

WE'VE GOT STANDARDS

**QUESTROM SCHOOL OF BUSINESS
BRAND IDENTITY GUIDELINES**

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FACULTY, STAFF, COLLEAGUES, AND FRIENDS,

This is an exciting time at Questrom, and not just because we're about to set a 100-candle birthday cake ablaze. The real excitement comes from the fact we're now launching a new, revitalized Questrom brand to the world.

From physical enhancements in our building to changes in our curricula, you probably know we're setting the stage to shake things up for the next century. What you might not know is that it took a collaborative 9-month process to determine how our new brand should look and sound. We took the time to get it absolutely right, because our brand is a promise we make to our students, our alumni, our peers, and to you: to continue to be the most forward-thinking, ground-breaking leader in management education. That's a bold statement. But with your participation, it's a promise we will proudly keep for the next 100 years.

Success really does depend on you. So please—read the guidelines. Post the messaging points on your wall. Ask questions if you need to. Let's work together to tell the world this wonderful story of ours.

It all starts now.



Ken Freeman
Allen Questrom Professor and Dean

SETTING THE STAGE TO SHAKE THINGS UP FOR THE NEXT CENTURY.

OUR BRAND PROPOSITION

Our brand proposition is the most inspiring and compelling thing we can convey about our brand. It gives focus and direction to all brand activities, communications and touch points.

DARING CONVENTION TO DRIVE REAL WORLD TRANSFORMATION

OUR BRAND STORY

At Boston University Questrom School of Business, we seek extraordinary people who dare convention and rally to the challenge of disruption. Those who are driven, yet mindful. Ambitious and collaborative.

WHO IT'S FOR

We empower brave, agile leaders to explore beyond first conclusions and take bold, insightful leaps to discover entirely new possibilities.

WHAT WE DO

Our pioneering outlook is grounded in a real world environment. With a multidisciplinary approach, ground-breaking research and dynamic curriculum, our community of authentic leaders harnesses the power of disruptive change and transforms it for the benefit of the world.

HOW WE DO IT

We are brave.
We are agile.
We are authentic.

WHY IT MATTERS

**WE ARE BOSTON UNIVERSITY
QUESTROM SCHOOL OF BUSINESS.**

OUR PERSONALITY ATTRIBUTES

The human characteristics that personify our brand and touch points.

WE ARE BRAVE.

WE ARE AGILE.

WE ARE AUTHENTIC.

OUR VERBAL IDENTITY

**BRANDS ARE A LOT LIKE PEOPLE.
THEY HAVE THEIR OWN DISTINCT
PERSONALITIES, AND OURS IS
COMPLETELY UNIQUE AMONG B-SCHOOLS.**

In the following pages, we'll explore how to infuse Questrom communications with our singular personality, and consistently deliver relevant messages to all of our audiences.

**READY?
LET'S BOLDLY GO.**

VOICE IS THE EXPRESSION OF A BRAND'S PERSONALITY ATTRIBUTES THROUGH COMMUNICATION.

It brings the Questrom brand to life through language, and informs our behavior. It's *how* we say what we say, and *how* we do what we do.

Our voice gives everyone in the organization the ability to communicate on-brand, consistently, throughout various media and communication vehicles.

VOICE IS

- How we say what we say—in every communication, from a speech from the Dean to an internal memo
- Flexible, so that each personality attribute can be dialed up or down to suit your communication
- Comprised of the three personality attributes identified in these guidelines

VOICE ISN'T

- Limited to marketing communications and advertising headlines and copy
- Necessarily based equally on our three personality attributes—dial each one up or down according to your communication needs
- Suddenly different—we should not create new personality attributes and should only use those identified in these guidelines

MESSAGING IS A FRAMEWORK WE USE TO DEVELOP BRAND-CONSISTENT COMMUNICATIONS, TARGETED TO OUR AUDIENCES, BASED ON THOSE AUDIENCES' NEEDS.

Through effective messaging, we can distinguish Questrom from our competitors and achieve greater impact.

Messaging is a way to achieve both consistency and relevance in Questrom communications. Consistency is achieved through a sustained emphasis on a common set of essential ideas. Relevance is achieved because these ideas interpret the needs of each distinct audience.

MESSAGING IS

- An accessible resource to guide brand-consistent communications with evolving business and communication needs
- A set of key messages supported by proof points to show audiences why they should believe in the Questrom brand
- Prioritized, high-level brand messages

MESSAGING ISN'T

- A prescriptive manual that dictates how to write copy and confines creativity in communications
- An exhaustive compilation of communication points and relevant supporting facts meant to be used verbatim
- Granular, product specific messages

VOICE AND MESSAGING ARE INTRICATELY CONNECTED,
BUT THERE ARE IMPORTANT DISTINCTIONS:

VOICE

HOW QUESTROM SPEAKS

ARTICULATES THE PERSONALITY OF QUESTROM

HIGHLIGHTS DIFFERENTIATING STYLISTIC
TACTICS THAT SUPPORT OUR BRAND

GIVES YOU FLEXIBLE GUIDELINES TO DIRECT
HOW YOU BRING THE QUESTROM BRAND TO LIFE
IN A CONSISTENT TONE

MESSAGING

WHAT QUESTROM SAYS

HIGHLIGHTS CENTRAL IDEAS OR KEY MESSAGES
TO BE EXPRESSED IN OUR COMMUNICATIONS

PROVIDES A FRAMEWORK TO GUIDE BRAND-
CONSISTENT COMMUNICATIONS

IS BASED ON BOTH AUDIENCE DRIVERS AND
BRAND STRATEGY TO CREATE RELEVANCY AND
CONSISTENCY IN OUR COMMUNICATIONS



To summarize, Messaging gives you the essential ideas you need to create brand-consistent communications; Voice guides you in how to express those ideas.

THESE VOICE TACTICS WILL HELP YOU SPEAK IN THE QUESTROM VOICE IN YOUR COMMUNICATIONS

BRAVE

FEAR NO FAILURE

Tackle all topics boldly and unapologetically, using the active voice

TAKE SMART RISKS

Use unexpected language to make your points, even if it raises an eyebrow

BREAK BAD RULES

Don't be hindered by prescriptive grammar rules, but know what rules you are breaking to be brave

ASK HARD QUESTIONS

Trigger the answers you want by asking bold questions of the reader

AGILE

STAY ON YOUR TOES

Tell dynamic stories, using smooth, logical transitions to prevent jarring changes of topic

CARRY NO BAGGAGE

Say what we need to say. Then stop writing.

GET THERE FIRST

Highlight our new firsts and recall our historical firsts

AUTHENTIC

STAY TRUE

Use real, first-person, conversational language instead of jargon

HELP WHERE YOU CAN

Walk readers through complicated topics with straightforward language

THESE SUPPORTING MESSAGES WILL HELP YOU COMMUNICATE THE CENTRAL IDEAS OF QUESTROM

DARE CONVENTION

These are the principles that define Questrom. They describe how we think, what we do, and why we're different. More than just actions, they are commitments.

