Highlights from the Brand Research

UNIVERSITY OF MICHIGAN FLINT

May 31, 2012
Overview – Major Milestones

✔ Kick-off Visit and Internal Interviews
✔ Brand and Competitive Brand Marketing and Communications Assessment
  • Comprehensive Survey Research
  • Executive Interviews
  • Reporting Research Results
  • Brand and Message System Development
What is the goal of this presentation?

- We’ve heard from you and others during our kickoff visits in February.
- You’ve heard our take on the UM-Flint brand and some of your key competitors on May 2nd.
- Today, we review perceptions and feedback from a broader audience.
Key Research Questions

Compelling

- What is important and relevant to prospective students?
- How desirable or appealing are messages about UM-Flint to key audiences?
Key Research Questions

**Compelling**
- What is important and relevant to prospective students?
- How desirable or appealing are messages about UM-Flint to key audiences?

**Authentic**
- How do audiences perceive UM-Flint on various dimensions?
- What obstacles, if any, stand in the way of communicating a coherent message or set of messages about the University?
Key Research Questions

**Compelling**
- What is important and relevant to prospective students?
- How desirable or appealing are messages about UM-Flint to key audiences?

**Authentic**
- How do audiences perceive UM-Flint on various dimensions?
- What obstacles, if any, stand in the way of communicating a coherent message or set of messages about the University?

**Distinctive**
- With what colleges and universities does UM-Flint most compete for students?
- What aspects of the University can be embraced as important differentiators?
Research includes:

- **2,632** online surveys collected from several UM-Flint audiences:
  - 231 Prospective undergraduate students
  - 1,460 Current students
    - 1,161 undergraduates
    - 299 graduate students
  - 365 Faculty and staff
  - 576 Alumni
Research includes:

- **30 executive interviews with:**
  - 17 Community and business leaders
  - 7 Parents of prospective parents
  - 3 Parents of current students
  - 3 Guidance counselors
First, a few introductory observations.
The results of the research are largely confirmatory and clarifying.
As such, the results solidify our understanding of the strengths, weaknesses, and position of UM-Flint within its core market.
6 Key themes from the research

1. The “UM brand” is a key asset.
   - Differentiates UM-Flint.
   - Has a great deal of market value for job seeking, graduate school, etc.
   - Prestigious and visible.
   - General pride in being a UM student and alum.

2. Your students are practical in their selection criteria.
   - Top college priorities for your students include: preparation for career success, hands on, real world learning opportunities, supportiveness, affordability, and being close to home.
   - Not as focused on social and extracurricular life; however, campus life is not unimportant to them.
   - Adult learners make up a significant proportion of UM-Flint students and have their own unique needs.
6 Key themes from the research

3. **UM Flint has a strong academic reputation among its peers.**
   - UM-Flint is seen as a high quality educational option for students.
   - Focused on teaching more than research.
   - Comprehensive university with large variety of majors, graduate school opportunities, etc.

4. **The University is also considered “small” and “supportive” by many.**
   - Size and close contact with faculty are among UM-Flint prospective parents’ main considerations in the college selection process.
   - Seen as a large school that can feel small.
   - Offers accessible and supportive faculty.
   - But growing!
6 Key themes from the research

5. The University’s location is both a strength and a weakness.
   - Close to home + Flint associations/perceptions.
   - Research confirms negative associations and stereotypes.
   - Need to figure out how to talk about Flint’s urban-ness and opportunities.
   - Level of safety on campus is not a huge concern among internal audiences.
   - Need to get more students to campus and when they get here, provide a positive experience that dispels stereotypes and concerns.

6. The University and the city of Flint are generally seen as being “on the rise.”
   - However, they are co-dependent upon one another.
   - UM-Flint widely considered to be the “anchor” of the city.
Several Additional Observations

- UM-Flint captures a unique space within its core market.
  - A high quality education close to home that is affordable.
- Generally, UM-Flint is perceived as a good value for the cost.
- Students express high overall satisfaction with their UM-Flint student experience.
- Alumni connections to, and pride in, UM-Flint is also strong.
- Out of state awareness and alumni penetration limited.
DEFINING CHARACTERISTICS OF UM-FLINT’S KEY CONSTITUENCIES
As of April, most are also certain of their intentions to apply to UM-Flint.

Q: Please indicate how likely you are to apply to the University of Michigan Flint.
The biggest differences between the profiles of more- and less-likely applicants tend to be for: **residency** and **academic quality (GPA)**.

More-likely applicants are also confirmed to include a higher proportion of **“adult learners”** than their less-likely counterparts.

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**Prospective Undergraduates**

<table>
<thead>
<tr>
<th>Demographic</th>
<th>More Likely (n=73)</th>
<th>Less Likely (n=121)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>33%</td>
<td>34%</td>
</tr>
<tr>
<td>White/Caucasian</td>
<td>63%</td>
<td>55%</td>
</tr>
<tr>
<td>Family Income &gt; $75,000*</td>
<td>22%</td>
<td>28%</td>
</tr>
<tr>
<td>Michigan resident</td>
<td>86%</td>
<td>57%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>High School</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>GPA 3.5 to 4.0*</td>
<td>41%</td>
<td>63%</td>
</tr>
<tr>
<td>Not currently in high school</td>
<td>22%</td>
<td>7%</td>
</tr>
</tbody>
</table>

*Column percentages shown.  
*Among those reporting.
Likelihood of Applying by County (Region)
Current undergraduate students are often working and married.

<table>
<thead>
<tr>
<th>Employment Status</th>
<th>Prospective Undergraduates</th>
<th>Current Undergraduates</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Less Likely to Apply</td>
<td>More Likely to Apply</td>
</tr>
<tr>
<td>Employed FT</td>
<td>5%</td>
<td>7%</td>
</tr>
<tr>
<td>Employed PT</td>
<td>30%</td>
<td>34%</td>
</tr>
<tr>
<td>No - Student</td>
<td>63%</td>
<td>53%</td>
</tr>
<tr>
<td>No - Other</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Marital Status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Married</td>
<td>3%</td>
<td>7%</td>
</tr>
<tr>
<td>Single, never married</td>
<td>93%</td>
<td>86%</td>
</tr>
<tr>
<td>Divorced/Widow(er)</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Committed relationship or partnership</td>
<td>3%</td>
<td>7%</td>
</tr>
</tbody>
</table>
When we asked for their reasons for not applying:

• Rather than detailing any disadvantages of UM-Flint, many indicated that they were more interested in, or had already chosen, another school.

• Some made general comments to the effect that UM-Flint was not especially interesting or well-known to them.
  – “The school does not attract me or fit my interests.”
  – “It's not my top choice school.”

• A fair number noted that UM-Flint was out of state, or otherwise “too far away”; there were also those who considered it “too close to home.”
When we asked for their reasons for not applying:

- Smaller numbers spoke of other specific drawbacks. Some of these students described UM-Flint as not being challenging or prestigious enough:
  - “Academics do not compare to other schools I applied to.”
  - “I would like to attend a school that has proven academic strengths and a strong influence in the performing arts.”

