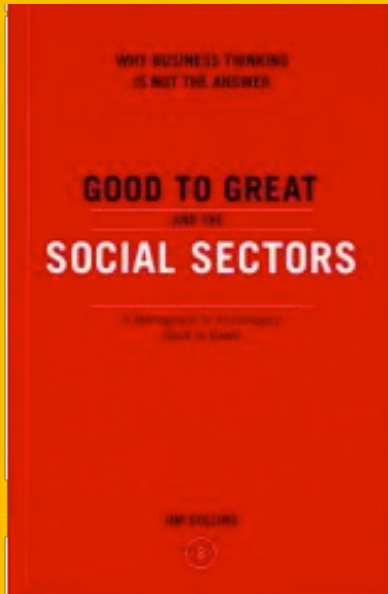


An Identity Assessment Presentation



August 28, 2007



“Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline.”

Jim Collins
Author, Good to Great

Presentation Topics

- Identity Project Objectives
- Research Methodology
- General Research Observations
 - Qualitative Research Key Take-Aways
 - Quantitative Research Findings
- Perceived Strengths of IWU
- Perceived Challenges of IWU
- The Concept of Institutional Identity
- Conclusions & Recommendations
- Questions, Comments, Discussion

Identity Project Objectives

The Goals of the Research are to Better Understand:

- what defines IWU's institutional culture and identity,
- who is IWU in our own minds and in the opinion of key external constituencies,
- what culture/identity issues exist and need to be addressed,
- how to position IWU most effectively, and
- how to deliver that positioning on a daily basis on and off campus.

Research Methodology

- Project Briefing
- Stakeholder Interviews
- Qualitative Group Interviews
- Qualitative Identity Assessment Surveys
- Qualitative E-Queries
- Quantitative Web Surveys
- Secondary Research

Research Methodology

TLG Employed Both Qualitative & Quantitative Methodologies in This Identity Assessment Study

- Interviewed and surveyed 160 faculty, staff, students, administrators, and alumni
- Reviewed 97 e-query responses from trustees, guidance counselors, graduate school admission personnel, and employers
- Analyzed 3,363 quantitative surveys from faculty, staff, students, administrators, alumni, parents, and prospective students



Qualitative
Research
Key
Take-Aways

Qualitative Research Take-Aways

Current Descriptors of IWU:

- **Faculty & Staff:** Strong student/faculty relationships, quality, challenging academics, welcoming, friendly community, prestigious/elite, friendly and caring faculty and staff, small, striving for better/evolving, beautiful campus and facilities, homogeneous student body, professional schools with liberal arts, liberal arts college with pre-professional programs, highly motivated students, Midwestern
- **Students:** Strong student/faculty relationships, supportive/dedicated, quality, challenging academics, opportunities, welcoming community, small, caring faculty

Qualitative Research Take-Aways

Current Descriptors of IWU (Continued):

- **Trustees:** Excellence/quality, relationships/community, experience and academics, small, liberal arts, friendly
- **Alumni:** Quality, challenging academics, respected, diverse, welcoming, friendly community, local
- **High School Counselors:** Academics, excellent music/theatre programs, selective admissions, small, friendly community, beautiful campus, excellent facilities, student-centered/personal attention, and liberal arts focus
- **Graduate & Professional School Contacts:** Excellence/quality, private/elite, liberal arts, and small/personal
- **Employers:** Great, esteemed, traditional, caliber of the students, influence of the IWU faculty and career services

Qualitative Research Take-Aways

Trustees Identified the Following as Signature Features or Programs That Distinguish IWU:

- Small classes
- Good faculty-to-student ratio
- Strong, caring faculty
- Giving students freedom to grow, explore and become “whole people”
- Liberal arts focus with professional school opportunities

Qualitative Research Take-Aways

IWU's Strengths:

- **Faculty & Staff:** Excellent, dedicated, caring personnel; high performing, talented students; campus and facilities; leadership; small size; challenging and excellent academics and programs; student-centered; sense of community; calendar/May Term; professional schools within a liberal arts environment
- **Trustees:** Committed, intelligent faculty, staff, leadership and administration; the academically strong student body; the sound, well-rounded education and academic programs; the opportunities to develop the whole student; the size of the University and the community it creates; beautiful campus and facilities

Qualitative Research Take-Aways

IWU's Strengths (Continued):

- **High School Counselors:** Small size and the personal involvement of the faculty that comes with that size; strong academics; great location; beautiful, up-to-date campus; personnel
- **Alumni:** Excellent, caring, engaged personnel; high performing, talented students; campus and facilities; small; challenging academics; network of supportive alumni; reputation/respected institution

Qualitative Research Take-Aways

IWU's Challenges:

- **Faculty & Staff:** Financial resources (cost of education, keeping up with salaries); human resources; defining ourselves/marketing; diversity; upgrading facilities; communication; attracting and retaining quality faculty
- **Trustees:** The endowment and generating income; student aid; funding programs and avoiding the proliferation of programs; affordable tuition; attracting and retaining quality faculty; building new facilities; increasing diversity of students and faculty; successfully differentiating and communicating externally

Qualitative Research Take-Aways

IWU's Challenges (Continued):

- **Alumni:** Financials (staying affordable, endowment); identity/marketing/name recognition; upgrading facilities
- **High School Counselors:** The location; cost; lack of diversity

Qualitative Research Take-Aways

Why Current Students Selected IWU:

- Small classes and campus
- Programs and academics
- Interaction with professors
- Easy involvement
- Well-known, reputation
- Facilities/campus
- Helpful, caring faculty and staff
- Financial aid/scholarships
- Felt at home during my campus visit
- Location
- Friendly community

Qualitative Research Take-Aways

Trustees and High School Counselors were asked if they view IWU as a top regional or national university:

- Trustees are split between wanting the University to be national and regional, but a slightly greater number of Trustees say the University should be a regional one. Reasons include resources being spread too thin, that it is more important to be a regional university, or that IWU is unlikely to be recognized as a national university. Reasons some desire IWU to be a national university include increased diversity and the feeling that the University should be placed against other larger universities.
- High School Counselors categorize Illinois Wesleyan as a top regional university because it lacks a national reputation as well as due to its location.



