University of Missouri System
Style Guide

Office of Strategic Communications and Marketing
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University of Missouri System
COLUMBIA | KANSAS CITY | ROLLA | ST. LOUIS

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section 1 | MANAGEMENT

The University of Missouri System Office of Strategic Communications and Marketing develops and maintains style guidelines for print and electronic publications to protect the value and reputation of the University of Missouri System and to ensure consistency for official publications. A designated brand manager, appointed from among the strategic communication professionals who work in University Relations, maintains this style guide. The guide covers editorial, correspondence and graphic guidelines for types of communication including but not limited to:

- Agendas,
- Brochures/programs,
- Emails,
- Fact sheets,
- Flyers,
- Invitations,
- Letters,
- Memoranda,
- Presentation materials (e.g., PowerPoint presentations),
- Reports,
- Social media and
- Web.

Questions about this style guide, or related guidelines or templates, should be directed to the Office of Strategic Communications and Marketing. Jump to the Resources and Contacts section for details.

section 2 | EDITORIAL STYLE

2.1. Default Style

In general, use The *Associated Press Stylebook* (*AP Stylebook*) when a style question is not addressed in this guide. Where this guide conflicts with the *AP Stylebook*, this guide prevails.

Some professional disciplines require use of a different guide than the *AP Stylebook*. If that is the case for your discipline, use whatever style guide is appropriate. Consistency is paramount.

2.2. University of Missouri-Specific Style Guidelines

Board of Curators. Use University of Missouri Board of Curators on first reference. Board of Curators, Board or Curators are acceptable on second reference. Uppercase when referring to the University's Board of Curators. Lowercase when referring to an individual member unless preceeding a name. Lowercase when referring to similar bodies from other universities.

The phrase takes singular verbs and pronouns. The Board of Curators elected Jane Doe of St. Louis as its chair for 20XX. The Curators will make a formal announcement next Monday.

Note: Per the Collected Rules and Regulations, Section 10.030: Board Bylaws,[1] it is incorrect to refer to the governing body as the University of Missouri ***System*** Board of Curators. In legal documents, the name of the UM System is "The Curators of the University of Missouri." See the System, University of Missouri entry for details.

campus identification. On first reference:

- University of Missouri-Columbia
- University of Missouri-Kansas City
- Missouri University of Science and Technology
  - The "and" is spelled out on first reference. Do not substitute the ampersand (&).
- University of Missouri-St. Louis

Campus names use a hyphen, not an en-dash or em-dash. No space before or after the hyphen.

Subsequent references may use:

- University of Missouri, MU or Mizzou
- UMKC
- Missouri S&T or S&T
  - Note: Missouri S&T is preferred.
- UMSL

When listing the campuses in a series, list them in alphabetical order by geographic location with UM System last since it serves all geographic locations: MU, UMKC, Missouri S&T, UMSL and UM System.

When referring to the geographic location of the four campuses, or to emphasize the University's statewide reach, city names may be substituted: Columbia, Kansas City, Rolla and St. Louis. Always list the geographic locations of the four campuses in alphabetical order.

See also the Extension, University of Missouri and Health, University of Missouri entries.

[1] https://www.umsystem.edu/ums/rules/collected_rules/administration/ch10/10.030_board_bylaws

central office. In certain limited circumstances, it may be necessary to distinguish employees, and/or services related to those employees, who are directly associated with the System/president in a structural capacity rather than a university campus. In these cases, the term "UM System central office" may be used to clarify (e.g., UM System central office employees).

The name "University of Missouri System" refers to the entirety of the multi-campus, statewide institution.

See the System, University of Missouri entry for details.

chair of the Board of Curators. Refers to the curator who is the duly elected or acting chair, who also may be referred to as chairman, chairwoman or Board chair. Note that the Board does not elect a "president of the board." Lowercase unless used before a name.

Collected Rules and Regulations. Spell out on first reference.

For chapter citations:

- First reference: Collected Rules and Regulations, Chapter 170: Communications.
- Subsequent references may use CRR 170. Alternative: Chapter 170: Communications.

For section citations (sections are smaller parts of a chapter):

- First reference: Collected Rules and Regulations, Section 170.060: University Identification and Symbols.
- Subsequent references may use CRR 170.060. Alternative: Section 170.060: University Identification and Symbols.

Coordinating Board for Higher Education (CBHE). Not Coordinating Board ***of*** Higher Education. Do not confuse with the Missouri Department of Higher Education (MDHE).

Curator. Do not capitalize when used alone to refer to a single member of the Board. Capitalize when preceding the name of the individual: Curator Jane Doe called for a vote. The curator asked a question of the president. See Board of Curators.

Curators' Professor. Does use an apostrophe. Capitalize before a name and when standing alone.

Curators' Scholar. Does use an apostrophe. Capitalize before a name and when standing alone.

Discovery Ridge Research Park. Use Discovery Ridge Research Park on first reference. Discovery Ridge is acceptable on second reference.

This refers to MU's research and development park next to Highway 63. Do not confuse with the MU Research Park, located on Providence Road.

Example: The Discovery Ridge Research Park currently has two tenants: ABC Labs and RADIL.

executive order/executive guidelines. Executive orders/guidelines can only be enacted by the president of the University. An executive order specifies a new rule or subject matter that is not already part of the collected rules. An executive guideline defines how a rule is going to be utilized or implemented. Always lowercase for both.

Extension, University of Missouri. The formal name for the extension mission of the University of Missouri-Columbia. Capitalize the word "Extension" when it is used as part of a formal name; lowercase in other instances: the extension program.

For additional details, see the campus identification entry.

extension center. Capitalize when referring to a specific center: University of Missouri Extension Center in Greene County.

fiscal year. On first reference: spell out Fiscal Year XXXX; uppercase. Subsequent references may use FYXX. Never use FY20XX or fiscal year XX.

four campus. Hyphenate when used as an adjective: Our institution is a four-campus system.

Do not hyphenate when "campus" is a noun or object: The University of Missouri System is one university with four campuses.

general officers. Plural; not possessive. The general officers meeting will be held in the president's conference room. Lowercase unless used before a name. Singular in that case. General Officer Smith called a meeting.

Health, University of Missouri. On first reference, University of Missouri Health, if you are referring to the ***entirety*** of the institution including the schools: MU Health Care, MU School of Medicine and its University Physicians practice plan, MU Sinclair School of Nursing and MU School of Health Professions.

Use University of Missouri Health ***Care*** on first reference if that is the ***only entity*** you are referring to—i.e., not including schools of medicine, nursing and health professions.

Subsequent references may use MU Health or MU Health Care, respectively. For additional details, see the campus identification entry.

land grant. Lowercase. Hyphenate when used as an adjective: The University of Missouri-Columbia became a land-grant institution in 1870.

president. On first reference: University of Missouri System President John Doe. Subsequent references: UM System President Doe. Lowercase president unless used before a name.

