



Masterbrand Update

November 17, 2023

WILLIAM & MARY

Three enduring goals. One enduring brand platform.

Masterbrand Platform: Forever (W&M's Forever Objective – 10 Years)

Evergreen northstar under which many integrated marketing campaigns can thrive.
Every message in the real world, regardless of target audience, should amplify and pay off our Masterbrand promise.



Strategic Vision 2026 + University Goals

Expand W&M's Reach | Educate for Impact | Evolve to Excel



Admission
Integrated Marketing Flights
Fall, Winter, Spring Spikes

Advancement
Campaign 2027
Always-on, event-based spikes

Institutional Reputation
Integrated Marketing Flights
Always-on, quarterly spikes

Side 1: Primary Persona (ex: PUG)



Side 2: halo effect to secondary or tertiary constituency (ex: Alumni)

Channel Strategy + Tactics

Paid: Paid Search (SEM), Paid Display, Programmatic Buys, ROS, OOH, DM, Sponsorships

Earned: Media, PR, Community Relations, Healthy Backlinks, Social (When Intentionally Executed*)

Owned: Always-on Thought Leadership & Engagement (Media, Organic Social, SEO, Blogs, Events, Podcasts, Webinars, Newsletters)



Positioning Study

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Higher Ed Insights

In today's higher education landscape, prospective students are paying attention to value, ROI, and outcomes, and this shift is reflected in the 2023 research findings.

William & Mary's researching findings confirm this shift in prioritizing outcomes and ROI over academic rigor.

Outcomes

ROI

STEM

- College-bound students and their families are increasingly questioning the value of a college degree. They are paying attention to return on investment and therefore paying more attention to outcomes.¹
- The number of college grads earning humanities degrees decreased by 25% from 2012 to 2020.²
- Interest in STEM fields has increased as interest in humanities has declined, with a 62% increase in STEM bachelor's degrees conferred between 2010 and 2018.³

1. Seltzer, Rick. ["Americans See Value in College, Question Its Price."](#) Inside Higher Ed, 9 Aug. 2023.
2. Marcus, Jon. ["The Number of College Graduates in the Humanities Drops for the Eighth Consecutive Year."](#) The Hechinger Report, 15 Mar. 2021.
3. Funk, Cary, and Kim Parker. ["STEM Jobs See Uneven Progress in Increasing Gender, Racial and Ethnic Diversity."](#) Pew Research Center, 1 Apr. 2021,

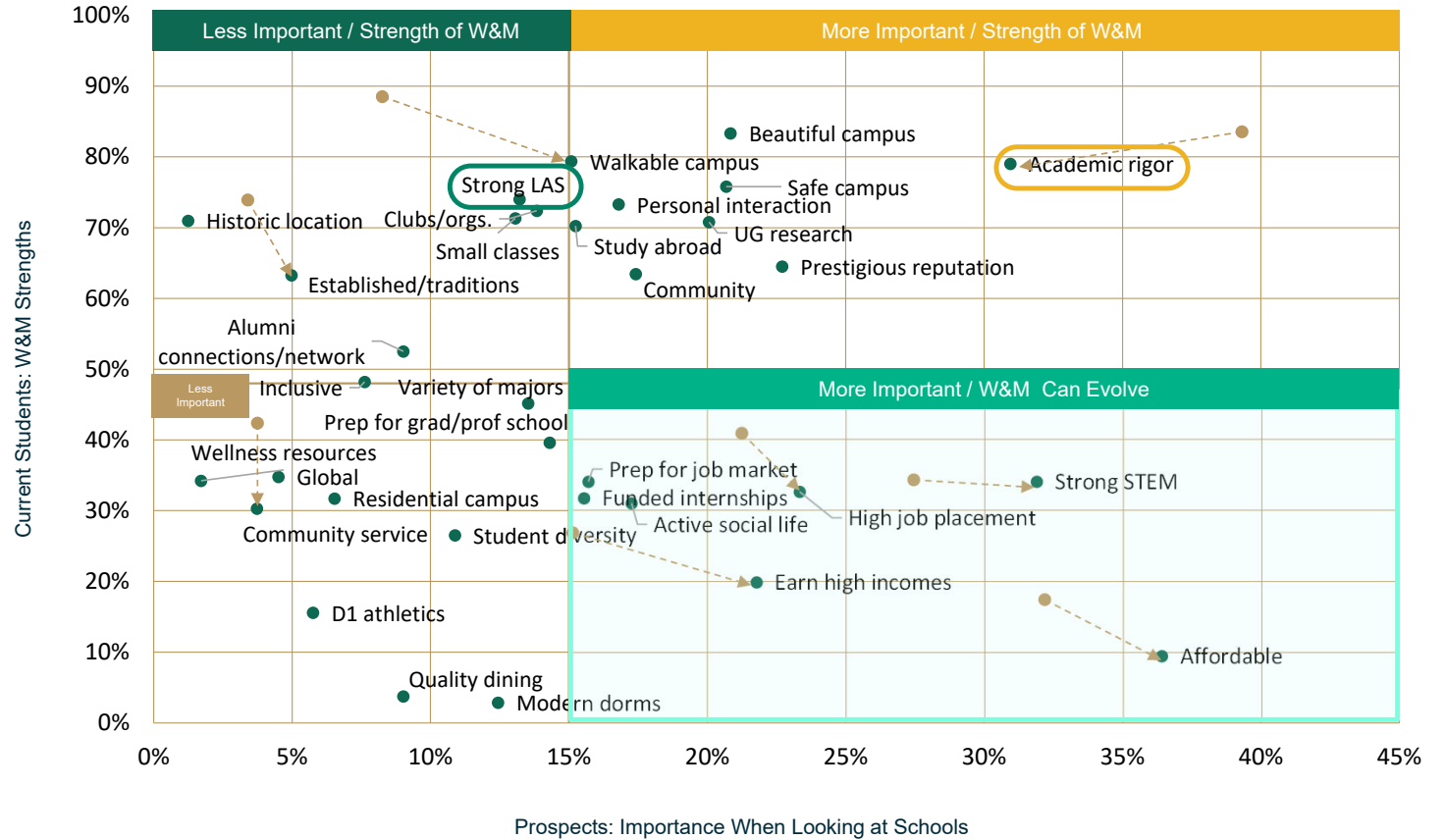
INTERNAL vs. EXTERNAL

Perceptions of W&M / Strengths vs. Importance

In 2023, academic rigor continues to be the primary area of alignment between W&M's strengths and the attributes important to prospects. Strength in liberal arts and sciences falls out of the upper right quadrant, but otherwise, this quadrant remains largely unchanged.

