



# VCU

VIRGINIA COMMONWEALTH UNIVERSITY

## VIRGINIA COMMONWEALTH UNIVERSITY RESOURCES COMMITTEE

May 12, 2022

1:45 P.M.<sup>1</sup>

James Branch Cabell Library  
901 Park Avenue – Room 303  
Richmond, Virginia

### OPEN SESSION AGENDA

1. **CALL TO ORDER** **Reverend Tyrone Nelson, Chair**
  
2. **APPROVAL OF MINUTES** **Reverend Tyrone Nelson, Chair**  
March 21, 2022
  
3. **COMMUNICATIONS AND MARKETING** **Mr. Grant Heston, Vice President for University Relations**
  
4. **GOVERNMENT RELATIONS UPDATE** **Mr. Matthew Conrad, Vice President for Government and External Relations for VCU and VCU Health System**  
**Ms. Karah Gunther, Vice President for External Affairs and Health Policy**
  
5. **DEVELOPMENT AND ALUMNI RELATIONS UPDATE** **Mr. Jay Davenport, Vice President for Development and Alumni Relations**
  
6. **CLOSED SESSION – Freedom of Information Act Sections 2.2-3711 (A) (9)** **Reverend Tyrone Nelson, Chair**
  - i. Named Fund and Spaces Report **Mr. Jay Davenport, Vice President for Development and Alumni Relations**
  - ii. Approved Named Funds Under \$50,000
  - iii. Signature Gifts and Naming Opportunities
  
7. **RETURN TO OPEN SESSION AND CERTIFICATION** **Reverend Tyrone Nelson, Chair**  
  
**Action Item:**  
Approval of items discussed in closed session if necessary
  
8. **ADJOURNMENT** **Reverend Tyrone Nelson, Chair**

In accordance with the Board's operating procedures and in compliance with the Virginia Freedom of Information Act, there will be no opportunity for public comment at this meeting.

---

<sup>1</sup> The start time for the Board of Visitors meeting is approximate only. The meeting may begin either before or after the listed approximate start time as Board members are ready to proceed.

**CONFIDENTIAL SUMMARY  
UNIVERSITY RELATIONS COMMITTEE  
OF THE BOARD OF VISITORS  
MAY 12, 2022  
OPEN SESSION**

**ACTION ITEMS:**

- None

**FOR INFORMATION/COMMITTEE REVIEW:**

**1) Items that may be action items at upcoming committee meeting:**

- None

**2) Items that the board needs to be aware of, but will not require action**

- None

- **EXECUTIVE REPORTS**

- Mr. Heston will provide information on VCU's new brand architecture to the board for review and discuss the new organizational structure with VCU Health.
- Mr. Conrad and Ms. Gunther provided an update on the recent General Assembly session.
- Mr. Davenport will present information on Alumni Relations strategic plan and the Development Build-out for the next comprehensive campaign. Mr. Davenport will also highlight a fundraising team concept that involves a Task Force with Development and Alumni Relations and Deans.



# University Resources Committee

University Relations Report  
May 12, 2022

# ROI: INFLUENCE AUDIENCE

IDENTIFICATIONS, PERCEPTIONS AND BEHAVIORS



**Net Promoter Score (“Likely to recommend”)  
and key brand measures**



**Aided and unaided awareness with peer comparisons  
(brand awareness with core audiences)**



**Top-tier media placements  
(national and niche media we specifically target)**



**Success in telling our story ourselves  
(key metrics for social media and web audience  
growth/engagement, conversions for students/patients)**

# TOP TIER MEDIA OUTLETS (42)

USA Today  
The Wall Street Journal  
The New York Times  
Washington Post  
Los Angeles Times  
Politico  
The Daily Beast  
Vice  
MarketWatch  
Modern Healthcare  
Becker's Hospital Review  
Kaiser Health News  
Forbes  
BuzzFeed

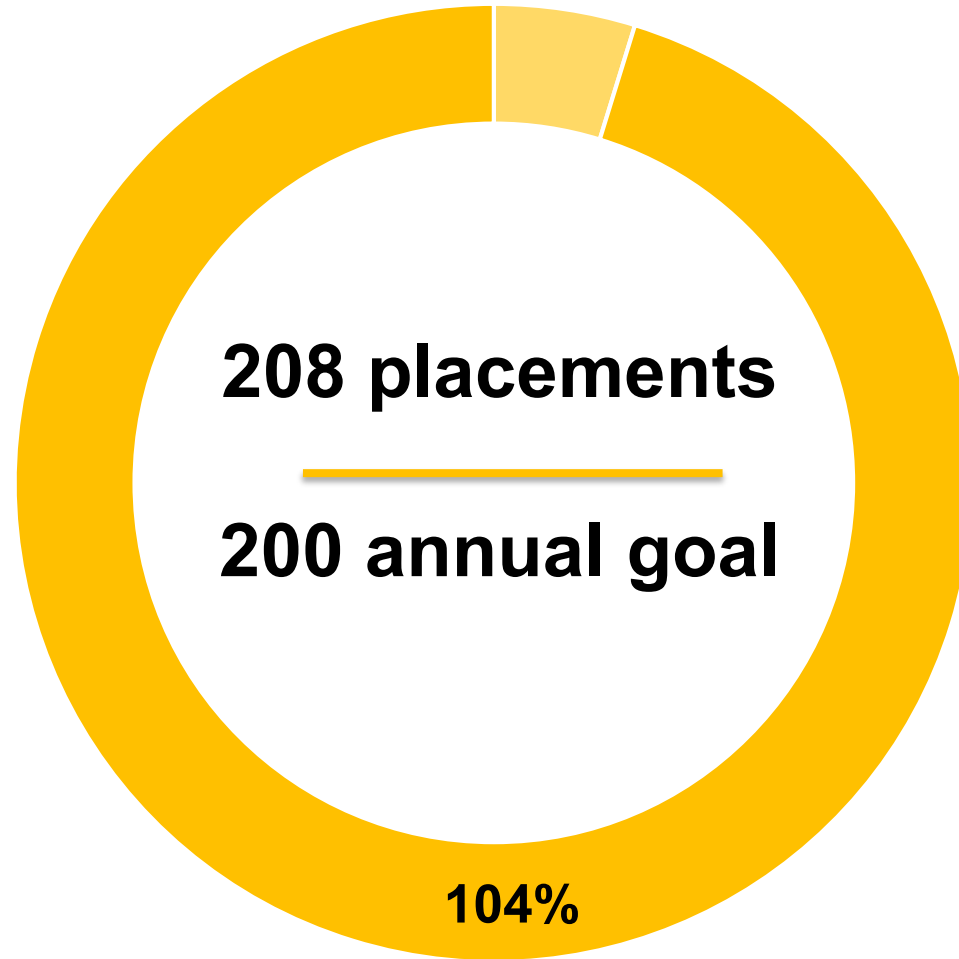
The Chronicle of Higher Education  
Inside Higher Education  
New York Magazine  
National Geographic  
ABC  
CBS  
CNN  
FOX (includes Fox Business)  
NBC (includes MSNBC and CNBC)  
NPR  
PBS  
Vox  
Axios  
Huffington Post

Associated Press  
Bloomberg / Businessweek  
Reuters  
Time  
Wired  
Fast Company  
Inc.  
Slate  
The Atlantic  
U.S. News & World Report  
The New Yorker  
The Smithsonian  
The Economist  
Richmond Times Dispatch



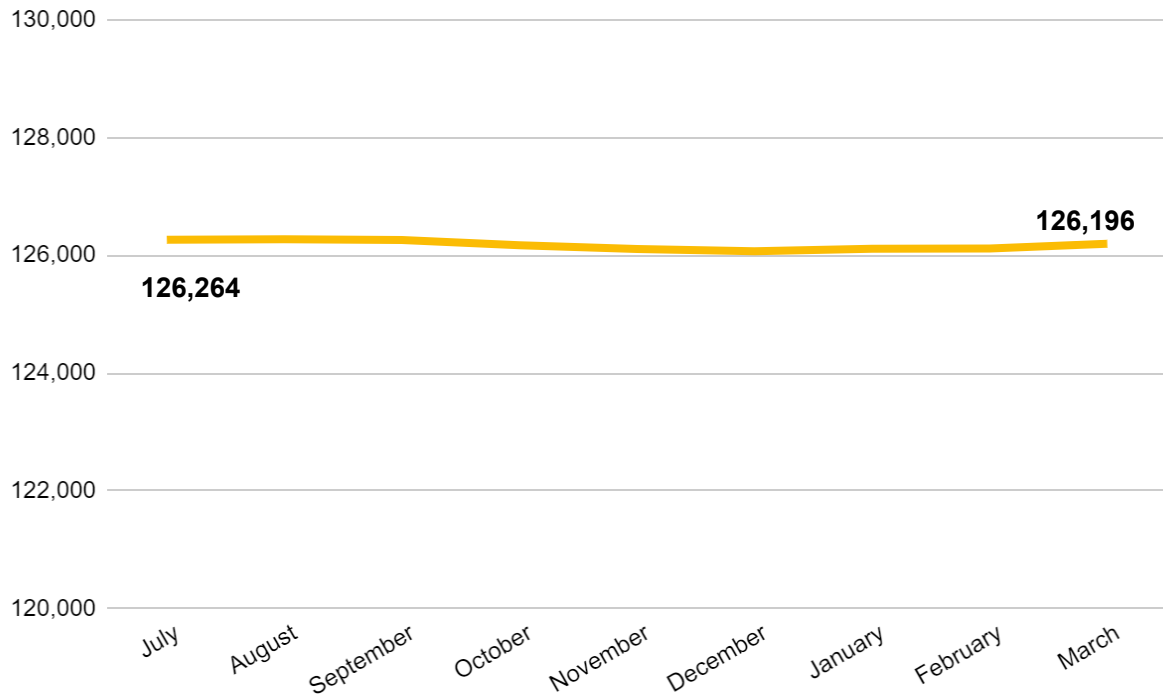
*We target the RTD for stories, but do not include them in our count for national media prominence*

