

Leading Revolutions in Health



University of California
San Francisco

advancing health worldwide™



UC San Francisco leads revolutions in health—at home and around the world.

To some, we are a medical center, whose specialists treat and heal patients with the most complex health issues. Others see us as a groundbreaking research institution, whose scientists unlock new knowledge, inspire new fields of study, create industries and advance care. Still others know us as a health-focused university, whose faculty, students and trainees lead their respective fields.

We are all of these, and together we are also much more.

As UCSF looks to the future, we all will benefit by more effectively engaging our supporters, partners and advocates. And we all can play a role in fostering deeper engagement. As members of the UCSF community, we can help create a common understanding—among our families, neighbors, peers, patients, donors, alumni, elected representatives and business allies. Imagine if we each included a few words about the vision and impact of the entire UCSF enterprise in our communications.

UCSF's University Relations team recently led a campuswide effort to distill UCSF to its essence so the breadth of what happens here is understood and fully appreciated. This effort resulted in these brand positioning guidelines—a framework for a common language to talk about UCSF.

I encourage you to review these guidelines and actively refer to them. It's a simple act, but one that—over time—will empower our supporters, partners and advocates to join us in achieving our *advancing health worldwide* mission.

Susan Desmond-Hellmann, MD, MPH

Chancellor, UCSF

Arthur and Toni Rembe Rock Distinguished Professor

04 Overview

07 Setting the Stage

16 Brand Positioning

25 Messaging

- Audience Messaging

- Talking About UC San Francisco

45 Looking Ahead

46 Acknowledgments

OVERVIEW

Who should use these guidelines?

UCSF communicators who speak on behalf of the university.

What will this help UCSF do?

We all want our contributions to be a part of a compelling, forward-thinking and unified UCSF story.

The differentiators, driving forces and key messaging points described in this book provide our audiences a clear reason to believe in UCSF.

While we have many diverse audiences, both internal and external, we want each to be inspired to take part in our story, and benefit from being part of it.

How should this 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

How was this developed?

These guidelines reflect a broad range of input from campus leadership, representative faculty and staff, members of the UCSF Foundation and industry partners. Thank you to all those who contributed their time and provided important direction and insights. Each participant is recognized at the end of this document.



We analyzed our findings and distilled our insights to clarify UCSF's unifying definition; identify its unique place in health education, research and practice; and to arrive at a clear positioning and messaging platform.

Our Differentiators

Our Driving Forces

Core Principles

How These Elements Work Together

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.

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.



LEADERSHIP

UCSF

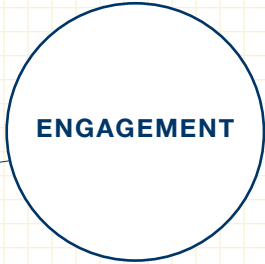
FOCUS

We are exclusively focused on excellence in health science and health care. This focus drives strong collaboration and engagement, conveying clarity and importance.

We are uniquely collaborative and supportive across disciplines, and with internal and external partners. Our integrated excellence yields greater and faster breakthroughs.



COLLABORATION



ENGAGEMENT

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.



SAN FRANCISCO

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.

OUR DRIVING FORCES

Driving forces are the unique reasons why we do what we do. Our communications will be stronger and more distinctive when these forces shape the tone and personality of what we want to say.



INNOVATION

UCSF's determination to improve health, and to find better, safer, less costly methods, therapies, policies and procedures, drives all of what we do.



INTENSITY

Everywhere at UCSF, time, resources and effort are concentrated on creating, teaching and applying new knowledge that makes a difference in human health.

URGENCY

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.

PUBLIC MISSION

Everyone here wants to change the world. UCSF provides the opportunity to participate in discoveries, treatments, education and policies that advance health worldwide.

CORE PRINCIPLES

All that we say and do should communicate these four core principles. This will yield more cohesive communications that 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.

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.

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.

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.

HOW THESE ELEMENTS WORK TOGETHER

TAKE ADVANTAGE OF DIFFERENTIATORS

Focus
Collaboration
Engagement
Leadership
San Francisco

BY HARNESSING DRIVING FORCES

Innovation
Urgency
Intensity
Public Mission

**TO COMMUNICATE
CORE PRINCIPLES**

Boldness

Inclusiveness

Humanity

Impact

We each share responsibility for telling the UCSF story every day. Talking about the institution as a whole and making the connection specific to each audience strengthens our ability to have an impact.