2023: W&M Strengths vs. Important Attributes

(Prospective Students) Which FIVE of the following are the MOST IMPORTANT attributes you look for in schools? (select up to 5) / (Current undergraduates) Which of the following are strengths of William & Mary? (select all that apply).



Axes cross at average values for each audience.



Vision 2026 Strategic Planning

WILLIAM & MARY

VISION 2026

Overarching Strategy

Provide the most personal learning experience of any public university

Vision 2026 Goals

1. Expand Our Reach

2. Educate for Impact

3. Evolve to Excel

a. Advance research and scholarship of consequence

a. Spur innovation via new programs and integrated disciplines

a. Lead the nation in creating more equitable learning environments and workplaces

Vision 2026 Framework

b. Forge global connections

b. Expand access to a W&M education

b. Champion sustainability to address society's most pressing environmental challenges

c. Elevate civic engagement and service for the 21st century

c. Create meaningful pathways to career success

c. Optimize places, workflows and systems for operational excellence

Planning Into the Framework

University-Wide Initiatives: Data, Water, Democracy and Careers

Unit-Level Planning



Brand Platform

WILLIAM & MARY

The W&M Brand: Positioning, Pillars and Personality

Positioning Statement

William & Mary's unique combination of **tradition and innovation** inspires hearts and minds to be discoverers, founders and solution-seekers who advance positive change in our rapidly changing world. The university's distinctive excellence and **experiential education** transforms lives and brings diverse perspectives **together** to meet the most pressing needs of our time. **Our community transcends boundaries** – challenging what is known and exploring what is unknown – making an impact across the globe.

Pillar 1

Passionately Ambitious

William & Mary's distinctive excellence is fueled by an entrepreneurial spirit that thrives in the face of change. We challenge convention to spark creativity, compassion and ambition.

Pillar 2

Boldly Curious

At William & Mary, we work hard because our work matters. We are risk takers who navigate ambiguity and critical thinkers who overcome adversity with optimism.

Pillar 3

Historically Innovative

For centuries, William & Mary has advanced inquiry and discovery to lead change in the world. Combining the heart of a liberal arts education with the mind of a research university, we embrace old and new to revolutionize the way we learn and innovate.

