

C&G Partners

ASOR: The American Schools of Oriental Research
Branding and Website Redesign

Discovery Findings and Recommendations

March 22, 2016

Agenda

Feedback and Findings from Interviews

Brand Audit

- Logos

- Publications and Materials

Comparative Review

- Logos

- Websites

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Branding Recommendations

Technical Discovery

Feature List (also attached separately)

Sitemap (also attached separately)

Schedule

Next steps

Appendix

Feedback and Findings from Interviews

What We Did

- Four leaders in the ASOR community interviewed, as well as three regular-level members of ASOR
- Younger, “next-generation” members interviewed
- Three non-professional members and “Friends of ASOR” interviewed
- Three past members interviewed
- Over the course of two weeks, with 45-60 minute phone calls each

ASOR “Schools” Listed in/near Logo

- Confusion over what the listed locations represent—physical operational buildings and/or committees, should ASOR use site names instead of city names?
- There was some confusion over what the word “Schools” in the name meant: the centers in the Middle East, or the consortium of American Schools that founded it
- ASOR used to be a parent to these schools, but now they are independent, so there is confusion as to why they are so explicitly linked to the logo
- Keeping schools that are not active now (Baghdad, Damascus) shows a hopeful future
- The list of 5 locations doesn’t represent ASOR’s current reach, but they are important for understanding the legacy
- Should not be a prominent part of the header or logo, but information on these locations or schools should be clearly featured on the website

“ If [ASOR] want[s] to be seen as the go-to for all things ‘cultural heritage’ in the Levantine, Middle East, and North African region, then I would take [the schools] off the logo.

Archeology Focused vs Broader

- Most understand that ASOR's focus extends beyond archeology
- Most members feel that they still use archeology in their practice, even if they don't consider their practice to be archeology
- The archeology angle is what sets ASOR apart from other similar organizations

“ Whether you're a field archaeologist or a professor at a University, there's no real difference; still feel like a part of the profession. Even if they don't dig, they might study the Bible, be a text/language specialist, art historian, or work with stone.

Location Boundaries of Research

- Most are in agreement about the countries in ASOR's purview: Iran to Northern Africa
- Know that ASOR is expanding to other regions as well: more into Turkey, and South West Mediterranean
- Speak to the expanded reach consistently, on the ABOUT page, in projects, imagery, etc.

“ The work that is presented through ASOR events or publications is what informs the boundaries.

Preferred Terminology: Near vs Middle East

- Many used this term interchangeably during interviews, and even when asked admitted to using both interchangeably
- Agreed that using “Near East” implies that you are talking about the ancient world, whereas “Middle East” is contemporary, but Eurocentric
- Agree on consistent terminology and stick with it

“Middle East is a Eurocentric name, but has become common use. ‘Near’ is old, it’s been used for so long, seems to be referring to the ancient world. ‘Middle’ is more for the modern world.

Issues with Connotation of “Oriental”

- Some agreed that the term Oriental has negative connotations, some said it was “politically charged” or is a “loaded word”
- Younger audiences do not connect the word to the Middle East, and think it refers to China or Japan
- Comes from Western Colonialism
- Some believed it was important to ASOR’s heritage, and has historic significance
- Others avoided using ASOR’s full name because of this word, or still used the full name but feel the need to explain it

“ The name is part of our heritage, and instead of eradicating the word ‘Oriental,’ perhaps we can instead educate people as to its original meaning.

Focus on Full Name vs Acronym

- Most people use only the acronym when referring to the organization, and there was a strong preference to retain the acronym
- Suggestion to move the full name to the mission statement or lower on the page, not connected to or near the logo
- Some say the full name only when explaining the organization
- The full name is hard to understand, and ambiguous

“ The acronym has a good sound to it, is pervasive, but I’m not tied to the full word, I feel weird every time I say it, has no meaning for me.

“ The only things that is accurate about the full name is the word ‘research.’

Need for a Completely New Name?

- Agree that the name has important recognition and represents the “golden age of archeology,” and therefore shouldn’t be changed
- The effort required to change the name would be too much, politically and because of all the past publications

“*It’s entrenched in the culture of ancient Near Eastern research.*”

“*I wouldn’t change the name. There’s a lot of historical significance.*”

Thoughts on Current Symbol: Ankh and Dingir

- Many agree that the Ankh is too specific to Egypt, a region that isn't ASOR's primary focus
- Focus of ASOR changes over time, so pointing to a symbol so specific to a place and time period doesn't fully represent the organization
- Isn't particularly inspiring or memorable; some had to look it up when we asked for their thoughts on it
- Some enjoy the logo, think it has brand equity, and want it to stay in some capacity (portion of larger logo, or series, or on a publication)

“ Giving the broader rationality, the icon is too culturally specific. The content of ancient Egypt is there at the meetings and in the journals, but pointing to just one culture in the logo is a mistake.

“ Very Third Millennium, it represents the oldest period we research chronologically.

“ The logo has an early 20th Century, occult, 'Mysteries of the Orient' vibe to it.

Promoting International Presence

- Doesn't think of it as an "American" organization, although the vast majority of its members are from here
- When fundraising or campaigning overseas, the name/logo can make it seem like only Americans can join
- Europe has no equal organization to ASOR, so it should feel inclusive to international audiences, too

Issues of Diversity and Inclusion of Women

- There was an undercurrent of thoughts on diversity throughout our discussions
- The older members and past members see ASOR as “an old boys club” and have had issues in the past with the inclusion of women
- But the current members, and younger members don’t feel it present in the organization today
- Many feel that it has an inclusive, familial sense to it

“There is a better representation of women within ASOR than other aspects of Archeology, not sure if it’s on par with the men yet though.”

How Members Describe ASOR

- ““ *It's an academic consortium in the US. Various academic institutions pay annual dues to receive library materials, fellowships, and other considerations. Early on they established schools in Baghdad and Jerusalem, etc. Those are independent now, so some people think that those schools are what the title refers to.*
- ““ *Leading American organization in the Middle East coordinating excavations in the area, encouraging archaeology within the Middle East.*
- ““ *A society that promotes Middle Eastern Archaeology in North America.*
- ““ *I would first give the whole name and then explain what Near Eastern Archaeology is and how ASOR promotes the study of the cultures, past and present, of the Near East.*
- ““ *An organization that not only helps contacts between colleagues in research and excavations but helps forge friendship for scholarships which is essential for sharing info on all levels.*

Key Attributes

Academic	Dynamic	Heritage	Private
Antiquarian	Elitist	Hesitant	Quirky
Argumentative	Engaged	Inclusive	Respectable
Aspirational	Erudite	Innovative	Scholarly
Aspiring to be Tech Savvy	Established	Intimate	Secure
Avuncular/Paternal	Excitable	Knowledgeable	Sense of Association
Beautiful	Excited	Materialist	Slow Moving
Cantankerous	Family	Modest	Social
Cliquey	Fearless	Multinational	Text Based/Literate
Collegial	Focused	Not Modest	Transformative
Communal	Friendly	Open	Transitioning
Cultural	Fun	Opinionated	Visual
Curator/Caretakers	Glacial	Passing knowledge	Work Hard, Play Hard
Curious	Global	Passionate	
Cutting Edge	Good	Personal	
Diverse (in location)	Hands on/on the ground	Ponderous	

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Brand Audit

Current Logo



JERUSALEM ♦ AMMAN ♦ NICOSIA ♦ BAGHDAD ♦ DAMASCUS



Current Logo



Publications and Materials



Publications and Materials

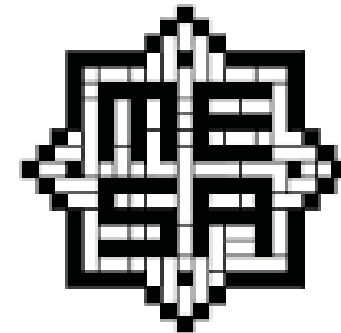
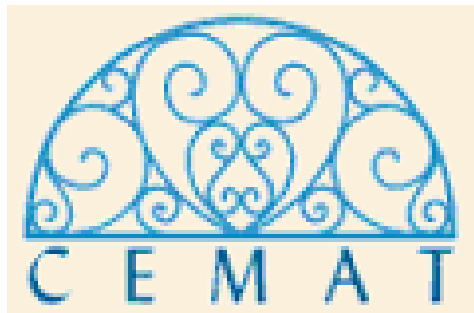


Publications and Materials

- Logos are used in a variety of proportions, lockups and color variations
- Logo is not something that can be simply attached to other things without a clearly defined brand architecture methodology
- Overall appearance lacks consistency and strong unified messaging
- Look and feel doesn't speak to the new strategic direction
- Layouts are not always optimized for legibility
- Blue color is used casually
- You have amazing visual content to share. Celebrate it!

