



# VCU

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

**March 22, 2019 – 11:00 a.m.\*\***

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

**OPEN SESSION AGENDA**

- |   |  |
|---|--|
| <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 7, 2018)                                       | 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 – <i>Freedom of Information<br/>Act Sections 2.2-3711 (A)(9)</i></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**

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.**

**Committee Members**

G. Richard Wagoner, Jr., Chair  
Tyrone E. Nelson, Vice Chair  
Todd Haymore  
Robert D. Holsworth  
Edward L. McCoy  
Colette W. McEachin  
Ronald McFarlane  
Carol S. Shapiro



**BOARD OF VISITORS  
UNIVERSITY RESOURCES COMMITTEE  
11:00 A.M.  
DECEMBER 7, 2018  
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  
Mr. Ron McFarlane  
Dr. Carol Shapiro

**COMMITTEE MEMBERS ABSENT**

Ms. Colette McEachin

**OTHERS PRESENT**

Mr. Eldon Burton  
Mr. Matthew Conrad  
Mr. Jay Davenport  
Ms. Karah Gunther  
Mr. Josh Hiscock  
Ms. Ashley Hood  
Mr. Magnus Johnsson  
Ms. Pamela Lepley  
Ms. Samantha Marrs  
Staff from VCU

**CALL TO ORDER**

Mr. G. Richard Wagoner Jr. called the meeting to order at 11:00 a.m.

**APPROVAL OF MINUTES**

Mr. G. Richard Wagoner Jr. asked for a motion to approve the minutes of the May 11, 2018 University Resources Committee, as published. After motion duly made and seconded the minutes of the May 11, 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:

- Personnel matters within Government Relations and introduced two new staff members
  - Eldon Burton, Director of Government and Community Relations
  - Ashley Hood, Sr. Director of State Government Relations
- Federal Update
  - Midterm Election Recap
  - 2019 GA Session Update

### **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

The FY19 Make it Real paid media campaign kicked off in September with primarily print media. In October, Youtube, Google and social boosting began running as well. Our early

December report will provide enough campaign data to measure CTRs (click-thru-rates) and conversion rates.

The 2018-2019 Make it Real campaign creative assets and public relations highlights update will be presented at the December University Resources Committee.

### **Development and Alumni Relations**

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

- Introduction of Michael Morelius, Senior Associate Vice President of Development for Monroe Park Campus, noting that the search is in final stages for the Senior Associate Vice President of Development for the Health Systems.
- 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 \$672,284 this month. He then reviewed areas of success and areas that needed improvement. The campaign is at \$651.6M toward the \$750M goal.
- Overview of the alumni strategic plan ELEVATE and the exciting new programs for Alumni.

Mr. Magnus Johnsson spoke of the presidential salon dinners for FY19 and thanked the McFarlane's for their wonderful event hosted in October.

### **CLOSED SESSION**

Mr. Davenport 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. McFarlane 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	
Mr. Ron McFarlane	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 12:29 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	61.34	65%	Green	
Percentage of Alumni giving	V	DAR	7.5%	6.60%	88%	Green	
Earned Media Hits (total)**	V	UR	53,500	23,074	43%	Green	
National Media Hits	V	UR	32,500	16,216	50%	Green	
Earned Media Impressions (B)	V	UR	36.5	14.7	40%	Green	
Media Coverage Tone (positive/neutral)**	V	UR	90%	98.0%	<i>Exceeds</i>	Green	
VCU Social Media Engagement (M)	V	UR	5.73	6.20	108%	Green	
MIR Recruitment and Institutional Campaign paid media impressions, all channels (M)	V	UR	101.0	64.00	<i>On track</i>	Green	
Digital CTR (Click thru rate)	V	UR	>0.8%	N/A	<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 2019**

<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 Update</b></li> <li><b>2. Federal Update</b></li> <li><b>3. Local 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. State Update
  - a. 2019 General Assembly Session Overview
  - b. Reconvened Session = April 3, 2019
  - c. Children's Hospital
  - d. 6-year Plan process
2. Federal Update
  - a. Rep. Donald McEachin – VCU MLK Celebration keynote speaker, January 25, 2019
  - b. Rep. Abigail Spanberger Health Care Forum on MCV Campus – February 20, 2019
  - c. President Rao visiting new members of Congress March 6, 2019
  - d. 2019 Appropriations Priorities
3. Local Update
  - a. Concurrent Police Jurisdiction
  - b. Athletics Facilities