Research Reactor Center, University of Missouri. Spell out on first reference. Subsequent references may use reactor or MURR.

System, University of Missouri. As stated in the Collected Rules and Regulations, Section 170.060: University Identification and Symbols,[2] the "University of Missouri System … name shall refer to the unified, statewide, multi-campus University of Missouri System." On first reference: University of Missouri System. Subsequent references may use UM System, System or University.

"The" precedes the name when used as a noun or object: Explore the difference the University of Missouri System makes in every county, every day. You may drop "the" when used as an adjective: The best and the brightest join the ranks of UM System faculty and staff.

It can sometimes become confusing when referring to the UM System central office, as opposed MU, UMKC, etc. See the central office entry for details.

UM System officials may have occasion to refer to the entire University as the University of Missouri or UM: UM employee, UM student. However, documents should not use these terms.

[2] https://www.umsystem.edu/ums/rules/collected_rules/information/ch170/170.060_university_identification_and_symbols

Note: In legal documents, the name of the institution is “The Curators of the University of Missouri” and takes a singular verb: The Curators of the University of Missouri complies with applicable federal civil rights laws.

systemwide. Always a single word, lowercase.

Example: This is a systemwide celebration.

universitywide. No hyphen, lowercase: universitywide.

2.3. General Style Guidelines

academic degrees. Mention only when necessary to establish someone’s credentials, but avoid abbreviation: John Doe has a bachelor’s degree in education, a master’s degree in accounting and a doctorate in English. Jane Doe has a doctorate in chemistry.

The general term is acceptable in any reference: bachelor’s degree, bachelor’s, master’s degree, master’s, doctoral degree, doctorate. Doctorate or doctoral degree is acceptable; doctorate degree is redundant. If more specific degrees must be listed, they are capitalized and not possessive: Bachelor of Arts, Bachelor of Science, Master of Arts, Master of Science, Master of Business Administration.

Use abbreviations, such as B.A., M.A., M.B.A. or Ph.D., only when the need to identify many individuals by degree on first reference would make the preferred form cumbersome. Use these abbreviations only after a full name—never after just a last name. When used after a name, an academic abbreviation is set off by commas: Jane Doe, Ph.D., spoke at commencement.

Note: When using academic degrees in lists (such as in an awards program) or in headings (such as in a curriculum vitae or resume), these guidelines may be inadequate. See the academic titles entry for samples that may better suit lists and headings.

academic departments. Use lowercase except for words that are proper nouns or adjectives: The department of history, the history department, the department of English, the English department. Also, capitalize when “department” is part of the official and formal name: University of Missouri-Kansas City Department of History.

academic titles.

In Paragraph Text

Capitalize and spell out formal titles, such as professor, dean, director, president, chancellor or chair, only when they precede a name. Examples: Associate Professor John Doe; John Doe, associate professor; Professor and Chair Jane Doe; Jane Doe, professor and chair. Lowercase modifiers, as in history Professor John Smith. Long titles are more readable when placed after a name: Jane Smith, dean of liberal arts and professor of English.

In Lists or Headings

When using academic titles in lists (such as in an awards program) or in headings (such as in a curriculum vitae or resume), the previous guidelines may be inadequate. In these cases, pick a style that is appropriate for the use. Consistency is paramount. Here are some sample styles that may better suit lists and headings:

- Jane Doe, J.D., President
- John Doe, M.S., Chancellor
- Jane Jones, Ph.D., Chancellor
- John Jones, Ph.D. Chancellor
- Jane Smith, Ph.D., Professor of English

- John Smith, M.B.A., Chief Executive

- Jane Doe
  Professor of Economics and Public Policy
  Doctorate in Economics
- John Doe
  Professor of Nutrition and Exercise Physiology
  Doctorate of Nutritional Biochemistry

acronyms. Try to avoid acronyms. Some are acceptable either because they are widely known—MOREnet, for example—or because there is no other short way to refer to the organization. When using an acronym on first reference, use the full name of the organization followed by the acronym in parentheses: The Missouri Department of Elementary and Secondary Education (DESE) sponsored the event. Subsequent references may use the acronym alone: To be certified by DESE, a school's achievement scores must be above average.

ages. Always display age as a digit. Use hyphens when age is expressed as an adjective before a noun or as a substitute for a noun: A 5-year-old boy. Examples of when to not use hyphens: The boy is 5 years old. The woman, 26, has a daughter 2 months old. The woman is in her 30s.

alumni. Use alumna (alumnae in the plural) when referring to a female who has attended a school. Use alumnus (alumni in the plural) for similar references to a male. Use alumni when referring to a group of both men and women.

awards and decorations. Capitalize formal names of awards: Jane Doe received the University of Missouri-Kansas City Outstanding Alumni Award.

board of directors, board of trustees. Always lowercase: Active in community service, he also serves on the board of directors of the Independent School.

building. Capitalize the proper names of buildings, including the word "building" if it is an integral part of the proper name: The annual conference was held at the Empire State Building.

capitalization. Capitalize titles that appear before a name; do not capitalize titles that appear after a name. Capitalize proper and official names, not general terms. Examples: The College of Business, the business college, the college; the Office of the Registrar, the registrar's office, the registrar. Dr. Smith will teach Advanced Environmental Geology next semester. She will teach advanced geology.

Note: When using titles in lists (such as in an awards program) or in headings (such as in a curriculum vitae or resume), it may be appropriate to capitalize them even when appearing after a name. See the academic titles entry for samples that may better suit lists and headings.

capital/capitol. A city that serves as a center of government is spelled with an "al." The building is spelled with an "ol." Capitalize when referring to the building: The Capitol is in Jefferson City, which is the capital city of Missouri.

Using "capitol building" is redundant.

comma. Do not put a comma before the conjunction in a simple series: The University of Missouri System's colors include gold, black, blue, silver and red. The comma preceding the conjunction is known as the "serial comma" or the "Oxford comma." It is appropriate to use the serial comma in a series, however, if an integral element of the series requires a conjunction or if you are listing a complex series of phrases.

Note: Consistency is paramount. If a document calls for the serial comma, or a style guide other than the *AP Stylebook* is governing your document's style, make sure to apply the serial comma consistently.

committee names. Do not abbreviate. Capitalize when part of a formal name: Senator Jones is a member of the House Appropriations Committee. Do not capitalize in shortened versions of long committee names: "The Special Senate Committee to Investigate Higher Education Funding," for example, becomes "the higher education funding committee."

course work. Two words.

dates. When a phrase lists only a month and a year, do not separate the year with commas. When a phrase refers to a month, day and year, set off the year with commas: The report is due May 2017. The meeting will be held July 01, 20XX, following the reception.

