When James E. Ryan, the University of Virginia’s next president, served on the law faculty here, the school’s third-years paid him their highest tribute. They chose him to give the charge to the graduating class. He spoke about time and happiness, organizing the secret to a life well-lived into five habits: make time, take time, steal time, don’t waste time, and cherish your time.

You can hear echoes of those themes in a speech Ryan delivered nine years later, his now-famous 2016 commencement address at the Harvard Graduate School of Education, where he remains dean through the academic year. With that same ability for distilling complexity, he offered five essential questions to ask in life, plus a bonus question at the end, to achieve true happiness. While the law school charge garnered Ryan the plaudits of his listeners, the education school address got him that and more than 10 million online views.

For 70 years, computers have operated on an architectural framework that has worked exceedingly well, multiplying speed and functionality many times over through improvements to core, individual components. Engineers and computer scientists have continually improved the processors – the lightning-fast digital brains – that operate the machines, crunch data and make sense of it. They’ve also improved the capability of the memory chips that store data.

And as a result of the meteoric rise in digital power, today’s machines can enable big data discoveries, supercharge...
Each summer, thousands of newly-minted UVA graduates go straight from the Lawn to the workforce, where they don new titles, pick up new tools and test how well their UVA education prepared them. Like any new employees, all of them - the nurses, the engineers, the writers, the bankers, the teachers, the artists - are excited and nervous all at once. They are sad to leave their college years behind, but eager to see what their brand new careers will bring.

Here are some of their stories.
BEHIND UNIVERSITY COMMUNICATIONS IS A DIVERSE TEAM OF COMMUNICATORS, ARTISTS, SOCIAL MEDIA SPECIALISTS, NEWS WRITERS AND EDITORS, ANALYSTS, PRODUCERS AND PLANNERS. WE ARE UNITED BY A SINGULAR MISSION: WE SHARE STORIES THAT CAPTURE THE ICONIC SPIRIT OF THE UNIVERSITY OF VIRGINIA.

THIS IS OUR STORY.

MISSION STATEMENT

THE MISSION of University Communications is to elevate the reputation of the University of Virginia by promoting and strengthening its brand regionally, nationally and internationally. The department is composed of three functional areas – University News, Marketing, and Public and Community Relations – that support the University’s goals and mission.

To accomplish this task, we:

HIGHLIGHT the academic rigor, vibrant student life, collaborative research, culture and rich history of our University

CELEBRATE AND PROMOTE the continuing relevance of our University and the values and principles it represents to the nation and the world

DEVELOP strategic communications plans that address market challenges and support the institution’s key objectives and priorities

ARTICULATE the University of Virginia’s enduring value through authentic and compelling original content

SHARE University of Virginia content with key audiences through earned, paid, social and owned media
SPECIALTIES AT UNIVERSITY OF VIRGINIA CHILDREN’S HOSPITAL EARNED A TOP-50 NATIONAL RANKING 2018-2019 “BEST CHILDREN’S HOSPITALS” GUIDE FROM U.S. NEWS & WORLD REPORT

