

# Campus Profile

University of California, San Francisco

MAY 2009



University of California  
San Francisco

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*advancing health worldwide™*

# University Of California, San Francisco

## INTRODUCTION

Founded in 1873, the University of California, San Francisco (UCSF) is the only UC campus in the 10-campus UC system dedicated exclusively to health sciences. Today, UCSF is a leading university dedicated to promoting health worldwide through advanced biomedical research, graduate-level education in the life sciences and health professions, and excellence in patient care. UCSF boasts high-ranking schools of dentistry, medicine, nursing, and pharmacy and a Graduate Division, as well as one of the nation's top medical centers.

All four professional schools, UCSF Medical Center, UCSF Children's Hospital and virtually all UCSF graduate programs ranked among the best in the country in 2008 surveys by *U.S. News and World Report* and other agencies. According to National Science Foundation data for 2007, UCSF was second among all universities in the United States in total expenditures on research and development. In 2008, UCSF ranked second nationally – and first in California – in total funding from the National Institutes of Health. A 2007 report in the *Chronicle of Higher Education* ranked the “scholarly productivity” of UCSF faculty as third among all universities and research institutes worldwide.

UCSF is a multisite campus with a total land area of 185 acres. The University is affiliated with San Francisco General Hospital, San Francisco Veterans Affairs Medical Center and the J. David Gladstone Institutes, a private biomedical research entity adjacent to the Mission Bay campus, and the Ernest Gallo Clinic and Research Center. The 57.5-acre Mission Bay campus was opened in 2003, providing research space and facilities that will double UCSF's research enterprise and speed the pace of biomedical discovery and innovation. Recently, the UC Board of Regents approved the construction of a new medical center complex at Mission Bay, including hospitals for children, women and cancer patients.

UCSF is the second-largest employer in San Francisco, with a workforce of approximately 22,000 employees and more than 4,000 students. The annual operating budget approximates \$3 billion, with \$933 million in research awards. In fiscal year 2007-2008, the campus raised

\$366 million in private support, ranking UCSF fourth among public universities and 14th among all universities in the United States.

Commitment to promoting diversity among its faculty, staff, students and trainees is one of the top priorities at UCSF. The goal is to make the campus a truly inclusive community, representing the extraordinary diversity among the citizens of San Francisco and California. Similarly, meaningful civic engagement is a core UCSF value. Consistent with its mission as a public university, UCSF has been an integral part of the community, forging successful partnerships in San Francisco and around the world to advance education and promote health and well-being.

In 2007, the UCSF Strategic Plan ([strategy.ucsf.edu](http://strategy.ucsf.edu)) was unveiled, articulating the collective vision of UCSF's many constituencies to guide the University's direction over the next decade.

## MISSION AND GOALS

UCSF's mission is *advancing health worldwide™*.

In *advancing health worldwide*, UCSF's goals are to:

- **Develop the world's future leaders in health care delivery, research and education.**

UCSF is currently at the forefront of health sciences education and is well positioned to meet the growing demand for health professionals and scientists. The development of the next generation of leaders in health care delivery, research and education is vitally important to the economic and social well-being of California and the rest of the world.

- **Be a world leader in scientific discovery and its translation into exemplary health.**

The pace of major scientific and technological discovery is remarkably rapid. But meaningful translation of these developments into treatments and disease prevention is lagging. UCSF is uniquely poised to alter this trend by creating new research models that accelerate translation. UCSF boasts an exceptional cadre of distinguished investigators, a diverse portfolio of leading-edge research programs

spread across four preeminent health professional schools, a pioneering health care enterprise, and an unparalleled spirit of cooperation.

- **Provide high-quality, patient-centered care leading to optimal outcomes and patient satisfaction.**

This goal commits the Clinical Enterprise to the core principle that care at UCSF is patient-centered. It also recognizes that our students receive their best training in an institution that has systems and staffing that are designed to optimize outcomes and eradicate medical errors. This commitment was reiterated in the UCSF Clinical Enterprise Strategic Plan adopted in the fall of 2008.

- **Educate, train and employ a diverse faculty, staff and student body.**

Offering a wide range of educational and career opportunities for students, faculty and staff, UCSF seeks candidates whose life experience, work experience or community service has prepared them to contribute to our commitment to diversity and excellence. Diversity is a defining feature of California's past, present and future and refers to the variety of personal experiences, values and worldviews that arise from differences in culture and circumstance. For UCSF, such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, socioeconomic status and geographic region, among others.

- **Provide a supportive and effective work environment to attract and retain the best people and position UCSF for the future.**

Recruiting and retaining excellent faculty and ensuring that they have an environment which supports their academic and personal needs is essential to maintaining the international stature and reputation, and thus the future, of UCSF. To achieve all of UCSF's long-term goals, which are ambitious and far-reaching, leadership and participation by faculty of the highest caliber is critical. Likewise, recruiting and retaining excellent staff is equally essential to supporting the academic community to continue the outstanding research, teaching, community service and health care.

- **Serve our local, regional and global communities and eliminate health disparities.**

Community and public service is integral to the UCSF vision of *advancing health worldwide™*. Whether focusing on breakthroughs in basic science

research, innovations in patient care, or training the next generation of leaders in health sciences and health care, UCSF faculty, staff and students share a common purpose of wanting to make a difference to improve the health of people in our local, regional and global communities. As a public university, UCSF has a particular responsibility to ensure that it contributes to the public good and is an exemplar of civic responsibility. Striving to eliminate health disparities is one important part of this social responsibility. Inequities in health mar the landscape of our communities, from neighborhoods in San Francisco to distant nations across the globe. UCSF's vision of *advancing health worldwide™* means a commitment to advancing health for all, and not just for a privileged few.

