



# VCU

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

**May 11, 2018 – 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 AGENDA** Mr. G. Richard Wagoner, Jr., *Chair*
- 3. APPROVAL OF MINUTES** Mr. G. Richard Wagoner, Jr., *Chair*  
(March 22, 2018)
- 4. INTRODUCTIONS AND DASHBOARD REVIEW** Mr. G. Richard Wagoner, Jr., *Chair*
- 5. GOVERNMENT RELATIONS UPDATE** Mr. Matthew Conrad, *Executive Director of Government Relations*  
Ms. Karah Gunther, *Executive Director Government Relations and Health Policy*
- 6. PUBLIC RELATIONS AND MARKETING UPDATE** Ms. Pamela D. Lepley, *Vice President for University Relations*
- 7. DEVELOPMENT AND ALUMNI RELATIONS UPDATE** Mr. Jay Davenport, *Vice President for Development and Alumni Relations*
  - a. VCU Alumni Strategic Plan Mr. Joshua Hiscock, *Associate Vice President, Alumni Relations*
- 8. CLOSED SESSION – Freedom of Information Act Sections 2.2-3711 (A)(9)**
  - a. Named Fund and Spaces Report Mr. Jay Davenport, *Vice President for Development and Alumni Relations*
  - b. Approved Named Funds Under \$50,000 Mr. Jay Davenport, *Vice President for Development and Alumni Relations*

c. Top Gifts

Mr. Magnus Johnsson, *Senior Associate Vice President for Development*

**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, 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 December 8, 2017 University Resources Committee, as published. After motion duly made and seconded the minutes of the December 8, 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. 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	78.84	85%	Green	
Percentage of Alumni giving	V	DAR	6.3%	5.35%	85%	Green	
Earned Media Hits (total)**	V	UR	36,500	38,892	107%	Green	
Earned Media Impressions (B)	V	UR	48	31.0	65%	Green	
Media Coverage Tone (positive/neutral)**	V	UR	90%	96.0%	106%	Green	
VCU Social Media Engagement (M)	V	UR	3.90	4.20	108%	Green	
MIR Recruitment and Comprehensive Campaign paid media impressions, all channels (M)	V	UR	80.9	90.00	111%	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 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. State Legislature</b></li> <li><b>2. Local Government</b></li> <li><b>3. Federal</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. State Legislature
  - a. Special Session related to Budget/Medicaid Expansion 4/11/18
  - b. Reconvened/"Veto" Session 4/18/18
  - c. State Budget Update
2. Local Government
  - a. New Kent County Board of Supervisors/VCUHS BOD Retreat
  - b. City of Richmond Annual Summit
3. Federal
  - a. President Rao Congressional Visits May 7<sup>th</sup>
  - b. Participation in CHA Family Advocacy Day on the Hill

# **Public Relations and Marketing Communications**

## University Relations Dashboard FY 2018

Metric (as of March 31, 2018)	FY 17 Actual	FY 18 Goal	FY 18 Actual	% of goal
Earned Media Hits*				
• Media Hits (total)	35,926	36,500	38,892	106%
• National	20,034	20,500	22,039	107%
Earned Media Impressions (in billions)	47.5	48	30.9	65%
Media Coverage Tone (positive/neutral/balanced)**	90%	90%	96%	106%
Social Media				
• VCU social media followers	352,794	379,920	374,995	99%
• VCU Social media impressions (in millions)	65.7M	68.7M	46.7M	68%
• VCU social media engagement (in millions)	3.1M	3.9M	4.2M	107%
Owned Media				
• News Center visits (in millions)	767,432	775,000	542,455	70%
• News Center page views	983,677	1.0M	689,349	70%
MIR Recruitment and Institutional Campaign <u>paid</u> media Impressions, all channels (in millions)	108M	80.9M	90.0M	111%