Comparative Review

Logos



Logos



Fostering International Education, Research and Cultural Engagement



מוזיאון ארצות המקרא ירושלים
Bible Lands Museum Jerusalem
متحف بلدان الكتاب القدس



AMERICAN CENTER OF
ORIENTAL RESEARCH
المركز الأمريكي
للأبحاث الشرقية

Society for Classical Studies

classicalstudies.org



PROS

- Short and concise navigation labels
- Clean and modern layout
- Visually on brand
- Visually rich
- Concise navigation, also by persona



CONS

- Somewhat generic
- Stand-in for images in layouts is beyond awful



Society for Classical Studies (cont.)

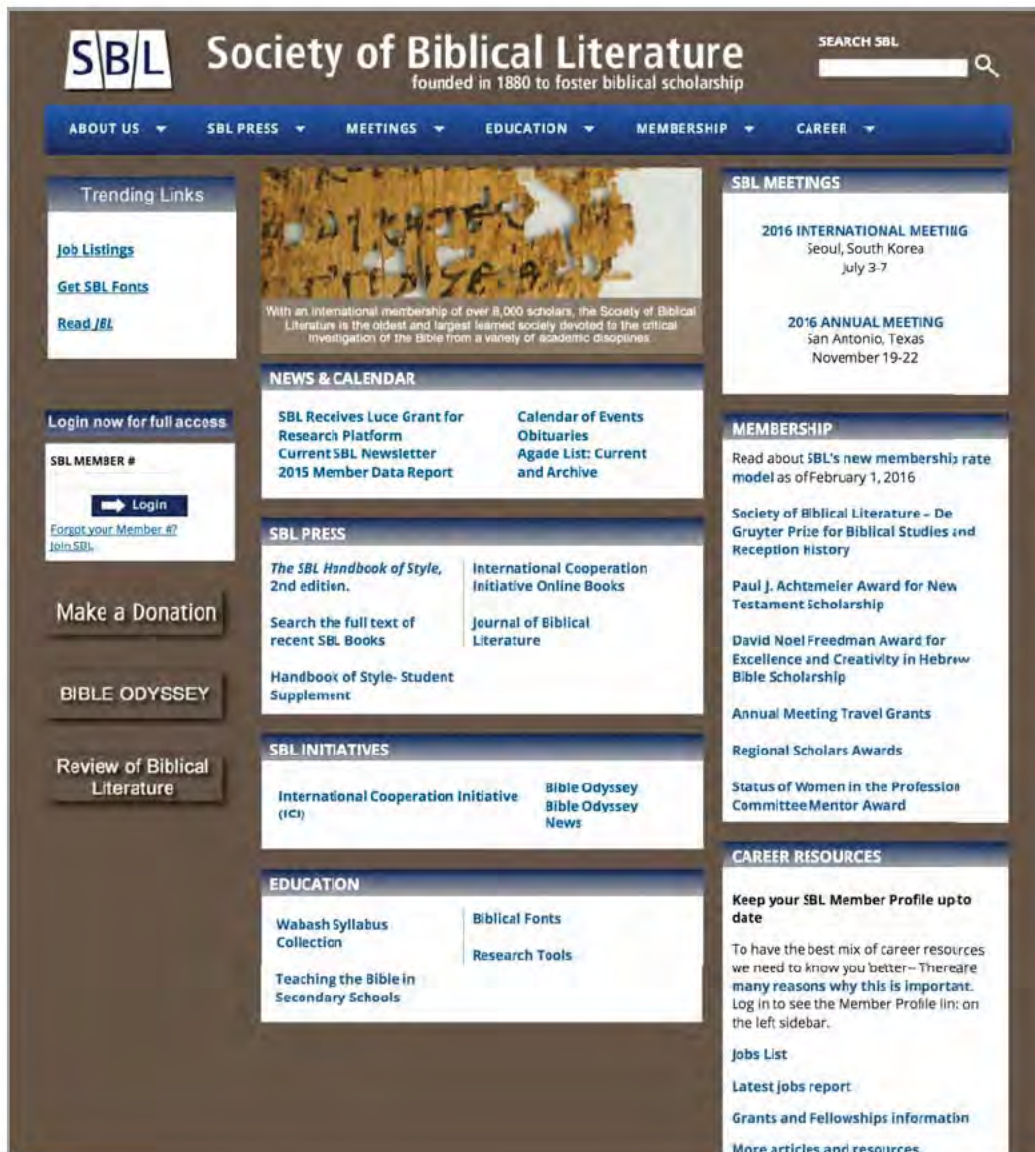
classicalstudies.org



- Nice amount of main menu links (6)
- Header links include news and publications which seems to make that content secondary
- Proper use of persona destinations outside the main navigation
- Grouping of awards and fellowships feels appropriate
- However, job search link leads to a different site straight off main navigation

Society of Biblical Literature

sbl-site.org



PROS

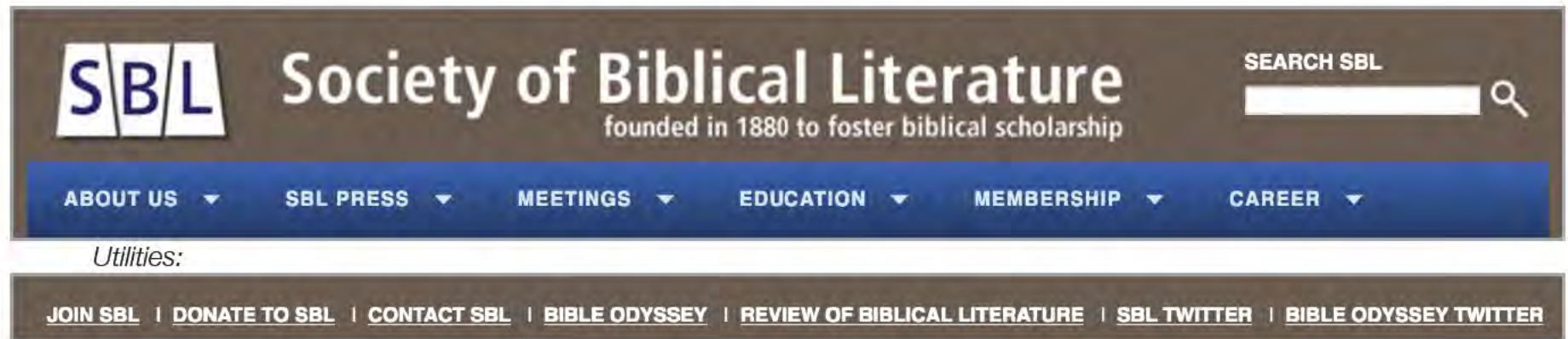
- Short and concise navigation labels
- Career as a main tab

CONS

- Generic visual approach: dull and uninspired
- Presentation is missing hierarchy
- Inconsistent approach to UI
- Bookstore opens a search rather than featuring something

Society of Biblical Literature (cont.)