# Top Tier Media Goal Progress

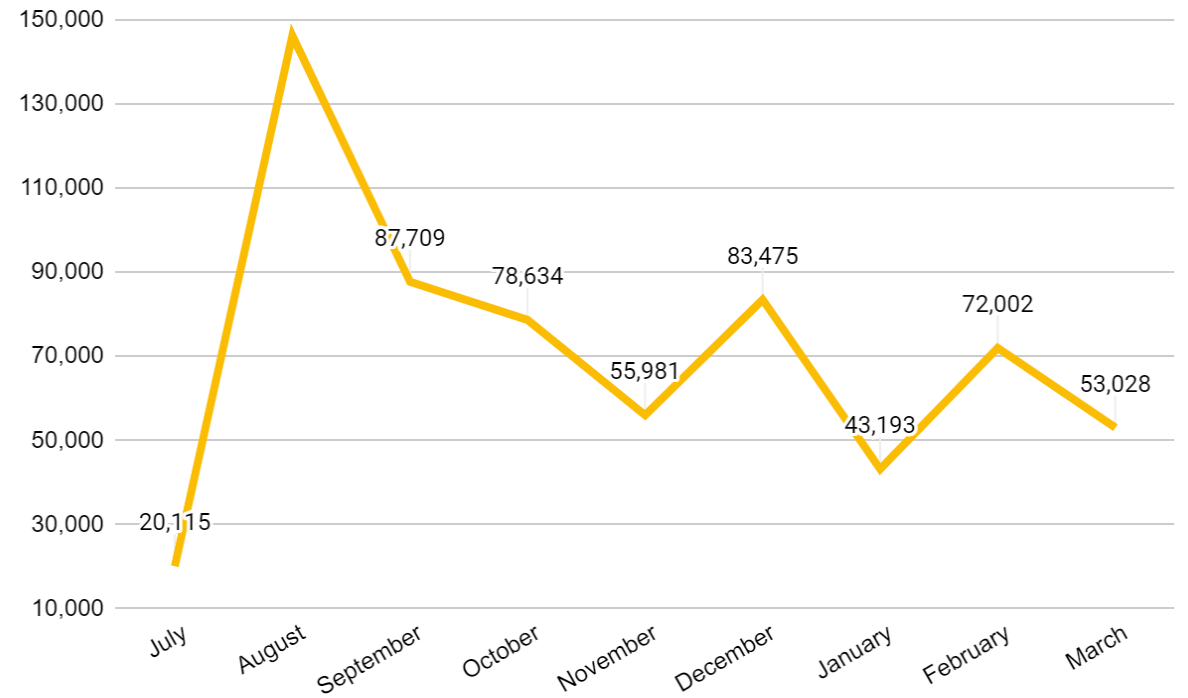


# VCU Facebook

### Facebook Followers | -0.1%

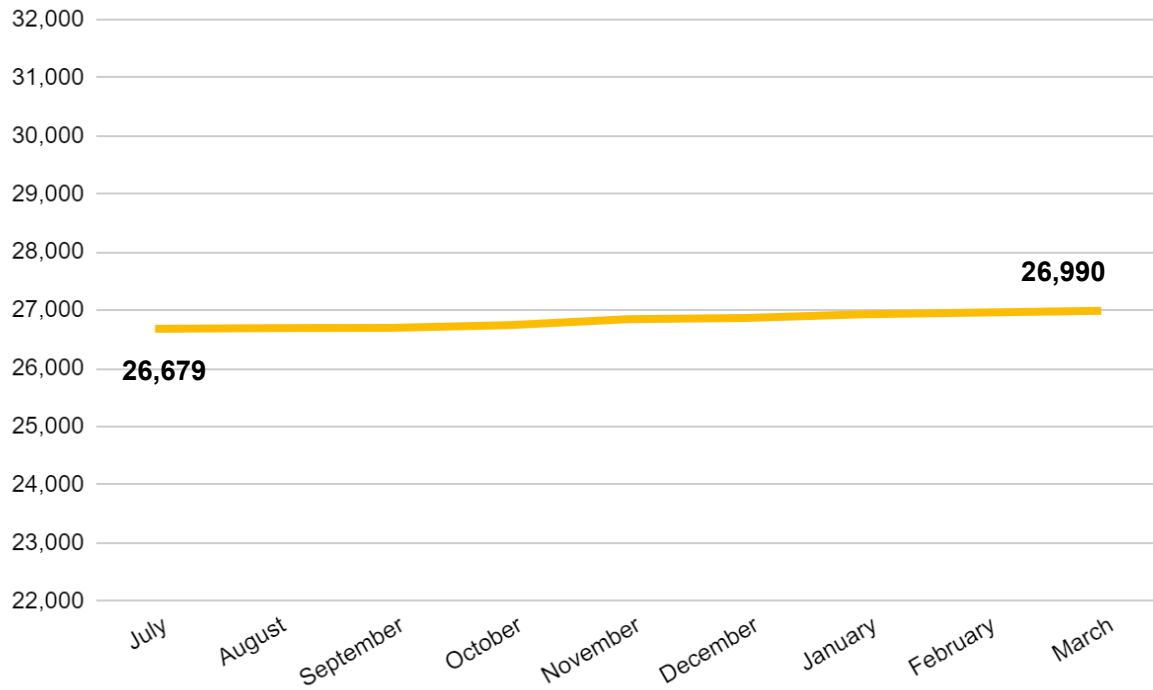


### Facebook Engagement

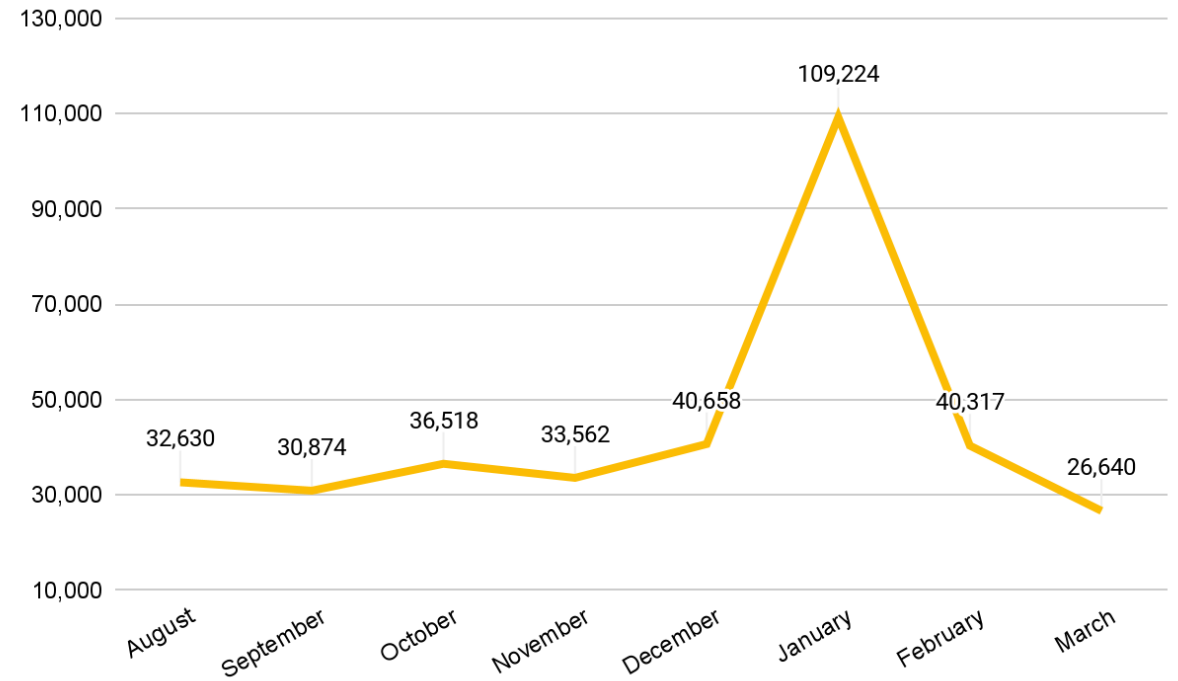


# VCU Health Facebook

### Facebook Followers | +1.2%



### Facebook Engagement

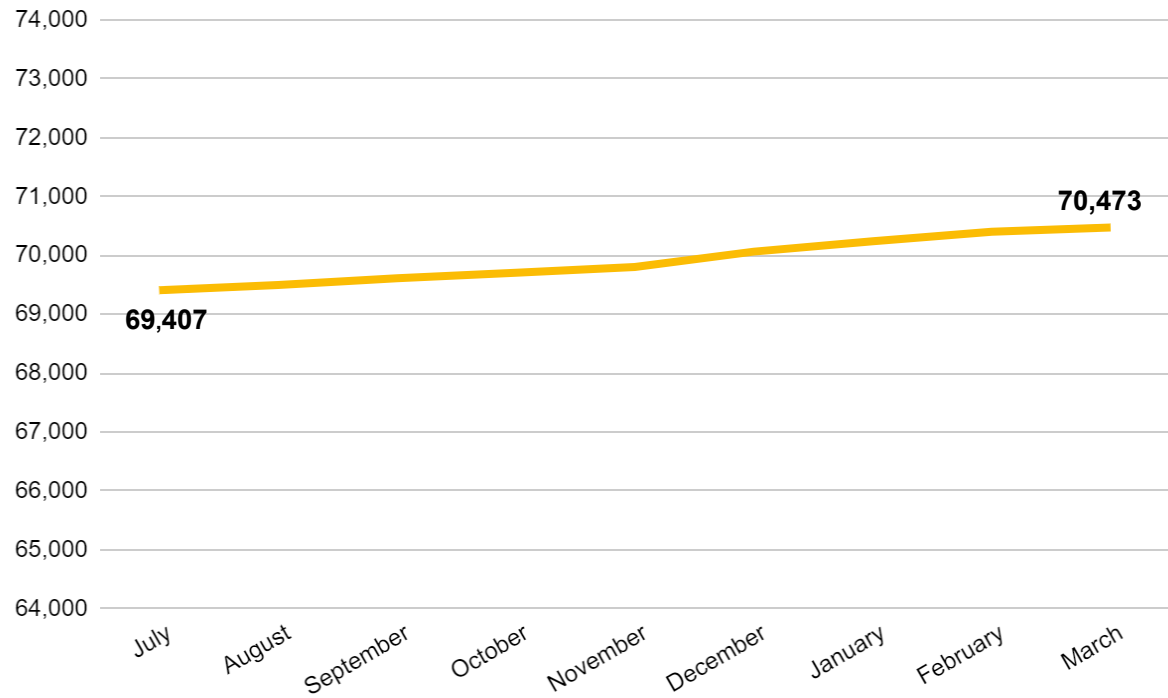




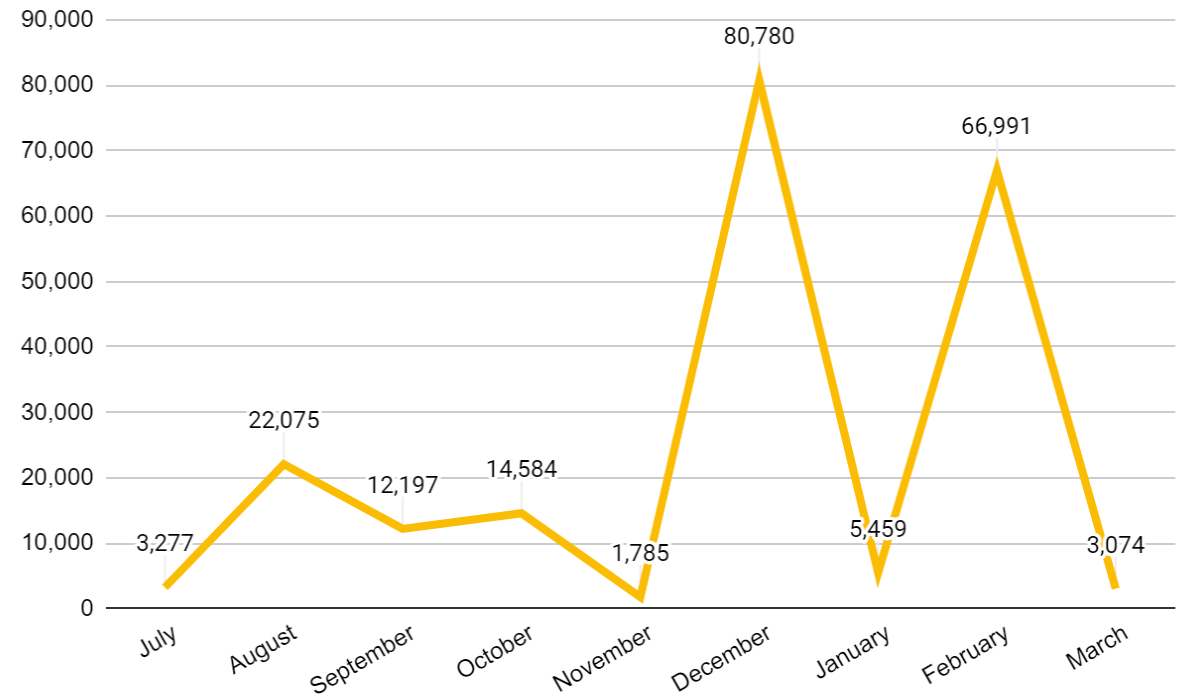


