CONFIDENTIAL SUMMARY
UNIVERSITY RELATIONS COMMITTEE
OF THE BOARD OF VISITORS
DECEMBER 10, 2021
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 (all linked here)
   None

● EXECUTIVE REPORTS

● Mr. Conrad and Ms. Gunther will provide an elections update, offer a 2022 General Assembly Session preview and highlight VCU's priorities for this session. They will also provide an update on the structure of VCU Office of Government Relations.

● Mr. Heston will share ROI measures for communications and marketing, provide an update on brand research and talk about expanding/improving VCU social media.

● Mr. Davenport will be providing a fundraising update, introduce the alumni engagement plans for 2022 and beyond, and introduce the University Development team.
CALL TO ORDER

GOVERNMENT RELATIONS UPDATE

Ms. Karah Gunther, Executive Director
Government Relations and Health Policy

Mr. Matt Conrad, Executive Director
Government and Board Relations

PUBLIC RELATIONS AND MARKETING UPDATE

Mr. Grant Heston, Vice President for University Relations

DEVELOPMENT AND ALUMNI RELATIONS UPDATE

Mr. Jay Davenport, Vice President for Development and Alumni Relations

CLOSED SESSION – Freedom of Information
Act Sections 2.2-3711 (A) (9)
  i. Named Fund and Spaces Report
  ii. Approved Named Funds Under $50,000
  iii. Signature Gifts

RETURN TO OPEN SESSION AND CERTIFICATION
Resolution and Certification

Action Item:
Approval of items discussed in closed session if necessary

ADJOURNMENT
SHARING OUR STORY

Why Brand Storytelling Matters

Board of Visitors
University Resources Committee
December 10, 2021
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)
<table>
<thead>
<tr>
<th>USA Today</th>
<th>The Chronicle of Higher Education</th>
<th>Associated Press</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Wall Street Journal</td>
<td>Inside Higher Education</td>
<td>Bloomberg / Businessweek</td>
</tr>
<tr>
<td>The New York Times</td>
<td>New York Magazine</td>
<td>Reuters</td>
</tr>
<tr>
<td>Washington Post</td>
<td>National Geographic</td>
<td>Time</td>
</tr>
<tr>
<td>Los Angeles Times</td>
<td>ABC</td>
<td>Wired</td>
</tr>
<tr>
<td>Politico</td>
<td>CBS</td>
<td>Fast Company</td>
</tr>
<tr>
<td>The Daily Beast</td>
<td>CNN</td>
<td>Inc.</td>
</tr>
<tr>
<td>Vice</td>
<td>FOX (includes Fox Business)</td>
<td>Slate</td>
</tr>
<tr>
<td>MarketWatch</td>
<td>NBC (includes MSNBC and CNBC)</td>
<td>The Atlantic</td>
</tr>
<tr>
<td>Modern Healthcare</td>
<td>NPR</td>
<td>U.S. News &amp; World Report</td>
</tr>
<tr>
<td>Becker's Hospital Review</td>
<td>PBS</td>
<td>The New Yorker</td>
</tr>
<tr>
<td>Kaiser Health News</td>
<td>Vox</td>
<td>The Smithsonian</td>
</tr>
<tr>
<td>Forbes</td>
<td>Axios</td>
<td>The Economist</td>
</tr>
<tr>
<td>BuzzFeed</td>
<td>Huffington Post</td>
<td>Richmond Times Dispatch</td>
</tr>
</tbody>
</table>

*We target the RTD for stories, but do not include them in our count for national media prominence*
TOP TIER MEDIA GOAL PROGRESS

93 placements
200 annual goal

July through October
It’s not unusual for patients like him to develop food aversions related to their distorted perceptions, said Dr. Evan R. Reiter, medical director of the smell and taste center at Virginia Commonwealth University, who has been tracking the recovery of some 2,000 Covid-19 patients who lost their sense of smell.
Covid survivors under age 40 who lose their sense of smell are more likely to regain them than older adults.
New tower to be all-inclusive, and ‘the care comes to you’

Adult Outpatient Pavilion will consolidate services, expand Massey’s footprint

BY ERIC KOLBEN
Richmond Times-Dispatch

The newest facility in Virginia Commonwealth University Health’s sprawling enterprise is a 17-story, $144 million outpatient pavilion downtown Richmond. It opens Dec. 6, consolidates at least seven of its buildings’ worth of services into one, and expands the capabilities of the Massey Cancer Center.