\*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

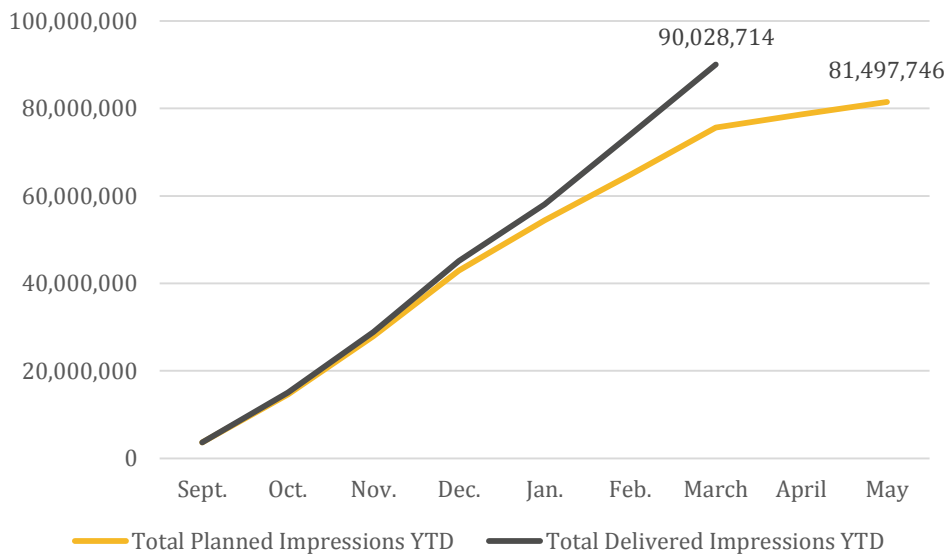
- Earned media hits have exceed FY 18 targets as of March 31. The tone of media coverage is overwhelmingly positive/neutral at 96%. Overall impressions are on track at 65% with a quarter of the fiscal year remaining.
- Social media has met FY 18 year targets for followers and engagement. Social media impressions and owned media metrics are tracking to achieve target metrics.
- The FY 2018 Make it Real paid media campaign to recruit undergraduate in-state students and sustain institutional branding has exceeded impression estimates by 1- percent, directly attributable to stronger than anticipated results in digital advertising.

### Public Affairs and Marketing Highlights

- At this writing, the final numbers are not in. However, the combined marketing communications effort of ICA staff, consultants and University Relations has been a resounding success. Over the quarter the ICA opening has been positively covered in major national and international media, as well as in distinguished arts and architecture industry publications. Richmond area media also have provided in-depth, positive coverage. A VCU social media post before the opening reached an audience of about 31,000. A fully integrated paid media campaign for the opening included

outdoor, guerilla, print, digital, radio and transit channels to penetrate the Richmond region market with more than 45 million impressions. The campaign runs through June.

- Top earned (media coverage) media hits for the second quarter include:
  - About 280 media hits (295 million reach) that compared VCU’s Final Four run and its impact on the university to what Loyola-Chicago would be experiencing
  - 75 hits with a more than a 159 million reach on pitch of Brandcenter Professor Kelly O’Keefe talking about the Toys R Us bankruptcy and closure
  - 26 hits with a 60 million reach coming from a news release about VCU students conducting a “Wellness Block Party” to provide health screenings and health education in Richmond
  - 5 hits with a 43.2 million reach on VCU E-cig vapor research
  - A social media post about VCU’s latest US News rankings attracted an audience of more than 76,000
- The Make It Real student recruitment campaign summary:
  - A strong digital campaign is extending the reach (impressions) of the advertising. The overall click-thru-rate (CTR) of 1.09 percent is more than 13 times the industry average of 0.08 percent. Search and an increased investment in social media are the leading contributors to raising our averages
    - Search = 2.05% CTR (Twitter is the strongest performer at 10.19%)
    - Social = 1.89 % CTR
  - The campaign has delivered more than 305 *Make it real* website sessions from digital and social advertising clicks including about 43 percent returning visitors. This indicates an interest to consider applying to VCU. Prospective students are most interested in our programs, with 824 total visits to the Academics pages over the past 6 months.



# 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	\$408,419,957	94,553
Planned Gifts - Revocable	\$89,335,944	255
Planned Gifts - Irrevocable	\$3,694,190	20
Philanthropic Grants	\$86,360,594	261
<b>Total Campaign Progress by Gift Type</b>	<b>\$587,810,685</b>	<b>94,807</b>
Source	Dollars Raised	Donor Count
Alumni	\$133,907,754	29,090
Friends	\$156,021,149	59,534
Corporations and Foundations	\$239,166,465	4,090
Other	\$58,715,317	2,093
<b>Total Campaign Progress by Source</b>	<b>\$587,810,685</b>	<b>94,807</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.

