

University of California, San Diego Accountability Profile



UC San Diego: Local Impact, National Influence, Global Reach

UC San Diego is dedicated to the advancement of knowledge through excellence in education and research at the undergraduate, graduate and postdoctoral levels. The campus is committed to community engagement, public service and industry partnerships in order to advance the well-being of our region, state, nation and the world. Our academic community of world-renowned faculty, bright students and dedicated staff is characterized by a culture of interdisciplinary collaboration. To foster the best possible working and learning environment, our university strives to maintain a climate of fairness, cooperation and professionalism, which is embodied in our campus Principles of Community. UC San Diego embraces diversity, equity and inclusion as essential ingredients of academic excellence in higher education.

UC San Diego's Trajectory to Excellence

At just under 50 years old, UC San Diego has emerged as one of the nation's premier research universities, widely recognized for its local impact, national influence and global reach. UC San Diego was established in 1960, building upon the foundation of the Scripps Institution of Oceanography (SIO), the nation's first multidisciplinary oceanographic institution, founded in 1903. The San Diego campus is renowned for its collaborative, diverse and cross-disciplinary ethos that transcends traditional boundaries in the sciences, engineering, medicine, and the arts and humanities. UC San Diego's rich academic portfolio includes six undergraduate colleges, five academic divisions and five graduate and professional schools. The university's award-winning scholars are experts at the forefront of their fields with an impressive track record for achieving scientific, medical and technological breakthroughs.

In the most recent rankings from the National Research Council (NRC), UC San Diego is listed 10th in the nation in the quality of faculty and graduate programs. Nearly half of the 29 UC San Diego programs rated by the NRC rank in the top 10 based on faculty quality. The Center for Measuring University Performance, which relies exclusively on objective measures, ranks UC San Diego in the top 25 for five measures. In *U.S. News and World Report's* Graduate Program

Rankings, UC San Diego has consistently climbed the ranks in engineering and medicine. The UC San Diego School of Medicine, which was ranked 22nd in 2000, is now ranked 14th among research medical schools and 5th among the nation's public schools of medicine. The Jacobs School of Engineering, ranked 20th in 2000, is now 11th among the nation's 191 engineering schools, and 5th among the nation's public engineering schools. A number of UC San Diego's graduate specializations have ranked in the top three in the nation over the last 10 years, including bioengineering, theatre and dance, econometrics, comparative politics, behavioral neuroscience and cognitive psychology. In the last decade, UC San Diego has also consistently ranked in the top 10 among public universities in *U.S. News and World Report's* America's Best Colleges ranking, and in the top 40 among all universities in the nation.

UC San Diego contributes more than \$7.2 billion in direct and indirect spending and personal income each year to the California economy and generates 39,000 jobs. The university's faculty and alumni have created nearly 200 start-up companies, including many local biotech companies. The active companies in California employ more than 17,000 people and generate more than \$10 billion in annual sales. The university is the third largest employer in San Diego County (behind the federal and state government), with nearly 26,000 employees.

The campus founders laid the ground work for UC San Diego's extraordinary trajectory with a commitment to excellence in education, research and service and the conviction that these principles go hand in hand. Shared governance and transparency are integral to the institution and have helped to foster interdisciplinary collaboration and understanding. These traditions have continued throughout the campus's young history, and will carry us forward as we celebrate UC San Diego's 50th Anniversary in 2010 and beyond.

Undergraduate Education

UC San Diego strives to prepare students to be global citizens equipped with the tools of analysis, expression and cultural understanding required for leadership in today's world. The campus is committed to providing a quality academic environment that fosters passionate, enthusiastic and ongoing expansion of knowledge and approaches to scholarship.

UC San Diego's distinctive undergraduate college system provides students with the feel of a small liberal arts college with all of the advantages of a large research university. Each of the six colleges has a unique programmatic theme, curricular requirements, residential neighborhood and extracurricular activities. Each college strives to foster the intellectual, personal and social development of its students by providing an educational environment in which they can explore and expand their leadership potential and build community through participation in a wide variety of college organizations and special events. The colleges each maintain a unique set of General Education requirements, while sharing departmental majors.

The campus boasts a wide array of academic offerings, which include excellent degree programs and a myriad of interdisciplinary programs with majors and minors that cross traditional boundaries, providing UC San Diego undergraduates access to scholarly opportunities reflective of the dynamic research collaborations across the campus.