## PROFESSIONAL EDUCATION

### Dentistry

The UCSF School of Dentistry admits 88 students annually to the four-year Doctor of Dental Surgery (DDS) program. The admissions process is very competitive, with more than 1,700 applications received every year. The school also provides a two-year international program with 24 enrollees per year who are dentist-graduates trained in other countries and desiring to earn American DDS degrees. The school offers postgraduate programs in eight of the nine American Dental Association-recognized dental specialty areas – dental public health, endodontics, oral and maxillofacial surgery, oral and maxillofacial pathology, oral medicine, orthodontics, pediatric dentistry, periodontics, and prosthodontics – together with a general practice residency program. These programs total more than 50 students. The School

**UCSF Mission Bay, a 57.5-acre biomedical research campus, is home to the iconic William J. Rutter Center, as well as four research buildings, child care center, housing complex and Koret Quad.**





ELISABETH FALL

The UCSF School of Medicine's Program in Medical Education for the Urban Underserved (PRIME-US) offers medical students the unique opportunity to work directly with urban underserved populations at the individual as well as community levels.

of Dentistry also offers a DDS/PhD program, one of very few in the United States.

The School of Dentistry is committed to educating future leaders in the dental profession, including the next generation of dental scholars and faculty members. The school's faculty are world leaders in dental education and research. The school teaches and practices a philosophy of minimally invasive dentistry that embraces prevention before surgical intervention. Five years ago, faculty completely revised the curriculum to emphasize education that is integrated among the disciplines and fundamentally prepares graduates to evaluate and apply scientific knowledge to make informed, evidence-based decisions in practice as they move forward. The school recognizes that all graduates will not become scientists, but firmly believes that all graduates must become men and women of science.

### Medicine

The UCSF School of Medicine educates physicians and physician-scientists to advance the field of medicine by incorporating inquiry, innovation and discovery throughout their careers, whether in private practice, industry or government, academic medicine, or other pursuits. Admission to the MD program is highly competitive, with 152 students admitted from approximately 6,000 applicants. The curriculum consists of two phases: two years of integrated coursework organized around organ systems and clinical themes, followed by two years of clerkships offered in ambulatory and hospital settings in the greater San Francisco Bay Area and Fresno. Among the medical school's strengths are the wide range of clinical settings that students experience during their training and the many electives and special

programs available to them. In 2008, the medical school's enrollment included 1,218 residents and clinical fellows and 1,100 postdoctoral scholars. More than 15,000 learners participated in UCSF School of Medicine Continuing Medical Education programs.

**Joint Medical Program:** An additional 16 medical students enter the Joint Medical Program at UC Berkeley, where they complete a preclerkship curriculum and, in a third year, a master's degree in health sciences, before transferring to UCSF for their clinical years of training.

### Program in Medical Education for the Urban Underserved (PRIME-US):

Eleven students within the entering class at UCSF and four students within the Joint Medical Program at UC Berkeley are selected for PRIME-US. The didactic and clinical curriculum plus intensive mentoring prepare students to work with urban underserved populations.

**Pathways to Discovery Program:** This elective program fosters the pursuit of discovery, inquiry and innovation, and provides learners with opportunities to pursue in-depth study and experience in one of several pathways: clinical and translational research, global health, health and society, health professions education, and molecular medicine.

**Medical Scientist Training Program:** A combined MD/PhD program, the Medical Scientist Training Program prepares 12 new students each year for careers as physician-scientists.

**Graduate Medical Education:** The school educates an additional 785 residents and 433 clinical fellows at UCSF Medical Center (Parnassus, UCSF Children's and Mount Zion hospitals), San Francisco General Hospital, San Francisco Veterans Affairs Medical Center and Langley Porter Psychiatric Institute. Additional residents are trained in the UCSF Fresno Medical Education Program.

### Nursing

The UCSF School of Nursing prepares advanced practice nurses and scientists for leadership roles in health care. Taking advantage of its long history as a part of the UCSF health sciences campus, the school works cooperatively with other health professional schools on campus and collaborates with other health disciplines nationally and internationally in its search for excellence in teaching, research, practice and public service. Faculty provide education and research training in the social, behavioral

and biological sciences focused on health, illness and health care. They are internationally recognized for their contributions to science and clinical care, and the school has been ranked number one in funding from the National Institutes of Health since 2003. The School of Nursing has recently begun an innovative, interprofessional shadowing program with the School of Medicine, and is hoping to extend this program to other schools.

**Master's Programs in Nursing:** The school sponsors an accelerated RN program for 85 students each year, drawing from a highly competitive, nationwide pool of more than 600 applicants. Students continue into the master's program. In addition, the school offers 17 specialties in its master's program for approximately 440 students who are preparing for advanced practice nursing roles such as nurse practitioner, clinical nurse specialist and nurse-midwife. Each specialty area defines a course of study leading to the master of science degree, and many specialty areas prepare the student for state or national certification, as appropriate. Some specialty areas include subspecialty, optional or focus choices to meet individual student needs.

**Doctoral Program in Nursing:** Each year, 25 to 30 students are admitted from a highly competitive pool into the doctoral program in nursing. The curriculum is designed to prepare graduates to assume leadership roles in nursing clinical practice, administration, teaching and research.

**Doctoral Program in Sociology:** Six students are admitted yearly to focus on the social, political and policy levels of nursing. The substantive focus of the program lies in the sociology of health and illness and biomedicine, with options for specialization in an area relevant to health. Qualitative research and analysis and quantitative methods are emphasized.