THINK DYNAMICALLY

These principles have been written as supporting messages, and are tailored for each audience. By using them to inspire what you write, you will create a meaningful connection with all of your audiences.

LEAD WITH HEART

CONNECT NOW

CONSIDER THE WORLD

WHAT FOLLOWS FOR EACH AUDIENCE ARE:

- The Messaging
- An example of an existing communication—the Before
- The existing communication rewritten with our new Voice and Messaging applied—the After
- Voice tactics and Messaging themes revealed through color-coding

Full versions of these examples are available in the **Appendix**.

KEY MESSAGE

FACULTY

We're transforming Questrom to create an environment that provokes you to rethink and refine your methods of researching, publishing, and teaching. Our culture is collaborative, supportive, and daring. Take risks. You'll propel your skills to the highest level—for the benefit of your students, your career, your school, and the world.

SUPPORTING MESSAGES

DARE CONVENTION

Harness the disruptive power of change to enhance your role in the lives of your students. Interrogate the tried and true. Refuse to settle for doing what's right when you believe you can do it better.

THINK DYNAMICALLY

Engage and challenge your intellectual curiosity with fellow agile thinkers. Leverage their respective knowledge, backgrounds and philosophies to trigger transformative new insights.

LEAD WITH HEART

Set the tone for spirited, respectful debate and collaboration among your students. The genuine caring, and support you provide for your community is an exemplar of conduct for the world's next leaders.

CONNECT NOW

Connect daily, in real time, to your global network of alumni, faculty, students, progressive organizations and thought-leaders to identify the business issues of the day. Energize Tuesday's classes with relevant, real world stories from Monday's headlines.

CONSIDER THE WORLD

Provoke frank, challenging discussion and debate about the theories and ideas you and your students consider. Hold yourself and students to the highest standards to ensure your ideas benefit not just business, but people and communities around the world.

PROOF POINTS

- Sectors focus: Health & Life Sciences, Digital Technology, and Social Enterprise & Sustainability
- Sector-based curriculum and research opportunities
- Challenging traditional classroom learning
- Curriculum innovation in response to real world change
- Ethical considerations in the classroom and curriculum
- Faculty and staff going above and beyond to help and mentor students
- Successful career seminars
- Applied research
- Research working group established
- Faculty provided with summer support to focus on long-term initiatives

FACULTY EXAMPLE I

BEFORE

The Questrom School of Business will mark its 100th anniversary in September 2013. We see this milestone as a reason not to look back, but forward, and to continue to break new ground. We are constantly evolving our curriculum to address the emerging needs of the future, and also provide our faculty with the support and infrastructure that empowers innovation.

FACULTY EXAMPLE I

AFTER – MESSAGING COLOR CODED

We’re turning 100 next year. Ask us what we want for our birthday. Go on, ask.

Faculty. And not just any faculty. We mean the world-altering, commotion-causing, disruptive kind of professor and researcher. Maybe you know the type. Maybe you *are* the type. To find out, keep reading.

You have big, unconventional ideas for refining your teaching and researching methods. You want to push your skills to the highest elevation. On the way up, you want to dare and be dared. Your intellect thrives on challenge, and you think life without risk yields nothing—except boredom.

■ DARE CONVENTION ■ THINK DYNAMICALLY ■ LEAD WITH HEART ■ CONNECT NOW ■ CONSIDER THE WORLD

AFTER – VOICE COLOR CODED

Take smart risks	We’re turning 100 next year. Ask us what we want for our birthday. Go on, ask.	
Break bad rules	<i>Faculty.</i> And not just any faculty. We mean the world-altering, commotion-causing, disruptive kind of professor and researcher. Maybe you know the type. Maybe you <i>are</i> the type. To find out, keep reading.	Take smart risks Stay on your toes
Stay true	You have big, unconventional ideas for refining your teaching and researching methods. You want to push your skills to the highest elevation. On the way up, you want to dare and be dared. Your intellect thrives on challenge, and you think life without risk yields nothing—except boredom.	
■ BRAVE ■ AGILE ■ AUTHENTIC		

KEY MESSAGE**ALUMNI**

We're transforming Questrom so you can tap into a deeper, more powerful resource for your personal and professional goals. Your time, experience and generous support will fuel our evolution and link you to a dynamic world of opportunities to discover and create.

SUPPORTING MESSAGES**DARE CONVENTION**

Redefine your relationship with your school. Discover new ways for you and Questrom to help each other prosper. Dare Questrom to do things differently. Share innovative new ideas for connecting, contributing, and benefiting in your own unique way.

THINK DYNAMICALLY

Take your place in a unique, global meeting of minds. Leverage the vast diversity of your fellow alumni and faculty to spark brave new ideas about business and how it must benefit the world.

LEAD WITH HEART

You are the bedrock of support that sustains our future leaders on their journey to success. Your mentorship, inspiration, and genuine caring exemplify leadership of the highest order.

CONNECT NOW

Connect now and collaborate often with a multifaceted network of alumni, and the progressive, principled organizations they represent. Priceless new opportunities spring to life through the relationships you establish.

CONSIDER THE WORLD

Dare students to break with the past and redefine what makes a leader. Challenge them to embrace your commitment to raising the benchmark of business. In your own way, give the world every reason to look up to the next generation of leaders and expect nothing less than innovation, bravery, and compassion in the service of humanity.

PROOF POINTS

- Successful and daring alumni
- Alumni Relations office on the second floor is accessible and invites visitors
- Great mentoring opportunities
- Life-long learning
- Global Centennial events
- Overwhelming response from potential alumni mentors
- New opportunities for engagement
- Dean's speaker series events

ALUMNI EXAMPLE I

BEFORE

The Questrom School of Business will mark its 100th anniversary in September 2013, which makes us one of the oldest business schools in the world. We view our centennial as a reason not to look back, but to look forward and continue to break ground. The School is also embarking on a \$100 million goal as part of Boston University's historic \$1 billion comprehensive fundraising campaign.

ALUMNI EXAMPLE I

AFTER – MESSAGING COLOR CODED

We didn't get to be a century old by playing it safe. Longevity is hard-won by forerunners who create unexpected new paths forward. So while we will enjoy celebrating our first 100 years in September of 2013, we'll also keep our sights trained on the future. There are just too many paths waiting to be discovered in the next century.

As an alumnus of the Questrom School of Business, you are the bridge that spans our past and our future. Your time, experience and financial generosity form the foundation of support that sustains our students on their journey. With our fundraising goal of \$100 million, we need your involvement.

DARE CONVENTION **THINK DYNAMICALLY** **LEAD WITH HEART** **CONNECT NOW** **CONSIDER THE WORLD**

AFTER – VOICE COLOR CODED

Take smart risks

We didn't get to be a century old by playing it safe. Longevity is hard-won by forerunners who create unexpected new paths forward. So while we will enjoy celebrating our first 100 years in September of 2013, we'll also keep our sights trained on the future. There are just too many paths waiting to be discovered in the next century.

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BRAVE **AGILE** **AUTHENTIC**

KEY MESSAGE

CURRENT UNDERGRADUATES

We're transforming Questrom with a multitude of options to help you shape your journey through school and life. Abandon your comfort zone. Explore key industry sectors for the 21st century. Create your own immersive experience. Your community supports you. So above all, be brave.