# VCU Alumni Strategic Plan Executive Summary

*VCU Alumni leads the university's efforts to strengthen and promote an invested alumni community and inspires lifelong loyalty that advances Virginia Commonwealth University.*

VCU Alumni's strategic plan is guided by this aforementioned mission statement. This plan articulates the office's priorities and serves as resource for those who share in our efforts to engage VCU's more than 188,000 alumni worldwide.

As VCU community commemorates the 50<sup>th</sup> anniversary of the Wayne Commission in 2018, the VCU Alumni operation is the primary gateway to access VCU's global alumni community. With the adoption of an inclusive, non-dues membership model, the path ahead is clear for us to engage tens of thousands of alumni who previously did not find a way to connect. Over the next five years, we will enhance our current offerings to strengthen our role of providing rewarding and relevant engagement opportunities for alumni. These opportunities include ways for alumni to enrich the university, celebrate their VCU experience, and create meaningful peer-to-peer connections.

Our staff team partnered with alumni leaders and other key university stakeholders to create this strategic plan. This plan is titled: **ELEVATE: Expanding Leadership, Enrichment & Volunteerism for Alumni Through Engagement.**

ELEVATE outlines the specific strategies and tactics we will employ in the coming years. We will enhance the outreach, legacy, and recognition programming already underway and will grow new initiatives in areas focused on career development, professional networking, and lifelong learning. We will grow new volunteer roles for alumni and will focus staff time and programming on the recruitment, training, retention, and stewardship of volunteer leaders. We will build new business partnerships and find new opportunities for mutually beneficial collaboration. We will build a culture of philanthropy in which every alumni volunteer is also a donor. And that is just the beginning. Everything we do will have one shared outcome - to elevate the alumni experience.

Central to this vision is our framework for creating and facilitating lifelong alumni engagement. This framework recognizes the dynamic nature of alumni involvement with the university and establishes a continuum of four key dimensions by which we define, develop, and measure our engagement initiatives.

The four key dimensions of engagement include:

- **Awareness:** Alumni are informed about university news, initiatives, and events, and are engaged through social media. They are *Ambassadors* in staying informed and sharing content.
- **Activity:** Alumni are active participants (in person or online), utilize resources, and have connections both peer-to-peer, with students, and with the institution. They are *Ambassadors* and *Advocates* for VCU.
- **Volunteerism:** Alumni are heavily invested through the active donation of their time and both personal and professional talents as *Ambassadors*, *Advocates*, and *Advisors*.
- **Philanthropy:** Alumni are invested financial stakeholders in the success of the institution. They are *Askers*. These alumni ask not only themselves, but also others, to read e-mails, attend events, and volunteer their time and energy. Moreover, these alumni ask not only themselves, but also others, to give a gift of any amount to a VCU department, school, unit, initiative, or priority of their choosing. These are our VCU Champions.

## Assumptions

We recognize that: 1) The engagement efforts undertaken by VCU Alumni will continue to require successful, on-going collaborations with campus constituents; 2) A full audit must be completed to assess all programs currently being offered; 3) As we consider our engagement footprint, greater consideration should be given to areas with significant alumni concentration particularly in the Richmond, greater metropolitan Washington, DC, Hampton Roads, Triangle, Los Angeles, Atlanta, and New York City metropolitan areas; and 4) Volunteers play a significant role in our engagement

efforts as Advisors, Ambassadors, Advocates, and Askers. This includes the VCU Alumni Board of Governors and members of our MCV Alumni Association - our key volunteer partners.

Within this context, the following strategic goals will guide and propel our work and are applicable, to varying degrees, across all functional teams within the VCU Alumni operation. A strategic planning matrix under development will further develop these strategic goals and lay out our plan for the next five years.