## Pharmacy

The UCSF School of Pharmacy offers the top-ranked Doctor of Pharmacy (PharmD) program in the United States. The program is highly competitive. Out of a pool of more than 1,500 applicants, the school admits 122 students each year.

The school's faculty members, who are known worldwide as leaders in pharmacy professional education and research, teach PharmD students, who in turn become leaders and innovators in pharmacy practice, policy and

science. And they teach the students to be lifelong experts in the safe and effective use of medicines and to be effective and vocal members of health care teams alongside physicians, nurses and other health care providers. As one case in point, the school's faculty members have created the interdisciplinary climate and have given students the tools they needed to teach more than a thousand health professional students and resident physicians to date about the health policy and access issues surrounding the Medicare Part D prescription drug benefit.

Because of the severe pharmacist shortage and the quality of the school's program, the expertise of UCSF School of Pharmacy graduates is highly prized.

The school's PharmD curriculum consists of four years of full-time study for select applicants who have completed appropriate prerequisites and earned a bachelor of science degree. All students take a required core curriculum and select an emphasis in one of three pathways.

**Pharmaceutical Care (PC):** The PC pathway prepares students to use their clinical knowledge and skills to manage drug therapy for patients with acute and chronic diseases, to work with health care teams to provide cost-effective care, and to provide medication consultation to families and caregivers.

### Pharmaceutical Health Policy and Management

**(PHPM):** The PHPM pathway is designed to prepare students to conduct health services research and to be decisionmakers on health policies and processes for drug use in the private and public sectors.

**Pharmaceutical Sciences (PS):** The PS pathway offers a unique and innovative curriculum designed for students interested in pharmaceutical research within academia, industry or governmental agencies. Mentoring, grant opportunities and programs such as Preparing Future Faculty encourage students in all pathways to consider academic careers.

All students are eligible for licensure as a registered pharmacist upon graduation, and more than 99 percent pass the licensure examinations. The highly personal and individual attention the school offers students has resulted in exceptional retention and graduation rates. About 60 percent to 70 percent of pharmacy students pursue, and are highly competitive for, postgraduate training or education in the form of residencies, fellowships or advanced degrees.

The school also makes possible expanded degree options.

**PharmD/MPH:** The UCSF School of Pharmacy works with the UC Berkeley School of Public Health to establish a program through which PharmD students can earn a master of public health (MPH) degree at Berkeley.

**PharmD/MSCR:** The UCSF Training in Clinical Research program offers UCSF PharmD students the opportunity to earn a master of science degree in clinical research (MSCR).

**PharmD/PhD:** Application to the UCSF joint PharmD/PhD degree program is open to qualifying first-, second- and third-year UCSF PharmD students.

## GRADUATE EDUCATION

The Graduate Division currently has oversight of more than 1,500 graduate students in 22 programs awarding certificates, the master's degree, doctoral degree in physical therapy and PhD degree. Another 1,100 postdoctoral scholars are engaged in research. Overall, the graduate student body is 68 percent female, 5.3 percent international and 14 percent underrepresented minorities; 61 percent of UCSF graduate students are in PhD programs. UCSF's graduate programs are highly competitive, with fewer than 10 percent of applicants matriculating into its PhD programs each year. The average time to earn the PhD degree is 6.1 years, and UCSF's completion rates are approximately 95 percent.

The UCSF philosophy of graduate education is highly interdisciplinary; that is, nearly all of the graduate programs are not based in departments, but are cross-

discipline, cross-department and even cross-school. Most faculty research is interdisciplinary, and it is not unusual for a faculty member to have appointments in multiple graduate programs. This emphasis on interdisciplinary research, a major strength of UCSF, has led to outstanding research accomplishments and a high national ranking for its graduate programs. For example, the Program in Biological Sciences organizes educational activities, courses and seminars for the degree programs in biochemistry, cell biology, developmental biology, genetics, neuroscience, biophysics and chemistry. Another successful umbrella, the Program in Quantitative Biology, links UCSF's quantitative degree programs in bioengineering, biophysics, bioinformatics and chemistry with new efforts in systems biology.

This interdisciplinary approach to graduate training is one of UCSF's strengths, but also allows the Graduate Division to centralize graduate diversity efforts for UCSF. Thus, the Graduate Division oversees the only UCSF undergraduate Summer Research Training Program, a National Institute of General Medical Sciences (NIGMS)-funded program supporting underrepresented minority (URM) graduate students, a National Science Foundation-funded Alliances for Graduate Education and the Professoriate program, and a program specific to UC, called UC-LEADS, as well as a new program for URM postdoctoral scholars funded by the NIGMS.

As evidence that the UCSF interdisciplinary approach is successful, *U.S. News and World Report* ranks UCSF seventh overall in the field of biomedical science in its 2009 issue of "America's Best Graduate Schools." Other ranking entities routinely place most UCSF graduate programs in the top 10. Thus, UCSF educates the best and brightest students, who go on to leadership positions in science and industry.

## FACULTY

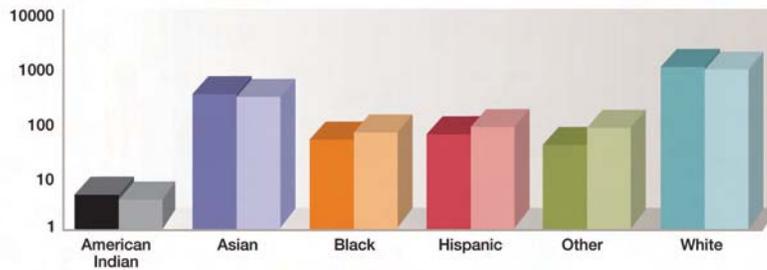
UCSF's 2,200 faculty are very distinguished by all measures and include wide representation in all five faculty series.

