



**BOARD OF VISITORS
UNIVERSITY RESOURCES COMMITTEE
11:15 A.M.
FEBRUARY 28, 2020
JAMES CABELL LIBRARY
901 PARK AVENUE, ROOM 303, RICHMOND, VIRGINIA
MINUTES**

COMMITTEE MEMBERS PRESENT

G. Richard Wagoner Jr., *chair*
Carolina Espinal
Peter Farrell
Robert D. Holsworth, Ph.D

BOARD MEMBERS ABSENT

Rev. Tyrone Nelson
Stuart Siegel

OTHERS PRESENT

Matthew A. Conrad
Jay E. Davenport
Karah L. Gunther
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 11:20 a.m.

APPROVAL OF MINUTES

Mr. G. Richard Wagoner Jr. asked for a motion to approve the minutes of the December 13, 2019 University Resources Committee, as published. After motion duly made and seconded the minutes of the December 13, 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. Karah L. Gunther, Executive Director of Government Relations and Health Policy, and Mr. Matthew Conrad, Executive Director of Government Relations, provided the following updates:

1. State Relations
 - Budget Update
 - Session/Legislative Update
 - Student Lobby Day
2. Federal Relations
 - HEA
 - Research visits – thought leadership
3. Local Relations
 - Projects of Importance to VCU/VCUHS

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 is on target to be the best year in the capital campaign with \$48.7M in new gifts and pledges this year. The campaign has raised \$810M surpassing the \$750M goal.

A copy of Mr. Davenport's presentation is attached hereto as ***Attachment A*** and is made a part hereof.

University Relations

Ms. Pamela Lepley, Vice President for University Relations provided the following updates:

Dashboard Highlights

Public relations and marketing communications goals for Fiscal 2020 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

Paid media goals:

- Undergraduate in-state and out-of-state recruitment
 - Increase out-of-state applications
 - Increase in-state applications
- Institutional awareness
 - Remain competitive among peer institutions

Public Affairs and Marketing Highlights

The committee was updated on the strategic marketing communications plan for this fiscal year.

- There has been and will be a continued emphasis on communicating student success through all communications channels – media coverage, social media, advertising and university online media (VOX Global to report to the full board on communications strategy)
- Public relations and marketing communications goals are focused on raising institutional brand awareness and reputation among national and regional audiences
 - Associated metrics including national media hits and social media engagement are tracking well ahead of projections
 - The Make it Real student recruitment advertising campaign also is tracking ahead of projections. Of note:
 - Success with interest from transfer and out-of-state students
 - Nearly 50 percent of hits from advertising are to the transfer application link
 - 35% of 11,685 “conversions” are from out-of-state (conversions include clicks from advertising to the freshman application link, join an email list, transfer application, register for events)
- Developing recruiting strategies for FY21 and FY22
 - Undergrad freshmen (in state and out of state)
 - Working adults
 - Individuals with some college credit
 - Military/veterans

A copy of Ms. Lepley’s presentation is attached hereto as **Attachment B** and is made a part hereof.

CLOSED SESSION

Mr. Wagoner then moved that the University Resources Committee of the Board of Visitors of Virginia Commonwealth University convene a closed session under the Virginia Freedom of Information Act in order to discuss pursuant to Sections 2.2-3711 (A) (9) of the Freedom of Information Act for the discussion of gifts, bequests, and fund-raising activities of the University, namely the Named Funds and Spaces Report, and the Approved Named Funds under \$50,000.

RECONVENED SESSION

Following the closed session, the public was invited to return to the meeting. Mr. Wagoner, Chair, 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 joint meeting of the University Resources Committee of the Board of Visitors 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.

Vote

G. Richard Wagoner Jr., *chair*
Carolina Espinal
Peter Farrell
Robert D. Holsworth, Ph.D

Ayes

X
X
X
X

Nays

All members present responding affirmatively, the resolution of certification was unanimously adopted.

ADJOURNMENT

There being no further business, Mr. Richard Wagoner Jr. adjourned the meeting at 12:22 p.m.