SUPPORTING MESSAGES

DARE CONVENTION

Explore your choices. Refuse to settle for the usual. Dare yourself to constantly broaden your thinking, take risks, and create your own path to lifelong personal and career success.

THINK DYNAMICALLY

Engage your keen, inquisitive mind with your community every day. Share your unique ideas generously. Test them in a community of experts working in our industry sectors of focus. Leverage their divergent backgrounds and perspectives to inform the bold choices you make for your life and career—wherever in the world they may take you.

LEAD WITH HEART

Take your place in a growing network of genuine, mindful people. Reach out for support when you need it. Give support when it's required. Explore without hesitation—if you fall, your community will help you up again, as our faculty, alumni and students have been supporting each other for 100 years. This tradition is now yours to proudly carry on.

CONNECT NOW

Connect daily with a global network of world-class faculty, alumni, progressive organizations, and thought-leaders. Leverage these disparate sources of current and past knowledge to synthesize new innovations for the real world today.

CONSIDER THE WORLD

Think about your theories and ideas in a global context. Gain a deep appreciation of the impact business decisions have on people and communities around the world. Take every opportunity—and create new ones—to practice the principled business Questrom is renowned for.

PROOF POINTS

- Sectors focus: Health & Life Sciences, Digital Technology, and Social Enterprise & Sustainability
- Flexible curriculum facilitates exploration
- Questrom cultivates relationships with non-big box/traditional organizations
- Global internships and full time opportunities
- Inter-school programs across BU
- Cross-school student clubs such as Energy Club
- Mentoring programs
- In-classroom ethics beyond introductory course
- Relevant internships
- Faculty illustrates global cases
- Field seminars abroad
- Cross cultural teaming
- Grads sharing job and internship experiences with undergrads
- NYT published study ranked BU grads 17th in world and 7th in US for employability (university wide ranking)

CURRENT UNDERGRADS EXAMPLE I

BEFORE

About UPO

The Undergraduate Program Office (UPO) serves as a supportive environment for more than 2,000 undergraduate students during every stage of their academic careers at the Questrom School of Business.

We assist students as they make the transition into the college classroom, support and advise them in their extra-curricular activities, and help them chart a path toward their successful graduation.

CURRENT UNDERGRADS EXAMPLE I

AFTER – MESSAGING HIGHLIGHTED

You must be this brave to take this ride

Your pulse is up. The butterflies are in position. And your ride begins.

About UPO

You've chosen a journey that promises to terrify and delight with each new twist, turn, plummet, and climb. The Undergraduate Program Office (UPO) is here to support you and your 2,000 fellow undergrad students during every stage of your academic careers here.

■ DARE CONVENTION ■ THINK DYNAMICALLY ■ LEAD WITH HEART ■ CONNECT NOW ■ CONSIDER THE WORLD

AFTER – VOICE HIGHLIGHTED

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■ BRAVE ■ AGILE ■ AUTHENTIC

Take smart risks

Take smart risks

KEY MESSAGE

PROSPECTIVE UNDERGRADUATES

We're transforming Questrom to challenge you with more options to shape your life journey and position you for career success. We focus on three key sectors so you can explore thriving industries of vital importance for the 21st century. If you can take risks, come to Questrom. Be brave. Be daring. Your community will support you.

SUPPORTING MESSAGES

DARE CONVENTION

Explore three key industry sectors that each represent substantial career opportunities around the world today. Take advantage of the options open to you now, and expect more from the Questrom innovation pipeline. Dare yourself to broaden your thinking, take risks, and create your own bold path to lifelong personal and career success.

THINK DYNAMICALLY

Engage your keen intellect with a global, diverse, and dynamic community of world-class faculty and peers. Share your ideas. Test them in a community of experts working in our industry sectors of focus. Leverage their divergent backgrounds and perspectives to inform the bold choices you make for your career—wherever in the world it may take you.

LEAD WITH HEART

Take your place in our expanding network of principled, mindful people. Reach out for support when you need it. Give support when it's required. Get guidance and reassurance from our services and programs. Explore without hesitation - if you fall, your community will help you up again, just as our faculty, alumni, and students have been supporting each other for 100 years.

CONNECT NOW

Connect daily, in real time, with a global network of world-class faculty, alumni, progressive organizations, and thought-leaders. Leverage these disparate sources of current and past knowledge to synthesize new innovations for the real world today.

CONSIDER THE WORLD

At Questrom, you'll think about business in a global context. You'll weigh the benefits and drawbacks of your ideas to gain the deepest understanding of the impact business decisions have on people and communities around the world. Here you'll look for every opportunity to practice the principled business Questrom is renowned for.

PROOF POINTS

- Sectors focus: Health & Life Sciences, Digital Technology, and Social Enterprise & Sustainability
- Flexible curriculum facilitates exploration
- Questrom cultivates relationships with non-big box/traditional organizations
- Global internships and full time opportunities
- Inter-school programs across BU
- Cross-school student clubs such as Energy Club
- Mentoring programs
- In-classroom ethics beyond introductory course
- Relevant internships
- Faculty illustrates global cases
- Field seminars abroad
- Cross cultural teaming
- Grads sharing job and internship experiences with undergrads
- NYT published study ranked BU grads 17th in world and 7th in US for employability (university wide ranking)

PROSPECTIVE UNDERGRADUATES EXAMPLE I

BEFORE

Boston University Questrom School of Business's undergraduate program introduces you to the study of management your first semester. By the end of freshman year you'll have the equivalent business education of juniors at some colleges. And because businesses don't exist in a vacuum, the Questrom School of Business is dedicated to creating value for the world, and infuses discussions of law, social responsibility, and ethics throughout the curriculum.

PROSPECTIVE UNDERGRADUATES EXAMPLE I

AFTER – MESSAGING COLOR CODED

Better lace up.

Considering Questrom's undergraduate program? Know this: you'll hit the ground running.

Your introduction to the study of management starts in your first semester. By the end of freshman year, you'll have the equivalent business education of juniors at some colleges. That's a serious head start over your competition. And you have a more enlightened perspective on the role of business in the world.

We forge daring, ethical business leaders who focus on financial return on investment without disregarding social return on investment. This is how we create value for the world.

DARE CONVENTION THINK DYNAMICALLY LEAD WITH HEART CONNECT NOW CONSIDER THE WORLD

AFTER – VOICE COLOR CODED

Better lace up.

Considering Questrom's undergraduate program? Know this: you'll hit the ground running.

Fear no failure

Your introduction to the study of management starts in your first semester. By the end of freshman year, you'll have the equivalent business education of juniors at some colleges. That's a serious head start over your competition. And you have a more enlightened perspective on the role of business in the world.

We forge daring, ethical business leaders who focus on financial return on investment without disregarding social return on investment. This is how we create value for the world.

