

Brand identity guidelines

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Introduction

University of Western States' visual identity shows the world who we are and what we represent. A cohesive and consistent brand presence across all platforms is crucial to building brand value. These guidelines were created to help you correctly apply logos, fonts and colors in your creative work.

**Institutional
signature (logo)**



WCS

Primary signature (logo)

The University of Western States signature (logo) is the cornerstone of our visual identity. By applying it consistently, we will establish a recognizable image.

Note: The logo cannot be altered, modified or separated in any way.



Overview

The primary logo is composed of the “WS” symbol and wordmark lockup.

The logo should be used in its entirety unless space is limited.

The primary logo must be reproduced only from authorized files.



Approved sizes

The logo can be applied at one of the approved sizes displayed on this page.

If a large application is required (e.g., signage, vehicle wrap or billboard), the logo can be increased to a logical size.

Large size

3 inches wide



Medium size

2.25 inches wide



The medium-size logo should be applied in most cases.

Minimum size

1.75 inches wide



Clear space

Maintaining clear space around the logo ensures that it remains legible and does not get lost within the composition. Photos, text and graphic elements should never be placed within the clear space.



Signature colors

The two-color logo (purple and black) is the preferred version to use in most instances.

If the two-color application cannot be achieved for cost or other restrictions, the logo can be printed in the following one-color applications: purple, black and reversed to white. Please do not use any other colors besides these options. The white version is used only on solid-color backgrounds (preferably in the University of Western States color palette) or in photographs where readability may be an issue.

Note: Please do not attempt to reverse the black or purple logos to achieve the white version, as it will result in an incorrect reproduction.



2-color (PMS 2745 C and black) logo



1-color (PMS 2745 C) logo



1-color (black) logo



Reversed logo

Background

The logo must be printed in either two colors (PMS 2745 C and black) or black — or it can be reversed to white on a solid background.

Use only the approved options displayed here.



2-color logo on light color background



White logo on PMS 2745 C on purple background



White logo on black background

Symbol as graphic element

In some cases, such as on business stationery or in marketing collateral, the “WS” symbol may be isolated and used as a graphic element. In this case, the symbol should be applied as a screened transparency in the design’s background.

The symbol should not be used as a graphic element without the approval of the marketing and communications department.



Black (at 10 percent tint) over white



PMS 2745 C (at 85 percent tint) over PMS 2745 C (at 100 percent)



Black (at 80 percent tint) over black (at 100 percent)

Incorrect applications

The following examples illustrate uses that compromise the integrity of the logo. Please avoid all of these techniques. This includes changing the color or creating a custom logo for specific purposes. Use only approved logo files, which are available from the marketing and communications department.

Note: Use only logo files provided or approved by the university.



Do not stretch or condense the logo.



Do not rotate the logo on a diagonal.



Do not add a drop shadow or any other effects to the logo.



Do not change the color of the logo.



Do not alter or scale any proportions of the elements.



Do not change the logo typeface.

**Secondary
signatures (logos)**



WCS

Secondary signature (logo)

A sub-brand lockup should be used only when content in the respective piece correlates to that school or department. Whenever you are communicating to more than one school or audience, use the primary signature.



Sub-brand lockups

A University of Western States sub-brand lockup is composed of the logo, a divider line and the sub-brand name. Each sub-brand should use only the approved version of its lockup. Only approved entities are permitted to be locked up with the university signature.



Spacing and positioning

The basic unit of measurement for our lockup system is the cap height of "UNIVERSITY."

The space between the dividing line and the University of Western States logo and between the dividing line and the sub-brand is equal to the cap height of "UNIVERSITY."



The thickness of the dividing line is 0.7 point when the logo is set at 2.25 inches wide.

The logo and sub-brand are left-justified vertically with the dividing line. The primary sub-brand is set in Formata Regular. The secondary sub-brand is set in Formata Light.

Approved sizes

To maintain full legibility, never reproduce a sub-brand logo smaller than what is shown below. There is no maximum size limit.

Large size

3 inches wide



Medium/primary size

2.25 inches wide



Minimum size

1.75 inches wide



Examples

A design system has been developed that combines the institutional logo with the name of each college, institute, program or department. These logos are also available in the same color applications as the institutional logo.

Note: These logos follow the same rules as the institutional logo and should not be altered, modified or separated in any way. Use only approved .eps files, which are available from the marketing and communications department.

Colleges



Continuing Education



Graduate programs



Offices and departments



Office of the president



**Brand identity
colors**



WCS

Application guidelines

Pantone color versus process color

These are two different systems for generating and printing colors. It is important to know which printing method you will use before you start a project.

Process

Process colors (CMYK) are created with percentages of cyan, magenta, yellow and black. To ensure color consistency, the CMYK specifications should be used exactly as they are listed in these brand identity guidelines. Every design program converts Pantone colors to CMYK, but each program generates its own CMYK values — not necessarily what we have selected.

Pantone (PMS)

Colors created from an ink formula are referred to as “made colors.” The PANTONE MATCHING SYSTEM® is the most widely used ink formula system.

Note: The marketing and communications department can provide sets of swatch (.ase) files upon request through Adobe Swatch Exchange that can be configured as CMYK, PMS coated and uncoated, or RGB files. They can be for print or web use and directly downloaded into InDesign, Illustrator, Photoshop, Fireworks and Flash.

Primary color

Our primary color should be applied strategically in all communications.

Note: The marketing and department office can provide sets of swatches (.ase) files upon request through Adobe Swatch Exchange that can be configured as CMYK, PMS coated and uncoated, or RGB files. They can be for print or web use and directly downloaded into InDesign, Illustrator, Photoshop, Fireworks and Flash.

Pantone 2745

Process

C99 M100 Y18 K19

RGB

R35 G8 B113

Hex

#230871

Black

Process

C0 M0 Y0 K100

RGB

R0 G0 B0

Hex

#000000

Secondary colors

Our supporting palette complements the primary color and enables flexibility so that communications can shift for various needs. The secondary colors should never be used on their own or appear more prominent than the primary color.



Typography



W & C

Primary font

Our primary, serif typeface is Sabon.

Sabon has a harmonious and sensible appearance that lends itself nicely to both text and headline use. It is available and approved for use in a variety of weights.

If Sabon is unavailable to you or you need a Microsoft Word or web-safe alternative, Garamond may be substituted.

Sabon Roman

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,:~'!*!?(/)\$

Sabon Roman Oblique

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,:~'!*!?(/)\$

Sabon Bold

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,:~'!*!?(/)\$

Sabon Bold Oblique

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,:~'!*!?(/)\$

Aa
Ee Gg

Secondary font

Our secondary, sans-serif typeface is Formata.

If Formata is unavailable to you or you need a Microsoft Word or web-safe alternative, Arial may be substituted.

Formata Light

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,-'"*!()?)/\$

Formata Light Italic

*AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,-'"*!()?)/\$*

Formata Regular

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,-'"*!()?)/\$

Formata Regular Italic

*AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,-'"*!()?)/\$*

Formata Medium

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,-'"*!()?)/\$

Formata Medium Italic

*AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,-'"*!()?)/\$*

Formata Bold

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,-'"*!()?)/\$

Formata Bold Italic

*AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,-'"*!()?)/\$*

Formata Light Condensed

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,-'"*!()?)/\$

Formata Light Italic Condensed

*AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,-'"*!()?)/\$*

Formata Regular Condensed

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,-'"*!()?)/\$

Formata Regular Italic Condensed

*AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,-'"*!()?)/\$*

Formata Medium Condensed

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,-'"*!()?)/\$

Formata Medium Italic Condensed

*AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,-'"*!()?)/\$*

Formata Bold Condensed

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,-'"*!()?)/\$

Formata Bold Italic Condensed

*AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQq
RrSsTtUuVvWwXxYyZz1234567890.,-'"*!()?)/\$*



**Creative
positioning**



W&S

Photography – student portraits

Individuals and groups should be photographed looking through the camera lens. The background is always out of focus.