Foundation

Proud alumni & strong network

**High-quality academics
Relationship-driven**

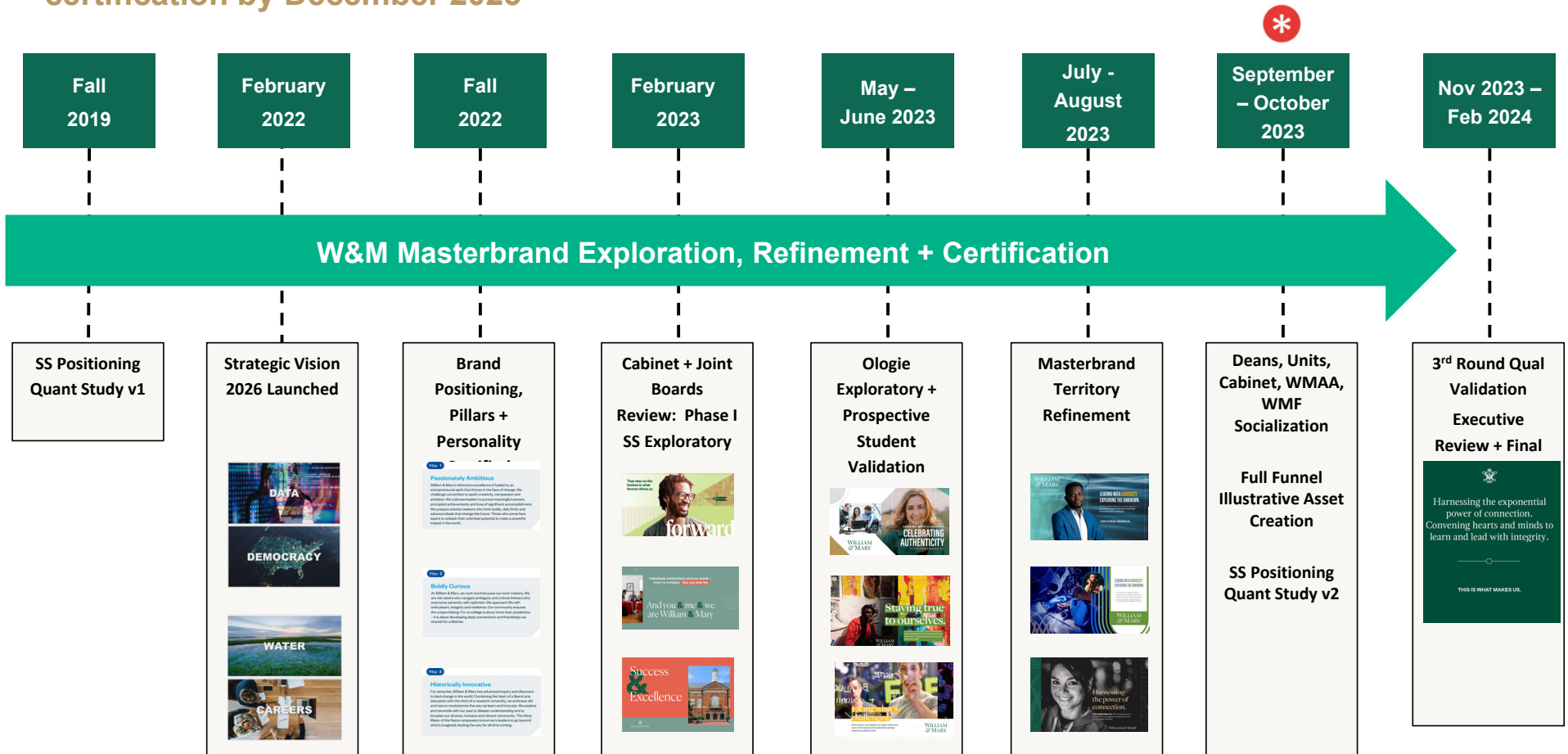
Prestigious legacy

Student experiences

Historic & beautiful location

Personality: Smart | Genuine | Bold | Curious | Witty | Passionate

Our Masterbrand exploration is entering its final phase of refinement – with a clear path toward certification by December 2023





Creative Execution

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Providing Feedback / Wayfinding

Key discussion points for today's discussion

Consider the system and overall ethos. Try not to focus on any one design element in isolation.

- **What resonates?** What is working well?
- **Where might we push harder?** Declare more boldly?
- **What isn't working?** What doesn't feel authentic?
- **Are we breaking through? Where does it feel like the sea of same?**



Interconnection

WILLIAM & MARY

Interconnection Imperatives

- **Together:** bonded by rigor, united in community, grounded by accountability – power of connection
- **Finding Joy:** don't take ourselves too seriously
- **Humanity:** kind, compassion, lead with the heart, lift as we climb
- **Integrity:** cultivation of principled achievers who act for the greater good
- **People:** the foundation of our living, breathing institution
- **Power of Place:** integration catalyzes collaborative connection
- **Personal Learning:** invested in development of the whole person, quintessential Public Ivy
- **Innovative:** evolving to excel for 330 years, honoring tradition and never resting on our laurels

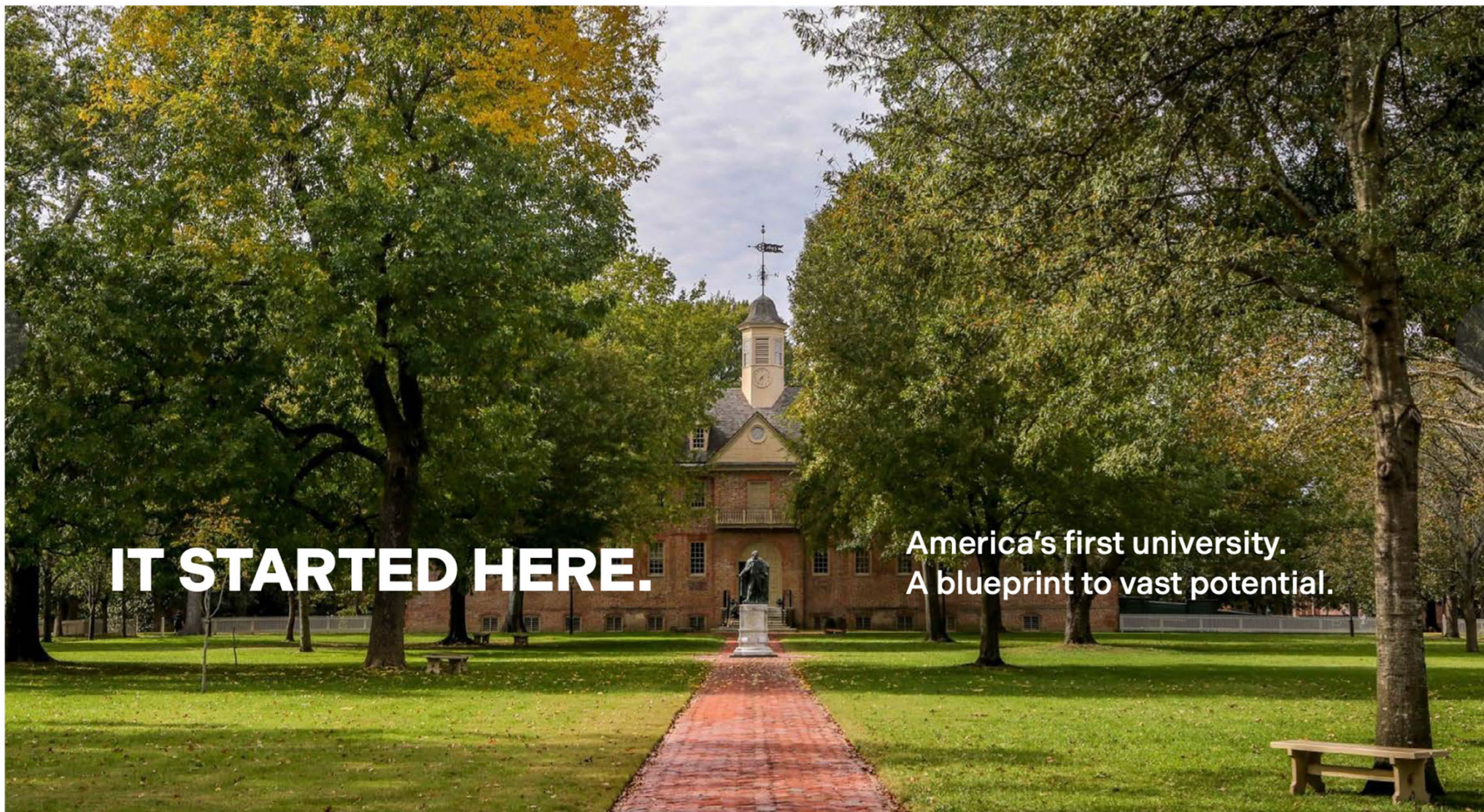
INTERCONNECTION



Harnessing the exponential
power of connection.
Convening hearts and minds to
learn and lead with integrity.

