

BRANDING WELS CAMPUS MINISTRY

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A THESIS SUBMITTED TO THE FACULTY IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF DIVINITY

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MEQUON, WISCONSIN

FEBRUARY 17, 2016

Abstract

It has always been important for Christian ministries to present an understandable and compelling identity for themselves. This paper focuses on the efforts of campus ministries in the Wisconsin Evangelical Lutheran Synod. Though they are different from one another, they generally have similar purposes. This paper aims to ascertain those purposes and fulfill them with branding. By honing and clarifying a distinct image, campus ministries can effectively reach their target demographics and make themselves better known in their communities. With the input of current campus pastors and other research, I develop a brand and marketing plan that an individual campus ministry could adopt and implement. I test that plan with current student leaders. With these insights, I finalize a brand and marketing plan for use by individual campus ministries. Armed with this plan, a campus ministry can better evaluate its goals and reach them with the ultimate goal of building up the church in the name of Jesus Christ.

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Introduction

Branding is an important tool in ministry. It helps church organizations make themselves known to their communities. Branding gives a snapshot of what the group is, what they stand for, and what they do. This is of great importance to church organizations that want to make an impact. Branding allows them to reach the people whom they want to reach in a memorable way. The hope is that, in time, brands will enable church organizations to develop relationships with people. This, in turn, creates opportunities for the proclamation of God's word.

Campus ministry in the Wisconsin Evangelical Lutheran Synod (WELS) is comprised of many individual campus ministries throughout North America. These individual organizations, usually connected to a local congregation, pursue opportunities for sharing God's word just as any WELS ministry does. These individual ministries all fall under the umbrella of WELS campus ministry. Yet their ministries are very different from one another. They tend to start from the ground up, following the course set by the local congregation in their development and continual operation.

This thesis project consists of the development and proposal of a brand and marketing plan that individual campus ministries could use to strengthen themselves. Perhaps a church near a college campus is considering starting a campus ministry. They could adopt this plan. Perhaps an existing campus ministry is looking for more focus or outside suggestions for how to improve their ministry. They also could adopt this plan. At the end of this thesis, one can find the final, proposed brand and marketing plan.

It is important when adopting this plan and implementing it to know the process through which it was developed. First we will look at what a brand is and what it does. Then we will grapple with the unique purposes of WELS campus ministry. Using those basic branding principles and knowing the purposes of this ministry, we will develop a brand with several usable elements. These branding elements need a marketing plan, so we will follow the steps of creating one. We will need to test this plan with those who are currently involved as leaders in WELS campus ministry. Analyzing their responses will allow us to revise the plan. In the end we hope to propose a brand and marketing plan that will be helpful to individual WELS campus ministries.

Literature review

In seeking to understand what branding is and what it accomplishes, I found the book Branding Faith by Phil Cooke to be incredibly helpful. This resource is specifically tailored toward the development of brands by Christian churches. Cooke provides helpful definitions and explanations of branding's basic principles. This practical book lays out plainly why a church would want to brand and what a church will want to consider as it goes about branding. Some of the major insights from this book set the trajectory for the development of this thesis project.

There is much to learn about branding from secular sources. Branding did not develop initially as a ministry tool. Branding is a business tool that many churches use for their purposes. The most foundational resources on branding are, therefore, secular. The book that has been viewed as the textbook on branding for decades is Managing Brand Equity by David Aaker. I found this resource helpful in orienting myself to the topic as well as in understanding the goals and limitations of branding.

This thesis seeks to be practical, as I am proposing a plan that campus ministries can adopt and implement. For a brand to be practically used the organization that uses it needs to also have a marketing plan. George Barna, in his book Marketing the Church, shows how churches can market themselves. He gives a step-by-step process for determining a marketing strategy. I adapted Barna's process for the purposes of creating a Lutheran campus ministry marketing plan.

Branding and marketing are tools used to target and reach out to specific people. There is a specific subset of the general population that campus ministries target. These are young people. There are unique aspects to the current corpus of college-aged coeds. Fortunately I found Marketing to Millennials by Jeff Fromm and Christie Garton, a wonderful resource for understanding this group's unique marketing needs. Implementing their simple takeaways made it possible to develop a marketing plan that was tailored to the current campus ministry context.

Scriptural basis

Branding (i.e., honing and clarifying an identity) played a key role in many episodes throughout Scripture. Branding is generally a business term. However, many principles of branding that will be discussed below in the section titled “The principles of branding” can be

seen in action in the Bible. In a way, God branded organizations and ministries. He did not brand in the same way that a company today might brand. However, the kind of branding God employed in biblical times was a helpful tool for God's people as they spread the gospel throughout the world. There are individuals in both the Old and New Testaments that employed branding principles. There were groups in both testaments that benefited from having a clear and explicit identity. In these examples we see that branding is a natural and important part of message proclamation.

The nation of Israel

God branded his chosen nation. He wanted them to have a specific identity. This was not an identity only for the Israelites to know about. He wanted the other nations with whom they interacted to know them for a specific reason. God revealed his brand concept for the nation of Israel through Moses on Mount Sinai: "Now if you obey me fully and keep my covenant, then out of all nations you will be my treasured possession. Although the whole earth is mine, you will be for me a kingdom of priests and a holy nation" (Ex 19:5-6). God wanted the Israelites to be unlike all other kingdoms and nations on earth. He wanted them to be universally priestly and holy. God considered his purposes for all the nations ("Although the whole earth is mine") and came up with a different plan for the nation of Israel. By branding God set apart his treasured possession, Israel. The Israelites were involved in this branding process. In his commentary on Exodus, Douglas K. Stuart comments on these verses: "Israel's assignment from God involved intermediation. They were not to be a people unto themselves, enjoying their special relationship with God and paying attention to the rest of the world. Rather, they were to represent him to the rest of the world and attempt to bring the rest of the world to him."¹ Stuart notes the intentional nature of Israel's relationship with God's set brand. They were to serve a specific function and they achieved that through the use of God's established brand. How? "Israel would be an example to the people of other nations, who would see its holy beliefs and actions and be impressed enough to want to know personally the same God the Israelites knew" and "Israel would proclaim the truth of God and invite people from other nations to accept him in faith as shown by confession of belief in him and acceptance of his covenant."² The far-reaching ministry that God was executing through the nation of Israel involved the important brand of the chosen nation as a kingdom of priests and a holy

1 Douglas K. Stuart, *Exodus. Vol. 2. The New American Commentary* (Nashville: Broadman & Holman Publishers, 2006), 423.

2 Ibid.

nation.

John the Baptist

The forerunner to the Christ had a branded ministry. In his Gospel, Matthew presents John the Baptist's brand with the following summary of his ministry: "In those days John the Baptist came, preaching in the wilderness of Judea and saying, 'Repent, for the kingdom of heaven has come near'" (Mt 3:1-2). There are two important elements to John's brand. The first is the imperative, "Repent!" John stuck to this important message. Repentance was central to his ministry. To the Jewish leaders John declared, "Produce fruit in keeping with repentance... I baptize you with water for repentance" (Mt 3:8,11). For John the conversation always came back to the concept of repentance. Why? John ensured that he was known by the repentance brand because this was God's plan. Quoting a prophecy from Isaiah, Luke writes in his Gospel about John the Baptist that he would be

"A voice of one calling in the wilderness,
'Prepare the way for the Lord,
 make straight paths for him.
Every valley shall be filled in,
 every mountain and hill made low.
The crooked roads shall become straight,
 the rough ways smooth.
And all people will see God's salvation'" (Lk 3:4-6).

John prepared hearts by preaching repentance and branding his ministry with that emphasis.

The other important element of John's brand was baptism. This even became his title: John the Baptist. Notice that this is connected to John's other important branding element, repentance: "I baptize you with water for repentance" (Mt 3:11). People throughout the Jordan region knew John as a baptizer for repentance because John branded his message, actions, and whole ministry for that purpose according to God's plan. Even Jesus came to be baptized by John, confirming the brand. While there were baptisms and repentances in the ministry of Jesus, these emphases in John the Baptist's ministry have remained in his brand to the present, distinguishing John's ministry from that of Jesus.