The following pages contain the positioning language and messaging to inform and guide communications in your area. The language expresses the key takeaways we want our audiences to know about UCSF.

These messaging guidelines are directional rather than literal. The exact words you use may be of your choosing and should reflect the sentiments detailed in the audience-specific messages.

Overview

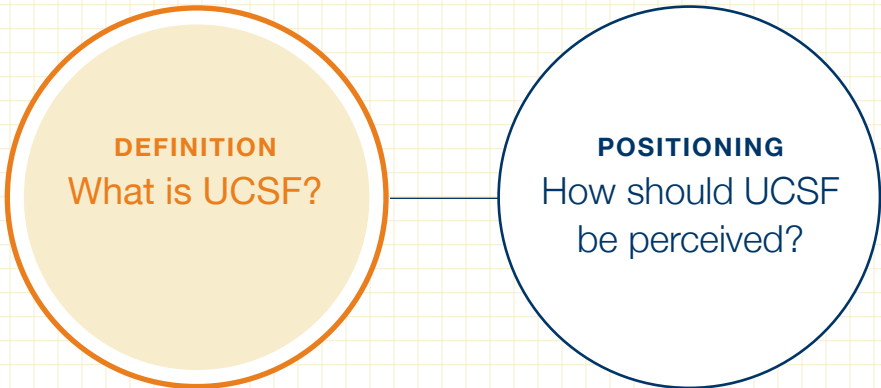
Definition

Concept

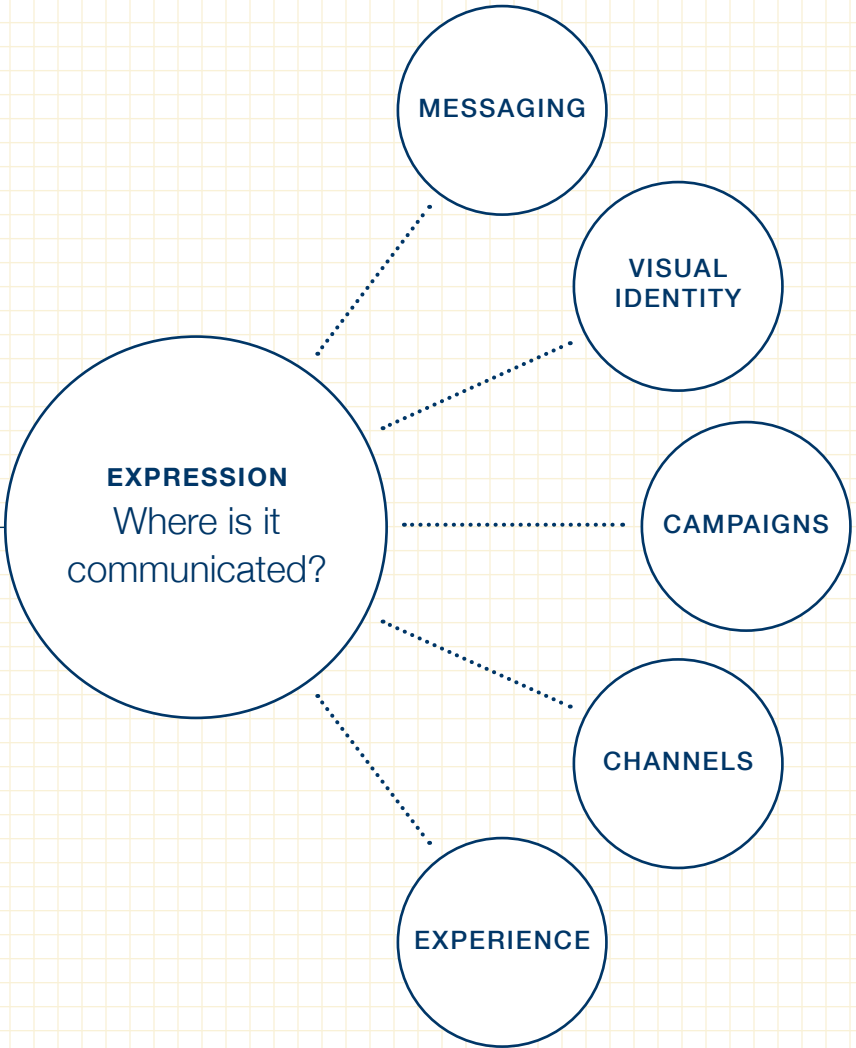
Narrative

BRAND POSITIONING: **DEFINITION**

UC San Francisco is the leading university exclusively focused on health.

