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  
Stephen P. Long, M.D.  
Leonard W. Sandridge Jr.

FROM: Susan G. Harris

SUBJECT: Minutes of the Advancement and Communications Committee Meeting on February 20, 2014

The Advancement and Communications Committee of the Board of Visitors of the University of Virginia met, in Open Session, at 2:52 p.m., on Thursday, February 20, 2014, in the President’s Reception Room of the Rotunda; John L. Nau III, Chair, presided.

Present were Bobbie G. Kilberg, Hunter E. Craig, Allison Cryor DiNardo, Kevin J. Fay, Frank E. Genovese, and William H. Goodwin Jr.

Also present was George M. Cohen, the Faculty Consulting Member to the committee.
Present as well were Paul J. Forch, Patricia M. Lampkin, Robert D. Sweeney, Anthony de Bruyn, C. Thomas Faulders, Cynthia S. Fredrick, David W. Martel, Helen Cauthen, J. Patrick Walsh, and W. Thomas Leback.

Remarks by the Committee Vice Chair

Mr. Nau reviewed the agenda and speakers for the meeting.

Report on the Council of Foundations

On behalf of Mr. Jeffrey Walker, Chair of the Council of Foundations, Mr. Nau reported on the Council’s recent and future activities. The next Council meeting will be on May 29th in Charlottesville; Mr. Nau will attend as a representative of the Board. In December, Mr. Walker facilitated a fundraising workshop on Grounds that was attended by members of the Advancement & Communications Committee, students, and the leaders of local non-profits. Mr. Walker was joined by Jennifer McCrea, a Senior Research Fellow at Harvard’s John F. Kennedy School of Government. Mr. Walker and Ms. McCrea discussed creative approaches to fundraising as outlined in their book, The Generosity Network.

Report by the Chief Communications Officer

Mr. Nau introduced Mr. David W. Martel, Chief Communications Officer, noting that in the past, central university communications hasn’t necessarily kept pace with institutional aspirations and that Mr. Martel is working to change this by increasing collaboration across Grounds and by determining how best to organize staff and responsibilities. Mr. Nau stated that we are in a competitive environment where peer institutions spend between $4.5 to $9.0 million per year on marketing and communications. According to consulting firm Lipman Hearne, non-profit institutions of higher education on average spend a half of a percent of their revenues on institutional marketing. For the University this would equate to a $7 million annual budget, which is twice what the University currently invests. Mr. Nau emphasized that effective communications are critical for faculty and student recruitment and for conveying the University’s value to the public, to the state, and to the federal government.

Mr. Martel reviewed the proposed five-year University Communications Plan that has been developed to support the Cornerstone Strategic Plan. Mr. Martel noted that the University has a great story to tell. The challenge is to do a better job articulating it by means of a singular narrative that galvanizes the University community; it has to be able to tell the story of a complex, largely decentralized institution with a rich history of excellence. The plan places a premium on collaboration within the University and on being proactive. Its goals are to enhance the University’s reputation, optimize the University’s institutional brand, and support the
strategic plan. Supporting strategies address issues, such as why we matter, understanding our footing among the different audiences, unifying our efforts, reshaping our efforts, and building a narrative. Media tactics are outlined for the nine audiences that have been identified.

Mr. Martel noted that alumni relations are a high priority and that the University and the Alumni Association see a need for greater collaboration. Another area of emphasis is state governmental relations. The University must communicate its value to the Commonwealth and its residents.

The first phase of the plan, which covers the period from April 1, 2014 to June 30, 2015, includes a number of themes, such as elevating an earned media strategy, developing a brand platform and visual identity program, completing a web domain redesign, AccessUVA prospective student communications, and faculty recruitment support.

To illustrate strategic communications planning, Mr. Martel reviewed the UCLA Case Study report that outlined the planning effort undertaken by UCLA to develop a new brand and marketing platform to help it achieve its goals.

The process began with an effort to determine the essence of the UCLA brand. What emerged was the concept of "Optimism Plus Tools and Teachers Equals Game Changers." UCLA is now using this concept throughout the academy: academics; athletics; public service; health care; research. To attract students and faculty and to elevate its public and state profile, UCLA has developed a comprehensive and creative media campaign that even includes electronic billboards showing clips developed by its graduate film program. As an example of other marketing opportunities, Mr. Martel noted that when he was recently at Dulles Airport he saw ads for the University of Texas, Michigan State, and Penn State.

