

University of the Fraser Valley Rebranding Design Brief

Final – June 18, 2008

This document summarizes the May 2008 Creative Brief, and supplements it based on a review of available market research, competitor marketing materials, and on-campus interviews.

Client Contacts:	Kim Lawrence Robert Buchan	
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Rebranding Project:	Visual identity, brand strategy, guidelines, typefaces, colour palette, and templates for stationery, web, signage, print ad and merchandise. Brand architecture for range of departments. Tagline (optional). Brand launch campaign. ID to be supplied in full process colour, 2-colour, 1-colour, black only and reverse.	
Institution:	UFV serves approximately 11,000 students at three major campuses in Abbotsford, Chilliwack, and Mission BC, and regional centres in Agassiz and Hope. Originally founded in 1974 as Fraser Valley College, made UCFV in 1991 and granted degree-granting status in 1996, UFV is unusual in that it continues to offer a comprehensive range of educational programs, from trades training through bachelors and a masters degree. Many of these programs “ladder” into each other. UFV aims to be a model university for the 21 st century, blending applied and academic learning in all programs.	<ul style="list-style-type: none"> • Integral part of the Fraser Valley • Comprehensive programs • Blending applied and academic
Best-Known Programs:	UFV has a strong reputation for innovative programs in Aviation Business Administration, Criminology, Kinesiology and Indo-Canadian Studies, and these programs draw a significant proportion of applicants from outside the local catchment area. High-demand trades, nursing, and ESL programs are also distant draws for UFV.	<ul style="list-style-type: none"> • Aviation, Criminology, Kinesiology • Indo-Canadian studies
	  <p>Currently UFV attracts mainly regional students as a commodity institution, because of proximity to home and affordable tuition fees. Faculty and staff are unanimous in their focus on a nurturing educational environment, and the 2007 <i>Globe & Mail</i> report card placed UFV at the top of its category nationwide for student satisfaction. UCFV’s current identity is tranquil, landscape-focused, like many BC tourism logos, featuring blue and green and downward movement. Colour accuracy has proven a challenge in reproduction, and typeface and line treatments are too fine for reproduction at small sizes.</p>	<ul style="list-style-type: none"> • Aims to be a Nurturing school • More contemporary and exciting brand is desired by students • Hassle-free colours and a strong baseline requested • Upward movement could communicate ambition and opportunity
The Fraser Valley:	UFV’s name refers to a region of intensively-cultivated farmlands and wilderness surrounded by the Coast and Cascade mountain ranges, in the lower mainland of BC. Weather is temperate and crops include raspberries, blueberries and corn. With more than 1.5 million people now, the Valley is BC’s fastest-growing region, within a 40-minute drive of Vancouver. Abbotsford is already the third most ethnically diverse city in Canada.	<ul style="list-style-type: none"> • Agriculture, raspberries, strawberries • Intersection of urban and rural • Ethnically diverse (South Asian, Indian, Aboriginal)



