



VCU

**VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS
UNIVERSITY RESOURCES COMMITTEE
December 7, 2018 – 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
(May 11, 2018) | 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.

MAY 11, 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 March 22, 2018 University Resources Committee, as published. After motion duly made and seconded the minutes of the March 22, 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. 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.

<u>Vote</u>	<u>Ayes</u>	<u>Nays</u>
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

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	15.33	16%	Green	
Percentage of Alumni giving	V	DAR	7.5%	3.77%	50%	Green	
Earned Media Hits (total)**	V	UR	53,500	10,218	19%	Yellow	
National Media Hits	V	UR	32,500	6,986	22%	Yellow	
Earned Media Impressions (B)	V	UR	36.5	5.7	16%	Yellow	
Media Coverage Tone (positive/neutral)**	V	UR	90%	97.0%	<i>Exceeds</i>	Green	
VCU Social Media Engagement (M)	V	UR	5.73	1.94	34%	Green	
MIR Recruitment and Institutional Campaign paid media impressions, all channels (M)	V	UR	101.0	13.90	<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
December 2018**

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. Introduction 2. Federal Update 3. GA Session 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. Introduction to new Government Relations Staff Members
2. Federal Update
 - a. Midterm Election Recap
3. 2019 GA Session Update

Public Relations and Marketing Communications

University Relations Dashboard FY 2019

Metric (as of Oct. 31, 2018)	FY 18 Actual	FY 19 Goal	FY 19 Actual	% of goal
Earned Media Hits*				
• Media Hits (total)	51,023	53,500	10,218	19.1%
• National	30,933	32,500	6,986	21.5%
• Earned Media – Top Tier National Hits***	N/A	Benchmark	60	N/A
• Earned Media Focus (% of total media hits that focus on VCU)***	N/A	Benchmark	21.9%	N/A
Earned Media Impressions (in billions)	36B	36.5B	5.7B	15.6%
Media Coverage Tone (positive/neutral/balanced)**	96.3%	90%	97%	Exceeds
Social Media				
• VCU social media followers VCU Social media	383,626	419,241	394,450	30%
• VCU Social Media impressions (in millions)	61.3M	62.5M	14.6M	23%
• VCU social media engagement (in millions)	5.6M	5.7M	1.9M	34%
Owned Media				
• News Center visits (in millions)	701,845	775,000	233,808	30%
• News Center page views	829,568	1.0M	300,560	30%
• Home Page Visits***	N/A	8.2M	2.9M	37%
MIR Recruitment and Institutional Campaign <u>paid</u> media Impressions, all channels (in millions)	80.9M	101M	13.9	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).

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



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	\$453,494,166	98,410
Planned Gifts - Revocable	\$103,792,429	291
Planned Gifts - Irrevocable	\$4,027,126	23
Philanthropic Grants	\$90,596,529	284
Total Campaign Progress by Gift Type	\$651,910,250	98,682
Source	Dollars Raised	Donor Count
Alumni	\$160,341,301	29,412
Friends	\$161,717,085	62,674
Corporations and Foundations	\$270,178,648	4,293
Other	\$59,673,217	2,303
Total Campaign Progress by Source	\$651,910,250	98,682

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.

