



Positioning and Messaging Guide

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Introduction

For many decades, our School of Pharmacy has been a world leader in research, in innovative, high-quality PharmD and PhD education, and in pharmacy care.

Despite this established leadership, we cannot assume that our peers, partners, supporters, and the public fully understand the breadth of our work and the longtime shared philosophy that guides the approach to everything we do. This philosophy is key to our success.

Our relentless questioning and methodical approach to discovery distinguishes this pharmacy school worldwide. We have a long history of fearless exploration, of identifying problems and seeking solutions, of unraveling the complexity of biology, and of transforming ideas into tangible health benefits. Curiosity and the pursuit for new knowledge drive our work.

In today's competitive environment, we increasingly need to assert our myriad accomplishments in research, education, and patient care, and explain the shared scientific mindset that differentiates us from our peers. And now we have the carefully crafted words to do so. These positioning and messaging guidelines are the result of a

highly inclusive and iterative process. Taken together, they underscore the core element of our story: The scientific approach we apply to everything we do fuels the School's success and supports UCSF's public mission of advancing health worldwide.

I encourage you to refer to these guidelines often to inform daily communications with your peers, colleagues, and key audiences. The results will be more consistent, and more valued, impressions of our important work.



B. Joseph Guglielmo, PharmD

Dean, UCSF School of Pharmacy

Troy C. Daniels Distinguished Professor in Pharmaceutical Sciences

Overview

Who should use these guidelines?

Communicators who speak on behalf of the UCSF School of Pharmacy.

What will this help the School of Pharmacy do?

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

The differentiators, driving forces, positioning narrative, and key messaging points described in this book provide our audiences with compelling reasons to believe in the School, now and in the future.

How should this be used?

To clarify: Our unique qualities, advantages, and capabilities.

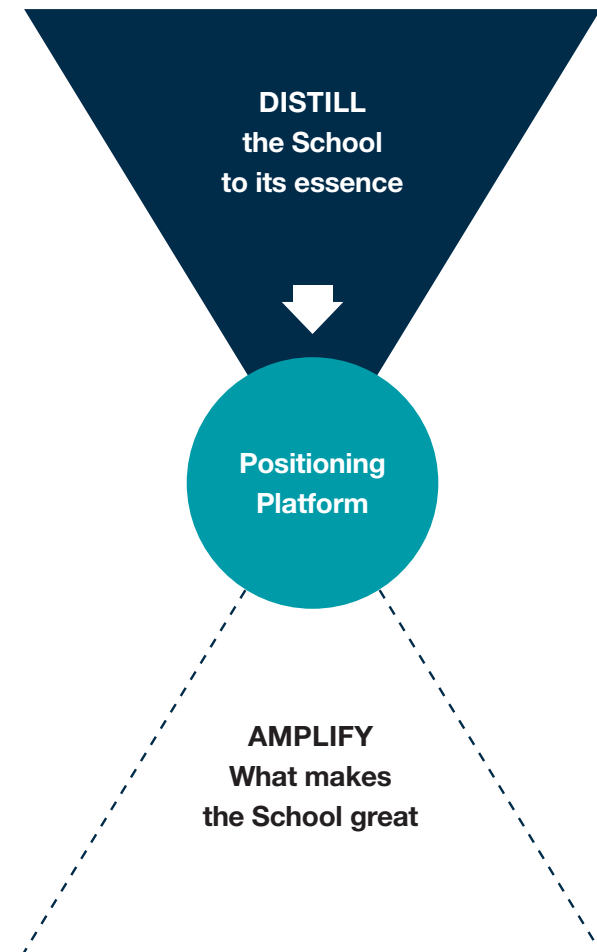
To ensure: Key thoughts are present and cohesive across communications.

To inspire: Effective messaging by individual communicators.

To encourage: Internal and external advocates for the School and our programs.

How were these developed?

These guidelines reflect a broad range of input from our School faculty and leadership; our students, staff, donors, and alumni; campus leadership; and peer institutions.



Communication Opportunities

Given our leadership position, advances in science, and the new dynamics of health care, we should all be aware of important opportunities to influence how we are known and what people can expect of us.

The four opportunities to the right express our motivation for developing and communicating a fresh, forward-looking, and consistent story on behalf of our School and its programs.

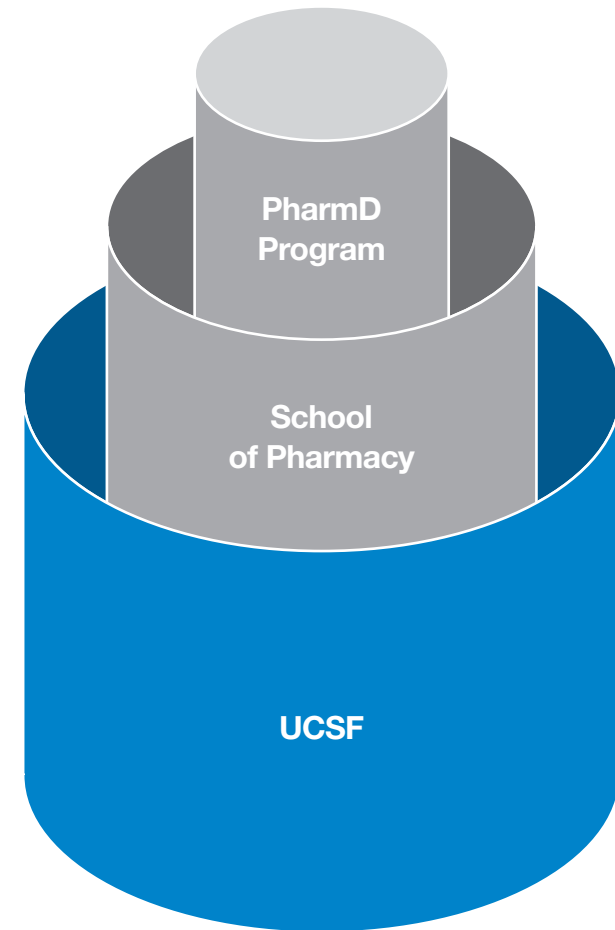
To inspire a **clear and exciting perception** of the full scope of the School's agenda, success, and impact.