#3
PUBLIC UNIVERSITY IN THE NATION
U.S. NEWS & WORLD REPORT, 2018

#2
BEST VALUE PUBLIC UNIVERSITY
U.S. NEWS & WORLD REPORT, 2018

#1
NATIONAL RANKINGS
PUBLIC UNIVERSITY “BEST BANG FOR YOUR BUCK” PRINCETON REVIEW

#3
BEST PUBLIC UNIVERSITY VALUE
KIPLINGER, 2018

#7
BEST PUBLIC COLLEGE
MONEY MAGAZINE, 2018

#1
BEST PUBLIC COLLEGE VALUE
KIPLINGER, 2018

34%
HIGHEST PERCENTAGE OF MINORITY ENROLLMENT

37,205
RECORD APPLICANTS

89.6%
OF STUDENTS OFFERED ADMISSION THIS FALL WERE IN THE TOP 10% OF THEIR HIGH SCHOOL CLASSES

3,837
STUDENTS MAKE UP UVA’S LARGEST FIRST-YEAR CLASS

UVA HEALTH SYSTEM

#1
HOSPITAL IN VIRGINIA
U.S. NEWS & WORLD REPORT, 2018-19

#1
MOST BEAUTIFUL CAMPUS IN AMERICA
BEST COLLEGE REVIEWS

#1
BEST UNDERGRADUATE BUSINESS PROGRAM, MCINTIRE SCHOOL OF COMMERCE
POETS&QUANTS, 2017

#9
BEST SCHOOL OF LAW
U.S. NEWS & WORLD REPORT, 2018

#16
BEST SCHOOL OF EDUCATION, CURRY SCHOOL OF EDUCATION
U.S. NEWS & WORLD REPORT, 2018

#3
EDUCATION EXPERIENCE, DARDEN SCHOOL OF BUSINESS
THE ECONOMIST

SCHOOL RANKINGS

YEAR IN NUMBERS

3,837
STUDENTS MAKE UP UVA’S LARGEST FIRST-YEAR CLASS

352
HIGHEST NUMBER OF FIRST-YEAR AFRICAN-AMERICAN STUDENTS ENROLLED

424
FIRST-GENERATION STUDENTS ENROLLED

37,205
RECORD APPLICANTS

YEAR IN NUMBERS (continued)

85% of alumni would encourage a son or daughter to consider UVA as a top choice.

32M impressions from “Unafraid to Ask More” Washington Post advertising campaign.

89K page views of “Ask More” videos.

219K views of “Ask More” videos.

VIRGINIA RESIDENTS believe a UVA education is “among the best” or “better than most.”

7 in 10 Virginia residents.

85% of alumni would encourage a son or daughter to consider UVA as a top choice.

96% of alumni living in-state think residents of the Commonwealth should feel “very proud” or “somewhat proud” of UVA.

1. Quality academics
2. Medicine
3. Location

TOP “TOP OF MIND” ASSOCIATIONS of UVA among Virginia residents.

572K page views of UVA Today stories published this year.

880 UVA Today stories published this year.

NEARLY 3.5M page views of UVA Today stories published this year.

70% increase in pounds of donations to Goodwill through Hoos Reuse program.

$1M donated to the Commonwealth of Virginia campaign by UVA faculty and staff.

372 Freedom of Information Act requests processed.

Social media:

98M social media impressions.

ASK MORE CAMPAIGN

COMMUNITY

NEARLY 219K VIEWS OF “ASK MORE” VIDEOS

NEARLY 3.5M PAGE VIEWS OF UVA TODAY STORIES PUBLISHED THIS YEAR

NEARLY 372 FREEDOM OF INFORMATION ACT REQUESTS PROCESSED

NEARLY 880 UVA TODAY STORIES PUBLISHED

98M SOCIAL MEDIA IMPRESSIONS

70% INCREASE IN POUNDS OF DONATIONS TO GOODWILL THROUGH HOOS REUSE PROGRAM

89K PAGE VIEWS OF “ASK MORE” STORIES

572K PAGE VIEWS OF “ASK MORE” STORIES

96% OF ALUMNI LIVING IN-STATE THINK RESIDENTS OF THE COMMONWEALTH SHOULD FEEL “VERY PROUD” OR “SOMewhat PROUD” OF UVA
 Transformative Investments

The Board of Visitors established the Strategic Investment Fund in 2016 to serve as a funding source for initiatives that have the potential to transform a critical area of knowledge or operation within the University. The timing couldn't be more appropriate. UVA stands on the cusp of its third century in service to the state, nation and world, with ambitions to dramatically build on its mission to prepare citizen leaders and offer higher education leadership for tomorrow in a continuous pursuit of excellence. Transformative investments provide crucial support to power these ambitions and ideas, and they are critically needed in a time of tremendous pressure on the business model for public higher education. The Strategic Investment Fund is a powerful tool to help accomplish that work. Without relying on tuition or tax dollars, the fund is projected to support up to $100 million annually in perpetuity for projects or areas with the potential to significantly advance the quality of education, research or health care services at UVA.