Make it real.
CAMPAIGN FOR VCU

Board of Visitors Meeting

Make It Real Campaign Update
Jay Davenport, Vice President
December 7, 2018



VCU

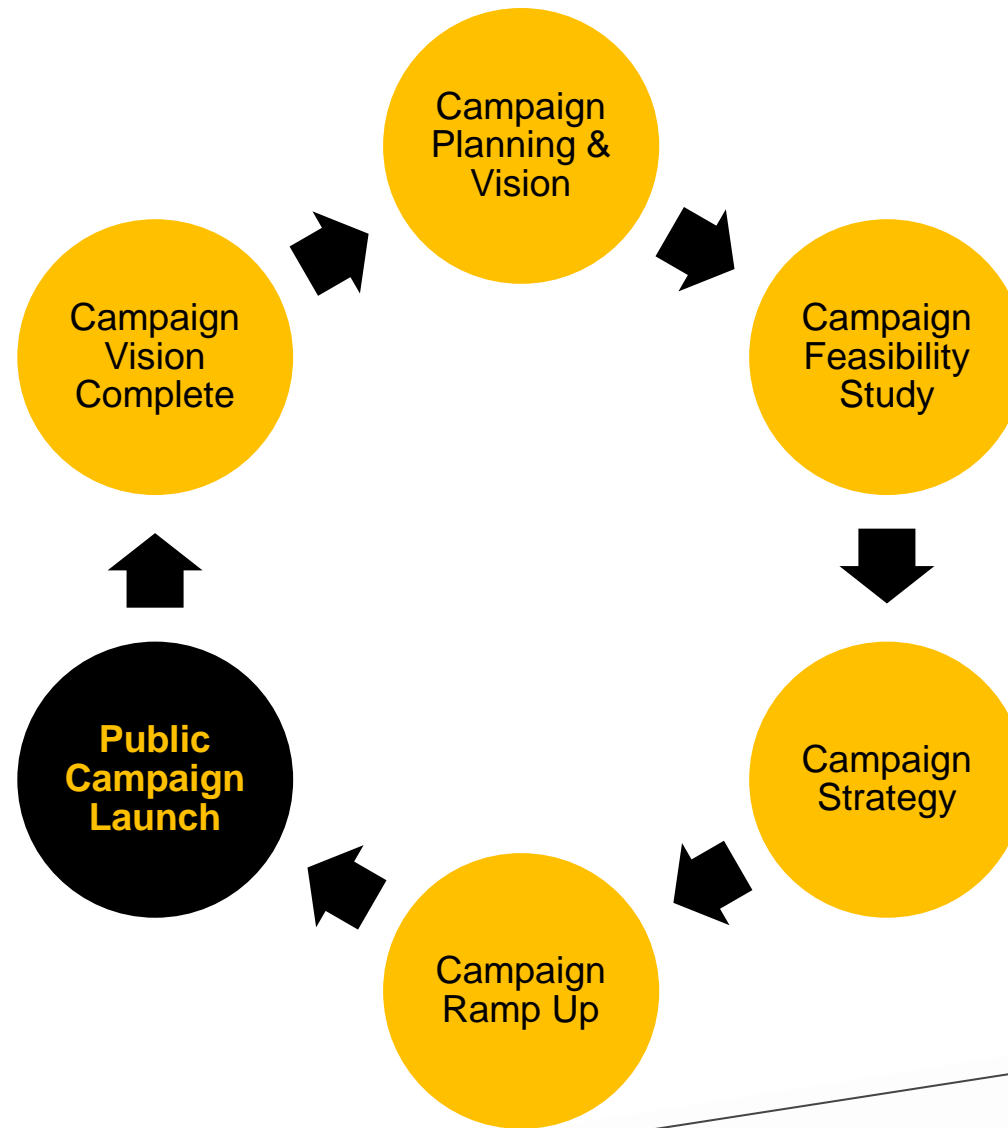
Comprehensive Capital Campaign

Strategic initiative undertaken by leadership in partnership with stakeholders to activate philanthropy in order to transform the organization in preparation for the future

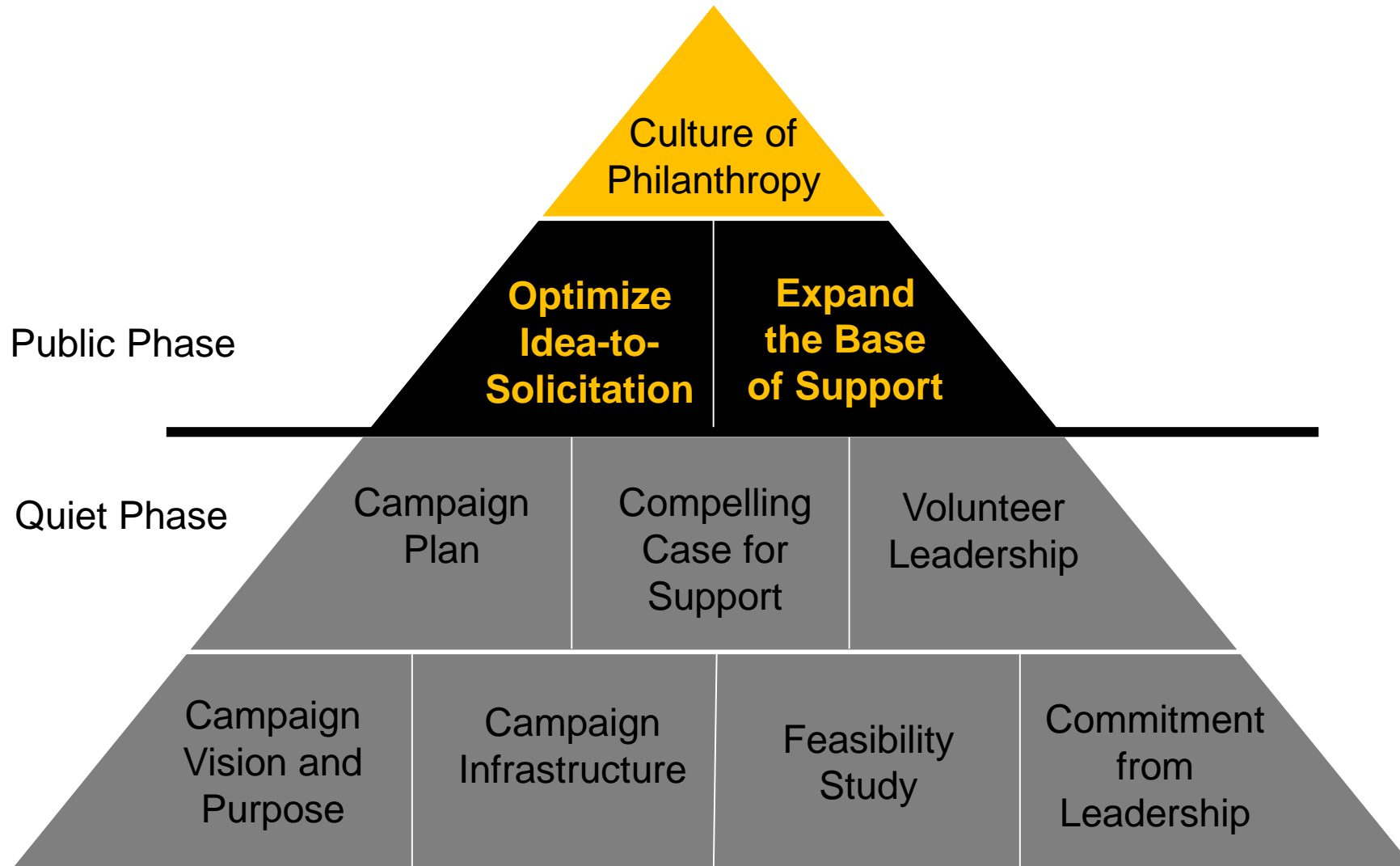
VCU Campaign History

Name of Campaign	Dates of Campaign	Dollar Goal	Amount Raised
Making a Difference	1984 - 1990	\$52 Million	\$62 Million
Partners for Progress	1992 – 1999	\$125 Million	\$168 Million
The Campaign for VCU	1999 – 2007	\$330 Million	\$410 Million