To communicate the **boldness, future orientation, and public-mindedness** of a UCSF School of Pharmacy scientist, clinician, or educator.

To demonstrate how the School **combines its strengths** in science, education, patient care, and public mission with the strengths of the UCSF environment.

To **focus on the unique strengths** of the PharmD curriculum and the leadership of its graduates across traditional and nontraditional fields.

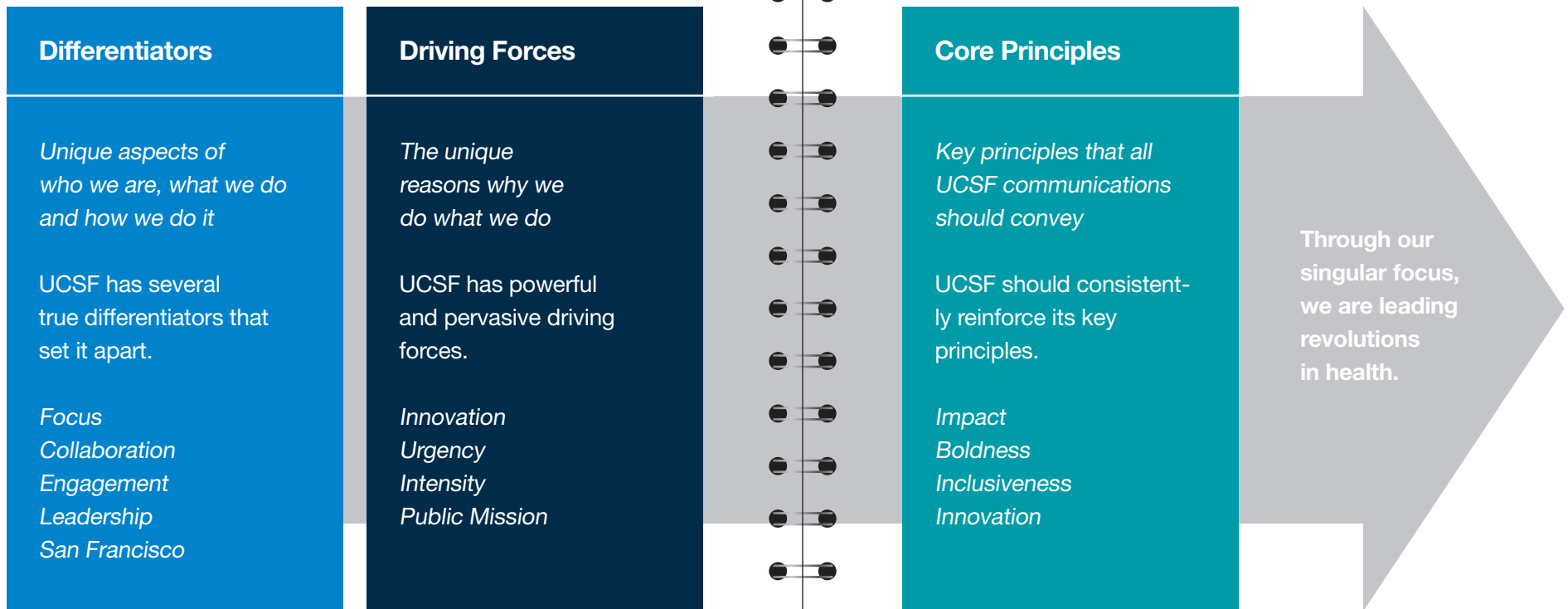
UCSF



UCSF

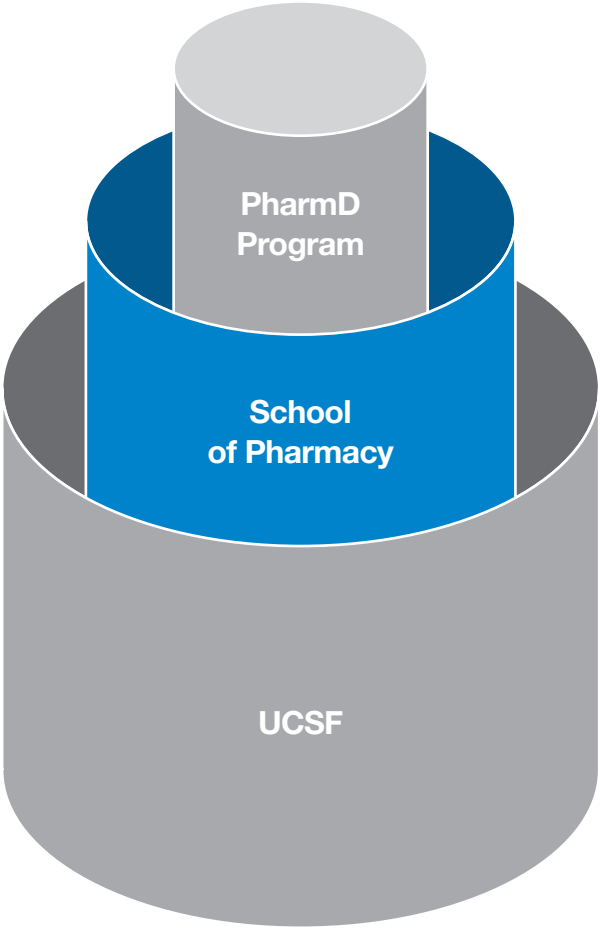
Positioning Assets

At the campus level, we have common differentiators, driving forces, and principles that define our unique essence. These assets create the context within which we should think about what differentiates UCSF from its peers.



For more information on UCSF's brand and identity guidelines, please visit identity.ucsf.edu/brand-strategy

School
of
Pharmacy

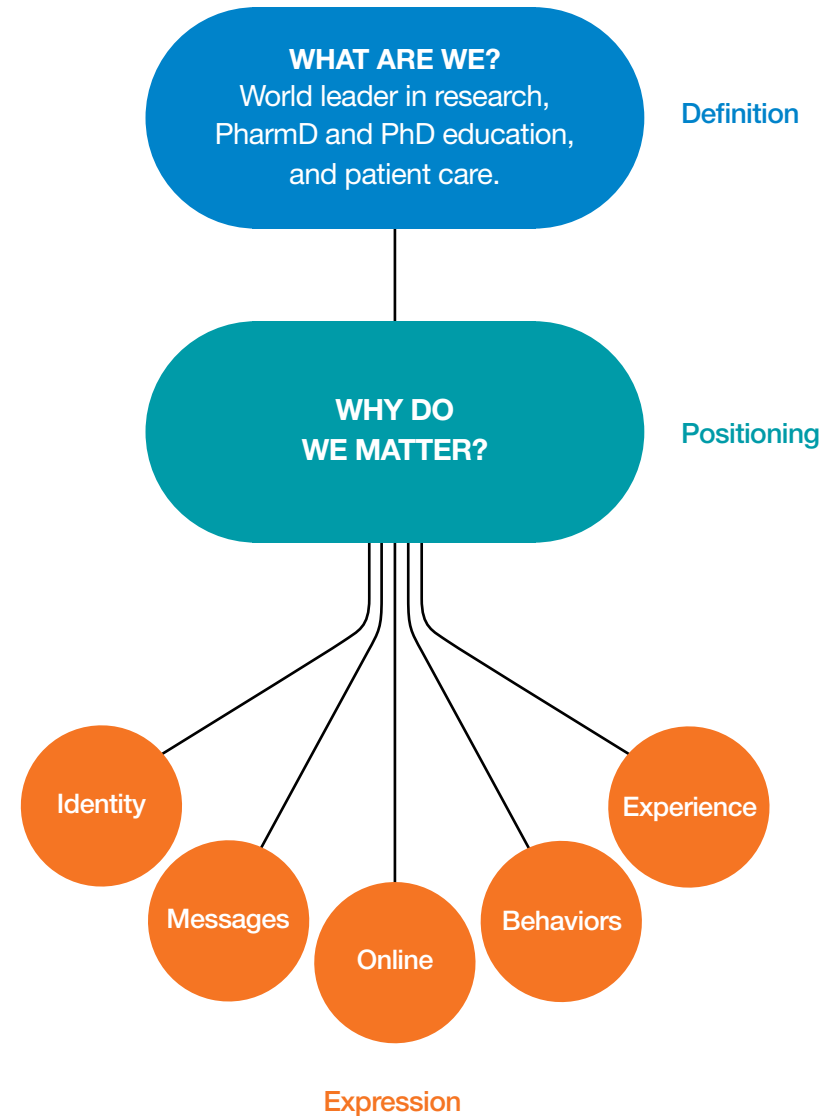


Positioning Defined

The role of positioning is not to answer what we are, but why we matter.

By agreeing upon how we need to be perceived to be successful, we are setting the foundation for a story that can be told in many forms, in ways that are ownable, believable, beneficial, motivational, and sustainable.

Our positioning is built from our own unique differentiators and driving forces.



UCSF School of Pharmacy Differentiators

Our differentiating strengths complement the differentiators of the University.

Science is our foundation, and a scientific mindset underlies everything we do.

Collaboration comes naturally to us, and in fact it is why many of us are at this University and why we are so successful.

Opportunity is our form of engagement with the world. We redefine discovery through bold research partnerships and redefine pharmacy practice through greater engagement with patients and health care teams.

Advancement occurs as we train future leaders and inspire students on a path of constant learning.

UCSF is known and respected for the excitement, dynamism, and world-leading research that exists around us. It provides us with a stimulating, caring, and differentiated environment.

