



# VCU

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

**March 22, 2018 – 11:00 a.m.\*\***

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

## **AGENDA**

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|--|--|
| <b>1. CALL TO ORDER</b>  | Mr. G. Richard Wagoner, Jr., <i>Chair</i>  |
| <b>2. APPROVAL OF AGENDA</b>   | Mr. G. Richard Wagoner, Jr., <i>Chair</i>  |
| <b>3. APPROVAL OF MINUTES</b><br>(December 8, 2017)                                | Mr. G. Richard Wagoner, Jr., <i>Chair</i>  |
| <b>4. INTRODUCTIONS AND<br/>DASHBOARD REVIEW</b>                                   | Mr. G. Richard Wagoner, Jr., <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. Izzy Kane, *Senior Project Coordinator*

**10. 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.**



**BOARD OF VISITORS  
UNIVERSITY RESOURCES COMMITTEE  
11:00 A.M.  
DECEMBER 8, 2017  
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. Steve L. Worley

**COMMITTEE MEMBERS ABSENT**

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

**OTHERS PRESENT**

VCU Staff  
Jay Davenport  
Susan Baxter, Principal, Southeastern Institute of Research

**CALL TO ORDER**

Mr. G. Richard Wagoner Jr., Chair, called the meeting to order at 11:14 a.m. Mr. Wagoner welcomed the new Vice President of Development and Alumni Relations, Jay Davenport and Susan Baxter from Southeastern Institute of Research.

**APPROVAL OF MINUTES**

Mr. Wagoner asked for a motion to approve the minutes of the September 14, 2017 University Resources Committee, as published. After motion duly made and seconded the minutes of the September 14, 2017 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. Karah Gunther, Executive Director Government Relations and Health Policy, provided an update:

- The 2017 statewide and house elections, as well as a preview to the 2018 session.
- As in prior years, their work on behalf of the university will be focused on the priorities established in the six-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:

- After months of research, planning, designing and testing, University Relations launched the redesign of the VCU homepage and affiliate pages – including the Make it Real and Admissions sites. This is the first major overhaul of vcu.edu since August 2013.
- The site got more than a facelift. In-depth research showed that primary visitors to the home page are prospective students and their families, so the focus of the site is to recruitment.
- The site also helps foster a culture of philanthropy at VCU and continues to serve the needs of other important audiences – current students, faculty, staff, alumni.
- The committee also heard a report on the success of Public Affairs strategies to gain national prominence for VCU through national media coverage and owned media, such as social media and VCU online publications. It also was reported that the Make it Real student recruitment and comprehensive campaigns are on track.

### **Development and Alumni Relations**

Mr. Jay Davenport, Vice President for Development and Alumni Relations, and Chris Ritrievi, Senior Associate Vice President for Campaign Leadership and Constituency Relations, provided a summary of fundraising highlights, noting:

- A new Associate Vice President for Alumni Relations has been recruited and will start in January 2018.
- The university-wide development team has raised \$55.5 Million in new gifts and pledges as of December 7, 2017.
- The campaign is at \$560.8M toward the \$750M goal.
- The number of alumni making gifts in FY18 is again up over last year, and over 27,000 have contributed to the campaign.
- The Committee also heard from Ms. Susan Baxter who presented preliminary results from the Southeastern Institute of Research on alumni perspectives of VCU and how they want to be engaged in the future.

**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. Steve L. Worley	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	73.28	79%	Green	
Percentage of Alumni giving	V	DAR	6.3%	4.52%	72%	Green	
Earned Media Hits (total)**	V	UR	36,500	27,212	75%	Green	
Earned Media Impressions (B)	V	UR	48	22.4	47%	Green	
Media Coverage Tone (positive/neutral)**	V	UR	90%	95.8%	<i>Exceeds</i>	Green	
VCU Social Media Engagement (M)	V	UR	3.90	3.00	77%	Green	
MIR Recruitment and Comprehensive Campaign paid media impressions, all channels (M)	V	UR	80.9	58.00	<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

**Board of Visitors Executive Summary  
March 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. General Assembly</b></li> <li><b>2. Federal Update</b></li> <li><b>3. Personnel 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**

1. 2018 General Assembly and State Budget Update
2. Federal Items affecting the University and Health System
3. Personnel Update – federal relations