# VCU Twitter

### Twitter Followers | +1.5%



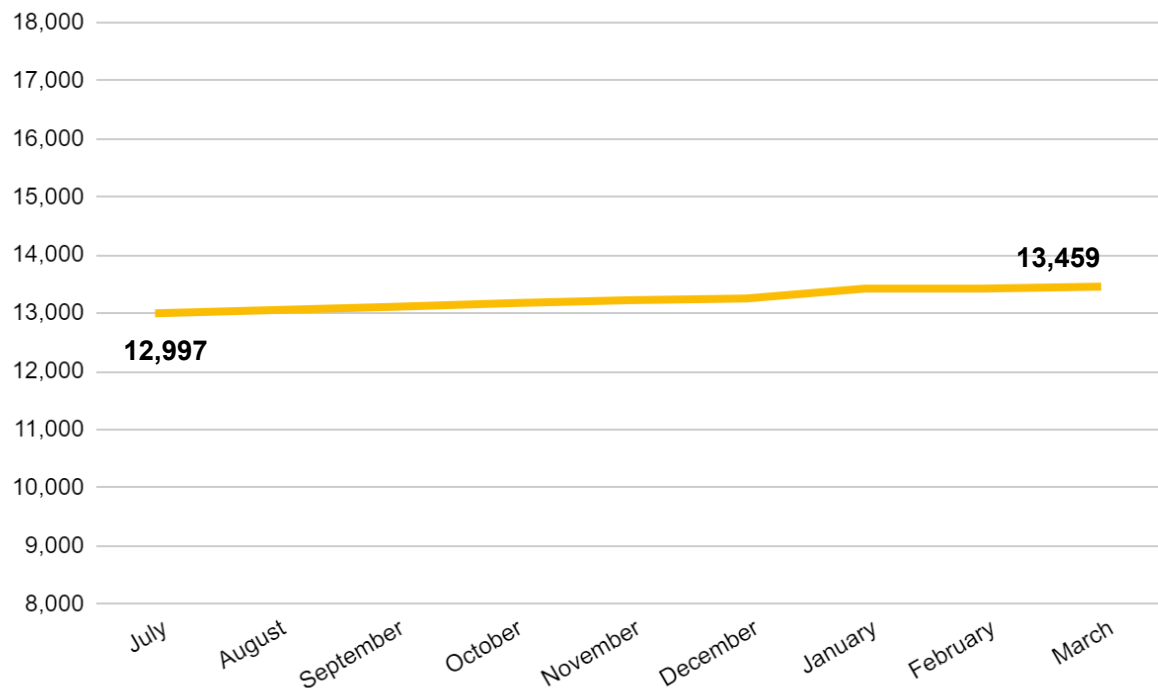
### Twitter Engagement



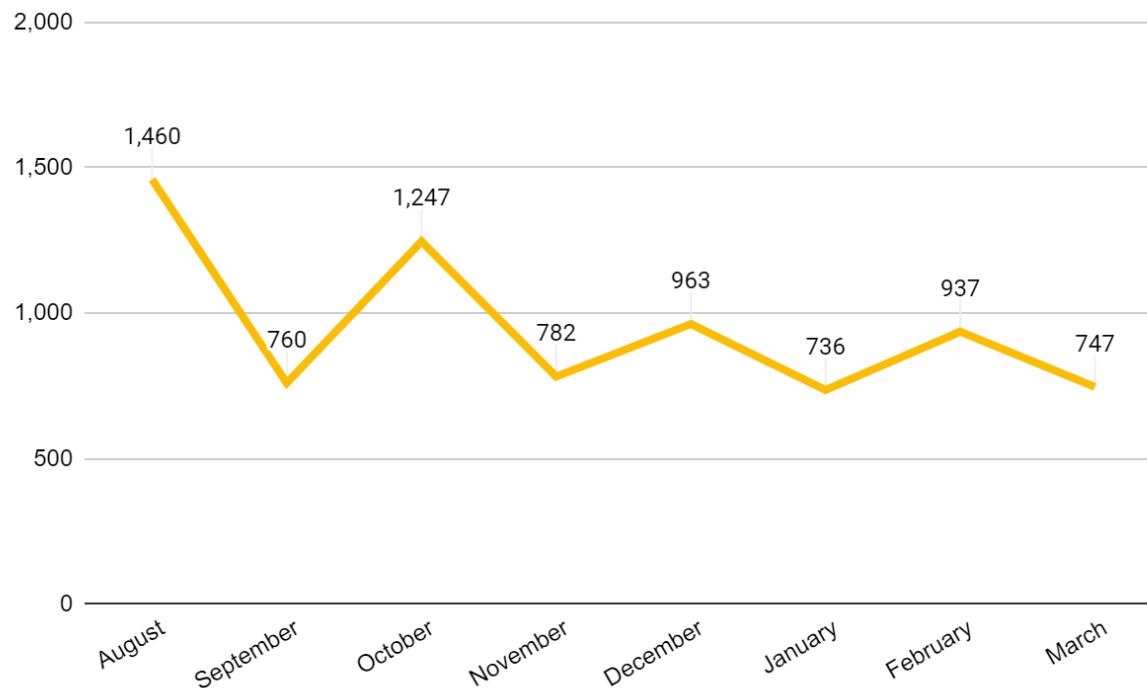


# VCU Health Twitter

### Twitter Followers | +3.6%



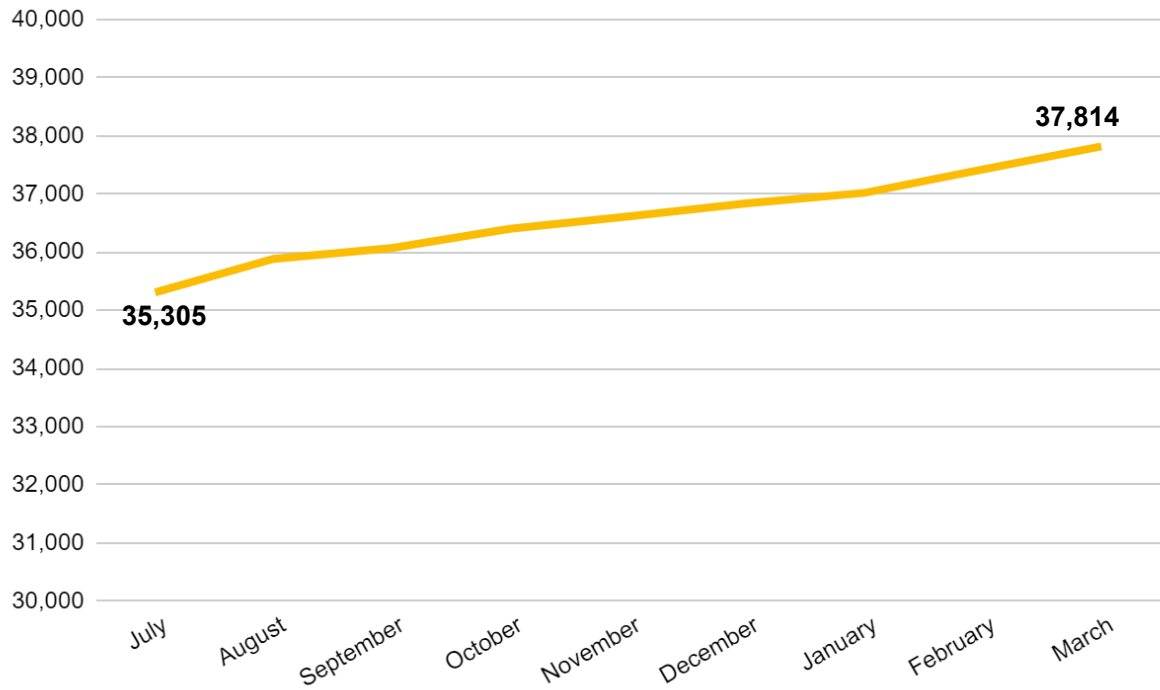
### Twitter Engagement



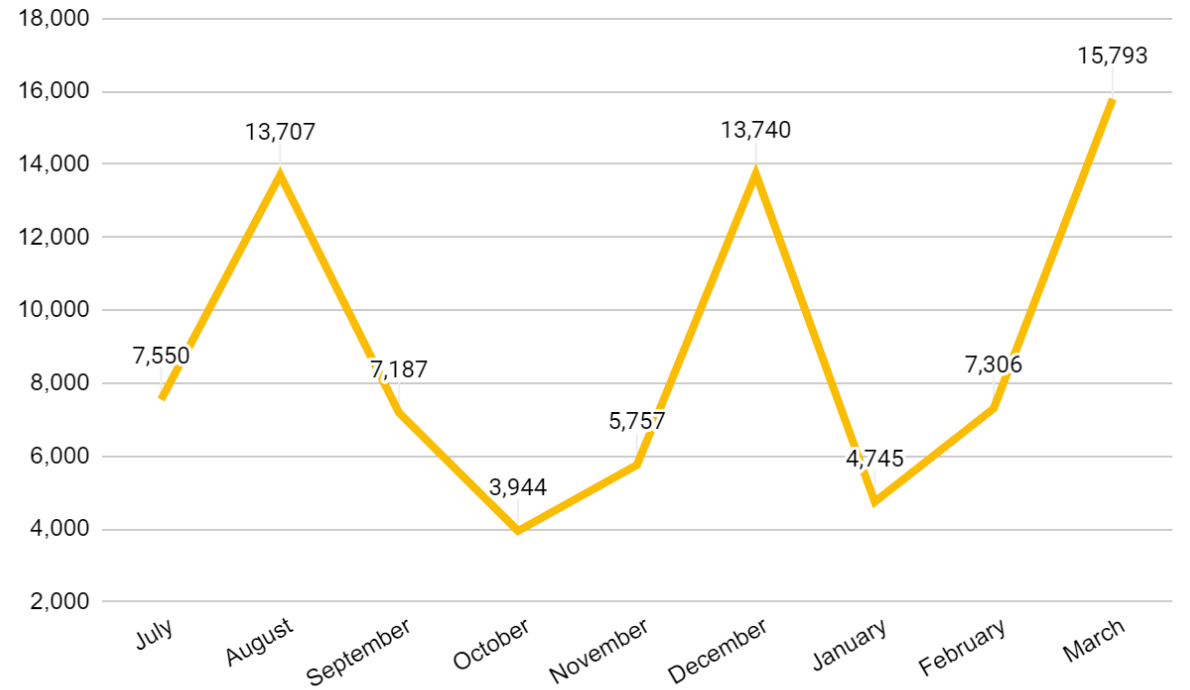


# VCU Instagram

### Instagram Followers | +7.1%



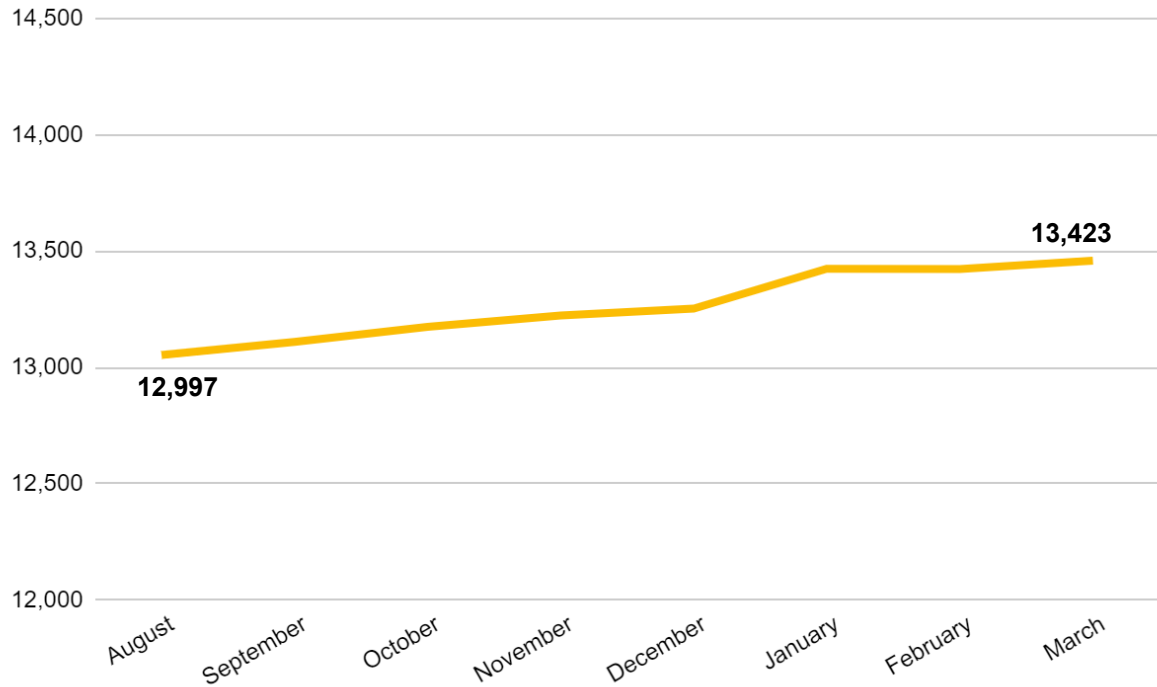
