Mission Statement / Year
in Numbers /  2018–2019

Highlights (Ours to Shape /
The 2030 Plan / Brand Expression /
Admission / Athletics / Illimitable /
Inauguration / UVA Today /
Social Media / Video & Photography /
Business Intelligence / Community /
Digital / Earned Media)
Every year at the University of Virginia is exciting, but 2018–2019 was one for the history books. In the fall, we welcomed our ninth president, James E. Ryan, with an inauguration weekend marked by events celebrating community, discovery and service. We kicked off “Ours to Shape” — a community-wide initiative designed to develop a shared vision for UVA’s future — and generated thoughtful feedback from thousands of participants. We initiated important conversations, acknowledged difficult parts of the University’s past and began construction on the Memorial to Enslaved Laborers. We set a new bar when we received $120 million — the largest gift in University history — to establish the School of Data Science. We then set another one when UVA did “the impossible” and won the NCAA Men’s Basketball Championship in Minneapolis. Throughout these and many more moments, University Communications played a role in sharing the story of an unforgettable year.
YEAR IN NUMBERS

1. QUALITY ACADEMICS
   87%
   OF VIRGINIA RESIDENTS FEEL VERY PROUD OR SOMEWHAT PROUD OF UVA

2. MEDICINE
   64%
   OF VIRGINIA RESIDENTS WOULD RECOMMEND THEIR SON OR DAUGHTER CONSIDER UVA AS TOP CHOICE

59K
   DAILY REPORT SUBSCRIBERS
   INCREASE IN UVA TODAY PAGE VIEWS 2014 - 2019

325%
   READERS SAY THEY HAVE SHARED UVA NEWS OR ENCOURAGED SOMEONE TO SUBSCRIBE TO UVA TODAY

3 OUT OF 4

1. HAVE A SPECIAL BOND OR CONNECTION WITH UVA
2. SAY THEIR LEVEL OF PRIDE IN UVA HAS GOTTEN STRONGER OVER THE LAST THREE YEARS
3. AGREE WITH POSITIVE STATEMENTS ABOUT UVA’S OVERALL QUALITY, RESEARCH STRENGTH AND IMPACT

#4
BEST PUBLIC NATIONAL UNIVERSITY
HOSPITAL IN VIRGINIA
502
FIRST GENERATION STUDENTS IN THE CLASS OF 2023
40.8K
APPLICANTS FOR UNDERGRADUATE ADMISSION

#1
BEST VALUE PUBLIC COLLEGE
HIGHEST “TOP OF MIND” ASSOCIATIONS OF UVA AMONG VIRGINIA RESIDENTS

#3
BEST VALUE PUBLIC COLLEGE
HIGHEST “TOP OF MIND” ASSOCIATIONS OF UVA AMONG VIRGINIA RESIDENTS

#7
MOST WELCOMING SCHOOL FOR LGBTQ STUDENTS
HIGHEST “TOP OF MIND” ASSOCIATIONS OF UVA AMONG VIRGINIA RESIDENTS

88%
FOUR-YEAR GRADUATION RATE
60.8%
APPLICANTS FOR UNDERGRADUATE ADMISSION

50.2%
FIRST GENERATION STUDENTS IN THE CLASS OF 2023
40.8K
APPLICANTS FOR UNDERGRADUATE ADMISSION

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40.8K
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FIRST GENERATION STUDENTS IN THE CLASS OF 2023
40.8K
APPLICANTS FOR UNDERGRADUATE ADMISSION
HIGHLIGHTS

2018 — 2019
In his first official address to the University community as president-elect, Jim Ryan shared his intention to develop a strategic plan for the University’s next chapter. Said Ryan, “Any vision for moving forward, in order to be compelling and workable, must be a shared vision.”

To support this initiative, University Communications launched “Ours to Shape” — an effort designed to gather input from the wider University community on the future of UVA. Collaborating with the Office of the President, the project garnered thoughts around three ideas — community, discovery and service. The “Ours to Shape” initiative allowed students, faculty, staff and community members to share their vision for UVA. The effort also included events, both on Grounds and in cities across the nation, sparking conversations that touched on the University’s past, present and future.