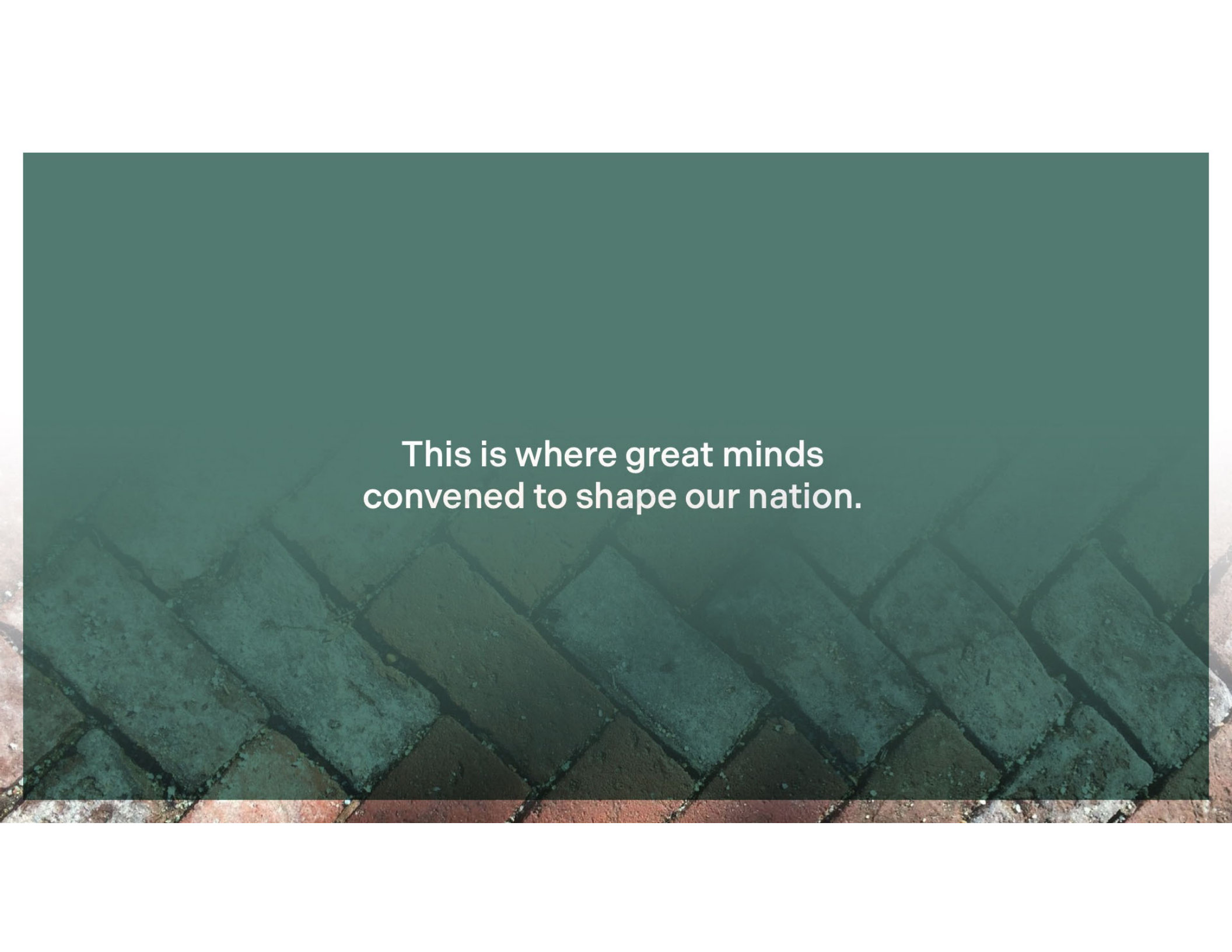


THIS IS WHAT MAKES US.



IT STARTED HERE.


America's first university.
A blueprint to vast potential.



This is where great minds
convened to shape our nation.



**Where three centuries of curious,
passionate thinkers have been called
to make that blueprint their own.**



Where the pursuit of knowledge
collides with an abiding commitment
to humanity, accelerating discovery
and opening space to do more
together than we can alone.



Where unexpected connections
spur thoughtful action and spark
lifelong friendships.



**HERE, THERE
IS PURPOSE IN
TOGETHERNESS.**

The background is a solid teal color with a network of thin, light-colored lines. These lines form a grid and several diagonal paths that intersect. On the right side, there is a faint, thin-lined circle.

**HERE, EVERY
ENCOUNTER
IGNITES
POSSIBILITY.**

A photograph of a paved path leading towards a sunset in a park. The path is made of interlocking bricks and runs straight down the center of the frame. On either side of the path is a well-maintained green lawn. In the background, there are several trees and a fence line. The sun is low on the horizon, creating a bright lens flare effect with rays of light extending across the sky. The overall atmosphere is peaceful and scenic.

Here, we blaze new trails on our well-trodden pathways, adding enduring character to this remarkable place.



With compassion as our
compass, we inspire each other
and the world to be better.



THIS IS WHAT MAKES US.



THIS IS
WILLIAM & MARY

**Harnessing the exponential power of connection.
Convening hearts and minds to learn and lead with integrity.
This is what makes us.**



It started here.
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A blueprint to vast potential.

This is where great minds convened to shape our nation.
Where three centuries of curious, passionate thinkers have been called to make that blueprint their own.
Where the pursuit of knowledge collides with an abiding commitment to humanity, accelerating discovery and opening space to do more together than we can alone.
Where unexpected connections spur thoughtful action and spark lifelong friendships.

Here, there is purpose in togetherness.
Here, every encounter ignites possibility.
Here, we blaze new trails on our well-trodden pathways, adding enduring character to this remarkable place.

With compassion as our compass, we inspire each other and the world to be better.

**This is what makes us.
This is William & Mary.**

The Power of Place – INTERNAL USE ONLY

Stepping on W&M's campus evokes a visceral reaction – it's ambient, it's inclusive and it inspires.