### Instagram Engagement



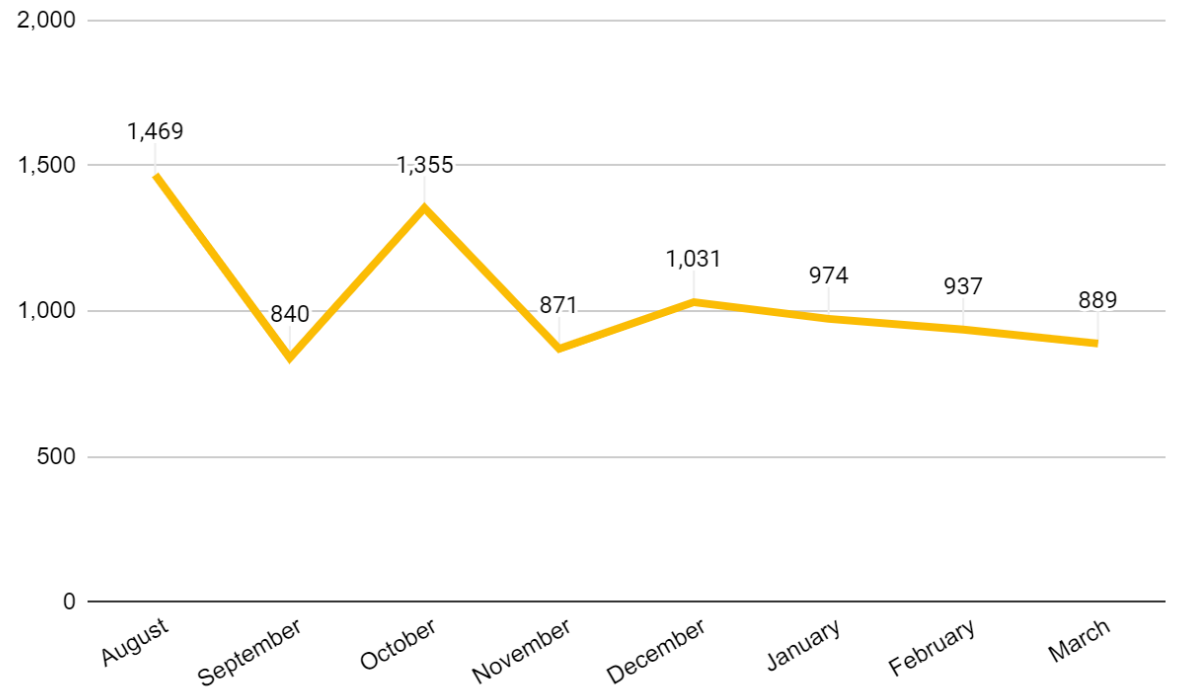


# VCU Health Instagram

### Instagram Followers | +3.3%



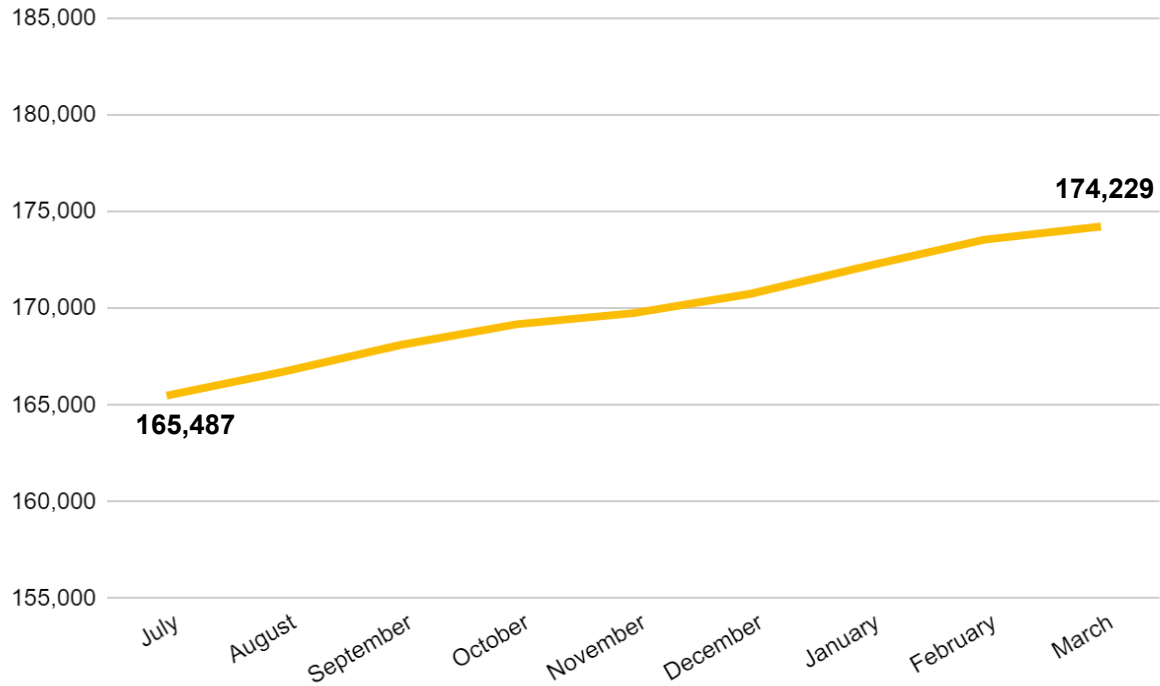
### Instagram Engagement



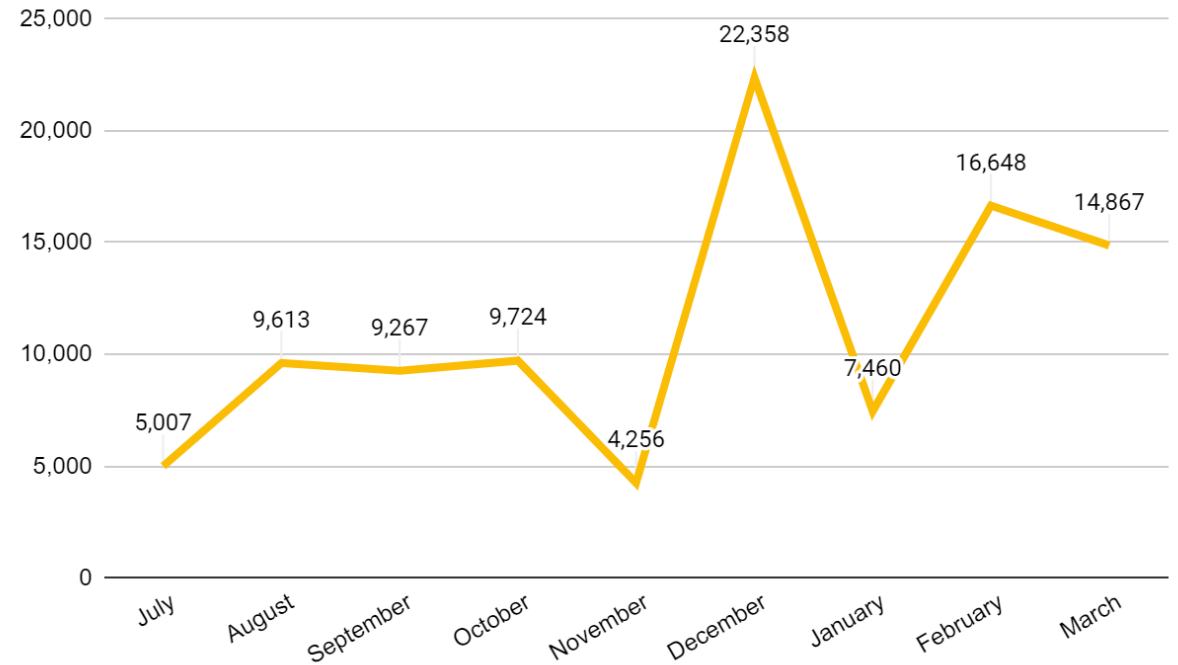


# VCU LinkedIn

### LinkedIn Followers | +5.8%



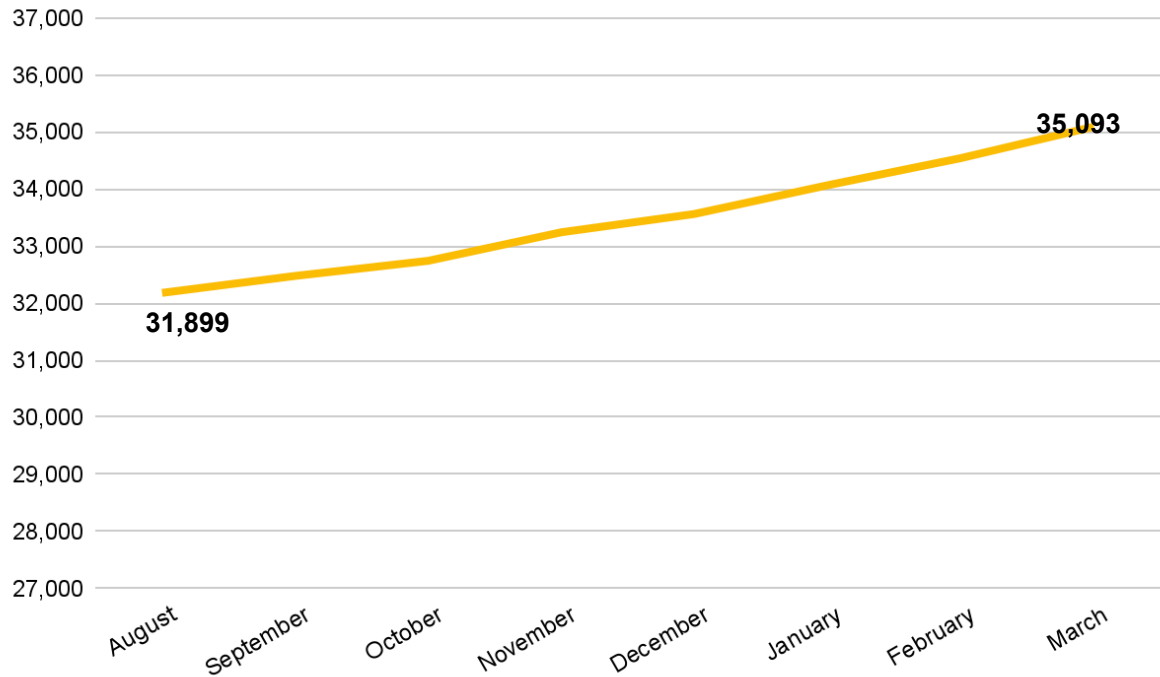
### LinkedIn Engagement



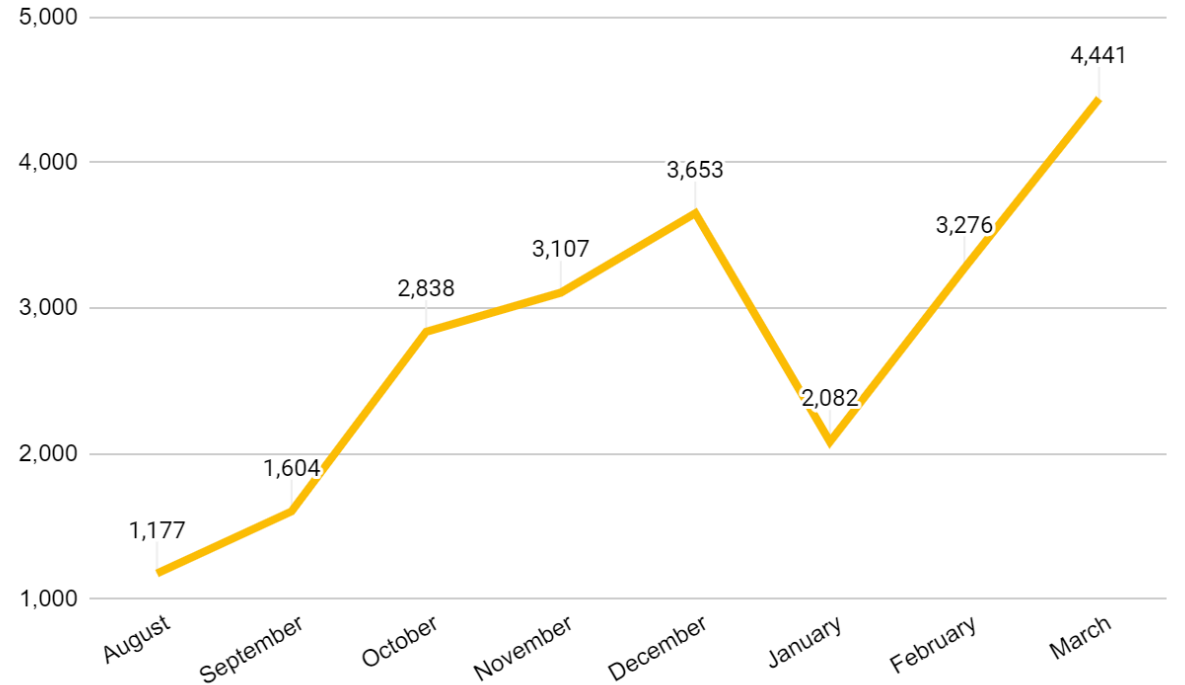


