



**BOARD OF VISITORS
UNIVERSITY RESOURCES COMMITTEE
MAY 12, 2022 - 1:45 P.M.
JAMES CABELL LIBRARY
901 PARK AVENUE, RICHMOND, VIRGINIA
ROOM 303
AND
VIRTUAL
MINUTES**

COMMITTEE MEMBERS PRESENT

Reverend Tyrone E. Nelson, *Chair*
Ms. Carolina Espinal, *Vice Chair*
Ambassador Carmen Lomellin
Mr. Keith Parker (virtual)
Ms. Coleen Santa Ana
Dr. Shantaram Talegaonkar

OTHER BOARD MEMBERS PRESENT

H. Benson Dendy III, *Rector*

BOARD MEMBERS ABSENT

Dr. Gopinath Jadhav
Dr. Tonya Parris-Wilkins

OTHERS PRESENT

President Michael Rao
Mr. Jay Davenport, Vice President for Development and Alumni Relations
Mr. Grant Heston, Vice President for University Relations
Mr. Matt Conrad, Vice President for Government and External Relations for VCU and VCU Health System
Ms. Karen Helderman, *Executive Director for Audit and Compliance Services*
Mr. Jacob Belue, *University Counsel*
Other members of Presidential Cabinet of VCU
VCU students, faculty and staff
Members of the Media

CALL TO ORDER

Reverend Tyrone Nelson, Chair called the meeting to order at 1:58 p.m. and a roll call was taken.

APPROVAL OF MINUTES

Reverend Nelson asked for a motion to approve the minutes of the March 21, 2022 University Resources Committee, as published. On a motion duly made and seconded the March 21, 2022

University Resources Committee minutes were approved unanimously by a roll call vote:

<u>Vote</u>	<u>Ayes</u>	<u>Nays</u>
Reverend Nelson, <i>Chair</i>	X	
Ms. Espinal, <i>Vice Chair</i>	X	
Ambassador Lomellin	X	
Mr. Parker (virtual)	X	
Ms. Santa Ana	X	
Dr. Talegaonkar	X	

REPORTS AND RECOMMENDATIONS

University Relations

- Grant Heston provided information on VCU's new brand architecture to the Committee for review and discussed the new organizational structure with VCU Health. A copy of Mr. Heston's presentation is attached hereto as ***Attachment A*** and are made a part hereof.

Government Relations

- Matt Conrad provided an update on the recent General Assembly session and fielded questions regarding the pending approval of the State budget.

Development and Alumni Relations

- Jay Davenport provided a fundraising update that included overviews of the Alumni Relations Strategic Plan and the Development Build-Out for the Next Comprehensive Campaign, a presentation on the Fundraising Team Concept - Task Force with DAR & Deans, and a discussion of Quest Recalibration as it relates to Development.
- Jay Davenport also reported VCU's development team has raised \$210.3M in new gifts and pledges from July 1, 2021 to March 31, 2022, with 18,290 donors. That is a 63% increase in dollars raised, with 1% increase in total donor count the same time last year.
- A copy of Mr. Davenport's presentation is attached hereto as ***Attachment B*** and are made a part hereof.

CLOSED SESSION

Ambassador Lomellin 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. A roll call vote was taken with all members present responding affirmatively.

<u>Vote</u>	<u>Ayes</u>	<u>Nays</u>
Reverend Nelson, <i>Chair</i>	X	
Ms. Espinal, <i>Vice Chair</i>	X	
Ambassador Lomellin	X	
Mr. Parker (virtual)	X	

Ms. Santa Ana	X
Dr. Talegaonkar	X

RECONVENED SESSION

Following the closed session, the public was invited to return to the meeting. Reverend Nelson, 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.

<u>Vote</u>	<u>Ayes</u>	<u>Nays</u>
Reverend Nelson, <i>Chair</i>	X	
Ms. Espinal, <i>Vice Chair</i>	X	
Ambassador Lomellin	X	
Mr. Parker (virtual)	X	
Ms. Santa Ana	X	
Dr. Talegaonkar	X	

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

RECOMMENDATION FOR APPROVAL TO FULL BOARD

Reverend Nelson asked for a motion to recommend approval to the full Board of Visitors of Named Funds and Spaces Report. After motion duly made and seconded, a roll call vote was taken with all members present responding affirmatively.

<u>Vote</u>	<u>Ayes</u>	<u>Nays</u>
Reverend Nelson, <i>Chair</i>	X	
Ms. Espinal, <i>Vice Chair</i>	X	
Ambassador Lomellin	X	
Mr. Parker (virtual)	X	
Ms. Santa Ana	X	
Dr. Talegaonkar	X	

ADJOURNMENT

There being no further business, Reverend Nelson, adjourned the meeting at 2:41 p.m.

ATTACHMENT A



VCU

University Resources Committee

University Relations Report
May 12, 2022

April 25, 2022

TOP TIER MEDIA OUTLETS (42)

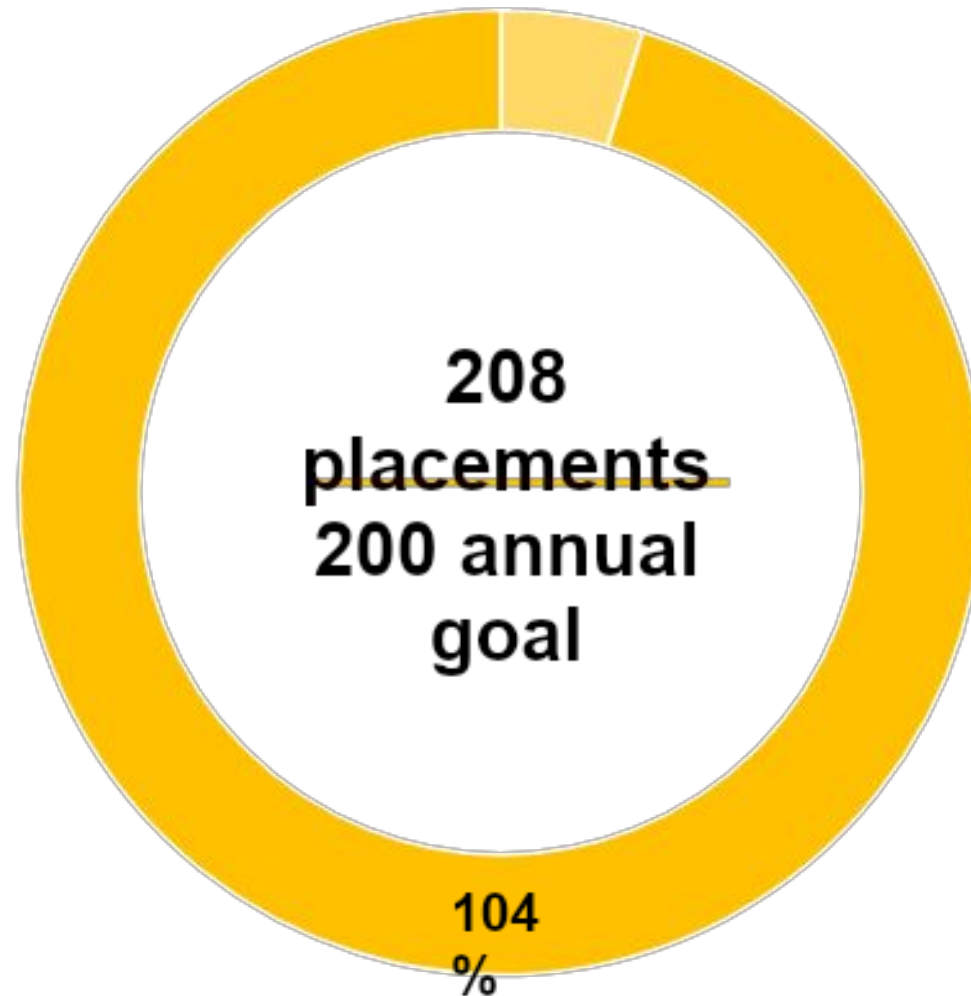
USA Today
The Wall Street Journal
The New York Times
Washington Post
Los Angeles Times
Politico
The Daily Beast
Vice
MarketWatch
Modern Healthcare
Becker's Hospital Review
Kaiser Health News
Forbes
BuzzFeed

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



Top Tier Media Goal Progress



REAL RESEARCH

Undergraduate Stephanie Osei has been working in a lab that studies why patients with cystic fibrosis have been less likely to acquire COVID-19.

[Read more >](#)





INSIDE THE COMMONS

It's big. It's quirky. And as the hub of student life at VCU, it's a place for students to connect, refuel, unwind and get support.

[READ MORE >](#)



WELLNESS101

Practicing regular self-care has never been more important for college students. VCU offers a variety of resources to help.

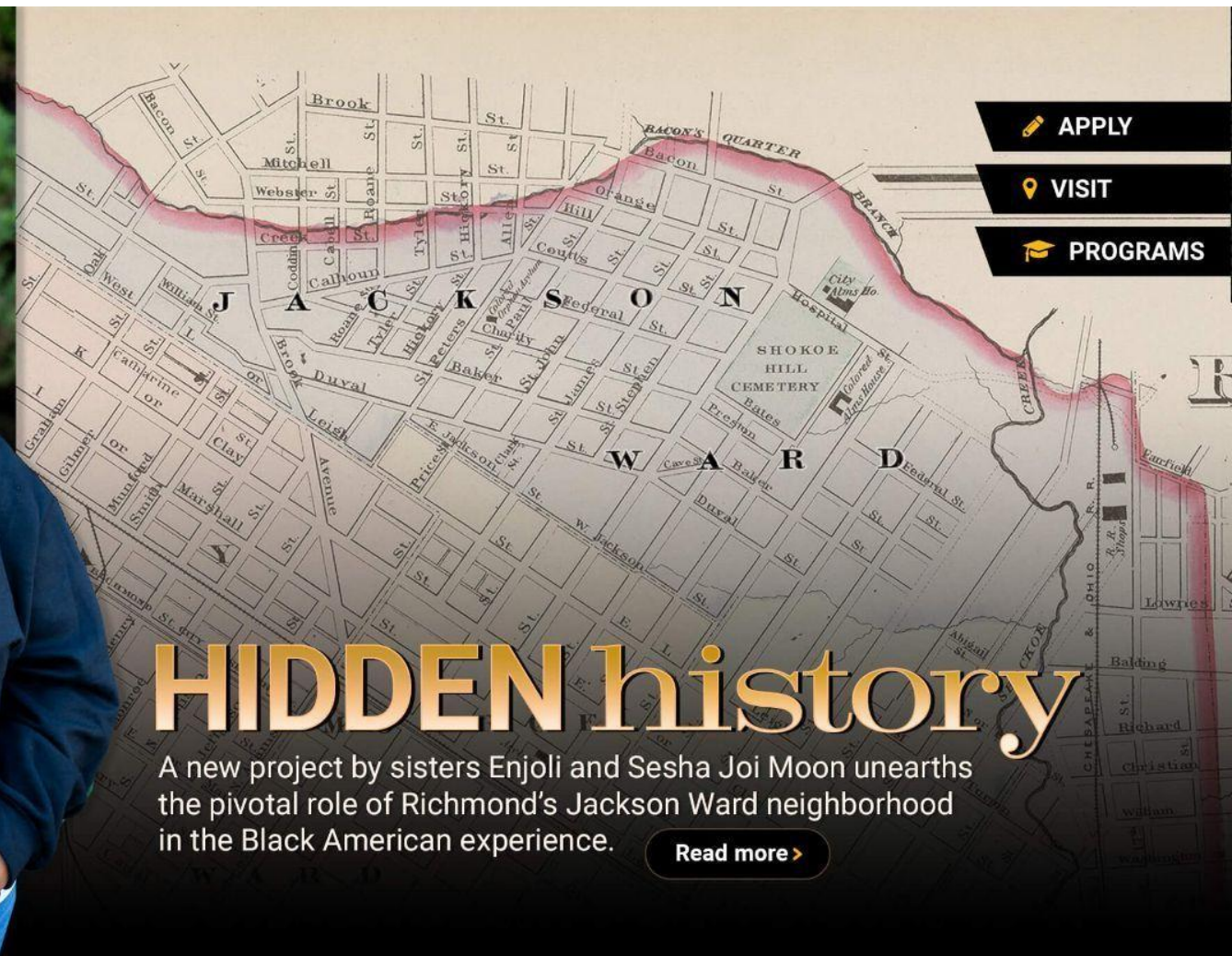
[READ MORE >](#)



IMMERSED IN RESEARCH

How homeland security major Jenifer Nunez broke out of her comfort zone to give Latinx dental patients a voice.