- A few talked about it being situated in a town with too much crime:
  - “I don’t want to live in a dangerous city.”

- Finally, a few said that the University did not offer the major or curriculum that matches their interests.
The guidance counselors we spoke with reported that student interest in UM-Flint is increasing or the same:

- “If anything there is probably more interest in UM-Flint. When the economy tanked, students were forced to stay local for their college. Interest in local colleges in general are rising. As far as the students go, students' perception of UM-Flint is that it is similar to the UM-AA campus. Some students think that Flint is as competitive as AA and don't realize it is easier to get in. Kids often don't realize that and that it is a good option for them.”

- “More so in the past several years, students that typically would have gone away to college are staying at home and going to UM Flint. We are sending higher quality kids to UM Flint at this point. I feel like our kids think it is a good option for them. They don't feel like they are settling academically.”

Q: Over the past five years, what trends have you noticed in student interest in UM-Flint?
Who is the “ideal” UM-Flint student?
The “ideal” UM-Flint student is.... *(all groups)*

Q: Describe the type of student who you think is likely to thrive both socially and academically at UM-Flint.
Descriptions of the “ideal” UM-Flint student are varied, for example: (1)

- “The type who is willing to work hard, stay focused, seek social activity and create the atmosphere they seek.” (Current Undergraduate)

- “I think this varies widely. One of the things I like about U-M Flint is the variety of individuals that attend. I think anyone is capable of thriving socially and academically if they want to.” (Current Undergraduate)

- “One who is comfortable with urban environment, comfortable interacting with others, at least moderately dedicated to studies.” (Current Graduate Student)

- “Self-motivated student who works as well as attends school.” (Current Graduate Student)

Q: Describe the type of student who you think is likely to thrive both socially and academically at UM-Flint.
Descriptions of the “ideal” UM-Flint student are varied, for example: (2)

• “Someone who wants a prestigious degree and is willing to work hard, but also needs a campus closer to home.” (Alumni)

• “Someone who wants the quality of UM without the hassle of the big campus environment.” (Alumni)

• “Students that want both the small campus atmosphere as well as a university "college" experience, wrapped up in one.” (Faculty/Staff)

• “One who wants a relatively comprehensive university experience but greatly values close/personal connections and attention.” (Faculty/Staff)

• “Any student can thrive at UM-Flint, but students who need a more personal interest in their success, will likely have more opportunity on UM-Flint campus than on larger campuses.” (Faculty/Staff)

Q: Describe the type of student who you think is likely to thrive both socially and academically at UM-Flint.
Guidance counselors report that the student who will thrive at UM-Flint ...

- “Really has their mind made up, has a plan. And is motivated about getting it done on their own.”

- “Is not necessarily looking for that college atmosphere but maybe has a PT job; is struggling to fit a college education into their life. May have to live at home or work.”

- “Can’t afford to leave home but wants a good college education.”

- “Is academically capable. In the Flint area, there is Mott, Baker and UM Flint if they want to stay local and live at home. UM Flint is the most challenging of these options. Needs to be a student who is prepared to be challenged and wants to be in a four year college environment and has a sense of direction.”

Q: Describe the type of student who you think is likely to thrive both socially and academically at UM-Flint.
Q: The following is a list of characteristics or phrases that describe people. Please indicate how much you agree or disagree that each of these statements describes you. *Scale: 1 (Strongly disagree) to 5 (Strongly agree)*

1. I want to be able to give something back to society.
   - Score: 4.35

2. I love to travel to new places.
   - Score: 4.29

3. I have a very close relationship with my family.
   - Score: 4.25

4. I have (or had) very clearly defined goals for my higher education.
   - Score: 4.22

5. I often follow my own instincts even when they are different from the rest of the group.
   - Score: 4.17

6. It’s better to learn by doing than learn from books and classes alone.
   - Score: 4.15
Highlights from the Brand Research

WHAT ARE UM-FLINT STUDENTS LOOKING FOR IN A COLLEGE?
Top priorities are consistent for prospective and current students.

<table>
<thead>
<tr>
<th>Feature</th>
<th>Prospective Undergraduates</th>
<th>Current Undergraduate Students</th>
<th>Current Graduate Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepares students for career success</td>
<td>15</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>Affordable</td>
<td>12</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>Strong academic reputation</td>
<td>12</td>
<td>11</td>
<td>14</td>
</tr>
<tr>
<td>Hands-on, real-world learning opportunities</td>
<td>12</td>
<td>13</td>
<td>11</td>
</tr>
<tr>
<td>Supportive of students who work or have families</td>
<td>6</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Close contact with faculty</td>
<td>9</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Close to home</td>
<td>4</td>
<td>6</td>
<td>8</td>
</tr>
</tbody>
</table>

Note increased importance among current students.

Q: How appealing are the following features when describing your ideal college or university? Numbers indicate appeal of items – points out of 100 split across 11 features.
Lesser priorities are also consistent for prospective and current students.

<table>
<thead>
<tr>
<th>Feature</th>
<th>Prospective Undergraduates</th>
<th>Current Undergraduate Students</th>
<th>Current Graduate Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities that are modern and &quot;state of the art&quot;</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Outreach programs that serve community needs</td>
<td>7</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Diverse student body</td>
<td>7</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Vibrant social and extracurricular life</td>
<td>8</td>
<td>7</td>
<td>4</td>
</tr>
</tbody>
</table>

Note greater importance among prospective students.

Q: How appealing are the following features when describing your ideal college or university? Numbers indicate appeal of items – points out of 100 split across 11 features.
Prospective parents’ main considerations are:

• Proximity to home
  – not too far away, live at home and go to school

• General reputation
  – good school with good name and visibility

• Availability and strength of child’s program of interest

• Size of school
  – size of classes, close contact with faculty

• Financial costs and availability of scholarships

Q: What are your main considerations as you evaluate(d) colleges and universities for your son or daughter?
Highlights from the Brand Research

WHAT SCHOOLS ARE UM-FLINT UNDERGRADUATE STUDENTS MOST CONSIDERING?
When we asked inquirers to list the top three schools to which they have applied or are planning to apply ...
... their top mentions are all located in Michigan.

- **Flint** (19%)
- **Central Michigan University** (7%)
- **Oakland University** (7%)
- **Ferris State University** (6%)
- **Eastern Michigan University** (6%)
- **Grand Valley State University** (5%)
- **Saginaw Valley State University** (5%)
- **Mott Community College** (4%)
- **Wayne State University** (10%)
In fact, the first non-Michigan school on the list is ...

Ohio State University, Columbus Campus (3%).
Highlights from the Brand Research

WHAT IS DISTINCTIVE ABOUT UM-FLINT?
When we asked business/community leaders, parents and guidance counselors to identify a college or university that is “most comparable” to UM-Flint ....
Colleges and universities that were identified as “most comparable” to UM-Flint include: (1)

- **Wayne State University**
  - *Downtown urban location* in a community that has gone through depressed economic times. General public has concern about public safety in area. Both schools have worked very hard to overcome this and become a safe environment and have a good academic environment and be part of turning the community around.