# VCU Health LinkedIn

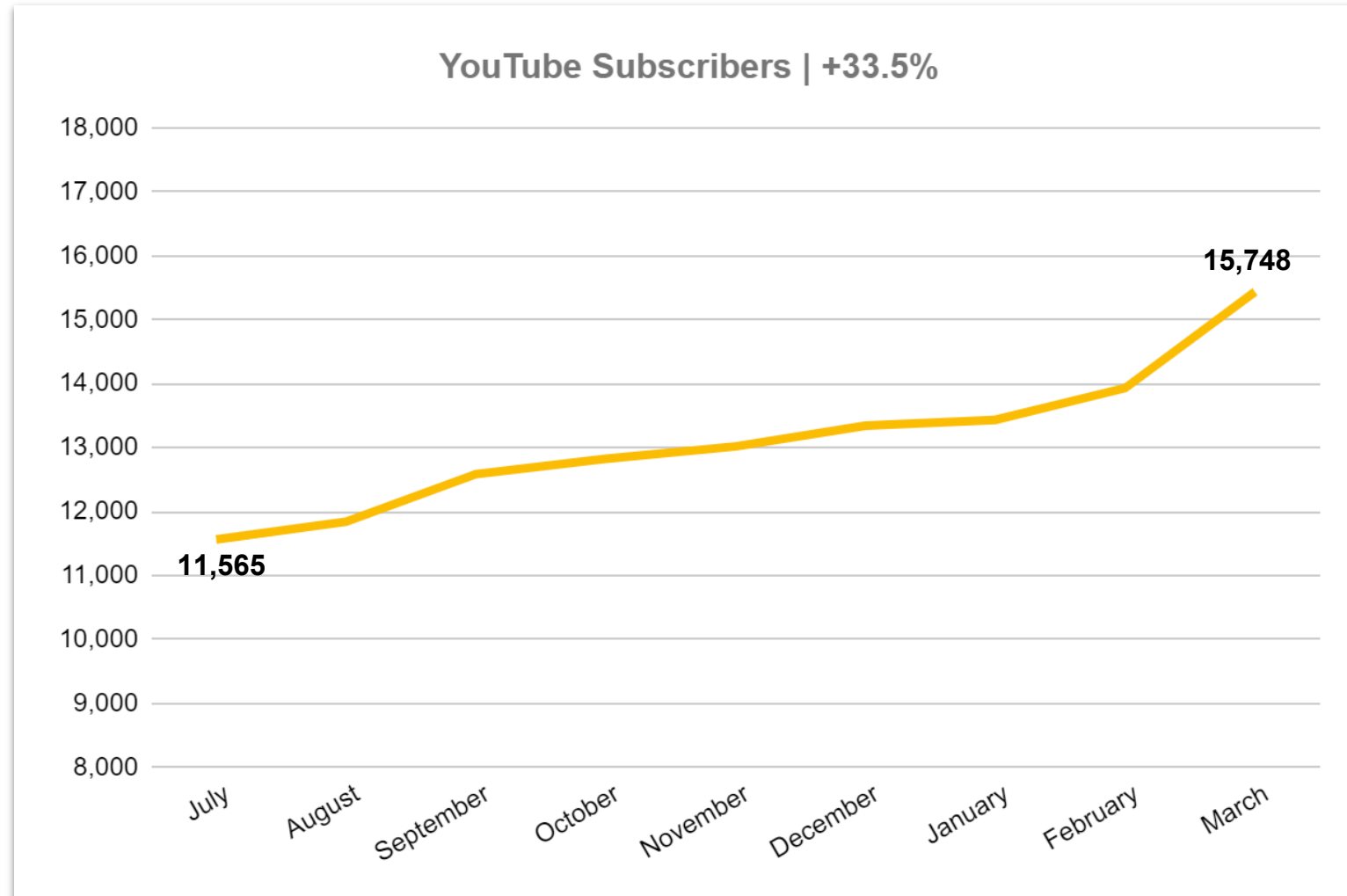
### LinkedIn Followers | +10%



### LinkedIn Engagement

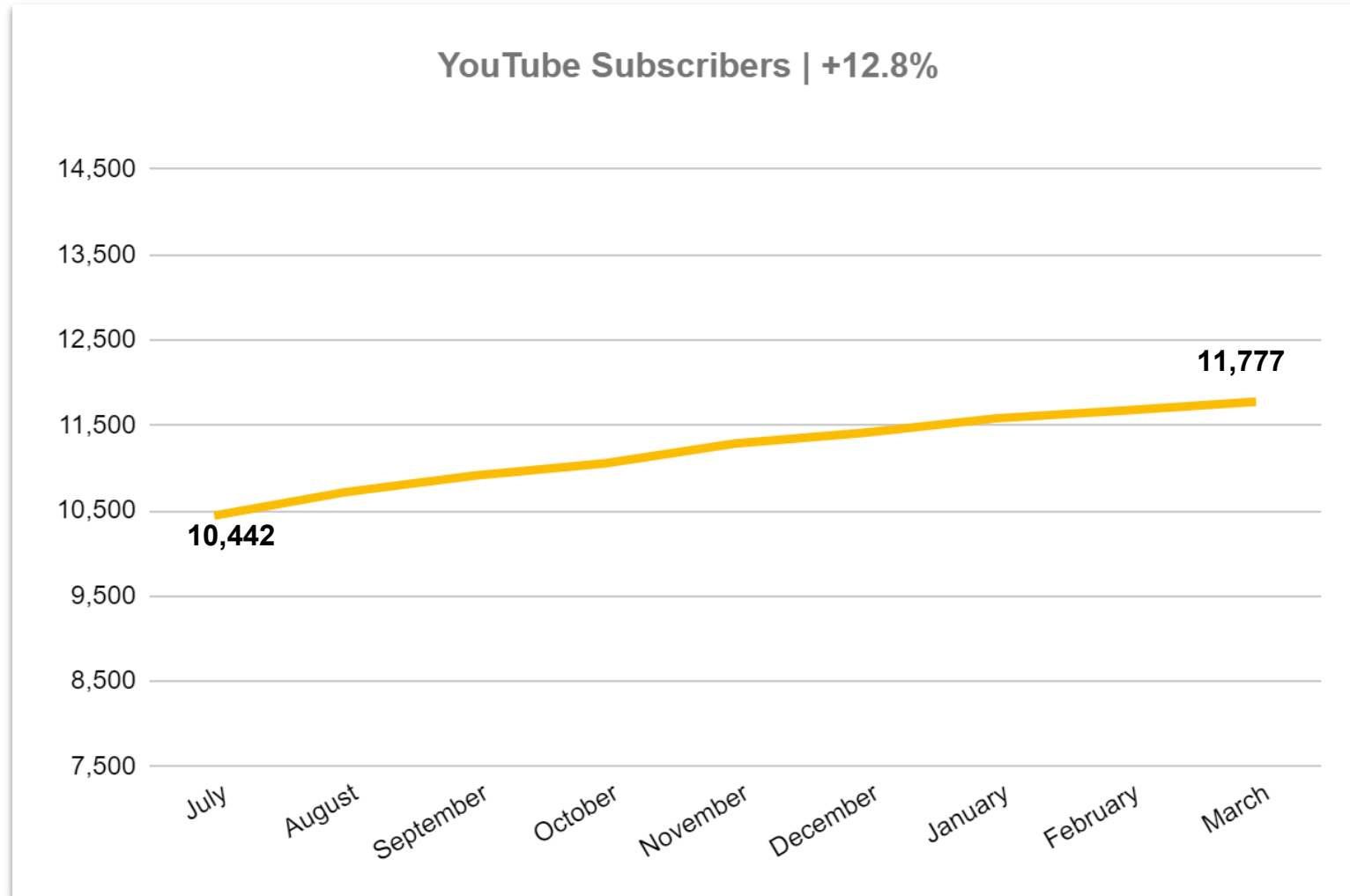


# VCU YouTube





# VCU Health YouTube







# University Resources Committee

University Relations Report  
May 12, 2022

# Board of Visitors

Jay Davenport, Vice President, Development and Alumni Relations  
May 2022



