



MEMORANDUM

TO	Madeleine Setchell, Director of Communications, Marketing and Engagement
COPY TO	Simon Healey, Director of Strategic projects Simon Johnson, General Counsel
FROM	Professor Grant Guilford, Vice-Chancellor
DATE	13 March 2018
SUBJECT	Brand 2018 – Project Scope and Focus

Thank you for your memo of 1 March seeking clarification of the scope and areas of focus for the 'Brand 2018' project. As requested, please note the following clarifications, viewpoints and decisions.

Primary goals of the Brand 2018 project

The three primary goals of the Brand 2018 project are to:

- Better align the University's name/brand with our positioning as New Zealand's globally ranked capital city university and with our global-civic university vision
- Increase the clarity and distinctiveness of our name/brand internationally – an essential step in increasing global brand awareness



The principal downstream benefits expected from achieving these goals are enhanced international academic reputation, greater global research impact, improved international rankings, increased recruitment of international students, and improved ability to partner with leading international universities. Accordingly, the brand project supports Primary Strategies 1, 2, 5, and 6 and Enabling Strategies 1-5.

Scope of the Brand 2018 project

The broad areas of focus for the Brand 2018 project are:

- Simplification of the University's name
- Reconsideration of selected elements of the University's logo and style guide
- Consultation and market research on the preferred option(s)
- Considering the impact of the simplified name on sub-brands
- Advice on legal aspects of simplifying the name
- Promoting the University's preferred name/brand

The Brand 2018 project's scope does *not* extend to:

- Changes to the University's positioning or brand expression
- The activities and projects we undertake to bring to life our institutional distinctiveness e.g. academic distinctiveness themes, Te Reo, MOOCs etc.

The Know Your Mind Campaign –

Components of the Brand 2018 Project

The individual components included in the scope of the Brand 2018 project are outlined in more detail below.

Simplification of the University's Name

There is now good evidence that simplifying the current name of 'Victoria University of Wellington' to the 'University of Wellington' will meet the primary project goals listed above.

Specifically, the name 'University of Wellington' aligns effortlessly with New Zealand's capital city whereas 'Victoria University' does not. Similarly, civic universities (including global-civic universities) are first and foremost about their city and are prepared to tie their fortunes to those of their city. Wellington is our city – not Victoria. The University's low international brand awareness is not in keeping with its very high academic standards. Strong evidence has been gathered that suggests at least some of this international reputation vacuum is due to the lack of clarity and distinctiveness associated with our name.

[REDACTED]

Given the market research done to date, I am comfortable with the following:

- The university's name would be stated as the 'University of Wellington' rather than 'Victoria University of Wellington'.
- I'm not entirely convinced about the need to include the word 'The' as a part of the name. While there are some modest advantages, there are also disadvantages including added complexity and a potential impression of 'pomposity' that does not fit with a pragmatic civic university.
- Given our obligations under the Treaty of Waitangi, it is important we continue to use our Māori name in association with the 'University of Wellington'. I have consulted with the Deputy VC (Māori) and we are comfortable we can delete the words 'Te Whare Wānanga' from our Māori name. This deletion ends our association with the politically contested word 'wānanga' but preserves our association with Wellington through the words 'Te Ūpoko o te ika a Māui'.
- Professor Higgins and I also believe there may be merit in including the Māori translation of Victoria or 'Wikitōria' alongside but separate from 'Te Ūpoko o te ika a Māui'. The rationale for this is that it preserves the University's historic association with (and whakapapa to) the word 'Victoria'. In addition, the word 'Wikitōria' has been used for many years by Māori staff, students and stakeholders to describe the University and could potentially be used more widely in the future as more New Zealanders embrace te Reo.

Reconsidering of selected elements of the logo and style guide

Advice will soon be required from external agencies on the logo and style guide. However, the following preliminary conclusions will help guide the briefing of the agency.

- [REDACTED]
 - [REDACTED]
 - [REDACTED]
- [REDACTED]

[REDACTED]

- Given the importance of continuity when undertaking a simplification of the University's name, I do not believe it is the right time to make major changes to other elements of the University's brand guidelines including colours, fonts, the crest, general layouts etc.

[REDACTED]

Consultation and market research on the preferred name/brand option(s)

Thought is required to outline the best approach to stakeholder consultation and define the market research required on the preferred name/brand option(s) – over and above the Colmar Brunton work already undertaken off-shore. My sense is that two consultative phases are required – first a series of discussions with stakeholders examining the rationale for change (centering on our poor international brand performance) and secondly, more focused discussion of the preferred name/brand options.

The first phase is effectively already underway given recent discussions with Council, SLT, Heads of School, CSU Directors, leading professors and selected civic leaders. The feedback from these discussions and others to come will provide an important validation (or lack thereof) of the Project and will be an important go/no-go decision point.

Considering the impact of the simplified name on sub-brands

Simplification of the University name to the University of Wellington will orphan a number of sub-brands that include 'Victoria'. Some of these are significant business units of the University (e.g. Victoria Business School, VicLink, and Victoria University Press) and others are Trusts (e.g. Victoria University Foundation; Research Trust of Victoria) and student associations (e.g. VUWSA and numerous clubs and societies). Consideration will need to go into which of these sub-brands can be and should be changed and the timing of such changes.

[REDACTED]

[REDACTED]

[REDACTED]

Promoting the University's preferred name/brand

Once the preferred name/brand option has been identified, it will need to be promoted through both domestic and international channels. Advice will be required on the best approach to this including timing ('big bang' or 'incremental') and any variations for different market segments (international vs domestic) and stakeholder groups. It is possible information on the reason for the brand change may need to be prepared for external audiences as well as internal audiences to help stave off the almost inevitable criticism of 'tax payer' expenditure.

The key international channels for promotion will most likely include the publications of ranking agencies and various other higher education journals.

The ranking agencies will need to be formally informed of the change as will the research databases like Scopus and Web of Science to ensure the correct attribution of research publications and citations. The ranking agencies have a formal process for such name changes and our Library will need to play a key role in managing this change.

An early focus will need to be on updating the website. A more pragmatic approach could be taken to the refreshing of the current physical signage – noting that local audiences (around Wellington) will be unlikely to be confused by the gradual change over of physical signage.

[REDACTED]

[REDACTED]

Other operational work streams

As noted in your memo, there will be a range of other operational work streams that will need to be scoped including:

- Legal – [REDACTED]
- Human Resources – contracts, role descriptions and recruitment
- Library – especially research citations
- International engagement – rankings and partner relationships
- Alumni and Development – alumni and donor relations
- Graduation and qualifications
- IT and Research Office

Budget

The VC's 2018 budget will have limited freeboard for Brand 2018 and for the continuation of the branding work from 2016/17. Most likely, this will need to remain within a maximum spend of \$200K during 2018 with additional budget being made available in 2019.