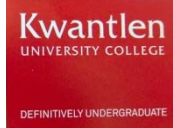


Strategic Objectives

Student Retention:	<p>UFV's history as a college in BC's transfer system may leave residual marketplace expectations that students will transfer to a larger university after first or second year. Sources vary as to the extent of UFV's concern with retention, but the new name and brand provide an opportunity to reposition the institution for enhanced retention. (Campus life and facilities improvements could also have a major impact.) UFV's student retention will also improve if the new brand attracts more students who are more prepared academically.</p>	<ul style="list-style-type: none"> • UFV is a "real" university • Solid academic quality • Intense learning environment • Personal attention
Student Recruitment:	<p>UFV's primary market is the Fraser Valley region. Currently UFV attracts 92% of its students regionally, and just 2% from Vancouver. Population projections estimate growing demand for PSE in the Valley, and UFV's main challenge will be to retain its high local market share in the face of growing recruitment efforts by out-of-catchment institutions. UFV will also be striving to become the first-choice destination for students who might otherwise relocate to UBC, SFU or TRU. Secondary markets are international (Saudi Arabia, India, China) and "bad climate" regions of North America (Whitehorse, Edmonton, etc.) Internationally, brand perceptions of Canada will be a primary attraction.</p>	<ul style="list-style-type: none"> • (See student retention messages) • Sweeping mountain vistas • Proximity to Vancouver • Diversity and acceptance
Fund Development:	<p>Although local citizens and businesses donate generously to charity, UFV is a third priority behind churches and healthcare. UFV is the community's institution, created as a result of collective effort, here to meet community needs and connect with the broader world. UFV provides a local PSE option for youth, and can help move the Fraser Valley forward.</p>	<ul style="list-style-type: none"> • Connections to community • Educating local youth • Meeting business needs • Advancing the valley through applied research and global connections
Faculty Recruitment:	<p>Like many institutions, UFV will be facing significant staff and faculty turnover in the coming decade and will need to attract quality employees. UFV has been selected the Top Employer in Western Canada (2006 and 2007), and offers a nurturing and supportive community, flexibility and freedom to shape the institution, and a livable and affordable environment.</p>	<ul style="list-style-type: none"> • Collegial environment • Flexibility and freedom • Livable and affordable
Government Relations:	<p>The BC government has recently reduced operating budgets while tightly regulating institutional options for fees, program offerings, and research activities. UFV reflects community priorities and acts on community needs, is strongly supported by regional taxpayers and a responsible steward of public funds.</p>	<ul style="list-style-type: none"> • Community support and governance • Fiscal responsibility • Commitment to accessibility

Creative Direction

Considerations:	<p>Client is open to refreshing or completely changing the current blue/green colour palette. Traditional landscape approaches could be considered, but client leans toward a wordmark or abstract treatment. The UFV name itself may give sufficient sense of place.</p> <p>Goal is to stand out from BC competitors. Aboriginal flavour could be considered.</p> <p>Consider a brand element or supergraphic for use as a supporting tool for design and layout.</p>	<ul style="list-style-type: none"> • Name is non-negotiable • Colours open to change • Preference for wordmark or abstract treatment • Strong, clean, simple, elegant
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Key Competitors

 <p>OKANAGAN</p> <p>“World-class”</p>	<p>UBC is the third-largest Canadian university and a global research centre, “poised to become one of the world’s leading universities.” Marketing messages emphasize “a world class challenge in one of the world’s most beautiful and livable cities.” Fraser Valley students with superior academic aptitude interested in attending UBC will not be deflected to UFV except for financial cause.</p> <p>UBC Okanagan, however, poses a major threat to UFV. Opened September 2005, aiming for 7,500 students by 2009. Located just 3 hours from Abbotsford in Kelowna, a beautiful tourist centre, UBC-O offers a small, nurturing and accessible undergraduate experience with the enviable prestige of a UBC degree. Can the UBC-O brand simultaneously contain the prestige of UBC and the intimacy of a separate campus?</p>	<ul style="list-style-type: none"> • “Canada’s Global University” • “An intimate learning community” • “Award-winning, passionate faculty” • “Small class sizes” • “Experiential learning” • “Direct access to research activity” • “Learn, grow and express yourself” • “Access to the internationally-recognized UBC degree” • State-of-the-art facilities • Varied student life
 <p>SIMON FRASER UNIVERSITY THINKING OF THE WORLD</p> <p>“Innovative”</p>	<p>Simon Fraser University has been rated Canada’s best comprehensive university five times in the last dozen <i>Maclean’s</i> rankings. Over 25,000 students and 90,000 alumni. Three campuses in Burnaby, Vancouver and in particular Surrey. Claims to offer a balanced research and teaching oriented institution with undergrad, MA, PhD and Executive programs – but will likely emphasize its status as a research university going forward. 2007 UCAS respondents associated SFU with athletics, research, and a solid reputation.</p>	<ul style="list-style-type: none"> • “Thinking of the World” • “Opening minds since 1965” • Innovative, diversified, interdisciplinary programs • “Innovative teaching, research, and community outreach.” • The world’s most livable city
 <p>DEFINITIVELY UNDERGRADUATE</p> <p>“Teaching-Focused”</p>	<p>Kwantlen Polytechnic University (possibly developing a new brand identity and tagline) offers bachelors degrees, associate degrees, diplomas, certificates and citations in over 135 programs. 17,000 students at 4 campuses including Surrey, Richmond and Langley. New Trades and Technology Centre opened April 2007 and significant expansion is occurring at the Surrey Campus over the next two years.</p> <p>Kwantlen’s marketing messages promote a teaching focused, regionally responsive institution with a comprehensive education plan ranging from preparatory/qualifying studies and trades programs through to degrees, with laddering opportunities. Kwantlen is a strong UFV competitor with extremely high awareness in the Fraser Valley (89% compared to just 56% for UCFV, in a 2004 study).</p>	<ul style="list-style-type: none"> • “Definitively Undergraduate” • “The place to start” • Teaching-focused • Regionally-responsive • Comprehensive programs • Modern, high-tech campuses • Much higher awareness than UFV in the Fraser Valley itself
 <p>THOMPSON RIVERS UNIVERSITY</p> <p>“Experiential”</p>	<p>Thompson Rivers University Kamloops</p> <p>Very aggressive recruitment in the Fraser Valley. Very similar to UFV, but situated in a region with declining demographics</p>	<ul style="list-style-type: none"> • “A different kind of University” • Qualities such as accessibility, choice, flexibility, affordability, and personal attention • Highly flexible, integrated, experiential and practical university learning experience • Recognition/Value of the diversity of interests and plurality of cultures among its students and staff • Access through laddering • “Small”, “beautiful”, “outdoors”
 <p>TRINITY WESTERN UNIVERSITY</p>	<p>TWU is a small, private institution in nearby Langley, attractive to evangelical Christians. \$10,000 tuition is significantly more expensive.</p>	<ul style="list-style-type: none"> • The preferred choice for evangelical Christians with financial means