[READ MORE](#)



First impressions

Students sported masks and smiles, and shared their thoughts on being back for the fall semester during our Candid Campus photo shoot.

[Read more >](#)

[Watch video >](#)



DYNAMIC DUOS

When professors from different disciplines team up to work on projects they're passionate about, that's when the magic happens.

[READ MORE >](#)

Love letter to the **liver**

A \$104 million gift, the largest in VCU's history, will support the Stravitz-Sanyal Institute for Liver Disease and Metabolic Health at VCU in stopping, preventing and reversing liver disease.

[READ MORE >](#)

[WATCH VIDEO >](#)



best. class. ever.

Students reminisce about classes at VCU that had an enormous impact on them.

[READ MORE](#)

“I just fell in love with the class.”

*“I felt really **seen and heard.**”*

*“You will **not** want to leave.”*



“I think urban sociology really made me a better human”

*“I made so many **amazing** connections.”*

*“It will **change your outlook** on how you operate in society.”*

*“It was the first time I felt like a teacher **really believed in me.**”*

Brand Spirit

We tackle difficult challenges others can't, or won't.
We're shattering the status quo by redefining health and higher education.
VCU is where different works.

Brand Personality

Authentic, Bold, Confident, Driven, Welcoming.
We refuse to be bound by traditional thinking.

Shared Values

Impactful, Inclusive, Passionate, Principled.
We place the needs of students and patients first.
VCU is a place where I belong.

Message Pillars

Inclusion

Ours is a culture where diversity and inclusion foster excellence.

Ideas, participation, and access from different backgrounds blend to make VCU, Richmond, and the world a better place.

Creativity

We apply a creative mindset to solving every challenge.

Combining science, art, entrepreneurship, and intellect leads to amazing possibilities and transformative innovation.

Health

We focus on healing and impacting communities.

Our world-class health system drives innovation - saving and improving lives every day.

Knowledge

Research fuels our academic rigor and thought leadership. Creating breakthrough ideas is our super power

We are a vibrant research university with 200+ programs, all committed to excellence and experiential education.

Urban

Our home is a spirited and culturally-alive city. It feeds our energy

Richmond and VCU are partners - we thrive together as a community and we love it.

TRADITION



VCU



BEYOND TRADITIONAL

Like you, we refuse to be bound by traditional thinking. We're through listening to history repeat itself. As leaders in learning, creativity, inclusion and health, we are pursuing a future that's built by us. And together, we are unstoppable.



Come see for yourself.
www.vcu.edu/admissions

VCU is an equal opportunity/affirmative action institution.



Virginia Commonwealth University
Division of Strategic Enrollment
Management and Student Success
Office of Admissions

Box 842526
Richmond, Virginia 23284-2526

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RICHMOND, VA
PERMIT #869



THE FUTURE IS BUILT BY US.

As a Virginia Commonwealth University graduate,
you are prepared to lead industries. Or disrupt them.
You've learned to challenge traditional thinking,
and experienced the difference you can make.
Now it's time to show the world. You are a VCU
alum. And you are unstoppable.



VCU

VIRGINIA COMMONWEALTH UNIVERSITY



VCU

VCU is an equal opportunity/affirmative action institution.



VCU

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)

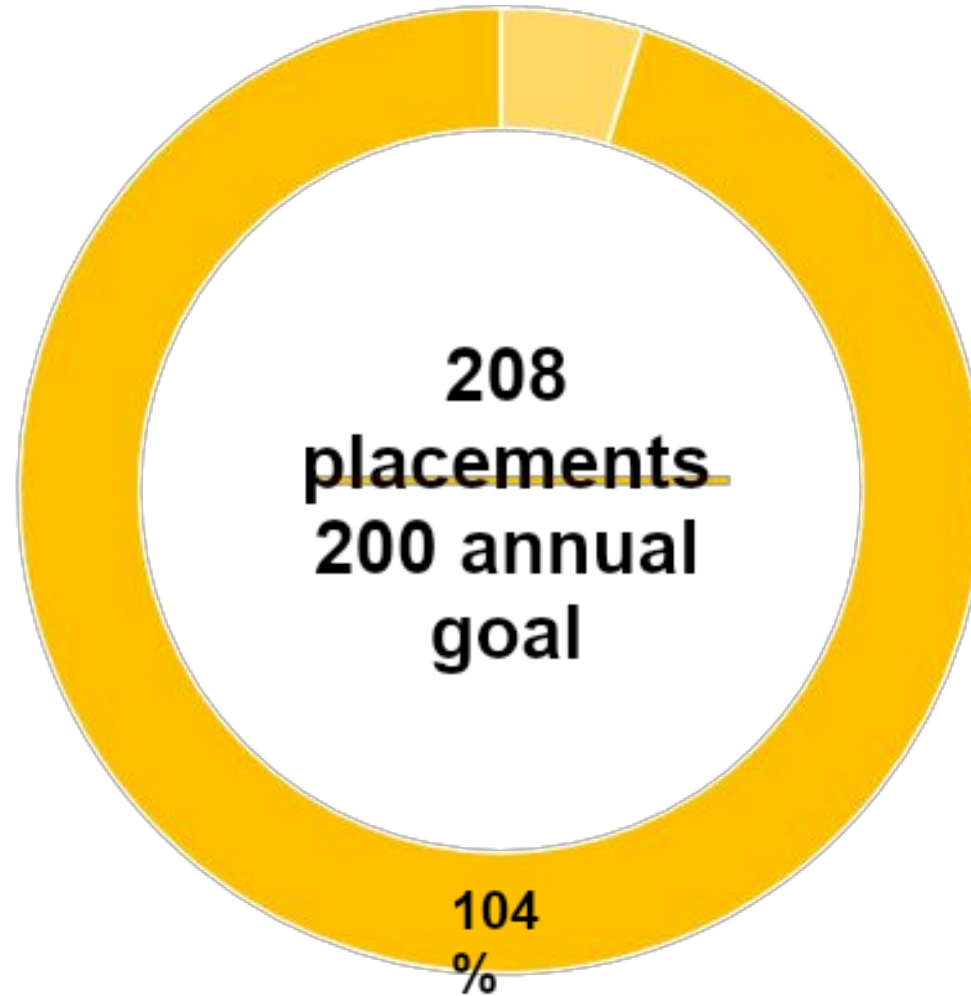
USA Today
The Wall Street Journal
The New York Times
Washington Post
Los Angeles Times
Politico
The Daily Beast
Vice
MarketWatch
Modern Healthcare
Becker's Hospital Review
Kaiser Health News
Forbes
BuzzFeed

