MEMORANDUM

TO: The Advancement and Communications Committee:

John L. Nau III, Chair
Bobbie G. Kilberg, Vice Chair
Hunter E. Craig
Allison Cryor DiNardo
Helen E. Dragas
Kevin J. Fay
Frank E. Genovese
William H. Goodwin Jr.
George Keith Martin, Ex Officio
Jeffrey C. Walker, Consulting Member
George M. Cohen, Faculty Consulting Member

and

The Remaining Members of the Board and Senior Advisor:

Frank B. Atkinson Edward D. Miller, M.D.
Marvin W. Gilliam Jr. Timothy B. Robertson
John A. Griffin Linwood H. Rose
Victoria D. Harker Blake E. Blaze

FROM: Susan G. Harris

SUBJECT: Minutes of the Advancement and Communications Committee Meeting on November 15, 2013

The Advancement and Communications Committee of the Board of Visitors of the University of Virginia met, in Open Session, at 8:05 a.m., on Friday, November 15, 2013, in the President’s Reception Room of the Rotunda; Bobbie G. Kilberg, Vice Chair, presided.

Present were Hunter E. Craig, Allison Cryor DiNardo, Kevin J. Fay, and Frank E. Genovese.

Also present was George M. Cohen, the Faculty Consulting Member to the committee.
Present as well were Susan G. Harris, Patricia M. Lampkin, Robert D. Sweeney, Anthony de Bruyn, C. Thomas Faulders, Cynthia S. Fredrick, Thomas L. Howard, and David W. Martel.

Remarks by the Committee Vice Chair

In Mr. Nau’s absence, Ms. Kilberg, Vice Chair, reviewed the agenda and speakers for the meeting. On behalf of Jeff Walker, she gave a brief report of the Council of Foundations meeting that was held on October 16. She said they focused on a number of items including the strategic planning process, post-campaign volunteer transition plan, annual giving, student career services, and the Jeffersonian Grounds Initiative as well as a Board of Visitors update.

Jefferson Literary and Debating Society

Ms. Kilberg introduced Thomas Howard, who is a May 2013 graduate of the University in History with High Distinction. He received an Archie K. Davis Fellowship and a Harrison Research Grant in support of his thesis, *The Grand Question of Union: The Ratification of the Constitution in North Carolina*. He was a Lawn Resident, a member of the Raven Society, and currently serves as the President of the Jefferson Literary and Debating Society. While at the University, he founded and served as the Editor in Chief of the *Academical Heritage Review*, a student research journal in history. Mr. Howard is the author of a forthcoming book: *Society Ties: A History of the Jefferson Literary and Debating Society, 1825-Present*, which received the support of a William R. Kenan Fellowship for the Academical Village. A native of Richmond, Virginia, he is currently pursuing a graduate degree in Higher Education Administration. His research focuses on the interaction between historical sites and universities in the Virginia piedmont.

Mr. Howard gave a history of the Jefferson Literary and Debating Society, which was founded July 14, 1825, and is the oldest continuously existing collegiate debating society in North America and the second-oldest Greek-lettered organization in the United States, second only to Phi Beta Kappa. The Society, named in honor of Thomas Jefferson, boasts among its membership Edgar Allan Poe, President Woodrow Wilson (who served as President of the Society), and University President Emeritus John T. Casteen III. Honorary membership has been conferred upon such distinguished individuals as President James Madison, President James Monroe, the Marquis de Lafayette, and Prime Minister Margaret Thatcher. Thomas Jefferson chose not to accept membership because it would indicate bias in favor of one student organization over others.

The Jefferson Society was formed to discuss the issues of the day, share their literary endeavors, and practice the arts of oratory and debate. The Washington Society was formed later as another
literary society, which provided some competition for members and a friendly rivalry for debates. The two societies founded a literary magazine in the 1840s that continued for almost 150 years.

The Jefferson Society took responsibility for the Finals celebration at the end of every academic year, including procuring speakers of some renown and decorating the University. In 1914, the University took over arrangements for Final Exercises.

The Washington Society did not survive the Great Depression; at that time the Jefferson Society turned its focus to debate and literature rather than college politics. The Society continues to be a hub of intellectual life at the University and is very diverse in its membership. Membership selection is rigorous. In addition to a speakers series and debates, the Society hosts social events every year, including the Restoration Ball, the proceeds of which are dedicated to restoration of the Rotunda. The Society members also do community outreach activities.

All new members must make a presentation before the Society, which is a significant learning experience. The recognition of the University's unique residential culture in the new strategic plan meshes well with the mission of the Jefferson Society to engage students. Students can share their interests, their research, and their intellectual pursuits with a group of interested, intelligent, and exacting peers. There are many leadership opportunities with the Society also. The Society continually tries to push the envelope to be the most engaging organization they can be.

Report on Alumni and Parent Engagement

Ms. Kilberg introduced Cindy Fredrick, Associate Vice President for Engagement and Annual Giving, to highlight the Office of University Advancement's Lifetime Learning programs. These programs include "More than the Score" before each home football game, a popular lecture series held at the Alumni Association; faculty lectures at class reunions, which have become a key part of the experience; and faculty presentations around the state and nation, which have been well-received, bringing a little U.Va. "love" to those outside of Charlottesville.

