

September 13, 2019 – 11:15 a.m.**

**James Branch Cabell Library
901 Park Avenue – Room 303
Richmond, Virginia**

OPEN SESSION AGENDA

- | | |
|--|--|
| 1. CALL TO ORDER | G. Richard Wagoner Jr. <i>Chair</i> |
| 2. APPROVAL OF AGENDA | G. Richard Wagoner Jr. <i>Chair</i> |
| 3. APPROVAL OF MINUTES
(May 10, 2019) | G. Richard Wagoner Jr. <i>Chair</i> |
| 4. INTRODUCTIONS AND
DASHBOARD REVIEW | G. Richard Wagoner Jr. <i>Chair</i> |
| 5. GOVERNMENT RELATIONS UPDATE | Mr. Matthew Conrad, <i>Executive
Director of Government Relations</i>
Ms. Karah Gunther, <i>Executive Director
Government Relations and Health Policy</i> |
| 6. PUBLIC RELATIONS AND MARKETING
UPDATE | Ms. Pamela D. Lepley, <i>Vice President
for University Relations</i> |
| 7. DEVELOPMENT AND ALUMNI
RELATIONS UPDATE | Mr. Jay Davenport, <i>Vice President
for Development and Alumni Relations</i> |
| 8. CLOSED SESSION – Freedom of Information
Act Sections 2.2-3711 (A)(9) | |
| a. Named Fund and Spaces Report | Mr. Jay Davenport, <i>Vice President for
Development and Alumni Relations</i> |
| b. Approved Named Funds Under \$50,000 | Mr. Jay Davenport, <i>Vice President for
Development and Alumni Relations</i> |
| c. Top Gifts | Mr. Magnus Johnsson, <i>Senior Associate Vice
President for Development</i> |

9. RETURN TO OPEN SESSION

Resolution of Certification

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

10. ADJOURNMENT

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.**



**BOARD OF VISITORS
UNIVERSITY RESOURCES COMMITTEE
11:00 A.M.
MAY 10, 2019
JAMES CABELL LIBRARY
901 PARK AVENUE, ROOM 311, RICHMOND, VIRGINIA**

MINUTES

DRAFT

COMMITTEE MEMBERS PRESENT

Mr. Todd Haymore
Dr. Robert Holsworth
Dr. Carol Shapiro

COMMITTEE MEMBERS ABSENT

Mr. G. Richard Wagoner Jr., Chair
Reverend Tyrone Nelson, Vice Chair
Mr. Edward McCoy
Ms. Colette McEachin

OTHERS PRESENT

Mr. Matthew Conrad
Mr. Jay Davenport
Ms. Karah Gunther
Mr. Magnus Johnsson
Ms. Pamela Lepley
Ms. Samantha Marrs
Staff from VCU

CALL TO ORDER

Dr. Carol Shapiro called the meeting to order at 11:05 a.m.

APPROVAL OF MINUTES

Due to the committee not having a quorum, minutes were not voted on and we did not enter closed session.

REPORTS AND RECOMMENDATIONS

Government Relations

Ms. Karah Gunther, Executive Director, Government Relations and Health Policy and Mr. Matthew Conrad, Executive Director of Government Relations, provided an update.

- State Update
 - Reconvened Session 4/3/19
 - Trauma Fund Budget Error
 - House Appropriations to Meet at VCU 5/20/19
- Federal Update
 - 1st Annual VCU in DC Reception 6/5/19
 - President Rao visits to DC and Chronicle 4/10/19
 - Congresswoman Spanberger at VCU 4/11/19
- Local Update
 - New Kent ED Groundbreaking (mid-June)
 - President Rao to Henrico Board of Supervisors 5/14/19
 - President Rao to Chesterfield Board of Supervisors 5/22/19

University Relations

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

Dashboard Highlights

Public relations and marketing communications goals for Fiscal 2019 are focused on raising institutional brand awareness and reputation among national and regional audiences. The Make it Real Paid campaign also supports undergraduate in-state and out-of-state student recruitment.

New earned media goals focus on the quality of national media coverage:

- “Top tier” national media hits
- Baseline of media hits that “tell our story,” versus a quote or mention
- Baseline of coverage in markets where we target undergraduate recruitment

Owned media goals focus on strengthening our creative storytelling while developing a larger readership through improved distribution channels, particularly the VCU News email newsletter and the VCU News site.

