External Perception Research Findings (Summer 2012)
### Draft Positioning Statements – Tested (July 2012)

<table>
<thead>
<tr>
<th>Abbreviation for Reporting</th>
<th>Full Description</th>
</tr>
</thead>
</table>
| Research                  | A Focus on Research  
From clean water to public policy to the treatment of autistic children, research by Marquette faculty and students solves the world’s biggest problems and answers life’s deepest questions. Research is part of the pursuit of Marquette’s new excellence as a Catholic, Jesuit university. |
| Potential                 | Highest Potential  
The total Marquette experience pushes every student to his or her highest potential in the tradition of a Catholic, Jesuit university. Academic rigor in the classroom combines with a vibrant city community to create leadership opportunities and academic experiences that change the individual student—and through that student, the world. |
| Innovation                | Innovation  
Named for a Jesuit explorer and the first Catholic university in the world to offer co-education, Marquette is anchored in a history of expedition. Today, Marquette pushes the frontier, driving innovation in and outside the classroom. Faculty, students and alumni are change agents for the greater good. |
| Service                   | Service and Social Responsibility  
The goal of a Marquette education is to live in service to others, putting our academic experiences and leadership preparation to work to improve the lives of others, here in Milwaukee and around the world, in keeping with our Catholic, Jesuit tradition. |
| Core                      | A Core Education  
A core education in the liberal arts and sciences, especially in theology, philosophy and the humanities, defines a Catholic, Jesuit education. At Marquette, this core education combines with excellence in practical and professional preparation that produces not only career success but also a life filled with meaning. Marquette graduates learn and lead with agility in an increasingly complex world. |
| Community                 | Sense of Community  
A Marquette education creates a bond with a diverse community that spans the globe. The connections will last a lifetime—and the result will be career and life success. From the earliest days as students through all of life’s joys and challenges, the people of Marquette—faculty, alumni and friends—will be with you, along with Marquette’s values as a Catholic, Jesuit university. |
**Test Results** (August 2012)

All respondents except prospects & peers

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### Top 2 Mentions: Current Image of Marquette (Today)

<table>
<thead>
<tr>
<th></th>
<th>UG Students</th>
<th>Grad Students</th>
<th>Faculty</th>
<th>Staff</th>
<th>Alumni</th>
<th>Parents</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>Service</td>
<td>Service</td>
<td>Service</td>
<td>Service</td>
<td>Core</td>
<td>Core</td>
</tr>
<tr>
<td>#2</td>
<td>Community</td>
<td>Core</td>
<td>Core</td>
<td>Community</td>
<td>Service</td>
<td>Potential</td>
</tr>
</tbody>
</table>

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### Top 2 Mentions: Like to See Marquette Become (Future)

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<td>Potential</td>
<td>Innovation</td>
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<td>Potential</td>
</tr>
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<td>#2</td>
<td>Innovation</td>
<td>Potential</td>
<td>Innovation</td>
<td>Potential</td>
<td>Innovation</td>
<td>Innovation</td>
</tr>
</tbody>
</table>

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Question Wording: (Prospects) Which one or two of the statements you just rated increases your interest in enrolling at Marquette the most? (mark up to two) / (Internal Audiences, Alumni, Parents) Which one or two of the statements you just rated best describes your current image of Marquette? (mark up to two) / Which one or two of the statements you just rated best describes the university you would like to see Marquette become in the next 10 years? (mark up to two)
### Marketing Goals

1. Strengthen academic reputation
2. Enrollment goals (as identified: quality, diversity, net tuition)
3. Increase engagement, support, and advocacy among alumni and benefactors
4. Maintain strong community relations

### Positioning

(An underlying theme that guides the creation of marketing campaigns. Not the slogan, not the mission statement)

The Marquette experience encourages exploration through engagement with the city and the world beyond. Together, the Marquette community explores new ideas, new solutions to age-old problems, helping each student reach his or her highest potential as a leader and change agent for the greater good.

### Personality

(The tone and tenor of our marketing communication; how stories are represented)

Community-oriented, socially aware, hard-working, fun, smart, faith-based, ambitious, creative, caring

### Important Triggers

(Key notes that are included most often in communication)

- Academic excellence
- Urban location
- Commitment to service and justice
- Emphasis on how to think, not what to think
- Catholic, Jesuit identity
Positioning Draft 1 Feedback
(September 2012)

- Be bold/active
- Be forward-looking
- Focus on challenging our students and ourselves
- Reflect academic nature of university
- Be distinctive of Marquette
- Emphasize results / return on investment
- WAIT for Strategic Plan to develop further

Themes that emerged from presentations to Marketing and Enrollment Committee, academic and administrative leadership, National Board and Strategic Plan Coordinating Committee.
9 months later . . .
INTRODUCTION

OBJECTIVES — what we're trying to achieve

The fundamental objective of this project is to develop a creative campaign platform that reflects an evolved Marquette University brand strategy. This platform must tell an authentic story and leverage the institution's strengths toward greater awareness and understanding of its unique offer.