Jesus

Jesus managed his brand, his reputation. There are several accounts in which Jesus did not want certain information about him to be well-known. Consider the account of Jesus healing two blind men: "He touched their eyes and said, 'According to your faith let it be done to you'; and their sight was restored. Jesus warned them sternly, 'See that no one knows about this.' But they went out and spread the

new about him all over that region" (Mt 9:29-31). Jesus worked to manage the information that people knew about him. In so doing, Jesus protected his reputation, which was so important because otherwise people might be turned off from his message by a misunderstanding of his miracles and other acts. Just after the healing of the two blind men, Jesus drove a demon out of a man in that same region. There were many who were amazed, saying, "Nothing like this has ever been seen in Israel" (Mt 9:33). But knowledge of this miracle caused trouble: "The Pharisees said, 'It is by the prince of demon that he drives out demons'" (Mt 9:34). Knowledge of Jesus had an impact. It was not only for the sake of his enemies that Jesus managed his brand. Following the feeding of the 5,000 Jesus made an important decision about how his ministry would be branded: "After the people saw the sign Jesus performed, they began to say, 'Surely this is the Prophet who is to come into the world.' Jesus, knowing that they intended to come and make him king by force, withdrew again to a mountain by himself" (Jn 6:14-15). Jesus' intentions for his image were more important than the intentions of the crowd. His brand — his reputation — was important.

Jesus also managed his brand in the way he drove conversations. Because of his insight and his controversial nature, many people brought questions to Jesus. These questions often brought with them opinions of Jesus that he wanted to change. Jesus masterfully penetrated the minds of the curious and his detractors by answering questions with questions. For instance, when some disciples of John the Baptist came to Jesus, they asked him, "How is it that we and the Pharisees fast often, but your disciples do not fast" (Mt 9:14)? Jesus did not want to be known as one opposed to fasting. He had a brand to promote, one of joy: "Jesus answered, 'How can the guests of the bridegroom mourn while he is with them? The time will come when the bridegroom will be taken from them; then they will fast'" (Mt 9:15). In his Gospel, Matthew details the same tactic used by Jesus in dealing with the Pharisees: "Then some Pharisees and teachers of the law come to Jesus from Jerusalem and asked, 'Why do your disciples break the tradition of the elders? They don't wash their hands before they eat!' Jesus replied, 'And why do you break the command of God for the sake of your tradition'" (Mt 15:1-3)? The Pharisees threatened Jesus' reputation by suggesting that he was a lawbreaker. Jesus countered with a question of his own that turned the tables, showing the Pharisees to be the true lawbreakers. In so doing, Jesus differentiated himself from his enemies in a way that promoted his ministry. Jesus also protected the titles given to him. In his Gospel, Luke writes, "A certain ruler asked him, 'Good teacher, what must I do to inherit eternal life?' 'Why do you call me good?' Jesus answered. 'No one is good—except God alone'" (Lk 18:18-19). Even the use of the title "Good teacher" was a teaching moment for Jesus that involved the use of his brand.

Christians

Jesus also established a branded identity for his followers of all time. On Maundy Thursday Jesus solemnly washed the feet of the apostles and gave them a new command that would serve the brand of Christianity. Jesus said, "A new command I give you: Love one another. As I have loved you, so you must love one another. By this everyone will know that you are my disciples, if you love one another" (Jn 13:34-35). The love that these Christians were to show to one another would be the brand by which the church would reach out and grow. Jesus did not want his disciples to be known for anything else like he wanted them to be known for love. Did this brand only apply to the apostles, those who saw Jesus in the flesh and began the New Testament church? No, one of the apostles made that very clear. In his first epistle, written to many Christians, John proclaimed, "This is how we know who the children of God are and who the children of the devil are: Anyone who does not do what is right is not God's child, nor is anyone who does not love their brother and sister" (1 Jn 3:10). John promoted the same brand for Christians as Jesus did: love for one another. In this way, people looking in from the outside of the church would be able to differentiate between Christians and non-Christians. Who are these Christians who love God? Christians who love God love one another and are known for it. This is a powerful brand.

The principles of branding

What is a brand? And what does a brand accomplish? Why would the WELS want to use a new brand for campus ministry? A brand is important because it accomplishes several tasks. A brand conveys an identity, differentiates an organization from others, concentrates on how the organization is perceived, tells a story, and compels an organization to stick to its core values.

Conveying an identity

Simply put, branding is "honing and clarifying a unique and authentic identity"³ for an organization. Branding is how you tell the world who you are in a succinct yet powerful way. This doesn't mean that branding an organization will make it easy to tell people all the details of

3 Steve Minter, "The Power of Brand," Industry Week (Apr 2015): 19.

that organization. Rather, branding provides snapshot information. Why is this important?

Organizations today employ branding because of the barrage of information pummeling the senses of consumers. American society has become an information society. Information is instantly available and, therefore, ubiquitous. Connectedness has not only led to opportunities for people to meet and develop relationships with people. Connectedness has given organizations quick access to the eyes and ears of those whom they desire to attract as customers and patrons. Because of the overflow of information, Americans have to make a great amount of quick decisions every day about which products to buy, which events to attend, and which groups to seek membership in. These consumers must process a plethora of products. How does an organization penetrate the senses? By planting a small seed that will hopefully grow into a relationship with the consumer over time. Therefore, branding is the management of how an organization is perceived. When branding it is critical to ask, "What do we want to be known for?"

Differentiating the organization from others

As an organization brands itself, it must consider the competition. With whom is the organization competing? Because of the context of ministry on campus, or anywhere in America, it is not enough for an organization to make known who they are. An organization must make known who they are not. In a 1988 book, religious market analyst George Barna writes, "The Church, like it or not, is in a competitive environment. The local church competes with other organizations for the time, attention, money, loyalty—in short, the heart—of people."⁴ Other organizations are employing branding and marketing principles. Because of other church and parachurch organizations and other influences on the lives of college students, differentiating an organization from others is key. At its most basic level, branding provides answers to the simple human need to differentiate one thing from another."⁵ Branding makes it easier for people to find what the church knows those people need by persuading them to seek out the church's ministry rather than the influence of others. In his textbook on branding, David Aaker writes,

"A brand is a distinguishing name and/or symbol (such as a logo, trademark, or package design) intended to identify the goods or services of either one seller or a group of sellers,

4 George Barna, *Marketing the Church* (Colorado Springs, CO: NavPress, 1988), 28.

5 Phil Cooke, *Branding Faith* (Ventura, CA: Regal, 2008), 36.

and to differentiate those goods or services from those of competitors. A brand thus signals to the customer the source of the product, and protects both the customer and the producer from competitors who would attempt to provide products that appear to be identical."⁶

A brand not only conveys what an organization is. It also importantly conveys what an organization is not by differentiating itself from other organizations.

Managing the organization's perception

Focus on the organization's perception is key to branding a good identity. Aaker notes, "A brand will have associated with it a perception of overall quality not necessarily based on a knowledge of detailed specifications."⁷ There may be certain characteristics that one might use to describe an organization. But if those characteristics are not perceived by consumers, they are not important to anyone outside the organization. Marketing consultant and author Phil Cooke puts it plainly: "Who you are is important, but how you're perceived is critical."⁸ What this means for branding is that an organization must constantly be promoting their brand so that people are aware of the brand. As Cooke writes, "Branding is about building trust and loyalty and extending your customer relationships far beyond a single transaction."⁹

This is not an insurmountable task. It is a continual process in which an organization makes people aware of who it is through the use of a brand. Aaker writes

"Name awareness can be a signal of presence, commitment, and substance, attributes which can be very important even to industrial buyers of big-ticket items, and consumer buyers of durables. The logic is that if a name is recognized, there must be a reason-such as: • The firm has advertised extensively. • The firm has been in the business for a long time. • The firm is widely distributed. • The brand is successful-others use it. These suppositions are not necessarily based upon knowledge of specific facts about the brand. Even if a person has not been exposed to advertising and knows little about the firm, brand awareness could still lead to the assumptions that the firm is substantial and backs the brand with advertising. If a brand is completely unknown before it was put forth as a choice alternative, there is a suspicion that it is not substantial with a committed firm behind it."¹⁰

When an organization uses a brand to make people aware of who it is, they naturally

6 David A. Aaker, *Managing Brand Equity* (New York, NY: Free Press, 1991), 7.

7 Ibid., 19.

8 Cooke, 51

9 Cooke, 41

10 Aaker, 65.

think of how they are perceived. This puts those promoting the organization in the shoes of those who have not yet had interaction with the group. Such a perspective keeps the promotion of the organization fresh and practical.

