



University of California
San Francisco

advancing health worldwide™



INSTITUTIONAL PROFILE

FY 2011-12

University of California, San Francisco
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University of California, San Francisco

Institutional Profile - FY 2011-12

Introduction

This is the sixth annual Institutional Profile of the University of California, San Francisco and covers the period of July 1, 2011 to June 30, 2012. It is a view of contemporary time and contains facts and figures about the university as a whole, as well as its various organizational units. Budget & Resource Management compiled this information from the UCOP website, various UCSF websites, UCSF promotional material, internal correspondence, and input from the departments and schools. In addition, we generated statistical data from the general ledger and other internal sources of record. This profile is designed as a reference volume, allowing the reader to access select information without reading the entire volume. The volume is organized with general information on the University followed by profiles of the major divisions, including central campus administration, schools, departments, the UCSF Medical Center, and affiliated organizations.

The Regents of the University of California

The University of California is governed by The Regents, a 26 member board, as established under Article IX, Section 9 of the California Constitution.

The Board of Regents appoints the President of the University and the Officers of The Regents: the General Counsel; the Treasurer; the Secretary and Chief of Staff; and the Chief Compliance and Audit Officer.

It Starts Here: UC at the Frontier

When it first opened its doors in 1869, the University of California had just 10 faculty members and 38 students. Today, the UC system includes more than 220,000 students and more than 170,000 faculty and staff, with more than 1.5 million alumni living and working around the world.

From its inception 20 years after the California Gold Rush, UC faculty and students have looked to cross the horizons of what we know about our selves and our world, and what we can do in it. That was the vision of the pioneers living at the farthest frontiers of the American continent when they created a University for the Golden State. As we chart our course through the 21st century, the University of California is still at the frontier.

UC researchers are pioneers in agriculture, medicine, technology and the environment and many other fields. Thousands of California jobs, billions of dollars in revenues, and countless everyday household items – from more plentiful fruits and vegetables to compact fluorescent light bulbs – can be traced back to UC discoveries. Similarly, many of the world's leading businesses have connections to UC. Those companies were either based on technology developed by the university, were founded by our faculty or alumni, or are headed by UC graduates.

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UC's ten campuses at Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Cruz and Santa Barbara provide exciting environments that foster world-class educational and research opportunities and generate a wide range of benefits and services that touch the lives of Californians every day.

Besides world-class classrooms and labs, UC has dozens of museums, concert halls, art galleries, botanical gardens, observatories and marine centers – academic resources but also exciting gathering places for the community. Another half million people benefit from UC Extension's continuing education courses and from Cooperative Extension's agricultural advice and educational programs located throughout the state.

UC also manages three U.S. Department of Energy national laboratories. The Lawrence Berkeley laboratory was founded on the Berkeley campus in 1931 as an interdisciplinary research center. Some years later, the Livermore and Los Alamos laboratories were established to serve U.S. defense needs; they continue today in new aspects of that mission, including response to terrorism and homeland defense. With nearly 19,000 employees, the three labs have become unparalleled research and development centers whose programs and activities address national interests and concerns in areas such as energy, environment, and health. While the mechanism for managing two of the labs has changed recently, UC is still integrally involved in their operations.

UC's five medical centers support the clinical teaching programs of the University's medical and health sciences schools and handle more than three million patient visits each year. The medical centers provide a full range of health care services in their communities and are sites for the development and testing of new diagnostic and therapeutic techniques. Collectively, these centers comprise one of the largest health care systems in California.

University of California, San Francisco (UCSF)

UCSF, which became part of the University of California in 1873, is the only UC campus dedicated exclusively to the health sciences. Built in 1897 at its original Parnassus Heights site, UCSF is home to graduate professional schools in dentistry, medicine, nursing and pharmacy; a graduate division for predoctoral and postdoctoral scientists; the UCSF Medical Center; the UCSF Children's Hospital; and Langley Porter Psychiatric Institute.

Prior to 1954, the deans of the various schools on the San Francisco campus reported directly to the President of the University. An administrative advisory committee composed of deans and administrative chiefs, with the dean of the School of Medicine as chairman, was established in 1954 to supervise the campus. In 1958, the title of chairman was changed to provost, and in 1964, to chancellor. In 1970 the campus (then known as the San Francisco Medical Center) was named

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officially University of California, San Francisco.

UCSF now encompasses several major sites in San Francisco in addition to its original 107 acre Parnassus Heights location above Golden Gate Park. In 2003, UCSF opened its 43 acre Mission Bay campus, just south of downtown San Francisco. It also includes UCSF Mount Zion and maintains partnerships with two affiliated hospitals, San Francisco General Hospital Medical Center and the Veterans Affairs Medical Center.

Building for the Future

FY 2011-12 marked the completion of the following building at Mission Bay:

- **Mission Bay Neurosciences Research Building (19A)** - This new 235,000 gsf laboratory and clinical research building will support research needs of interdisciplinary programs in the Neurosciences. The building was developed and is owned by a private developer. UCSF has entered into a long-term, capital lease for the building and is ground leasing the site to the developer.

UCSF has renovated existing space at Parnassus, Mt. Zion, and San Francisco General Hospital to create additional instruction space, including “smart” classrooms, equipped with telemedicine, video conference and other technology to enable remote participation and interaction; a modern clinical skills center to enable “hands-on” training for medical procedures both in-person and via telemedicine; establishing technology infrastructure to enable greater interaction with faculty, clinicians, students, and others at sites such as UC medical schools and distant health care facilities.

FY 2011-12 marked the continued development of UCSF’s Mission Bay campus with the following projects under construction or in the planning stages:

- **Mission Bay Faculty Office Building (25A)** - This proposed 250,000 gsf office building will support office needs of UCSF Faculty at the Mission Bay campus. The building will be developed concurrent with the construction of the new Medical Center at Mission Bay. The anticipated occupancy is 2015.
- **Mission Bay Block 38/39 Medical Center Parking Garage** - This project will construct a new parking structure to provide 500 spaces for visitors and staff at the future hospital at Mission Bay. This facility supports the implementation of the long range business plan of the UCSF Transportation Services and will be completed concurrently with the opening of the new hospital complex.

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Development of the campus will continue in phases over the next 15 years, and will contain approximately 20 buildings at full buildout. As of 2012 the Mission Bay campus had a population of 3,800 staff, students, faculty and visitors which is expected to rise to around 14,400 persons at full buildout.

UCSF plans to build a 289-bed, integrated hospital complex to serve children, women and cancer patients on a 14.5-acre parcel adjacent to its existing 43-acre biomedical campus at Mission Bay. Upon completion of the first phase in early 2015, the plans for the 869,000-plus-gross-square-foot hospital complex include:

- **Children's Hospital** - The 183-bed facility, designed specifically for children and their families, will provide emergency and urgent care services. About 20 percent of hospitalized children at UCSF are treated for cancer and cancer-related issues, and they will benefit from the close proximity of cancer specialists.
- **Women's Hospital** - The hospital will offer inpatient and outpatient services, specialty surgeries and a 36-bed birth center. Babies born at the facility will have the advantage of being right next door to the children's hospital should they require follow-up care.
- **Cancer Hospital** - This 70-bed facility will build on UCSF's reputation as one of the top 10 cancer programs in the country. Specialists will provide inpatient and outpatient care, and serve the unique needs of women and pediatric cancer patients at the adjoining hospitals.
- An energy center, helipad, parking and support services.

The UCSF Medical Center at Mission Bay will provide a world-class, sophisticated, efficient, flexible and family-centered healing environment. The hospital complex will provide comprehensive diagnostic, interventional and support services, and use advanced robotic and imaging technology during surgery - all in an environment centered around the care of patients and their families.

Establishing Priorities

Chancellor Desmond-Hellmann has outlined five key priorities to guide UCSF in the pursuit of continued excellence:

- **Patients and Health: Putting Patients First** - UCSF Medical Center and its health care professionals are consistently ranked among the nation's best. When a patient needs complex treatment, UCSF is the place to go.
- **Discovery: Translating Research into Improved Health** - UCSF's success is measured in part by the visible impact scientists and scholars make daily to improve health worldwide.
- **Education: Training Future Health Leaders** - Providing world-class education,

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UCSF attracts the best and the brightest students, offering them a strong curriculum taught by professors who are experts in their fields.

- **People: Our Most Valuable Resource** - UCSF strives to recruit and retain the very best employees by creating a supportive environment and cultivating strong and capable managers.
- **Business: Supporting Continued Excellence** - To achieve UCSF's mission and vision, the University must have a well-run institution that prizes excellence across the enterprise.

Achieving Operational Excellence

In 2009-10, an Operational Excellence (OE) initiative was launched to address cuts in state funding and rising employee costs. According to the Chancellor,

“OE is about: making sure that every dollar we spend is in service of our mission (patients and health, discovery, and education) through excellence.”

Goals of OE:

- **Money:** reduce administrative costs by \$50M by the end of 2012-13
- **Faculty:** minimize administrative burdens to be able to focus on ‘real job’
- **Staff:** ensure equitable salary/roles & responsibilities, defined career path, training
- **Systems:** invest in systems support to work effectively
- **Process:** eliminate unnecessary steps, replace with clarity
- **Policies and Procedures:** simplify, align procedures; reduce risk
- **Departments:** ensure excellent service consistently available regardless of size and resources

Through the end of 2011-12, we've achieved \$45.2M in annualized savings.

Advancing Health Worldwide: A Strategic Plan Through 2014-2015

VISION:

To be the world's preeminent health sciences innovator.

MISSION

UCSF advances health worldwide through innovative health sciences education, discovery and patient care.

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GOAL 1: Provide unparalleled care to our patients

- A. Hire and retain the top health care providers
 - 1. Improve patient satisfaction by building accountability systems, developing leadership and enhancing employee and physician satisfaction by June 2013. Implement clinical enterprise-wide initiative to improve operations efficiency and clinical outcomes by June 2015.
 - 2. Develop proposal for a centralized candidate sourcing function for UCSF by June 30, 2014.
- B. Accelerate the translation of ground-breaking science into therapies for patients world-wide.
 - 1. Improve existing clinical trials infrastructure.
 - By June 30, 2012, begin implementation of key plan tactics for T1 Research across UCSF.
 - By June 30, 2012, put in place one-stop portals for clinical trials information (OnCore and Clinical HUB)
 - 2. Identify and support industry partnerships that aid clinical and translational research.
 - Finalize one or two new partnerships with the goal of increasing private funding of UCSF translational science by June 30, 2013.
- C. Provide a world-class patient experience
 - 1. Open UCSF Medical Center at Mission Bay and finalize plans for Parnassus and Mount Zion backfill project by June 30, 2015.
 - 2. Improve access to UCSF Medical Group specialty groups as measured by third available appointment.
 - 3. Implement Electronic Medical Record (APeX) by June 2012.
 - 4. Achieve top quartile in Quality, Safety and Patient Satisfaction metrics by June 30, 2015.

GOAL 2: Improve health worldwide through innovative science

- A. Promote collaboration and cross disciplinary efforts within UCSF
 - 1. Develop an infrastructure to establish UCSF leadership in bioinformatics
 - By Dec. 31, 2012, develop a plan for leveraging computational sciences to promote translational research.
 - By Dec. 31, 2012, establish a new partnership with another UC campus to share best practices and ideas.
 - By June 30, 2014, build a bioinformatics initiative across all schools, including setting targets for hiring and training.
- B. Invest in infrastructure that enables UCSF to excel at basic clinical and populational

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research

1. Improve infrastructure to support basic clinical and population research.
 - Expand and staff Research Development office by June 30, 2012 to build a community to share best practices in grant pursuit and writing.
 - Continue ongoing efforts to invest in Enabling Technology Centers.
 - Enhance existing data repositories and mining tools and improve existing views of data by June 30, 2012.
- C. Lead and influence biomedical research policy at the national and international levels.
 1. Identify impactful, innovative initiatives in biomedical research that can proactively influence policy.
 - Establish at least two agency partnerships in which UCSF plays a senior advisor role by Dec. 31, 2012.
 - Develop a minimum of one pilot program by Dec. 31, 2012, involving collaboration between UCSF and a government entity with a high-impact objective.
 - By June 30, 2012, initiate work on project to explore innovative research models with potential policy implications.

GOAL 3: Attract and support the most talented and diverse trainees in the health sciences

- A. Increase professional and graduate student financial support
 2. Launch Chancellor's Education Fundraising initiative by April 21, 2012, and secure between \$100M and \$140M for education (including \$75M to \$100M for student aid) by June 30, 2015.
 3. Complete a comprehensive review of PhD curricula, identify ways to accelerate student progression, and reduce median time-to-degree by 10 percent by June 30, 2014.
 4. Develop an integrated graduate education, faculty support and research fundraising initiative by Sept. 1, 2012.
- B. Develop infrastructure to support new experiential, team-based, interdisciplinary learning models.
 1. Establish interprofessional health Education infrastructure by Dec. 31, 2012.
 2. Develop a business plan for Parnassus and Mission Bay Learning Commons by May 29, 2012.
 3. Develop a business plan to integrate and maintain a robust campuswide digital learning environment by March 31, 2012.
- C. Create a learning environment in which our students thrive
 1. Open the Multicultural Resource Center by June 30, 2012.
 2. Institute comprehensive program to train faculty in the use of technology and develop new technology tools that enhance learning for students by June 1, 2013.
 3. Initiate at least two self-supporting online Masters degree programs and/or certifi-

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Introduction

cates by Fall 2014.

4. Create international opportunities for students across three continents by Fall 2013.

Goal 4: Be the workplace of choice for diverse, top-tier talent

- A. Establish and communicate clear goals and direction at all levels
 1. Develop process to cascade UCSF strategic goals through organization to ensure accountability, goal management and tracking/reporting process by June 30, 2013.
 2. Develop a reward and recognition program aligned to achieving strategic goals by June 30, 2012.
- B. Enhance development opportunities for faculty and staff
 1. Complete succession management and development plans for top two levels of organization by June 30, 2013.
 2. Develop three-year plan and initiatives for faculty development programs based on analysis of faculty climate survey by June 30, 2012.
- C. Compensate faculty and staff based on performance and at market levels.
 1. Develop job families, including market pricing positions, for all non-represented staff by June 30, 2015.
 2. Develop fundraising strategies for endowed chairs and other faculty support, both as part of other ongoing campaigns and by identifying potential foundations for a transformational gift by June 30, 2014.
- D. Create an environment in which faculty and staff can thrive.
 1. Create action plans for all UCSF units and resurvey toward improving employee engagement by June 30, 2013.
 2. Increase efficiency via IT systems and develop three-year plan initiatives to improve faculty climate based on analysis of faculty climate survey by June 30, 2013.
 3. Complete climate survey in Fall 2012, develop action plan based on results by June 30, 2013.

GOAL 5: Create a financially sustainable enterprise-wide business model

- A. Collaborate with our local community on educational and economic opportunities and health enhancement.
 1. By Dec. 31, 2014, implement the San Francisco Health Improvement Partnerships' plan to collaborate on four high-impact community programs with the San Francisco Department of Public Health, San Francisco Unified School District, and other civic and community stakeholders.
 2. As part of UCSF's local hiring initiative, increase the percentage of total construction hours performed by qualified local resident workers on UCSF building projects, greater than \$5 million, to 25 percent in 2012 and to 35 percent by Dec. 31,

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Introduction

- 2014.
3. Complete the Long Range Development Plan with community involvement and obtain approval from the UC Regents by Dec. 31, 2014.
- B. Design and implement transparent and effective enterprisewide budgeting and planning processes.
 1. Develop a long range enterprisewide financial forecast by Dec. 31, 2011 and school-specific strategic plans and forecasts by Oct. 31, 2012.
 2. In partnership with the UC Office of the President and UC Regents, create a working group to examine alternative, mutually beneficial governance and financial relationships. Present recommendations to the UC Regents by July 31, 2012.
 3. By Dec. 31, 2012, form a Space Committee with an enterprisewide scope and authority, develop a Space Policy and Principles Document and, in alignment with those principles, develop a space plan for the Laurel Heights campus.
- C. Maximize existing revenue streams, develop new ones and continue Operational Excellence efforts to manage costs.
 1. Evaluate and develop business cases for at least five revenue opportunities. Make go or no-go decisions on each by Oct. 31, 2012.
 2. Achieve target of \$50M in ongoing savings from Operational Excellence initiatives by June 30, 2014.

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UCSF at a Glance

UCSF AT A GLANCE

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UCSF at a Glance**

Campus Senior Leadership

Susan Desmond-Hellmann, Chancellor

Mark Laret, Chief Executive Officer, Clinical Enterprise

Sam Hawgood, Dean, School of Medicine

Mary Anne Koda-Kimble, Dean, School of Pharmacy

David Vlahov, Dean, School of Nursing

John Featherstone, Dean, School of Dentistry

Jeffrey Bluestone, Vice Chancellor and Provost

John Plotts, Vice Chancellor, Finance and Administration

Jennifer Arnett, Interim Vice Chancellor for Development and Alumni Relations

Renee Navarro, Vice Chancellor for Diversity and Outreach

Elazar Harel, Vice Chancellor for Information Technology

Barbara J. French, Vice Chancellor, Strategic Communications and University Relations

Angelique Loscar, Assistant Chancellor and Chief of Staff

Regis Kelly, Director, California Institute for Quantitative Biosciences (QB3)

Jaime Sepulveda, Executive Director, UCSF Global Health Sciences

Marcia J. Canning, Chief Campus Counsel

Elizabeth Watkins, Dean, Graduate Division

Eric Vermillion, Vice Chancellor, Finance

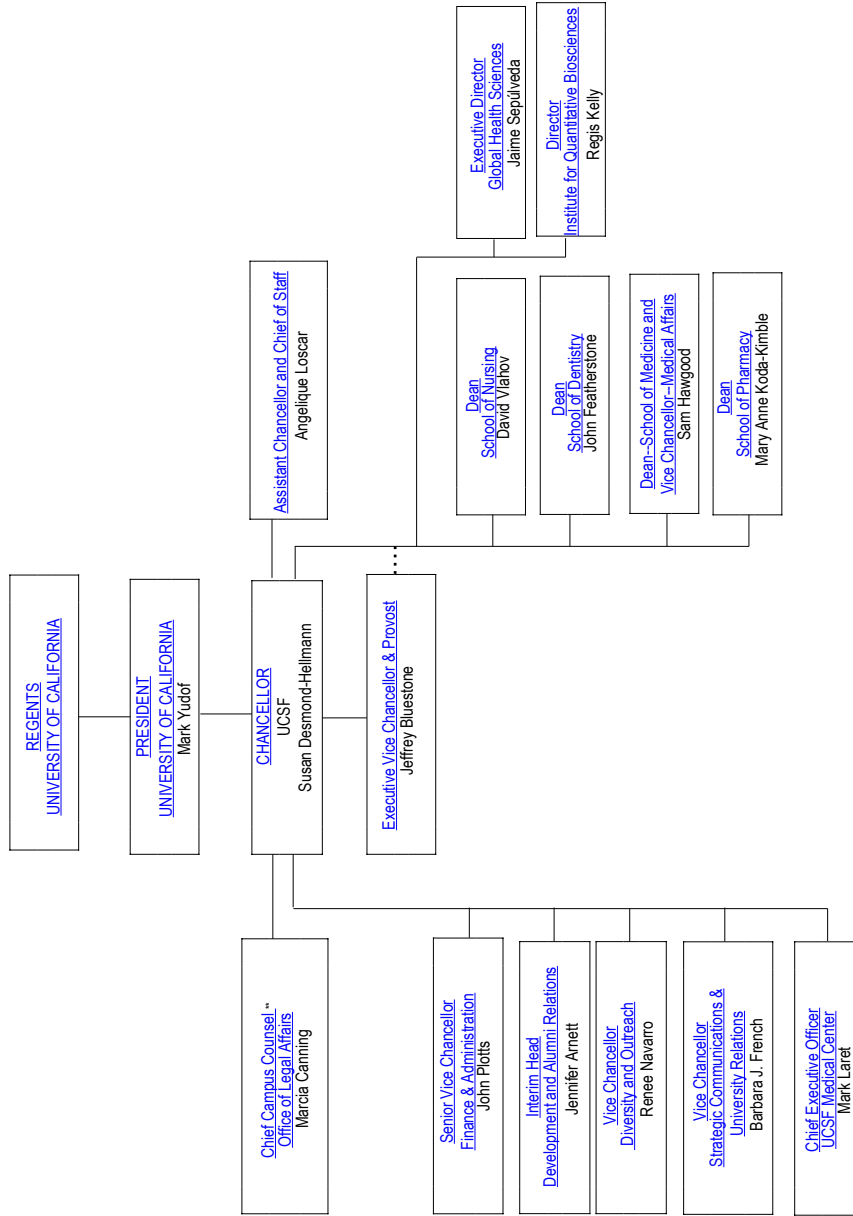
Joseph Castro, Vice Chancellor, Student Academic Affairs

University of California, San Francisco Institutional Profile - FY 2011-12 UCSF at a Glance

Campus Organizational Chart

December 2011

UNIVERSITY OF CALIFORNIA, SAN FRANCISCO ORGANIZATIONAL CHART



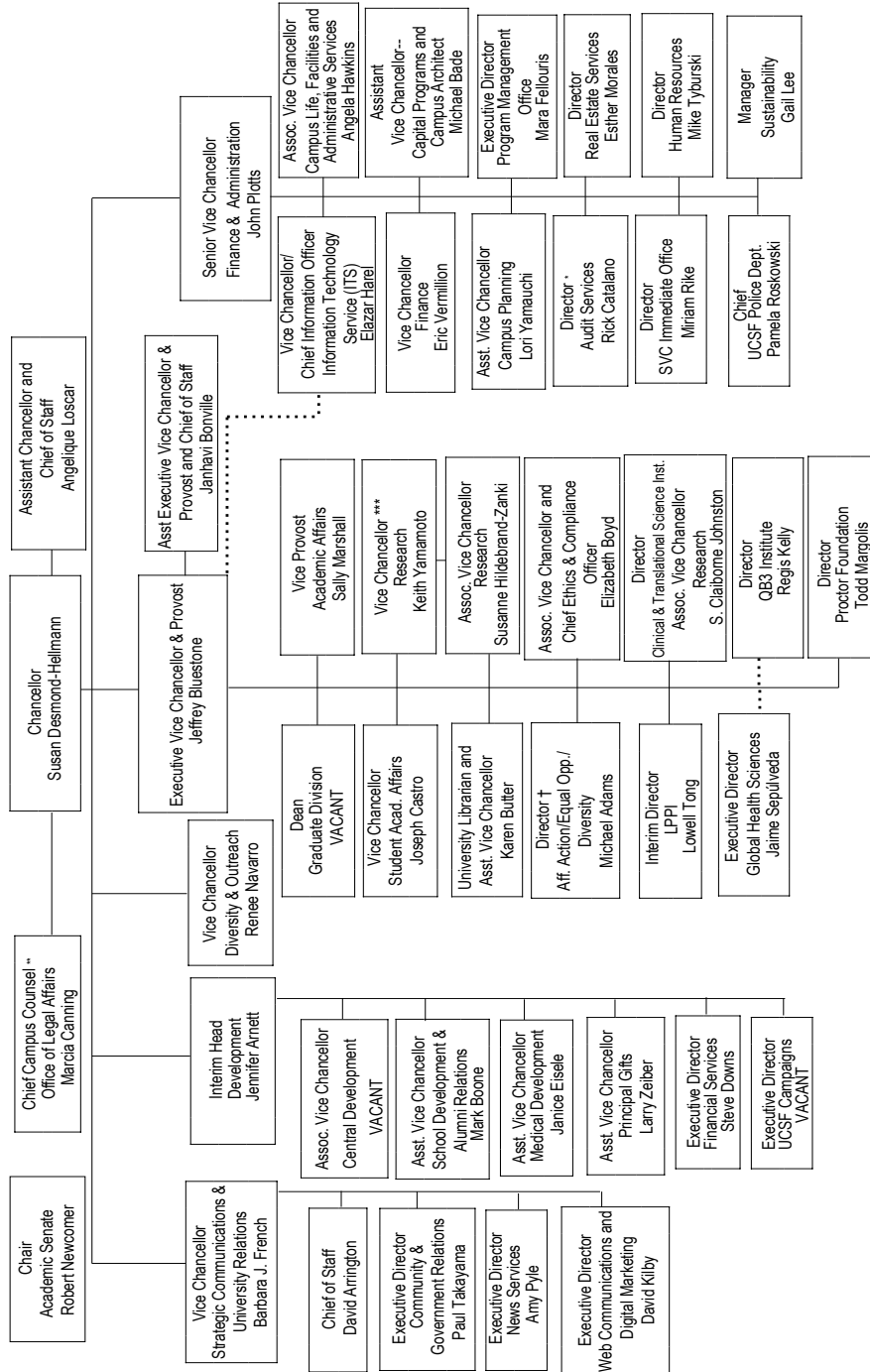
** Also reports to the General Counsel/Vice President--Legal Affairs, Office of the President.

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Campus Organizational Chart - Continued

December 2011

UNIVERSITY OF CALIFORNIA, SAN FRANCISCO CENTRAL CAMPUS ADMINISTRATION



* Also reports to the University's SV/P--Compliance & Audit and has direct access to the Chancellor and The Regents.
 ** Also reports to the General Counsel/Vice President--Legal Affairs. Office of the President and has direct access to the Chancellor.
 *** Also reports to the Dean--School of Medicine
 † These units are compliance offices with direct access to the Chancellor as needed.

