FINDINGS AND RECOMMENDATIONS

Prepared by

November 2015
OBJECTIVES

• Gain an authentic, comprehensive understanding of the Oregon State brand and communications efforts
• Document the assessment of the current brand situation, to identify key insights and opportunities for further augmentation

• Provide strategic recommendations to evolve and enhance the Oregon State brand so it will be more profound, compelling, and memorable, invoking a stronger, lasting sense of pride and belief in the university
### Branding vs. Marketing

<table>
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<tr>
<th><strong>Goal:</strong></th>
<th>Create an <strong>enduring</strong> platform that articulates a <strong>unique</strong> identity and <strong>personality</strong></th>
<th><strong>Goal:</strong></th>
<th>Deliver meaningful promotions and executions</th>
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<tr>
<td><strong>Focus:</strong></td>
<td>Inward, defining who we are and why we exist (<strong>and matter</strong>)</td>
<td><strong>Focus:</strong></td>
<td>Outward, promoting what we offer and how our audience benefits</td>
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<tr>
<td><strong>Audience:</strong></td>
<td>Broad, diverse community</td>
<td><strong>Audience:</strong></td>
<td>Targeted groups</td>
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<td><strong>Timeframe:</strong></td>
<td><strong>Long-lasting, with the ability to evolve</strong></td>
<td><strong>Timeframe:</strong></td>
<td><strong>Short-term</strong> initiatives</td>
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| **Deliverables:** | Visual and verbal messaging  
And a **BIG idea** | **Deliverables:** | **Campaigns that inspire people to take action** |

**THE DIFFERENCE?**

**CLARIFICATION**
For our discovery process, we’ve led the following activities:

- Review of research studies, strategic planning documents, and brand guidelines
- Review of current and recent campaign efforts
- Performed a thorough audit of all Oregon State marketing and communications
- Conducted two multi-day campus visits, including visits to all three OSU campuses, leading one-on-one, small group, and group discussions
- Performed a brand and messaging audit of peer institutions
- Performed additional telephone interviews with key stakeholders
- In-depth campus tours of all campuses
CREATIVE AUDIT
ALUMNI +
OSU FOUNDATION
+ ATHLETICS
• Alumni materials look different than the rest of the university communications
• Alumni communications often misuse brand fonts or don’t use them at all
• Looking at the journey from student to alumnus, there is little consistency in communications
• Legibility of some alumni pieces is a concern
• Athletics is a step away from the academic brand, but their materials feel like a logical, spirit-branded extension of the master brand identity
• Black plays a much more prominent role in athletics materials, as does higher-quality (but higher contrast) photography
• There is absolutely room to incorporate more master brand elements into the athletics materials without detracting from the sportier, more aggressive feeling (e.g. iconography, type treatments)
COLLEGES
• Engineering is far and away the gold standard within the materials we have
  • Their work is consistent, and a logical, unique, extension of the master brand visual language
  • Their work is immediately identifiable as OSU, but stands apart from the university marketing materials
• The College of Business materials are an opportunity for a more cohesive, comprehensive approach to brand thinking
  • Their materials share few common elements with the master brand
  • They also use additional graphics elements that are not present in the master brand
  • Photography is also an area for improvement within the College of Business materials
• The Agricultural Experiment Station magazine uses many common typefaces, but also uses a number of unique ones
  • Their materials also appear very dense, due to a lack of hierarchy and pacing of content
  • The use of stock photography results in a less distinctive feel
• Cascades has adopted a unique look + feel compared to the rest of the brand
  • They are remarkably consistent within their materials, however, and share many common elements with the master brand, just used in a very different way
LOGO
+
IDENTITY
Overall, every segment is using the brand identity consistently and somewhat in accordance with the guidelines.

“`The Tag`” is used so often that it is hard to separate from the logo itself—to the point that the logo looks odd when it isn’t contained within the tag.

The tag is used almost wholesale on the front of materials, with the only exceptions coming when an orange background is already present.

The normal logo, stacked or horizontal, is used consistently on the back of materials.

This creates an odd relationship in which the logo is almost always smaller on the front of a communication than it is on the back.

Additionally, when the logo is used without the tag, in a lot of instances it isn’t used in accordance with the brand guidelines (mostly pertaining to placing it directly over a busy image or pattern).

Lockups are used consistently and in accordance with brand standards for the sub-brands, but again, they suffer from always being placed within the tag.

Lockup construction makes digital and limited use applications difficult.
TYPOGRAPHY
+
PHOTOGRAPHY
For most student-facing materials—prospective, admitted, and current—typefaces are being used consistently.

In most other cases, especially at the college/school/department/organization level, there is little consistency among typography.

While most entities will use one of the master brand fonts, they use it inconsistently in comparison to the university materials, and add their own secondary or supporting fonts.

Compelling, high-quality photography is a huge opportunity for improvement.

The images, as used currently, are too often obscured by the content of the pages.

Despite the strength of the institution’s locations, very little “place-based” photography is used.

Consistency of photography use could be improved across the board.
COLOR + ICONS
• Orange is used in virtually every piece, but the shade of orange varies wildly
• This problem extends even into logo usage

• A prominent use of iconography is present in most, if not all, of the university level materials
• While the icon system could use some refinement in style, and expansion in scope, they are a consistent element that has filtered down many of the schools and departments including Cascades, engineering, and alumni
• With refinement, their use could be expanded and customized for a variety of other uses including athletics, business, agriculture, etc.
THE CURRENT BRAND THROUGH THE STUDENT JOURNEY
OVERVIEW

PROSPECTIVE STUDENTS

Traditional Corvallis:
- In-state
- Out-of-state

Strong, consistent delivery of Beaver Nation messaging, but inconsistent incorporation of the core brand statement

Cascades campus
- eCampus
- Program-specific

Inconsistent OSU brand experience, varying greatly from campuses and programs

STUDENTS

Equal split between exposure to brand messages and Beaver Nation (or campaign) efforts on campus

ALUMNI

Strong sense of community is preserved and inclusion as a part of Beaver Nation, but lacking strong brand messaging
OVERVIEW

PROSPECTIVE STUDENTS

Traditional Corvallis:

- In-state
- Out-of-state

How they experience the OSU brand:

*Strong, consistent delivery of Beaver Nation messaging, but inconsistent incorporation of the core brand statement*

- Guide to Beaver Nation celebrates key OSU strengths and pride points but neglects the core brand statement
- Viewbooks and search pieces lead with and reinforce what it means to be a part of Beaver Nation without explaining OSU differentiators
- Admissions website uses stories to share elements of the brand statement but overall content is focused on facts rather than the higher message
- As a prospect, you would think Beaver Nation was the OSU brand
PROSPECTIVE STUDENTS

- Cascades campus
- eCampus
- Program-specific

How they experience the OSU brand:

*Inconsistent OSU brand experience, varying greatly from campuses and programs*

- Cascades messaging competes with the master brand statement
- “With an Edge” also creates a separation between Bend and the rest of OSU
- Cascades materials reinforce the “With an Edge” and Beaver Nation messaging while correlating loosely with the core brand statement—making an impact, excellence, and innovation
- Materials created by individual colleges all feel disconnected from the OSU brand
- College- or program-specific materials from admissions, however, incorporate the brand while highlighting core prompts
- While eCampus advertising feels separate from the brand, the admissions brochure emphasizes core brand messaging
STUDENTS

How they experience the OSU brand:

*Equal split between exposure to brand messages and Beaver Nation (or campaign) efforts on campus*

- Newly admitted student materials serve more as a rallying cry for Beaver Nation, without emphasis on the platform
- Student information focuses on support, guidance, and the overall college experience
- Campus newsletters and community updates are engaging and tie closely with the brand visually. While they’re missing the brand statement, the stories are organized based on the brand.
- Events, such as Recognizing Excellence, tie in with the core brand prompts
ALUMNI

How they experience the OSU brand:

Strong sense of community is preserved and inclusion as a part of Beaver Nation, but lacking strong brand messaging

- Alumni communications lean on Beaver Nation, stories and engaging photography, but rarely incorporate the core brand statement
- “One Beaver Nation” messaging around fundraising for athletics has a strong tie to the OSU master brand
- Beaver Eclips is direct and to-the-point, but feels more sterile and brand neutral than most other materials
- Impact Report is closely aligned with the brand statement and supporting ideas—depicting a clear picture of what OSU stands for
COMPETITOR REVIEW
To understand how Oregon State measures up to the competition, we conducted a review of Oregon State’s key competitors to understand how they position themselves and how they are marketing themselves.
“Above all, it’s our belief in possibility and our unshakable optimism. It’s a connection to others, both near and far. It’s a hunger that pushes us to tackle challenges and pursue progress. It’s the conviction that together we can create a world of good.”
“We promise that if you seek to do good in the world, our learning community will engage, challenge, and equip you for lifelong success. Since 1890, WSU has inspired the next generation of problem solvers.”

REPUTATION
• Land grant institution
• Rural
• Hands-on academic and research opportunities

CURRENT CAMPAIGN(S) OR TAGLINES
World Class. Face to Face.

FOCUS
Research that addresses societal needs

Supporting Messages
• WSU Extension highlights being the “front door to the university” and focuses on impact
• Highlight research opportunities at all levels
• Commitment to its land grant heritage and tradition of service
• Mission to advance, extend, and apply knowledge
The University of Oregon delivers open, welcoming opportunities for academic excellence and personal exploration in a progressive, ideal college town.

REPUTATION
- Athletics
- Research and exploration
- Sustainability and environmental

CURRENT CAMPAIGN(S) OR TAGLINES
We If—brand campaign

FOCUS
Innovation and breakthrough research

Supporting Messages
- Catalysts for discovery and creativity
- Emphasize their role in the fabric of Portland and having a purposeful presence in the “powerhouse of the region”
- Outdoor advertising emphasizes issues pertinent in that region—such as billboards in Denver highlight commitment to sustainability and the environment
- Consistently use ideas of discovery, innovation, and creativity
“UA is a place without limits—where teaching, research, service, and innovation merge to improve lives in Arizona and beyond.”

REPUTATION
• Public research institution
• Sciences
• Athletics

CURRENT CAMPAIGN(S) OR TAGLINES

FOCUS
Sciences and interdisciplinary research

Supporting Messages
• Highlight innovation and discovery
• Emphasize their location in Tucson and the opportunities it provides
• “Bear Down” campaign challenges viewers to be a part of something bigger and make an impact in the world
• Highlight the benefits of providing a comprehensive educational experience
“UC Davis is a land-grant institution built to advance the human condition through improving the quality of life for all people of California, for all citizens of our nation, and for the rest of the world.”

REPUTATION
- Agriculture
- Research and biology
- Sciences
- Highly selective

CURRENT CAMPAIGN(S) OR TAGLINES
One world. One UC Davis.
One California. One UC Davis (agriculture initiative)

FOCUS
Academic excellence and impact on California research

Supporting Messages
- Mission to advance the human condition through improving the quality of life for all
- Emphasize the academic rigor of the undergraduate experience
- Balance the emphasis on excellence with the campus culture and supportive environment
- Vision of Excellence speaks to their goal of being regarded as the leader in higher education, driven by their land grant heritage
COMPETITIVE LANDSCAPE
COMPETITIVE LANDSCAPE

HOW OTHERS ARE POSITIONED

EDUCATIONAL OFFER

Specialists

UC Davis
University of California

W
University of Washington

O
University of Oregon

Generalists

Answering a question to solve a need

Research
Driven by innovation and discovery
Oregon State University Today positions itself as an inclusive and dynamic community committed to making a positive impact on the state and region. This is highlighted through:

- Commitment to bettering the state and region
- Highly desirable and engaging college experience
- Emphasis on community and being a place of purpose
- Specialized regional campuses throughout the state

**Educational Offer**

- **Specialists**

  - University of California, Davis

- **Generalists**

  - University of Washington
  - University of Oregon
  - Oregon State University

**Research**

- Driven by innovation and discovery

- Answering a question to solve a need
An opportunity exists to enhance Oregon State’s positioning by redefining the positive impact the institution has on the state and beyond through its land, sea, space, and sun grants. This is supported by:

- Cutting edge research at OSU Cascades and the Hatfield Marine Sciences Center
- OSU’s current and future investment on global public health
- OSU’s land, sea, space, and sun grants
- Undergraduate and graduate academic and research opportunities throughout the state
- Vibrant, spirited campus community

**EDUCATIONAL OFFER**

Specialists

Generalists

Answering a question to solve a need
FINDINGS
WHO WE TALKED TO

OSU STUDENTS: 45 (35 undergraduate and 10 graduate)

FACULTY: 16

STAFF MEMBERS: 48 (representatives from URM, Admissions, Leadership, Board Members, Administration, Foundation, Alumni Association, Extension, Office of Diversity/Cultural Engagement, Campus Communicators, E-Campus, Experiment Stations)

ALUMNI: 5

COMMUNITY AND BUSINESS LEADERS: 3
Our interviews revealed a range of insights about the potential power of the OSU brand story and key opportunities for the university’s communications efforts. We probed for what’s working well today, what challenges exist, and ideas for greater efficiency moving forward.

We determined the key topics and themes that will influence our recommendations for how the brand system should evolve to become stronger, unified, and ultimately, to build greater awareness of OSU’s impact.
ALIGNMENT
Determining how consistently (or inconsistently) internal audiences describe or define our institution and its story.
LAND GRANT MEANS THE WORLD TO US.
BUT, DOES IT MEAN ANYTHING TO ANYONE ELSE?
“You could say we exist to serve the state, but it’s bigger than that. We are here to **create a positive impact** for our students, communities, and world.”