UCSF faculty are internationally acclaimed for their excellence, achievements and leadership in health sciences. Honors garnered by UCSF faculty include Nobel Prizes (four), Lasker Awards (11), Gairdner Awards (seven), National Academy of Sciences memberships (34), Institute of Medicine memberships (79), American



Raymond E. Phillips, RN, a fifth-year doctoral candidate in the UCSF School of Nursing, explores the impact of HIV and AIDS-related stigma in five African countries.

UCSF Faculty Ethnicity March 2008 n=2213



	AMERICAN INDIAN	ASIAN	BLACK	HISPANIC	OTHER	WHITE
Actual	5	442	51	67	57	1591
Goal	4	398	77	97	130	1506

Academy of Arts and Sciences Fellowships (49), and MacArthur Fellowships (three).

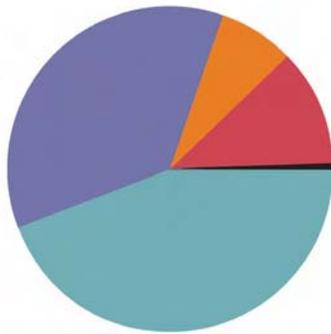
Over the last six years (from 2001 to 2007), the total number of faculty rose 20.4 percent, from 1,840 to 2,200. Although the data in this report are for only ladder rank faculty, all five series are critical to UCSF. Ladder rank faculty make up 17.5 percent of the total, while 20.8 percent are in residence, 11.9 percent clinical X, 16.6 percent adjunct and 33.1 percent HS clinical. More than half of UCSF faculty are in senate series. The number of ladder rank faculty has not changed significantly, but the percentage of ladder rank faculty has decreased because of growth in each of the other series. This increase in faculty in the non-ladder rank series represents growth in both research and clinical programs. Thus, UCSF has seen a continuing increase in the number of faculty, and the growth has occurred in all series except ladder rank.

During this same period, the percentage of women rose from approximately 37 to 42, and the percentage of minority faculty rose from about 19 to 26. The percentage of women and underrepresented minorities rose in each of the series, with the largest percentage increases for women in the in residence, clinical X and adjunct series and for minorities in the in residence and adjunct series.

A faculty climate survey in 2001-2002 suggested the need for more opportunities in a number of areas, and these findings are being addressed by the Chancellor's Council on Faculty Life. A faculty mentoring program for all assistant professors and new faculty has been established. The approximately 800 faculty in the program have career mentors assigned by a mentoring facilitator in each department or large unit. Ninety-seven faculty have completed the leadership program, which was developed with the Coro Center for Civic Leadership and involves approximately 70 hours of leadership training. Evaluations have been very positive, and many of the graduates have assumed greater leadership roles and have shown increased leadership skills. A new Faculty Information and Welcoming Week allows new and continuing faculty to learn about various topics, from compensation and running a research program to raising children in the Bay Area. Two lecture series, Faculty Development and Faculty Wellness, round out the programs to enhance faculty life at UCSF. In 2008, the *Scientist* ranked UCSF 12th in its assessment of the best places to work in academia.

### STAFF

UCSF is a premier employer in San Francisco, second in size only to the city and county of San Francisco, with



■	Native American	60
■	Asian	4970
■	Black	1027
■	Hispanic	1628
■	White	6142

employees working in a wide range of roles at campus locations dispersed across the city and beyond. As the campus has grown in stature and scope as an academic and clinical enterprise, so have the scope and range of employment. A decade ago, UCSF provided 12,000 jobs, and today that number is approximately 22,000. This dramatic growth in employment has attracted and retained bright, energetic and hardworking men and women from a diverse set of backgrounds and careers.

While UCSF's international standing and success are primarily dependent upon academic employees, most of its employment growth has been in nonacademic staff, which has more than doubled in size over the past decade from about 8,000 to 22,000 employees. These employees work in a variety of roles, from hospital bedside to administrative support, and provide vital contributions in sustaining UCSF's excellence and fulfilling its mission. UCSF's largest single category of staff employees work in clinical care positions (more than 6,000), followed by professionals in fiscal and administrative services (more than 3,100), clerical support employees (about 2,800), and laboratory science professionals (more than 1,200). Over this same period of time, UCSF's nonacademic employee mix, like the population of California, has moved from being a white

majority to one in which employees of color comprise more than 55 percent of the total. Two-thirds of UCSF staff members are women.

While UCSF's turnover rate is about 13 percent per year, on average, only 3 percent of employees leave UCSF to seek employment outside of the University. The remaining 10 percent resign to attend school, move away from the San Francisco Bay Area or retire from the University. The factors that positively influence UCSF's position in the marketplace include good pay and very strong benefits, challenging work, and the excellent reputation of UCSF within the state, nation and the world. UCSF regularly surveys its staff to gauge employee satisfaction, and by wide margins, employees report favorably on the excellence of services provided by their units, the quality of care provided by UCSF and satisfaction with employee benefits provided. In response to specific concerns from these surveys about the need for more training and development and cross-departmental communications, UCSF has launched staff leadership development programs, which are showing early signs of appreciation and success and will help develop and nurture future leaders for UCSF in the decade ahead.

## RESEARCH

UCSF has created powerful, internationally recognized research programs in biological, clinical, social, behavioral and population sciences. Preeminent faculty, who are conducting scientific investigations at the molecular and

**Connie Barbante smiles upon her graduation from the Turnaround Program, a yearlong mentorship program for staff, while Karen Newhouse, her mentor, looks at her certificate.**



cellular levels, are unmasking the fundamental mechanisms of biology. And acclaimed faculty conducting investigations involving humans are discovering new solutions for preventing and treating a wide array of diseases, including cardiovascular disease, neurological



**Joseph DeRisi, PhD, center, Howard Hughes Medical Institute investigator and professor of biochemistry at UCSF, has made breakthrough discoveries that have provided insight into the detection of some of the world's most threatening viruses, and works to find a cure for malaria.**

disorders, cancer, diabetes, genetic disorders, immunological and infectious disease, and reproductive and developmental disorders.