Telling the organization's story

With the use of a brand, an organization tells a story either about who they are or about what they do. Stories can be compelling or they can fail to be compelling. Consider the following exercise:

If asked to describe yourself, what criteria would you use to fulfill that task? Would you describe your appearance? Your demeanor? Your habits? Your convictions? Your family? If you chose to describe all those things you might tell a very complicated story, or at least one that is non memorable. *So if you had to describe yourself in a concise way, how would you do it?*

That is the question that the development and management of a brand answers. What is the story that the organization wants to tell about itself? The answer leads to the brand. The alternative to discovering this unified, concise story is ineffectively telling the organization's story. For instance, religious and secular marketing expert Phil Cooke describes an episode in his career when he was asked to counsel a plateauing, nation-wide, Christian organization:

"I pulled out pictures of the ministry website, the title card from the opening of the television program, some recent DVD product sets, a print ad, a brochure and [the lead pastor's] latest book. I then pointed out that they all looked like they came from five or six different organizations. There was no common look or theme to anything—they all appeared to be designed by six different artists. Essentially, they were telling six different (and sometimes conflicting) stories about the ministry."¹¹

Notice that the different stories that this ministry presented tended to conflict with one another. Now imagine an organization that used a brand to tell just one story. That would be a powerful force in a community. That organization could constantly inform people in that community of its purpose and its efforts. Yet it would be able to inundate the community in a compelling way. Such efforts are engaging.

Because branding tells a story—and because people love stories—branding allows an organization to easily involve people in opportunities to reach out. Many companies tell the story that they want to tell about themselves by advertising their customers. They let their customers

11 Cooke, 15

tell the story, giving credence to the products they advertise and the relationships they have developed with their customers.¹² When branding ministries, ministry leaders involve their members in a similar way. George Barna notes, "The vision must be articulated for the church."¹³ By informing members of the brand that they have developed and adopted time after time, ministry leaders equip their members with a story to be a part of and to share. Ministry is about people. It is about people reaching out to other people with God's word. It is about people expressing their story to other people so that they can be mutual participants in the story. Branding is a strategy for consistently telling that story so that it can be easily shared, understood and remembered.

Keeping the organization centered on its core values

With a brand, an organization sets a vision. While there is momentum behind a brand, there is also a direction for the organization to take with the use of that brand. Barna points out,

Vision is ... the driving force behind the activity of a motivated leader or group of people. Vision is the internal force that guides an individual through unforeseen difficulties or stimulates a person to act when he is too tired or ambivalent to take the next step toward reaching the goal. Vision is the characteristic that is the responsibility of a leader and sets the leader apart from his followers. The leader has and communicates the vision; the followers accept and help carry out the vision.¹⁴

Campus ministers communicate the vision of the campus group to students. However, students are involved in the development, adoption, and furthering of the vision. This motivates the students and gives them direction. Thus, student leaders develop.

Called campus ministers and student leaders work together to set goals and accomplish the purposes of their organization. Yet at times there may be doubts concerning which actions to take. What events should the organization create? What sections of the student population should the organization target? What areas of ministry should the organization fund? The answer may lie in the brand. An organization that remembers the story it is telling in its community more easily navigates the set of choices it needs to make. This allows the organization to remain rooted in its core values and set purposes.

12 Minter, 20

13 Barna, 88

14 Barna, 81

Understanding the purposes of WELS campus ministry

A brand serves a specific function. A brand clarifies the purpose either of a product or of the group that creates and utilizes the brand. An organization does not come up with a brand or logo or slogan for itself without clear identification of its purpose. Otherwise, what might seem like a good brand is only a good brand for a tangential goal. A good brand is focused. A good brand is thoughtful. A good brand is foundational to the purpose of the organization.

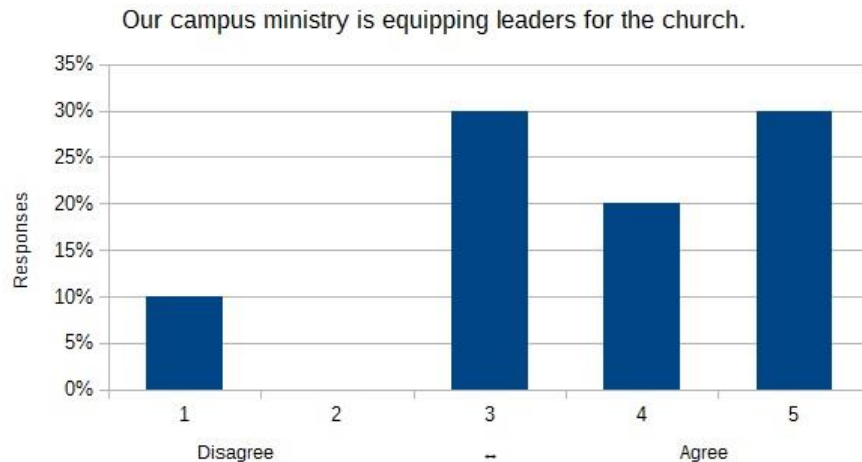
For WELS campus ministries to develop a good brand, one must ascertain those ministries' purpose. To better understand the purpose of campus ministry in the synod, I conducted interviews with some WELS campus pastors from around the country. The pastors that were among the interviewees were of various ages and backgrounds. They also brought very different experiences into the conversations. A few work in campus ministry almost full-time. For some, a handful of hours a week were regularly dedicated to campus ministry. Yet others put in less than two hours a week in campus ministry. Some had campus ministry as an explicit part of their divine call. Others were assigned as "campus contact pastor," which means that they did not have official campus ministry commitments, yet their contact information was available for college students studying nearby. These pastors, also, were interested in increasing their level of commitment to campus ministry, especially if there were a general increase in time and resources.

These interviews were very valuable for understanding the purpose of WELS campus ministry. The questions that they answered concentrated on various aspects of campus ministry. A copy of the interview questions is available in Appendix A. The interviews sought to acquire both quantitative data and qualitative data. The quantitative data is helpful for understanding the nature of WELS campus ministry. The comments that the pastors gave were of even greater value for understanding what proper purposes of campus ministry should be. Following are the purposes of WELS campus ministry that the interviews uncovered and some comments from the pastors to help better understand those purposes.

Leadership development

One of the interview questions asked WELS campus pastors how they agreed with the statement *Our campus ministry is equipping leaders for the church*. Figure 1 is a graph showing the results of that question.

Figure 1



Notice the general lack of disagreement with this statement. WELS campus pastors find the training of leaders to be a suitable goal for campus ministry. While 30% of the pastors had a neutral response (3), just as many *strongly* agreed that their campus ministry was equipping leaders for the church.