Do not use suffixes -th, -st, -nd or -rd with dates (known as "ordinal dates") unless you are referencing the day alone or preceding the month: The form is due January 1. It is incorrect to write: The form is due January 1st. However, the following are acceptable:

- The form is due the 1st.
- The form is due the 1st of January.

directions and regions. In general, lowercase words when they indicate compass direction: north, south, northeast, northern, etc. Capitalize words when they designate regions: Midwest, Northeast, Southern California. But mid-America and mid-Missouri.

doctoral/doctorate. A person is a doctoral candidate in a program; working on a doctoral degree or doctorate. See academic degrees.

e.g. / i.e. The abbreviation "e.g." means "for example." The abbreviation "i.e." means "that is" or "in other words." Always follow e.g. and i.e. with a comma: e.g., This example illustrates how to use a comma with these abbreviations.

email. One word; no hyphen.

emerita, emeritus. Individuals who meet certain criteria retain their rank or title when they retire. See Collected Rules and Regulations, Chapter 320.090: Emeritus Designation.[3] Emerita refers to the rank or title of a female, and emeritus refers to the rank or title of a male. Capitalize if preceding the name: Professor Emeritus John Doe. Lowercase after the formal title: Jane Doe, associate professor emerita of journalism.

ex officio. In reference to holding a position due to one's status. Do not hyphenate or italicize. Use as an adjective or an adverb.

Examples: He is an ex officio member of the committee.
She was granted the position ex officio.

Federal, federal. Use a capital letter for governmental bodies that use the word as part of their formal name: The Federal Trade Commission. Lowercase when used as an adjective: The federal government will review the policy.

fellow, fellowship. Capitalize in combination with the name of a granting organization: Jane Doe received a Fulbright Fellowship. Also, capitalize when used as a title preceding a name: Faculty Fellow John Doe. When used alone, lowercase: John Doe is a faculty fellow in academic affairs.

[3] https://www.umsystem.edu/ums/rules/collected_rules/personnel/ch320/320.090_emeritus_designation

fractions. Spell out amounts less than one, using hyphens between the words: one-half, two-thirds, four-fifths. When writing fractions combined with whole numbers use figures with a space between the whole number and the fraction: 2 1/3, 5 9/10, 8 13/16.

full time, full-time. Do not hyphenate unless the phrase is (1) operating as a compound adjective and (2) preceding the noun or object: He is a full-time faculty member. If the phrase follows the verb or operates as an adverb, do not hyphenate: She teaches full time. See the hyphen entry for details about hyphenating compound adjectives.

fundraising, fundraiser. One word in all cases.

General Assembly. Missouri's legislative body. First reference should be: Missouri General Assembly. Subsequent references may use General Assembly, assembly or legislature.

general revenue. Always lowercase.

Example: The budget includes general revenue appropriations.

governor. Capitalize and abbreviate as Gov. or Govs. when used as a formal title before one or more names in regular text. Capitalize and spell out when used as a formal title before one or more names in direct quotations. Lowercase and spell out in all other uses. See the titles entry.
Examples: Gov. John Doe spoke at the alumni alliance event. The governor said higher education is a priority.

Note: When using the title of governor in lists (such as in an awards program) or in headings (such as in a curriculum vitae or resume), it may be appropriate to capitalize the title even if it follows a person's name. See the academic titles entry for similar samples that may better suit lists and headings.

hyphen. Hyphens are joiners. Use them to avoid ambiguity or to form a single idea from two or more words (known as "compound words"). Use of the hyphen is far from standardized. In general, the fewer hyphens the better.

Compound modifiers, such as compound adjectives like "full time," are usually hyphenated when preceding the words they modify but not hyphenated when following the words they modify: A bluish-green color is featured in the school's brand. The school's brand features a bluish green color.

internet. Do not capitalize.

legislative titles. First reference, use Rep., Reps., Sen. and Sens. as formal titles before one or more names in regular text. Spell out and capitalize these titles before one or more names in a direct quotation. Spell out and lowercase representative and senator in other uses. Add U.S. or state before a title only if necessary to avoid confusion: U.S. Sen. Jane Doe spoke with state Sen. John Doe.

Rep. and U.S. Rep. are the preferred first-reference forms when a formal title is used before the name of a member of the U.S. Houseof Representatives. The words congressman and congresswoman, in lowercase, may be used in subsequent references that do not use an individual's name. Congressman and congresswoman should appear as capitalized formal titles before a name only in direct quotation.

See the titles entry.

Note: When using legislative titles in lists (such as in an awards program) or in headings (such as in a curriculum vitae or resume), it may be appropriate to capitalize the titles even if they follow a person's name. See the academic titles entry for similar samples that may better suit lists and headings.

months. When a month is used with a specific date, abbreviate only Jan., Feb., Aug., Sept., Oct., Nov. and Dec. Do not abbreviate March, April, May, June and July. Spell out when using alone or with a year alone. When a phrase lists only a month and a year, do not separate with a comma. When a phrase refers to a month, day and year, set off the year with a comma.
Examples: Professor Doe came to the University in March 2015. Professor Doe's anniversary date is March 2. Professor Doe, who has been at the University since March 12, 2015, was appointed dean on Feb. 6, 2017.

numerals. Use figures for the following: addresses; ages; dates; dimensions; highways; before the words millions, billions or trillions; money starting with million (write as $12 million, not $12,000,000); number (no. 1, no. 2); and percentages (except at the beginning of a sentence).

Use words instead of figures for numbers less than 10, any number starting a sentence except for a year and casual numbers: Three individuals led the two-day retreat which attracted more than a hundred participants.

See the fractions entry for details on numbers less than one and mixed numbers greater than one.

Use Roman numerals for an individual who is the third or later in his or her family to bear a name, or for a king, queen, pope or world war: John D. Rockefeller III, Pope John Paul II, Queen Elizabeth II, World War I.

online. One word, not hyphenated.

organizations and institutions. Capitalize the full names of organizations and institutions: the American Medical Association, University of Missouri-St. Louis Alumni Association. Use lowercase for internal elements of an organization when they have names that are widely used, generic terms: the history department of the Missouri University of Science and Technology, the sports desk of *The Missourian*.

percent. One word, spelled out. Takes a singular verb when standing alone or when a singular word follows an "of" construction: Professor Doe said that 60 percent was a failing grade. The chair said that 60 percent of the faculty attended the Board meeting.

Percent takes a plural verb when a plural word follows an "of" construction: 60 percent of the faculty members were on sabbatical last year. Most of the faculty members have been on sabbatical.