Multiple subjects are placed on the left or right third of framing.



Individual subjects should be photographed with center framing.

Use diffused natural light for interior shots.



Use “golden hour” natural lighting for outdoor shots.



Photography – faculty portraits

Individuals and groups should be photographed looking through the camera lens. The background is always out of focus.



Multiple subjects are placed on the left or right third of framing.



Photography – lifestyle

Use wide and tight crops of subjects in a campus environment.



Avoid showing faces—
focus on the content.



Use a tight crop
(when appropriate)
to add interest.



As with portraits, shift the
content left or right.



Use wide crop on
students collaborating.

Photography – still life

Objects in the foreground are in focus, and the background is out of focus.



Photography – architecture

Architectural environments are photographed using unexpected angles without people.



Show larger interior and exterior spaces.



Detail shots use an angled perspective.



Creative elements – typography and layout

The typographic hierarchy is informed by these University of Western States brand guidelines.

Sitae si tecte prorum facellabo
itaspelit, aut doluptatenis
alibus blauestore mi, ipiti
raerrovitati soluptis volorum
il ium ut lamusapit, nullab
ipsam, odis sus, conecti bustem
ulluptatum con pro quae solest
pre, te imus et maio ellaut
qui comnia quo od quaessum
dolorpo rporroria consequam
qui velesse sit quo modis aut et
fugia eum aut unt.

Um et excerio
Sapientia bla

Use Sabon Roman for body copy.

Headline

Nem si dolupta eles que porporrum re niet ut aborror
ehentem qui nist optaqua tempos asint. Apienti cus.
Il magnature re serchiti odios et dolupta doles et ea
culliae omnihillam ventiam rest ut prorestis rendam,
utemola ptatis utem facepelita voluptat lanistet estist
as utatios et qui aborume doluptat pe vit laborescium
nonsent alis que adi necupiacabo toluptis explis.

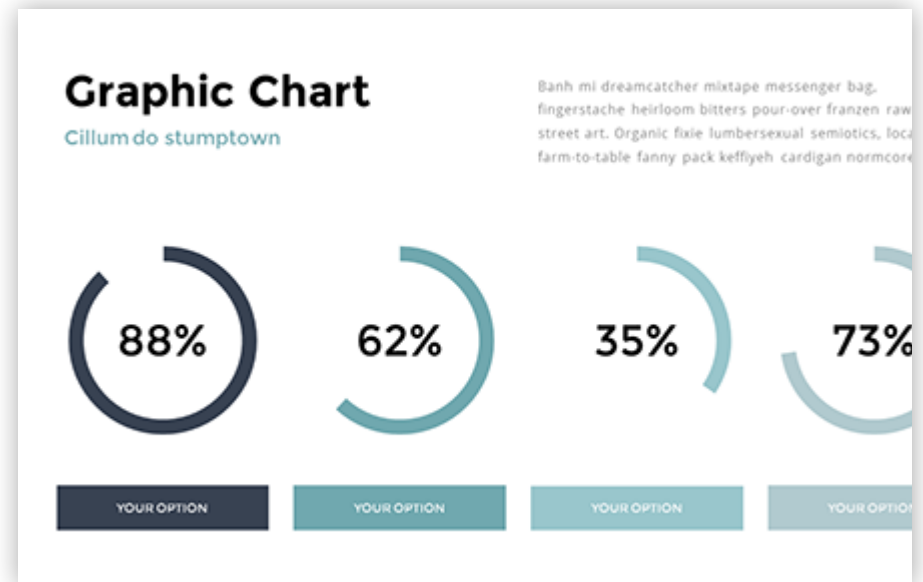
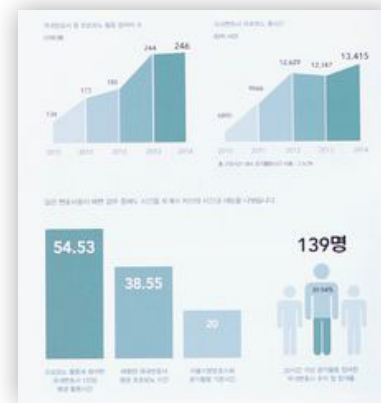
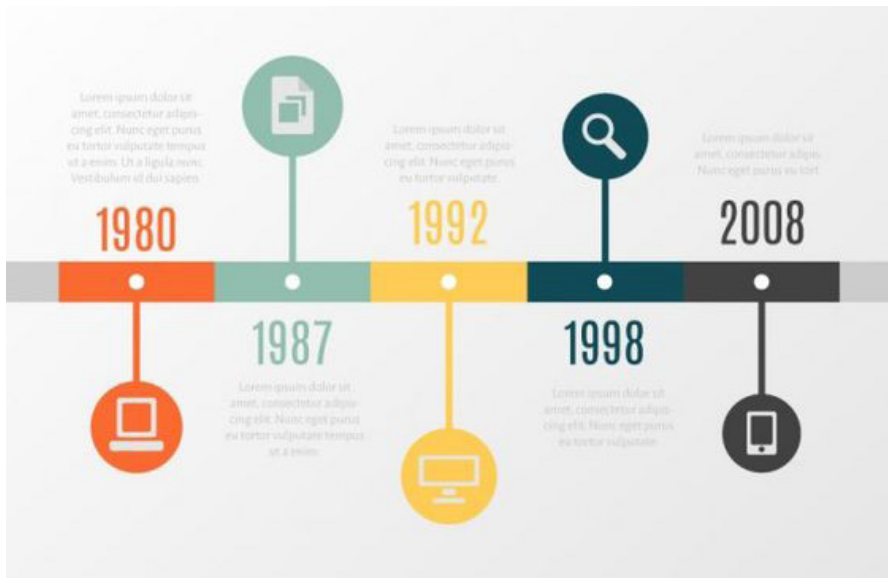
Use Formata Medium
for headlines.

“
Lut et eum
einda corit, qui
doluptatur, conest
quid experro
vitaessunt lautet
que velenda.

Use Sabon Roman
for pull-quotes.

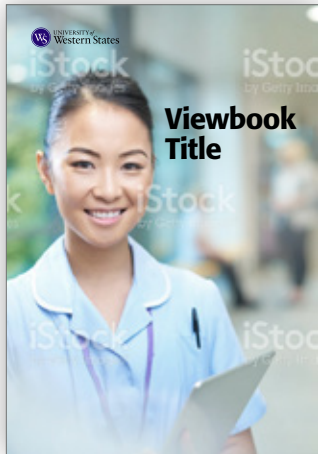
Creative elements – metrics and infographics

Use a mix of iconography and numerical values to display metrics.