Comments from the pastors support the claim that leadership training is an important purpose for WELS campus ministry. One pastor, strongly agreeing that his campus ministry was equipping leaders for the church, said that it was "a high priority" and that it is "in the forefront of everything we do." Not only was it a goal for that pastor's campus ministry, but it was also a success. He noted that "the graduates that leave our campus ministry end up being leaders in their churches." Another pastor went so far as to say that equipping leaders for the church was his campus ministry's "main priority." Interestingly, the local congregation that he serves is young, having been founded only a few years prior. As the congregation has been growing, so has the campus ministry. They are dependent on one another. He mentioned, "In our short history there have been several graduate students and undergrads who have been very involved and then go somewhere else after their time here. And so our mentality is: get them involved as much as we can while they're here." His Bible studies, outreach events, and council meetings focus on develop critical thinking on spiritual issues, so as to train leaders from the church

through campus ministry.

Another pastor pointed out an interesting caveat in a campus ministry emphasis on leadership training. He said that he strongly agreed that his campus ministry was equipping leaders for the church "... as long as you understand leaders for the church may or may not mean leaders for the WELS. Our campus ministry serves a lot of people who are international students, too. Because of that, we serve them the best we can while they're here, and then especially the internationals will go to a place where there may or may not be a WELS pastor. Often not. Some of the people we've served have gone back to Korea or to China and have done good things for the church but not necessarily the WELS." This pastor's understanding of leadership training appears to have served the church well.

These strong comments and Figure 1 above support the claim that leadership training is an important purpose for WELS campus ministry. There is logic to this. The current generation of leaders will only be in leadership positions for a certain amount of time. A new generation needs to be trained if the church is going to have capable leaders. College students are learning in their studies to be leaders in their various fields of work. Those who are engaged in campus ministry are good candidates for leadership in the church, wherever they end up.

Outreach to international students

The interviews with WELS campus pastors suggested that outreach to international students is an exciting purpose of campus ministry. When asked if non-WELS students on the campus he serves showed interested in his campus ministry program, one pastor agreed with great vehemence and gave the following account: "[International students] are hearing about the program via word of mouth. We were blessed a number of years ago to have a young Korean lady who saw one of our posters and she called me on a Good Friday. Ended up coming to a Good Friday service and after that we couldn't get ride of her! What happened with her, the Holy Spirit worked through her and she invited people like crazy. She's gone now but there are still people here from her time frame and they got into this inviting mindset and they keep doing it." In terms of saving souls, international outreach at this pastor's site turned out very successful.

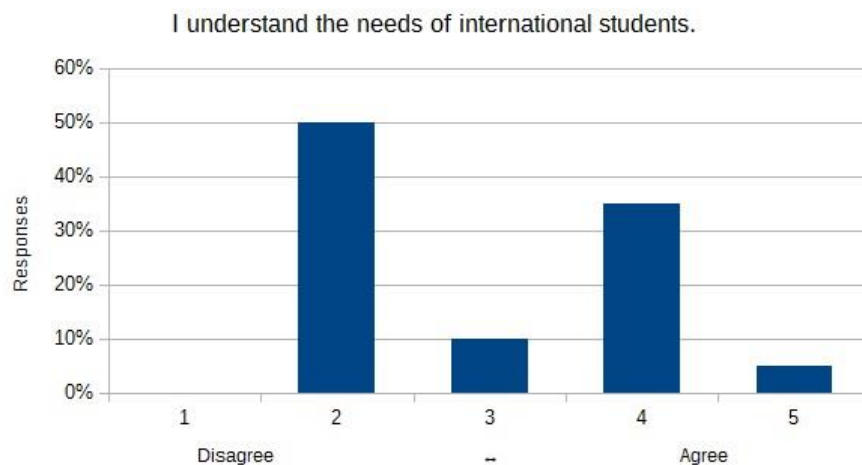
Another pastor shared a similar story: "[International outreach] is a relatively new point of exploration for our congregation. This last year I met with a Chinese lady who was here at the

university doing research. ... The long and short of it is she ended up here at our church and my wife and I had her for Thanksgiving along with a couple other people from our congregation. ... I had a chance to really visit with her outside of church and we talked about the Bible. She wanted to know more about the Bible." Similar to the previous account, this international outreach showed self-perpetuating growth. The pastor continued: "Before she left she introduced me to a student who was working on his PhD ... and since then there have been two moms each with 3-year-old children. One of them has a husband involved in the university, and they've been coming to our Little Lambs."

Another pastor noted a connection between outreach to international students and urban ministry. He suggested that he understood well the needs of international students because he understood his diverse congregation. He said that in his urban setting, "We're very cosmopolitan. Within my own congregation I have people who are born in 25 different countries. So we've had as many different countries in our congregation as our synod has foreign missions. ... Spanish-speaking ones, ... European areas, Taiwan, Vietnam."

It would appear that many campus pastors are becoming more interested in understanding the needs of international students. One of the interview questions asked WELS campus pastors how they agreed with the statement *I understand the needs of international students*. Figure 2 is a graph showing the results of that question.

Figure 2



50% of the pastors interviewed disagreed with the notion that they understood the needs of international students. However, 40% agreed, many noting the need to seek out this information

because international outreach is an important purpose for their campus ministry. Those 50% of pastors who disagreed did not seem to find this unimportant, but rather felt that they could still use much needed improvement in this area.

Consider one more quote regarding international outreach. When presented with the idea of branding WELS campus ministry, one pastor expressed interest and added that sensitivity to international student outreach should be an important part of that branding. He said, "Right now we're doing well with campus ministry on the domestic side. On the international side we're doing great! I could just forget about the domestic side and have enough to do on the international side!" Clearly, international outreach is an important part of campus ministry and should be listed among its highest purposes.

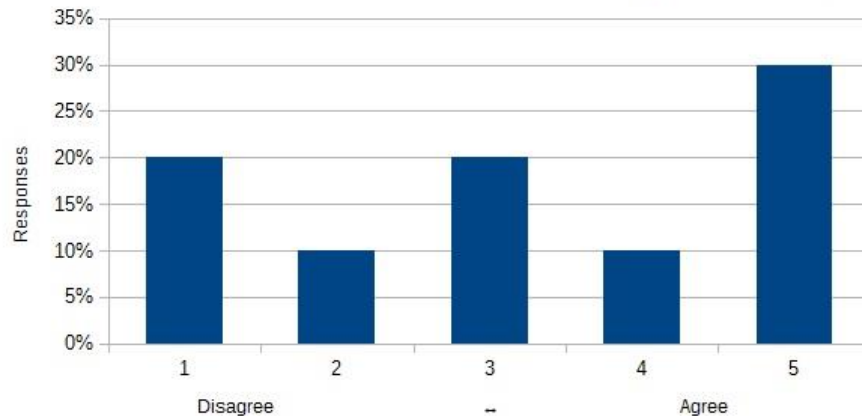
Outreach to domestic students

Students with WELS background usually form the core of WELS campus ministries. However, many WELS campus ministries have their eyes on outreach to American-born students who have no prior relationship with a WELS congregation. One pastor put this well when he said, "Part of what we do is we work with our WELS students so that they feel comfortable that they've got the tools in place to reach out to a classmate, roommate, invite them to events and beyond that ... we're trying to saturate the campus."

One of the interview questions asked WELS campus pastors how they agreed with the statement *Non-WELS students on this campus show interest in our campus ministry program*. Figure 3 is a graph showing the results of that question.

Figure 3

Non-WELS students on this campus show interest in our campus ministry program.



When looking at this graph, it is important to note that the pastors answered with a "3," usually denoting a neutral response, actually expressed in comments that there are non-WELS students on their campuses that show interest. That interest just may be less currently than at other times. So, ultimately, 60% of campus pastors agreed that non-WELS students on the campuses they serve show interest in their campus ministry program. This is a promising statistic and shows that outreach to domestic students is an important purpose of campus ministry.

According to the interviews, some of these non-WELS students who are receiving ministry from WELS campus ministries have experience in congregations in the Evangelical Lutheran Church in America, the Lutheran Church-Missouri Synod, and Presbyterian denominations. Many are simply invited by their friends. Regarding the makeup of the students engaged in his campus ministry program, one pastor noted, "Anywhere from 30 to 35% of them or 40% of them are non [WELS]. Sometimes there's a group where they're coming with their roommate or their girlfriend or boyfriend. ... We have some students where, why in all the world are they walking through our church doors?! Who knows? But they do."

