

**VIRGINIA STATE UNIVERSITY BOARD OF VISITORS
INSTITUTIONAL ADVANCEMENT COMMITTEE
MEETING MINUTES
MARCH 18, 2019**

CALL TO ORDER

Ms. Jennifer Hunter, Committee Chair, called the meeting of the Virginia State University (VSU) Board of Visitors (Board) Institutional Advancement (IA) Committee to order in the President's Dining Room located in the Gateway Dining and Event Center on the VSU campus at approximately 9:00 am.

ROLL CALL

A quorum was present.

Committee Members:

Ms. Jennifer Hunter, Chair
Dr. Valerie Brown
Ms. Thursa D. Crittenden
Ms. Pamela Currey
Dr. Daryl C. Dance
Mr. Michael Flemming (*absent*)
Mr. Paul Koonce
Mr. Xavier Richardson (*absent*)
Mr. Glenn Sessoms
Ms. Beverly Everson-Jones, Foundation Chair
Mr. Huron F. Winstead, Rector (*ex-officio*)

Foundation Board of Trustees:

Dr. Robert Turner, Executive Director
Mr. Wilbert Briggs, Sr.
Ms. Brenda Stith-Finch
Ms. Irene Logan
Mr. Samuel Rhue, Treasurer

Administration Present:

Dr. Makola Abdullah, President
Ms. Reshunda Mahone, Vice President for Institutional Advancement
Ms. Durba Chatterjee, Associate Vice President for Institutional Advancement
Mr. Osubi Craig, Special Assistant to the President/ Government Relations
Mr. Kevin Davenport, Vice President for Finance
Ms. Charmica Epps, Director for Alumni Relations
Ms. April Edwards, Executive Asst. to the Vice President for Institutional Advancement
Dr. Donald Palm, Provost
Dr. Annie C. Redd, Special Assistant to the President/Board Liaison
Ms. Pamela Turner, Director of Communications
Dr. G. Dale Wesson, Vice President for Research and Economic Development
Mr. Stephen Wilson, Director for Annual Giving
Dr. Kimetta Hairston, ACE Fellow

Legal Counsel Present:

Ramona Taylor, University Legal Counsel

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APPROVAL OF AGENDA

Agenda approved as printed.

PRESIDENT'S REMARKS

None.

PURPOSE OF MEETING

Jennifer Hunter, Committee Chair, indicated that the purpose of today's meeting was to determine the direct connection of Institutional Advancement, Government Relations, Research, and Communications to the 2020-2025 Strategic Plan approved in February 2019 and to identify the areas which would be explored further. Ms. Hunter stated there will be a June meeting which will provide an opportunity for (1) the committee to review and clarify the fundraising target for 2019-2020, (2) agree to future priorities for Institutional Advancement, and (3) to consider the resources necessary to fund the Strategic Plan.

REPORTS AND RECOMMENDATIONS

Institutional Advancement

Reshunda Mahone distributed packets which included the followings reports: IA Fundraising Dashboard Reports, VSE FY18 Survey, Advancement Capacity Index and the Strategic Plan and Metric. The IA Fundraising Dashboard Report showed fundraising updates as of March 8, 2019, and Ms. Mahone provided the current funds raised as of March 15th. She also provided updates to the various segments that impact IA's fundraising numbers to include VSU alumni, donors, and corporations. The report also reflected the top designation categories as of March 8th. Ms. Mahone asked committee members to consider the ideal breakouts of where we should be targeting the source of our funds – individuals, corporations, foundations or organizations.

Ms. Mahone stated that our metrics, as it pertains to the strategic plan, are both qualitative and quantitative. She identified the quantitative measure as the Voluntary Support on Education (VSE) Survey Discussion and the Fundraising Pyramid which identify what a comprehensive campaign would look like and can be used as a way to guide to a successful campaign. The VSE survey is our standard to compare our fundraising results with colleges across the country. VSU was the only HBCU in Virginia to participate in the VSE for FY2018 for the first time. She discussed the comparison of the various categories on the report such as the percentage of alumni participation and alumni dollars. Committee member(s) asked if we have good contact information on the 31,000 alumni on record. Ms. Mahone replied that we have 29,000 contactable alumni in our database. Foundation member(s) asked if we have a strategy to increase alumni giving from 5% and to grow it from 5-10% a year. Ms. Mahone agreed that it is one of the metrics we should review for the Strategic Plan. In order to increase the numbers as suggested, Ms. Mahone shared that we should be growing the alumni database and the alumni dollars. Foundation member(s) inquired if VSU engages in the corporation's Matching Gift Plan. Ms. Mahone replied that we do and those dollars are reported in our corporation numbers.