Shared media goals:

- Navigate changes in social media platforms that reduce reach of institutional posts
- Supplement organic social media strategy with a paid strategy to extend reach
- Focus on our governance role by helping VCU units prepare for exterior threats, including bots

Public Affairs and Marketing Highlights

Metric goals are on track to meet or exceed goals through third quarter of FY 19.

Spring 2019 Commencement

- Work continues with Greater Richmond Convention center and other internal and external partners on event planning, logistics
- Expect familiar ceremony with some change but no major issues
 - BOV will continue to fill platform, with rector serving in visible participatory role
- Noted changes in new venue include:
 - Longer walk for platform party and graduates from staging areas to seating area
 - No tiered seating for spectators
 - Accommodations include large screens strategically placed in seating area
 - Closed-caption on screen instead of ASL interpreters
 - Some street closures post event (5th/Marshall) to accommodate exiting crowds
 - Richmond and VCU police coordinating
- Graduate RSVPs trending slightly up vs. prior ceremonies. Faculty RSVPs trending down.

Development and Alumni Relations

Mr. Jay Davenport, Vice President for Development and Alumni Relations provided a review of the fundraising metrics and updates including:

- Overview of the Make It Real Campaign, stating that it was on target to be the best year in the capital campaign with an increase of \$13,000 this month. He then reviewed areas of success and areas that needed improvement. The campaign is at \$716.6 toward the \$750M goal.
- Jay Davenport also reported that we have 65,906 1st time donors during the life of this campaign to date.
- An overview of the new scholarship initiative was discussed.

ADJOURNMENT

There being no further business, Dr. Carol Shapiro adjourned the meeting at 11:42 a.m.

Virginia Commonwealth University

Board of Visitors, University Resources Dashboard

FY2019

Issue	Quest Theme	Owner	FY19 Goal	Progress toward Goal	% Progress toward goal	Risk	Notes
Value of New Gifts and Pledges	V	DAR	95.0	124.87	131%	Green	
Percentage of Alumni giving	V	DAR	7.5%	8.13%	108%	Green	
Earned Media Hits (total)**	V	UR	53,500	36,089	67%	Green	
National Media Hits	V	UR	32,500	26,950	67%	Green	
Earned Media Impressions (B)	V	UR	36.5	23.7	65%	Green	
Media Coverage Tone (positive/neutral)**	V	UR	90%	97.0%	<i>Exceeds</i>	Green	
VCU Social Media Engagement (M)	V	UR	5.73	9.80	<i>Exceeds</i>	Green	
MIR Recruitment and Institutional Campaign paid media impressions, all channels (M)	V	UR	101.0	101.00	<i>Exceeds</i>	Green	
Digital CTR (Click thru rate)	V	UR	>0.8%	0.89%	<i>Exceeds</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

**Board of Visitors Executive Summary
September 2019**

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]	<ol style="list-style-type: none"> 1. State Update 2. Federal Update 3. Local Update
Governance Implications	
Governance Discussion Questions	<ol style="list-style-type: none"> 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

Government Relations September Update

1. State

- 6-year Plan, Op-6 8/13/19
- Governor's Budget Development
- Upcoming Elections
- COPN Workgroup

2. Federal

- Thought Leadership: Congressional Testimony
- President Rao visits to DC
- Congresswoman Spanberger at VCU 8/12/19

3. Local

- New Director of Gov't and Community Relations 9/3/19
- NH/Boulevard
- Taxable Developments

Public Relations and Marketing Communications

University Relations Dashboard FY 2019

Metric (as of Aug. 9, 2019)	FY 18 Actual	FY 19 Goal	FY 19 Actual	% of goal
Earned Media Hits*				
• Media Hits (total)	51,023	53,500	36,089	67.5%
• National	30,933	32,500	26,950	83%
• Earned Media – Top Tier National Hits***	N/A	Benchmark	190	N/A
• Earned Media Focus (% of total media hits that focus on VCU)***	N/A	Benchmark	24.6%	N/A
Earned Media Impressions (in billions)	36B	36.5B	23.7B	64%
Media Coverage Tone (positive/neutral/balanced)**	96.3%	90%	97%	Exceeds
Social Media				
• VCU social media followers VCU Social media	383,626	419,241	407,729	97.3%
• VCU Social Media impressions (in millions)	61.3M	62.5M	56 M	89.6 %
• VCU social media engagement (in millions)	5.6M	5.7M	9.6M	Exceeds
Owned Media				
• News Center visits (in millions)	701,845	775,000	779,299	Exceeds
• News Center page views	829,568	1.0M	1M	Exceeds
• Home Page Visits***	N/A	8.2M	8.9M	Exceeds
MIR Recruitment and Institutional Campaign <u>paid</u> media Impressions, all channels (in millions)	80.9M	101M	119M	Exceeds

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

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

*** New metric for FY 19 – benchmarks to be set

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. Owned media are communications channels under VCU's central control (VCU News Center).