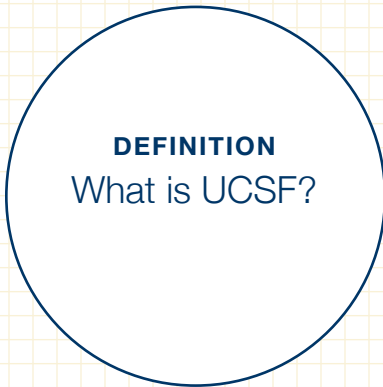


A description of who we are that applies to every part of our university

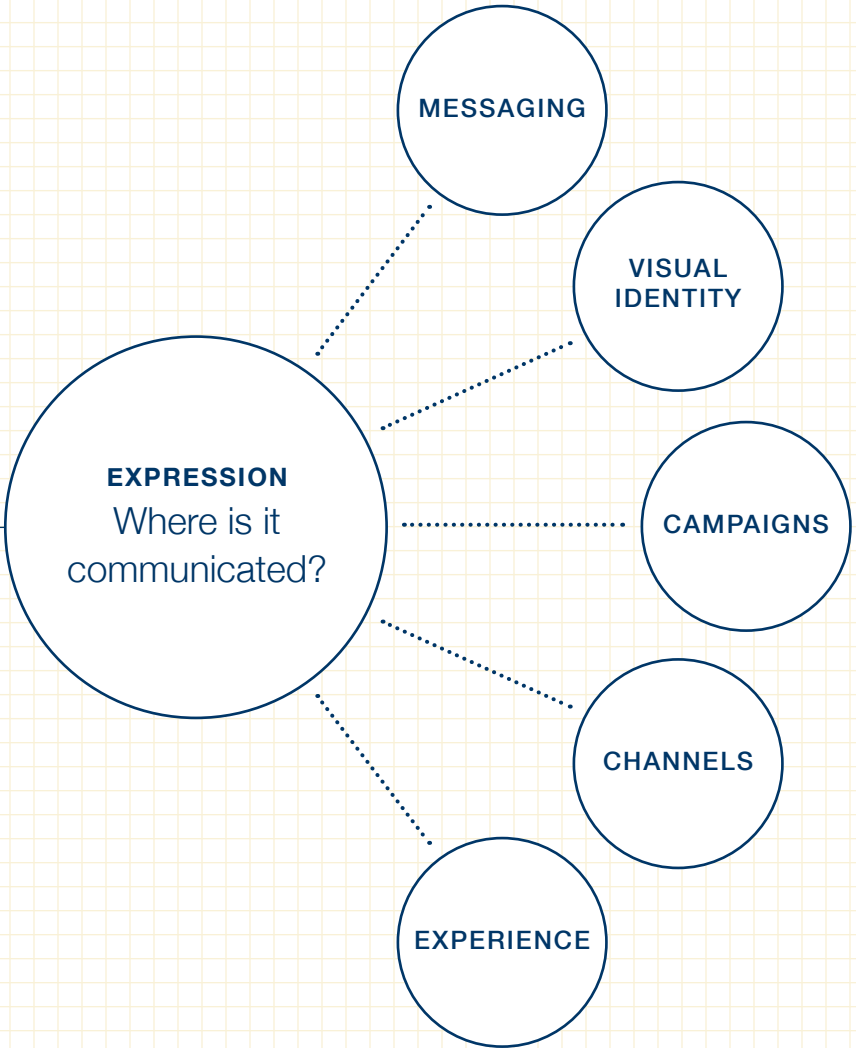


BRAND POSITIONING: **CONCEPT**

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



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



BRAND POSITIONING: **NARRATIVE**

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



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

Positioning Narrative

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.

