



COUNCIL PAPER

TO	Members of Council
FROM	Vice-Chancellor, Professor Grant Guilford
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DATE	23 July 2019
SUBJECT	Visual Identity Refresh
REF TO STRAT PLAN	See below
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Executive Summary

The purpose of this paper is to update Council about progress on the visual identity refresh and to finalise the approvals necessary to allow for a timely, coordinated and professional implementation.

Recommendations

That Council:

- 1) Approves the adoption of Te Herenga Waka as the University's new Māori name.
- 2) Approves the following faculty, school and central service unit names:
 - Wellington Faculty of Education
 - Wellington Faculty of Engineering
 - Wellington Faculty of Graduate Research
 - Wellington Faculty of Health
 - Wellington Faculty of Humanities and Social Sciences
 - Wellington Faculty of Science
 - Wellington School of Architecture
 - Wellington School of Business and Government
 - Wellington University International
- 3) Approves either Logo One or Logo Two presented in this paper.

Update on the Visual Identity Refresh

As part of the external communications plan discussed in the June Council meeting (and subsequently circulated to Council), we undertook a brief campaign to communicate the upcoming brand refresh to audiences in the Wellington region.

A cornerstone of the update was the 'our identity' website [<https://www.victoria.ac.nz/our-identity>], which began the process of explaining, testing and socialising the preferred new logo. Attention was drawn to this website through intranet copy, posts on Facebook and LinkedIn, letters to student leaders, stakeholders, the alumni newsletter, and a feature in the Dominion Post.

Subsequently, Council were provided two reports by email about the media interest and feedback generated by the campaign, which was at a low level compared to that generated by the prior name change proposal. [REDACTED]

[REDACTED]

Other work on the virtual identity refresh since the last Council meeting has primarily been focussed on:

- further discussions with mana whenua re Te Herenga Waka
- the re-naming of the principal outwardly-facing sub-brands
- the re-naming of Victoria Business School
- refinement of the new University logo
- development of other aspects of the brand architecture (including the look and feel of recruitment collateral and University signage)
- choice of the new website domain name for the University
- development of content for an up-coming international brand campaign
- developing project plans to ensure that Faculties and CSUs are ready for the upcoming changes

Adoption of Te Herenga Waka

At its May meeting, Council approved the adoption of Te Herenga Waka as the University's new Māori name, subject to further discussion with mana whenua. This additional korero was undertaken by Professor Rawinia Higgins. Unsurprisingly, it revealed a range of views about the name change with some supportive and some not so.

At its June meeting, Council confirmed its prior approval of the adoption of Te Herenga Waka as the University's new Māori name, subject to the Vice-Chancellor meeting with mana whenua. The Vice-Chancellor has now discussed the matter with key representatives of Te Atiawa and Ngati Toa in Wellington, including leaders of Port Nicholson Block Settlement Trust, the Palmerston North Māori reserve trust, the Wellington Tenth trust, the Pipitea and Waiwhetu Maraes and the Chair and Chief Executive of Ngati Toa. The meetings were held in a positive spirit and deepened understanding of the various perspectives. Much of the conversation focussed on how to improve the engagement between the University and—in their view—the relatively complicated mana whenua 'landscape' in Wellington. Discussion with the post-settlement entities focussed more specifically on the potential for shared business opportunities. Based on these conversations and the prior support expressed by staff and students of the University (including the DVC (Māori), Toi huarewa, Ngai Tauira, and Te Aka Matua), I am satisfied that there is a broad consensus in support of Te Herenga Waka as the University's new Māori name.

It is recommended that Council approves the adoption of Te Herenga Waka as the University's new Māori name.

University sub-brands

As discussed at the June Council meeting, we wish to strengthen the association between the main externally-facing sub-brands of the University and their location in Wellington. At that meeting, a list of the key changes being considered was provided. This list was grouped into four categories, tier one, tier two, no change and 'student groups'. The tier one list has been the focus of management discussions over the last month (see below). The tier two list is comprised of sub-brands over which there is no great urgency to change. Changes to these tier two sub-brands will be made at a pace that takes into account both the internal and external context.

