



TOGETHER WE  
FIND OUR WAY.  
PUSH THE BOUNDARIES, CARVE  
OUR PATH, SEEK DIVERSITY  
AND DISCOVER THE WORLD.  
TOGETHER WE  
INNOVATE.

Join  
us [joinus.csuci.edu](http://joinus.csuci.edu)

## THE CSU CHANNEL ISLANDS BRAND CAMPAIGN

A Communication Strategy November 2012





## OUR VISION

“CSU Channel Islands is the campus of innovation – building a better future through our graduates, partnerships and programs. Using a novel learning approach that combines subjects, cultures, service and hands-on collaborative research and exploration, we prepare graduates to be leaders and key contributors to our community and global economy.

Together, we are solving the problems of today, preparing the leaders and innovators of tomorrow, and contributing to the vitality of higher education.

Together we innovate. **Join us.**”

Richard R. Rush  
President, CSU Channel Islands



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*Note: Some photographs in this planning document are not for reproduction without rights purchase.*

## ABOUT

CSU Channel Islands is a rich experience which affords robust and imaginative expression to our many stakeholders, both present and prospective.

Through our communication we can engage them in deeper ways to join in, celebrate, and further build our exceptional University.

To do so, a communication project was initiated by the University's Communication & Marketing office in 2012. Students, prospective students, faculty, staff, and the input of donors and alumni, have informed the creative direction we take here.

The resulting Communication Strategy is one step of a strategic process. We started by examining and aligning many benefits of our University's offerings to the interests of stakeholders. We defined an overarching experience to frame our messages and stories.

Now we begin to express the Channel Islands experience as a "branding campaign". We will create media products and interactions guided by this document. We will mount our campaign to engage with stakeholders, encouraging them to experience and support our, and their, University.

We are excited and proud to share the CSU Channel Islands brand.  
[Join us.](#)

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## PURPOSE

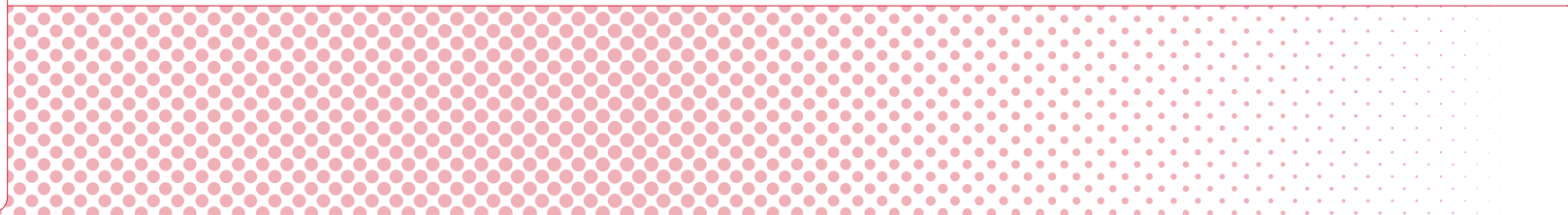
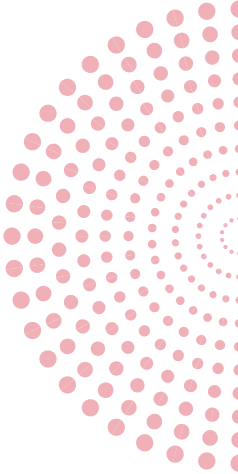
This Communication Strategy offers direction to develop, publish and use the concept of our brand campaign. It describes an approach and provides examples to achieve defined objectives. It also encourages us to live the brand. Live? Yes.

### What is a brand?

A brand is an experience that promises and provides great value for us as University stakeholders, and for the University itself. The CSU Channel Islands brand is an experience that we are proud about because it is significant and authentically our own.

Proof points, stories, and effects validate this experience: excellence of education and career preparation, and a world-class University never seen before in Ventura County. The utility of our brand is to focus our external communication consistently and persistently about our University.

CSU Channel Islands is an experience worth living fully—whether you are a student, donor, alum or member of faculty, staff or local business, organization or community. **Join us.**



## OBJECTIVES

Our institutional objectives are to increase

- Donor interest and contributions
- Student enrollment
- Community participation through internships and partnerships

### Our Outreach objective

Communicate the unique and high value of CSU Channel Islands to students, donors, alumni/ae, and the community, while making faculty and staff even more proud of what they know.

Join  
us



## OUR COMMUNICATION PLATFORM

At CSU Channel Islands our excellence

- Is founded on a culture of innovative sharing and accessibility: knowledge, experience, and resources
- Is evidenced by students having direct access to the brightest professors, an interdisciplinary approach to learning, multiple opportunities for internships and real-world experiences
- Offers the educational assets of a world-class University distilled down to a civil, dynamic and intimate campus culture
- Produces a high-quality education and career preparation for students which will impact the region and beyond, better than many other institutions
- Allows us to stand unique in Ventura County, peer to all California universities and beyond

Our University is well-established after 10 years and poised to expand our assets, influence, and impact in major ways.

## THE EXPERIENCES WE OFFER STAKEHOLDERS

Our brand is based on the innovative ways we bring together people, disciplines, and resources. We have stories, events, courses, personal bonds, internships, construction, programs and a wealth of proof points to demonstrate and express our brand.



### For Students, Faculty and Staff

*A student culture of sharing.* Together we share experience and knowledge. We support each other. We are inclusive. We respect diversity. We promote growth of the whole person. We are a safe environment where everyone can achieve their personal best.

*High access to professors.* Together we provide students with exceptional access to professors and instructors. We maintain a low student-teacher ratio. We bring multiple academic disciplines together, so that students learn better and prepare for careers better.

*Interdisciplinary learning.* Together we apply diverse disciplines to a single subject. We bridge across traditional academic divides. We achieve deeper and more creative critical thinking. We translate this broader insight into better judgment and action.



### For Local Community

*Community linked to University.* Together we connect with the community to achieve mutual benefits. We bring University students to local internships. We prepare bachelor and graduate degree-holders to work in local industries. We share our students, faculty, staff and facilities for community projects and learning. We will make available a state-of-the-art event and cultural center for community use.



### For Donors and Alumni

*Excellence open to donors.* Together we swing wide the doors of a world-class University to donors so that they can build, expand, and leverage our state-of-the-art facilities and programs to have a major and lasting impact on the world.



