



VCU

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

May 10, 2019 – 11:00 a.m.
James Branch Cabell Library
901 Park Avenue – Room 311
Richmond, Virginia**

OPEN SESSION AGENDA

- | | |
|---|--|
| 1. CALL TO ORDER | Mr. G. Richard Wagoner, Jr., <i>Chair</i> |
| 2. APPROVAL OF AGENDA | Mr. G. Richard Wagoner, Jr., <i>Chair</i> |
| 3. APPROVAL OF MINUTES
(March 22, 2019) | Mr. G. Richard Wagoner, Jr., <i>Chair</i> |
| 4. INTRODUCTIONS AND
DASHBOARD REVIEW | Mr. 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 – <i>Freedom of Information
Act Sections 2.2-3711 (A)(9)</i> | |
| 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

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.
MARCH 22, 2019
JAMES CABELL LIBRARY
901 PARK AVENUE, ROOM 311, RICHMOND, VIRGINIA**

MINUTES

DRAFT

COMMITTEE MEMBERS PRESENT

Mr. G. Richard Wagoner Jr., Chair
Reverend Tyrone Nelson, Vice Chair
Mr. Todd Haymore
Dr. Robert Holsworth
Mr. Edward McCoy
Dr. Carol Shapiro

COMMITTEE MEMBERS ABSENT

Ms. Colette McEachin

OTHERS PRESENT

Mr. Matthew Conrad
Ms. Karah Gunther
Ms. Pamela Lepley
Ms. Samantha Marrs
Staff from VCU

CALL TO ORDER

Mr. G. Richard Wagoner Jr. called the meeting to order at 11:10 a.m.

APPROVAL OF MINUTES

Mr. G. Richard Wagoner Jr. asked for a motion to approve the minutes of the December 7, 2018 University Resources Committee, as published. After motion duly made and seconded the minutes of the December 7, 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. Karah Gunther, Executive Director, Government Relations and Health Policy, provided an update on:

- 2019 Virginia General Assembly noting:
 - Governor Northam proposed extensive changes to the biennial budget for FY19-20
 - A Reconvened session to be held April 3, 2019.
- Commonwealth of Virginia Budget passed by the General Assembly noting it includes:
 - Construction funding for STEM laboratories
 - VCU's purchase of ABC property for VCU Athletics Village
 - NGF Increase to reflect EGR project increases
 - \$16M for Tech Talent/Amazon Pipeline
- Health System – oversight of DMAS
 - Hampton Roads Research Consortium
 - DSH payment to be modified
 - Inmate Health Care pilot program VCU/UVA
 - Legislation overview of House Bills and State Bills passed and failed

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.

Metric goals are on track to meet or exceed goals halfway through FY 19.

Public Affairs and Marketing Highlights

The “Student Success Awareness” campaign is underway on a dual track of a short-term tactical and longer-term strategic communications plan to tell the story of our nationally significant progress in graduation rates and closing the graduation gap. She indicated that a longer-term strategic plan is in development with the help of the Hodges Partnership strategic communications firm. **The FY19 Make it Real student recruitment campaign** kicked off in September and exceeding goals and is on pace to deliver the full 101MM by the end of the campaign.

Development and Alumni Relations

Mrs. Samantha Marrs, Associate 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 \$67.3M in new gifts and pledges as of March 19. The campaign is at \$702.8M toward the \$750M goal as of March 22, 2019, 93.7% to goal.
- Overview of VCU’s ELEVATE 23 city alumni tour is underway having already traveled to Richmond, Orlando, Atlanta, San Francisco, Los Angeles, and New York. Future states are Dallas, Baltimore and Nashville.
- VCU’s development team won 8 southeastern district CASE awards in February including two national awards for increasing diversity in the profession and for customized receipting.

CLOSED SESSION

Mr. Wagoner asked Dr. Shapiro to make the motion to go into closed session. Dr. Shapiro 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.

