



Discovery. Diversity. Distinction.

# **Integrated Marketing Communications:**

## ***REPORT AND ROADMAP***

**Presented to President John D. Welty  
June 2012**

**by  
Integrated Marketing Communications Steering Committee**

**William Covino, Co-chair  
Shirley Armbruster, Co-chair**

**Deborah Adishian-Astone  
Susan Hawksworth  
Paul Ladwig  
Jim Lowe  
Phil Neufeld  
Tamyra Pierce  
Sally Ramage**

**Peter Robertson  
Bernie Vinovski  
Bruce Whitworth  
Students:  
Selena Farnesi  
Valerie Gomez  
Estevan Gutierrez  
Nkeiru Uzegbu**

## **Purpose**

The purpose of the Fresno State Integrated Marketing Communications (IMC) roadmap is to increase the overall visibility and enhance the reputation of the University.

The core values of the University are student success that leads to lifelong learning and rewarding careers; respect for difference; solutions-oriented engagement with Central California challenges; ethical citizenship and stewardship; responsible and open inquiry, dialogue, and expression; and integrity-based leadership.

Fresno State's marketing efforts are meant to highlight the excellent education the University provides and its important connections and engagement with Central California, as we strive to improve the prosperity and future of our region.

Marketing should be recognized as a central, core operating element of the University. According to the American Marketing Association, integrated marketing is "a planning process designed to assure that all brand contacts received by a customer or prospect for a product, service, or organization are relevant to that person and consistent over time."

At the university level, we will apply a variety of communication and marketing strategies and efforts from various groups and/or departments across Fresno State with a goal of cultivating and sustaining lifetime relationships in ways that benefit the institution as a whole, including its students, alumni, community members and donors. Our integrated marketing and communications approach is to be strategic, comprehensive, outcomes-focused and authentic.

The key to integrated marketing is shared goals across the University, with all units working to accomplish the University goals that support the institutional vision. There should be a marketing dimension to all University plans; it is not just one department's responsibility.

This means that, ideally, everyone on campus should be able to concisely articulate the University's vision, which serves as the guiding principle as we work together to develop, promote, and deliver Fresno State's genuinely distinctive educational experience.

The need for marketing exceeds the marketing resources currently available. Therefore, in addition to the value of shared commitment and dedication, an important reason for developing this integrated marketing plan is to maximize resources through improved coordination of efforts.

## **History**

In 2009, President Welty appointed Integrating Marketing and Communications Council (IMCC) and charged it as follows:

*The council will foster discussion to help the campus clarify, sharpen and coordinate the way we communicate Fresno State's message to our various constituencies.*

*The council will develop key messages for use by campus programs in the marketing of academics, entertainment and cultural activities, the comprehensive campaign, athletics, University strategic communications, digital communications and instruction. The council will develop strategies to address the University's changing competitive and political environment.*

In 2010, President Welty appointed a Steering Committee of the IMCC to provide direction and serve as the leadership implementation team for a strategic marketing and communications plan.

## **Goals and Strategies**

The purpose of the Fresno State Integrated Marketing Communications roadmap is to express key goals and aspirations of the University and increase its visibility through coordinated efforts and consistent messaging, thereby enhancing the University's reputation and fulfilling its vision:

*California State University, Fresno will become nationally recognized for education that transforms students and improves the quality of life in the region and beyond; for leadership that drives economic, infrastructure, and human development; and for institutional responsiveness that fosters creativity, generates opportunity for all, and thrives on change.*

This IMC roadmap will help Fresno State manage our reputation, create an image that is in line with our identity, communicate with a consistent voice and develop memorable, unique and relevant messages.

The result will help us build a stronger regional and national identity for the University, create awareness and relevance among audiences, build a University-wide visual identity and enhance marketing efforts for recruitment, campus and community participation and donor support.

## **Process**

Research: Through the IMCC and the Steering Committee, the following were undertaken with internal and external audiences: audits, interviews, surveys, focus groups, reviews of existing communications materials, review of the Fresno State Strategic Plan for Excellence IV, and review of IMC best practices at other universities.

- A. Key attributes of the University named in surveys, interviews, and focus groups:
  - Opportunity
  - Diversity
  - Learning
  - Engagement
  - Service learning
  - Quality
  - Accessibility

B. Top descriptors from Strategic Plan for Excellence for how the University should be perceived:

Transformational scholarship  
Rigorous academics  
Distinguished, caring faculty  
Creativity  
Leadership  
Student success  
Internationalization/Global awareness  
Integrity  
Stewardship  
Sustainability  
Community partnerships

C. Brand Assessment

IMCC research to examine perspectives and understanding of the existing Fresno State identity found there is confusion about the University's identity, especially evident in the several names for the University that are used (e.g., Fresno State, CSU Fresno, CSUF, Cal State Fresno) and the utilization of more than 100 logos.

