



Mt. San Jacinto College

Brand Positioning Workshop presented by
Propeller Communications October 10, 2008

Visual and Verbal Position

Client: Mt. San Jacinto College

Date: 10/10/08

Branding

Branding is a promise, a pledge of quality. It is the essence of an experience, including why it is great, and how it is better than all competitor's offerings. It is an image. It is the intangible, but real, value of combinations of words, letters, symbols, and colors that are associated with an experience. It is the process in which the character of an institution is communicated. It includes any experience that a potential student, community leader or the community at large might have with the institution. (From logo, signage, architecture, landscaping, to interaction with a website.) The impression that is created in the mind of the viewer or visitor establishes a perception that should differentiate and set Mt. San Jacinto College apart from other academic institutions.

The following individuals participated in or observed the Brand Positioning Workshop for Mt. San Jacinto College on October 10, 2008.

External Stakeholders

Mark Dennis, Communications Director, City of Lake Elsinore
Jack Holden, Banning Chamber CEO
Patti Drusky, Hemet-San Jacinto Chamber CEO
Amy Wassing, MSJC student and part-time tutor, Hemet
Robert "Bob" Cortez, MSJC student, Banning
Andrea Warner, MSJC student, Temecula
Esmeralda Luna, MSJC student, Menifee
Sharon Jackson, MSJC student, Menifee
Augustus Elisan, MSJC student, San Jacinto
Eva Marriott, MSJC student, Temecula
Maria Siqueiros, Valley Health Systems, Human Resources

Internal Stakeholders

Camille Kraft, Dean of Student Services
Teri Sisco, Purchasing Agent
Kristi DiMemmo, Executive Assistant, Instruction
Kathy Donnell, Executive Assistant, President's Office
Roddy Rampersad, San Jacinto Campus Faculty,
Automotive Technology, Honda Pact
Tatiana Somers, San Jacinto Campus Counselor
Leticia Luna, Menifee Campus Outreach
Cora Young, Menifee Campus Faculty, Allied Health
Esy Bravo, San Jacinto Campus Enrollment Supervisor
Sara Applegate, Temecula Education Complex,
Associate Faculty, Math
Melissa LaCasse, San Jacinto Campus, Financial Aid
Larry Barkley, Menifee Campus, Tenured Faculty, English

Observers

Dorene Holt, Print Shop Graphic Designer,
San Jacinto Campus
Karin Marriott, Director of Marketing and
Public Information
Carol Lowery, Administrative Assistant Marketing
and Public Information
Roger Schultz, Superintendent/President
Brandy Dillaway Interim Art Gallery Director
Susan Guarino, Dean of Information Technology
Diane Boss, Foundation
Chris Mozga, Sports Information Officer
JoAnna Quejada, Dean of Matriculation
Gwendolyn Schlange, MSJC Board of Trustees

Overview

In today's increasingly competitive marketplace, sending targeted effective messages is vital to marketing success. Yet, communication built solely on logical, verbal messages that express no more than an institution's features or functional benefits are increasingly ineffective in reaching a consumer population that has grown skeptical of most claims. In fact, eye-tracking studies show that over 70% of peoples' time is spent considering visual, non-written information, and written claims are often ignored. When a potential student or prospective employee is exposed to your institution they will instantly (and often subconsciously) respond to what they see and interact with. They too, will disregard many of your written claims.

Successful brands articulate a strong vision through verbal and visual traits that are consistent with the brand's image and relevant to the audience. A great brand is more than simply a great marketing campaign or product or service. Brands reflect the deeper personalities, culture, and behaviors of the academic institution. By using a more powerful approach to brand perceptions and using cues that automatically trigger perceptions that are relevant to your audience, true brand identity is established that differentiates your academic institution from the competition.

Through the brand positioning workshop, a process is utilized that identifies keywords (or signals) that automatically trigger desired brand perceptions in the minds of your audiences. The identification of these terms helps direct the formation of the desired perceptions that you want to communicate to these groups. Therefore, in order to communicate your messages effectively, you must develop a concise visual vocabulary. It is important that this visual vocabulary immediately differentiate your academic institution from the competition. It is also important that this vocabulary accurately reflect all that your academic institution represents, while communicating with the intended audiences in the way that is meaningful to them.

The following pages summarize exercises conducted with key Mt. San Jacinto College (MSJC) stakeholders to help determine what perceptions MSJC can own in the minds of potential students, existing students, community leaders and the community at large.