Protecting coastal environments for the long-term requires a host of approaches. UVA researchers are working on several living barriers, revitalized seagrass meadows, and a better balance between predator and prey.

Research Professor Peter Berg has designed new devices that gather more accurate data. “Now we can get deeper insights into how these ecosystems function, which helps us better protect them,” says Berg.
ASK MORE

THE UNIVERSITY OF VIRGINIA was founded with a bold mission: to educate leaders, advance knowledge and cultivate an informed citizenry. In 2017-18 we launched a campaign, "What is Possible When We Ask More," which focused on the University's impact within the commonwealth, nation and world. Featured stories involving cross-disciplinary work in astronomy, architecture, engineering, medicine, mathematics and environmental science – highlight how UVA:

- ENGAGES complex challenges facing society
- ADVANCES knowledge and educates leaders
- SERVES the public good and IMPROVES lives in Virginia and beyond

In fall 2017 and spring 2018, we created the video, editorial and design work that brought these exceptional stories to life. We supported each across owned, paid and social media platforms, engaging UVA-affiliated audiences around the world and reaching key markets across Virginia and Washington D.C. Impressions exceeded 32 million and engagement with the video content exceeded industry standards by as much as 10-to-1.

OF NOTE
- 219,031 Views of Video Stories
- 89,446 Page Views on Illimitable Content
- 60K Click-Throughs from Washington Post Readers

32M+
ON OCTOBER 6, 1817, three U.S. presidents—Thomas Jefferson, James Monroe and James Madison—oversaw the laying of the cornerstone of the University of Virginia. Two hundred years later, we celebrated the origins of this iconic institution and welcomed its third century.

University Communications played a supporting role in UVA’s Bicentennial Commemoration, partnering with the Office of Major Events, the Office of the President, UVA Arts and University Advancement. Leading up to the event, we launched a comprehensive communications and social media campaign. With the hashtag #UVA200, we promoted the celebration and generated a sense of shared excitement for those on Grounds and alumni worldwide. We livestreamed the event so the UVA community across the globe could tune in. Finally, we debuted an original video that helped set the stage for the forward direction of the University.
VOICES FROM A DIVERSE COMMUNITY

DIVERSITY IS MORE THAN AN IDEAL – it is a source of strength and vibrancy.

Through a collaboration with the Office of Admission, we launched “Voices from a Diverse Community,” a multimedia project that chronicled the many faces, voices and perspectives that make up UVA. Through video interviews, we captured the voices of students, alumni, faculty and staff as they addressed inclusivity, diversity, empathy and community at UVA. We then published an Illimitable story, entitled “Diversity on the Rise.” Blending data and storytelling, we lent perspective to the University’s student experience while also charting the marked progress in recruiting, enrolling and retaining historically underrepresented, first generation and low-income students.

OF NOTE

• 424 First-Generation Students
• 352 First-Year African-American Students, the Highest Ever
• 34 Percent Minority Enrollment, the Highest Ever
UVA TODAY serves as the University of Virginia’s news service. Its purpose is singular and straightforward: to tell compelling stories that elevate UVA’s reputation and extend its reach.

In the last year, UVA Today published close to 900 stories and garnered nearly 3.5 million page views. A story announcing the Concert for Charlottesville – delivered via social media and a special edition newsletter – drew nearly 90,000 views alone. This year, UVA Today chronicled seminal University moments: the selection of Jim Ryan as our ninth president, stories and images from the Bicentennial Celebration, the Concert and the excitement of Final Exercises.

Further, UVA Today featured the scholarly work of UVA’s faculty and students: in any case, a story on childhood development research earned tens of thousands of page views, promoting a national media cycle focused on the findings.

Through a comprehensive subscription campaign, the Daily Report newsletter grew subscriptions from 14,000 to almost 50,000 in just over four years, spanning students, faculty, alumni, parents and peers.

When we noticed changes in how readers were consuming content, we implemented accelerated mobile pages, Facebook instant articles and push notifications that continue to drive traffic to UVA Today.

