

UCL Brand Architecture: 2020

Summary	<p>The UCL brand architecture relates to UCL 2034 Progress Dashboard – Enabler F. The lead metric used for the Dashboard will be our ‘Brand Power’ score. We are the first university to use this commercially robust approach to managing our reputation.</p> <p>Key findings on UCL’s performance show that we are not gaining the recognition we should for being the intellectual powerhouse we are today.</p>
Brand Architecture Steering Group.	<p>Jane Botros (UCL Innovation & Enterprise) (Co-Chair), Clare George (IOE), Alex Hall (Legal Services), Rachel Hobbs (CAM), Collette Lux, Executive Director of Communications and Marketing (Co-Chair), Roger de Montfort (UCLC), John-George Nicholson (MSEC), Derfel Owen (Academic Services), Kathryn Walsh (UCL Innovation & Enterprise)</p>
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1. Context

The UCL brand architecture relates to UCL 2034 Progress Dashboard – Enabler F. The lead metric used for the Dashboard will be our ‘Brand Power’ score. We are the first university to use this commercially robust approach to managing our reputation.

Key findings on UCL’s performance show that we are not gaining the recognition we should for being the intellectual powerhouse we are today.

CAM has developed a new KPI – brand tracking – as part of the reporting on UCL 2034 Progress Dashboard – Enabler F. The lead metric used for the Dashboard will be our ‘Brand Power’ score.

A clear and consistent use of the brand, managed through a brand architecture, can help to protect the UCL brand from misuse, and amplify our reputation – especially how readily UCL comes to mind.

The benefit for UCL is better recognition of our academic endeavours, improved attribution to UCL in the buildup to REF and KEF, and support for philanthropic efforts by securing recognition of UCL as the university brand in London. By proactively and single-mindedly managing UCL’s brand reputation, UCL will be seen as greater than the sum of its parts.

This paper provides a framework on how we manage the brand architecture. Brand architecture is a method for organisations to structure their product or service portfolio, and supports the overall business strategy. It also enables audiences to establish clear distinctions between the component parts, while providing a logical and clear structure, or portfolio, for those within the organisation to use.

NB: The scope of the project is to provide guidance on how a specific activity should be branded once it has been approved, and does not extend to whether an activity should take place or is appropriate for UCL to undertake in the first instance. Established approval processes are already in place that deal with this.

2. Key criteria

There are eight key criteria that have been developed to provide a logic to UCL's complex network of brand applications. These are:

1. **Brand fit:** how closely associated is the activity to UCL's core brand?
2. **Core purpose:** is this activity aligned to UCL's core purpose?
3. **Legacy relationship:** is the relationship between this activity and its audiences stronger than the relationship to UCL?
4. **Academic standards:** are the academic standards as high as UCL's – evidence-based, intellectually robust?
5. **Revenue generating:** if the activity/third party is profit-making, some principles need to be in place that protect the intrinsic value.
6. **Legal ownership:** is UCL the legal owner of the intellectual property/copyright? If not, who is?
7. **Target audiences:** is the activity's audience shared with UCL?
8. **Longevity of relationship with other brand:** what are the timescales and permanence of the relationship between the third party/activity and UCL?

3. Application

- a. The guiding motivation is to be as clear as possible upfront so that when arrangements are confirmed or contracts are negotiated with third parties, all the ideas work within the architecture, rather than requiring subsequent negotiation.
- b. The brand architecture tabled in Annex 1, sets out how the criteria dictates the level of branding and the permitted use of logo. The benefit of this approach is that decisions about how and when the core UCL brand is used can be consistent.
- c. This has also indicated that a commercial-use only version of the UCL logo is required for key consultancy projects. The logo would be used in place of the core UCL logo. See Annex 2 for examples of what a commercial-use logo could look like.

4. Implementation and Governance

This brand architecture is managed by Communications & Marketing (CAM), and reviewed on a termly basis by the Brand Architecture Steering Group. The group is co-chaired by CAM and Enterprise & Innovation.