- **UM-Dearborn**
  - *Satellite to UM Ann Arbor*. Like the UC system - has grown into their shoes. I can see that happening here.
  - Serving the *same sort of community* - both former auto town. Roughly the *same size*. Probably facing a lot of the same issues with their location. Being a *satellite university*.

- **Michigan State University**
  - Quality of education
Colleges and universities that were identified as “most comparable” to UM-Flint include: (2)

- **Saginaw State Valley University**
  - Regional university - getting student population from within 50 miles. Size is similar. Population drawing from is similar ethnic bases, former automotive workers. I know they are both trying to recruit more international. Both trying to become more residential.

- **Grand Valley State University**
  - Doesn't have a lot of graduate offerings and both are regional institutions.

- **Eastern or Central Michigan University**
  - Middle of the road, academic reputation. Cost effective, inexpensive public. A lot of general degrees available from education to prelaw.

- **Ferris State University**
  - They willingly accept the lower performing students (between 2.0 and 3.0 GPA) and make them successful. If need to stay local, they usually attend UM Flint. Those who can go away often chose Ferris.
Some were unable to answer, saying UM Flint is “unique.”
When we asked what UM-Flint provides to its students that is distinctive...

responses fell into three primary themes.
1. UM brand is prestigious and recognizable. (1)

- Of course there is the U of Michigan degree!
- **UM brand.** Mott CC and Baker College are not as high a quality and cater to a lot of back to school adult students and those who are interested in online education. Kettering University is a great engineering school, but isn't a comprehensive university like UM Flint.
- **UM is world known.** Because UM Flint is affiliated with a big 10 university but it is in a smaller setting. If you are the parent of an 18 year old, UM Flint is less scary but it has the UM brand name. Also, it offers a commuter option for those who want to live at home for a couple of years.

Q: Is there anything you believe UM-Flint provides its students that they cannot get at most other colleges and universities? If so, what is it?
1. UM brand is prestigious and recognizable. (2)

- A lot of little colleges in the area where you can get a four-year degree, but the UM degree is more recognizable. Its heads and above in terms of reputation.

- University of Michigan name gives the graduates a little more prestige.

Q: Is there anything you believe UM-Flint provides its students that they cannot get at most other colleges and universities? If so, what is it?
2. UM-Flint offers a more comprehensive college experience. (1)

• *It is a well rounded undergraduate teaching university* that offers a *broader university experience*. Their location in the *heart of a city* is unique. Saginaw is in a rural location and Oakland is in a strip mall suburban area.

• *Compared to other schools they have access to big 10 athletics and AA cultural opportunities.*

• *Has graduate programs* as well and a more diverse student body from other countries.

• *Offers higher education including post secondary for adults.* The educational opportunity is of a higher quality.

Q: Is there anything you believe UM-Flint provides its students that they cannot get at most other colleges and universities? If so, what is it?
2. UM-Flint offers a more comprehensive college experience. (2)

- **More programming** - academics and nonacademic. Larger and most student friendly. **Offers housing.** My sense is that they have a lot of clubs. The student center appears to be very active.

- The university's student activity programs are pretty robust and vibrant. Student government and clubs, for example. The university seeks to give young people a chance to affiliate with different organizations they feel an affinity with. But doesn't want the students to feel isolated. Instead, they are a part of one university community.

Q: Is there anything you believe UM-Flint provides its students that they cannot get at most other colleges and universities? If so, what is it?
3. UM-Flint offers students a high quality education close to home.

- **Quality of instruction** is better at UM Flint than other local options. Also the students are **supported** better once they are enrolled at UM-Flint.

- Get to go to a 4 year school and **earn a BA** in Flint, ME. Stay close to home. The other schools here are community colleges (Baker, Davenport, Mott) or technical schools. Kettering is here too but it’s a niche school (engineering).

Q: Is there anything you believe UM-Flint provides its students that they cannot get at most other colleges and universities? If so, what is it?
## ACT 25th Percentile

<table>
<thead>
<tr>
<th>Institution</th>
<th>25th Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>UM-Ann Arbor</td>
<td>27</td>
</tr>
<tr>
<td>Kettering</td>
<td>24</td>
</tr>
<tr>
<td>Michigan State</td>
<td>23</td>
</tr>
<tr>
<td>Grand Valley State</td>
<td>22</td>
</tr>
<tr>
<td>Saginaw Valley State</td>
<td>22</td>
</tr>
<tr>
<td>Western Michigan</td>
<td>20</td>
</tr>
<tr>
<td>Oakland</td>
<td>20</td>
</tr>
<tr>
<td>Central Michigan</td>
<td>20</td>
</tr>
<tr>
<td>UM-Flint</td>
<td>19</td>
</tr>
<tr>
<td>Ferris State</td>
<td>18</td>
</tr>
<tr>
<td>Eastern Michigan</td>
<td>18</td>
</tr>
</tbody>
</table>
In-State Tuition and Fees

- Kettering: $29,988
- UM-Ann Arbor: $12,590
- Michigan State: $12,203
- Central Michigan: $10,740
- Ferris State: $9,934
- Grand Valley State: $9,716
- Western Michigan: $9,606
- Oakland: $9,285
- UM-Flint: $9,184
- Eastern Michigan: $7,616
Students Living on Campus

- Michigan State: 40.0%
- UM-Ann Arbor: 37.0%
- Central Michigan: 34.0%
- Ferris State: 28.0%
- Kettering: 26.0%
- Western Michigan: 25.9%
- Grand Valley State: 24.9%
- Eastern Michigan: 15.0%
- Oakland: 14.0%
- UM-Flint: 4.3%
Survey participants evaluated UM-Flint and a number of comparison institutions* on three important dimensions:

• Strong academic reputation
• Vibrant social and extracurricular life
• Affordable

* Prospective and current students evaluated 11 other institutions and current graduate students evaluated 10 other schools.
Some general observations include:

• **Academic Quality**
  – **UM-Ann Arbor** stands out in perceived academic reputation compared to the other schools.
  – Following UM-AA, **UM-Flint, Michigan State** and **Kettering** are thought to be higher in academic reputation than the other schools tested.
  – Mott has the lowest academic reputation by far.

• **Affordability**
  – **UM-AA, Michigan State** and **Kettering**, however, are perceived to be the least affordable of the schools.
  – In contrast, **UM-Flint** garners favorable evaluations for this dimension.
  – **Mott CC** is seen as the most affordable option.

