MEMORANDUM

TO: The Ad Hoc Committee on Commonwealth Engagement:

Maurice A. Jones, Chair
Robert M. Blue
Mark T. Bowles
Elizabeth M. Cranwell
Babur B. Lateef, M.D.
James B. Murray Jr.
James V. Reyes
Frank M. Conner III, Ex Officio

and

The Remaining Members of the Board:

L. D. Britt, M.D.                      John G. Macfarlane III
Whittington W. Clement               Tammy S. Murphy
Thomas A. DePasquale                 Jeffrey C. Walker
Barbara J. Fried                     Margaret F. Riley
John A. Griffin                      Bryanna F. Miller
Robert D. Hardie

FROM: Susan G. Harris

SUBJECT: Minutes of the Meeting of the Ad Hoc Committee on Commonwealth
         Engagement on December 7, 2017

The Ad Hoc Committee on Commonwealth Engagement of the Board of Visitors of the
University of Virginia met, in open session, at 8:05 a.m. on Thursday, December 7, 2017, in the
Upper West Oval Room of the Rotunda. Maurice A. Jones, Chair, presided.

Present: Frank M. Conner III, Robert M. Blue, Elizabeth M. Cranwell, Babur B. Lateef, M.D.,
and James B. Murray Jr.

Absent: Mark T. Bowles and James V. Reyes

Whittington W. Clement, Barbara J. Fried, John G. Macfarlane III, Tammy S. Murphy, Jeffrey
C. Walker, and Bryanna F. Miller also were present.

Present as well were Teresa A. Sullivan, Patrick D. Hogan, Thomas C. Katsouleas, Susan G.
Harris, Donna P Henry, David W. Martel, Nancy A. Rivers, Roscoe C. Roberts, and Colette Sheehy.
The presenters were Carol P. Keese and S. Pace Lochte.

Mr. Jones opened the meeting. After reviewing the committee's charge and referencing the 2017-2018 work plan in the meeting materials, he gave the floor to Ms. Sullivan.

Ms. Sullivan reported on an action plan she would like to develop for rural Virginia. She has talked to Mr. Timothy Sands, the president of Virginia Tech, about participating. She said the country is split between a struggling rural America and a more flourishing urban America. This is starkly visible in Virginia. Ms. Sullivan asked Mr. Katsouleas to discuss a project he has initiated with the provost at Virginia Tech. Mr. Katsouleas said the project will bring together public universities and colleges in Virginia in an effort to develop an integrated workforce and economic development plan that would meet the needs of businesses at all levels. The University and Virginia Tech have invited provosts from 18 schools to a meeting in January to discuss what could be done. The Rector said there has been no real economic growth in the state and people are questioning the value of universities and their contributions to the overall good of society. He said universities can assume a leadership role on economic development. The University is doing a lot, but can do more.

Committee Discussion: The Role of the University in Economic Development

Ms. Sheehy said the presentation would be a high-level review of the University's economic development efforts and introduced Ms. Pace Lochte, Assistant Vice President for Strategic Initiatives, and Ms. Carol Keese, Associate Vice President for Marketing.

Ms. Lochte reviewed the economic impact study that was completed a year ago. It used FY 2015 data and covered the impact of the academic division, the medical center, and the College at Wise. The study determined that the University contributed $5.9 billion to the Commonwealth, supported almost 52,000 jobs, and generated $240 million in government revenue. The University was responsible for one out of every 76 jobs in the state. The University’s regional impact was $4.8 billion, 44,600 jobs, and $199 million in government revenue.

She also provided additional information. In 2016, the Nationwide Venture Capital Association ranked Charlottesville as the number one fastest growing venture capital ecosystem in the U.S. The University invests $10 million in translational research and commercialization at start-up companies. There are 53 active startup companies that have formed since 2006. A 2014 Darden School survey determined that 60,000 alumni supported, invested in, or worked for new ventures; 65,000 companies had been created worldwide by alumni; $1.6 trillion in global revenue resulted from alumni ventures; and $395 billion in annual revenue was generated in Virginia.

The University's economic development efforts focus on industry attraction and retention; addressing the state's workforce needs through industry relevant curriculum, talent development for executives, and K-12 initiatives; and innovation, entrepreneurship, and research. The University has research parks, is active in GO Virginia, and is involved with the Rivanna Station. There are a number of strategic partnerships and initiatives, such as the Rolls-Royce Higher Education Partnership, AstraZeneca Translational Research for Novel Cardiovascular Therapies, and the Appalachian Prosperity Project in Southwest Virginia.

The chair asked who was in charge of economic development and said the structure of the economic development effort needed to be clear and intentional. Mr. Hogan said the economic development at the University is a team effort. Ms. Sullivan said coordination of economic development happens at the President's cabinet. She was concerned that creating an economic
Ms. Keese reviewed the elements of the University's communication strategy, which is the responsibility of the Office of University Communications. There are a number of vehicles. One is UVAToday, which highlights content from schools, units, and alumni. The UVAToday Daily Report is a second. A third is the University's website. A fourth is Illimitable, which is produced in both print and digital formats. The print version focuses on reputational content, such as scholarly achievement, global reach, economic impact, and the public good. The digital version uses video, photography, and animation to go deeper into stories. It has a heavy emphasis on innovation.

Visibility efforts also involve paid promotion. The University has been advertising for three years focusing on Virginia and the population centers of Richmond and Washington. This year's effort will focus on the payoff to the Commonwealth and the nation by showing how the University advances knowledge and improves life.

She explained that University Communications has studied the perception of the University by non-alumni Virginia residents. From 2014 to 2016, there was an increase in the percentage of Virginians citing "quality academics" as the primary top-of-mind association for the University. There was also a statistically significant increase in the perception of the University as an institution providing a top quality education and conducting promising medical and scientific research.

As a follow-up to the economic impact study, Ms. Keese said the University has produced two to three stories a month related to economic impact and entrepreneurship. There is also a dedicated website summarizing the study's data and providing a link to its report. During the 2017 legislative session, the study was the lead story in an email sent to policymakers and their staff. In Spring 2016 and Fall 2017, an advertising campaign A Greater Impact A Greater Virginia ran in the Washington Post online and other digital sources. Ms. Keese said University Communications works with other units to produce one-page documents articulating topics, such as fiscal stewardship, commitment to affordability, and use of state funds.

The chair asked how the University highlights its work at the College. He said most Virginians probably don't know the College is part of the University, and said the University needs to get credit for its work in Southwest Virginia. Ms. Keese said her office has regular content planning sessions with the College. Ms. Henry said the College relations staff produces articles and magazines. It was acknowledged that there may be ways to improve coordination and messaging.

The meeting adjourned at 8:58 a.m.

SGH:wtl
These minutes have been posted to the University of Virginia’s Board of Visitors website: http://www.virginia.edu/bov/advancementandcommunicationsminutes.html