The goal of the brand positioning workshop hosted on October 10, 2008 was to establish visual and verbal positioning for MSJC. As we identified the elements of perception that make-up the brand, we determined compelling and credible values that are meaningful to students, alumni, community leaders and the community at large .

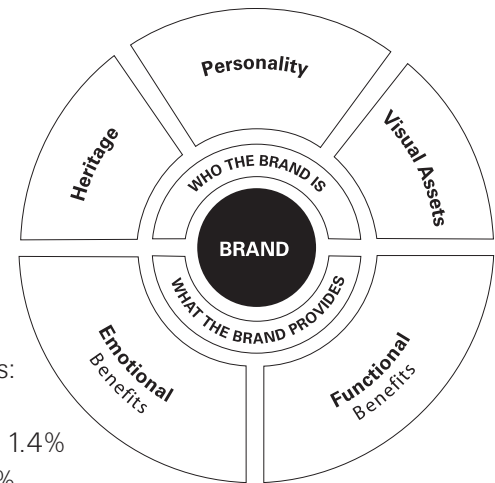
The synopsis that follows creates a strategic road map for communicating the MSJC brand in the most succinct and persuasive manner, while simultaneously forming a foundation for implementation.

Elements of Perception

Heritage:

Heritage provides confidence or positive feelings based on the reputation and actions of the brand or the organization behind the brand.

- Founded in 1963
- The first classes were held in the San Geronio Pass area, but the first campus was located in San Jacinto
- MSJC is sometimes translated as Mt. San Jacinto Junior College
- The original San Jacinto campus, the Menifee Valley campus, and in 2008 we opened the Temecula Education Complex and opened a service center in the San Geronio Pass
- 150 Full Time Faculty and 563 Adjunct Faculty (August 2008)
- In District Tuition is \$20.00 Per Unit or Credit Hour
- Non-resident Tuition is \$201.00 Per Unit or Credit Hour
- Summer 2007 Enrollment Head Count 6,516/
Summer 2008 Enrollment Head Count 7,477 (actual CCCC)
- Fall 2007 Enrollment Head Count 15,629/
Fall 2008 Enrollment Head Count Estimated 17,000
- Spring 2008 Enrollment Head Count 14,749
- 62% Female versus 38% Male
- 57% of MSJC students are under the age of 25



- Ethnic Percentages:
 - Native American – 1.4%
 - Asian – 3.1%
 - African American – 7.2%
 - Hispanic – 29%
 - Caucasian – 45%
 - Other – About 2%
 - Unavailable – 8.4%
- 58.5% Continuing Students (8622/14749) Spring 2008
- Percentage Attending Full Time (12 or more credits) – 30.7% (Spring 2008)
- Percentage Attending Part Time – 69.3% (Spring 2008)
- Average Class Size is 24.5 (Fall 2008 – on census 9/8/2008)
- The most popular degree or certificate programs per 2007/2008 are:
 - Associate of Arts (A.A.) Degree Interdisciplinary Studies
 - Associate of Arts (A.A.) Degree Social Sciences
 - Associate of Science (A.S.) Degree Business and Management
 - Associate of Science (A.S.) Degree Interdisciplinary Studies

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- One zip code study estimated that about 5 to 6% of students are outside of the five primary areas (Fall 05 & Fall 07)
- Many Generations in Attendance; “family college”
- Numerous Administration Changes (12 CIOs in 12-13 years)
- Resistance against Past Logo Changes
- Significant Ups and Downs in Enrollment; Recent Drop
- Disconnected Campuses
- Bond Failed in 2006
- Recent Assault on San Jacinto Campus

Personality:

Every organization, like a person, has its own unique personality. A successful personality must be distinct, definable, memorable and consistent.

The personality for MSJC will project human character traits to the brand that will be meaningful and help establish emotional links.