• **Social/Extracurricular Life**
  – **UM-AA** and **Michigan State** are thought to offer a more vibrant social and extracurricular life than **UM-Flint** and the other schools tested.
## Current Undergraduates

<table>
<thead>
<tr>
<th>University</th>
<th>Strong Academic Reputation</th>
</tr>
</thead>
<tbody>
<tr>
<td>UM-Ann Arbor</td>
<td>4.8</td>
</tr>
<tr>
<td>Kettering University</td>
<td>4.3</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>4.3</td>
</tr>
<tr>
<td><strong>UM-Flint</strong></td>
<td><strong>4.1</strong></td>
</tr>
<tr>
<td>Grand Valley State University</td>
<td>3.4</td>
</tr>
<tr>
<td>Oakland University</td>
<td>3.4</td>
</tr>
<tr>
<td>Ferris State University</td>
<td>3.3</td>
</tr>
<tr>
<td>Eastern Michigan University</td>
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</tr>
<tr>
<td>Western Michigan University</td>
<td>3.2</td>
</tr>
<tr>
<td>Central Michigan University</td>
<td>3.1</td>
</tr>
<tr>
<td>Saginaw Valley State University</td>
<td>3.1</td>
</tr>
<tr>
<td>Charles S. Mott Community College</td>
<td>2.6</td>
</tr>
</tbody>
</table>

Q: Please rate the extent to which you associate the following with (SCHOOL). Scale: 1 (Not at all) to 5 (Very much)
## Current Undergraduates

<table>
<thead>
<tr>
<th>School</th>
<th>Strong Academic Reputation</th>
<th>Affordable</th>
</tr>
</thead>
<tbody>
<tr>
<td>UM-Ann Arbor</td>
<td>4.8</td>
<td>2.2</td>
</tr>
<tr>
<td>Kettering University</td>
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</tr>
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<td>Michigan State University</td>
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<td><strong>UM-Flint</strong></td>
<td><strong>4.1</strong></td>
<td><strong>3.6</strong></td>
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<td>Grand Valley State University</td>
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<td>Oakland University</td>
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<td>3.2</td>
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<tr>
<td>Ferris State University</td>
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<tr>
<td>Eastern Michigan University</td>
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<tr>
<td>Western Michigan University</td>
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<td>2.8</td>
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<tr>
<td>Central Michigan University</td>
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<td>2.9</td>
</tr>
<tr>
<td>Saginaw Valley State University</td>
<td>3.1</td>
<td>3.2</td>
</tr>
<tr>
<td>Charles S. Mott Community College</td>
<td>2.6</td>
<td>4.6</td>
</tr>
</tbody>
</table>

Q: Please rate the extent to which you associate the following with (SCHOOL). Scale: 1 (Not at all) to 5 (Very much)
### Current Undergraduates

<table>
<thead>
<tr>
<th>School</th>
<th>Strong Academic Reputation</th>
<th>Affordable</th>
<th>Vibrant Social and Extracurricular Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>UM-Ann Arbor</td>
<td>4.8</td>
<td>2.2</td>
<td>4.4</td>
</tr>
<tr>
<td>Kettering University</td>
<td>4.3</td>
<td>2.2</td>
<td>3.0</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>4.3</td>
<td>2.5</td>
<td>4.3</td>
</tr>
<tr>
<td><strong>UM-Flint</strong></td>
<td><strong>4.1</strong></td>
<td><strong>3.6</strong></td>
<td><strong>3.4</strong></td>
</tr>
<tr>
<td>Grand Valley State University</td>
<td>3.4</td>
<td>2.8</td>
<td>3.5</td>
</tr>
<tr>
<td>Oakland University</td>
<td>3.4</td>
<td>3.2</td>
<td>3.1</td>
</tr>
<tr>
<td>Ferris State University</td>
<td>3.3</td>
<td>2.8</td>
<td>3.3</td>
</tr>
<tr>
<td>Eastern Michigan University</td>
<td>3.2</td>
<td>2.9</td>
<td>3.1</td>
</tr>
<tr>
<td>Western Michigan University</td>
<td>3.2</td>
<td>2.8</td>
<td>3.5</td>
</tr>
<tr>
<td>Central Michigan University</td>
<td>3.1</td>
<td>2.9</td>
<td>3.8</td>
</tr>
<tr>
<td>Saginaw Valley State University</td>
<td>3.1</td>
<td>3.2</td>
<td>3.3</td>
</tr>
<tr>
<td>Charles S. Mott Community College</td>
<td>2.6</td>
<td>4.6</td>
<td>2.1</td>
</tr>
</tbody>
</table>

Q: Please rate the extent to which you associate the following with (SCHOOL). Scale: 1 (Not at all) to 5 (Very much)
## Prospective Undergraduates

<table>
<thead>
<tr>
<th>School</th>
<th>Strong Academic Reputation</th>
<th>Vibrant Social and Extracurricular Life</th>
<th>Affordable</th>
</tr>
</thead>
<tbody>
<tr>
<td>UM-Ann Arbor</td>
<td>4.5</td>
<td>4.3</td>
<td>2.7</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>4.0</td>
<td>4.0</td>
<td>2.9</td>
</tr>
<tr>
<td>Kettering University</td>
<td>3.8</td>
<td>2.8</td>
<td>2.8</td>
</tr>
<tr>
<td><strong>UM-Flint</strong></td>
<td><strong>3.8</strong></td>
<td><strong>3.5</strong></td>
<td><strong>3.6</strong></td>
</tr>
<tr>
<td>Grand Valley State University</td>
<td>3.5</td>
<td>3.5</td>
<td>3.5</td>
</tr>
<tr>
<td>Oakland University</td>
<td>3.3</td>
<td>3.2</td>
<td>3.7</td>
</tr>
<tr>
<td>Western Michigan University</td>
<td>3.3</td>
<td>3.5</td>
<td>3.3</td>
</tr>
<tr>
<td>Central Michigan University</td>
<td>3.2</td>
<td>3.6</td>
<td>3.3</td>
</tr>
<tr>
<td>Saginaw Valley State University</td>
<td>3.2</td>
<td>3.3</td>
<td>3.6</td>
</tr>
<tr>
<td>Ferris State University</td>
<td>3.1</td>
<td>3.1</td>
<td>3.1</td>
</tr>
<tr>
<td>Eastern Michigan University</td>
<td>3.1</td>
<td>3.2</td>
<td>3.2</td>
</tr>
<tr>
<td>Charles S. Mott Community College</td>
<td>2.8</td>
<td>2.6</td>
<td>4.5</td>
</tr>
</tbody>
</table>

Q: Please rate the extent to which you associate the following with (SCHOOL). Scale: 1 (Not at all) to 5 (Very much)
## Current Graduate Students

<table>
<thead>
<tr>
<th>University</th>
<th>Strong Academic Reputation</th>
<th>Vibrant Social and Extracurricular Life</th>
<th>Affordable</th>
</tr>
</thead>
<tbody>
<tr>
<td>UM-Ann Arbor</td>
<td>4.8</td>
<td>4.2</td>
<td>2.5</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>4.2</td>
<td>4.2</td>
<td>3.0</td>
</tr>
<tr>
<td><strong>UM-Flint</strong></td>
<td><strong>3.9</strong></td>
<td><strong>2.7</strong></td>
<td><strong>3.7</strong></td>
</tr>
<tr>
<td>UM-Dearborn</td>
<td>3.6</td>
<td>2.9</td>
<td>3.5</td>
</tr>
<tr>
<td>Wayne State University</td>
<td>3.6</td>
<td>3.0</td>
<td>3.2</td>
</tr>
<tr>
<td>Grand Valley State University</td>
<td>3.5</td>
<td>3.4</td>
<td>3.3</td>
</tr>
<tr>
<td>Oakland University</td>
<td>3.3</td>
<td>2.9</td>
<td>3.3</td>
</tr>
<tr>
<td>Central Michigan University</td>
<td>3.2</td>
<td>3.5</td>
<td>3.4</td>
</tr>
<tr>
<td>Eastern Michigan University</td>
<td>3.1</td>
<td>2.9</td>
<td>3.4</td>
</tr>
<tr>
<td>Saginaw Valley State University</td>
<td>3.0</td>
<td>3.0</td>
<td>3.5</td>
</tr>
<tr>
<td>Marygrove College</td>
<td>2.5</td>
<td>2.0</td>
<td>3.0</td>
</tr>
</tbody>
</table>

Q: Please rate the extent to which you associate the following with (SCHOOL). Scale: 1 (Not at all) to 5 (Very much)
Highlights from the Brand Research

IS UM-FLINT DELIVERING ON ITS PROMISES?
Current UM-Flint students tend to be satisfied with their experience as a student there.