Use figures for percents: 1 percent, 2.5 percent, 0.6 percent. Repeat the word percent with each individual figure in a range or list: The report indicated that 10 percent to 35 percent of the students were polled. Do not use the symbol (%).

quotation marks. Place the period and comma within quotation marks. Use a dash, semicolon, question mark or exclamation point within the quotation marks when they apply to the quote; place them outside the quotation marks when they apply to the entire sentence.

ranges. The correct form is $12 million to $14 million. Do not use: $12 to $14 million or $12-$14 million. Also, this rule applies to using the word percent: 18 percent to 20 percent.

says, said. Among attributive verbs, use "says" and "said." To avoid monotony, use substitutes such as "went on," "continued" or "added."

seasons. Lowercase spring, summer, fall, winter and derivatives such as springtime unless part of a formal name as in Summer Olympics and Winter Olympics.

semester. Do not capitalize: He enrolled in the fall semester 20XX.

state. Lowercase in all “state of” constructions: the state of Missouri. Do not capitalize when used simply as an adjective to specify a level of jurisdiction: “the state Department of Transportation, state funds.”

state names. Spell out the names of the states when they stand alone in textual material. Any state name may be condensed to fit typographical requirements for tabular material. Use the postal service abbreviations only with full addresses, including ZIP Code.

telephone numbers. Use figures with area codes in parentheses: (573) 882-0000 or 1 (800) 884-0000. For extension numbers, use: Ext. 2, Ext. 364, Ext. 4071.

that, which, who. The defining or restrictive pronoun is “that.” Use it when introducing non-parenthetic clauses: She works in the office that was remodeled. Do not set these clauses off with commas.

Use “who” when referring to a person with a name as the subject: The woman who works in the remodeled office. The non-defining or non-restrictive pronoun is “which.” Use it when introducing parenthetic clauses: The book, which was published in 1996, won a Caldecott medal. Set these clauses off with commas.

time. Always use figures, except use midnight and noon, rather than 12 a.m. and 12 p.m., to avoid confusion. Use lowercase type and periods, but no spaces, with a.m. and p.m.

titles, composition. The *AP Stylebook* does not italicize any titles; you may follow this style for your document. Consistency is paramount.

However, this guide deviates from the *AP Stylebook* and follows the *Chicago Manual of Style*. You may choose to do the same, which means you would italicize titles of albums, art, blogs, books, exhibitions, fairs, journals, magazines, movies, newspapers, pamphlets, periodicals, plays, podcasts, radio programs, reports and television programs.

Place the following in quotation marks: blog entries; book chapters; essays; journal, magazine or newspaper articles; lectures; podcast, radio or television episodes; poems; short stories; songs; or unpublished works.

Websites are neither italicized nor placed in quotation marks, though webpages and sections are placed in quotes.

titles, courtesy. In general, do not use the courtesy titles Miss, Ms., Mr. or Mrs. After initial reference to a person’s professional title and first and last names, use the last name in subsequent references: Professor John Doe attended the hearing. Doe spoke on the importance of higher education.

underrepresented. One word.

United States. The abbreviation is acceptable as a noun or adjective. Use periods within text: U.S. No periods in headlines: US.

website/webpage. One word, do not capitalize. See the World Wide Web entry.

–wide. No hyphen when appearing at the end of the word: systemwide, industrywide, campuswide, nationwide, statewide, worldwide.

wide–. Usually hyphenated when appearing at the beginning of the word: wide-angle, wide-eyed, wide-awake. Exception: widespread.

which, who. See the entry for that.

World Wide Web. Capitalize when using the full and proper name. Lowercase when using the word “web” alone in place of the full name: Find us on the web at www.umsystem.edu.

year-end. Hyphenated as noun and adjective.

years. Use figures without commas: 1975. Use an S without an apostrophe to indicate spans of decades or centuries: the 1800s, the 1890s. Avoid “by the year 2000,” when “by 2000” is sufficient. For abbreviated forms, use: ’30s, ’45, ’50s-’60s.

See the dates entry for how to reference a date within a sentence.

section 3 | CORRESPONDENCE GUIDELINES

Follow correspondence guidelines when preparing letters for signature by the president or a vice president. You may wish to follow these same guidelines in other instances, as well, but should always check if your unit has more specific guidelines. Please note that these guidelines differ from Associated Press style. Do not use contractions in correspondence.

Print your correspondence on the official UM System letterhead that pertains to the writer.

3.1. Correspondence Sample

Date

[Four returns]

Name of recipient
Address Line 1
Address Line 2

Inside Address

Dear Lorem Ipsum:

Greeting

Pellentesque vel est eu dui vehicula posuere. Sed aliquet elit ultricies diam. Nulla facilisi. Etiam vitae mi non orci vulputate laoreet. Suspendisse est. Fusce a libero id enim congue hendrerit. Nulla facilisi.

Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos. Nunc aliquet purus sed mauris. Aenean malesuada dolor. Etiam enim turpis, vulputate ut, consectetuer eu, dignissim a, lacus. Maecenas ut quam. Etiam tempus.

Pellentesque sit amet metus id arcu bibendum consequat. Donec orci orci, placerat et, placerat vitae, varius consectetuer, enim.

Sincerely,

Close

[Four returns]

Signature

Name of writer
Title

[Initials of writer in all caps, colon and initials of typer in lowercase. Example: MYC:jw]

[Enc. or Encs. if an enclosure(s) is included]

[Cc: Name(s) of anyone receiving a courtesy copy]

Identifying Notations
[Two returns]

3.2. Memorandum Sample

MEMORANDUM

[Four returns]

Date

[Four returns]

TO: Lorem Ipsum
FROM: Name, President
RE: Dolor sit amet

[Four returns]

Pellentesque vel est eu dui vehicula posuere. Sed aliquet elit ultricies diam. Nulla facilisi. Etiam vitae mi non orci vulputate laoreet. Suspendisse est. Fusce a libero id enim congue hendrerit. Nulla facilisi.

Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos. Nunc aliquet purus sed mauris. Aenean malesuada dolor. Etiam enim turpis, vulputate ut, consectetuer eu, dignissim a, lacus. Maecenas ut quam. Etiam tempus.

Pellentesque sit amet metus id arcu bibendum consequat. Donec orci orci, placerat et, placerat vitae, varius consectetuer, enim.

[Four returns]

[Initials of writer in all caps, colon and initials of typer in lowercase. Example: MYC:jw]

[Enc. or Encs. if an enclosure(s) is included]

[Cc: Name(s) of anyone receiving a courtesy copy]

Identifying Notations [Two returns]

3.3. President's Personal Notes, Memos and Letters

President's Personal Notes
Use executive size paper and 13-point, Arial typeface.

Memos and Letters
Use full-size letterhead, 13-point, Arial typeface. Use block-letter style.

For memos, the heading MEMORANDUM should appear above the date, capitalized and underlined.

For more information or to obtain the president's letterhead, contact the Office of the President. Jump to the Resources and Contacts section for details.

3.4. Correspondence to Members of the Board, General Officers and Elected Officials

Member of the Board
In correspondence to members of the Board, use the title "Curator" in the inside address, followed by "Dear Curator Doe" in the greeting.

When addressing a letter or memo to the Board as a group, the inside address may include either a complete list of Board members or the group in its entirety: Members of the University of Missouri Board of Curators.