Undergraduate success

Over the last 12 years, UC San Diego has continued to improve student retention and graduation rates. The overall freshmen retention and six-year graduation rates of 94 percent and 84 percent, respectively, place UC San Diego in the top one-third of the UC system with respect to student performance on these two important indicators. Transfer students are also

retained and graduate at high rates. The first-year retention rate of UC San Diego community college transfer students is 93 percent and the four-year graduation rate of community college transfers is over 80 percent. In 2007-08, more than 5,300 undergraduate degrees were conferred, which represent a 66 percent overall increase over the past 10 years. These degrees constitute 75 percent of the total degrees awarded.

TABLE 1: UNDERGRADUATE DEGREES BY MAJOR FIELD OF STUDY

Undergraduate Degrees by Major Field of Study							Fall Quarter	
Major Field of Study	'97/'98	'02/'03	'03/'04	'04/'05	'05/'06	'06/'07	'07/'08	10 Year Δ
• Arts	123 4%	300 7%	281 7%	296 6%	280 5%	257 5%	232 4%	+89%
• Humanities	291 9%	226 5%	253 6%	259 5%	280 5%	262 5%	291 5%	+0%
• Engineering	402 12%	674 16%	654 16%	998 20%	933 18%	814 16%	763 14%	+90%
• Science/Math	172 5%	252 6%	259 6%	327 6%	310 6%	339 7%	360 7%	+109%
• Biology	868 27%	742 17%	661 16%	752 15%	906 17%	939 19%	1,113 21%	+28%
• Social Science	1,362 42%	2,051 48%	2,022 49%	2,406 48%	2,486 48%	2,446 48%	2,577 48%	+89%
• Double/Special	3 0%	3 0%	6 0%	5 0%	5 0%	4 0%	1 0%	-67%
Total UG Degrees	3,221	4,248	4,136	5,043	5,200	5,061	5,337	+66%

Undergraduate access

UC San Diego continues to recruit and admit students with strong academic preparation as evidenced by the high school grades and standardized examination scores of entering freshmen. The 2008 entering class of UC San Diego freshmen had an incoming average GPA of 3.94, and composite SAT I Math and Verbal scores of 1252. These indicators of strong student preparation, campus selectivity and student outcomes as indicated by our high retention and graduation rates have contributed to the rapid rise of UC San Diego in national rankings. The campus application/admit rate has increased by 45 percent over the past 10 years, and the registered/admit rate has increased by 27 percent. In 2007-08, the number of students receiving undergraduate degrees who were the first generation to attend college was 1,429, a 133% overall increase over the past 10 years. During the 2007-08 academic year, 64 percent of UC San Diego undergraduates received financial aid, including student and parent loans. In Fall 2007, 49 percent of undergraduates received need-based scholarships or grant aid and 35 percent received Pell Grants.

TABLE 2: UNDERGRADUATE DEGREES BY 1ST GENERATION COLLEGE STATUS

Undergraduate Degrees by 1st Generation College Status							Fall Quarter	
College Status	'97/'98	'02/'03	'03/'04	'04/'05	'05/'06	'06/'07	'07/'08	10 Year Δ
• First Generation	613 19%	998 23%	982 24%	1,189 24%	1,180 23%	1,251 25%	1,429 27%	+133%
• Not First Generation	2,608 81%	3,250 77%	3,154 76%	3,854 76%	4,020 77%	3,810 75%	3,908 73%	+50%
Total UG Degrees	3,221	4,248	4,136	5,043	5,200	5,061	5,337	+66%

In an effort to increase the number of local underserved, low-income youths who are eligible for admittance to UC-caliber universities, UC San Diego has provided essential outreach to the local community through the Center for Research on Educational Equity, Assessment and Teaching Excellence (CREATE), which has established partnerships with middle and high schools that serve traditionally underserved populations. In addition, the successful Preuss Charter School at UC San Diego provides a rigorous college preparatory education for motivated low-income students, who will become the first in their families to graduate from college. This school serves as a model to study and develop best practices in the preparation of low-income, urban students for college admission. Preuss was recently ranked the 6th best high school in the nation by *Newsweek* and the 8th best high school by *U.S. News & World Report*.