Exceptions, and activities that do not fit comfortably into the brand architecture will be referred to CAM who, on a case-by-case basis, may seek input and guidance from the Brand Architecture Steering Group, relevant Deans and Vice-Provosts, as required.

Where brand use has been agreed, the project lead must ensure that all brand use criteria are being met. Any misuse of brand should be dealt with at the local level in the first instance, but in each instance CAM should be notified and the misuse should be addressed and logged centrally. If the breach is major, Legal Services should advise on the appropriate action.

UCLC has already modified and updated their operating policy to reflect this architecture system.

5. Risks and how they will be managed

The areas where we anticipate there will be ongoing discussion are:

Risk	Mitigation
Endorsement of commercial bodies	The principles behind the brand architecture will provide a dispassionate logic for these decisions.
Consultancy/ collaboration	<p>Distinguishing between the consultancy process that is undertaken and the end product of the consultancy needs to be maintained. Some organisations seek to contract with UCLC to undertake consultancy on the basis that the product of the consultancy will be branded 'UCL' on a standalone basis (although this has to date always been resisted by UCLC).</p> <p>In practice, few of these will meet the criteria to be able to use the core brand. However, with significant levels of income at risk, two mitigation actions already exist and a third has been adopted in the light of this framework.</p> <p>The first existing mitigation is the provision of a template schedule to the contract that is used at the start of commercial negotiations (see Annex 3).</p> <p>The second existing mitigation is the standard clause that already exists in all contracts entered into by UCLC requiring UCLC's permission for the client to use the UCL logo, and the process that is in place for UCLC to seek authorisation from CAM to do so.</p> <p>The third mitigation is the adoption of a 'commercial use' logo. This is necessary to distinguish between research/ education (academic) relationships (e.g. MOUs) and commercial. Academic relationships are typically developed with bodies of equal stature – commercial relationships are developed with organisations typically of lower stature that will benefit from our expertise, and are willing to pay for it. This avoids possible exploitation of our brand by the licensee, makes the relationship clear to audiences (e.g. so there is no doubt as to whether the curriculum is delivered by UCL – it is not a UCL degree, but it has involved developmental input from UCL), and prevents the UCL brand from being diluted. Examples of this are included in Annex 2.</p>

Annex 1: Brand Architecture categories:

1. UCL Brand Architecture – types of brand usage:									
	Examples	1	2	3	4	5	6	7	8
		Brand Fit	Core Purpose	Brand equity	Academic standards	Revenue	Legal ownership	Target audiences	Longevity of relationship
		How closely associated is this to UCL's core brand?	Is this aligned to UCL's core purpose (research/ education)?	Is the relationship between this brand and its audiences stronger than their relationship to UCL?	Are the academic standards as high as UCL's?	Should the brand be commercial, additional principles need to be in place	Is UCL the legal owner of the intellectual property/ copyright? If not, who is?	Is the activity's audience shared with UCL's?	How permanent is the activity/ agreement?
UCL brands: 'from UCL'									
Core brand	UCL	This is the core brand							
UCL – wide initiatives	UCL Open, UCL Press, UCL Minds	Identical	Yes	No	Yes	NFP	Yes	Yes	Variable
UCL brands Faculties, Institutes, Schools, Departments, Centres, Museums	Engineering, Institute of Archaeology, School of Pharmacy, Innovation & Enterprise	Identical	Yes	No	Yes	Both	Yes	Yes – (vast majority of UCL areas sit in this category)	Permanent (includes mergers)
UCL brands 'PLUS' (constituent parts of UCL with a stronger reputation than	The Slade, The Bartlett, Institute of Education,	Identical	Yes	Yes – with external audiences	Yes	NFP	Yes	Yes – but niche audience. (Only a select few UCL areas will fit this category)	Permanent or semi-permanent

