AGENDA

1. CALL TO ORDER
   Rev. Tyrone E. Nelson, Chair

2. APPROVAL OF AGENDA
   Rev. Tyrone E. Nelson, Chair

3. APPROVAL OF MINUTES
   (May 11, 2018)
   Rev. Tyrone E. Nelson, Chair

4. INTRODUCTIONS AND DASHBOARD REVIEW
   Rev. Tyrone E. Nelson, Chair

5. GOVERNMENT RELATIONS UPDATE
   Mr. Matthew Conrad, Executive Director of Government Relations
   Ms. Karah Gunther, Executive Director Government Relations and Health Policy

6. PUBLIC RELATIONS AND MARKETING UPDATE
   Ms. Pamela D. Lepley, Vice President for University Relations

7. DEVELOPMENT AND ALUMNI RELATIONS UPDATE
   Mr. Jay Davenport, Vice President for Development and Alumni Relations

8. CLOSED SESSION – Freedom of Information Act Sections 2.2-3711 (A)(9)
   a. Named Fund and Spaces Report
      Mr. Jay Davenport, Vice President for Development and Alumni Relations
   b. Approved Named Funds Under $50,000
      Mr. Jay Davenport, Vice President for Development and Alumni Relations
   c. Top Gifts
      Mr. Magnus Johnsson, Senior Associate Vice President for Development
9. RETURN TO OPEN SESSION

Resolution of Certification

Ms. Shannon Gravitt, Senior Executive Assistant to the Vice President

10. ADJOURNMENT

Rev. Tyrone E. Nelson, Chair

** All start times for Committees and the Board are approximate only. Meetings are sequential in the order appearing. Meetings may begin either before or after the listed approximate start time as committee members are ready to proceed.
COMMITTEE MEMBERS PRESENT

Mr. G. Richard Wagoner Jr, Chair
Dr. Robert D. Holsworth
Mr. Ron McFarlane
Dr. Carol S. Shapiro
Mr. Todd Haymore
Mr. Edward McCoy

COMMITTEE MEMBERS ABSENT

Ms. Colette W. McEachin
Rev. Tyrone E. Nelson, Vice Chair

OTHERS PRESENT

VCU Staff
Jay Davenport
Pam Lepley
Matthew Conrad

CALL TO ORDER

Mr. G. Richard Wagoner Jr., Chair, called the meeting to order at 10:59 a.m.

APPROVAL OF MINUTES

Mr. Wagoner asked for a motion to approve the minutes of the March 22, 2018 University Resources Committee, as published. After motion duly made and seconded the minutes of the March 22, 2018 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
Mr. Matthew Conrad, Executive Director of Government Relations, and Ms. Annie Morris, Deputy Director, provided an update on:

• Activities and results of the 2018 General Session
• VCU is focused on the priorities established in the 6 year plan and ratified by the board, including increases to student financial aid and funds for the recruitment and retention of the very best faculty.

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

• National media hits are ahead of target, having already reached 83% of target.
• Media coverage tone is overall positive among about 30,000 media hits so far this year.
• The Make it Real undergraduate student recruitment and institutional campaign is on track to deliver the full 81 million paid impressions for the year. Most of the paid advertising for the student recruitment campaign is digital to reach prospective students and their parents.
• The campaign is proving to be very successful, with click-through-rates 12 times the industry standard.
• It is interesting to note that 94% of visits to the VCU web site from recruitment ads are from mobile devices
• The majority of visits – 70% – are visitors from Virginia. Ten percent and fewer, each, are from Washington, D.C., North Carolina, New York and Pennsylvania
• The Fiscal Year 2019 recruitment campaign is in development and will include a domestic out-of-state marketing strategy.
• A tremendous effort has been put against ADA (Americans with Disabilities Act) compliance for VCU-owned web sites and social media channels. University Relations, working with Technology Services and VCU’s Title IX Office is in the process of remediating more than 500 organizational websites that encompass a minimum of 100,000 web pages.