“We are here, first and foremost, to **serve communities, to solve big problems** in applied ways, and to promote change.”

“Above all else, our graduates are our contribution to the future. It’s central to what we aspire to do.”
“We need to **redefine the identity** of who we are and our role. We need to make it relevant today.”

“We share our mission across the entire campus. We’re a **good model of what the 21st century land grant will be**, promoting education as a public good.”

“This is a **different kind of land grant**. We are playing in different parts of the world—on all continents where we have really made a difference.”
“OSU is **meeting the needs of the world.** Water, food, shelter, health, and well-being.”

“Our students don’t come in with the goal of answering the question, ‘What am I going to study?’ They ask ‘Which of the world’s problems am I going to take a crack at?’”

“We focus too much on our location and on Oregon. We need to redefine land grant in a **global context.**”

“We exist in order to create a better world. We can make a difference and **promote change in surrounding communities.** We’re clear in that mission.”
PERSONALITY
WE’RE READY TO BE BOLD. BUT THAT’S NOT OUR NATURE.
WHO WE ARE

“We are the hard workers, the doers. It’s the nature of being a Beaver.”

“We’re understated and humble. It’s a double-edged sword, as everyone is always surprised by our quality, standard, and rich community.”

“We aren’t boastful. We have integrity and a sense of doing things the right way. We reflect the broader state culture.”
“It’s not about what we’re not saying, it’s that we aren’t saying it loud enough.”

“We feel like we have to have every single fact straight. We feel like if it’s a fact, then it’s not bragging.”

“We water down our message until it becomes generic, because we don’t want to offend anyone.”

“How do we get this out without bragging? We wear our humility with great pride. But it’s the right time to start shining a light.”
“Our work is so far-reaching. We’re into everything. And, that was why Powered by Orange worked to **discretely demonstrate our impact.**”

“We want to be a Top-10 land grant institution. But, **it’s not for the bragging rights.** It would indicate that we’re exceptional and can be more exceptional for those we serve.”

“We are so literal we can’t even beat our chest. **I can’t even get alumni to agree to recognition** because they never feel like what they did was big enough.”
With a 5.8 percent increase over 2012, fall enrollment set a new record, making OSU the state’s largest university. This includes more than 900 students at OSU-Cascades in Bend and 3,800 online students enrolled in Ecampus.

For its friendly, inspired and innovative culture, Corvallis was ranked the No. 5 college town in the country by the American Institute for Economic Research for the 2013-2014 year.

For three of the last four years, Oregon State has been named a Best Buy School in the Fiske Guide to Colleges, one of just 41 schools of 300 reviewed nationwide.

Oregon State continues to attract high-achieving students, including 162 freshmen who were ranked first or second in their high school graduating class in 2013.

Oregonians make up 64.2 percent of the student population, demonstrating Oregon State’s commitment to its land grant mission of accessible education.

International enrollment has more than tripled since 2007, with 2,859 students from nearly 100 countries comprising 10 percent of the student population.

Oregon State University degree in Corvallis or at OSU-Cascades in Bend. Both offer a wide range of majors, minors and options. Both feature world-class faculty and the support of a premier international public research university.

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Why Oregon State University?

VALUE
- U.S. News & World Report names Oregon State among the "Best Global Universities." (Top 250 / Top 2% in the world)
- Oregon State is among 44 "Best Buy Schools" named in the 2016 "Fiske Guide to Colleges."
- Oregon State is rated the top school in Oregon based on quality and affordability.
- Oregon State is the destination for more high-achieving students than any other Oregon school.
- Corvallis is one of the best college towns in the nation.
- "Best Value-Added Honors Programs"
- Oregon State is one of the Top 50 Research Universities according to Best College Reviews.
- High Academic Ratings + Great Atmosphere = Top Choice.

EXPERIENCE
- Oregon State provides countless research and internship opportunities for undergraduate students.
- More than 200 new faculty have been added over the last three years.
- More than $285 million in research funding annually = Oregon's Premier Research University.
- Research + Internships = Jobs.

RESULTS
- A recent poll showed 71 percent of alumni are working in the field they studied at Oregon State.
- More than 40 percent of alumni are volunteering in communities around the world.
- Our graduates exceed national averages on professional certification exams and admission to graduate and professional programs (pharmacy, veterinary, etc.).
- Value + Experience = Success doing what you love.
THE WORK WE’RE DOING IS TRULY STANDOUT.
WHAT TIES OUR BEST STORIES TOGETHER?
“In Newport, the work is happening within hundreds of yards from the ocean. We are one of the top institutes in the country dealing with oceanic issues and energy models.”

“We’re going to be huge in how we’re providing pervasive public health throughout the state. It could help us push the nation forward.”

“We have expertise to be the go-to university for many areas in tsunami, forestry, engineering, robotics, and even public health.”
“We have incredible assets. The Linus Pauling Institute. Our newly accredited College of Public Health, our veterinary medicine and translational research. And, engineering. It’s all part of the strategic plan, and we really excel.”

“OSU has a significant role in engineering, natural resources, and forestry. They have a clear statewide footprint that people care about.”

“We can talk about having Sea and Space Grants—as well as Land. We’ve received these grants because of our location and our access. It’s allowed us to become an incredible research university, not just for research’s sake.”
“We are so poised for greatness. We are poised for people to know exactly what we have.”

“We contribute positively to economic development, educating the people of the state of Oregon.”
PRIDE POINTS

BEAVER BRAG POINTS

COLLEGE TOWN

Agricultural and Forestry Program in the World

Agricultural and Natural Sciences

PRIDE POINTS

LEADERSHIP

New initiative to extend Oregon State leadership in marine studies

Oregon State University has long had a reputation for excellence in marine science research and graduate education. Now, the university is looking to take those strengths in a new direction and is focused on extending its leadership in marine studies.

For example:

- New production methods developed at Oregon State are shaking up the fishing industry, with the goal of making harvesting more sustainable and efficient.
- Pharmaceuticals and other health care providers are working with Oregon State scientists to develop new treatments for diseases such as cancer and diabetes.
- The university is working with local communities to develop new renewable energy projects.
- Oregon State is leading the charge in research on climate change and its impacts, and is working to develop new strategies for reducing greenhouse gas emissions.

By the numbers: Oregon State continues upward trajectory

30,058 STUDENTS

5,878 GRADUATES

22% STUDENTS OF COLOR

Since 2009, enrollment of Oregon State students has increased by nearly 1,000 students each year, from 18,038 to 30,000. Oregon State has also seen a significant increase in the diversity of its student body, with the percentage of minority students increasing from 19% in 2009 to 22% in 2023.

4,410 GRADUATE STUDENTS

Oregon State’s Graduate School has grown by 33% since 2009, with graduate students accounting for 15% of the university’s overall enrollment.

#5 ONLINE NATIONWIDE

U.S. News & World Report ranks Oregon State’s Ecampus at No. 5 out of nearly 150 online bachelor’s degree programs nationwide, with a score of 99 points out of 100.