**VCU**

# Overview

1

FY22 New Gifts and Pledges

2

Alumni Relations Strategic Plan

3

Development Build-Out for Next Comprehensive Campaign

4

Fundraising Team Concept – Task Force with DAR & Deans

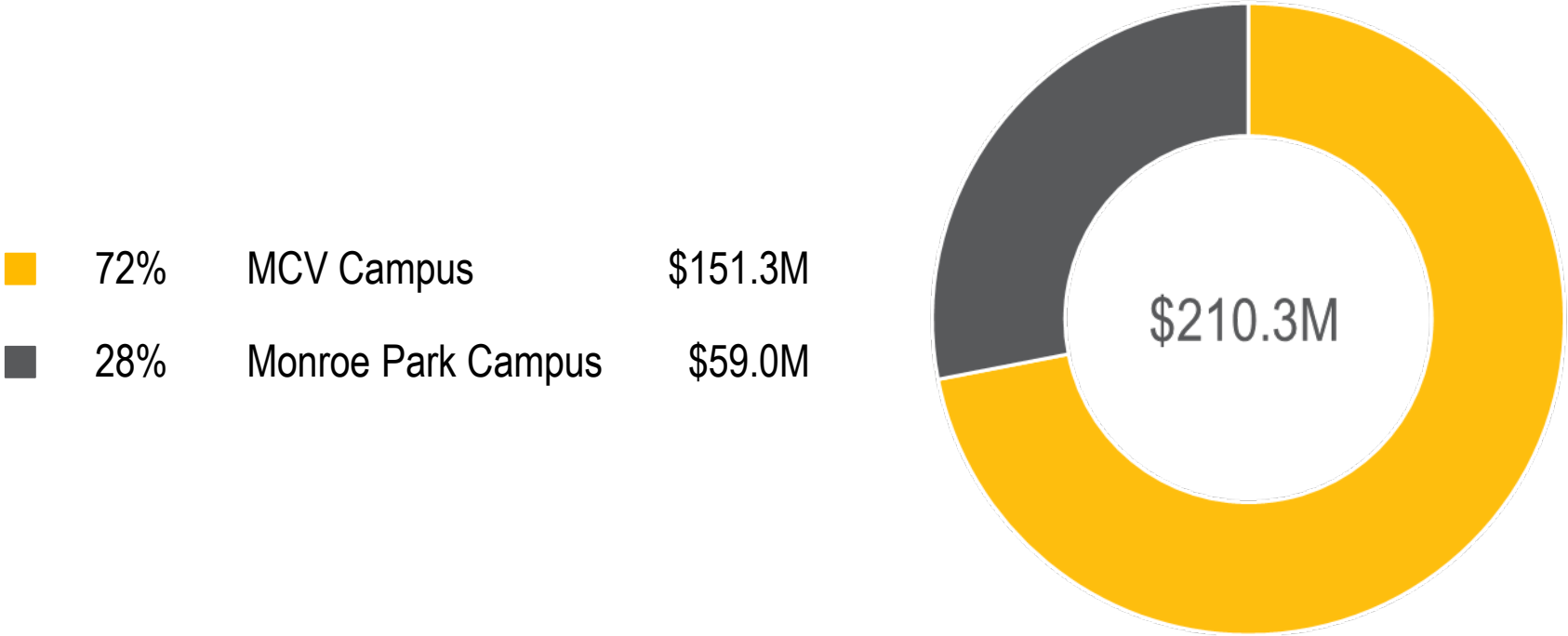
5

Quest Recalibration

# FY22 New Gifts and Pledges

# FY22 New Gifts and Pledges by Campus

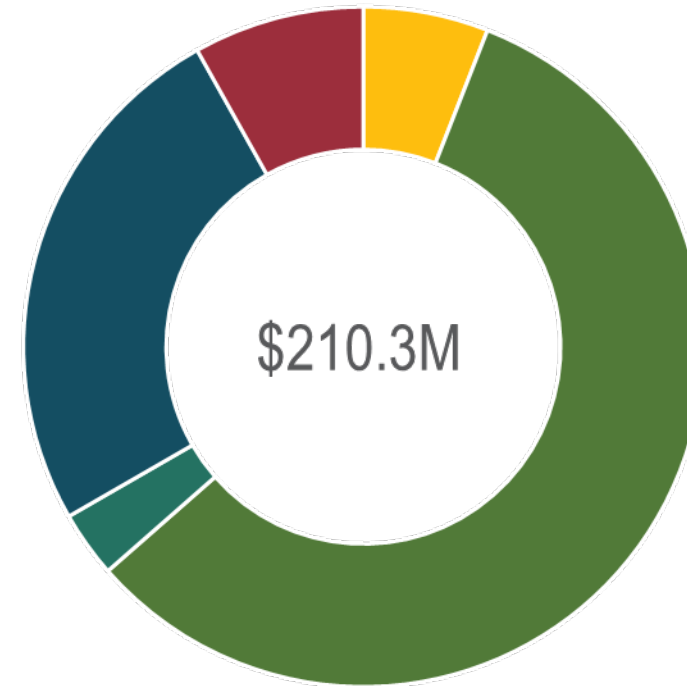
(Through March 31, 2022)