Science
Yields stature

Collaboration
Yields breakthroughs

Opportunity
Yields impact and value

Advancement
Yields leaders

UCSF
Yields relevance

UCSF School of Pharmacy Driving Forces

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

We have a drive for transformation—in science, in education, and in models of patient care—this is the unique flavor of innovation that goes on at UCSF.

People here are passionate about the work they are doing, and that passion is fueled by the collective support of the University, the School, departments, and our colleagues.

Public value is our contribution to UCSF's public mission. For many of our people, this is one of the key reasons they are here and not somewhere else.

Transformation

We are improving health through bold advances in research, PharmD and PhD education, and patient care.

Passion

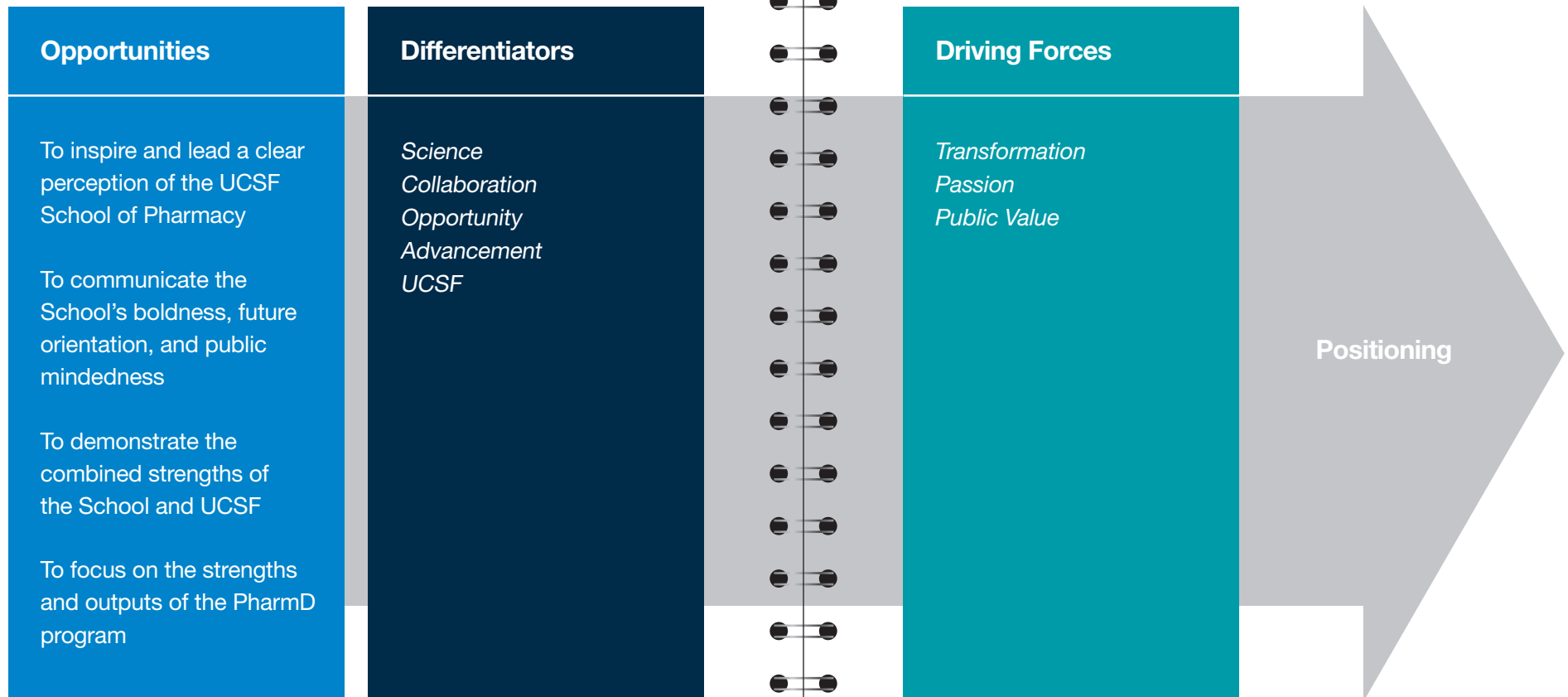
We are redefining what it means to be leading scientists, pharmacists, and educators in today's world.

Public Value

We are creating and sharing the knowledge required to change the world in important ways and to improve the lives and health of individuals and populations.

How these elements work together

Like the campus-level positioning, our unique opportunities and assets combine to form a powerful essence.



Positioning Statement – School of Pharmacy

**At the UCSF School of Pharmacy,
science is at the heart of
our pioneering research, education,
and patient care.**

Our drive to seek and apply new knowledge underpins everything we do. We combine a scientific mindset with a collaborative spirit, patient focus, and public mission that welcomes and encourages diverse perspectives. This unique combination fuels breakthroughs across many fields of research, graduate-level pharmacy and science education, and in our clinical care.