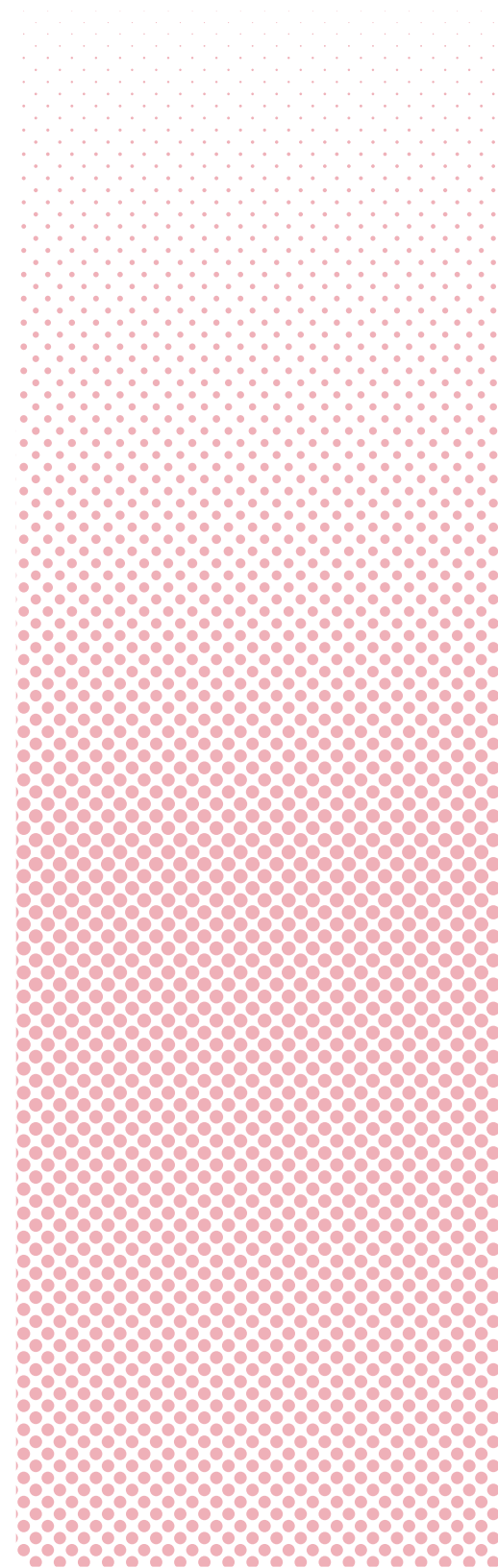
## OUR BRAND CONCEPT AND STRATEGY

Together we innovate. Join us.

CSU Channel Islands brings together people, disciplines, and resources in ways that innovatively allow individuals to surpass the norm and achieve excellence. We have long nurtured a unique culture of sharing, access, and low-hierarchy. We avoid silos. This culture accelerates personal growth, academic excellence, and career preparation. Our DNA allows us to grow dynamically as a world-class University.

The underlying theme is having the intelligence, creativity, and even the guts to bring these elements together. Innovation may draw on tradition, but innovation creates fresh ways to meet present and future needs.

For each individual who joins us, the experience can be exciting, inspiring, and empowering. We make this experience ourselves. We are a unique opportunity for students, faculty, staff, donors, alumni/e, and the local community.



## COMMUNICATION STRATEGY

Convey the excellence of our academics, career preparation, and institution, by the high quality of the stories and experiences that we tell.

In those stories and experiences, demonstrate how our University brings together people of all kinds, diverse disciplines and resources to advance our excellence.

Reflect the Communication Platform and the Experiences We Offer Stakeholders.

Identify what is unique. Point out what is exemplary.

Find authentic stories but craft them to be relevant for each group of stakeholders. Invite stakeholders to express their own experiences of the Brand.

Use communication channels and touch points that stakeholders prefer. Repeat the Brand Story there persistently and consistently.

TOGETHER WE  
INNOVATE.

Join  
us

## CREATIVE CONCEPTS



Audience prospective / current students, teachers and community

Body copy: At CSU Channel Islands students make each other extraordinary. Every day they share ideas, learn from their diversity and give the kind of personal support that people expect from lifelong friends. It's why students learn deeply here and prepare for their futures so well. Together we innovate. [joinus.csuci.edu](http://joinus.csuci.edu).

## CREATIVE CONCEPTS



Audience perspective / current students, teachers and community

Body copy: At CSU Channel Islands students make each other extraordinary. Every day they share ideas, learn from their diversity and give the kind of personal support that people expect from lifelong friends. It's why students learn deeply here and prepare for their futures so well. Together we innovate. joinus.csuci.edu.

## CREATIVE CONCEPTS



Audience Audience prospective / current donors and community

Body copy: Everywhere you turn on campus, innovation is happening. Students are conducting stem cell research. A professor is advising Gulf Coast ecologists on the best way to restore their shoreline. An economist is predicting what will happen to the housing market in 2014. Your University brings together enormous opportunities to impact the world. Together we innovate. joinus.csuci.edu.

## CREATIVE CONCEPTS



TOGETHER WE INSPIRE,  
STRETCH OUR MINDS,  
ACHIEVE GREAT HEIGHTS AND  
FIND OUR FUTURE.  
TOGETHER WE INNOVATE.

Join us

At CSU Channel Islands students learn from the brightest professors and scholar-practitioners. Class sizes are small. Instructors know every student's name. Often they work together one-on-one. Sharing knowledge so directly is a better way to learn. Personal attention helps students achieve their own academic excellence.

TOGETHER WE INNOVATE [joinus.csuci.edu](http://joinus.csuci.edu)

 Channel Islands  
CALIFORNIA STATE UNIVERSITY

Audience prospective / current students, teachers and community

Body copy: At CSU Channel Islands students learn from the brightest professors and scholar-practitioners. Class sizes are small. Instructors know every student's name. Often they work together one-on-one. Sharing knowledge so directly is a better way to learn. Personal attention helps students achieve their own academic excellence. Together we innovate. [joinus.csuci.edu](http://joinus.csuci.edu).

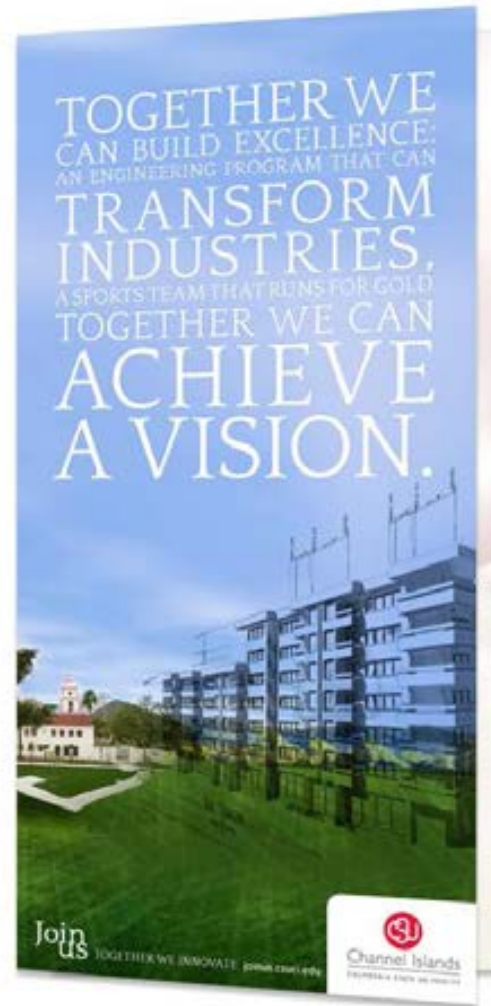
## CREATIVE CONCEPTS



Audience prospective / current students, teachers and community

Body copy: At CSU Channels Islands students have one-on-one access to all of their professors and a supportive campus culture that's perfectly suited for exploring ideas beyond the classroom, learning new subjects and finding future success. Together we innovate. [joinus.csuci.edu](http://joinus.csuci.edu)

