VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS
UNIVERSITY RESOURCES COMMITTEE
December 7, 2018 – 11:00 a.m.**
James Branch Cabell Library
901 Park Avenue – Room 311
Richmond, Virginia

OPEN SESSION AGENDA

1. CALL TO ORDER Mr. G. Richard Wagoner, Jr., Chair

2. APPROVAL OF AGENDA Mr. G. Richard Wagoner, Jr., Chair

3. APPROVAL OF MINUTES (May 11, 2018) Mr. G. Richard Wagoner, Jr., Chair

4. INTRODUCTIONS AND DASHBOARD REVIEW Mr. G. Richard Wagoner, Jr., 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  Mr. G. Richard Wagoner, Jr., 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.
## Virginia Commonwealth University

### Board of Visitors, University Resources Dashboard

**FY2019**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Quest Theme</th>
<th>Owner</th>
<th>FY19 Goal</th>
<th>Progress toward Goal</th>
<th>% Progress toward goal</th>
<th>Risk</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of New Gifts and Pledges</td>
<td>V</td>
<td>DAR</td>
<td>95.0</td>
<td>15.33</td>
<td>16%</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>Percentage of Alumni giving</td>
<td>V</td>
<td>DAR</td>
<td>7.5%</td>
<td>3.77%</td>
<td>50%</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>Earned Media Hits (total)**</td>
<td>V</td>
<td>UR</td>
<td>53,500</td>
<td>10,218</td>
<td>19%</td>
<td>Yellow</td>
<td></td>
</tr>
<tr>
<td>National Media Hits</td>
<td>V</td>
<td>UR</td>
<td>32,500</td>
<td>6,986</td>
<td>22%</td>
<td>Yellow</td>
<td></td>
</tr>
<tr>
<td>Earned Media Impressions (B)</td>
<td>V</td>
<td>UR</td>
<td>36.5</td>
<td>5.7</td>
<td>16%</td>
<td>Yellow</td>
<td></td>
</tr>
<tr>
<td>Media Coverage Tone (positive/neutral)**</td>
<td>V</td>
<td>UR</td>
<td>90%</td>
<td>97.0%</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>5.73</td>
<td>1.94</td>
<td>34%</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>MIR Recruitment and Institutional Campaign paid media impressions, all channels (M)</td>
<td>V</td>
<td>UR</td>
<td>101.0</td>
<td>13.90</td>
<td>On track</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>Digital CTR (Click thru rate)</td>
<td>V</td>
<td>UR</td>
<td>&gt;0.8%</td>
<td>N/A</td>
<td>On track</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
**PRESENTATION TITLE:** Government Relations  
**Presenter Name and Title:** Matthew Conrad, Exec. Dir. of Gov’t and Board Relations; Karah Gunther, Exec. Dir. Of Gov’t Relations and Health Policy  
**Responsible University Division:** Government Relations  
**BOV Committee:** University Resources Committee  
**Quest Theme(s) and Goal(s) to be Addressed:**

| Key Presentation Messages [Limit presentation to 5 min] | 1. Introduction  
| 2. Federal Update  
| 3. GA Session Update |

| 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. Introduction to new Government Relations Staff Members
2. Federal Update
   a. Midterm Election Recap
3. 2019 GA Session Update
Public Relations and Marketing Communications
*Hits/Impressions do not include Athletics coverage, except where Athletics became news in itself
**Percentage of positive and neutral/balanced articles vs. negative
*** New metric for FY 19 – benchmarks to be set

Definitions: Impressions are the number of times content is displayed. Engagement is the number of interactions people have with content (e.g., likes, comments, shares, retweets, etc.). Followers are subscribers to an individual or organization social media account. Media hits are content passed by an editorial filter that is published/broadcast in traditional and digital media. Owned media are communications channels under VCU’s central control (VCU News Center).

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

The FY19 Make it Real paid media campaign kicked off in September with primarily print media. In October, Youtube, Google and social boosting began running as well. Our early December report will provide enough campaign data to measure CTRs (click-thru-rates) and conversion rates.