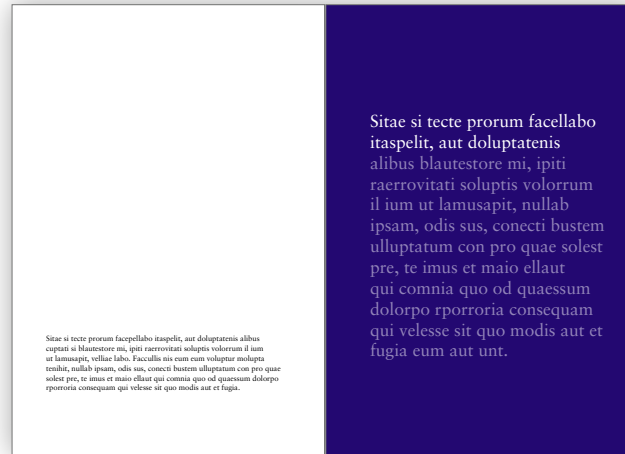


Summary application – viewbook

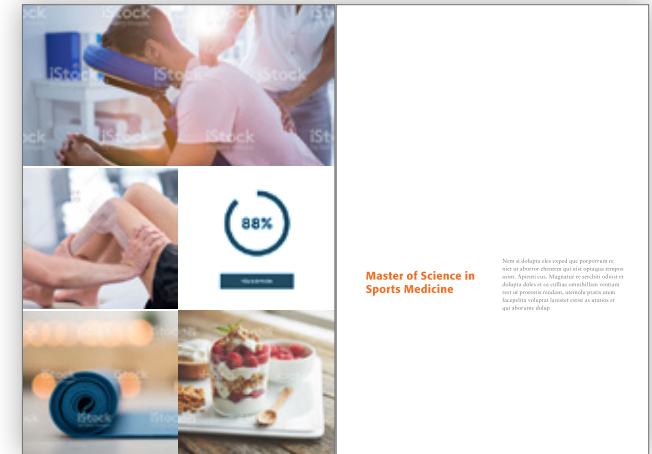
Cover



School profile



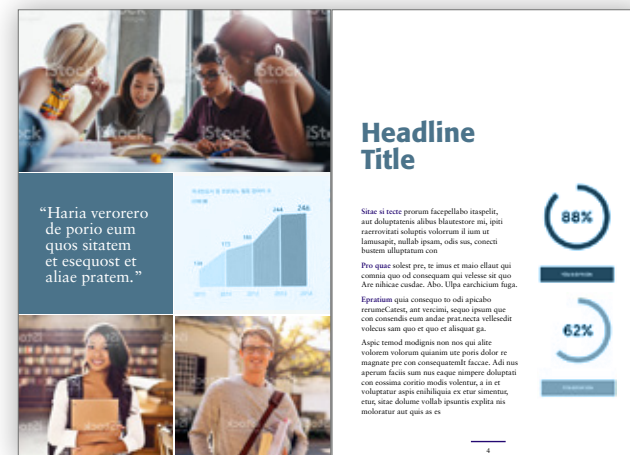
Introduction theme statement



Student profile



Program detail spread with supporting metrics



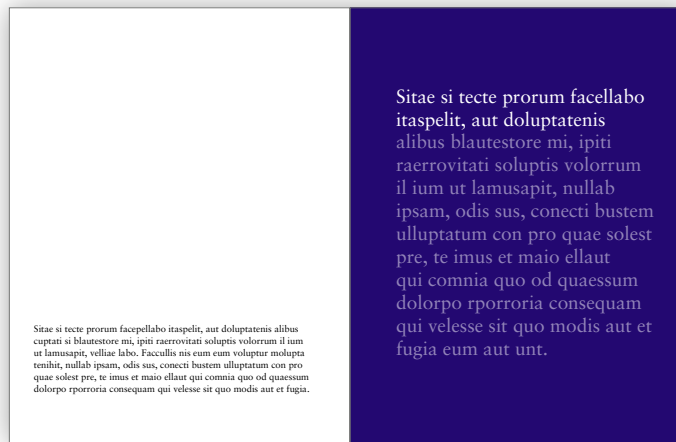
Summary application – chiropractic brochure

This is a 7-by-9-inch brochure format.

Cover



School profile



Introduction theme statement



Program overview spread

Brand platform



WCS

Brand platform

Background

University of Western States institutional brand audit and analysis

Michael Patrick Partners was hired to recommend a *brand platform* to differentiate University of Western States from the competitive landscape. The platform includes recommendations, observations, rationale and references to develop and manage the brand.

The first step in developing a brand strategy is to audit and analyze the relevance of the institutional brand — as well as the key brand drivers the university uses to express its brand purpose, audience desires, messaging, celebrated academics and degrees, competitive differentiators, brand personality and culture. Brand drivers are core elements used to construct the brand platform and a differentiated communications environment.

Desired outcome

The brand platform is a tool used to develop and evaluate institutional communications. It is a high-level and enduring strategy document to help project a consistent image.

Michael Patrick Partners has identified essential core brand elements that they believe are the driving force to build brand value. If a university can articulate and consistently integrate its differentiating messages across campus, a relevant and seamless communications environment will be achieved.

Memorializing a brand platform will ensure that all university ambassadors — from advancement to internal marketing teams to external partners — understand the brand framework to support a central University of Western States story. Plus, communications can be critiqued and adjusted to ensure that all audience touchpoints achieve the brand objectives. Without a formal platform, communications and marketing are at risk of ad hoc decisions.

Brand platform *continued*

Brand platform structure

Key elements

With clearly identified (segmented) target audiences, we can focus communications more precisely and avoid one-size-fits-all messaging that has little relevance to any specific target.

Audiences care about the university — sometimes for many of the same reasons and sometimes for very different reasons. An audience care-about is also referred to as a key decision influence. We must identify the needs of each audience to develop specific content.

Brand purpose

- + Why University of Western States exists

Audience and care-about

- + The people (audiences) you target, their desires and their experience with the brand

Messaging

- + Market position, facts and recognition

Academics

- + Your most celebrated (notable) programs and degrees

Differentiators

- + Attributes and what the university does best

Personality

- + Tone and style of the communications environment — from admissions to advancement

Brand culture

- + Organizational values — why audiences are drawn to the university

Value proposition

- + Functional, emotional and self-expressive benefits that contribute to the desired brand image

Brand platform *continued*

Brand purpose statement

A *brand purpose statement* is similar to a mission statement — a prompt to remind stakeholders why University of Western States exists. It is a high-level thesis: an internal statement — never published for the outside world — to guide communication assignments. It identifies what external audiences should expect from interactions with the university as a whole. The statement begins with the phrase “We exist to...” or “We believe...” and is limited to one sentence.

University of Western States’ brand purpose statement

- + University of Western States exists to educate health professionals in evidence-informed, whole-person health and wellness.

Observations and rationale

- + The university has high name recognition in chiropractic, but it needs to elevate all programs under a single brand banner.
- + A University of Western States story must be developed — an honest compelling story that will evolve over time. What is the one thing you want audiences to associate with University of Western States? Remember, a brand cannot be everything to everyone.
- + Why do [should] students choose University of Western States over the universe of competitors?
- + All brand purpose statements used by sub-brands (programs) must be in agreement with and track back to the institutional statement. Brand purpose statements currently in use by sub-brands must be refined following the approval of an institutional brand purpose statement.

Brand platform *continued*

Audiences

The audiences for University of Western States programs are limited due to the specific nature of the programs offered; the focus should be on identifying specific demographic and psychographic profiles for the university as a whole and, more specifically, for each sub-brand.