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UCSF at a Glance**

Key Statistics

UCSF Employee and Student Counts

| | FY 2007-08 | FY 2008-09 | FY 2009-10 | FY 2010-11 | FY 2011-12 |
|---|------------|------------|------------|------------|------------|
| Faculty¹ (Headcount) | | | | | |
| Full-Time | 1,834 | 1,879 | 1,882 | 1,872 | 1,919 |
| Part-Time | 427 | 485 | 478 | 475 | 508 |
| Other Academic¹ (Headcount) | | | | | |
| Full-Time | 2,347 | 2,360 | 2,409 | 2,867 | 2,930 |
| Part-Time | 889 | 874 | 929 | 934 | 722 |
| Residents² (Headcount) | 967 | 962 | 999 | 1,157 | 1,191 |
| Staff¹ (Headcount) | | | | | |
| Full-Time | 9,131 | 9,827 | 10,030 | 9,866 | 9,947 |
| Part-Time | 6,702 | 6,491 | 6,175 | 6,362 | 6,529 |
| Students³ (Fall Enrollment) | | | | | |
| DDS | 361 | 372 | 376 | 384 | 387 |
| MS (Nursing) | 522 | 557 | 621 | 539 | 495 |
| PharmD | 491 | 486 | 489 | 490 | 487 |
| MD | 594 | 599 | 631 | 618 | 660 |
| Ph.D | 895 | 862 | 799 | 791 | 805 |
| Other | 143 | 137 | 143 | 68 | 259 |
| Total: | 3,006 | 3,013 | 3,059 | 2,890 | 3,093 |
| International ⁴ | 139 | 209 | 200 | 134 | 107 |

Tuition and Fees

| | | | | | |
|---|----------|----------|----------|----------|----------|
| Residents⁵ (Includes Education, Registration, Professional School and Campus-based fees) | | | | | |
| Dentistry DDS | \$25,956 | \$27,925 | \$30,612 | \$35,826 | \$40,050 |
| Medicine MD | \$23,438 | \$25,202 | \$27,129 | \$30,481 | \$33,622 |
| Nursing MS | \$12,423 | \$13,448 | \$14,695 | \$17,330 | \$20,637 |
| Pharmacy PharmD | \$20,877 | \$23,421 | \$26,060 | \$30,050 | \$33,285 |
| Graduate Academic | \$9,822 | \$10,666 | \$11,640 | \$12,946 | \$14,892 |
| Physical Therapy DPT | | | | \$27,685 | \$30,786 |
| Dental Hygiene MS | | | | | \$27,018 |
| Nonresidents⁵ (Includes Education, Registration, Professional School and Campus-based fees) | | | | | |
| Dentistry DDS | \$38,201 | \$40,170 | \$42,857 | \$48,071 | \$52,295 |
| Medicine MD | \$35,683 | \$37,447 | \$39,374 | \$42,726 | \$45,867 |
| Nursing MS | \$24,668 | \$25,693 | \$26,940 | \$29,575 | \$32,882 |
| Pharmacy PharmD | \$33,122 | \$35,666 | \$38,305 | \$42,295 | \$45,530 |
| Graduate Academic | \$24,810 | \$25,672 | \$26,676 | \$28,048 | \$29,994 |
| Physical Therapy DPT | | | | \$40,338 | \$43,367 |
| Dental Hygiene MS | | | | | \$39,263 |

Campus Land Area

| | | | | | |
|--------------------|-----|-----|-----|-----|-----|
| Acres ⁶ | 255 | 255 | 255 | 255 | 255 |
|--------------------|-----|-----|-----|-----|-----|

¹Source: UCOP-Statistical Summary of Students & Staff - October, 2011

²Source: Human Resources database

³Source: Student Academic Affairs database

⁴Included in program totals above

⁴Source: Budget & Resource Management

⁵Source: UCOP-Campus Facts in Brief

University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF at a Glance

Key Statistics - Continued

UCSF Financial Facts in Brief

| UCSF Financial Facts <i>(Dollars in Thousands)</i> | FY 2007-08 | FY 2008-09 | FY 2009-10 | FY 2010-11 | FY 2011-12 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Current Funds Expenditures by Uniform Classification Category¹ | | | | | |
| Instruction | \$213,984 | \$214,879 | \$180,117 | \$239,541 | \$247,801 |
| Research | \$618,250 | \$662,199 | \$665,365 | \$698,020 | \$744,900 |
| Public Service | \$66,898 | \$74,520 | \$84,461 | \$104,568 | \$127,770 |
| Academic Support | \$276,168 | \$281,432 | \$271,210 | \$295,212 | \$319,170 |
| Medical Centers | \$1,409,687 | \$1,519,637 | \$1,583,443 | \$1,631,346 | \$1,802,655 |
| Student Services | \$15,054 | \$16,321 | \$17,242 | \$19,475 | \$21,561 |
| Institutional Support | \$106,473 | \$110,986 | \$107,621 | \$107,217 | \$173,826 |
| Operation and Maintenance of Plant | \$56,452 | \$54,990 | \$72,411 | \$62,502 | \$66,599 |
| Student Financial Aid | \$33,165 | \$34,122 | \$33,665 | \$16,903 | \$17,863 |
| Auxiliary Enterprises | \$31,215 | \$33,248 | \$31,215 | \$31,111 | \$28,695 |
| Total: | \$2,827,346 | \$3,002,334 | \$3,046,750 | \$3,205,895 | \$3,550,840 |
| Current Funds Expenditures by Fund Source² | | | | | |
| General Funds | \$226,752 | \$230,674 | \$186,102 | \$233,380 | \$228,001 |
| Tuition and Fees | \$97,939 | \$98,695 | \$110,522 | \$126,317 | \$85,506 |
| Federal Government | \$405,204 | \$409,265 | \$433,956 | \$474,151 | \$478,708 |
| State Special Appropriations and Contracts | \$49,394 | \$55,547 | \$52,258 | \$53,544 | \$62,113 |
| Local Government | \$104,795 | \$107,155 | \$107,926 | \$125,842 | \$146,331 |
| Private Gifts, Grants and Contracts | \$255,889 | \$301,358 | \$284,983 | \$297,413 | \$301,261 |
| Endowment and Similar Funds | \$55,641 | \$53,984 | \$56,982 | \$56,223 | \$91,592 |
| Sales and Services of Educational Activities | \$142,319 | \$138,634 | \$116,648 | \$183,459 | \$183,556 |
| Sales and Services of Auxiliary Enterprises | \$27,865 | \$34,581 | \$25,961 | \$26,002 | \$26,662 |
| Sales and Services of Medical Centers | \$1,397,660 | \$1,507,766 | \$1,580,716 | \$1,618,912 | \$1,791,867 |
| Other Sources | \$67,803 | \$71,568 | \$93,249 | \$7,027 | \$145,294 |
| Reserves | (\$3,914) | (\$6,893) | (\$2,553) | \$3,625 | \$9,949 |
| Total: | \$2,827,346 | \$3,002,334 | \$3,046,750 | \$3,205,895 | \$3,550,840 |
| University Endowments³ | | | | | |
| Endowment, at fair value | \$850,381 | \$671,904 | \$743,411 | \$906,148 | \$871,210 |
| Annual Income Distribution | \$33,906 | \$34,192 | \$34,729 | \$34,054 | \$34,772 |
| Plant³ | | | | | |
| Capital Assets | \$2,404,287 | \$2,461,861 | \$2,856,384 | \$3,131,499 | \$3,541,671 |
| Capital Expenditures | \$336,419 | \$396,945 | \$421,309 | \$470,275 | \$609,343 |
| Debt⁴ | | | | | |
| Outstanding Debt | \$1,273,162 | \$1,331,629 | \$2,026,163 | \$3,701,084 | \$3,719,018 |
| Debt Service | \$41,717 | \$47,691 | \$48,469 | \$73,118 | \$75,038 |

¹Source: UCSF Financial Schedule 8B

²Source: UCSF Financial Schedule 8D

³Source: UCOP - Campus Facts in Brief

⁴Source: Budget & Resource Management

University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF at a Glance

Singular Achievements

- First university west of the Mississippi to offer a doctoral degree in nursing - 1965.
- First to train pharmacists as drug therapy specialists - 1966.
- First to synthesize human growth hormone and clone into bacteria, setting the stage for genetically engineered human growth hormone - 1971.
- First to discover (together with Stanford) the techniques of recombinant DNA, the seminal step in the creation of the biotechnology industry - 1973.
- First to develop prenatal tests for sickle cell anemia and thalassemia - 1976.
- First to invent marketable Magnetic Resonance Imaging at UCSF's Radiological Imaging Lab - 1976.
- First to develop a cochlear implant device that brings hearing to the deaf - 1979.
- First to discover that a missing substance called surfactant is the culprit in the death of newborn with respiratory distress syndrome; first to develop a synthetic substitute for surfactant, reducing infant death rates significantly - 1980.
- First to perform a successful surgery on a baby still in the mother's womb - 1981.
- First to develop catheter ablation therapy for tachycardia, which cures "racing" hearts without surgery - 1981.
- Cofounded the field of embryonic stem cell research (with the University of Cambridge) - 1981
- First to clone an insulin gene into bacteria, leading to the mass production of recombinant human insulin to treat diabetes - 1982.
- First to establish special care units for AIDS patients (1983) and among the first to identify HIV as the causative agent of the disease.
- First to discover the precise recombinant DNA techniques that led to the creation of a hepatitis B vaccine - 1986.

**University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF at a Glance**

Singular Achievements - Continued

- First to discover that normal cellular genes can be converted to cancer genes (Nobel Prize in Medicine, J. Michael Bishop and Harold Varmus, 1989).
- First to discover and name prions (PRN^{sc}-ons), an infectious agent that is responsible for a variety of neurodegenerative diseases (Nobel Prize in Medicine, Stanley Prusiner, 1997)
- First to discover the enzyme telomerase which plays a role in normal cell function, as well as in aging and most cancers. (Nobel Prize in Medicine shared by Elizabeth Blackburn, UCSF, Carol W. Greider, Johns Hopkins University, and Jack W. Szostack, Harvard University; 2009)

University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF at a Glance

Accolades

Nobel laureates:

- **J. Michael Bishop** and **Harold Varmus**, 1989, for discovery of proto-oncogenes, showing that normal cellular genes can be converted to cancer genes;
- **Stanley Prusiner**, 1997, for discovery of prions, an entirely new infectious agent implicated in rare, slowly progressing brain diseases such as mad cow disease;
- **Elizabeth Blackburn**, 2009, for discovery of telomerase, which plays a role in normal cell function, as well as in aging and most cancers.

University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF at a Glance

Accolades - Continued

National Academy of Science members

Biochemistry

1. Alberts, Bruce - 1981
2. Blackburn, Elizabeth - 1993
3. Boyer, Herbert - 1985
4. Shokat, Kevan - 2009
5. Walter, Peter - 2004
6. Weissman, Jonathan - 2009
7. Wells, James - 1999

Biophysics and Computational Biology

1. Agard, David - 2007
2. Dill, Ken - 2008
3. Fletterick, Robert - 2010
4. Sedat, John - 2009
5. Stoeckenius, Walther - 1978
6. Stroud, Robert - 2003

Cellular and Developmental Biology

1. Martin, Gail - 2002
2. Vale, Ronald - 2001
3. Yamamoto, Keith - 1990

Cellular and Molecular Neuroscience

1. Jan, Yuh Nung - 1996
2. Nicoll, Roger - 1994

Genetics

1. Gross, Carol - 1992
2. Guthrie, Christine - 1993
3. Heberlein, Ulrike - 2010
4. Johnson, Alexander - 2011
5. Kenyon, Cynthia - 2003

Immunology

1. Lanier, Lewis - 2010
2. Weiss, Arthur - 2003

Medical Genetics, Hematology, and Oncology

1. Bishop, J. Michael - 1980
2. Bourne, Henry - 1994
3. Cleaver, James - 1999
4. Hanahan, Doug - 2009
5. Kan, Yuet Wai - 1986
6. Prusiner, Stanley - 1992
7. White, Raymond - 1992

Medical Physiology and Metabolism

1. Baxter, John - 2003
2. Clements, John - 1974
3. Coughlin, Shaun - 2004
4. Grumbach, Melvin - 1995
5. Havel, Richard - 1983
6. Werb, Zena - 2010

Physiology and Pharmacology

1. Jan, Lily - 1995
2. Julius, David - 2004

Systems Neuroscience

1. Merzenich, Michael - 1999
2. Stryker, Michael - 2009

Notes:

1. List includes faculty inducted while at UCSF.
2. Year is year inducted to academy.
3. Source: National Academy of Science website, 6/26/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF at a Glance

Accolades - Continued

Institute of Medicine members

- | | |
|-----------------------------|--------------------------------|
| 1. Abbas, Abul K. | 33. Dunn, Frederick L. |
| 2. Adler, Nancy E. | 34. Eisner, Mark D. |
| 3. Alberts, Bruce | 35. Elliot, Glen R. |
| 4. Ascher, Nancy L. | 36. Epstein, Charles J. |
| 5. Bainton, Dorothy F. | 37. Estes, Carroll L. |
| 6. Barondes, Samuel H. | 38. Feachem, Richard G |
| 7. Basbaum, Allan I. | 39. Ferriero, Donna M. |
| 8. Baxter, John D. | 40. Fields, Howard L. |
| 9. Benet, Leslie Z. | 41. Fillmore, Kaye |
| 10. Benewitz, Neal L. | 42. Folkman, Susan |
| 11. Bero, Lisa | 43. Froelicher, Erika |
| 12. Bishop, J. Michael | 44. Fuentes-Afflick, Elena |
| 13. Blackburn, Elizabeth | 45. Ganem, Donald E. |
| 14. Blanc, Paul D. | 46. Giacomini, Kathleen |
| 15. Bodenheimer, Thomas | 47. Giudice, Linda C. |
| 16. Bourne, Henry R. | 48. Glantz, Stanton A. |
| 17. Braveman, Paula A. | 49. Goldman, Lee |
| 18. Brindis, Claire D. | 50. Grady, Deborah |
| 19. Burgel, Barbara | 51. Green, Lawrence |
| 20. Callahan, Michael L. | 52. Greene, John C. |
| 21. Chaffee, Tonya | 53. Greene, Warner C. |
| 22. Chapman, Susan A. | 54. Greenspan, Deborah |
| 23. Chater, Shirley S. | 55. Greenspan, John S. |
| 24. Chesney, Margaret | 56. Grumbach, Kevin |
| 25. Cohen, Fred E. | 57. Grumbach, Melvin M. |
| 26. Coughlin, Shaun R. | 58. Hall, Sharon |
| 27. Cummings, Steven R. | 59. Hall, Zach W. |
| 28. Dallman, Peter R. | 60. Halpern-Felsher, Bonnie L. |
| 29. Darney, Phillip D. | 61. Hanahan, Doug |
| 30. Debas, Haile T. | 62. Harrington, Charlene A. |
| 31. Desmond-Hellmann, Susan | 63. Harrison, Michael R. |
| 32. Dracup, Kathleen A. | 64. Harrison, Robert |

Notes:

1. List includes faculty inducted while at UCSF.
2. Source: Institute of Medicine - 6/26/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF at a Glance

Accolades - Continued

Institute of Medicine members-continued

- | | |
|----------------------------|------------------------------|
| 65. Hauser, Stephen L. | 96. Margulis, Alexander R. |
| 66. Havel, Richard | 97. Marks, James |
| 67. Hawgood, Samuel | 98. Martinson, Ida M. |
| 68. Henderson, Craig | 99. McCormick, Frank |
| 69. Hiatt, Robert A. | 100. Mertz, Beth |
| 70. Holzemer, William L. | 101. Merzenich, Michael |
| 71. Hong, Oisaeng | 102. Miller, Ronald D. |
| 72. Horowitz, Mardi | 103. Millstein, Susan G. |
| 73. Irwin, Charles E. | 104. Milstein, Arnold |
| 74. Jaffe, Robert B. | 105. Mucke, Lennart |
| 75. Jamison, Dean T. | 106. Munoz, Ricardo F. |
| 76. Johnston, S. Claiborne | 107. Nicoll, Roger |
| 77. Josephson, S. Andrew | 108. Norbeck, Jane S. |
| 78. Kahn, James G. | 109. Nussbaum, Robert L. |
| 79. Kan, Yuet Wai | 110. Oda, Dorothy S. |
| 80. Kenyon, Cynthia J. | 111. Olesen, Virginia L. |
| 81. Kerr, William B. | 112. O'Neil, Edward |
| 82. Kessler, David A. | 113. Padian, Nancy S. |
| 83. King, Talmadge E. | 114. Parer, Julian T |
| 84. Kirsch, Janice L. | 115. Peabody, John W. |
| 85. Koda-Kimble, Mary Anne | 116. Perez-Stable, Eliseo J. |
| 86. Krevans, Julius R. | 117. Phillips, Theodore L. |
| 87. Kriegstein, Arnold | 118. Porter, Carol |
| 88. Langridge, Robert | 119. Portillo, Carmen J. |
| 89. LaPlante, Mitchell P. | 120. Powe, Neil |
| 90. Lee, Janice S. | 121. Prusiner, Stanley B. |
| 91. Lee, Philip R. | 122. Ptáček, Louis J. |
| 92. Lieberman, Alicia | 123. Quinian, Patricia |
| 93. Lo, Bernard | 124. Redberg, Rita |
| 94. Lotz, Jeffrey C. | 125. Reeves, Scott |
| 95. Luft, Harold S. | 126. Rempel, David |

Notes:

1. List includes faculty inducted while at UCSF.
2. Source: Institute of Medicine - 6/26/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF at a Glance

Institute of Medicine members-continued

- 127. Rice, Dorothy P.
- 128. Risch, Neil J.
- 129. Roach, Mack
- 130. Rubenstein, John
- 131. Rudolph, Abraham M.
- 132. Rutherford, George W.
- 133. Sanchez, David J.
- 134. Schillinger, Dean
- 135. Schroeder, Steven A
- 136. Sepulveda Amor, Jaime
- 137. Shokat, Kevan M.
- 138. Smith, Lloyd H.
- 139. Sorensen, James L.
- 140. Taylor, Diana
- 141. Thaler, M. Michael
- 142. Volberding, Paul A.
- 143. von Zastrow, Mark E.
- 144. Wara, Diane W.
- 145. Washington, A. Eugene
- 146. Weiss, Arthur
- 147. Werb, Zena
- 148. White, Raymond L.
- 149. Wiener-Kronish, Jeanine P.
- 150. Yamamoto, Keith R.
- 151. Yelin, Edward H..
- 152. Vlahov, David

Notes:

- 1. List includes faculty inducted while at UCSF.
- 2. Source: Institute of Medicine - 6/26/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF at a Glance

Accolades - Continued

American Academy of Arts & Sciences members

Biochemistry and Molecular Biology

1. Abelson, John Normal - 1985
2. Agard, David - 2009
3. Alberts, Bruce Michael - 1978
4. Blackburn, Elizabeth - 1991
5. Bourne, Henry Reid - 1992
6. Boyer, Herbert Wayne - 1979
7. Cohen, Fred E. - 2008
8. Gross, Carol A. - 1992
9. Guthrie, Christine - 1991
10. Hanahan, Douglas - 2007
11. Shokat, Kevan M. - 2011
12. Stroud, Robert M. 2007

Neurosciences, Cognitive Sciences, and Behavioral Biology

1. Barondes, Samuel H. - 2010
2. Basbaum, Allan - 2003
3. Doupe, Allison Jane - 2008
4. Fields, Howard Lincoln - 2010
5. Jan, Lily - 2007
6. Jan, Yuh Nung - 2007
7. Julius, David - 2005
8. Lisberger, Stephen G. - 2008
9. Nicoll, Roger Andrew - 1999
10. Reichardt, Louis French - 2005
11. Stryker, Michael P. - 2002

Cellular and Developmental Biology, Microbiology, and Immunology (including Genetics)

1. Bishop, J. Michael - 1984
2. Ganem, Donald Emil - 2004
3. Johnson, Alexander Dixon - 2007
4. Kenyon, Cynthia J. - 1997
5. Kornberg, Thomas B. - 2003
6. Martin, Gail Roberta - 1991
7. O'Farrell, Patrick H. - 2009
8. Vale, Ronald D. - 2002
9. Walter, Peter - 2002
10. Yamamoto, Keith Robert - 1989

Notes:

1. List includes faculty inducted while at UCSF.
2. Year is year inducted to academy.
3. Source: American Academy of Arts & Sciences - 6/27/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF at a Glance

Accolades - Continued

American Academy of Arts & Sciences members-continued

Medical Sciences (including Physiology and Pharmacology), Clinical Medicine, and Public Health

Social and Developmental Psychology and Education

1. Abbas, Abul K. - 2009
 2. Bainton, Dorothy Ford - 1996
 3. Bluestone, Jeffrey Allen - 2006
 4. Clements, John Allen - 2002
 5. Coughlin, Shaun Robert - 2002
 6. Debas, Haile Tesfaye - 1992
 7. Desmond-Hellmann - 2010
 8. Grumbach, Melvin Malcom - 1995
 9. Hauser, Stephen L. - 1997
 10. Havel, Richard J. - 1992
 11. Kan, Yuet Wai - 1993
 12. King, Jr., Talmadge Everett - 2011
 13. Lanier, Lewis Lee - 2011
 14. Levy, Jay A. - 2004
 15. Locksley, Richard Michael - 2005
 16. Mahley, Robert W. - 2006
 17. Prusiner, Stanley Ben - 1993
 18. Ptáček, Louis J. - 2008
 19. Schroeder, Steven A. - 2007
 20. Smith Jr., Lloyd Hollingsworth - 1970
 21. Srivastava, Deepak - 2010
 22. Weiss, Arthur - 2003
 23. Werb, Zena - 2003
 24. White, Raymond L. - 2005
1. Adler, Nancy - 2009

Notes:

1. List includes faculty inducted while at UCSF.
2. Year is year inducted to academy.
3. Source: American Academy of Arts & Sciences - 6/27/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF at a Glance**

Accolades - Continued

**Albany Medical Center Prize in
Medicine and Biomedical Research**

1. Blackburn, Elizabeth

California Scientists of the Year

1. Bishop, J. Michael -1982
2. Blackburn, Elizabeth-1999
3. Varmus, Harold-1982

Gardner Award Winners

1. Blackburn, Elizabeth
2. Bishop, J. Michael
3. Clements, John
4. Kan, Yuet Wai
5. Prusiner, Stanley B.
6. Walter, Peter

Lasker Award Recipients

1. Bishop, J. Michael
2. Blackburn, Elizabeth
3. Boyer, Herbert
4. Clements, John
5. Kan, Yuet Wai
6. Prusiner, Stanley B.
7. Yamanaka, Shinya

MacArthur Award Recipient

1. Derisi, Joseph

National Medal of Science

1. Prusiner, Stanley B.

National Medal of Technology

1. Boyer, Herbert

Remington Honor Medal

1. Koda-Kimble, Mary-Anne

Royal Society of London

1. Basbaum, Allan

Shaw Prize in Life Sciences & Medicine

1. Julius, David J.

Note:

1. List includes faculty inducted while at UCSF.

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

SUMMARY STATISTICS

This section contains campus-wide statistics from the following sources:

- UCSF Strategic Planning - Strategic Planning Environmental Assessment (prepared by consulting firm AMC Strategies)
- UCSF Academic Affairs
- UCSF Control Point websites
- UCOP website (Statistical Summary of Students and Staff)
- American Association of Medical Colleges (AAMC) website
- USNews.com

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**University of California, San Francisco
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**University of California, San Francisco
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| Top Ten Hospitals - U.S. News and World Report | 91 |
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| Diabetes & Endocrine Disorders | 92 |
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| Geriatric Care | 93 |
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| Heart & Heart Surgery | 94 |
| Kidney Disease | 95 |
| Neurology and Neurosurgery | 95 |
| Ophthalmology | 96 |
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**University of California, San Francisco
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| Top 10 Transplant Hospitals (United Network of Organ Sharing) | 99 |
| Heart | 99 |
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**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

FACULTY STATISTICS SECTION

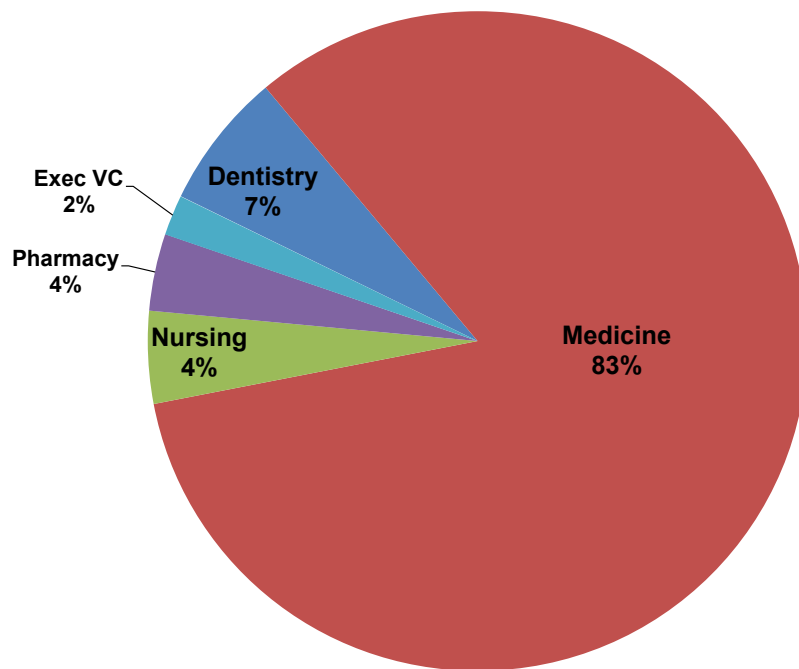
**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

UCSF Faculty Headcount by School/Unit

2007 vs. 2012

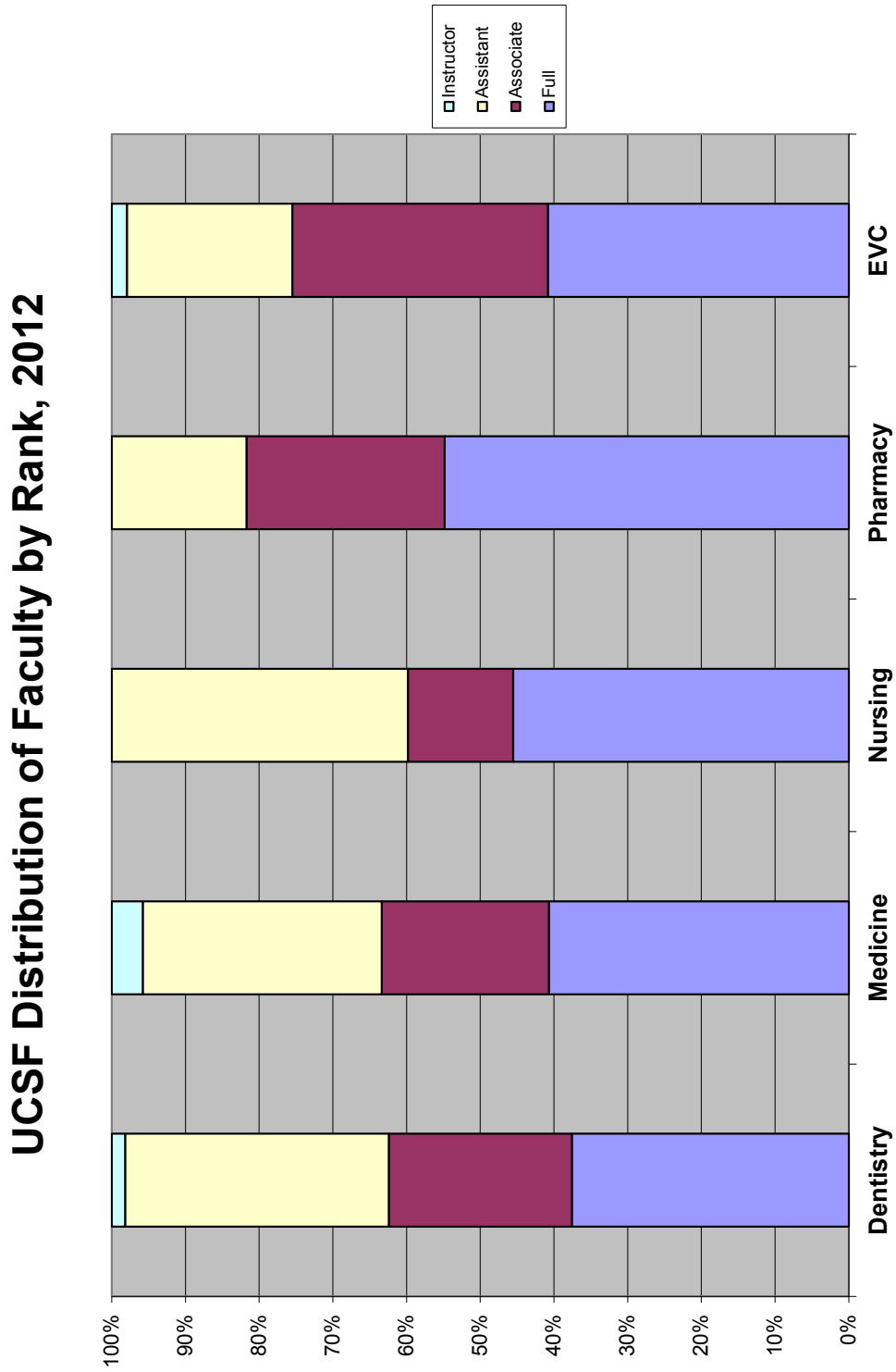
| School/Unit | 2007 | 2012 | CAGR |
|--------------|--------------|--------------|-------------|
| Dentistry | 168 | 165 | -0.4% |
| Medicine | 1,676 | 2,050 | 4.1% |
| Nursing | 125 | 112 | -2.2% |
| Pharmacy | 84 | 93 | 2.1% |
| Exec VC | 54 | 49 | -1.9% |
| Total | 2,107 | 2,469 | 3.2% |

