“We each come to work, we put our head down and we work on our little piece of UCSF and what that means, but in putting together the branding and marketing strategy for UCSF, this allows us to collectively think of who UCSF is for the world, what our aspirations are personally and professionally.”

“What I need from each of you is to contribute to that enterprise wide 'One UCSF' that can benefit everybody, everything you're trying to accomplish. It's my expectation and my belief that in doing so, UCSF will be even better than it is today.”

Chancellor Susan Desmond-Hellmann
2012 State of the University Address
Overview

Where are we going?

Where are we coming from?

“The more I explain, the less they understand.”

“There are three major UCSFs: research, clinical care and education, and many smaller UCSFs.”

“An academic medical center, with cutting edge research, top hospitals and excellent patient care.”

“The world’s preeminent health science innovator.”

“One UCSF

An institution – based on the idea that great clinical care requires great research and education.”

“We are a university – an institution of higher learning… Hello!”

“An academic institute – creating and teaching the best science to improve patient care.”

“It's education, a high quality medical center, public care for Bay Area and Northern California.”
Overview

How do we get there?

Distill
UCSF to its essence

Amplify
what makes UCSF great
Review of Guidelines

- Overview
- Setting the Stage
- Brand Positioning
- Audience Messaging
- Talking About UCSF
Overview

How should this information be used?

- **To clarify**: UCSF’s unique qualities, advantages and capabilities
- **To ensure**: Key thoughts are present and cohesive across communications
- **To inspire**: Effective messaging by individual communicators
- **To encourage**: Internal and external advocates for UCSF
Setting the Stage – Our Differentiators

While many regard us as a leader in health, they often recognize us for only part of what we do. Few appreciate what sets us apart as a whole. The following differentiators are common to each of our endeavors, and are our larger story.

<table>
<thead>
<tr>
<th>Focus</th>
<th>We are exclusively focused on excellence in health science and health care. This focus drives strong collaboration and engagement, conveying clarity and importance.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration</td>
<td>We are uniquely collaborative and supportive across disciplines, and with internal and external partners. Our integrated excellence yields greater and faster breakthroughs.</td>
</tr>
<tr>
<td>Engagement</td>
<td>Our public mission ignites an intense engagement with the needs of the community and the future of health care, resulting in critical advancements in science, education and care with real-world impact.</td>
</tr>
<tr>
<td>Leadership</td>
<td>Not only do we enjoy top national rankings across research, education and clinical care, but our leaders in the lab, the classroom, the clinic and elsewhere are transforming the fields of health for the world.</td>
</tr>
<tr>
<td>San Francisco</td>
<td>We are a powerful contributor to San Francisco’s energy, innovation, and diversity, and share the region’s progressive influence. We capitalize on our proximity to other Bay Area leaders, and our connectedness to the world.</td>
</tr>
</tbody>
</table>
Setting the Stage – Our Driving Forces

Driving forces are the unique reasons **why** we do what we do. These forces should shape the tone and personality of our communications.

<table>
<thead>
<tr>
<th>Innovation</th>
<th>Urgency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UCSF’s determination to improve health, and to find better, safer, less costly methods, therapies, policies and procedures, drives all of what we do.</strong></td>
<td><strong>UCSF harnesses the efficiency of multidisciplinary teams to accelerate learning and scientific progress, and to speed the delivery of new therapies, cures and public/private partnerships.</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Intensity</th>
<th>Public Mission</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Everywhere at UCSF, time, resources and effort are concentrated on creating, teaching and applying new knowledge that makes a difference in human health.</strong></td>
<td><strong>Everyone here wants to change the world. UCSF provides the opportunity to participate in discoveries, treatments, education and policies that advance health worldwide.</strong></td>
</tr>
</tbody>
</table>
Setting the Stage – Our Driving Forces

All that we say and do should communicate these four core principles. This will yield more cohesive communications that take leverage our differentiators and harness our driving forces to create a compelling and sustainable UCSF story.

**Boldness**
Our achievements and capabilities are powerful, and surprisingly compelling. They exemplify the differentiators and driving forces that make us critically important.

**Inclusiveness**
The integration of our excellence in research, education and patient care gives us a unity of purpose, motivating each of us to contribute to a greater whole.

**Humanity**
Care and compassion are as critical as science and discovery in our mission to make a difference for patients as well as for science, students and the world.

**Impact**
We take pride in our public mission and in the exceptional people and discoveries that make a major impact, from a person to a population.
Setting the Stage – How These Elements Work Together

- Highlight differentiators
  - Focus
  - Collaboration
  - Engagement
  - Leadership
  - San Francisco

- Convey driving forces
  - Innovation
  - Urgency
  - Intensity
  - Public Mission

- Reinforce core principles
  - Boldness
  - Inclusiveness
  - Humanity
  - Impact
Brand Positioning – Definition

Positioning Definition – a description of who we are that applies to every part of our university

UC San Francisco is the leading university exclusively focused on health.
Brand Positioning – Concept

Positioning Concept – how we need to be thought of in the minds of our most important audiences in order to be successful – the conceptual core for all that we say and do

Through our singular focus, we are leading revolutions in health.