Ms. Hunter indicated the value of having the VSE Survey information is that it informs our metrics and our strategies. There is a trend where companies are beginning to move from just doing well to trying to invest in areas that will advance key social issues. She encouraged committee members and foundation trustees to start to identify who we should partner with, who supports the programming that VSU offers, and how to steer strategies.

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Ms. Mahone suggested that over the next five years, as it pertains to our metrics, we should look at what North Carolina A&T and North Carolina Central University (NCCU) are doing. Both are aspirational peers for VSU to look at--to identify how their resources are aligned and matched with VSU. We could also look at mirroring these institutions since they are state schools and share some of the same challenges as VSU.

Ms. Hunter requested Ms. Mahone to discuss the foundation column reflected on the survey. These were foundations that are non-corporation related such as a family foundation. Committee member(s) suggested VSU consider our investment in STEM, first generation students, and Agriculture as opportunities.

Dr. Abdullah encouraged committee members and foundation trustees to not just focus on alumni giving but to drive the alumni dollars as well compared to other colleges reflected on the report. Foundation member(s) provided insight on Elizabeth City University alumni giving due to the threat of being shut down and their willingness to stay alive. Ms. Mahone agreed to provide endowment information as suggested.

Ms. Mahone presented the 2018 USA Giving Summary which identifies the major sources of giving - individuals, corporations, bequests, and foundations. She also introduced the final quantitative metric which was the Gift Pyramid which identified individuals who can give at the level needed for a successful campaign. This is a road map of where we are and where need to get to using wealth screening and RELSCI software. Ms. Hunter suggested we become intentional in our fundraising efforts to get to where we can move into campaign.

Ms. Mahone also introduced the Advancement Capacity Index which highlighted some of the qualitative characteristics of a successful program from a Nascent to an Optimized program. Careful review of the index indicated that Virginia State University is currently between an established capacity index and an optimized index.

In regard to the Strategic Plan, Ms. Mahone posed the question: "What do we want IA to look like and what function do we want it to serve as another area to operationalize over the next five years?" Discussion followed regarding whether the necessary resources were available to move from an established capacity to the optimized. Ms. Mahone indicated that she did not have the necessary resources. She would like to tweak our Online Giving to make it more accessible and encourage recurring gifts by credit card.

Committee member(s) encouraged Ms. Mahone to promote giving from the bottom up by using the smaller approach as opposed to the larger approach. With 31,000 alumni there may be the option to ask for \$25/month instead of asking for a large donation. Discussion followed regarding the technology to engage young alumni to give. The VSU Foundation trustee(s) indicated they would review some things between now and the next meeting to identify ways in which they can help IA.

Ms. Hunter expressed her appreciation to all the attendees for their presence so that everyone could be on the same page. She stated that it would be in our best interest to invite leaders from other VSU foundations to the June meeting in an effort to understand how they have structured themselves and how they report their capital campaigns. Comments followed regarding VSU's unique position in Virginia to increase opportunities for underrepresented populations and catch the attention of corporations, organizations, and other friends that are not directly affiliated with VSU. Further discussion regarding the Strategic Plan and the IA metrics will be held at the Committee meetings in April and June.

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Ms. Mahone informed the committee that Chesterfield County requested a recommendation from VSU to name a road near the Multipurpose Center. The road is owned by Chesterfield County and is currently called the Connector Road. The request came because of the County's need to better identify the road in cases of emergency. VSU submitted its recommendations to the County earlier in the month. There is no action required by the IA Committee.

Office of Communications

Ms. Pamela Tolson Turner informed the Committee that the Office of Communications is supporting the new Strategic Plan through updating and branding the University's style guides. Some examples of the guides are to look at how social media is used, licensing and ensuring that the marketing and branding is used in a positive light. The Office of Communications will work directly with the Provost according to goal #4 of the Strategic Plan which is to demonstrate and communicate the value of the University. One of the responsibilities is defining our brand, what is our niche.

Ms. Tolson suggested having a strong visual presence on the Boulevard and to have our faculty identified among the best in the area. In collaboration with Academic Affairs, she is currently working on a roll-out plan, improving the University website, and using videos and press releases. Input from marketing students, general students, and other departments will ensure that we are all speaking the same language, to know the mission and vision of VSU.