2012 Distribution



Source: UCSF Budget and Resource Management - Strategic Planning Chart IV-9

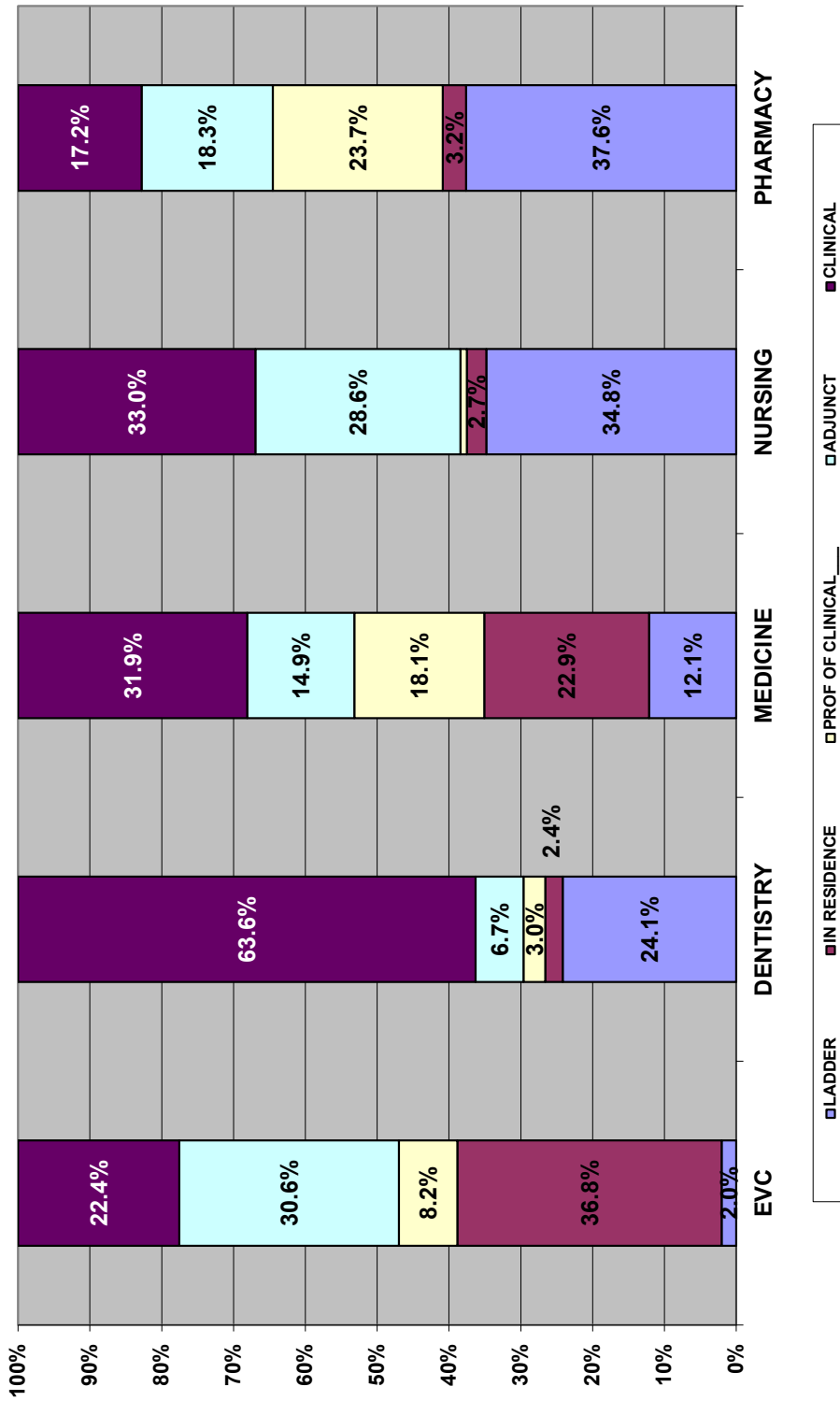
**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**



Source: UCSF Budget and Resource Management - Strategic Planning Chart IV-12

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

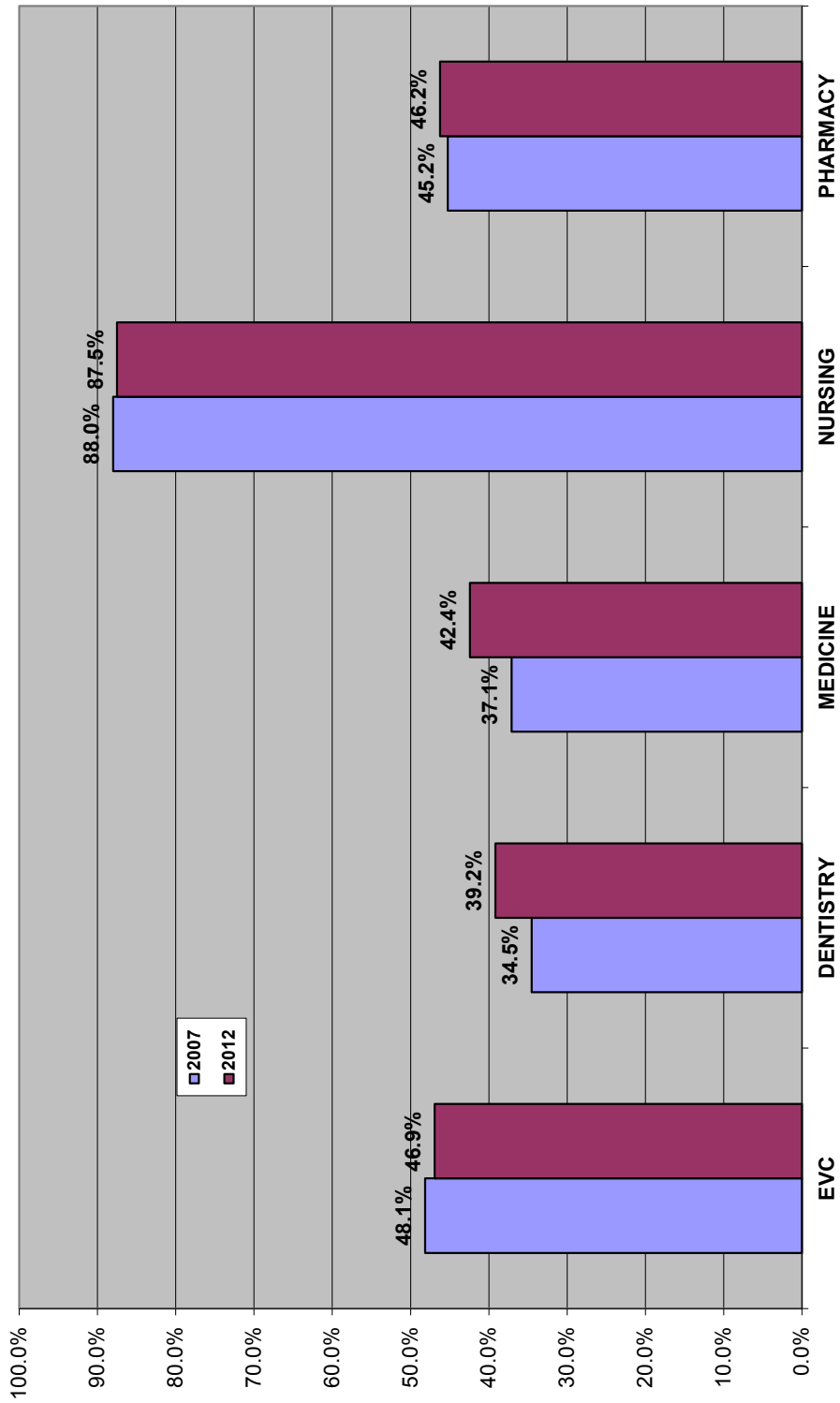
UCSF Distribution of Faculty by Series - June 2012



Source: UCSF Budget and Resource Management - Strategic Planning Chart IV-13

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 Summary Statistics**

UCSF Proportion of Female Faculty, 2007 vs. 2012



Source: UCSF Budget and Resource Management - Strategic Planning Chart IV-14

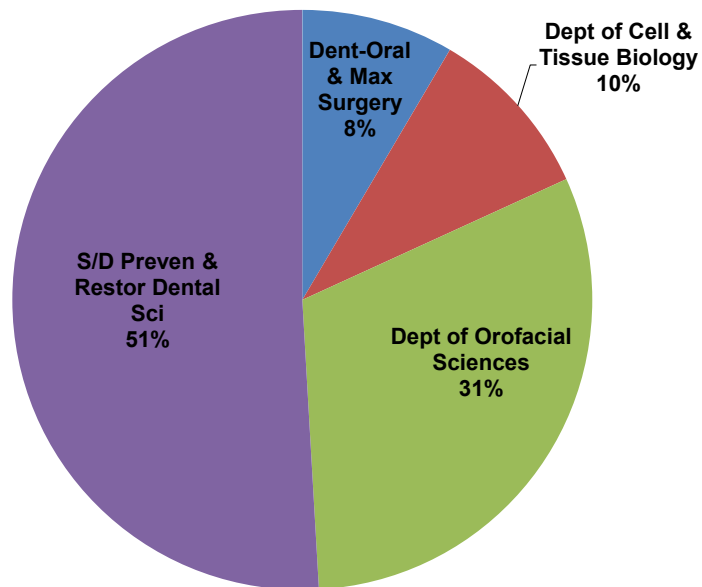
**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

School of Dentistry Faculty Headcount

2007 vs. 2012

| School/Unit | 2007 | 2012 | CAGR |
|--------------------------------|------------|------------|--------------|
| Dean's Office | 1 | 0 | -100.0% |
| Dent-Oral & Max Surgery | 15 | 14 | -1.4% |
| Dept of Cell & Tissue Biology | 21 | 16 | -5.3% |
| Dept of Orofacial Sciences | 55 | 51 | -1.5% |
| S/D Preven & Restor Dental Sci | 76 | 84 | 2.0% |
| Total | 168 | 165 | -0.4% |

2012 Distribution



Source: UCSF Budget and Resource Management - Strategic Planning Chart IV-16

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

UCSF School of Medicine Clinical Departments Faculty Headcount

2007 vs. 2012

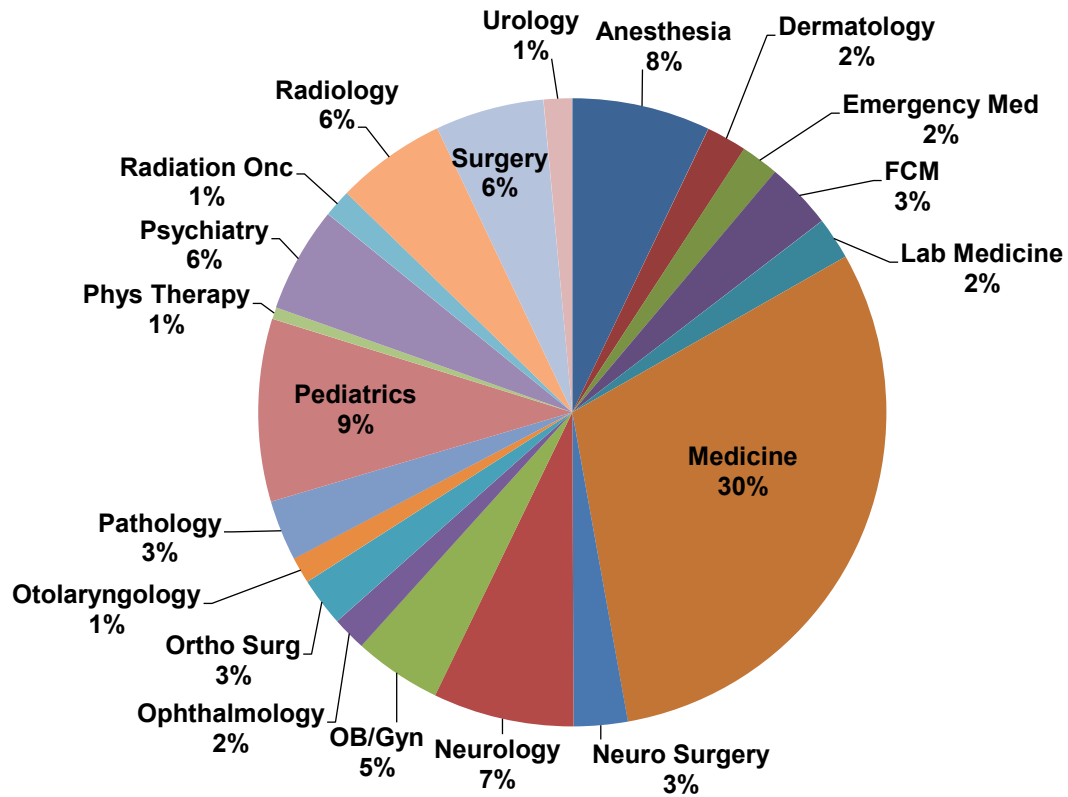
| School/Unit | 2007 | 2012 | CAGR |
|--------------------|--------------|--------------|-------------|
| Anesthesia | 106 | 131 | 4.3% |
| Dermatology | 26 | 38 | 7.9% |
| Emergency Med | 0 | 36 | 0.0% |
| FCM | 48 | 63 | 5.6% |
| Lab Medicine | 32 | 40 | 4.6% |
| Medicine | 429 | 559 | 5.4% |
| Neuro Surgery | 38 | 51 | 6.1% |
| Neurology | 102 | 133 | 5.5% |
| OB/Gyn | 68 | 83 | 4.1% |
| Ophthalmology | 30 | 32 | 1.3% |
| Ortho Surg | 33 | 46 | 6.9% |
| Otolaryngology | 23 | 25 | 1.7% |
| Pathology | 50 | 57 | 2.7% |
| Pediatrics | 124 | 173 | 6.9% |
| Phys Therapy | 12 | 11 | -1.7% |
| Psychiatry | 91 | 100 | 1.9% |
| Radiation Onc | 26 | 26 | 0.0% |
| Radiology | 110 | 104 | -1.1% |
| Surgery | 98 | 103 | 1.0% |
| Urology | 17 | 27 | 9.7% |
| Total | 1,463 | 1,838 | 4.7% |

Source: UCSF Budget and Resource Management - Strategic Planning Chart IV-17

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

UCSF School of Medicine Clinical Departments Faculty Headcount

2012 Distribution



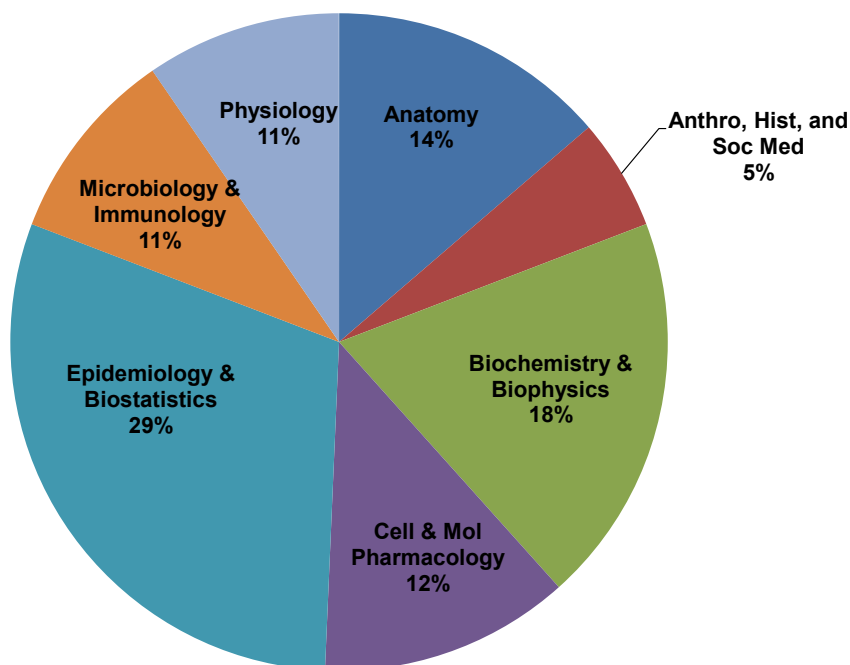
Source: UCSF Budget and Resource Management - Strategic Planning Chart IV-17

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**UCSF School of Medicine Basic Science Departments Faculty Headcount
2007 vs. 2012**

| School/Unit | 2007 | 2012 | CAGR |
|------------------------------|------------|------------|-------------|
| Anatomy | 17 | 20 | 3.3% |
| Anthro, Hist, and Soc Med | 8 | 8 | 0.0% |
| Biochemistry & Biophysics | 28 | 28 | 0.0% |
| Cell & Mol Pharmacology | 15 | 18 | 3.7% |
| Epidemiology & Biostatistics | 33 | 44 | 5.9% |
| Microbiology & Immunology | 14 | 14 | 0.0% |
| Physiology | 18 | 14 | -4.9% |
| Total | 133 | 146 | 1.9% |

2012 Distribution



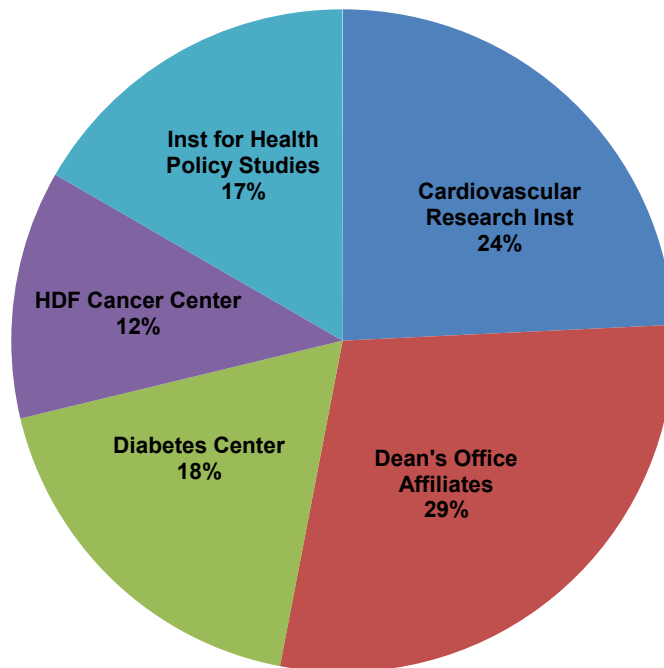
Source: UCSF Budget and Resource Management - Strategic Planning Chart IV-18

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**UCSF School of Medicine All Other Departments Faculty Headcount
2007 vs. 2012**

| School/Unit | 2007 | 2012 | CAGR |
|--------------------------------|-----------|-----------|-------------|
| Cardiovascular Research Inst | 10 | 16 | 9.9% |
| Dean's Office Affiliates | 15 | 19 | 0.0% |
| Diabetes Center | 17 | 12 | -6.7% |
| HDF Cancer Center | 14 | 8 | -10.6% |
| Inst for Health Policy Studies | 9 | 11 | 4.1% |
| Total | 65 | 66 | 0.3% |

2012 Distribution



Source: UCSF Budget and Resource Management - Strategic Planning Chart IV-19

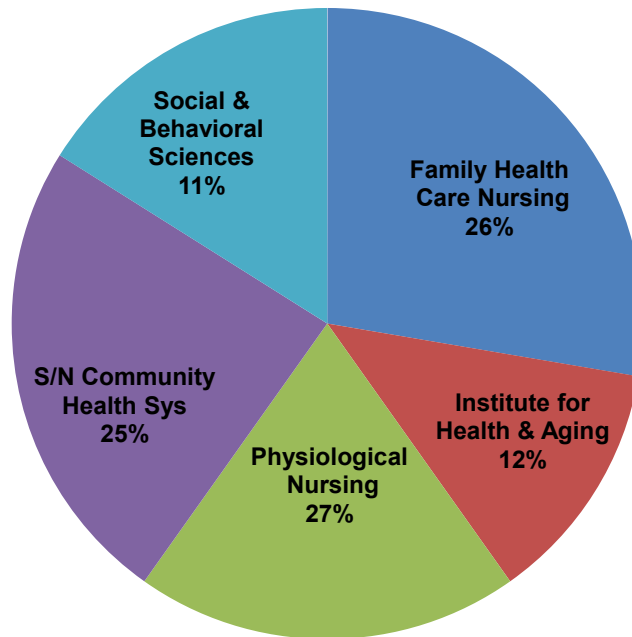
**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

UCSF School of Nursing Faculty Headcount

2007 vs. 2012

| School/Unit | 2007 | 2012 | CAGR |
|------------------------------|-------------|-------------|----------------|
| Dean's Office | 1 | 0 | -100.0% |
| Family Health Care Nursing | 31 | 31 | 0.0% |
| Institute for Health & Aging | 13 | 14 | 1.5% |
| Physiological Nursing | 40 | 22 | -11.3% |
| S/N Community Health Sys | 27 | 27 | 0.0% |
| Social & Behavioral Sciences | 13 | 18 | 6.7% |
| Total | 125 | 112 | -2.2% |

2012 Distribution



Source: UCSF Budget and Resource Management - Strategic Planning Chart IV-20

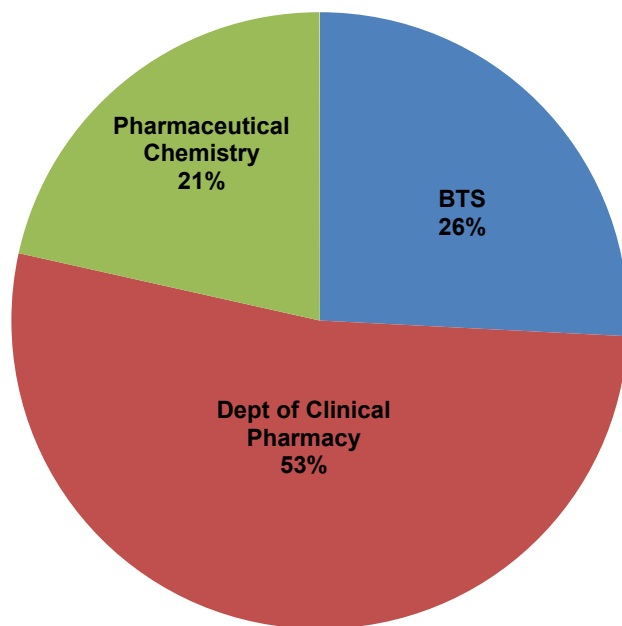
**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

UCSF School of Pharmacy Faculty Headcount

2007 vs. 2012

| School/Unit | 2007 | 2012 | CAGR |
|----------------------------|-------------|-------------|----------------|
| Biopharmaceutical Sciences | 19 | 0 | -100.0% |
| BTS | 0 | 24 | 0.0% |
| Dept of Clinical Pharmacy | 42 | 49 | 3.1% |
| Pharmaceutical Chemistry | 23 | 20 | -2.8% |
| Total | 84 | 93 | 2.1% |

2012 Distribution



Source: UCSF Budget and Resource Management - Strategic Planning Chart IV-21

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

STAFF STATISTICS SECTION

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**UNIVERSITY OF CALIFORNIA
FULL-TIME AND PART-TIME HEADCOUNT
SMG MSP, ACADEMIC AND PSS PERSONNEL
OCTOBER 2011**

| | CTO* OSC | SAN FRANCISCO FULL-TIME | SAN FRANCISCO PART-TIME |
|---|-------------|----------------------------|----------------------------|
| SMG & MSP | | 1,294 | 286 |
| ACADEMIC STAFF | | | |
| ACADEMIC ADMINISTRATORS | S | 71 | 14 |
| REGULAR TEACHING FACULTY - LADDER RANKS | 0 | 341 | 80 |
| REGULAR TEACHING FACULTY - ACTING RANKS | 1 | 0 | 1 |
| LECTURERS | 2 | 2 | 3 |
| OTHER TEACHING FACULTY | 3 | 1,572 | 425 |
| STUDENT ASSISTANTS | 4 | 1,501 | 484 |
| RESEARCH | 5 | 1,356 | 186 |
| LIBRARIAN | 6 | 6 | 2 |
| COOPERATIVE EXTENSION | 7 | 0 | 0 |
| UNIVERSITY EXTENSION | 8 | 0 | 0 |
| OTHER ACADEMIC PERSONNEL | 9 | 0 | 35 |
| OTHER - UNKNOWN | | 0 | 0 |
| SUBTOTAL ACADEMIC STAFF: | | 4,849 | 1,230 |
| NON-ACADEMIC STAFF | | | |
| CLERICAL & ALLIED SERVICES | B | 1,670 | 787 |
| COMMUNICATIONS - ARTS & GRAPHICS | D | 65 | 18 |
| ARCHITECTURE, ENGINEERING & APPLIED SVC | E | 66 | 7 |
| FISCAL, MANAGEMENT & STAFF SVC | F | 2,733 | 655 |
| FOOD & LINEN SERVICES | C | 159 | 147 |
| HEALTH CARE & ALLIED SERVICES | H | 2,361 | 3,893 |
| MAINTENANCE, FABRICATION, & OPERATIONS | G | 491 | 85 |
| PROTECTIVE SERVICES | J | 142 | 23 |
| SCIENCES, LABORATORY & ALLIED SERVICES | I | 903 | 384 |
| STUDENT SERVICES | A | 63 | 217 |
| OTHER | Z | 0 | 27 |
| SUBTOTAL: | | 8,653 | 6,243 |
| NONE | | | |
| NOT ASSIGNED | | 0 | 0 |
| TOTAL: | | 14,796 | 7,759 |

SOURCE: OCTOBER 2011 CORPORATE PERSONNEL SYSTEM

Name/Home Dept/Owner Dept

* THE CLASS TITLE OUTLINE (CTO), ALSO IDENTIFIED AS THE OCCUPATION SUB-CLASSIFICATION (OSC), IS USED TO GROUP ACADEMIC POSITIONS ON THE BASIS OF TEACHING AND ACADEMIC FUNCTION OR PROGRAM CONSIDERATIONS AND STAFF POSITIONS ON THE BASIS OF SALARY AND OTHER PERSONNEL CONSIDERATIONS. CLASSIFICATION OF TITLE CODES TO OSC GROUPS CAN BE DETERMINED FROM THE U.C. POSITION TITLE LISTING, AVAILABLE IN CAMPUS PERSONNEL & ACCOUNTING OFFICES.

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**UNIVERSITY OF CALIFORNIA
FULL-TIME EQUIVALENTS
SMG MSP, ACADEMIC AND PSS PERSONNEL
OCTOBER 2011**

| | |
|------|---------------|
| CTO* | |
| OSC | SAN FRANCISCO |

| | | |
|---|---|-----------|
| | | 1,417.08 |
| ACADEMIC STAFF | | |
| ACADEMIC ADMINISTRATORS | S | 80.18 |
| REGULAR TEACHING FACULTY - LADDER RANKS | 0 | 371.49 |
| REGULAR TEACHING FACULTY - ACTING RANKS | 1 | 0.52 |
| LECTURERS | 2 | 3.09 |
| OTHER TEACHING FACULTY | 3 | 1,802.60 |
| STUDENT ASSISTANTS | 4 | 1,671.83 |
| RESEARCH | 5 | 1,453.55 |
| LIBRARIAN | 6 | 6.70 |
| COOPERATIVE EXTENSION | 7 | 0.00 |
| UNIVERSITY EXTENSION | 8 | 0.40 |
| OTHER ACADEMIC PERSONNEL | 9 | 10.81 |
| OTHER - UNKNOWN | | 0.00 |
| SUBTOTAL ACADEMIC STAFF: | | 5,401.17 |
| NON-ACADEMIC STAFF | | |
| CLERICAL & ALLIED SERVICES | B | 2,099.93 |
| COMMUNICATIONS - ARTS & GRAPHICS | D | 78.46 |
| ARCHITECTURE, ENGINEERING & APPLIED SVC | E | 68.71 |
| FISCAL, MANAGEMENT & STAFF SVC | F | 3,093.86 |
| FOOD & LINEN SERVICES | C | 253.49 |
| HEALTH CARE & ALLIED SERVICES | H | 5,126.96 |
| MAINTENANCE, FABRICATION, & OPERATIONS | G | 542.28 |
| PROTECTIVE SERVICES | J | 155.79 |
| SCIENCES, LABORATORY & ALLIED SERVICES | I | 1,082.47 |
| STUDENT SERVICES | A | 110.31 |
| OTHER | Z | 4.00 |
| SUBTOTAL: | | 12,616.26 |
| NONE | | |
| NOT ASSIGNED | | 0.00 |
| TOTAL: | | 19,434.51 |

SOURCE: OCTOBER 2011 CORPORATE PERSONNEL SYSTEM

* THE CLASS TITLE OUTLINE (CTO), ALSO IDENTIFIED AS THE OCCUPATION SUB-CLASSIFICATION (OSC), IS USED TO GROUP ACADEMIC POSITIONS ON THE BASIS OF TEACHING AND ACADEMIC FUNCTION OR PROGRAM CONSIDERATIONS AND STAFF POSITIONS ON THE BASIS OF SALARY AND OTHER PERSONNEL CONSIDERATIONS. CLASSIFICATION OF TITLE CODES TO OSC GROUPS CAN BE DETERMINED FROM THE U.C. POSITION TITLE LISTING, AVAILABLE IN CAMPUS PERSONNEL & ACCOUNTING OFFICES.