Over the year, “Ours to Shape” garnered feedback from thousands of participants. Their comments — which included innovative ideas and proposals to promote sustainability, community involvement, ethical and world-changing research, as well as many others — helped inform the University’s 2030 Plan and, as a result, will inarguably shape its future.
The 2030 Plan

After taking office on August 1, 2018, President Ryan formed a Strategic Planning Committee that could effectively glean the University community’s vision for the institution’s future and draft a strategic plan that would help propel UVA into its next chapter.

It is a rare opportunity to support the development of a new strategic plan for one of the nation’s great universities. From the kickoff of “Ours to Shape” in August 2018, which helped inform the Strategic Planning Committee’s process, to the publication of the final plan, as approved by the Board of Visitors in August 2019, it was our privilege to help share a new and compelling vision for the University’s future.
Like the University itself, the way we express UVA continues to evolve and grow. This year, we developed a variety of new tools and assets, including new brand art, templates, presentation assets, photo treatments and video footage. While assets and tools are critical components in the day-to-day use of the University’s brand, they take on new possibilities when coupled with the creativity of the brand community. Comprising more than 2,700 users across all UVA schools, Athletics, UVA Health, and Advancement, this community has consistently used UVA’s brand building blocks to create effective and high-impact communications and marketing work.

This year, we designed a new “Brand-in-Action” section of brand.virginia.edu that showcases the very best brand work happening across the institution, and supported UVA Health in implementing its new logo.
The University of Virginia was founded to educate citizen-leaders in service of the greater good. More than two hundred years later, we continue this work, attracting many of the world’s best and brightest students.

While our mission has remained the same, the tools we use to reach prospective students have changed. Dubbed “Generation Z,” today’s students are inundated with so many competing messages that they have become deft sorters of what’s relevant and what’s not. For higher education institutions — whose recruitment efforts hinge on capturing the attention of this generation — this presents both a challenge and an opportunity.

Over the last year, University Communications has collaborated with the Office of Admission to develop a suite of print and digital content designed to meet today’s students where they are. We created a custom Blue Ridge Scholarship package that notified incoming recipients that they had been awarded this prestigious scholarship. We redeveloped prospective student materials, including UVA overview and financial aid brochures, and produced new art and video work for Peabody Hall.

In each project, our goals were to create materials that captured the spirit of the University and to attract a new generation of unparalleled students.
In the last year, we have experienced some unforgettable milestones — but perhaps nowhere more so than in UVA Athletics, for which 2018–2019 was nothing short of remarkable.

2018 marked Carla Williams’ first full year as director of athletics, and what a year it was. To recruit and retain the very best athletic talent in the nation, the Department of Athletics unveiled an ambitious, multi-million-dollar master plan, which would include building a Football Operations Center and an Olympic Sports Center. In tandem, Williams announced a student leadership program that would build on athletes’ experience to better prepare them to lead in society. And we haven’t even mentioned the championships yet. UVA football won the 2018 Belk Bowl, men’s lacrosse took home the NCAA national championship and men’s basketball made history when it won the NCAA title.

Through each of these extraordinary milestones, University Communications partnered with Athletics, helping to provide communication support, fan engagement and increased visibility to the programs.
At our core we're storytellers, sharing and promoting the work of one of the nation’s most iconic public institutions. Illimitable, our signature collection of news and stories, reaches across disciplines to capture the spirit of UVA. Gathered from every corner of our diverse institution, these stories range from highlighting groundbreaking research and scholarship to celebrating national championships — and everything in between.

For five years, we have published Illimitable in both print and digital formats, distributed to hundreds of thousands of alumni, faculty, prospective faculty, staff, parents, friends, policymakers, peer institutions and corporate partners.
On October 19, 2018, the University inaugurated its ninth president, Jim Ryan. To celebrate this seminal moment in our institution’s history, we invited members of the University, community and the general public to participate in a weekend of celebratory events.

Spanning two days, these events were organized around three defining themes — community, discovery and service. Kicking things off, “The Discovery Research Symposium” showcased faculty conducting groundbreaking research, followed by the formal installation of our ninth president. On day two, we came together as a community and ran in the first Community Bridges 5K, which looped through Grounds and historic Charlottesville. A “Celebration of Service” event brought dozens of nonprofits to Grounds and encouraged students, faculty and staff to get involved and give back to Charlottesville and beyond. And to conclude the weekend, “Double Take,” a community storytelling event, created a platform for faculty, staff and students to share stories around the theme of “building bridges.” To support these events, University Communications collaborated with the Office of Major Events, the Office of the President and the Inauguration Committee, creating print and digital promotional materials to help capture the spirit of an iconic moment at UVA.