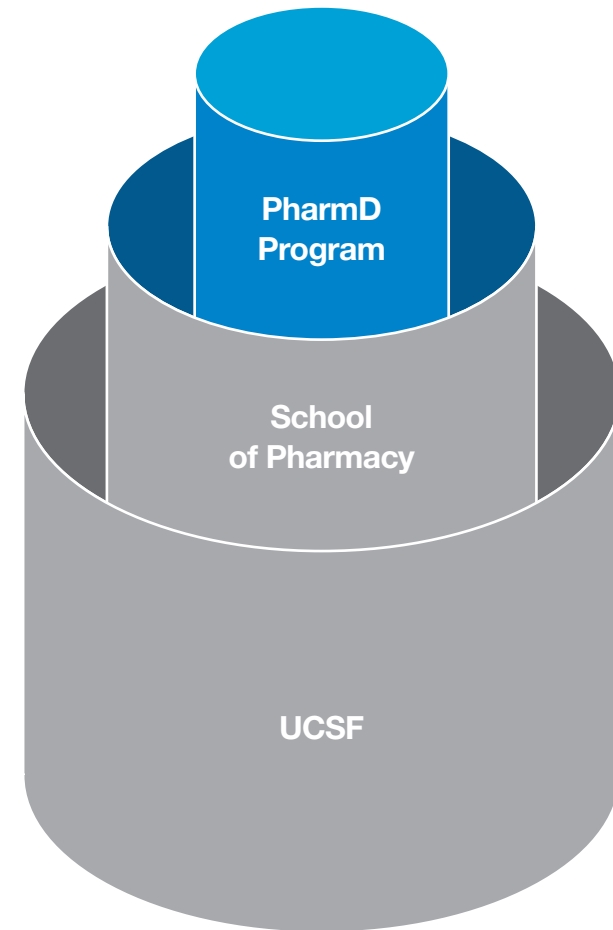
As part of UCSF, the world's leading university focused on health, our work is intensified in ways not possible elsewhere. Among like minds, we continually advance science and health through the discoveries we make, the novel approaches we develop to treat disease, the scientific tools and technologies we create, the medical devices we engineer, the patient models we develop, and the learning we support.

We are curious, productive, and entrepreneurial. We drive progress and improve health by transforming discoveries and ideas into new products, services, and health care models for public benefit.

Our PharmD graduates are highly regarded for their deep scientific knowledge, compassion, and leadership in solving problems in new ways. They are leaders in health systems, community pharmacy practice, government, industry, and academia.

Our PhD graduates are distinguished by their passion for research in the physical, biological, and quantitative sciences; their ability to work across disciplines with ease; their scientific leadership in academia and industry; and through the startup industries they create.

PharmD Program



Positioning Statement – PharmD Program

**The UCSF PharmD is a
multifaceted and compassionate
leader in pharmacy, with a scientific
mindset and a limitless future.**

The UCSF PharmD program prepares ambitious minds for diverse and dynamic careers in pharmacy and beyond. We inspire inquisitive students to think creatively from fresh perspectives and to fearlessly approach new challenges in pharmacy and across health care.

Our rigorous program applies a scientific mindset across all coursework. It delivers strong, essential science and therapeutics knowledge, a patient focus, and new ideas at the frontiers of research and practice not found anywhere else. This highly integrated combination equips students to excel professionally amid rapid advancements and changes in science and health care. Most of our graduates continue to residency programs and other advanced training, increasing their leadership contributions to health care, science, industry, and policy.

From our home in the San Francisco Bay Area, and at the world's leading university focused on health, our students care for—and learn from—diverse patient populations and evolve into patient-centered clinicians. UCSF PharmD graduates, equipped with a scientific mindset and an unmatched professional skillset, are transforming health care for patients and communities through pharmacy.

Messaging – PharmD Curriculum

The UCSF PharmD program is an integrated, experiential education based on scientific thinking that prepares ambitious minds for diverse and dynamic careers in pharmacy and beyond.

Our rigorous program delivers pharmacy-specific knowledge, increasingly advanced practice experiences, and an exploration of new ideas in science and practice—all integrated and all from an educational model that prepares students to think scientifically, to be problem solvers rather than formula followers. Students learn actively with peers. Program graduates excel amid rapid advancements across a changing health care landscape, with most going on to further advanced training. We encourage this.

Scientific Thinking:

A scientific mindset is the key element of our curriculum; it underpins all teaching and learning.

Integrated:

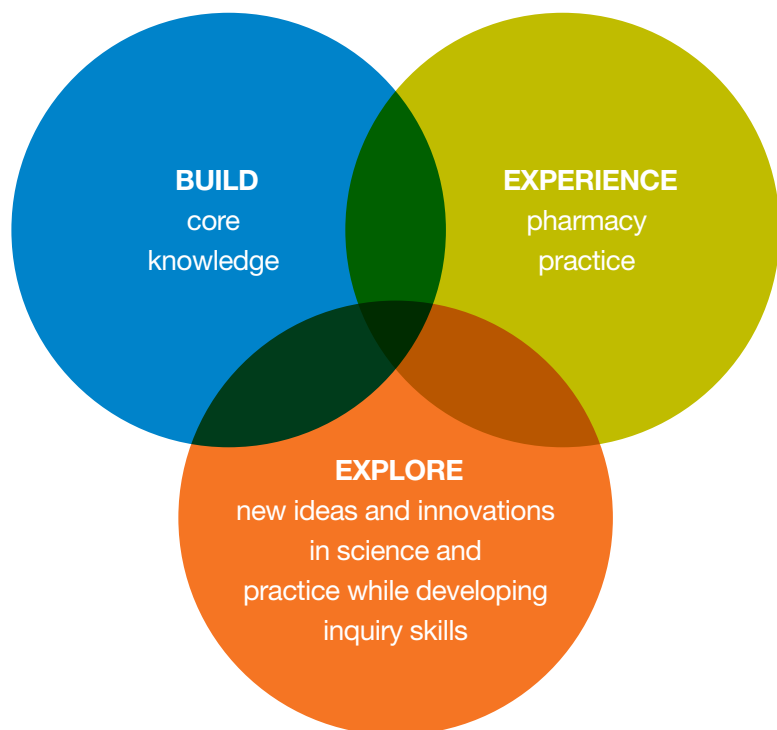
As students learn, they continually build upon previous knowledge while integrating new ideas and concepts.