Lifecycle of a Capital Campaign



Building a Successful Capital Campaign



Campaign Fundraising Strategy

Relationship

Willingness
to Give

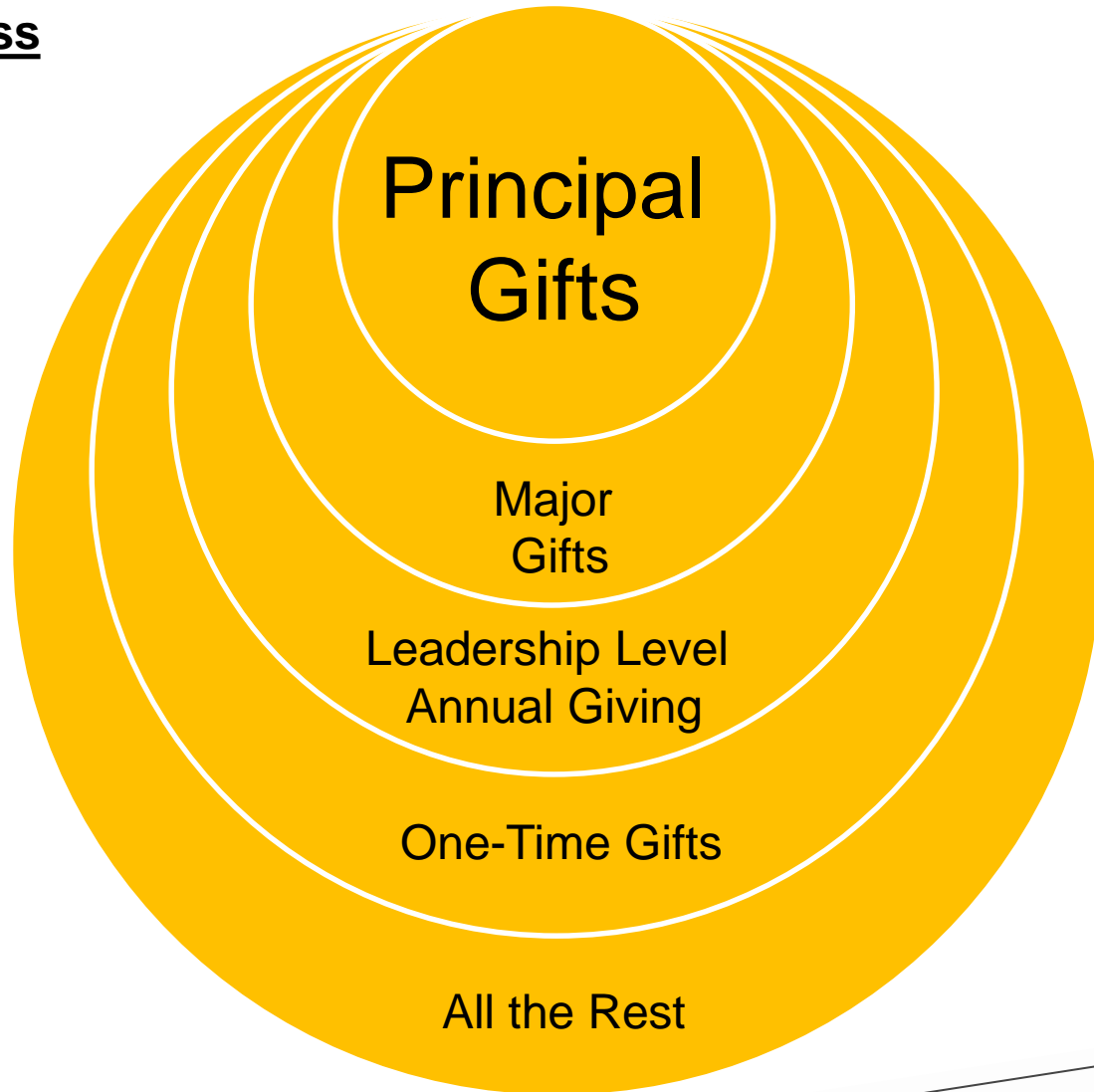
Know
Well

Highest

Know

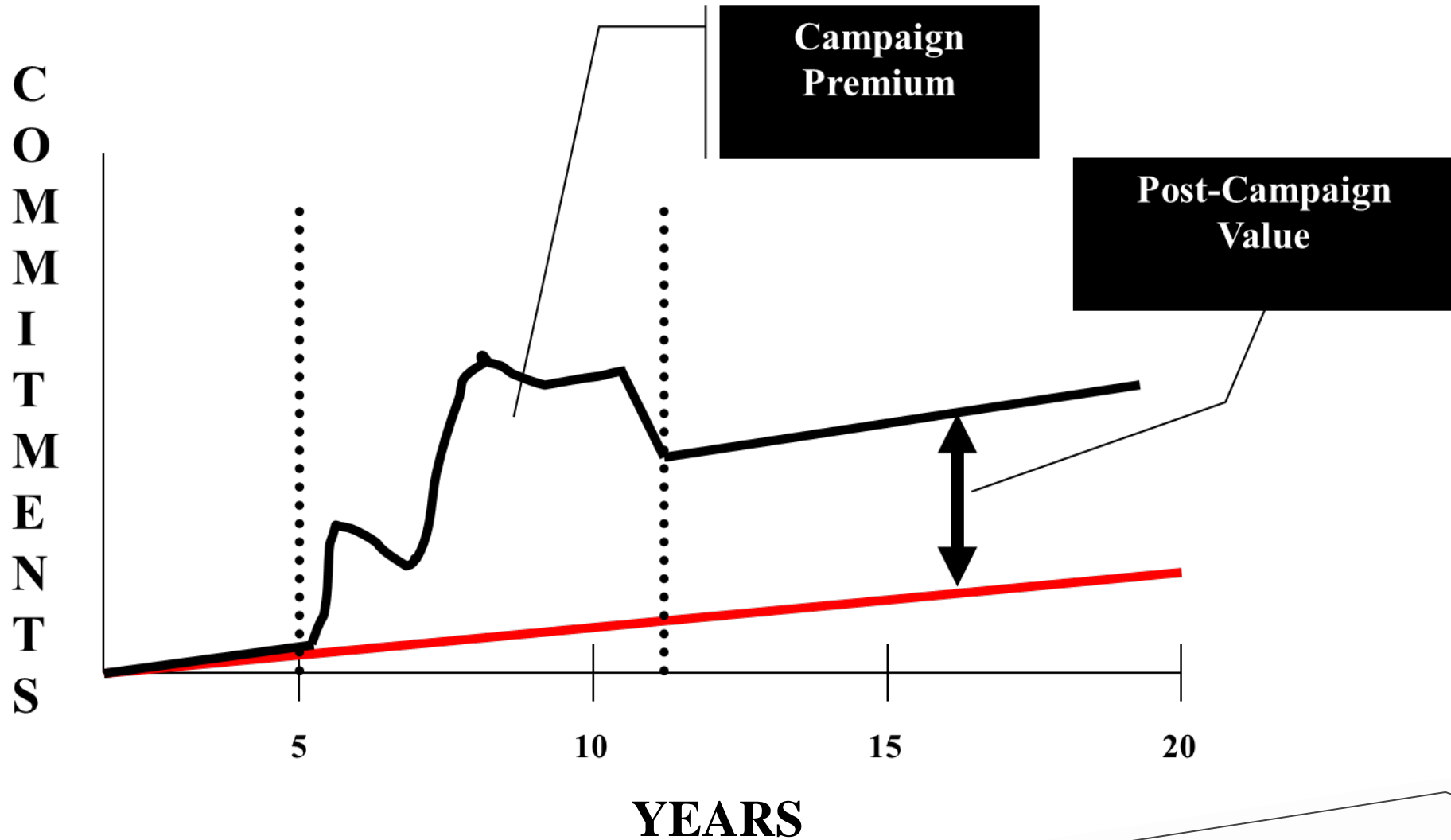
Know
Least

Lowest



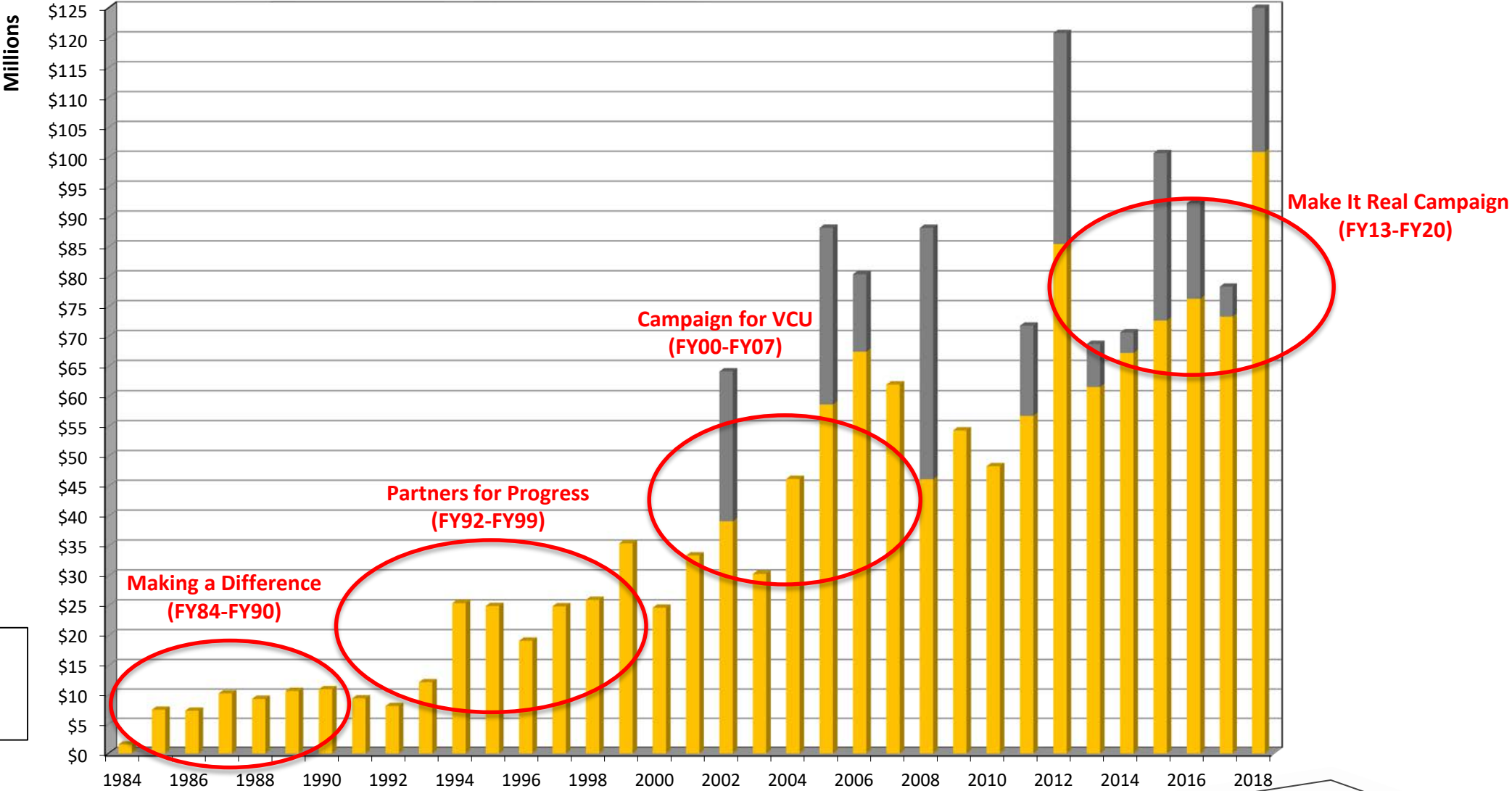
Make it real.
CAMPAIGN FOR VCU

Impact of a Campaign



Source: Marts and Lundy

Previous Campaigns Build the Foundation for the Future



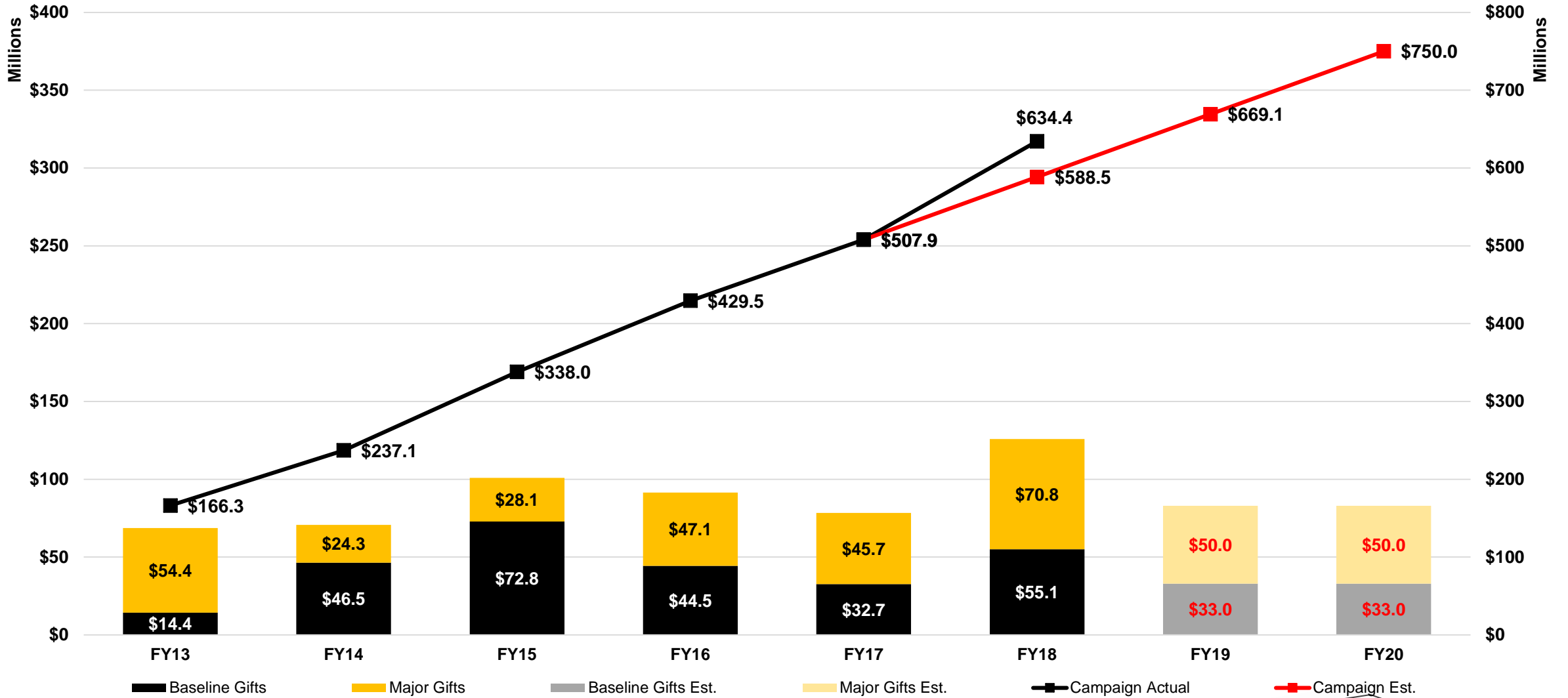