BRAVE AGILE AUTHENTIC

KEY MESSAGE

CURRENT GRADUATES

We're transforming Questrom to provide you with a sphere of unconventional opportunities in a challenging, real-world environment. If you're willing to embrace risk and explore these new experiences, you will multiply your potential to excel as a confident, daring, principled world leader.

SUPPORTING MESSAGES

DARE CONVENTION

Reinvent your life experience here at every opportunity. Commit to playing your part in our reinvention of graduate education. Provoke disruptive change in yourself and others, and you'll propel your marketable skills to the highest level.

THINK DYNAMICALLY

Collaborate often with your classmates and faculty. Leverage their thinking and their experiences. Instigate. Draw fire. Bring on your best creative tactics to cause controversy to trigger groundbreaking new insights.

LEAD WITH HEART

Set the benchmark for caring conduct and debate. Give support where you feel it's needed. From supporting your peers one-on-one to participating in student programs and services, your candor, conscience and civility adds to the richness of your community.

CONNECT NOW

Connect daily, in real time, with a global network of world-class faculty, alumni, recruiters, and progressive, principled organizations. Leverage this vast global resource to refine your own theories and practices.

CONSIDER THE WORLD

Think about business in a global context. Weigh the benefits and drawbacks of your ideas to gain the deepest understanding of the impact business decisions have on people and communities around the world. Take every opportunity—and create new ones—to practice the principled business Questrom is renowned for.

PROOF POINTS

- Strong community building (cohort structure, MBA traditions, MBA pre-core.)
- Flexible curriculum facilitates exploration
- Questrom cultivates relationships with non-big box/traditional organizations
- Global internships and full time opportunities
- Inter-school programs across BU
- Cross-school student clubs such as Energy Club
- Relevant internships
- Faculty illustrates global cases
- International field seminars (Brazil, Europe, and Asia for MBA students)
- Cross-cultural teaming
- NYT published study ranked BU grads 17th in world and 7th in US for employability (university wide ranking)
- New Venture Competition gives students with entrepreneurial ideas the chance to win startup legal consulting package and prizes

CURRENT GRADUATES EXAMPLE 2

BEFORE

About the GSC

The goal of the MBA Council is to maximize the BU MBA experience for each student. Student run, the Council strives to enhance the global unity and diversity among the MBA students, administration, and alumni, and further enhance the perception of the BU MBA from both an academic and a corporate perspective. The MBA Council represents the students and works as a liaison between the student body, the University and the community. The Council is elected each year by the students and is the governing body of Questrom School of Business's Graduate student organizations.

CURRENT GRADUATES EXAMPLE 2

AFTER – MESSAGING COLOR CODED

About the GSC

We work for your vote.

Not an easy job. But a rewarding job, because when we do win your vote, we know we've pleased a group of executives with the most demanding standards.

Ultimately, we are your sounding board. So sound off regularly. Tell us what's on your mind. Share your ideas and insights. How can we do our jobs better? Bring your thinking to the table—the more unusual, the better. That's how we work best for you.

■ DARE CONVENTION ■ THINK DYNAMICALLY ■ LEAD WITH HEART ■ CONNECT NOW ■ CONSIDER THE WORLD

AFTER – VOICE COLOR CODED

About the GSC

Take smart risks We work for your vote.

Stay on your toes Not an easy job. But a rewarding job, because when we do win your vote, we know we've pleased a group of executives with the most demanding standards.

Ask hard questions Ultimately, we are your sounding board. So sound off regularly. Tell us what's on your mind. Share your ideas and insights. How can we do our jobs better? Bring your thinking to the table—the more unusual, the better. That's how we work best for you. Carry no baggage

■ BRAVE ■ AGILE ■ AUTHENTIC

KEY MESSAGE

PROSPECTIVE GRADUATES

Embrace risk. Experiment. Explore key industries of emerging importance in a challenging environment. We're transforming Questrom to provide you with exceptional opportunities to elevate your skills and take your place at the top of manager and recruiter lists.

SUPPORTING MESSAGES

DARE CONVENTION

Invent your own life experience at a school committed to reimagining conventional graduate education. Provoke disruptive change here to create new ways to propel your marketable skills to the highest level.

THINK DYNAMICALLY

Collaborate with your classmates and faculty. Leverage their thinking and their experiences. Instigate. Draw fire. Bring on your best tactics to cause controversy that triggers groundbreaking new insights.

LEAD WITH HEART

At Questrom, it's your privilege and responsibility to help set the benchmark for caring conduct and debate. From supporting your peers one-on-one to participating in student programs and services, your candor, conscience and civility will add to the richness of the community.

CONNECT NOW

You'll connect daily, in real time, with a global network of world-class faculty, alumni, recruiters and progressive, principled organizations. Leverage this vast global resource to sharpen your employment strategy and propel you towards your career goals.

CONSIDER THE WORLD

You'll think about business in a global context. You'll weigh the benefits and drawbacks of your ideas to gain the deepest understanding of the impact business decisions have on people and communities around the world. Look for every opportunity to practice the ethical business Questrom expects of its students.

PROOF POINTS

- Strong community building (cohort structure, MBA traditions, MBA pre-core.)
- Flexible curriculum facilitates exploration
- Questrom cultivates relationships with non-big box/traditional organizations
- Global internships and full time opportunities
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PROSPECTIVE GRADUATES EXAMPLE 2

BEFORE

Beyond grades, deadlines, and projects, at its core the Boston University Questrom School of Business is about a sense of place and community. It’s about expressing yourself—nurturing that well-rounded person within and creating relationships that will last a lifetime.

PROSPECTIVE GRADUATES EXAMPLE 2

AFTER – MESSAGING COLOR CODED

Grades. Deadlines. Projects. You’ll face them all here, just as you would at any other school. What really sets us apart is our community.

Community means something different here. It’s not just about people being polite to each other. This is an atmosphere charged with energy and anticipation. Controversy is welcomed. Provoked. And your peers will bring out their best tactics to win a debate. With so much intellectual energy flowing through such a diverse group, new insights arise quickly. Innovations crackle to life. When the fireworks are over, you realize that no one was disrespectful. Everyone was heard. And you all go out together after. This is community at Questrom.

DARE CONVENTION THINK DYNAMICALLY LEAD WITH HEART CONNECT NOW CONSIDER THE WORLD

AFTER – VOICE COLOR CODED

Carry no baggage

Take smart risks

Grades. Deadlines. Projects. You’ll face them all here, just as you would at any other school. What really sets us apart is our community.

Community means something different here. It’s not just about people being polite to each other. This is an atmosphere charged with energy and anticipation. Controversy is welcomed. Provoked. And your peers will bring out their best tactics to win a debate. With so much intellectual energy flowing through such a diverse group, new insights arise quickly. Innovations crackle to life. When the fireworks are over, you realize that no one was disrespectful. Everyone was heard. And you all go out together after. This is community at Questrom.