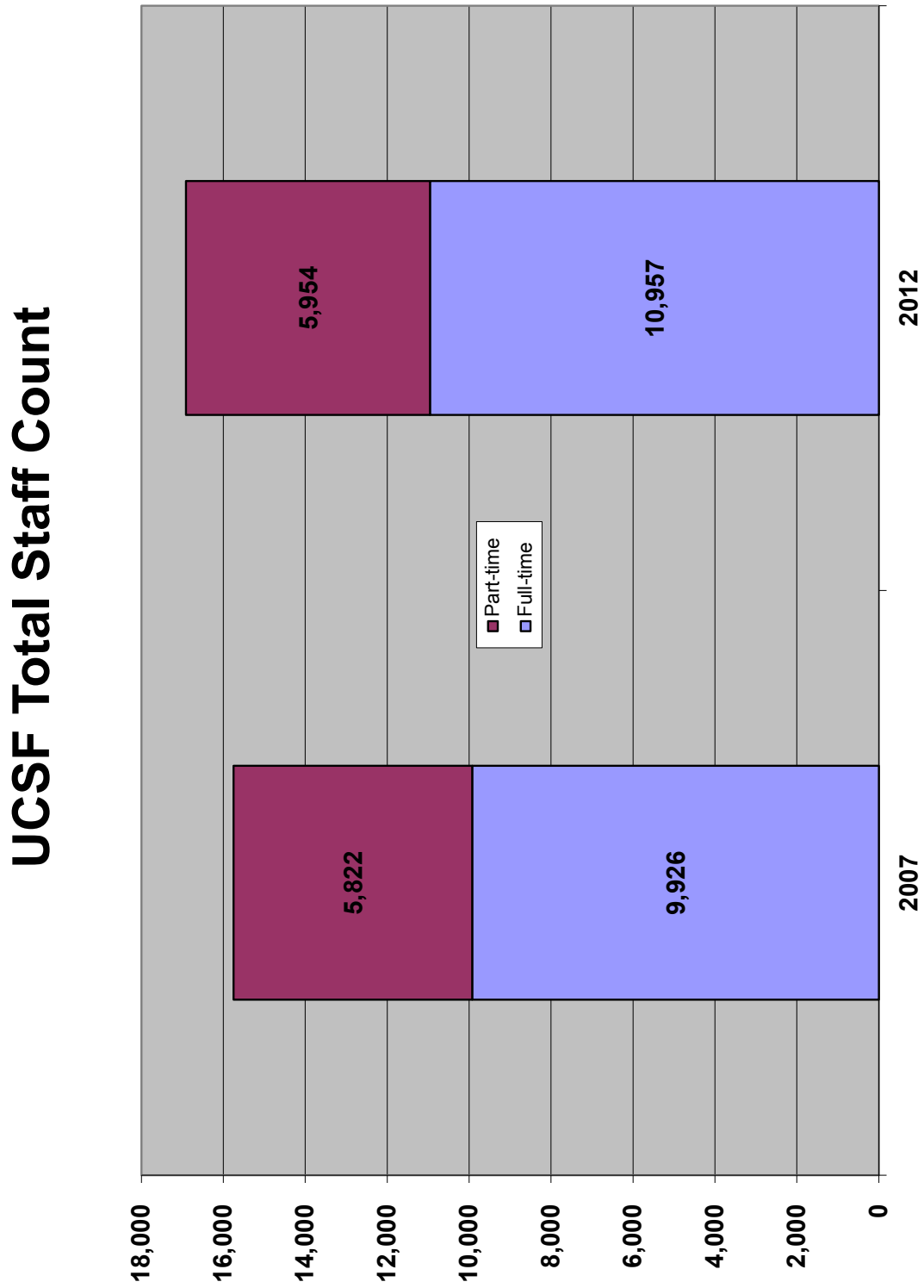
University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics

Table 11h: Personnel Headcount by Ethnicity, Personnel Program, and Gender: San Francisco

| | Oct 2010 | | | Oct 2011 | | | Percent Change |
|---------------------------|---------------|--------------|---------------|---------------|--------------|---------------|----------------|
| | Female | Male | Total | Female | Male | Total | |
| American Indian | 59 | 32 | 91 | 57 | 35 | 92 | 1% |
| Unclassified | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Academic | 10 | 9 | 19 | 10 | 9 | 19 | 0% |
| Non-Academic | 49 | 23 | 72 | 47 | 26 | 73 | 1% |
| SMG & MSP | 2 | 3 | 5 | 2 | 3 | 5 | 0% |
| PSS | 47 | 20 | 67 | 45 | 23 | 68 | 1% |
| Asian | 4,808 | 2,862 | 7,670 | 4,898 | 2,909 | 7,807 | 2% |
| Unclassified | 3 | 3 | 6 | 2 | 3 | 5 | -17% |
| Academic | 961 | 872 | 1,833 | 954 | 865 | 1,819 | -1% |
| Non-Academic | 3,844 | 1,987 | 5,831 | 3,942 | 2,041 | 5,983 | 3% |
| SMG & MSP | 178 | 177 | 355 | 186 | 182 | 368 | 4% |
| PSS | 3,666 | 1,810 | 5,476 | 3,756 | 1,859 | 5,615 | 3% |
| African American | 856 | 440 | 1,296 | 880 | 446 | 1,326 | 2% |
| Unclassified | 1 | 0 | 1 | 0 | 0 | 0 | -100% |
| Academic | 85 | 66 | 151 | 84 | 72 | 156 | 3% |
| Non-Academic | 770 | 374 | 1,144 | 796 | 374 | 1,170 | 2% |
| SMG & MSP | 45 | 20 | 65 | 39 | 22 | 61 | -6% |
| PSS | 725 | 354 | 1,079 | 757 | 352 | 1,109 | 3% |
| Hispanic | 1,393 | 821 | 2,214 | 1,424 | 830 | 2,254 | 2% |
| Unclassified | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Academic | 166 | 166 | 332 | 166 | 165 | 331 | 0% |
| Non-Academic | 1,227 | 655 | 1,882 | 1,258 | 665 | 1,923 | 2% |
| SMG & MSP | 36 | 41 | 77 | 40 | 43 | 83 | 8% |
| PSS | 1,191 | 614 | 1,805 | 1,218 | 622 | 1,840 | 2% |
| White | 6,436 | 4,019 | 10,455 | 6,468 | 4,035 | 10,503 | 0% |
| Unclassified | 3 | 8 | 11 | 5 | 7 | 12 | 9% |
| Academic | 1,655 | 1,935 | 3,590 | 1,629 | 1,926 | 3,555 | -1% |
| Non-Academic | 4,778 | 2,076 | 6,854 | 4,834 | 2,102 | 6,936 | 1% |
| SMG & MSP | 574 | 436 | 1,010 | 592 | 435 | 1,027 | 2% |
| PSS | 4,204 | 1,640 | 5,844 | 4,242 | 1,667 | 5,909 | 1% |
| Unknown/Not Stated | 408 | 242 | 650 | 369 | 204 | 573 | -12% |
| Unclassified | 0 | 0 | 0 | 1 | 0 | 1 | 0% |
| Academic | 108 | 115 | 223 | 99 | 101 | 200 | -10% |
| Non-Academic | 300 | 127 | 427 | 269 | 103 | 372 | -13% |
| SMG & MSP | 13 | 10 | 23 | 10 | 11 | 21 | -9% |
| PSS | 287 | 117 | 404 | 259 | 92 | 351 | -13% |
| Total Campus | 13,960 | 8,416 | 22,376 | 14,096 | 8,459 | 22,555 | 1% |
| Unclassified | 7 | 11 | 18 | 8 | 10 | 18 | 0% |
| Academic | 2,985 | 3,163 | 6,148 | 2,942 | 3,138 | 6,080 | -1% |
| Non-Academic | 10,968 | 5,242 | 16,210 | 11,146 | 5,311 | 16,457 | 2% |
| SMG & MSP | 848 | 687 | 1,535 | 869 | 696 | 1,565 | 2% |
| PSS | 10,120 | 4,555 | 14,675 | 10,277 | 4,615 | 14,892 | 1% |

Source: www.UCOP.edu - Statistical Summary of Students & Staff - October, 2011

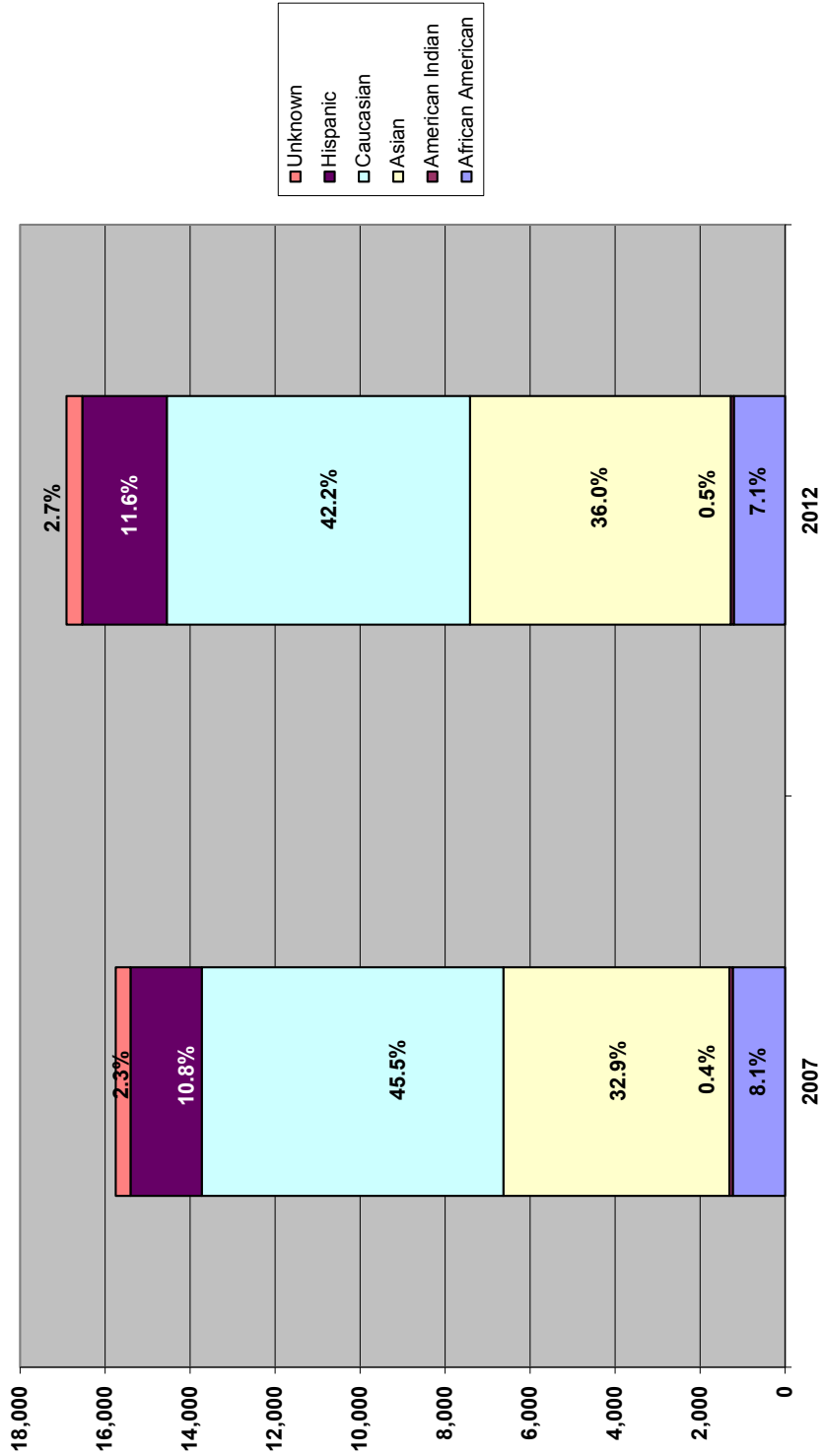
University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics



Source: UCSF Human Resources - Strategic Planning Chart IV-23

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

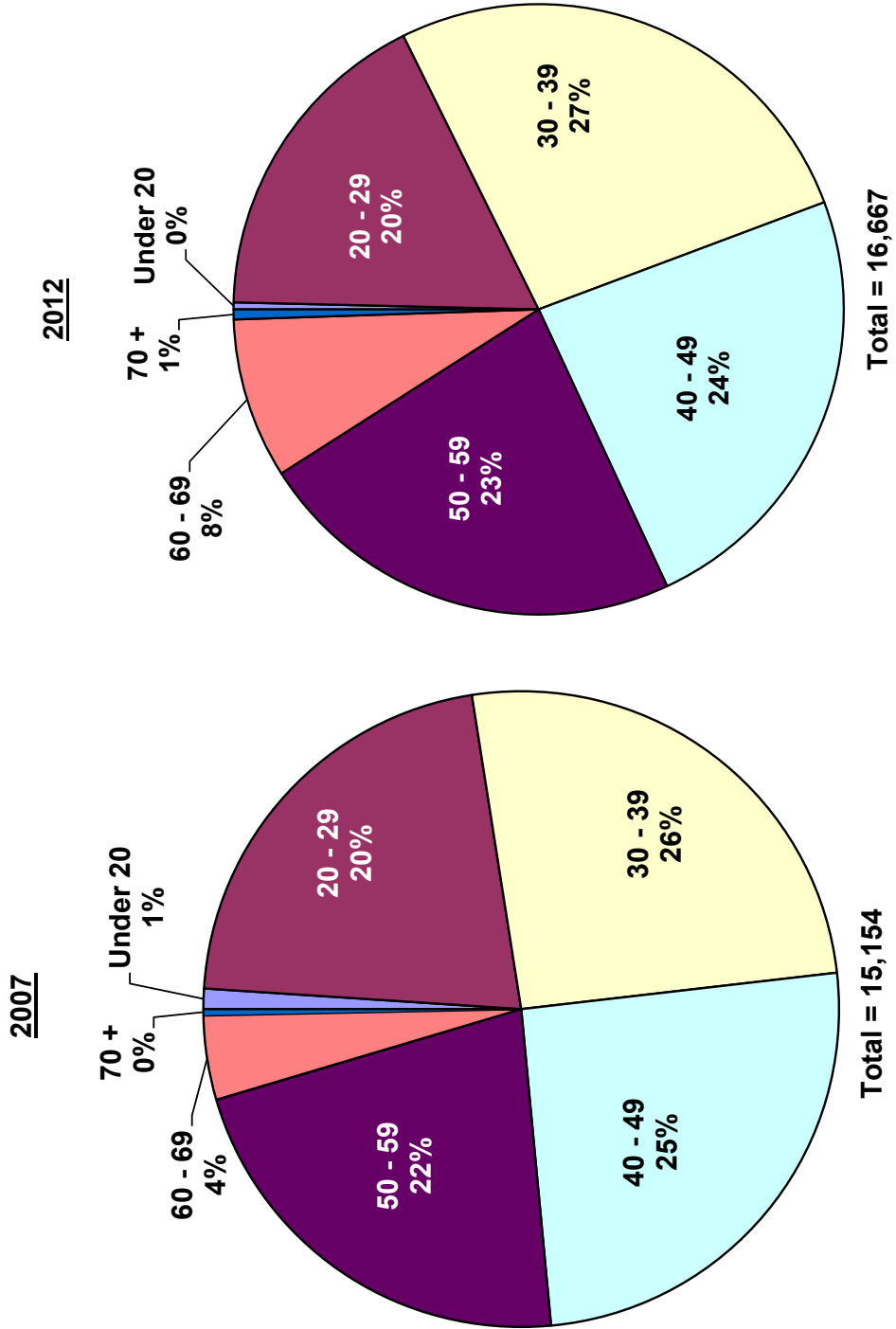
UCSF Staff by Ethnicity



Source: UCSF Human Resources - Strategic Planning Chart IV-24

University of California, San Francisco
 Institutional Profile - FY 2011-12
 Summary Statistics

UCSF Staff Count by Age Group, 2007 vs. 2012



Source: UCSF Human Resources - Strategic Planning Chart IV-25

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**UCSF Staff Count
by Control Point/Department**

| Control Point | 2007 | 2012 | % 2012 | |
|--------------------------------|---------------|---------------|---------------|--------|
| | | | Total | CAGR* |
| CHANCELLOR'S IMMEDIATE OFFICE | 17 | 12 | 0.1% | -6.7% |
| DEVELOPMENT | 0 | 127 | 0.8% | 0.0% |
| EXECUTIVE VICE CHANCELLOR | 848 | 957 | 5.7% | 2.4% |
| FINANCIAL & ADMISTRATIVE SVCS | 2,018 | 1,904 | 11.3% | -1.2% |
| MC2-MEDICAL CENTER(CONTROL PT) | 6,961 | 7,910 | 46.8% | 2.6% |
| SCHOOL OF DENTISTRY | 416 | 383 | 2.3% | -1.6% |
| SCHOOL OF MEDICINE | 4,773 | 5,056 | 29.9% | 1.2% |
| SCHOOL OF NURSING | 313 | 222 | 1.3% | -6.6% |
| SCHOOL OF PHARMACY | 224 | 299 | 1.8% | 5.9% |
| UNIVERSITY RELATIONS | 0 | 27 | 0.2% | 0.0% |
| VC-UNIV ADVANCEMENT & PLANNING | 178 | 1 | 0.0% | -64.5% |
| VC DIVERSITY & OUTREACH | 0 | 13 | 0.1% | 0.0% |
| Grand Total | 15,748 | 16,911 | 100.0% | |

Source: UCSF Human Resources - Strategic Planning Chart IV-26

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

STUDENT STATISTICS SECTION

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Tuition & Fees
(Includes Education, Registration, Professional
School, and Campus-based Fees)**

| School or Program | FY 2007-08 | FY 2008-09 | FY 2009-10 | FY 2010-11 | FY 2011-12 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| Tuition and Fees for Residents | | | | | |
| Dentistry DDS | \$ 25,956 | \$ 27,925 | \$ 30,612 | \$ 35,826 | \$ 40,050 |
| Medicine MD | \$ 23,438 | \$ 25,202 | \$ 27,129 | \$ 30,481 | \$ 33,622 |
| Nursing MS | \$ 12,423 | \$ 13,448 | \$ 14,695 | \$ 17,330 | \$ 20,637 |
| Pharmacy PharmD | \$ 20,877 | \$ 23,421 | \$ 26,060 | \$ 30,050 | \$ 33,285 |
| Graduate Academic | \$ 9,822 | \$ 10,666 | \$ 11,640 | \$ 12,946 | \$ 14,892 |
| Physical Therapy DPT | | | | \$ 27,685 | \$ 30,786 |
| Dental Hygiene MS | | | | | \$ 27,018 |
| Tuition and Fees for Nonresidents | | | | | |
| Dentistry DDS | \$ 38,201 | \$ 40,170 | \$ 42,857 | \$ 48,071 | \$ 52,295 |
| Medicine MD | \$ 35,683 | \$ 37,447 | \$ 39,374 | \$ 42,726 | \$ 45,867 |
| Nursing MS | \$ 24,668 | \$ 25,693 | \$ 26,940 | \$ 29,575 | \$ 32,882 |
| Pharmacy PharmD | \$ 33,122 | \$ 35,666 | \$ 38,305 | \$ 42,295 | \$ 45,530 |
| Graduate Academic | \$ 24,810 | \$ 25,672 | \$ 26,676 | \$ 28,048 | \$ 29,994 |
| Physical Therapy DPT | | | | \$ 40,338 | \$ 43,367 |
| Dental Hygiene MS | | | | | \$ 39,263 |

Enrollment by Degree - All Schools

| Degree | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
|---------------|----------------|----------------|----------------|----------------|----------------|
| Certificate | 68 | 71 | 68 | 67 | 67 |
| DDS | 361 | 372 | 376 | 384 | 384 |
| DPT | 30 | 18 | 25 | 25 | 25 |
| DPTSc | 3 | 2 | 2 | 3 | 3 |
| MAS | 42 | 46 | 48 | 49 | 49 |
| MD | 594 | 599 | 631 | 618 | 618 |
| MS | 522 | 557 | 621 | 539 | 539 |
| PharmD | 491 | 486 | 489 | 490 | 490 |
| PhD | 895 | 862 | 799 | 791 | 791 |

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

Medical School Enrollment by Sex

| Year | Female | Male | All |
|-------------|---------------|-------------|------------|
| 2002-03 | 369 | 327 | 696 |
| 2003-04 | 374 | 320 | 694 |
| 2004-05 | 361 | 321 | 682 |
| 2005-06 | 379 | 307 | 686 |
| 2006-07 | 378 | 320 | 698 |
| 2007-08 | 381 | 320 | 701 |
| 2008-09 | 394 | 322 | 716 |
| 2009-10 | 399 | 336 | 735 |
| 2010-11 | 402 | 338 | 740 |
| 2011-12 | 415 | 346 | 761 |

Medical School Graduates by Sex

| Year | Female | Male | All |
|---------------|---------------|-------------|------------|
| Class of 2002 | 78 | 57 | 135 |
| Class of 2003 | 88 | 67 | 155 |
| Class of 2004 | 89 | 74 | 163 |
| Class of 2005 | 77 | 73 | 150 |
| Class of 2006 | 84 | 58 | 142 |
| Class of 2007 | 88 | 66 | 154 |
| Class of 2008 | 76 | 73 | 149 |
| Class of 2009 | 82 | 63 | 145 |
| Class of 2010 | 81 | 76 | 157 |
| Class of 2011 | 85 | 58 | 143 |
| Class of 2012 | 101 | 69 | 170 |

Source: www.AAMC.Org

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

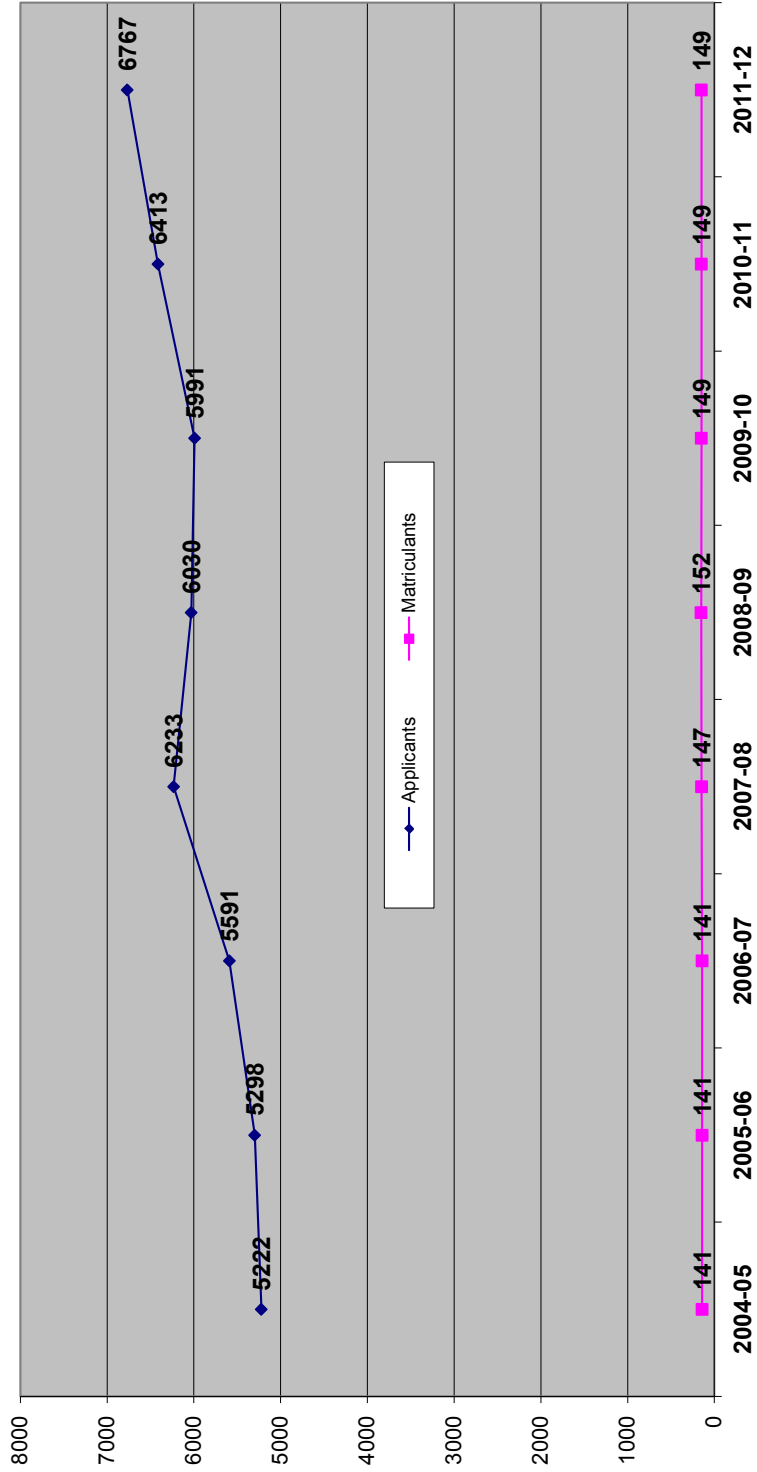
Table 7h: Enrollment by Ethnicity, Gender, and Level: San Francisco

| | Fall 2010 | | | Fall 2011 | | | One-year change | | |
|------------------------------|-----------|--------------|--------------|-----------|--------------|--------------|-----------------|------|-------|
| | Ug | Gr | Total | Ug | Gr | Total | Ug | Gr | Total |
| International | 0 | 166 | 166 | 0 | 157 | 157 | n/a | -5% | -5% |
| Female | 0 | 100 | 100 | 0 | 94 | 94 | n/a | -6% | -6% |
| Male | 0 | 66 | 66 | 0 | 62 | 62 | n/a | -6% | -6% |
| Unknown | 0 | 0 | 0 | 0 | 1 | 1 | | | |
| American Indian | 0 | 29 | 29 | 0 | 33 | 33 | n/a | 14% | 14% |
| Female | 0 | 18 | 18 | 0 | 24 | 24 | n/a | 33% | 33% |
| Male | 0 | 11 | 11 | 0 | 9 | 9 | n/a | -18% | -18% |
| Unknown | 0 | 0 | 0 | 0 | 0 | 0 | | | |
| African American | 0 | 177 | 177 | 0 | 191 | 191 | n/a | 8% | 8% |
| Female | 0 | 116 | 116 | 0 | 120 | 120 | n/a | 3% | 3% |
| Male | 0 | 61 | 61 | 0 | 71 | 71 | n/a | 16% | 16% |
| Unknown | 0 | 0 | 0 | 0 | 0 | 0 | | | |
| Chicano/Chicana | 0 | 205 | 205 | 0 | 163 | 163 | n/a | -20% | -20% |
| Female | 0 | 106 | 106 | 0 | 89 | 89 | n/a | -16% | -16% |
| Male | 0 | 99 | 99 | 0 | 74 | 74 | n/a | -25% | -25% |
| Unknown | 0 | 0 | 0 | 0 | 0 | 0 | | | |
| Latino/Latina | 0 | 150 | 150 | 0 | 201 | 201 | n/a | 34% | 34% |
| Female | 0 | 97 | 97 | 0 | 109 | 109 | n/a | 12% | 12% |
| Male | 0 | 53 | 53 | 0 | 92 | 92 | n/a | 74% | 74% |
| Unknown | 0 | 0 | 0 | 0 | 0 | 0 | | | |
| Filipino/Pilipino | 0 | 108 | 108 | 0 | 119 | 119 | n/a | 10% | 10% |
| Female | 0 | 66 | 66 | 0 | 76 | 76 | n/a | 15% | 15% |
| Male | 0 | 42 | 42 | 0 | 43 | 43 | n/a | 2% | 2% |
| Unknown | 0 | 0 | 0 | 0 | 0 | 0 | | | |
| Chinese | 0 | 479 | 479 | 0 | 499 | 499 | n/a | 4% | 4% |
| Female | 0 | 325 | 325 | 0 | 333 | 333 | n/a | 2% | 2% |
| Male | 0 | 154 | 154 | 0 | 166 | 166 | n/a | 8% | 8% |
| Unknown | 0 | 0 | 0 | 0 | 0 | 0 | | | |
| Japanese | 0 | 56 | 56 | 0 | 56 | 56 | n/a | 0% | 0% |
| Female | 0 | 36 | 36 | 0 | 35 | 35 | n/a | -3% | -3% |
| Male | 0 | 20 | 20 | 0 | 21 | 21 | n/a | 5% | 5% |
| Unknown | 0 | 0 | 0 | 0 | 0 | 0 | | | |
| Korean | 0 | 94 | 94 | 0 | 87 | 87 | n/a | -7% | -7% |
| Female | 0 | 51 | 51 | 0 | 48 | 48 | n/a | -6% | -6% |
| Male | 0 | 43 | 43 | 0 | 39 | 39 | n/a | -9% | -9% |
| Unknown | 0 | 0 | 0 | 0 | 0 | 0 | | | |
| Other Asian | 0 | 369 | 369 | 0 | 413 | 413 | n/a | 12% | 12% |
| Female | 0 | 228 | 228 | 0 | 241 | 241 | n/a | 6% | 6% |
| Male | 0 | 141 | 141 | 0 | 172 | 172 | n/a | 22% | 22% |
| Unknown | 0 | 0 | 0 | 0 | 0 | 0 | | | |
| Pakistani/East Indian | 0 | 223 | 223 | 0 | 247 | 247 | n/a | 11% | 11% |
| Female | 0 | 125 | 125 | 0 | 147 | 147 | n/a | 18% | 18% |
| Male | 0 | 98 | 98 | 0 | 100 | 100 | n/a | 2% | 2% |
| Unknown | 0 | 0 | 0 | 0 | 0 | 0 | | | |
| White | 0 | 1,951 | 1,951 | 0 | 1,231 | 1,231 | n/a | -37% | -37% |
| Female | 0 | 1,128 | 1,128 | 0 | 748 | 748 | n/a | -34% | -34% |
| Male | 0 | 823 | 823 | 0 | 482 | 482 | n/a | -41% | -41% |
| Unknown | 0 | 0 | 0 | 0 | 1 | 1 | | | |
| Not Stated/Unknown | 0 | 629 | 629 | 0 | 1,319 | 1,319 | n/a | 110% | 110% |
| Female | 0 | 366 | 366 | 0 | 725 | 725 | n/a | 98% | 98% |
| Male | 0 | 263 | 263 | 0 | 590 | 590 | n/a | 124% | 124% |
| Unknown | 0 | 0 | 0 | 0 | 4 | 4 | | | |
| Campus Total | 0 | 4,636 | 4,636 | 0 | 4,716 | 4,716 | n/a | 2% | 2% |
| Female | 0 | 2,762 | 2,762 | 0 | 2,789 | 2,789 | n/a | 1% | 1% |
| Male | 0 | 1,874 | 1,874 | 0 | 1,921 | 1,921 | n/a | 3% | 3% |
| Unknown | 0 | 0 | 0 | 0 | 6 | 6 | | | |