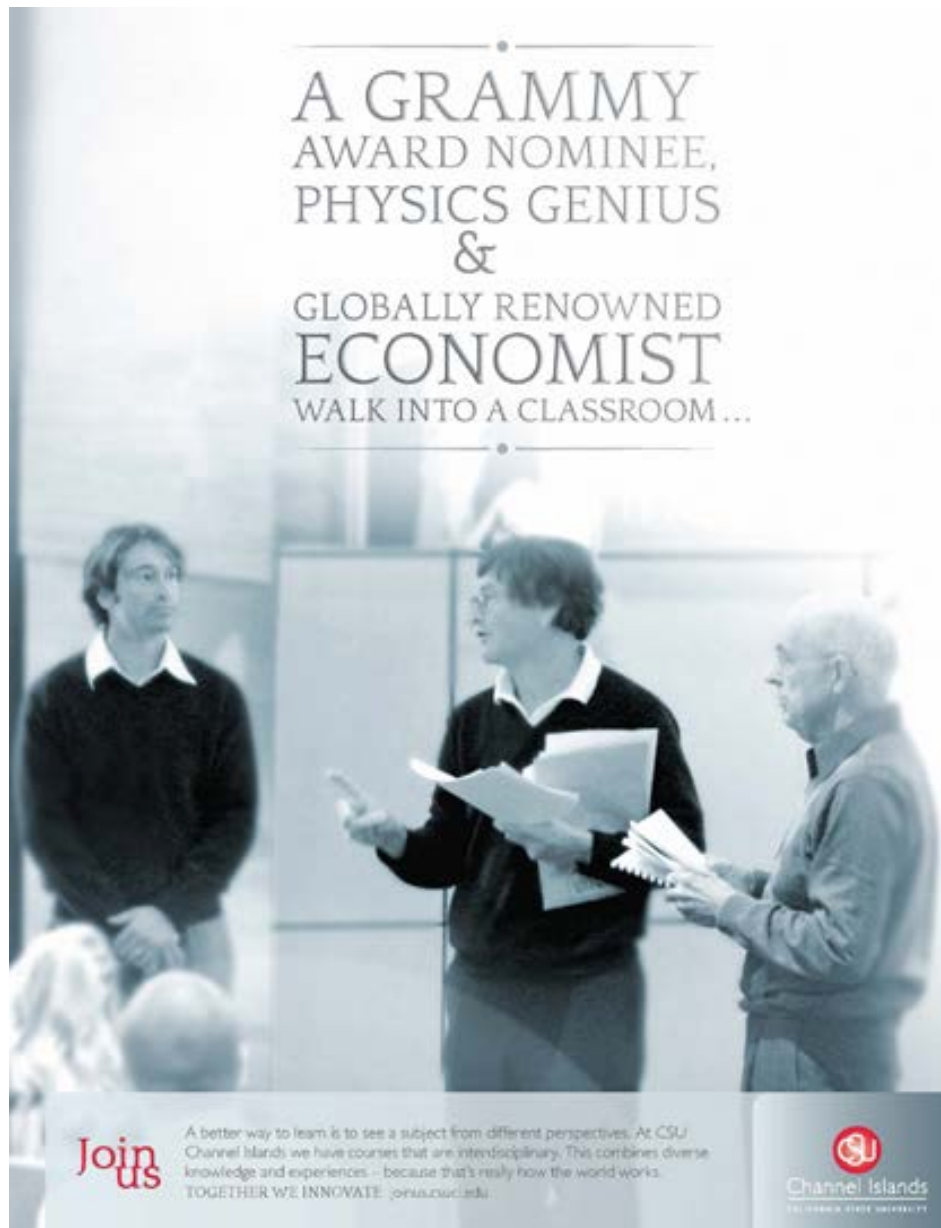
## CREATIVE CONCEPTS



Audience prospective / current donors

Body copy: Over the past 10 years, CSU Channel Islands has provided a better learning experience. Our programs give students an interdisciplinary outlook. The Ventura County business community has partnered with the University to provide hands-on learning opportunities. Donors have contributed to create state-of-the-art facilities. Join us to find out what we can do together. Together we innovate. [joinus.csuci.edu](http://joinus.csuci.edu).