This program will address the following objectives:

1. Build awareness and perception of Marquette in alignment with the university’s updated brand position.
2. Create the foundation for campaigns that will increase undergraduate enrollment and alumni engagement.
INTRODUCTION

PROCESS AND TIMING

The collaborative process below will result in robust messaging and a creative approach that will bring the Marquette University brand to life.

PHASE 1  PHASE 2  PHASE 3  PHASE 4
Immerse and Discover  Translate and Define  Create  Extend

Observe  Organize  Visualize  Execute
Listen  Align  Verbalize  Implement
Question

- Communications audit
- Strategy working session
- Present creative concepts
- Develop style guide

- Stakeholder interviews
- Student discussion groups
- Narrow down to one concept
- Deliver final files

- Employer interviews
- Refine concept based on feedback
INTRODUCTION

STRATEGIC OBJECTIVES

Based on the strategic themes, goals, and objectives articulated in the 2013–2020 strategic plan, our work should help achieve the following goals:

1. Galvanize and align audiences and stakeholders. Provide internal and external audiences with a clear vision and direction.

2. Raise awareness. Develop national familiarity with and appreciation for Marquette as an academic powerhouse and as the leading Jesuit university.

3. Strengthen academic reputation. Focus on destination programs, action orientation, and research excellence to draw mission-driven faculty and academically talented students.

4. Enhance enrollment. Establishing Marquette as a first-choice school among prospective and admitted students will result in an improved quality profile, greater diversity, and increased revenue.

5. Breathe new life into Be the Difference. Leverage the equity in an established tagline by redefining its meaning internally (at a university determined to focus its resources), to prospective students (who are committed to serving for the common good), and for loyal alumni (who are willing to engage, but haven’t been expressly told how or why they should).
BRAND STRATEGY

OVERVIEW

- Mission and Vision: Why we exist, what we aspire to be
- Strategic Themes: What we will do
- Messaging: What we say
- Personality: How we look, feel, and sound
BRAND STRATEGY

AUDIENCES

<table>
<thead>
<tr>
<th>WHO THEY ARE</th>
<th>HOW THEY SEE US TODAY</th>
<th>HOW WE WANT THEM TO SEE US</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty and staff</td>
<td>At a crossroad</td>
<td>Poised to infuse real change</td>
</tr>
<tr>
<td></td>
<td>Fiscally constrained</td>
<td>Ready to make hard decisions</td>
</tr>
<tr>
<td></td>
<td>Pursuing yet another initiative</td>
<td>Positioned to go the next level</td>
</tr>
<tr>
<td>Prospective students and families</td>
<td>Second tier</td>
<td>A first-choice school for students whose interests match destination programs or for students seeking a Jesuit education</td>
</tr>
<tr>
<td>Current students and families</td>
<td>A place to explore or discover Jesuit values</td>
<td>A top-tier school they can be proud of and support</td>
</tr>
<tr>
<td>Alumni and friends</td>
<td>Beloved, but not needy</td>
<td>Relevant in their lives today</td>
</tr>
<tr>
<td></td>
<td>Embracing of Jesuit values</td>
<td>Increasing the value of their degree</td>
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</tbody>
</table>
## BRAND STRATEGY

### AUDIENCES

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<tr>
<td>Local community</td>
<td>Doesn’t take a stand on anything</td>
<td>An important contributor, pursuing a range of coordinated efforts on behalf of the community</td>
</tr>
<tr>
<td></td>
<td>“Why aren’t you doing more?”</td>
<td>Eager to collaborate for the mutual benefit of Marquette and Milwaukee</td>
</tr>
<tr>
<td>National community</td>
<td>A basketball school</td>
<td>As a top-tier Jesuit school</td>
</tr>
<tr>
<td></td>
<td>A law school</td>
<td>Preparing students to thrive as professionals</td>
</tr>
<tr>
<td>Employers</td>
<td>Provides great preparation to students who excel on the job</td>
<td>As those who know us see us: developing smart, thoughtful, principled graduates</td>
</tr>
<tr>
<td>Higher education peers</td>
<td>Varies by peer and by academic area at Marquette</td>
<td>As a leader and innovator, particularly in destination programs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>As a model of cross-disciplinary collaboration</td>
</tr>
</tbody>
</table>
BRAND STRATEGY

PERSONALITY

Personality sets the tone for how the brand communicates. It articulates how we want our audiences to think and feel about the brand. These six personality traits will drive the voice and image for all brand communications.

Acumen

our talented, discerning, and intellectual side

HARDWORKING AND AMBITIOUS

Honed, principled, and energetic from day one

SMART

Thoughtful, inquisitive, discerning

CREATIVE

Innovative, imaginative, and resourceful

Humanity

our thoughtful, social, and giving side

COMMUNITY-ORIENTED ANDSocially Aware

“For the common benefit of the human community”

CARING AND FAITH-FILLED

Engaged with the real world and committed to the greater good

FUN

Proud, spirited, playing with a purpose
**BRAND STRATEGY**

**OUR MESSAGE**

Our messaging map organizes key messages into a clear balance of what Marquette “gives” (the attributes) and what others “get” (the benefits). This hierarchy helps ensure that communications are clear, consistent, and compelling.