Experiential:

Every student benefits from meaningful, increasingly complex, real-life clinical experiences with a diverse patient population, and from practicing in health care teams.

Curriculum from the Student's Perspective

Our students experience the PharmD program through coursework that enables them to: build core knowledge, explore the latest in science and pharmacy practice while developing their own inquiry skills, and experience pharmacy practice firsthand.



BUILD
core
knowledge

EXPERIENCE
pharmacy
practice

EXPLORE
new ideas and
innovations
in science and
practice while
developing inquiry
skills

Through the
following parts of
the curriculum:

- Foundations
- Science and Therapeutics
- Applied Patient Care Skills

Through the
following parts of
the curriculum:

- Introductory Pharmacy Practice Experiences
- Advanced Pharmacy Practice Experiences

Through the
following parts of
the curriculum:

- Inquiry
- Discovery Projects

Coursework integrates throughout.
Students actively engage in learning.

Scientific thinking underlies all coursework.



Audience Messaging

The audience messaging on the following pages is for directional purposes only. Each spread identifies an audience and lists key message points that resonate with the School of Pharmacy's different audiences.

Individuals may fall into multiple audience groups, so messages should be crafted appropriately for the context and opportunity of each communication effort.

For each audience, the guideline identifies who they are and what we want them to know, followed by important takeaways.

Audience Messaging

Faculty

We want to give them a framework for highlighting their pioneering research, education, and patient care (pp. 36-39)

Volunteer Faculty

We want them to understand the importance of their contributions (pp. 40-41)

Staff

We want them to understand the impact of their contributions on the School's success (pp. 42-43)

PharmD Students

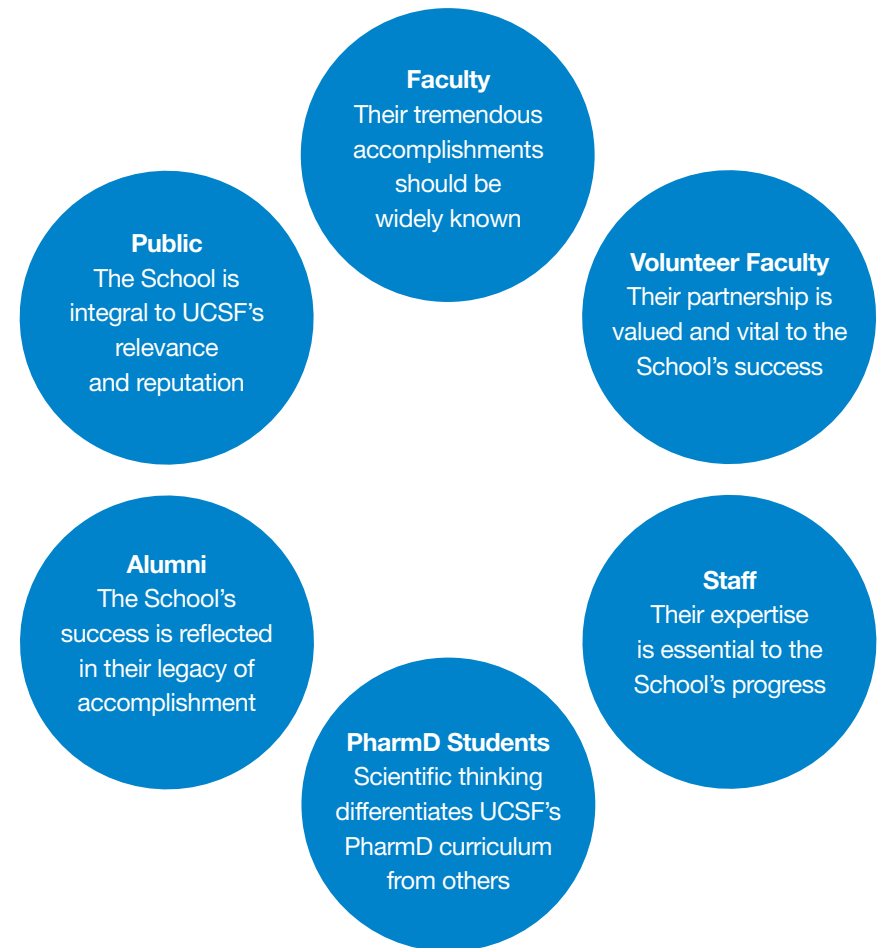
We want them to see that we offer a different, valuable approach to preparing for future practice (pp. 44-47)

Alumni

We want them to associate strongly with the School and support the School (pp. 48-51)

Public

We want them to understand the School's unique role in UCSF's reputation and success (pp. 52-53)



WHO THEY ARE

The School's paid faculty members. Highly accomplished researchers, clinicians, and educators at the top of their fields, who value the collaborative environment and public mission at UCSF.