Discussion followed regarding whether the needed resources were available to accomplish this goal. Committee member(s) stated that when applying for resources, dollar amounts should be assigned to specific tasks. Comments and suggestions included the positive impact of billboards; use of President Abdullah's speaking engagements and branding efforts in the Hampton Roads and the Northern Virginia area; showcasing VSU programs such as Engineering, Business; and partnering with Admissions to find out what resources are needed to make it more marketable in the competition for students. Additional comments included utilizing technology, for example, to capture zip codes and geographical information, and to target the 2000-2018 generation. The Etrick train station as a resource to promote and market VSU was also mentioned, and President Abdullah informed the committee of the dialogue already in progress between VSU and Chesterfield County about upgrading the facility and VSU's role.

Government Relations

Mr. Osubi Craig announced that the 2019 VSU Day at the Capitol was successful and attended by VSU students, administration, and key stakeholders. VSU is the leader as it pertains to access and completion. Access is defined as the percentage of Pell eligible students at an institution and completion refers to the year graduation rates.

Discussion followed on the question of whether Computer Science and Computer are our niche. Dr. Abdullah stated that VSU is the number one producer of black computers engineers in the country. Amazon's move into our area is an opportunity for them to invest into VSU, and he is seeking additional support from them. VSU was one of the six schools involved in the preliminary conversation with Amazon tech line funding.

Mr. Craig provided the breakdown for VSU's funding priorities during the 2019 Legislative session:

- Capital Projects \$82M Harris Hall Daniel Gym Project
- Increase in Financial Aid Funds
- Access and Completion dialogue

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- Engagement with SCHEV: Financial Aid, Access and Completion, and CGEP – Online Computer Science Program for graduate students
- Support for Agricultural Education
- Institutional Partnerships
- Amazon Tech Talent Pipeline Funding
- Public comment at BOV meetings
- Legislative budgets
- College Affordability

2019 Legislative Requests:

1. Virginia College Affordability Network (VCAN) - \$3.73M
2. Improve Student Academic and Career Services – \$3M over two years
3. Infusing Leadership Competencies in the Curriculum - \$342K
4. Agriculture Education Faculty - \$224K
5. Online Graduate Program Degree in Computer Science – \$525K per year
6. Enterprise Document Management - \$800K over two years
7. Financial Support for low-income students - \$4.75M per year
8. Home-front readjustment for the Armed Services Certified Program - \$750K over two years

2019 Legislative Approvals

1. Tuition Affordability – \$1.25M
2. Financial Aid Funds - \$481K
3. Agriculture Education - \$236K
4. Online Graduate Degree in Computer Science (CGEP) - \$299K per year
5. New Degree Production in STEM areas \$481K
6. Funding State Salary Increase - \$643K
7. Health Care Premium Savings - \$220K

Capital projects: Harris Hall/ Daniel Gymnasium Project – \$5.9M Phase 1 which starts July 1, 2019. The current total cost for the project is \$83M.

Mr. Craig will start the legislative year in May to have it directly coincide with the Legislative’s process. In regard to the Strategic Plan, Mr. Craig focused on Priority #5 which is Diversification of Financial Resources. This requires looking at where we are, reviewing some of the formulas, and engaging in how some of the formulas are developed and having conversations that the formulas take into account the successes we have. The Governor’s full budget will take place in 2020; Mr. Craig’s goal is for VSU to be extremely successful. Another goal is removing the year to year ups and downs as it pertains to higher education by setting aging defining priorities.

Dr. Abdullah and Mr. Craig have developed allies in both the House and the Senate. Mr. Craig and Dr. Wesson began to engage on the Federal side last year. VSU recently became members of the Virginia Alliance of Public Land Grant and Universities.

Research and Economic Development

Dr. Wesson provided update on this year’s target of \$25M, and we are currently at \$15M. There was an increase in indirect costs compared to last year. He recently attended the HBCU STEM Day. The schools involved in the event came together with VSU to make joint asks for Pell, Land Grant Support and

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Agriculture functions. Dr. Wesson also met with the Congressional Black Caucus and Energy and Commerce on the federal level. VSU had a general meeting with 13 federal staffers and began to put together priorities as public and land grant research universities.

In reference to the Strategic Plan, preliminary targets are goal #2 which is to sustain economic excellence, to increase the number of faculty engaged in research, enhance economic impact (about \$350M in the area), and multidisciplinary centers. Under Priority #5 Expanding the cross inter-disciplinary, Dr. Wesson suggests that the Memorandums of Understanding, Non-disclosure Agreements, and the number of the contracts outside of the grant. Key indicators in research are land grant activities across the university, Engineering, Education and the National Science Foundation. \$1.2M have been invested into the Center for Agricultural Research, Extension and Outreach (CAREO) which supports about ten programs.

ADJOURNMENT

There being no further business, Chair Hunter adjourned the meeting at 11:00 a.m.

Approved June 6, 2019

Jennifer Hunter, Committee Chair