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

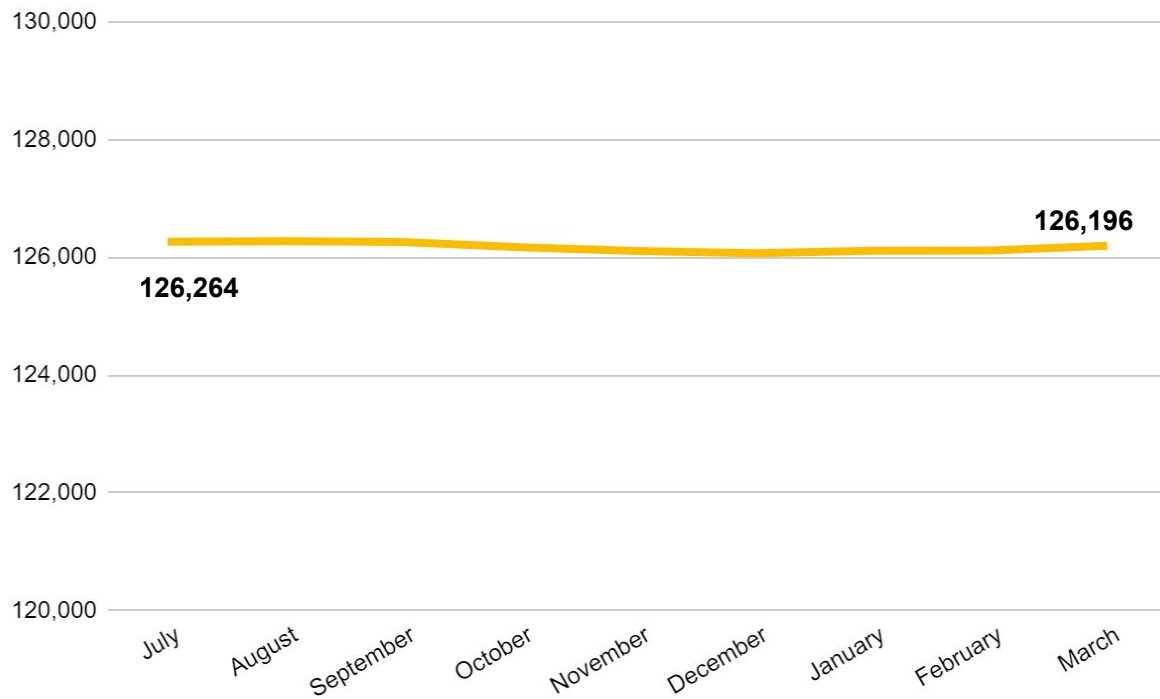


Top Tier Media Goal Progress

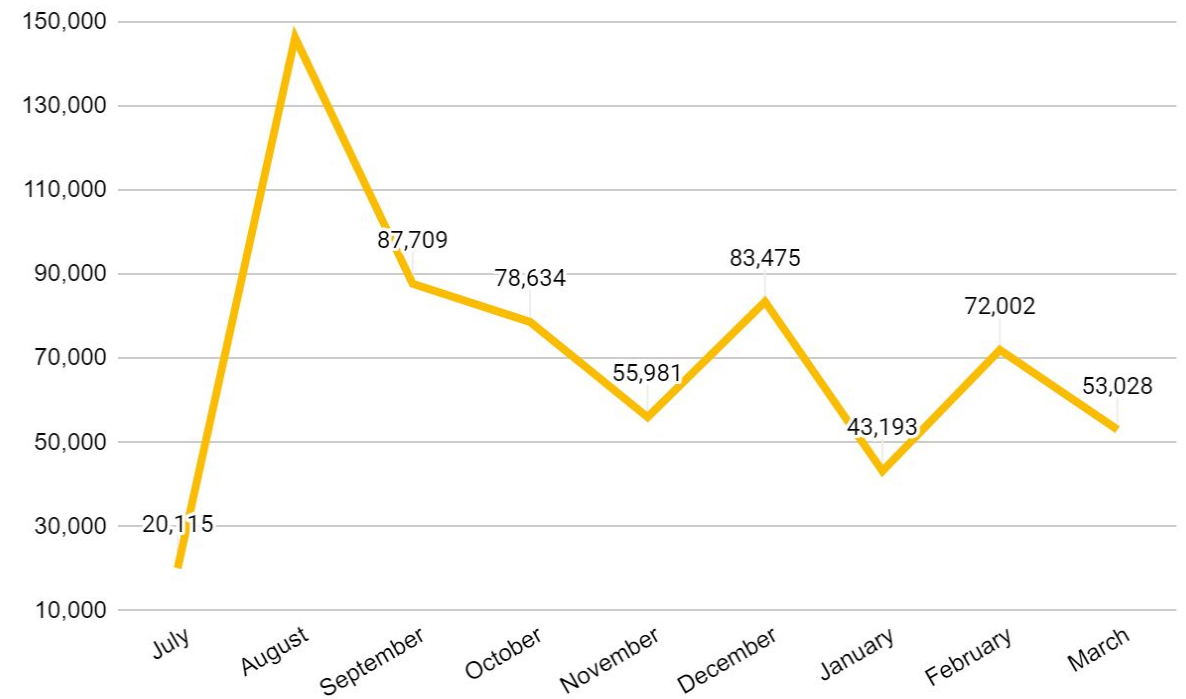


VCU Facebook

Facebook Followers | -0.1%

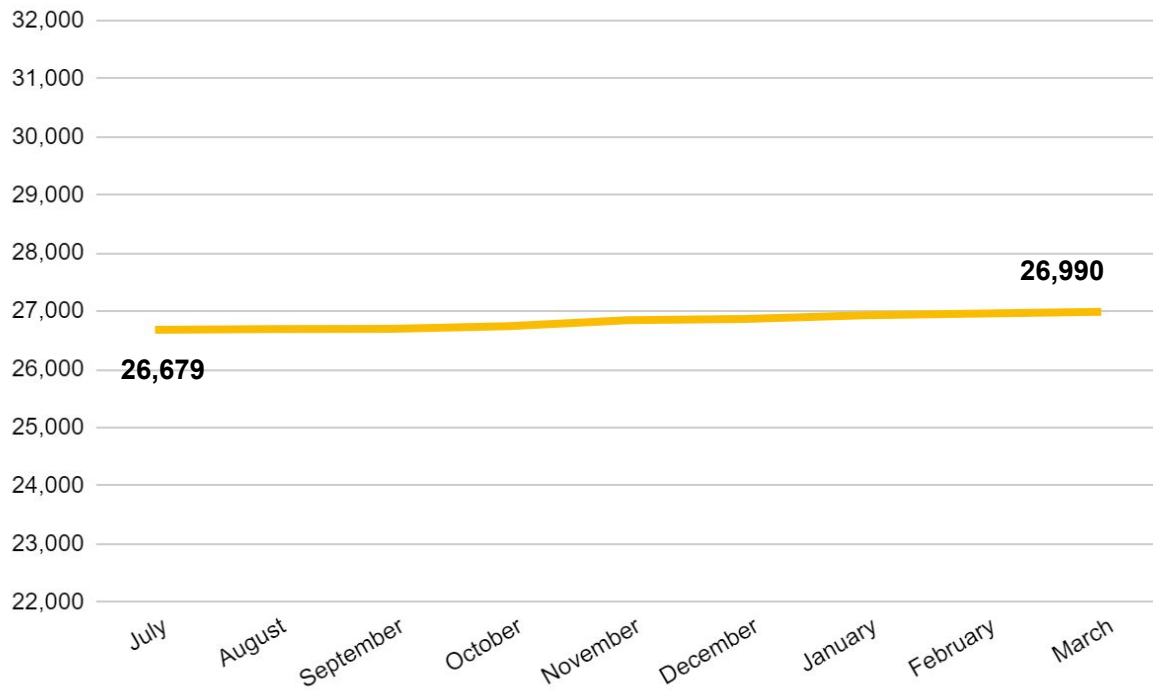


Facebook Engagement

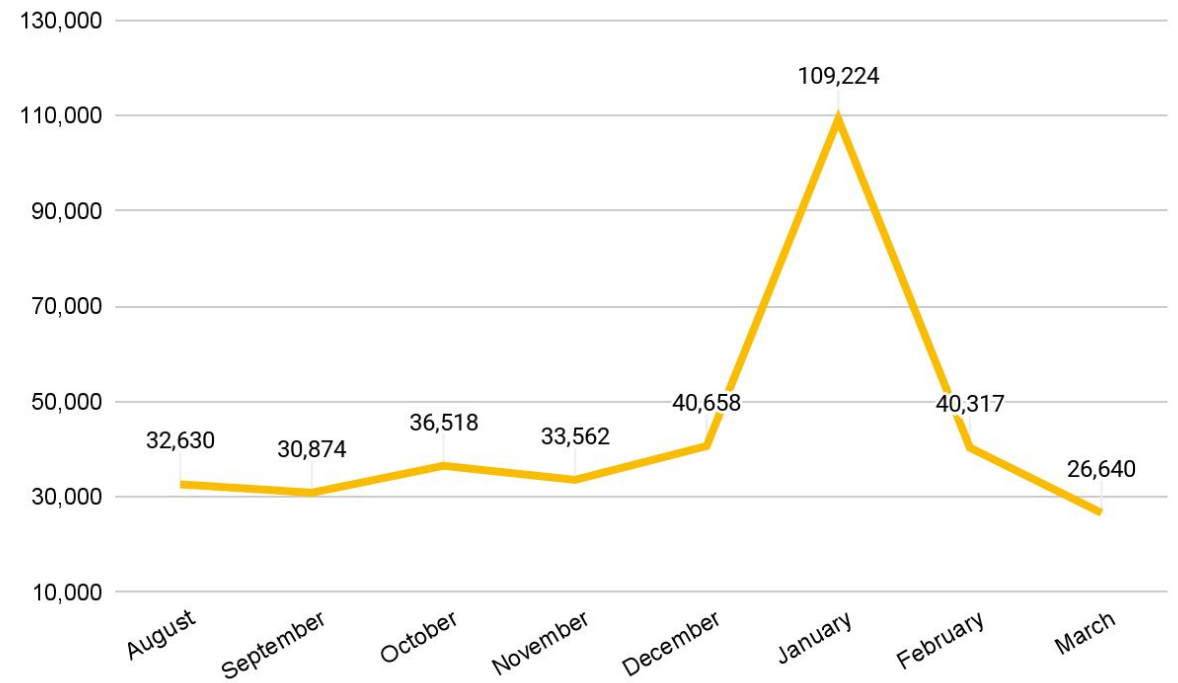


VCU Health Facebook

Facebook Followers | +1.2%