Quantitative Research Findings

Quantitative Research Findings

The Most Frequently Used Sources of Information for Prospective Students in Their College Search are:

- Brochures, mailings (93%)
- College/university website (84%)
- Parents (66%)
- Friends/other high school students (66%)
- Current college student (45%)
- High school teacher (42%)
- College guidebooks (42%)
- High school guidance counselors (40%)

Quantitative Research Findings

The Most Important Variables for Prospective Students in *Consideration* of Various Institutions are:

- The overall quality of campus facilities
- The institution offers my major
- Overall academic reputation
- There is good academic advising
- Overall reputation of the institution is strong
- Overall reputation in my major area of interest

Quantitative Research Findings

The Most Important Variables for Current Students in *Selecting IWU Over Other Schools* are:

- The overall quality of campus facilities
- The size is ideal
- Faculty have close relationships with students
- The atmosphere is friendly
- My campus visit allowed me to see myself at IWU
- Reputation as a top regional university

Quantitative Research Findings

The Most Important Variables for *Parents* in Selecting IWU Over Other Schools are:

- The overall quality of campus facilities
- Faculty have close relationships with students
- Reputation as a top regional university
- The atmosphere is friendly
- The campus visit allowed my son/daughter to see him/herself at IWU
- The size is ideal

Quantitative Research Findings

When Rating IWU Against Various Competitors, Faculty & Staff, Students, Parents and Alumni Said IWU is Better Than:

- Knox College
- Augustana College (Illinois)
- Beloit College
- DePauw University (except Parents, who said University of Illinois)

Quantitative Research Findings

When Rating IWU Against Various Competitors, Faculty & Staff, Students, Parents and Alumni Said the Following are Better Than IWU:

- Northwestern University
- University of Chicago
- University of Notre Dame
- Washington University

Quantitative Research Findings

Faculty & Staff Identified the Following as Signature Features or Programs That They Believe Distinguish IWU:

- Specific majors
- Small classes or size
- High quality teaching/great faculty and staff
- High quality students
- Liberal arts education
- Good location and facilities
- High academic standards

Quantitative Research Findings

According to Faculty & Staff, Students, Alumni and Parents, the Top Ranked Attribute Ratings for IWU are:

- Small class size allows for personalization and active student participation
- Students receive personal attention from the faculty
- Friendliness of campus community
- Intellectually challenging academic programs
- Academic quality of the students
- Success of graduates
- Ability to prepare students for top graduate/professional schools

Quantitative Research Findings

According to Faculty & Staff, Students, Alumni and Parents, the Lowest Ranked Attribute Ratings for IWU are:

- Geographic diversity of the student body
- Economic diversity of the student body
- Ethnic diversity of the student body
- Overall diversity of the student body
- Ethnic diversity of the staff
- Overall diversity of the staff
- Ethnic diversity of the faculty

Quantitative Research Findings

- Over Three-Fourths of Students Said They Would Enroll Again.
- Reasons Given Include:
 - “Just like the IWU experience”; “Love it”
 - Felt welcomed/friendly place
 - Fits me perfectly/love it here
 - Small size
 - Wonderful community
 - Challenging/good academics
 - Personal attention
 - Extracurricular experiences

Quantitative Research Findings

- IWU Has Surpassed Some or All of the Expectations of Over Half (54%) of Students.
- Student Expectations That *Hadn't* Been Met Include:
 - Not enough diversity
 - Difficult/poor registration process
 - Can't get needed classes
 - Need better advising/better guidance
 - Faculty not caring/not focused on student needs
 - Poor housing

Quantitative Research Findings

Satisfaction Index & Improvement Potential

A statistical approach was used to determine how important the attributes were to respondents. The results show where IWU should put its improvement efforts.

Quantitative Research Findings

Satisfaction Index & Improvement Potential

- A regression analysis was run with the factors and the dependent variable to measure the strength of the relationship between them. Overall Satisfaction with the experience at IWU was used as the dependent variable for each group: Faculty & Staff, Current Students, Current Parents, and Alumni.
- Individual Satisfaction Index (SI) scores were then calculated by weighting the attribute ratings by each of their respective SI beta weights and combining these weighted scores to produce an overall SI score. SI scores range from 0 to 100 with 100 perfect score or ALL attributes being rated 10 by ALL respondents.

Quantitative Research Findings

Satisfaction Index & Improvement Potential

- Statistical methods were used to show which attributes should be targeted in order to raise the SI score the maximum amount (i.e., the Improvement Potential Score). The IPS is calculated by taking the difference between the SI score and the optimum score (100), and allocating it to the attributes based on their SI beta weights and performance ratings. The IPS score for each attribute is the amount of improvement in the overall SI score that *could* be attained if the individual attribute score was perfect. IPS scores can be used to plan where to conduct improvement efforts.