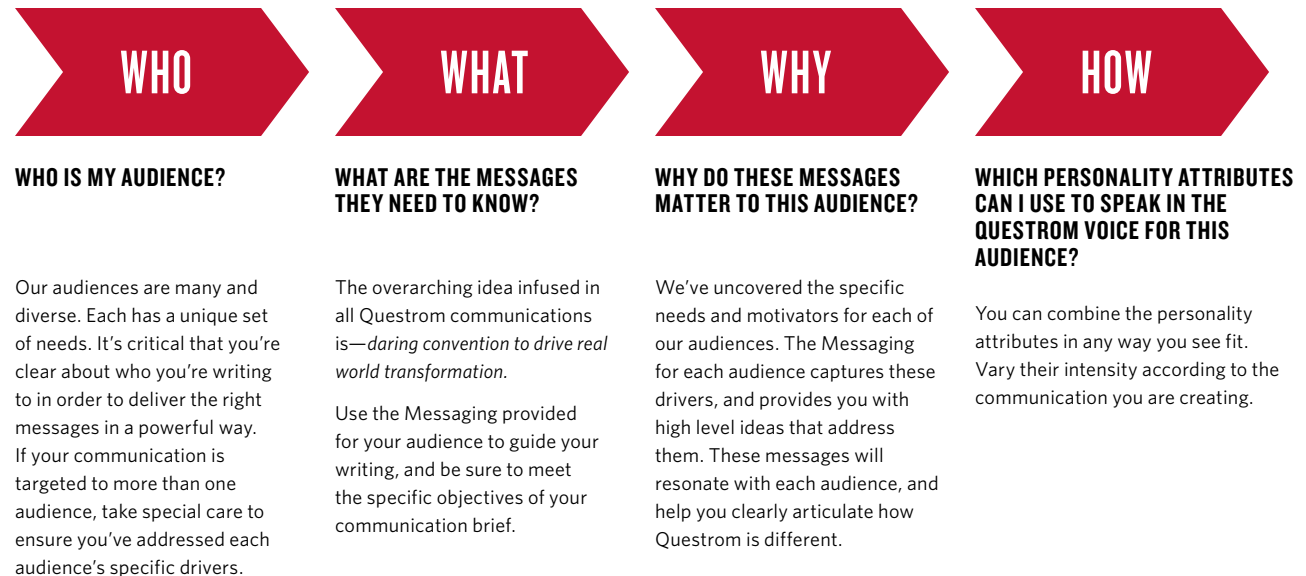
Take smart risks

Take smart risks

Carry no baggage

BRAVE AGILE AUTHENTIC

Before you write, follow these four steps to maximize your efficiency and sharpen your communication:



WHEN YOU'RE FINISHED CREATING YOUR COMMUNICATION, USE THIS SUMMARY SHEET TO ENSURE YOUR WRITING IS ON-BRAND.

Does my writing reflect the Questrom personality attributes?

Did I try some of these voice tactics to help me speak in the Questrom voice?

Have I been consistently using "Questrom" to refer to our school?

BRAVE – TAKE SMART RISKS

FEAR NO FAILURE

Tackle all topics boldly and unapologetically, using the active voice

TAKE SMART RISKS

Use unexpected language to make your points, even if it raises an eyebrow

BREAK BAD RULES

Don't be hindered by prescriptive grammar rules, but know what rules you are breaking to be brave

ASK HARD QUESTIONS

Trigger the answers you want by asking bold questions of the reader

AGILE – STAY ON YOUR TOES

STAY ON YOUR TOES

Tell dynamic stories, using smooth, logical transitions to prevent jarring changes of topic

CARRY NO BAGGAGE

Say what we need to say. Then stop writing

GET THERE FIRST

Highlight our new firsts and recall our historical firsts

AUTHENTIC – STAY TRUE

STAY TRUE

Use real, first-person, conversational language instead of jargon

HELP WHERE YOU CAN

Walk readers through complicated topics with straightforward language

Does my writing reflect the Questrom messages?

Remember that these messages differ for each audience. You don't have to include them all in your writing—only the ones that support your subject matter.

See the Messaging guidance for each audience.

DARE CONVENTION

THINK DYNAMICALLY

LEAD WITH HEART

CONNECT NOW

CONSIDER THE WORLD

[PREVIOUS](#)

[CONTENTS](#)

[NEXT](#)

OUR VISUAL IDENTITY

**OUR VISUAL IDENTITY HAS BEEN DESIGNED
TO EXPRESS OUR BRAND PROPOSITION AND
ATTRIBUTES IN VISUAL TERMS.**

OUR VISUAL IDENTITY IS:

**BOLD AND VIBRANT
UNCONVENTIONAL
AUTHENTIC
ACTIVE AND DYNAMIC
DEMONSTRATING IMPACT**

OUR LOGO IS THE SINGLE MOST IMPORTANT VISUAL ELEMENT OF OUR IDENTITY. PROPER USE OF THE LOGO AND OUR LOGOTYPE IS VITAL FOR ENSURING RECOGNITION FOR THE SCHOOL.

The following section is an abbreviated logo guideline specific to Questrom. For complete guidelines for the Boston University logo and visual identity, visit www.bu.edu/brand

MASTER LOGO USAGE

Since the master logo is the common thread throughout University communications, it should be your starting point in the creation of all marketing materials. Deliberate, consistent placement of the logo will establish the University's name and institutional credence without distraction from your message. There are very specific guidelines regarding the use of the master logo.

Visit bu.edu/brand for specific directions for the application of our updated logo and related elements. Please refer to this guide whenever you develop marketing communications.

THE LOGO MUST BE PRESENT ON ALL UNIVERSITY COMMUNICATIONS

As the primary graphic identity for the institution, the master logo must appear on all communications, including brochures, stationery, business cards, and the University website.

For any questions please contact Creative Services at bu.edu/brand or the Questrom Marketing and Communications team.

MASTER LOGO



QUESTROM SUB-BRAND LOGOTYPE

Boston University Questrom School of Business

SUB-BRAND SIGNATURE STACKED



Boston University Questrom School of Business

SUB-BRAND SIGNATURE HORIZONTAL



Boston University Questrom School of Business

NEXT TO OUR LOGO, COLOR IS THE
MOST RECOGNIZABLE VISUAL ELEMENT
OF OUR IDENTITY.

AS PART OF BU, OUR SCHOOL COLORS MAKE POWERFUL USE OF RED, BUT HOW WE USE IT IS UNIQUE TO OUR SCHOOL.

Red is the dominant color used in all of our materials, creating impact and recognition.

