Campaign Visioning Project & Integrated Marketing Strategy
Agenda

- Introduction
- Campaign Visioning Project Overview
- Reputation Situation Analysis
- Integrated Marketing Recommendations
Successful campaigns are built on solid strategic visioning.

Long-term, university-wide stakeholder research helps inform our vision.

Expert analyzed data has resulted in common themes and opportunities.
Campaign Visioning Goals

- Understand existing research and messages
- Inform campaign visioning process and messaging platform
<table>
<thead>
<tr>
<th>CAMPAIGN FOCUS PROJECT ➔ CREATING FUTURES</th>
<th>TIMELINE</th>
<th>AUDIENCE</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2002-2007</td>
<td>Internal UW Community&lt;br&gt;External UW Community&lt;br&gt;Volunteers</td>
<td>Create a sense of partnership between UW &amp; community&lt;br&gt;Inform message development for $2 billion campaign</td>
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<table>
<thead>
<tr>
<th>REPUTATION BUILDING INITIATIVE ➔ UW BRAND PLATFORM</th>
<th>TIMELINE</th>
<th>AUDIENCE</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2007-2008</td>
<td>Current &amp; Prospective Students, Alumni&lt;br&gt;Academy, Faculty &amp; Staff&lt;br&gt;General Public</td>
<td>Understand target audience perceptions of UW’s essential value in the region and beyond&lt;br&gt;Develop brand platform and strategy for building UW reputation</td>
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<table>
<thead>
<tr>
<th>PUBLIC OPINION RESEARCH</th>
<th>TIMELINE</th>
<th>AUDIENCE</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008-ongoing</td>
<td>General Public&lt;br&gt;(include government &amp; business leaders)</td>
<td>Gauge public perception of UW&lt;br&gt;Track shifts in public perception over time to inform legislative efforts and external campaigns</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>TWO YEARS TO TWO DECADES</th>
<th>TIMELINE</th>
<th>AUDIENCE</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2009-ongoing</td>
<td>Faculty &amp; Staff&lt;br&gt;Volunteers</td>
<td>Forecast and envision the unique role &amp; position of UW in the future</td>
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<tr>
<td>CAMPAIGN UW</td>
<td>REPUTATION BUILDING INITIATIVE</td>
<td>TWO YEARS TWO DECADES</td>
<td>150TH ANNIVERSARY</td>
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<tr>
<td>LOCAL / GLOBAL HEALTH</td>
<td>HEALTHY LIVES / GLOBE</td>
<td>HEALTH</td>
<td>HEALTHY LIVES / GLOBE</td>
</tr>
<tr>
<td>QUALITY, SCOPE, POWER</td>
<td>EDUCATION FOR OUR CHILDREN</td>
<td>FUTURE GENERATIONS OF GLOBAL CITIZENS</td>
<td>EDUCATION</td>
</tr>
<tr>
<td>SUSTAINABLE ENVIRONMENT</td>
<td>SUSTAINABILITY OF EARTH</td>
<td>ENVIRONMENTAL SUSTAINABILITY / CLEAN ENERGY</td>
<td>SUSTAINABILITY OF EARTH</td>
</tr>
<tr>
<td>CULTURAL RICHNESS / CIVIC LIVES</td>
<td></td>
<td>JUSTICE / EQUALITY</td>
<td></td>
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<td>ECONOMIC VITALITY</td>
<td></td>
<td>ECONOMIC VITALITY</td>
<td>ECONOMIC IMPACT</td>
</tr>
<tr>
<td>SCIENCE / TECHNOLOGY</td>
<td>INNOVATION / TECHNOLOGY SERVING SOCIETY</td>
<td></td>
<td></td>
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<tr>
<td>REGIONAL GESTALT</td>
<td></td>
<td>SENSE OF PLACE</td>
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</table>
UW Brand Platform

Shared values and commitment +
Unparalleled research and partnerships +
Advantages of place and regional gestalt
= BRAND ESSENCE

From shared human concerns come solutions to vital issues
= BRAND NEXUS/SWEET SPOT

Our spirit of discovery: The University of Washington acts on its great capacity and ambition for addressing vital issues, motivated by the power of shared human concern, as is characteristic of our region and the people who join it.
= BRAND POSITIONING PREMISE
Findings

- Research validates how reputations evolve and gain a foothold over time; consistency of message is key.
- Public opinion an asset: favorability and appreciation are high, despite misconceptions.
- Target audiences consistent: “demonstrate impact on students”
- Potential transformational opportunity: brand and philanthropic motivators are a match
  - Brand voice yet to be sustained through consistent marketing efforts
  - Opportunity to incorporate campaign vision into a seamless marketing strategy, right at the nexus of brand promise and donor intent.
Recommendations

1. Re-test the messaging, setting a new baseline while deepening stakeholder understanding and ownership.
2. Review brand platform to rediscover power of brand promise and brand voice (students!). This is a transformative opportunity.
3. Use the power of that platform to develop a cohesive, University marketing strategy.
4. Bring context of previous work into strategic framework for visioning with colleges and units and ultimately campaign vision articulation.
By all objective measures, we are a leading public research university.