Quantitative Research Findings

- Faculty & Staff SI = 69.1
- Current Student SI = 72.6
- Current Parent SI = 78.4
- Alumni SI = 80.1

Quantitative Research Findings

Attributes With the Highest Potential to Improve the Faculty & Staff SI Include:

- Opportunities for staff to develop professionally
- Internally promotes a shared understanding of the University's identity
- Faculty and staff respect one another
- Produces nationally regarded student scholars
- Overall diversity of the staff
- Use of technology in courses
- Encourage students to take intellectual risks
- Opportunities for faculty to develop professionally
- Faculty actively publish in their fields
- Reputation in the liberal arts

Quantitative Research Findings

Attributes With the Highest Potential to Improve the Student SI Include:

- Produces nationally regarded student scholars
- Advising that helps me map out my academic program and complete it in four years
- A creative and innovative curriculum
- Adjunct faculty who are knowledgeable and engaging teachers
- Produces well-rounded graduates
- Service learning opportunities
- Success of graduates
- Overall diversity of the faculty
- Full-time faculty who are knowledgeable and engaging teachers
- Use of technology in courses

Quantitative Research Findings

Attributes With the Highest Potential to Improve the Parent SI Include:

- Advising that helps me map out my academic program and complete it in four years
- Students receive personal attention from the staff
- Student/admin services that are helpful and responsive
- Full-time faculty who are knowledgeable and engaging teachers
- Students receive personal attention from the faculty
- Opportunities for students to collaborate with faculty on scholarly and creative projects
- The emphasis of the faculty is on teaching
- A creative and innovative curriculum
- Global awareness and consciousness
- Service learning opportunities

Quantitative Research Findings

Attributes With the Highest Potential to Improve the Alumni SI Include:

- Reputation of its faculty
- Career guidance that helps students prepare to pursue employment
- Overall reputation of the university
- Community service/civic engagement
- Attractive and desirable residential/housing options
- Encourages students to take intellectual risks
- Academic quality of the students
- A creative and innovative curriculum
- Strong intellectual climate
- Full-time faculty who are knowledgeable and engaging teachers
- Advising that helps students map out their academic programs and complete them in four years

Quantitative Research Findings

Q: Check to the extent that words or phrases describe IWU.

Isolated	Safe	Career-oriented	Selective	Comfortable	Religious
Quiet	Prestigious	Well-known	Intellectual	Fun	Top tier
Successful graduates	Athletics-oriented	Tolerant of differences	Personal attention	Politically liberal	Academically challenging
Supportive	Back-up school	Expensive	Friendly	Affordable	Spiritual
Tradition rich	Party school	Welcoming	Cliquish	Clean	Small
Ethnically diverse	Strong national reputation	Changing for the better	Cohesive community	Globally aware	Homogeneous
Civic-minded	Ethical, moral	Great teaching	Innovative	Strict	Midwestern
More of a small university than a liberal arts college	Environmentally aware	Liberal arts emphasis	Politically conservative	Professional program-oriented	Strong regional reputation
Fine arts-oriented	Service-oriented	Student-centered	Boring		

Quantitative Research Findings

Descriptors That *Currently* Describe IWU Include:

Faculty & Staff
Small
Clean
Friendly
Strong regional reputation
Expensive
Safe
Welcoming
Personal attention

Quantitative Research Findings

Descriptors That *Currently* Describe IWU Include:

Faculty & Staff	Students
Small	Expensive
Clean	Small
Friendly	Academically challenging
Strong regional reputation	Clean
Expensive	Intellectual
Safe	Personal attention
Welcoming	Liberal arts emphasis
Personal attention	Friendly

Quantitative Research Findings

Descriptors That *Currently* Describe IWU Include:

Faculty & Staff	Students	Current Parents
Small	Expensive	Academically challenging
Clean	Small	Small
Friendly	Academically challenging	Friendly
Strong regional reputation	Clean	Intellectual
Expensive	Intellectual	Clean
Safe	Personal attention	Welcoming
Welcoming	Liberal arts emphasis	Safe
Personal attention	Friendly	Selective

Quantitative Research Findings

Descriptors That *Currently* Describe IWU Include:

Faculty & Staff	Students	Current Parents	Alumni
Small	Expensive	Academically challenging	Clean
Clean	Small	Small	Small
Friendly	Academically challenging	Friendly	Personal attention
Strong regional reputation	Clean	Intellectual	Academically challenging
Expensive	Intellectual	Clean	Friendly
Safe	Personal attention	Welcoming	Safe
Welcoming	Liberal arts emphasis	Safe	Comfortable
Personal attention	Friendly	Selective	Intellectual

Quantitative Research Findings

Descriptors That *Currently* Describe IWU Include:

Faculty & Staff	Students	Current Parents	Alumni	Prospective Students
Small	Expensive	Academically challenging	Clean	Midwestern
Clean	Small	Small	Small	Ethical, moral
Friendly	Academically challenging	Friendly	Personal attention	Small
Strong regional reputation	Clean	Intellectual	Academically challenging	Friendly
Expensive	Intellectual	Clean	Friendly	Religious
Safe	Personal attention	Welcoming	Safe	Personal attention
Welcoming	Liberal arts emphasis	Safe	Comfortable	Spiritual
Personal attention	Friendly	Selective	Intellectual	Intellectual

Quantitative Research Findings

Q: What do you want IWU to be known for?