Key Traits:

Students & Alumni

- Friendly
- Caring
- Personal
- Helpful
- Hopeful
- Creative
- Growing
- Changing
- Improving
- Knowledgeable
- Innovative
- Aging
- Diverse
- Close Minded
- Hectic
- Confusing
- Frustrating
- Sad

Community Leaders

- Encouraging
- Disconnected
- Expanding
- In Disarray
- Changing
- Resisting
- Opportunity
- Growing Pains
- Respected

Tax Payers & Voters (Community At Large)

- Positive
- Motivated
- Second Chance
- Convenient
- Opportunity
- Valued
- Resourceful
- Beneficial
- Out-of-touch
- Difficult
- Togetherness
- Communal
- Looked Down On
- Second Best
- Supportive

MSJC Campus Personalities:

San Jacinto Campus

- Old
- Old School
- Traditional
- Cultural
- Collegiate
- Familial
- Separate
- Real
- Athletic
- Original
- Strong
- Huge
- Middle of Nowhere
- Scenic
- Sad
- Run Down
- Low Class
- Ghetto
- Scary
- Peaceful
- Formal
- Business Like
- “Parent”
- Personal

Menifee Campus

- Packed
- Beautiful
- New
- Accessible
- Grey
- Schizophrenic
- No Continuity
- Young
- Boring
- “Campus”
- Safe
- Trashy
- Stiff

Temecula Education Complex

- New
- Corporate
- Industrial
- Money
- Class
- Empty
- Convenient
- Satellite
- Boring
- Impersonal
- Temporary

San Geronimo Pass Service Center

- Too Young/New to Tell

Competitive Analysis:

Impressions of Competitors:

Crafton Hills College

- Prestigious
- Nice
- Complex
- Established
- Hidden
- Busy
- Pleasant

Riverside Community College (RCC)

- Big/Huge
- Expanding
- Cultural
- Unfriendly
- Better Paying
- Large Classes
- Opportunistic
- Aggressive
- Disrespectful

Palomar College

- Huge
- University Type Feel
- Unfriendly
- Established
- Classy
- Variety
- "Trespassers"
- Technical

C.O.D. (College of the Desert)

- Stuck Up
- Too Far Away
- Unfriendly
- Ghetto
- Expensive
- Strong Foundation
- Arts
- Active
- Money

Visual Assets:

These visual assets trigger the brand name and key perceptions that resonate with various audiences. The visual assets listed below were determined to possess the most equity for MSJC.

- Eagle
- MSJC (Mt. San Jacinto College)

Visual assets that were considered but deemed to not possess equity for MSJC.

- Shield Shape
- Black and Red
- Eagle Statue
- Mount San Jac
- Mountain Range
- Web Site
- Apparel
- Direct Mail Schedule
- Advertising
- Athletic Eagle
- “Ernie” College Mascot

Emotional Benefits:

Emotional benefits allow current and potential customers to perceive positive feelings and personal rewards created through experiences with the brand.

Key Traits:

Students & Alumni

- Accomplished
- Excited
- Proud
- Smart
- Knowledgeable
- Motivation
- Confidence
- Strength
- Supported
- Empowered
- Validated
- Respected
- Blessed
- Secure
- Relieving

Community Leaders

- Confidence
- Stability
- Positive

Tax Payers & Voters (Community At Large)

- Great
- Secure
- Calm
- Supported
- Accepted
- Personal Growth
- Advantageous
- Worldly
- Connected
- Educated
- Tolerance
- Encouraged
- Hopeful
- Grateful
- Blessed
- Empowered

Functional Benefits:

Functional benefits are tangible benefits relating to experience and/or relationship with the brand.

Key Traits:

Students & Alumni

- Degree
- Certificates
- Education
- Hands-on Experience
- Individualized Attention
- Internship
- Jobs
- Role Models
- Resume
- Connections
- Counseling/E.O.P.S
- Scholarships
- At-risk Intervention
- Financial Aid
- Skills
- Technical Integration
- Outreach
- Open Enrollment
- L.R.C.
- L.O.R.

Community Leaders

- Jobs
- Economic Development
- Trained Workforce
- Career Path Avenues
- Interns
- Accessibility

Tax Payers & Voters (Community At Large)

- Work Ethic
- Sense of Community
- Community Education
- Quality of Life
- Continuing Education
- Certificate Programs and Degrees
- Cultural Resource
- Diversity
- Learner-centric
- Improved Language Skills
- Job Security
- Art Exposure



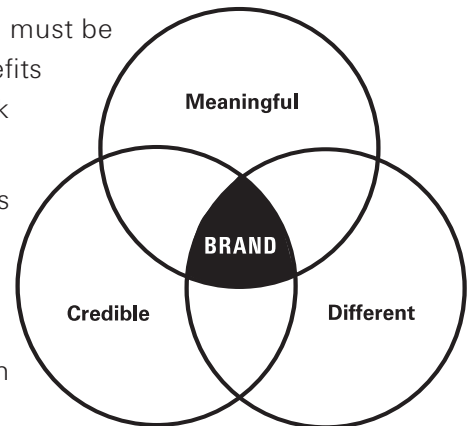
Brand Identity Attributes:

To be truly effective, the messages to be communicated and visual expressions of the messages must include all of the following:

Meaningful – The messages and perceptions of the institution must be relevant to the audiences. The institution must provide true benefits to both potential customers and prospective employees, and speak directly to these audiences in a language they understand.