Inauguration

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To commemorate the inauguration of James E. Ryan, students in the School of Architecture were invited to create an object to capture the spirit of the themes of community, discovery and service. “PRISM,” designed by graduate student Sam Johnson, expresses the connections between these three themes and memorializes this significant moment in UVA’s history. The following are excerpts from his original submission.

The enclosed memento, created by Virginia design firm Tektronix — who were also involved in the restoration of the Rotunda — pays tribute to Johnson’s design.

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The enclosed memento, created by Virginia design firm Tektronix — who were also involved in the restoration of the Rotunda — pays tribute to Johnson’s design.
As the University of Virginia’s content and news publisher, UVA Today’s mission is to tell compelling stories that elevate UVA’s reputation and extend its reach. And with another year filled with unforgettable milestones, this wasn’t hard to do.

UVA Today was on hand to cover key moments in the University’s life during the past year, from the arrival of students on Grounds in the fall through President Ryan’s inauguration, plus key research discoveries, national titles, and the pride and celebration that comes with Final Exercises. Just some of the year’s standout stories: how autism risk may be affected by the gut health of the mother; research breakthroughs that could help block the effects of aging on the brain; the world’s first glimpse into the mysteries of a black hole; and the launch of the University’s School of Data Science.

Throughout, we continued to look for fresh ways to tell stories, increasing our focus on faculty, research, community engagement and student experience. Since 2014, UVA Today has increased page views by 325 percent, receiving 5.1 million in 2018–2019.
Social media is an integral tool in bringing the UVA community together. Through Facebook Live events, Instagram posts and stories, YouTube, Twitter and more, we created a shared space where members of the UVA community could gather — no matter where they were in the world — and celebrate unforgettable moments and milestones.

We hit the ground running in the fall, promoting the inauguration of our ninth president, Jim Ryan, across all social platforms. Shortly after, we used Facebook, Instagram and Twitter to facilitate feedback from thousands of participants in the “Ours to Shape” initiative. Throughout the NCAA Men’s Basketball Championship, we collaborated with Athletics and used our social accounts to cover the emotions that arose from buzzer-beater after buzzer-beater — while also generating original content and support from Wahoos around the world. And when we won, we used social media again, broadcasting the celebrations in Charlottesville, Minneapolis and beyond. When it was time to say goodbye to University Hall, we live-streamed the demolition, allowing members of the UVA community to watch and participate in real time, no matter where they were.
Video and photography play essential roles in telling the UVA story. At any given moment, something is happening at the University, and the camera allows us to capture moments big and small. From the excitement of first-years on move-in day to the groundbreaking scholarship and research, to the pomp and circumstance of Final Exercises — and everything in between — we use video and photography to express the diverse spirit, culture and community of UVA.
University Communications uses data to inform its content development, design, distribution and overall effectiveness. We collect several kinds of data, including page views, social engagement, content performance and reader behaviors. We also commission broader market research studies that assess perceptions and top-of-mind associations of the University of Virginia with both alumni and with non-alumni audiences. This insight and data help us understand how readers are consuming and engaging with our content, how to deliver messaging that speaks to specific audiences, and how exposure to UVA news content affects engagement, pride and positive perception of the University.

**Business Intelligence**

If you had a son or daughter who was applying to college, would you recommend they consider UVA as a top choice?

- **64%** YES
- **12%** NO
- **24%** DON'T KNOW

Readers are more likely than nonreaders to say they are very proud of UVA

**UVA Today Page Views Have Increased 325% Since 2014**

FY14: 1.2M

FY15: 2.1M

FY16: 3.6M

FY17: 4.9M

FY18: 4.7M

FY19: 5.1M

ALL READERS

<table>
<thead>
<tr>
<th>Very Proud</th>
<th>Somewhat Proud</th>
<th>Not at all Proud</th>
<th>Don't know</th>
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<tbody>
<tr>
<td>54%</td>
<td>40%</td>
<td>37%</td>
<td>42%</td>
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NON-READERS

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Our founding mission is to serve the public, and that begins by being a good neighbor to the Charlottesville community and beyond. This year, University Communications helped establish Building Bridges – a story series designed to highlight the work of students, faculty and staff who reach across differences and disciplines and who make an impact in the community.