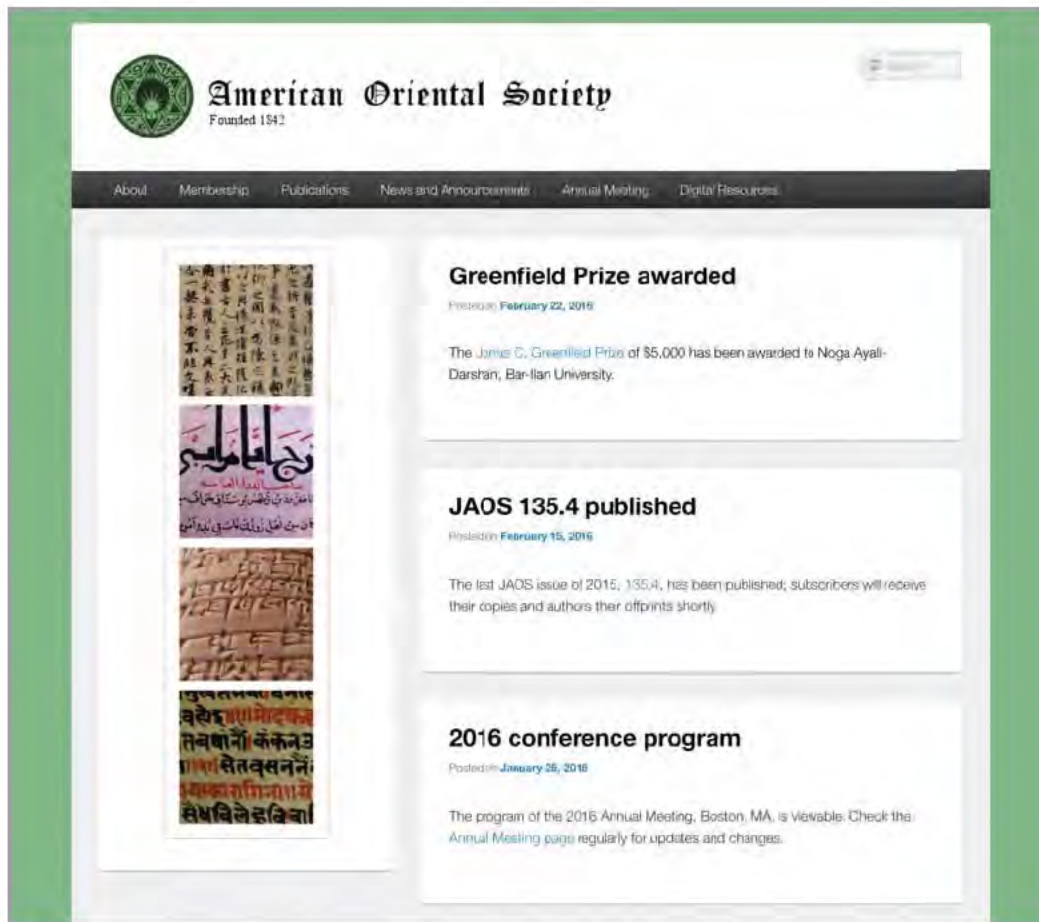
sbl-site.org



- Nice amount of main menu links (7)
- Footer links perhaps could be spaced out into the header area; bit congested currently
- Education is a nice bucket for any resource type, thinking of your current idea of curriculum happening in the future. (Wouldn't organize the Education bucket as SBL does it, however.)
- Obituaries are a content type
- Consider job board: could you provide it?
- Meetings includes an Events Calendar, which is a nice feature, but the label may or may not allude to that being there (assuming all events aren't meetings).
- They chose not to integrate subsites (Bible Odyssey) into the main site, but reference in a utilities link area (though it doesn't make sense to contain the Twitter for Bible Odyssey on this site as they are doing it)

American Oriental Society

americanorientalsociety.org



CONS

- Only one template for the entire site



American Oriental Society (cont.)

americanorientalsociety.org



- Nice amount of main menu links (5)
- Simply named menu labels
- Obituaries are also covered as a content type
- News and Announcements however combines too many content types that aren't particularly timely in their display/organization

Society for American Archeology

saa.org



CONS

- Inflexible structure that doesn't adapt to various content requirements
- Very literal approach to color in relation to the topic

Society for American Archeology (cont.)

saa.org



INFORMATION FOR	INFORMATION ABOUT
PROSPECTIVE MEMBERS Join SAA Member Benefits Testimonials	EDUCATORS K-12 Post-Secondary
STUDENTS Awards / Scholarships Student Affairs Committee Student Activities Member Benefits	JOB SEEKERS EMPLOYERS

- Nice amount of main menu links (5)
- Header links are not treated properly
- Persona destinations can be considered, either as main navigation or quick links (typically not both as seen here)

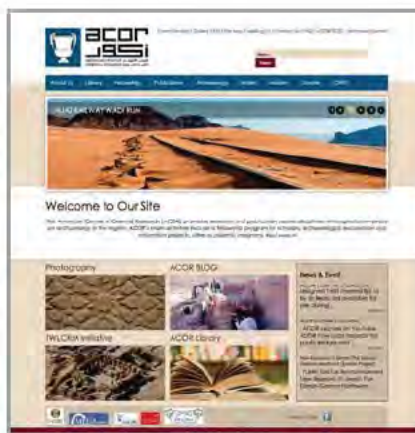
Overseas Research Centers and Initiatives

- Visually on brand, but somewhat generic
- Visually rich
- Modern
- Link off asor.org talk to Syria, but it's almost absent from HP of this site
- Slideshow is broken



asor-syrianheritage.org

- Visually on brand
- Visually rich, but static
- Slideshow on top to present all pages
- No titles on pages
- Publications don't have links to actual books



acorjordan.org

- Generic visual approach
- Text heavy (tiny font size)
- Heavy focus on the building and less on archeology



iar.org

- Generic visual approach
- One (bad) template for the entire site



caari.org

Albright Institute of Archaeological Research (cont.)

aiar.org



Library Residence Development

Albright Library Online Catalogue

Access JSTOR

Albright Map Collection

Local Resources

Albright Rare Book Collection

- Search feels misplaced, if a bit secondary
- Development and Contribute are different labels to consider)
- But those could be consolidated along with “Store” for the point of giving
- “Library” is another nice label, including the call out to JSTOR access, which could be a draw

American Research Center in Egypt

arce.org



PROS

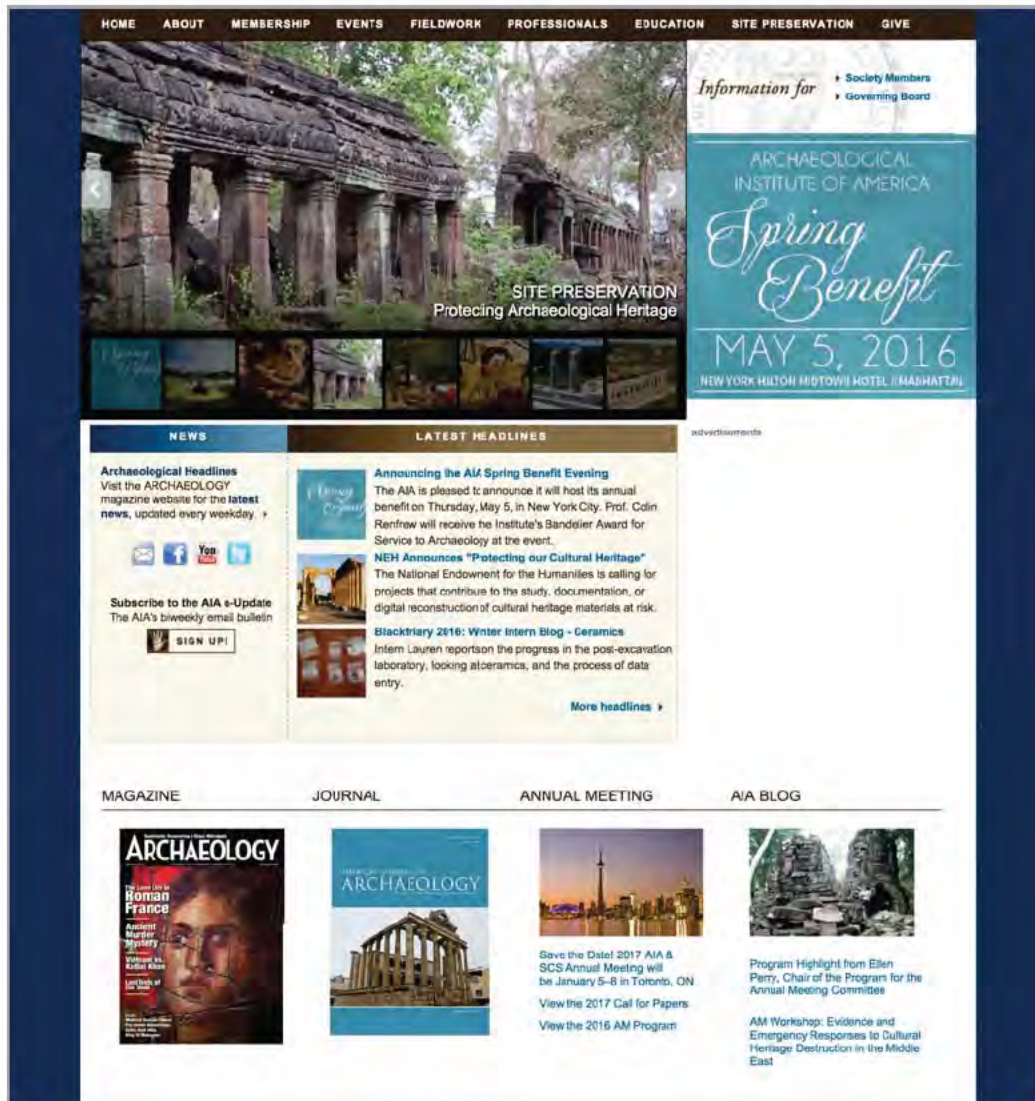
- Visually on brand
- Strong and consistent call to action
- Photo gallery with filters
- Documentary

CONS

- Outdated, congested layout
- Heavy with information, intimidating
- Overwhelming navigation
- Untapped potential for rich imagery

Archeological Institute of America

archaeological.org



PROS

- Visual sampling of interior content on homepage, such as magazine and journal covers
- Events laid out on a map
- Testimonials