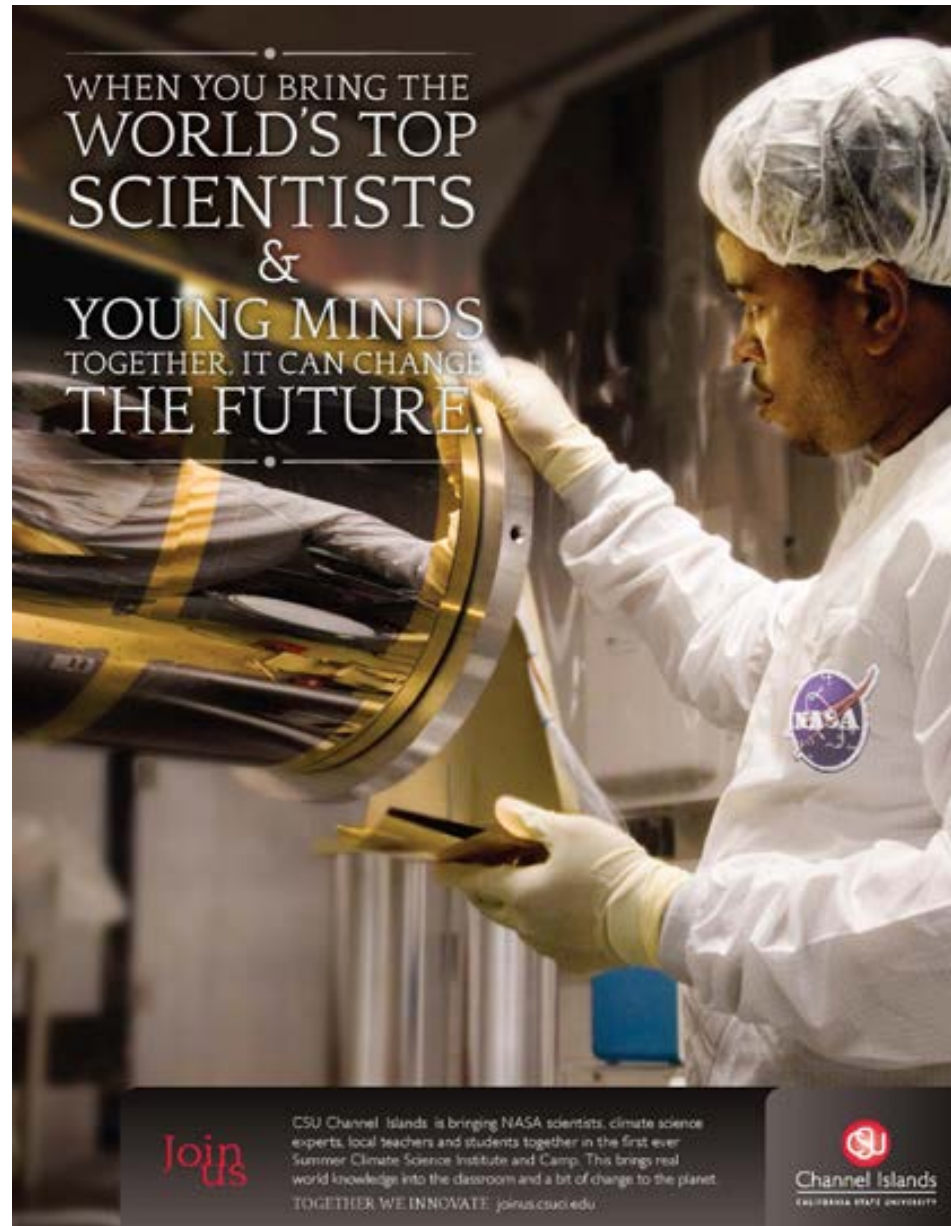
## CREATIVE CONCEPTS



Audience perspective / current students, teachers and community

Body copy: A better way to learn is to see a subject from different perspectives. At CSU Channel Islands we have courses that are interdisciplinary. This combines diverse knowledge and experiences – because that's really how the world works. Together we innovate. [joinus.csuci.edu](http://joinus.csuci.edu).

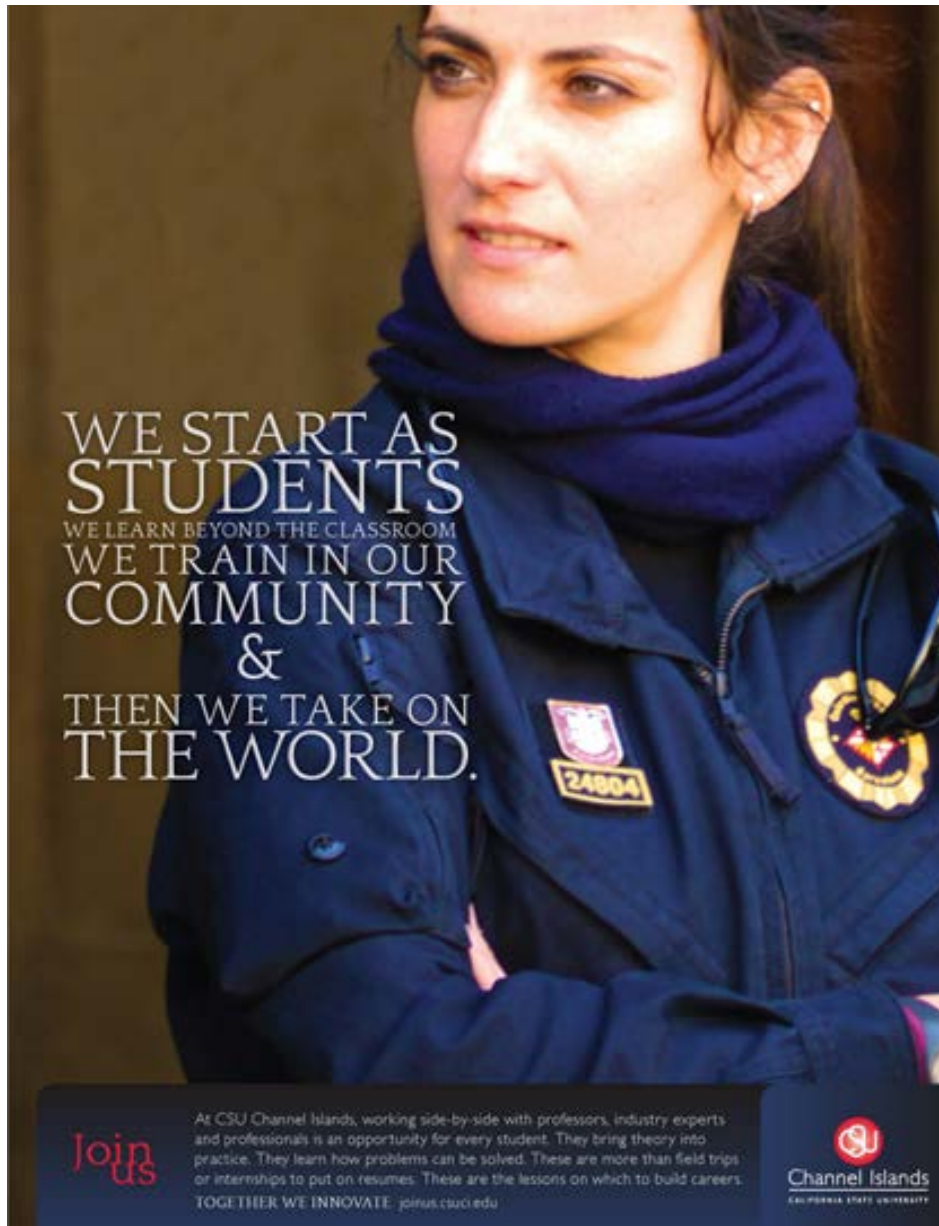
## CREATIVE CONCEPTS



Audience prospective / current students, teachers and community

Body copy: CSU Channel Islands is bringing NASA scientists, climate science experts, local teachers and students together in the first ever Summer Climate Science Institute and Camp. This brings real world knowledge into the classroom and a bit of change to the planet. Together we innovate. [joinus.csuci.edu](http://joinus.csuci.edu).

## CREATIVE CONCEPTS



WE START AS  
STUDENTS  
WE LEARN BEYOND THE CLASSROOM  
WE TRAIN IN OUR  
COMMUNITY  
&  
THEN WE TAKE ON  
THE WORLD.