WHAT WE WANT THEM TO KNOW

Through the contributions of our faculty, the UCSF School of Pharmacy is a world leader in the basic, bioengineering, translational, clinical, health policy, and health economics sciences; and in pharmacy practice. Faculty members routinely apply their research discoveries and ideas to the public good.

Takeaways

PharmD Education Messages

The UCSF School of Pharmacy attracts and develops highly talented, compassionate, and patient-centric PharmD students who apply the scientific mindset they develop here to become leaders in health systems, community pharmacy practice, government, industry, and academia.

The faculty is continually improving the PharmD curriculum.

Faculty members share with their students the latest developments at the frontiers of science and practice; this is a unique aspect of PharmD education at UCSF.

PhD Education Messages

UCSF PhD students are distinguished by their passion for research in the physical, biological, engineering, and quantitative sciences, and their ability to work across disciplines with ease.

UCSF School of Pharmacy faculty members teach in many UCSF PhD degree programs. They are most closely associated with the five programs that comprise the Quantitative Biosciences Consortium.

Faculty members benefit greatly from the intellect, curiosity, passion, and fresh perspectives of their PhD students.

UCSF PhD graduates become scientific leaders in academia, industry, and through the startup companies they create, where they work to turn research discoveries into IPOs.

Takeaways

School of Pharmacy Messages

- At the UCSF School of Pharmacy, a collaborative mindset, a passion for inquiry and public value, and a cross-disciplinary approach drives the faculty's pioneering research across a wide spectrum.
- The UCSF School of Pharmacy faculty is distinguished nationwide for its continuing research success, which differentiates the School among pharmacy school faculties nationwide. Faculty discoveries 1) expand fundamental knowledge; 2) drive progress; and 3) transform health.
- The School's faculty members are curious, productive, and entrepreneurial.
- Faculty members take discoveries and ideas and transform them for the public good into new and/or improved: drugs, scientific tools and technologies, medical devices and diagnostic tests, patient care models, education models, and health policies.
- As part of UCSF, the world's leading university focused on health, the faculty's work is intensified in ways not possible elsewhere; faculty members contribute to UCSF's culture of collaboration. UCSF's focus and culture further differentiate the UCSF School of Pharmacy faculty among other pharmacy school and university faculty nationwide.
- UCSF's location in the San Francisco Bay Area offers the faculty unparalleled opportunities to partner with leaders in science, industry, and health care.

WHO THEY ARE

The volunteer faculty members who provide the School, and PharmD and PhD students, with the benefit of their science expertise and pharmacy practice expertise beyond UCSF.

WHAT WE WANT THEM TO KNOW

The work they do every day is valued and vital to the ongoing success of the School of Pharmacy and its impact on society.

Takeaways

- The exceptional expertise and generosity of the School's volunteer faculty members, across all three School departments, are critical to the School's success.
- Volunteer faculty members bring to UCSF, from beyond UCSF, ideas and perspectives that broaden the School's base of expertise and help ground the School's work in meeting the needs of patients, as well as of business, industry, and government.
- The volunteer faculty members who teach in and precept the School's PharmD students are essential to the School's ability to deliver the program. They are examples of professional excellence to the students they teach.

WHO THEY ARE

The expert administrative staff members responsible for the ongoing operations of the School.

WHAT WE WANT THEM TO KNOW

The work they do every day is valued and vital to the ongoing success of the School of Pharmacy and its impact on society.

Takeaways

- The expertise and collaborative spirit of the UCSF School of Pharmacy staff are critical to the overall excellence of the School and its achievements in research, education, and patient care.
- Through their varied contributions, the staff ensures the School's steady, daily progress and positive impact on society.
- The diversity of backgrounds and ideas contributed by the staff enriches the School's culture and reflects its public mission.

WHO THEY ARE

Ambitious, curious, and accomplished individuals with a desire to apply their intellect, compassion, and problem-solving skills to leadership in the critical field of health care.

WHAT WE WANT THEM TO KNOW

The UCSF PharmD degree program is a dynamic, challenging, and supportive program through which students learn more than they can imagine about biology, therapeutics, pharmacy practice, collaboration, and compassionate patient care. Students learn how to approach and solve problems as a matter of course. The scientific thinking-based program model prepares students to be problem solvers rather than formula followers.

Takeaways

School of Pharmacy Messages

- The drive to seek and apply new knowledge underpins the School's work, across the board. The School is an international leader in furthering research, PharmD and PhD education, and patient care.
- At UCSF, students learn in an unrivaled environment marked by:
 - 1) a leading faculty
 - 2) a campus focused on science and health
 - 3) a sole academic focus on graduate-level education, and
 - 4) a collaborative spirit
- Students are surrounded by individuals who inspire and challenge them to excel.