MIR by the Numbers

**\$651.6 Million raised to date
(86.9%)**

report date: 11/12/18

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CAMPAIGN FOR VCU

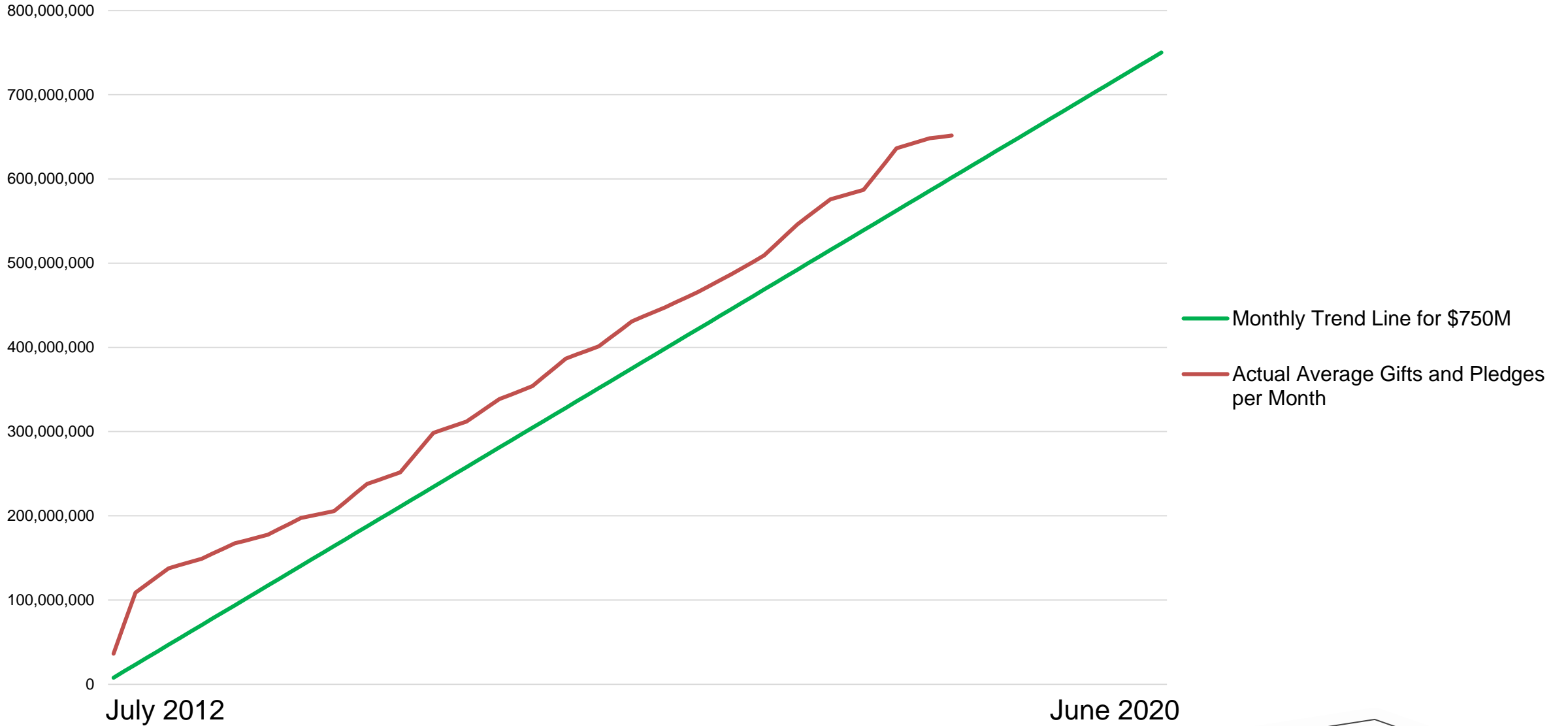
Campaign Projection



report date: 7/13/18

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CAMPAIGN FOR VCU

Make It Real Campaign Gift Trend Line

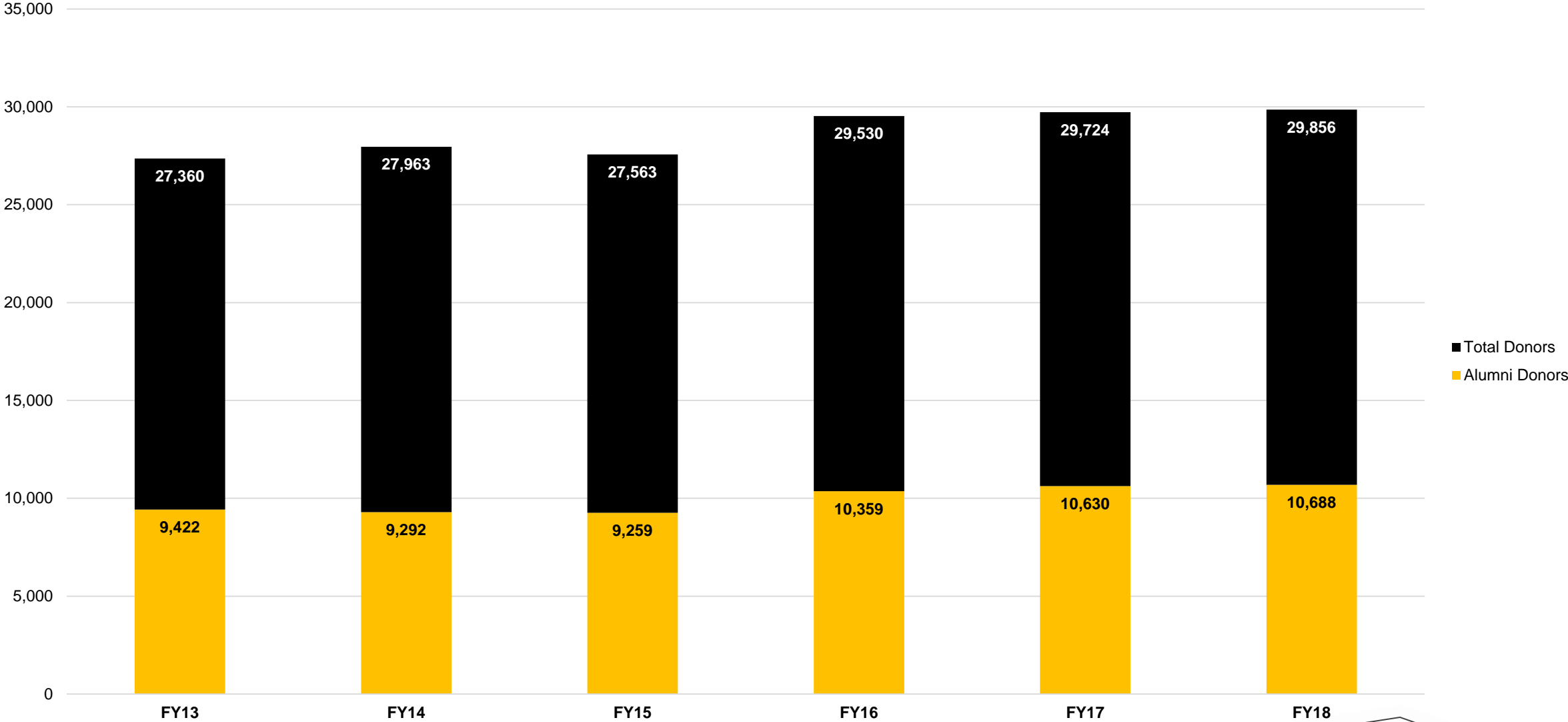


— Monthly Trend Line for \$750M
— Actual Average Gifts and Pledges per Month

report date: 11/12/18