Development and Alumni Relations
Mr. Jay Davenport, Vice President for Development and Alumni Relations provided a summary of fundraising highlights, noting:

• Associate Vice President for Alumni Relations Josh Hiscock was introduced. He started this role in January 2018.
• The university-wide development team has raised $74.8 Million in new gifts and pledges as of March 20, 2018.
• The campaign is at $582.8M toward the $750M goal.
CLOSED SESSION

Mr. Wagoner asked for a motion to convene a closed session pursuant to Sections 2.2-3711 (A)(9) of the Virginia Freedom of Information Act for the discussion of gifts, bequests, and fund-raising activities of the University, specifically Named Fund and Spaces Report and the Named Funds Under $50,000 Report. After motion duly made and seconded the motion was unanimously adopted.

RECONVENED SESSION

Following the closed session, the public was invited to return to the meeting. Mr. Wagoner 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 University Resources Committee 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.

<table>
<thead>
<tr>
<th>Vote</th>
<th>Ayes</th>
<th>Nays</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Robert D. Holsworth</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Mr. Ron McFarlane</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Dr. Carol S. Shapiro</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Mr. G. Richard Wagoner Jr.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Mr. Todd Haymore</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

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

Mr. Wagoner then asked for a motion to recommend to the Board approval of the Named Funds and Spaces Report as presented in closed session. After motion duly made and seconded the Committee approved the motion to recommend to the Board of Visitors approval of the Named Funds and Spaces Report as presented in closed session.

ADJOURNMENT

There being no further business, Mr. Wagoner adjourned the meeting at 12:28 p.m.
<table>
<thead>
<tr>
<th>Issue</th>
<th>Quest Theme</th>
<th>Owner</th>
<th>FY18 Goal</th>
<th>Progress toward Goal</th>
<th>% Progress toward goal</th>
<th>Risk</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Value of New Gifts and Pledges</td>
<td>V</td>
<td>DAR</td>
<td>92.5</td>
<td>125.88</td>
<td>136%</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>Percentage of Alumni giving</td>
<td>V</td>
<td>DAR</td>
<td>6.3%</td>
<td>4.77%</td>
<td>76%</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>Earned Media Hits (total)**</td>
<td>V</td>
<td>UR</td>
<td>36,500</td>
<td>51,023</td>
<td>140%</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>Earned Media Impressions (B)</td>
<td>V</td>
<td>UR</td>
<td>48</td>
<td>36.0</td>
<td>75%</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>Media Coverage Tone (positive/neutral)**</td>
<td>V</td>
<td>UR</td>
<td>90%</td>
<td>96.3%</td>
<td>Exceeds</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>VCU Social Media Engagement (M)</td>
<td>V</td>
<td>UR</td>
<td>3.90</td>
<td>5.60</td>
<td>144%</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>MIR Recruitment and Comprehensive Campaign paid media impressions, all channels (M)</td>
<td>V</td>
<td>UR</td>
<td>80.9</td>
<td>97.00</td>
<td>120%</td>
<td>Green</td>
<td></td>
</tr>
</tbody>
</table>

Footnotes:

Government Relations does not use benchmark data to measure success of activity or progress toward goals.

**Percentage of positive and neutral articles vs. negative.
Overall PR standard 75-80%
GOVERNMENT RELATIONS
## Key Presentation Messages

1. Federal Update  
2. State Update  
3. Local

## Governance Implications

### Governance Discussion Questions

1.  
2.  
3.  

### Next Steps for Management  
(Responsible Division Head; Timeframe for Action)

### Next Steps for Governance  
(Responsible Board Member; Timeframe for Action)
Government Relations
Pre-read Materials

1. Federal Update
   a. Summer Hill Visits
      i. CHOR participation in CHA Family Advocacy Day
      ii. Addiction research team
      iii. Dean Buckley/Dr. Cifu
   b. Federal offices on campus
      i. Rep. Brat visit to CHOR
      ii. Sen. Warner staff “meet and greet” with Dr. Rappley
      iii. Rep. McEachin staff – day-long immersion at VCUHS

2. State Update
   a. Development of VCU and VCUHS legislative priorities
   b. Events
      i. Governor Northam “Grand Rounds” at Medical School, 8/20/18
      ii. VCU Reception w/Gov. Northam and Cabinet, 8/20/18
      iii. Sec. Carey touring VTCC 8/24/18
      iv. Health System Briefing to Administration and Legislature 10/16/18
      v. Dr. Rao and Dr. Rappley – Fall Legislative visits in home districts