Q: Overall, how satisfied are you with your experience as a student at UM-Flint?

Scale: 1 (Very Dissatisfied) to 5 (Very Satisfied)

Current undergraduates: 4.01
Current graduate students: 4.16
The vast majority of UM-Flint graduates are proud of attending the University.

Agreement with: “I am very proud to have attended UM-Flint.”

- 4% (Strongly Disagree)
- 3% (Disagree)
- 13% (Neither)
- 30% (Agree)
- 50% (Strongly Agree)
Alumni are mixed regarding their connection to the University.

Q: Which of the following best fits your connection to the University of Michigan:
In the University-wide research we conducted in fall 2011, we asked UM-Flint current undergraduates whether they think “UM is a part of their self identity.”
And, we learned that nearly six in ten do feel the U of M is part of their self identity.

Agreement with: “The U of M is part of my self identity.”
UM as Part of Self Identity

• Pride, passion, and spirit
  – “Growing up in Flint, it has always been part of me to be a Wolverine. It is a prestigious college that I am proud to be part of.”
  – “I am U of M. I wear my sweatshirt to walk my dog. I do so more now that I am almost finished with my degree. It says UM-F (spelled out) on my resume, and it means I have a quality education that is recognized globally.”
  – “I only cheer for Michigan sports. I never turn my back on Michigan football. I am very proud to say I’m a Michigan wolverine. I wear the colors with pride.”
  – “Maize and blue runs through my veins.”
  – “When giving an introduction, I always say that I am a U-M student.”

Q: Please explain how UM is part of your “self identity.” (CURRENT UM-FLINT STUDENTS IN 2011 RESEARCH)
UM as Part of Self Identity

• Shaped who I am/values

  – “I feel as if U of M is a part of me... U of M has made me who I am today, and without the experiences at this school, I would not be the person I am.”

  – “U of M is defining who I am as a person by teaching me knowledge and values I will carry into my future profession and personal endeavors.”

  – “I feel that the University of Michigan—Flint has challenged me, and therefore, has changed me to who I am now. It has established my value for the city of Flint and has made me proud to be part of the student community here.”

  – “I love the University of Michigan—Flint. I was able to grow and learn and feel comfortable in college. This helped expand my personality and knowledge about life.”

Q: Please explain how UM is part of your “self identity.” (CURRENT UM-FLINT STUDENTS IN 2011 RESEARCH)
UM as Part of Self Identity

• Community/sense of belonging
  – “Attending the University of Michigan Flint was a major step in gaining my independence from my family, and introduced me to a new and dynamic community. A community for which I am now a strong advocate for.”
  – “I have grown up with U-M. My entire family has attended UM—Flint, and I continue to associate this university as a second home because I am so familiar with the campus and community.”
  – “People recognize and respect students at U of M, so it is nice to be able to say that I belong there.”

Q: Please explain how UM is part of your “self identity.” (CURRENT UM-FLINT STUDENTS IN 2011 RESEARCH)
Family ties to UM-Flint are strong.

- **Current Undergraduates**
  - 58% Another member of family has attended U-M Flint
  - 42% No other member of family has attended U-M Flint

- **Current Graduate Students**
  - 68% Another member of family has attended U-M Flint
  - 32% No other member of family has attended U-M Flint

- **Alumni**
  - 50% Another member of family has attended U-M Flint
  - 50% No other member of family has attended U-M Flint

- **Faculty & Staff**
  - 55% Another member of family has attended U-M Flint
  - 45% No other member of family has attended U-M Flint
Highlights from the Brand Research

UM-FLINT’S STRENGTHS
Top associations with UM-Flint among parents, guidance counselors and opinion leaders are positive:

- UM degree
- Academic excellence
- Student centered/Accommodating
- Growing (reputation, student body)
- Affordable/Lower cost/Less financial aid
- Community resource/asset
- Welcoming
- Smaller
- Quality faculty
- Commuter school/local college
- Vibrant
- Opportunity
- Undergraduates
- Go blue
- Strong alumni body
- Undervalued
- Safe
- Beautiful campus/Quaint/River
- Big school education
- Average

Q: What are the first two words that come to mind when you think of UM-Flint?
Q: What are the first two words that come to mind when you think of UM-Flint?
## Top Associations with UM-Flint

<table>
<thead>
<tr>
<th>Convenient/Close (to home)</th>
<th>Affordable</th>
<th>Flint, Michigan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diverse</td>
<td>Academics/Reputation/Excellence</td>
<td>Small</td>
</tr>
<tr>
<td>Urban</td>
<td>Growing</td>
<td>Commuter</td>
</tr>
</tbody>
</table>

Q: What are the first two words that come to mind when you think of UM-Flint?
**Top UM-Flint Strengths**

<table>
<thead>
<tr>
<th>Top UM-Flint Strengths</th>
<th>Prospective Undergraduates</th>
<th>Current Undergraduates</th>
<th>Current Graduate Students</th>
<th>Alumni</th>
<th>Faculty and Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large school that feels small/Accessible faculty/ Small class size*</td>
<td>9%</td>
<td>25%</td>
<td>18%</td>
<td>29%</td>
<td>30%</td>
</tr>
<tr>
<td>High quality or dedicated faculty</td>
<td>5%</td>
<td>23%</td>
<td>31%</td>
<td>26%</td>
<td>25%</td>
</tr>
<tr>
<td>Overall academic reputation or quality*</td>
<td>34%</td>
<td>20%</td>
<td>19%</td>
<td>17%</td>
<td>11%</td>
</tr>
<tr>
<td>Affordability or value for the cost*</td>
<td>18%</td>
<td>16%</td>
<td>12%</td>
<td>16%</td>
<td>9%</td>
</tr>
<tr>
<td>Staff/resources and information/supportiveness</td>
<td>2%</td>
<td>13%</td>
<td>11%</td>
<td>6%</td>
<td>13%</td>
</tr>
<tr>
<td>Physical campus/buildings/facilities</td>
<td>9%</td>
<td>11%</td>
<td>7%</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>Campus atmosphere/Community/Social life of students</td>
<td>9%</td>
<td>9%</td>
<td>6%</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Diversity/Respect for diversity</td>
<td>4%</td>
<td>8%</td>
<td>3%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Distance from home*</td>
<td>11%</td>
<td>7%</td>
<td>3%</td>
<td>10%</td>
<td>2%</td>
</tr>
<tr>
<td>Specific program*</td>
<td>9%</td>
<td>7%</td>
<td>14%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Variety of majors or courses*</td>
<td>6%</td>
<td>5%</td>
<td>6%</td>
<td>8%</td>
<td>5%</td>
</tr>
<tr>
<td>Geographic location</td>
<td>4%</td>
<td>4%</td>
<td>3%</td>
<td>13%</td>
<td>11%</td>
</tr>
<tr>
<td>UM or Ann Arbor connection</td>
<td>13%</td>
<td>3%</td>
<td>6%</td>
<td>14%</td>
<td>14%</td>
</tr>
<tr>
<td>Availability of classes and class times/Flexibility</td>
<td>1%</td>
<td>3%</td>
<td>8%</td>
<td>6%</td>
<td>3%</td>
</tr>
</tbody>
</table>