Primary audience

- + Graduate prospects in chiropractic
- + Graduate prospects in human nutrition and functional medicine
- + Graduate prospects in exercise and sport science, sports medicine, and sport and performance psychology

Secondary audience

- + Graduate students in diagnostic and imaging residency
- + Professionals seeking continuing education
- + Working professionals to refer future students
- + Alumni to refer future students
- + Professional organizations to elevate brand stature
- + Internal community
- + Faculty and staff to bolster pride, professionalism and dedication
- + Students to reinforce that they made the right choice by attending University of Western States
- + Financial contributors and corporate sponsors
- + Clinic patients

Audience care-about

Chiropractic program prospect care-about

- + Evidence-informed/science-based program
- + Portland location
- + Academic reputation
- + National board scores

Human nutrition and functional medicine program prospect care-about

- + Program emphasis on functional medicine
- + 100 percent online
- + Flexibility of scheduling
- + Collaboration with the Institute for Functional Medicine

Exercise and sport science program prospect care-about

- + 100 percent online
- + Focus of program
- + Length of program
- + Flexibility of scheduling

Sport and performance psychology program prospect care-about

- + Ability to do coursework online
- + Focus of program
- + Length of program
- + Flexibility of scheduling

Brand platform *continued*

Sports medicine program prospect care-about

- + Hybrid format (online and on campus)
- + Focus of program
- + Length of program
- + Hands-on opportunities

Online student prospect general care-about

- + “You simply can’t find such specialized programs anywhere else.”
- + “The reputation of University of Western States and the fact that it has an actual physical campus gives me a high level of confidence that the online curricula are rigorous, well-designed and respected.”

Alumni care-about

- + “I want to feel good about my degree and be able to recommend University of Western States to other interested students.”

Faculty and staff care-about

- + “I believe in the school’s mission and want to help make that vision grow and thrive.”

Academic media care-about

This group keeps a watchful eye on how the university evolves compared to with its peers in the competitive landscape.

- + “Is the university pursuing a scientific way of presenting its material?”

Financial contributor and corporate sponsor care-about

- + Transparency: “I want to know that my contributions are being used efficiently and effectively for their intended purpose.”
- + Outcomes: “I want to know that my contributions are making a difference.”
- + Institutional strength and integrity: “I want to donate to a strong and thriving university with a proven record of success among key measure points.”

Clinic patient care-about

- + “I have pain associated with an accident or trauma and am seeking alternative health care for pain relief and management.”
- + “I am trying to feel better and am ready to contribute to my health and change my lifestyle.”
- + “The University of Western States Health Clinics provide complementary health care and wellness for my chronic disease.”

Brand platform *continued*

Messaging

It is critical that messaging be consistent and that all sub-brand messaging tracks back to the institutional brand. The messaging is composed of guiding essentials — it is not a comprehensive tiered system.

University of Western States profile

University of Western States offers a world-class, integrated health care education and provides an evidence-informed approach to health and wellness. Our graduates deliver high-quality health care based on science, the professional's skill and knowledge, and the preferences and experiences of the patient or client.

The university is in the forefront of an emerging, whole-person philosophy of health care by offering a variety of health and wellness educational programs. As a leader in health sciences education since 1904, University of Western States provides integrated, evidence-informed curricula grounded in our dedication to current research and practices. The commitment spans across all of our graduate and professional programs: chiropractic health care, human nutrition and functional medicine, diagnostic imaging, exercise and sport science, sport and performance psychology and sports medicine.

Primary content drivers

- + When addressing primary target audiences, communications that describe curricula and outcomes should always focus on audience care-about.

University facts*

- + Founded in 1904
- + Total on-campus students: 524
- + Total online-only students: 513
- + Doctor of chiropractic (DC)
 - » 524 total doctor of chiropractic students
 - » DC faculty: 92

- » Alumni: 4,869
- » Graduation rate: 86.6%
- + Human nutrition and functional medicine (HNFM)
 - » Total certificate students: eight
 - » Total master of science students: 357
 - » HNFM faculty: 37
 - » Alumni: 224
 - » Graduation rate: 49.6 percent
- + Sport and performance psychology (SPP)
 - » Total doctor of education students: 62
 - » Total certificate students: eight
 - » Total master of science students: 97
 - » Alumni: 5
 - » (SPP and ESS) faculty: 39
- + Exercise and Sport Science (ESS)
 - » Total master of science students: 12
 - » (ESS and SM) alumni: 192
 - » (SPP and ESS) faculty: 39
- + Sports Medicine (SM)
 - » Total master of science students (concurrent in the DC program): 46
 - » Alumni: 251
 - » SM faculty: 4
 - » Graduation rate: 91.1 percent

Brand platform *continued*

- + Non-degree students
 - » Students with non-degrees, through prerequisites and partnerships: 47
- + Non-degree faculty: 4
- + Administrative staff (non-teaching, marketing, financial services, financial aid, human resources and admissions): 111
- + University of Western States Health Clinics
 - » Services provided: chiropractic care, massage therapy, sports medicine, nutritional counseling, health histories and consultations, physical examinations, clinical laboratory studies, digital X-ray studies, physiological therapeutics, trigger point therapy, postural and biomechanical assessments, stabilizing orthotics, and therapeutic exercise and self-care instruction
 - » Four locations: Gresham, East Portland, University of Western States Campus Health Center and Imaging Center of University of Western States
- + Accreditation
 - » Regional accreditation
 - University of Western States is accredited by the Northwest Commission on Colleges and Universities.

Accreditation of an institution of higher education by the Northwest Commission on Colleges and Universities indicates that it meets or exceeds criteria for the assessment of institutional quality evaluated through a peer review process. An accredited college or university is one that has available the necessary resources to achieve its stated purposes through appropriate educational programs, is substantially doing so and gives reasonable evidence that it will continue to do so in the foreseeable future.

Institutional integrity is also addressed through accreditation. Accreditation by the Northwest Commission on Colleges and Universities is not partial but applies to the institution as a whole. As such, it is not a guarantee of every course or program offered or of the competence of individual graduates. Rather, it provides reasonable assurance about the quality of opportunities available to students who attend the institution.

Inquiries regarding an institution's accredited status by the Northwest Commission on Colleges and Universities should be directed to the administrative staff of the institution. Individuals may also contact:

Northwest Commission on Colleges and Universities
8060 165th Ave. NE, Suite 100
Redmond, WA 98052
425-558-4224

Accreditation by the Northwest Commission on Colleges and Universities refers to the institution as a whole.

- » Doctor of chiropractic program
 - The doctor of chiropractic degree program at University of Western States is awarded programmatic accreditation by the Council on Chiropractic Education.

Council on Chiropractic Education
8049 N. 85th Way
Scottsdale, AZ 85258
Phone: 480-443-8877

Brand platform *continued*

Academics

University of Western States offers an integrated health care education through evidence-informed curricula grounded in our dedication to the most up-to-date research and practices across all programs, from doctor of chiropractic to graduate studies in human nutrition and functional medicine, sport and performance psychology, exercise and sport science and sports medicine.

Brand platform *continued*

Value proposition

Functional benefits:

- + University of Western States provides rigorous, evidence-informed health care curricula that prepare health professionals for a successful career in the emerging health care environment.
- + University of Western States provides its curricula in an innovative and cost-effective manner to accelerate student learning and professional development.

Emotional benefits:

- + University of Western States offers a diverse and inclusive learning environment that mirrors the communities that graduates will serve in their professional careers.
- + University of Western States teaches a patient-first philosophy that resonates with modern health care consumers.

Self-expressive benefits:

- + University of Western States graduates are prepared to take on the challenges of a constantly evolving health care structure.

