Call to Order was given at 3:08 pm- Dr. James South

Reflection was given Dr. James South

Minutes of September 17 approved unanimously

Mr. Thomas Pionek, director of interactive marketing, presented a summary of the branding study contracted to Simpson Scarborough. The themes from the sessions led to positioning statements for advertising and promotional materials. These will be refined to amplify the strategic plan.

Questions for developing branding of MU:

1) How do we want to amplify the Marquette message in the next 10 years?
2) How will strategic planning, marketing, and fundraising work together?

Method:
An online survey sent out in July and August to 8 groups: prospective students (high school seniors), undergraduate students, graduate students, full and part-time faculty, staff, alumni, parents of undergraduate students and peers (derived from the Chronicle of Higher Education). Respondents were asked to rate the accuracy of five draft positioning statements for Marquette.

Summary of positioning statements:

1) Research: Research by MU faculty and students solves the world's greatest problems and answers life's deepest questions.
2) Potential: Students pushed to attain their highest potential.
3) Innovation: MU pushes the frontier, driving innovation in and outside the classroom.
4) Service: The goal of a Marquette education is to live in service to others.
5) Core: A core education in the liberal arts and sciences, especially in theology, philosophy, and the humanities, defines a Catholic, Jesuit education.
6) Community: A MU education creates a bond with a diverse community that spans the globe.

A set of 21 attributes was created as descriptors of Marquette education. Respondents were asked to rate the accuracy of the 21 attributes for the present and future in four contexts: for MU alone, for MU and other universities, for other colleges but not MU, and for no college I know.

Attributes:
Jesuit, caring faculty, excellence, real-world, responsibility, how to think, challenging, urban, leaders, innovative, interdisciplinary, outreach, service, justice, liberal arts, undergraduate programs, ethics, network of graduates, diverse, school pride, and connections.
Results:

- Among position statements core, community, and service ranked highest in accurate description among parents, prospects, and alumni; the same triad ranked highest, but at a lower level, among the other groups except prospective students.
- The rank of attributes: Jesuit (48%), justice (43%), ethics (27%), responsibility (23%), service (19%), urban and outreach (15%). In descending order below 15%: caring faculty, connections, liberal arts, network, how to think, school pride, leaders, undergraduate education, excellence, real-world, innovative, interdisciplinary, diverse, and challenging.
- The appeal of attributes to prospective students in rank order: excellence, undergraduate education, caring faculty, challenging, how to think, ethics, innovative, urban, connections, real world, responsibility, school pride, network, leaders, service, outreach, diverse, liberal arts, interdisciplinary, justice, and Jesuit.
- A scatter gram of attribute differentiation showed "ethics," "urban," and "how to think" high as unique to Marquette and highly appealing. The terms "excellence," "undergraduate education," "challenging," and "caring faculty" had high appeal but judged not so unique to MU.
- The presentation concluded with the branding considerations which will shape the final positioning statements and attributes which become part of the promotional campaign. A case study of American University's branding campaign illustrated how such a campaign would operate in a variety of advertisements and posters.

Discussion:

Senators raised several questions and observations
1) The term "innovation" is vaguely defined, making it difficult to understand in contrast to "research," which is very specific.
2) How do "research" and "innovation" differ in a survey?
3) These results differ somewhat from previous studies, perhaps because of the increased sampling in Chicago.
4) MU is a complex university, so what positioning statements will take priority? How do we manage articulation of layers of attributes? Answer: It's important to craft pithy statements which open up to complexity. Working in a media environment requires very careful, targeted advertising. Whatever we do, consistency of message across media presentations is crucial.

V. Strategic planning discussion of themes led by Mr. Tom Ganey and Dr. Jeanne Hossenlopp.

Ganey reviewed the process with emphasis on two points in the environment:
- Internal scan -- meetings, discussions, open office hours of Ganey and Hossenlopp
- External scan --HLC important contribution to this element.

Now in the discussion and input stage of the process, Ganey observed.
In May: mission statement, overriding vision drafted by President Scott Pilarz and Provost John Pauly which will include the final version of themes along with objectives and goals.
Post-May 2013: 5-7 year process to keep the strategic plan alive and responsive to assessment and aligned with resources.

Ganey observed that the problem seems to be that the themes seem too complete rather than a work still in progress in this, the discussion and input stage.

Senators were asked to respond to the following questions:
1) What is there in the themes that is exciting, promising?
2) What aren't you hearing in the themes?

Senate reactions:

1) The first theme is substantive, but it needs to emphasize MU as a Catholic, Jesuit University.
2) The plan does not yet mention how we maintain whatever we will achieve in the
strategic plan.
3) There is no mention of interdisciplinary education nor of the kind of leadership that is needed for the plan.
4) How do we factor in what the students bring to us as digital natives.
5) Why shift from the Four Pillars which serve MU well because they are simple to convey and identify us accurately?
6) The fifth pillar might be "integrity" in light of youth culture and values. Or, "imagination" because we strive to lead students to imagine a different world and a way to achieve it and expand inquiry.
7) Why use the term "formation"? Transformation seems more appropriate.
8) Can we integrate "domains of knowledge" and "sustainability" as part of the plan.
9) "Global" needs to be included.
10) Innovation needs to be front and center; overall, this is not audacious enough.
11) Is MU dynamic enough to keep pace?
12) Should we consider partnerships with UWM? Other local colleges?
13) Is our goal to become a more elite national university?

Michael Class, S.J. reported on the discussion within the Jesuit community about the strategic plan which led to consensus around three terms:

- Incarnational: the Christian model which sees God in all things, including spirituality.
- Transcendent: the sense of the world being bigger than me, curiosity that sends us "out there" to understand the larger reality.
- Solidarity: connection to community, nation, and world.

Ganey's observations in response:

1) The Strategic Plan cannot be the magic bullet to solve every problem. It can tell us where we are headed. The strong sense of mission has provided direction up to this point.
2) Give us ideas and engage others and other parts of the campus. How do we do it? Can different colleges talk to each other? Cross pollination will help.
3) In response to a question about how fixed the themes are, he said they need help to get them more right.

Pauly wrapped up the discussion with rhetorical question about whether the themes, drawn from past faculty discussions, sound like who we are. He noted that the plan remains open to another theme and create space within which students can work on it.

VI. Chairman's Report: Dr. James South
The Open Forum with Pres. Scott Pilarz, S.J. will be on Tuesday, Nov. 27 at 4 pm.

VII. Provost's Report: Dr. John Pauly
Enrollment: MU made the budget. 25% diversity among freshmen with an average ACT of 26.8.
Conservative use of the wait list allowed better control of freshman enrollment.
Applications: on pace with 2011.
Gifts: about $10 million so far this year.

VIII. Report on HLC: Dr. Gary Meyer
HLC liaison visited campus to acquaint himself with MU. Will choose the site visit team.
Report well along with a draft of the self study. Laura Abing is writing the revised version and harmonizing the sections. The report will be online with opportunity for feedback.

IX. Faculty Council: Dr. Eugenia Afinoguenova
The Council remains short one member. The Council met and reviewed its goals for 2012-2013.

Adjourned 4:49 pm
Dr. Bill Thorn, secretary