No change lists

While our new visual identity emphasises the word 'Wellington' in our name, the word 'Victoria' will continue to play an active role in the life of the University.

A range of current names that have Victoria in them will not be changing. Our new identity will not affect:

- The University's legal name i.e. Victoria University of Wellington
- The presence of the University's legal name in the new logo
- The use of the University's legal name in academic publications e.g. research papers
- Colloquial names for the University e.g. 'Vic'
- The names of student groups, clubs or societies e.g. VUWSA (unless any wish to change their name)
- The names of rooms and buildings of particular heritage importance e.g. the Victoria Room and the Hunter Building
- The name of the alumni publication Victorious
- The names of groups such as the Hunter Club, the Victoria Legacy Club and the Victoria Benefactors Circle
- The name of the Research Trust of Victoria University of Wellington
- The current Māori names of faculties and of the Te Aro and Pipitea Campuses

Victoria International

The staff of Victoria International strongly support the inclusion of Wellington in the name of their unit. After much discussion, their preferred name is Wellington University International. The staff are confident that this name will resonate more strongly with prospective international students and agents. In addition, the international team of Victoria University in Melbourne is called Victoria International.

Consideration was given to just 'Wellington International'. Unfortunately, however, this was too similar to Wellington International Airport, especially when considering web searches using this term, which unerringly yield the airport as the first website impression shown.

As with other University names, Wellington University International will almost always be used alongside the University's main logo, which has the full University name. Marketing materials for international students will also have New Zealand as part of the university logo.

It is recommended that Council approves the following name:

- *Wellington University International*

Re-naming of the Victoria Business School

Following receipt of the Colmar Brunton work, which showed only nine percent of overseas students and 17 percent of overseas academics considered the Victoria Business School to be in New Zealand, the Pro Vice-Chancellor and management team have managed a thorough process to decide between three short-listed names. Feedback was sought from staff, students and advisory board members. There was widespread understanding amongst staff of the need for change. The VBS Faculty-level Advisory Board was unanimously in support at its latest meeting. The small number of students that attended a student forum on the topic gave positive feedback. However, that meeting was later followed by a letter from the leaders of the International Students Association, opposing the name change.

Following this process, Professor Williamson has recommended the name Wellington School of Business and Government. This name accurately reflects the current make-up of the Business School (which includes the School of Government) and is strategically important because it emphasises the key point of difference of an entrepreneurial capital city business school working at the intersection of business and government. [REDACTED]

It is recommended that Council approves the following name:

- *Wellington School of Business and Government*

Refinement of the new University logo

Logos help communicate identity and strategic positioning. They are just one part of an organisation's brand and their coherence with other components of the brand is important.

Modern university logos have been trending towards simplicity – preferring less fulsome crests, less clutter and plainer fonts that are seen as more enduring. A quick comparison of university logos is available on the "Our identity" website <https://www.victoria.ac.nz/our-identity> and in Appendix Two.

Logos in regular use are seen as a 'picture'. Only when logos are very new are the words of the logo analysed and 'read' as if they were a sentence of text. Pictures can repeat elements to gain emphasis, something you might not choose to do in a strand of text. This approach of repeating elements has been used in Logo One below and in the Manchester, Warwick and Wisconsin university examples in Appendix Three. It is an approach that can also be seen in the familiar logos of various other New Zealand organisations when one begins to look.

It is important that logos can be used in whatever environment is required, even where space is limited. Flexibility is necessary in the use of the component parts of a logo for different situations, governed by an organisation's official brand guidelines for consistency in application. As a result, it is important to think about a logo as a 'system' rather than just a 'device'. Brand systems provide the opportunity to manage branding effectively in situations such as viewing on mobile phones where space is very limited. An example is provided in the logos below, where in this case just the shield is used (see social media examples in Appendix Four).