General Officers
In correspondence to general officers, when including only the vice presidents or only the chancellors, list them by name in alphabetical order.

> Example:
> Vice President Jane Doe
> Vice President John Doe
> Vice President Jane Smith
> Vice President John Smith

When including the vice presidents and the chancellors, list first chancellors in alphabetical order by last name. Then, list vice presidents in alphabetical order by last name. Finally, list the CEO of MU Health Care.

When addressing a chancellor in correspondence from the president, include the chancellor's full name in the inside address, but use his or her first name in the greeting. Example:

> John Doe, Ph.D.
> Office of the Chancellor
> Address
> Campus Name
> CAMPUS MAIL
>
> Dear John:

Elected Officials

In correspondence to elected officials, such as members of Congress, state representatives and senators, use the formal title “The Honorable” in the inside address: The Honorable Jane Doe. Follow with “Dear Senator Doe” in the greeting. Examples:

The Honorable Jane Doe
United States Senate
0000 Russell Senate Office Building
Washington, DC 20510

Dear Senator Doe:

The Honorable John Doe
U.S. House of Representatives
0000 Rayburn House Office Building
Washington, DC 20510

Dear Congressman Doe:

The Honorable Jane Smith
Missouri House of Representatives
Missouri State Capitol
House Post Office
Jefferson City, MO 65101

Dear Representative Smith:

The Honorable John Smith
Missouri State Senate
Missouri State Capitol
Senate Post Office
Jefferson City, MO 65101

Dear Senator Smith:

section 4 | GRAPHIC STANDARDS

4.1. Preferred Typeface

Use the Georgia or Arial typeface for titles and headings; pick one for your document and be consistent. Generally, use the Georgia typeface for titles/headings in documents that feel more formal or traditional. Use Arial in documents that feel more casual or modern.

Use Arial for body text, headers and footers.

When designing the UM System signature line, use Bulmer MT instead of Georgia. Because most employees do not have the Bulmer MT font loaded on their computers, Georgia is the most appropriate replacement. But the signature line itself must use Bulmer MT, as shown in the following example. Obtain the signature line from the UM System brand manager if you do not have it already. Jump to the Resources and Contacts section for details.

University of Missouri System

COLUMBIA | KANSAS CITY | ROLLA | ST. LOUIS

4.2. Colors

The official color for the University of Missouri System is gold. Each of the four campuses adds another color to create unique campus colors. MU's colors are black and gold; UMKC's are blue and gold; Missouri S&T's are silver and gold (though S&T's updated brand replaces gold with candlelight yellow and silver with green); and UMSL's are red and gold. Each campus' gold color is not the same; however, when all campuses are represented in a single design, use the UM System gold.

Because it is quite difficult to successfully design a visual identity with gold alone, the UM System as a whole is often represented by gold and dark blue. Also, it is acceptable to use the array of campus colors in a UM System design, when appropriate; each campus' color must receive equal attention. In such designs, take care to avoid suggesting that information is specific to a single campus unless that is indeed the case. For example, do not outline four callout boxes with a different campus color if the callout boxes contain information meant for the entire UM System.

The following table presents the basic colors for each campus and the UM System, as well as the second-tier colors for the UM System. Visit each campus' style guide for its second-tier colors; links to campus guides are listed in the table.

		RGB	CMYK	HEX	Pantone
MU[4]	**Gold**	241, 184, 45	0/19/100/0	#F1B82D	7406 U
	Black	0, 0, 0	60/50/40/100	#000000	---
UMKC[5]	**Gold**	242, 206, 14	0/10/100/0 (uncoated)	#FFDD00	7404 U
	Blue	0, 102, 204	100/35/0/10 (uncoated)	#0066CC	300 U
S&T[6]	**Candlelight** (primary)	253, 218, 36	0/11/94/0 (uncoated)	#FDDA24	115
	Green (primary)	0, 122, 51	80/3/93/17 (uncoated)	#007A33	356
	Gold (historic)	218, 170, 0	4/17/98/7 (uncoated)	#DAAA00	110
	Silver (historic)	178, 180, 178	28/19/19/2 (uncoated)	#DCE3E4	421
UMSL[7]	**Gold**	234, 171, 0	0/27/100/0	#EAAB00	1205 U
	Red	152, 30, 50	7/100/65/32	#981E32	200 U
UM System	**Gold**	241, 184, 45	0/25/90/5	#F1B82D	7406 U
	Dark Blue	28, 48, 68	90/74/49/48	#1C3044	---
	Second-tier colors for UM designs:				
	Gold 66%	246, 205, 121	0/17/59/3	#F6CD79	---
	Gold 33%	249, 226, 182	0/8/30/2	#F9E2B5	---
	Gold 10%	253, 244, 229	0/3/9/0	#FDF4E5	---
	Dark Blue 66%	89, 94, 110	59/49/32/32	#595E6E	---
	Dark Blue 33%	156, 157, 168	30/24/16/16	#9C9DA8	---
	Dark Blue 10%	217, 216, 220	9/7/5/5	#D9D8DC	---

4.3. Templates

Use approved templates when preparing materials for official University of Missouri System functions, such as Board meetings, and for UM System communications. If you wish to deviate from the templates provided, follow all guidelines provided herein. Talk with the brand manager if you need assistance. Jump to the Resources and Contacts section for details.

Both color and black/white templates are available for agendas, brochures/programs, email signature lines, fact sheets, flyers, invitations, letters, PowerPoint presentations and reports. Visit the Style Guide webpage,[8] where you will be able to download templates once you enter your University ID and password.

4.4. Letterhead and Publications

Order stationery, envelopes and business cards from the University of Missouri-Columbia Print & Mail Services. Jump to the Resources and Contacts section for details.

[4] https://identity.missouri.edu
[5] https://www.umkc.edu/mcom/resources/university-logos.cfm
[6] https://brand.mst.edu/color
[7] https://www.umsl.edu/services/printing/logo.html
[8] https://www.umsystem.edu/ums/sc/styleguide

section 5 | THE OFFICIAL UM SYSTEM SEAL

5.1. History

Dr. John S. Ankeney, then an art teacher in the College of Arts and Sciences at the University of Missouri-Columbia, designed the seal. The University of Missouri Board of Curators adopted it on March 31, 1903. This distinctive and historic official seal is the only symbol of the University of Missouri System. The seal embraces all elements of the University and is broadly recognized, displayed, reproduced and respected by the University's constituencies.

Here briefly is an explanation of various parts of the seal:

- The open book at the top of the crest contains the Latin words Salus Populi, the University's motto. It means "The Welfare of the People."
- The other three symbols on the seal are a crescent, a grizzly bear and the arms of the United States of America. All were adopted from the Great Seal of the state of Missouri.
- The crescent denotes newness of the then-new state. The bear represents the rugged, positive character of the inhabitants of Missouri. The arms of the U.S. symbolize the patriotic love of country possessed by Missourians.
- The circular band on the outside border contains the Latin words Sigill Universitatis Missourien, meaning "Seal of the University of Missouri." The Roman numerals denote 1839, the year the University was established.