But we are not investing in telling our story.

As a result, there is a gap between reality and perception.
Public university in federal research funding since 1974
Public university in federal research funding since 1974

BUT WE DON’T EVEN RANK ON FORBES’ BEST 20 RESEARCH UNIVERSITIES
Best National Colleges by academic ranking by U.S. News
Best National Colleges by academic ranking by U.S. News

BUT WE ARE 70TH IN REPUTATION RANKING
#16

Academic ranking of world universities

2012 / Shanghai Rankings Consultancy
#16

Academic ranking of world universities
2012 / Shanghai Rankings Consultancy

BUT THE UW RANKS #27 IN THE TIMES OF LONDON REPUTATION RANKINGS
90th percentile
90th percentile

When ranked objectively by profile and resources

BUT A SURVEY BY THE OXFORD PRESS AND HARVARD FELLOWS OF HIGH ACHIEVING STUDENTS RANKS THE UW 100th
This disconnect is unacceptable.
It is critical we invest in our reputation.
Leading business and civic leaders unanimously support this objective:
“The Committee recommends that the UW significantly increase its efforts to inform local, state, national and global stakeholders of its benefits and achievements. In order to bolster its recognition, its reputation and, in all likelihood, its finances, the UW must develop and implement a thorough communications plan targeting key stakeholders.”

UW Futures Committee findings, 2013
To attain our rightful position and align our reality with public perception we must focus our efforts.
Goals and Objectives

- Coordinate overall university marketing messages
- Raise awareness of the UW brand identity nationally
- Build pride among alumni, donors and friends
- Increase our ability to attract top students
# Marketing Goals Support UW Priorities

<table>
<thead>
<tr>
<th>Key Marketing Goal</th>
<th>Ensure Quality Faculty &amp; Staff</th>
<th>Produce More Graduates</th>
<th>Improve the Learning Experience</th>
<th>Tackle Big Research</th>
<th>Disseminate More Discoveries</th>
<th>Achieve Financial Stability</th>
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<tbody>
<tr>
<td>Coordinate overall University marketing messages</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Raise awareness of the UW brand identity nationally</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Build pride among alumni, donors, and friends</td>
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<td></td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
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<tr>
<td>Increase our ability to attract top students</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>X</td>
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Investing in all of these key areas will position us for the upcoming comprehensive campaign.
Phase 1: Refresh Brand & Creative

- **TRANSLATE**: Establish and test identified key messages
- **CREATE**: Refresh our creative
- **PRODUCE**: Deliver essential marketing assets

Timeline: July to December 2013
Phase 2: Integrated Marketing Strategy

Improving our national reputation will have the largest impact on our goals and objectives.

- Largest delta between objective and subjective measures
- National and niche media don’t recognize our stature, given the objective quality of the UW
- Admissions needs a wider applicant pool to meet goals
- National stature is important to our donors
Phase 2: National Integrated Marketing

**LEADERS**
Influence peers, national thought leaders and media through concentrated PR efforts.

**FRIENDS**
Strengthen understanding, support and engagement with alumni, donors and friends in key geographies.

**STUDENTS**
Support UW efforts to recruit top students nationally.

Timeline: Launch January 2014
Integrated Strategy: Success Metrics

Coordinate Overall University Marketing Messages

Integration and universal use of brand, creative and tools
Understanding of the UW’s purpose, priorities and initiatives

Raise Awareness of the UW Brand Identity Nationally

Awareness among key target audiences
Perception of the UW, with greater connection to our quality
Strategic earned media
Impact on select rankings
Integrated Strategy: Success Metrics

Build Pride among Alumni, Donors and Friends

- Establish foundation for upcoming comprehensive fundraising campaign
- Engagement of alumni, donors and friends
- Belief in and knowledge of the UW and our values / priorities (ambassadors)

Increase Our Ability to Attract Top Students

- Inquiries and applications from prospective students
- Perception of the UW by prospective students and influencers
- Applications and yield from targeted students