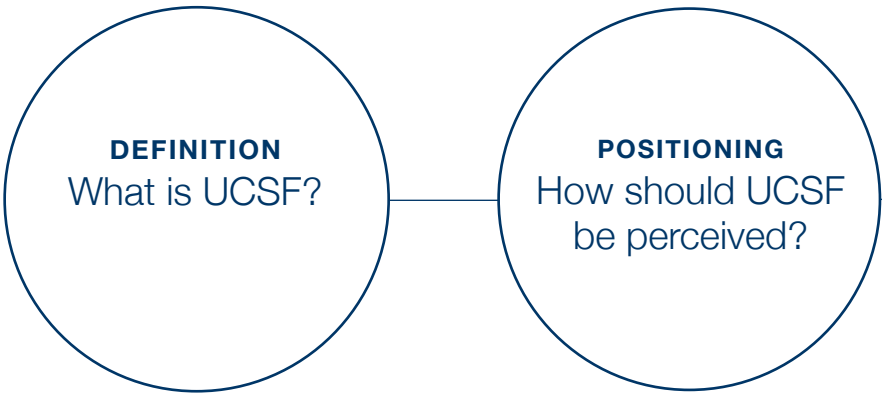
Audience Messaging

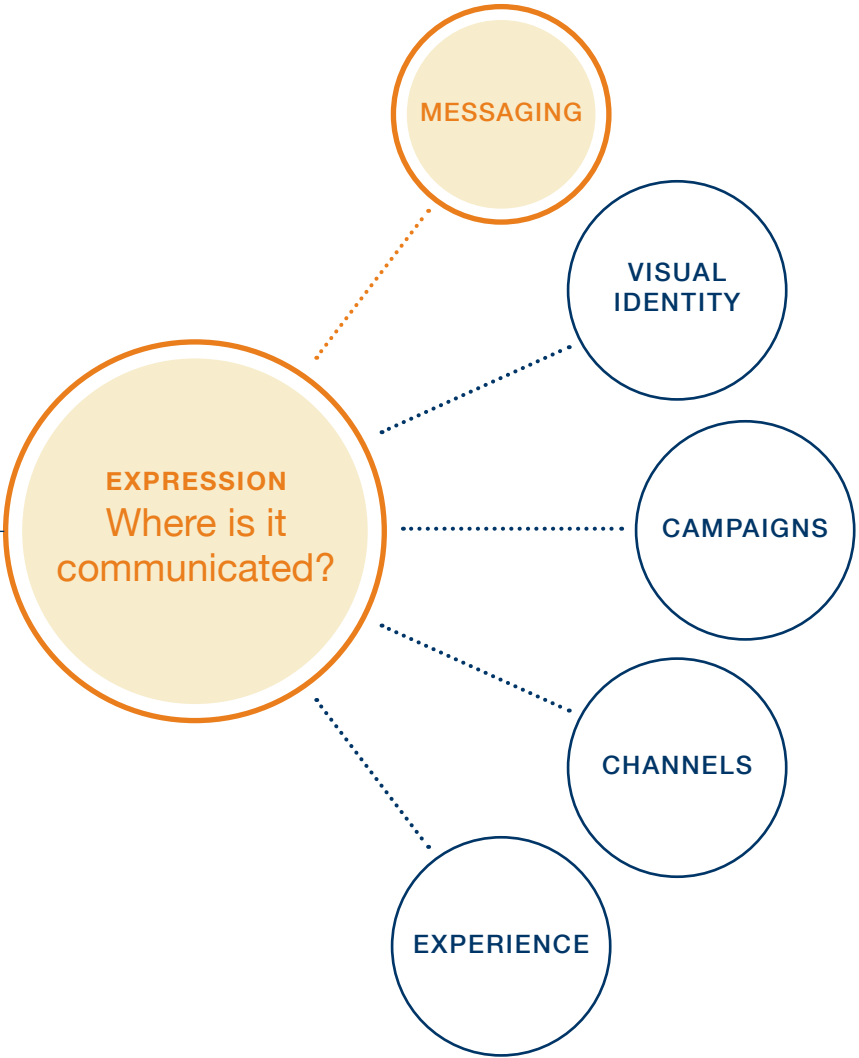
- Overview
- Elevator Pitch
- Research Faculty
- Clinical Faculty and Allied Health Practitioners
- Staff
- Students and Trainees
- Patient Community
- Network and Referral Partners
- Individual and Organizational Donors
- Alumni
- Industry Partners
- Government
- Global Policy Community

Talking About UC San Francisco

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.