With good branding, WELS campus ministries can ensure that they know better why non-WELS students get engaged with campus ministry and create a situation in which even more do.

The purposes of WELS campus ministry

In summary, these are the three purposes discovered through interviews with WELS campus pastors:

- Training leaders
- Outreach to international students
- Outreach to domestic students

Or, to consider it in a two-fold scheme, WELS campus ministries have serve to train and reach out.

My suggested brand

In an attempt to create a brand for WELS campus ministry, I kept two parts of my thesis in mind: the principles of branding and the purposes for WELS campus ministry as gathered from my interviews with WELS campus pastors. I developed a brand name, a logo, and a tagline. The brand name that I created is **Here I Stand**. Note the acronym **HIS**. That was an intentional element in the brand name. The logo that I developed can be found in Appendix A. The tagline that I developed is **Strongly Planted. Reaching Out**. I crafted these branding elements as I did for several reasons.

In my estimation, the most important parts of this brand would be the brand name and the logo. The name and logo are the elements that would be most readily recognizable to members of the organization and to the public. Amidst the sea of choices available to students for student organizations, visible advertisements for campus ministries would need to be simple and straightforward. They would need to show the purpose of the group in a succinct way.

The name Here I Stand declares the conviction and purpose of students involved in WELS campus ministry. They want to be leaders in whatever field they choose for a career. Campus ministry builds them up as leaders. Leaders are known for their good judgment and their tenacity. A student group that brands itself as an organization of convicted, purposeful leaders would be attractive to the campus community. The name Here I Stand is a statement. It is concise. It grabs attention by asking questions that need to be answered? On what do these students stand? How have they reached that conviction?

What the students stand on is made clear by the brand name's acronym. They stand on Christ. They are his. This is not merely a group of students who are interested in leadership. They are interested in leading in the name of Christ. That is where their conviction comes from. They make known the truths of God's word to a community that needs someone to bring it to the

community. They stand on and declare Christ. He is the foundation of their lives and the content of their message.

Similarly, the brand name promotes outreach by suggesting stability. When Jesus saw the crowds his heart swelled with compassion for them because they were lost, "like sheep without a shepherd" (Mk 6:34). Those on campus who are lost and seeking help will find an opportunity for stability in their lives by standing on the foundation of Jesus. Many of these lost students are stepping into a world outside their well-monitored family unit for the first time. Everything is changing. They are changing. Nothing seems certain. The academic scene in America even promotes a lack of stability. Here I Stand, then, is something different, something intriguing. The lost will wonder what the students of Here I Stand have found that is so stable.

This is especially true of international students. These students come to American schools with disadvantages academically and socially. They often need help with written language, spoken language, the unique characteristics of American interpersonal relations, and an understanding of the American work environment.¹⁵ They know that they need help. They just need to find the right people to help them. Where can they go? They can find stability and help in a group with a simple name, understandable to those who are novices at understanding English. "Here I Stand" are three simple words that carry a great amount of significance for those who are lost and seeking help.

Here I Stand is a Lutheran brand. Martin Luther was standing up for the maligned truth of God and leading God's people when he declared, "Here I Stand" at the Diet of Worms in 1521. Church historian Philip Schaff wrote, "This sentence ... expressed Luther's mental condition at the time,—the strength of his conviction, and prayer for God's help, which was abundantly answered."¹⁶ The Here I Stand brand declares that same strength of conviction and call to God for help. The brand fits well with confessional Lutheran organizations that stand on and declare objective truth.

Developing a marketing plan

Finding a brand is good. But the brand will mean nothing if it is not marketed. George

15 Margaret Tarpley, "The U.S. as a Foreign Culture: Helping International Students, Faculty, and Staff Navigate the American Cultural Landscape," *American Theological Library Association Summary of Proceedings* 62 (2008): 324-328.

16 Philip Schaff and David Schley Schaff, *History of the Christian Church* (New York: Charles Scribner's Sons, 1910), 305-306.

Barna defines marketing as "the performance of business activities that direct the flow of goods and services from the producer to the consumer, to satisfy the needs and desires of the consumer *and* the goals and objectives of the producer."¹⁷ These activities bring a brand and the organization that the brand represents to the public's attention. In short, an organization must actively partake in good marketing to properly use a brand and create opportunities for engagement with people.

As I sought to develop a marketing plan for the WELS campus ministry brand, I adapted George Barna's marketing plan insights to these purposes. For more insight into these elements of marketing, consult Barna's Marketing the Church (1988). His marketing plan and mine are divided into a handful of steps. With each of my six steps I will show the general wisdom of the step and its role in the development of a WELS campus ministry brand marketing plan.

Step 1: Analyze your community

Marketing plans propel brands into target communities. An organization will not know how to penetrate a target community until it understands that community. One can gain this understanding by surveying and interviewing. Then analysis of the data can marketing planners to move to the next step: establishing a vision.

My interviews with WELS campus pastors were an attempt to better understand campus communities and the special niches that WELS campus ministries can create for themselves. The purposes that came to the forefront in the analysis of this quantitative and qualitative data were leadership building, domestic outreach, and international outreach. An individual campus ministry may find that these do not completely apply in their context. However, the marketing plan that this project proposes may still be of great value due to its broadness and adaptability.

Step 2: Establish a vision

Once an organization understands the community to which it will be marketing, it can set a vision. This vision consists of the purposes for the organization. The vision flows directly from the analysis of the community. Yet the vision also requires the added component of

17 Barna, 41.

intentionality. A vision is not a pie-in-the-sky wish. A vision is an established orientation that directs the organization in its functioning and marketing.

The brand name and logo that I have developed is an attempt at establishing a vision for WELS campus ministry. Here I Stand focuses the marketing efforts of a campus ministry toward leadership training and the sharing of truth that builds up the individual in their relationship with God. If a campus ministry agrees with these purposes, then the Here I Stand brand can be helpful. If the brand is adopted, then the campus ministry should focus efforts on that brand, ignoring other branding options. This helps the organization to remain focused and show to its participants and outsiders that it has firmly established a vision for itself.

Step 3: Share that vision

Within an organization marketing plans require many people to be working toward the same goals. A campus pastor cannot keep the vision of the group to himself. The students and other helpers must join in adopting and supporting the vision of the campus ministry.

What this calls for is education. A campus pastor should educate the students who are involved about the direction that the campus ministry is taking. Explain what goals are not part of the vision and so should not receive attention. Teach about the roles of campus pastor and student leader and how they relate and interact with one another. Empower the students with the vision of the organization so that they own it and use it wisely.

Step 4: Develop advertising tactics

The advertising tactics that an organization employs are where the rubber hits the road. What specific actions are the members going to take? What items are they going to create? This is where there is a great amount of room for creative freedom. The two determining factors in deciding what tactics to use are the vision and the specific campus context for the individual campus ministry. How will the campus ministry reach potential leaders and the lost in the city and on the campus where the campus ministry finds itself?

Perhaps this is the step in the marketing plan process in which student leaders can start to take a greater role than the campus pastor. The students will know best what events and what

advertisements will pique the interests of other students. However, a group may not have leaders in place with this kind of creative skill. The marketing plan that this project proposes is a simple place to start and may in time spark creativity after it is considered and implemented.

Step 5: Focus on exposure to God's word

To get its name out in the community, a campus ministry will likely host various events throughout the school year. Some of these events may be focused toward outreach to domestic students. Some may be focused toward outreach to international students. Perhaps both. Some events may be focused more toward the leadership training aspect of WELS campus ministry. Regardless of the specific focus of the event, a major goal in devising and executing the plan for the event is to focus on exposing people to biblical truth. The mission of the church is to make disciples with the means of grace. If a campus ministry does not have exposure to God's word as a goal then it is not truly doing ministry.