CONS

- Missing the name of the organization on the homepage
- Generic visual approach: there is a hint of the logo, but only cropped as a watermark
- Ineffective use of video in the About section

Council of American Overseas Research Centers

caorc.org

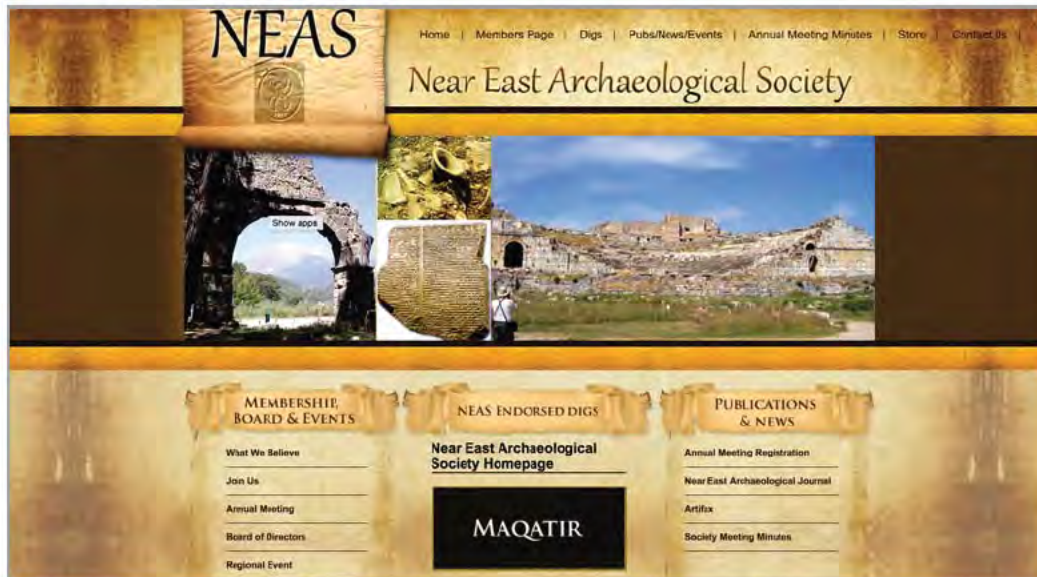


PROS

- Visually on brand
 - rich and less than obvious color palette
- Mission statement is upfront and easy to locate
- Content on homepage conveys who they are:
 - A council of various institutions (through logo)
 - Mission of foreign cultures (leads with countries and photos)

Near East Archeology Society

cbrgroup.org/pages.asp?pageid=106080



CONS

- Outdated look
- Logo is unclear due to 3D effects
- Very static

American Academy of Religion

aarweb.org

The screenshot shows the homepage of the American Academy of Religion (AAR) website. The header features the AAR logo and navigation links for About, Annual Meeting, Membership, Employment Services, Publications, and Programs & Services. A search bar and utility links (Login, Contact, Join or Renew, Donate) are also present. The main content area is divided into several sections: 'Events' with a list of regional meetings; 'News' featuring articles on travel grants, fellowships, and a teaching award; 'Deadlines' listing registration dates for various meetings; 'Member Notes' including a cancer transition story; 'Books and Major Publications' highlighting a new book; 'Academic Abby' offering advice; and 'In the Field' promoting a members-only publication. The layout is dense with text and includes several small images and icons.

CONS

- Generic visual approach, corporate
- Very dense with copy
- Heavily templated

The Medieval Academy of America

medievalacademy.org



CONS

- Site based on a 3rd party membership platform
- Very restrictive templating framework
- No imagery past the homepage
- Redundant navigation on the homepage
- No real content on the homepage
- Small type

Anthony Quinn Foundation

aqfoundation.org



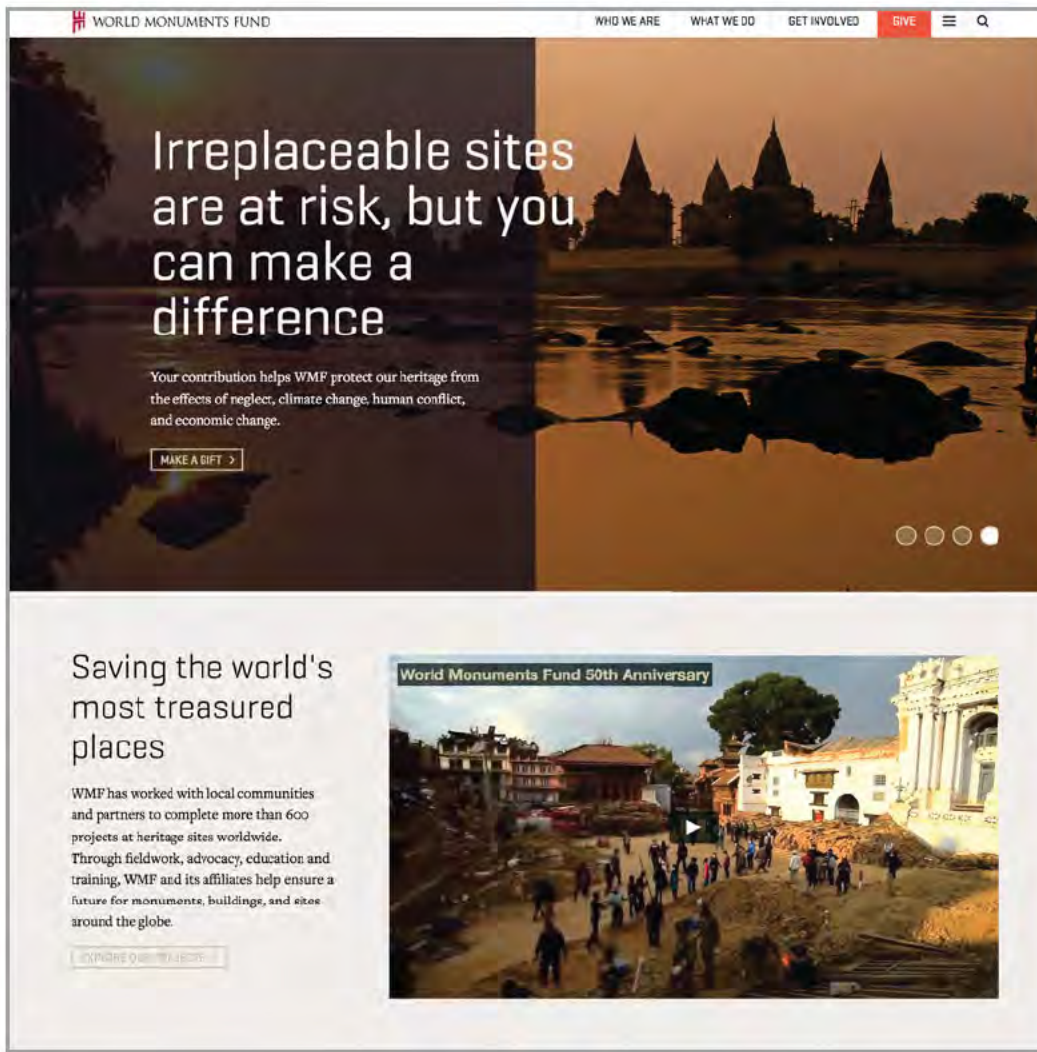
PROS

- Visually on brand
- Simple, bold visuals
- Scrolling is encouraged
- Comfortable pacing
- Enjoyable experience