44% HIGH ACHIEVERS

74% OREGON STUDENTS

Oregon State University is one of the top 10% of institutions in terms of SAT or ACT scores of incoming freshmen.

11% INTERNATIONAL STUDENTS

More than 100 countries are represented among Oregon State’s 3,823 international students.

TOP 1.5% WORLDWIDE

U.S. News & World Report’s Inaugural Best Global Universities Rankings place Oregon State in the top 1.5% of universities worldwide.

56
PERCEPTIONS
Gaining clarity around what our external audiences currently think and know about OSU based on how they interact with us or what they see in the market. Identifying the perception gaps will help determine our focus for further outreach.
WHAT THE RECENT RESEARCH REVEALED
AUDIENCE: General Population

PORTLAND
• Unaided awareness was lowest in Portland by the general population surveyed in 2011.

TOP OF MIND INSTITUTIONS
• 37% University of Oregon
• 29% Oregon State University

PERCEPTIONS
• Ranked lowest in being a leader in enhancing public health
• Ranked highest for high quality educational programs
• Of those, ranked highest in high quality agriculture and food science programs
AUDIENCE: Alumni  
*Of alumni living in Oregon, 46% are in the Portland Metro area.*

How alumni rate Oregon State on a scale of 1-5  
(1 being strongly disagree and 5 being strongly agree)

**PERCEPTIONS**

**RATED HIGHEST:**
- Practical research that can solve global problems (4.06)
- Serving the local community by providing access to education and solving real world issues (3.96)

**RATED LOWEST:**
- Prestige of diploma (3.34)
- Quality of student admitted (3.41)
- Being a leader in enhancing public health (3.46)

**SHIFT IN OPINION OF OSU SINCE GRADUATION:**
- 41% of alumni in Portland have unchanged opinions about Oregon State
- 34% say they have slightly improved
AUDIENCE: Alumni

**PROS**

WHAT ALUMNI BELIEVE ARE OREGON STATE’S GREATEST STRENGTHS:

• Of that 44%, 24% believe it’s strongest programs are those in agriculture/environmental/and animal sciences programs

• 11% agree that research is a strength and 12% feel the campus environment is a strength

**CONS**

WHAT ALUMNI BELIEVE ARE ITS GREATEST WEAKNESSES:

• 18% felt program quality was a weakness

• 12% voted overall academic quality
UNDERSTANDING
PORTLAND
“Portland has little awareness of everything we do. They understand the access piece because those are the only communications they see.”

“Our e-campus has a bigger budget than our marketing group. It makes it hard to get any message out.”

“Some only think we are an online university.”
“If you’re in Portland, you think of the U of O.”

“In that market, neither U of O nor OSU are connected directly. Both schools are trying to get bigger market share in significant ways, and that’s been a big issue.”

“Portland draws many of our graduates, but the city has zero understanding of what we do.”
WE NEED TO EXPAND EVERYONE’S DEFINITION OF EXTENSION.
“We are the people’s university. Our reach is impressive—we have research all over and amazing efforts that we take seriously.”

“All of the counties in Oregon have passed measures to pay more taxes to support our extension.”

“People should know what a big deal our work is for the state of Oregon. It should help attract more students. We are on the leading edge with a vision forward.”
“Public health is going to be a huge part of our extension service. We’re making sure that the remotest rural communities have the best public health care—and we can be a model for it.”

“There is only 13% awareness of our work in the communities. We’re selling what people are buying and solving the issues they care about, but they just don’t know we’re the ones doing it.”

“No one links extension, 4-H, or after-school programs to OSU. We just haven’t talked about it boldly enough.”
“A lot of others are offering what we have and more. Youth and schools. Food safety and affordability. But we’re creating the knowledge so others can implement on it.”

“People just don’t link extension to OSU. When asked, people erroneously respond to how they’ve interacted with us.”
OREGON VS. THE WORLD
“It depends who you’re speaking to and where they are located. Some see us as a rural, small-town school. Those who come from eastern Oregon think we’re the big city.”

“In eastern Oregon, people love OSU. We have friends and supporters who rely on our solutions. Our relations in Portland metro are not as strong, but we have to work on it.”

“We have the least love in our own home. People in Corvallis don’t really even know what we do.”

“In the state of Oregon, OSU has the academic cache. We are the premier academic institution. Our grads are the people employers want in their companies.”
“There is little to no awareness of who we are outside of the state and West Coast.”

“When I’m on the road, I always get, ‘Go Ducks!’”

“We get lost in comparison of OSU vs. Ohio State vs. Oklahoma. We’ve been trying to capitalize on our beautiful state and location, but it’s not a strong enough story.”
GOALS
Understanding and articulating OSU’s institutional objectives and strategies will create a focus for smart, cohesive marketing and communications.
WHAT STUDENTS DO WE WANT?

AND FROM WHERE?
“We’re too focused on attracting Oregonians. We need to communicate how we are contributing to solving global issues on an international level.”

“We want to attract high achievers from Oregon, but also diverse students, non-residents, and more. It gets fuzzy.”

“75% of our online students come from out of state. But we draw intensely in a 500-mile arch around Corvallis.”
“In Bend, 80% of our students come from central Oregon. With our expansion, that will dramatically change.”

“We attract out-of-state and international students for our top-ranked programs. Those programs bring in the diversity.”
DO WE CARE ABOUT OUR REPUTATION OUTSIDE OREGON?
“If we can’t brand ourselves to be a university of destination internationally, then we’ve lost the momentum we’ve been building up. We have to be prepared to maintain it and build upon it.”

“We have very aspirational goals. There is a focus on internationalization. We need to foster relationships globally with developing countries.”

“There is no other university that can impact and be leaders in community and public health like we can.”
“For international prospects, we need to reinforce that coming to OSU lets them be a part of a community that embraces them. They’ll be equipped to go out in the world but will always be a part of their own homeland.”

“I’m waiting for us to come out with a plan for how we’ll introduce OSU to the world at-large.”

“We could change the profile of our students more prominently if we were touted as one of OSU’s premier offerings.”
PROCESS
GOOD NEWS: EVERYONE BELIEVES URM IS VALUABLE.
“We really value the relationship we have with URM and Student Affairs. We try and keep the doors open to them.”

“If there is anything I would recommend, it would be to invest the resources in URM.”

“They do amazing work for us and are always willing to help out.”

“I love the decentralized flexibility here. We don’t have the type of marketing group where everything needs to be checked—we can do things independently, on an open playing field.”
NOT SO GOOD NEWS:
EVERYONE WANTS MORE.
WITH GREAT FREQUENCY, WE HEARD:

“I think OSU communications are really strong. But, we don’t get to review them early enough to actually weigh in and influence the message.”

“We need the university backing. We have strong support from Corvallis, but we are treated a bit like a stand-alone.”

“It’s impossible to keep track of all the communicators on campus.”