5.2. Guidelines for Using the Seal

The Office of Strategic Communications and Marketing governs use of the University seal. A designated brand manager, appointed from among the strategic communication professionals who work in University Relations, provides approval and guidance on seal usage. Jump to the Resources and Contacts section for details.

In addition to the following guidelines, read Seal Do's and Don'ts for further information and examples of these guidelines.

1. The seal is the property of The Curators of the University of Missouri. The seal may only be used as specified in these guidelines and may not be used as a means of private or personal identification.
2. Under guidelines adopted by the University of Missouri Board of Curators on July 18, 1996, the Board and the central office of the UM System may use the official seal of the University. Campus offices are authorized to use either the University seal or the approved campus logo for official business, as directed by the appropriate chancellor.
3. Use of the seal is restricted to publications, letterhead, business cards and licensed uses, as described in these guidelines. The seal is not to be used on official documents, such as certificates or diplomas, issued by a body other than the Board. This is because, in addition to being the University symbol, the seal is the legal mark of The Curators of the University of Missouri and only the Board of Curators is authorized to place its imprint on official documents.
4. The seal may not be adapted in any way. Prohibited adaptations include but are not limited to: changing the seal's colors, reversing type on the seal, changing the aspect ratio of the image and using the seal in combination with other graphic elements. If the seal is used, it is to be used by itself. The seal may be printed in another authorized color, such as gold or white, on printed materials other than stationery or business cards.
5. Only the central office of the UM System, the campuses and the Extension Program may use the seal on their webpages. In most instances, campus/extension websites will use their relevant logo.
6. Unauthorized groups are prohibited from using the seal. See the Licensed Uses of the Seal section for further information on placing the seal on non-University publications.

7. Vendors may, from time to time, support a UM System office in designing materials that require the seal. The UM System employee who is working with the vendor is responsible for ensuring the vendor follows all guidelines herein. Vendors should use the seal only for the authorized project and destroy their copies of the seal once the project is concluded. Vendors are prohibited from using the seal, just as all unauthorized groups are, except when explicitly authorized on a project-by-project basis.
8. The Board and the central office of the UM System may also use the UM System's signature line, with or without the seal, as appropriate. If you are unsure if the seal should be used in a particular application, opt to use the signature line without the seal.

University of Missouri System
COLUMBIA | KANSAS CITY | ROLLA | ST. LOUIS

University of Missouri System
COLUMBIA | KANSAS CITY | ROLLA | ST. LOUIS

9. The UM System's designated brand manager may, from time to time, work with University management and employees to address special design cases that require deviation from these guidelines. Deviations must be approved by the brand manager, and deviations on a case-by-case basis do not negate the fact that these guidelines prevail in most cases.

5.3. Licensed Uses of the Seal

The seal is University property and, under the law, enjoys protection from use by unauthorized groups.

In 1983, the University developed a licensing and trademark program to oversee and regulate the use of its name and identifying marks. The University benefits financially from licensing its identifying marks and ensures that its symbols are used correctly and on products of superior quality.

Persons or organizations wishing to license use of the seal, or persons who have questions about authorized use of the seal, should contact Licensing and Trademarks, listed in the Resources and Contacts section of this document.

Note that there is a version of the seal that includes the trademark symbol and another version that does not include the symbol, as shown here. Licensed uses of the seal must include the trademark symbol.

5.4. Downloading the Seal and Campus Logos

Use the official seal as specified under the Guidelines section.

To request permission to use the seal, contact Licensing and Trademarks in the Office of Strategic Communications and Marketing. Jump to the Resources and Contacts section for details.

For campus logos, visit the following websites:

- University of Missouri-Columbia: http://identity.missouri.edu
- University of Missouri-Kansas City: http://www.umkc.edu/mcom/resources/university-logos.cfm
- Missouri University of Science and Technology: http://brand.mst.edu/guidelines/identity
- University of Missouri-St. Louis: http://www.umsl.edu/services/printing/logo.html

5.5. Secondary Symbols Policy

Employees are discouraged from developing or using secondary symbols, such as programmatic logos or other icons, because of the confusion additional symbols create. The Office of Strategic Communications and Marketing must approve exceptions. Jump to the Resources and Contacts section for details.

5.6. Seal Do's and Don'ts

The success of the University of Missouri System's identity depends largely on the consistent application of our seal. Prohibited adaptations of the seal misrepresent the University of Missouri System. Be sure you understand the Guidelines for Using the Seal section of this guide, as well as the following do's and don'ts.

DO	DON'T
Faithfully protect the historic, official seal of the University of Missouri System, which also serves as the legal mark of The Curators of the University of Missouri.	Do not share the seal widely, particularly with individuals outside of the University community. Each individual using the seal, including employees, should contact the Office of Strategic Communications and Marketing with questions about appropriate use. Jump to the Resources and Contacts section for details.
When in doubt about how to use the seal, contact the Office of Strategic Communications and Marketing, which is the governing office for use of the seal. Jump to the Resources and Contacts section for details.	Do not stretch the seal horizontally.
Ensure the seal is readable. Do not size the seal less than 1" wide x 1" high. Note: On a case-by-case basis, designs may include a seal that is smaller than 1", but the UM System brand manager must approve these exceptions.	Do not stretch the seal vertically.

	Do not use a low resolution or pixelated file (i.e., pixels per inch (ppi) of less than 300). Never use an image copied from a website.
	Do not rotate the seal.
When placing the seal in a typical document (e.g., Microsoft Word or PowerPoint)	
Properly embed the seal in your document to preserve the quality of the image. In the document: ▪ Save the image file to your computer or cloud storage first. This will ensure that the file does not look pixelated. ▪ Navigate to the “Insert” menu. ▪ Select the “Pictures” submenu. ▪ Click “From File.” ▪ Locate the seal file in the location you saved it. ▪ Insert it directly into the document. ▪ The file is embedded directly in the document and saved with it the next time the document is saved.	Do not copy the seal from another source and paste it into your document.
Resize proportionally so that the height and width of the seal remain in proper ratio. To do so: ▪ Select the image. ▪ Position the pointer over the resize handle at the bottom, right corner of the image. ▪ When the pointer becomes a double-headed arrow (⇘), drag to resize holding down the Shift key to maintain the aspect ratio (the relation of height to width). Tip: To more precisely resize the image than the steps above will allow, right-click the image. Then, click “Format Picture” on the shortcut menu. On the “Size” tab, enter precise measurements or a percentage value of the original size.	Do not use the side handles. Stretching an image left or right, or up or down, will distort the image.
Protect the seal so it cannot be saved from your document by another individual. Generally, you would do so by distributing your document only as a PDF, so that readers cannot easily extract elements of your source document (e.g., Microsoft Word).	Do not distribute a document with a seal that is improperly sized or of poor resolution, as shown in the examples above.