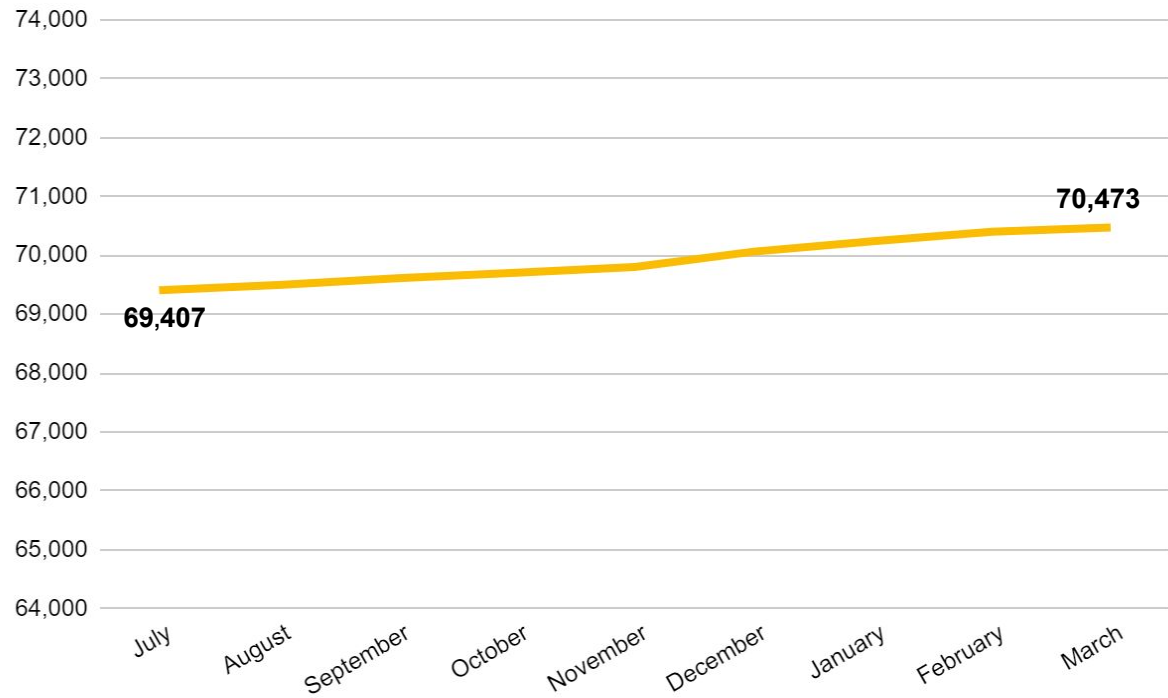
Facebook Engagement



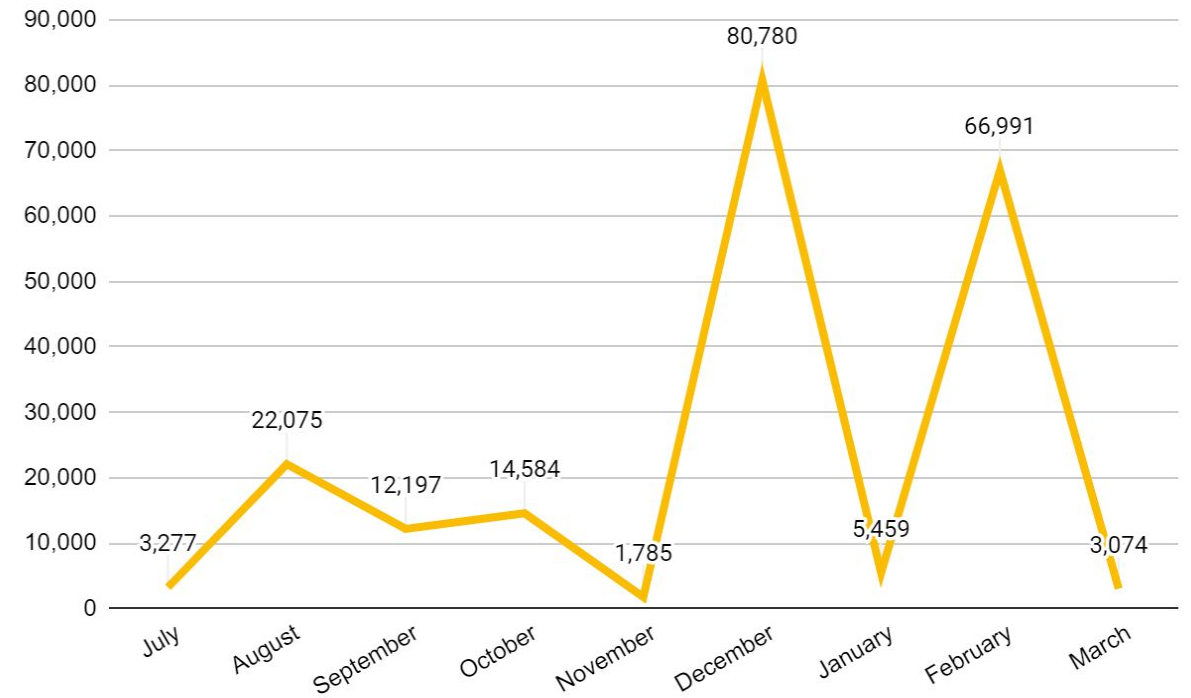


VCU Twitter

Twitter Followers | +1.5%



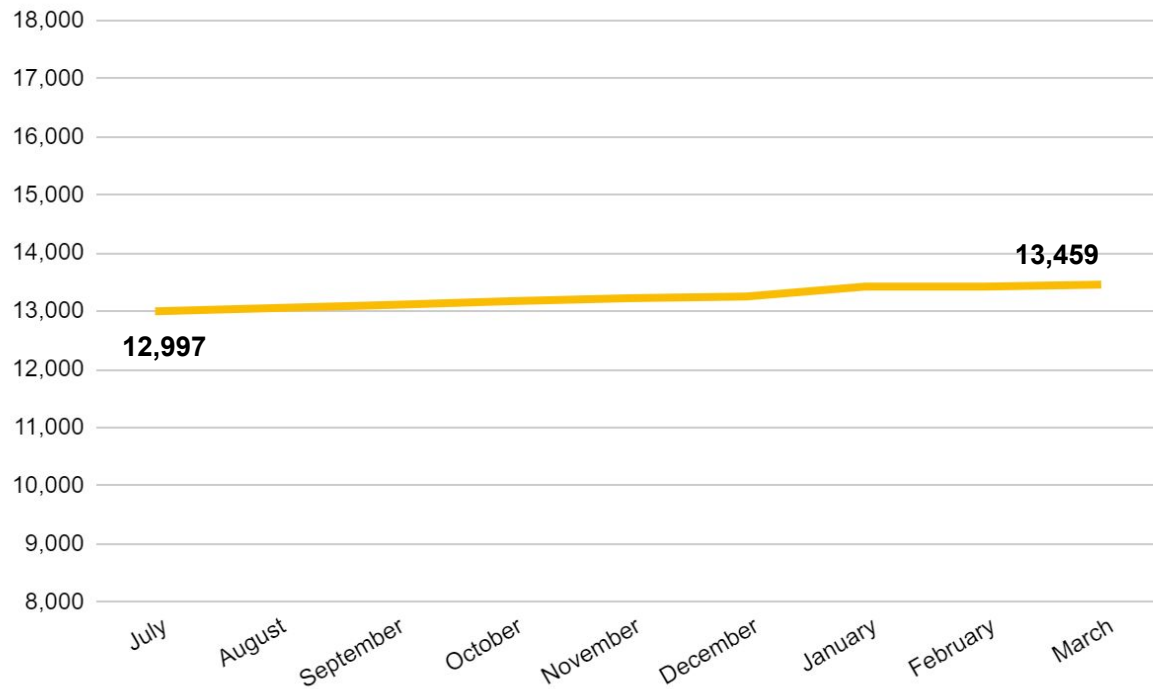
Twitter Engagement



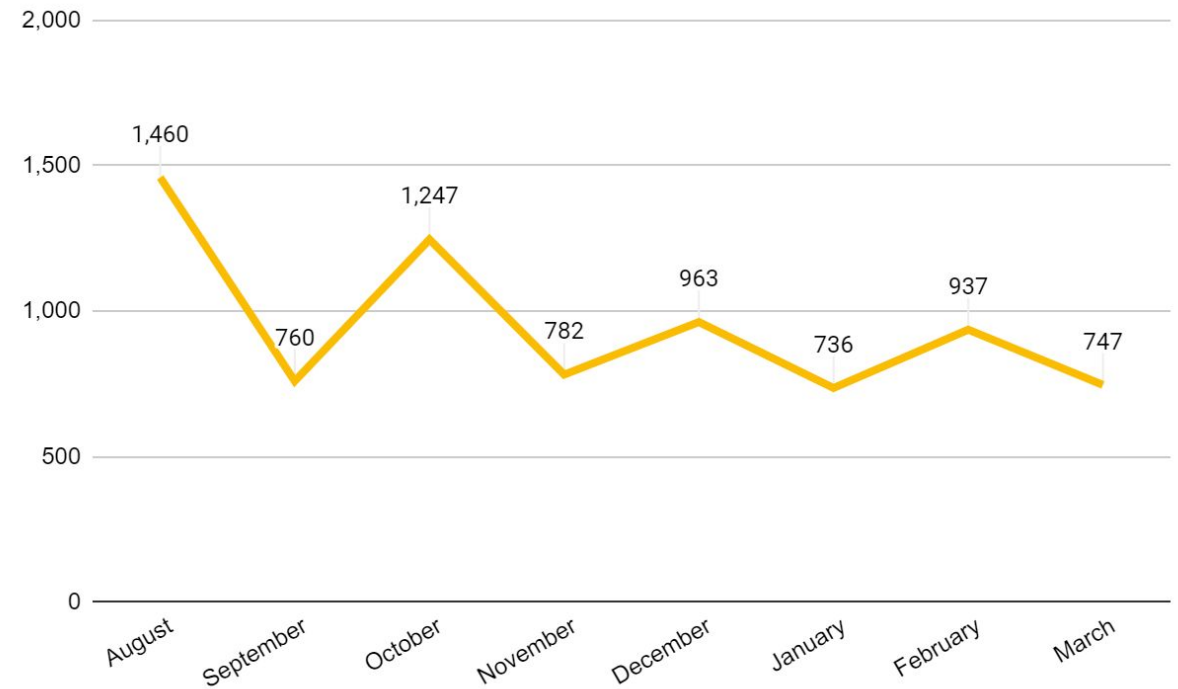


VCU Health Twitter

Twitter Followers | +3.6%



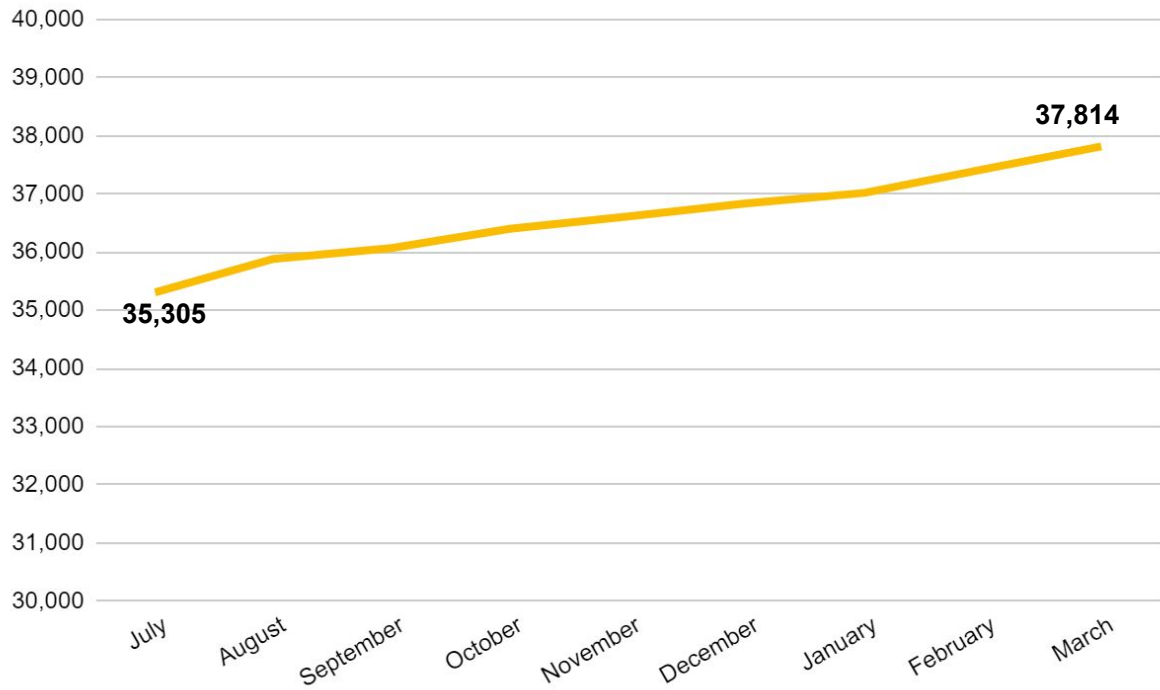
Twitter Engagement