Undergraduate student profile

UC San Diego's current undergraduate enrollment is 22,500. Female students represent 52 percent, an increase of 28 percent over the past 10 years. The number of new students in Fall 2008 was 6,168, which represents an overall increase of 45 percent over the past 10 years. Of these new students, 70 percent were freshmen and 30 percent were transfer students. Our student population has changed in response to the shifting demographics in California, increased selectivity, high school preparation levels and other demographic and economic factors. Approximately 64 percent of undergraduates are students of color, including African American, Asian, Mexican American, Filipino, Latino, and Native American, which represents a 27 percent increase in the past decade; 44 percent are Asian; 30 percent are of the first generation in their family to attend college; and 36 percent do not speak English as their first language at home.

Undergraduate student experience

Based on data from the most recent UC systemwide University of California Undergraduate Experiences Survey (UCUES), UC San Diego rates similarly to the UC system as a whole on major selection and planned educational and career goals. Overall, UC San Diego students are comparable to the UC system on several measures of academic engagement and overall involvement in campus activities. They report learning and skill development gains across a wide variety of learning domains from their freshman to their senior year. Students report significant improvements in analytical and critical thinking skills, writing ability, research skills and understanding of a specific field of study.

Graduate and Professional Education

UC San Diego continues to develop an environment that is attractive to and supportive of graduate students as they prepare for academic and professional careers. UC San Diego's current graduate enrollment is 4,000 (including health sciences academic programs). The graduate student population at UC San Diego has remained relatively even from Fall 2006 to Fall 2008, however, there has been a 22 percent increase in underrepresented graduate student enrollment between 2004 and 2008, with a 10 percent increase in 2008 over 2007.

The campus has set a goal for the graduate student population to represent 20 percent of the total general campus student FTE by 2020. Graduate students currently represent 13 percent. Recent approvals for new degree programs are expected to assist with increasing enrollment numbers. The scope of self-supporting graduate programs is also expanding and, in addition, UC San Diego is working to enhance cooperative agreements for graduate student exchange with international universities. The recently approved agreement between the Chilean

government and UC to fund the education of 150 doctoral and 150 master's students at four UC campuses, including UC San Diego, is but one example of our efforts to increase UC San Diego's visibility as an attractive venue for graduate and professional students.

The Office of Graduate Studies (OGS) is committed to the recruitment, admission and retention of a highly qualified, diverse graduate student body. To this end, OGS supports the Summer Training Academy for Research in the Sciences through which qualified undergraduate students from across the country gain valuable research experience and prepare for graduate school. UC San Diego also participates in the Alliance for Graduate Education in the Professoriate (AGEP), which provides funding for the recruitment and retention of underrepresented students. In 2006-07, *Diverse Issues in Higher Education* ranked UC San Diego 20th in the top 100 institutions awarding doctoral degrees to Hispanics.

UC San Diego awarded 1,330 graduate and professional degrees in 2006-07. In 2007-08, 1,349 degrees were awarded at the master's and doctoral levels, an increase of 2 percent and 9 percent, respectively.

TABLE 3: 2007-2008 GRADUATE DEGREES AWARDED

2007-2008 GRADUATE DEGREES AWARDED					
State Supported Department/Program	PhD, EdD, DMA, AuD	MFA	MBA, MPA	MA, MS, MEng, MEd	Total
Arts & Humanities	26	38	0	43	107
Biological Sciences	46			50	96
Health Sciences	78	0	0	7	85
International Relations & Pacific Studies			86		86
Jacobs School of Engineering	128	0	0	254	382
Physical Sciences	65	0	0	84	149
Rady School of Management			59		59
Scripps Institution of Oceanography	39			23	62
Social Sciences	76	0	0	154	230
SUB TOTAL (State Supported)	458	38	145	615	1256
Non State Supported Department/Program	Flex MBA	MAS			Total
Rady School of Management	50				50
Masters of Advanced Studies		43			43
SUB TOTAL (Non State Supported)	50	43			93
TOTAL GRADUATE DEGREES	508	81	145	615	1349

The average stipend level for pre-doctoral candidates decreased slightly from \$22,000 in 2006-07 to \$21,100 in 2007-08. The number of total campus diversity awards increased 24 percent due in part to matching fellowships provided by the Office of Graduate Studies for faculty research grant proposals. Non-UC visiting graduate students have more than doubled since 2006-07 to 343 students in 2008-09. The majority of these students are international.