Source: www.UCOP.edu - Statistical Summary of Students & Staff - October, 2011

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 Summary Statistics**

**UCSF School of Medicine Applicants and Matriculants
 (Includes MSTP Students)**



Source: School of Medicine - Strategic Planning Chart II-5

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

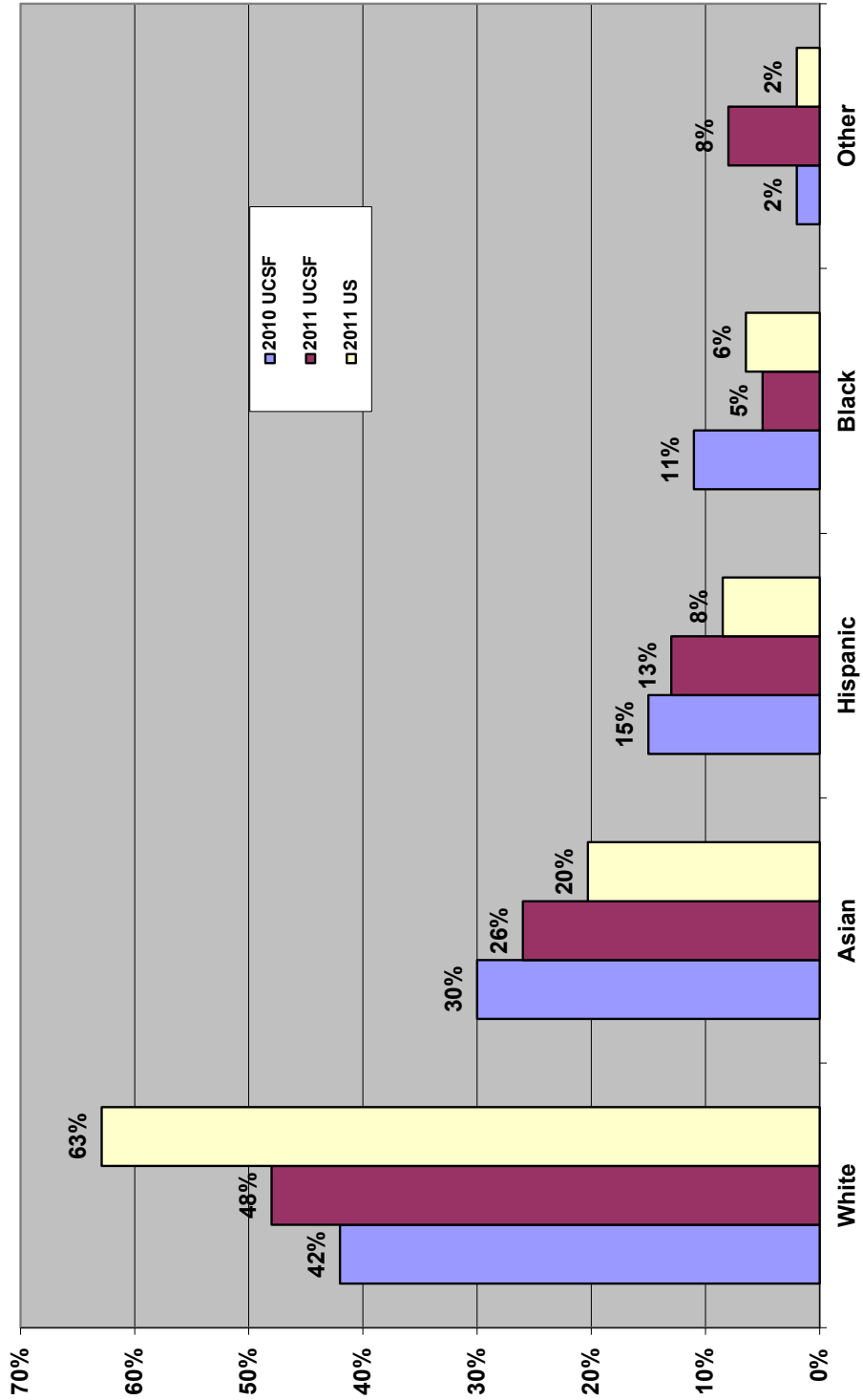
**GPA and Testing Scores of
Incoming UCSF Medical Students**

| Year | Overall GPA | Science GPA | MCAT |
|-------------|------------------------|------------------------|-------------|
| 2004-05 | 3.77 | 3.77 | 11 |
| 2005-06 | 3.79 | 3.79 | 12 |
| 2006-07 | 3.75 | 3.74 | 11 |
| 2007-08 | 3.73 | 3.7 | 11 |
| 2008-09 | 3.71 | 3.68 | 11 |
| 2009-10 | 3.74 | 3.72 | 12 |
| 2010-11 | 3.71 | 3.73 | 12 |
| 2011-12 | 3.79 | 3.77 | 11 |

Source: School of Medicine - Strategic Planning Chart II-8

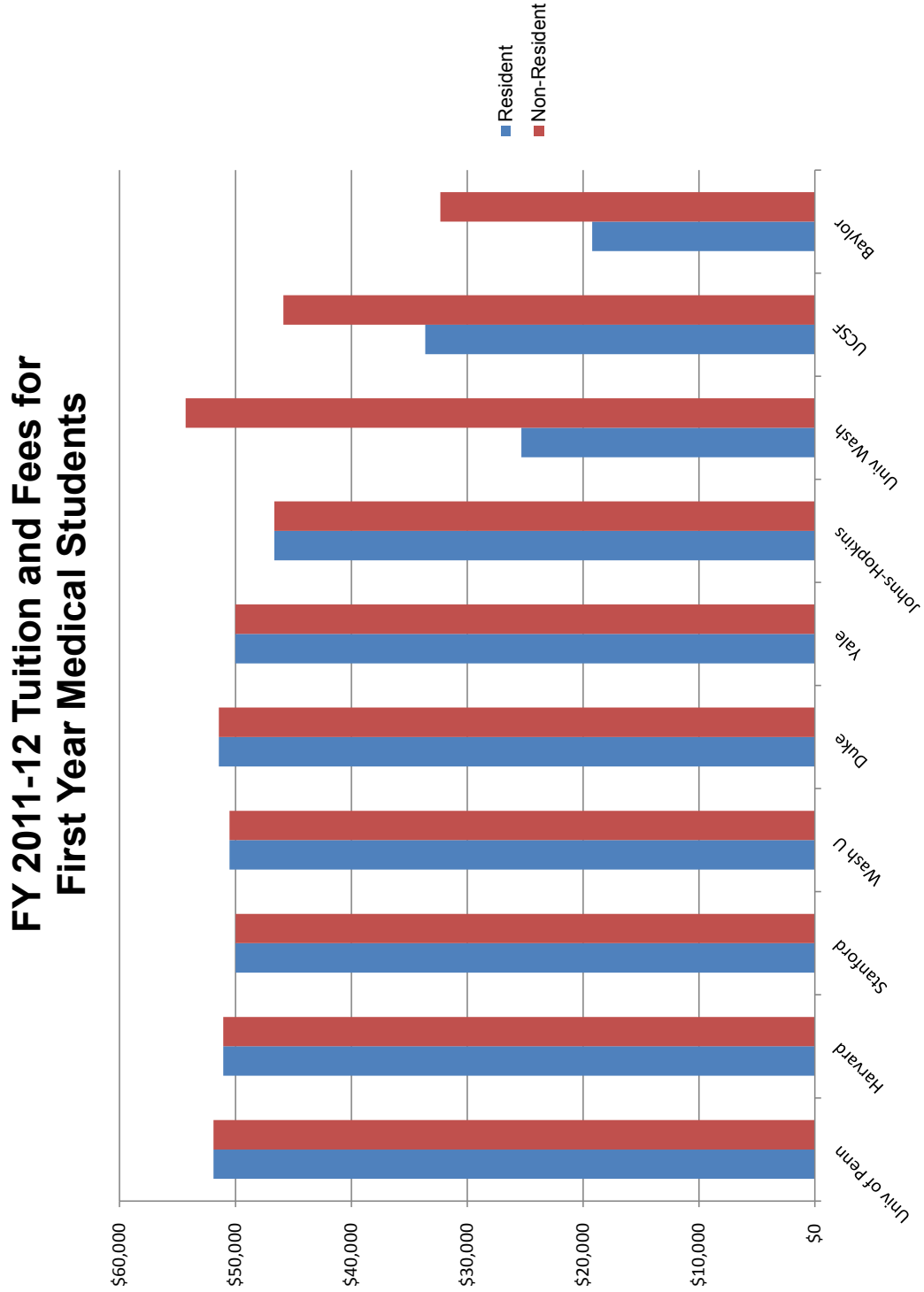
**University of California, San Francisco
 Institutional Profile - FY 2011-12
 Summary Statistics**

Racial/Ethnic Representation among 1st Year Medical Students UCSF vs. U.S.



Source: School of Medicine - Strategic Planning Chart II-13

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 Summary Statistics**



Source: AAMC.org

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**UCSF Residency Programs
Offers and Acceptances by Department, FY 2011-12**

| Program | Offers | Acceptances | % Filled |
|---------------------------------|------------|-------------|--------------|
| Internal Medicine | 62 | 62 | 100.0% |
| Pediatrics | 29 | 29 | 100.0% |
| Anesthesiology | 22 | 22 | 100.0% |
| Surgery | 31 | 20 | 64.5% |
| Psychiatry | 16 | 16 | 100.0% |
| Family & Community Medicine | 15 | 15 | 100.0% |
| Emergency Medicine | 12 | 12 | 100.0% |
| Pathology (Anatomic & Clinical) | 10 | 10 | 100.0% |
| Radiology | 13 | 13 | 100.0% |
| Obstetrics - Gynecology | 9 | 9 | 100.0% |
| Neurology | 10 | 10 | 100.0% |
| Orthopaedic Surgery | 7 | 7 | 100.0% |
| Dermatology | 7 | 7 | 100.0% |
| Ophthalmology | 5 | 5 | 100.0% |
| Neurological Surgery | 3 | 3 | 100.0% |
| Otolaryngology | 4 | 4 | 100.0% |
| Radiation Oncology | 3 | 3 | 100.0% |
| Urology | 3 | 3 | 100.0% |
| Nuclear Medicine | 1 | 1 | 100.0% |
| Plastic Surgery | 3 | 3 | 100.0% |
| Total | 265 | 254 | 95.8% |

Source: UCSF Office of Graduate Medical Education - Strategic Planning Chart II-21

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

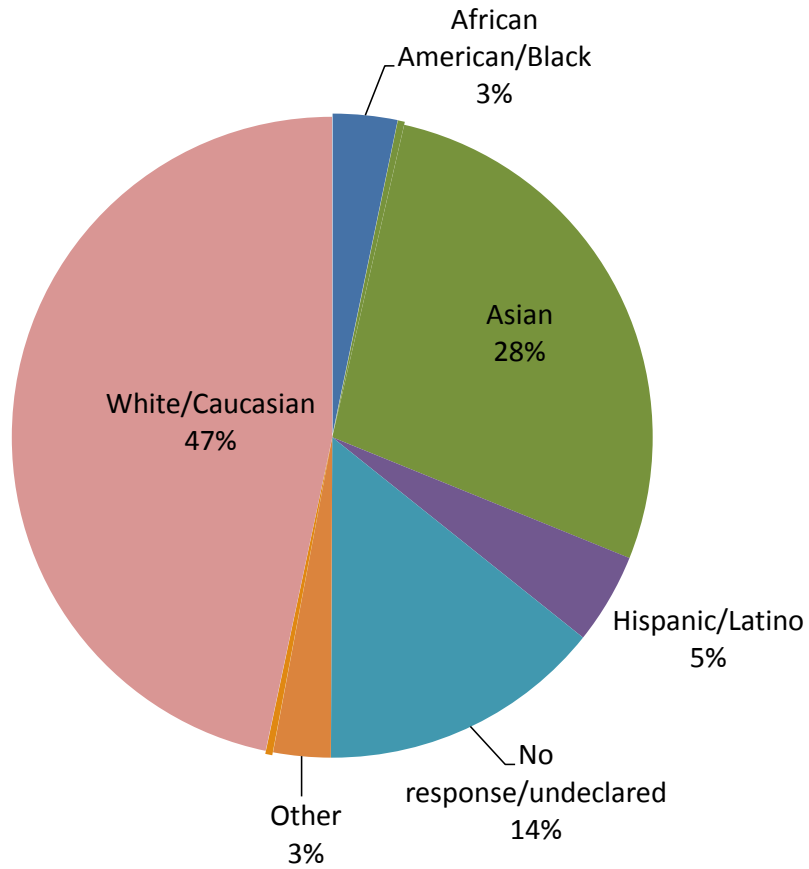
Fellowships/Subspecialty Training, FY 2011-12

| Department | # of Fellowship Programs | # of Fellows | % Total Fellows |
|---------------------------------|---|-------------------------|----------------------------|
| Internal Medicine | 36 | 193 | 38.5% |
| Pediatrics | 21 | 79 | 15.8% |
| Surgery | 9 | 49 | 9.8% |
| Radiology | 8 | 36 | 7.2% |
| Neurology | 10 | 29 | 5.8% |
| Obstetrics & Gynecology | 5 | 18 | 3.6% |
| Pathology (Anatomic & Clinical) | 8 | 21 | 4.2% |
| Psychiatry | 5 | 16 | 3.2% |
| Anesthesiology | 3 | 12 | 2.4% |
| Dermatology | 7 | 10 | 2.0% |
| Ophthalmology | 5 | 6 | 1.2% |
| Urology | 4 | 4 | 0.8% |
| Orthopaedic Surgery | 6 | 10 | 2.0% |
| Family Practice | 1 | 2 | 0.4% |
| Otolaryngology | 2 | 2 | 0.4% |
| Emergency Medicine | 2 | 2 | 0.4% |
| Neurosurgery | 2 | 2 | 0.4% |
| Radiation Oncology | 0 | 0 | 0.0% |
| Surgery (East Bay) | 1 | 10 | 2.0% |
| Total | 135 | 501 | 100.0% |

Source: UCSF Office of Graduate Medical Education - Strategic Planning Chart II-24

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Graduate Medical Education
Race/Ethnicity, 2011-2012**



Source: UCSF Office of Graduate Medical Education - Strategic Planning Chart II-26

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Caliber of UCSF Incoming DDS Students
Compared to National Average**

| Year | Grade Point Average (GPA) | | | | Dental Aptitude Test (DAT) | | | |
|------|---------------------------|------|-------------|------|----------------------------|-----|------|-----|
| | Overall GPA | | Science GPA | | Academic Average | | PAT* | |
| | UCSF | US | UCSF | US | UCSF | US | UCSF | US |
| 2011 | 3.55 | N/A | 3.49 | N/A | 20 | N/A | 21 | N/A |
| 2010 | 3.56 | 3.35 | 3.50 | 3.25 | 20 | 18 | 20 | 19 |
| 2009 | 3.67 | 3.35 | 3.65 | 3.23 | 20 | 18 | 20 | 18 |
| 2008 | 3.52 | 3.30 | 3.48 | 3.20 | 20 | 17 | 20 | 18 |
| 2007 | 3.70 | 3.30 | 3.67 | 3.20 | 22 | 20 | 20 | 19 |
| 2006 | 3.65 | 3.28 | 3.61 | 3.16 | 21 | 19 | 19 | 18 |
| 2005 | 3.50 | N/A | 3.40 | N/A | 20 | N/A | 18 | N/A |
| 2004 | 3.40 | 3.40 | 3.40 | 3.40 | 21 | 19 | 18 | 17 |

* Tests hand-eye coordination

Source: UCSF School of Dentistry - Strategic Planning Chart II-31

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Dental Postgraduate Female Program Entrollees
Class Entering 2011**

| <i>Program</i> | <i># Applications</i> | <i># Admitted</i> | <i>Acceptance Rate</i> |
|--------------------------------|---------------------------|-----------------------|----------------------------|
| Dental Public Health | 2 | 1 | 0.0% |
| Endodontics | 27 | 2 | 7.4% |
| General Practice | 33 | 4 | 12.1% |
| Oral and Maxillofacial Surgery | 54 | 5 | 9.3% |
| Oral Medicine | 3 | 0 | 0.0% |
| Orthodontics | 120 | 5 | 4.2% |
| Pediatric Dentistry | 52 | 5 | 9.6% |
| Periodontology | 25 | 3 | 12.0% |
| Prosthodontics | 28 | 4 | 14.3% |
| Total: | 344 | 29 | 8.4% |

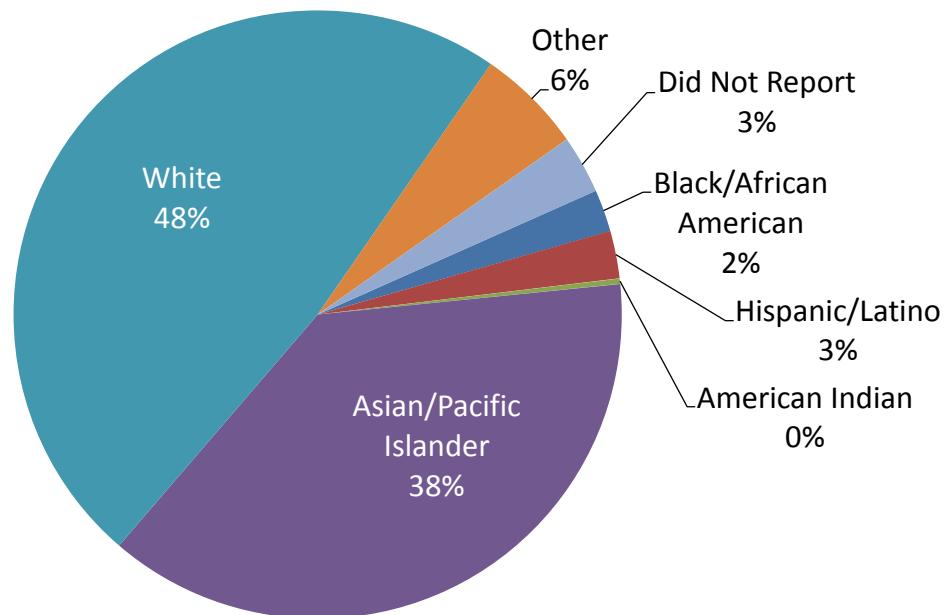
The admissions reflect a representative distribution in gender.

The admissions total reflects the competitiveness and popularity of our programs.

The DPH program requires an additional degree, the MPH, so the applicant pool is smaller than it is for our other programs.

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

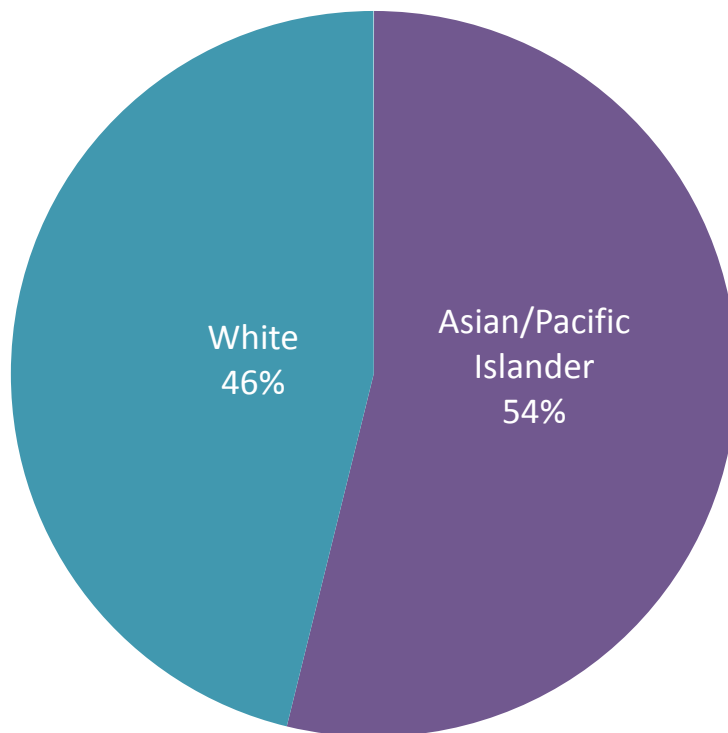
**Racial/Ethnic Distribution of UCSF Dental
Postgraduate Applicants 2011-12**



Source: UCSF School of Dentistry - Strategic Planning Chart II-33

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Racial/Ethnic Distribution of UCSF Dental
Postgraduate Admits 2011-12**



Source: UCSF School of Dentistry - Strategic Planning Chart II-33

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**UCSF Dental Postgraduate Program Applications and Admissions
Class Entering 2011**

| <i>Program</i> | <i># Applications</i> | <i># Admitted</i> | <i>Acceptance Rate</i> |
|--------------------------------|-----------------------|-------------------|------------------------|
| Dental Public Health | 6 | 1 | 16.7% |
| Endodontics | 34 | 2 | 5.9% |
| General Practice | 36 | 4 | 11.1% |
| Oral and Maxillofacial Surgery | 41 | 4 | 9.8% |
| Oral Medicine | 1 | 1 | 100.0% |
| Orthodontics | 126 | 5 | 4.0% |
| Pediatric Dentistry | 54 | 5 | 9.3% |
| Periodontology | 28 | 3 | 10.7% |
| Prosthodontics | 32 | 3 | 9.4% |
| Total: | 358 | 28 | 7.8% |

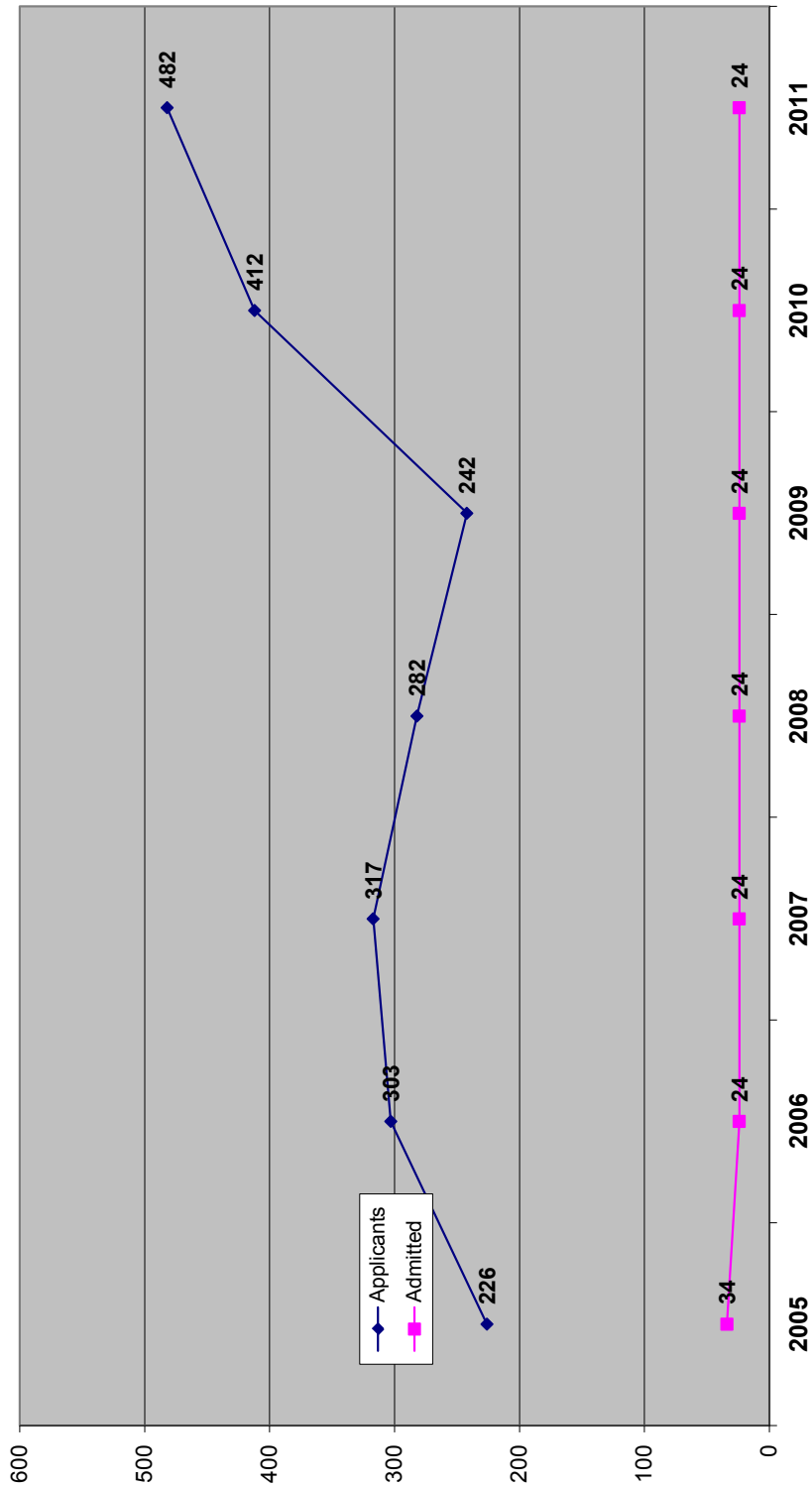
The admissions reflect a representative distribution in gender.

