

Welcome to the MSU Integrated Marketing Toolkit

Overview of branding

Over the past few years, MSU has worked hard to build a foundation for a coordinated marketing and communications effort. Called **integrated marketing**, such a coordinated plan helps develop a coherent and consistent image and message for the university. Research shows that universities that successfully integrate their communications produce more targeted and effective publications; enhance their reputation and visibility; and differentiate themselves in the marketplace. These efforts not only attract and retain new students and faculty, but also enhance and support the efforts of university and individual college fundraisers.

Showing a clear, coordinated and professional university vision instills confidence in donors, partners, legislators, students and stakeholders.

To begin our integrated marketing process, MSU conducted a communications audit. We then implemented an internal brand building process, which defined MSU's positioning platform and institutional

personality and laid the foundation for achieving the university's five-year vision plan. We proceeded to define our strengths and values as an institution; develop concise and positive messages and stories about MSU; and research our target audiences.

Next, we developed a new style for our visual communications—a new “look and feel” that represents our strengths and personality while furthering our vision.

Finally, we created this toolkit, which will help you understand and use the branding resources.

We believe this integrated approach to communications will strengthen every facet of the university—from recruiting to fundraising, and I am excited about the impact our current efforts will have on the image and recognition of MSU.

The support you give this effort will be critical to our overall success, and I thank you in advance for your involvement.



–Geoff Gamble
Montana State University President

Goals and vision

The goals of the branding initiative are to:

- Increase the visibility and reputation of MSU locally, regionally, nationally, internationally and internally
- Be considered among the top research universities that provide hands-on learning to undergraduate students
- Provide a blueprint for integrated messaging and a focused strategy for future investments and marketing of the university

What is the vision of this initiative?

The MSU branding initiative will convey the reality that this university is among the best for combining classroom learning with hands-on experience in a challenging academic environment combined with an inspiring Rocky Mountain lifestyle.

The brand is more than a new logo and updated school colors; it is the culture of Montana State University. The brand encompasses our strengths, our history, our identity, our people, our reputation and our vision—all the experiences and emotions a person relates to MSU.

What is the scope of the MSU brand?

The MSU brand will compete with other fast-growing American research institutions as the university of choice for:

- Ambitious and goal-oriented students
- Top-level faculty who enjoy the combination of teaching and research
- Donors and business partners who want to support and collaborate with our institution
- Staff who support student success and feel positive about MSU as an employer

Measures of success

How will we know we have succeeded at building the Montana State University brand?

1. We have cultivated a faculty that is nationally recognized for integrating learning and the discovery of knowledge.
2. Every undergraduate student participates in a research or creative experience, and the benefits of this are well known to the people of Montana.

3. We attract and retain successful students based on our ability to integrate learning and the discovery of knowledge.
4. We are recognized as a powerful research and creative enterprise.
5. We are known for creating partnerships that make critical contributions to the communities and citizens of Montana.

6. We have created a strong network of support for student success.
7. All of us associated with MSU understand and appreciate the university's history, culture and vision.

The following is Montana State University's positioning statement, a detailed description of our strengths and unique attributes and benefits.

Who?

Montana State University

What Category?

The premier land-grant research university in the Rocky Mountain region that integrates learning and the discovery of knowledge in a collaborative academic environment.

For Whom?

We attract high-ability, goal-oriented students who are seeking an inspiring, student-centered campus in a spectacular setting.

What's different?

Our students work closely with world-class faculty in a community that values diversity and is invested in every student's success. Our preeminent scholarship involves students in developing creative solutions to today's and tomorrow's challenges.

So What?

Our graduates are recruited and valued for their knowledge, professional skills, and strong work ethic and become effective leaders in their professions and communities.