# FY22 New Gifts and Pledges by Source

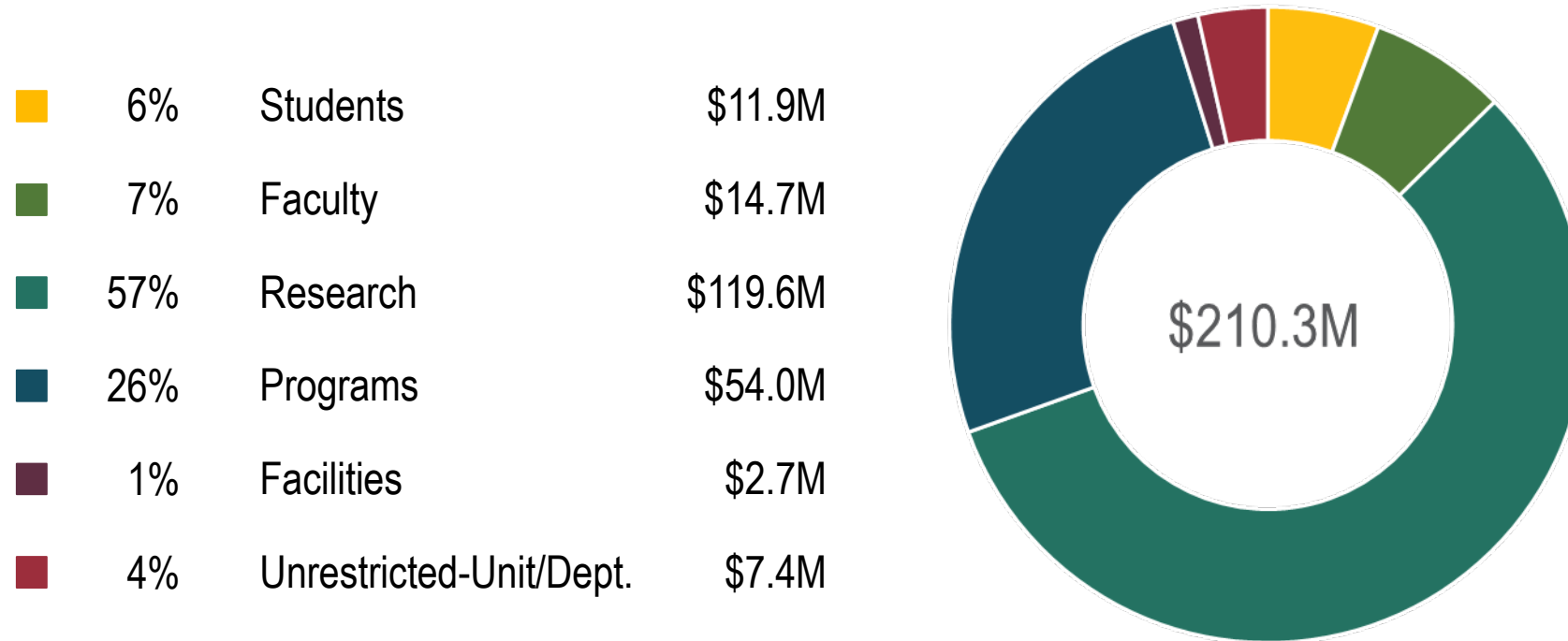
(Through March 31, 2022)

■	6%	Alumni	\$12.5M
■	58%	Friends	\$121.1M
■	3%	Corporations	\$6.6M
■	25%	Foundations	\$52.9M
■	8%	Organizations	\$17.1M



# FY22 New Gifts and Pledges by Purpose

(Through March 31, 2022)



# Alumni Relations Strategic Plan



# VCU Office of Alumni Relations Strategic Plan

## 2022-2025



### Creating a lifelong connection

The VCU Office of Alumni Relations nurtures lifelong relationships with and among current and future VCU graduates, offering valuable benefits and programs for alumni and building support for VCU.

Alumni of Virginia Commonwealth University and its two predecessor institutions, the Medical College of Virginia and Richmond Professional Institute, have access to networking and career services, useful resources and engaging social and volunteer opportunities. We provide graduates with programs and events that connect them to one another and to their alma mater, wherever life takes them.



#### Alumni life stages



#### Mission

The Office of Alumni Relations leads the university's efforts to strengthen and promote alumni engagement and to inspire lifelong loyalty that advances the university.

#### Vision

The Office of Alumni Relations supports a proud, inspired and motivated community of alumni and students engaged in the life and success of VCU, which reflects the diversity and innovation of the university's campuses.

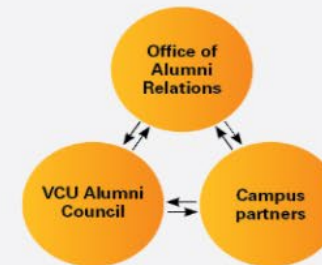
#### Values

The Office of Alumni Relations upholds these core values that inform our programs and practices:

- Act with integrity
- Champion inclusivity
- Demonstrate tenacity
- Recognize success
- Pursue excellence

#### Measuring success

Our goal, in partnership with the VCU Alumni Council and the schools, colleges and units across all of VCU's campuses, is to maintain consistent, meaningful engagement touchpoints annually with at least 25% of the VCU alumni community worldwide. These engagement opportunities include ways for alumni to strengthen the university, celebrate their VCU experience and create rewarding and purposeful peer-to-peer connections.





## VCU Alumni Council

The VCU Alumni Council, composed of alumni leaders from both the MCV and Monroe Park campuses, works in partnership with the Office of Alumni Relations to engage fellow graduates and to represent the voice of alumni. The mission of the VCU Alumni Council is to enhance, unite and support the VCU Alumni community worldwide. The council's mission is to:

- Engage alumni based on their affinities and interests.
- Amplify alumni voices and share their accomplishments.
- Build community and connection among all alumni.
- Support the student-to-graduate transition by developing relationships and networks.
- Embrace the diversity and legacy of the university.
- Contribute to the culture of philanthropy among alumni by investing in the future of the university.

The VCU Alumni Council is organized into six committees, aligned with the staffing areas of the office. Each committee has at least one staff liaison, who shares updates and provides insight into the daily operations of the office and offers opportunities for council members to get involved and champion alumni programs and initiatives.

### VCU Alumni Council committees



STANDING COMMITTEES	
1	Constituent Organization/Chapter Support
2	Alumni Connections and Networking
3	Recent Graduates and Student Engagement
4	Campus Engagement
5	Culture, Values and Diversity
6	Grants and Awards



## Office of Alumni Relations

The Office of Alumni Relations, centrally located in the Office of Development and Alumni Relations, operates through a team of alumni engagement professionals who create and implement programs and events for alumni. Curated based on alumni affinities, locations, interests and needs, the programs reach different segments and stages of the alumni population.

These opportunities are developed uniquely for VCU graduates to pique their curiosity and reflect their experiences. To keep a finger on the pulse of alumni interests and ensure we remain relevant in the lives of our alumni, we collect feedback, survey participants and use net promoter scores, and test programs and initiatives.



## Campus partners

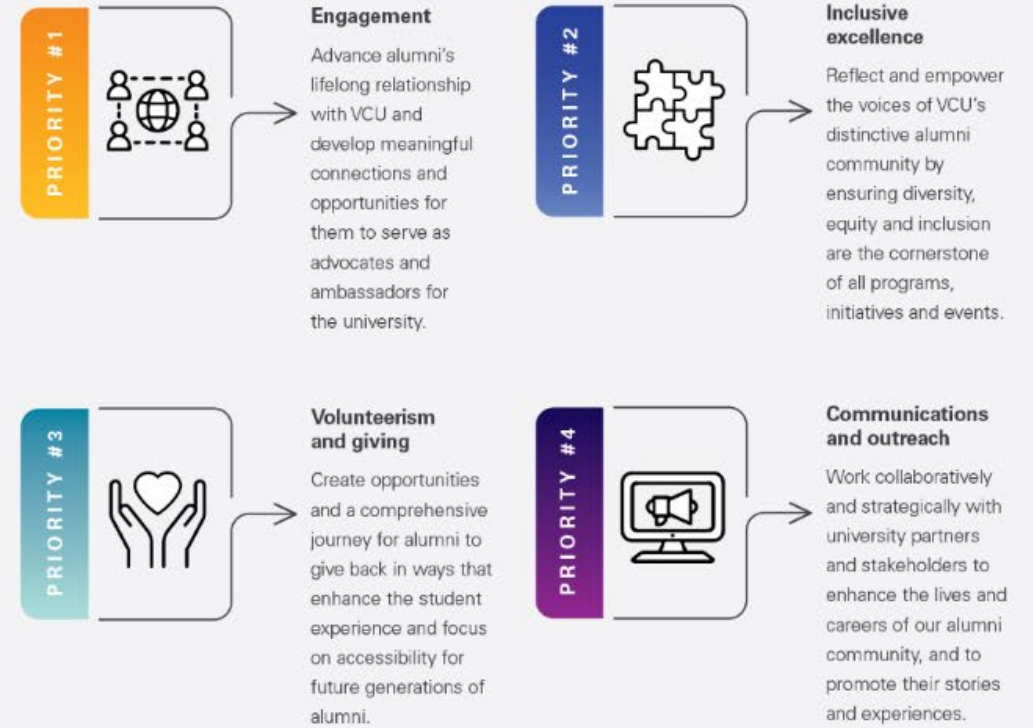
In all university schools and units, alumni engagement occurs independently and in partnership with the Office of Alumni Relations. As we collectively work toward engaging 25% of our alumni population, we strive to track and record all alumni efforts occurring with our campus partners. This ensures that we have a comprehensive understanding of alumni activities across the university as a whole as well as help us identify gaps and opportunities.

## Constituent organizations

Constituent organizations are organized groups of alumni that support our mission to increase alumni participation by supporting university initiatives and creating opportunities for alumni engagement. Constituent organizations, from regional chapters to identity- or affinity-based groups and councils, provide breadth and depth of programming and connect alumni with one another based on their locations and interests. The activities of the constituent organizations are volunteer-led, staff-supported and are integral to the VCU Alumni community.

## Strategic priorities

Our four strategic priorities align with our mission and lay the foundation on which all activities, programs and services are built.