3. Local
   a. Dr. Rappley to present to City Council on 9/4/18
   b. VCU-GRTC Partnership
Public Relations and Marketing Communications
University Relations
Telling the VCU story
FY 2018 Wrap-up
Student recruitment
Analyze > strategize > compel > engage > convert > retain
Digital media is focused on Undergraduate recruitment 
~20% is out-of-state 
(DC, NC, PA, NY, MD)
Student recruitment campaign measurement plan

**Equity (40%)**
- Increase awareness among prospects and parents
- Elevate overall reputation and guide brand perception

**Engagement (50%)**
- Encourage interaction with brand and start prospects on their college decision-making journey
- Spark and maintain attention with engaging stories and bite-sized facts through paid advertising and organic social posts
- Demonstrate brand personality through stories that challenge the norm and provide real outcomes through paid advertising, organic social posts and the MIR landing page

**Earnings (10%)**
- Meet their college decision-making needs
- Provide information relevant to and aiding in the college decision-making process

**KPIs (measure)**
- Impressions (advertising)
- MIR site sessions
- Social media listening/sentiment (VCU, in general)
- FY19 study
- Click-thru rates (advertising)
- Video view rates (advertising, social media, MIR site)
- Social media engagement (MIR-specific posts)
- Time spent (MIR sessions)
- Return visit rates (MIR site)
- CTA – Life at VCU CNVR rate (MIR site)
- CTA – Quick facts CNVR rate (MIR site)
- CTA – Programs/academics CNVR rate (MIR site)
- CTA – Opt-in CNVR rate (MIR site)
- CTA – Admission CNVR rate (MIR site)

**Goal (broad outcome)**
- Increase awareness among prospects and parents

**Objectives (measurable step)**
- Exposure to online/offline advertising and organic social posts
- Spark and maintain attention with engaging stories and bite-sized facts through paid advertising and organic social posts
- Demonstrate brand personality through stories that challenge the norm and provide real outcomes through paid advertising, organic social posts and the MIR landing page

**VCU**
FY2018 paid media metrics

97 million impressions were delivered, exceeding goal by ~20%

1.08% click-thru-rate (CTR) is over 13x industry average (0.08%)
  ● Search = 2.31% CTR
  ● Social = 1.89% CTR (Twitter is strongest performer at 10.19%)

320K website sessions from advertising clicks including 43% returning visitors
1,034 total visits to the Academics pages over the past 9 months

Fall 2018 freshman applications up ~10% over 2017
Year-over-year performance

FY18 CTR performance surpassed our expectations, with year-to-year increases over the prior fiscal year’s campaign and results far exceeding the display industry benchmark. April and May data were excluded, since only a few partners were still in flight.
### FY2018 Make it Real web traffic by geography

#### Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Sessions</th>
<th>Pageviews</th>
<th>Goal Completions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virginia</td>
<td>143,902</td>
<td>152,282</td>
<td>1,656</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>36,642</td>
<td>38,313</td>
<td>263</td>
</tr>
<tr>
<td>North Carolina</td>
<td>27,309</td>
<td>28,552</td>
<td>170</td>
</tr>
<tr>
<td>New York</td>
<td>24,357</td>
<td>26,634</td>
<td>164</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>12,462</td>
<td>13,038</td>
<td>61</td>
</tr>
<tr>
<td>New Jersey</td>
<td>4,218</td>
<td>4,420</td>
<td>38</td>
</tr>
<tr>
<td>Maryland</td>
<td>4,054</td>
<td>4,324</td>
<td>26</td>
</tr>
</tbody>
</table>

#### City

<table>
<thead>
<tr>
<th>City</th>
<th>Sessions</th>
<th>Pageviews</th>
<th>Goal Completions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washington</td>
<td>36,672</td>
<td>38,343</td>
<td>263</td>
</tr>
<tr>
<td>Virginia Beach</td>
<td>25,193</td>
<td>26,171</td>
<td>169</td>
</tr>
<tr>
<td>Charlotte</td>
<td>19,781</td>
<td>20,655</td>
<td>119</td>
</tr>
<tr>
<td>New York</td>
<td>16,886</td>
<td>17,750</td>
<td>139</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>10,110</td>
<td>10,541</td>
<td>41</td>
</tr>
<tr>
<td>Richmond</td>
<td>9,322</td>
<td>11,444</td>
<td>325</td>
</tr>
<tr>
<td>Norfolk</td>
<td>7,384</td>
<td>7,614</td>
<td>41</td>
</tr>
<tr>
<td>Blacksburg</td>
<td>6,797</td>
<td>7,066</td>
<td>30</td>
</tr>
<tr>
<td>Chesapeake</td>
<td>4,602</td>
<td>4,907</td>
<td>40</td>
</tr>
<tr>
<td>(not set)</td>
<td>4,547</td>
<td>4,745</td>
<td>83</td>
</tr>
<tr>
<td>Charlottesville</td>
<td>4,260</td>
<td>4,492</td>
<td>40</td>
</tr>
<tr>
<td>Newport News</td>
<td>4,186</td>
<td>4,358</td>
<td>32</td>
</tr>
</tbody>
</table>
Institutional Awareness: Earned, Owned, Shared