Join us

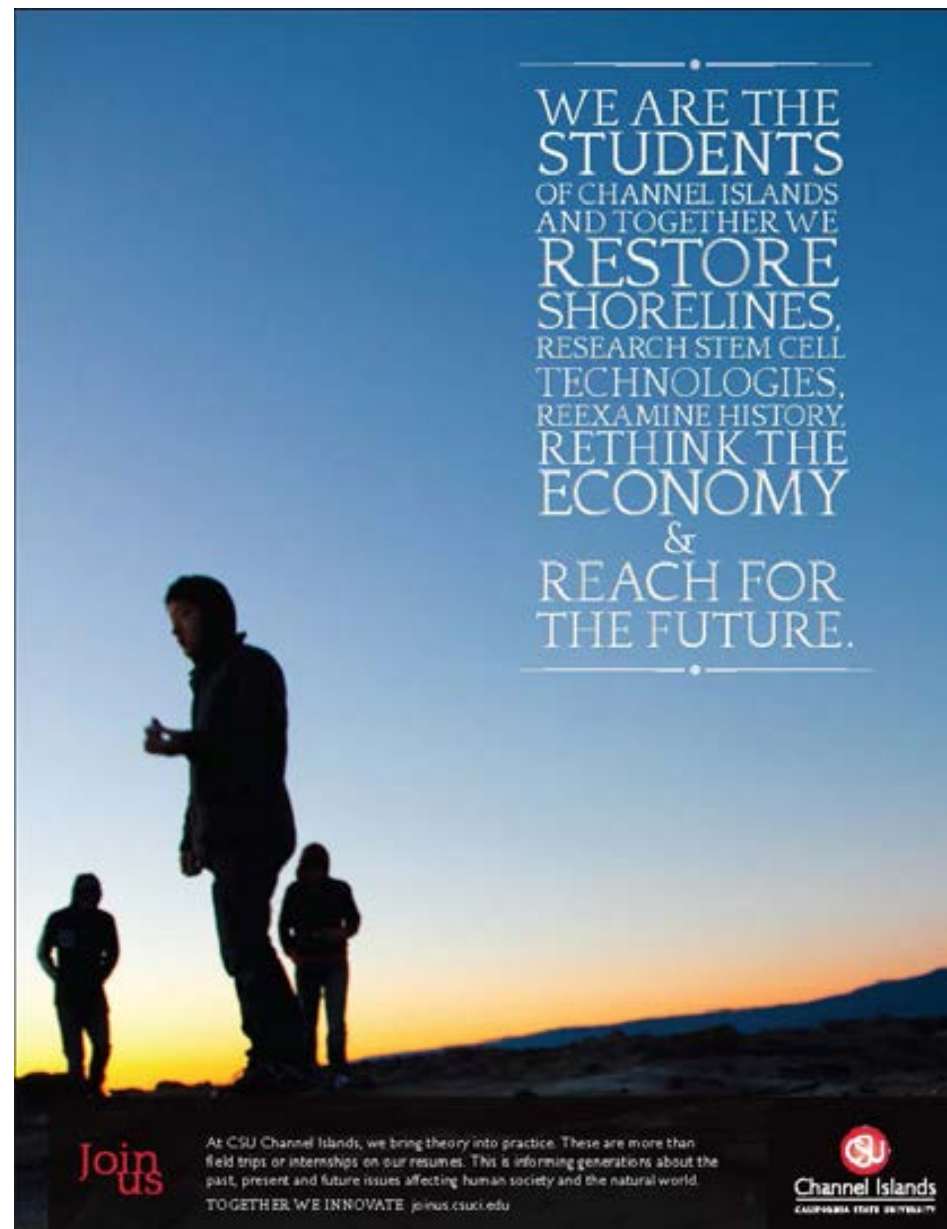
At CSU Channel Islands, working side-by-side with professors, industry experts and professionals is an opportunity for every student. They bring theory into practice. They learn how problems can be solved. These are more than field trips or internships to put on resumes. These are the lessons on which to build careers. TOGETHER WE INNOVATE. [joinus.csuci.edu](http://joinus.csuci.edu)

Channel Islands  
CALIFORNIA STATE UNIVERSITY

Audience prospective / current students, teachers, community and internship-providing businesses

Body copy: At CSU Channel Islands working side-by-side with professors, industry experts and professionals is an opportunity for every student. They bring theory into practice. They learn how problems can be solved. These are more than field trips or internships to put on resumes. These are the lessons on which to build careers. Together we innovate. [joinus.csuci.edu](http://joinus.csuci.edu).

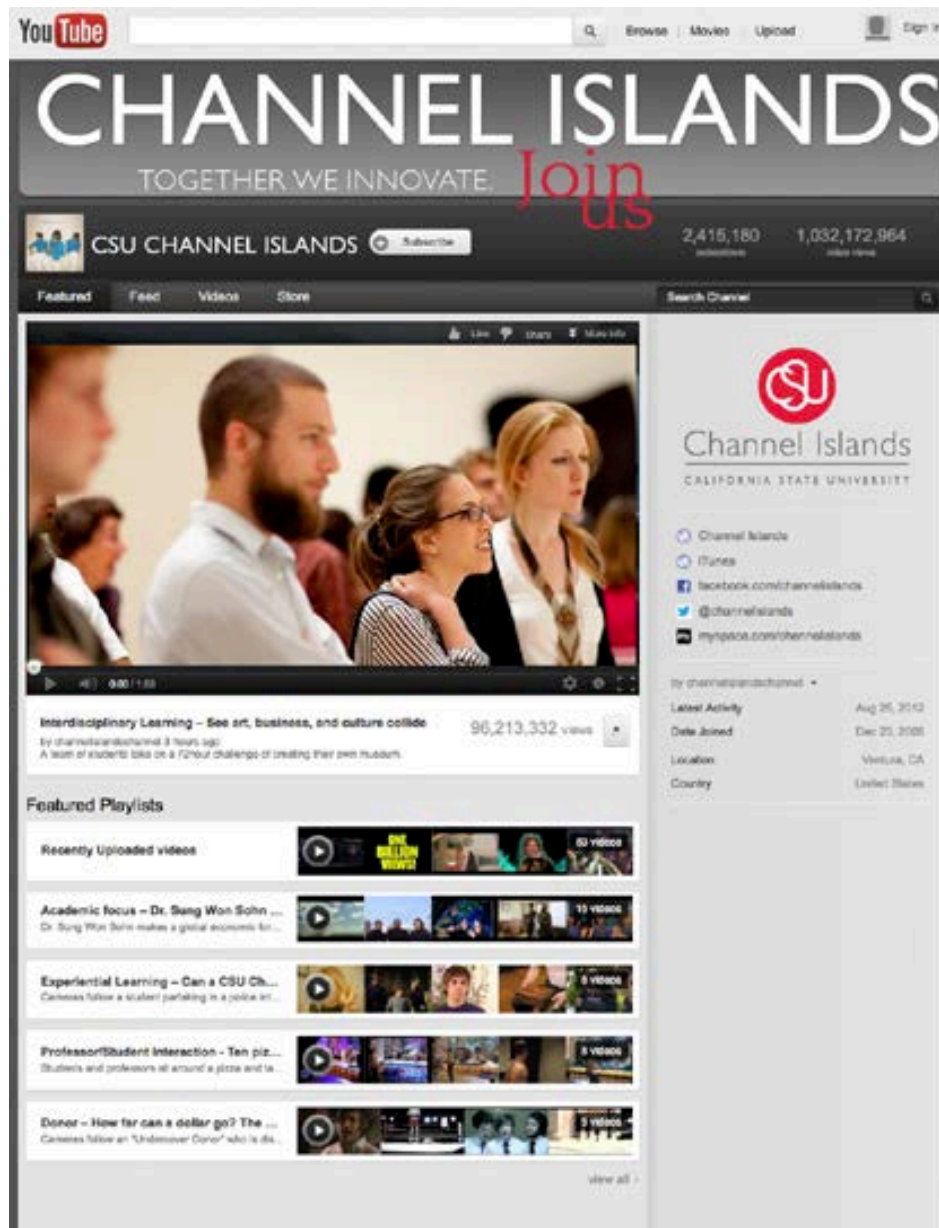
## CREATIVE CONCEPTS



Audience prospective / current students, teachers and community

Body copy: At CSU Channel Islands we bring theory into practice. These are more than field trips or internships on our resumes. This is informing generations about the past, present and future issues affecting human society and the natural world. Together we innovate. [joinus.csuci.edu](http://joinus.csuci.edu).