<u>Vote</u>	<u>Ayes</u>	<u>Nays</u>
Mr. G. Richard Wagoner Jr., Chair	X	
Mr. Todd Haymore	X	
Dr. Robert Holsworth	X	
Mr. Edward McCoy	X	
Rev. Tyrone Nelson	X	
Dr. Carol Shapiro	X	

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

Mr. G. Richard Wagoner Jr. 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. G. Richard Wagoner Jr. adjourned the meeting at 12:15 p.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	78.16	82%	Green	
Percentage of Alumni giving	V	DAR	7.5%	7.46%	99%	Green	
Earned Media Hits (total)**	V	UR	53,500	29,711	56%	Green	
National Media Hits	V	UR	32,500	21,863	67%	Green	
Earned Media Impressions (B)	V	UR	36.5	20.2	55%	Green	
Media Coverage Tone (positive/neutral)**	V	UR	90%	97.0%	<i>Exceeds</i>	Green	
VCU Social Media Engagement (M)	V	UR	5.73	10.00	<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
May 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

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

Public Relations and Marketing Communications

University Relations Dashboard FY 2019

Metric (as of March. 31, 2019)	FY 18 Actual	FY 19 Goal	FY 19 Actual	% of goal
Earned Media Hits*				
• Media Hits (total)	51,023	53,500	29,711	55.5%
• National	30,933	32,500	21,863	67.3%
• Earned Media – Top Tier National Hits***	N/A	Benchmark	150	N/A
• Earned Media Focus (% of total media hits that focus on VCU)***	N/A	Benchmark	26.6%	N/A
Earned Media Impressions (in billions)	36B	36.5B	20.2B	55.6%
Media Coverage Tone (positive/neutral/balanced)**	96.3%	90%	97%	Exceeds
Social Media				
• VCU social media followers VCU Social media	383,626	419,241	401,107	49%
• VCU Social Media impressions (in millions)	61.3M	62.5M	44.3M	71%
• VCU social media engagement (in millions)	5.6M	5.7M	10M	Exceeds
Owned Media				
• News Center visits (in millions)	701,845	775,000	590,569	76.2%
• News Center page views	829,568	1.0M	733,545	73.4%
• Home Page Visits***	N/A	8.2M	6.93 M	86%
MIR Recruitment and Institutional Campaign <u>paid</u> media Impressions, all channels (in millions)	80.9M	101M	115M	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).

Public Affairs and Marketing Highlights

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

Spring 2019 Commencement

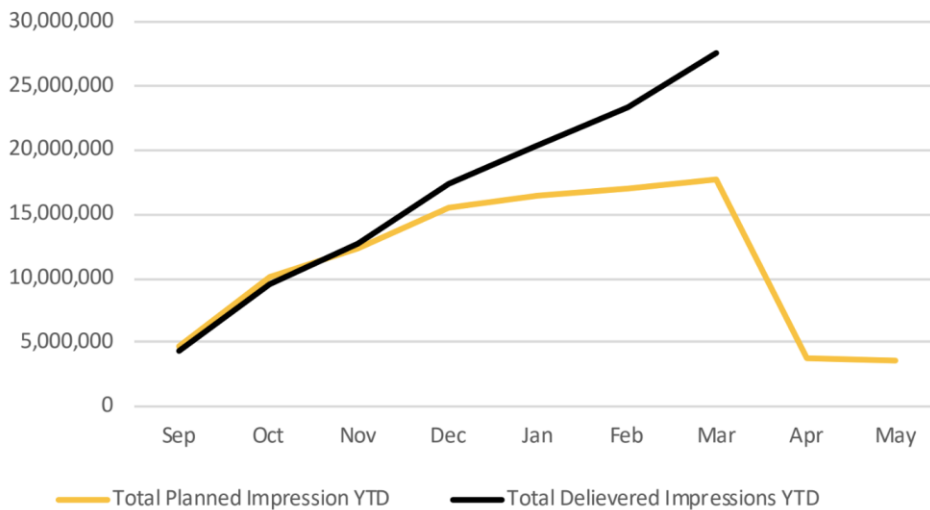
- Work continues with Greater Richmond Convention center and other internal and external partners on event planning, logistics
 - Expect familiar ceremony with some change but no major issues
 - BOV will continue to fill platform, with rector serving in visible participatory role
- Noted changes in new 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.