Safe	Well-known	Selective	Intellectual	Religious	Supportive
Service-oriented	Career-oriented	Athletics-oriented	Politically liberal	Politically conservative	Comfortable
Successful graduates	Tolerant of difference	Personal attention	Ethnically diverse	Academically challenging	Fine arts-oriented
Expensive	Friendly	Affordable	Spiritual	Fun	Welcoming
Prestigious	Clean	Small	Quiet	Strict	Midwestern
Tradition rich	Homogeneous	Ethical, moral	Great teaching	Entrepreneurial	Innovative
Changing for the better	Environmentally aware	Cohesive community	Liberal arts emphasis	Student-centered	Strong national reputation
Strong regional reputation	More of a small university than a liberal arts college	Top tier	Professional program-oriented	Civic-minded	Globally aware

Quantitative Research Findings

Aspirational Descriptors for IWU:

Faculty & Staff
Academically challenging
Great teaching
Successful graduates
Welcoming
Friendly
Supportive
Personal attention
Student-centered
Intellectual



Quantitative Research Findings

Aspirational Descriptors for IWU:

Faculty & Staff	Students
Academically challenging	Academically challenging
Great teaching	Prestigious
Successful graduates	Successful graduates
Welcoming	Intellectual
Friendly	Personal attention
Supportive	Great teaching
Personal attention	Welcoming
Student-centered	Friendly
Intellectual	Safe

Quantitative Research Findings

Aspirational Descriptors for IWU:

Faculty & Staff	Students	Current Parents
Academically challenging	Academically challenging	Academically challenging
Great teaching	Prestigious	Successful graduates
Successful graduates	Successful graduates	Great teaching
Welcoming	Intellectual	Safe
Friendly	Personal attention	Personal attention
Supportive	Great teaching	Supportive
Personal attention	Welcoming	Welcoming
Student-centered	Friendly	Student-centered
Intellectual	Safe	Friendly

Quantitative Research Findings

Aspirational Descriptors for IWU:

Faculty & Staff	Students	Current Parents	Alumni
Academically challenging	Academically challenging	Academically challenging	Academically challenging
Great teaching	Prestigious	Successful graduates	Successful graduates
Successful graduates	Successful graduates	Great teaching	Great teaching
Welcoming	Intellectual	Safe	Personal attention
Friendly	Personal attention	Personal attention	Welcoming
Supportive	Great teaching	Supportive	Friendly
Personal attention	Welcoming	Welcoming	Student-centered
Student-centered	Friendly	Student-centered	Supportive
Intellectual	Safe	Friendly	Prestigious

Quantitative Research Findings

Faculty & Staff Suggestions for Short-Term Focus:

- Improve compensation
- Increase resources
- Increase endowment/control costs/lower tuition and dependence on it
- Increase diversity
- Hire more teachers and increase quality
- Strengthen liberal arts core

Quantitative Research Findings

Faculty & Staff Suggestions for Long-Term Focus:

- Improve diversity
- Economic stability while remaining affordable
- Improve academic rigor
- Improve salaries
- Increase the endowment
- Expand the campus/facilities

Quantitative Research Findings

About a Quarter (27%) of Alumni Surveyed Say They are Very/Somewhat Involved With IWU.

Alumni Level of Involvement by Year of Graduation

	1959 or prior	1960-1969	1970-1979	1980-1989	1990-1999	2000-2006
Very Uninvolved	29%	44%	34%	37%	42%	25%
Somewhat Uninvolved	31%	26%	31%	38%	42%	46%
Somewhat Involved	34%	27%	27%	21%	14%	25%
Very Involved	5%	3%	8%	5%	3%	4%