* Higher proportion of more likely than likely applicants mentioned.

Q: In your opinion, what are the two most impressive strengths of the University of Michigan Flint?
Strengths of UM-Flint (Interviews)

- UM brand/Affiliation with UM
- Strong academic quality/Good faculty
- Affordable price
- Smaller size/more personal attention
- Variety and quality of programs
- Evening classes/Accommodate working adults

- Local commitment of the University
- Good students who take their education seriously
- Commitment to student success
- Becoming more residential/traditional campus
- Easy to get to/accessible to local population

Q In your opinion, what are the two most impressive strengths of the University of Michigan Flint?
UM-Flint is generally not thought of as a “back up school” or “community college.”

![Bar chart showing perceptions of UM-Flint](chart)

- **Prospective Undergraduates**: 2.15 (Community college), 2.67 (Back up school)
- **Current Undergraduates**: 1.91 (Community college), 2.39 (Back up school)
- **Current Graduate Students**: 1.97 (Community college), 2.28 (Back up school)
- **Alumni**: 2.25 (Community college), 2.50 (Back up school)
- **Faculty and Staff**: 1.96 (Community college), 2.64 (Back up school)

Scale: 1 (Not at all) to 5 (Very much)
UM-Flint is also not thought of as “prestigious” or “international.”

![Bar chart showing scores for different groups.](chart)
UM-Flint is, however, thought to be “on the rise” with all but prospective undergraduates.

<table>
<thead>
<tr>
<th>Group</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prospective Undergraduates</td>
<td>3.05</td>
</tr>
<tr>
<td>Current Undergraduates</td>
<td>3.91</td>
</tr>
<tr>
<td>Current Graduate Students</td>
<td>3.79</td>
</tr>
<tr>
<td>Alumni</td>
<td>3.82</td>
</tr>
<tr>
<td>Faculty and Staff</td>
<td>4.01</td>
</tr>
</tbody>
</table>

 Applicants: More Likely = 3.80 Less Likely = 2.59

Scale: 1 (Not at all) to 5 (Very much)
Current Undergraduates
UM-Flint Fit by Appeal

1. Strong academic reputation
2. Vibrant social and extracurricular life
3. Close to home
4. Prepares students for career success
5. Affordable
6. Supportive of students who work or have families
7. Hands on, real-world learning opportunities
8. Close contact with faculty
9. Diverse student body
10. Outreach programs that serve community needs
11. Facilities that are modern and “state of the art”

Scale: 1 = Not at all to 5 = Very much

Scale: Appeal of items – points out of 100 split across 11 features
Current Undergraduates
UM-Flint Fit by Appeal

1. Strong academic reputation
2. Vibrant social and extracurricular life
3. Close to home
4. Prepares students for career success
5. Affordable
6. Supportive of students who work or have families
7. Hands on, real-world learning opportunities
8. Close contact with faculty
9. Diverse student body
10. Outreach programs that serve community needs
11. Facilities that are modern and “state of the art”

Scale: 1 = Not at all to 5 = Very much

Appeal
Scale: Appeal of items – points out of 100 split across 11 features
Prospective Undergraduates who are More Likely to Apply
UM-Flint Fit by Appeal

1. Strong academic reputation
2. Vibrant social and extracurricular life
3. Close to home
4. Prepares students for career success
5. Affordable
6. Supportive of students who work or have families
7. Hands on, real-world learning opportunities
8. Close contact with faculty
9. Diverse student body
10. Outreach programs that serve community needs
11. Facilities that are modern and “state of the art”

Scale: 1 = Not at all to 5 = Very much

Scale: Appeal of items – points out of 100 split across 11 features
## Associations with UM-Flint

<table>
<thead>
<tr>
<th>Feature</th>
<th>Prospective Undergraduates</th>
<th>Current Undergraduates</th>
<th>Current Graduate Students</th>
<th>Alumni</th>
<th>Faculty and Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Close to home</td>
<td>3.26</td>
<td>4.10 (1)</td>
<td>3.64</td>
<td>4.48 (1)</td>
<td>4.22 (1)</td>
</tr>
<tr>
<td>Strong academic reputation</td>
<td>3.77 (1)</td>
<td>4.06 (2)</td>
<td>3.93 (3/4)</td>
<td>3.87</td>
<td>3.63</td>
</tr>
<tr>
<td>Diverse student body</td>
<td>3.55 (4)</td>
<td>4.00 (3)</td>
<td>3.79</td>
<td>3.87</td>
<td>3.95 (4)</td>
</tr>
<tr>
<td>Close contact with faculty</td>
<td>3.22</td>
<td>3.94 (4)</td>
<td>4.12 (1)</td>
<td>4.27 (2)</td>
<td>4.21 (2)</td>
</tr>
<tr>
<td>Prepares students for career success</td>
<td>3.58 (2/3)</td>
<td>3.88</td>
<td>3.93 (3/4)</td>
<td>4.07 (4)</td>
<td>3.85</td>
</tr>
<tr>
<td>Supportive of students who work or have families</td>
<td>3.26</td>
<td>3.63</td>
<td>3.94 (2)</td>
<td>4.17 (3)</td>
<td>3.98 (3)</td>
</tr>
<tr>
<td>Affordable</td>
<td>3.58 (2/3)</td>
<td>3.62</td>
<td>3.74</td>
<td>3.98</td>
<td>3.84</td>
</tr>
<tr>
<td>Hands-on, real-world learning opportunities</td>
<td>3.32</td>
<td>3.53</td>
<td>3.70</td>
<td>3.74</td>
<td>3.62</td>
</tr>
<tr>
<td>Outreach programs that serve community needs</td>
<td>3.22</td>
<td>3.46</td>
<td>3.31</td>
<td>3.25</td>
<td>3.57</td>
</tr>
<tr>
<td>Vibrant social and extracurricular life</td>
<td>3.48</td>
<td>3.39</td>
<td>2.68</td>
<td>2.78</td>
<td>2.97</td>
</tr>
<tr>
<td>Facilities that are modern and &quot;state of the art&quot;</td>
<td>3.21</td>
<td>3.36</td>
<td>3.39</td>
<td>3.76</td>
<td>3.26</td>
</tr>
</tbody>
</table>