Brand promise

Integrating learning and the discovery of knowledge

Brand components

- Excel** • Nationally and internationally recognized scholars
- Discover** • Leading research
- Connect** • Student-centered campus
- Create** • Opportunities for hands-on, active learning
- Explore** • Spectacular educational setting
- Serve** • Service to the state of Montana

Rationale

The brand promise is a compelling educational concept that provides a unique market position, prestige and point of distinction for MSU. It is relevant to all units and all audiences including students, donors, alumni and influencers. The brand components encompass the efforts of faculty and support staff while assuring the successful delivery of the brand promise. The six components, taken together, define a full-bodied identity based solidly on academic excellence, with MSU's spectacular setting accentuating a competitive advantage that enhances learning and discovery as well as the overall educational experience.

Brand personality

One of our integrated marketing goals was to develop a document that embodies the core values and "feel" of Montana State University's brand. This brand personality complements our market positioning statement, and guides the unique visual and editorial style of MSU communications, including the logo, publications and Web identity, and editorial voice. To create the brand personality, we used personal interviews, university history and research data from meetings with several MSU stakeholder groups, including the Marketing Advisory Council, MSU students, alumni association and staff in Communications and Public Affairs. The following document was presented to the President's Executive Council for final approval.

Montana State University is a vibrant and growing institution, where students and staff are ambitious and goal-oriented, yet down-to-earth and approachable.

Our work is ground-breaking, innovative and creative, and we are known as warm, well-rounded people with a reputation for a strong work ethic and high standards of personal integrity. We are passionate about intellectual and personal growth.

We enjoy learning from people with diverse backgrounds, and we like to take a big-picture view. We value independence and emphasize cooperation more than competition. We are proud to be a leader in the academic, economic and social fabric of the state.

We like to explore many options and strive to challenge ourselves—inside and outside the classroom. We are naturally curious and are willing to take a few risks when it comes to learning. We also like to have fun.

MSU offers us a distinct personal and professional lifestyle—one that is more peaceful and inspiring, and less focused on social status and prestige.

Above all, we at Montana State University are *alive*—part of a dynamic community that thrives on optimism, confidence, an entrepreneurial spirit and a commitment to collaboration.

Brand components

The key messages and particularly the university brand promise will rarely be used verbatim. The messages are guidelines to use for your specific project and the results you want to achieve.

Consider the concepts (below), modify the descriptions, and use your own proof points or those from the Points of Excellence (www.montana.edu/cpa/poe) to exemplify your messages.

Brand Component	Concept	Description	Selected Proof Points
Integrated learning and discovery of knowledge	<ul style="list-style-type: none"> • Balance • Integration, blend, well-rounded • The total package: from learning to lifestyle • Collaboration, not competition • Broad, more enjoyable MSU experience • Excellent preparation for life after MSU 	<p>While some universities offer a few of these benefits, MSU offers them all. We strive to integrate classroom teaching with hands-on projects, and we offer an unparalleled balance of academic and personal lifestyles. It all adds up to a well-rounded education, with an inspiring Rocky Mountain lifestyle that complements challenging academics. It's no wonder MSU is no longer the "best kept secret."</p>	<ul style="list-style-type: none"> • Core 2.0 • Good selection of unique programs • Mountains and Minds • Undergraduate Scholars Program
Nationally and internationally recognized scholars	<ul style="list-style-type: none"> • Quality academics—faculty and students • People who could be anywhere but choose MSU • Teachers who love to teach 	<p>MSU offers degree programs in more than 100 fields, and students work closely with well-known faculty such as avalanche expert Ed Adams, paleontologist Jack Horner and Native American scholar Henrietta Mann. MSU students are ambitious and goal-oriented. The GPA of incoming freshmen is growing every year, and recruiters seek MSU graduates for their work ethic and professional skills.</p>	<ul style="list-style-type: none"> • Quality of programs is No. 1 reason new students enroll • GPA of incoming students has been increasing since 2000 • Honors program • Abundance of national awards (Goldwaters, Trumans, etc.) • High pass rates on professional exams
Leading research	<ul style="list-style-type: none"> • Vibrant and growing, willing to take risks • Entrepreneurship, creativity, innovation, discovery, exploration • Reaches out to state, serves the people • Undergraduates can participate 	<p>MSU's research expenditures of more than \$100 million place us in the country's top 100 research universities. Some of our well-known programs are: infectious diseases; agricultural biotechnology; Native American studies; Western history; environmental engineering; cell biology and neuroscience; and solar physics.</p>	<ul style="list-style-type: none"> • Research dollars tripled in the last 10 years • Core 2.0—undergraduates can participate in top projects • Neil Cornish and Jack Horner—top 100 Discover magazine projects • Top 94 research universities
Student-centered campus	<ul style="list-style-type: none"> • Friendly • Approachable • Down-to-earth • Casual • Everyone engaged in student success • You're not just a number 	<p>MSU is a friendly place. Students are welcomed, mentored and treated with respect, while faculty and staff take pride in being supportive, helpful, down-to-earth and approachable.</p>	<ul style="list-style-type: none"> • No. 3 on Freshman survey: Friendly atmosphere • Good value compared to peer institutions • Emphasis on undergraduates • Move-in Day • More than 120 student clubs