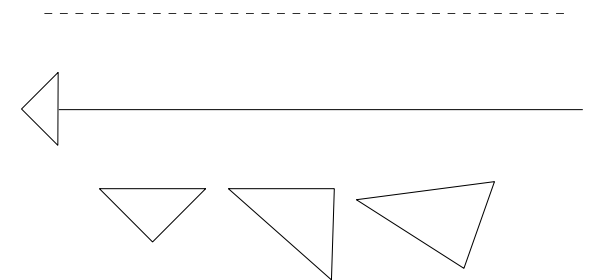
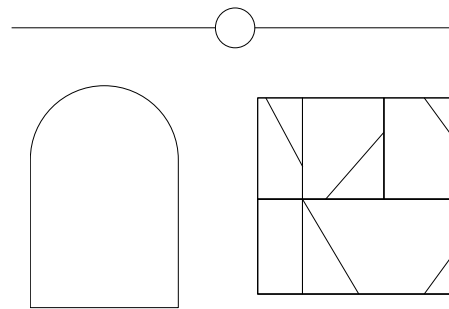
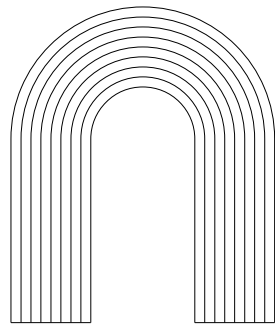
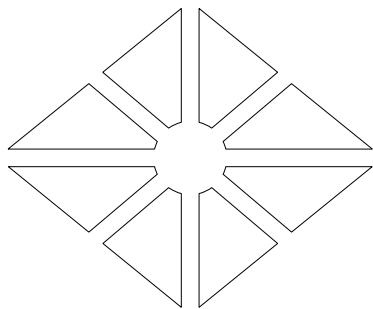
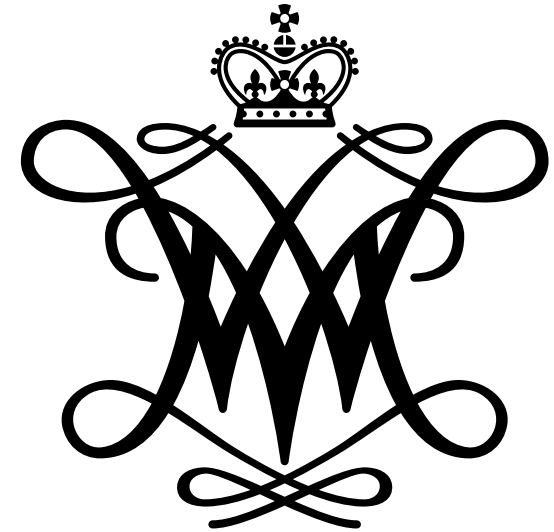
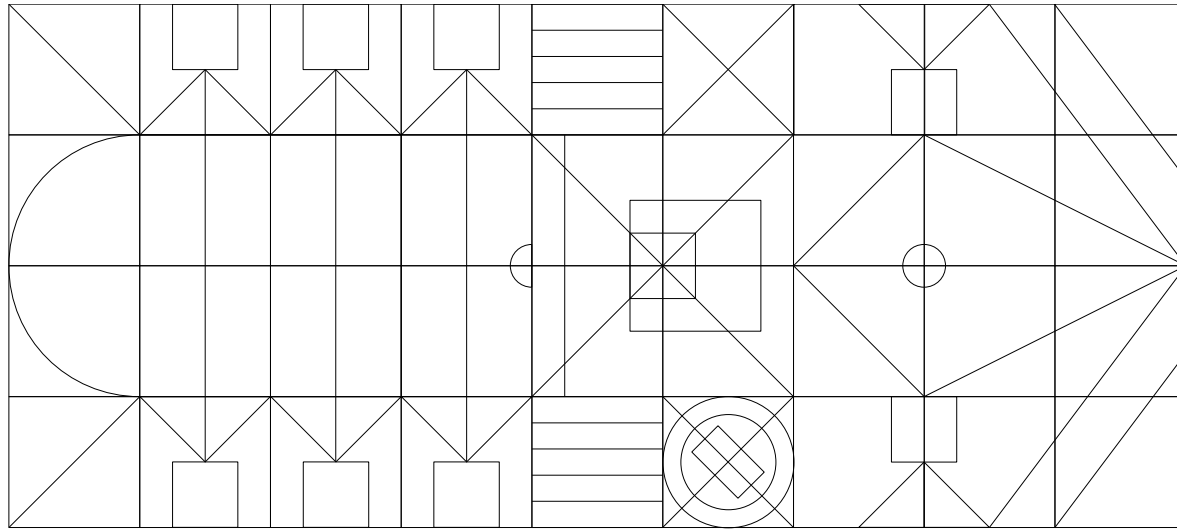
- **We're in the eye of a transformational storm** – physically and figuratively. And there's no place we'd rather be.
- **We're reimagining** how historic buildings steeped in tradition can become integrative hubs for research and discovery.
- **We're embracing the power of the liberal arts and sciences to teach us to think** – and serve as the catalyst that unleashes tomorrow's scientists, engineers and technology leaders.
- **We're preserving and protecting the oldest college building in the U.S. still in use** while preparing it to inspire new generations that consume and experience stories in wildly different ways.



Interconnection Visual Inspiration



Interconnection Visual Inspiration





Expected -> Unexpected

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Expected

WILLIAM & MARY



LEADING WITH CURIOSITY

EXPLORING THE UNKNOWN

THIS IS WHAT MAKES US

WILLIAM
& MARY



LEARNING IN STANDING OUT

At **William & Mary**, we approach challenges with integrity and are committed to the greater good.



WILLIAM & MARY

A UNIVERSITY CHARTERED IN 1693

The background image shows two individuals engaged in an outdoor activity, likely soil sifting or archaeology. They are leaning over wooden frames that contain a mesh screen. The person on the right is wearing a pink tank top, a dark cap, and work gloves, and is actively sifting soil. The person on the left is wearing a white t-shirt and a green cap. In the background, other people and greenery are visible, suggesting an outdoor field setting. The image is overlaid with a dark green semi-transparent banner on the left side containing text and a logo.