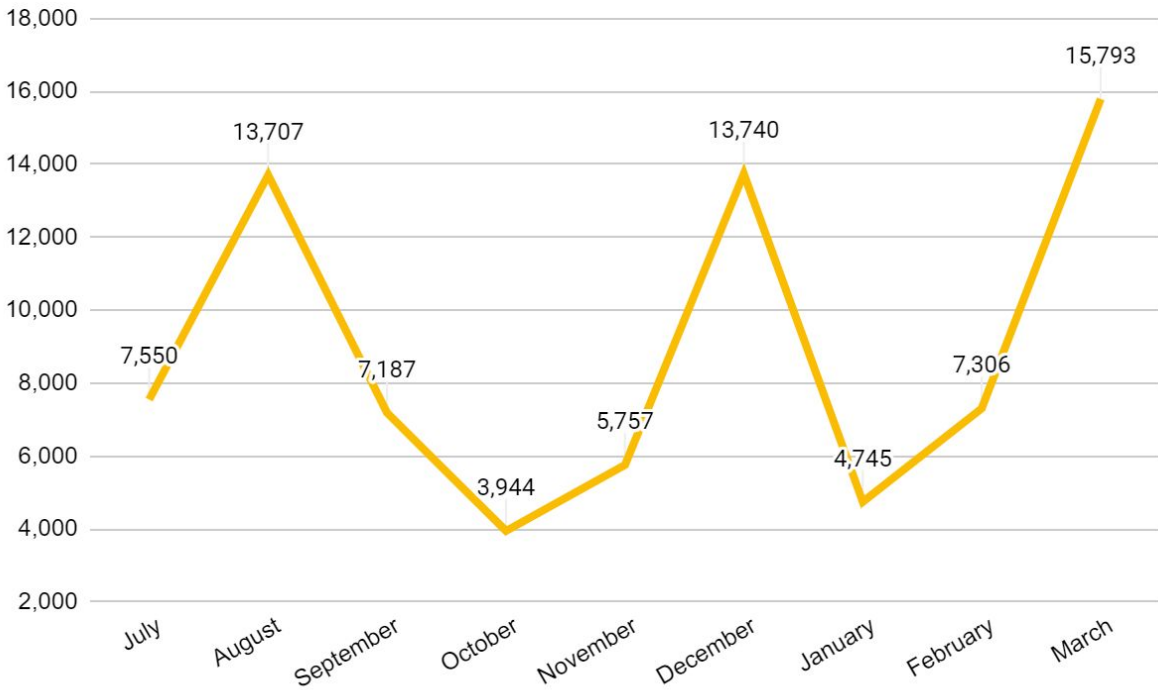


VCU Instagram

Instagram Followers | +7.1%



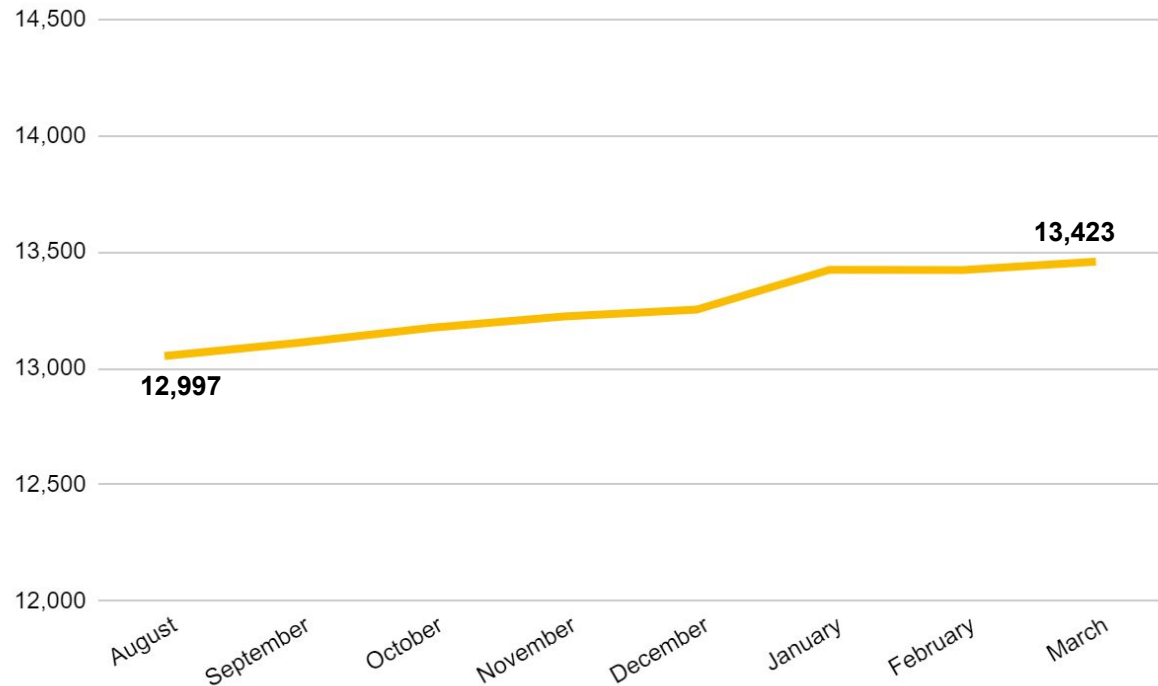
Instagram Engagement



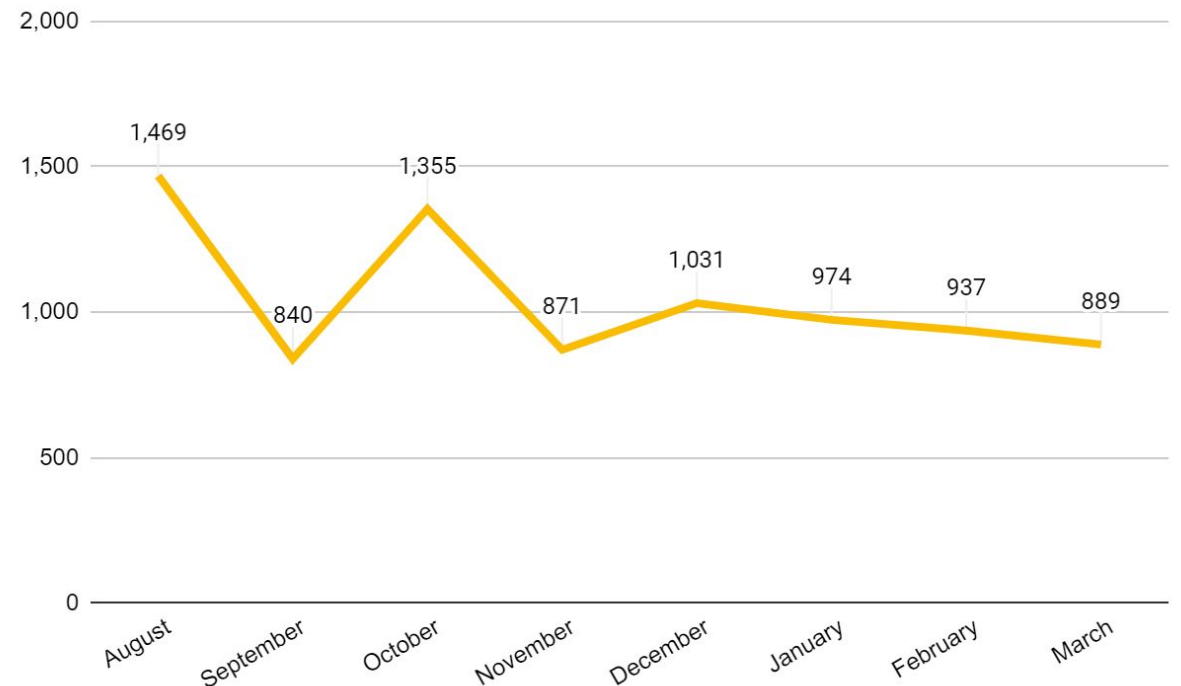


VCU Health Instagram

Instagram Followers | +3.3%



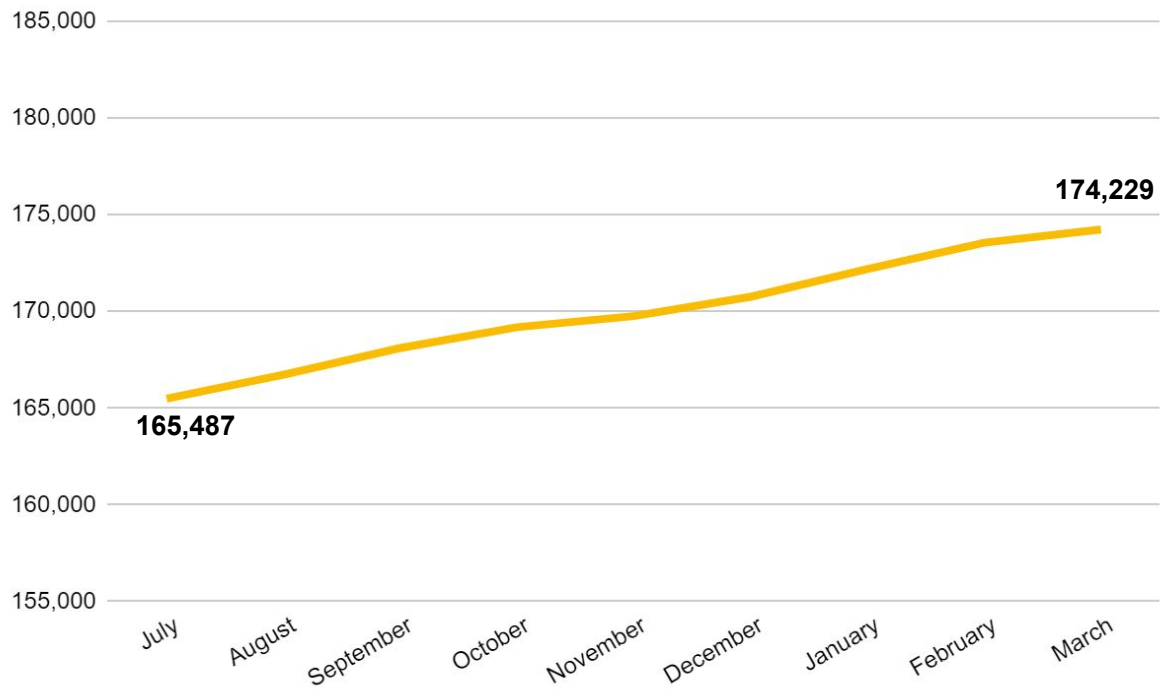
Instagram Engagement



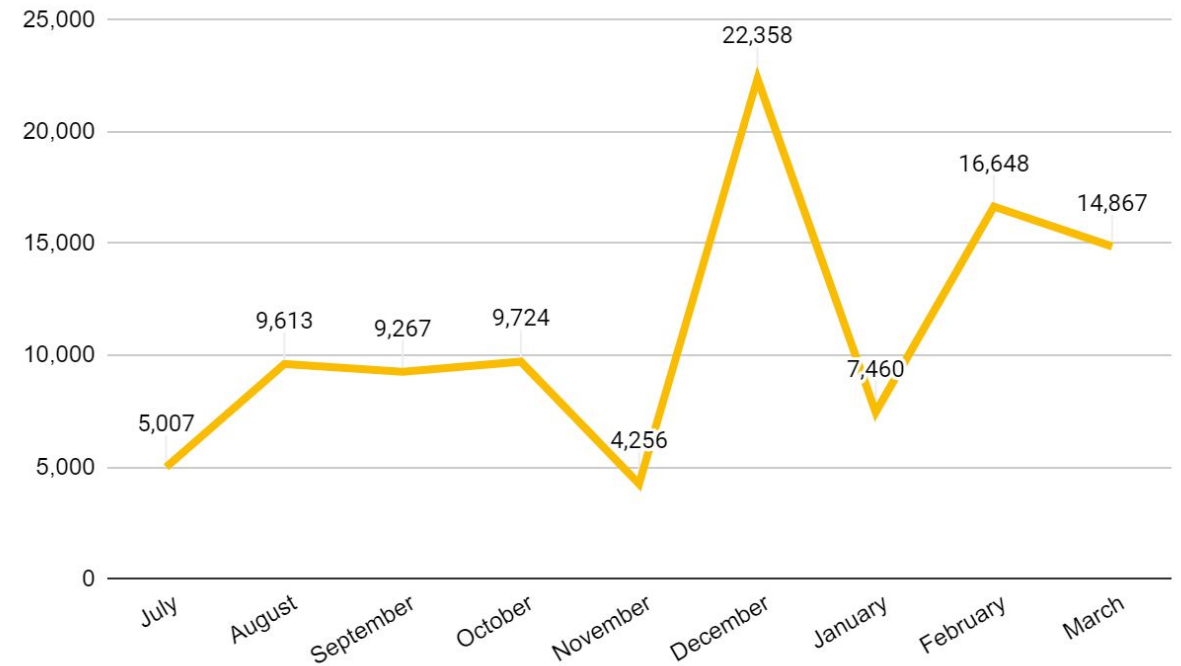


VCU LinkedIn