What is UCSF?

How should UCSF be perceived?

Definition

Positioning

Expression

Messaging

Visual Identity

Campaigns

Channels

Experience
Brand Positioning – *Narrative*

*Positioning Narrative – a long-form version of the Positioning Concept that informs high-level vision and mission language, speeches or development materials*

**Through our singular focus, we are leading revolutions in health.**

UC San Francisco is driven by the idea that when the best research, the best education and the best patient care converge, great breakthroughs are achieved. We pursue this integrated excellence with singular focus, fueled by collaboration among our top-ranked professional and graduate schools, medical center, research programs and support teams.

We work passionately to advance knowledge, yielding scientific breakthroughs that benefit life and health worldwide. We innovate health education across disciplines to develop collaborative and creative leaders. We improve the lives of patients and populations by creating and implementing urgently needed new practices, policies, therapies and cures.

We are committed to serving our diverse communities. From the heart of the dynamic Bay Area, we create new models for partnering with leading innovators in academia, science, technology and industry in pursuit of our public mission.

Working as one, UCSF integrates excellence with a singular focus to deliver the best possible outcomes for you and those you care about.
Messaging – Overview

The Audience Messaging on the following pages is for directional purposes only. Each section identifies an audience and lists key message points to ensure that the unique story of the UCSF enterprise resonates with key audiences. Individuals may fall into multiple audience groups, so messages should be crafted appropriately for the context and opportunity of each communication effort.
Messaging – **Target Audiences**

- Clinical Faculty
- Research Faculty
- Patients
- Staff
- Individual & Organiz. Donors
- Alumni
- Government
- Industry Partners
- Global Policy
- Network and Referral Partners
- Students and Trainees
- Donors
- Alumni
- Industry Partners
- Government
- Global Policy
- Network and Referral Partners
- Students and Trainees
- Donors
- Alumni
- Staff
- Individual & Organiz. Donors
- Clinical Faculty
- Research Faculty
- Patients
- Audiences
Audience Messaging:
Research Faculty

Who are they?

UCSF faculty members who conduct basic and translational research. These individuals may see a clinical end to their work, and may even have a clinical practice, but they are highly focused on pursuing discoveries with major potential impact.

What do we want our research faculty to remember about UCSF?

- Our stature and our dynamic Bay Area location attract innovators and leaders in science, education and care.
- We offer new talent the freedom to innovate in a diverse, stimulating and collaborative environment.
- Through our singular focus, we develop new knowledge that delivers critical scientific discoveries with broad influence locally and globally.
Audience Messaging:
Clinical Faculty and Allied Health Practitioners

Who are they?

UCSF faculty members and allied health practitioners who participate in research, education and the practice of patient care. These individuals take pride in UCSF’s public mission; in providing superior training; and in working to improve patient outcomes through research, education and care.

What do we want clinical faculty and allied health practitioners to remember about UCSF?

- Our stature and location attract the innovators and leaders in science, education and care.
- Our collaborative environment multiplies opportunities to apply discoveries in a clinical setting.
- Our focus on advancing health for patients and populations delivers critical discoveries with broad impact locally and globally.
Audience Messaging: Staff

Who are they?
The administrative and support staff who keep UCSF working. With diverse backgrounds and responsibilities, they have widely varied degrees of appreciation for UCSF as a whole. They take pride in their affiliation, but may not always see the connection between their roles and UCSF’s powerful impact.

What do we want our staff to remember about UCSF?

- We each play an essential role in UCSF’s excellence and achievements in discovery, education and patient care.
- We thrive in a diverse, collegial, respectful and rewarding environment.
- The mission we fulfill every day makes us an essential part of San Francisco’s well-being, economic vitality and innovative culture.
Audience Messaging:
Students and Trainees

Who are they?
Existing and prospective graduate students, trainees and postdoctoral researchers. They choose UCSF for its prestige, for the caliber and diversity of its community, and for its dynamic location. They feel a strong sense of affiliation with their schools or labs, but may not feel connected with UCSF as a whole.

What do we want our students and trainees to remember about UCSF?

- UCSF leads the fields of health in intellectual energy and reputation, from the heart of the dynamic and innovative Bay Area.
- UCSF is the leading university exclusively focused on health, and is defined by our exceptional faculty, our diversity, our thriving collaborative culture and our public mission.
- Our transformational community enables engaged students, inspired trainees and trailblazing researchers to be leaders in their fields.
Audience Messaging:
Patient Community

Who are they?
Former, existing or prospective UCSF patients and their families. These individuals are most likely to live within the Bay Area, but some come from Northern California and beyond. Members of the patient community are more likely to associate UCSF with specialized care for complex health issues than for preventative or primary care.

What do we want our patients to remember about UCSF?