These research efforts draw on the remarkable talent and achievements of UCSF's cadre of exceptional investigators and trainees and its dedicated staff. They also benefit tremendously from UCSF's widely recognized spirit of collaboration and entrepreneurship.

Increasingly, UCSF's research endeavors are multidisciplinary and aimed at translating basic discoveries into innovations that improve health. Two examples of major institutes recently created to bring together large teams of experts from a variety of disciplines to tackle major scientific and health issues are the UCSF Clinical and Translational Science Institute (CTSI) and the California Institute for Quantitative Biosciences (QB3), a cooperative effort with UC Berkeley, UC Santa Cruz and private industry. The CTSI is a cross-campus UCSF institute

established to facilitate translational clinical research and bring better health to more people more quickly. QB3 was established to link the quantitative sciences – mathematics, physics, chemistry and engineering – with the biosciences to attack complex scientific problems and spawn potent new technologies.

UCSF's prowess as a leader in biomedical research is evidenced by its success in garnering research support. In 2008, UCSF faculty received \$933 million in research awards. Overall, UCSF ranks second in receipt of National Institutes of Health funding, with the schools of dentistry, nursing and pharmacy all ranking first, and the School of Medicine ranking second.

Importantly, results from this research are having an impact worldwide. According to a global survey by the Milken Institute, UCSF ranks second in the world for the number of biotechnology patents. And a report in the *Chronicle of Higher Education* ranked the faculty scholarly productivity of UCSF as third among all universities and research institutes in the world, while *Newsweek International* ranked UCSF ninth among all the research universities in the world for its scholarly excellence and global impact.

## LIBRARIES AND ACADEMIC INFORMATION

The UCSF Library and Center for Knowledge Management is recognized worldwide for its comprehensive health sciences paper, electronic and archival collections, for a building with remarkable spaces for study and research, and for digital technologies and services that link students and faculty to the scientific knowledge base supporting the generation of new knowledge. The library is engaged in a period of transformation as new forms of scholarly communication emerge and information technologies offer great potential to create, discover, share, reuse and preserve knowledge.

The initiatives in the UCSF Strategic Plan serve as the foundation for the library's mission: to advance science, foster excellence in teaching and learning, and promote health through the collection, development, organization and dissemination of the world's health sciences knowledge base. The library is committed to the application of technologies and services that bridge the geography of separate campus sites and to transforming physical and virtual spaces that promote innovative approaches to teaching and learning.

The library manages facilities at the Parnassus Heights and Mission Bay campuses, with more than 500,000 visits annually. Affiliate libraries are located at the four major clinical sites. More than 20,000 full-text electronic journals, 11,000 directly related to the health sciences, support UCSF's research, education and service mission. A major project is underway to transform the second floor of the Parnassus library to support interprofessional and interdisciplinary education. Approximately 2,000 students attend library classes, in part as a result of integrated curricular instruction. Centralized technology support for education is provided through student computing labs and classrooms and an innovative Collaborative Learning Environment for online instruction. The library maintains one of the largest digital archives of internal tobacco industry documents, with more than 3,600,000 views from 52 million pages.

### HEALTH SCIENCES AND SERVICES (CLINICAL ENTERPRISE)

The UCSF clinical enterprise is defined as all clinical programs at UCSF, including the inpatient and outpatient medical center and clinical practices.

UCSF Medical Center is a 722-licensed bed, tertiary care referral center with two major clinical sites at Parnassus Heights and Mount Zion, approximately 750,000 outpatient visits per year, and annual revenue of \$1.4 billion. With a

**Nancy Ascher, MD, PhD, right, chair of the UCSF Department of Surgery, has devoted her career to organ transplants and transplant research. The Liver Transplant Program at UCSF Medical Center, designated as a Center of Excellence by the US Department of Health and Human Services, is recognized as one of the nation's leading centers for pediatric and adult liver transplants.**



history of strong operating performance and clinical innovation, the medical center consistently ranks as one of the nation's top 10 hospitals by *U.S. News & World Report*.

In partnership with the UCSF clinical faculty, UCSF Medical Center has earned respect for its nationally preeminent programs, including:

- UCSF Children's Hospital, with more than 150 specialists in 40 areas of medicine and dentistry;
- Integrated neuroscience services, including the largest brain tumor treatment program in the nation;
- An organ transplantation program that has performed more kidney transplants than any other institution in the world;
- Northern California's only National Institutes of Health-designated Center of Excellence in Women's Health; and
- The National Cancer Institute-designated Helen Diller Family Comprehensive Cancer Center, the first in Northern California.

The medical center has experienced patient volume increases of approximately 4 percent per year for the past nine years, and now has significant constraints on its capacity, which will require interim steps in advance of the construction of the new, 289-bed children's, women's and cancer hospital complex at Mission Bay in 2014. The new complex will be the first hospital built from the ground up in San Francisco in 30 years, and will serve as the third major site for UCSF patient care, supporting UCSF's ongoing commitment to advancing health sciences education in collaboration with research and patient care.

UCSF Medical Center is a leader in quality and safety initiatives nationally, and will complete the implementation of a comprehensive electronic medical records system in fiscal year 2009-2010.

Clinical services also are provided by UCSF faculty in the schools of dentistry, medicine, nursing and pharmacy in outpatient or ambulatory care settings.