Good progress has been made on design of a new logo for the University over the last few months and many of the logo elements are now agreed. At prior meetings Council has:

- approved a branding refresh that emphasises the word Wellington
- noted that the new logo should contain the full legal name of the University
- approved the new shield and crest
- approved the adoption of Te Herenga Waka (subject to the discussion above)
- noted that a preferred logo had emerged from the design process (Logo One below)
- and noted the intention to communicate this preferred logo as part of a brief campaign to highlight the upcoming changes and test the logo in the Wellington market

As mentioned above, the campaign produced a brief flurry of media and social media activity, [REDACTED]

[REDACTED] The majority of the negative comments focussed on the 'double Wellington' in the logo, the prominence given to the word Wellington versus Victoria, the prominence given to Māori versus British heritage and general critique of the logo design. As a result, management has been asked to provide Council with an alternative option for consideration alongside Logo One.

The alternative option remains in keeping with Council’s prior approvals and is labelled as Logo Two below.

LOGO 1



LOGO 2



The two logos have different strengths and weaknesses. Both logos have been professionally designed and both will contribute positively to the overall impact of the visual identity refresh and the University’s brand. Importantly, however, Logo One is more aligned with the long-term strategic imperative to place ‘Wellington’ at the heart of the University’s branding to create a distinctive identity on which to build a strong international reputation. It also places Te Herenga Waka at the top of the logo maintaining our current tradition of respectfully placing our Māori name first. The main concerns expressed about Logo One are noted above in the campaign feedback.

In contrast, Logo Two may have more acceptability to those preferring little change and it is a simpler design than that of Logo One, avoiding the repetition of the word Wellington. It may also perform better on smaller items of branding collateral (e.g. pens, etc.). Unfortunately, however, Logo 2 creates a competing emphasis between ‘Victoria University’ (shown first in the logo) and ‘Wellington’ (shown in the larger font), compromising the clarity of identity achieved in Logo One. It is also more likely to perpetuate the detrimental (in a brand sense) practice of abbreviating the University’s name to Victoria given this is the first word that appears in the logo.

It is very important that a final decision between these two logos is made at the July Council meeting to give management enough time to complete the programme of work required for the launch of communications and marketing campaigns in late 2019 and early 2020, in time for the national and international student recruitment cycles.

It is recommended that Council approves either Logo One or Logo Two.

Decisions on the new URL for the University

The choice of the new URL has not proven to be straight forward. Criteria were established to guide the decision as follows. The new domain should:

- establish authority/credibility
- reinforce brand identity
- be pronounceable and easy to relay
- be short but not too short (most domains are 6-14 characters)
- be memorable and intuitive to recall

[Redacted content]

[REDACTED]

[REDACTED]

[REDACTED]

Development of other aspects of the brand architecture

Design work is well advanced on the look and feel of University stationery, recruitment publications, recruitment collateral and University signage. Some draft examples of this material are provided in Appendix Five.

Development of content for up-coming international brand campaigns

The role of the international brand campaign is to build the University’s visibility, awareness and reputation with international academics and other higher education decision makers such as administrators, presidents and academic officers. The campaign will reflect the University’s research—the passion of its people and the impact of their work. Importantly it will highlight the University as the number one university in New Zealand for research quality.

There are three channels for this campaign—[REDACTED]. These are well-established in higher education and two of them issue international university rankings each year along with a range of other products.

A secondary objective of the campaign is to build awareness and reputation with prospective students and influencers, particularly through [REDACTED]

[REDACTED]

Work is currently underway with a group of leading professors to develop the 'creative' that will be relevant to our international audiences. Examples of previous brand campaign work are attached as Appendix Six. [REDACTED]

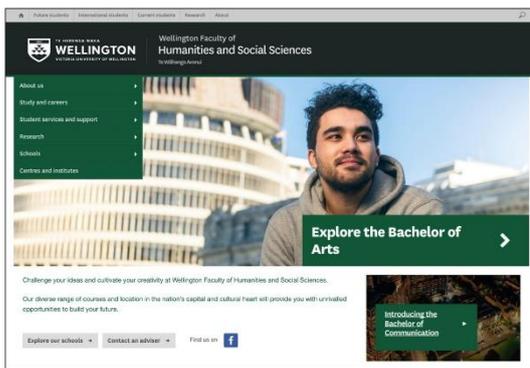
[REDACTED]