Universities try new way of providing aid to boost graduation rates for low-income students

Hosted by VCU’s Wilder School, ‘People’s Debate’ tackles state, national issues ahead of Election Day

Economic Engine
Report: VCU generates $4 billion economic impact, 47,000 jobs in Richmond region

The Virginian-Pilot
Dr. Omar Abubaker: Lives depend on treating opioid epidemic like an emergency

VCU Rams for Memory team is ready to raise funds and awareness for Alzheimer’s research

VCU Health is a Gold Partner sponsor for Richmond’s Walk to End Alzheimer’s.
Earned media
Earned media
FY2018 earned media: 51,023 hits, 36B impressions

<table>
<thead>
<tr>
<th>Location</th>
<th>Impressions</th>
<th>Hits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virginia</td>
<td>2.9B</td>
<td>5,961</td>
</tr>
<tr>
<td>Other U.S.</td>
<td>20.9B</td>
<td>29,886</td>
</tr>
<tr>
<td>Global</td>
<td>2.9B</td>
<td>4,234</td>
</tr>
</tbody>
</table>

*Note: Darker = higher number of hits

Chart, maps and geographic breakdown reflect new analytics platform effective Oct. 1, 2017; data covers 40,081 of 51,023 hits (78.5%)
By the numbers

Owned media -- nearly one million views

*Top stories:*
- VCU programs recognized among the best in updated U.S. News & World Report rankings
- To end the opioid epidemic, VCU health sciences faculty change how pain management is taught
- VCU researcher develops Lyme disease diagnostic and comes closer to creating a human vaccine

Social media
- **383,626 total followers** – 9% increase over FY 2017
- **5,602,577 total engagement** – 75% over FY 2017
- **446,703 paid social ad clicks** – 21¢ cost per click is best ROI of all paid advertising
Where we are headed
FY19 recruitment, institutional awareness, out-of-state
FY19 paid advertising MIR campaign

**PRIMARY AUDIENCE:** Gen Z prospective U-Grad students (ages 15-17)
**SECONDARY AUDIENCE:** influencers: alumni, parents and peers

**RECRUITMENT BUSINESS OBJECTIVE**
Establish VCU as the No. 1 higher education choice for our target audience to attend so they are inspired to actively seek information about us and apply.

**CHALLENGE**
For Gen Z, higher education is non-negotiable, but whether it’s from a traditional four-year college is negotiable. How can we prove that attending VCU is an experience that is unrivaled?

**OPPORTUNITY**
Show that VCU is an environment with the “it factor” that resonates emotionally and pragmatically with a particular type of student.
Creative strategy: “LEVEL UP”

This is the road map to the next level.
It’s not straight, and it’s not easy.
But this is where you overcome, beat the odds and do it your way.
Because that’s what defines you.
Whatever it takes to get to the next level.
That’s how you make a difference.
That’s real.
University Relations OOS pilot marketing plan

**Goal:** To pilot a 5-year domestic out-of-state (OOS) marketing and recruitment campaign to determine the feasibility and strategy of a long-term rollout

**Research and test (year 1):** Develop research plan that includes strategies and tactics
- Benchmark on VCU’s brand awareness
- Better understand the decision making and triggers that drive applications
- Test current creative and media strategies
- Based on results, develop marketing/recruitment plan

**Execute pilot marketing plan (years 2-5):**
- Marketing and admissions results will be analyzed quarterly
- Budget requests may adjust based on ROI and projections
Personalizing the consumer journey
Personalizing the consumer journey

We are researching emerging technologies to create a highly customized and personalized digital experience for prospects