UCL in their field)									
Donor/ supporter recognition (UCL prefix)	Jill Dando Institute, LWENC, Bill Lyons Informatics Centre	Identical	Yes	Comparable	Yes	NFP	Yes	Yes	Permanent or semi-permanent
Research body-funded centres (UCL suffix) "Xxx at UCL"	MRC Prion Unit, Sainsbury Wellcome Centre	Identical	Yes – research	Comparable	Yes	NFP	Yes, but licensed to counter party	Yes – in part	Variable – funding dependent.
Wholly-owned Subsidiary	UCLB, UCLC	Similar – Values and ethics are aligned.	Yes – knowledge sharing/ research exploitation facilitators	No – niche.	Shared professional standards	Revenue-generating is core purpose. Specific commercial purpose on behalf of UCL	Yes	Yes – in part.	Permanent For fixed period only, subject to agreement to pre-agreed criteria
Consultancy project services	MSEC, IOE Knowledge Lab, EPICentre	Similar – Values and ethics are aligned.	Yes – knowledge sharing service. Specific commercial purpose on behalf of UCL brands (e.g. medical school)	No – niche.	No – capacity building	Revenue generating is core purpose, for UCL – not personal financial gain.	Highly complex area requiring decisions on case by case basis.	Yes – in part.	Variable
Hybrid units	Priment Clinical Trials Unit	Similar – values and ethics are aligned.	Yes	No	Yes	Probably	Variable	Limited	Permanent

2. Partnership Brand Architecture – types of brand:








Type	Examples	1	2	3	4	5	6	7	8
		Brand Fit How closely associated is this to UCL's core brand?	Core Purpose Is this aligned to UCL's core purpose (research/education)?	Brand equity Is the relationship between this brand and its audiences stronger than their relationship to UCL?	Academic standards Are the academic standards as high as UCL's?	Revenue Should the brand be commercial, additional principles need to be in place.	Legal ownership Is UCL the legal owner of the intellectual property/copyright? If not, who is?	Target audiences Is the core brand's audience shared with UCL's?	Longevity of relationship How permanent is the agreement?
Partner brands									
Co-partnerships		Identical	Yes	Equal	Yes	NFP	Shared	Yes	Variable
Multi-partner research centres and institutes	Alan Turing Institute, Crick Institute, London Centre for Nanotechnology	Identical	Yes	Equal	Yes	NFP	Shared	Yes	Variable
Translational partnerships	Oriel Zayed Centre Tech City? Med City?	Identical	Yes	Equal	Yes	NFP (except for private healthcare partners)	Shared	Yes	Variable
Networks/hubs	UCL Partners UKDRI	Identical	Yes	Equal	Yes	NFP	Shared	Yes	Variable







3. Third Party/ Licensee Brand Architecture – types of brand use:








Type	Examples	1	2	3	4	5	6	7	8
		Brand Fit How closely associated is this to UCL's core brand?	Core Purpose Is this aligned to UCL's core purpose (research/ education)?	Brand equity Is the relationship between this and its audiences stronger than their relationship to UCL?	Academic standards Are the academic standards as high as UCL's?	Revenue Should the brand be commercial, additional principles need to be in place.	Legal ownership Is UCL the legal owner of the intellectual property/copyright? If not, who is?	Target audiences Is the core brand's audience shared with UCL's?	Longevity of relationship How permanent is the agreement?
Beneficiary type- 'with input from UCL'									
Spin out company		Endorsement by core brand within set parameters?	Different but based on UCL knowledge	Yes	Not guaranteed?	Revenue generating	UCL shareholder for a fixed period	Limited	Fixed period
Student start ups	Double Dutch, BioBean, Playbrush	Endorsement by core brand within set parameters?	Different but based on UCL knowledge	Yes	Not guaranteed?	Revenue generating	No – IP owned by business owner	Limited	Fixed period
Sponsorship	UCL Academy	Endorsement by core brand within set parameters	Partly	Yes	No	Variable (would UCL sponsor a company?)	No – by sponsee	Limited	Semi-permanent/ Fixed period
Educational Licensee Third party usage logo by an educational client	UCL MSEC + New Giza University, www.digitalbusinessacademyuk.com	Similar	Uses UCL expertise. UCL provider responsible for QA or validation	Not necessarily	Variable	Variable – e.g. if a private university	UCL but licensed	Limited	For fixed period, subject to contract
Industrial Licensee Third party usage logo by a commercial client	UCL Bartlett + Beijing Institute of Architectural Design	Variable	Uses UCL expertise	Yes	N/A	Revenue generating	UCL but licensed	Limited	For fixed period, subject to contract