Make it real.
CAMPAIGN FOR VCU

Board of Visitors Meeting

Make It Real Campaign Update

Jay Davenport, Vice President, Development & Alumni Relations

February 28, 2020



VCU

MIR by the Numbers

\$809.1 Million raised to date
(107.9%)



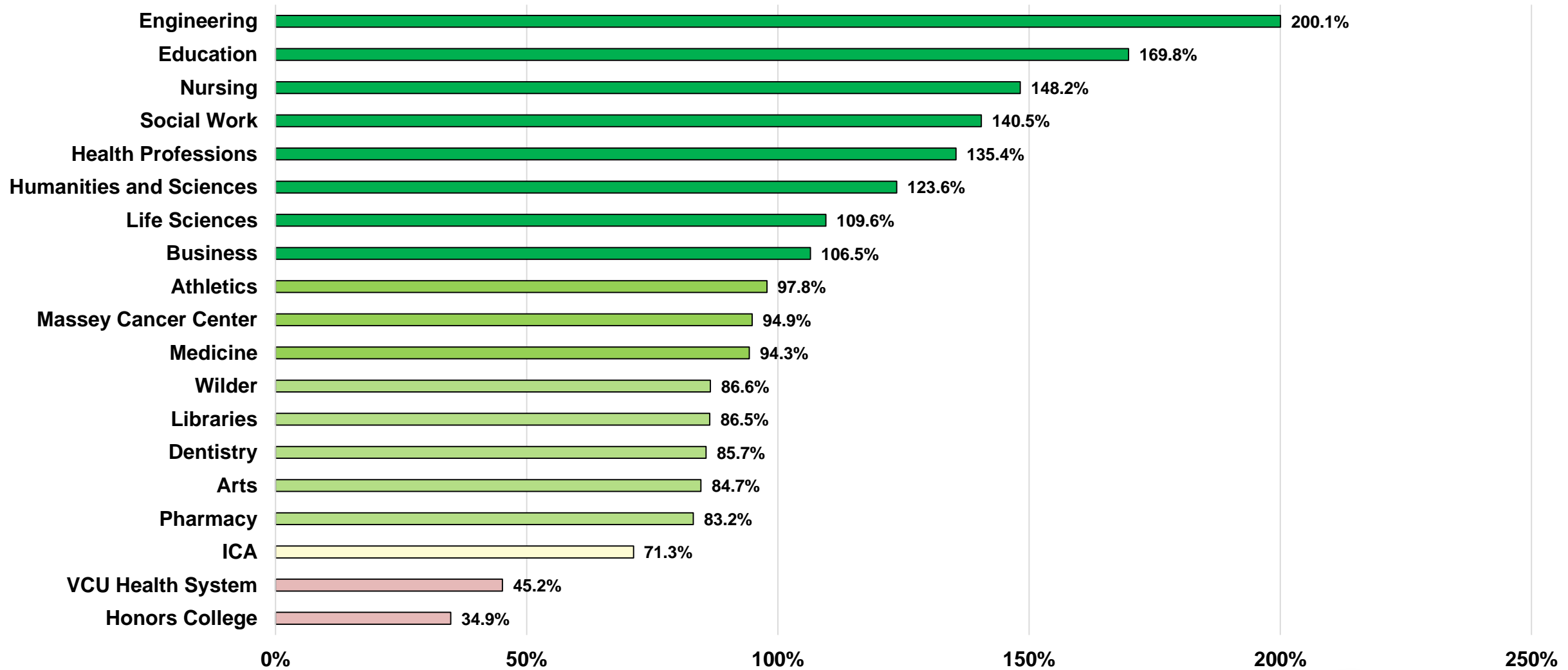
report date: 2/24/2020

Make it real.
CAMPAIGN FOR VCU

MIR Campaign: Fiscal Year Averages

Unit	3-Year Average (FY 2017-19)	5-Year Average (FY 2015-19)	Highest Year	Lowest Year
Arts	\$2,359,851	\$3,264,894	FY 2016	FY 2014
Athletics	\$6,980,250	\$6,352,929	FY 2017	FY 2015
Business	\$6,815,055	\$4,899,772	FY 2018	FY 2015
Dentistry	\$1,956,942	\$1,898,765	FY 2013	FY 2017
Education	\$2,522,211	\$1,862,781	FY 2019	FY 2014
Engineering	\$16,321,531	\$12,171,175	FY 2018	FY 2013
Health Professions	\$2,313,394	\$1,772,441	FY 2019	FY 2016
Honors College	\$24,618	\$321,617	FY 2016	FY 2013
Humanities and Sciences	\$3,467,488	\$2,883,312	FY 2019	FY 2014
ICA	\$950,594	\$1,416,726	FY 2014	FY 2019
Libraries	\$992,507	\$849,472	FY 2017	FY 2014
Life Sciences	\$981,306	\$1,908,759	FY 2015	FY 2019
Massey Cancer Center	\$9,954,500	\$10,656,793	FY 2015	FY 2017
Medicine	\$29,555,544	\$34,381,131	FY 2015	FY 2014
Nursing	\$3,362,946	\$2,880,460	FY 2019	FY 2015
Pharmacy	\$1,620,326	\$1,401,652	FY 2019	FY 2013
Social Work	\$591,440	\$430,335	FY 2019	FY 2015
Wilder	\$353,747	\$413,959	FY 2016	FY 2014
VCU Health System	\$15,601,916	\$11,879,790	FY 2019	FY 2013

Make It Real Campaign - % of Total Goal Raised by Unit



report date: 2/24/2020

Make It Real Campaign Status Dashboard

July 1, 2012 to June 30, 2020

All Campuses - All Units

Capacity Level	Estimated Household Gift Count	Potential Yield (000s)
\$25,000,000+	3	\$80,000
\$10,000,000 - \$24,999,999	5	\$50,000
\$5,000,000 - \$9,999,999	10	\$54,000
\$2,500,000 - \$4,999,999	9	\$23,000
\$1,000,000 - \$2,499,999	35	\$42,000
\$500,000 - \$999,999	69	\$37,000
\$250,000 - \$499,999	161	\$41,000