- Anonymous and identified user behavioral information is tracked and all marketing channels can be assigned attribution
- Track web data to create visitor segments/personas
- Deliver personalized content and use artificial intelligence (AI) to streamline students’ experience
- Pair marketing and web data with admissions customer relationship management (CRM) data to track the entire user journey and jointly optimize advertising and recruiting strategies
Earned, owned and social

**Earned:**
- Focus on the **quality** of national hits as well as quantity
- Target paid O-O-S markets

**Owned:** Strengthen creative story telling and channels

**Social:** Maximize platforms for reach and supplement with paid
Summary

● Data-driven strategies and emerging technologies
● Breakthrough, differentiated and authentic brand and storytelling
● Domestic out-of-state undoubtedly biggest challenge for FY19 — one that we are excited to take on
● Strive for and achieve year-over-year performance improvements
● Proud of what we accomplish with our resources — data, strategy and talented staff enable us to be extremely efficient and effective
DEVELOPMENT AND ALUMNI RELATIONS
### Make it Real Campaign Summary Report

**July 1, 2012 to July 1, 2020**

<table>
<thead>
<tr>
<th>Gift Type</th>
<th>Dollars Raised</th>
<th>Donor Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash, Undocumented Realized Bequests, In Kind Gifts and Pledges</td>
<td>$447,586,063</td>
<td>95,963</td>
</tr>
<tr>
<td>Planned Gifts - Revocable</td>
<td>$100,820,287</td>
<td>276</td>
</tr>
<tr>
<td>Planned Gifts - Irrevocable</td>
<td>$3,952,126</td>
<td>22</td>
</tr>
<tr>
<td>Philanthropic Grants</td>
<td>$89,437,033</td>
<td>278</td>
</tr>
<tr>
<td><strong>Total Campaign Progress by Gift Type</strong></td>
<td><strong>$641,795,510</strong></td>
<td><strong>96,230</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Source</th>
<th>Dollars Raised</th>
<th>Donor Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
<td>$155,701,943</td>
<td>28,478</td>
</tr>
<tr>
<td>Friends</td>
<td>$159,166,221</td>
<td>61,295</td>
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<tr>
<td>Corporations and Foundations</td>
<td>$267,527,349</td>
<td>4,240</td>
</tr>
<tr>
<td>Other</td>
<td>$59,399,996</td>
<td>2,217</td>
</tr>
<tr>
<td><strong>Total Campaign Progress by Source</strong></td>
<td><strong>$641,795,510</strong></td>
<td><strong>96,230</strong></td>
</tr>
</tbody>
</table>

**Cash, Undocumented Realized Bequests, In Kind Gifts and Pledges** – Includes the charitable deduction amount of all outright cash gifts, undocumented realized bequests, in kind gifts, and pledges.

**Revocable Planned Gifts** – Includes all planned gifts that can be unilaterally changed or undone by the donor. Examples may include charitable trusts, beneficiary designations and bequests ir wills and revocable trusts. The donor’s date of birth must be before 7/1/1960.

**Irrevocable Planned Gifts** – Includes all planned gifts that cannot be unilaterally changed or undone by the donor. Examples may include charitable trusts, gift annuities, retained life estates, pooled income funds and certain insurance policy gifts. The donor’s date of birth must be before 7/1/1960.

**Philanthropic Grants** – Includes grants deposited through the Office of Sponsored Programs that have a charitable gift component per the university’s policy.

**Alumni** – Includes gifts from alumni constituents as well as any alumni constituent with a spousal soft credit.

**Friends** – Includes gifts from constituents who are not alumni as well as any non-alumni constituent with a spousal soft credit.

**Corporations and Foundations** – Includes gifts from an entity categorized as a corporation, foundation or family foundation in the database. Soft credits to/from corporations and foundations are not included.

**Other** – Includes gifts from an entity categorized as anything other than a corporation, foundation or family foundation in the database. These most often are organizations. Soft credits to/from organizations are not included.

**Dollars Raised** – Total of gifts received during the campaign period (7/1/2012 to 6/30/2020) or designated as reach back gifts per campaign policy.

**Donor Count** – Total number of donors from each gift type or source. Donors can give through more than one gift type so the counts will not necessarily add up to the total. Donors appear in only one gift type so the counts will match grand total. Includes soft credited spouse donors.

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