“We’re never sure what others are doing or who should be the owner or creator of certain pieces.”
“If we could find a successful way to capitalize on our hybrid model, that would be the best.”

“Central needs more resources to be able to help this university. I haven’t seen investments in that area. We’re a huge university, with a tiny marketing budget.”

“We’re so decentralized, and I learn everything offhand. These amazing things are happening, and I hardly hear about them.”
“When it comes to media relations, we just pump out stories. We are very reactive.”

“We had to create our own marketing and communications group (at our college) to tell our story for fundraising because we couldn’t get the university to tell our story.”

“We’ve invested heavily in our own marketing and events to try and get the attention we needed.”

“We would love to use central marketing more. We’ve tried. But, they make promises and don’t deliver. I’m not sure if it’s resource-related, but things end up being late, incomplete, or don’t do what we need.”
GOVERNANCE
TOO MUCH AUTONOMY,
NOT ENOUGH AUTHORITY.
“On our campus, we have almost no communication with Corvallis leadership or staff. We could use more cooperation and support.”

“The Hatfield Center is very respectful of the senator, but we have to think beyond that. What we do down there is global. We’re missing a huge opportunity.”

“We would love to be OSU Bend. It would be so much easier to explain and would build on the great reputation of this city. Everyone wants to be in Bend.”

“Saying ‘Cascades’ is what’s safe. When we talk about Bend, there’s a feeling in surrounding towns that Bend gets everything. We would make too many groups angry.”
PLATFORM(S)
QUICK FIXES MAKE A SHORTER-TERM IMPACT, BUT DON’T INFLUENCE BROADER OBJECTIVES.
“Beaver Nation is about our network and community. It’s something that connects students and alumni alike.”

“I don’t think the current Ours campaign works. It is too focused on the state.”

“Everyone thinks a tagline will change things or be our new ‘brand.’”

“Powered by Orange actually captured the spirit that went beyond athletics. It captured our color, the Beavers, and linked our community with our identity.”
“The ‘With an Edge’ campaign for the Cascades campus has really caught on. People really do say it and believe it’s fitting.”

“The Beaver Nation campaign is fabulous. But, it just isn’t a perfect fit on our campus.”

“We want to move away from the feeling that athletics owns orange or athletics owns ‘Beavers.’ We should be broadening it widely to work hard for OSU.”
Oregon State University in Bend

Oregon State University with an Edge

OSU-Cascades is Oregon State University's Bend campus in the Cascade foothills. This vibrant, dynamic 4-year university is a hub of innovation and learning, offering more than 100 degree programs in diverse fields such as science, technology, agriculture, and more. With small class sizes and a focus on hands-on learning, OSU-Cascades provides a personalized educational experience. Take classes on or off campus with flexible schedules and a variety of study options. OSU-Cascades is committed to preparing students for success in their chosen fields and for life beyond college. Start your journey towards your future today.
4 Central Oregon: A four-year campus

We Believe

We are students, teachers, business leaders, parents and community members. We believe in a four-year university for Central Oregon. We believe in OSU-Cascades.

Bruce Abernethy
Former Bend Mayor and current EDCO Board Member

Oregon State Impact
In Deschutes County

What will a 4-year university bring to Central Oregon?

Educational opportunities for our residents.
Sixty percent of our students who go to college choose a four-year university — meaning they must now leave our region to pursue their dreams.

Let’s keep more of our talented young people in Central Oregon!

A skilled workforce for a diversifying economy.
Area businesses say it’s difficult to recruit the highly skilled workers they need from the major metropolitan areas. If a student spends four years in Central Oregon getting their degree and works as an intern in a local company, they’re much more likely to stay after graduation.

Let’s grow our own skilled workforce!

An economic engine to stabilize the economy.
A four-year university makes significant expenditures and brings good jobs to the region, even during times when the private sector may struggle.

Let’s stabilize our economy and make it more sustainable!

A vibrant and diverse community.
A four-year university will engage community members with lectures, performing arts, sports and other events, and bring fresh ideas and diverse perspectives from around the world.

Let’s build a university that is integrated with our community!

Some challenges demand our cooperation.
Expansion to a four-year university will bring new residents and increased demand for housing, transportation and parking. While the university will be a small part of Central Oregon’s overall projected population growth, we will work cooperatively with the community to solve these issues.

Let’s trust each other and work together to find positive solutions!

How can you help?
Visit oscucascades.edu/4 to learn more about our expansion plans and the work of more than 100 community members addressing transportation, neighborhood livability, housing and other issues.

Help spread the word about what a four-year university will bring to Bend.
And share how we are working with the community to address growth issues.
IDENTITY
WE ALL KNOW WE HAVE A LOGO PROBLEM. BUT IT’S BIGGER THAN THAT.
THERE’S A NAMING ISSUE.
“We are really trying not to say ‘main campus’ and ‘branch’ or ‘regional’ campuses. We should be saying, Corvallis, Newport, and Bend. We should be thinking about this as a system with multiple campuses.”

“Outside of central Oregon, saying, ‘OSU Bend’ would be way more effective. ‘OSU Cascades’ is really confusing.”

“Why aren’t we saying ‘OSU Newport’? We’re diluting our presence when we only refer to ‘Hatfield’.”
“There’s a lack of consistency from the highest level. OSU, Oregon State, etc.”

“In Bend, people think we are not the same OSU. Our presence is fractured from the main campus.”

“We never know how to demonstrate the breadth of our campus system. They should be working together in how we talk about them to strengthen the power of our identity and brand.”
AND A BRAND ARCHITECTURE ISSUE, TOO.
“We try and position ourselves as a neutral partner with everyone.”

“Our collaboration with all of the agencies is really amazing. It’s not competitive, and no one is taking dollars and running.”

“We’re always so proud to tout the support we’ve received or exciting collaborations. We don’t let ourselves take the credit for what we are doing to lead the effort—or what work is actually taking place.”
“We need an OSU identity that doesn’t alienate federal partners. Hatfield is easy for anyone to associate with.”

“If I say OSU on a grant, I will offend other partners. It’s a confusing problem and challenge.”
RECOMMENDATIONS
Our discovery process revealed a series of insights and key issues that influenced our recommendations about the current OSU brand. As a result of our findings, we have crafted specific recommendations for further exploration, targeted projects and initiatives, and ongoing maintenance of the brand.
RECOMMENDATIONS

<table>
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<th>BRAND PLATFORM</th>
<th>IDENTITY</th>
<th>AUDIENCE DEFINITION AND TIERED MESSAGING</th>
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- UNDERSTANDING AND GROWING IN PORTLAND
- CONTENT DEVELOPMENT
- GOVERNANCE AND MAINTAINING BRAND SUCCESS
BRAND PLATFORM
Brand Statement:
Oregon State University is an authentic community, whose accomplishments, inclusive excellence, innovation and leadership promote a healthy planet, wellness and economic progress.