An event that a campus ministry develops does not need to have a law and gospel sermon take place. However, visitors who attend the event will eventually need to be exposed to the truth of sin and grace. A campus ministry that is transparent about its attempt to bring people God's truth will do better in the long run in engaging young people. This will likely be refreshing to those who do not know Scripture but are initially interested in the campus ministry for social or practical reasons.

Step 6: Seek feedback

Marketing plans are malleable. As a community changes or the understanding of a community continues to develop, there will be need to adjust the marketing plan. Yet an organization that constantly changes its marketing plan will find that it has no marketing plan. Therefore, there is a need to seek feedback and use it with patience and wisdom.

What kind of feedback should a campus ministry that wants to adjust its marketing plan look for? The first source would be the students. What are they hearing about the organization, brand, and marketing that they are involved with? Are their friends noticing the brand? Are the marketing efforts seen as sincere and authentic? Are the unique niches of the campus ministry

being lost in disjointed advertising campaigns? It would be wise to survey students for their insights on these key questions every few months.

Another source of helpful feedback would be other campus ministries. Perhaps those WELS campus ministries that take up the brand proposed in this project can develop communication forums and regular meetings. As one WELS campus pastor noted, "Anything we can do to walk together better, especially when it comes to campus ministry, that would be a great idea." Also, just as local church congregations seek insights from leaders in congregations of other denominations in their community, WELS campus ministers could develop relationships with other campus ministers from non-WELS parent organizations. This could lead to great insights regarding marketing options in a particular campus context. That sort of feedback would not have the goal of walking together better with heterodox Christian organizations. The goal would be to better understand the target community, especially if others have already undertaken work toward that same goal.

A final source of feedback for campus ministry marketing would be the campus community at large. The individual campus ministry could survey the student body to learn more about the events and causes that interest them. How could this be done in a manageable way? Have the student leaders use social media. They will know best how to harness the power of social media for information gathering. Then the group can analyze the data and make adjustments to the marketing plan.

Millennial marketing

The marketing steps addressed above pertain to marketing for all age groups. The marketing that campus ministries undertake is targeted more narrowly toward young adults. All of the above steps still apply. This is because the above steps are sensible and basic. However, there are valuable insights regarding marketing specifically to Millennials.

I found the book Marketing to Millennials¹⁸ by Jeff Fromm and Christie Garton to be helpful in gaining an understanding of this topic. Fromm and Garton give a fair assessment of the idiosyncrasies of the Millennial population (those born between 1977 and 1995) in America. The book is practical. Also, the authors laid out the structure of the book well. Each of the seven

18 Jeff Fromm and Christie Garton, *Marketing to Millennials* (New York: AMACOM, 2013).

chapters of the book ends with a short list of takeaways that marketers can easily digest and utilize. Of the thirty-five takeaways, I found eight to be especially insightful and practical. These eight takeaways will help those interested in marketing to Millennials to better understand their target demographic.

- Millennials want to participate.
- Millennials are heavily influenced by their peers.
- Millennials are digital natives.
- Millennials are early adopters of technology.
- Millennials must first be engaged.
- Millennials value relationship building.
- Millennials crave adventure in large numbers.
- Millennials want to make a positive impact on the world, and they express a willingness to shop with companies that do the same.

Testing the brand and marketing plan

Armed with the research on branding, marketing, and the purposes of WELS campus ministry, I developed a marketing plan for the Here I Stand brand. To guide me in making a concise marketing plan, I utilized an online church marketing plan.¹⁹ At its core that marketing plan consisted of seven marketing elements. They are

- a. State the purpose of our marketing – What action do we want people to take?
- b. Emphasize the main benefit we offer to motivate people to take that action – Why should people respond to take action?
- c. Describe our target audience or audiences
- d. List the marketing techniques we will use (only long sentence in the plan)
- e. Identify our unique niche – what we stand for (e.g. quality, excellence, safety, truth, care, etc.)
- f. Define our identity (describe our churches personality not its image)
- g. Identify our budget

I followed this general outline and combined this with the branding elements I had developed earlier. The resultant brand and marketing plan can be found in Appendix A. Once the brand and

19 <http://pfbw.org/church-marketing-plan/> ; Internet. Accessed 28 Dec 2015.

marketing plan was in place, I sought input from student leaders involved in the WELS campus ministry program at University of Wisconsin - Madison, named Wisconsin Lutheran Chapel and Student Center. This strong and healthy campus ministry regularly engages student leaders and utilizes them in its mission to know Christ and make him known on campus.

I received responses from student leaders who had looked at the brand and marketing plan. They completed a questionnaire. This questionnaire can be found in Appendix C. The value of these responses lay in the students' judgment of how the plan met the purposes of WELS campus ministry uncovered in this thesis. Also, the students considered the potential success of the plan in penetrating the attention of college students. Qualitative and quantitative data was gathered. Their responses regarding the suitability of the plan to meet the given purposes of WELS campus ministry are as follows.

Figure 4

This brand and marketing plan will help campus ministries engage student leaders.

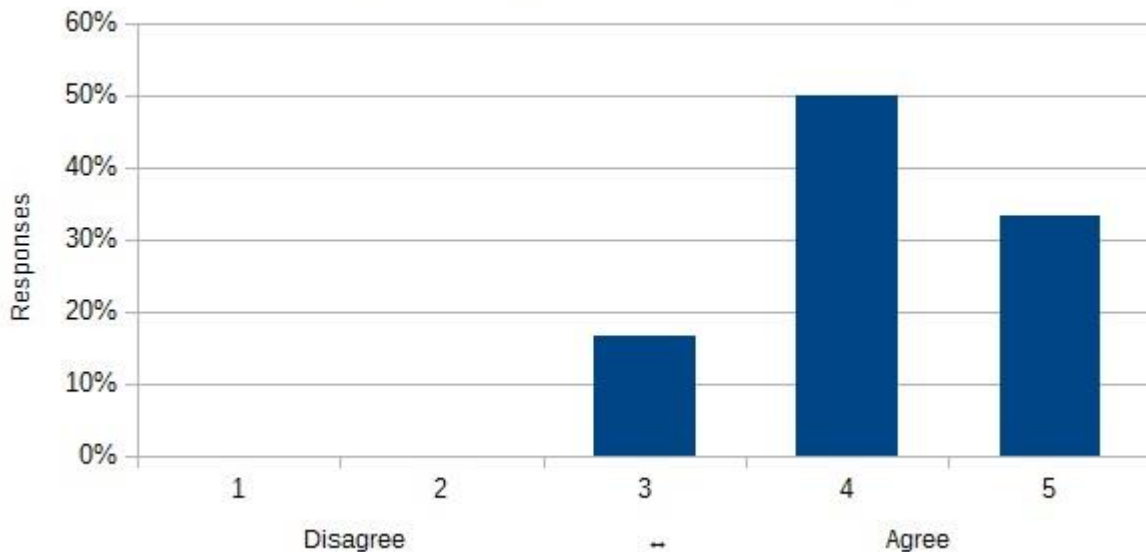


Figure 5

This brand and marketing plan will help campus ministries reach out to international students on campus.