# **Public Relations and Marketing Communications**

Metric (as of Jan. 31, 2019)	FY 18 Actual	FY 19 Goal	FY 19 Actual	% of goal
Earned Media Hits*				
• Media Hits (total)	51,023	53,500	23,074	43.1%
• National	30,933	32,500	16,216	50%
• Earned Media – Top Tier National Hits***	N/A	Benchmark	128	N/A
• Earned Media Focus (% of total media hits that focus on VCU)***	N/A	Benchmark	22.6%	N/A
Earned Media Impressions (in billions)	36B	36.5B	14.7B	40.1%
Media Coverage Tone (positive/neutral/balanced)**	96.3%	90%	98%	Exceeds
Social Media				
• VCU social media followers VCU Social media	383,626	419,241	397,289	38%
• VCU Social Media impressions (in millions)	61.3M	62.5M	31.7M	51%
• VCU social media engagement (in millions)	5.6M	5.7M	6.2M	108%
Owned Media				
• News Center visits (in millions)	701,845	775,000	491,007	63%
• News Center page views	829,568	1.0M	606,656	61%
• Home Page Visits***	N/A	8.2M	5.25M	64%
MIR Recruitment and Institutional Campaign <u>paid</u> media Impressions, all channels (in millions)	80.9M	101M	64M	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

\*\*\* 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).*

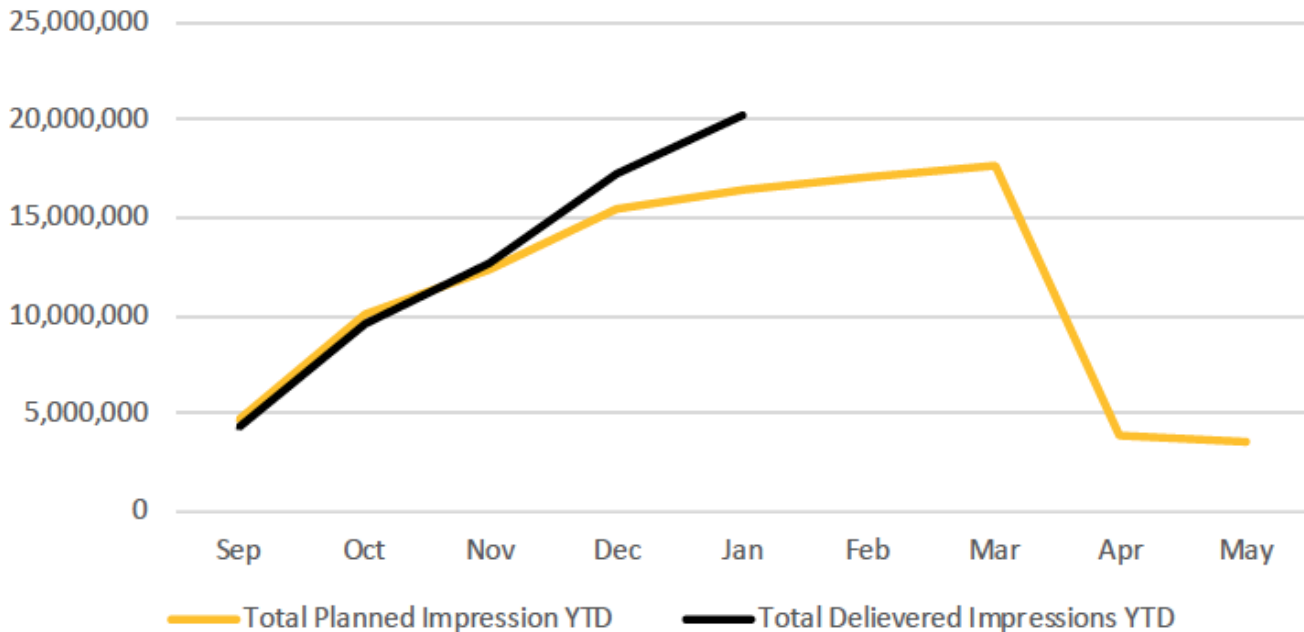
## Public Affairs and Marketing Highlights