When placing the seal in a high-design document (e.g., Adobe InDesign, Photoshop)	
Use only a native Adobe Illustrator (AI) file or EPS to preserve the quality of the image.	Do not insert a JPG, PNG or TIF file. If a file size is too large when using AI or EPS files, then reduce the document size as a whole after it is fully designed rather than inserting a poor version of the seal.
When professional printers are printing your document	
When sending an image of the seal for use in offset printing, any graphics files must be native Adobe Illustrator (AI) files or EPS files.	Do not use JPG, PNG or TIF file formats.
When sending a document for digital printing (e.g., MU Digiprint), embed a high-resolution file of the seal into your document and then "protect" that seal image by "printing to PDF." Send the PDF to the print vendor.	Do not send the Word file to the digital print vendor.
When working with a vendor who wants to add the seal to documents they are creating	
Contact the Office of Strategic Communications and Marketing when submitting the seal to a vendor. (Jump to the Resources and Contacts section for details.) The brand manager can help to determine the best file size and format, and work with the vendor if needed.	Do not embark on a project with a vendor without the vendor first understanding the importance of proper use of the UM System seal.
Provide to vendors only those files which they absolutely need for the project at hand.	
Ensure your vendors are aware of the Guidelines associated with using the seal.	

section 6 | DIGITAL PRESENTATION STANDARDS

6.1. Presentation Guidelines

The preferred typeface for digital presentations is the same preferred typeface for any other UM System document. Follow the standards set in the Preferred Typeface and Templates sections of this guide.

Microsoft PowerPoint and other digital presentation software programs can be effective presentation tools. However, a digital presentation can be effective only if it is clear and legible to everyone in the audience. If there is doubt about the readability of a digital presentation for audience members at the back of a large room, consider supplemental handouts.

If using a large screen to show a digital presentation, allow for wide margins, so text is not cut off the screen. If time allows, preview the presentation on a screen that is the same size as the screen on which it will ultimately be presented.

Do not use transition effects unless the effects serve to illustrate a point. Transitions can slow a presentation and make it difficult for a third party to advance slides appropriately.

6.2. Slide Content Suggestions

- Limit content to three to five bullet points per slide. Too much text on a slide can be difficult to read.
- Restrict each bullet point to no more than two lines of text. Edit ruthlessly.
- Generally, assume one slide for every three minutes of presentation.
- Use official UM System PowerPoint backgrounds and templates whenever possible. Follow the standards defined in the Preferred Typeface and Templates sections of this guide.

section 7 | WEB COMMUNICATIONS STANDARDS

Effective design and deployment of a website requires a range of technologies and skill sets. Do not create a new website without experienced resources in place to implement and maintain the project. The webmaster in the Office of Strategic Communications and Marketing is available to consult on projects, provide guidance and, in most cases, design and develop a UM System-related website, proceeding with customer input the entire way. Whenever deploying web content on behalf of the University, always consult the Office of Strategic Communications and Marketing. Jump to Resources and Contacts for details.

7.1. Accessibility/508 Compliance

Design all pages with accessibility in mind. Use a validation program, either within Dreamweaver or another external tool, such the W3C Markup Validation Service,[9] to test against page validation.

7.2. Banner Design

The banner for all major portions of the University of Missouri System website should include the standard banner as defined by the webmaster and established in the Web Content Management System (CMS) style sheets. The elements of this banner include departmental navigation, the University seal, the UM System signature line in Bulmer MT, the city locations of our four campuses, a quick menu and the search bar. This is the top-tier banner for all UM System departments.

For other groups, programs or initiatives at the systemwide, four-campus level of the University, there are two alternate banner styles. In the first style, the city names are omitted and the words “University of Missouri System” appear above the department or site name; the department or office name responsible for the site appears below. Additionally, there is a generic banner with the words “University of Missouri System” and the four city names.

The code for flexible width and static width versions are available on the Web Header Bar Templates webpage.[10] The graphics for these banners may be requested from the Office of Strategic Communications and Marketing. Jump to the Resources and Contacts section for details. You should make every effort to use the code provided in an unedited form to facilitate easy updates in the future. Use one of these banners for sections of the website that are not maintained by the Office of Strategic Communications and Marketing.

7.3. Required Elements of a UM System Website

The following elements are required parts of any website deployed on behalf of a department, organization or initiative of the UM System central office.

- Title
- Banner
- Navigation
- Footer
- XHTML
- CSS[11]

[9] https://validator.w3.org
[10] https://www.umsystem.edu/ums/sc/headers
[11] All of these webpages are accessible from the style guide homepage: https://www.umsystem.edu/ums/sc/styleguide.

7.4. Colors

The UM System homepage[12] uses the following HEX color codes: #2a394f (darkest blue) and #2d3d54 (dark blue). Use the UM System homepage as a guide in developing any color scheme.

These colors should provide the foundation for any design scheme for a UM System website. Complementary colors can be added, but always seek input from the Office of Strategic Communications and Marketing (details in the Resources and Contacts section) and strive to avoid emulating the color schemes of any of our four campuses. Design systemwide websites specifically to avoid favoring any one of the campuses.

7.5. CSS

All pages should use Cascading Style Sheets (CSS) for layout and design. This code should reside in external, linked CSS files that have a .css file extension. All CSS files should reside in a directory at the root level of the website (or website section) that is also named "css." Typically, the CSS files are defined and managed by the webmaster. Discuss questions about deviating from the general CSS layout and design, or requests to deviate, with the webmaster (details in the Resources and Contacts section).

CSS can be embedded in documents for special exceptions not covered by the attached style sheets. In all cases, use CSS instead of local HTML font or style formatting. Avoid inline style rules, if possible.

Include a print stylesheet in webpages, allowing for a print version that highlights key content. The Office of Strategic Communications and Marketing can assist with this as needed.

Do not use tables for page layout purposes. Use HTML tables only for tabular data, and never for any type of layout applications. Note that in some instances, newsletters can require the use of a table-based layout in order to avoid potential style discrepancies. Please contact the Office of Strategic Communications and Marketing if you need assistance with a newsletter layout. Jump to the Resources and Contacts section for details.

7.6. Fonts

The main header font on the UM System website is Accord Alt Bold, which is the font-family outlined in the site's Cascading Style Sheets (CSS).

The CSS sets body text to the sans-serif font family: Verdana, Geneva, Arial, Helvetica, sans-serif.