World Monuments Fund

wmf.org



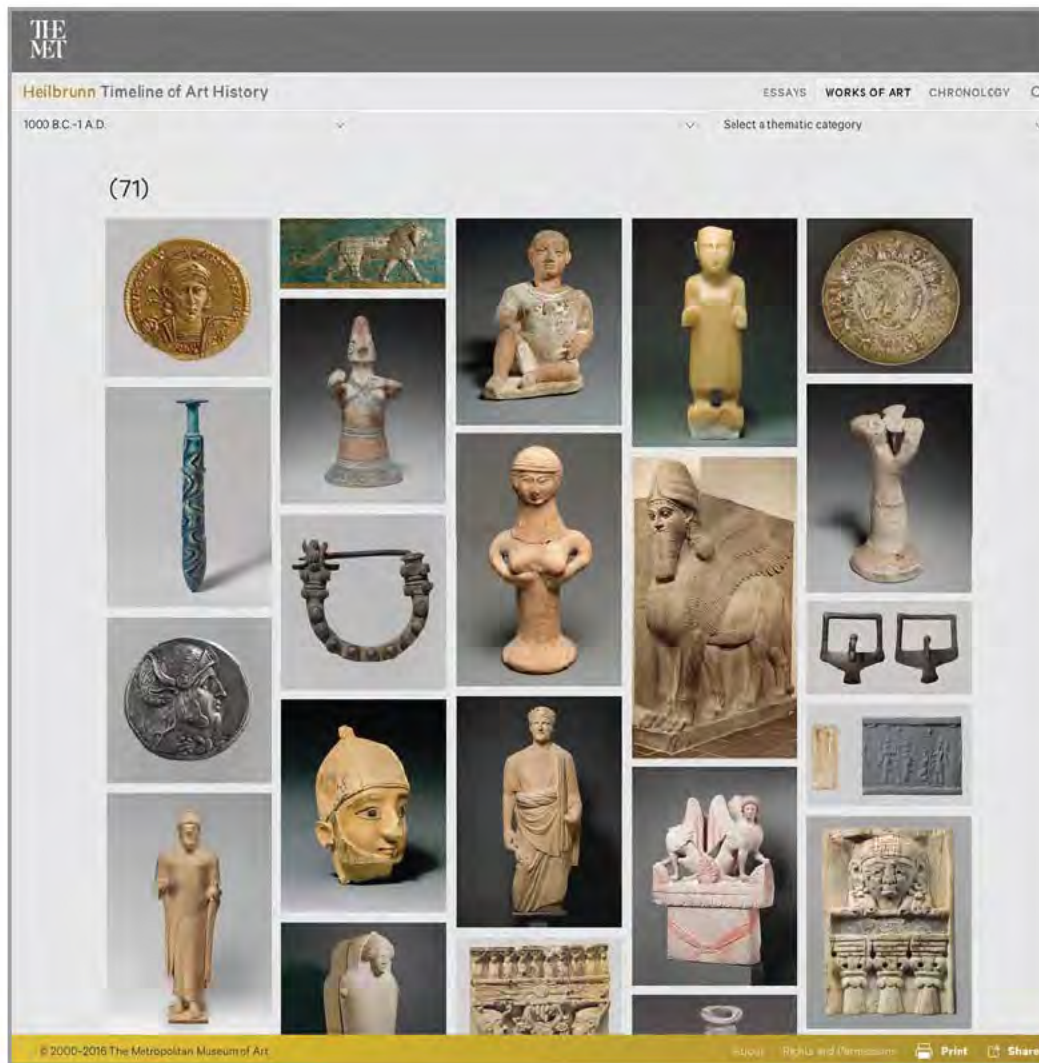
PROS

- Visually on brand
- Arresting imagery
- Engaging editorial
- Strong call to action
- Comfortable pacing
- Enjoyable experience