University Extension/Lifelong Learning

As the professional education and public service division of UC San Diego, Extension is focused on being a major catalyst for the continued economic, intellectual, and cultural growth of the San Diego and Baja California region. Core offerings include professional education and training, cultural enrichment, and regional economic solutions. This integrated approach assists in the

development of a globally competitive talent pool, accelerates economic vitality, and fosters community-building. Extension offers more than 130 distinct academic programs ranging from the life sciences and engineering to arts and business leadership. Approximately 50,000 enrollees, representing 22,600 students in over 4,200 courses, were served by Extension in 2007-08. In addition, Extension's public outreach programs are designed to improve the region's economy through entrepreneurial development, research, public forums and civic conversations.

Opportunities for continued learning are also offered through extension programs in the Health Sciences, Jacobs School of Engineering, Rady School of Management, the Graduate School of International Relations and Pacific Studies, and the Education Studies Program.

Faculty

An outstanding faculty is the hallmark of any great institution. UC San Diego is home to numerous world-renowned scholars in a variety of disciplines. The UC San Diego faculty counts among its members 7 Nobel Laureates, one Fields Medalist, 6 MacArthur Foundation Fellows, a Pulitzer Prize winner, 124 members of the National Academies and 4 recipients of the National Medal of Sciences. They also hold more than 110 Endowed Chairs.

The recruitment and retention of excellent faculty is a top priority for the UC San Diego campus. In the past five years, the ladder-rank and LSOE faculty has grown by 13 percent to 1,205 members. Of the 372 new recruits, 150 were tenured (40 percent of the new hires) and 222 (60 percent) were non-tenured. 148 of the total new recruits were net new faculty hires. Of this group, 68 were tenured and 80 non-tenured. Non-tenured faculty grew at a rate of 36 percent compared to over 7 percent growth in tenured faculty appointed in the same period. UC San Diego also experienced significant growth in non-ladder-rank faculty during this time frame.

Competitive salaries are critical to UC San Diego's success in recruiting and retaining high-caliber faculty. As University salary scales have fallen behind market realities and those of our comparison institutions, a great number of faculty have been granted off-scale salaries. UC San Diego has attempted to address local salary compression and market issues with promotion bonuses, equity increases and pre-emptive retention incentives.

In 2007, the UC Regents implemented a salary program in an effort to make UC salaries more competitive with the academic marketplace and to restore the integrity of the rank-and-step system for faculty advancements. In academic year 2008-09, 58 percent of UC San Diego ladder-rank faculty members have off-scale salaries. Excluding Health Sciences faculty, UC San Diego's average ladder-rank professorial salaries are \$78,259 at the Assistant rank, \$86,393 at the Associate rank and \$136,899 at the rank of full Professor.

Faculty equity and diversity

UC San Diego values diversity, equity, and inclusion as essential ingredients of academic excellence in higher education. In 1999, UC San Diego established best-practice recruitment strategies as a means to enhance the diversity of applicant pools for open ladder-rank faculty positions. As a result of implementing these strategies, the diversity of applicant pools has increased. The representation of women for the years 1999-00 to 2006-07, on average, was 26 percent, an increase of 6 percent from the years prior to 1999. Similarly, the representation of minorities for these same eight years averaged 27 percent, an increase of 10 percent from the years prior to 1999. A comparison of the 2007 and 2000 workforces shows that women increased from 18 percent to 21 percent and minorities increased from 17 percent to 22 percent.

An important part of our effort to recruit a diverse faculty has been to broaden the curriculum with content related to diversity, and to allocate faculty FTE specifically for interdisciplinary recruitments in these areas: African-American Studies Minor; African Studies Program; California Cultures in Comparative Perspective; Chicano/a and Latino/a Arts & Humanities; Diaspora and Indigenous Studies; and the International Migration Studies Minor are examples of such initiatives.

Further efforts to diversify the UC San Diego faculty include the appointment of an Associate Vice Chancellor for Faculty Equity (AVC-FE) in July 2008, whose overall goal is to change practices and culture that are barriers to faculty equity, with a specific focus on recruiting. The AVC-FE works with the campus Chief Diversity Officer and newly appointed divisional Faculty Equity Officers to develop opportunities for faculty advancement and enhanced campus climate.

Faculty Equity Officers also provide advice and information about practices that advance faculty diversity and excellence.