The admissions total reflects the competitiveness and popularity of our programs.

The DPH program requires an additional degree, the MPH, so the applicant pool is smaller than it is for our other programs.

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 Summary Statistics**

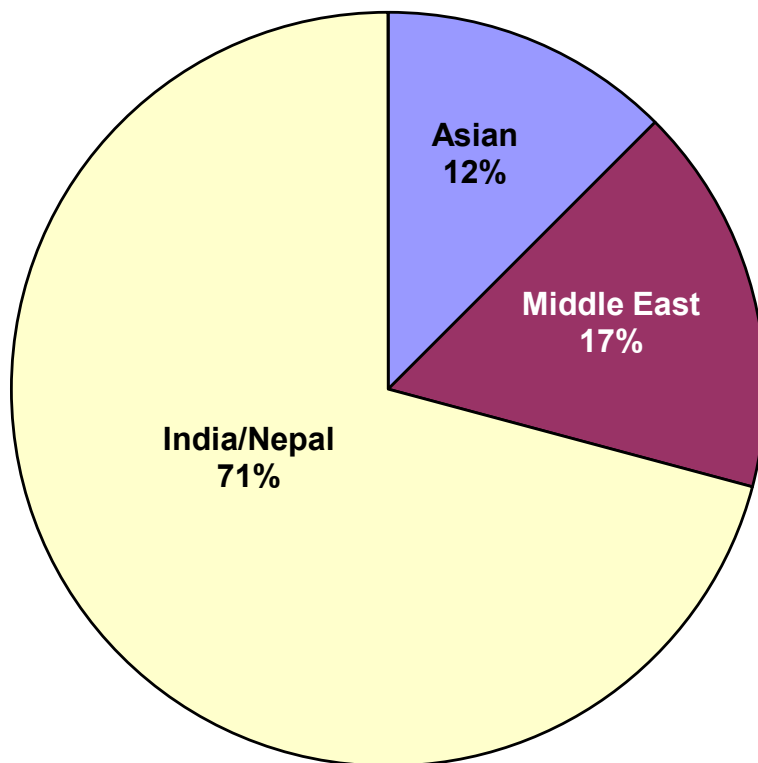
**UCSF International Dentist Program Applications and Admissions
 (By Entering Class Year)**



Source: UCSF School of Dentistry - Strategic Planning Chart II-38

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

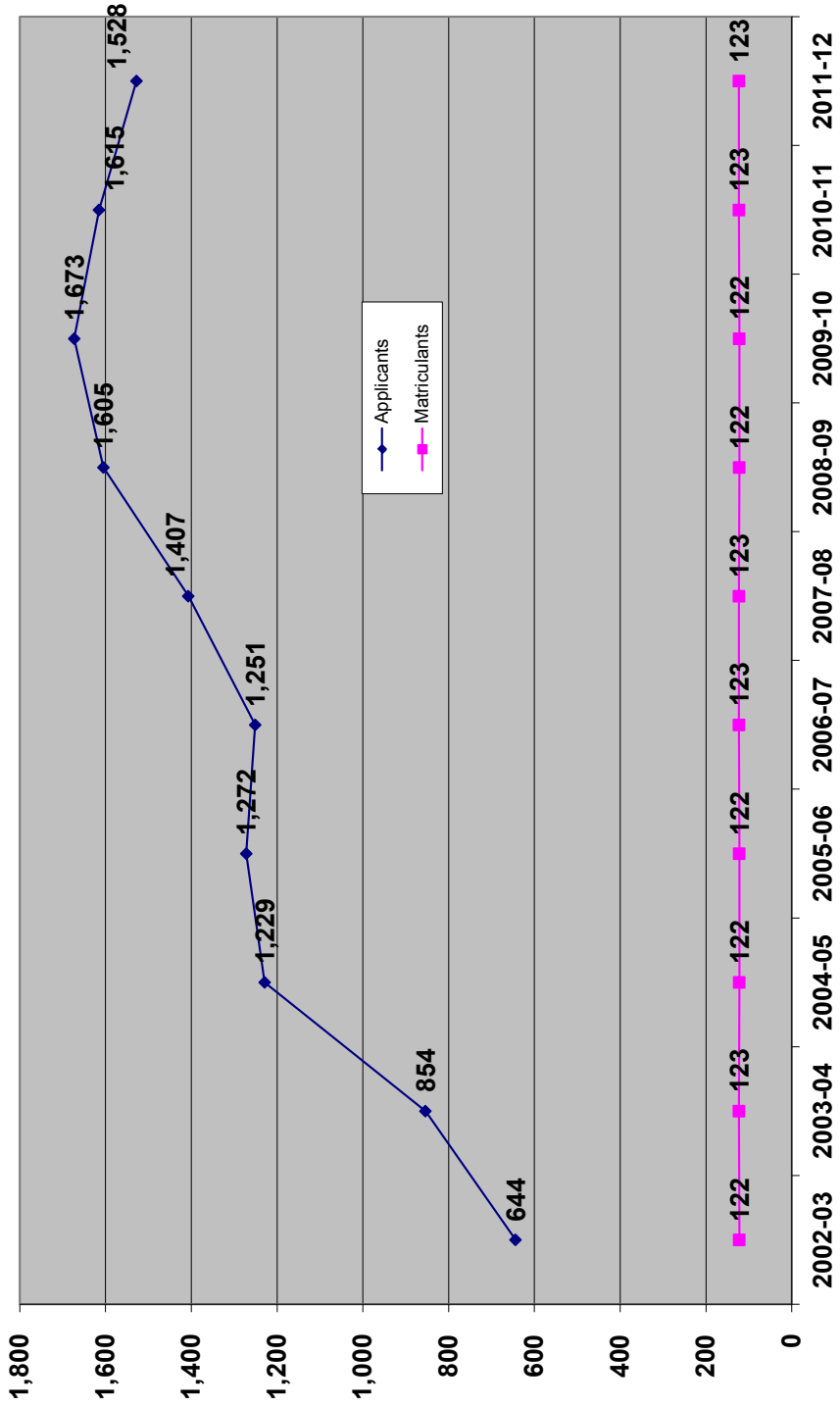
**UCSF International Students Racial/Ethnic
Distribution - 2011-12
School of Dentistry**



Source: UCSF School of Dentistry - Strategic Planning Chart II-39

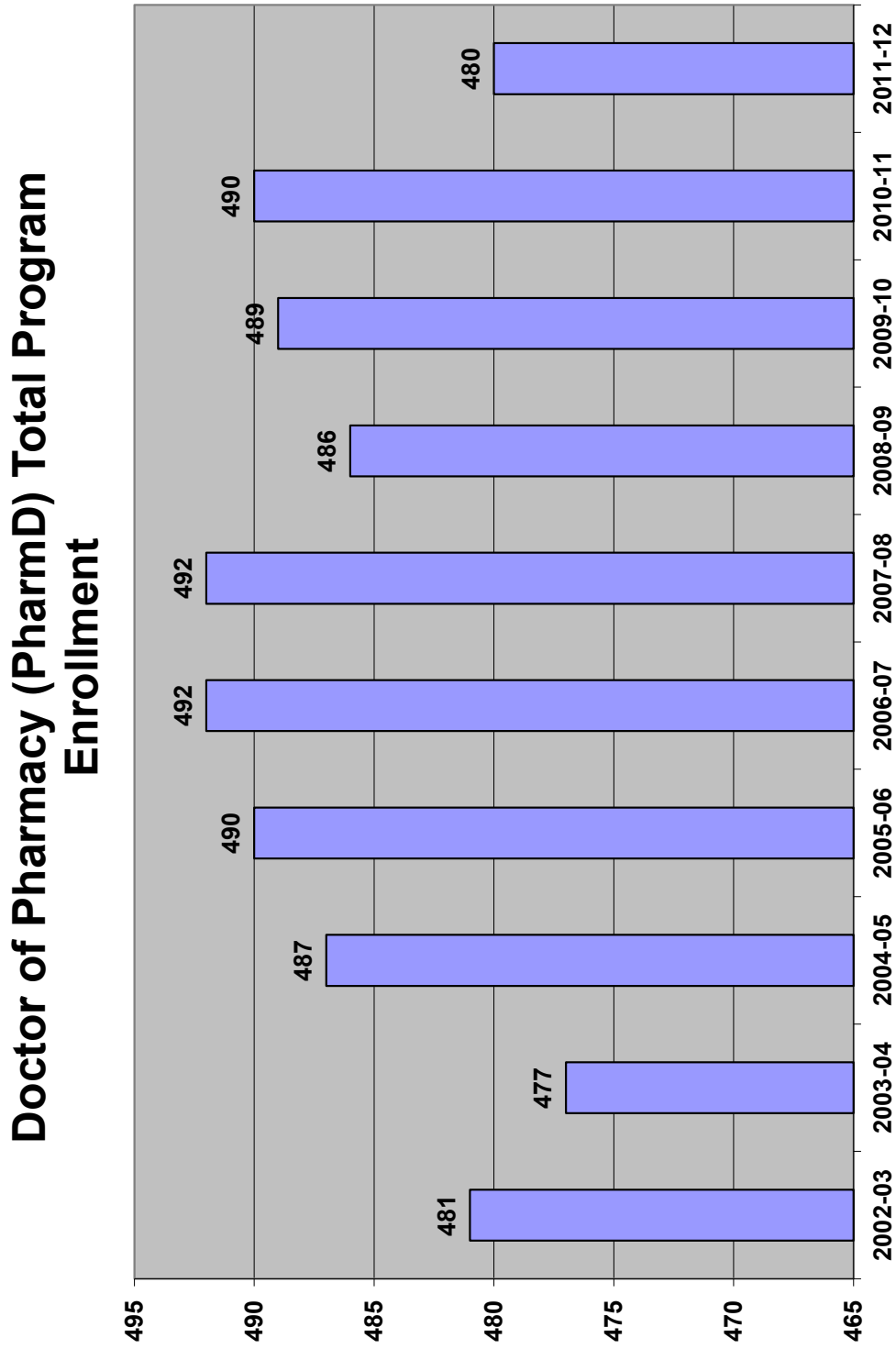
University of California, San Francisco
 Institutional Profile - FY 2011-12
 Summary Statistics

**UCSF Doctor of Pharmacy (PharmD) Applicants
 and Matriculants by Year**



Source: UCSF School of Pharmacy - Strategic Planning Chart II-42

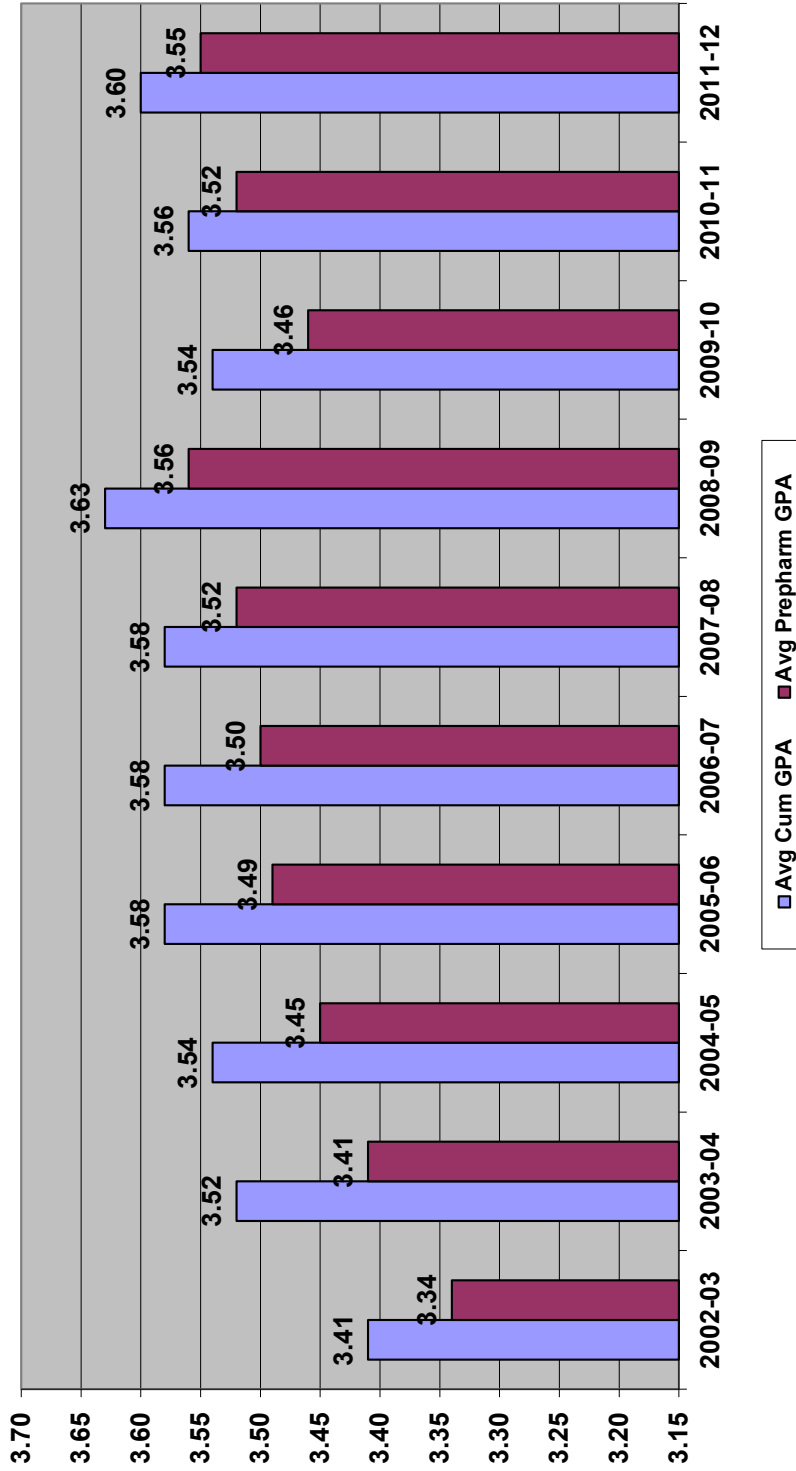
University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics



Source: UCSF School of Pharmacy - Strategic Planning chart II-43

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

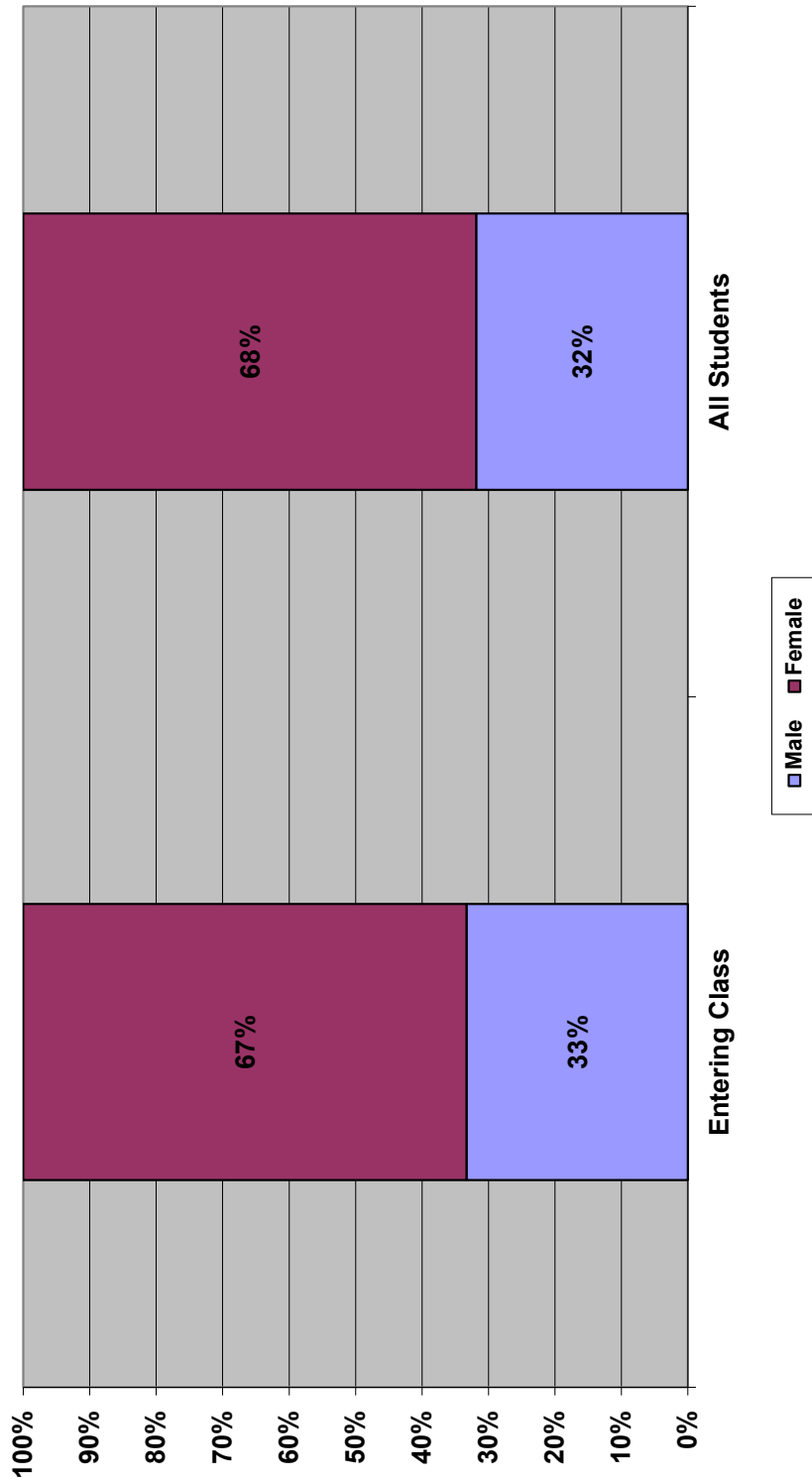
**GPA's of UCSF Doctor of Pharmacy (PharmD)
Entering Applicants**



Source: UCSF School of Pharmacy - Strategic Planning Chart II-44

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 Summary Statistics**

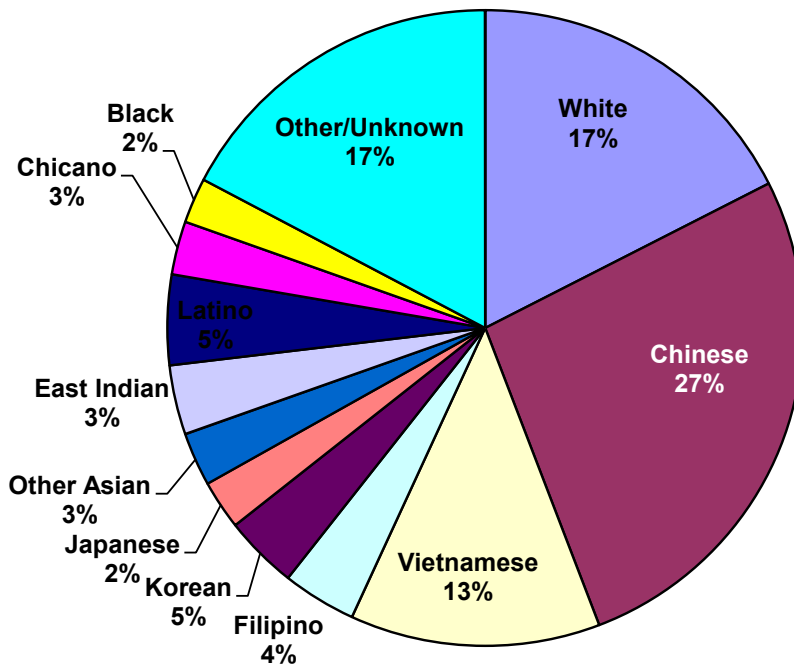
**Gender of UCSF Doctor of Pharmacy (PharmD)
 Enrollees, 2011-12**



Source: UCSF School of Pharmacy - Strategic Planning Chart II-45

University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics

Ethnicity of UCSF Doctor of Pharmacy (PharmD)
Enrollees, FY 2011-12



Source: UCSF School of Pharmacy - Strategic Planning Chart II-45

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

UCSF School of Nursing Program Applications and Enrollment by Program

| | Fall 2011 | | Fall 2007 | | | Fall 2011 | | |
|--------------|-----------------|------------|------------|-----------------|------------|------------|-----------------|--|
| | Size of Program | Appl. | Enrid | Acceptance Rate | Appl. | Enrid | Acceptance Rate | |
| MEPN | 76 | 592 | 85 | 14% | 527 | 83 | 16% | |
| MS | 415 | 184 | 109 | 59% | 326 | 98 | 30% | |
| N-PhD | 109 | 49 | 26 | 53% | 39 | 32 | 82% | |
| S-PhD | 29 | 38 | 6 | 16% | 84 | 5 | 6% | |
| Total | 629 | 863 | 226 | 26% | 976 | 218 | 22% | |

Source: UCSF School of Nursing - Strategic Planning Chart II-50

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**UCSF Entering Nursing Students
Undergraduate GPA and Mean GRE Scores**

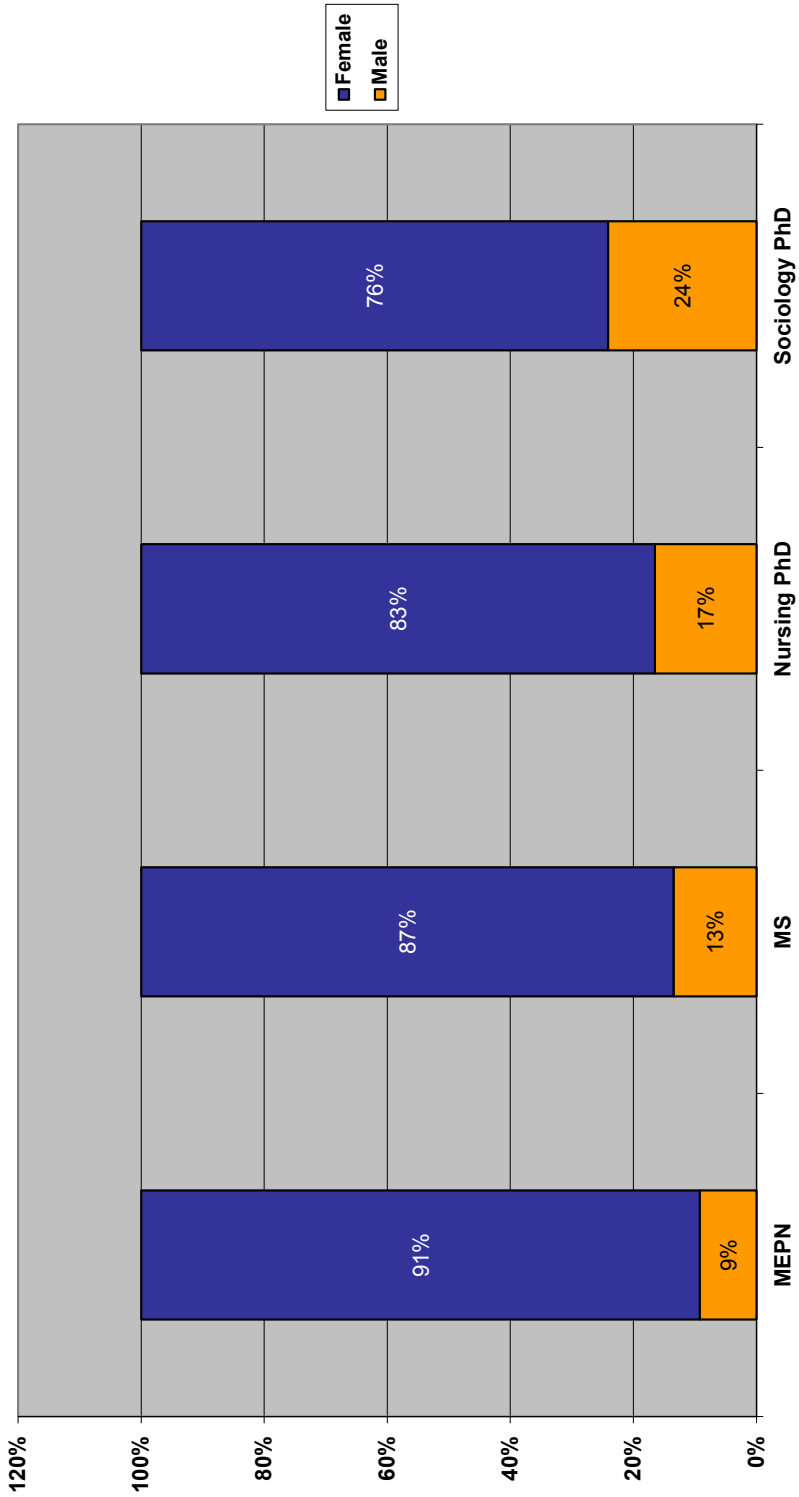
| | 2007 | | 2011 | |
|--------------|------|-------------------------|------|----------------------|
| | GPA | GRE | GPA | GRE |
| MEPN | 3.34 | V=529 Q=602 A=653 | 3.38 | V=529 Q=610 A=625 |
| MS | 3.78 | V=485 Q=542 A=608 | n/a | n/a |
| N-PhD | 3.55 | V=487 Q=567 A=601 | 3.36 | V=502 Q=582 A=579 |
| S-PhD | 3.41 | V=485 Q=561 A=665 | 3.73 | V=578 Q=702 A=680 |

Note: Analytical Writing (aw) scores, after 2003, are scaled 0 to 6 instead of 200 - 800. Scores are re-coded here, for compatibility, using this formula: $A = (aw + 2) \times 100$

After 2008, MS GPAs are screened for over 3.0 requirements but not computed or recorded; and GRE scores are no longer required of MS applicants.