[12] https://www.umsystem.edu

7.7. Footer

Every webpage belonging to a department of the University should contain a footer with the below text. The footer will contain the year of the site's creation. For sites that have been in existence for more than one year, the footer will include the year of creation, followed by a hyphen, and then the current year. For example:

> Copyright © 2003-2017 The Curators of the University of Missouri. All rights reserved.
>
> DMCA Policy | Accessibility | An equal opportunity/access/affirmative action/pro-disabled and veteran employer | Report a broken/incorrect link

In the example above, link the words to the following URLs:

- DMCA Policy: https://www.umsystem.edu/ums/copyright/
- Accessibility: https://www.umsystem.edu/help/help-accessibility
- An equal opportunity/affirmative action/pro-disabled and veteran employer: https://www.umsystem.edu/ums/rules/collected_rules/personnel/ch320/320.010_Equal_Employment_Opportunity_Policy
- Report a broken/incorrect link: https://www.umsystem.edu/forms/report-broken-link

7.8. Hyperlinks

Make every webpage user friendly and accessible by properly using hyperlinks within the text of a webpage. Hyperlinks are strongly encouraged; follow these best practices to be most effective:

- Choose words that are identical, or at least very similar, to the name of the webpage to which the hyperlink is referring. In other words, the words a visitor *clicks on* should mirror the words at the top of the page once they *arrive at* their destination. Examples:
    - Good use of hyperlinks:
        - The mission statement of the University of Missouri System includes a commitment to promote lifelong learning, foster innovation and economic development, and advance health, cultural and social interests.
        - Note that the words "mission statement" are hyperlinked.
        - When visitors click on those words, they are directed to a webpage with "Mission Statement" as the page name.
    - Bad use of hyperlinks:
        - Click here to read the mission statement, which includes a commitment to promoting lifelong learning.
        - This is a poorer example of using hyperlinks. Visitors are less sure of where the link will take them, not to mention that this sentence is less powerful and engaging.

- In most cases, avoid using "click here" as a hyperlink. It is vague and therefore does not easily signal to visitors what webpage they are about to visit. Furthermore, repeated use of "click here" on a single webpage can become confusing to individuals who are visually impaired and use a screen reader to read the webpage.

When inserting hyperlinks in documents other than webpages, the same tips generally apply. However, it is important to consider whether a document will be printed and therefore lose the hyperlinks' functionality. If so, consider adding the URL in parentheses after the hyperlink, in footnotes or in an appendix. This style guide serves as an example.

7.9. Modification of the UM System Website Design

The design of the University of Missouri System website may not be modified or mimicked in any way. This includes using a similar design or layout, or using the same or similar graphical elements. Mimicking the official System design has the potential to create significant confusion among users. However, this rule is not meant to limit or restrict the use of University colors or other design elements, as long as they conform to the rules outlined in this guide. Please consult with the Office of Strategic Communications and Marketing for advice on website design. Jump to the Resources and Contacts section for details.

7.10. Navigation

UM Seal

The seal on any banner should always point to the UM System homepage.[13] If it is not possible to link the seal back to the homepage, then some other text link should reside somewhere "above the fold" on the webpage.

Top Navigation

The landing page for each administrative unit of the UM System should include a set of tabs along the top of the screen, as well as a left-hand menu described in the next subsection. For purposes of these guidelines, "administrative unit" includes the Board of Curators office, the president's office, the six offices headed by a vice president, and the Office of Diversity, Equity and Inclusion. The top navigation tabs will present one of two navigational styles:

1. **Subunit style** – If the administrative unit chooses this style, each tab presents the subunits that fall under the administrative unit, and lists the main functions and responsibilities of the subunits. This is the style that most administrative units choose.
2. **Topic style** – If the administrative unit chooses this style, each tab presents a main topic related to the unit. Topics are not explicitly aligned with subunits' titles.

Left-hand Menu

The left-hand menu appears on every webpage in the UM System website, except some of the highest-level, specialty webpages like the UM System homepage. The left-hand menu for every administrative unit is different. For the most part, the items in the menu are determined by the associated executive(s); but in a few instances, standard items appear in every menu:

- Every administrative unit has an "About the Office" menu item that appears directly below the "[Office name] Home." For example:
  - *#1 menu item:* Finance Home
  - *#2 menu item:* About the Office of Finance
- The "About the Office" menu item always presents two sub-items on a flyout menu: (a) Bio, Vice President for [Office name] and (b) Staff Directory. There can be more flyout items under "About the Office," but these two items are always on top.

Subunits may or may not have their own, specialized left-hand menu that is different than the administrative unit of which they are a part. If they do, then the menu items in their left-hand menu should be as follows:

- *#1 menu item:* [Subunit name] Home
- *#2 menu item:* Staff directory (optional)
- *Items determined by subunit's executive(s) …*
- *Items …*
- *Items …*
- *Etc. …*
- *Final menu item:* [Office name] Home

[13] https://www.umsystem.edu

The final menu item should point back to the administrative office of which the subunit is a part. For example, Budget and Planning is a subunit of the Office of Finance, and it has its own left-hand menu. The final menu item should be “Office of Finance” and point back to www.umsystem.edu/ums/fa/.

7.11. Title

The page title should include the department or organization name, separated by a pipe character (|) and then the words “University of Missouri System.” For example: “Finance | University of Missouri System.

For units or sections under the main office’s webpages, include a subunit name, such as: Office of the Controller | Finance | University of Missouri System. “University of Missouri System” should always appear last in the string of title text.

7.12. The UM System’s Official URL Shortener

The Office of Strategic Communications and Marketing maintains an official URL shortening service for the University of Missouri System, available at UMURL.us. Authorized UM System staff members can create shortened URLs using this service.

Shortened URLs are acceptable for use in email communications and publications. However, avoid using them on webpage content located on the UM System website. This is to avoid any confusion for site viewers who are worried about any nefarious misdirection to an external or unfamiliar webpage.

You can view the URL Shortener webpage[14] for details about UMURL.us. Contact details for the Office of Strategic Communications and Marketing are in the Resources and Contacts section of this guide.

7.13. XHTML

All HTML-based pages should use either XHTML 1.0 transitional or XHTML strict. For webpages created with prior versions of HTML, update code before adding the pages to the UM System family of websites. These preferences can be set in authoring software.

[14] https://www.umsystem.edu/help/help-urlshortener

section 8 | RESOURCES AND CONTACTS

For additional information about this guide—or similar guidelines, templates, or website designs—contact:
Office of Strategic Communications and Marketing
University of Missouri System
215 University Hall
(573) 882-9212
umupdates@umsystem.edu
https://www.umsystem.edu/ums/sc

To request the use of the seal or signature line, contact:
Licensing and Trademarks
Office of Strategic Communications and Marketing
200 Heinkel Building
(573)-882-7256
identity@missouri.edu
https://www.umsystem.edu/ums/sc

To request the president's stationery, contact:
Office of the President
University of Missouri System
321 University Hall
(573) 882-2011
umpresident@umsystem.edu

To order all other non-presidential stationery, envelopes, business cards and other print projects, contact:
Print & Mail Services
University of Missouri-Columbia
2800 Maguire Boulevard
(573) 882-7801
http://www.ps.missouri.edu