Core Prompts:
• Internationally recognized public research university
• America’s natural resources university
• Enhances well-being, social progress and community prosperity
• Transforms students into leaders
• World-class faculty and accomplished students
• Drives innovation through collaboration
• An inclusive community
RECOMMENDATIONS

BRAND PLATFORM

1. Develop a differentiating position for OSU
2. Test alternatives to ensure market viability
3. Create a brand platform that brings the brand positioning to life
1. Develop a differentiating position for OSU.

Explore, identify, and hone in on a clearer position that OSU can own. This statement should be as specific as possible and will serve as the backbone of an external brand platform.

**WHY DO THIS?**

A strong brand positioning provides a focus for everything OSU says, ensuring that all efforts are working to support what audiences need to know and remember about OSU.

A brand’s positioning must answer three questions:
- What do we do?
- How do we do it?
- Why does it matter?
- For whom?

Positioning work should also take the full competitive landscape into consideration, ensuring that what is created isn’t something that another institution owns.

**CONSIDERATIONS**

Who should do it?
- URM
- Internal Partners
- External Partners

How much would it cost?
- $ to $$$

How important is it?

How visible would it be?
- Low to High

**WHAT DOES IT LOOK LIKE?**

A strong brand positioning will capture the true essence of these important criteria.
2. Test alternatives to ensure market visibility.

Validate the brand positioning through targeted research with key audiences to ensure that it resonates. Depending on the preferred audience sample and method, testing can be qualitative, quantitative, or a combination of both.

Testing alternative brand positioning options helps build confidence in a single direction and increases the chance that it will leave a lasting impression.
3. Create a brand platform that brings the brand positioning to life.

The brand platform serves as the creative foundation for how OSU will take its brand positioning to market. It’s a creative demonstration of the brand essence, messaging, and personality traits, defining what OSU says and how.

A brand platform is critical in creating a strong and enduring brand, and serves as the anchor for future campaigns and sub-brands. It ensures that all marketing is unified and reflect a consistent message.

Additionally, clear guidance for how each entity (colleges, schools, departments, and programs) use and implement the brand platform will ensure seamless adoption and execution of the brand.

**WHY DO THIS?**

A brand platform is critical in creating a strong and enduring brand, and serves as the anchor for future campaigns and sub-brands. It ensures that all marketing is unified and reflect a consistent message.

**CONSIDERATIONS**

- **Who should do it?**
  - URM
  - Internal Partners
  - External Partners

- **How much would it cost?**
  - $ (Low)
  - $$ (High)

- **How important is it?**
  - Low
  - High

- **How visible would it be?**
  - Low
  - High

**WHAT DOES IT LOOK LIKE?**

- Messaging hierarchy (story)
- Personality traits (tone and voice)
- Brand narrative
- Visual and verbal language
VISUAL IDENTITY
1. Augment the guidelines with clear instructions for nomenclature and naming for entities across the university.

2. Recommend names and approaches for OSU Cascades and OSU Hatfield that significantly builds on the market equity.

3. Develop brand architecture.

4a. Consult with Nike Design Group about augmenting the athletic identity to include the OSU monogram.

4b. Consider updating the university seal to a modern mark that speaks to the university’s mission.

5. Design a comprehensive logo system.
1. Augment the brand guidelines with clear instructions for nomenclature and naming of entities across the university.

Add a section to the brand guidelines that provides a point of view on naming and nomenclature, focusing on end users and positioning, rather than on organizational charts and committee decisions.

**WHY DO THIS?**

Explicitly spelling out rules will help people create more clearer and more successful names in the future.

**CONSIDERATIONS**

Who should do it?

- URM
- Internal Partners
- External Partners

How much would it cost?

- $
- $$
- $$$
- $$$$  

How important is it?

How visible would it be?

- Low
- High
2. Recommend names and approaches for OSU Cascades and OSU Hatfield that significantly builds on the market equity.

Generate greater name recognition and stronger geographic identity for OSU campuses by crafting promotional lockups based on location.

Why do this?

The campuses in Bend and Newport present a distinct opportunity to build on the existing geographic strength and awareness of each location and capture the marketing equity of both. Creating consistency among logos can reinforce that strength in the market while build a better understanding of OSU’s reach and presence in the state.

Considerations

Who should do it?

- URM
- Internal Partners
- External Partners

How much would it cost?

- $
- $$
- $$$
- $$$$%

How important is it?

How visible would it be?

Low

High
3. Develop brand architecture.
Assess and analyze the current visual identity system to discover all usages for logos, and build a strategy that shows an overarching rationale and helps every entity see their place in the larger system.

**WHY DO THIS?**
A cohesive, simple-to-navigate, and usable system provides guidance and parameters for usage and discourages the creation of logos and marks that detract from the integrity of the OSU brand.

**CONSIDERATIONS**
- Who should do it?
  - URM
  - Internal Partners
  - External Partners
- How much would it cost?
  - $ $ $ $ $ $ $ $ $$
- How important is it?
- How visible would it be?
  - Low
  - High
4a. Consult with Nike Design Group about augmenting the athletic identity to include the OSU monogram.

Explore additional options to accompany the current athletics mark, creating flexibility through an option that leads to greater recognition of OSU, and that can work harder for the academic brand.

WHY DO THIS?
The monogram incorporates OSU into a boldly recognizable mark that can stand alone and be used broadly for athletics and, potentially, the university. This set of cohesive options will allow for greater synergy between the academic and athletic brands.

CONSIDERATIONS

- Who should do it?
  - URM
  - Internal Partners
  - External Partners

- How much would it cost?
  - $5
  - $$$
  - $$$$  

- How important is it?
  - Low
  - High

- How visible would it be?
  - Low
  - High
4b. Consider updating the university seal to a modern mark that speaks to the university’s mission.

Creating a visual icon that represents the mission of OSU and speaks to the land, sea, sun, and space grants in a contemporary way would make the university seal more relevant and usable. By incorporating each grant, it elevates the distinction to celebrate key cornerstones of pride for OSU.

**WHY DO THIS?**

An updated university seal could serve as a unifying insignia of OSU’s mission. It could also be designed in a dynamic way to help with application, integration, and storytelling and would work well in digital and social applications.

**CONSIDERATIONS**

- **Who should do it?**
  - URM
  - Internal Partners
  - External Partners

- **How much would it cost?**
  - $ $ $ $ $ $$$

- **How important is it?**
  - Low High

- **How visible would it be?**
  - Low High
5. **Design a comprehensive logo system.**

*Working from the brand architecture recommendations and strategy, create a consistent, clean and easy-to-incorporate system for all university logos, marks, and applications for colleges, schools, departments and other entities to work together to enhance the strength of the overall brand.*

---

**RECOMMENDATIONS**

**VISUAL IDENTITY**

**WHY DO THIS?**

The current OSU logo system is not seamlessly used across print and digital media. Current inconsistencies also exist with color usage.