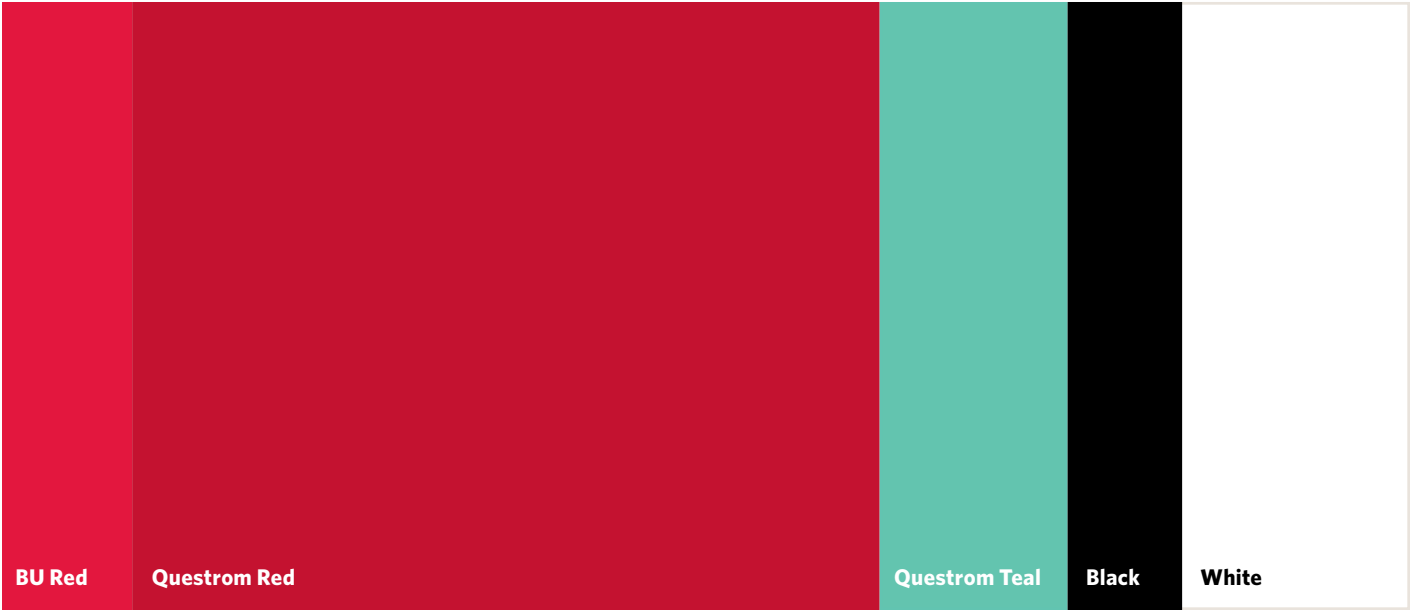
Our color palette uses two reds: the brighter BU red and a deeper Questrom dark red.

BU red is used in our Logo and Signature, but Questrom dark red is used in a majority of other design elements, such as color fields, typography and graphics.

Teal, the inverse color of red, is used to create contrast and direct the viewer’s eye. Because red and teal are negatives of each other, they are a vibrant combination that give each other emphasis.

White space is an important element of our visual system and provides for a modern, uncluttered layout.

Use of additional colors outside of our palette must be approved by our [Marketing and Communications](#) department.



Size of color areas shown indicate relative dominance of color use

BU Red is used for:

- The Boston University logo
- The BU Signature
- Elements that represent BU, and not Questrom
- Red type or design elements on a dark background, when Questrom red does not provide enough contrast

Questrom Dark Red is used for:

- Major or minor color coverage areas
- Typography: Major or minor headlines, call-outs, highlighted notes
- Information graphics, graphs and tables

Questrom Teal is used for:

- Small design elements to contrast Questrom red
- Typographic elements to stand off of Questrom red or dark backgrounds
- Tinting photography and background textures (see section 3.23)

Black is used for

- Our school sub-brand identifier
- Body copy and other typographic elements
- Minor design elements or graphics

White is used for

- Creating clean, uncluttered page backgrounds
- Type or graphic elements on dark backgrounds

CONSISTENT, PROPER REPRODUCTION
OF OUR COLOR PALETTE IS AN
IMPORTANT PART OF BUILDING
RECOGNITION

Always follow the color specifications shown here when reproducing our brand colors.

The Pantone® Color Standards is a color matching tool used by industry for reproducing colors consistently across various printing mediums.

Consult current PANTONE® Publications for accurate color.

BU RED

PANTONE 186
C0 M100 Y75 K4
R204 G0 B0
HTML CC0000

QUESTROM
DARK RED

PANTONE 187
C5 M100 Y71 K22
R167 G25 B48
HTML A71930

QUESTROM
TEAL

PANTONE 570
C59 M0 Y39 K0
R99 G196 B175
HTML 63C4AF

BLACK

PANTONE PRO. BLACK
C0 M0 Y0 K0
R0 G0 B0
HTML 000000

WHITE

C0 M0 Y0 K0
R255 G255 B255
HTML FFFFFFFF

The colors shown on this page and throughout this manual have not been evaluated by Pantone for accuracy and may not match the PANTONE® Color Standards.

PANTONE® is the property of Pantone LLC.

A VIBRANT SECONDARY PALETTE
GIVES ADDITIONAL DESIGN FLEXIBILITY
TO APPROVED BRAND USERS.

The principal color focus in BU materials is our primary palette, detailed in section 3 of the Questrom Brand Identity Guidelines.

The secondary palette has been created to provide additional design flexibility to a controlled number of approved brand creators. The secondary palette may be used for graphs and diagrams or for differentiation in the interior of long, multi-page documents.

Secondary colors exist in bright and dark versions. Bright colors are used in color fields or large typography. Dark versions of the colors are used in typography or graphics where additional contrast aids readability.

Using tints of the secondary colors is acceptable in graphs, tables and color fields.

The secondary palette is not intended for general use—do not distribute the secondary palette without permission from the Marketing department.

BRIGHT BLUE	DARK BLUE
PANTONE Pro. Cyan C100 M0 Y0 K0 R0 G159 B218 HTML 009FDA	PANTONE 301 C100 M46 Y5 K18 R0 G82 B147 HTML 005293

BRIGHT GREEN	DARK GREEN
PANTONE 368 C63 M0 Y97 K0 R105 G190 B40 HTML 69BE28	PANTONE 301 C73 M9 Y94 K39 R66 G119 B48 HTML 427730

BRIGHT GREY	DARK GREY
PANTONE Warm Grey 5 C0 M5 Y10 K29 R191 G182 B173 HTML AEA79F	PANTONE Warm Grey 8 C0 M9 Y16 K43 R162 G149 B138 HTML 766A62

BRIGHT CHERRY	DARK CHERRY
PANTONE Rub. Red C0 M100 Y18 K3 R202 G0 B93 HTML CA005D	PANTONE 221 C8 M100 Y24 K35 R145 G0 B75 HTML 91004B

BRIGHT ORANGE	DARK ORANGE
PANTONE 151 C0 M55 Y100 K0 R255 G121 B0 HTML FF7900	PANTONE 1665 C0 M76 Y100 K0 R221 G72 B20 HTML DD4814

**CLEAR AND CONSISTENT TYPOGRAPHY IMPROVES
THE ACCESSIBILITY OF INFORMATION AND HELPS
TO BUILD A DISTINCT VISUAL CHARACTER.**

OUR TYPEFACE, KNOCKOUT, IS BOLD, DARING AND PRESENTS OUR MESSAGES WITH IMPACT.

Knockout has a broad range of weights and widths to choose from for headlines, subheads call-outs and notes.

Whitney is used for body copy. Whitney is a highly legible and modern typeface, used broadly throughout the visual system of Boston University.

Use Knockout and Whitney across all professionally produced communication materials, such as brochures or advertising, to ensure a unified identity for our audiences.