For many patients, especially those who struggle with the challenges of finding the correct time in the right building, it’s a welcome improvement.

VCU Health’s Adult Outpatient Pavilion, which will house Massey Cancer Center on five of its floors, is slated to open on Dec. 6.

Economy in a good spot, says Northam

As governor takes victory lap on budget, Youngkin reiterates his tax-cut plan

BY MICHAEL NURTZ AND MEL LEONCIO
Richmond Times-Dispatch

Gov. Ralph Northam prepares his final state budget before leaving office, he says he will leave Virginia in a “good spot” for its financial health and economic prosperity.

The budget runs a $2.6 billion surplus in the fiscal year that ends June 30, and the General Assembly expects Northam to add more than $5 billion in revenues to his forecast for the current year. Those new revenues, combined with nearly $4 billion of the next two-year budget, are expected to top $13 billion over three years, with about $3.3 billion reduced into reserve funds by mid-2023.

The governor, fresh from a European trade trip, can’t afford an economy that is stinging romance.

Boy won’t be tried as an adult in girl’s death

Henrico judge denies bid in 13-year-old’s shooting; prosecutor plans to appeal

BY JESSICA LEE
Richmond Times-Dispatch

A Henrico County judge on Monday denied a prosecutor’s request to transfer a teenage boy charged in the fatal shooting of a 12-year-old girl to adult court.

The order means the boy will remain a juvenile and will face trial in juvenile court.

The case involves a 13-year-old girl who was shot and killed in a rental car on Nov. 5, 2021. The suspect is a 14-year-old boy who is accused of shooting the girl.

The prosecutor’s request for transfer was based on the severity of the crime and the age of the suspect.

The judge denied the request, ruling that the suspect is not mature enough to be tried as an adult.

The case is set for a pretrial hearing on Jan. 4, 2022.
Followers:

<table>
<thead>
<tr>
<th>Month</th>
<th>Followers</th>
</tr>
</thead>
<tbody>
<tr>
<td>July</td>
<td>164,184</td>
</tr>
<tr>
<td>August</td>
<td>167,500</td>
</tr>
<tr>
<td>September</td>
<td>169,445</td>
</tr>
</tbody>
</table>

+3.2% growth from July to October.

Engagement:

Linkedin Engagement per Month

- July: 4,000
- August: 6,000
- September: 8,000
- October: 9,000
BRAND PHASES

Phase 1: Research

Phase 2: Creative

Phase 3: Launch
Research

Research and social media listening
Key stakeholder interviews
Focus groups with students, alumni, faculty, staff and patients
Online surveys
Competitive analysis and preliminary report
TIMELINE: CREATIVE & LAUNCH

2021 Q4  
Creative

2022 Q2
Launch

2022 Q3  
Ongoing
WE LIKE OUR STORY BEST WHEN WE TELL IT OURSELVES.
It’s staged to represent inclusion and academic excellence. Virginia Commonwealth University was one of the first to eliminate SAT requirements and our graduation rates continue to rise, proving that inclusion combined with top academics can have transformative results. It’s time to stop faking it. See the real picture on our campus.
Arizona’s largest public colleges — Arizona State and Northern Arizona Universities, and the University of Arizona — announced vaccine mandates for their employees. Pennsylvania State University and the University of Delaware have recently done the same.