Advancing Inquiry and Seeking Solutions



William & Mary
Arts & Sciences



Practicing with Integrity

ADVANCING THE GREATER GOOD



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LAW SCHOOL



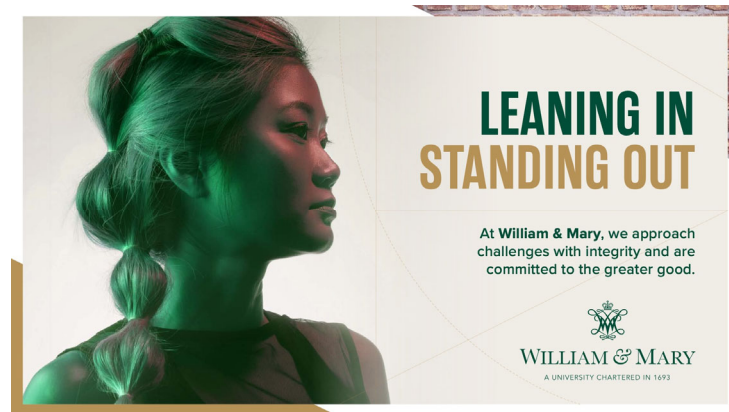


WILLIAM & MARY
Raymond A. Mason School of Business

EDUCATING WITH CHARACTER

**EMPOWERING
PRINCIPLED ACHIEVERS**

Expected Thumbnail Summary





Mid-Spectrum

WILLIAM & MARY



WILLIAM
& MARY



DEVELOP YOUR
VISION

**AMPLIFY
YOUR TALENTS**

THIS IS WILLIAM & MARY



FRAMERS OF CONVERSATION FOUNDERS OF IDEAS

William & Mary, where knowledge is gained,
connections are made and new ideas are born.