[REDACTED]

Appendix one

FACULTY WEB PAGE HEADERS

LOGO 1

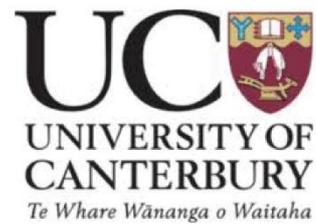


LOGO 2

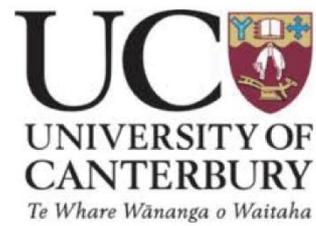


Appendix two

NEW ZEALAND UNIVERSITY COMPARISON, LOGO 1



NEW ZEALAND UNIVERSITY COMPARISON, LOGO 2



Appendix three

INTERNATIONAL UNIVERSITY COMPARISON, LOGO 1



Appendix four

ONLINE, LOGO 1

Desktop



Mobile



Social media profile picture



Facebook desktop



Instagram mobile



Homepage mobile



ONLINE, LOGO 2

Desktop



Mobile



Social media profile picture



Facebook desktop



Instagram mobile



Homepage mobile



Appendix five

GRADUATION AND CEREMONIAL, LOGO 1

Full crest logo (degree certificates)



Foil options for degree certificates



GRADUATION AND CEREMONIAL, LOGO 2

Full crest logo (degree certificates)



Foil options for degree certificates

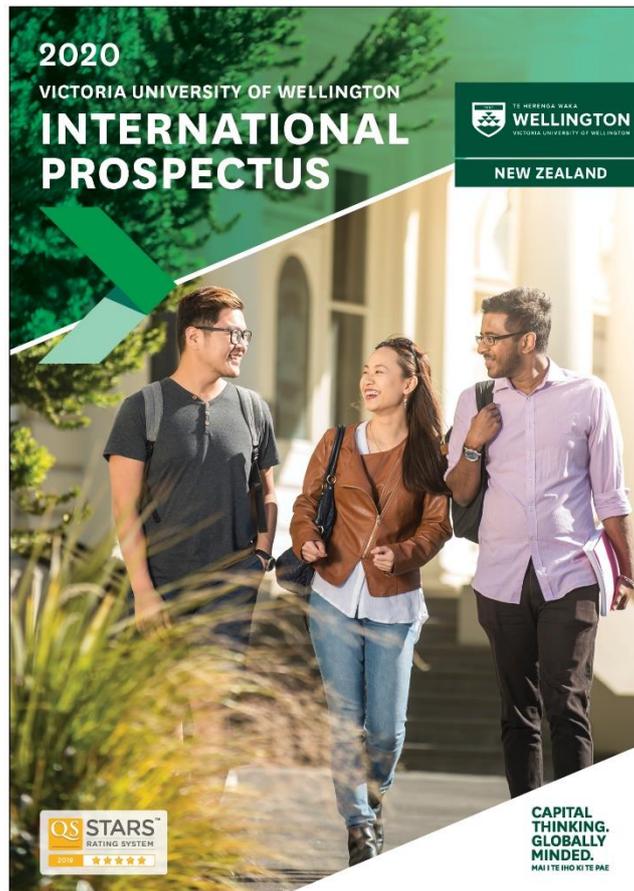


INTERNATIONAL, LOGO 1

National logo (international context example)



National logo (international context example)