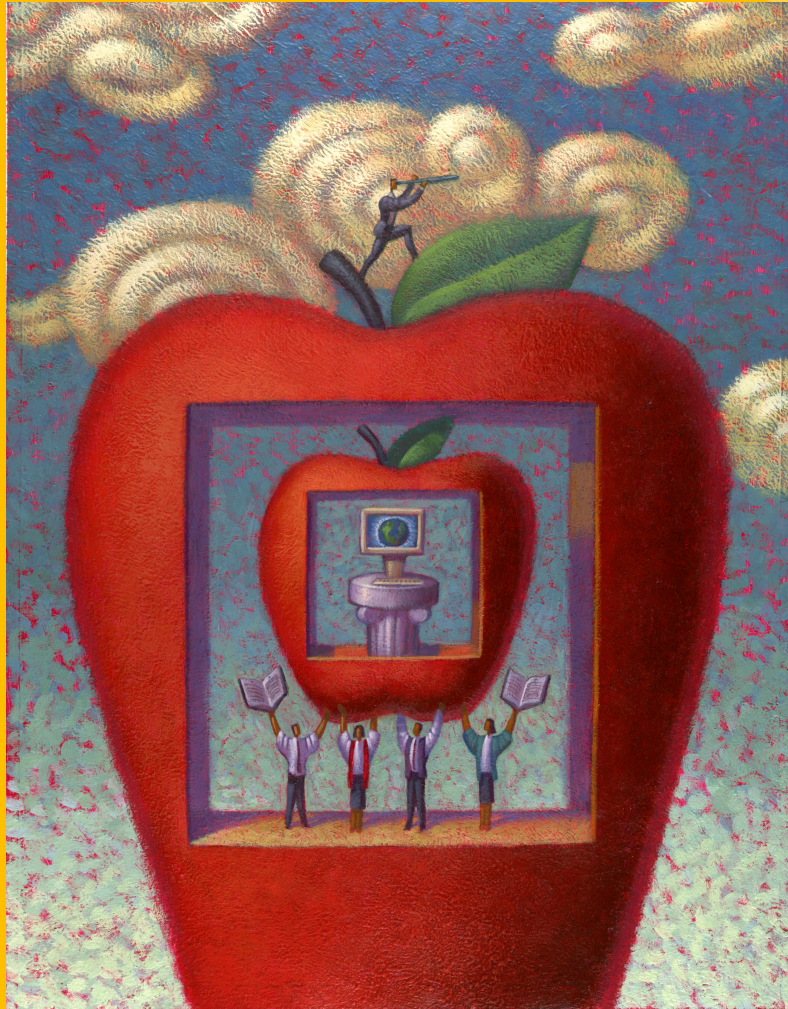
Quantitative Research Findings

- The Great Majority of Alumni (89%) Feel IWU Communicates With Them Somewhat or Very Effectively.
- Major Sources of Information Include:
 - IWU Magazine (92%)
 - IWU E-mail Newsletter (78%)
 - IWU Website (50%)
 - Friends who went to IWU (42%)
 - Class Newsletter (38%)
 - Fraternity/Sorority Communications (23%)

Quantitative Research Findings

The Majority of Respondents Felt IWU is Living Its Mission.

- 55% of Faculty & Staff
- 72% of Students
- 69% of Alumni



Perceived Strengths & Challenges of Illinois Wesleyan

Perceived Strengths

- Challenging Academics, Blending Liberal Arts with Professional Schools
- Academically Strong and Multitalented Student Body
- Levels of Student Satisfaction are High in Most Areas
- Location is Advantageous from Several Perspectives
- Advantages of Size are Being Leveraged
- Reputation is Strong Within the State

Perceived Strengths

- Campus and Its Facilities are Attractive
- Veteran and Professional Admission Staff
- Presidential Leadership is Well Received
- Successful Athletic Programs Draw Positive Awareness
- Solid Signature Programs Provide Distinction

Perceived Challenges

- Lack of Consensus About Institutional Identity has the Potential to Negatively Impact Marketing and Communications Efforts
- Depth and Breadth of Diversity has Not Been Achieved Across the Campus Community
- Financial Realities Impede Desired Spending

Perceived Challenges

- Academic Advising is an Area of Dissatisfaction
- Alumni Engagement is Lagging
- Leadership Team is in Transition



Let's Look at the Concept of Institutional Identity

AN INSTITUTIONAL PROMISE
IS SUPPORTED BY THREE KEY
MANAGEMENT PRINCIPLES

IDENTITY/POSITIONING

Determining What You Want Your Promise to Be

COMMUNICATION

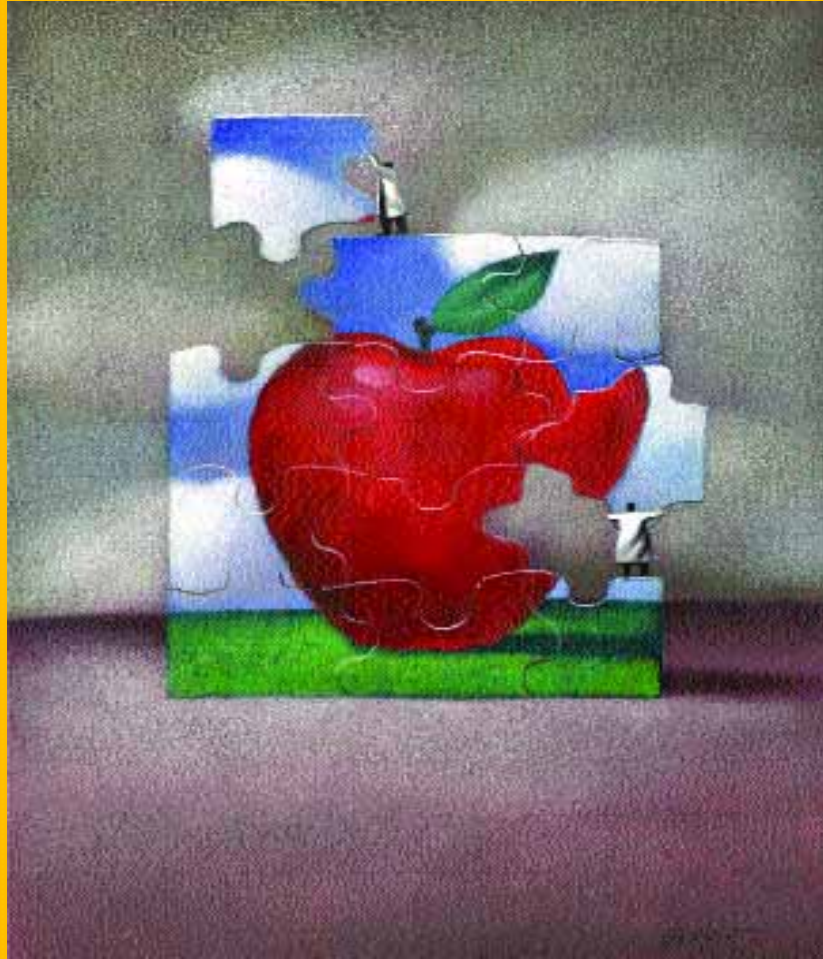
Creating an Expectation in the Individual's Mind
of What the Promise Is