Quality Assurance / Evaluations	IOE CEID Professional Quality Mark	Similar to core	Uses UCL expertise. UCL provider responsible for QA or validation	Not necessarily	Variable	Variable	No	Limited	For fixed period, subject to contract
Professional Training/ Bespoke Course Provision	Foreign & Commonwealth Office + UCL Economics	Similar to core	Uses UCL expertise. UCL provider responsible for QA or validation	Not necessarily	Variable	Revenue generating- for UCL	No	Limited	For fixed period, subject to contract
Alumni networks	Alumni Network Tokyo Alumni Club of Beijing	Similar to core	Not really- more of a social network	No	N/A- no academic output	NFP	No	Yes	Permanent




Annex 2: Practical logo application

Brand Architecture: practical logo application						
	Examples	Logo application		Definition	Standard boilerplate text	
1. Internal brands (from UCL)						
Core brand	UCL			No other brand present. Use standard UCL VI.	N/A	
UCL initiatives	UCL Open UCL Press UCL Minds			UCL core brand with text. Use standard UCL VI. No additional logos. Hosted on ucl.ac.uk.	N/A	
UCL brands Majority of departments, schools, research groups, institutes etc.	UCL Engineering UCL Computer Science UCL BEAMS	 ANTHROPOLOGY	 GLOBAL ENGAGEMENT	 ART MUSEUM	UCL core brand with title. Use standard UCL VI. No additional logos. Hosted on ucl.ac.uk.	N/A
UCL 'PLUS' brand Rare exceptions where reputation and draw supersedes UCL	UCL Slade School of Fine Art UCL Bartlett School of Architecture UCL Institute of Education				UCL Plus brand presented as a lock up (never two separate logos) with slight differentiation from standard UCL VI to recognise external perception – e.g. art students aspire to study at the Slade, not UCL, and competitive set is different. VI variation MUST be conducted in collaboration with and approval from CAM to ensure consistency across organisation. Hosted on ucl.ac.uk	N/A

Charitable donor recognition (UCL prefix)	Jill Dando Institute Gatsby Computational Science Unit		UCL core brand with title. Use standard UCL VI. Charity logo can be displayed as a supporter logo (e.g. in footer/ sidebar) as appropriate and with approval from CAM. Hosted on ucl.ac.uk	 “Supported by the Gatsby Foundation”
Research body-funded centres (UCL suffix) “Xxx at UCL”	MRC Prion Unit at UCL		Unit can have logo supplied by funding body – must be displayed alongside UCL logo as appropriate, and with approval from CAM, or as above, with funder logo as supporter. Website can be externally hosted if necessary under the funding agreement, with appropriate links to UCL website. Decision taken as part of establishment workstream with Funder, CAM and DP.	“hosted by UCL”
Wholly-owned subsidiary	UCLC UCLB		 Subsidiary should operate with its own brand, with reference to being owned by UCL. Website can be internally or externally hosted (.co.uk or .com)	“UCLC/ UCLB is a wholly-owned subsidiary of UCL”
Expert Consultancy services	UCL MSEC EPICentre Knowledge Lab		Use standard UCL VI No additional logos. Hosted on ucl.ac.uk	“A UCL Consultancy Service”