Staff

UC San Diego's cadre of talented, diverse and dedicated staff is an institutional asset and cornerstone of the campus. UC San Diego currently employs 12,536 career staff employees and another 1,166 limited appointment employees. The campus' staff workforce has increased its minority representation by 14 percent over the past twenty years. Female staff representation is currently at 65 percent, a slight decrease over the same time span. The Management and Senior Professional (MSP) program employees have increased by 9 percent and 15 percent in minority and female representation respectively.

UC San Diego has a highly visible presence in the San Diego area community through a variety of outreach and recruitment activities. With an online career development portal (My Career at UCSD), an internal recruitment program, and a succession planning blueprint emphasizing workforce diversity, efforts are continuing to build upon the progress that has been achieved in the areas of staff diversity at UC San Diego. Reports that track activity in the areas of recruiting, hiring, reclassification, transfer and promotion, and separations are produced regularly and are used as the basis for assessing diversity strategies.

Research

UC San Diego is well known for its strong tradition of recognizing emerging interdisciplinary fields of research and investing in them. Climate change, neuroscience, and digital arts are examples of research areas that draw upon multiple classical fields to create new paradigms of scholarship. The campus has a robust, dynamic group of Organized Research Units (ORUs), including the San Diego Supercomputer Center (SDSC), the California Institute for Telecommunications and Information Technology (Calit2), and the Moores Cancer Center, that administratively support interdisciplinary endeavors. These activities have led to initiatives in such cutting-edge areas as stem cell research, engineering in medicine, aerosol science, smart grids, digital humanities, anthropogeny, and algae-based biotechnology. Another important aspect of research at UC San Diego includes Scripps Institution of Oceanography's (SIO) fleet of four state-of-the-art research vessels and a floating instrument platform that support the oceanographic research programs conducted by Scripps researchers and colleagues from institutions worldwide.

According to data from the National Science Foundation, UC San Diego expended nearly \$800 million for research and development during the 2007 fiscal year, placing the campus sixth nationally among all universities and colleges in federal research and development funding. SIO saw an increase of \$7.4 million in awards over the prior year, for a total of \$125.7 million in contract and grant awards, the second highest amount received in the 106-year history of the SIO campus.

TABLE 4: 2007 R&D EXPENDITURES

R&D expenditures at universities and colleges, ranked by all R&D expenditures, by source of funds: FY 2007 (Dollars in thousands)							
Rank	Institution	All R&D expenditures	Federal government	State and local government	Industry	Institution funds	All other sources
	All institutions	49,430,767	30,440,745	3,145,376	2,672,333	9,655,290	3,517,023
1	Johns Hopkins U., The	1,554,103	1,362,836	4,870	27,453	76,474	82,470
2	U. CA, San Francisco	842,840	467,402	24,578	45,659	145,705	159,496
3	U. WI Madison	840,672	469,076	32,780	25,090	238,934	74,792
4	U. CA, Los Angeles	823,083	488,846	12,981	39,731	161,738	119,787
5	U. MI all campuses	808,731	577,201	6,850	36,282	145,970	42,428
6	U. CA, San Diego	798,896	475,708	26,072	44,768	132,658	119,690
7	Duke U.	781,843	459,122	17,895	181,072	79,872	43,882
8	U. WA	756,787	620,375	10,692	63,560	41,650	20,510
9	OH State U. all campuses	720,206	313,242	112,272	142,177	102,158	50,357
10	Stanford U.	687,511	534,787	6,002	54,181	46,522	46,019
11	PA State U. all campuses	652,144	370,789	69,662	93,535	116,041	2,117
12	U. PA	648,247	449,687	7,542	42,427	63,310	85,281
13	Cornell U. all campuses	641,936	367,094	71,223	23,398	116,868	63,353
14	U. MN all campuses	624,149	337,966	56,877	29,432	105,379	94,495
15	MA Institute of Technology	614,352	476,318	689	81,570	10,213	45,562
16	U. CA, Davis	600,508	256,994	49,921	26,159	201,084	66,350
17	U. FL	592,835	240,819	100,792	34,124	184,855	32,245
18	Washington U. St. Louis	572,775	424,451	14,669	13,725	80,700	39,230
19	U. Pittsburgh all campuses	558,566	441,357	10,561	10,153	69,836	26,659
20	U. CA, Berkeley	552,365	251,043	41,298	25,361	151,941	82,722

SOURCE: National Science Foundation/Division of Science Resources Statistics, Survey of Research and Development Expenditures at Universities and Colleges, FY

The campus recognizes its critical role in creating the next generation of scholars. A key element of our development of new fields of research at the faculty level has been the commitment to reflect these new areas in our undergraduate and graduate programs. At least 40 percent of undergraduates participate in a research project during their time at UC San Diego, and many also carry out research with local companies. The campus will be expanding this opportunity to all undergraduates through new models, recognizing that creating knowledge has become a core competency in today's globalized environment.