Knockout and Whitney are not standard typefaces on PCs. An alternate typeface has been designated for desktop-based correspondence. The typeface Arial is used for any correspondence such as letters or memos produced in Microsoft Word®, Microsoft PowerPoint® presentations or Microsoft Excel® spreadsheets.

In order to maintain the quality and integrity of the typefaces, do not alter the shape, proportion or spatial relationships of any of the characters. Be sure to use the true, unaltered form of the typeface.

Whitney typeface downloads can be requested through BU Marketing & Communications: bu.edu/brand/typography/typeface

KNOCKOUT

**A B C D E G H I
J K L M N O P
Q R S T U V W
X Y Z**

Styles of Knockout used

KNOCKOUT HTF90-ULTMTWELTERWT
KNOCKOUT HTF49-LITEWEIGHT
KNOCKOUT HTF47-BANTAMWEIGHT

WHITNEY

A B C D E F G H I J K L M N
O P Q R S T U V W X Y Z
a b c d e f g h i j k l m n o p q r
s t u v w x y z 1 2 3 4 5 6 7 8 9 0

Styles of Whitney used

Whitney Light
Whitney Light Italic
Whitney Book
Whitney Book Italic
Whitney Semibold
Whitney Semibold Italic

ARIAL

A B C D E F G H I J K L M N
O P Q R S T U V W X Y Z
a b c d e f g h i j k l m n o p q r
s t u v w x y z 1 2 3 4 5 6 7 8 9 0

Styles of Arial used

Arial Regular
Arial Italic
Arial Bold
Arial Bold Italic

When creating cover titles or display type with text under six words in length, the title may be presented in a compact unit that functions like a graphic. Leading and tracking are reduced as specified. This technique must not be used on longer messages. It is to be used for main titles only, and never for sub-section titles or body copy headlines.

LARGE DISPLAY TYPE/COVER TITLES IF SIX WORDS OR LESS

**DARE TO CHANGE
THE WORLD**

Font: Knockout HTF90-UltmtWelterwt
Case: All capitals Tracking: -20
Leading: reduce leading until lines touch

For major headlines longer than six words in length, leading and tracking is increased to ensure readability, but is still relatively tight.

LARGE DISPLAY TYPE/COVER TITLES LONGER THAN SIX WORDS

**LEARN IN THE REAL
WORLD, IN REAL TIME**

Font: Knockout HTF90-UltmtWelterwt
Case: All capitals Tracking: 0
Leading: 75% of point size (e.g. 36pt type on 27pt leading)

Secondary headlines and section heads use a condensed version of Knockout. Tracking is increased for readability.

SECONDARY HEADLINES / SECTION HEADS

HIT THE GROUND RUNNING

Font: Knockout HTF47-Bantamweight
Case: All capitals Tracking: +30
Leading: 75% of point size (e.g. 32pt type on 24pt leading)

Introductory text or call-outs also use condensed Knockout. All-capitals may be used if the copy is four lines of text or less. Longer text should use sentence-case text, as it is easier to read than all-capitals.

INTRO TEXT OR CALL-OUTS

**IF YOU LIKE THE IDEA OF LEARNING QUICKLY, ALONGSIDE A MULTIPLICITY OF
SMART, DARING LEADERS WITH PRINCIPLED MORAL COMPASSES LIKE YOURS,
THIS PROGRAM IS FOR YOU.**

*If you like the idea of learning quickly, alongside a multiplicity of smart, daring
leaders with principled moral compasses like yours, this program is for you.*

Font: Knockout HTF47-Bantamweight
Case: All capitals or Sentence case Tracking: +30
Leading: Same as point size (e.g. 14pt type on 14pt leading)

Body copy uses Whitney light or book.

BODY COPY

Our global network of thought-leadership, technology and experience creates a distinct service that pushes what's possible for our clients, colleagues and communities. Passionate about creating client value, we deliver impactful solutions more effective and efficient than the last—a unique ability to transform complex analysis into powerful insights that show the way.

Font: Whitney Light or Book

Case: Sentence case *Tracking:* 0

Leading: 120 to 140% of point size (e.g. 8pt type on 12pt leading)

Bodycopy headlines use Knockout. Headline color may match body copy or use red or teal for additional emphasis.

BODY HEADLINES

WE BELIEVE IN EMPOWERING THE FUTURE, NOT WAITING FOR IT.

Our global network of thought-leadership, technology and experience creates a distinct service that pushes what's possible for our clients.

Font: Knockout HTF49-Liteweight

Case: All capitals *Tracking:* +30

Leading: Match leading of body copy

Sub-heads below the styles described above use Whitney Semibold. If further styles are needed, italic and book versions of Whitney may be used.

BODY SUBHEADS

We believe in empowering the future, not waiting for it.

Our global network of thought-leadership, technology and experience creates a distinct service that pushes what's possible for our clients.

Font: Whitney Semibold Regular

Case: Sentence case *Tracking:* 0

Leading: Match leading of body copy

Sidebars or captions use Liteweight Knockout, as it is less condensed and more readable at small sizes than Bantamweight. If text is six lines long or less, All-capitals may be used. For longer text, Sentence-case should be used for readability.

SIDEBARS OR CAPTIONS

IF YOU LIKE THE IDEA OF LEARNING QUICKLY, ALONGSIDE A MULTIPLICITY OF SMART, DARING LEADERS WITH PRINCIPLED MORAL COMPASSES LIKE YOURS, THIS PROGRAM IS FOR YOU.

If you like the idea of learning quickly, alongside a multiplicity of smart, daring leaders with principled moral compasses like yours, this program is for you.

Font: Knockout HTF49-Liteweight

Case: All capitals *Tracking:* +30

Leading: 120% of point size (e.g. 9pt type on 11pt leading)

Footnotes or small legal text uses Whitney Light or Book.

FOOTNOTES

Our global network of thought-leadership, technology and experience creates a distinct service that pushes what's possible for our clients, colleagues and communities. Passionate about creating client value.

Font: Whitney Light or Book

Case: Sentence case *Tracking:* 0

Leading: 120 to 140% of point size (e.g. 6.5pt type on 9pt leading)

**IMAGERY IS A KEY COMPONENT OF OUR IDENTITY.
OUR PHOTOGRAPHY MUST VISUALLY EXPRESS
OUR BRAVE, AGILE, AUTHENTIC PERSONALITY.**

HOW WE DEPICT OUR PERSONALITY ATTRIBUTES:

For more information on photography guidelines, visit: www.bu.edu/brand/image/



BRAVE:

- We show our heart and human aspects of the school through images of our people
- Images depict the individuals who make up the diverse Questrom community
- Modern, bright photos portray Questrom as positive, inclusive and human
- Purely candid images can be mixed with those whose subjects have direct eye contact with the camera, which creates engagement and personal connection with the viewer

AGILE:

- We show groups engaged in activity, reflecting the collaborative and interactive nature of the school culture
- Showcase the dynamic urban atmosphere of the Questrom and BU campuses
- Subtle motion blurring may be captured in-camera or added in post-production using Adobe Photoshop
- Dynamic compositions feature unexpected angles or points-of-view

AUTHENTIC:

- We consistently employ a candid, journalistic photography style
- Images appear unstaged and spontaneous
- Portraits are taken in actual school or working environments
- Imagery uses natural lighting, or lighting that is not overtly staged

PHOTOGRAPHY CAN BE USED TO DEMONSTRATE OUR IMPACT IN THE REAL WORLD

Portraits of Questrom people in the environments where they have made a difference serve as proof-points of our real-world impact.