Our goal is uniformity, consistency, and simplicity in our branding. When many different logos are used to represent the University, our image becomes a disjointed and visually confusing "house of brands." Consistent use of a singular logo will instead present our University as a unified "branded house."

### **Development of New Logo**

Based on research findings, the Steering Committee developed a new University logo:

FRESNOSTATE with underline and Bulldog paw in the O – and added a tagline of three words: Discovery. Diversity. Distinction.



The tagline was selected from a long list of words and phrases that embody the essence of the academic experience at Fresno State, as laid out in our new Strategic Plan for Excellence. These tagline words were frequently mentioned in the focus groups.

Tagline themes:

Discovery. Fresno State is a place where students are challenged to discover their passions and achieve rewarding career and life goals, and where the faculty discover and disseminate new knowledge that improves the human condition.

Diversity. Fresno State provides educational, research and campus life opportunities that encourage the understanding of others' views and backgrounds and celebrate our differences and similarities.

Distinction. Fresno State students, faculty, staff and alumni are recognized nationally and internationally for their accomplishments.

**Key marketing messages**

As the competition for students continues to grow and state support declines, it is important that we present clear and consistent messages about the strengths of Fresno State. While Fresno State has many attributes, the key messages we suggest be incorporated into campus communications are:

1. Fresno State is a university of opportunity for a richly diverse student body. Two-thirds of our students are the first in their families to attend college. Their success changes the lives of the students, their families and our region.
2. Fresno State is a university that treasures scholarship and creative thinking. Our challenging and rigorous undergraduate curriculum prepares students for both professional careers and the pursuit of graduate degrees.
3. Fresno State's commitment to community service extends from volunteerism to problem solving. We've been recognized nationally with a Presidential citation as a top university in community service. Led by our Richter Center for Community Engagement and Service-Learning, student, faculty and staff volunteer service has topped more than 1.1 million hours annually. Our Office of Community and Economic Development is a driving force in jobs creation throughout the region.
4. Fresno State is recognized for the excellence of its degree, credential, and certificate programs, which all feature current and cutting-edge knowledge, and produce graduates with career-ready capability.
5. Economic stimuli, both directly from the campus and through innovative and entrepreneurial community partnerships, are aimed at improving our region. University offices and institutes are deeply involved in coordinating work related to economic development, workforce development, access to higher education, water resources and air quality.

6. University offices and institutes are deeply involved in coordinating work related to economic development, workforce development, access to higher education, water resources and air quality.
7. Fresno State is dedicated to providing an affordable education for all students by engaging its network of alumni and donors.
8. A Fresno State education is the basis for lifelong learning, providing the proficiency needed to lead a productive and enriching life in an ever-changing world.
9. Alumni from Fresno State are setting the pace throughout the state and country. Our alumni are among the most influential thinkers, business people, artists, explorers and leaders in the United States.
10. Faculty and student research is flourishing throughout the University. Our Office of Research and Sponsored Programs administers \$37 million in grants, most of it for faculty research that has both regional impact and global significance.

## **Audiences and Messages**

Marketing is most effective when its message is tailored to the audience the University wants to reach and in the medium that is most appropriate. This method of honing in on specific groups with a message that is clear and useful to the recipients is called targeted marketing. Determining these targeted audiences, what motivates them and the message that is needed to create desired behavior (i.e. registering for classes) is especially critical during a time of limited resources.

### **A. Targeted audiences are:**

- Students in Central California, for whom Fresno State is the most convenient choice
- Students in California, other states and internationally who seek a great education at an affordable price
- Influencers (Parents, counselors, teachers, employers, employees, spouses)
- Employers
- Community at large
- Financial donors and partners
- Legislators
- Faculty and staff
- Alumni
- Fans

### **B. Messages. Fresno State marketing will be accompanied by supporting messages that resonate with important audiences. Here are some examples:**

- Prospective Students – Fresno State provides a comprehensive education that will not only provide a degree, but will prepare you for lifelong learning.