OPERATIONS

Delivering the Promise

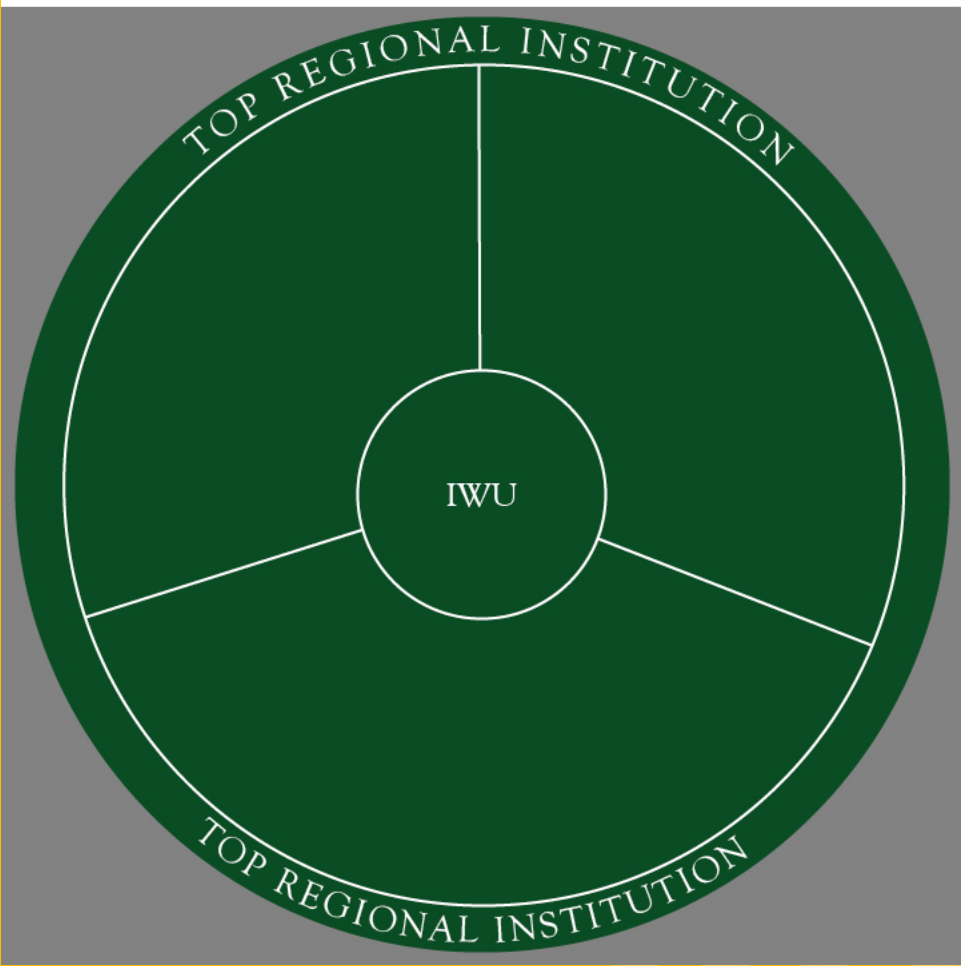


A Collective Sense of
Identity
Creates Distinction
Because the
Entire Organization
is More
Intentional About the
Shared Values
It Projects to the
Marketplace.