LinkedIn Followers | +5.8%



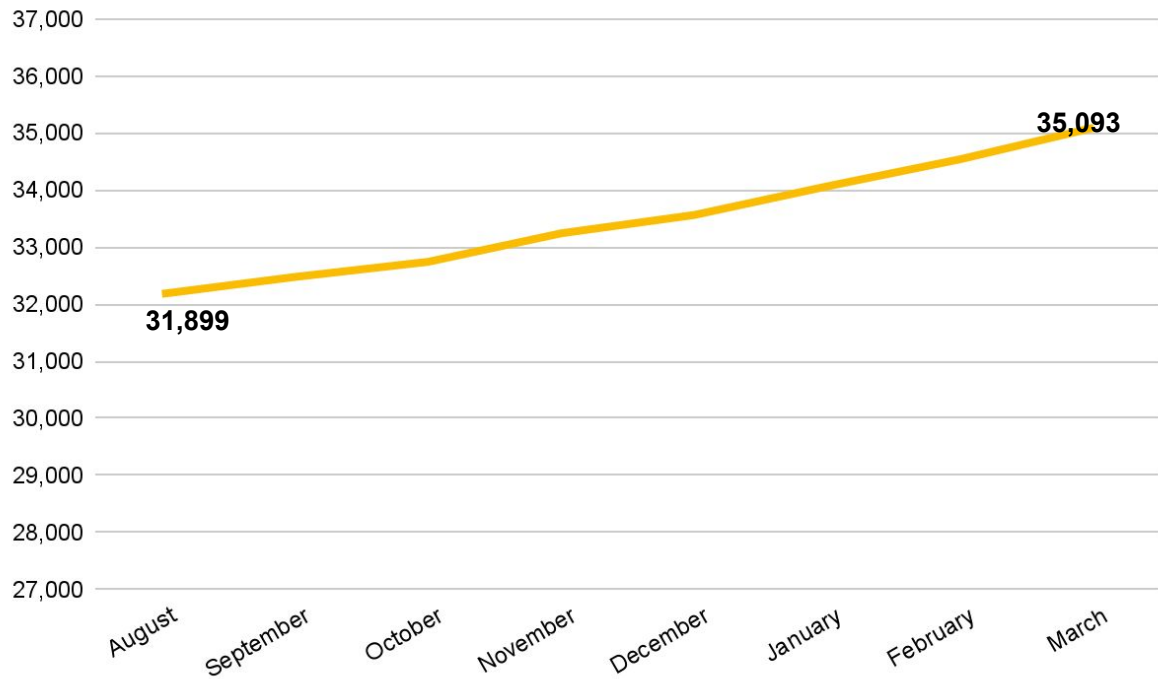
LinkedIn Engagement



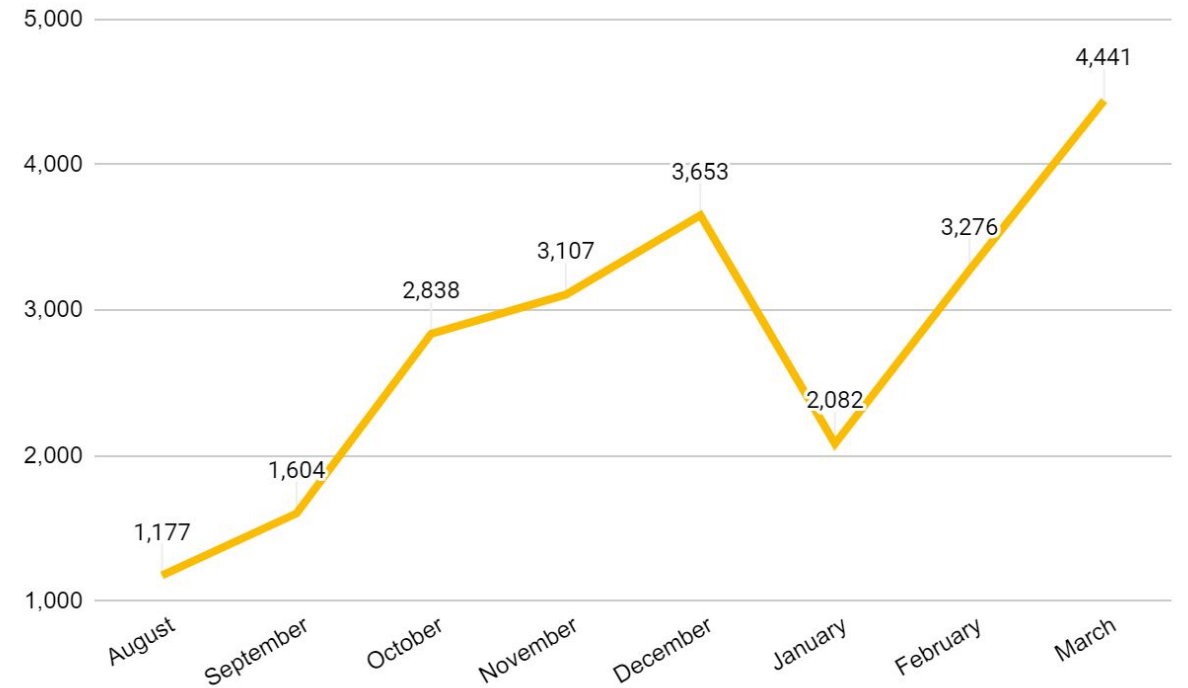


VCU Health LinkedIn

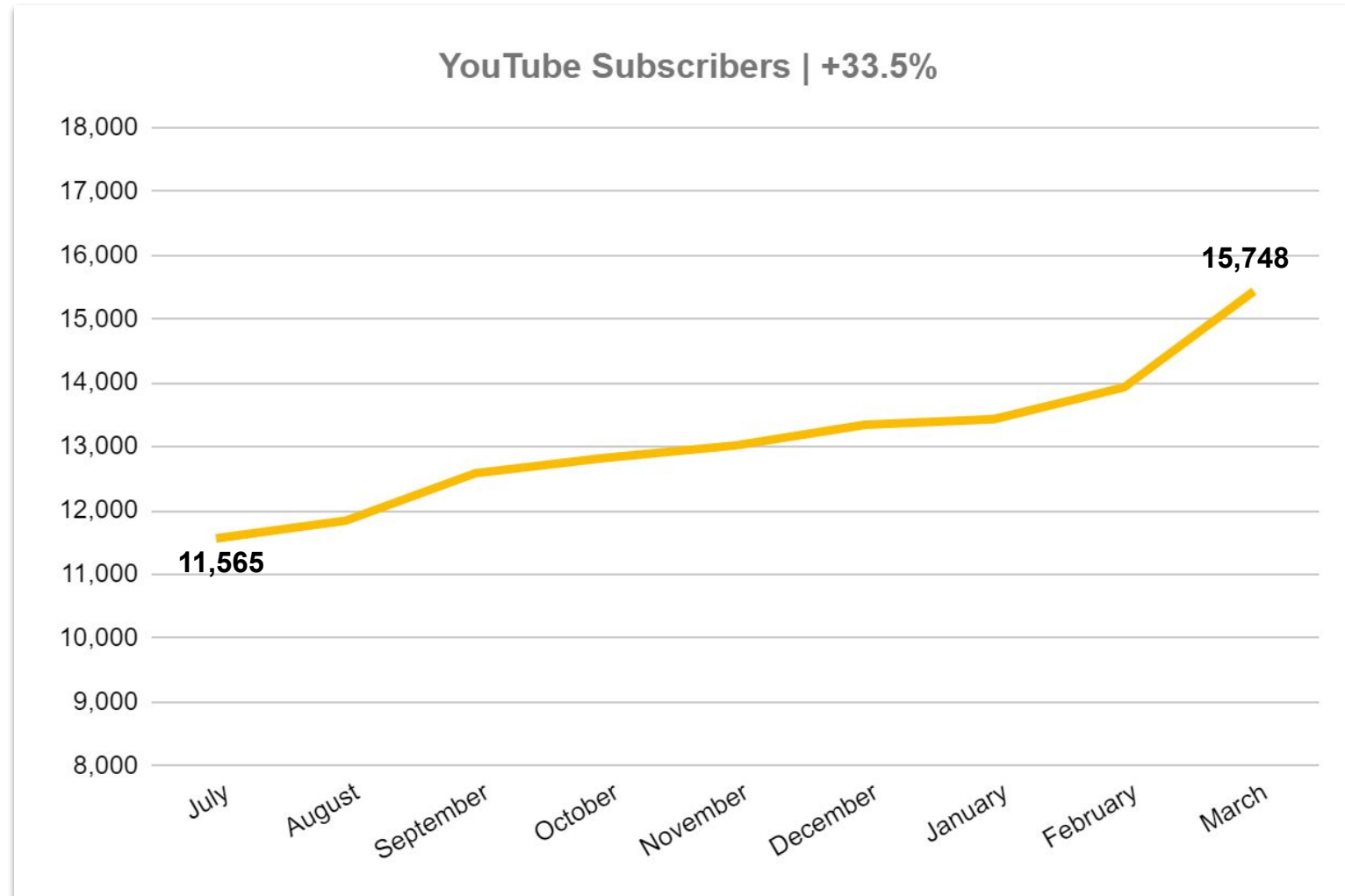
LinkedIn Followers | +10%



LinkedIn Engagement



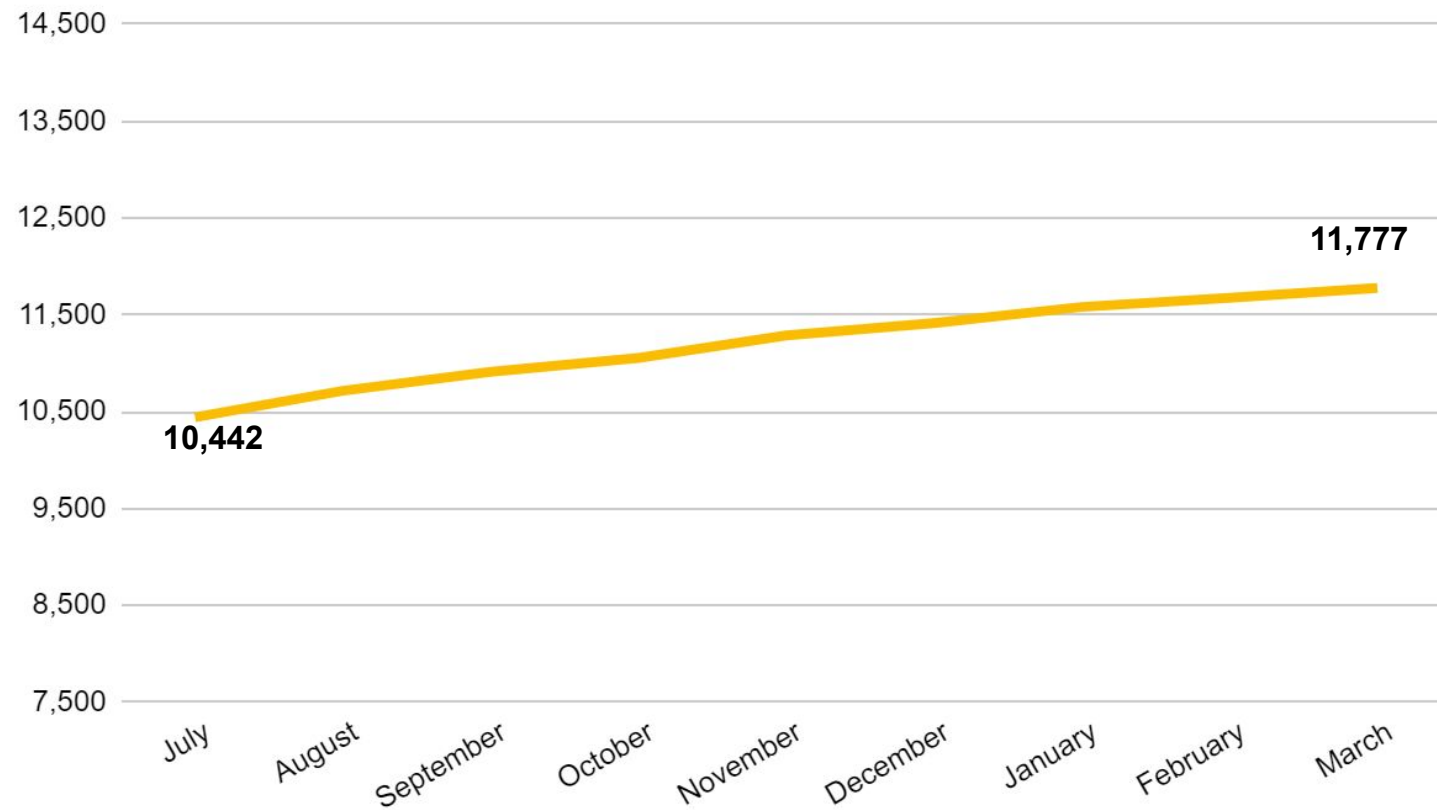
VCU YouTube





VCU Health YouTube

YouTube Subscribers | +12.8%





VCU