Since the initiation of this effort, UCLA reports that its applications have gone from approximately 80,000 to 100,000 with applications from first generation college students up 9%, out-of-state applications up 31%, and international applications up 36%. This is encouraging since diversifying the student body was one of the university’s goals. It also notes that key constituents have an improved perception of the university’s value and that its base has been galvanized. Fund raising for its $4.68 billion capital campaign is also ahead of schedule, but the university acknowledges that it can’t attribute this entirely to the branding effort. Mr. Martel closed by stating that investments in strategic communications will increase student, faculty, and alumni pride; improve the Commonwealth’s perception of the University; and help with philanthropy.

Committee members posed a number of questions: Does the $3.5 million currently spent on marketing and communications by the
University include school expenditures? Will the campaign reduce school expenditures? How will the enhanced communications plan be funded? Given competing needs (state pensions, strategic plan, faculty salary increases), can the plan be phased so that its costs can gradually be implemented? Given that the University has tried this before, what will be different this time? Mr. Nau and Mr. Martel responded that the $3.5 million does not include communication and marketing costs incurred by the schools. The enhanced plan will not reduce the school expenditures, but it will enhance the effectiveness of their efforts. Mr. Nau stated that he and Ms. Kilberg understand the Committee’s concerns about funding, but they don’t believe phasing is feasible; they will make sure that the final budget proposal has been thoroughly vetted. Mr. Martel stated that the University will make sure that its resources are used effectively.

Presentation by Community Organization – Central Virginia Partnership for Economic Development

Mr. Nau introduced Ms. Helen Cauthen, President of the Central Virginia Partnership for Economic Development. The Partnership is a nonprofit, public-private organization. Its membership includes: the City of Charlottesville, Albemarle County, Culpeper County, Fluvanna County, Greene County, Louisa County, Nelson County, Orange County, the University of Virginia, Piedmont Virginia Community College, Germanna Community College, and private sector representatives. The Partnership combines the resources and staff of the Central Virginia Partnership for Economic Development, the Central Virginia Small Business Development Center, and the Piedmont Workforce Network. It provides five core services: research & analytics; site selection assistance; entrepreneurial support; existing business service; and workforce development solutions. The University has had a long, active association with the Partnership. The Partnership promotes the University’s research parks, tries to create research and intern links between the University and the private sector, and stresses the benefits of the University’s faculty and research to businesses seeking to relocate to or to expand in the region.

Report on Alumni and Parent Engagement

Mr. Nau introduced Mr. Thomas Faulders, President and CEO of the Alumni Association. Mr. Faulders reported on the results from the first “Giving TuesHoosDay” fundraising event, which was held on December 3rd and raised $129,971 from over 600 donors. It was developed last fall by the Young Alumni Council, and was modeled on the nationwide “Giving Tuesday” and Columbia University’s “Giving Day” campaigns. This was an email and social media effort that focused on the last five graduating classes (2009, 2010, 2011, 2012, and 2013). While it was open to all schools and units, not all were able to participate given the short preparation period. It is hoped that more schools will participate next year. A number of important lessons were learned that will be used to improve future events. Mr. Faulders
ended his presentation by showing this year’s happy birthday video, which is sent to alumni on their birthdays via email. Birthday videos were first sent out last year. This year’s video uses a Jefferson impersonator and was filmed at the University; it has received rave reviews.

Mr. Nau introduced Ms. Cindy Fredrick, Associate Vice President for Engagement and Annual Giving. Ms. Frederick gave an overview of student recruitment and the outreach calendar. While the effort is coordinated by the Office of Admission, the process involves the Cavalier Admission Volunteers, and the Alumni Association’s Admission Liaison Program and Virginia Alumni Admission Network. This year 2,000 volunteers - alumni and parents - are participating with a goal of creating a personalized approach.