Illinois Wesleyan's Institutional Identity: Current & Aspirational

ILLINOIS WESLEYAN UNIVERSITY
CURRENT IDENTITY



ILLINOIS WESLEYAN UNIVERSITY
CURRENT IDENTITY



ILLINOIS WESLEYAN UNIVERSITY
CURRENT IDENTITY



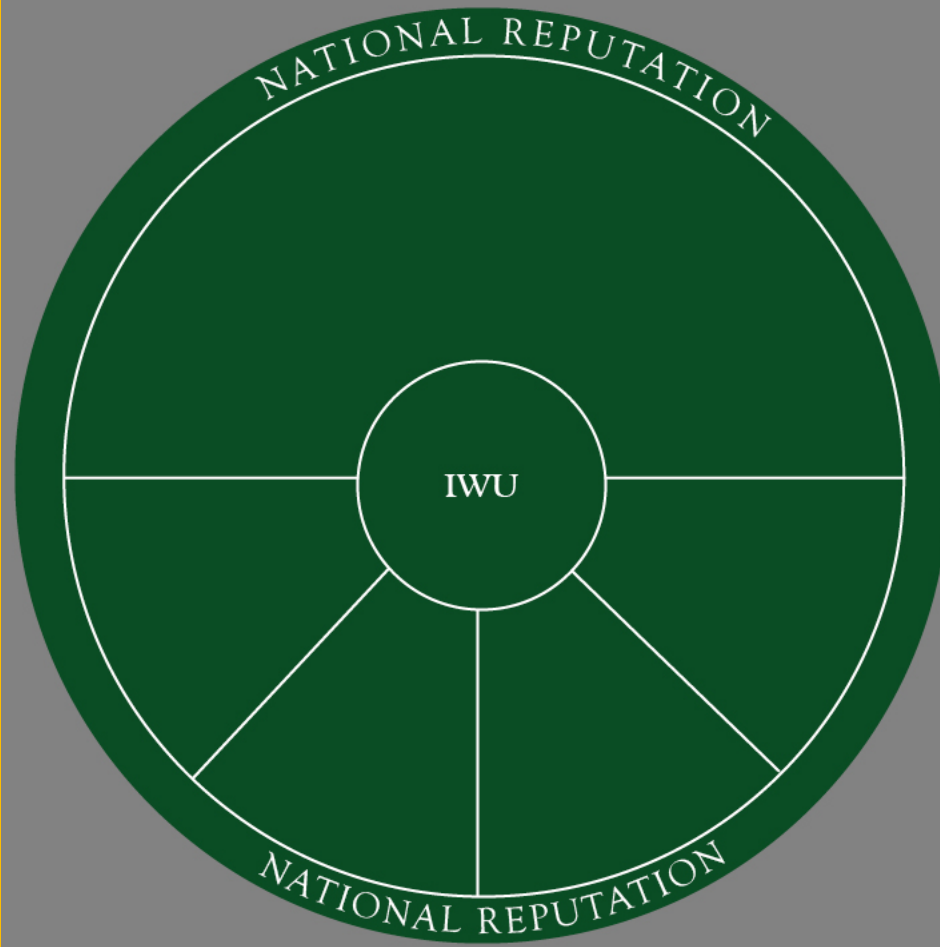
ILLINOIS WESLEYAN UNIVERSITY
CURRENT IDENTITY



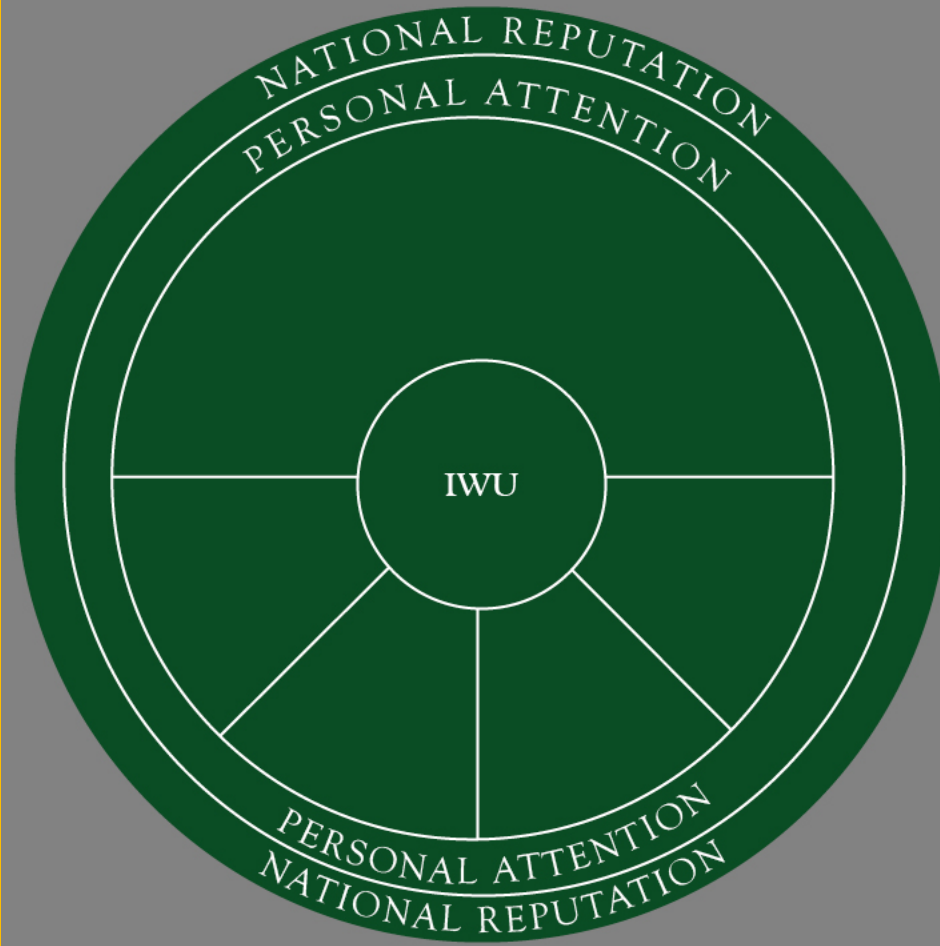
ILLINOIS WESLEYAN UNIVERSITY
CURRENT IDENTITY



ILLINOIS WESLEYAN UNIVERSITY
ASPIRATIONAL IDENTITY



ILLINOIS WESLEYAN UNIVERSITY
ASPIRATIONAL IDENTITY



ILLINOIS WESLEYAN UNIVERSITY
ASPIRATIONAL IDENTITY



ILLINOIS WESLEYAN UNIVERSITY
ASPIRATIONAL IDENTITY



ILLINOIS WESLEYAN UNIVERSITY
ASPIRATIONAL IDENTITY

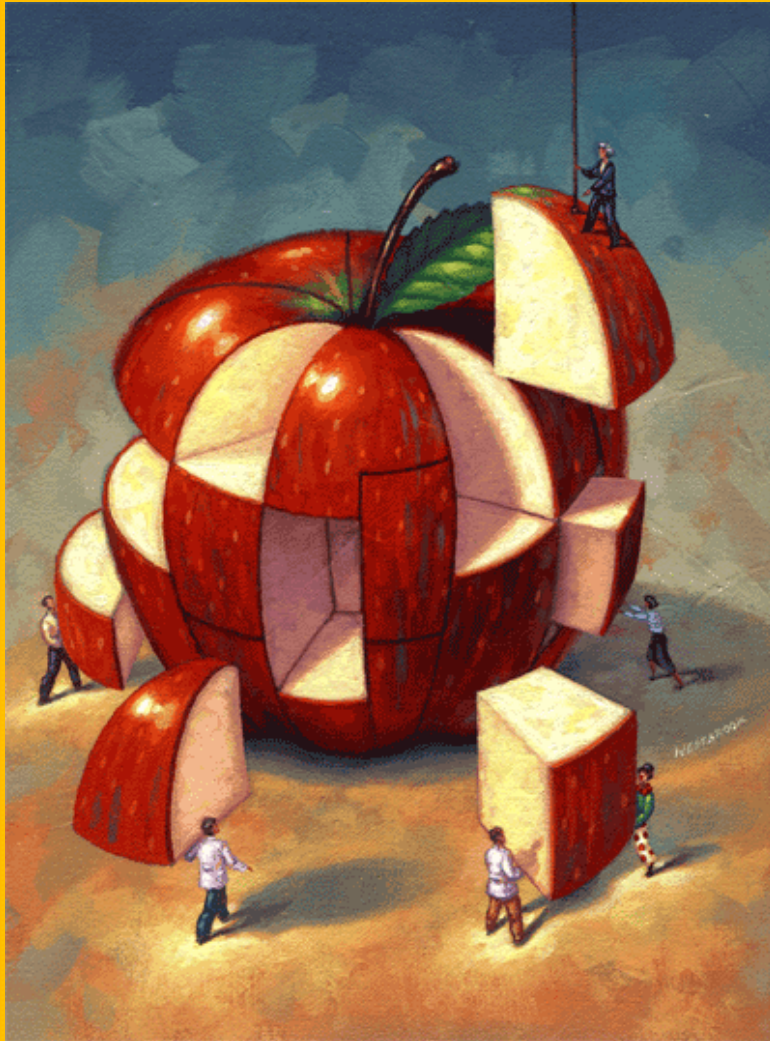


ILLINOIS WESLEYAN UNIVERSITY
ASPIRATIONAL IDENTITY



ILLINOIS WESLEYAN UNIVERSITY
ASPIRATIONAL IDENTITY





Putting the Pieces Together

Conclusions & Recommendations

Planning Considerations

- The power of word-of-mouth marketing, particularly among influencers (parents, friends, alumni, employers, relatives), is a marketing tool that is very important.
- The Web site is a key source of information for many external audiences. The increasing number of stealth buyers means that a school's Web site is one of the most important touchpoints.

Planning Considerations

- Outcomes (successful graduates) are a key consideration in selecting a college.
- Size, and its accompanying attributes, is a differentiator and a mark of distinction. It is of utmost importance to establish and associate value with an education that is personal and individualized.

Planning Considerations

- Sensory cues, curb appeal, and campus atmospherics play a significant role in influencing perceptions of value and worth among prospective students and families.

Recommendations

- The Entire Campus Community Must Establish, Plan, Implement and Manage a Consistent Institutional Identity.
 - Academic Excellence
 - Successful Graduates
 - Engaged