FY 19 Accomplishments

- Raise institutional brand awareness and reputation for the university and its academic health center through integrated public relations and marketing communications
 - Some public relations metrics will not be final until mid-August. Topline metrics to-date include:
 - More than 36,000 earned media hits; about 27,000 of those national media hits
 - 23.7 billion media hit impressions
 - More than 97% positive-neutral media coverage tone
 - Nearly 14 million VCU homepage views
 - 9.6 million VCU social media engagement
 - Owned and shared media exceeded targets. Earned media fell short of stretch targets for several reasons:

- A change in media monitoring services that more accurately reflect traditional media audience numbers/impressions (print outlets, especially, continue to lose circulation and establish paywalls on their digital platforms that limit “eyeballs”)
 - The media relations unit was short-staffed this year with several members on extended leave
 - The FY19 targets were based on an exceptional FY 18 – an outlier in several years of monitoring
 - Earned media coverage continues to trend upward when accounting for the outlier FY 18 numbers
- Executive communications to advance all presidential and FY 2019 Quest implementation priorities, with an emphasis on student success
 - 72 percent of executive communications pieces for the year included strategic student success language (83/116)
 - Student success messages were widely circulated via the president’s blog (7,021 views) and social media channels (50,207 views).
 - President conducted congressional visits and editorial meeting with Chronicle of Higher Education
 - University Relations worked closely with government relations and Strategic Enrollment Management on legislative testimony to tell VCU’s story of student success on Capitol Hill
 - VCU’s first commencement to be held at the Greater Richmond Convention Center received accolades from students, parents, guests, BOV members, alumni and other key stakeholders. It was a monumental task to move a 10,000-person event from a venue that had served for decades as a VCU’s commencement home to a new location
- Make it Real in-state and out-of-state recruitment marketing plan, in partnership with Strategic Enrollment Management
 - The Make it Real institutional/student recruitment campaign reached 120 percent of its total impressions goal, reaching 119 million impressions against a goal of 101 million.
 - Conversion rate of 1.41% exceeded goal of greater than 0.1%
 - Click-thru-rate of 0.91% surpassed industry average of 0.8%.
 - 25% increase in hits to the advertising web site landing page over the previous year
 - 65% of website hits originated from outside of VA (up from 30% previous year).
 - Freshman applications were up 3.1% over last year. As of Aug.9 there was a 4.6% increase in freshman out-of-state offers accepted and a 5.8% increase in out-of-state students enrolled

FY 20 Marketing Communications Priorities

Public relations and marketing communications goals for Fiscal 2020 are focused on raising institutional brand awareness and reputation among national and regional audiences. The Make it Real paid campaign also supports undergraduate in-state and out-of-state student recruitment.

New earned media goals focus on the quality of national media coverage:

- “Top tier” national media hits
- Baseline of media hits that “tell our story,” versus a quote or mention
- Baseline of coverage in markets where we target undergraduate recruitment

Owned media goals focus on strengthening our creative storytelling while developing a larger readership through improved distribution channels, particularly the VCU News email newsletter and the VCU News site.

Shared media goals:

- Navigate changes in social media platforms that reduce reach of institutional posts
- Supplement organic social media strategy with a paid strategy to extend reach
- Focus on our governance role by helping VCU units prepare for exterior threats, including bots

Paid media goals:

- Undergraduate in-state and out-of-state recruitment
 - Increase out-of-state applications
 - Maintain in-state applications
- Institutional awareness
 - Remain competitive among peer institutions

BOV UR University Resources FY 20 Dashboard

Metric	FY 19 Actual	FY20 Goal	FY20 Actual	% of goal
Earned Media Hits*				
• Media Hits (total)	36,089	37,000		
• National Media Hits	26,950	27,500		
• Top Tier National media hits	190	200		
Earned Media Impressions (in billions)	23.7B	24.5B		
Media Coverage Tone (positive/neutral/balanced)**	97%	90%		
Social Media				
• VCU social media engagement (in millions)	9.6M	9.8M		
MIR Recruitment and Institutional Campaign				
• Combined Make it Real and Co-op campaigns paid Impressions	N/A	101.7M		

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

**Percentage of positive and neutral/balanced 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. Owned media are communications channels under VCU’s central control (VCU News Center).