\$100,000 - \$249,999	326	\$35,000
\$50,000 - \$99,999	424	\$22,000
\$25,000 - \$49,999	451	\$13,000
Major Gift Capacity	1,493	\$397,000
Annual Giving		\$75,000
Corporations		\$110,000
Foundations		\$80,000
Organizations		\$88,000
Baseline Gift Capacity		\$353,000

Commitment Level	Actual Household Gift Count	Outright Gifts (000s)	Pledges (000s)	Planned Gifts (000s)	Reachback Gifts (000s)	Total Commitments (000s)
\$25,000,000+	3	\$25,000	\$30,000	\$0	\$35,287	\$90,287
\$10,000,000 - \$24,999,999	3	\$0	\$26,000	\$0	\$10,000	\$36,000
\$5,000,000 - \$9,999,999	6	\$7,191	\$12,500	\$14,500	\$6,900	\$41,091
\$2,500,000 - \$4,999,999	9	\$2,950	\$14,493	\$12,600	\$0	\$30,043
\$1,000,000 - \$2,499,999	61	\$9,936	\$14,010	\$43,915	\$10,500	\$78,361
\$500,000 - \$999,999	63	\$6,431	\$12,704	\$14,344	\$3,510	\$36,990
\$250,000 - \$499,999	86	\$8,350	\$7,508	\$10,643	\$450	\$26,950
\$100,000 - \$249,999	265	\$12,850	\$10,730	\$10,146	\$290	\$34,017
\$50,000 - \$99,999	318	\$8,172	\$7,517	\$2,729	\$161	\$18,579
\$25,000 - \$49,999	599	\$8,563	\$7,112	\$1,582	\$34	\$17,292
Major Gift Commitment	1,413	\$89,444	\$142,575	\$110,459	\$67,132	\$409,609
Annual Giving	219,054	\$64,430	\$10,341	\$698	\$51	\$75,520
Corporations	14,834	\$48,285	\$29,580	\$250	\$20,602	\$98,716
Foundations	2,461	\$92,094	\$61,956	\$0	\$0	\$154,049
Organizations	5,466	\$45,764	\$12,667	\$0	\$12,742	\$71,173
Baseline Gift Commitment	241,815	\$250,573	\$114,544	\$948	\$33,395	\$399,459

Total **\$750,000**

Total **243,228** **\$340,016** **\$257,118** **\$111,407** **\$100,527** **\$809,068**

Estimated Household Gift Count - Count of household gifts needed at each capacity level, households that give multiple gifts are counted multiple times. Marts & Lundy analysis from 3/31/14.

Potential Yield - Based on Marts & Lundy conservative estimates (household gift count X low end of capacity range). Includes \$200.5M in gifts prior to 4/1/14.