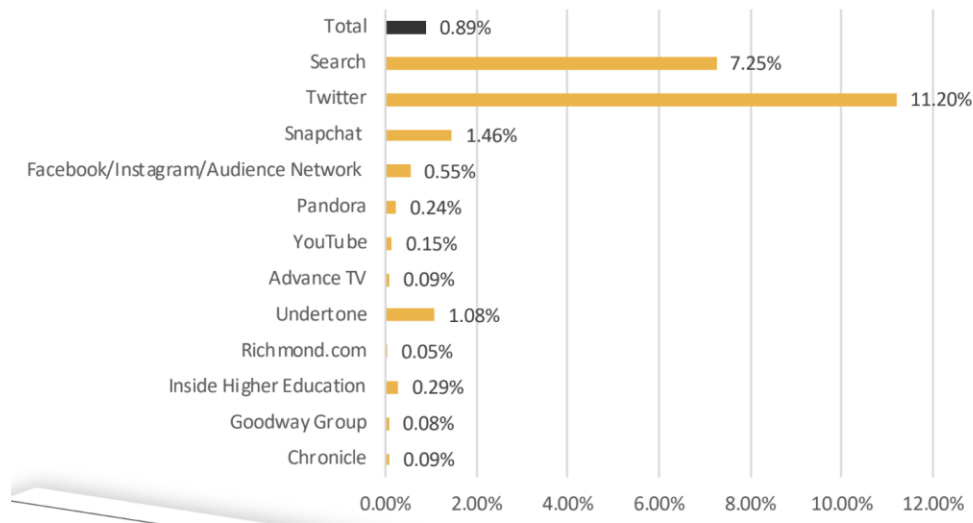
MIR Paid Media Highlights (October 1, 2018 – March 31, 2019)

The majority of the MIR recruitment paid advertising campaign is winding down through April.

- More than **115 M total impressions**, which surpasses the 101M campaign goal by almost 14%



- Overall **CTR (click-thru-rate) of .89%** is tracking ahead of >.8% goal. Twitter and Search continue do well but Undertone’s rich media has boosted display with a 1.08% CTR



- **Conversion rate is currently at 1.36%** and is exceeding 1.0% goal
 - 351,037 landing page sessions / 4,766 clicks to VCU web pages

2018-19 Campaign Overview					
Sessions	Users	Pageviews	New Sessions	Pages/Session	Bounce Rate
351,037	258,270	369,992	73.81%	1.05	93.34%

2018-19 Campaign - Total Link Clicks KPI (for All Pages)		
All link clicks	Virginia only	Out of state
4,776	2,169	2,607
<i>NOTE - To calculate conversions rate: (All link clicks/Sessions) x 100</i>		

2018-19 Campaign - Page sessions		
Page	Sessions	% New Sessions
www.vcu.edu/makeitreal/culture/	185,582	78.93%
www.vcu.edu/makeitreal/programs/	88,287	69.74%
www.vcu.edu/makeitreal/facts/	57,931	64.79%
www.vcu.edu/	8,877	82.46%
www.vcu.edu/makeitreal/programs-2/	6,552	61.1%
www.vcu.edu/makeitreal/culture-2/	3,794	57.83%
www.vcu.edu/makeitreal/culture-2/?utm_	5	100%
www.vcu.edu/about-vcu/	5	0%
www.vcu.edu/makeitreal/culture	5	100%
Grand total	351,037	73.81%

2018-19 Campaign - Landing Page CTA Link Clicks		
Programs CTA	Culture CTA	Facts CTA
944	1,449	491

Out-of-state (OOS) Marketing/Recruitment Pilot

PAID MEDIA: Continuing to run \$200k of incremental digital media spend through April 2019 in NC, DC, MD, NY/NJ and PA.