Brand platform *continued*

Differentiators

Differentiators include attributes and market perception — how the university is different from its competitors. What tangible attributes does University of Western States possess that others would love to have? Universities describe themselves in the same way. Are there attributes that University of Western States takes for granted? Which attributes are uniquely University of Western States? They should be supported by proof points — not typical academic talking points that any school can apply.

Differentiator elements

How can University of Western States be positioned to emerge as the undisputed leader in chiropractic and integrative health?

- + We must focus on what University of Western States does best and what the audiences care about most.
- + We must unambiguously position University of Western States as an institution that teaches evidence-informed inquiry based on research, the practitioner's experience and the input of the patient or client.
- + We must secure testimonials from working professionals to bolster claims.

Brand platform *continued*

Personality

Tone refers to the copywriting style used in the communications environment — from the website to admissions enrollment marketing. As stated earlier, many audiences are interested in University of Western States. Some have shared reasons for their interest, and some have very different reasons. With this in mind, we must be sensitive to how copywriting content is constructed.

Personality elements

- + A comprehensive University of Western States writing style guide must be developed that includes a lexicon and direction for writing to specific audiences. It must be expanded into a useful, more robust document.
- + A formal tone should be used on the website (home and landing pages), in advancement materials (from the office of the president, in pieces to major donors and foundations, and materials promoting planned giving), in donor communications and in communication from the office of the president — no contractions.
- + An informal (casual) tone should be used in printed advertising and brand marketing campaigns.

Writing approach/themes

- + Accessible
- + Inclusive
- + Contemporary
- + Persuasive
- + Invitational
- + Thought-provoking
- + Inspiring/uplifting
- + Persuasive

Lexicon

- + A *lexicon* (words and phrases) specific to University of Western States must be developed and used to differentiate the brand. As stated earlier, too many universities say the same thing and use the same terminology to describe their environment.

Observations and rationale

- + Current admissions enrollment materials do not present an image of a unified university. University of Western States must apply a creative strategy that is inclusive of all of its elements while giving sub-brands the ability to breathe and stretch out under the institutional brand.
- + The university should take steps to avoid typical academic jargon — “a university is a creative factory” — and to communicate in a distinctive voice.
- + Most peer universities have not developed a consistent copywriting tone. The challenge posed by poor content curation — many voices writing and curating specific niche material — results in inconsistent tone, voice and adherence to the institution’s key messages.

Brand platform *continued*

Audit/discovery and references

Institutional history

University of Western States has been the leader in integrating health and science since 1904, beginning as the second-oldest chiropractic educational program in the world. Today, University of Western States provides a comprehensive curriculum developed from more than a century of research and experience providing effective health care services and professional health sciences education. University of Western States is also one of the oldest universities in Portland, Oregon.

Mission

To advance the science and art of integrated health care through excellence in education and patient care.

Vision

Quality of life and wellness are advanced through transformative education and health care.

Core values

- + Student success
- + Faculty and staff engagement
- + Integrated health

Motto

“For the good of the patient”

At the core of university decision-making is the greater professional responsibility to the patients who ultimately benefit from the fulfillment of the university mission through integrated health care.

Brand platform *continued*

Ensure that all communication projects are on-brand

Brand managers and creative partners must evaluate each item. Assess the effectiveness of each project to track back to the following questions.

- + Does the project reflect the brand purpose?
- + Does the project communicate the brand positioning?
- + Are solutions presented for audience brand desires?
- + Are brand differentiators made clear?
- + Is the brand voice correct?
- + Are brand attributes included?
- + Are brand principles made clear?
- + Does the brand style achieve visual identity goals?

Obviously, every communication cannot comprise all of these aspects, but the brand standards bar must be set so high that every communication should strive to do so.

Messaging system



W&S

Messaging system

Overview

An *institutional messaging system* explains what University of Western States stands for at a very high level. Think of it as messaging that guides the master brand, campuswide. It outlines how top-of-mind issues must be expressed in written and verbal communications — memorable content to be used throughout all touchpoints to bring a story to life and ensure consistency across all channels.

The outcome will be assurance that touchpoints created for each respective sub-brand will include content that is in agreement with key points of the institutional messaging and the ability for the internal University of Western States marketing and communications staff to manage the brand more effectively.

The system begins with identifying target audiences, their top-of-mind issues and their decision-making process. Issues they care about (care-about) most deeply are then linked to key differentiators. From there, messages are backed up with talking and proof/pride points (facts).

The following elements will be developed within the messaging framework:

- + University of Western States purpose
- + Institutional market positioning
- + Target audiences
- + Audience care-about
- + Key message.
- + Talking points that add more detail to the benefits
- + Proof points that put the benefits into context for the audience

Value of a messaging system

A clearly articulated messaging system contributes to accomplishing the following:

- + Strengthen and solidify the university's market position
- + Help elevate brand reputation from regional to national prominence
- + Increase pride among enrolled students, alumni, faculty and the extended community

Messaging system *continued*

Desired outcome

Myriad elements influence a market position and the perception of a brand relative to competing universities. The objective is to occupy a differentiated position in the audience's mind. For the purpose of the institutional messaging system, we must identify the competitive landscape and the prospective student mindset and then construct a university profile that works to influence audience perception.

Writers will use the institutional messaging system as a guide to develop all institution-based communications, such as admissions, enrollment campaigns, advertising, alumni and student stories, universitywide marketing materials, presentations, news releases and speeches.

Application of the system ensures consistent on-brand communications and enables a cohesive communications strategy.

How to use the system

The institutional messaging system is used as a check-and-balance reference tool, enabling writers to clearly articulate:

- + The University of Western States market position as it relates to a specific target audience
- + Unique points of difference that enable University of Western States to stand apart from competitive universities
- + How to persuade the audience to think about University of Western States only within the market category

Messages can be used verbatim; however, to maximize brand impact, they should be creatively executed in a way that is appropriate to the specific communication purpose and audience. For example, the content and tone when addressing audiences not familiar with University of Western States would be executed differently than when speaking to an alumnus.

Note: This messaging system is a living document. As the university evolves, so should the messaging. Certain elements of the system should be updated by the University of Western States marketing and communications department and circulated to stakeholders as needed.

Messaging system *continued*

Market position

University of Western States is a forward-looking integrative health care institution in North America, and its evidence-informed graduate and doctoral programs are known for their academic rigor and value.

A university *profile* (overview) summarizes its unique market differentiation — think of it as a cogent big-picture perspective. A concise profile helps organize basic information about University of Western States and how it compares with competitive schools.

Institutional profile

University of Western States offers a world-class, integrated health care education and provides an evidence-informed approach to health and wellness. Our graduates deliver high-quality health care based on science, the professional's skill and knowledge, and the preferences and experiences of the patient or client.

The university is in the forefront of an emerging, whole-person philosophy of health care by offering a variety of health and wellness educational programs. As a leader in health sciences education since 1904, University of Western States provides integrated, evidence-informed curricula grounded in our dedication to current research and practices. The commitment spans all of our graduate and professional programs: chiropractic health care, human nutrition and functional medicine, diagnostic imaging, exercise and sport science, sport and performance psychology, and sports medicine.

Messaging system *continued*

Target audiences (institutional)

With clearly identified (segmented) target audiences, we can focus communications more precisely and avoid one-size-fits-all messaging that has little relevance to any specific target.

As mentioned earlier, audiences care about the university — sometimes for many of the same reasons and sometimes for very different reasons. An audience care-about is also referred to as a key decision influence. We must identify the needs of each audience to develop specific content.