The School of Dentistry clinical enterprise, which includes 14 clinics at three sites across San Francisco, provides more than 121,000 patient visits per year. The School of Dentistry operates its own teaching clinics, each of the clinical specialties runs its own clinic and there are several sites for faculty practice. In addition to the on-campus clinics, the school has 21 active community clinic sites that permit students to experience practicing in nontraditional and underserved areas. This expansion of dental care beyond the on-campus clinics has contributed greatly to meeting the needs of underserved Californians. During the past five-year

period, 62,780 patient visits occurred, and the equivalent of \$6.5 million in care was provided by dental students in these community safety net clinics.

The School of Medicine's patient care and clinical training programs occur at UCSF Medical Center, San Francisco General Hospital Medical Center, San Francisco Veterans Affairs Medical Center, and many other sites in the San Francisco Bay Area, Northern California and the Central Valley. The school includes the UCSF Medical Group and its nearly 1,000 physician faculty members. In fiscal year 2008, the group had 730,353 outpatient visits and earned \$315 million in revenue, a 34 percent increase over the previous three years.

The School of Nursing provides patient care and clinical training programs in a variety of venues across San Francisco. It is responsible for all health services at Glide Church and Progress Foundation, and provides clinical care at Valencia Health Services for residents from birth to 21 years who live in the San Francisco Mission District.

The School of Pharmacy's student-pharmacists and faculty actively collaborate on patient care initiatives and core measures at UCSF Medical Center and other sites throughout the state of California. The pharmacy residency program includes both general practice and specialty residents who provide inpatient and outpatient care to UCSF Medical Center and San Francisco General Hospital.

## COMMUNITY

Since the early days of treating neighbors in need after the great 1906 earthquake, UCSF has long been an integral part of the community, forging partnerships in the San Francisco Bay Area and beyond to advance education and promote health and well-being.

Through its patient care provided at local hospitals and neighborhood clinics, research conducted in cooperation with partners around the globe, academic outreach programs and campus activities – including lectures and programs for the general public – UCSF's reach and impact stretch far into the community.

UCSF enjoys a strong and growing partnership with the San Francisco Unified School District (SFUSD). Since 1987, the Science & Health Education Partnership (SEP) – a nationally recognized program – has brought UCSF and SFUSD scientists and educators together to support quality science education for K-12 students. Each year,

more than 400 SFUSD K-12 teachers and their students, representing 80 percent to 90 percent of SFUSD's schools, participate in SEP programs. UCSF and SFUSD recently expanded their partnership with plans to work more intensively in five local schools as part of the establishment of a robust educational program.

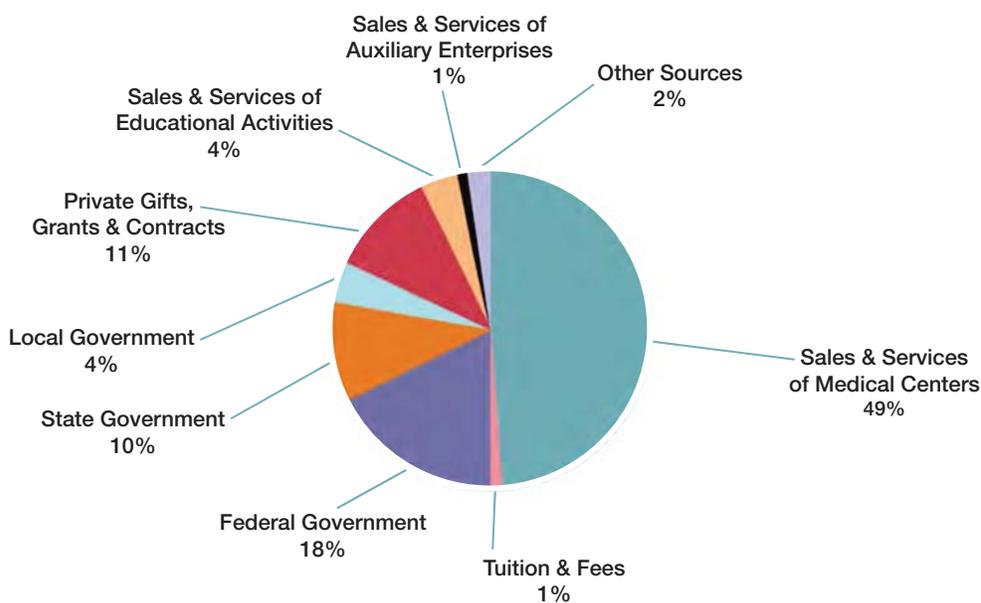
UCSF welcomes input from the community and provides opportunities for ongoing dialogue in two ways. The UCSF Community Advisory Group (CAG), originally formed in 1992, has representatives from a wide range of San Francisco's neighborhood, civic, ethnic, labor and business groups, who provide UCSF with their views on how the campus can better coexist with its city neighbors. The CAG primarily focuses on land use, campus planning and related issues. The University Community Partnerships Program, established in 2006 and comprising representatives from UCSF and the community, coordinates the many existing academic, clinical and research partnerships between UCSF-affiliated individuals or groups and community organizations, and also facilitates new University-community collaborations.

## BUDGET AND FINANCE

UCSF's financial management model is defined by both the diversity of its funding sources and the decentralized manner in which its financial activities are conducted. Income from the federal government, private gifts, grants and contracts, and medical center patient revenue comprise almost 80 percent of its income base. State of California general fund appropriations are less than 8 percent of the total. Income from local government contracts, auxiliary enterprises (campus housing, parking, recreation facilities, food service, etc.), tuition and fees, and other miscellaneous sources make up the balance of the more than \$3 billion of income UCSF brought in during fiscal year (FY) 2008. In terms of revenue, UCSF is the second-largest campus in the UC system, surpassed only by UCLA.