Through the Commonwealth of Virginia Campaign (CVC) in 2018–2019, University Communications helped UVA lead the state in participation for the 20th year in a row — raising nearly $1 million for Virginia nonprofits, most of which directly benefit our local community.

STUDENT EXPERIENCE

Josh Pritchett’s Improbable Journey from a Prison Cell to UVA

By: Jane Kelly, jak4g@virginia.edu
Sanjay Suchak, sanjay@virginia.edu
November 01, 2018

UVA JUMPS TO NO. 2 AMONG LARGE UNIVERSITIES SUPPLYING PEACE CORPS VOLUNTEERS

STUDENT EXPERIENCE

How This First-Gen Student Made UVA Her Own and Plans to Bring Others After Her
From our University’s main website to UVA Today, to our brand site, our digital environments are visited by thousands of people every day and act as a gateway to the community, culture and academic work of UVA.

As the University evolves, it is critical that our digital environments keep pace. With input from users, University Communications redesigned virginia.edu, creating a fresh design that aligns with best practices in web design and user experience.

With video content now the most consumed form of content media, news platforms like The New York Times are re-engineering how people are engaging with video content. Using a similar, best-in-class approach, we designed and developed a custom media player on the UVA Today website to watch compelling video stories without leaving the UVA Today platform.
University Communications regularly garners positive news coverage of UVA through targeted distributions of news releases, social media and owned channels. This year, we placed greater emphasis on proactive efforts to attract and influence coverage of UVA through earned media — an approach that yielded significant results.

When UVA received the largest gift in its history — $120 million to establish the School of Data Science — we negotiated an exclusive story on the front page of The Washington Post in Virginia, garnering additional publicity from dozens of media outlets and influencers. We also obtained positive coverage of the University’s 2030 Plan, as well as the announcement of a $15 hourly minimum wage for University employees.
# The Team

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<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Dan Addison</td>
<td>Photographer</td>
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<tr>
<td>Alexandra Angelich</td>
<td>Content Strategy Specialist</td>
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<tr>
<td>Michael Barry</td>
<td>Brand Manager</td>
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<tr>
<td>Anne E. Bromley</td>
<td>University News Associate</td>
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<tr>
<td>Meg Campbell</td>
<td>Chief of Staff</td>
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<tr>
<td>Penney Catlett</td>
<td>Administrative Associate</td>
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<tr>
<td>Lis Christian</td>
<td>Marketing Associate</td>
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<tr>
<td>Brian Coy</td>
<td>Assistant Vice President and University Spokesperson</td>
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<tr>
<td>Brad DeMarea</td>
<td>Creative Director</td>
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<tr>
<td>Erik Duda</td>
<td>Video Production Manager</td>
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<tr>
<td>Terrance Henderson</td>
<td>Directory of Digital Strategy</td>
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<tr>
<td>Wesley P. Hester</td>
<td>Director of Media Relations and Deputy Spokesperson</td>
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<tr>
<td>Daniel Heuchert</td>
<td>Assistant Director of University News and Chief Copy Editor, UVA Today</td>
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<tr>
<td>Nate Hillabush</td>
<td>Senior Art Director</td>
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<tr>
<td>Kelly Kauffman</td>
<td>Social Media Specialist</td>
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<tr>
<td>Carol Keese</td>
<td>Associate Vice President, Marketing</td>
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<td>Jane Kelly</td>
<td>University News Associate</td>
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<td>Matt Kelly</td>
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<td>Karen Kerr</td>
<td>UVA Today Associate</td>
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<td>Jonelle Kinback</td>
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<td>Sheela Linstrum</td>
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<tr>
<td>David W. Martel</td>
<td>Vice President for Communications and Chief Marketing Officer</td>
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<tr>
<td>McGregor McCance</td>
<td>Associate Vice President for Communications and Executive Editor, UVA Today</td>
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<tr>
<td>Rosie McDermott</td>
<td>Marketing Director</td>
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<tr>
<td>Molly Minturn</td>
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<td>Korrin Montgomery</td>
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<tr>
<td>Caroline Newman</td>
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<tr>
<td>Mitchell Powers</td>
<td>Senior Video Producer</td>
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<td>Meredith Michael Purcell</td>
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