Institutional audiences include

- + Graduate program prospects
- + Alumni
- + Faculty and staff
- + Academic landscape
- + Media (health education focused)
- + Financial contributors and corporate sponsors
- + Patients

Alumni details*

- + Total alumni worldwide: 5,529
- + Total alumni on the West Coast (Oregon, Washington, California): 2,990, or 54.08 percent
- + Total alumni within the United States (excluding the West Coast): 1,650, or 29.84 percent
- + Total international alumni (excluding Canada): 105, or 1.90 percent
- + Total Canadian alumni: 506, or 9.15 percent

Faculty and staff details

- + Full-time faculty: 38
- + Part-time faculty: 78
- + Full-time staff: 128
- + Part-time staff: 171

*as of Winter 2018

Messaging system *continued*

Academic landscape details

- + Comparable health care institutions: Bastyr University, Logan University, Southern California University of Health Sciences, National University of Health Sciences and Maryland University of Integrative Health

Media details (health care focused)

- + Forward-thinking health care commentators and experts on social media (top 10)
- + Non-medical health care publications (top 10)
- + Chiropractic publications and magazines
- + Higher-education publications

Financial contributors and corporate sponsor details

- + Alumni donors
- + Friends of the university (primarily non-alumni DCs)
- + Faculty, staff and board
- + Corporations (almost exclusively chiropractic, supplement and insurance companies)

Patients

- + 50.5 percent of patient population is female
- + All ages served; 20.8 percent of population served is 25 to 29 years old, 18.35 percent is 25 to 44 years and 16.10 percent is 18 to 24 years old
- + Active, health-minded individuals who like alternative health care

Messaging system *continued*

Audience care-about

Each audience needs or wants what you have to offer — sometimes for many of the same reasons, and sometimes for very different reasons. An audience care-about can be described as a key decision-making influence. Care-about are the primary desires and concerns used to motivate a consideration to select one university over the other, to donate or for the media to take interest. What does each audience want to accomplish? What are their specific pain points? In this section, we identify the needs of each audience so that communications content can be developed that directly addresses the issues audiences care about most.

Program audience care-about

- + Chiropractic program prospect care-about
 - » Evidence-informed/science-based program
 - » Portland location
 - » Academic reputation
 - » National board scores
- + Human nutrition and functional medicine program prospect care-about
 - » Program emphasis on functional medicine
 - » 100 percent online
 - » Flexibility of scheduling
 - » Collaboration with the Institute for Functional Medicine
- + Exercise and sport science program prospect care-about
 - » 100 percent, online
 - » Focus of program
 - » Length of program
 - » Flexibility of scheduling
- + Sport and performance psychology program prospect care-about
 - » Ability to do coursework online
 - » Focus of program
 - » Length of program
 - » Flexibility of scheduling
- + Sports medicine program prospect care-about
 - » Hybrid format (online and on campus)
 - » Focus of program
 - » Length of program
 - » Hands-on opportunities
- + Online student prospect general care-about
 - » “You simply can’t find such specialized programs anywhere else,”
 - » “The reputation of University of Western States and the fact that it has an actual physical campus gives me a high level of confidence that the online curricula are rigorous, well-designed and respected.”

Messaging system *continued*

+ Alumni care-about

- » “I want to feel good about my degree and be able to recommend University of Western States to other interested students.”

+ Faculty and staff care-about

- » “I believe in the school’s mission and want to help make that vision grow and thrive.”

+ Academic media care-about

This group keeps a watchful eye on how the university evolves compared with its peers in the competitive landscape.

- » “Is the university pursuing a scientific way of presenting its material?”

+ Financial contributor and corporate sponsor care-about

- » Transparency: “I want to know that my contributions are being used efficiently and effectively for their intended purpose.”
- » Outcomes: “I want to know that my contributions are making a difference.”
- » Institutional strength and integrity: “I want to donate to a strong and thriving university with a proven record of success among key measure points.”

+ Clinic patient care-about

- » “I have pain associated with an accident or trauma and am seeking alternative health care for pain relief and management.”
- » “I am trying to feel better and am ready to contribute to my health and change my lifestyle.”
- » “The University of Western States Health Clinics provide complementary health care and wellness for my chronic disease.”

Messaging system *continued*

Institutional messaging strategy

Brand purpose statement

A *brand purpose statement* is critical to guiding marketing communications. It is similar to the university's mission statement — a prompt to remind stakeholders why University of Western States exists. It is a high-level thesis: an internal statement — never published for the outside world but applied to guide marketing decisions, messages and materials. The statement identifies what external audiences should expect from interactions with the university as a whole. It begins with the phrase “We exist to...” or “We believe...”

University of Western States' brand purpose statement

University of Western States exists to educate health professionals in evidence-informed, whole-person health and wellness.

Tagline (institutional) and manifesto

push forward

World-class health care exists because of excellent health care professionals. Health care extends beyond science. Empathy, relationships and communication combined with evidence-informed approaches are required to deliver whole-person, patient-centered care.

Today's integrated health systems are as complex as they are nuanced. Students never lose sight of why they chose their path: to realize the transformative power of education and training that enriches their experiences and improves the lives of their patients.

We are University of Western States. We are leading the evolution of health care education. One graduate at a time. One patient at a time.

And there's no telling how far our graduates will push forward.

Messaging system *continued*

Institutional messaging system

Primary message

University of Western States is leading the evolution of health care education based on an evidence-informed, patient- and student-focused approach.

Benefits

- + Students are taught the latest research and evidence-informed, whole-person approaches to delivering integrative health care.
- + A University of Western States education prepares students to work alongside other health care providers for the good of the patient or client.
- + University of Western States' rigorous academics ensure that students can go on to have successful careers in their chosen fields.

Talking points

- + University of Western States is a leader in evidence-informed health care education.
- + The faculty at University of Western States are committed to evidence-informed and student-centered approaches.
- + Students come to University of Western States because of its rigorous, integrated and evidence-informed curriculum.

Proof/pride points

- + Evidence-informed health care education
 - » The evidence-informed approach to whole-person care combines research, strong academics, doctor's knowledge and the inclusion of the patient's or client's personal evidence in pursuing courses of treatment.
- + Patient-and student-focused
 - » Students learn from experienced faculty working in the field. This allows students to get real-world knowledge to treat patients more effectively and with a relationship-centric approach.
- + Rigorous, integrated curriculum (DC)-focused
 - » The University of Western States curriculum is structured to establish knowledge bases that build on one another and that integrate concepts and skills across the basic sciences and the clinical and chiropractic sciences; they are ultimately applied to patient care.
- + Rigorous, integrated curriculum (non-DC)
 - » The University of Western States curriculum is structured to establish knowledge bases that build on one another and that integrate concepts and skills across the basic sciences, and the clinical and social sciences; they are ultimately applied to patient care.

Messaging system *continued*

Supporting message no. 1

University of Western States graduate and doctoral programs encompass a number of health sciences fields, bringing a wider array of evidence-informed disciplines to students seeking career growth in modern health care.

Benefits

Online program-specific

- + Our online programs are designed with the same well-reasoned curricula and academic rigor as our on-campus programs.
- + University of Western States offers flexible degrees that enable a work/life balance whether you are a full-time student or a working professional.

DC program-specific

- + Chiropractic students can save time while specializing in their field by taking a master's program concurrently with the DC program.

General

- + Faculty are from diverse backgrounds and are considered experts in their fields, enabling students to learn from real-world experiences.

Talking points

Online program-specific

- + Students can get a Master of Science in as little as two years.
- + Students can study at their own pace while being assured that the curriculum is relevant and rigorous.
- + The online community provides a high level of engagement, cross-collaboration and networking with working professionals around the world.