# Engagement

We will create meaningful connections and opportunities for our alumni to advance a lifelong relationship with VCU. We will educate, engage and mobilize alumni and friends to be advocates and ambassadors.

## GOALS

- Create opportunities for early engagement, such as involving alumni in the student recruitment process through an enhanced partnership with the Office of Admissions.
- Support the student-to-alumni transition by developing opportunities to bring recent graduates back to campus with new programming, such as an annual leadership conference.
- Increase regional impact by supporting local chapters and strengthening our partnership with VCU Athletics by offering co-sponsored programming in and out of the Richmond region.
- Promote mentoring and career networking by connecting alumni with mentoring programs and growing digital networking opportunities like VCU Link.
- Build lifelong learning affinities by marketing VCU to alumni as a place for continuing education, specifically building on our partnerships with continuing and professional education opportunities.

# Inclusive excellence

Diversity, equity and inclusion will be the cornerstone of all programs, initiatives and events. We aim to reflect and empower the voices of VCU's distinctive alumni community.

## GOALS

- Leverage our constituent organizations to promote and co-sponsor staff-led DEI programs.
- Develop opportunities for international alumni to participate in virtual programs.
- Partner with New Student and Family Programs to offer parents and families of VCU students opportunities to engage and volunteer at alumni and chapter programs.
- Educate staff, students and volunteers on DEI and its importance to the university and the alumni program.

## Volunteerism and giving

Through the creation of the VCU Alumni Council and other innovative volunteer programs, we will continually strive to create meaningful volunteer opportunities and a comprehensive alumni experience. Together, we will work to establish a culture of philanthropy that enhances the student experience and focuses on accessibility for future VCU alumni.

### GOALS

- Create a strategy to allow alumni to volunteer in meaningful ways regardless of traditional hurdles such as time, proximity to campus and life stage.
- Manage the volunteer life cycle by developing a strategy for target markets to recruit, onboard, develop and debrief departing chapter leaders.
- Increase student giving by creating more awareness and participation in Students Today Alumni Tomorrow.
- Reach 100% giving by VCU Alumni Council members.
- Develop talking points about the importance of supporting VCU, to be shared at alumni events.

## Communications and outreach


We will strive to work collaboratively and strategically with all university partners and stakeholders, and purposefully communicate through all channels and media. Together, we will enhance the lives and careers of our alumni community and promote their stories and experiences.

### GOALS

- Launch a combined website for alumni and donors that offers greater engagement opportunities to increase brand awareness and visits.
- Launch VCU Magazine, a university flagship publication for alumni and donors, and a companion microsite and increase household distribution of the print magazine by 70%, from 85,000 to 150,000.
- Develop integrated strategic marketing communications that elevate the awareness and importance of alumni engagement.
- Grow our social media presence by annually increasing the number of followers on Facebook, Instagram and Twitter.
- Segment emails to reach targeted audiences and provide them with constituent-centric content that enhances their connection to the university.

# Development Build-Out for Next Comprehensive Campaign

 Presidential and University Philanthropy


 Transformational Giving (Core Ideas)

 Grateful Patient Fundraising

 Planned Giving

 Corporate and Foundation Relations

 University Development

 University-wide Annual Giving

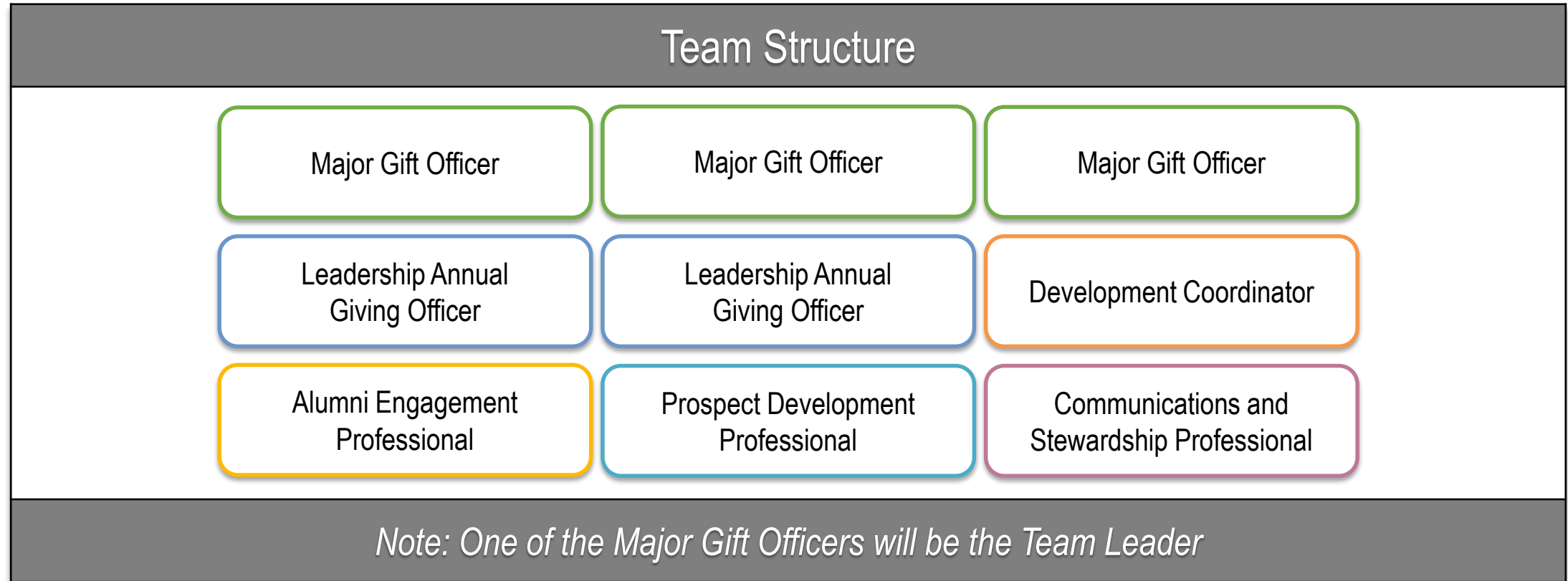
# Fundraising Team Concept – Task Force with DAR & Deans



# 8 Philanthropic Teams

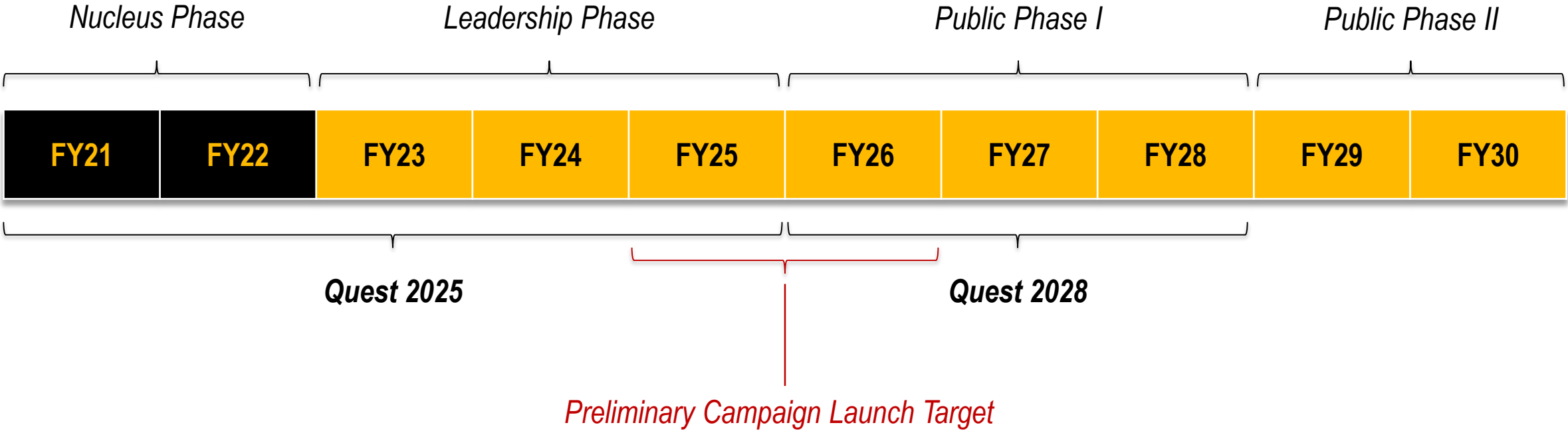
1	2	3	4	5	6	7	8
Medical Philanthropy	Health Sciences	Business and Engineering	Public Sector	Arts	Humanities and Sciences	Athletics	University Development
<ul style="list-style-type: none"> <li>• Medicine</li> <li>• VCU Health</li> <li>• Massey</li> <li>• Grateful patients</li> <li>• VCU community hospitals</li> <li>• Research Centers</li> </ul>	<ul style="list-style-type: none"> <li>• Dentistry</li> <li>• Health Professions</li> <li>• Pharmacy</li> <li>• Nursing</li> <li>• Research Centers</li> </ul>	<ul style="list-style-type: none"> <li>• Business</li> <li>• Engineering</li> <li>• Life Sciences/Rice Rivers Center</li> <li>• DaVinci Center</li> <li>• Research Centers</li> </ul>	<ul style="list-style-type: none"> <li>• Education</li> <li>• Social Work</li> <li>• Wilder School</li> <li>• Research Centers and Institutes</li> </ul>	<ul style="list-style-type: none"> <li>• VCUarts</li> <li>• ICA</li> <li>• VCUQ</li> </ul>	<ul style="list-style-type: none"> <li>• College of Humanities</li> <li>• School of World Studies</li> <li>• Robertson School of Media and Culture</li> <li>• Research Centers</li> </ul>	<ul style="list-style-type: none"> <li>• Intercollegiate Athletics</li> <li>• Rec Sports</li> <li>• Mary &amp; Frances Youth Center</li> </ul>	<ul style="list-style-type: none"> <li>• University-wide projects</li> <li>• Regional gifts</li> <li>• Graduate School</li> <li>• Honors College</li> <li>• Libraries</li> <li>• University College</li> <li>• Student Affairs</li> </ul>

# Sample Fundraising Team



# Quest Recalibration

# General Campaign Timeline



# Aligning Quest Themes & Preliminary Campaign Pillars

<b>Quest Themes</b>	Diversity Driving Excellence	Student Success	Research & Innovation Addressing Societal Challenges	Collaboratively Creating a Thriving RVA for All People
<b>Preliminary Campaign Pillars</b>	Chairs, professorships and faculty support	Scholarships and student support	Research and grants	Programmatic support
School, college and unit priorities				