- Significant increase in OOS sessions on paid advertising landing page with **~65% originating outside of VA** (last year ~30% from OOS)
- New York tops the list with 18% followed by DC, NC and NJ averaging 9 -10%.

This Year - Top States (MIR fy19 Campaign)		
Region	Sessions	% of Total
Virginia	123,157	35.08%
New York	62,654	17.85%
District of Columbia	34,797	9.91%
North Carolina	34,131	9.72%
New Jersey	31,188	8.88%
Pennsylvania	23,231	6.62%
Maryland	14,354	4.09%
Tennessee	4,314	1.23%
Georgia	4,066	1.16%
Connecticut	2,704	0.77%
Texas	1,868	0.53%
South Carolina	1,848	0.53%

Top Locations (MIR fy19 Campaign)			
Region	City	Sessions	% of Total
New York	New York	48,222	13.74%
District of Columbia	Washington	34,797	9.91%
Virginia	Virginia Beach	18,094	5.15%
North Carolina	Charlotte	17,530	4.99%
Pennsylvania	Philadelphia	14,811	4.22%
Virginia	Tysons	6,090	1.73%
New Jersey	Newark	5,720	1.63%
Virginia	Charlottesville	5,341	1.52%
Virginia	Arlington	5,302	1.51%
Virginia	Richmond	4,733	1.35%
North Carolina	Raleigh	3,619	1.03%
Virginia	Norfolk	3,609	1.03%

Earned, owned and shared media showing gains in top tier media hits, stronger storytelling and audience engagement

Example of top earned (news coverage)

Professor quoted on vaccine misinformation on social media platforms

- Associated Press includes expert quote from Robertson School's Jeanine Guidry, Ph.D., in widely-distributed article
- **439 hits, 156.8 million reach**
- Pitch hit by Brian McNeill



*"There has been hesitancy about vaccines as long as vaccines have existed," said **Jeanine Guidry, professor at Virginia Commonwealth University** who studies social media and vaccines. Such sentiment, dating back to the 1700s, was once confined to towns and local communities. Online, it dates back long before Facebook and Twitter. A 2002 study on Google search results found that 43% of the sites surfaced after searches for "vaccination" and "immunization" were anti-vax.*



Top owned media hits in reporting period:

- [VCU programs rise in updated U.S. News & World Report rankings](#) (6,000 pageviews)
- [To be or not to be... the next 'American Idol'](#) (3,250 pageviews)
- [Board of Visitors approves ONE VCU master plan](#) (3,000 pageviews)

Top social media posts by platform:

- Facebook: (organic) President Rao statement on Westboro Baptist Church demonstration: 72,314 reach, 4,036 link clicks 2,941 reactions
- Facebook: (boosted) VCU U.S. News & World Report rankings: 61,186 reach, 3,492 reactions, 3,039 link clicks
- VCU Twitter: Initial statement on WBC: 23,487 impressions, 1,94 engagements, 18.3% engagement rate
- VCUNews Twitter: Tressie Cottom's book in The Grio: 6,385 impressions
- LinkedIn:
 1. Seth Lyons on American Idol: 7,354 impressions, 535 clicks, 126 likes, 7 shares
 2. VCU programs rankings climb: 16,372 impressions, 1,093 clicks, 272 likes, 7 comments 22 shares

FY 19 Marketing Communications Priorities

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

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	\$495,950,688	104,076
Planned Gifts - Revocable	\$112,893,212	331
Planned Gifts - Irrevocable	\$5,416,685	32
Philanthropic Grants	\$100,095,859	306
Total Campaign Progress by Gift Type	\$714,356,444	104,372
Source	Dollars Raised	Donor Count
Alumni	\$164,528,498	31,149
Friends	\$183,481,335	66,322
Corporations and Foundations	\$293,687,199	4,393
Other	\$72,659,411	2,508
Total Campaign Progress by Source	\$714,356,444	104,372

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.