- Influencers (Parents, Counselors, Teachers) – Fresno State is a good choice for my son/daughter/student. A Fresno State degree will provide opportunities to start a professional career, with opportunity to advance in a variety of fields.
- Employers – Fresno State students graduate ready to work - prepared not only for a job - but for lifelong learning as well. They and fellow California State University graduates are the backbone of the California workforce.
- Community – Fresno State is a valuable resource for Central California, providing high-quality education and community service to the region.
- Donors – Fresno State is a university of distinction that is making a difference in Central California and is a worthy institution to support.
- Legislators – Fresno State provides an education that supports the careers that Central California and the state need now and in the future.
- Faculty – Fresno State provides opportunities for transformational research, scholarship, and creative accomplishment, and the development of innovative pedagogy for teaching the leaders of tomorrow.
- Staff – I'm proud to be a member of the Fresno State team that is making a difference in educating students and improving the well-being of our region.
- Alumni – Fresno State provided an education that allowed me to excel in my field. I'm proud to support my alma mater.
- Fans – Bulldogs fans from throughout greater Fresno, the San Joaquin Valley, California and the nation are strong supporters of Fresno State athletics. Coast-to-coast broadcasts on ESPN, ESPN2, and other television networks assist in these outreach efforts.

## Resources and Communications

1. Brand and Graphics Standards Manual
  - A complete online manual and toolkit has been developed at [www.fresnostate.edu/brand](http://www.fresnostate.edu/brand) to provide guidance to campus users.
2. University Standards for the Web has been updated.
3. Communications with internal audiences
  - IMC and brand messaging FAQs have been distributed to the campus.
  - LEAD courses are offered for brand training to build enthusiasm for the new brand and explain usage of new logo and Brand and Graphic Standards Manual.
  - Presentations will be scheduled with various campus constituents about IMC, the new logo, and the Brand and Graphic Standards Manual.
  - Monthly “Brand Forums” will be scheduled and open to entire campus to share ideas, seek advice and interact.

4. Communications with external audiences
  - President's Advisory Board, Foundation Board, Campaign Leadership Committee and Alumni Association Board have been informed of the new branding.
  - An extensive outreach to media was undertaken to provide them with the new logo, campus images, and the history of our integrated marketing effort and FAQs. Media coverage of logo launch day introduced the new logo to external audiences.
  
5. Develop institutional image plan based on budget available
  - By promoting our new branding, we will focus on increasing visibility and enhancing the reputation of Fresno State in Central California to encourage enrollment and donor support through strategic messaging and media placement.
  - Utilize social media (Facebook, Twitter, YouTube, LinkedIn, etc.) to reinforce our messages and promote viral marketing by our constituents.
  - As resources are available, promotions to build the Fresno State parent brand could include outdoor, television, radio, print and Web.

### **Institutionalizing Integrated Marketing Communications**

As directed by the President, the office of University Communications will lead the University's efforts to create unified Fresno State messages reaching audiences in an integrated, synchronized, multi-channel communications strategy.

To foster consistency with the newly introduced campus brand, all campus units will be required to work with University Communications for a brand review when developing marketing and communications materials. As in the past, all materials featuring the University logo or branding must be approved by University Communications prior to printing (in the case of print materials) or before implementation (in the case of digital materials).

An Integrated Marketing Communications Advisory Committee comprising individuals from across campus familiar with marketing and our brand will meet monthly with the Associate Vice President for University Community and appropriate University Communications staff, and will be available for ad hoc needs.

The Committee will act as support by advising, researching and assisting in strategic planning; reviewing image and communication efforts; and making recommendations as needed to the Associate Vice President in implementing integrated marketing and communications concepts and approaches on campus. The Committee will review requests for exceptions to integrated marketing policies and procedures.

The Committee also will assist University Communications in working with campus units in developing targeted marketing action plans and strategies for the most effective ways to reach key audiences.

## Conclusion

Effective brands aren't built in a single day by a single person — they're collaboratively discovered and authentically articulated over time. Members of the Fresno State community have worked hard for 101 years to serve the residents of Central California with affordable, high-quality education. In that time, we have built a reputation for excellence and innovation, opportunity, accessibility and inclusiveness. That is the core of our brand.

Our brand remains central to *what* we are as an institution and *who* we are as a campus community today, supporting our recruitment, retention and outreach missions. It is one of the most powerful and valuable assets we have.

We reinforce our brand with every contact we make. Our institutional Integrated Marketing Communications strategy is one critical element for ensuring those contacts are consistent, genuine and effective.

Attached:  
Integrated Marketing Communications Advisory Council  
Final research report