Alumni, faculty, staff and students can be used to tell success stories. For example, an outstanding CEO alumnus is depicted in his corporate headquarters, or a recent graduate from the Health Sector Management MBA program who now works as a Senior Quality Improvement Consultant at Partners Healthcare.

Subjects should be depicted dressed in the clothing that would be authentic to their work.

Lighting should appear to be natural and unstaged.



OUR PHOTOGRAPHY HAS A DISTINCTIVE COLOR TREATMENT TO ACHIEVE IMPACT AND CREATE A UNIFYING LOOK ACROSS OUR IMAGERY

Photographs are adjusted to have a subtle tint of Questrom Teal (See color section 3.11).

The teal tint helps photographs to work better with the brand red, with the two opposing colors emphasizing each other and providing visual “pop”.

This effect is achieved by color adjusting the photograph in Adobe Photoshop or other photo editing software.

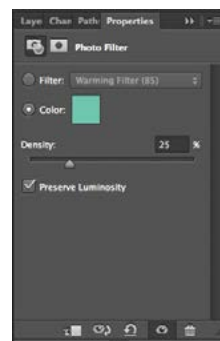
As each photo will differ, some images may require more or less adjustment than others.

Tinting should be subtle and should not shift the photograph into an unnatural tone. Overall color saturation may need to be reduced. Use examples within these guideline for color reference.

ORIGINAL



ADJUSTED



One method of tinting is to use a “photo filter” adjustment. Click on “color” and set the filter to match the CMYK values of Questrom Teal

Image > adjustments > Photo filter



Another way to achieve the teal effect is by using a “color balance” adjustment. Adjust the colors to achieve the teal, usually by increasing the levels of cyan

Image > adjustments > Color balance



A reduction in color saturation may be required to ensure tinting is subtle and natural looking

Image > adjustments > Hue/saturation

INCLUDING RED IN OUR PHOTOGRAPHY IS AN EFFECTIVE WAY TO ENSURE OUR COLORS ARE PROMINENT THROUGHOUT OUR MATERIALS

The inclusion of red elements in photography reinforces our brand and helps create a unified look across diverse materials.

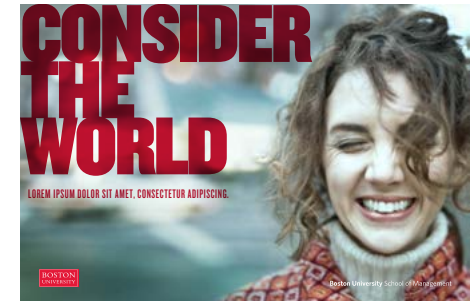
Questrom Teal may also be included in imagery, but should not dominate the red.

Colored elements may be articles of clothing, objects in the environment or background elements.

It is preferable to use images that naturally use red elements, but if this is not possible, color may be added in post-production using Adobe Photoshop or other editing software.

Red elements should match Questrom Dark Red, not BU Bright Red.

Avoid overusing red in photography, as this will erode the authenticity of the imagery. Note that using red prominently in grouped images may appear contrived.



BECAUSE IMAGERY IS AN IMPORTANT REFLECTION OF OUR PERSONALITY, HERE ARE COMMON PHOTO STYLES TO AVOID

DO NOT use imagery that looks contrived or staged. This is contrary to the authentic nature of our brand.

DO NOT portray attitudes or emotions that are counter to the positive and inclusive spirit that we value at the school.

DO NOT portray the people of the school in sterile or studio environments. They should appear in real environments.

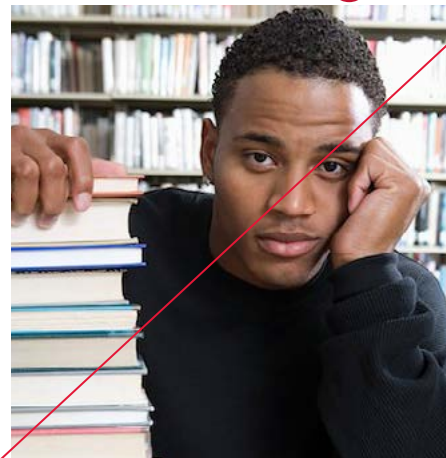
DO NOT use black and white imagery except in an application where color is limited (e.g. a black and white newspaper). Although black and white can be very powerful, color creates a more modern and positive impression.

DO NOT use overly saturated color in photography. Images must always feel authentic and journalistic in tone.

CONTRIVED IMAGERY



NEGATIVE EMOTION



STUDIO ENVIRONMENT



BLACK & WHITE IMAGERY



OVER SATURATED



BOLD INFORMATION GRAPHICS IMPART FACTS QUICKLY AND CLEARLY, WHILE AT THE SAME TIME CONVEYING THE QUESTROM PERSONALITY.

Well-designed information graphics improve viewers' understanding of data. Most people see patterns and trends better when they are presented visually.

Maps, graphs, charts and tables can be used to clearly present data.

Information graphics may take a great variety of different forms. To align with the Questrom personality, design graphics to be:

- Bold
- Simple
- Graphic
- Modern

Use bold typographic call-outs of facts and figures to draw viewers' attention to important information.

INFORMATION GRAPHICS

MAY 2013 ENTERING CLASS

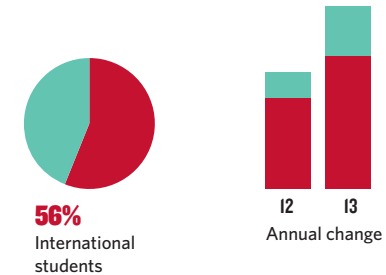


Enrolled **27** Applications received **155**

MAPS



GRAPHS



TYPOGRAPHIC CALL-OUTS

TWO-YEAR MBA CLASS

682
MEAN GMAT

90
PERCENT
OF MBA STUDENTS WERE
EMPLOYED WITHIN THREE
MONTHS OF GRADUATION

CONTACT US

**IF YOU HAVE ANY QUESTIONS CONCERNING OUR
VISUAL OR VERBAL IDENTITY, PLEASE CONTACT
THE QUESTROM MARKETING AND
COMMUNICATIONS TEAM:**

Midge Wilcke, Director

mwilcke@bu.edu

Adriane Ayling, Associate Director,

Brand & Creative

adean@bu.edu

Susan James Leyva, Project & Operations Administrator

susanley@bu.edu

**VISIT OUR BRAND TOOLKIT TO DOWNLOAD LOGOS,
IMAGES, AND TEMPLATES:**

<http://questromworld.bu.edu/marcom/toolkit>