# Public Relations and Marketing Communications

## University Relations Dashboard FY 2018

Metric (as of Jan. 31, 2018)	FY 17 Actual	FY 18 Goal	FY 18 Actual	% of goal
Earned Media Hits*				
• Media Hits (total)	35,926	36,500	27,212	74%
• National	20,034	20,500	17,304	83%
Earned Media Impressions (in billions)	47.5	48	22.4	47%
Media Coverage Tone (positive/neutral/balanced)**	90%	90%	95.8%	Exceeds
Social Media				
• VCU social media followers	352,794	379,920	373,760	98%
• VCU Social media impressions (in millions)	65.7M	68.7M	35.3M	51%
• VCU social media engagement (in millions)	3.1M	3.9M	3.0M	53%
Owned Media				
• News Center visits (in millions)	767,432	775,000	400,919	51%
• News Center page views	983,677	1.0M	516,101	52%
MIR Recruitment and Institutional Campaign paid media Impressions, all channels (in millions)	108M	80.9M	58.0M	On track

\*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).*

### Dashboard Highlights

- Earned media hits, especially national hits, are well ahead of FY 18 target goals at 74% and 83% respectively. The tone of media coverage is overwhelmingly positive/neutral at 95.8%. Overall impressions are on track at 47%.
- Social and owned media also are on track to reach FY 18 target metrics.
- The FY 2018 Make it Real paid media campaign to recruit undergraduate in-state students and sustain institutional branding is on track with more than 58 million impressions and is expected to deliver the full 81 million impressions planned for FY 18.

### Public Affairs and Marketing Highlights

- President Rao's State of the University Address was viewed by about 500 people in attendance and via live stream. To date it received more than 235,000 total impressions and nearly 65,000 engagements through all social media channels.
- Top earned (media coverage) media hits for the second quarter include:
  - A media pitch about a VCU Massey Cancer Center study connecting childhood sleep habits, obesity and cancer risk that garnered a 139.7 million reach

- A news release about VCU research finding that nature and nurture contribute equally to depression risk was covered by several wire services such as Reuters and Yahoo! News, with a nearly 41 million reach.
- VCU Institute for Contemporary Arts pitch was captured in a roundup of new museums and destinations opening in 2018 had a 136.8 million reach
- Expert quotes by VCU faculty members Kelly O’Keefe (VCU Brandcenter) and Andrew Chestnut (School of World Studies) had a combined reach of 735 million.
- A Wilder School poll on national anthem protests received spotlight regional coverage in Politico, the Richmond Times-Dispatch and statewide NPR stations
- The Make It Real student recruitment campaign summary:
  - Overall click-through-rate (CTR) of 0.96% is 12 times the industry average of 0.08%
  - Search, social and display video units are the leading performers
  - “Make it real” far outpaced other search terms with the highest CTR of 8.95%
  - The campaign has delivered more than 204,000 total website sessions including a 26% return of visitors
  - The leading conversion (clicks from landing page) are to the Academics site -- prospects are most interested in VCU’s academic programs
  - 94% of visits are from mobile devices
  - Website visitors are coming from:
    - Virginia – 70%
    - Washington, D.C. – 10%
    - N. Carolina – 8%
    - New York – 6%
    - Pennsylvania – 3%
- The [myTuition](#) website has been overhauled and will be updated/revised as the university goes through the FY 19 budget process and more student feedback is obtained
- Integrated communications support continues for HR and Budget Redesign, ADA compliance for VCU-owned websites and social media channels; messaging support for federal issues such as DACA and Title IX (especially in the wake of the Larry Nassar trial and his ties with Michigan State and USA Gymnastics)

# 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	\$403,869,229	92,076
Planned Gifts - Revocable	\$88,490,944	247
Planned Gifts - Irrevocable	\$3,594,316	20
Philanthropic Grants	\$85,257,797	255
<b>Total Campaign Progress by Gift Type</b>	<b>\$581,212,286</b>	<b>92,326</b>
Source	Dollars Raised	Donor Count
Alumni	\$131,748,416	28,269
Friends	\$154,909,406	58,013
Corporations and Foundations	\$199,555,557	4,032
Other	\$94,998,908	2,012
<b>Total Campaign Progress by Source</b>	<b>\$581,212,286</b>	<b>92,326</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.