Met Museum: Heilbrunn Timeline of Art History

www.metmuseum.org/toah/works/#?time=04&geo=w



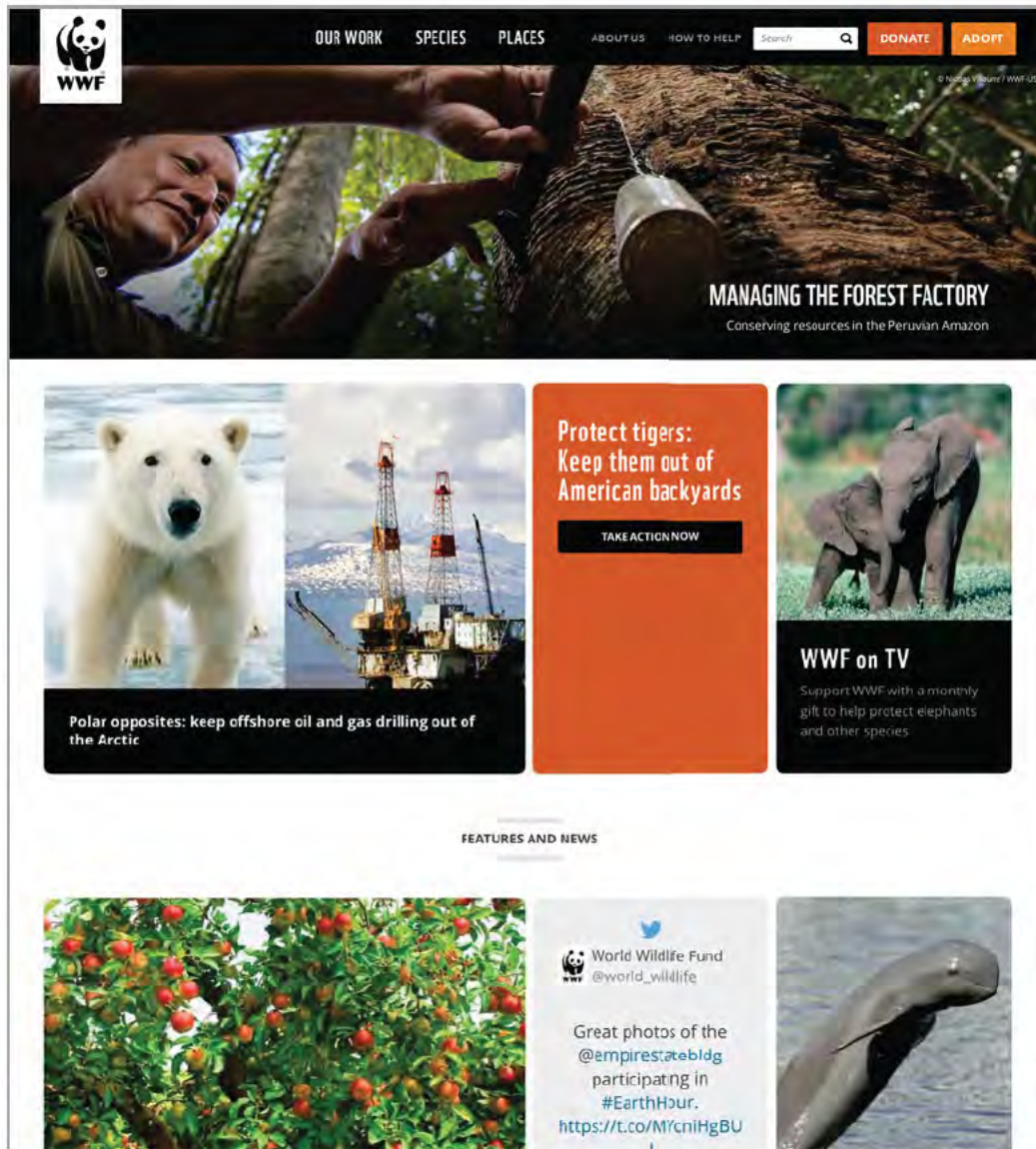
PROS

- Visually on (their new) brand
- Comfortable pacing/enjoyable experience



World Wildlife Fund

worldwildlife.org



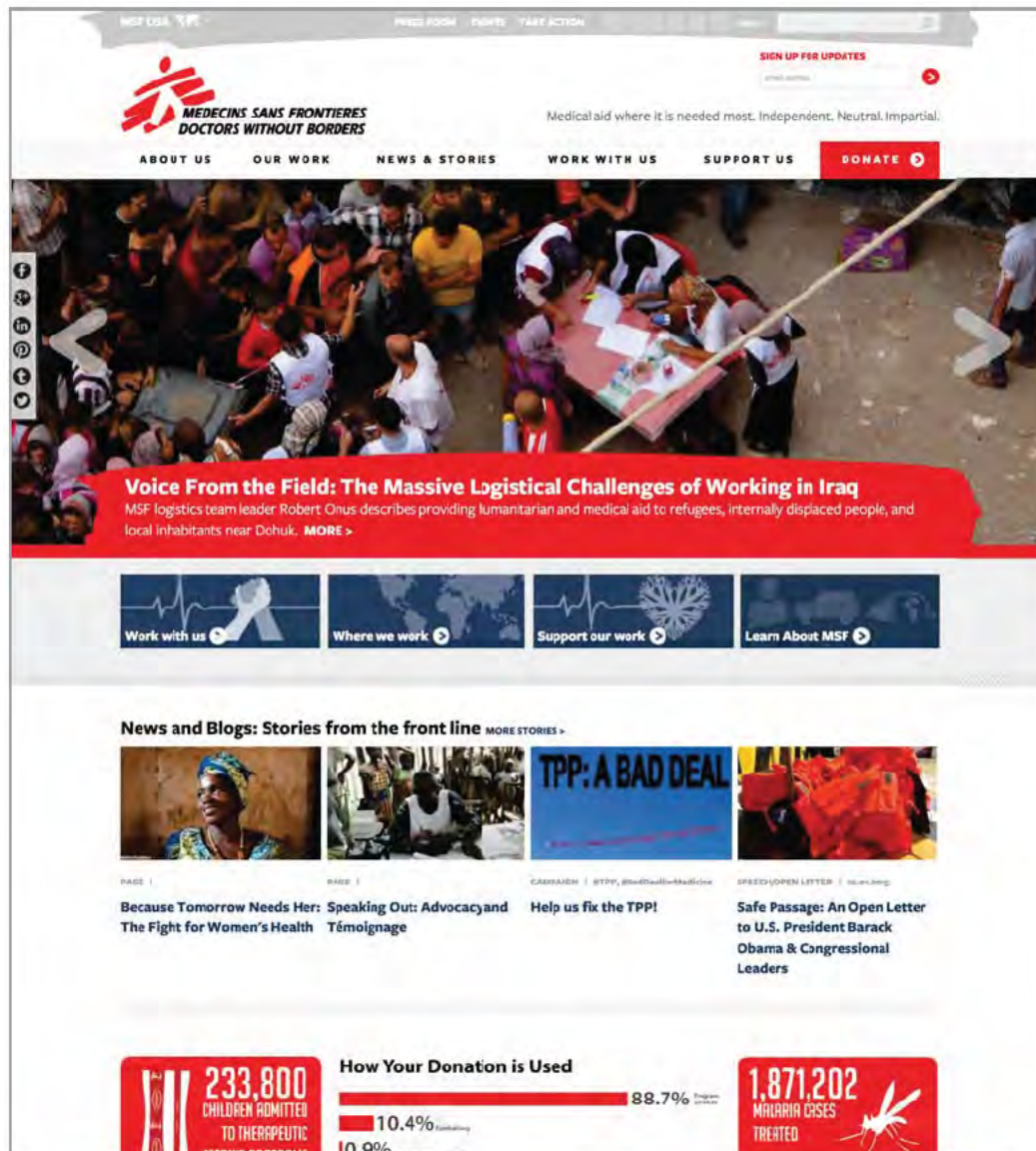
PROS

- Visually on brand
- Concise navigation
- Comfortable pacing
- Enjoyable experience
- Intuitive contextual linking



Doctors without Borders

doctorswithoutborders.org



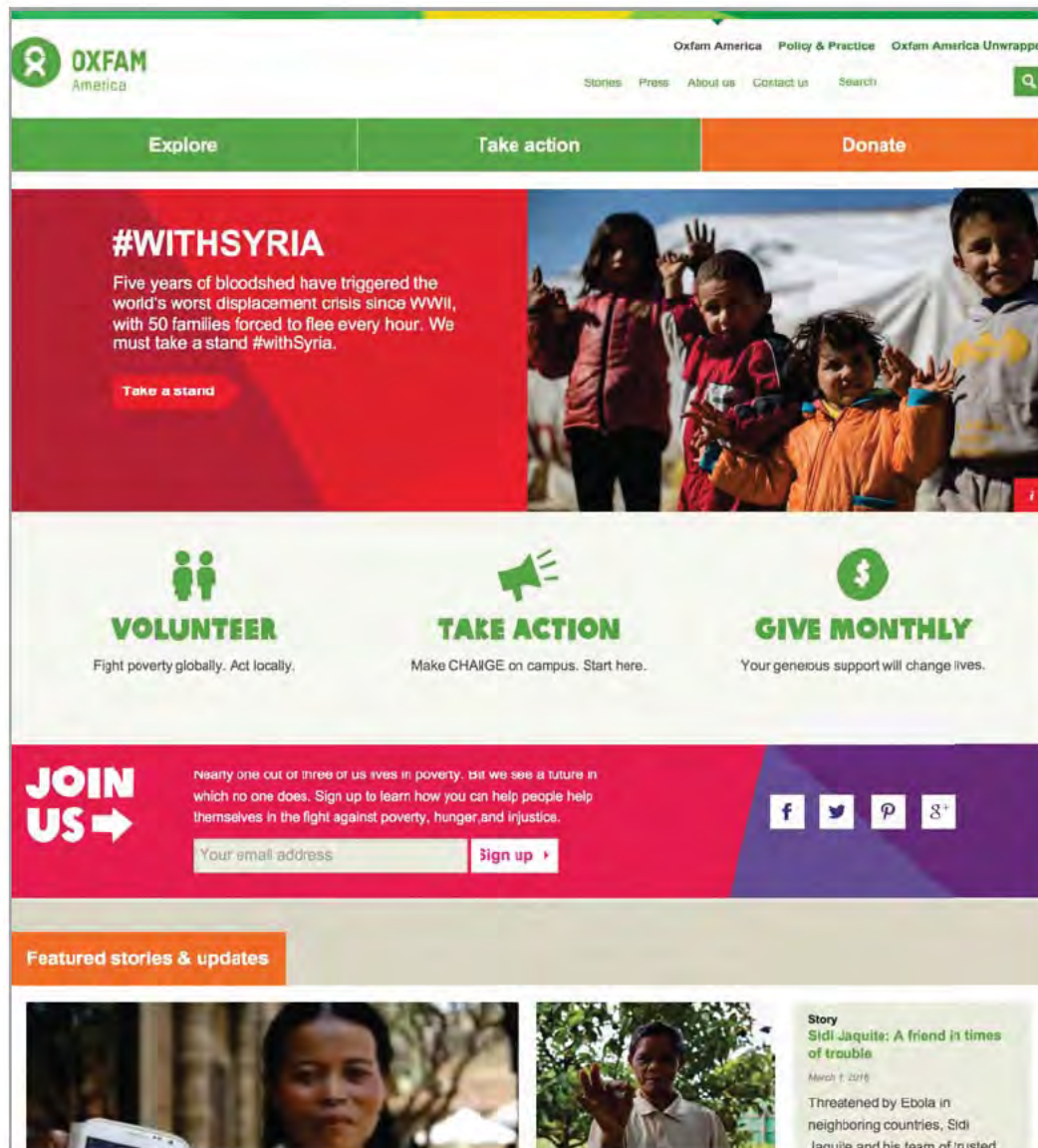
PROS

- “Where we Work” section on map
- Simple boxes directing user to call to action portals



Oxfam America

oxfamamerica.org



PROS

- Energetic and uplifting
- Short, concise and actionable navigation
- Stories



Iconic Imagery

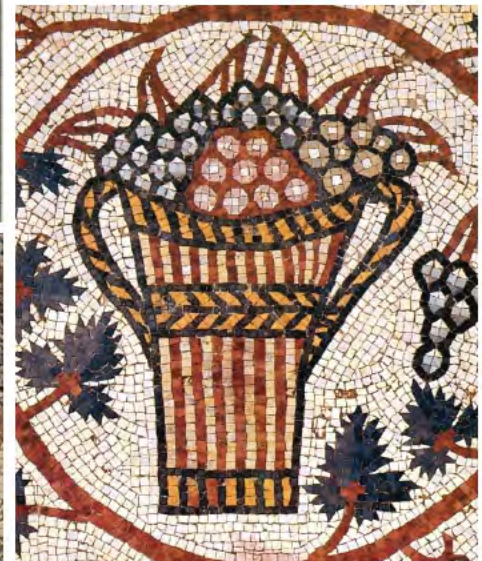
Iconic and Symbolic Forms



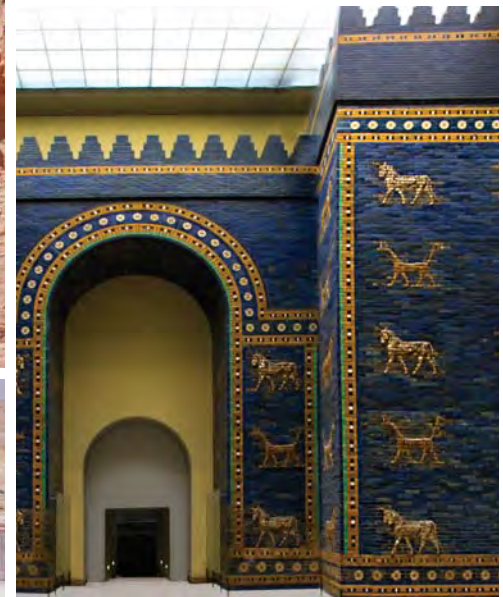
Geometric & Patterns



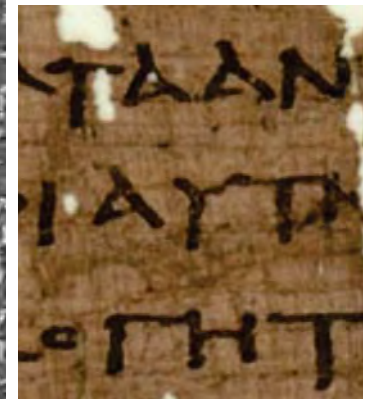
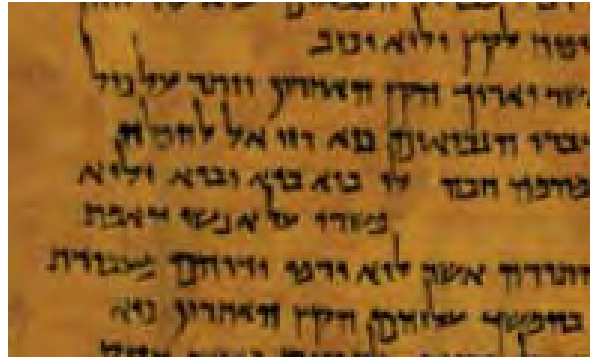
Agriculture



Archeological Landmarks



Writing



Branding Recommendations

*See Appendix for additional thoughts on developing a brand

Name

- Capitalize on ASOR's brand equity
- Separate ASOR logo from the fully spelled name
- Separate locations of research centers and committees from ASOR logo
- Consider a tagline; flexibility of logo/tagline lockup is necessary
- Support ASOR logo by a visual symbol
- Set rules around ASOR brand architecture:
 - committees
 - meetings
 - publications
 - initiatives
 - etc.