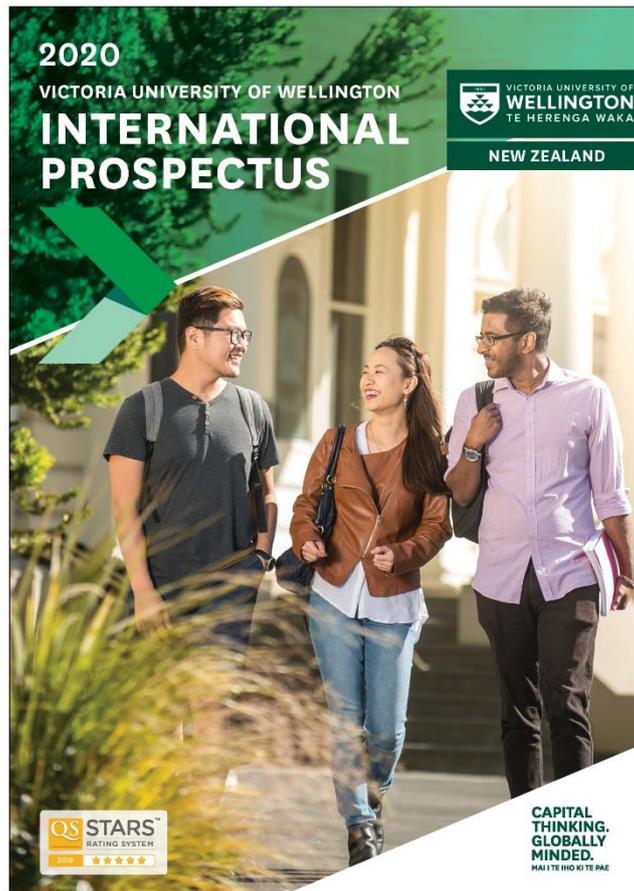


INTERNATIONAL, LOGO 2

National logo (international context example)



National logo (international context example)