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CAMPAIGN FOR VCU

Make It Real Campaign Donors by Fiscal Year



report date: 7/13/18

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CAMPAIGN FOR VCU



Campaign Summary By Unit With Goals

July 1, 2012 to June 30, 2020

Unit	Total Goal	Total Dollars Raised	% of Total Goal Raised
Allied Health Professions	\$10,000,000	\$9,272,262	92.7%
Arts	\$25,000,000	\$18,302,566	73.2%
Athletics	\$51,800,000	\$44,458,975	85.8%
Business	\$30,000,000	\$23,071,060	76.9%
Dentistry	\$25,500,000	\$18,684,030	73.3%
Education	\$7,500,000	\$8,966,825	119.6%
Engineering	\$35,000,000	\$56,525,571	161.5%
Honors College	\$5,000,000	\$1,705,779	34.1%
Humanities and Sciences	\$15,300,000	\$13,839,412	90.5%
ICA	\$38,700,000	\$27,519,334	71.1%
Libraries	\$6,170,000	\$4,639,272	75.2%
Life Sciences	\$10,500,000	\$11,071,908	105.4%
Massey Cancer Center	\$120,000,000	\$98,204,048	81.8%
Medicine	\$300,000,000	\$242,461,054	80.8%
Nursing	\$16,100,000	\$13,264,105	82.4%