University Resources Committee

University Relations Report
May 12, 2022

ATTACHMENT B

Board of Visitors

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



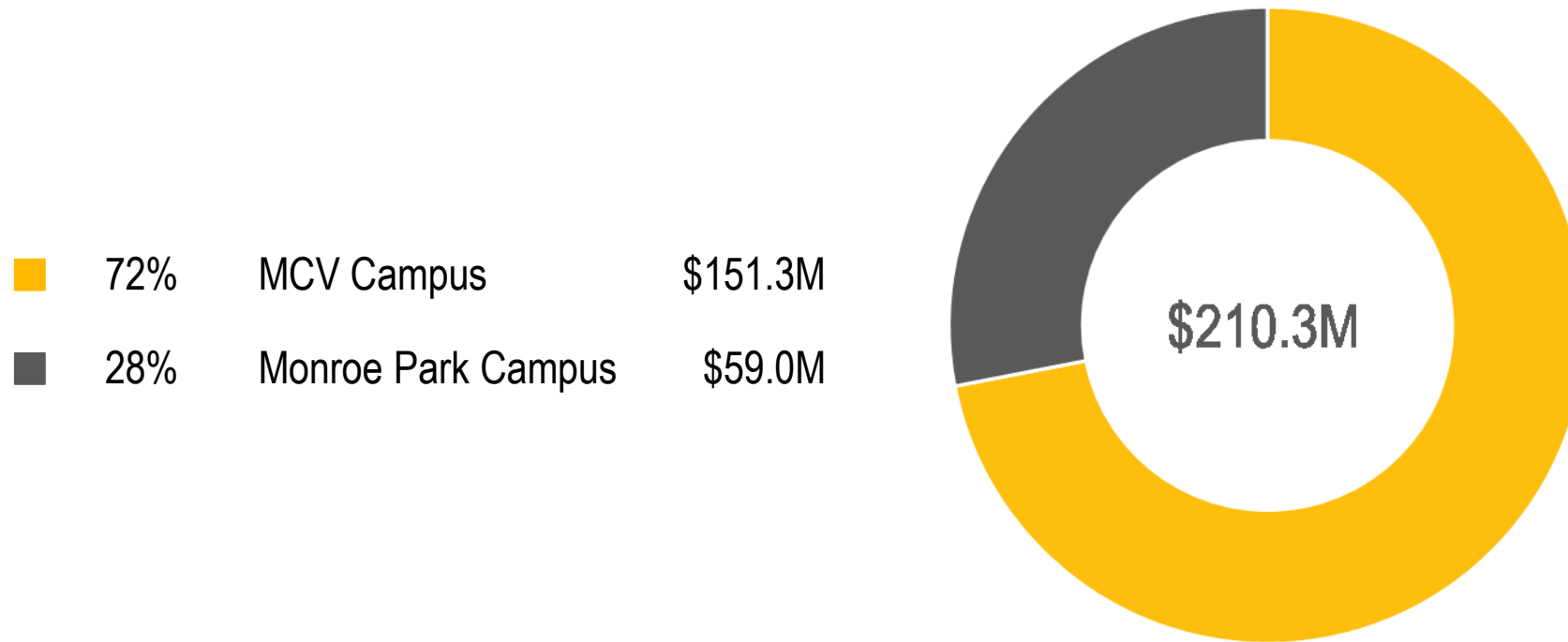
Overview

- 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

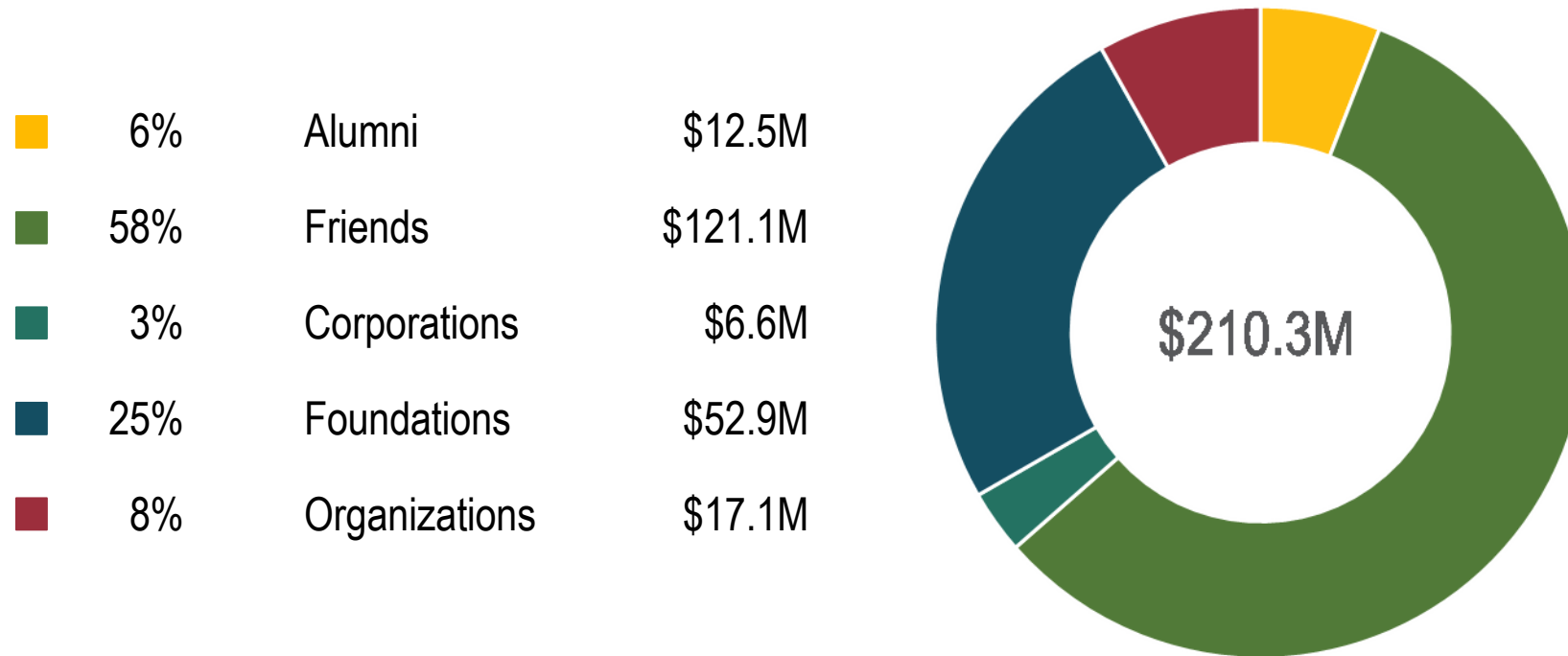
FY22 New Gifts and Pledges by Campus

(Through March 31, 2022)