The effort begins in the fall with college fairs and evening programs attended by admission deans and volunteers. Deans also make presentations to local UVA clubs. Ryan Hargraves, Senior Associate Dean of Admission, recently hosted a webinar this year based on his presentation titled “Building a Class, By My Own Admission;” over 400 people signed up for the event. Winter is the time for early actions and regular decisions. Volunteers call admitted students offering to serve as a resource and to answer questions. This year the University has a pilot program where 200 students from the UVAClubs Student Ambassadors Program contact admitted students. During the spring events are held for admitted students and their parents where they have the opportunity to meet alumni and parents. Jefferson Book awards are given to high school juniors in April. These awards are sponsored by local UVA clubs. Recipients are selected by their guidance counselors. There were 200 recipients this year. Summer is the time for student sendoff events. In 2013 these were held at 89 locations all over the world, and had over 3,600 attendees. International students can take advantage of the UVa Express, a free bus service from Dulles and Reagan airports, which is available prior to the fall semester. There is also a welcome dinner for international students.

Report by the Senior Vice President for University Advancement

Mr. Nau introduced Mr. Robert Sweeney, the Senior Vice President for University Advancement. Mr. Sweeney presented a philanthropy analysis for fiscal year 2013 and provided copies of the December 31, 2013 Fundraising Progress and New Commitment Progress reports for fiscal year 2014.

The fiscal year 2013 analysis was a benchmarking exercise using data provided by the Council for Aid to Education. The analysis compared philanthropy information from 27 institutions, 13 private universities and 14 public universities. These institutions comprise the University’s peer and aspirations group. The analysis compared total philanthropic cash flow, alumni giving, parent giving, corporate giving, foundation giving, and giving by friends. Mr. Sweeney noted
that of the public institutions the University has the smallest enrollment and smallest number of alumni of record. For all of the institutions, only Notre Dame has fewer full-time equivalent (FTE) faculty.

The University's total philanthropic cash flow for fiscal year 2013 was $224,500,000, which is in the bottom third, but ahead of four public and two private institutions. When the cash flow is compared on a per student basis, the University has the second highest cash flow among the publics, second only to UCLA.

The University's giving by alumni was $71.5 million. While this is in the middle of the cohort, it is the sixth highest among the public institutions. The figure may be a bit understated because a number of University alumni give through their foundations. In terms of alumni participation, the University is number one among its public peers and ahead of four private peers. On the basis of the average alumni gift the University is in the middle of the cohort. In terms of alumni giving per alumni, the University is number one among its public peers and ahead of two private peers.

Parental giving is a strong point for the University. The University is number one among its public peers and is ahead of six private peers. On a per student basis, the University is number one among the public institution, and is ahead of four private institutions.

For corporate giving, the University is in the lower third, but when compared on a per FTE faculty basis, the University ranks 12th. Mr. Sweeney noted that many of the University's peers are strong in science and technology while the University's strength is in the humanities and social sciences. Sixty percent of the University's corporate support is connected to the health system. Mr. Sweeney believes that corporate giving is directly correlated to full time faculty conducting research, student recruitment, consulting, and technology transfers. Mr. Sweeney noted the new University wide corporate partnership program led by the Office of the Executive Vice President and Chief Operating Officer. Its goal is to improve corporate relations and to determine how to best leverage corporate support. The program will bring together all of the on-Grounds corporate relations officers to develop give a holistic relationship between the University and its most important corporate partners. It will look at corporate support not only in terms of philanthropy, but also in terms of revenue, such as consulting contracts, and research grants.

For foundation giving, the University was in the middle of the cohort ahead of a number of public and private peers. On a per alumni basis, the University is ahead of all but two public institutions.

In the category of giving by friends, the University is in the middle of the cohort ahead of six public and three private peers. On
a FTE faculty basis, the University is in the top third. On a per student basis, the University is in the middle third, and has the second highest ranking among its public peers.

The performance for fiscal year 2013 is in keeping with the record for the last six to eight years. The University has either been in the lead or has been one of the top two or three public institutions. The University has also made inroads with the private institutions. Mr. Sweeney noted that if the University wants to be a serious player, it must move up among the privates. Mr. Sweeney closed by saying that the University is working on a large gift fund raising strategy in preparation for the next campaign.

On motion, the meeting was adjourned at 4:48 p.m.

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