ELEVATOR PITCH

An elevator pitch, elevator speech or elevator statement is a short summary used to quickly and simply define a person, product, service or organization and articulate its promise and impact.

The term “elevator pitch” reflects the idea that it is possible to deliver the summary in the time span of an elevator ride—about 30 seconds to two minutes.

A successful statement is one the listener is likely to remember and repeat. Important guidelines when developing an elevator pitch to talk about UCSF:

Define UCSF: “Leading university exclusively focused on health”

Articulate why UCSF matters: “Through our singular focus, we are leading revolutions in health.”

What follows are two examples of UCSF elevator pitches. They are examples—as opposed to “official statements”—because an elevator pitch is most effective when it is owned by the speaker.

Example A

UC San Francisco is the leading university exclusively focused on health.

Our passionate focus fuels a creative and collaborative environment, where researchers work alongside clinical faculty and educators to deliver scientific breakthroughs, life-enhancing therapies and cures.

We accelerate the discovery and application of ground-breaking science.

We battle the most devastating diseases with pioneering patient care.

We train tomorrow's health care leaders.

We partner with industry, government and our peers to advance health worldwide.

Example B

UC San Francisco is the leading university exclusively focused on health.

Our scientists, clinicians, educators, students and trainees work side by side to unlock new knowledge.

Our bold pursuits deliver scientific breakthroughs, life-enhancing therapies and cures to battle some of the world's most devastating diseases and health care challenges.

We invent new models with innovators in academia, technology and industry in pursuit of our *advancing health worldwide* mission.

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?

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

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 our clinical faculty and allied health practitioners to remember about UCSF?

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

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?

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

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?

- 1 UCSF leads the fields of health in intellectual energy and reputation, from the heart of the dynamic and innovative Bay Area.
- 2 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.
- 3 Our transformational community enables engaged students, inspired trainees and trailblazing researchers to be leaders in their fields.

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?

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

NETWORK AND 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?

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

INDIVIDUAL AND 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?

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

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?

- 1 UCSF is a world-leading educational powerhouse in the diverse, innovative Bay Area.
- 2 Inspired trainees, pioneering scientists and devoted caregivers emerge as leaders who take pride in pursuing our public mission around the globe.
- 3 Our rankings and reputation in the fields of health affirm our legacy of excellence and require active engagement and support.

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?

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

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?

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

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?

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

**Talking About
UC San Francisco**

TALKING ABOUT UC SAN FRANCISCO

How do we refer to ourselves?

“San Francisco” is recognized around the world. “UC” is a representation of the University of California, widely viewed as the most prestigious public university in the world. When reduced to the letters UCSF, however, the meaning—and the value—of each of these individually recognized brands is diminished. By using “UC San Francisco” in the first reference of any document, communicators will maximize the awareness and appreciation that so many important audiences already have for UC and for San Francisco.

The points below provide clarity on how to refer to UC San Francisco, depending on the context.

- 1 Prominent Statements:** When referring to the enterprise as a whole, prominent statements, such as headlines, should use UC San Francisco where possible.
- 2 Editorial Usage:** In editorial usage, when describing the enterprise as a whole, use UC San Francisco in the first mention, followed by the acronym UCSF in subsequent mentions.
- 3 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.
- 4 University Sub-brands:** Use UCSF in front of their name. (Example: UCSF Medical Center, NOT UC San Francisco Medical Center)
- 5 Official Titles:** Use UCSF initials when referring to specific titles (Ann Smith, MD, UCSF Medical Center, UCSF Medal, etc). In publicity or media, reference to an individual's affiliation should use UC San Francisco in the first mention when referring to the enterprise as a whole.
- 6 Social Media:** Use UC San Francisco in the body of posts, where character lengths permit, and in accordance with guidelines above.

LOOKING AHEAD

We each share the responsibility of telling UCSF's story every day, and there is so much to tell. Your contribution is critical to our collective ability to bring UCSF to life in unique and exciting ways. Together we can generate the magnitude of understanding and appreciation that this great university deserves.

We hope that you will use this document as a resource to guide your communications, and that you will contribute to an ongoing conversation about how UCSF can best communicate with the world.

For More Information

Contact the Office of the Vice Chancellor,
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THANK YOU

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NOTES





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