Food for Thought



Client appreciates the simple wordmark of Mount Allison University, incorporating a meaningful graphic element (flame of knowledge or illumination). MTA's positioning is more academic and liberal arts than UFV, and the tagline is a bit overly clever. (It was written by an English professor at MTA and does not test well with prospective students.)



The Georgian College wordmark incorporates a simplified leaf as the crossbar of the "A". This sort of wordmark with a difference is an approach that UFV may want to consider as well.



Client appreciates the unique and striking York University identity – although the red block is probably too similar to Kwantlen and SFU's brand identities. The impression of this modern approach is contemporary, practical, and accessible. The tagline, "Redefine the possible," tests very well with prospective students for its future orientation, optimism and sense of boundless opportunity.



Client appreciates the creative use of geography in a strong, striking, and simple design. Memorial is an approachable, affordable institution which is gaining appeal throughout Atlantic Canada primarily for commodity reasons.



VIU, formerly Malaspina University College, has a new visual identity and is in many ways the most similar BC institution to UFV, although it is quite removed geographically. UFV student representatives admired the stylized geography and appealing colour of this identity.



Thompson Rivers University: UFV student representatives appreciated the sense of "opportunity" in this landscape, conveyed by the sunrise behind the mountains.



Rutgers University has a circular institutional seal, but generally uses this simple, elegant wordmark as its brand identity. The institution has the advantage of a short identifier.



Sacramento State University also avoids the traditional coat-of-arms approach, but conveys a sense of tradition through the torch of knowledge, simultaneously shaped as a stylized "S".



Trent University incorporates a simple, stylized icon (sword in the lake) with an aspirational yet modern and accessible wordmark.



The University of Cincinnati logo features a pair of stylized, intertwined initials that become almost a graphic icon themselves.