- **Foundation**
  - Development of Jesuit values
  - Innovative learning approach
  - Well-rounded, rigorous education

- **Experience**
  - Curriculum that provides real-world context
  - Teachers focused on practical application
  - Interdisciplinary collaboration

- **Mindset**
  - Extension of knowledge beyond what exists
  - Opportunity to work closely with faculty
  - Focus on solutions to world’s pressing problems

**Attributes (what we offer):**
Marquette University fosters...

**Benefits (what you get):**
So a Marquette graduate is...

**Formation of the mind and heart**

**Poised to lead a limitless life**

**Driven by purpose**
- Benefit others
- Have a transformative experience
- Be prepared for personal success

**Professionally in demand**
- Gain experience in their fields
- Have motivation to go the extra mile
- Take an inventive approach to work

**Solve immediate needs**
- Know how to address complex problems
- Work for results, not recognition
- Help others live better lives

**BRAND ESSENCE**
3 BRAND STRATEGY

POSITIONING

**Philosophy:** Catholic and Jesuit tradition and values

**People:** those willing to explore new ideas, discover new solutions, deliver truly meaningful results

**Product:** excellence in achievements and societal impact

**Place:** innovative and collaborative environment

**Process:** intellectual inquiry and engagement

Marquette University embraces innovation and collaboration, challenging its community to explore **new ideas, discover new solutions, and deliver truly meaningful results.** Through intellectual inquiry and engagement, the complete Marquette experience pushes all to achieve excellence and contribute societal impact in the Catholic and Jesuit tradition.
CREATIVE OVERVIEW

CONCEPT STATEMENT

When entrepreneurial spirit combines with social justice, there is power.

When a drive for excellence is unified with a passion for service, it creates energy.

When ambitious minds embrace a common goal, it starts a fire.

And when we bring people who hold these convictions together, they ignite.

They become agile thinkers and able contributors.
Fearless leaders and willing servants.
Spirited dreamers and effective doers.
They become people with the guts to try, the heart to care, and the resolve to win.

And they come to fully understand what it means to win:
To be the force that acts for good no matter what.
To set a higher standard in the workplace and in the community.

To go forth and set the world on fire.
To take a stand and be the difference.
CREATIVE TACTICS

FACULTY AND STAFF | ORIENTATION

This 8 ½ x 11 printed piece can be used as the introductory portion of a new employee package.

The combination of excellence and impact. That's the Marquette difference.

Anyone can serve. Many can achieve. But Marquette is the only place where we are called to do the very best of both. And the only place where we are truly challenged to reach our full potential.

Because when it comes to being the difference, the world deserves everything we've got.
These 18 x 24 posters can be hung across campus to tell stories in a unified way.

Unifying a Drive For Excellence with a Passion For Service. That's The Marquette Difference.

The installation consists of a series of 5 x 7 pads of paper. Each page tells a different story. They are designed to be torn away so that audiences can interact directly with them.
CREATIVE TACTICS

FACULTY, STAFF, AND CURRENT STUDENTS | ON-CAMPUS INSTALLATION

Audiences can tear away the image and phrase that interests them, and turn it over to reveal more of the story. The page also drives them online to find out more.

Combining focused expertise with a caring heart. That’s the Marquette difference.

Spanish language students help make going to the dentist a little easier for children who don’t speak English. They act as interpreters for the kids as they get their teeth checked at the Marquette Dental School’s Give Kids a Smile Day. Every year, over 600 low-income children receive a free dental exam at this annual event.

Read more stories online at marquette.edu
CREATIVE TACTICS

FACULTY, STAFF, AND CURRENT STUDENTS | ONLINE COMPONENT

The stories live online in a format similar to the installation. They can be curated according to topics like department or subject. Rolling over a picture reveals a short description of the story, and clicking takes you to a longer version.
CREATIVE TACTICS

FACULTY, STAFF, AND CURRENT STUDENTS | APPAREL

Students who participate in Marquette Social Innovation initiatives can be rewarded with a T-shirt.

THE GUTS TO TRY. THE HEART TO CARE. THE RESOLVE TO WIN.

BE THE DIFFERENCE.
CREATIVE TACTICS

PROSPECTIVE STUDENTS | POSTCARDS

These 5 x 7 postcards can be sent to potential students. The back side offers more information on Marquette and delivers a call to action to learn more and apply.
CREATIVE TACTICS

ALUMNI AND DONOR | CAMPAIGN PIECE

This 8 ½ x 11 printed piece introduces Marquette to a donor audience. This introductory message can be followed by specific success stories.

For over 100 years, we have set the standard for what a Jesuit university could be.

We have introduced new methods and new thinking. We have gained ground for those previously left behind.

And now we are needed more than ever.

To use our intellectual power toward the greater good. To focus our ambition to impact the world. To take a stand and be the difference.
Next Steps

1. Stakeholder meetings
2. Integration of messaging
3. Launch planning