Recommended Taglines

ASOR

Ancient Sites for Modern Insights

Exploring Ancient Sites for Modern Insights

ASOR

Discover. Understand. Preserve.

ASOR

Unearthing and Preserving the Human Story

Explore and Preserve the Human Story

Discover and Preserve the Human Story

ASOR

Know the Past. Understand the Present.

This is an accurate description, but too long for a tagline. Perhaps it can be woven into an updated mission statement?

Promoting cultural heritage through archeology, research, and preservation

Logo and Tagline Lockups

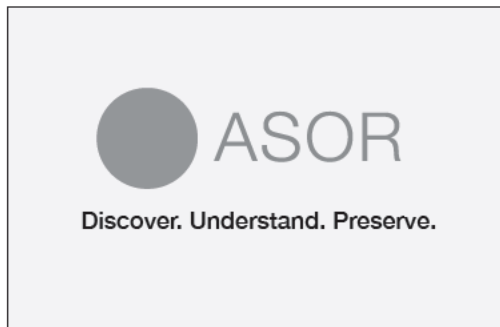
Vertical Lockup



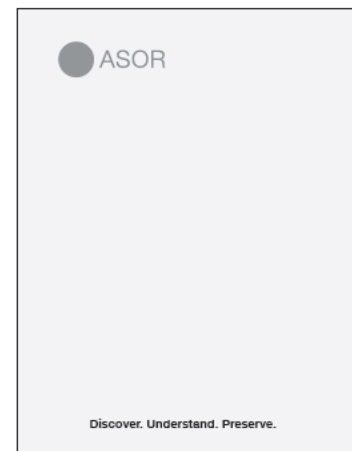
Horizontal Lockup



Tagline Adjacent to Logo



Tagline Separate from Logo



Sub Brand Models

Sub Brand Model 1



Sub Brand Model 2



Sub Brand Model 3



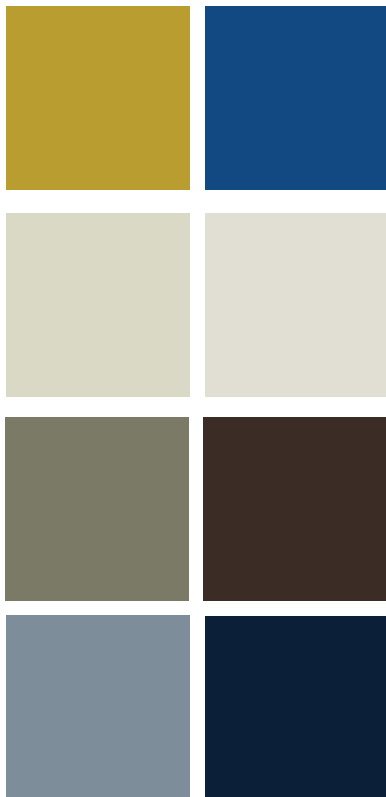
Typography

- Serif typeface spans from ancient Rome, through 1900, and is relevant today
- Test Trajan style vs. modern iterations of serif type
- Combine serif and sans-serif (in tagline, sub brands, etc.)
Sans serif type scales better on digital displays when small
- Modernist and timeless approach: show legacy and look into the future

Branding Recommendations

Color

ASOR Current Colors



Suggested Color Palettes to Explore



Technical Discovery

Technical Discovery

Existing Technology includes:

- Boston University server (currently hosting Archive content); the server includes firewalls and restrictions
- WordPress blog which is separate from BU installation; hosted on Bluehost
- Abila integration for membership CRM and payment for online “store” items including membership payments, journals
- InFormz emailing system
- SQL database --> .CSV file for Archive content
- No analytics due to restrictions by being hosted at Boston University

Technical Discovery (continued)

Recommendations:

- Move full site over to a single WordPress installation
- Host site on Bluehost; for your size organization, this service is an appropriate level of support and cost
- Consider an add-on of Amazon S3 and Cloudfront for scalable media storage and CDN* for fast loading; not required, but will optimize the experience for faster loading of larger images
- For Abila integration, consider the single-sign on WordPress plug-in which will allow your members to log in and retain the WordPress theme while engaging within Abila on the front-end:
<https://wordpress.org/plugins/avectra-netforum-single-sign-on/>
- Continue using the InFormz emailing system since you are happy with it, and it is responsive

*Content Delivery Network

Technical Discovery (continued)

Current search taps into the mechanism on Boston University's site. So once you remove ASOR.org from the server, that will no longer work.

Search Considerations:

- Use the native WordPress search
- Tap into using a Google search plug in, harnessing the power of Google
- Searching within documents as well as on your HTML pages via a SOLR plug-in:
<https://wordpress.org/plugins/wpsolr-search-engine/>
(Currently it seems like BU uses something similar as it returns PDF results)

Archive Migration Considerations:

- Make a copy of the database and audit to be sure it has all the content you are expecting
- Then migrate into WordPress; most likely migration will be manual; unlikely there is an existing script that will pour into proper WordPress fields

Technical Discovery (continued)

Additional services:

- Google Analytics (Free)
- Pingdom: Uptime monitor (Free)
- New Relic: Performance monitor (Free)
- Sentry: Error monitoring (Free)

Feature List

What it is:

- This captures all ideas – from kickoff, through interviews, through peer review and our own ideas
- Not all these items have to go forward but this captures all suggestions

What you do next:

- Review to see if all features make sense; strikethrough if not; add what isn't there
- Prioritize as a group to see what features is a “Must Have (MH)”, “Should Have (SH)” or Nice to Have (NH)
- The Must Haves would create a minimum viable product; pending the scope you have, you can then choose to include “Should Haves” and “Nice to Haves” for your budgetary road maps
- Enter any notes in the “Notes” column to preserve how you came to these decisions, if necessary

Feature List (separate document attached)

Feature	Details	Priority	Notes
		Must have (MH) Should have (SH) Nice to have (NH)	
About			
Mission	What you want to achieve: make it representative language and precise; Explain schools in relation to ASOR		
History	Highlight legacy but also speak to the future; Consider an interactive experience like a timeline		
Committees	- Description of committees - Chairs - Name (links to profile if applicable?) - Guidelines - Minutes		
People	These could remain in the Committees, but for the officers and the board, detail pages could include: - Name - Title - Affiliated institution - Photo - Bio - Phone number and/or email (if OK)		
Governance and Bylaws	If possible, aggregate all the legalese into a given spot for interested parties to parse through; By grouping in such a way that tertiary level navigation is used, it will look a bit less overwhelming to the user, but still findable		
Overseas Centers	Descriptions and links to individual sites about each of the affiliate centers		
Facts and Figures	Create modules that can be used to support About page content in a quick, digestible visual sidebar treatment		
Initiatives			
Incorporate into the main asor.org site	Currently the Syrian initiative is a separate site; if possible, combine into the ASOR site so it's a one-stop shop for all ASOR info		
Template a sub-site for future initiatives	A set of templates could be create for future initiatives, so that each has some coherence in how they are visually presented on the site Each could have their own customizable mini-navigations to suit the different needs		
Projects			
Map of events/digs	Shows breadth and internationalization fo the organization; Coule include info on ongoing digs vs future, and the different centers;		
Filters on map	Provide easy ways for users to parse the map, such as by topics, or locations to get reduced sets of pertinent results		
Project detail pages	Include pertinent information such as where, when, primary contact, map, photos on location, summary of what is taking place		
Mini member bio	For the project pages that have members prominently involved, potentially use a photo and quick 2-liner bio; This treatment perhaps could increase members to keep these pages up to date, give more professional visibility online?		
Application	HTML submittal of applications		
Share widget	Increase shareability of detail pages by including		
Affiliations	Perhaps create an indicator or filter for projects that aren't straight-up ASOR produced, but still contain in the larger project pool of content on the site?		
Memberships			
Explain different options	Explain how you can obtain memberships through a variety of methods and pay points (individual, institutional, Friends of ASOR)		
Registration / Sign up	Using a plug in, make the registration or renewing experience seamless within the ASOR site		
Women of ASOR map	Could/should this lend itself here?		
Meetings			
Next annual meeting	Promote on the landing page of this section, noting location		
Meeting subnavigation	Keep the separate pages under the upcoming meeting navigation, creating a mini-site of sorts with all important information		