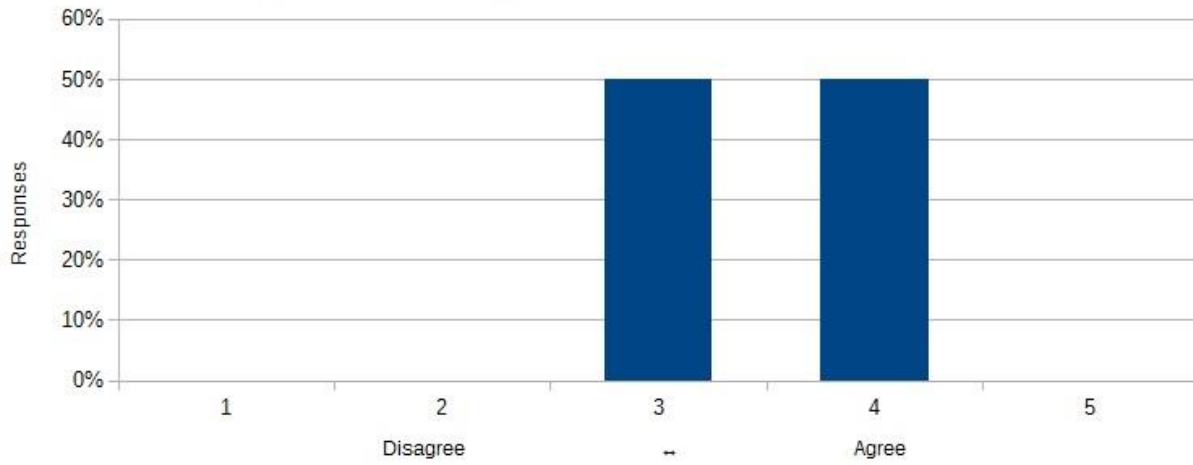


Figure 6

This brand and marketing plan will help campus ministries reach out to American-born students on campus.

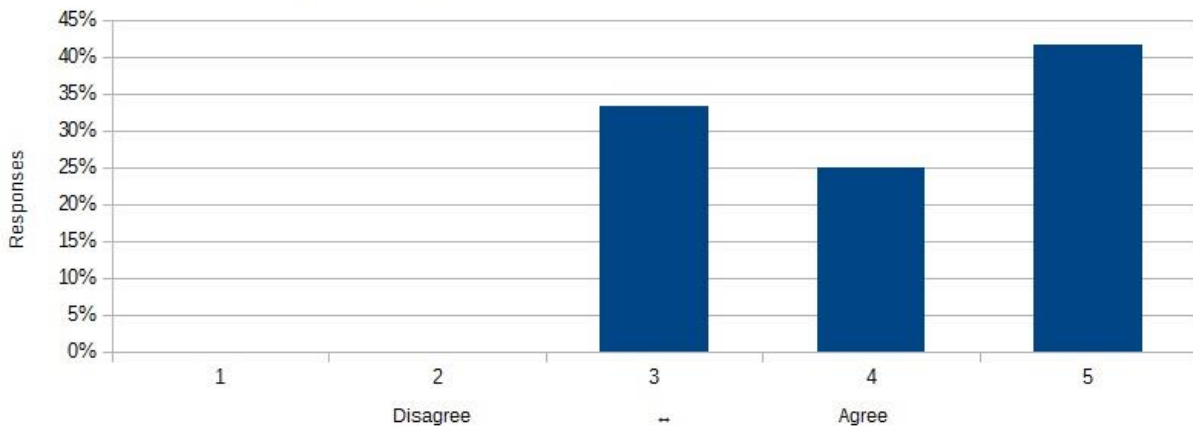
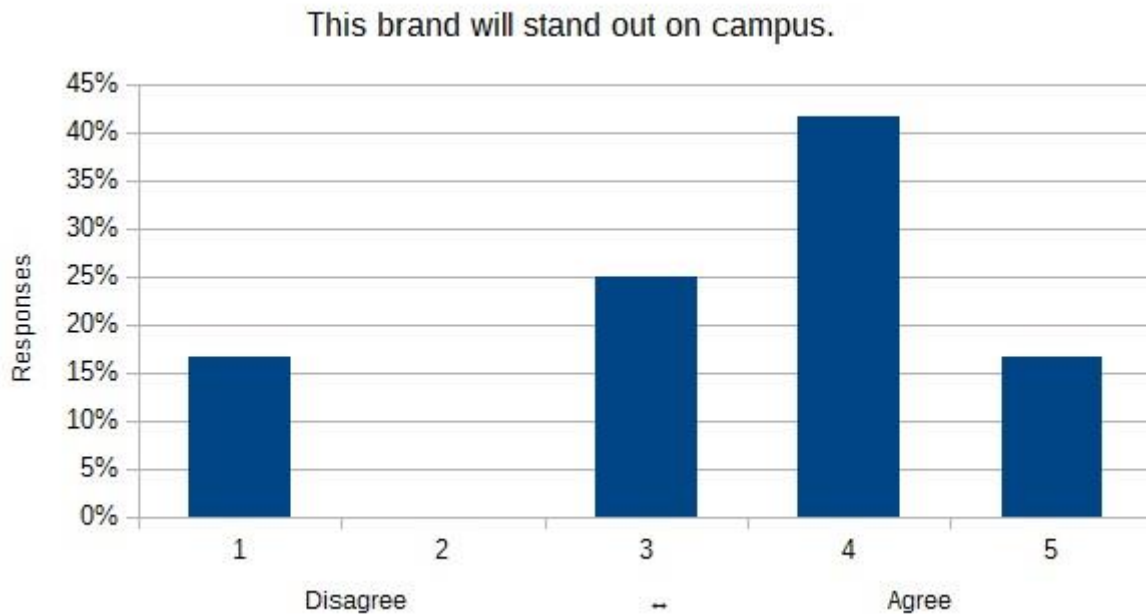


Figure 7



It is important to note that the brand and marketing plan received generally favorable reviews from student responders. On a scale from one to five, in which a one denoted strong disagreement and a five denoted strong agreement, 83% of students gave a response of four or five, showing that they agreed that this plan will help campus ministries to engage student leaders. 50% gave a response of four regarding this plan's ability to help campus ministries reach out to international students. 67% gave a response of four or five regarding this plan's ability to help campus ministries reach out to domestic students. And 58% gave a response of four or five showing that they agreed that with this plan the Here I Stand brand will stand out on campus.

It is also important to note that the students expressed less enthusiasm about the brand and marketing plan's ability to aid campus ministries in reaching out to international students. The student responders wanted to see more outreach events specifically aimed at international students be marketed. One student said, "Any specific events that can be catered for the international students (American-born students on campus would also be welcome to attend) will help them feel more comfortable and create a homey feeling, which hopefully creates a strong camaraderie between the international and American-born students." Another student suggested this same concept of bringing the American-born and international student populations into contact with one another: "It may be beneficial to advertise some type of 'American Friend'

program where international students can be paired up with American students to not only attend church related activities, but also learn more about each other's cultures."

Some students expressed a desire for the Here I Stand logo to look more professional. These students suggested that the logo need not be more complex to be professional. Simplicity can be compelling. This is an important insight because students will be the ones who will potentially post the logo through their social media accounts. They may even wear clothing with the logo affixed. The students need to appreciate the logo. They should think that the logo represents them and their work as leaders in their campus ministry organization.

It is difficult to know if a brand will stand out on campus unless one is "on the ground." It is encouraging to see that 58% of student responders gave a response of four or five, showing agreement that this brand will stand out on campus. Students appreciated the catchy acronym HIS. They also expressed that the name Here I Stand puts forth the idea of service, which is important to them. The students encouraged the use of this brand at all sorts of campus events, especially at student organization fairs near the beginning of the school year. It appears that this brand will gain the attention of college students and create opportunities for leadership engagement and the proclamation of God's word, especially if individual campus ministries promote the brand well with a strategic marketing plan.

Conclusions

A brand tells a story. That is the aim of branding WELS campus ministry. Campus ministries want students, both WELS members and non-WELS members, to know what they stand for. They want to help students to grow in their leadership, for the sake of those emerging and for the sake of the church. They want to be beacons of hope on their campuses, places where the important, objective truths of Scripture are seldom shared. They want to make an impact. They can only do that if people listen to what they have to say. Branding bridges the gap between those who are unaware of the campus ministry organization and those who have the precious message of Jesus Christ to share.