Commitment Level - All donor and fundraising totals are per the Make It Real Campaign counting guidelines

Actual Household Gift Count - Count of household gifts in the specified range or bucket, households that give multiple gifts are counted multiple times

Outright Gifts - Includes outright cash gifts, undocumented realized bequests, and philanthropic grants

Reachback Gifts - Campaign approved gifts from FY 11 and FY 12. Includes all types (outright, pledges, and planned gifts)

Annual Giving - Outright gifts and pledges that are less than \$25,000

Major Gift Commitment - Campaign gifts above \$25,000 from individuals, including payments through family foundations and donor advised funds

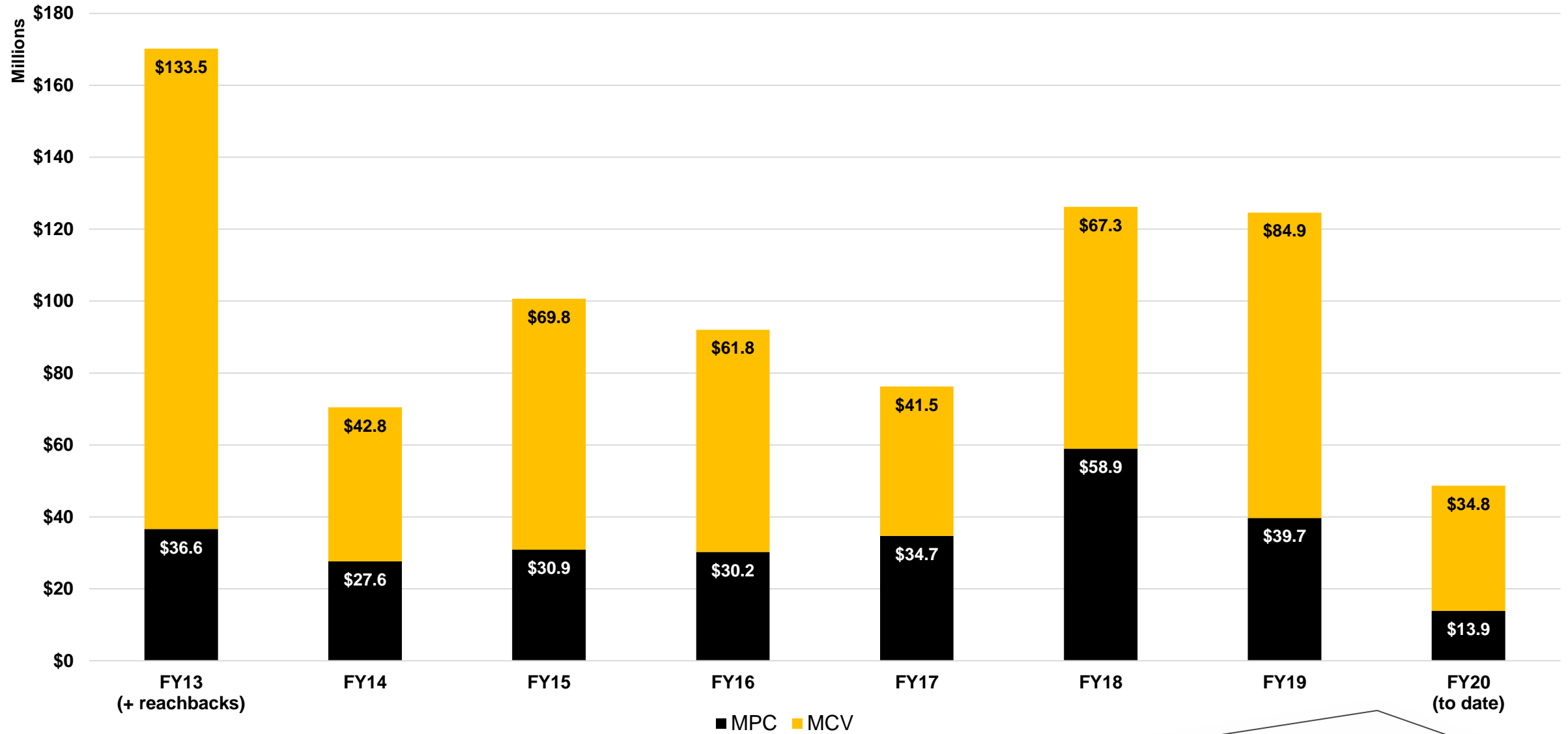
Baseline Gift Commitment - Campaign gifts from individuals below \$25,000 and any gifts from corporations, foundations, and organizations

2/24/2020 This document is proprietary and confidential. No part of this document should be displayed in any manner to a third party without the prior consent of VCU Development and Alumni Relations.