The 2018-2019 Make it Real campaign creative assets and public relations highlights update will be presented at the December University Resources Committee.
DEVELOPMENT AND ALUMNI RELATIONS
## July 1, 2012 to July 1, 2020

### All Campuses - All Units

<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>$453,494,166</td>
<td>98,410</td>
</tr>
<tr>
<td>Planned Gifts - Revocable</td>
<td>$103,792,429</td>
<td>291</td>
</tr>
<tr>
<td>Planned Gifts - Irrevocable</td>
<td>$4,027,126</td>
<td>23</td>
</tr>
<tr>
<td>Philanthropic Grants</td>
<td>$90,596,529</td>
<td>284</td>
</tr>
<tr>
<td><strong>Total Campaign Progress by Gift Type</strong></td>
<td><strong>$651,910,250</strong></td>
<td><strong>98,682</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Source</th>
<th>Dollars Raised</th>
<th>Donor Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
<td>$160,341,301</td>
<td>29,412</td>
</tr>
<tr>
<td>Friends</td>
<td>$161,717,085</td>
<td>62,674</td>
</tr>
<tr>
<td>Corporations and Foundations</td>
<td>$270,178,648</td>
<td>4,293</td>
</tr>
<tr>
<td>Other</td>
<td>$59,673,217</td>
<td>2,303</td>
</tr>
<tr>
<td><strong>Total Campaign Progress by Source</strong></td>
<td><strong>$651,910,250</strong></td>
<td><strong>98,682</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 in 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 source so the counts will match grand total. Includes soft credited spouse donors.

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Comprehensive Capital Campaign

Strategic initiative undertaken by leadership in partnership with stakeholders to activate philanthropy in order to transform the organization in preparation for the future.
## VCU Campaign History

<table>
<thead>
<tr>
<th>Name of Campaign</th>
<th>Dates of Campaign</th>
<th>Dollar Goal</th>
<th>Amount Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Making a Difference</td>
<td>1984 - 1990</td>
<td>$52 Million</td>
<td>$62 Million</td>
</tr>
<tr>
<td>Partners for Progress</td>
<td>1992 – 1999</td>
<td>$125 Million</td>
<td>$168 Million</td>
</tr>
<tr>
<td>The Campaign for VCU</td>
<td>1999 – 2007</td>
<td>$330 Million</td>
<td>$410 Million</td>
</tr>
</tbody>
</table>
Building a Successful Capital Campaign

Culture of Philanthropy

Optimize Idea-to-Solicitation
Expand the Base of Support

Public Phase

Quiet Phase

Campaign Plan
Compelling Case for Support
Volunteer Leadership

Campaign Vision and Purpose
Campaign Infrastructure
Feasibility Study
Commitment from Leadership

Make it real. CAMPAIGN FOR VCU
Previous Campaigns Build the Foundation for the Future

- Make It Real Campaign (FY13-FY20)
- Campaign for VCU (FY00-FY07)
- Partners for Progress (FY92-FY99)
- Making a Difference (FY84-FY90)
MIR by the Numbers

$651.6 Million raised to date (86.9%)
Make It Real Campaign Gift Trend Line

Monthly Trend Line for $750M

Actual Average Gifts and Pledges per Month

July 2012 | June 2020

0 | 100,000,000
100,000,000 | 200,000,000
200,000,000 | 300,000,000
300,000,000 | 400,000,000
400,000,000 | 500,000,000
500,000,000 | 600,000,000
600,000,000 | 700,000,000
700,000,000 | 800,000,000