(continues)

Sitemap

What it is:

- A structural overview of the site components mapping key features to a new information architecture (IA).
- An articulation of how future features fit in and the site has room to grow

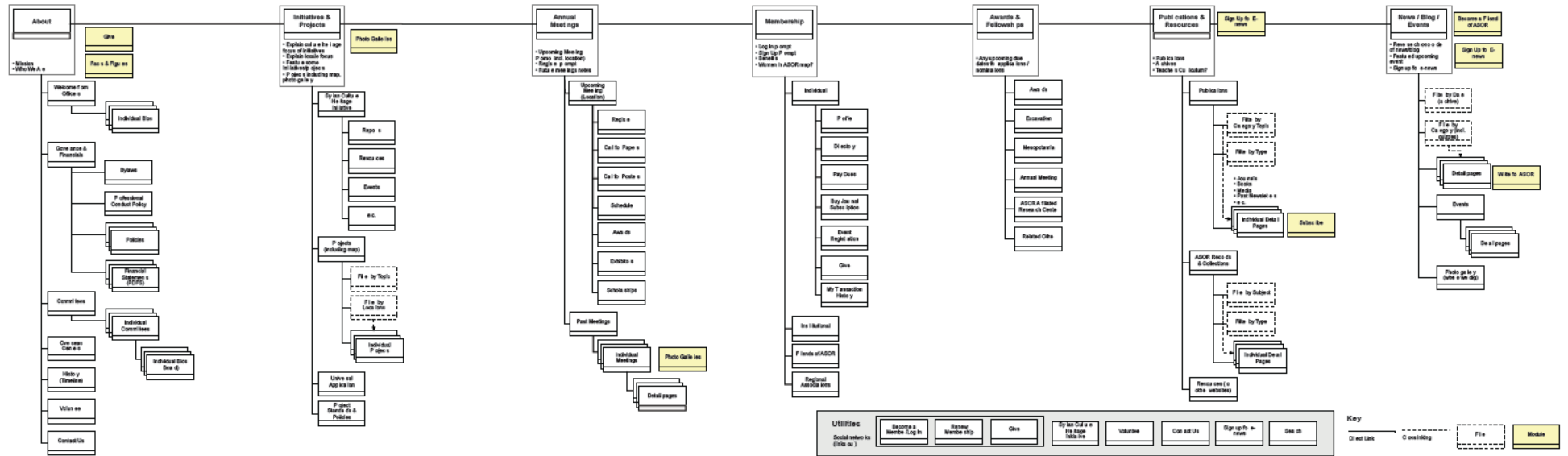
What it is NOT:

- A detailed description of navigation or flow
- A complete guide to exact content and labels on every page or section

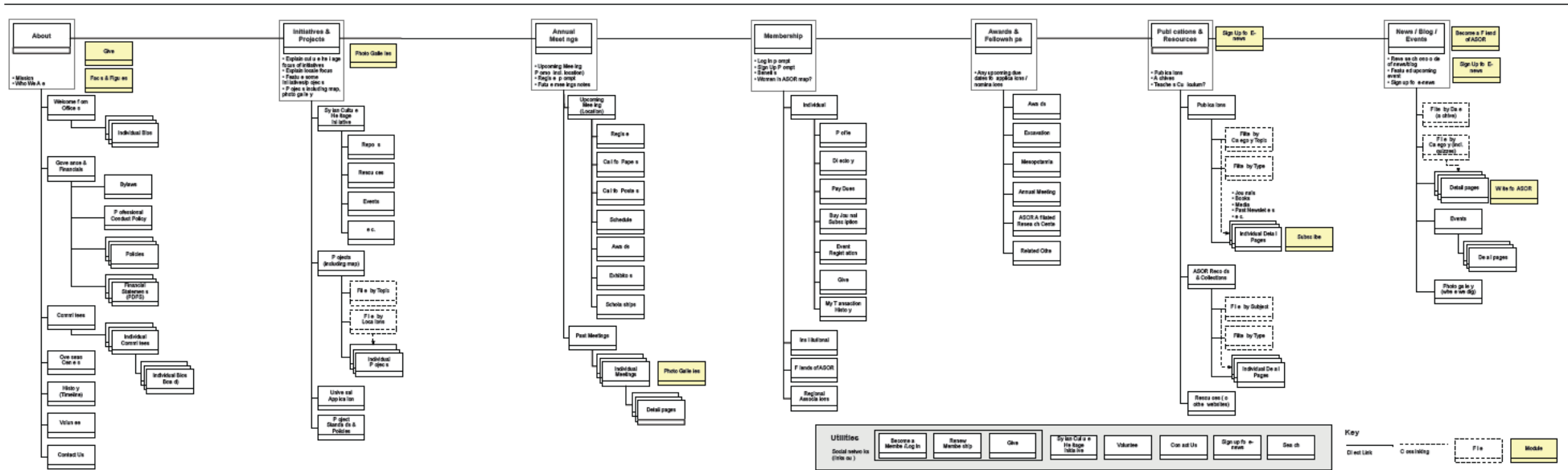
Things to Consider:

- Are the sections effectively accounting for website objectives and audience needs?
- Is there enough room for growth; are we considering any future offerings and content?
- Does it invite discovery of your offerings and content?

Sitemap Option 1 (separate document attached)



Sitemap Option 2 (separate document attached)



High-level schedule

3 Weeks: Creative Exploration

- Exploration of concepts and multiple graphic ideation sessions intended to identify the most relevant design directions to pursue
- Exploration of typography, color schemes, graphic elements and relevant imagery

Deliverables

First presentation of creative directions (3-4 directions), with 3 rounds of review

Mutual selection of 1-2 most promising and appropriate solutions for further development

3 Weeks: Creative Development and Execution

- Further development and refinement of agreed upon graphic direction for brand identity system
- Refinements and preparation of final art including templates for all essential identity elements
- Approval of visual identity

Deliverables

Full presentation of final recommendations applied to a cross section of typical online and offline items, including: business card, stationery, email template, etc.

Final production items for Stationery system, including the following elements: letterhead (Word template, print template), #10 envelopes, business cards, mailing label, social media assets, and initial website templates.

Next Steps

- ASOR to provide feedback on the presentation, supply any edits, and we will resend as a final version, ideally by end of week.
- C&G starts brand identity development (pending approval of presentation)
- ASOR to review Feature List (separate document) and provide feedback for final updating.

Appendix

What is a Brand?

NONPROFIT BRANDS

THERE IS ONLY ONE REASON FOR A NONPROFIT TO BRAND:
TO DO A BETTER JOB OF ACHIEVING THE MISSION.

A Clear Brand Identity...

- Helps distinguish from competitors and related organizations
- Avoids confusion with peers
- Stands out in a busy brand environment
- Ensures diverse constituencies—internal/external—understand who you are, what you offer

A Clear Brand Identity also...

- Helps retain members
- Raises awareness
- Increases reach and impact
- Improves advocacy platform
- Raises profile among peers and collaborators
- Ensures you are “credited” with the work you are doing

Why Consistency?

- Promote one voice and one mission to members.
- Gain efficiencies and reduce expenses, especially when working with a team of independent design consultants.
- Dedicate efforts to outreach, programming, etc., and not to redundant one-off design efforts.
- Gain “credit” and higher visibility for content.
- Promote pride in “one ASOR” among a multitude of divisions and membership segments.
- Create a more recognizable image for important constituencies outside of the physics community, such as policy makers and popular journalists.

Establishing Guidelines for Future Events

- Establish guidelines and make them easily accessible online.
- Convey the benefit of a structure.
 - Less guesswork.
 - Less work.
 - Instant unity in voice.
 - Greater brand recognition.
- Reinforce the rules.
 - Some policing is necessary.
 - Establish a practical workflow for brand alignment.
 - Establish a practical workflow for introduction of new entities.
- Celebrate the newly aligned brand.