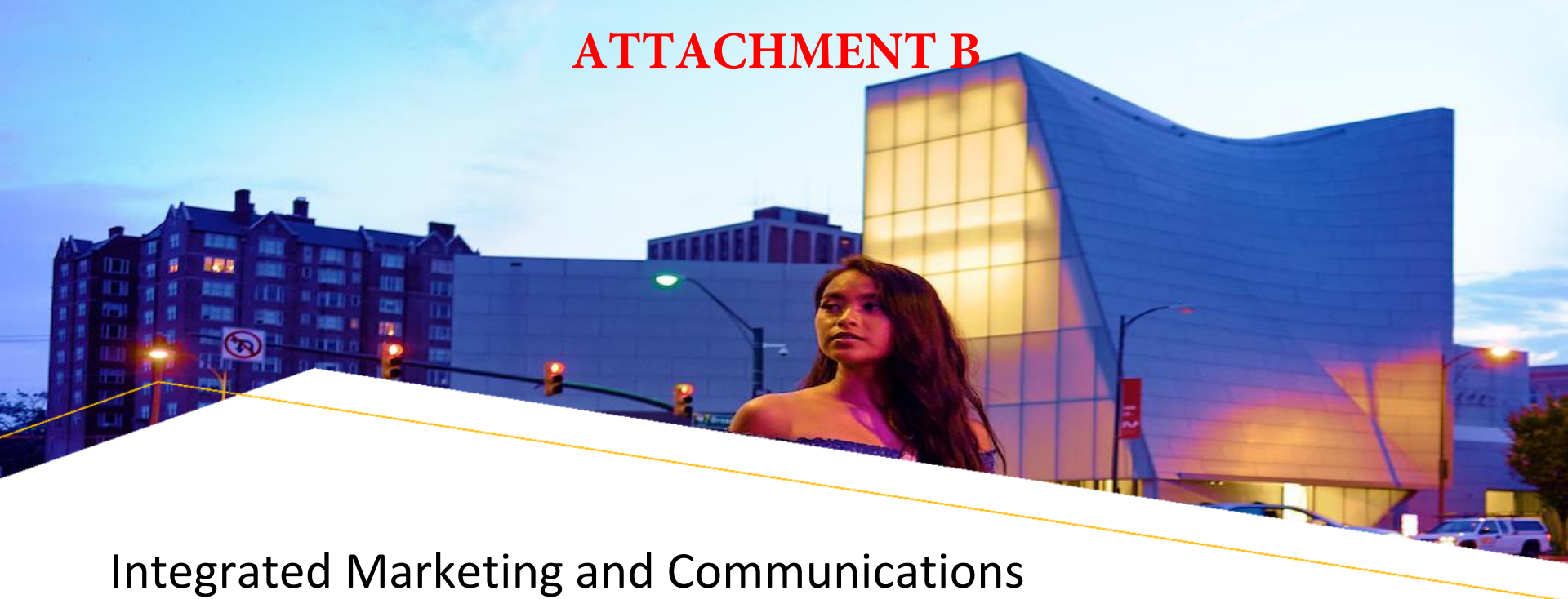


Make it real.
CAMPAIGN FOR VCU

Make It Real Campaign: Dollars Raised by Campus



ATTACHMENT B



Integrated Marketing and Communications

University Resources Committee

February 28, 2020



VCU

University Relations

Student Success

Establish VCU as a nationally renowned urban research university that leads student success through access, equity and excellence

- 30% of content across platforms focused on student success
- Finalizing message platform and campaign plan with VOXGLOBAL
 - Report to BOV today
- First peer communication to CEOs -- favorable response



- Facebook: boosted 109,700 impressions, 2,659 clickthroughs
- Instagram story "Did you know" - 19,003 views

NATIONAL PROMINENCE

Raise institutional brand awareness and reputation for the university and its academic health center through integrated public relations and marketing communications

