



**BOARD OF VISITORS
UNIVERSITY RESOURCES COMMITTEE
11:15 A.M.
SEPTEMBER 13, 2019
JAMES CABELL LIBRARY
901 PARK AVENUE, ROOM 303, RICHMOND, VIRGINIA**

MINUTES

COMMITTEE MEMBERS PRESENT

G. Richard Wagoner Jr., *chair*
Tyrone E. Nelson, *vice chair*
Carolina Espinal
Robert D. Holsworth, Ph.D.

COMMITTEE MEMBERS ABSENT

Stuart Siegel

OTHERS PRESENT

Matthew A. Conrad
Jay E. Davenport
Ashley M. Hood
Magnus H. Johnsson
Pamela D. Lepley
Samantha W. Marrs
Staff from VCU

CALL TO ORDER

Mr. Richard Wagoner Jr. called the meeting to order at 11:03 a.m.

APPROVAL OF MINUTES

Mr. G. Richard Wagoner Jr. asked for a motion to approve the minutes of the May 10, 2019 University Resources Committee, as published. After motion duly made and seconded the minutes of the May 10, 2019 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

Ms. Ashley Hood, Senior Director, State Government Relations and Mr. Matthew Conrad, Executive Director of Government Relations, provided an update on the following:

1. State
 - 6-year Plan, Op-6 Meeting on 8/13/19
 - Governor's Budget Development
 - Upcoming Elections
 - COPN Workgroup
2. Federal
 - Thought Leadership: Congressional Testimony
 - President Rao visits to DC
 - Congresswoman Spanberger at VCU 8/12/19
3. Local
 - New Director of Gov't and Community Relations 9/3/19
 - NH/Boulevard
 - Taxable Developments

Development and Alumni Relations

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

- 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 \$124.8M to date with \$9.2M in new gifts and pledges this year. The campaign has raised \$770M surpassing the \$750M goal.
- Overview of the launch of a \$50M scholarship campaign this fall called Invest In Me. There will be substantial collateral and marketing around this campaign where the focus is on helping VCU's students through need-based, merit, and talent scholarships.

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

Metric goals are on track to meet or exceed goals through third quarter of FY 19.

- Raise institutional brand awareness and reputation for the university and its academic health center through integrated public relations and marketing communications
 - Some public relations metrics will not be final until mid-August. Topline metrics to-date include:
 - More than 36,000 earned media hits; about 27,000 of those national media hits
 - 23.7 billion media hit impressions
 - More than 97% positive-neutral media coverage tone
 - Nearly 14 million VCU homepage views
 - 9.6 million VCU social media engagement
 - Owned and shared media exceeded targets. Earned media fell short of stretch targets for several reasons:
 - A change in media monitoring services that more accurately reflect traditional media audience numbers/impressions (print outlets, especially, continue to lose circulation and establish paywalls on their digital platforms that limit “eyeballs”)
 - The media relations unit was short-staffed this year with several members on extended leave
 - The FY19 targets were based on an exceptional FY 18 – an outlier in several years of monitoring
 - Earned media coverage continues to trend upward when accounting for the outlier FY 18 numbers
- Executive communications to advance all presidential and FY 2019 Quest implementation priorities, with an emphasis on student success
 - 72 percent of executive communications pieces for the year included strategic student success language (83/116)
 - Student success messages were widely circulated via the president’s blog (7,021 views) and social media channels (50,207 views).
 - President conducted congressional visits and editorial meeting with Chronicle of Higher Education

- University Relations worked closely with government relations and Strategic Enrollment Management on legislative testimony to tell VCU's story of student success on Capitol Hill
- Spring 2019 Commencement: VCU's first commencement held at the Greater Richmond Convention Center received accolades from students, parents, guests, BOV members, alumni and other key stakeholders.
- Make it Real in-state and out-of-state recruitment marketing plan, in partnership with Strategic Enrollment Management
 - The Make it Real institutional/student recruitment campaign reached 120 percent of its total impressions goal, reaching 119 million impressions against a goal of 101 million.
 - Conversion rate of 1.41% exceeded goal of greater than 0.1%
 - Click-thru-rate of 0.91% surpassed industry average of 0.8%.
 - 25% increase in hits to the advertising web site landing page over the previous year
 - 65% of website hits originated from outside of VA (up from 30% previous year).
 - Freshman applications were up 3.1% over last year. As of Aug.9 there was a 4.6% increase in freshman out-of-state offers accepted and a 5.8% increase in out-of-state students enrolled

ADJOURNMENT

There being no further business, Mr. Richard Wagoner Jr. adjourned the meeting at 12:15 p.m.