In a time when federal funding of research was relatively flat or declining, UCSF had a compound annual growth rate of 7 percent between FY 2001 and FY 2008. UCSF Medical Center's compound annual revenue growth rate was more than 9 percent, and UCSF's income from local government, private gifts, and grants and contracts was 6 percent. This contrasts with the state appropriations, which grew at less than 2 percent over the same period. The

## UCSF Revenues by Fund Source FY 2007-08



*(Dollars in Millions)*

SOURCE	2007-08
<span style="color: #e91e63;">■</span> Tuition & Fees	\$40.9
<span style="color: #3949ab;">■</span> Federal Government	\$536.3
<span style="color: #e67e22;">■</span> State Government	\$295.6
<span style="color: #8bc34a;">■</span> Local Government	\$106.9
<span style="color: #c0392b;">■</span> Private Gifts, Grants & Contracts	\$348.7
<span style="color: #f39c12;">■</span> Sales & Services of Educational Activities	\$128.5
<span style="color: #000000;">■</span> Sales & Services of Auxiliary Enterprises	\$42.5
<span style="color: #9b59b6;">■</span> Other Sources	\$62.9
<hr/>	
<b>SUBTOTAL</b>	<b>\$1,562.3</b>
<span style="color: #2e86c1;">■</span> Sales & Services of Medical Centers	\$1,481.8
<hr/>	
<b>TOTAL</b>	<b>\$3,044.1</b>

addition of significant student housing units and parking garages allowed the auxiliary enterprises to grow at almost 12 percent per year in the same period.

Beyond UCSF's strong revenue base and its management structure, it has built, over time, a very strong financial balance sheet and, for a public institution, a reasonably strong endowment. At the end of FY 2008, UCSF's cash and equity in short-term investment were almost \$1.5

billion. During FY 2008, UCSF was able to earn more than \$63 million in non-operating income to enhance and support its mission-based operations. In addition, the market value of its endowment and gift funds (both in its foundation and those held by the UC Regents) was more than \$1.4 billion at the end of FY 2008.

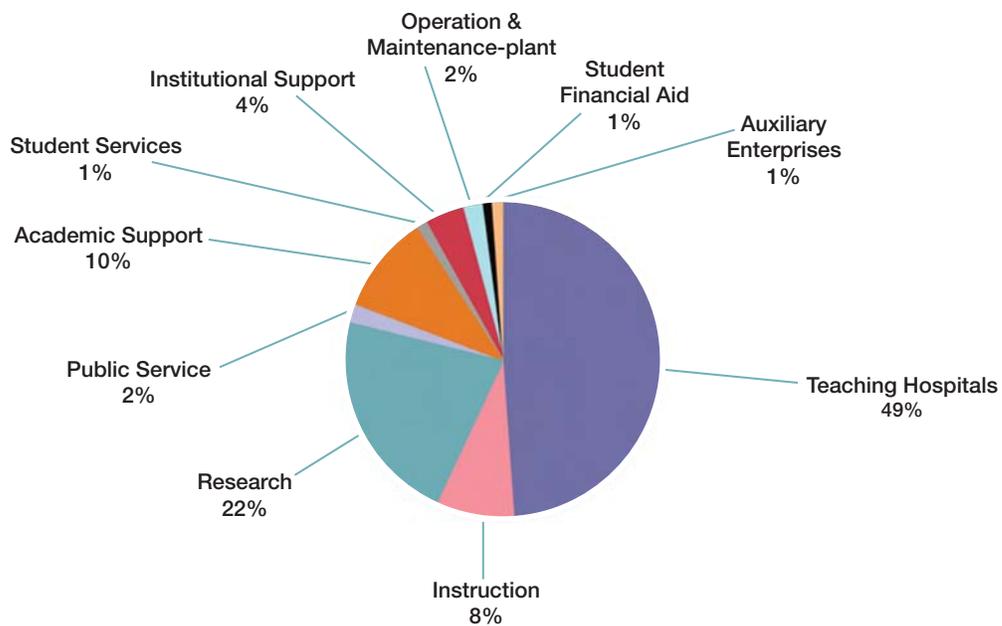
Despite the feeling of relative comfort these facts might convey, UCSF also has had to endure reductions to

its state general fund appropriations for 14 of the last 18 years, and is about to enter into the 15th year of more budget cuts. The state's financial situation has meant inadequate funding for the cost of electricity and gas utility purchases, as well as for basic operating and maintenance of most of the new, state-eligible facilities at the Mission Bay campus. The cumulative effect of this continuous budget cutting has meant that UCSF has had to shift basic instruction, academic and institutional support functions off state funds and onto

funds traditionally used for the strategic advancement of UCSF. In essence, UCSF has had to use its strategic, discretionary resources just to keep the lights on.

Given the economic uncertainties that are now facing all publicly funded research universities as a result of depressed national and state economies, the basic cost of remaining competitive with UCSF's peer institutions continues to rise – especially for the recruitment and retention of top faculty, students and staff. Regional

UCSF Expenditures by Function FY 2007-08



(Dollars in Millions)

FUNCTION	2007-08
Instruction	\$214.0
Research	\$618.3
Public Service	\$66.9
Academic Support	\$276.2
Student Services	\$15.1
Institutional Support	\$106.5
Operations & Maintenance-plant	\$56.5
Student Financial Aid	\$33.2
Auxiliary Enterprises	\$31.2
<b>Teaching Hospitals</b>	<b>\$1,409.7</b>
<b>SUBTOTAL</b>	<b>\$1,417.7</b>
<b>TOTAL</b>	<b>\$2,827.3</b>

cost-of-living factors (salaries, child care, housing, schooling, etc.) all come into play.