**OF NOTE**
- Published 880 Stories
- Accelerated Mobile Page Format
- Implemented Google Push Notifications
- Created Facebook Instant Articles
- Increased Median Page Views by 25 Percent
- Grew to 50K Daily Report Subscribers

**NEARLY 3.5M PAGE VIEWS**
THE EVENTS OF AUGUST 11th AND 12th, 2017

had a seismic impact on the greater Charlottesville community. As white supremacists and neo-Nazis descended, our community became the scene of violence broadcast around the world.

In the days, weeks and months that followed, the University partnered with the community, first responders and music management company Red Light to begin the process of healing, celebrating and supporting our hometown. In September, these efforts culminated in the “Concert for Charlottesville,” an evening of music and unity that brought performers from across the globe - including Dave Matthews Band, Pharrell Williams, Justin Timberlake, Chris Stapleton, Ariana Grande, The Roots, Chris Martin and Stevie Wonder, among others - together with 50,000 community members to affirm a united, vibrant and resilient Charlottesville.

The Concert for Charlottesville raised significant funds to support the victims of August’s events, first responders and organizations devoted to the promotion of healing, unity and justice.

Leveraging film, design and storytelling, we created our “Explore Charlottesville” video, digital and print advertising. Using footage from more than 20 shoots, we captured our community’s rich spirit in a way that was genuine and unscripted. To amplify this message, we aired a 60-second version of the video regionally during the Super Bowl and Olympics.
ON SEPTEMBER 15, 2017, the University of Virginia Board of Visitors unanimously elected James E. Ryan as the University’s ninth president.

To introduce the University community to its new president, University Communications developed an integrated communications and media plan. We transitioned the presidential search site into a president-elect site; produced a signature video that allowed the community to hear directly from its incoming leader; deployed an effective social media strategy; facilitated public relations and community invitations around the public announcement; managed outreach to the media and reported all through UVA Today.

OF NOTE
- President-Elect Microsite
- UVA Today Coverage
- 98,446 Views of Video Interview with Jim Ryan

“UVA is a public institution in its truest sense, educating citizen leaders in service to our democracy, and improving the lives of people everywhere.”

JIM RYAN

ON ACCEPTING THE PRESIDENCY
SEPTEMBER 2017

Thank you for this opportunity to introduce myself, and to share with you how thrilled and honored I am to be the University of Virginia’s ninth president.”
WHAT BEGAN with Jefferson’s iconic Rotunda and Academical Village has grown into the 1,149-acre Grounds we know today. As the University enters its third century, we continue to grow and evolve. With major capital projects on the horizon – Brandon Avenue, the Ivy-Emmet Corridor, Ivy Mountain Musculoskeletal Center and Athletics Precinct – University Communications plays a vital role as the liaison between the University and its neighboring communities. Working with the University Architect and Operations staff, we present the capital projects to community members and neighborhood groups, providing opportunities for feedback and involvement.

Since 1997, the University of Virginia has raised more than $16 million for the Commonwealth of Virginia Campaign, an annual giving opportunity that allows state employees to donate to nearly 1,000 charities throughout the commonwealth. In fact, UVA has led participation in the CVC for more than 20 years. Beginning with our annual October kickoff, University Communications helped promote awareness of the campaign throughout the University and streamlined giving by enabling employees to elect payroll deduction, the way in which the majority of donors choose to give. Last year alone, members of the University community made a cumulative donation of nearly $1 million.
IN THE LAST YEAR, University Communications created and distributed a number of new brand tools and resources to better support communications teams. These included a stationery print guide for University staff, new approaches for temporary banners, new presentation templates and a secondary color palette that added variation and depth to creative design. Through tutorials, we provided guidance for using the presentation templates, glossary and tutorial sections and video resources on brand.virginia.edu.

New programs this year also included a branded art program for University Transit buses, and a fresh Charlottesville Albermarle Airport installation, designed in tandem with our “Ask More” campaign.