---

**CONSIDERATIONS**

- **Who should do it?**
  - URM
  - Internal Partners
  - External Partners

- **How much would it cost?**
  - $  
  - $5  
  - $$$  
  - $$$$  

- **How important is it?**

- **How visible would it be?**

---

**WHAT DOES IT LOOK LIKE?**

- OSU | OREGON STATE UNIVERSITY
- OSU | AGRICULTURAL SCIENCES | OREGON STATE UNIVERSITY
- OSU | AGRICULTURAL AND NATURAL RESOURCE EXTENSION PROGRAM | OREGON STATE UNIVERSITY

---
AUDIENCE DEFINITION AND TIERED MESSAGING
1. Develop profiles that identify common attitudes and behaviors, to serve the motivations of the biggest targets.

2. Define specific messaging for each profile.
1. Develop profiles that identify common attitudes and behaviors, to serve the motivations of the biggest targets.

After gaining alignment around university priorities for recruitment, awareness-building, pride-building, and reputation-building, identify which audiences we want to influence most. From there, create a series of descriptive and illustrative audience profiles that infuse key insights to showcase a deeper understanding of who OSU needs to reach.

**WHY DO THIS?**

Beyond audience segmentation, descriptive profiles can capture a richer understanding of mindset and behaviors in a way that’s easy for all communicators to use. This effort will make marketing and channel decisions more focused and effective—ensuring resonance and a targeted and compelling call to action.

**CONSIDERATIONS**

Who should do it?

- URM
- Internal Partners
- External Partners

How much would it cost?

- $   - $5
- $5   - $10
- $10  - $15
- $15  - $20

How important is it?

How visible would it be?

- Low
- High
2. Define specific messaging for each profile.

As a subset of the messaging work for the brand platform, develop specific messages that should be emphasized and highlighted to best meet the needs of each audience profile. It would include details for which specific stories of research, initiatives, programs, awards, and rankings should be emphasized. The goal is targeted delivery, to best reach and inspire each audience with the information they need.

**WHY DO THIS?**

To make the brand story more functional and relevant, tiered messaging provides clear guidance for how to highlight the right details to meet marketing and university goals.

**CONSIDERATIONS**

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**WHAT DOES IT LOOK LIKE?**

- Focused messages by audience
- Organization of relevant proof points and notable stories that would be appropriate for each audience
AUGMENTING THE UNDERSTANDING OF OSU IN THE PORTLAND REGION

RECOMMENDATIONS
1. Regularly conduct public opinion market research and compare current perceptions of OSU to past public opinion market research surveys.

2. Create a strategic university business plan for the Portland region based on the study results.

3. Discuss ways to better align marketing, advertising, and outreach efforts with the Oregon State brand for a more powerful and consistent presence across the state.
1. Regularly conduct public opinion market research and compare current perceptions of OSU to past public opinion market research surveys.

For ongoing validation and to add clarity to the internal perspectives of what audiences in Portland think or know about OSU, regularly conduct general public opinion market research. Identifying changes in marketplace perception, strengths, weaknesses, and gaps, including a focus on key audience profiles previously identified, will provide a reliable picture of how to focus marketing efforts, allowing OSU to tap into the full potential of this critical market.

**WHY DO THIS?**
A market research study will reveal external realities and help guide smarter, more efficient marketing and communications strategies.

The results of this study will clarify and help determine:
- How OSU currently reaches alumni in Portland
- How businesses perceive OSU
- Ways to better draw on existing partnerships
- Opportunities to shift existing perceptions

**WHAT WE KNOW**
Based on 2011 research, we know:

- Portland alumni receive (and prefer to receive)
  - 87% receive the Oregon Stater
  - 75% receive Beaver E-clips via email
  - The majority of alumni prefer to stay in touch via the websites (Powered by Orange and Alumni pages) but only 17% found them to be helpful.

**Awareness**
- 80% were aware of the “Powered by Orange” campaign while only 29% visited the website. Of that 29%, only 15% found it very helpful.
- Alumni do not associate the “healthy planet” theme with Oregon State

**Engagement**
- Only 15% of Portland alumni attend an alumni event

**CONSIDERATIONS**

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2. Create a strategic university business plan for the Portland region based on the study results.

Create a strategic business plan for Portland that clarifies market objectives and sets deliberate paths to move the needle with each audience.

Placing an emphasis on Portland requires an internal assessment of the current situation and a business strategy to clarify “where are we going?” and “how will we get there?” Defining strategic objectives will guide all efforts to increase institutional efficiencies through an actionable plan for delivery.
3. Discuss ways to better align marketing, advertising, and outreach efforts with the Oregon State brand for a more powerful and consistent presence across the state.

Work with specific colleges, divisions, and partners at OSU that advertise or have outreach in the Portland region and within the state, such as eCampus, Alumni Association, Foundation, Athletics, and many Colleges and Schools to enhance tactics in a way that will mutually support and augment the OSU brand. Determine smart, strategic tactics for this market that tie to the brand platform and work to build overall awareness about OSU.
CONTENT DEVELOPMENT
1. Create a system to better manage content inputs.

2. Distribute focused content and storytelling based on clear strategies for the smartest method of delivery.
1. Create a system to better manage content inputs.

All across OSU, there is a wide-range of contribution, discovery, and significant news happening—but much of it is under-reported across the university and beyond. To ensure that this work consistently receives the attention it deserves, there must be a clear system for gathering, curating and creating important, proof points, success stories, and news for use in both marketing and communications on behalf of OSU.

**WHY DO THIS?**

Streamlining and organizing these stories that exist and aligning them with university objectives and differentiators will allow for a broader understanding of what’s happening while ensuring that important stories will not go untold. It will also build a robust and shared library that can be easily accessed.

**CONSIDERATIONS**

**Who should do it?**

- URM
- Internal Partners
- External Partners

**How much would it cost?**

- $1
- $5
- $10
- $25

**How important is it?**

**How visible would it be?**

- Low
- High

**WHAT DOES IT LOOK LIKE?**

A list of questions can serve as a filter for organizing and prioritizing what is gathered. For example:

- Does it serve a marketing objective?
- Does it tie to the strategic plan?
- Is it addressing a need?
- How does it serve the university?
- Does it align with the brand platform?
2. Distribute focused content and storytelling and based on clear strategies for the smartest method of delivery.

Building on the messaging priorities and audience segmentation, assess the types of content that are most relevant and compelling for target audiences. Set a standard and strategy that considers the smartest mode of delivery.

**Why do this?**

Audiences absorb content in different ways. Determining how key audiences absorb and retain information from video, print, or social media will help OSU craft smart marketing that meet their audiences where they are. Delivering more focused content and storytelling will leave a more compelling—and lasting—impression to bolster awareness and reputation.

**Considerations**

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GOVERNANCE AND MAINTAINING BRAND SUCCESS
1a. Hold an annual communicator’s conference.

1b. Reorganize the organizational structure to centralize brand and marketing under the same umbrella as communications.