Technology transfer

The research enterprise at UC San Diego is the source of great innovation. Nearly 200 companies have been created from campus inventions and have helped to transform greater San Diego into one of the leading biotechnology and telecommunications regions in the world. The campus is now helping to seed a "clean technology" corridor in the San Diego region. UC San Diego's Technology Transfer Office receives an idea for an invention every day of the year, on average, from its researchers. This intellectual property (IP) is a critical element in moving

campus discoveries into the marketplace where they can benefit society. The von Liebig Center at UCSD has received national recognition for nurturing early stage inventions to the point where they can be licensed or become the basis for startup companies.

Libraries and Academic Information Resources

The UC San Diego Libraries, the youngest library system admitted to the Association of Research Libraries, are ranked amongst the top 25 public research libraries in North America, providing access to more than 7 million digital and print volumes, journals, and multimedia materials to meet the knowledge demands of faculty, students and members of the public. Each day, more than 7,300 patrons visit one of the nine UCSD libraries and the Libraries' vast resources and services are accessed more than 87,500 times daily via the Libraries' Web site. The Libraries also lead the San Diego Circuit, an immensely successful partnership among major San Diego County libraries that allows San Diego library card holders to borrow books from any of the member libraries.

The Libraries initiated the Pacific Rim Digital Library Alliance (PRDLA), a consortium of 31 prestigious academic libraries from various countries around the Pacific. PRDLA's mission is to facilitate user access to scholarly research materials by using digital technologies to share and deliver information, collection and personnel resources in a timely and effective manner. Last year the UC San Diego Libraries became the first library in Southern California to partner with Google in its Book Search Project, a significant effort to digitize and provide access to the collections of the world's top public and academic libraries. The UC San Diego Libraries also collaborate with other campus partners, including Academic Computing Services and the Media Center, to make a broad array of information technology resources available to the University's more than 52,000 faculty, staff and students.

Budget, Finance and Private Support

Budget and finance

UC San Diego remains in a growth mode for instruction, research and health care as the campus approaches its 50th anniversary. These program requirements drive the growth of revenues in support of core activities. Over the past eight years, these revenues have risen from \$1.6 billion to over \$2.5 billion. The Medical Center accounts for almost 30 percent of the fiscal year 2008 revenues. Federal grants and contracts provide the second largest source of UC San Diego revenues at \$564 million, or 22 percent of the total. This is followed by state educational appropriations of \$301 million. Expenditures of the UC San Diego Medical Center enterprise and campus research programs closely follow their revenue streams; however, UC San Diego expended \$477 million on instruction in 2008, which surpassed the state investment, due to student tuition and fees and private support.

Revenue diversification continues to be an important strategy, in order to maintain our standards of excellence and accessibility in both lean and prosperous times. In response to the global economic slowdown, UC San Diego is implementing a series of strategic cost-cutting measures for fiscal year 2009 and beyond. At the same time, the campus is ensuring that critical programs continue to prosper, maintaining the entrepreneurial nature of the institution and the core of the campus's academic mission.

Private support

UC San Diego concluded a successful seven-year capital fundraising campaign in 2007, during which time gifts from over 100,000 donors propelled the campus beyond the goal of \$1 billion. The campaign helped build UC San Diego's base of private support substantially, representing an increase from approximately \$80 million annually prior to the campaign to approximately \$120 million today. UC San Diego is working toward a goal of sustained annual private support in the range of \$130 to \$150 million.

In 2007-2008, 97.5 percent of the private support UC San Diego received was restricted. This was similar to the systemwide results during the same period. San Diego's results differ somewhat from the system in terms of donor restrictions, with a greater proportion of funds earmarked for research. In 2007-08, 48.4 percent of private support was restricted for research, whereas 21.9 percent was earmarked for department support, 11.5 percent for student support, 8.3 percent for instruction, 7.4 percent for campus improvement, and 2.5 percent of the funds were unrestricted. Funds designated for other purposes comprised less than 1 percent.