DEVELOPMENT AND ALUMNI RELATIONS

**Development and Alumni Relations
Metrics Fiscal Year 2019**

	FY2018	Threshold	Target	Exceeds	2019	STLY (2018)	Variance
Development/Fundraising							
Amount Raised (MM)	\$125.88	\$90	\$95	\$100	\$124.87	\$126.28	-1.12%
Principal	6	4	6	8	18	23	-21.74%
Major	153	150	155	160	391	330	18.48%
Corporation/Foundation/Organization	2,896	2,850	2,900	2,950	2,633	2,940	-10.44%
Planned	45	45	50	55	71	49	44.90%
Annual	28,994	29,000	29,500	30,000	31,107	29,037	7.13%
AG Amount Received (MM)	\$12.91	\$11	\$12.50	\$14	\$15.27	\$14.31	6.69%
Solicitations (Opportunities)							
Principal	18	14	17	20	25	31	-19.35%
Major	237	230	240	250	406	315	28.89%
Corporation/Foundation/Organization	196	190	200	210	286	216	32.41%
Planned	74	70	75	80	91	64	42.19%
Gift Officer Visits	2,268	2,250	2,400	2,550	4131	2283	80.95%
Total Number of Donors	29,859	29,000	29,500	30,000	30,838	29,804	3.47%
Alumni Engagement							
Alumni AG Amount Received (MM)	\$4.77	\$4.75	\$5	\$5.25	\$5.82	\$5.62	3.59%
Solicited Alumni Giving Rate	7.29%	7.25%	7.50%	7.75%	8.13%	7.48%	8.69%
First-Time Alumni Donors	1,993	2,000	2,100	2,200	1,443	2,044	-29.40%
Retained Alumni Donor Rate	55.13%	55%	57%	59%	56.00%	57.33%	-2.32%
First-Time Retained Alumni Donor Rate	25%	22%	24%	26%	25.44%	24.86%	2.33%
Alumni Event Attendees	N/A	10,000	12,500	15,000	TBD	TBD	TBD

Amount Raised -- Includes cash, undocumented realized bequests, in kind gifts, planned gifts, and philanthropic grants for the period 7/1/2018 to 6/30/2019. This is the same value as the MIR campaign total for the fiscal year.

Principal -- Number of new gifts or pledges in the amount of \$1 million or more

Major -- Number of new gifts or pledges by in the amount of \$25,000 or more, but below \$1 million

CFO -- Number of new gifts or pledges by corporations, foundation, or organizations of any amount. Excludes alumni and family foundations.

Planned -- Number of planned gifts made of any amount.

Annual -- Number of new gifts or pledges under \$25,000 by individuals, alumni foundations, or family foundations.

AG (Annual Giving) Amount Received -- Includes tax deductible payments made during the current fiscal year under \$25,000.

Principal, Major, CFO, Planned Solicitations -- Number of solicitations that are accepted, rejected, or pending.

Gift Officer Visits -- Number of Scheduled Personal Visit interactions.

Total Number of Donors -- Total number of donors for the fiscal year. Includes soft credited spouse donors.

Alumni AG (Annual Giving) Amount Received -- Same as above definition, but only includes VCU alumni.

First-time alumni donors -- Count of alumni donors who gave their first hard or soft credited tax deductible gift to VCU during the current fiscal year.

Retained alumni donor rate -- Percent of hard or soft credited tax deductible gift alumni donors from the previous fiscal year that are hard or soft credited tax deductible gift donors in the current fiscal year.

First-Time Retained alumni donor rate -- Percent of first-time hard or soft credited tax deductible gift alumni donors from the previous fiscal year that are hard or soft credited tax deductible gift donors in the current fiscal year.

NOTE: The Development/Fundraising and Solicitations(Opportunities) sections are not mutually exclusive. (i.e. A planned gift of \$1M can be counted in the planned gift row AND the principal gift row)