The process for this project has followed a multi-step structure. First we looked at what a brand is and what it does. Then we grappled with the unique purposes of WELS campus ministry. Using these basic branding principles and armed with these discovered purposes, we

developed a brand with several elements (brand name, logo, tagline). These branding elements needed a marketing plan, so we followed the steps of creating one. This plan was brought before some of today's WELS campus ministry student leaders. Analysis of these students' responses allowed us to discover some elements of the plan that needed tweaking. In conclusion to this entire process, I propose the following revised brand and marketing plan on the following page:

Proposed Brand and Marketing Plan

Brand Name: Here I Stand ("HIS")

Logo:



Tagline: Solidly Planted. Reaching Out.

Marketing Plan:

1. The **purpose** of our marketing is to bring college students to our community events, worship services, and Bible studies.
2. The **main benefit** we offer is eternal life in the transforming message of Christ crucified and risen.
3. Our **target audience** is the body of undergraduate and graduate students on this campus.
4. Our **marketing techniques** include:
 - a. Creating a booth/display for any and all student organization fairs, especially during the first month of the school year
 - b. Development of at least four community events throughout the school year (international food fair, teaching Bible stories to the disabled, cleaning up campus, running a crosscultural meet-and-greet event, aiding the local church's Easter for Kids event, participating as a group in the campus Relay for Life event, running a book exchange program at the beginning of each semester, etc.)
 - c. Regular postings on dorm and cafeteria bulletin boards for new Bible study series, prominently displaying our logo
 - d. A daily-updated, student-run Facebook page and Twitter account, especially emphasizing upcoming events and worship focuses, posting in multiple languages
 - e. Development of professional-quality invitations to upcoming community events and special worship opportunities
 - e. Canvassing in dorms and other student housing to sign up for help with community events
 - f. Communication with campus administrators to find more opportunities for connecting to important causes and reaching out to students
 - g. Connecting all of these techniques with the logo, brand name, and/or tagline of our group
5. Our **unique niche** includes being determined in our proclamation of the unchanging, scriptural truth of Christ's saving work that moves us to love the student body on this campus in every way we can with sincerity and authenticity.
6. Our **annual budget** is _____ .

Final encouragements

It is never enough to have a plan in place. Any organization that develops a good plan must put that plan into practice. Otherwise the plan has no value. The plan developed in the course of this project may well provide opportunities for WELS campus ministries to meet suitable goals. However the plan will amount to nothing if it is adopted but not taken seriously. What this calls for is consistency and persistence. A brand and marketing plan that campus ministries consistently put into practice will allow those organizations to saturate their target communities. Consistently keep it simple by following the plan and considering how every action that the campus ministry takes is in line with the brand that it has adopted. A brand and marketing plan that a campus ministry uses with persistence — not letting slow results (in terms of opportunities to share God's word) lessen the resolve to continue putting the plan into action — has the greatest chance of aiding that campus ministry.

Brands work toward long-term payoffs. David Aaker notes that when branding, it is important for an organization to implement a strategy that "change[s] the primary focus from managing short-term financials to the development and maintenance of assets."²⁰ These assets are the branding elements. Aaker further notes that it can be detrimental for an organization to concentrate on short-term payoffs rather than long-term payoffs: "The danger is that this performance is achieved by exploiting the brand and allowing it to deteriorate. The brand might be extended so far that its core associations are weakened."²¹ Those who use the Here I Stand brand, or any brand, ought to be patient in their implementation of this plan.

In time the brand and marketing plan may require further tweaking. Perhaps some of these potential changes would be helpful in a variety of campus ministry contexts. If one campus ministry decides to make changes to the plan, their insights may benefit other campus ministries. So it would be wise for campus ministries that adopt this plan to communicate with one another on a regular basis about how the brand is doing and what they see as potential improvements.

An opportunistic mindset benefits the campus ministry that implements a brand and marketing plan. The success of the plan comes in the form of opportunities to reach out and teach with God's word. This plan takes some of the question out of how to promote the campus

20 Aaker, 13

21 Ibid., 14

ministry as it reaches its goals. What is left is to seize opportunities that arise to use the brand and promote the work of God's people on campus.

As individual campus ministries consider this proposed plan, I pray that this brand keep us focused on our goal of building God's kingdom through the proclamation of the gospel of Jesus Christ. To God alone be the glory.

Appendix A

Initial Brand and Marketing Plan

Brand Name: Here I Stand ("HIS")

Logo:



Tagline: Solidly Planted. Reaching Out.

Marketing Plan:

1. The **purpose** of our marketing is to bring college students to our community events, worship services, and Bible studies.
2. The **main benefit** we offer is eternal life in the transforming message of Christ crucified and risen.
3. Our **target audience** is the body of undergraduate and graduate students on this campus.
4. Our **marketing techniques** include:
 - a. Creating a booth/display for any and all student organization fairs, especially during the first month of the school year
 - b. Development of at least four community events throughout the school year (helping the disabled, cleaning up campus, aiding the local church's Easter for Kids event, participating as a group in the campus Relay for Life event, running a book exchange program at the beginning of each semester, etc.)
 - c. Regular postings on dorm and cafeteria bulletin boards for new Bible study series, prominently displaying our logo
 - d. A daily-updated, student-run Facebook page and Twitter account, especially emphasizing upcoming events and worship focuses
 - e. Development of professional-quality invitations to upcoming community events and special worship opportunities
 - e. Canvassing in dorms and other student housing to sign up for help with community events
 - f. Communication with campus administrators to find more opportunities for connecting to important causes and reaching out to students
 - g. Connecting all of these techniques with the logo, brand name, and/or tagline of our group
5. Our **unique niche** includes being determined in our proclamation of unchanging, scriptural truth that moves us to love the student body on this campus in every way we can with sincerity and authenticity.
6. Our **annual budget** is _____ .

Appendix B
Pastor Interview Questions

How many hours per week are you engaging in campus ministry work?

1-5 scale. 1 meaning you strongly disagree, 5 meaning you strongly agree. 1-5. Our campus ministry is equipping leaders for the church.

1-5. I seek input from other campus pastors for our campus ministry.

1-5. I have time to commit to campus ministry.

1-5. I understand how millennials think.

1-5. I understand the needs of international students.

1-5. Our campus ministry program is changing.

Can you tell me more about that?

1-5. WELS students on this campus know about our campus ministry program.

1-5. Non-WELS students on this campus show interest in our campus ministry program.

1-5. Members of my congregation are joining me in our ministry to college students.

Finish this sentence: The kind of resources that would help our campus ministry program might be ...

Finish this sentence: Things that our campus ministry program is doing that seem to interest students include ...

Finish this sentence: Things that our campus ministry program is doing that seem to equip students for leadership include ...

Finish this sentence: At the beginning of my campus ministry I would have benefited from ...

My Senior Thesis project explores the possibility of a "branded" Synod campus ministry program. Individual campus ministry programs throughout North America could use the name specifically chosen for campus ministry by WELS. Like Lutheran Pioneers but at the college level. There could be a greater degree of uniformity across the many WELS campus ministry programs. More resources could be created and shared. This could potentially make campus ministry programs function more efficiently, even and especially when campus pastors often are unable to commit much time and energy to campus ministry. Parents sending their children to

college could have a greater degree of comfort knowing that they are sending their children to programs that are similar to other WELS campus ministry programs of similar name, structure, and methods.

Finish this sentence: My initial impression of a branded Synod campus ministry program is ...

What should I have asked, but didn't, that you believe is important in regard to my thesis topic?

Appendix C
Student Questionnaire

1. On a scale of 1 to 5 (1 meaning you strongly disagree and 5 meaning you strongly agree), how would you rate the following statement: This brand and marketing plan will help campus ministries engage student leaders.

2. Why do you think that?

3. Using the same scale, how would you rate the following statement: This brand and marketing plan will help campus ministries reach out to *international* students on campus.

4. Why do you think that?

5. Using the same scale, how would you rate the following statement: This brand and marketing plan will help campus ministries reach out to *American-born* students on campus.

6. Why do you think that?

7. Using the same scale, how would you rate the following statement: This brand will stand out on campus.

8. Why do you think that?

9. What are your general thoughts regarding this brand and marketing plan?

Thank you for your time and your thoughts!

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