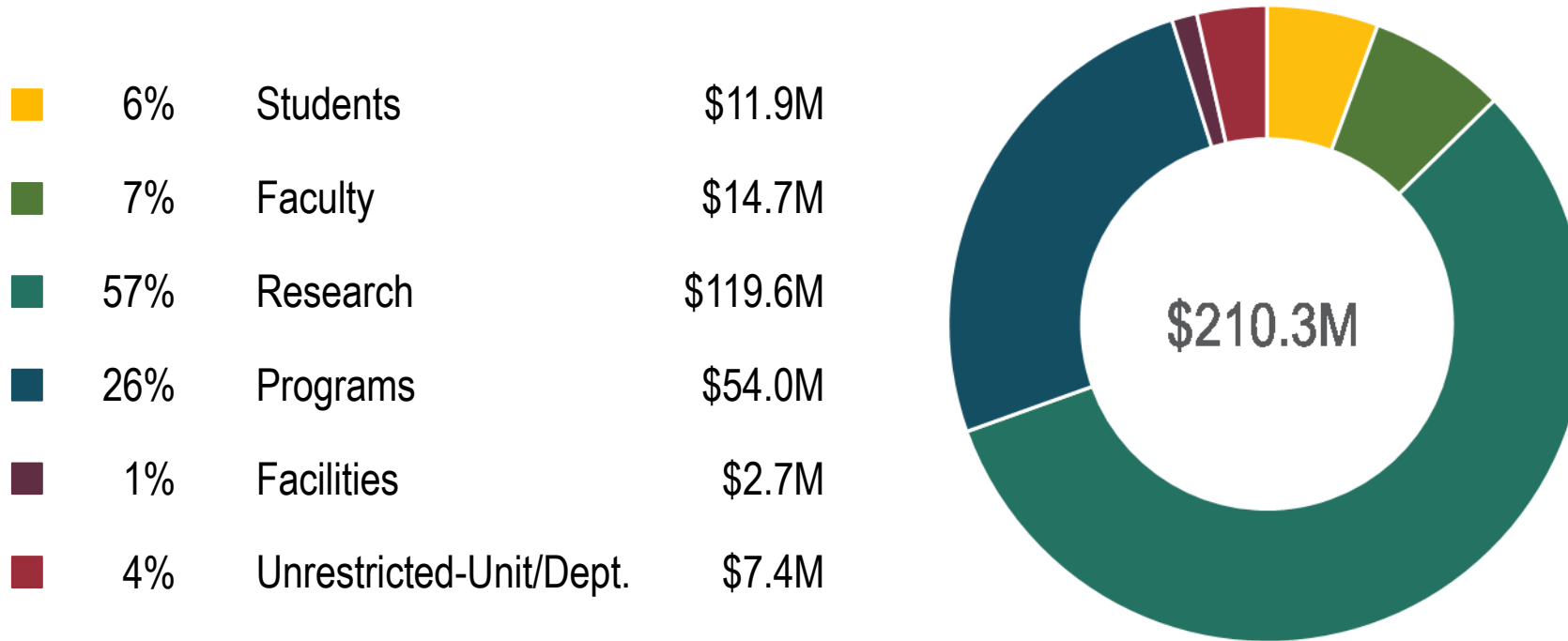
FY22 New Gifts and Pledges by Source

(Through March 31, 2022)



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.

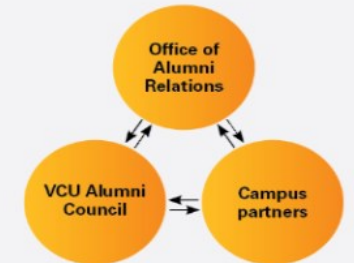
Values

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
- 1 Alumni Connections and Networking
- 1 Recent Graduates and Student Engagement
- 1 Campus Engagement
- 1 Culture, Values and Diversity
- 1 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.



5 VCU ALUMNI

Campus partners

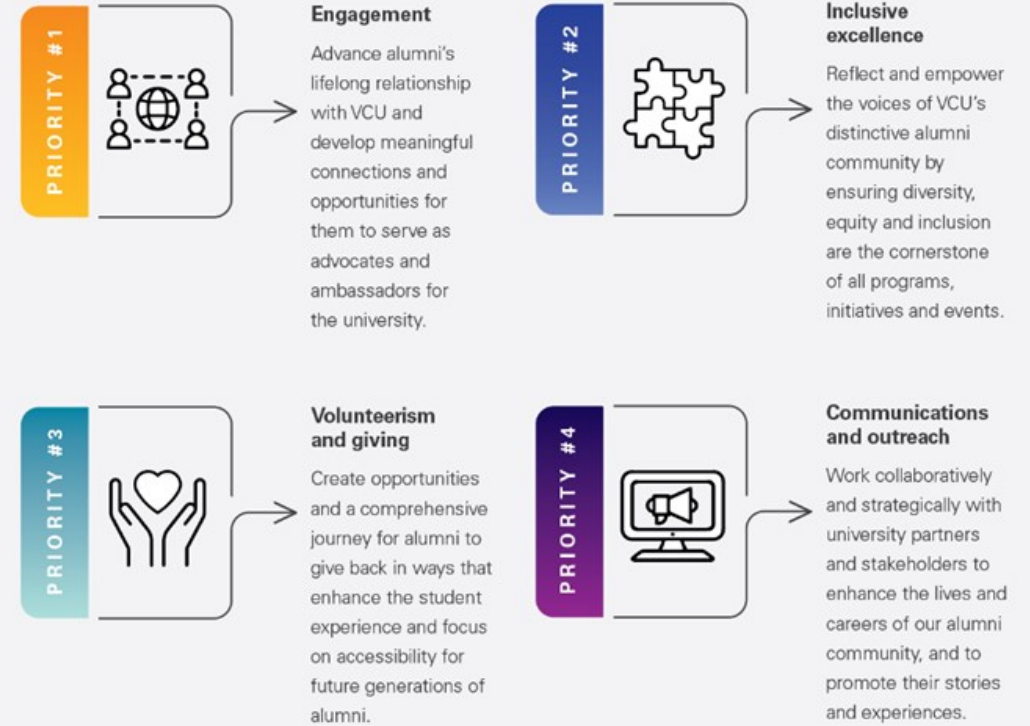
In all university schools and units, alumni engagement occurs independently and in partnership with the Office of Alumni Relations. As we collectively work toward engaging 25% of our alumni population, we strive to track and record all alumni efforts occurring with our campus partners. This ensures that 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

- Promote mentoring, internships and career networking for students and alumni by connecting them with mentoring programs around the university and digitally through VCU Link.
- 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.
- 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

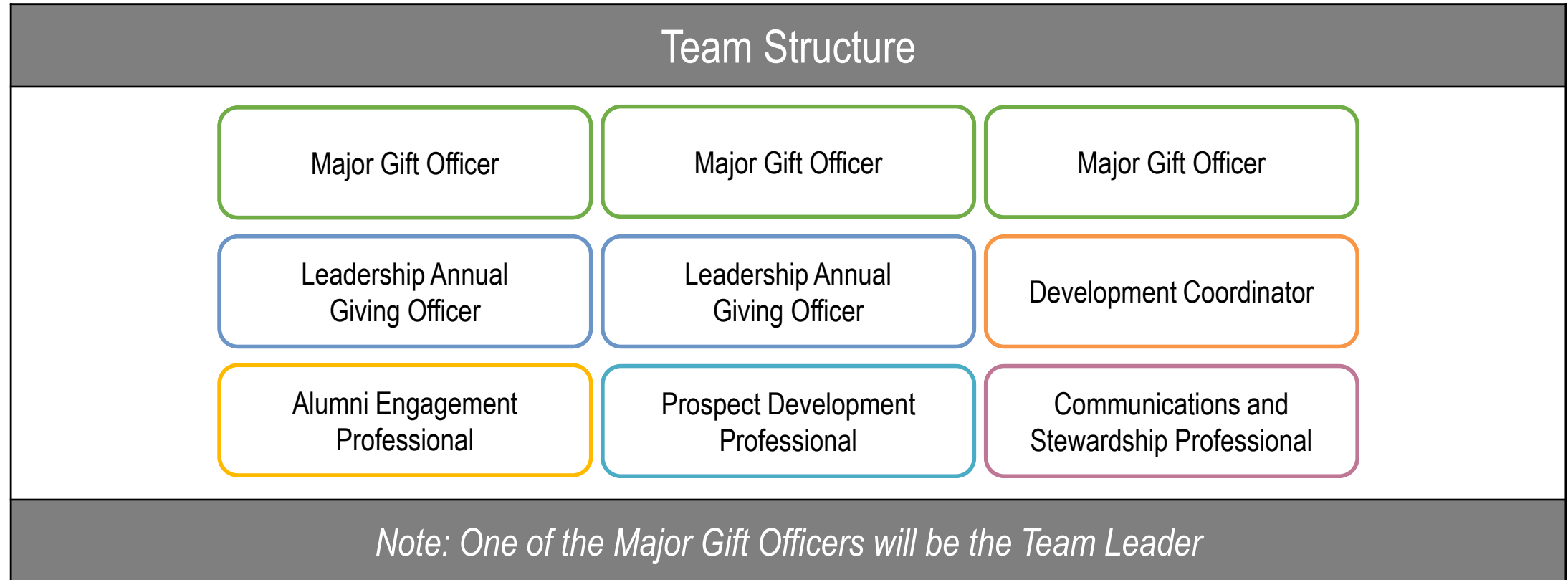
- Presidential and University Philanthropy
- Transformational Giving (Core Ideas)
- Grateful Patient Fundraising
- Planned Giving
- Corporate and Foundation Relations
- University Development
- University-wide Annual Giving

Fundraising Team Concept – Task Force with DAR & Deans

8 Philanthropic Teams

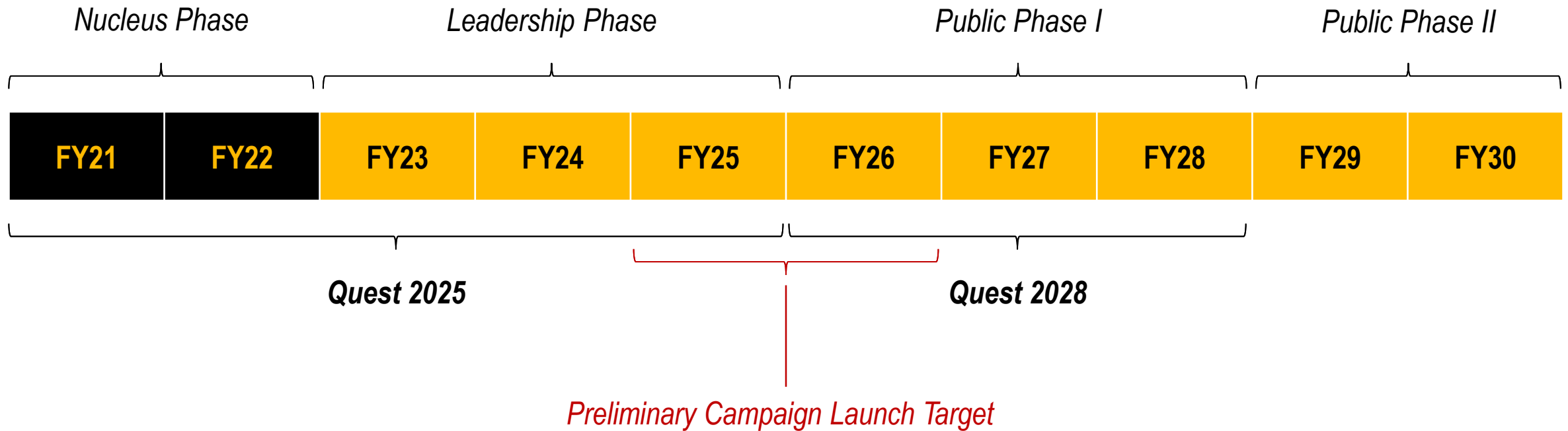
1	2	3	4	5	6	7	8
Medical Philanthropy	Health Sciences	Business and Engineering	Public Sector	Arts	Humanities and Sciences	Athletics	University Development
<ul style="list-style-type: none"> • Medicine • VCU Health • Massey • Grateful patients • VCU community hospitals • Research Centers 	<ul style="list-style-type: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

Sample Fundraising Team



Quest Recalibration

General Campaign Timeline



Aligning Quest Themes & Preliminary Campaign Pillars

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