DC program-specific

- + Dual degrees available to chiropractic students include human nutrition and functional medicine, sport and performance psychology, exercise and sport science, and sports medicine.

Messaging system *continued*

Proof/pride points

+ Program offerings

- » University of Western States is the only institution where you can obtain an accredited Master of Science in human nutrition and functional medicine.
- » Courses in the sport and performance psychology program incorporate sports-based psychology, opening doors for students seeking sports-specific psychology careers.
- » Chiropractic students in the sports medicine program have opportunities to treat athletes from local high schools and sports teams.
- » Concentrations in the exercise and sport science program, which include nutrition and health and wellness promotion, allow students a more specialized degree option.

+ Cost-effective (online programs)

- » Online U awarded three rankings to University of Western States based on affordability: #5 most affordable sports psychology master's program (2018), #9 most affordable exercise science master's program (2018) and #24 most affordable online nutrition degree.

+ Evidence-informed health care education

- » The evidence-informed approach to whole-patient care combines research, the practitioner's knowledge and the inclusion of the patient's or client's personal evidence in pursuing courses of treatment.
- » Ninety-three percent of University of Western States students feel that they are being prepared in their education to use evidence-informed management strategies in providing care to patients or clients.
- » Continually reviewed and updated with new research and findings, the HNFM curriculum is clinically applicable and backed by scientific evidence.

+ Diverse student population

- » The University of Western States culture of diversity and inclusiveness for its students, faculty and staff mirrors the diverse populations graduates will serve in their professional lives.
- » University of Western States has 216 international students, as of 2017, the eighth highest in Oregon—more than many top state universities.

Messaging system *continued*

Supporting message no. 2

University of Western States combines a rigorous education with multifaceted research, materials and methods that are essential in a modern, integrated health care system.

Benefits

- + Programs are specifically constructed to provide a comprehensive education that is specific and unique to student needs.
- + Programs are designed to enhance the breadth of student health care knowledge to help them further their careers.
- + Faculty present coursework in an engaging learning environment that features an expert support network to reinforce clinical and academic skills.

Talking points

- + At University of Western States, we believe that the way education is delivered is almost as important as the material being presented.
- + University of Western States is committed to embracing new and proven education methods, best practices, technologies and systems to provide students with maximum flexibility while still delivering a high-quality education.
- + Students are prepared to excel in chiropractic licensure exams.

Messaging system *continued*

Proof/pride points

- + Online program
 - » GradSource recently ranked the Master of Science in human nutrition and functional medicine degree as the fourth best online school for nutrition.
 - » Video lectures and conferencing with professors allow for the small-school feel in online classes.
 - » The University of Western States master's in sports medicine program was ranked No. 1 by BestColleges.com.
 - » BestColleges.com ranked the university's HNFM program the No. 2 online school for nutrition education.
 - » AffordableColleges.com ranked the online sports medicine program as ninth in the nation.
- + Academic rigor (hands-on and field practice opportunities)
 - » Hands-on training is emphasized in the sports medicine program. An essential part of the program is field experience working with local sports teams and multilevel athletes and at rehab clinics during labs and practicum.
 - » Of 109 graduates, 30 percent (33) graduated (Winter 2017 from all programs) with honors.
 - » University of Western States' anatomical sciences building is a modern facility specifically designed to provide each chiropractic student with hands-on, full-cadaver dissections.
- + Collaborations
 - » University of Western States collaborates with leaders in the health care field to provide students with interdisciplinary experiences. Examples include the Institute for Functional Medicine, the Association for Applied Sport Psychology, the Oregon Collaborative for Integrative Medicine, Oregon Health & Science University and Veterans Affairs rotations.
- + University of Western States faculty
 - » The HNFM faculty and support staff hold advanced degrees in a variety of fields and have experience in many wellness-focused disciplines, including nutrition, functional medicine, food science, biochemistry, epidemiology, social work, naturopathy and public health.
 - » The sports medicine faculty are working professionals who have experience treating athletes of all levels. Our faculty boasts of instructors with the highest levels of clinical and educational experience: four have been doctors at multiple Olympic Games, two have been employed at U.S. Olympic training centers, one has been the medical director of the U.S. Olympic Training Centers leading all U.S. teams in competition and academically we have four instructors with doctorates in their field of clinical expertise.
 - » The SPP faculty is composed of recognized leaders in the field of applied sport psychology who have experience in the classroom and private practice. Students are provided with diverse learning opportunities from professionals with established careers and experience as Certified Mental Performance Consultants through the Association for Applied Sport Psychology.
 - » On average, each ESS faculty member has been teaching in their field for more than 12 years, and most continue to work outside academia in professional settings as well.
- + Board exam scores – and preparing students for licensure
 - » The overall pass rate in the doctor of chiropractic program has been consistently above the performance target — a 98 percent pass rate in 2016.

Messaging system *continued*

Supporting message no. 3

University of Western States educates students to provide high-quality health care for the good of their patients and clients.

Benefits

- + Students learn to promote healing through noninvasive methods rather than aggressive treatments in the University of Western States Health Clinics.
- + Students learn a relationship-centric care that is becoming more prevalent as health care evolves.
- + Incorporating the patient's own experience, current medical research and the practitioner's training leads to a higher level of trust and insight, resulting in better patient outcomes.
- + The patient-first philosophy appeals to many forward-thinking health care practitioners who want to treat people like they themselves would want to be treated.

Talking points

- + University of Western States faculty and staff advocate patient-first every day. The philosophy is deeply ingrained in our approach to health care education.
- + Our patient-first philosophy puts University of Western States at the leading edge of the health care evolution, and students want to be part of that wave.
- + Patients and clients recognize this evolution and are actively seeking practitioners who employ the patient-first philosophy.

Proof/pride points

- + Relationship-centric care
 - » The HNFEM curriculum provides content related to case management, practice management and the development of an effective therapeutic partnership with the patient or client.
- + Evolution of health care with patient-first
 - » Specializations available at University of Western States allow students to tailor their education to fit their career needs.
 - » Students can get the added value of receiving two degrees simultaneously, which is not offered by many schools.
 - » The evidence-informed approach to whole-patient care combines research, strong academics and the inclusion of the patient's or client's personal evidence in pursuing courses of treatment.
- + Student-and patient-first philosophy
 - » Patient satisfaction surveys in University of Western States Health Clinics are more than 90 percent satisfied.
 - » Hands-on training is provided in local clinics to prepare students for practice. Every student intern has a licensed chiropractic physician who serves as a mentor in the clinic-system.
 - » The chiropractic clinic-system offers students a range of opportunities to work with all types of patient populations.
 - » The sports medicine program offers numerous opportunities for hands-on experience working with athletes in 17 sports at a variety of venues.

Messaging system *continued*

Messaging lexicon

A lexicon (words and phrases) specific to University of Western States must be developed and used to differentiate the brand. As stated earlier, too many universities say the same thing and use the same terminology to describe their environment. The following list will continue to evolve.

Words and phrases (proposed)

- + Evidence-informed
- + Whole-person
- + In service to the patient and the student
- + Relationship-based health care
- + Forward-thinking health professionals
- + Integrative health
- + Therapeutic relationship

Messaging system *continued*

Elevator pitch

An *elevator pitch* is a verbal introduction of one person to another person or to a group of people. It is a brief introduction that explains why University of Western States exists. It is a prepared speech used in response to someone asking, “So, what do you do?” or “Tell me about your school.”