Systemwide, the Regents and the campus foundations hold approximately \$9.6 billion in endowment assets. UC San Diego's endowment and endowment per student have been on the rise over the last decade, primarily due to the success of the capital campaign. Endowment funding per student was essentially flat for the years 2006-07 and 2007-08 at approximately \$19,000.

While endowment funding has been on the rise, the growth in endowment funding per student is tempered by growth in enrollment. UC San Diego, as compared to other campus endowment funding per student, ranks approximately fifth in the UC system.

Capital Resources and Sustainability

Capital investment

The capital investment in UC San Diego is significant and growing. About \$200 million is invested each year through construction of new facilities, renewal and renovation of older buildings and infrastructure, and seismic upgrades. With a point-in-time view of projects spanning the initial planning phase through the construction phase, the campus is currently planning, designing and constructing \$2 billion in capital projects. The majority of these projects are new construction of housing and dining facilities for undergraduate and graduate students (over \$400 million) and Health Sciences projects (over \$800 million). In addition, almost \$100 million is being expended on Health Sciences seismic and infrastructure improvements. Although the current financial downturn has a direct impact on the timing of state-funded projects, the campus has two major instructional facilities ready to begin construction. Recently completed is the \$55 million Conrad Prebys Music Center.

In terms of incoming revenues for capital projects, SIO was recently awarded \$12 million by the U.S. Department of Commerce/National Institute of Standards and Technology to construct a new laboratory building on its campus for research on marine ecosystem forecasting.

Sustainability

UC San Diego is one of the nation's greenest college campuses, and has embarked on a sustainable energy program that is among the largest in the nation undertaken by a university. The campus's far-reaching program, which includes solar, biogas fuel cells and wind energy,

has resulted in buildings and parking garages on campus with solar photovoltaic panels. UC San Diego's green energy capacity will eventually produce 29 million kilowatt hours a year, and remove an equivalent of 10,500 tons of carbon dioxide from the atmosphere each year. The university will soon generate 7.4 megawatts of green energy, providing 10 to 15 percent of its annual electrical output, and the campus will also produce another 2.8 megawatts from a fuel cell powered by renewable methane. In addition, UC San Diego plans to begin a unique program to swap fossil fuel-generated energy for wind power. This will generate up to 3 megawatts of green energy.

The UC San Diego campus is a living laboratory where Project GreenLight, a research effort supported by the National Science Foundation, will inform energy usage associated with computer hardware and software, thereby helping to define green cyber-infrastructure practices; student-collected data from micro-weather stations are being used to more efficiently heat and cool buildings and irrigate the campus; biofuels are being researched to power the campus transportation fleet; and a multi-megawatt fuel cell will provide a platform for advanced energy storage experiments. UC San Diego was recently recognized by the Clinton Global Initiative for the campus' superior efforts and leadership in sustainability and environmental stewardship. The work to bring discovery, solutions, and practical application to the climate change challenges affecting our world are being confronted by the best and brightest at UC San Diego.

Health Sciences and Services

UC San Diego Health Sciences encompasses the School of Medicine, Skaggs School of Pharmacy and Pharmaceutical Sciences, and UC San Diego Medical Center, the principal clinical teaching site for the professional schools.

The community benefit provided by UC San Diego Health Sciences in 2008 was an estimated \$544.27 million. In addition to almost \$456.2 million in research funding awarded to Health Sciences faculty, and \$33.6 million invested in the education and training of physicians, pharmacists and other health professionals, UC San Diego Medical Center is a major provider of "safety net" care to the San Diego region. Although the Medical Center cares for only about 8 percent of the total inpatient market in San Diego, the hospitals provide care for 38 percent of the county's under- and uninsured patients. This amounted to nearly \$31 million in unreimbursed care in 2008 including shortfalls in payment from government-sponsored programs such as Medicaid, and another \$23.5 million in charity services.

The School of Medicine, which opened in 1968, currently has an entering class of 134 students, including 8-10 M.D./Ph.D. students. With only 5 percent of over 5,500 applicants accepted, the UC San Diego medical students' average undergraduate GPA is higher than the national mean, and their MCAT (Medical College Admission Test) scores are in the top 10-15 percentile. The Skaggs School of Pharmacy and Pharmaceutical Sciences, the only public pharmacy school in Southern California, opened in 2002. The Charter Class received top scores in the 2006 national and state pharmacy licensure exams, with 75 percent of the graduating classes remaining in San Diego for post-graduate training or employment opportunities.