Takeaways

PharmD Program Messages

- The UCSF PharmD curriculum, anchored in scientific thinking, prepares students to adapt and lead across a constantly changing health care landscape.
- The rigorous curriculum prepares students to be critical thinkers, problem-solvers, and skilled professionals who take a patient-centric approach to health care.
 - Students learn actively with peers, discussing and posing solutions to real-world problems.
 - The program exposes students to the latest developments in science and the latest innovations in practice with a faculty of renowned research and clinical leaders—possible here because of UCSF’s pioneering research and singular focus on health.
 - Students learn with peers in other health professional degree programs at UCSF.
- Because of UCSF’s location in the vibrant and diverse San Francisco Bay Area, and because of clinical practice experiences offered beyond San Francisco, students learn from richly diverse patient populations.
- The PharmD degree program readies students for additional advanced training and varied career opportunities.
- The School continues to graduate pharmacy leaders by continually transforming the curriculum.

WHO THEY ARE

Graduates of the PhD degree programs administered by the School, many of whom have become scientific leaders in academia, industry, and startup companies. The PhD alumni associate with their degree programs and UCSF. They may enjoy an opportunity to re-engage with their degree programs and become engaged with the research under way in the School.

WHAT WE WANT THEM TO KNOW

UCSF continues as a world leader in research and PhD graduate education. UCSF PhD alumni are a key part of this success. The quality of UCSF's PhD degree programs and the success of their alumni affirm a legacy of excellence in research and graduate education at UCSF. PhD alumni engagement and support of the graduate programs and graduate program faculty are critical to their continuing successes.

Takeaways

- Collaboration, an entrepreneurial mindset, and scientific rigor continue to be at the heart of UCSF's PhD education. Collaboration is built into the graduate programs by curricular design.
- UCSF PhD students have formal opportunities to learn how to apply research and ideas to marketable products, while informally observing faculty members who are entrepreneurial by example.
- UCSF PhD graduates are recognized for their scientific leadership in academia, industry, and startup companies.
- The tremendous success of UCSF's PhD degree programs is reflected by the successes of its PhD program alumni.
- PhD alumni support is critical for the continuing leadership of UCSF's PhD degree programs and for the research success of the School of Pharmacy faculty members who deliver the graduate programs and mentor graduate students in their labs.
- UCSF's location, in the San Francisco Bay Area, offers opportunities for collaboration with leaders in science and industry, and opportunities for research ideas to become IPOs.

WHO THEY ARE

Graduates of the UCSF School of Pharmacy PharmD degree program (and BS), many of whom have become successful leaders in health care, industry, and government. Many of the PharmD alumni are highly connected to the School; others may enjoy an opportunity to re-engage with the School.

WHAT WE WANT THEM TO KNOW

The UCSF School of Pharmacy is a world leader in research, PharmD and PhD education, and patient care. The School is revolutionizing the role of pharmacy in health care and beyond. The quality of the UCSF PharmD program and the accomplishments of UCSF PharmD alumni are highlights of the School's rich legacy. PharmD alumni engagement and support of the PharmD program are critical to its continuing excellence.

Takeaways

- The School's scientific mindset and collaborative spirit fuel breakthroughs in research, PharmD and PhD education, and patient care.
- UCSF PharmD graduates are recognized for their leadership, both within pharmacy and far beyond traditional pharmacy roles. The School continues to graduate pharmacy leaders by continually transforming the curriculum to include the latest developments in science and practice.
- The tremendous successes of the UCSF School of Pharmacy and its PharmD degree program are reflected by the successes of its alumni.
- PharmD alumni support is critical for the continuing leadership of the School and the PharmD degree program.

WHO THEY ARE

The California general public—from the Bay Area to the broader California population. The general public has a limited understanding of what a pharmacist does, the role of pharmacy in health care today, and the potential for the kind of research under way by academic scientists in the UCSF School of Pharmacy.

WHAT WE WANT THEM TO KNOW

UCSF School of Pharmacy faculty members are pioneering new and astonishingly effective ways to target and treat disease. At the same time, they are expanding our shared base of knowledge by revealing fundamentals of biology not immediately tied to disease.

As medicines become more sophisticated, specialized, and costly, and as health care becomes increasingly complex, UCSF School of Pharmacy faculty members play critical roles in ensuring patients get access to medications and use them safely and effectively—saving lives, improving health, and reducing costs.

The UCSF School of Pharmacy is a unique and critical part of UCSF.

Takeaways

- The School contributes uniquely to the mission and success of UCSF.
- UCSF School of Pharmacy faculty members are leaders in research, PharmD and PhD education, and patient care. They have deep scientific training, a patient focus, and a commitment to serving the public.
 - The UCSF School of Pharmacy faculty is developing new and needed medications, medical devices, and diagnostic tests for the public while ensuring patient access to medications, and safe and effective medication use.
 - The UCSF School of Pharmacy faculty is building tools and technologies to advance science, and it is building up the world's shared, fundamental knowledge about biology.
 - The School trains leaders in pharmacy through its PharmD degree program and leaders in science through the PhD degree programs it administers.
- The School serves the public every day, through the life-saving work of the California Poison Control System, the adoption of antimicrobial use guidelines, the application of research discoveries, smoking cessation training by pharmacists in the community, and much more.

Looking Ahead

We hope that you will use this document as a touchstone to guide your communications, to assure key points are made, and to contribute to the ongoing effort to amplify our story in ways that best engage our critical audiences.

Your contribution is critical to our ability to bring our vision, mission, and promise to life in meaningful and compelling ways. Collectively, we can generate understanding and appreciation for our leadership in science, pharmacy, and PharmD and PhD education.

Please direct questions and suggestions to:

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