University of California, San Francisco
 Institutional Profile - FY 2011-12
 Summary Statistics

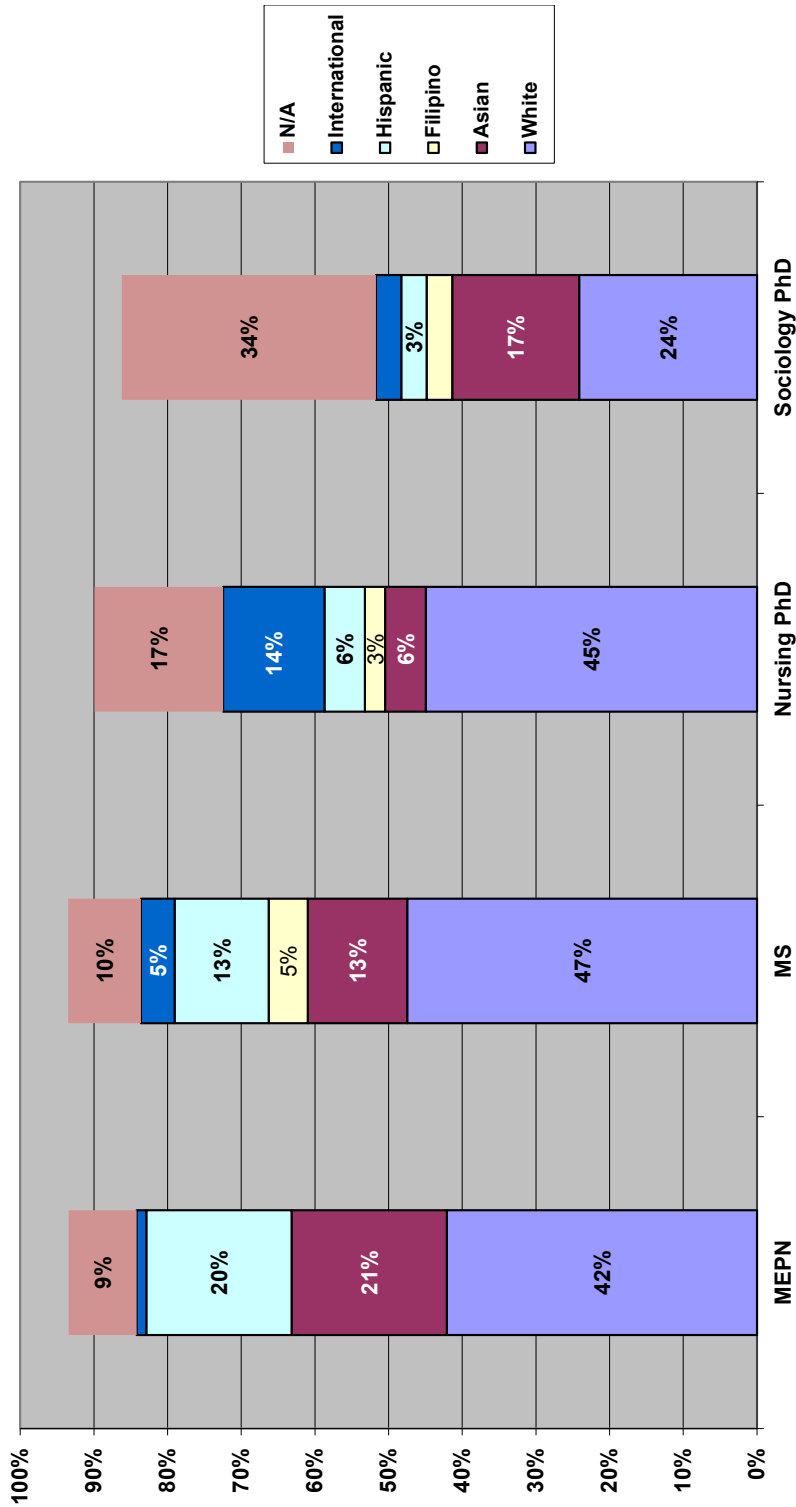
**Distribution of UCSF Nursing Enrollees by Gender,
 2011-12**



Source: UCSF School of Nursing - Strategic Planning Chart II-52

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

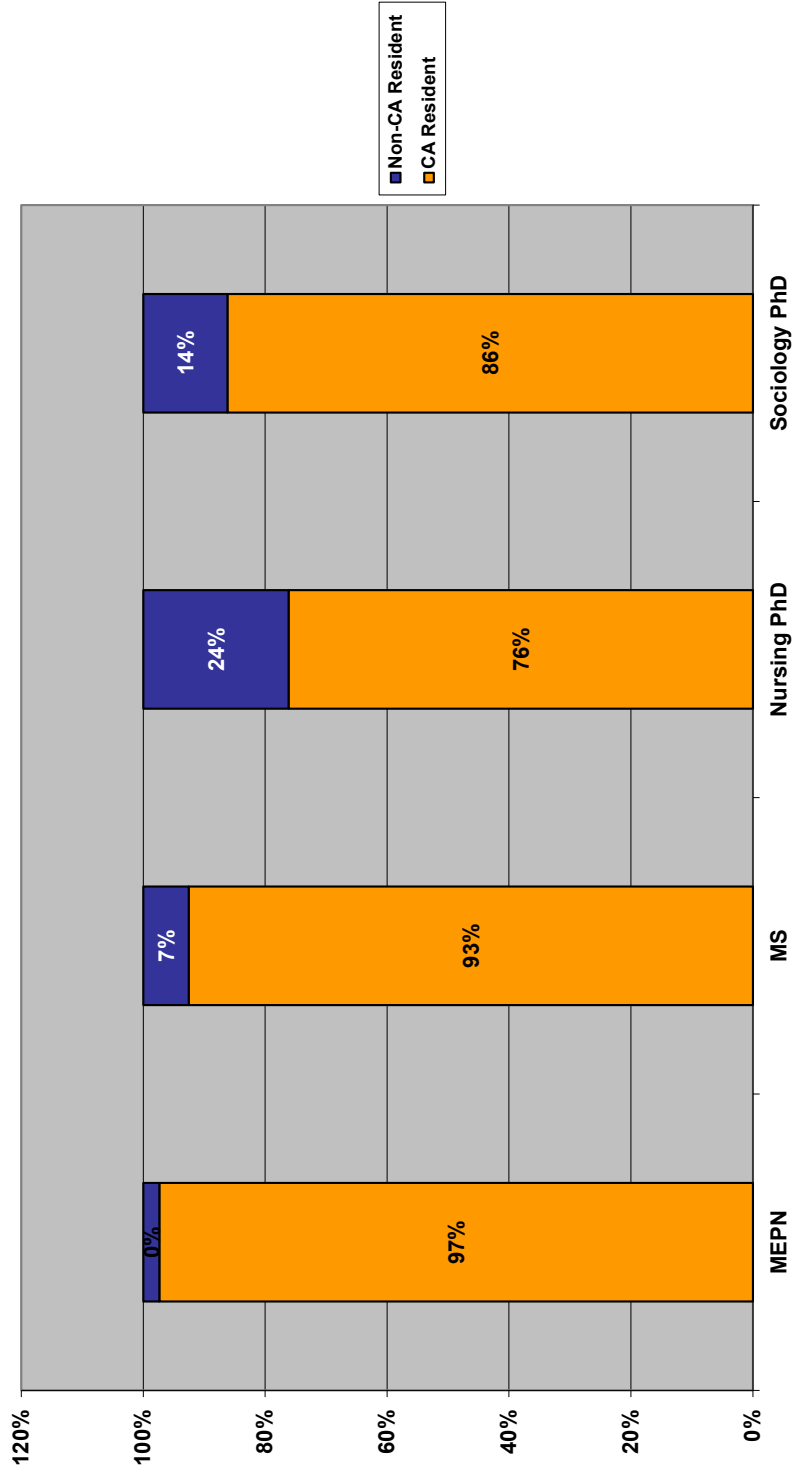
**Distribution of UCSF Nursing Enrollees by
Race/Ethnicity, 2011-12**



Source: UCSF School of Nursing - Strategic Planning Chart II-53

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 Summary Statistics**

Distribution of UCSF Nursing Enrollees by State of Residency, 2011-12



Source: UCSF School of Nursing - Strategic Planning Chart II-54

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

| University of California, San Francisco - Graduate Division FY 2006-07 / FY 2007-08/FY 2008-09/FY 2009-10/FY 2010-11/FY 2011-12 Applications and Acceptances | | | | | | | | | | | | | | | | | | |
|---|--------------|-------------|-------------|-------------|-------------|-------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|------------|--------------|------------|--------------|------------|--------------|
| Graduate Program | Applications | | | | | Students Accepted | | | | | | | | | | | | |
| | FY 2006-07 | FY 2007-08 | FY 2008-09 | FY 2009-10 | FY 2010-11 | FY 2011-12 | Fall 2006 Number / % of Apps | Fall 2007 Number / % of Apps | Fall 2008 Number / % of Apps | Fall 2009 Number / % of Apps | Fall 2010 Number / % of Apps | Fall 2011 Number / % of Apps | | | | | | |
| Biochemistry* | 358 | 369 | 325 | 307 | 480 | 535 | 72 | 20.1% | 62 | 16.8% | 63 | 19.4% | 52 | 16.9% | 45 | 14.7% | 58 | 10.8% |
| Bioengineering | 437 | 388 | 391 | 486 | 522 | 256 | 56 | 12.8% | 58 | 14.9% | 61 | 15.6% | 68 | 14.0% | 55 | 11.3% | 33 | 12.9% |
| Biol & Medical Informatics # | 67 | 63 | 83 | 0 | 0 | 0 | 13 | 19.4% | 17 | 27.0% | 18 | 21.7% | 39 | 22.9% | 37 | 21.8% | 28 | 36.8% |
| Biomedical Sciences | 327 | 259 | 285 | 285 | 536 | 487 | 60 | 18.3% | 69 | 26.6% | 59 | 20.7% | 59 | 20.7% | 69 | 24.2% | 68 | 14.0% |
| Biophysics # | 66 | 66 | 59 | 170 | 138 | 76 | 28 | 42.4% | 26 | 39.4% | 24 | 40.7% | -39 | 0.0% | -37 | NA | 26 | NA |
| Cell Biology* | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Chemistry & Chemical Biology | 136 | 98 | 119 | 111 | 98 | 98 | 19 | 14.0% | 19 | 19.4% | 25 | 21.0% | 25 | 22.5% | 16 | 14.4% | 25 | 25.5% |
| Development & Stem Cell Biology | 0 | 0 | 0 | 0 | 0 | 81 | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 10 | 0.0% |
| Epidemiology & Transitional Science (1st class 2010) | 0 | 0 | 0 | 0 | 11 | 32 | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 6 | #DIV/0! | 7 | 21.9% |
| Genetics* | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| History of Health Sciences** | 0 | 11 | 0 | 8 | 0 | 14 | 0 | 0.0% | 7 | 63.6% | 0 | 0.0% | 5 | 62.5% | 0 | 0.0% | 5 | 0.0% |
| Medical Anthropology*** | 7 | 0 | 33 | 0 | 27 | 0 | 6 | 85.7% | 0 | 0.0% | 7 | 21.2% | 0 | 0.0% | 4 | #DIV/0! | 0 | #DIV/0! |
| Neuroscience | 274 | 262 | 279 | 330 | 317 | 306 | 43 | 15.7% | 30 | 11.5% | 32 | 11.5% | 41 | 12.4% | 31 | 9.4% | 37 | 12.1% |
| Nursing | 71 | 46 | 54 | 37 | 37 | 39 | 38 | 53.5% | 36 | 78.3% | 33 | 61.1% | 30 | 81.1% | 25 | 67.6% | 32 | 82.1% |
| Oral & Craniofacial Sciences | 13 | 13 | 15 | 13 | 9 | 8 | 2 | 15.4% | 4 | 30.8% | 7 | 46.7% | 3 | 23.1% | 2 | 15.4% | 0 | 0.0% |
| PSPG | 71 | 75 | 54 | 76 | 93 | 82 | 18 | 25.4% | 22 | 29.3% | 12 | 22.2% | 15 | 19.7% | 15 | 19.7% | 10 | 12.2% |
| Sociology | 42 | 39 | 23 | 35 | 53 | 40 | 9 | 21.4% | 9 | 23.1% | 9 | 39.1% | 8 | 22.9% | 13 | 37.1% | 10 | 25.0% |
| Campus Total | 1869 | 1689 | 1720 | 1858 | 2321 | 2054 | 364 | 19.5% | 359 | 21.3% | 350 | 20.3% | 306 | 16.5% | 281 | 15.1% | 349 | 17.0% |

* All applications are received by, and admissions are to, Biochemistry.
 ** History of Health Sciences admits in odd years; Medical Anthropology in even years.
 # BMI and Biophysics have joint admissions beginning in 2009.

University of California, San Francisco Institutional Profile - FY 2011-12 Summary Statistics

| Graduate Program | University of California, San Francisco - Graduate Division FY 2006-07/FY 2007-08/FY 2009-10/FY 2010-11/FY 2011-12 Matriculants and Total Enrollment | | | | | | | | | | | | | | |
|--------------------------------------|---|--------------|------------------------|--------------|------------------------|--------------|------------------------|--------------|------------------------|--------------|------------------------|------------|------------------------|------------|------------------------|
| | Matriculated Students | | | | | | Total Ph.D. Enrollment | | | | | | | | |
| | Fall 2007 | | Fall 2008 | | Fall 2009 | | Fall 2010 | | Fall 2011 | | Fall 2007 | Fall 2008 | Fall 2009 | Fall 2010 | Fall 2011 |
| Number | Percent of Acceptances | Number | Percent of Acceptances | Number | Percent of Acceptances | Number | Percent of Acceptances | Number | Percent of Acceptances | Number | Percent of Acceptances | Number | Percent of Acceptances | Number | Percent of Acceptances |
| Biochemistry* | 19 | 30.6% | 24 | 38.1% | 22 | 42.3% | 14 | 31.0% | 17 | 29.3% | 114 | 103 | 119 | 95 | 93 |
| Bioengineering | 28 | 48.3% | 24 | 39.3% | 24 | 39.3% | 20 | 36.3% | 18 | 54.5% | 72 | 65 | 73 | 64 | 71 |
| Biol & Medical Informatics # | 6 | 35.3% | 10 | 55.6% | 10 | 55.6% | 4 | 21.6% | 17 | 60.7% | 33 | 33 | 31 | 31 | 42 |
| Biomedical Sciences | 34 | 49.3% | 28 | 47.5% | 28 | 47.5% | 28 | 40.5% | 26 | 38.2% | 125 | 151 | 156 | 169 | 166 |
| Biophysics # | 12 | 46.2% | 5 | 20.8% | 5 | 20.8% | 4 | 21.6% | 11 | 42.3% | 65 | 60 | 55 | 46 | 56 |
| Cell Biology* | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 37 | 36 | 23 | 26 | 23 |
| Chemistry & Chemical Biology | 11 | 57.9% | 9 | 36.0% | 9 | 36.0% | 6 | 16.3% | 14 | 56.0% | 50 | 51 | 48 | 46 | 52 |
| Developmental & Stem Cell Biology @ | 0 | 0.0% | 3 | 0.0% | 0 | 0.0% | 0 | 0.0% | 5 | 50.0% | 8 | 13 | 10 | 13 | 17 |
| Epidemiology & Translational Science | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 4 | 66.7% | 4 | 57.1% | 0 | 0 | 0 | 4 | 8 |
| Genetics* | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 10 | 15 | 12 | 15 | 13 |
| History of Health Sciences** | 5 | 71.4% | 0 | 0.0% | 3 | 0.0% | NA | NA | 3 | 60.0% | 7 | 7 | 8 | 9 | 10 |
| Medical Anthropology*** | 0 | 0.0% | 5 | 71.4% | 0 | 0.0% | 3 | 75.0% | 0 | 0.0% | 13 | 13 | 15 | 14 | 14 |
| Neuroscience | 16 | 53.3% | 9 | 28.1% | 12 | 29.3% | 14 | 45.1% | 12 | 32.4% | 97 | 85 | 84 | 84 | 75 |
| Nursing | 25 | 69.4% | 18 | 54.5% | 29 | 96.7% | 22 | 67.6% | 23 | 71.9% | 139 | 123 | 119 | 118 | 115 |
| Oral & Craniofacial Sciences | 5 | 125.0% | 7 | 100.0% | 3 | 100.0% | 1 | 50.0% | 0 | 0.0% | 12 | 15 | 23 | 20 | 15 |
| PSPG | 10 | 45.5% | 6 | 50.0% | 8 | 53.3% | 8 | 10.5% | 5 | 50.0% | 52 | 48 | 48 | 49 | 46 |
| Sociology | 6 | 66.7% | 4 | 44.4% | 6 | 75.0% | 6 | 46.2% | 7 | 70.0% | 34 | 33 | 28 | 26 | 28 |
| Campus Total | 177 | 49.3% | 152 | 43.4% | 159 | 46.6% | 134 | 41.7% | 162 | 46.4% | 868 | 851 | 852 | 829 | 844 |

* All applications are received by, and admissions are to, Biochemistry.

** History of Health Sciences admits in odd years; Medical Anthropology in even years.

BMI and Biophysics have joint admissions beginning in 2009.

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

RANKINGS SECTION

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Best Medical Schools - Research
U.S. News & World Report
2012**

| Rank | Hospital |
|------|---|
| 1 | Harvard University |
| 2 | Johns Hopkins University |
| 3 | University of Pennsylvania (Perelman) |
| 4 | Stanford University |
| 5 | University of California, San Francisco |
| 6 | Washington University in St. Louis |
| 7 | Yale University |
| 8 | Columbia University |
| 9 | Duke University |
| 10 | University of Chicago (Pritzker) |
| 10 | University of Michigan - Ann Arbor |
| 10 | University of Washington |

**Best Medical Schools - Primary Care
U.S. News & World Report
2012**

| Rank | Hospital |
|------|--|
| 1 | University of Washington |
| 2 | University of North Carolina, Chapel Hill |
| 3 | Oregon Health and Science University |
| 3 | University of California, San Francisco |
| 5 | University of Colorado, Denver |
| 6 | University of Nebraska Medical Center |
| 7 | University of Massachusetts - Worcester |
| 8 | University of Michigan - Ann Arbor |
| 8 | University of Minnesota |
| 10 | University of California, Los Angeles (Geffen) |

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Best Medical Schools - AIDS
U.S. News & World Report
2012**

| Rank | Hospital |
|------|--|
| 1 | University of California, San Francisco |
| 2 | Harvard University |
| 3 | Johns Hopkins University |
| 4 | University of Washington |
| 5 | Columbia University |
| 6 | University of California, Los Angeles (Geffen) |
| 7 | Duke University |
| 8 | University of California, San Diego |
| 9 | University of Alabama - Birmingham |
| 9 | University of Pennsylvania (Perelman) |

**Best Medical Schools - Drug and Alcohol Abuse
U.S. News & World Report
2012**

| Rank | Hospital |
|------|--|
| 1 | Yale Univeristy |
| 2 | Columbia University |
| 3 | Harvard University |
| 4 | Johns Hopkins University |
| 5 | University of Pennsylvania (Perelman) |
| 6 | University of California, San Francisco |
| 7 | University of California, Los Angeles (Geffen) |
| 8 | University of California, San Diego |
| 9 | Brown University (Alpert) |
| 10 | Boston University |
| 10 | Medical University of South Carolina |
| 10 | Washington University in St. Louis |

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Best Medical Schools - Family Medicine
U.S. News & World Report
2012**

| Rank | Hospital |
|------|---|
| 1 | University of Washington |
| 2 | University of North Carolina, Chapel Hill |
| 3 | University of California, San Francisco |
| 3 | University of Colorado, Denver |
| 5 | Oregon Health and Science University |
| 5 | University of New Mexico |
| 7 | University of Michigan, Ann Arbor |
| 7 | University of Missouri |
| 9 | University of Wisconsin, Madison |
| 10 | University of Minnesota |

**Best Medical Schools - Geriatrics
U.S. News & World Report
2012**

| Rank | Hospital |
|------|--|
| 1 | Mount Sinai School of Medicine |
| 2 | Johns Hopkins University |
| 3 | University of California, Los Angeles (Geffen) |
| 4 | Harvard University |
| 5 | Duke University |
| 6 | University of Michigan, Ann Arbor |
| 7 | University of Arkansas for Medical Sciences |
| 7 | University of Washington |
| 9 | University of California, San Francisco |
| 10 | Yale University |

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Best Medical Schools - Internal Medicine
U.S. News & World Report
2012**

| Rank | Hospital |
|------|---|
| 1 | Harvard University |
| 2 | Johns Hopkins University |
| 3 | University of California, San Francisco |
| 4 | Duke University |
| 5 | University of Pennsylvania (Perelman) |
| 6 | University of Michigan, Ann Arbor |
| 7 | Washington University in St. Louis |
| 8 | University of Washington |
| 9 | Columbia University |
| 10 | Yale University |

**Best Medical Schools - Pediatrics
U.S. News & World Report
2012**

| Rank | Hospital |
|------|---|
| 1 | Harvard University |
| 2 | University of Pennsylvania |
| 3 | University of Cincinnati |
| 4 | Johns Hopkins University |
| 5 | University of Colorado, Denver |
| 6 | Baylor College of Medicine |
| 7 | University of Washington |
| 8 | Washington University in St. Louis |
| 9 | University of Pittsburgh |
| 10 | Stanford University |
| 10 | University of California, San Francisco |

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Best Medical Schools - Women's Health
U.S. News & World Report
2012**

| Rank | Hospital |
|------|---|
| 1 | Harvard University |
| 2 | University of California, San Francisco |
| 3 | Johns Hopkins University |
| 4 | University of Pennsylvania (Perelman) |
| 5 | Columbia University |
| 5 | University of Michigan - Ann Arbor |
| 7 | Yale University |
| 8 | University of Pittsburgh |
| 9 | Duke University |
| 10 | Northwestern University (Feinberg) |

**UCSF Graduate Division Program Rankings
U.S. News & World Report
2010**

| Sciences - Area | UCSF Rank |
|--|-----------|
| Biological Sciences | 7 |
| Immunology/Infectious Disease | 2 |
| Biochemistry/Biophysics/Structural Biology | 5 |
| Cell Biology | 4 |
| Molecular Biology | 6 |
| Genetics/Genomics/Bioinformatics | 8 |
| Neuroscience/Neurobiology | 3 |
| Microbiology | 4 |
| Chemistry | 32 |
| Biochemistry | 3 |
| Physical Therapy | 13 |

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Top Pharmacy Graduate Programs
U.S. News & World Report
2011**

| Rank | University |
|------|---|
| 1 | University of California, San Francisco |
| 2 | University of North Carolina, Chapel Hill |
| 3 | University of Minnesota |
| 4 | University of Texas, Austin |
| 5 | Ohio State University |
| 5 | University of Kentucky |
| 5 | University of Michigan, Ann Arbor |
| 5 | University of Washington |
| 9 | Purdue University |
| 9 | University of Arizona |
| 9 | University of Florida |
| 9 | University of Illinois, Chicago |
| 9 | University of Maryland, Baltimore |
| 9 | University of Wisconsin, Madison |

**UCSF Nursing Discipline Rankings
U.S. News & World Report
2011**

| UCSF Disciplines | UCSF Rank |
|--|-----------|
| Nursing | 4 |
| Clinical Nurse Specialist: Adult/Medical-Surgical | 1 |
| Clinical Nurse Specialist: Community/Public Health | 4 |
| Clinical Nurse Specialist: Psychiatric/Mental Health | 1 |
| Nurse Practitioner: Adult | 2 |
| Nurse Practitioner: Family | 1 |
| Nurse Practitioner: Gerontological/Geriatric | 8 |
| Nurse Practitioner: Pediatric | 8 |

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Top Ten Hospitals
U.S. News & World Report
2010**

| Rank | Hospital |
|------|--|
| 1 | Johns Hopkins Hospital, Baltimore |
| 2 | Mayo Clinic, Rochester, Minn. |
| 3 | Massachusetts General Hospital, Boston |
| 4 | Cleveland Clinic |
| 5 | Ronald Reagan UCLA Medical Center, Los Angeles |
| 6 | New York-Presbyterian Univ. Hosp. |
| 7 | UCSF Medical Center, San Francisco |
| 8 | Barnes Jewish Hospital/Washington Univ., St. Louis |
| 9 | Hosp. of the Univ. of Pennsylvania, Philadelphia |
| 10 | Duke Univ. Medical Center, Durham, N.C. |

**Best Hospitals - Cancer
U.S. News & World Report
2010**

| Rank | Hospital |
|------|---|
| 1 | University of Texas M.D. Anderson Cancer Center, Houston |
| 2 | Memorial Sloan-Kettering Cancer Center, New York |
| 3 | Mayo Clinic, Rochester, Minn. |
| 4 | Johns Hopkins Hospital, Baltimore |
| 5 | University of Washington Medical Center, Seattle |
| 6 | Dana-Farber Cancer Institute, Boston |
| 7 | Massachusetts General Hospital, Boston |
| 8 | University of California, San Francisco Medical Center |
| 9 | Cleveland Clinic |
| 10 | Ronald Reagan UCLA Medical Center |

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Best Hospitals - Diabetes & Endocrine Disorders
U.S. News & World Report
2010**

| Rank | Hospital |
|------|---|
| 1 | Mayo Clinic, Rochester, Minn. |
| 2 | Massachusetts General Hospital, Boston |
| 3 | Johns Hopkins Hospital, Baltimore |
| 4 | University of California, San Francisco Medical Center |
| 5 | Ronald Reagan UCLA Medical Center, Los Angeles |
| 6 | Cleveland Clinic |
| 7 | New York-Presbyterian Univ. Hosp. of Columbia and Cornell |
| 8 | Yale-New Haven Hospital, New Haven, Conn. |
| 9 | Barnes-Jewish Hospital/Washington University, St. Louis |
| 10 | Brigham and Women's Hospital, Boston |

**Best Hospitals - Ear, Nose, & Throat
U.S. News & World Report
2010**

| Rank | Hospital |
|------|--|
| 1 | Johns Hopkins Hospital, Baltimore |
| 2 | Massachusetts Eye and Ear Infirmary, Boston |
| 3 | UPMC-University of Pittsburgh Medical Center |
| 4 | University of Iowa Hospitals and Clinics, Iowa City |
| 5 | Mayo Clinic, Rochester, Minn. |
| 6 | University of Texas M.D. Anderson Cancer Center, Houston |
| 7 | Hospital of the University of Pennsylvania |
| 8 | Cleveland Clinic |
| 9 | University of Michigan Hospitals and Health Centers |
| 10 | Barnes-Jewish Hospital/Washington University, St. Louis |
| 15 | University of California, San Francisco Medical Center |

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Best Hospitals - Gastroenterology
U.S. News & World Report
2010**

| Rank | Hospital |
|------|---|
| 1 | Mayo Clinic, Rochester, Minn. |
| 2 | Cleveland Clinic |
| 3 | Johns Hopkins Hospital, Baltimore |
| 4 | Massachusetts General Hospital, Boston |
| 5 | Mount Sinai Medical Center, New York |
| 6 | University of Chicago Medical Center |
| 7 | Hospital of the University of Pennsylvania, Philadelphia |
| 8 | Ronald Reagan UCLA Medical Center, Los Angeles |
| 9 | New York Presbyterian University Hospital of Columbia and Cornell |
| 10 | Cedars Sinal Medical Center, Los Angeles |
| 15 | University of California, San Francisco Medical Center |

**Best Hospitals - Geriatric Care
U.S. News & World Report
2010**

| Rank | Hospital |
|------|---|
| 1 | Mount Sinai Medical Center, New York |
| 2 | Ronald Reagan UCLA Medical Center, Los Angeles |
| 3 | Johns Hopkins Hospital, Baltimore |
| 4 | Massachusetts General Hospital, Boston |
| 5 | Mayo Clinic, Rochester, Minn. |
| 6 | Duke University Medical Center, Durham, N.C. |
| 7 | New York Presbyterian University Hospital of Columbia and Cornell |
| 8 | UPMC-University of Pittsburgh Medical Center |
| 9 | Yale-New Haven Hospital, New Haven, Conn. |
| 10 | Cleveland Clinic |
| 11 | University of California, San Francisco Medical Center |

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Best Hospitals - Gynecology
U.S. News & World Report
2010**

| Rank | Hospital |
|------|---|
| 1 | Johns Hopkins Hospital, Baltimore |
| 2 | Mayo Clinic, Rochester, Minn. |
| 3 | Brigham and Women's Hospital, Boston |
| 4 | Cleveland Clinic |
| 5 | Massachusetts General Hospital, Boston |
| 6 | Magee-Womens Hospital of UPMC, Pittsburgh |
| 7 | Duke University Medical Center, Durham, N.C. |
| 8 | University of California, San Francisco Medical Center |
| 9 | New York-Presbyterian Univ. Hosp. of Columbia and Cornell |
| 10 | Memorial Sloan-Kettering Cancer Center |

**Best Hospitals - Kidney Disease
U.S. News & World Report
2010**

| Rank | Hospital |
|------|---|
| 1 | Mayo Clinic, Rochester, Minn. |
| 2 | Johns Hopkins Hospital, Baltimore |
| 3 | Cleveland Clinic |
| 4 | New York-Presbyterian Univ. Hosp. of Columbia and Cornell |
| 5 | Massachusetts General Hospital, Boston |
| 6 | Brigham and Women's Hospital, Boston |
| 7 | Ronald Reagan UCLA Medical Center, Los Angeles |
| 8 | University of California, San Francisco Medical Center |
| 9 | Barnes-Jewish Hospital/Washington University, St. Louis |
| 10 | Vanderbilt-University Medical Center, Nashville |