## CREATIVE CONCEPTS



Audience perspective / current students, teachers and community  
Youtube channel

## CREATIVE CONCEPTS



Audience prospective / current students, teachers and community  
Out-of-home posters to attract attention and build excitement.



Audience current students and teachers  
Campus flags

## EXPRESSING THE BRAND EXPERIENCE

Core messages authentically show how the University brings together people, disciplines, and assets on a regular basis to achieve excellence.

“Example” messages support the Core Messages. These examples may show how a single person (e.g., a guest lecturer, or an intern), or an event (e.g., a NASA workshop), or an resource (a donation) has been brought into our University or an industry or public service setting.

In all cases the underlying theme is “bringing together or working together in innovative ways” to achieve excellence.



Of course, there should be a Call To Action, to contact and learn more about the University.

### Style

Many messages commence with a mantra, which can be written, spoken, or sung. It conveys our enthusiasm, mutual support, and pride. Text succinctly explains just enough detail to whet the appetite for more of this experience.

### Quality

Ensure that text and images are thoughtful and crisp. It is more compelling to demonstrate excellence than simply state a claim that we have it.

TOGETHER WE  
NURTURE EXCELLENCE. WE  
EXPAND  
MINDS,  
SPREAD KNOWLEDGE AND  
BUILD  
AN ENVIRONMENT THAT IS  
STATE-OF-THE-ART.  
TOGETHER WE  
INNOVATE.

Join  
us [joinus.csuci.edu](http://joinus.csuci.edu)



## MEDIA STRATEGY

Use paid media to guarantee a level of audience exposure to messages, allowing sufficient reach and frequency for a large portion of a target audience to have opportunity to notice and respond to messages.

The amount of media budget should relate to the return on investment. The ROI is measureable. (See the Return On Investment section.) Since budgets are limited, presented here are types of media that both are relevant and less expensive. While television commercials might be ideal and guarantee certain types of exposure, digital and social media, plus publications read by University-bound students are more affordable.

In all cases, a web micro-site should be established to express the brand, for example a distinct url such as JoinUs.csuci.edu Likewise brand messaging should be woven into relevant areas of the existing site, such as:

*Home Page*

*Future Students*

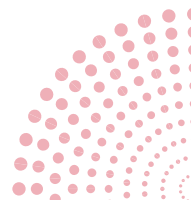
*Parents / President's Welcome*

*Visitors and Community / Mission*

*Statement / About CI*

### Media Strategy audiences

If budget is limited, most messages likely will focus on institutional objectives with prospective students and parents, donors and alumni/ae, and internship-providers. These messages will also communicate with others such as existing students, faculty and staff who encounter them.





### Prospective Students

Objective: students who seek excellent academics and career preparation should enroll in our University

Call To Action: visit landing micro-site (download info). Attend University orientation events, visit table at University fair. Participate in social media initiatives.

### High School Students

Description	Media				
Sophomore, junior, and senior students age 15 – 17	Online radio for example Pandora and Spotify. Internet radio can be purchased on a demographic basis, allowing us to more closely target this age group	Multi-media products for students and their parents.  Example: Next Step U (magazine, website, digital magazine, mobile phone app) sent to 1,400 California and Nevada high schools five times per year.  Next Step U provides information for high school students making decisions about colleges and career. This provides a relevant and targeted environment for the advertising message	Search Engine Marketing such as Google AdWords, Bing Ads	Online Display Networks and direct publisher sites targeting the education vertical and relevant interest/content for these students (e.g., gaming)	Social media – see below  Out-of-home media in malls, as possible near teen-oriented stores (budget permitting)

### High School Student Counselors

#### Media

Next Step U also reaches this audience

Direct Mail

#### Special Call To Action

Contact recruitment office site for presentation

### Community College Students

Description				
Freshmen and sophomores age 18 - 24 Non-traditional students age 25+	Online radio for example Pandora and Spotify	Community College Newspapers - These provide a targeted reach of prospective college/transfer students. Target community colleges that have strong transfer rate opportunities. Student newspapers are typically distributed on campus weekly or bi-weekly	Search Engine Marketing such as Google AdWords, Bing Ads  (see High School Students, above)	Social media – see below

## Donors

Objective: learn more about and help to expand the facilities of our innovative and world-class University now established after 10 years in Ventura County

Call To Action: visit landing micro-site. Accept a future invitation to attend a University event. Talk to Development office.

Description	Media			
Probably 45+, affluent individuals and established local families Large businesses who might fund a sports team, or Engineering department	<i>These media reach affluent individuals/families and large businesses. Prioritize media based on budgets and availability in markets</i>	Mix of select radio (NPR, News, Talk, Sports)	Local business publications, such as Los Angeles Business Journal and Pacific Coast Business Times, business sections of local newspapers, such as Ventura County Star	Out-of-home media (transportation, billboard, other TBD) in key business districts

## Alumni/ae

Objective: keep in touch with campus news, participate in the alumni association, and contribute to expand this innovative and world-class University; also, provide job referrals and internships

Call to action: visit landing micro-site. Accept a future invitation to attend a University event. Ask to get involved by offering internship, expertise, lectures.

Description	Media	
Ages 22 – 35 approx. (the school is 10 years old)	Internal communication of direct mail or opt-in email lists by CI campus	Social media – see below



### Local Community

Objective: keep CSU Channel Islands students top-of-mind for internships, and the University itself as a place to attend or hold learning events (such as the NASA teacher-student camp)

Call To Action: visit landing micro-site. Offer internships or job openings to students and graduates. Offer job-experience lecture.

Description	Media			
Business owners and local government leaders and managers	Local newspaper to reach the surrounding community	Out of home geo-targeted around campus and in key neighborhoods, these media can provide broad reach of the community	Publicity/Public Relations about Campus achievements	Public invitations to relevant events
Internship providing businesses	Media			
	Search Engine Marketing and Online Display			



### Campus Community

Objective: in our community, increase excitement, inspiration, empowerment and participation by expressing what is unique and valuable in the CSU Channel Islands experience.

Call To Action: visit landing micro-site. Participate in social media initiatives. Bring out personal stories of collaborative research and exploration, learning experiences, methodologies.