The UC San Diego Medical Center consists of two hospitals operated under one license, a Medical Group practice of over 340 faculty physicians providing primary and specialty care at a number of outpatient sites, the Shiley Eye Center, and the Moores UCSD Cancer Center, the only National Cancer Institute-designated Comprehensive Cancer Center in the region. Annual inpatient admissions exceed 23,000. In 2008, emergency room visits topped 60,000 and outpatient visits numbered over 470,000.

The UC San Diego Medical Center is the only San Diego hospital consistently ranked among the top 50 in the nation in multiple specialties by *U.S. News and World Report*, with eight programs named among the nation's best in 2008, including oncology, respiratory disease, gynecology, kidney disease, urology, psychiatry, rheumatology, and ear, nose and throat.

The Medical Center has successfully maintained a positive operating margin. The net income in 2008 was over \$61.3 million for reinvestment in programs and facilities, compared with a margin of nearly \$55 million in 2005. The 2008 numbers reflect an increase in operating revenue of nearly 11.4 percent from 2007, with an almost 14 percent increase in operating expenses.

Together, UC San Diego's hospitals and ambulatory care practices provide the full spectrum of services and attract the volume and diversity of patients necessary to advance the educational, research, and public service missions of UC San Diego Health Sciences.

UC San Diego on the Horizon

The global recession has heavily impacted publicly funded universities such as UC San Diego, and declining revenues from the state, endowments, and external sources will present a challenge to the campus over the next several years. Amidst current budgetary constraints, the campus has expanded efforts toward securing non-traditional support and enhancing administrative efficiencies, and will continue its long-standing development of a strategic academic plan that will contribute to UC San Diego's financial security.

Looking toward the next 50 years and beyond, UC San Diego will endeavor to sustain its extraordinary trajectory as a world-class research university, upholding the core principles of excellence in education, research, and service. Maintaining its commitment to the regional, national, and global community, the campus is working to develop a comprehensive research cyber-infrastructure and a strategic plan for research facilities that will enable its scholarly community to continue to define the leading edge of scholarship, including its leadership in sustainability and climate change research.

As an expansion of its Central Utility Plant, UC San Diego is set to begin construction on its third cogeneration gas-fired turbine (\$26 million) that takes one source of energy (gas) and produces two sources (electricity and steam). This third turbine will allow the main campus to produce virtually all of its electrical needs. By the end of 2009, the campus will have completed the first phase of an "Alternative Fueling Station" that when finally completed, will provide CNG, hydrogen-CNG Blend, and hydrogen fueling capabilities in addition to electric fast-charging stations.

Concurrently, scientists at SIO are branching out in two relatively new research directions in ocean acidification and algal biofuels. Scripps will capitalize on its strong foundation in this area to explore the ripple effect produced from increased ocean acidification, including the effects on marine food webs, commercial fish stocks, coral reef habitats, and the ocean's ability to absorb, and therefore mitigate, anthropogenic CO₂ emissions. Algal biofuels represent another important new field of discovery and are being studied by researchers in the divisions of Biological and Physical Sciences and the Jacobs School of Engineering.

Innovative new curricular offerings will continue to enhance the educational experience of UC San Diego's next generation of scholars. Degree proposals for an interdisciplinary doctoral program in Anthropogeny, a Ph.D. in Nanoengineering, and Joint Doctoral programs with the CSU system in various Engineering Sciences and Geophysics are advancing in the review process and will enhance UC San Diego's graduate offerings. Undergraduate proposals on the

horizon include an Accounting Minor program, Marine Biology B.S., and Electrical Engineering and Society B.A. A comprehensive graduate fellowship campaign will soon be launched in an effort to increase UC San Diego's competitiveness in recruiting and retaining the best and brightest graduate students. The campaign will include an emphasis on gifts that create endowed multiple-year graduate fellowships.

Whether it's the latest information on climate change and sustainability, the newest processes in telemedicine and nanotechnology, the most recent advances in theories of social networking, or innovative curricular offerings that transcend traditional disciplinary boundaries, UC San Diego is committed to pursuing excellence in discovery and innovation through its dedicated faculty, staff and students.