 - Welcoming Community
 - Diverse
 - Personal Attention
 - National Reputation

Recommendations

- Consistently and Intentionally Focus Marketing and Messaging Efforts on Academic Excellence and Successful Graduates, Rather Than on Whether or Not Illinois Wesleyan is a Liberal Arts or a Pre-Professional Institution.
- Develop a New Creative Direction (Design/Editorial) That More Accurately Expresses Illinois Wesleyan's *Aspirational* Identity and That is *Integrated* Across All Marketing Channels and Media.

Recommendations

- Develop *Authentic and Intentional* Content (Words and Photos) that Better Represents Illinois Wesleyan's *Aspirational* Identity and that Particularly Emphasizes and Highlights Academic Excellence, Successful Graduates, an Engaged Community, and the Benefits of IWU's Size and Location.
- Give Special Consideration to Content Variables Like Geographic Representation (National), Ethnic Diversity, Community Engagement, Successful Graduates, Academic Rigor, and Campus Setting and Location.

Recommendations

- Increase National Awareness for Illinois Wesleyan by Using Content and Disseminating Messages That are Relevant to National Constituents and by Engaging in Increased Marketing Activities That are More National in Reach and Scope.
- Develop an Institutional Plan with Organizational Intent for Improving the Diversity of the Faculty & Staff and Students at Illinois Wesleyan.

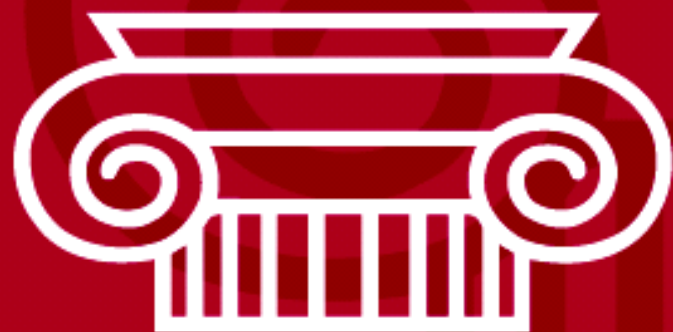
Recommendations

- Improve Academic Advising so That It Better Represents Illinois Wesleyan's Overall Academic Excellence and Track Record of Successful Graduates.
- Improve the Cultivation and Engagement of Illinois Wesleyan Alumni in Order to Build Off of the High Levels of Existing Alumni Satisfaction and to Further Expand IWU's National Reach and Familiarity.



Questions, Comments & Discussion

THE LAWLOR GROUP



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