Those institutions realized quickly that the Biden rule would apply to them. At Delaware, for instance, between research contracts and cooperative agreements, university leaders estimate that about $390 million in federal funding is at stake with the new emergency rule (the U.S. could pull the contracts, but it’s yet unknown whether the government would do so). Penn State has estimated it has more than $500 million in such funding.

Many colleges, public and private, will find themselves obligated to comply, legal experts say. And not only do many large universities have federal contracts, the White House rules are written in such a way as to apply well beyond the university employees who may be working directly on a federal contract. Our Francie Diep and Kate Hidalgo Bellows have the details.
MAKING DISPARITIES DISAPPEAR.

Groundbreaking treatments lead to limitless lives. We are a top health system that provides exceptional care to every patient who walks through our doors, proving that inclusion and excellence don’t compete.

Come and experience how we make possibilities a reality.
RESULTS OVER RANKINGS.

Some schools use selection to protect their rankings. Instead of hiding behind metrics, we meet students where they are, bringing to light their unique strengths while boosting academic performance across the university. Find out how our perspectives propel us.

VCU
VIRGINIA COMMONWEALTH UNIVERSITY
RESEARCH THAT IMPACTS THE WORLD.

We don’t debate climate change, we take action. The VCU Rice Rivers Center is 494 acres along the James River dedicated to environmental research and public service. We’re constantly testing hypotheses that influence policies.

See how we’re healing the planet.
Board of Visitors

Jay Davenport, Vice President, Development and Alumni Relations

December 10, 2021
FY22 New Gifts and Pledges
FY22 New Gifts and Pledges by Campus

$25.7M

79% MCV Campus $20.4M
21% Monroe Park Campus $5.3M

Due to rounding, some totals may not correspond with the sum of the separate figures. report date: 11/29/2021
FY22 New Gifts and Pledges by Source

- **Alumni** 25%: $6.5M
- **Friends** 14%: $3.6M
- **Corporations** 4%: $0.9M
- **Foundations** 22%: $5.7M
- **Organizations** 34%: $8.8M

Total: $25.7M

Due to rounding, some totals may not correspond with the sum of the separate figures.

Family foundations counted as individuals.
FY22 New Gifts and Pledges by Purpose

- **10%** Students: $2.6M
- **22%** Faculty: $5.7M
- **31%** Research: $7.9M
- **12%** Programs: $3.2M
- **7%** Facilities: $1.7M
- **18%** Unrestricted-Unit/Dept.: $4.7M

Total: $25.7M

Due to rounding, some totals may not correspond with the sum of the separate figures. Report date: 11/29/2021
FY22 Principal Giving Overview

- **$11.0M** Booked Commitments
- **$13.1M** Verbal Commitments
- **$106.0M** Pipeline
Alumni Relations
Alumni Relations Strategy

Collaboration with student affairs

Internships and mentorships

Lifelong Learning

BUILD A CAREER YOU LOVE
Alumni Relations Strategy

50,000
Alumni engagements

5,000
Meaningful interactions

500
Major gifts each year
Alumni Relations

Elizabeth Bass, M.S.W.
Assistant Vice President
Alumni Relations

Paige Hazelgrove
Manager of Board Relations
DAR Signature Events
(shared with Strategic Marketing and Engagement)

Ashley Burton
Executive Director
DAR Signature Events

Anita D. Yearwood, MPA
Senior Director
DAR Signature Events

Lauren Sformo Leavy
Assistant Director
Alumni Reunion and Recognition Programs
Who are our alumni?

Alumni
210,374

Engaged Alumni
63,640

City/Area
Alumni

Baltimore
2,404
Raleigh/Durham
2,228
New York
2,107
Atlanta
2,048
Philadelphia
1,621

Alumni by Geography

Out-of-State
32.1%
Richmond
41.4%
Virginia (Outside RVA)
26.5%
Who are our alumni?