Report date: 11/12/18
### Campaign Summary By Unit With Goals

**July 1, 2012 to June 30, 2020**

<table>
<thead>
<tr>
<th>Unit</th>
<th>Total Goal</th>
<th>Total Dollars Raised</th>
<th>% of Total Goal Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allied Health Professions</td>
<td>$10,000,000</td>
<td>$9,272,262</td>
<td>92.7%</td>
</tr>
<tr>
<td>Arts</td>
<td>$25,000,000</td>
<td>$18,302,566</td>
<td>73.2%</td>
</tr>
<tr>
<td>Athletics</td>
<td>$51,800,000</td>
<td>$44,456,975</td>
<td>85.8%</td>
</tr>
<tr>
<td>Business</td>
<td>$30,000,000</td>
<td>$23,071,060</td>
<td>76.9%</td>
</tr>
<tr>
<td>Dentistry</td>
<td>$25,500,000</td>
<td>$18,684,030</td>
<td>73.3%</td>
</tr>
<tr>
<td>Education</td>
<td>$7,500,000</td>
<td>$8,966,825</td>
<td>119.6%</td>
</tr>
<tr>
<td>Engineering</td>
<td>$35,000,000</td>
<td>$56,525,571</td>
<td>161.5%</td>
</tr>
<tr>
<td>Honors College</td>
<td>$5,000,000</td>
<td>$1,705,779</td>
<td>34.1%</td>
</tr>
<tr>
<td>Humanities and Sciences</td>
<td>$15,300,000</td>
<td>$13,839,412</td>
<td>90.5%</td>
</tr>
<tr>
<td>ICA</td>
<td>$38,700,000</td>
<td>$27,519,334</td>
<td>71.1%</td>
</tr>
<tr>
<td>Libraries</td>
<td>$6,170,000</td>
<td>$4,639,272</td>
<td>75.2%</td>
</tr>
<tr>
<td>Life Sciences</td>
<td>$10,500,000</td>
<td>$11,071,908</td>
<td>105.4%</td>
</tr>
<tr>
<td>Massey Cancer Center</td>
<td>$120,000,000</td>
<td>$98,204,048</td>
<td>81.8%</td>
</tr>
<tr>
<td>Medicine</td>
<td>$300,000,000</td>
<td>$242,461,054</td>
<td>80.8%</td>
</tr>
<tr>
<td>Nursing</td>
<td>$16,100,000</td>
<td>$13,264,105</td>
<td>82.4%</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>$12,000,000</td>
<td>$7,250,630</td>
<td>60.4%</td>
</tr>
<tr>
<td>Social Work</td>
<td>$2,250,000</td>
<td>$2,549,282</td>
<td>113.3%</td>
</tr>
<tr>
<td>Wilder</td>
<td>$3,000,000</td>
<td>$2,018,006</td>
<td>67.3%</td>
</tr>
<tr>
<td>VCU Health System</td>
<td>$150,000,000</td>
<td>$33,046,758</td>
<td>22.0%</td>
</tr>
<tr>
<td>University - Wide</td>
<td>$36,180,000</td>
<td>$14,762,764</td>
<td>40.8%</td>
</tr>
</tbody>
</table>
Success To Date

- ICA
- Rice Rivers Center
- Student Support = $67,318,214
- Faculty Support = $104,732,708
- Research Support = $157,192,446
- Programmatic Support = $235,777,965
- Facility Support = $84,026,039
VCU By Generation

**Generation**

- **G.I.** (1901-1923) 229 living alumni
- **Silent** (1924-1942) 5,973 living alumni
- **Baby Boom** (1943-1962) 50,284 living alumni
- **Generation X** (1963-1980) 59,472 living alumni
- **Millennial** (1981-2000) 65,980 living alumni
- **Homeland/Gen Z** (2001-Present) 0 living alumni

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

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**Campaigns**

- **Capital Campaign (84-90)**
- **Partners for Progress (92-99)**
- **Campaign for VCU (00-07)**
- **Make It Real (13-20)**
- **Next Campaign (22-30)**

**As of 7/31/18**
New Alumni Effort

- Ended membership model. Now support 190,000 VCU Alumni.

- Building an alumni office to support Recent to Mature alumni.

- Rolling out a new 5-year strategic plan.
ELEVATE UPDATE
(Expanding Leadership, Enrichment & Volunteerism for Alumni Through Engagement)

• New programs for alumni-student interactions focusing on industry-based networking, career and professional development, lifelong learning, and regional engagement
• Creation of virtual programming including virtual networking hours, livestreamed faculty lectures, and webinars
• Expansion of volunteer opportunities
• Examination of new and enhanced reunion programming
• Public-facing website to launch in September 2018 for alumni
• Electronic communication to alumni about the plan
• Town hall meetings planned on both the Monroe Park and MVC campuses about the plan with faculty, staff, and students
• Travel by Vice President and Associate Vice President for Alumni Relations to regions around the country to introduce the plan to alumni