Brand components

To submit new items to the Points of Excellence database, e-mail a concise description to the University Marketing Director Julie Kipfer: jkipfer@montana.edu, 994-5737.

Brand Component	Concept	Description	Selected Proof Points
<p>Hands-on active learning</p>	<ul style="list-style-type: none"> • Real-world skills • Work ethic • Goal-oriented, ambitious • Well-prepared graduates • Teachers do more than lecture 	<p>MSU is fast becoming known as one of the best places in the country where all students—including undergraduates—can work with faculty on top research and creative projects. Employers seek MSU students for their work ethic and professional skills.</p>	<ul style="list-style-type: none"> • 83 percent medical school acceptance rate compared to 47 percent national average • Students taking the CPA exam have been in the top 10 in the U.S. 17 times in past 21 years; Fundamentals of Engineering Exam pass rate is 86 percent compared to 82 percent nationally • First-year seminar for all • Core 2.0 • Undergraduates are able to use laboratory equipment often reserved for graduate students
<p>Spectacular educational setting</p>	<ul style="list-style-type: none"> • Strong relationships with Bozeman community • Great town for high-tech, small business, recreation, tourism, retirees • Beautiful campus • Proximity to many outdoor activities • Inspiration 	<p>Surrounded by mountains and 100 miles from Yellowstone National Park, MSU offers incomparable outdoor education and recreation. Bozeman is a vibrant, safe small city with many amenities and great support for MSU.</p>	<ul style="list-style-type: none"> • Top school for outdoor recreation • Top fly-fishing school • No. 2 on Freshman survey: Location • Bozeman has symphony, ballet, opera, museums • Bozeman = best small-business market
<p>Service to state</p>	<ul style="list-style-type: none"> • Wise stewardship of resources • Open process, public accountability • Land-grant history; tie to all other land-grant universities in the network 	<p>As a land grant institution, MSU is committed to extending many of its educational and research activities to address life-long learning needs of citizens across the state, provide public agencies and private enterprises with technical assistance, and generate knowledge that contributes to the state's economic, cultural and social vitality. Through Extension and many other groups, outreach services are available in all Montana counties and reservations.</p>	<ul style="list-style-type: none"> • Legislative support for Extension and MAES has remained steady • 60 Extension offices, seven Agricultural Research Centers • Messengers for Health, Caring for Our Own (CO-OP) and other Native American programs

6 Target audiences and key messages

The target audiences for MSU's branding initiatives are many, and not all messages apply equally to all audiences. Think carefully about the audiences for your messages, and use the additional data

provided in the research section of the appendix (p. 48) for more demographics. These demographics are accurate as of December 2006.

Target audience	Key messages that pertain to this audience
Undergraduate students 10,832; 78 percent full-time, 67 percent from Montana	Balance (work hard/play hard), Mountains & Minds Recognized faculty Student-centered campus Spectacular educational setting Job placement opportunities Research/creative activities for undergraduates
Graduate students 1,506, average age 31	Research opportunities Job placement opportunities World-class faculty, equipment and projects
Potential students	Choice of quality academic programs Lifestyle (spectacular setting), balance Student-centered campus (Montana hospitality) Value Well-known faculty Hands-on participation in research/creative activities
Parents of students (particularly undergraduates)	Bozeman community: Safe and caring Recognized faculty Student-centered campus, support student success Integrated teaching and research, hands-on involvement
Job recruiters and employers	Work ethic, well-prepared graduates Hands-on active learning
Faculty/staff 997 full- and part-time faculty 1,872 full- and part-time staff 546 Part-time graduate assistants \$100 million in research	Leading research Integrated teaching and research Spectacular setting Clean, safe community; good for families Commitment to MSU vision