* Based on disclosed ethnicities

**Alumni by Ethnicity**

- White: 68.7%
- Two or more: 2.7%
- Asian: 4.4%
- Asian/Pacific Islander: 7.1%
- Black/African American: 14.2%
- Hispanic/Latino: 2.4%

**Alumni by Gender**

- Male: 39.0%
- Female: 59.2%
- Unknown: 1.8%
Educational Information

Alumni by Campus
- Both: 1.9%
- MCV: 22.6%
- Monroe Park: 75.5%

Alumni by Degree
- Undergraduate: 62.0%
- Graduate: 24.9%
- Doctorate: 8.2%
- Other: 4.9%
VCU by Generation

Generation

G.I.
(1901-1923)
162 living alumni

Silent
(1924-1942)
5,464 living alumni

Baby Boom
(1943-1962)
49,973 living alumni

Generation X
(1963-1980)
60,047 living alumni

Millennial
(1981-2000)
84,381 living alumni

Generation Z
(2001-2020)
14 living alumni

Generation Alpha
(2021-present)
0 living alumni

Birth years
0-100 years old
50-70 years old

report date: 7/14/2021
Volunteerism

Engaged Alumni Volunteers

<table>
<thead>
<tr>
<th>Engagement</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board/Council Members</td>
<td>723</td>
<td>688</td>
<td>655</td>
</tr>
<tr>
<td>Rambassadors</td>
<td>21</td>
<td>1</td>
<td>444</td>
</tr>
<tr>
<td>Mentors</td>
<td>121</td>
<td>161</td>
<td>233</td>
</tr>
<tr>
<td>Panelists/Presenters</td>
<td>130</td>
<td>43</td>
<td>181</td>
</tr>
<tr>
<td>Chapter Volunteers</td>
<td>75</td>
<td>41</td>
<td>126</td>
</tr>
<tr>
<td>Event Volunteers</td>
<td>47</td>
<td>73</td>
<td>12</td>
</tr>
</tbody>
</table>

54% increase from FY19 to FY21
University Development
University Development

Chad Krouse, Ed.D.
Assistant Vice President
University Development
University Development – Leadership Annual Giving

James Wasilewski, MBA, CFRE
Senior Director
University Development

Corey Humphrey
University Gift Officer

Trevor Worden
University Gift Officer
University Development – Major Gifts

Joycelyn Mahone, M.S.
Director
University Development

Ashley Hanel, M.A.
Senior University Development Officer

Taj Harris-Paiva
University Development Officer

Emily Starks
Senior University Development Officer
VCU Giving Day
What is VCU Giving Day?

VCU Giving Day is a digital fundraising and engagement campaign designed to unite the university and health system community.

Alumni and donors will be asked to imagine more for our students, patients, faculty, staff, caregivers, researchers and the university by making an investment in the future of VCU.
3 Keys to Success

1. University-wide participation
2. ALL VCU marketing channels reinforce messaging
3. Incentivize giving with game theory and matching gift opportunities
VCU Giving Day Timeline

- **Sept/Oct**: Campus Partner engagement, Marketing plan
- **Nov 15/Dec**: Develop website and toolkit, Recruit matching gift champions
- **Jan 25 /Feb**: Application deadline, Challenges deadline, Giving Day site training
- **Mar/Apr**: Launch awareness campaign, Activate champions, Giving Day
Comprehensive Campaign Planning
Campaign Timeline

**FY21 & 22**
- Planning Phase
- Volunteer Recruitment
- Project Identification
- Board Approval & Authorization

**FY23, 24 & 25**
- Leadership Phase
- Principal Phase
- CORE Ideas Phase
- Initial Major Gift Phase

**FY26, 27 & 28**
- Principal Phase II
- CORE Ideas Phase II
- Major Gift Phase
- Campus-Wide Project Phase

**FY29 & 30**
- Major Gift Phase II
- Campus-Wide Project Phase II
- New Projects/Priorities (new deans and academic leaders)
- Wrap Up Campus-Wide Projects