Pharmacy	\$12,000,000	\$7,250,630	60.4%
Social Work	\$2,250,000	\$2,549,282	113.3%
Wilder	\$3,000,000	\$2,018,006	67.3%
VCU Health System	\$150,000,000	\$33,046,758	22.0%
University - Wide	\$36,180,000	\$14,762,764	40.8%

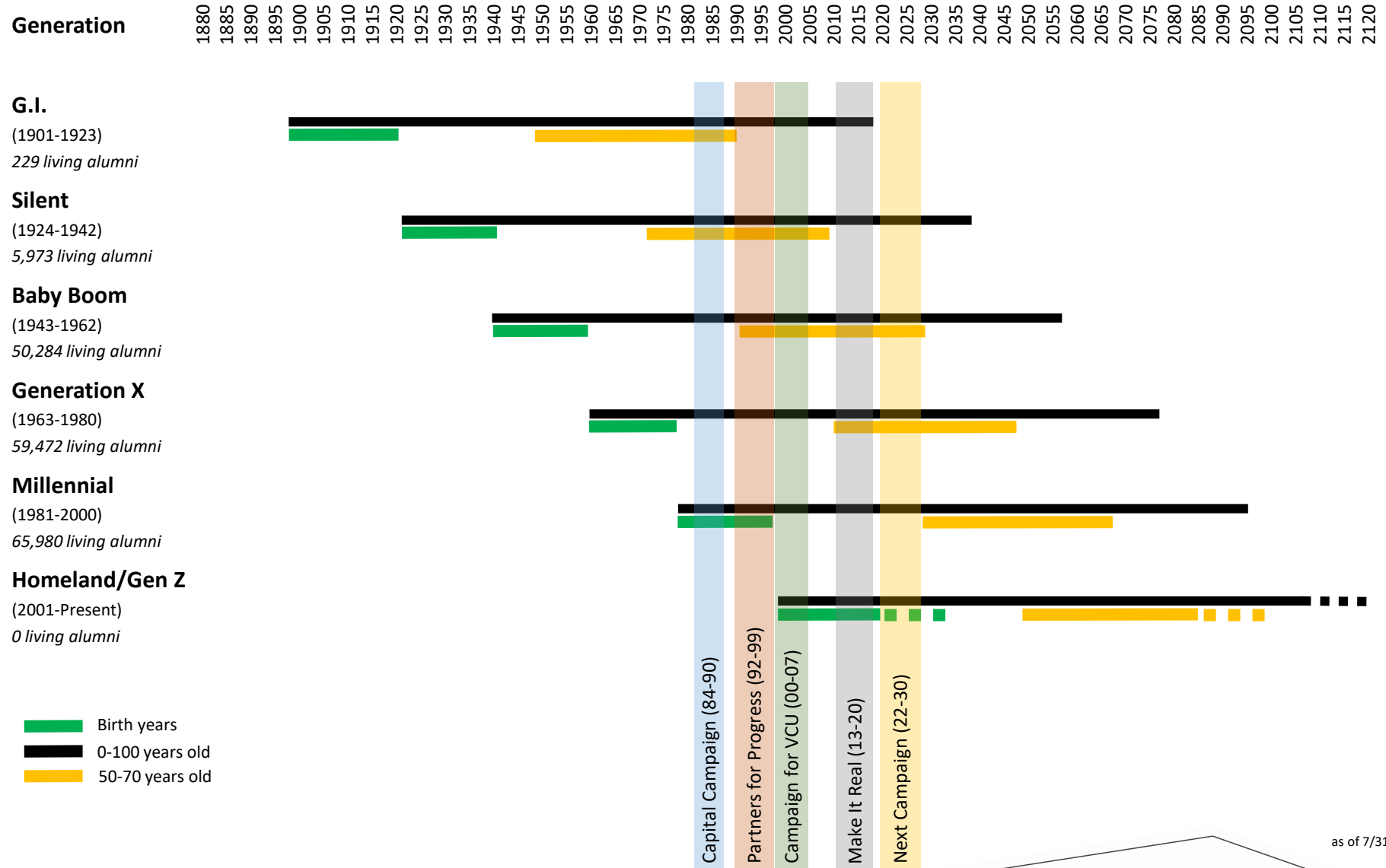
report date: 11/12/18

Success To Date

- ICA
- Rice Rivers Center
- Student Support = \$67,318,214
- Faculty Support = \$104,732,708
- Research Support = \$157,192,446
- Programmatic Support = \$235,777,965
- Facility Support = \$84,026,039