Target audience	Key messages that pertain to this audience
<p>Alumni, donors and friends of the university</p>	<ul style="list-style-type: none"> Recognized scholars Leading research Student-centered campus Service to the state Wise use of resources, open process Donations directly impact students
<p>The Bozeman community and other Montana communities that house MSU offices</p>	<ul style="list-style-type: none"> Service to the state MSU offers lectures, entertainment to entire community MSU is a very desirable place to work
<p>The business community</p>	<ul style="list-style-type: none"> Research/partnerships MSU makes Bozeman appealing to potential employees MSU known for entrepreneurship
<p>The state of Montana and the general public</p>	<ul style="list-style-type: none"> Service to the state Economic development Wise use of resources, open process Research brings out-of-state money to Montana
<p>Montana legislature and other public decision-makers</p>	<ul style="list-style-type: none"> Hands-on active learning, prepared graduates Keep Montana graduates in state Service/outreach Student-centered campus Research brings out-of-state money to Montana Economic development

Brand architecture

The Brand Architecture is the basis for determining how communication elements are applied to all branded products, such as letterhead, publications, advertising, Web pages and other communications.

Building the Brand Architecture involves assessing how closely each MSU unit is associated with the university's main identity—known as the Core Brand—and then assigning it to a category with specifications for using the various identity elements.

The categories provide flexibility in managing the brand by allowing for alternate uses, where appropriate, to better promote the university's diverse constituents. There are four categories, with each providing an incrementally derivative association with the Core Brand. The categories are: the Core Brand, Brand Extensions, Sub-Brands and Independent Brands.

Some of the criteria for placing MSU units within the brand architecture include whether:

- the mission of this group is part of the mission of the university or directly supports the mission of the university,
- the primary audience(s) for the group is one or more of the core university audiences, and...
- public perception is clearly enhanced by both the constituent and the university being the same entity.

This and the next page feature a general diagram of the university's organization. The architecture was developed by the Office of Communications and Public Affairs, and approved by the Marketing Advisory Council and the University President.

(See also pp. 20-22 for explanation of logo brand extensions and unit identifiers)



Core Brands

President's Office	Provost's Office	Student Affairs	VP Administration and Finance	VP Research Cross-disciplinary research centers, labs, etc.
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Brand Extensions

<p>Montana Agricultural Experiment Station</p>  <p>MONTANA STATE UNIVERSITY MONTANA AGRICULTURAL EXPERIMENT STATION</p>	<p>Academic Colleges Academic departments, college-based research centers, labs, etc.</p>  <p>MONTANA STATE UNIVERSITY College of LETTERS & SCIENCE</p>	<p>MSU Extension</p>  <p>MONTANA STATE UNIVERSITY EXTENSION</p>	<p>Extended University</p>  <p>MONTANA STATE UNIVERSITY EXTENDED UNIVERSITY</p>	<p>Libraries</p>  <p>MONTANA STATE UNIVERSITY LIBRARIES</p>	<p>Big Sky Institute</p>  <p>MONTANA STATE UNIVERSITY BIG SKY INSTITUTE</p>
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Sub Brands

<p>Alumni Association</p>  <p>MONTANA STATE UNIVERSITY ALUMNI ASSOCIATION</p>	<p>Museum of the Rockies MUSEUM OF THE ROCKIES Montana State University</p>  <p>touch history</p>	<p>MSU Foundation</p>  <p>MONTANA STATE UNIVERSITY FOUNDATION</p>	<p>Bobcat Athletics</p>  <p>BOBCAT ATHLETICS MONTANA STATE UNIVERSITY</p>	<p>MSU Bookstore</p> 
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Independent Brands

	
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