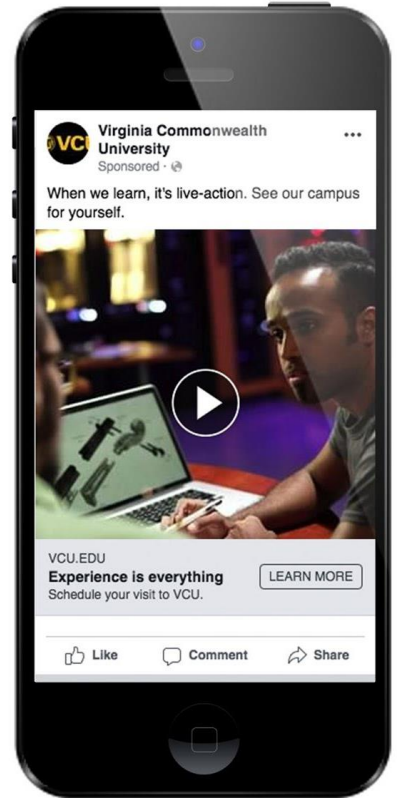
Metric	FY 20 Goal	FY 20 Actual	% of Goal
Top tier national media hits	200	146	73%
Earned media impressions (billions)	24.5B	20.5	83%
Media coverage tone	90%	89.6%	On track
Social media engagement	9.8M	7.7M	79%

Make it Real Student Recruitment

Total impressions: 80.7 million

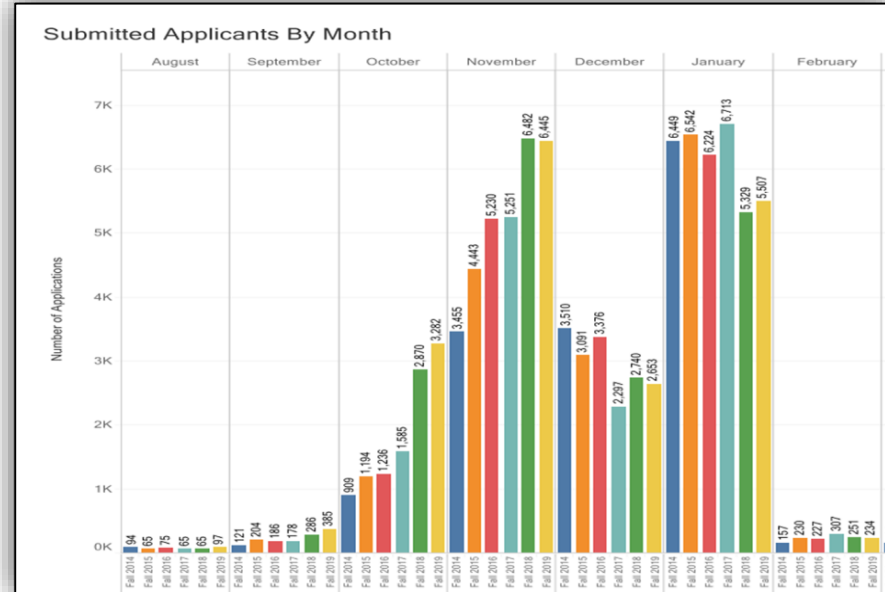
Total conversions: 11,685

- 49% hits to transfer application link
- 30% hits to freshman application link
- 35% conversions from out-of-state
- 70% of visits to MIR site from O-O-S



Media strategy

Implement an efficient, digital heavy media mix, aligning with the student journey throughout the college application process in order to drive in-state and out-of-state applications to VCU.



CONSIDERATION

(9/9 – 10/13)

ACTION

(10/14 – 11/30)

PANIC

(12/1 – 12/31)

ACTION

(1/1 – 1/15)

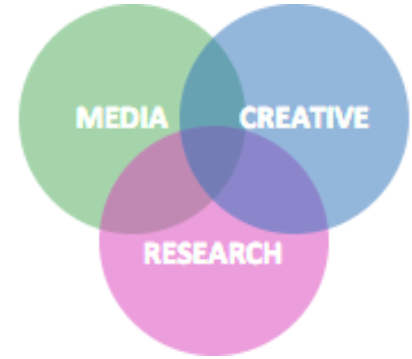
Out-of-State Brand Awareness Research Summary and Preliminary Improvement Strategies

- Based on 2019 brand research study, VCU has little awareness out-of-state
- People that are familiar with VCU feel positively about us:

Diversity – Quality Education – Stimulating Environment – Benefits of Urban Location

- DC and its MD suburbs show the most promise for attracting new students
- Parents in the NY metro area are more open to Virginia schools and VCU tuition
- NC and PA will be the most difficult states because of low awareness and interest in VCU
- VCU's tuition is generally perceived as a good to fair value for all students

Preliminary creative, research and paid media strategies to improve out-of-state brand awareness and perceptions



Creative:

- Cater messaging to top performing out-of-state keywords
- Capitalize on the growing national recognition of Richmond
- Retarget out-of-state responders with customized messages
- Feature stories that connect to national cultural and news events
- Incorporate in market multivariate (A-B) testing to optimize messaging, design and targeting

Research:

- Conduct ongoing quantitative studies with high school juniors and seniors and their parents
- Include Virginia, key out-of-state media markets and a national sample
- Conduct the study 2x/year to capture attitudes at peak and low/no media periods
- Focus on brand attributes like quality of education, diversity, career outcomes, etc.

Preliminary creative, research and paid media strategies to improve out-of-state brand awareness and perceptions

Media :

- Extend and launch annual campaign earlier to improve consideration going into application peaks
- Run in more awareness channels e.g., broadcast, outdoor, transit, etc. (A-10 markets)
- Expand breadth of digital advertising in native advertising, paid search; implement a year-round digital display campaign to remain top of mind

Current Annual Marketing Efforts:

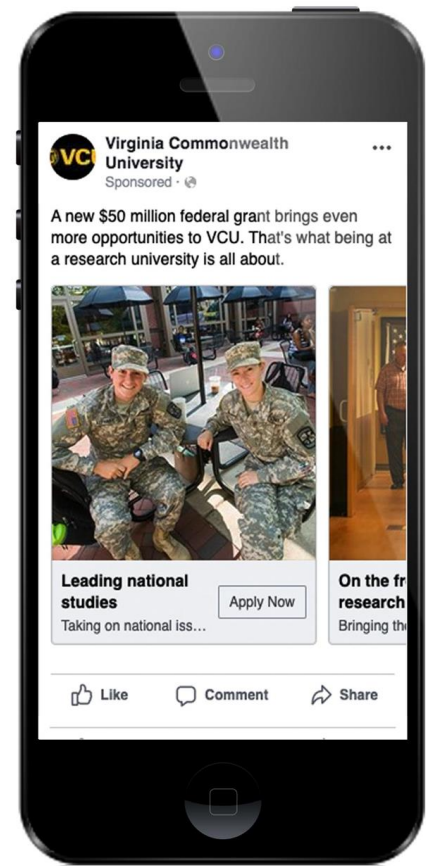
- Conducted quantitative and qualitative brand health and awareness study in 2019
- 33% of total media budget is placed in OOS markets
- OOS media is nearly 100% digital (display, social & search engine)

Bottom Line: Current results and research validate the need for increased marketing investments to improve VCU's brand awareness and perceptions

In addition to out-of-state:

- Adults 24+
- Transfers
- Individuals with some college
- Military/veterans

Brand messaging refresh



Brand messaging pillars (current)

Authentically Diverse

Ideas
Cultures
Backgrounds
Experiences
Global
Accessible
Inclusive

Intimately Urban

One with the
community

Dynamism of
Richmond

Creatively stimulating

Service learning

Volunteerism

Academically rigorous

Premier public research
university

225 Programs

Faculty awards and grants

Experiential education

Committed to innovation
and entrepreneurship

Health Driven

Expansive regional
system

Hospitals, specialty
clinics

Only Level 1 trauma
center for adults and
children in region

Population inclusive,
innovative and
pioneering

Brand messaging pillars (draft)

Authentically Diverse

Ideas

Cultures

Backgrounds

Intimately Urban

One with the
community

Dynamism of
Richmond

Student Success Focused

Commitment to equity and
excellence

Closing graduation gap

Above national average
graduation rates

Top 15% national research
university

Experiential and career-
focused learning

Nationally and
internationally renowned
faculty

Health Driven

Expansive regional
system

Hospitals, specialty
clinics

Only Level 1 trauma
center for adults and
children in region

Population inclusive,
innovative and
pioneering

Updating with focus on student success

Accessible

Volunteerism

Inclusive

FY20 so far...