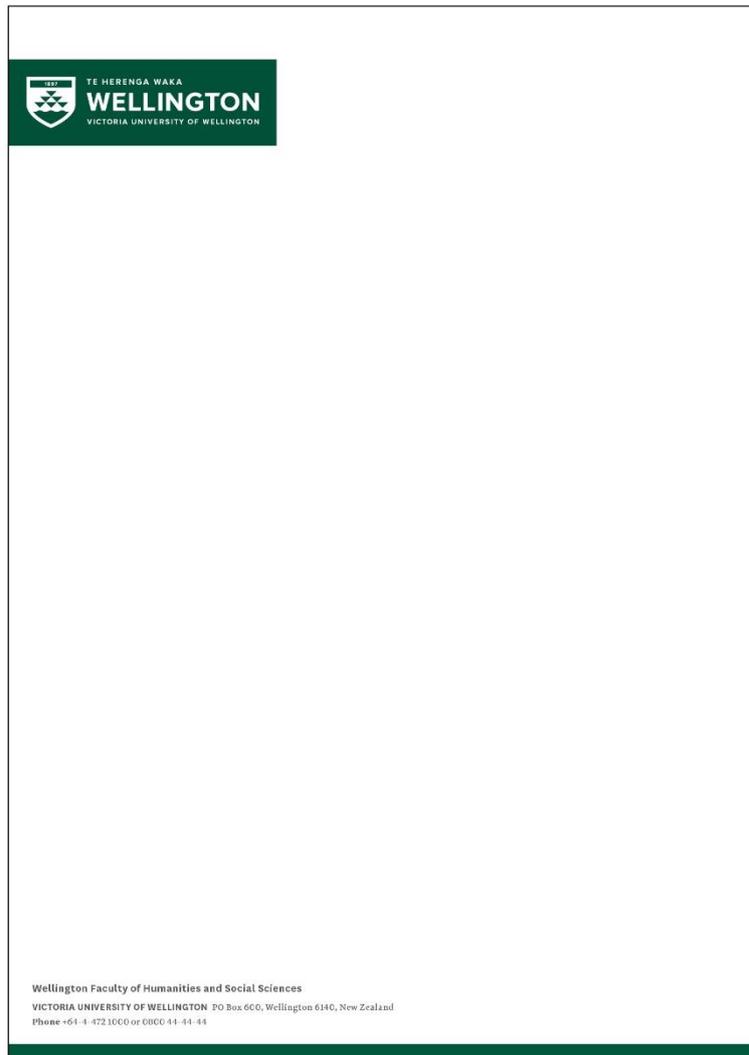
PUBLICATIONS, LOGO 1



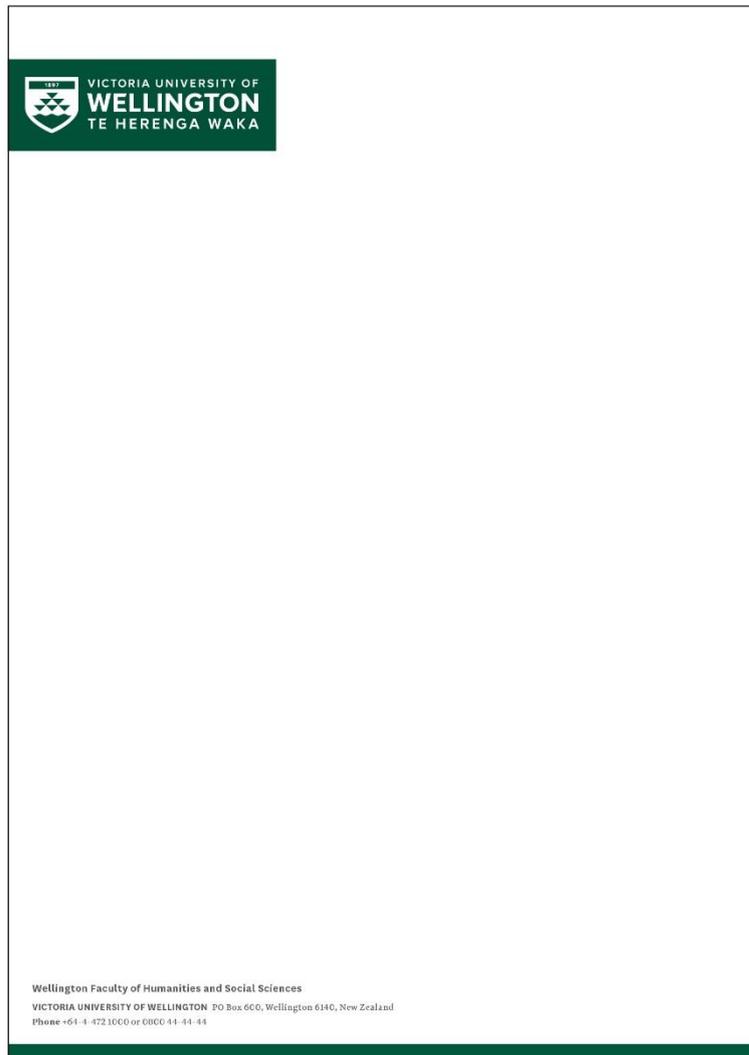
PUBLICATIONS, LOGO 2



STATIONERY, LOGO 1

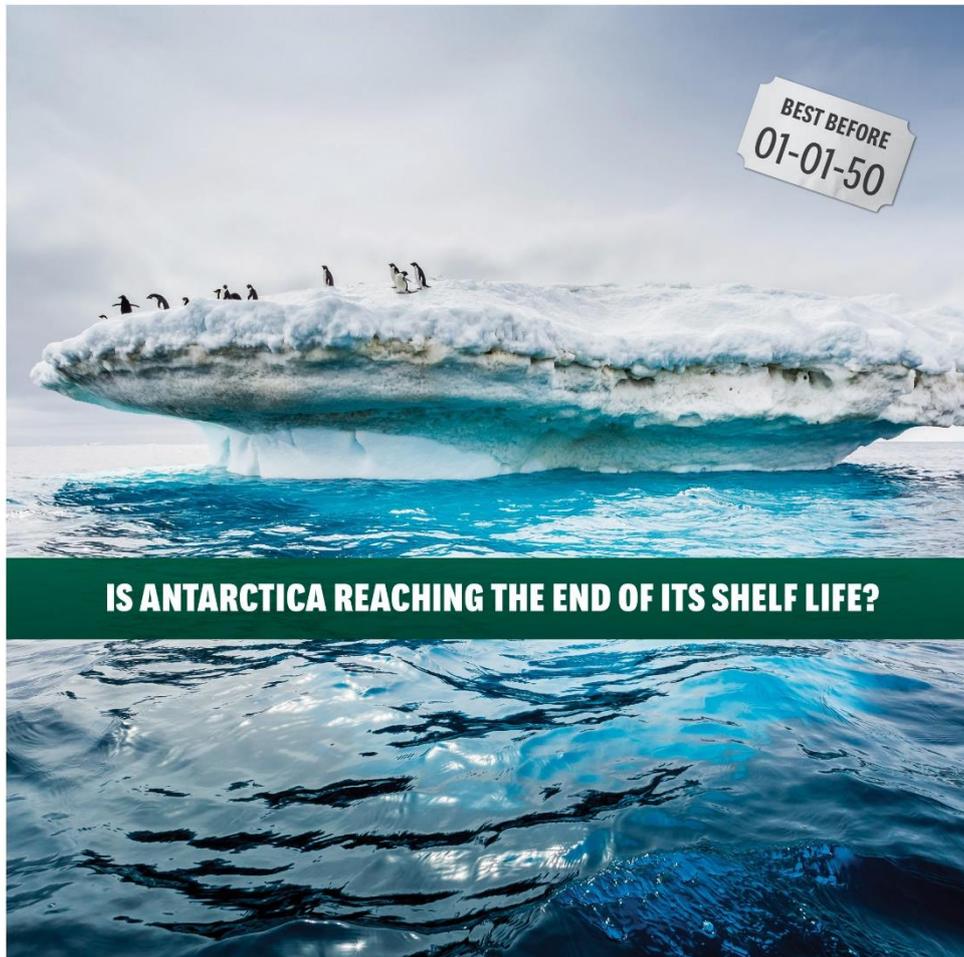


STATIONERY, LOGO 2



Appendix six

PREVIOUS BRAND CAMPAIGN EXAMPLES



Ice sheet computer modelling at Victoria University of Wellington is making a significant contribution to the science of climate change and its impacts on our world. If emissions of greenhouse gases continue at current rates, we know that the future climate will be 4 or 5°C warmer. This would affect Antarctica by the increasing temperatures causing ice to melt and sea levels to rise.

An increase of 2°C or more could result in sea levels rising by as much as 1 metre this century and many metres in centuries to come. How about an increase of more than 5°C? In this scenario, a larger amount of the Antarctic ice sheet would melt, up to 1.5 metres by 2100, eventually causing sea levels to rise by as much as 20 metres, and decision-makers in the Beehive would be swimming to work. Understanding how climate change affects Antarctica helps us understand how it will affect our world.

For more about world-leading thinking and research at Victoria, go to victoria.ac.nz

Capital thinking. Globally minded.



	
<p>Tax evasion of \$229,000 FINED</p>	<p>Welfare fraud of \$77,000 JAILED</p>
<p>IT'S NOT ABOUT THE COLOUR OF YOUR SKIN IT'S ABOUT THE COLOUR OF YOUR COLLAR</p>	

Most years, there are many more cases of tax evasion than welfare fraud. Research at Victoria University of Wellington shows we prosecute ten times more welfare fraudsters than tax evaders. When a serious financial criminal goes to court, the defence often cite the white-collar offender's good character, the damage to their reputation and that they will lose their position in society. Even so, in most cases, a mere 5 percent of the amount is repaid.

It's a very different story when it comes to blue-collar financial offences such as welfare fraud, which is much more likely to be repaid in full.

The potential gains from white-collar crime are high, with little reparation and short prison sentences. Victoria University's School of Accounting and Commercial Law's research shows that, in New Zealand, white collar crime actually does pay.

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