2. Partnerships (with UCL)				
Co-brand	Usually research projects		UCL logo used (not banner), alongside partner logo.	Usually fixed term – for duration of project
Multi-partner research centres and institutes	Crick Turing		Standalone VI developed by partner, with founder input as part of establishment workstream.	“The XXX is a partnership between: ...”
		<p>The Francis Crick Institute is a unique partnership between</p>  <p><small>The Francis Crick Institute Limited is a registered charity in England and Wales no. 1142062 and a company registered in England and Wales no. 0885462, with its registered office at 1 Midland Road, London W1F 1AT.</small></p>	Founder logos presented side by side in footer.	“Our founding partners:..”
Translational partnerships	Oriel Zayed Centre	 	Standalone VI developed by partner, with founder input as part of establishment workstream.	
			Founder logos presented side by side in footer.	
			Externally hosted website and digital channels	
Networks/hubs	UCL Partners UKDRI	 	Standalone VI developed by partner, with founder input as part of establishment workstream. Founder logos presented side by side in footer	
			Externally hosted website and digital channels	

3. Third Party/ Licensee (with input by UCL services)				
Spin out company		A UCL SPINOUT 	Fixed term usage for duration of UCL support (three years). UCL support	"A UCL Spinout"
Student start ups		SUPPORTED BY 	Fixed term usage for duration of UCL support + 12 months	"Supported by UCL"
Sponsorship	UCL Academy UCL GEO-sponsored events	SUPPORTED BY 	Fixed term usage for duration of UCL support	Supported by/ Sponsored by UCL
Educational Licensee Third party usage of logo by an educational client	New Giza University + MSEC	   	Logo is always presented away from client's brand (e.g. in the footer) Displayed least 50% smaller than client's brand Displayed with descriptor and relevant faculty. Institute. School etc.)	Specific wording dependent on nature of contract "Curriculum developed by" etc.
Industrial Licensee Third party usage of logo by a commercial client	Bartlett + Beijing Institute of Architectural Design & Research Ltd.	Commercial use logo – see 'educational licensee'	Logo is always presented away from client's brand (e.g. in the footer) Displayed least 50% smaller than client's brand Displayed with descriptor and relevant faculty. Institute. School etc.)	Specific wording dependent on nature of contract

Quality Assurance / Evaluations		<p>Use a Certification Mark</p> <p>A mark can be developed independently – not using UCL trademark, and approved by relevant department, CAM and Legal Services.</p>			<p>Always presented away from client's brand (e.g. in the footer)</p> <p>Displayed least 50% smaller than client's brand</p>	<p>Specific wording dependent on nature of contract</p>
Professional Training/ Bespoke Course Provision	<p>UCL Economics online programme for FCO staff.</p>	<p>Commercial use logo – see 'educational licensee'</p>			<p>Logo is always presented away from client's brand (e.g. in the footer)</p> <p>Displayed least 50% smaller than client's brand</p>	<p>Specific wording dependent on nature of contract</p> <p>E.g. 'Course provided by UCL Economics'</p>
Alumni networks	<p>Alumni networks: Geographical and subject-based.</p>				<p>Used as a standalone logo. UCL retains ownership of trademark and can withdraw at any time. Managed by OVPA, given only to official groups.</p> <p>Not for commercial usage.</p> <p>Sale of branded goods NOT permitted.</p>	<p>"Proud to be part of the global UCL Alumni Network"</p>

Annex 3: Example of template schedule for commercial arrangement

Permitted Description of Relationship and Use of Logo

<<XXX>> will be permitted to use the UCL name, crest, logo, trademark or registered images and wording only as set out below. These will be restricted to the following permitted uses:

(A) For Publicity Material for the duration of the Contract:

1. The relationship with UCL will only be described as an “education collaboration.”
2. The standalone logo for UCL will only be used alongside the wording ‘A UCL Education Collaboration.’ as provided by UCL.
3. The undergraduate programme in xxx should be referred to in language that makes it clear to all stakeholders that these are <<XXX>> programmes developed in collaboration with UCL or <<relevant>> UCL Department.
4. The <<XXX>> can be described as “A UCL Education Collaboration”. A plaque may be displayed in public facing parts of relevant buildings referring to the education collaboration.
5. The UCL Education Collaboration and the UCL logo shall always appear a specific size should be stated – e.g. 50% smaller than the <<XXX>> logo on printed and electronic materials.
6. On any websites, <<XXX>> student catalogues/prospectus and similar publicity material, the relationship and project must be described in the following way:

“<<XXX>> has entered into an education collaboration with UCL to access expertise to support them in the development and delivery of a high quality, contemporary xxx, programme. Senior faculty and staff from the <<relevant>> UCL Department will work with their <<XXX>> colleagues in: strategic planning, organisation and governance of the new programmes; infrastructure and educational resources development; development of curricula and learning resources; faculty development and education quality assurance.”

“University College London (UCL)

University College London (UCL) is a large multi-faculty university located in the heart of London. Described as ‘an intellectual powerhouse with a world-class reputation’, it is currently ranked eighth in the world’s top universities by the QS World University Rankings (2020). More than 6,000 academic and research staff at UCL are dedicated to research and teaching of the highest standards.”

“<<relevant>> UCL Department

<<insert details>>

7.1 Only the UCL logo as set out below may be used:



7.2 The name, crest, logo, trademark or registered images may not be used on any documents relating to degree awards (i.e. student transcript or degree certificates) or any other accreditation.

8. Teaching Materials used in the programmes (including but not limited to PowerPoint presentations, handouts, e-learning materials etc.) must not contain references to UCL or <<relevant>> UCL Department nor use UCL logos or other branding except on a title slide/first page which may use as a ‘footer’ or ‘header’, the logo at 7.1 above together with

the sentence, *"This material was developed in collaboration with <<relevant>> UCL Department."*

In addition, the UCL name, crest, logo, trademark or registered images may only be used on existing UCL materials being used under licence or materials adapted from UCL materials or materials that were co-developed during the Services, subject to UCLC's consent.

(B) For Publicity Material after completion of the Contract:

1. The history of the project needs to be foregrounded, as this will now be mainly a legacy rather than an active collaboration.
2. The undergraduate program in medicine should be referred to as "*<<XXX>>* programs developed in collaboration with UCL or *<<relevant>>* UCL Department."
3. The *<<relevant>>* UCL Department can be described as "A UCL Education Collaboration." A plaque may be displayed in public facing parts of relevant buildings referring to the education collaboration as a logo and strapline
4. The phrase "A UCL Education Collaboration" and the UCL logo associated with this strapline shall always appear smaller than the *<<XXX>>* logo on printed and electronic materials.
5. On any websites, *<<XXX>>* student catalogues/prospectus and similar publicity material, the relationship and project should be described in the following way:

"<<XXX>> developed this program in education collaboration with UCL. Senior faculty and staff from the <<relevant>> UCL Department worked with their <<XXX>> colleagues in: strategic planning, organization and governance of the programs; infrastructure and educational resources development; development of curricula and learning resources; faculty development and education quality assurance".

Our UCL colleagues continue to support these programs in the following ways:
(*<<XXX>>* to list ways UCL is still involved in the relevant program).

6. Any Teaching Materials used in the programs (including but not limited to PowerPoint presentations, handouts, e-learning materials etc.) must not contain references to UCL, or *<<relevant>>* UCL Department nor use UCL logos or other branding except on a title slide/first page which may use as a 'footer' or 'header', the logo at 7.1 above together with the sentence: *"This material was developed in collaboration with UCL Medical School."*

(C) Updates and revisions

<<XXX>> acknowledges that the permitted uses in (A) and (B) above may be subject to update on at least an annual basis and that UCLC shall advise *<<XXX>>* as and when the permitted uses should be amended to reflect this. *<<XXX>>* undertakes to amend and update the permitted uses promptly and in accordance with the specific instructions given by UCLC both during and after the period of the Contract.

Annex 4 Example of brand guidelines with 3rd party

<<to follow>>