Description	Media		
Students Faculty Staff	Internal communication of direct mail or opt-in email lists by CI campus	Campus radio (when available)	Social Media


**Media Grid**

	Geography	Online SEM/ Display	Social Media	Traditional Radio	Online Radio	College Newspapers, Media Products	Out-of-home	Community/ Business publications	Internal Comms
<b>Prospective students (Main investments)</b>	Ventura / Northern LA County, Southern Santa Barbara, Malibu, Central and Northern CA	✓	✓		✓	✓	✓		✓
<b>High School Student Counselors</b>	Ventura / Northern LA County, Southern Santa Barbara, Malibu, Central and Northern CA					✓			✓
<b>Donors</b>	Ventura, Santa Barbara, Malibu / Santa Monica, and Northern LA County (Calabasas, Agoura Hills, etc.)			✓			✓	✓	✓
<b>Alumni/ae</b>	Ventura, LA, Santa Barbara Counties, then Claifornia, then beyond.		✓						✓
<b>Local Community</b>	Ventura, LA, Santa Barbara Counties, then California, then beyond.						✓	✓	✓
<b>Campus Community</b>	On-campus		✓			✓	✓		✓

Note: Internal comms are mentioned only in reference to a wide range of channels and media ranging from events, campus light post flags, mailings to alumni/ae, meetings with community leaders, promotional items, etc.

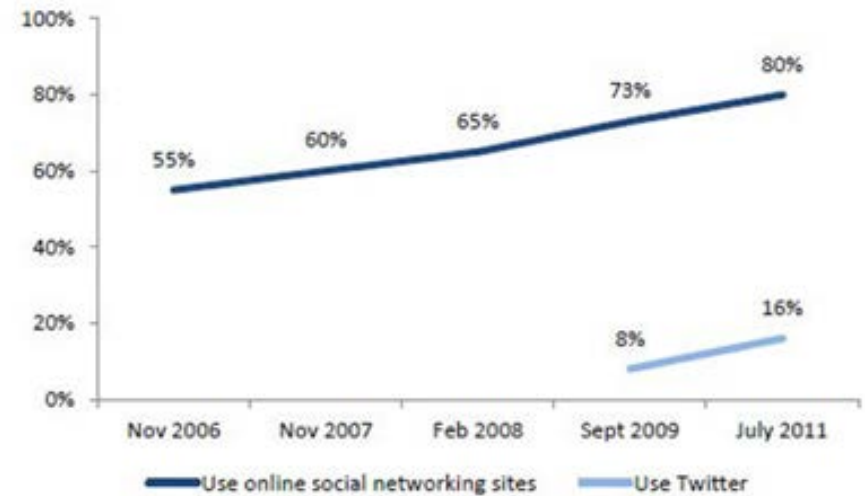
## SOCIAL MEDIA

Our Communication Platform is highly suited to social media. Part of our excellence as a University is founded on our innovative ability to share knowledge, opportunities, and expertise openly. We have a wealth of experiences and events to report, observe, and share. We encourage people to Join Us. That's what our use of Facebook, Twitter, YouTube and other platforms is already helping us to achieve.

Prospective students and alumni/ae are heavy users of social media. The more they learn about our campus authentically through social media, the more they will be excited to join us.

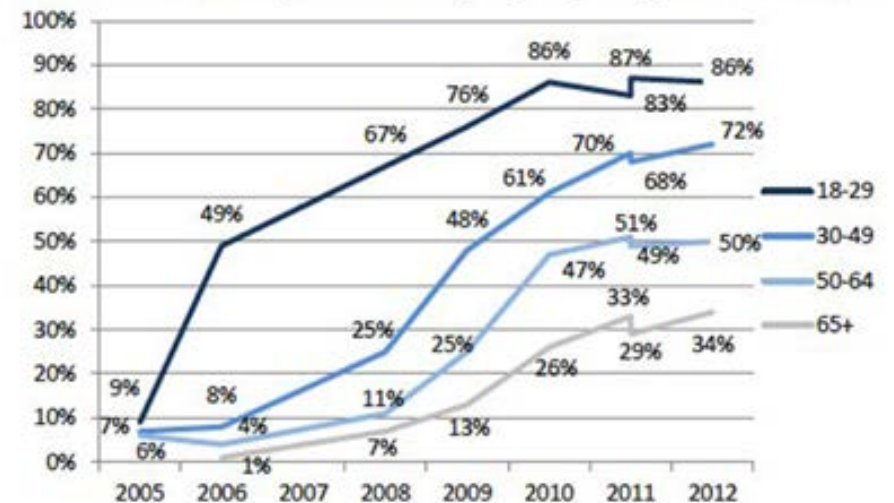
## Teen social network and Twitter use – trends over time

Based on teen internet use



Source: The Pew Research Center Internet & American Life Project Teen & Parent surveys. Methodological information for each survey is available from <http://pewinternet.org/Data-Tools/Download-Data/Data-Sets.aspx?topicFilter=aff4e2b-7c23-4fdc-9ca6815efd56>

## Social networking site use by age group, 2005-2012



Note: Total n for internet users age 65+ in 2005 was < 100, so results for that group are not included. Source: Pew Research Center's Internet & American Life Project surveys: February 2005, August 2006, May 2008, April 2009, May 2010, and May 2011, and February 2012.



The Zen of Surfing class page is a great example of using best practices on social media. It is a) often updated, b) uses good images and photos, and c) provides useful information like where to meet and weather conditions. All of this makes it a good showcase for outsiders and prospective students.

First day of Zen of Surfing 2012 - See the pics.



**Zen of Surfing**  
2 hours ago via mobile

We are relocating to Ventura C Steet in the cove. Go to the beach below the stairs 300 yards north of the pier.

Like · Comment · Share

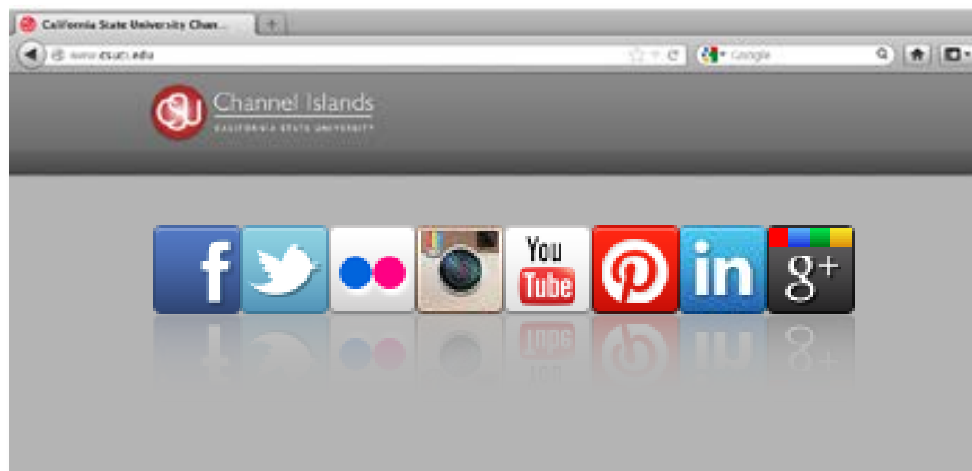


Now we plan to build this momentum to express the authenticity of our brand. We'll follow at least these four strategies:

### 1. Streamline access to content

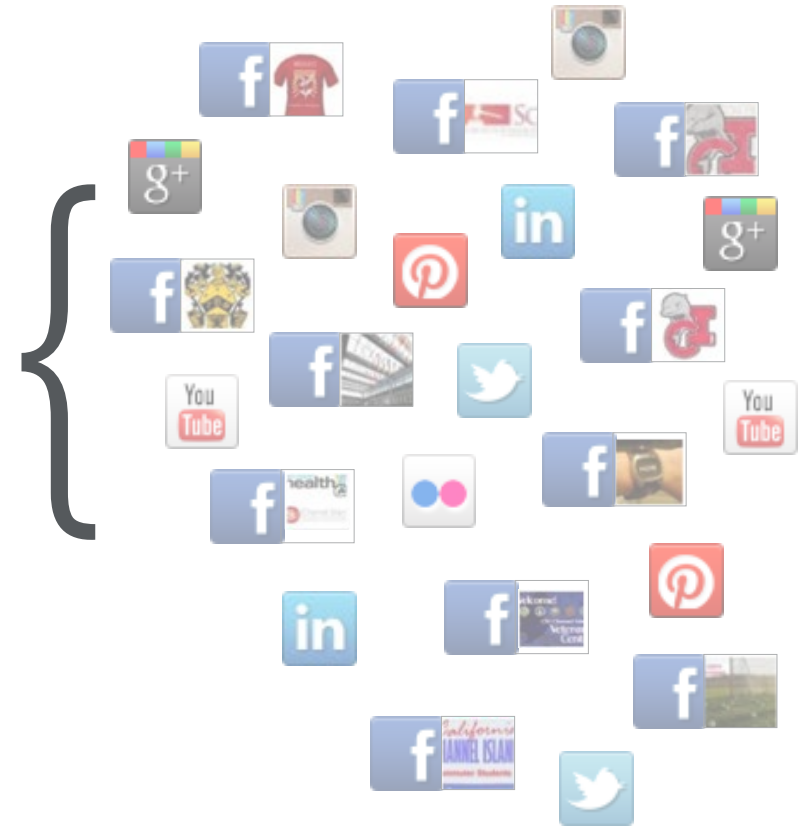
Our campus has a lively main Facebook page which increasingly shows our innovative spirit through news, photos, events, contests, links, and Likes. Many other social media feeds also show our pursuits and interests.

To accelerate the sharing of this content, we can transform our present Social Media directory page to be more prominent, attractive, and complete with selected additional feeds.



A "Channels of Innovation" hub on our website  
Many University-related social media feeds are available but unconnected. Let's show more selected links, present them attractively and encourage more content and use. Streamlined access also will help to expose prospective students to campus life.

We can promote these "Channels of Innovation" as a social media hub of the campus, and encourage more entries about student life, academic programs, classes, sports, clubs, and important topics. We'll also request these external feeds to identify their University affiliation and backlink to the hub.



## 2. Together We Innovate Content

Good content is the heart of social media. We aim to create a YouTube Channel showing our innovative learning, vision, and experiences, such as

- Interdisciplinary approaches by students and faculty
- Faculty initiatives and achievements
- Real-world learning and internships
- Professor/staff/student interactions
- The benefits of donor inputs
- Alumni/ae perspectives

Increasing the utility of social media will likely attract more people on campus to pay attention, join in, and contribute good content. Since social media can be the quickest way to learn about events and news, we encourage event organizers to:

- announce events via Facebook Events and post on the main campus page
- show the event and participants with videos and photos as soon as possible after event
- share articles and links to further information
- link to other relevant social media sites

## 3. Build Excitement

We also plan to use Facebook Ads and Sponsored Stories to generate more awareness of the CSU Channel Islands Facebook page. We'll target social media advertising geographically, demographically and by user interests. We'll tie analysis back into our website analytics to get a deeper insight into our audiences:

- which keywords they search
- demographic data
- geographic locations (where people live that express interest in enrolling)
- which pages they search and time spent (which pages provide useful information)
- measuring what sources of advertising are working for us

## 4. Social Media Learning

We will provide “how-to” demonstrations and case studies to those on campus who wish to learn more about how to use social media to build their communities of interest.

## RETURN ON INVESTMENT

Results of the communication program should be measured quantitatively and gauged qualitatively, year over year.

### Prospective Student inquiries and enrollments

Number, GPA level, geographical source, high school, community college; social media monitoring may also be carried out regarding number of connections and type of mentions.

### Donors

Number attending events, contributions by number and amounts, gauge of interest and connection to campus vision

### Community

Number of internships and partnership relationships

### Campus Community

Number of students participating in campus- associated social media, number of brand-related stories or media contributions, gauge of brand-related communication and interest actions by staff and faculty

TOGETHER WE  
INNOVATE.

Join  
us

## ACKNOWLEDGEMENTS

We appreciate the efforts of the many people who helped to develop this branding campaign, including those at OneWorld Communications, a marketing communication firm in San Francisco with experience in educational and multi-cultural communication and branding, [OneWorldSF.com](http://OneWorldSF.com).

We have endeavored to combine a breadth of input by stakeholders, with economy, in order to advance the project in a practical manner.

Special thanks to President Rush who continues to guide this project as well as members of the President's Cabinet, faculty, staff, and current and prospective students and graduates who gave their input at various stages.

We look forward to your participation to help bring this branding campaign to life. Thank you.

## PHOTO ACKNOWLEDGEMENTS

*This planning document is intended for internal use only and not for commercial use and distribution. Several images shown are For Position Only (FPO) and are not intellectual property owned by OneWorld Communications or CSU Channel Islands and not to be published without CSU Channel Islands obtaining the right to do so.*

Front Cover	Chalk Festival: CSU Channel Islands
Our Vision	Graduation: CSU Channel Islands
Page 4-5	Campus Scenes: CSU Channel Islands
Page 5	Trio students: <a href="http://gettyimages.com/81981052">gettyimages.com/81981052</a>
Page 10	Broome Library: CSU Channel Islands
Page 11	Teacher & students: OneWorld Communications
Page 12	Student & iPad: OneWorld Communications
Page 12	Student & iPad: OneWorld Communications
Page 13	Broome Library Construction: CSU Channel Islands
Page 13	Architect's rendering: <a href="http://google.images.com/architectural">google.images.com/architectural</a> rendering
Page 14	Teachers: <a href="http://google.images.com/architectural">google.images.com/architectural</a> rendering
Page 15	NASA scientist: NASA Goddard Space Flight Center
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