report date: 11/12/18

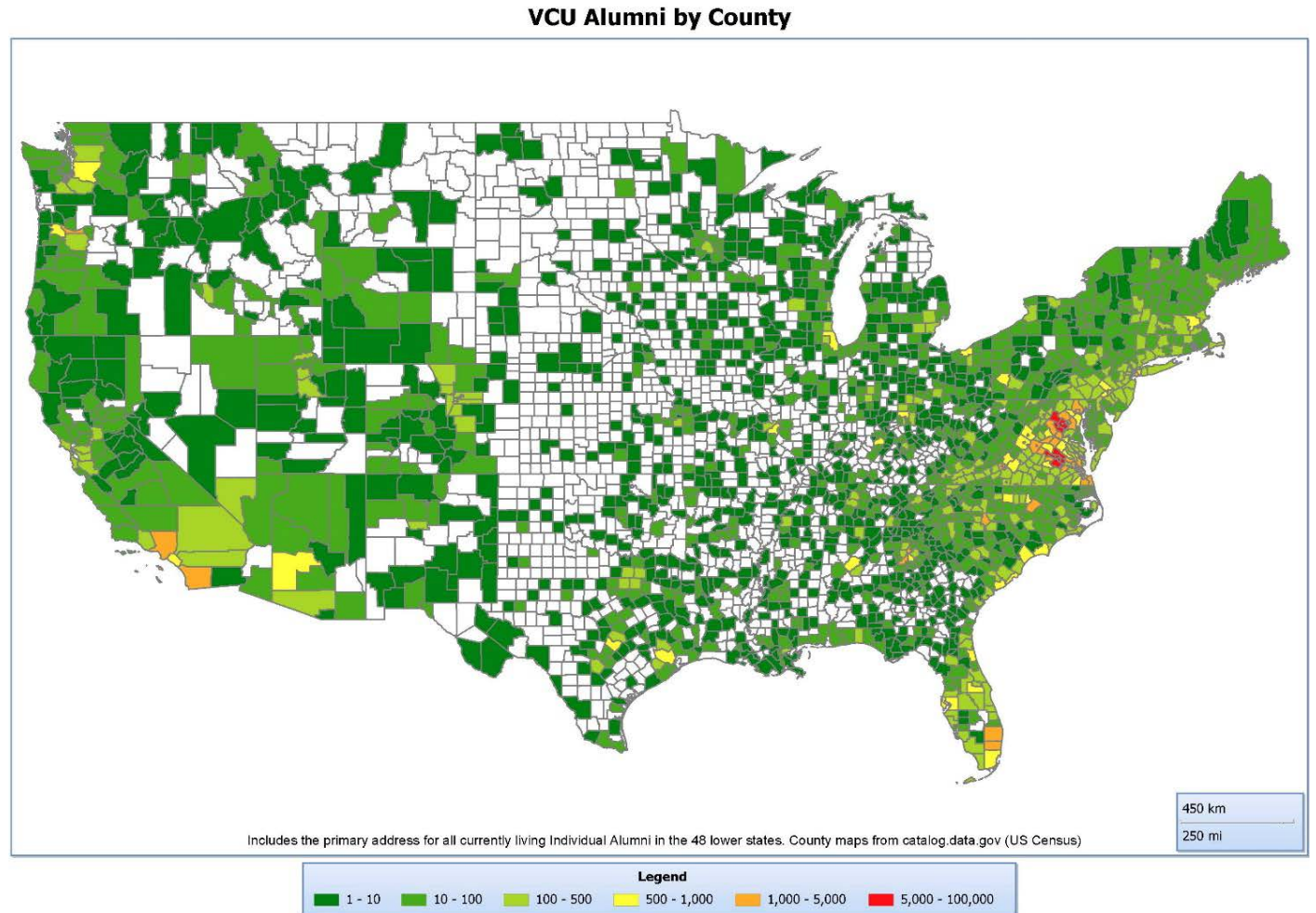
VCU By Generation



as of 7/31/18

New Alumni Effort

- Ended membership model. Now support 190,000 VCU Alumni.
- Building an alumni office to support Recent to Mature alumni.
- Rolling out a new 5-year strategic plan.



ELEVATE UPDATE

(Expanding Leadership, Enrichment & Volunteerism for Alumni Through Engagement)

- New programs for alumni-student interactions focusing on industry-based networking, career and professional development, lifelong learning, and regional engagement
- Creation of virtual programming including virtual networking hours, livestreamed faculty lectures, and webinars
- Expansion of volunteer opportunities
- Examination of new and enhanced reunion programming

UPDATE: Implementation Timeline

Fall 2018:

- Public-facing website to launch in September 2018 for alumni
- Electronic communication to alumni about the plan
- Town hall meetings planned on both the Monroe Park and MVC campuses about the plan with faculty, staff, and students
- Travel by Vice President and Associate Vice President for Alumni Relations to regions around the country to introduce the plan to alumni