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

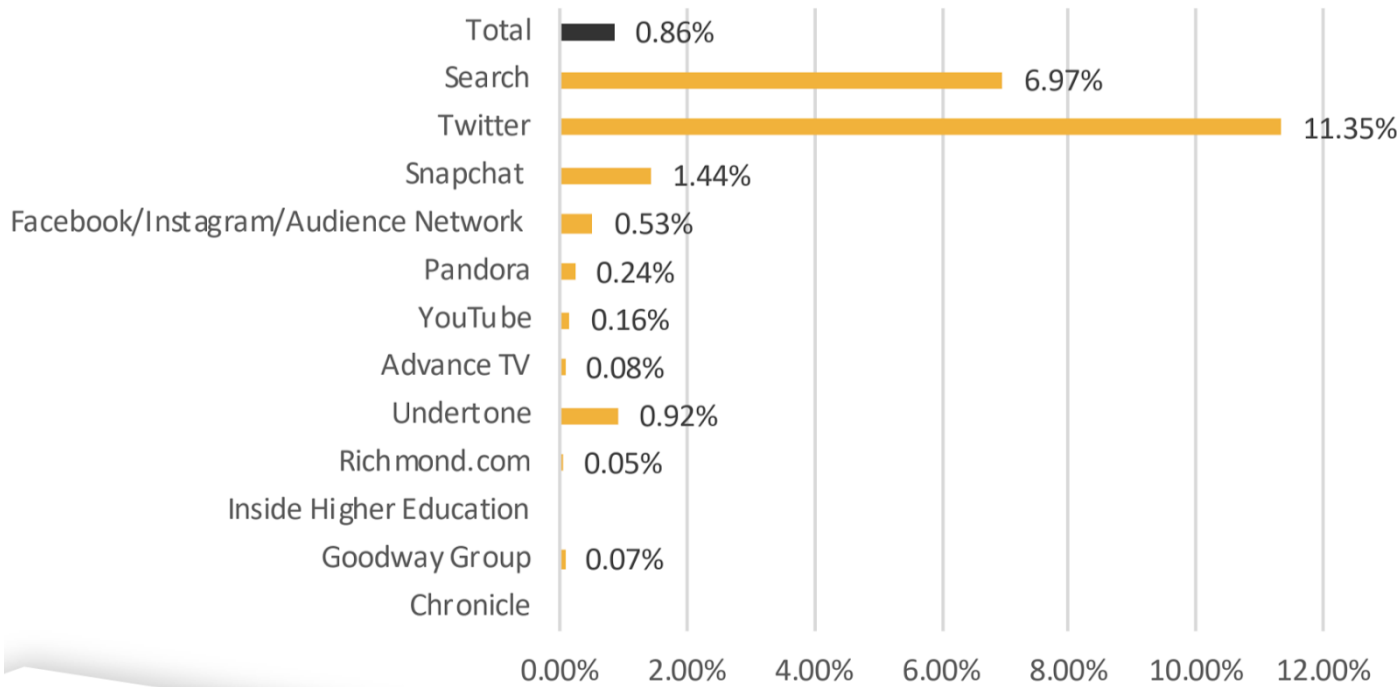
- **The “Student Success Awareness” campaign** is underway on a dual track of a short-term tactical and longer-term strategic communications plan to tell the story of our nationally significant progress in graduation rates and closing the graduation gap.
  - Tactical plan includes:
    - Executive communications that include presidential speeches and remarks, blog posts, and social media posts.
      - About 5,800 page views for blog posts
      - More than 41,000 impressions on
    - January’s State of the University address was heavy on telling our student success data and was successful across all social media platforms.
      - Reached 6,500 people via Facebook Live with more than 670 engagements

- Student success tweet received 3,231 impressions
- Longer-term strategic plan is in development with the help of the Hodges Partnership strategic communications firm, for delivery in April.

- **The FY19 Make it Real student recruitment campaign** kicked off in September and exceeding goals YTD. We've currently served over **64MM total impressions**, on pace to deliver the full 101MM by the end of the campaign.



- The overall **CTR of .86%** is tracking ahead of the >.8% goal. Twitter and Search are performing extremely well with a 11.35% and 6.97% CTR respectively.