OF NOTE
- Charlottesville Albermarle Airport Installation
- University Buses
- Bicentennial Pageantry
- University Transit Signage System
The University has seen a significant increase in the scale of brand adoption throughout UVA, unifying all schools and units. Across the University, schools and units interpret and apply UVA’s brand system to their work. Through creative and cohesive expression, they create print and digital materials that promote their campaigns and initiatives — including collateral, merchandise, advertising and reports — while seamlessly contributing to the University brand as a whole. Today, UVA’s schools, Health System, Athletics and Advancement are part of a single dynamic and cohesive University brand. Our unprecedented success in this area earned University Communications the American Marketing Association’s “Marketing Team of the Year Award for Higher Education, 2017.” Together, we have done more than build a brand platform — we have created a dynamic ecosystem of work that reflects UVA’s true diversity, shared energy and bold mission.
THOMAS JEFFERSON envisioned UVA as an institution “based on the illimitable freedom of the human mind.” In each academic year, we are inspired by stories from across the University community that embody this bold idea. Across the University’s 11 schools, extraordinary stories emerge from all disciplines – ranging from the humanities to hard sciences, medicine to public policy.

The best of these form the stories of Illimitable, a signature compilation of premium content from across the University community. As an editorial complement to UVA Today, Illimitable tells compelling stories that highlight a variety of voices, perspectives and initiatives: students collaborating with NASA, archaeologists excavating the past to forge the future, and strategic investments transforming the University. Designed to build awareness of key endeavors and enhance the University’s reputation, Illimitable is emailed to more than 230,000 recipients, eight to 10 times per year. These include alumni, faculty, staff, parents, friends, policymakers and peer institutions across the nation. Illimitable is also a great resource for faculty and staff recruiting. In 2017-18, we released two print volumes and distributed them to leaders, prospective faculty, supporters, peer institutions and corporate partners.

OF NOTE
- More Than 230K Recipients
- 572,756 Page Views of Illimitable Stories

CONTENT VIEWS TO DATE

ILLIMITABLE
BRAND SITE RELAUNCH

UNIVERSITY COMMUNICATIONS maintains and stewards the University’s brand guidelines, creating tools and resources for use by the UVA community across Grounds and beyond. Starting from scratch in 2017, we designed a brand management site that could support the communications community on Grounds. With our users in mind, we incorporated scalability, sub-pages, global search capabilities and an image database. We also provided guidance that would help users accurately apply the brand—both visually and verbally. This year, brand.virginia.edu relaunched as a best-in-class, navigable digital asset management system that could effectively share tools and brand resources throughout the University community.

Brand.virginia.edu offers a comprehensive range of materials, including video tutorials, photos, art, logos, fonts and presentation assets. The site currently has more than 2,000 registered users representing all schools and units of the University.

OF NOTE

- 2K Registered Users Across All Schools and Units
- Nearly 10K Assets and Photos Downloaded
- More Than 50 Percent Increase in New Users
- More Than 70 Percent of Users Ranked Resources as “Very Useful” or “Essential” to Their Work
TRADMARK & LICENSED MARK MANAGEMENT

THIS YEAR MARKED significant progress in managing the University’s branded intellectual property through its licensing program. On the heels of a collaborative procurement process to select a new licensing management firm, University Communications participated in a first-ever working group made up of Athletics’ Office of Trademark and Licensing, the University Bookstore and General Counsel’s Office. This group meets monthly to pursue several strategic opportunities, including development of tailored brand guidelines for licensees, strengthening protection on new licensed marks, policy of use guidelines, and an ad hoc council on appropriate use and intellectual property protection.

OF NOTE

• Selection of Fermata Partners as the New Collegiate License Management Firm
• Creation of New Brand Guidelines for Licensees
• “Vintage Mark” Collection
SOCIAL MEDIA

UNIVERSITY COMMUNICATIONS oversees the University’s institutional social media accounts. Through Facebook, Twitter, Instagram, and YouTube, we maintain a thriving social media presence that engages the UVA community.