It is important for all people in the organization to confidently and clearly articulate their role at University of Western States and the university’s institutional focus. The goal is to craft a pitch that can be recited in the time it takes to ride an elevator three to four floors.

University of Western States pitch

Introduction University of Western States is an established health sciences institution that is committed to educating health care practitioners in a number of whole-patient disciplines.

What we do We provide evidence-informed education to enable practitioners to become key leaders in of the health and wellness profession.

Who we are We are a nonprofit, regionally accredited, private university comprising a diverse student body and offering highly focused graduate programs in the areas of chiropractic, functional medicine, nutrition, exercise and sport science, sports medicine, sport and performance psychology and diagnostic imaging.

What we’re known for We are known for our evidence-informed approach to whole-patient care that combines research, strong academics and the inclusion of the practitioner’s knowledge and the patient’s or client’s personal experience in pursuing courses of treatment and evolving the way health care is administered. This is underscored by our network of clinics, where professionals and interns serve the local community.

Where we’re located We are located in Portland, Oregon, in the beautiful Pacific Northwest, and we offer our doctoral and master’s programs on campus and online.

Conversational version

University of Western States is a leading health sciences institution committed to educating health care practitioners in whole-patient disciplines through an evidence-informed approach.

We are a nonprofit, regionally accredited, independent university comprising a diverse student body. We offer highly focused graduate degree programs in the areas of chiropractic health care, functional medicine, nutrition, exercise and sport science, sports medicine, and sport and performance psychology, along with Health Clinics, where professionals and interns serve the needs of the local population.

Messaging system *continued*

UWS editorial guidelines

Overview

The following editorial guidelines help ensure consistency of university reports, meeting minutes, policies and other university documents. All university documents should follow these guidelines. The marketing and communications department would like to edit all external documents and would be happy to edit internal documents too.

All marketing materials should be requested from the marketing and communications department.

All content should be written in AP style. If a specific rule is not listed in these guidelines, please refer to the AP Stylebook.

- + DO NOT capitalize programs (i.e., doctor of chiropractic *not* Doctor of Chiropractic)
- + DO NOT capitalize departments (i.e., office of the president *not* Office of the President)
- + DO NOT *use* superscript (i.e., 2nd *not* 2nd)
- + DO NOT use dates (i.e., January 12 *not* January 12th or January 12th)
- + DO NOT use an Oxford comma before “and” (i.e., “I like apples, oranges and bananas” *not* “I like apples, oranges, and bananas”)
- + DO NOT include “:00” on times (i.e., 11 a.m. *not* 11:00 a.m.). Anything besides “:00” is acceptable (i.e., 11:30 a.m., 2:50 p.m.)
- + ALWAYS include periods with abbreviations (i.e., a.m. *not* am, AM or am.)
- + EXCEPTION to prior rule: when using “DC” to abbreviate “doctor of chiropractic”, DO NOT use periods (i.e., DC *not* D.C.)
- + ALWAYS include specific credentials of a doctor after their name (i.e., Harry Potter, DC). Note: Use “Harry Potter, DC”, when you first introduce the doctor, but every time they are mentioned after the initial introduction use “Dr. Harry Potter.”
- + ALWAYS spell out numbers lower than 10 unless it is a date, time, or percentage (i.e., four dogs, nine cats, July 3, 1 p.m., 5 percent)
- + ALWAYS use the phone number format XXX-XXX-XXXX; DO NOT use parenthesis or periods (i.e., 503-847-2558 *not* (503) 847-2558 or 503.847.2558)
- + ALWAYS write “health care” as two words (i.e., health care *not* healthcare)
- + ALWAYS use a numeral for percentages and spell out “percent” in a sentence (i.e., 5 percent *not* 5% or five percent; do not use % unless in a table)

Design applications



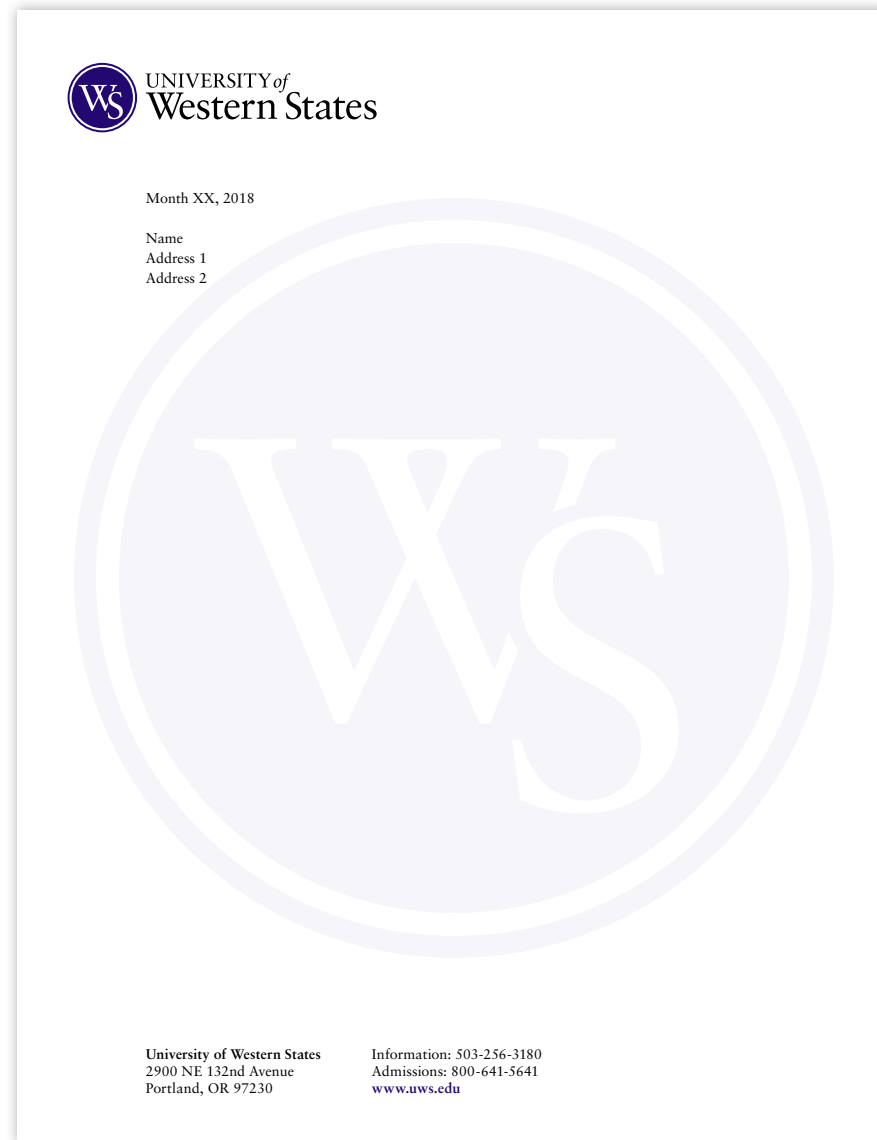
W&S

Stationery system – business card

Templates have been created for University of Western States business cards. To ensure production quality and consistency, business cards should be requested from the marketing and communications department.



Stationery system – letterhead



Stationery system – envelope



2900 NE 132nd Avenue
Portland, OR 97230

www.uws.edu



Promotional items





For questions or clarifications about any portion of these brand identity guidelines, please contact:

Megan Nugent

Director of Marketing
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2900 NE 132nd Avenue
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