- The **conversion rate is currently at 1.8%** and is exceeding goal of 1.0% by 180%
  - 134,950 landing page sessions / 2,412 clicks to VCU web pages

## 2018-19 Campaign Overview

Sessions	Users	Pageviews	New Sessions	Pages/Session	Bounce Rate
134,950	96,554	143,317	71.71%	1.06	92.91%

## 2018-19 Campaign - Total Link Clicks KPI (for All Pages)

All link clicks	Virginia only	Out of state
<b>2,412</b>	1,078	1,334

NOTE - To calculate conversions rate: (All link clicks/Sessions) x 100

## 2018-19 Campaign - Landing Page CTA Link Clicks

Programs CTA	Culture CTA	Facts CTA
<b>559</b>	<b>417</b>	<b>297</b>

## 2018-19 Campaign - Page sessions

Page	Sessions	% New Sessions
www.vcu.edu/makeitreal/culture/	53,221	74.9%
www.vcu.edu/makeitreal/programs/	49,042	69.16%
www.vcu.edu/makeitreal/facts/	26,852	67.75%
www.vcu.edu/	5,826	82.3%
www.vcu.edu/about-vcu/	6	0%
www.vcu.edu/makeitreal/culture	3	100%

**Grand total** 134,950 71.71%

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- 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 our paid advertising landing page with **~70% originating outside of VA** (last year ~30% from OOS)
- New York tops the list with 17% followed by DC, NC and NJ averaging 9-12%

## This Year - Top States (MIR fy19 Campaign)

Region	Sessions	% of Total
Virginia	41,276	30.59%
New York	22,613	16.76%
District of Columbia	15,485	11.47%
North Carolina	14,632	10.84%
New Jersey	12,144	9%
Pennsylvania	10,204	7.56%
Maryland	5,080	3.76%
Tennessee	2,649	1.96%
Georgia	2,307	1.71%
Texas	1,053	0.78%
Connecticut	948	0.7%
South Carolina	727	0.54%

## Top Locations (MIR fy19 Campaign)

Region	City	Sessions	% of Total
New York	New York	18,602	13.78%
District of Columbia	Washington	15,485	11.47%
North Carolina	Charlotte	7,653	5.67%
Pennsylvania	Philadelphia	7,602	5.63%
Virginia	Virginia Beach	6,749	5%
New Jersey	Newark	3,493	2.59%
Tennessee	Memphis	2,137	1.58%
Virginia	Charlottesville	1,919	1.42%
Virginia	Tysons	1,906	1.41%
Virginia	Richmond	1,827	1.35%
Georgia	Atlanta	1,742	1.29%
North Carolina	Raleigh	1,729	1.28%

- FY 20 MIR campaign development underway with marketing research**

- Mind Full Insights and Strategy has been engaged as our strategic managing partner and Hanover Research for quantitative online research. We will be measuring VCU's overall brand health/awareness for both in-state and out-of-state (OOS) prospective students and parents. We also will conduct research interviews with current freshman students and parents.

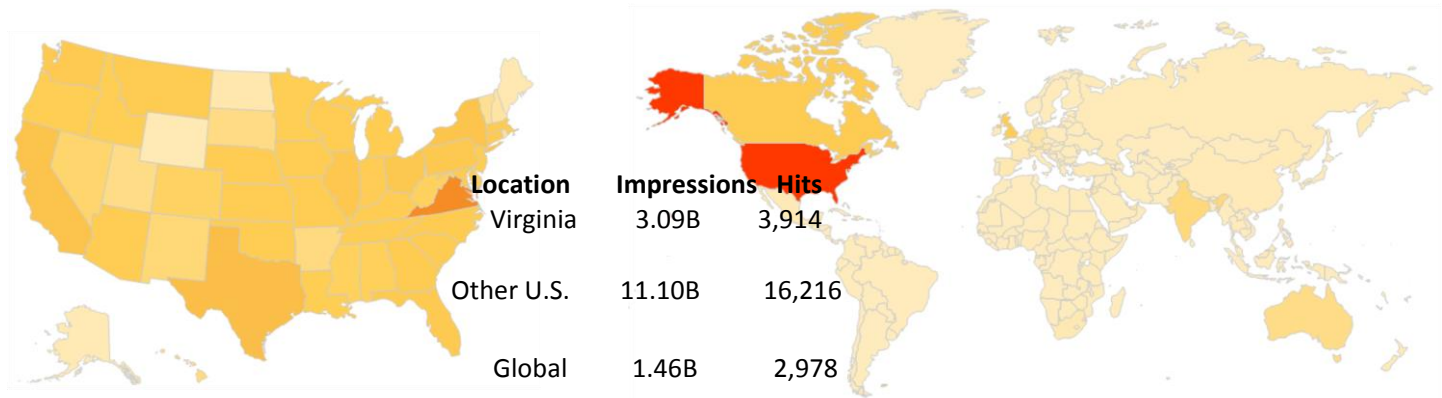
- The data and analytics will drive the strategy for this coming fall's marketing and recruitment campaign with a focus on targeting OOS prospects. The goal is to identify factors that generally motivate OOS applicants and the attributes that influence their decision to specifically consider VCU. Messaging and creative strategies will be designed to address those mindsets and behaviors.
- Quantitative survey geographic panel profile:

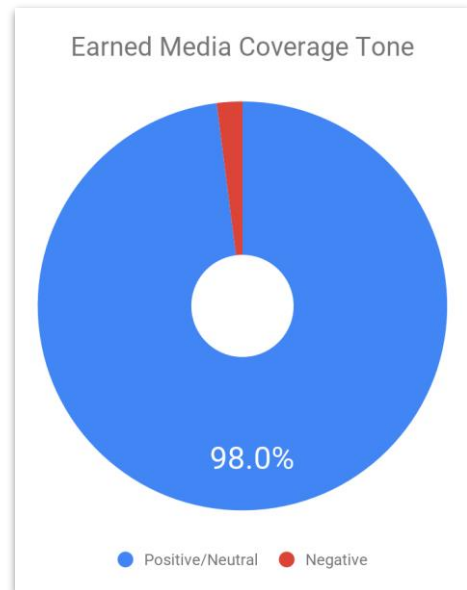
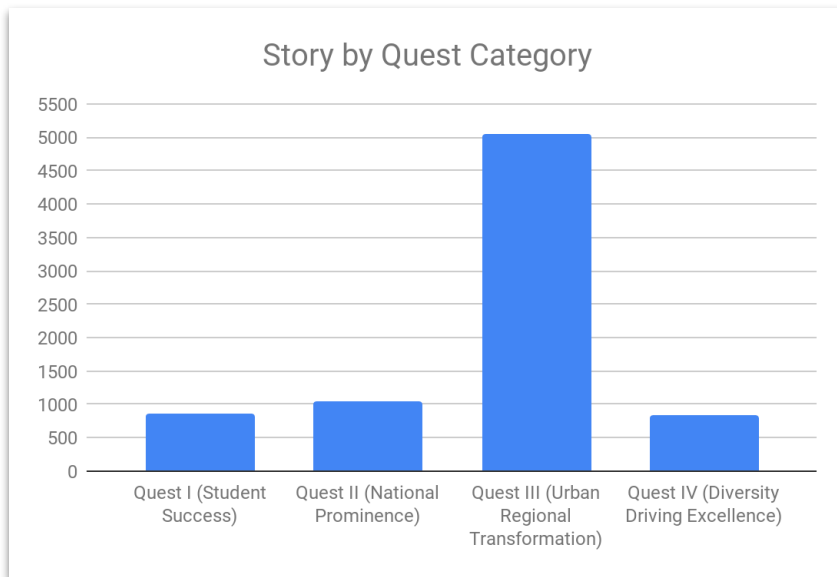
	Students	Parents	Total
1) Local: Virginia	200	200	400
2) Regional: Maryland	200	200	400
3) Regional: North Carolina	200	200	400
4) Regional: Washington, DC	200	200	400
5) Regional: New York DMA	200	200	400
6) Regional: Philadelphia DMA	200	200	400
Total	1200	1200	2400

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

FY18 to date Earned Media: 23,074 hits, 14.7B impressions

**Tier 1 Earned Media Hits, February:**  
**Washington Post, ABC News, CBS News,**  
**NPR, US News & World Report, Becker's**





### 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	\$484,351,621	102,047
Planned Gifts - Revocable	\$109,690,712	308
Planned Gifts - Irrevocable	\$5,106,126	27
Philanthropic Grants	\$98,028,494	296
<b>Total Campaign Progress by Gift Type</b>	<b>\$697,176,952</b>	<b>102,327</b>
Source	Dollars Raised	Donor Count
Alumni	\$162,676,015	30,637
Friends	\$180,461,798	64,904
Corporations and Foundations	\$286,170,732	4,353
Other	\$67,868,407	2,433
<b>Total Campaign Progress by Source</b>	<b>\$697,176,952</b>	<b>102,327</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.