In the last two years, Lifetime Learning has extended its offerings, including a civil rights tour and seminar with Julian Bond, the summer Jefferson symposium, and a week-long program at Oxford University. The program provides resources such as access to the online library databases, podcasts, and educational resources. Faculty who have given at least 10 lectures are honored as members of the Faculty Speakers Society. She said faculty love sharing their knowledge with parents, alumni, and friends. Ms. Fredrick recognized Althea Brooks, the director of the program.
Mr. Thomas Faulders, President and CEO of the Alumni Association, said the Lifetime Learning program is one of a plethora of tools available to alumni; Alumni Career Services is another. Their purpose is to help alumni consider careers in a number of different ways, including a website to explore career opportunities, connect with other alumni, engage in discussions about how to get into graduate school, and get advice on career transition. Alumni talk about their areas of expertise in a lunchtime webinar series, which is free, and alumni participate from all over the world. "Overcoming procrastination" was the title of one talk. The career assistance network, where alumni advise students and other alumni, is very active and growing. Career advising is available at the Alumni Association, both in person and through electronic means: Skype, phone and e-mail; and includes spouses and partners. They will talk to alumni any way that they are able to talk.

In answer to a question, Mr. Faulders said there is a job posting system that includes alumni employers. Presently, there are 649 jobs posted.

Also in answer to a question, Mr. Faulders explained how the Alumni Association is funded: 22% from the University, 25% from endowment, and the remainder from a variety of different sources including reunions, rents, UVA Fund, the University credit card, and other revenue sources. The alumni base is relatively small compared to other state universities. One-third of the alumni are members of the Alumni Association, and most of those are lifetime members.

Report by the Chief Communications Officer

Mr. David Martel, Chief Communications Officer, reported to the committee. He said he has been on the job for 90 days, and his office has gone through some basic exercises to determine how they should proceed. They have determined that they exist to make great things happen for the University, their purpose is to elevate the reputation of the University and optimize brand equity, and their goal is to be the best communications operation in higher education. Being the best requires exceptional discipline and commitment — where priorities, expertise, and passion come together.

Mr. Martel said he found the Communications function to be tactically based, and he would like to see the group think more strategicaly to enhance the reputation of the University. This requires looking at the assets across Grounds to see what is available. A critical element that has been missing is measuring activities — how do we know if we have succeeded? He said they will need to develop a set of benchmarks.

Mr. Martel spoke about "branding" the institution. A brand is not a logo, it is not standards, and it is not a product. A brand is both expectations and emotions you experience when an institution comes to mind. It is a feeling that creates a set of promises.
established through a relationship with the audience. A brand creates expectations about what a person will experience during interactions.

Branding matters because universities operate in an extremely competitive environment that is affected by how audiences perceive the University's academic strength and overall reputation. The image plays a role in reinforcing and building alumni pride and trust in their university. He used Starbucks as an example.

Mr. Martel presented a brand ladder for the University of Virginia. Near term priorities are both foundational and strategic. Strategic priorities include capturing the essence and quality of our students, optimizing brand equity, talking about the rich history of the University, among others. It is critically important that Communications does everything possible to elevate the brand profile of the University.

Mr. Martel said the Communications capacity now plays defense really well, but there is no offense. We need to tell the great story that is the University of Virginia.

Report by the Senior Vice President for University Advancement

Mr. Robert Sweeney gave his customary report on philanthropic cash flow. Philanthropic cash flow measures actual gifts received by the University during a specific fiscal year. It includes cash or cash equivalents received for philanthropic purposes; it does not include pledges or future support (bequest expectancies, annuities, etc.). Through September 30, 2013, cash flow for fiscal year 2014 was $30.27 million, with nearly $15.68 million received in the month of September. Total new commitments to-date for fiscal year 2014 stood at $21.8 million, including $18.3 million in new gifts and $3.5 million in future support.

Annual giving is making some real progress, up 14% in dollars but down 2% in donors. This total includes $3 million in alumni annual giving, which was up 22% over the same period in fiscal year 2013.

Mr. Sweeney said the National Council on University Resources (NCOUR) wants to keep going even after the completion of the capital campaign. He said the concluding event of the capital campaign focused on Gordon Rainey, who led the effort. No one contributed more than Mr. Rainey to the success of the campaign.

Mr. Sweeney said he wants to spend time in future meetings focusing on where the effort is going — staff, optimization of volunteers, talent management. Since the campaign concluded, three development officers have left for high level positions elsewhere. Clearly, the University’s talent has been recognized.

There is a need to rebuild the gift pipeline. Success going forward requires a number of large gifts, but also strengthening
annual giving and participation. The reunion giving program in 1996 raised $10 million a year and had one staff person dedicated to it. It has grown considerably, and the reunions staff has been developed out of existing staff, so the cost has not increased significantly. This program has been exceptionally effective. The schools and the Alumni Association are partners in the solicitation of donors. Of the top 20% — 2200 donors — 77% gave, for a total of approximately $33 million. He said they found the best possible use of volunteers is teaming a volunteer with a development officer to make a solicitation.

Mr. Sweeney said the direct marketing strategy is multi-channel: e-mail, Facebook, Twitter, etc. Dollars have increased by 46%. They are now testing direct mail and other marketing strategies. He said they are finding that the more often individuals are solicited, the more they give. As much as people complain about solicitations, increasing frequency increases effectiveness. Multi-year pledging has been a focus, trying to get donors to establish a pattern of giving. The 50th class year had 34% participation, but this is a small number of individuals. Because the classes are getting larger and larger, in the future it may be necessary to measure gifts as opposed to participation.

In conclusion, Mr. Sweeney said talent without discipline is like an octopus on rollerskates — plenty of movement, but you don’t know if it is moving backward, forward, or sideways. We need to manage talent and measure progress.

On motion, the meeting was adjourned at 9:45 a.m.

SGH:dr
These minutes have been posted to the University of Virginia’s Board of Visitors website.