## **Strategic Goals**

### **Enhance the overall engagement of alumni within affinity, shared-interest, identity, academic, industry, and regional chapters and networks**

In order to remain relevant in the lives of our alumni, we must meet them where they are and provide engagement opportunities that fit with their professional and personal interests. We must consider not only where they live and work, but also how they define their relationship to VCU. We will accomplish this by:

- Taking the lead in planning and executing regional alumni programming in coordination with development
- Developing best practices for communications and marketing within these communities
- Implementing a sustainable and robust industry network model
- Increasing collaborations among affinity, shared-interest, identity, academic, industry, and regional chapters and networks
- Enhancing programming in ways that encourage broader and greater participation

### **Enhance the quantity and variety of staff-led engagement programming**

As an academic institution, VCU's obligation is to educate future citizen-leaders. VCU Alumni extends this student experience by offering a rich array of both social and educational resources to our alumni. To ensure the highest quality programming for alumni, we will enhance the quantity and variety of staff-led engagement programming. We will support this by:

- Building a programming model that delivers a variety of offerings appealing to both professional and personal interests
- Growing an array of career and professional development programming for alumni of all ages and life stages
- Developing a comprehensive portfolio of lifelong learning opportunities featuring faculty and exemplary alumni
- Bringing the classroom experience to our alumni via a regional roadshow to promote personal growth and to reconnect them with the university

### **Increase and enrich interactions with current students**

The function of alumni relations is to honor the past, celebrate the present, and lay the foundation for the future. Our students represent that future. To build a strong and sustainable global alumni network, we must focus on strengthening our students' connections to alumni which helps to model the importance of lifelong engagement. We will increase and enrich student-alumni interactions by:

- Fostering additional growth of Students Today Alumni Tomorrow (STAT)
- Creating student-alumni programs templates to be utilized across campus that acknowledge the differences between the undergraduate and graduate student experience
- Connecting students and alumni in ways they identify as most meaningful to them
- Producing meaningful and sustainable mentoring opportunities that connect students with alumni

### **Increase and enrich interactions with recent graduates**

A strong global alumni network is enhanced by quickly and effectively engaging new alumni every year and by building and executing programming that is meaningful and relevant, both personally and professionally, for the first decade post-graduation. We will increase and enrich the alumni experience of recent graduates by:



- Fostering additional growth of “flash” volunteering opportunities that allow for alumni to make a maximum impact in a moderate amount of time
- Growing opportunities for collaboration and team-based engagement
- Designing programming focused on both personal and professional development with a strong focus on programming tailored to graduate and professional students that deemphasizes a one-size-fits-all approach
- Producing meaningful and sustainable mentoring opportunities that connect seasoned legacy alumni with recent alumni

### **Increase and enrich interactions with legacy alumni**

The backbone of a strong and sustainable global alumni network is a focus on the legacy alumni who provide mentorship, experience, and perspective to our alumni organizations and programs. They are the role models showcasing the importance of lifelong engagement. We will increase and enrich legacy alumni engagement by:

- Building an Alumni Emeriti Society to honor alumni 50-years post-graduation or 70 years of age

### **Expand and strengthen our volunteer programs**

Volunteers are central to our ability to grow an invested alumni community. Therefore, we must find opportunities to reconnect alumni with VCU in a variety of meaningful ways. We will deliver a consistent and comprehensive volunteer experience by:

- Designing a process to facilitate on-going volunteer engagement
- Creating additional volunteer opportunities
- Developing a comprehensive training program for alumni volunteers and VCU staff volunteer managers
- Improving volunteer stewardship

### **Grow business partnerships to ensure a sustainable future for VCU Alumni**

Maintaining a financially-stable organization capable of securing funds and sponsorships, as well as annual gifts, for alumni programs and volunteer groups is critical to the success of VCU Alumni. To accomplish this, we will focus on:

- Growing internal and external partnerships that produce substantial funding and mutually-beneficial long-term relationships
- Focusing on the promotion of alumni-owned businesses as alumni benefit providers, event sponsors, and lead major gift donors

### **Further integrate philanthropy into the VCU alumni relations enterprise**

By creating quality engagement opportunities for alumni, VCU Alumni plays an active and important role in the fundraising pipeline. Our programs allow us and our colleagues to discover, qualify, cultivate, solicit, and steward current and future donors; and we help alumni understand how their support is impactful to the university. We will continue to strengthen our part in this by:

- Providing annual staff and volunteer training to reinforce the integration of philanthropy and alumni relations
- Working closely with internal partners - specifically Annual Giving, Donor Relations, and Prospect Development - to identify best practices and integrate them into our VCU Alumni tactics
- Appropriately leveraging events as opportunities for discovery, qualification, cultivation, solicitation, and/or stewardship
- Creating and maintaining a culture of philanthropy with current undergraduate, graduate, and professional students