Scale: 1 (Not at all) to 5 (Very much)
Highlights from the Brand Research

UM-FLINT’S WEAKNESSES
**Things to Change About UM-Flint**

<table>
<thead>
<tr>
<th>Concern</th>
<th>Prospective Undergraduates</th>
<th>Current Undergraduates</th>
<th>Current Graduate Students</th>
<th>Alumni</th>
<th>Faculty and Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost/Price/Lack of financial aid/Specific fees*</td>
<td>27%</td>
<td>27%</td>
<td>22%</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>Parking/Traffic/Transportation</td>
<td>1%</td>
<td>12%</td>
<td>8%</td>
<td>11%</td>
<td>7%</td>
</tr>
<tr>
<td>Flint as undesirable location/Homeless on campus/Location (unspecified)*</td>
<td>30%</td>
<td>11%</td>
<td>19%</td>
<td>18%</td>
<td>11%</td>
</tr>
<tr>
<td>Facilities/Buildings/Dorms (wide range of comments)</td>
<td>6%</td>
<td>10%</td>
<td>12%</td>
<td>7%</td>
<td>12%</td>
</tr>
<tr>
<td>Faculty/Lack of ability of faculty/Lack of caring faculty</td>
<td>2%</td>
<td>10%</td>
<td>7%</td>
<td>2%</td>
<td>12%</td>
</tr>
<tr>
<td>Course scheduling/Lack of availability of classes and class times</td>
<td>3%</td>
<td>9%</td>
<td>9%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>Campus atmosphere/Community/Social life of students</td>
<td>7%</td>
<td>9%</td>
<td>8%</td>
<td>10%</td>
<td>17%</td>
</tr>
<tr>
<td>Level of safety</td>
<td>4%</td>
<td>9%</td>
<td>14%</td>
<td>6%</td>
<td>8%</td>
</tr>
<tr>
<td>Need greater variety of programs or classes</td>
<td>3%</td>
<td>7%</td>
<td>7%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Lack of extracurricular activities/sports/student organizations</td>
<td>7%</td>
<td>7%</td>
<td>3%</td>
<td>8%</td>
<td>4%</td>
</tr>
</tbody>
</table>

* Higher proportion of more-likely than less-likely undergraduate applicants mentioned.

Q: What are the two things you like least about UM-Flint? In other words, what are the two things about the University you would change if you could?
Q: What are the two things you like least about UM-Flint? In other words, what are the two things about the University you would change if you could?

<table>
<thead>
<tr>
<th>Concerns with academic standards, demands or requirements</th>
<th>Prospective Undergraduates</th>
<th>Current Undergraduates</th>
<th>Current Graduate Students</th>
<th>Alumni</th>
<th>Faculty and Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small in size</td>
<td>6%</td>
<td>6%</td>
<td>4%</td>
<td>2%</td>
<td>9%</td>
</tr>
<tr>
<td>Administration/Leadership/Depts. need to work together better</td>
<td>&lt;1%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>20%</td>
</tr>
<tr>
<td>Too far from home</td>
<td>7%</td>
<td>1%</td>
<td>1%</td>
<td>&lt;1%</td>
<td>1%</td>
</tr>
</tbody>
</table>
If parents have any reservations about UM-Flint, it regards the University’s location:

• Location, location, location
  – “I have a very negative impression of Flint.”

• Safety
  – “The school does a good job addressing this and not ignoring the issue. But believe it could and should do more - in his experience, the issue was first addressed at accepted student day, not through view books, website, etc. This is a real issue and concern for parents so school should get out front on the issue as early as possible.”

Q Do you have any reservations about your son/daughter attending UM-Flint?
Things to Change about UM-Flint (Interviews)

• More engagement with the community
  
  – “Not connecting with real issues of its own community. Needs to do a much better job and have a bigger role in connecting with the needs of the community. We have a high drop out rate in secondary school system. The University has not been a front and center player in helping the districts to find innovative ways to address the drop out rates, when we have one of the finest universities in the country right here. Poor for a university of its status. Be a better ‘corporate citizen.’ I am sure the University has done a lot of research about city violence and its impact on a community. Also, don't see them playing a major role in the master planning of the Flint community.”

  – “Though I know they do outreach, and it’s a priority for them, they could be a little more proactive in initiating partnerships and coordinating with local organizations. I am not sure they are as interested in partnering as we are. They are the big business in town.”

Q. What are the two things you like the least about UM-Flint? In other words, what are the two things about the University that you would change if you could?
Things to Change about UM-Flint (Interviews)

• More engagement with the community

  – “Greater outreach to the business community. They work hard at it. A lot of the outreach is inconvenient for people who work.”

  – “Like to seem them be more engaged in the community. They have a lot of talent and resources that if they were more engaged the students could learn more and the community could benefit from that resource.”

  – “The University needs to try to figure out its role related to maximizing its resource potential for the city of Flint. That is an area of underutilization. That's a function of mission and leadership. It has so many resources and talent that can be deployed but there needs to be a game plan and leadership that wants to get that done. I am not so sure that I see that as a prominent priority at this juncture. Want to see the University fully engaged with the community - school system, healthcare, neighborhood organizations.”

Q. What are the two things you like the least about UM-Flint? In other words, what are the two things about the University that you would change if you could?
Things to Change about UM-Flint (Interviews)

• More engagement with the community
  – “Lately seems the University has been looking more inward than outward. It has such a huge presence in town. There is so much that it could be doing that I don't see it taking its job very seriously. Started when the shut down the public TV station. Not taking its role as an educational ambassador seriously.”
  – “Being part of the community, fitting in with other educational organizations.”

Q. What are the two things you like the least about UM-Flint? In other words, what are the two things about the University that you would change if you could?
Things to Change about UM-Flint (Interviews)

• Campus/Location
  – “Campus has been designed to look inward at its own student commuters as opposed to embracing its physical location in downtown Flint.”
  – “Location, location, location. Being in downtown Flint is not a positive for anything.”
  – “Located in Flint that is a dangerous area. But my son has always felt safe on campus, but as they grow, they need to plan security.”
  – “Getting more people onto their campus that are not students for different programs and opportunities. They try to do it but no one comes. Because its downtown. Outlying areas don't feel comfortable going downtown.”

Q. What are the two things you like the least about UM-Flint? In other words, what are the two things about the University that you would change if you could?
Things to Change about UM-Flint (Interviews)

- **Add sports**
  - “Need to have some kind of sports presence. It would engage the community. They don't feel a part of the community as much as they would if there were athletics. Probably not football because AA has that covered. Division III basketball or something would be good.”
  - “Be great if they could add athletics. Would also bring more life to the downtown. They have club sports.”

- **Lower cost**
  - “Help make college more affordable for students. Anything they can do to expand academic scholarships for deserving students.”
  - “Make it more affordable for our students.”