Brand Attributes	Elaboration	Proof Points
	<p>UFV can lay claim to a range of credible and compelling brand attributes, although few are entirely unique, and in fact UBC-Okanagan claims almost all of them. The strength of the UFV brand will be determined by the clarity and focus with which we emphasize a single message.</p> <p>Following is a prioritized list of 9 attributes we propose for the UFV brand. The focus, however, will be on the first two: nurturing environment and transformative experience.</p>	
1. Nurturing Environment	<p>UFV offers personal attention, a focus on teaching, a supportive student-focused environment, and strong student support services. UFV emphasizes its accessibility to students with a broad range of preparation: “there’s a spot for you here.” UFV “feels like home” with a warm, casual environment in which nobody can be anonymous. “We don’t give up on people.”</p>	<ul style="list-style-type: none"> • Service, personal contact, particularly for international students. • Shy Nervous Anxious People (SNAP) club • Faculty support for student whose mom was dying of cancer
2. Transformative Experience	<p>University is always transformative, but it is more dramatic at UFV because students start less prepared, and strive harder. Opportunities for self-expression. UFV is about actualizing human potential, creating opportunities for self-expression, and to change the world. Sense that at UFV, “change is who we are.”</p>	<ul style="list-style-type: none"> • Student spaces, many lounges on campus, student art gallery, student art on walls throughout hallways, leadership opportunities • Real estate agent returns to school • Mature student wins Dean’s medal • Other student success stories
3. Rooted in our Community	<p>Fraser Valley is growing, and UFV is growing and changing continually to meet the needs of its community. UFV and its staff share a real commitment to the Fraser Valley, and to meeting community education, research and labour market needs. Our international activities are driven by local community ties overseas. UFV exists as an institution because of unparalleled community support and enthusiasm. We are your university.</p>	<ul style="list-style-type: none"> • 700 people out at Campus 2020 sessions for UCFV • 93% of students are from the Fraser Valley
4. Collegial Community	<p>UFV offers a respectful, professional environment for staff and students alike, with a strong sense of belonging. UFV is welcoming, friendly, and egalitarian, and “communication between students is amazing.”</p>	<ul style="list-style-type: none"> • Profs called by first names, know their students outside class. • Best Employer in Western Canada 2 years in a row • Student justice circle story • Faculty and staff are in the same union, no strikes in 30-odd years
5. Freedom / Flexibility	<p>With flexible and laddered programs, UFV offers students the freedom to experiment with less risk. Students and staff alike are given more freedom to shape the institution, to “make their mark” here. UFV also offers students and faculty the opportunity to spread their wings in an international arena.</p>	<ul style="list-style-type: none"> • Bachelor of General Studies – you design your own program • UFV tries to shape programs around the student; their interests come first. • Students can earn a certificate or diploma, if they stop their studies after 1 or 2 years. • College Career Prep (CCP) programs for those without high school diploma • Can start your own club • Can approach deans about program offerings you want

Brand Attributes	Elaboration	Proof Points
6. Practical / Relevant	<p>UFV offers experiential, hands-on, practical education and conducts socially-relevant applied research in the community. Most programs are connected to industry and offer co-ops.</p> <p>UFV is a model university for the 21st century. UFV makes no artificial distinction between academic and technical training.</p>	<ul style="list-style-type: none"> • Hands-on labs, practicums • Applied studies in History, Geography • Water quality study in Abbotsford aquifer • Fine arts students painting mural in local elementary school • Students presenting to City Council on ideas for 'child friendly' city
7. Academic Passion	<p>UFV fosters excellence in teaching and research, maintaining high standards balanced with accessibility for students. Our profs work harder at teaching, and our students strive harder to learn. Undergraduates get more research, conference and even publication experience than at larger institutions, and are well prepared for advanced education. UFV and its people are passionate and tenacious.</p>	<ul style="list-style-type: none"> • High % of UFV grads go on to masters and doctoral studies • 2 Dalton Camp award winners in Canada: 1 a Queen's graduate student, the other a UFV student • Undergrads conducting research, presenting at conferences, publishing in peer-reviewed journals. • Possibly a higher percentage of grad awards? – SSHRC, RAs, TAs for UFV grads
8. Diverse and Inclusive	<p>UFV offers a culturally-diverse student community with international connections, effectively bringing the world to the Fraser Valley. International students are welcomed at UFV and engage with the broader community. UFV and its community are remarkably open to diverse perspectives, cultures and points of view.</p>	<ul style="list-style-type: none"> • 568 international students (4%) • 10% of all Saudi students in Canada • A school in the Punjab (India) • International students are active volunteers in the community • Raised \$12,000 for China earthquake in 24 hours • Students aged 17 to 60, "Elder College" at Chilliwack Campus • Aboriginal Resource Centre • Indo-Canadian Studies Centre • Students from 38 different countries
9. Sublime natural setting	<p>UFV is situated in the rich Fraser Valley of southern BC, with sweeping mountain vistas and stunning landscapes. The Fraser Valley offers a peaceful, tranquil environment for study, just minutes from Vancouver, the world's most livable city. (This message is secondary, for prospective students and faculty, nationally and internationally.)</p>	<ul style="list-style-type: none"> • Stunning photography