- Our singular focus on health means that patients receive the most expert and comprehensive care, for fundamental or complex needs.
- Every day, our compassionate caregivers dedicate themselves to solving the most challenging health issues facing patients and their families.
- Our discoveries translate into urgently needed treatments, therapies and cures for patients in the Bay Area and worldwide.
Audience Messaging:
Network & Referral Partners

Who are they?
Caregivers who refer, or would consider referring, their own patients to UCSF. Individuals within this group are most likely to be based within the Bay Area, but are not limited to the region. They value UCSF’s ability to provide high-quality, specialized care, but may be unlikely to consider referring patients for less-extreme cases. They view UCSF as a medical center more than as a university.

What do we want our network and referral partners to remember about UCSF?

- We partner with our esteemed referral colleagues to address their patients’ health issues, from the most fundamental to the most challenging.
- We are committed to improving accessibility to ensure that patients see the specialists who can best help them improve their health.
- Our integration of groundbreaking research and progressive education with clinical care ensures that patients receive state-of-the-art, personalized care.
Audience Messaging: Individual & Organizational Donors

Who are they?

Individuals, alumni, families, corporations and foundations who give to UCSF. The individuals in this group are likely to have been patients, or have family members who have been treated at UCSF. Some may care deeply about improving patient care, while others may want to help fund major discoveries and impact beyond the bedside.

What do we want our donors to remember about UCSF?

- Our unparalleled and integrated excellence in discovery, education and care drives advancements in health for patients, families and communities around the world.
- We are the leading source of relief, hope and health for patients with the most serious and complex conditions.
- We provide access to the highest-quality specialized care for San Francisco’s underserved.
Audience Messaging:
Alumni

Who are they?
Graduates of UCSF, many of whom become influential researchers, educators, health policy leaders or caregivers. This audience accounts for over 35% of individual donations. Many alumni may have greater pride in affiliation with their individual schools rather than with the overall university.

What do we want our alumni to remember about UCSF?
- UCSF is a world-leading educational powerhouse in the diverse, innovative Bay Area.
- Inspired trainees, pioneering scientists and devoted caregivers emerge as leaders who take pride in pursuing our public mission around the globe.
- Our rankings and reputation in the fields of health affirm our legacy of excellence and require active engagement and support.
Audience Messaging:
Industry Partners

Who are they?

Leaders of companies and industries, both emerging and established, including biotech, pharmaceutical and technology, who are influenced by UCSF’s work. Some in this group have fairly low awareness of UCSF’s capabilities and influence. Others have broad respect for UCSF’s achievements and a deep understanding of the benefits of collaboration, but may be unclear about how to partner with UCSF.

What do we want our industry partners to remember about UCSF?

- Our innovations in science and health impact technology, policy and business, revolutionizing approaches to medicine and health care.
- We collaborate with industry leaders and create innovative new ventures to ensure that our discoveries rapidly benefit patients and society.
- Our singular focus on health directly and significantly increases the potential for success in existing and emerging industries.
Audience Messaging:
Government

Who are they?

Local, state and federal legislators and policymakers. These individuals make decisions related to health care and health policy, and are also major influencers of higher education and research funding. However, their understanding of UCSF’s mission and accomplishments may be limited and they might not appreciate our uniqueness within the UC system.

What do we want legislators and policymakers to remember about UCSF?

- Our singular focus on health delivers critical discoveries and specialized care with local economic impact and broad national influence.
- We produce the leaders, innovations and ideas that will shape tomorrow’s health care, from practice to policy.
- UCSF provides critical insights that impact policy and improve health science and health care in the community and across the nation.
Audience Messaging: 
Global Policy Community

Who are they?

Thought leaders and other influencers who have dedicated themselves to influencing health policy, practices and trends around the world. These individuals may be members of the media, donor organizations, government agencies or not-for-profit organizations.

What do we want the global policy community to remember about UCSF?

- Our singular focus on health yields critical discoveries, providing hope for populations near and far.
- We are a leading resource to community leaders, policy-makers and governments, providing new tools and models that impact health from patients to populations.
- Our research yields diagnostics, treatments, behaviors and cures that address urgent health issues around the world.
Talking about UC San Francisco

How do we refer to ourselves?

- **Prominent Statements:** When referring to the enterprise as a whole, prominent statements, such as headlines, should use UC San Francisco where possible.

- **Editorial Usage:** In editorial usage, when describing UCSF as a whole, use UC San Francisco in the first mention, followed by the acronym UCSF in subsequent mentions.

- **Unfamiliar Audiences:** When describing the enterprise as a whole, use University of California, San Francisco in the first mention, followed by the acronym UCSF in subsequent mentions.

- **University Sub-brands:** use UCSF in front of their name. (Example: UCSF Medical Center, NOT UC San Francisco Medical Center)

- **Official Titles:** use UCSF initials when referring to specific titles (Ann Smith, MD, UCSF Medical Center). In publicity or media, reference to an individual should use UC San Francisco in the first mention when referring to the enterprise as a whole.

- **Social Media:** use UC San Francisco in the body of posts, where character lengths permit, and in accordance with guidelines above.