Q. What are the two things you like the least about UM-Flint? In other words, what are the two things about the University that you would change if you could?
Things to Change about UM-Flint (Interviews)

• Emerge from AA’s shadow
  – “My perception is the AA campus doesn't want the Flint campus to overshadow them. I don't get that because if you are a parent and you have a bunch of kids you want all your kids to prosper. You should want them to do better than you. The AA campus wants to put the lid on Flint because they are threatened.”
  – “The faculty has a complex about itself as being academically astute because they live in the shadow of AA. A lot of the energy goes there rather than focusing on the students. Quit worrying about whether they are as good as AA.”
  – “Campus does get treated as an extension of the AA campus as opposed to having its own vision as a university. Just four years ago that UM Flint got campus housing, whereas other schools in the area have had housing for a while. It's governed as an extension of the AA campus.”

Q. What are the two things you like the least about UM-Flint? In other words, what are the two things about the University that you would change if you could?
Highlights from the Brand Research

UM-FLINT MESSAGE TESTING
We tested a number of messages from UM-Flint materials for appeal.

Most appealing were ...
Agreement with:

“At U-M Flint, students can get a University of Michigan degree close to home.”

Q: Please indicate how appealing each of the following statements about UM-Flint is to you.
Agreement with:

“U-M Flint is large enough to offer as broad a variety of choices and opportunities as one would expect from a fine comprehensive university yet it is small enough that students don’t get lost in the crowd.”

Q: Please indicate how appealing each of the following statements about UM-Flint is to you.

Prospective Undergraduates
Agreement with:
“U-M Flint offers an enriched academic atmosphere highlighted by individualized attention from faculty.”

Q: Please indicate how appealing each of the following statements about UM-Flint is to you.

Prospective Undergraduates
Less appealing messages include ...
Agreement with:

“Action-oriented academics is at the heart of the U-M Flint academic experience and is why U-M Flint graduates are highly desired by employers.”

Q: Please indicate how appealing each of the following statements about UM-Flint is to you.
Agreement with:

“U-M Flint embraces all aspects of diversity and strives for an inclusiveness that enriches the student experience.”

Q: Please indicate how appealing each of the following statements about UM-Flint is to you.
Agreement with:

“At U-M Flint, undergraduates are able to dive into serious research projects early in their college careers, giving them the leg up on the competition when they enter graduate school or the workforce.”

Q: Please indicate how appealing each of the following statements about UM-Flint is to you.

Less likely applicants: 3.54
More likely applicants: 4.06
Current undergraduates: 3.69
Current graduate students: 3.33
Alumni: 3.63

Prospective Undergraduates
“Flint is a different kind of college town. This transformation from ‘car town’ to ‘college town’ is still in its early stages, but there is already a great deal to be excited about.”

Q: Please indicate how appealing each of the following statements about UM-Flint is to you.
Flint

.... is a city in transition.
Q: When you think of the city of Flint, what is the first word or short phrase that comes to mind?
Top Associations with the City of Flint

1. Dangerous/
   Unsafe/
   Murder

2. Scary

3. Ghetto/
   Depressed

4. Struggling/
   Challenged

5. Home

6. Rebuilding/
   Improving

7. Decline/
   Revitalization

8. College town

9. Potential

Q: When you think of the city of Flint, what is the first word or short phrase that comes to mind?
Results confirm the importance of getting students on campus and making sure they have a positive experience when they do visit.
Prospective undergraduates have slightly different impressions of the city of Flint depending on whether they have visited or not.

Q: When you think of the city of Flint, what is the first word or short phrase that comes to mind?
What do interviewees have to say that is positive about the city of Flint? (1)

• “Very different from how it has been painted in the national media. To see Flint from afar is to assume it is a huge, depressed, black hole. Living here you learn it is a city with huge assets and huge challenges. It is finally committed to changing itself rather than hanging onto its glorious past. It is a city that could go either way. If leaders don’t stay steadfast it could turn into a ghost town. There is so much energy and smarts that are going on to reverse the trends. It is a city where young adults can make a big difference because it is small compared to most metropolitan areas.”

• “Sort of a tale of two legacies/cities. One is a historical look back, and the other looking forward. The city has not been able to redefine and reposition itself fast enough.”

• “Community that is struggling, trying to find another identity. Moving from a manufacturing identity to something else.”
What do interviewees have to say that is positive about the city of Flint? (2)

• “On the mend. Doing the right things, but it’s going to take some time.”
• “Still hardcore base of Flint supporters. We’ve hit the bottom, we are on the way back up. UM Flint and other schools are seen as a strong component of the economic base.”
• “There is a small group who are invested in helping the city heal.”
• “There is a rebirth and redevelopment that is going on downtown. People of Flint have staying power. They work hard and play hard and during hard economic times, they don’t leave the area. Location is great. Can be on a trout stream half an hour away. Ann Arbor and Detroit are close. There is skiing in northern Michigan.”
What do interviewees have to say that is positive about the city of Flint? (3)

• “There is a proud, blue collar working tradition in Flint. It’s not the most cultural or beautiful place to live. There is a lot of crime, but yet there is a piece of the city that is very proud.”

• “Flint is a diverse, middle class city. It’s struggled economically with manufacturing and automotive changes. But there is new downtown life with new housing, restaurants, and entertainment. Broader economy is diversifying. Can’t deny the crime though.”

• “Flint is a city with some great assets, but has many struggles due to the change in its industrial base. Full of people who are committed to changing the city, so it doesn’t just die. Build new life. And the University is a big part of that.

• “It has a good art institute that is well regarded. Beautiful residential areas. A river runs through the city. Mott Foundation has pumped lots of money into the city.”
Importance of UM-Flint to Flint (Interviews) (1)

• “University is playing a major role in terms of what is going to be available in Flint down the road. Most people think Flint is going to become a college town.”

• “UM-Flint is the cornerstone of Flint.”

• “Flint lives or dies by UM-Flint. It is so tied to the community.”

• “UM-Flint is the anchor of our downtown. Flint would not have come back if UM were not downtown. They have the opportunity to continue to be the anchor of the city of flint, rebuilding and planning for the future. By continuing to grow the University, we have more students downtown, more buildings, create a core of activities that can help the city stabilize and fill in the ‘hole in the doughnut.’”
Importance of UM-Flint to Flint (Interviews) (2)

• “The community is proud of UM Flint. It is such an important asset and part of this community.”

• “It's a valuable resource in the region. It enhances the quality of life. Otherwise, Flint would totally be known as a ‘murder capital.’”

• “This city is becoming more dependent on the city and the city on the university. It’s a huge asset for the city and county.”

• “Full of people who are committed to changing the city so it doesn’t just die. Build new life. And, the University is a big part of that.”
Discussion & Next Steps
Some preliminary building blocks for brand position and supporting messages for UM-Flint for discussion:

1. The small, supportive, personal University that understands adult students.

2. A global campus that prepares you for a global economy.

3. Academically rigorous with purpose (career, life, etc.)

4. High value for Michiganders; a great education for a great price.

5. Engaged with the Flint community (transforming/renewing/reinvigorating and you can be part of it; make a real difference; links to UM brand position)
Highlights from the Brand Research

UNIVERSITY OF MICHIGAN FLINT

May 31, 2012