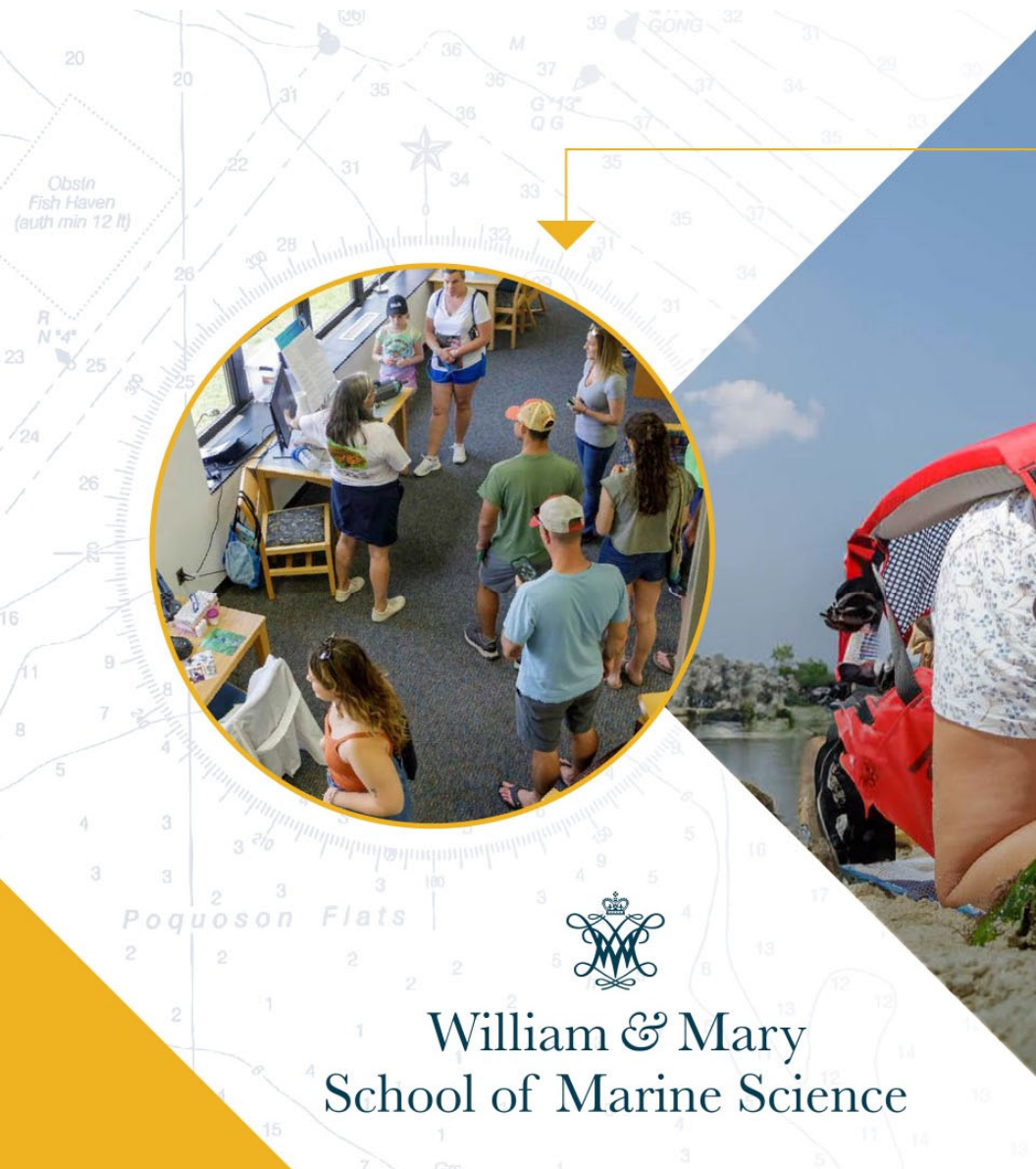
WILLIAM & MARY



Where curiosity meets knowledge

This is what makes us

**WILLIAM & MARY
LIBRARIES**



**TODAY'S STUDENT
TOMORROW'S
CHANGE-MAKER**



William & Mary
School of Marine Science



**SHARING WHO
YOU ARE**

**DOING WHAT
YOU LOVE**



William & Mary
School of Education



Advancing Inquiry
and Building
Knowledge

THE ART OF CRITICAL THINKING



William & Mary
Arts & Sciences



Practicing with Integrity

ADVANCING THE GREATER GOOD

WILLIAM & MARY
LAW SCHOOL

FOR YOUR

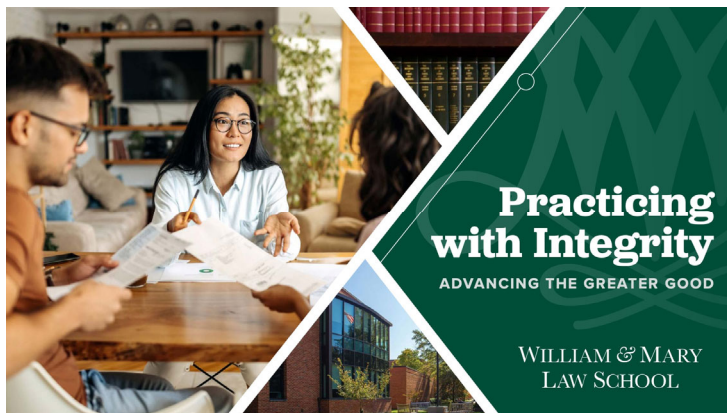
GOALS

BEYOND THE FIELD

Receiving the knowledge and support for a lifetime of success.



Mid-Spectrum Thumbnail Summary





Unexpected

WILLIAM & MARY

0

WILLIAM
& MARY

FIND YOUR **PLACE**
MEET YOUR **PEOPLE**





TESTING LIMITS INSPIRING INGENUITY

Gathering the sharpest minds to collaborate in state-of-the-art facilities, research centers and makerspaces. **This is what makes us.**

WILLIAM
& MARY



▼

A DUAL PATH TO SUCCESS

Reaching your full potential in the
classroom and in competition.





**CONNECTING
ASPIRATIONS
TO ACTION
PREPARING
PRINCIPLED
ACHIEVERS**

This is what makes us.



Raymond A. Mason
School of Business
WILLIAM & MARY

Beneath the Surface, Beyond the Horizon

Protecting our Coastal
Communities Across the Globe

VIMS | WILLIAM
& MARY
VIRGINIA INSTITUTE OF MARINE SCIENCE





**On-the-ground
research in coastal
communities that
address global
challenges**

VIMS | WILLIAM
& MARY
VIRGINIA INSTITUTE OF MARINE SCIENCE

VIMS | WILLIAM
& MARY

VIRGINIA INSTITUTE OF MARINE SCIENCE



**WHERE COASTAL SCIENCE
MEETS GLOBAL CHANGE**



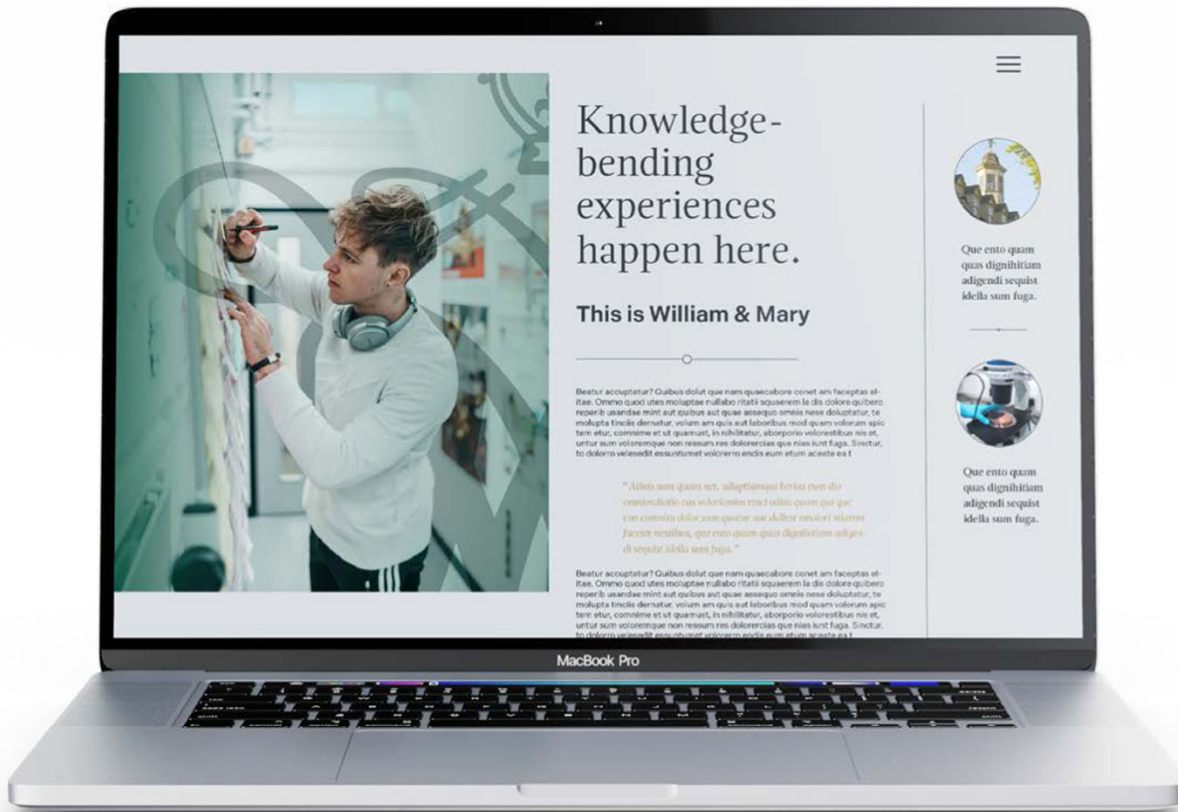
Unexpected Thumbnail Summary





Illustrative Assets

WILLIAM & MARY



Knowledge-bending experiences happen here.