This year was a particularly active time for UVA social media. In August 2017, we responded to unprecedented demonstrations of hate on our Grounds and in our community - and weathered the ensuing international news coverage. In September, we announced a new president. Days later, we hosted music legends in a concert that promoted unity and healing in the wake of August's tragic events. In October, we celebrated the Bicentennial Commemoration and welcomed our third century.

University Communications supported each event with thoughtful and comprehensive management of social media activity. When changes in the Facebook algorithm posed new challenges, we adapted. Driving more engagement year over year, we increased our use of innovative approaches, sharing University news and content through Instagram stories and Facebook Live. Since its launch, Instagram Stories have become a new traffic source for UVA Today – on par with UVA's Twitter account. And through a renewed focus on strategic content and post language, we routinely outperform peer institutions, garnering one of the industry’s highest engagement-to-follower ratios.

OF NOTE
- Reached 1.5M Users
- Garnered 500K Total Facebook Live Views
- Yielded 200K Views on “By the Numbers” Video
- Produced 24 Facebook Live Videos
- Generated 22 Percent More UVA Today Traffic

VIEWERS REACHED
96m
APOGEE uses infrared light to see through the dust that keeps conventional telescopes from analyzing the far side of our galaxy. Its design also lets it observe 300 stars at once, versus one star at a time. Those advances dramatically accelerate research.

"APOGEE allows us to create the first-ever systematic, comprehensive probe of stars in every part of our galaxy. And we can do it hundreds of times faster," said Steven Majewski, APOGEE principal investigator.
# The Team

David W. Martel  
**Vice President for Communications and Chief Marketing Officer**

McGregor McCance  
**Associate Vice President for Communications and Executive Editor, UVA Today**

Carol Keese  
**Associate Vice President, Marketing**

Penny Catlett  
Administrative Associate

Rob Seal  
Director of Media Management and Managing Editor, UVA Today

- Dan Addison  
Photographer
- Alexandra Angelich  
Assistant Art Director
- Kelly Kauffman  
Social Media Associate
- Karen Kerr  
UVA Today Associate
- Dan Heuchert  
Assistant Director, University News and Chief Copy Editor, UVA Today
- Caroline Newman  
Senior Writer and Assistant Editor of *Illimitable*
- Anne Bromley  
University News Associate
- Jane Kelly  
University News Associate
- Matt Kelly  
University News Associate
- Fariss Samarrai  
University News Associate

Andalyn Courtney  
Creative Director

- Erik Duda  
Video Production Manager
- Mitchell Powers  
Senior Video Producer
- Vinny Varsalona  
Video Producer
- Russ Bahorsky  
Content Editor
- Nate Hillabush  
Art Director
- Jonelle Kinback  
Senior Web Developer

Aiena Thomson  
Production Manager

- Korrin Montgomery  
Assistant Art Director
- Meredith M. Purcell  
Art Director
- Shannon Reres  
Marketing Writer
- Jorge Rodriguez  
Web Developer
- Sanjay Suchak  
Photographer
- Tobias Wilbur  
Assistant Art Director

Michael Barry  
Account Executive

- Christine Pajewski  
Account Executive

Lis Christian  
Administrative Associate

Anthony De Bruyn  
University Spokesperson

- Wesley Hester  
Deputy Spokesperson
- Carolyn Dillard  
Community Relations Associate
- Amanda Spicer  
Administrative Associate
- Nick Mathews  
FOIA Officer

Alicia Thomson  
Production Manager

- Meredith M. Purcell  
Art Director
- Shannon Reres  
Marketing Writer
- Jorge Rodriguez  
Web Developer
- Sanjay Suchak  
Photographer
- Tobias Wilbur  
Assistant Art Director

Meg Campbell  
Chief of Staff

- Lisa Christian  
Administrative Associate
- Sheela Linstrum  
Senior Business Associate
- Amanda Spicer  
Administrative Associate
- Nick Mathews  
FOIA Officer

Penney Catlett  
Administrative Associate

- Anthony De Bruyn  
University Spokesperson
- Lisa Christian  
Administrative Associate
- Sheela Linstrum  
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THE TEAM