2. Evolve the brand FAQs as an online forum.

3. Continue monthly sessions for training, updates, review, for continual sharing.

4. Determine a way to provide clear project expectations at the onset of every project.

5. Introduce a new social tool to facilitate better communication and information-sharing.
1a. Hold an annual communicator’s conference.

In the spirit of internally educating, inspiring, and encouraging a strong, cohesive team, there’s an opportunity for URM to demonstrate leadership and unite communicators. Host a seminar and bring in outside experts or consultants to educate and excite campus communicators on relevant communications and marketing topics and provide an open forum for idea sharing that is fun, inspirational, and informative.

**WHY DO THIS?**

With vast decentralization across the university, it’s important to instill a sense of belonging as part of a group. Such an event would allow communicators to feel important, valued, and invested in their role at OSU.

**CONSIDERATIONS**

Who should do it?

- URM
- Internal Partners
- External Partners

How much would it cost?

- Low
- Medium
- High

How important is it?

- Low
- Medium
- High

How visible would it be?

- Low
- Medium
- High
1b. Reorganize the organizational structure to centralize brand and marketing under the same umbrella as communications.

As an alternative option, there’s an opportunity to set a more centralized structure for marketing and communications, with a new leadership to oversee all efforts on behalf of OSU. The role of this leader (Chief Marketing Officer or equivalent) would be to set the vision for the OSU brand with proactive management of how to elevate it throughout the university.
2. Evolve the brand FAQs as an online forum.

Provide accessible and ongoing communication around brand usage, messaging, and visual elements by enhancing digital interaction for campus communicators. An online forum provides an open environment to share ideas and provide a further breakdown of the brand guidelines.

**WHY DO THIS?**

Making it easier for communicators to access brand standards and find answers to questions will create stronger alignment and consistency among communications marketing efforts.

**CONSIDERATIONS**

- **Who should do it?**
  - URM
  - Internal Partners
  - External Partners

- **How much would it cost?**
  - $ $ $ $ $ $$$

- **How important is it?**
  - Low

- **How visible would it be?**
  - High
3. Continue monthly sessions for training, updates, review and continual sharing.

With the establishment of a strong brand platform, it’s critical for communicators to feel comfortable with the new tools and empowered to make the platform their own. It’s equally important to continually assess what’s working well with the brand, what’s challenging, and how it could be even more useful. Continue to convene regular meetings to share and discuss tips for using the brand, works in progress, ideas to consider, and inspiration for future projects, to inspire confidence in what communicators are creating.

Collaboration can help enhance a sense of ownership, pride, and excitement for working with the brand. Additionally, by continuing the training and information sharing, it will continue to build unity and collaboration among decentralized communicators across the university.

Monthly or quarterly forums could follow the same format or be structured around a specific topic or area of opportunity. A set date and time should be established to encourage a habit of participation and attendance—and each communicator should be expected to come prepared with examples of completed work or work in progress.
4. Reinforce and continue to set clear project expectations at the onset of every project.

Continue to push for a universally understood standard for efficient, reliable processes to help clients understand the importance of sticking to a schedule, with clear expectations about how the project will run. A precedent of mutual responsibility for successfully executing against the agreed-upon schedule, with timely feedback, approvals, and reviews, will maintain momentum on projects.

Building shared trust in internal teams and a reliable, calculated process makes it easier to stick to deadlines—and enhances overall confidence and belief in URM.

**GOVERNANCE AND MAINTAINING BRAND SUCCESS**

**WHY DO THIS?**

Building shared trust in internal teams and a reliable, calculated process makes it easier to stick to deadlines—and enhances overall confidence and belief in URM.

**CONSIDERATIONS**

- **Who should do it?**
  - URM
  - Internal Partners
  - External Partners

- **How much would it cost?**
  - $ $ $ $ $$ $$ $$

- **How important is it?**

- **How visible would it be?**
  - Low
  - High

**WHAT DOES IT LOOK LIKE?**

---

**CREATIVE BRIEF**

Office of Public Affairs

**STRENGTHS (Check all that apply)**

- One or more of our key strengths should come through in the content of every communication.

**TONE (Check all that apply)**

- Choosing specific traits of the Berkeley brand to highlight will help you communicate with a consistent voice.

**VISUAL SPECTRUM**

- Our brand can flex in many directions depending on what's appropriate for the audience. Choose the right balance for your communication here.
5. Introduce a new social tool to facilitate better communication and information-sharing. Establish a way to share new ideas, trends, insights, great work, and questions about marketing and the brand. An easy-to-use tool would serve as a great internal space for brainstorming and help to fuel creativity and future work. It should feel like more of a bottom-up resource rather than top-down mandated tool.

**GOVERNANCE AND MAINTAINING BRAND SUCCESS**

Providing a shared forum for constant communication and collaboration helps reinforce the power of fresh and creative thinking.

**WHY DO THIS?**

- Providing a shared forum for constant communication and collaboration helps reinforce the power of fresh and creative thinking.

**CONSIDERATIONS**

<table>
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<tr>
<th>Who should do it?</th>
<th>URM</th>
<th>Internal Partners</th>
<th>External Partners</th>
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<table>
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<tr>
<th>How much would it cost?</th>
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<tr>
<td>$</td>
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<table>
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<tr>
<th>How important is it?</th>
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<th>How visible would it be?</th>
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| Low | High |

**WHAT DOES IT LOOK LIKE?**

- **Slack**

  - Slack is a cloud-based set of team collaboration tools designed to help people work together more effectively. It includes messaging, file sharing, and applications that can help you keep track of tasks, time, and projects. The simplicity of the user interface and its integration with other services make it a powerful tool for teams of all sizes. To get started, simply visit the website, sign up, and begin using Slack to communicate, collaborate, and manage tasks.
RECOMMENDED PRIORITIES
To provide a broad estimate of what each of these recommendations could cost, we have created an estimated range for each.

No Cost – $25K
$50K – $75K
$100K – $150K
$250K – $300K
Short Term (November through March)

- **Brand Platform:** Develop a differentiating position for OSU and create a brand platform to align university stakeholders and extend to partners inside and outside of the university.

- **Visual Identity:** Refine visual brand architecture for Oregon State University and its colleges and business units.

- **Augment Understanding of OSU in the Portland Region and Statewide:** Using existing research as a baseline assessment, conduct further alumni and public opinion research to inform a strategic university business plan and guide future marketing efforts.
LONG TERM (APRIL THROUGH SEPTEMBER)

- **Market Research testing of new OSU Branding:** Engage in market research to test public understanding and support of new OSU brand platform.

- **Implement New OSU Branding:** Implement prioritized strategies and tactics to prominently promote differentiated OSU brand.

- **Measurably grow integrated marketing throughout OSU:** Engage with university partners to grow understanding and engagement in aligned marketing, advertising and outreach efforts associated with OSU-branded marketing and communications. Implement long-term branded marketing and communications strategies that support priorities of the university, its colleges, and partners.