This is William & Mary

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Que ento quam
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MacBook Pro

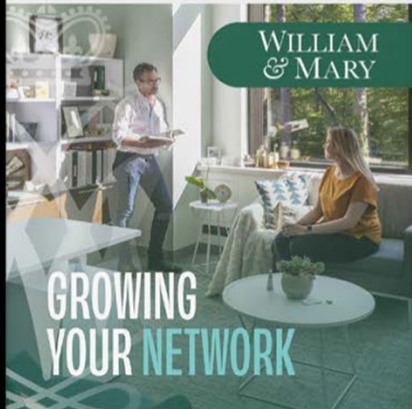


9:41

Instagram

- Explore W&M
- Student Life
- Resources
- #wmGrad

William & Mary



Liked by Red Herczeg and others

This is a place for discovery — with people who can inspire you, and who you can inspire.

WEBPAGE | INSTAGRAM POST



EXPAND YOUR INTERESTS FIND YOUR PEOPLE

Here, relationships grow organically in every direction.

Vivamus sagittis lacus vel augue laoreet rutrum faucibus dolor auctor. Maecenas sed diam eget risus varius blandit sit amet non magna. Nullam quis risus eget urn.

APPLY TODAY!

SENIOR SEARCH EMAIL



MAKE YOUR OWN PATH.

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THE EXPERIENCE YOU NEED.

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LEADING WITH CURIOSITY.

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THIS IS WHAT MAKES US

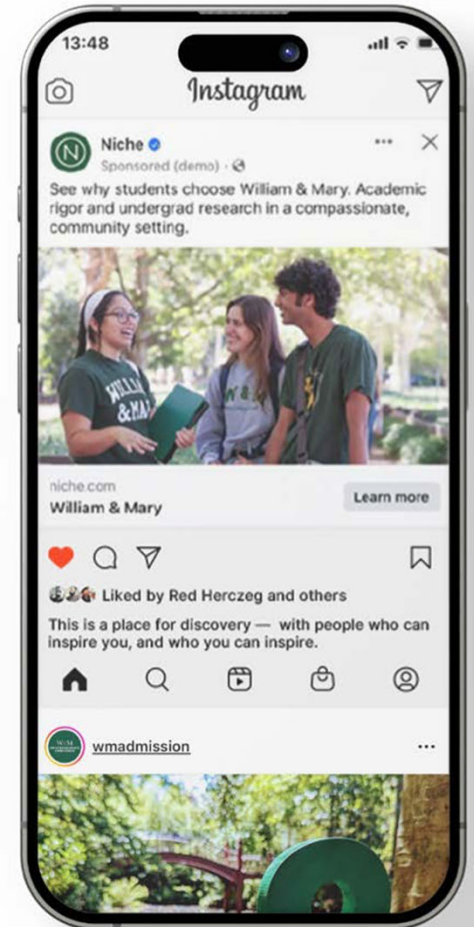
APPLY TODAY!

Donec sed odio dui. Donec sed odio dui. Donec sed odio dui. Donec sed odio dui.




Office of Undergraduate Admission
P.O. Box 8795
Williamsburg, VA 23185





DIGITAL ADS



DARING IDEAS

Deepening Connections



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AMPLIFY YOUR TALENTS

THIS IS WILLIAM & MARY

TRINITY FUNDED

60% of students participate in internships

35% of students participate in volunteer work

LEAN IN. STAND OUT.

Be your own boss. Lead your own team. Grow your own business. This is the spirit of entrepreneurship at William & Mary. We provide the resources, support, and mentorship you need to succeed. From idea to execution, we're with you every step of the way.



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TESTING LIMITS INSPIRING INGENUITY

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60%

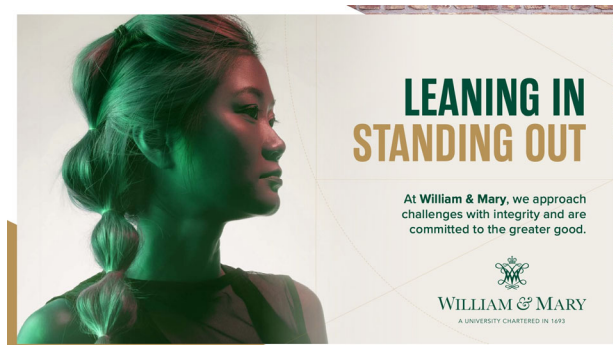
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35%

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Thumbnail Continuum Summary

Expected



Mid-Spectrum



Unexpected



WILLIAM & MARY

DEVELOP YOUR VISION **AMPLIFY YOUR TALENTS**

THIS IS WILLIAM & MARY

WE PURSUE **DEEPER INSIGHT** FROM ORIGINAL SOURCES

At one of the Great Academic Institutions in the world, our program seeks broad perspectives, the finest faculty and students, and our responsibility to be a force for good in the world. Our graduates take these values with them and go on to achieve notable success. With a historical spirit, a thriving commitment to equity, and an inclusive drive, we pursue a greater tomorrow. Learn more at wilmington.edu

YOU HAVE A ROLE IN DEFINING THE FUTURE. UNCOVER IT HERE.

VT VIRGINIA TECH

WILLIAM & MARY

FIND YOUR PLACE MEET YOUR PEOPLE

University of Virginia

WE PURSUE **A GREATER TOMORROW**

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YOU HAVE A ROLE IN SHAPING WHAT'S NEXT. EXPLORE IT HERE.

At Virginia Tech, we reimagine how technology and education intersect in our world, empowering each and every student to find the role that's right for them. Learn more at vt.edu.

VT VIRGINIA TECH

**Harnessing the exponential power of connection.
Convening hearts and minds to learn and lead with integrity.
This is what makes us.**



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