Different – The institution must stand apart from its competitors and occupy a specific niche in the mind of its audiences. As the audience becomes more inundated with messages and claims, differentiation is critical for success.

Credible – The visual expression of messages is an outward reflection of internal qualities.



The visual image presented at all points of contact must emphasize the greatest strengths of the institution, and reinforce what the audiences may already know – without exaggerating or over-promising.

Key Words from the Workshop:

The key words from the workshop that are meaningful, different and credible for MSJC. These terms represent what can differentiate Mt. San Jacinto College from the other community colleges in the overall service area.

- **Secure**
- **Empowered/Confident**
- **Positive**
- **Supportive/Supported**
- **Respected**
- **Diverse**
- **Hopeful**
- **Opportunity**
- **Changing/Growing**

Brand Positioning Statement:

*Mt. San Jacinto College is your local community college that provides university transfer, career training, personal enrichment, as well as cultural and social **opportunities** in a **diverse** environment with **supportive** faculty and staff **empowering** students and enriching our **growing** communities.*

Selection of Visual Cues/Positioning:

The workshop participants engaged in several key word selection exercises and the corresponding process of drafting the brand positioning statement. Participants were asked to satisfy four copy points of the statement: "Who we are;" "What we do;" "How we do it" and "Why we do it" while integrating the final key word selections. The second half of the workshop included visual positioning exercises that utilized universal word association. Working through color, typography, photography styles, logomarks and ad layouts, participants selected from hundreds of choices aligning with the final key words chosen for MSJC in the brand positioning statement. These visual selections provide rationale for future refinement that will form the foundation of the development of a comprehensive brand identity design and implementation.

Selection of Visual Cues/Positioning:

Primary Palette of Colors



- Red**
- Empowering
 - Strength
 - Power



- Bright, Medium Green**
- Growing
 - Supportive
 - Opportunity
 - Vitality



- Light Blue**
- Supportive
 - Nurturing

Secondary Palette of Colors



- Deep Violet**
- Diversity
 - Supportive



- Bright Yellow**
- Opportunity
 - Supportive

Tertiary Palette of Colors



- Black**
- Diversity
 - Supportive
 - Empowering



- Brown**
- Diversity
 - Supportive

Selection of Visual Cues/Positioning:

Fonts

Sans Serif Font – Headlines & Subheads

Branding

Gil Sans

- Supportive
- Diversity
- Nurturing
- Growing

Branding

Optima

Branding

Geneva

Serif Font – Body Copy

Branding

Baskerville

- Empowering
- Strength
- Opportunity
- Collegiate

Branding

Times New Roman

Branding

New York

Selection of Visual Cues/Positioning:

Logo Mark/Graphic Styling



BROWN DEER
PRESS

- Open not Enclosed in a Shape for Supportive, Growing
- Grounded with Strong, Bold Letter Forms or Shapes for Empowering, Opportunities, Collegiate
- Sense of Motion for Growing, Opportunities
- Simplistic not Detailed for Timeless, Classic Approach
- Mix of Contemporary and Traditional to Represent College and Diversity



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Selection of Visual Cues/Positioning:

Layout & Composition



- Large fractional page image to carry weight of emotional messaging for Empowering
- Photo of individual(s) draw you in for Supportive, Diversity
- Headline and body copy does not cross over image; keeps focus on individual(s) for Supportive
- Minimal body copy for Supportive
- Open layout with negative space for Opportunity, Growing
- Strong and consistent logo usage for grounding the ad



Selection of Visual Cues/Positioning:

Photographic Direction



- Eye contact with viewer for Supportive, Friendly, Caring, Growing
- Tighter cropping to emphasize featured individual(s) for Supportive
- Progressive, asymmetrical compositions for Growing and Opportunities
- Select focus draws eye to individual for Supportive
- Soft lighting with defined play of light and shadow
- Natural, genuine setting and moment for Supportive
- Professional look to photography for Empowering and Enriching
- Similar overall color palette for cohesive college messaging

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Comments Regarding Selections for Visual Positioning:

Elements:

Logo or symbol designs should combine simple elements that combine a solid form and a sense of motion or movement. The combination of a symbol and typography would also be appropriate. The group embraced elements reflecting the personal/ emotional aspects of the college. There is considerable equity in the MSJC acronym. However, the full spelling of Mt. San Jacinto College is important due to confusion in the service area referring to the college as Mt. San Jacinto Junior College. Varied color palette expresses a unique, fresh statement for Mt. San Jacinto College. The color mix represents an updated and clean look for MSJC.

A number of type faces were selected each based on the various characteristics that they represented. The sans serif selections of Gil Sans, Geneva and Optima, represents the human qualities of the college. It mainly characterizes the personal/emotional aspects, such as supportive, diverse, and growing. The serif selections of Times New Roman, Baskerville and New York embrace the personal qualities to a lesser extent than the Sans Serif, while acknowledging the academic quality and empowering opportunities the college offers. We concur with the group's directive of utilizing a selection of two main fonts, leading with a sans serif for headlines/subheads and a serif for body copy. These should remain a constant for the college in all communications.

Characteristics:

Moving away from the significant use of the college's school colors of red and black, the group chose a fresh, unique and very diverse expanded palette of colors represented from the following selections of Pantone inks. The introduction of the softer blue and the vibrant tones of green, purple and yellow will collectively represent all of the college's key attributes through visual messaging.

Primary Palette

Red – Empowering, Strength, Power (1795C)

Bright, Medium Green – Growing, Supportive, Opportunity, Vitality (355C)

Light Blue – Supportive, Nurturing (637C)

Secondary Palette

Deep Violet – Diversity, Supportive (2613C)

Bright Yellow – Opportunity, Supportive (107C)

Tertiary Palette

Black – Supportive, Empowering

Brown – Diversity, Supportive (146C)

Tone/Personality:

Communications for MSJC should project the supportive, growing aspects of the college, but also reflect the empowering opportunities offered. Language should be concise and simple.

Negative space should be used to provide a clean, bright message. This is a case where more is less and the visual image should carry the weight of the desired emotional messaging. The minimal copy should not cross over the imagery but be organized in such a way to provide a visual path to the college logo. Actual MSJC student profiles featuring faculty and/or staff mentors will provide the vehicle to consistently communicate MSJC's brand positioning and key attributes.

Content:

Marketing content should express the level of human interaction found at MSJC. Photographic subjects should not appear staged or posed, but caught in a genuine moment showing a positive emotion. Subjects should be looking into the camera to establish a personal, emotional connection. Draw the viewer into your material through the use of quality photography, let the photography carry the message. Select focus photography can be utilized to bring the individual to the front. Use cropping and asymmetrical placement to communicate the genuine moment and empowering side of Mt. San Jacinto College. All photography should utilize soft lighting while showcasing a play of light and shadow. Photography must appear professionally taken and/or embrace the aforementioned sensitivities consistently.

Branding Ensures Success:

In closing, it is important to remember that the Brand Positioning Workshop provides a stable foundation to ensure the success of the overall brand by providing support for the individual components that comprise it. This collective strength enables each project to successfully target and connect with individual and collective audiences to make a significant impact that's both remembered and understood.

For the brand promise to work, three factors are critical:

- **It must be true to the values, practices and products of an institution**
- **It must be meaningful to stakeholders**
- **It must be distinctive from other academic institutions**

First, the ideal of truth presupposes that the promise is embedded in the organization's history, realizable in its present and motivating into its future.

Second, the brand/positioning has to be meaningful to the audiences, because meaning is an important component of value in any category. When the name of an organization becomes synonymous with an important ideal, the connection creates intrinsic value.

Third, the brand/positioning has to be distinctive to offer competitive merit and advantage.

Our goal is to create a brand/positioning that will resonate with your audiences. A brand/positioning is a commitment for action and an expectation of performance. When fully realized, your brand/positioning promise will add value by reducing your risk. When a brand reduces risk, consideration rises, deal terms improve and future relationships are characterized by mutual interest in the fulfillment of the promise.

Propeller

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