Consequently, strong funding support will be a primary Achilles' heel, given the demonstrated unreliability of state support for UCSF's most basic missions. UCSF must seek ways to increase administrative and program support efficiencies, as well as leverage and strengthen links to new financial partnerships in nontraditional arenas. UCSF must make strategic and judicious decisions in managing its financial resources to remain competitive as it strives to maintain and strengthen its place as one of the top academic health centers in the world.

## DEVELOPMENT

The UCSF Office of University Development and Alumni Relations and the UCSF Foundation are responsible for promoting awareness of the missions of UCSF to the community and beyond, and for garnering private support for the University's four professional schools, the Graduate Division, UCSF Medical Center, and the numerous departments, centers and institutes that make up UCSF.

As UCSF receives less than 8 percent of its operating budget from state appropriations, the University must rely increasingly on development support to help continue its work locally, nationally and internationally.

Fiscal year 2008 was extremely successful, with \$366 million contributed to UCSF, topping the FY 2007 total of \$252 million by more than \$100 million and setting an all-time fundraising record. Nearly 35,000 gifts were received, with 82 percent coming from foundations and individuals, and 18 percent from alumni, corporations and other nonprofit organizations.

Philanthropic support has been critical for numerous UCSF projects now underway: the new Eli and Edythe Broad Center of Regeneration Medicine and Stem Cell Research building on the Parnassus campus; the Helen Diller Family Cancer Research Building at Mission Bay, due to open in June 2009; the new Cardiovascular Research Building under construction at Mission Bay; the Neurosciences Building, which is in the planning stages; and one of the most ambitious projects ever undertaken by UCSF, the new medical center to be built at Mission Bay.

Established in 1982, the UCSF Foundation accomplishes its mission through the leadership, guidance and generosity of its board of directors and chancellor's associates. The board of directors oversees the foundation's operations and advises University administration with the help of several committees. The directors bring unique and diverse skills, expertise and financial acumen to the board and are deeply dedicated to supporting UCSF.

## CAPITAL RESOURCES

UCSF is a multisite campus with facilities containing approximately 9 million gross square feet, including teaching, research, clinical and support space. In accordance with its Long Range Development Plan, the San Francisco campus has embarked on an \$800 million, multitrack, major capital improvement program (excluding medical center projects) to solve a number of longstanding capital needs.

**Mission Bay Site:** To address the critical space deficit, UCSF has constructed four biomedical research buildings, with a fifth building under construction and due for completion in 2011, and a sixth that will be constructed by a third-party developer and completed in 2012. The Mission Bay campus site also has a new campus community center with fitness facilities, housing complex, child care center, parking structures, a quadrangle of open space and landscaped walkways.

**Parnassus Heights Site:** A new stem cell research building is under construction and due for completion in 2010, and a new child care center is due for completion in 2009. Completion of a housing complex at 145 Irving Street and conversion of seven houses along 3rd and 5th avenues and Kirkham Street from administrative and academic offices to residential use have increased the number of housing units. In addition, UCSF is making significant progress in upgrading infrastructure and laboratories in the Medical Sciences Building, Health Sciences East building and Health Sciences West building.

**Mount Zion Site:** Since 1992, UCSF has constructed a research building and a cancer center clinics building, acquired two medical office buildings, and is constructing a new medical office building to house the Osher Center for Integrative Medicine and a number of medical center offices and clinics.

**Sustainability:** UCSF has embarked on a comprehensive sustainability strategy embracing both new building construction and renovation of existing facilities, in compliance with UC Regents policies, and campus and medical center operations. New buildings are submitted to the US Green Building Council for certification, with a target level of silver established at the outset of design. Similar performance levels are targeted for renovation projects. The Chancellor's Committee on Sustainability coordinates sustainability efforts across all UCSF constituencies, including all aspects of ongoing campus and medical center operations. In addition, UCSF is an active participant in the UC Strategic Energy Conservation Program, and carries an active catalogue of energy-efficiency projects.

## CONCLUSION

Despite the economic challenges facing UCSF, the University remains a strong institution, nationally renowned for its formidable biomedical research, high-quality health care and top-ranked teaching programs, and driven by the talent and tenacity of its distinguished faculty and their entrepreneurial spirit and culture of collaboration.

In fact, UCSF stands to benefit from new scientific research funding opportunities created by the American Recovery and Reinvestment Act, which authorizes \$10.4 billion in funds to the National Institutes of Health. UCSF also will benefit from a new federal policy on embryonic stem cell research, which opens the door for scientific discoveries in this promising field. UCSF's program in regeneration medicine is at the threshold of developing cell-based approaches and therapies for various debilitating diseases that result from tissue injury or degeneration.

UCSF is on the verge of transforming health care through its clinical enterprise, which looks to build a new, \$1.68 billion medical center at Mission Bay for children, women and cancer patients in 2014. Energized by a matching challenge grant of \$125 million by The Atlantic Philanthropies, the new medical center at Mission Bay

is critical to the future of UCSF as a world-class health sciences institution, as well as to the patients it serves. An expanded medical center is also vital to the health care professionals and scientists who work to deliver on the promise of uniting advanced biomedical research with clinical care, so that research findings can be rapidly translated into medical advances.

Finally, UCSF is well positioned to achieve its mission of *advancing health worldwide*<sup>™</sup> through the cooperation of its many constituencies – faculty, staff, students, trainees, donors, alumni, business partners, volunteers and members of the community – all of whom have contributed to its 145-year history as a place for discovery, learning and healing.