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Best Hospitals - Neurology and Neurosurgery
U.S. News & World Report
2010**

| Rank | |
|------|---|
| 1 | Johns Hopkins Hospital, Baltimore |
| 2 | Mayo Clinic, Rochester, Minn. |
| 3 | Massachusetts General Hospital, Boston |
| 4 | New York-Presbyterian Univ. Hosp. of Columbia and Cornell |
| 5 | University of California, San Francisco Medical Center |
| 6 | Cleveland Clinic |
| 7 | Ronald Reagan UCLA Medical Center, Los Angeles |
| 8 | St. Joseph's Hospital and Medical Center, Phoenix |
| 9 | NYU Langone Medical Center |
| 10 | Barnes-Jewish Hospital/Washington University, St. Louis |

**Best Hospitals - Ophthalmology
U.S. News & World Report
2010**

| Rank | |
|------|---|
| 1 | Bascom Palmer Eye Institute at the University of Miami |
| 2 | Wilmer Eye Institute, Johns Hopkins |
| 3 | Wills Eye Hospital, Philadelphia |
| 4 | Massachusetts Eye and Ear Infirmary |
| 5 | Jules Stein Eye Institute, UCLA Medical Center, Los Angeles |
| 6 | University of Iowa Hospitals and Clinics, Iowa City |
| 7 | Duke University Medical Center, Durham N.C. |
| 8 | Doheny Eye Institute, USC University Hospital, Los Angeles |
| 9 | University of California, San Francisco Medical Center |
| 10 | Cleveland Clinic |

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Best Hospitals - Orthopedics
U.S. News & World Report
2010**

| Rank | Hospital |
|------|--|
| 1 | Hospital for Special Surgery, New York |
| 2 | Mayo Clinic, Rochester, Minn. |
| 3 | Massachusetts General Hospital, Boston |
| 4 | Cleveland Clinic |
| 5 | Johns Hopkins Hospital, Baltimore |
| 6 | Duke University Medical Center, Durham, N.C. |
| 7 | Barnes-Jewish Hospital/Washington University |
| 8 | UPMC-University of Pittsburgh Medical Center |
| 9 | University of Iowa Hospitals and Clinics, Iowa City |
| 10 | Rush University Medical Center |
| 18 | University of California, San Francisco Medical Center |

**Best Hospitals - Psychiatry
U.S. News & World Report
2010**

| Rank | Hospital |
|------|---|
| 1 | Massachusetts General Hospital, Boston |
| 2 | Johns Hopkins Hospital, Baltimore |
| 3 | McLean Hospital, Belmont, Mass. |
| 4 | New York-Presbyterian Univ. Hosp. of Columbia and Cornell |
| 5 | Menninger Clinic, Houston |
| 6 | Resnick Neuropsychiatric Hospital at UCLA |
| 7 | Sheppard and Enoch Pratt Hospital, Baltimore |
| 8 | Mayo Clinic, Rochester, Minn. |
| 9 | UPMC-University of Pittsburgh Medical Center |
| 10 | Yale-New Haven Hospital |
| 23 | University of California, San Francisco Medical Center |

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Best Hospitals - Pulmonology
U.S. News & World Report
2010**

| Rank | Hospital |
|------|--|
| 1 | National Jewish Health |
| 2 | Mayo Clinic, Rochester, Minn. |
| 3 | Cleveland Clinic |
| 4 | Johns Hopkins Hospital, Baltimore |
| 5 | Massachusetts General Hospital, Boston |
| 6 | Duke University Medical Center |
| 7 | UPMC-University of Pittsburgh Medical Center |
| 8 | University of Colorado Hospital |
| 9 | University of California, San Francisco Medical Center |
| 10 | Hospital of the University of Pennsylvania |

**Best Hospitals - Rheumatology
U.S. News & World Report
2010**

| Rank | Hospital |
|------|---|
| 1 | Johns Hopkins Hospital, Baltimore |
| 2 | Cleveland Clinic |
| 3 | Hospital for Special Surgery, New York |
| 4 | Mayo Clinic, Rochester, Minn. |
| 5 | Brigham and Women's Hospital, Boston |
| 6 | Ronald Reagan UCLA Medical Center, Los Angeles |
| 7 | Massachusetts General Hospital, Boston |
| 8 | Hospital for Joint Diseases, NYU Langone Medical Center |
| 9 | UPMC-University of Pittsburgh Medical Center |
| 10 | University of California, San Francisco Medical Center |

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

**Best Hospitals - Urology
U.S. News & World Report
2010**

| Rank | Hospital |
|------|---|
| 1 | Johns Hopkins Hospital, Baltimore |
| 2 | Cleveland Clinic |
| 3 | Mayo Clinic, Rochester, Minn. |
| 4 | Ronald Reagan UCLA Medical Center, Los Angeles |
| 5 | University of California, San Francisco Medical Center |
| 6 | New York-Presbyterian Univ. Hosp. of Columbia and Cornell |
| 7 | Duke University Medical Center, New York |
| 8 | Memorial Sloan-Kettering Cancer Center, New York |
| 9 | Vanderbilt University Medical Center, Nashville |
| 10 | University of Texas M.D. Anderson Cancer Center, Houston |

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

Top 10 Heart Transplant Hospitals (by 2011 Volume): Volume Trends

| Rank | Hospital | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
|------|-----------------------------------|------|------|------|------|------|------|------|------|------|------|
| 1 | Cedars-Sinai Med Center | 47 | 34 | 28 | 20 | 25 | 43 | 34 | 26 | 75 | 87 |
| 2 | New York-Presbyterian/Columbia | 82 | 87 | 98 | 118 | 106 | 97 | 78 | 93 | 84 | 77 |
| 3 | Newark Beth Israel Medical Center | 35 | 24 | 42 | 39 | 37 | 38 | 38 | 35 | 52 | 63 |
| 4 | Duke University Med Center | 60 | 51 | 48 | 35 | 40 | 48 | 48 | 50 | 59 | 60 |
| 5 | The Hosp of the Univ of PA | 51 | 53 | 47 | 49 | 54 | 54 | 49 | 47 | 60 | 58 |
| 5 | Tampa General Hospital | 42 | 55 | 54 | 60 | 59 | 53 | 45 | 57 | 53 | 58 |
| 7 | Cleveland Clinic Foundation | 60 | 73 | 58 | 72 | 74 | 61 | 60 | 57 | 47 | 55 |
| 8 | UCLA Med Center | 95 | 96 | 77 | 98 | 83 | 88 | 97 | 76 | 50 | 52 |
| 8 | Aurora St. Lukes Medical Center | 36 | 30 | 25 | 28 | 31 | 19 | 9 | 14 | 45 | 52 |
| 10 | St. Lukes Episcopal Hospital | 47 | 27 | 24 | 32 | 39 | 43 | 36 | 36 | 40 | 44 |
| | UCSF Medical Center | 1 | 13 | 10 | 21 | 20 | 18 | 20 | 16 | 14 | 0 |

■ = hospital with the highest volume for the year

Source: Organ Procurement and Transplantation Network (OPTN)

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

Top 10 Kidney Transplant Hospitals (by 2011 Volume): Volume Trends

| | Hospital | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
|----|------------------------------------|------|------|------|------|------|------|------|------|------|------|
| 1 | UCSF Medical Center | 298 | 342 | 370 | 251 | 295 | 366 | 347 | 305 | 348 | 329 |
| 2 | UCLA | 266 | 305 | 311 | 279 | 289 | 316 | 300 | 277 | 304 | 315 |
| 3 | Univ of Wisconsin Hosp and Clinics | 288 | 286 | 305 | 304 | 310 | 289 | 288 | 253 | 224 | 281 |
| 4 | UC Davis Medical Center | 58 | 73 | 82 | 82 | 94 | 138 | 112 | 142 | 195 | 268 |
| 5 | Northwestern Memorial | 186 | 195 | 223 | 241 | 256 | 246 | 245 | 250 | 278 | 263 |
| 5 | Jackson Memorial Hospital | 118 | 138 | 186 | 202 | 197 | 253 | 208 | 245 | 272 | 263 |
| 7 | Univ of Alabama Hospital | 314 | 293 | 249 | 298 | 303 | 294 | 260 | 265 | 246 | 249 |
| 8 | Univ of Maryland Med System | 252 | 186 | 215 | 202 | 229 | 244 | 222 | 254 | 211 | 248 |
| 9 | New York-Presbyterian/Columbia | 92 | 106 | 138 | 199 | 250 | 260 | 249 | 261 | 233 | 241 |
| 10 | Tampa General Hospital | 150 | 169 | 180 | 195 | 209 | 179 | 189 | 198 | 201 | 240 |

UCSF Medical Center = hospital with the highest volume for the year
Source: Organ Procurement and Transplantation Network (OPTN)

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

Top 10 Liver Transplant Hospitals (by 2011 Volume): Volume Trends

| Rank | Hospital | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
|------|--------------------------------|------|------|------|------|------|------|------|------|------|------|
| 1 | UCLA | 195 | 185 | 182 | 203 | 234 | 230 | 228 | 192 | 196 | 196 |
| 2 | Mayo Clinic, Florida | 167 | 171 | 245 | 246 | 218 | 165 | 170 | 166 | 166 | 164 |
| 3 | UCSF Medical Center | 105 | 127 | 124 | 160 | 149 | 127 | 147 | 153 | 139 | 151 |
| 4 | Methodist Univ Hospital | 0 | 0 | 11 | 34 | 89 | 106 | 117 | 126 | 120 | 134 |
| 4 | Northwestern Memorial Hospital | 61 | 83 | 119 | 110 | 135 | 114 | 107 | 114 | 98 | 134 |
| 6 | Univ. of Pennsylvania Hospital | 120 | 115 | 133 | 135 | 115 | 105 | 136 | 125 | 115 | 133 |
| 7 | Ochsner Foundation Hospital | 70 | 107 | 96 | 94 | 78 | 100 | 91 | 120 | 124 | 131 |
| 8 | New York Presbyterian/Columbia | 94 | 98 | 108 | 128 | 152 | 122 | 135 | 141 | 118 | 128 |
| 9 | Jackson Memorial | 186 | 168 | 153 | 141 | 147 | 192 | 165 | 128 | 118 | 126 |
| 9 | Tampa General Hospital | 73 | 94 | 82 | 74 | 73 | 97 | 104 | 88 | 91 | 126 |

█ = hospital with the highest volume for the year
Source: Organ Procurement and Transplantation Network (OPTN)

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

Top 10 Lung Transplant Hospitals (by 2012 Volume): Volume Trends

| Rank | Hospital | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
|------|--------------------------------|------|------|------|------|------|------|------|------|------|------|
| 1 | Duke University | 50 | 59 | 59 | 67 | 60 | 55 | 71 | 93 | 120 | 145 |
| 2 | Univ of Pittsburgh Med Ct | 49 | 40 | 58 | 87 | 93 | 123 | 118 | 122 | 131 | 108 |
| 2 | The Methodist Hospital | 20 | 20 | 11 | 22 | 36 | 40 | 51 | 79 | 105 | 108 |
| 4 | Cleveland Clinic Fridth | 36 | 47 | 63 | 64 | 62 | 69 | 57 | 154 | 117 | 105 |
| 5 | Barnes-Jewish | 22 | 47 | 58 | 54 | 58 | 53 | 58 | 57 | 53 | 74 |
| 6 | New York-Presbyterian/Columbia | 22 | 26 | 35 | 43 | 51 | 55 | 46 | 57 | 51 | 59 |
| 7 | UCLA | 27 | 28 | 37 | 54 | 60 | 59 | 54 | 52 | 50 | 57 |
| 8 | Tampa General Hospital | 8 | 4 | 11 | 17 | 36 | 41 | 37 | 38 | 58 | 56 |
| 9 | The Hosp of the Univ of PA | 28 | 32 | 39 | 59 | 51 | 53 | 43 | 45 | 51 | 51 |
| 10 | University Hospital - St. Paul | 17 | 16 | 11 | 21 | 14 | 18 | 21 | 13 | 24 | 50 |
| 15 | UCSF Medical Center | 13 | 28 | 31 | 32 | 29 | 35 | 41 | 33 | 47 | 41 |

■ = hospital with the highest volume for the year

Source: Organ Procurement and Transplantation Network (OPTN)

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

Newsweek International

Top 10 Global Universities

1. Harvard University
2. Stanford University
3. Yale University
4. California Institute of Technology
5. University of California, Berkeley
6. University of Cambridge
7. Massachusetts Institute of Technology
8. Oxford University
9. University of California, San Francisco
10. Columbia University

**University of California, San Francisco
Institutional Profile - FY 2011-12
Summary Statistics**

Top Fundraising Universities in 2011

- 1 Stanford University (\$709.42 million)
- 2 Harvard University (\$639.15 million)
- 3 Yale University (\$580.33 million)
- 4 Massachusetts Institute of Technology (\$534.34 million)
- 5 Columbia University (\$495.56 million)
- 6 Johns Hopkins University (\$485.41 million)
- 7 University of Pennsylvania (\$437.72 million)
- 8 University of California - Los Angeles (\$415.03 million)
- 9 University of California - San Francisco (\$409.45 million)
- 10 University of Southern California (\$402.41 million)
- 11 University of Texas at Austin (\$354.34 million)
- 12 Duke University (\$349.66 million)
- 13 New York University (\$337.85 million)
- 14 University of Washington (\$334.49 million)
- 15 University of Wisconsin - Madison (\$315.77 million)
- 16 Cornell University (\$315.53 million)
- 17 Indiana University (\$295.90 million)
- 18 University of California - Berkeley (283.35 million)
- 19 University of North Carolina at Chapel Hill (\$274.95 millio
- 20 University of Minnesota (\$272.57 million)

**University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF History**

UCSF HISTORY

University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF History

UCSF is home to graduate professional schools in dentistry, medicine, nursing and pharmacy; a graduate division for predoctoral and postdoctoral scientists; the UCSF Medical Center; the UCSF Children's Hospital; and Langley Porter Psychiatric Institute. The following paragraphs chronicle UCSF's history in brief over the past 144 years. A much more complete history of UCSF can be found later in this section.

UCSF was founded in 1864 as Toland Medical College, making it the oldest continuously operating medical school in the Western United States. In 1868, the University of California was created and in 1873, Toland Medical College affiliated with the University and became the Medical Department of the University of California.

The School of Pharmacy was founded in 1872 as the California College of Pharmacy by members of the California Pharmaceutical Society. This was the first college of pharmacy established in the West and the tenth in the United States. In 1873, the college affiliated with the University and became the College of Pharmacy of the University of California.

In 1881, the University of California Regents organized and established the Dental College which was the first dental educational institution to be established west of the Mississippi River.

A diploma program for the education of nurses was first offered by the University of California in 1907. This ultimately led to the establishment of the School of Nursing, the first autonomous school of nursing in any state university, in 1939. The School of Nursing faculty achieved full academic status in the University in 1941.

In 1895, the California Legislature appropriated \$250,000 for the construction of the "Affiliated Colleges" of the University of California on a 13-acre parcel in Parnassus Heights donated by San Francisco Mayor Adolph Sutro. By the turn of the century, 400 students were receiving professional instruction at the Parnassus campus.

In response to the acute need for hospital facilities after the 1906 earthquake, the University established its first teaching hospital on the Parnassus campus in 1907. To create space for the new clinical facilities, the departments of Physiology, Anatomy, and Pathology were transferred to Berkeley, not to return until the 1950's. A new UC Hospital building was completed and opened in 1917 at a cost of \$600,000 raised from private donations.

In 1912, the name of Medical Department of the University of California was changed to the University of California College of Medicine, and by 1915 it was designated officially as the University of California Medical School.

University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF History

In 1949, the Regents officially designated the Parnassus campus as the UC Medical Center in San Francisco and renamed the UC Medical School the “UC School of Medicine.”

Prior to 1954, the deans of the various schools on the San Francisco campus reported directly to the President of the University. An administrative advisory committee composed of deans and administrative chiefs, with the dean of the School of Medicine as chairman, was established in 1954 to supervise the campus. In 1958, the title of chairman was changed to provost, and in 1964, to chancellor. In 1970 the campus (then known as the San Francisco Medical Center) was named officially University of California, San Francisco.

In 1955, the twelve-story, Moffitt Hospital opened with two stories added later. The adjoining fourteen-story medical sciences building opened in 1956 as basic science faculty in anatomy, biochemistry and physiology prepared their move from Berkeley. Long Hospital was constructed adjacent to Moffitt Hospital in 1982, bringing the combined capacity of the two hospitals to 526 beds as of 2007. Planned renovations will bring the capacity up to 580 beds by 2013.

In 1997, UC Regents approved Mission Bay as the site for UCSF’s 2nd major campus site on 57 acres of property south of downtown San Francisco. At full buildout, the campus will contain approximately 20 buildings and will be populated by around 14,400 persons. As of 2010, the Mission Bay campus had a population of 3,500 staff, students, faculty and visitors.

UCSF is building a 289-bed, integrated hospital complex to serve children, women and cancer patients on a 14.5 acre parcel adjacent to its existing 43-acre Mission Bay campus. Upon completion of the first phase in late 2013 or early 2014, the plans for the 869,000-plus-gross-square-foot hospital complex include:

- A 183-bed children’s hospital with urgent/emergency care and pediatric primary care and special ambulatory facilities;
- A 70-bed adult hospital for cancer patients;
- A women’s hospital for cancer care, specialty surgery and select outpatient services, plus a 36 bed birth center;
- An energy center, helipad, parking and support services.

**University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF History**

1868-1898

Origins of the University of California and Affiliated Colleges



INTRODUCTION

The story of UCSF's nineteenth-century beginnings provides a distinct contrast to more conventional accounts of the development of America's health professions in the long-established medical centers of the East and Midwest. This is especially true in light of its early development in Gold Rush San Francisco, which in five decades developed from an isolated village into a heterogeneous American metropolis of more than 300,000 inhabitants. San Francisco's founding decade of the 1850s was marked by the arrival of hordes of immigrant gold seekers of many nationalities, substandard housing, devastating city fires, cholera and typhoid epidemics, and governance by vigilance committees. Fixed in the social and economic chaos of the Gold Rush were the roots of California's emerging health professions: Dentistry, Medicine, Nursing and Pharmacy.

Despite the geographical isolation and unique social conditions of this urban frontier, the western health professions did not develop in a vacuum. As this history reveals, professional leaders persistently corresponded with leaders in the eastern universities and traveled to visit professional schools, searching for ideal templates for their own developing institutions. And, although they borrowed freely from curricula, clinical teaching techniques, classroom and lab designs, San Francisco's professional leaders often created a distinctive environment.

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Rapid technological and theoretical developments within the professions themselves helped to transform medical education. In medicine this took the form of replacing traditional didactic lectures with hands-on instruction in pathology, physiology, bedside clinical training, and autopsy studies. In the last decades of the century, the development of bacteriology, immunology, antiseptic techniques, and anesthesia revolutionized medical practice and medical education. Dentistry, which by the mid-nineteenth century split from medicine as a specialty of its own, moved from crude tooth-pulling towards a primary concern with replacing and restoring teeth. In so doing, dentists pioneered nitrous oxide and ether anesthesia and introduced a number of new materials and devices, from gold foil and vulcanized rubber, to rotary instruments and adjustable chairs. In the field of pharmacy, the practice of manually preparing dosage forms (tinctures, extracts, pills, powder papers etc.) from a mere handful of effective drugs, and a pronounced interest in botanicals, gradually gave rise to patent medicines and industrially-produced drugs. This led eventually to increasingly sophisticated pharmaceutical chemistry and the development of the disciplines of pharmacognosy and pharmacology, revolutionizing the relationship between pharmacists and physicians. Finally, in the late nineteenth-century hospitals evolved from pest-houses and poorhouses into functional institutions for healing and acute care. Nursing emerged as a separate profession, created by women who took on responsibility for hospital cleanliness, nutrition, safeguarding the sterility of the operating room and medical and surgical supplies, and for the consistent provision of disciplined bedside care, initially in hospitals and later in homes.

In the case of medicine, the development of private medical colleges predated the founding of the University of California itself. The Organic Act of 1868 created the University of California and designated 160 acres of land in Berkeley for its use. Section 8 of the Act directed the Board of Regents “to affiliate with the university any incorporated college of medicine or law, or other special course of instruction now existing or may be created.” In 1872, as the structure of the divisions of the University was still under development and buildings were still under construction in Berkeley, a “medical department” was established under the control of physicians in San Francisco. Soon pharmacists moved to affiliate formally. In so doing, they put their instructional programs “on an academic basis” with the support of UC’s first president Daniel Coit Gilman, who promoted the addition of advanced scientific training to the young university. In 1881 the College of Dentistry was created by the Board of Regents as one of the “affiliated colleges” based in San Francisco. The three colleges—medicine, pharmacy, and dentistry—were not mere satellite appendages to Berkeley, however.

The affiliated colleges shaped and bolstered the developing University in many ways. At the turn of the century, the creation of full time scientific faculty positions in anatomy,

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pathology and physiology in connection with the affiliated colleges set a precedent for the University of California's subsequent leadership in the basic biological sciences and their application to clinical problems. Owing to the consistent support of a long line of UC Presidents, the health sciences remained a significant feature of the public service mandate of the state's university.

PRELUDE: The California Gold Rush

Any history of the health professions involving a boomtown like San Francisco would have to take into account the unique geographical and social environment created by the Gold Rush. In 1846 San Francisco was a colony of around 200 people called Yerba Buena. A year later the population had grown to 457, and most of these were men under forty, including one minister, three doctors, three lawyers, and one schoolteacher.'



View of San Francisco: San Francisco before the Gold Rush, March 1847, with Montgomery Street bordering the bay.

On January 24, 1848, a worker found gold nuggets in the millrace at John Sutter's encampment on the American River, setting off a decade-long nationwide wave of "Gold Fever." On February 2, 1848, President Polk signed the Treaty of Guadalupe Hidalgo with the Mexican government, transferring the Mexican lands, including California, to the U. S. for 15 million dollars. The Treaty was proclaimed on June 19th, but news did not reach California until August of 1848.

That same month news of the gold discovery reached the East, and by November the first ship carrying goldseekers left the east coast.

Twenty-five years later, when the Colleges of Pharmacy and Medicine officially affiliated with the University, San Francisco's population had swelled to 183,723.

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A City of Transients



Forest of Masts: Panoramic View of San Francisco, ca 1850s. Left to right: Nob Hill, Russian Hill, Telegraph Hill; and far right: a harbor full of abandoned ships.



Artist's depiction of lodging conditions in San Francisco, ca. 1850s.

Already by 1849, San Francisco had been transformed into a chaotic city of 40,000, with 4,000 immigrants arriving by ship each month. Abandoned ships cluttered the harbor and most of the available lumber was used to build saloons. Citizens lived in cellars and makeshift tents crowded into the flatlands that surrounded the bay. Health conditions were frightful, with a third of the deaths caused by diarrhea and dysentery. Malnutrition, scurvy, malaria, and typhus fever were also prevalent and the population was subjected to deaths from starvation, exposure, murder, executions, and various wounds and accidents. To make matters worse, in autumn of

1850, cholera arrived in California, brought in by ship, just in time to mar any celebration of statehood. One physician observer estimated that from 1851 to 1853, one of every five persons reaching California died within six months of arrival. By 1855 over 150,000 persons had come to seek gold in California, swelling the new state's population, and San Francisco became a full-fledged city of over 60,000 served by nearly 2,000 dentists, physicians, and pharmacists with varying credentials.



Street Conditions in San Francisco during the Gold Rush.

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Coming To California

From the beginning, physicians, pharmacists, and dentists were as enthusiastic about seeking their fortunes as most other prospectors. California's early dentists provided their services to the throngs of gold miners. Dr J. Foster Flagg, one of the early forty-niners, studied dentistry in the eastern US and arrived in San Francisco in late 1849. He described his outdoor workspace in a mining community, "my chair is a barrel cut in this wise, with a stick with head rest attached. The lower half of the barrel stuffed firmly with pine needles and covered with a strong potato sack, over which I had an elegant cover of striped calico. A tin cup of water sufficed to rinse the mouth, and the patient, from force of habit, spit on the floor of the office— which was the ground."

Dr. Hans Herman Behr, a German-educated physician-naturalist and student of Alexander von Humboldt, came to San Francisco in 1851. He found his intellectual treasure in studying the flora and fauna of California. Preferring botany to medical practice, he served on the faculty of the California College of Pharmacy for its first two decades.



Portrait of Hugh Toland

In 1852, South Carolina surgeon Dr. Hugh H. Toland joined a wagon train heading west in search of gold and a healthier climate for his ailing wife, who died just days after their arrival in California. After a few discouraging months as a miner, Dr. Toland realized that his medical knowledge was potentially more profitable than his mill, so he sold his claim and headed to the coast to establish a surgical practice in booming San Francisco.

Toland located his office near the waterfront at Montgomery and Merchant Streets and within months became the city's foremost surgeon, managing what was reportedly the largest practice on the West Coast. His interest in pharmacy and his experience in the mining camps prompted him to devise packaged medicines which he shipped to the mines by Wells Fargo messengers. His favorite remedies were labeled "anti-scrof" (iodide of potash) and "anti-syph" (mercury with a dash of lobelia) to treat the miners' most common problems: tuberculosis and syphilis.

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This 19th-century surgical kit contained nine instruments including a charriere saw, four knives, a hook, a bone cutter, dressing forcep, two needles, a cloth, and brass tourniquet.

As the Sponge Case demonstrated, the medical milieu in San Francisco at mid-century was a mix best described by the state medical society president, who wrote in 1858, “We are a heterogeneous mass, an army of incompatibles. No country in the world is supplied with physicians so diverse in character. We have all the peculiarities of all the schools in the world, coupled with all the peculiarities of all the nations in the world.”

Toland’s fame often thrust him into controversy and he soon ran afoul of his colleague, Dr. R. Beverly Cole, a Philadelphia-trained physician who also came to California in search of gold. In 1856 Dr. Toland was called to attend a wounded newspaper editor, and medical judgment and vigilante justice became entwined in the famous Sponge Case.



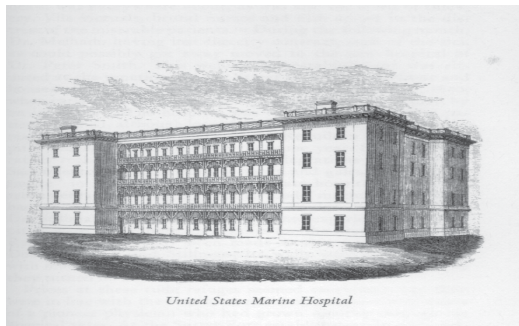
This portable medical kit belonged to Dr. F. L. Miner. It contains such 19th-century remedies as chloral hydrate, chloroform, and potassium bromide.

SAN FRANCISCO’S FIRST MEDICAL INSTITUTIONS: Hospitals and Pesthouses

Well before individual practitioners succeeded in organizing themselves into professional societies, the needs of the public’s health prompted official government action on behalf of the San Francisco citizens. The task of removing the seriously ill or indigent from the streets and the threat of major epidemics prompted the city to provide for hospital care, first in tents and board sheds under supervision of contracting physicians. In 1850 a state bill appropriated \$50,000 to build a State Marine Hospital in San Francisco.

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U.S. Marine Hospital, created by Congress and built in 1853.

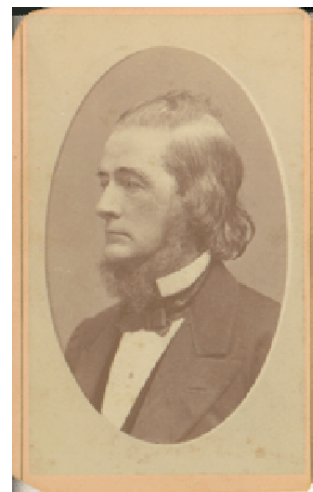
Meanwhile, in 1851 the U.S. Congress created a U.S. Marine Hospital in San Francisco, which was completed in 1853 and provided accommodations for an additional 500 patients. In 1855 the State Marine Hospital building was transformed into the City and County Hospital of San Francisco, supported by fees collected by a public health officer who inspected every vessel that entered the port.

In 1854, six Sisters of Mercy arrived from Ireland. They won praise for cleaning up the hospital environment after a series of scandals over poor care and for nursing patients through cholera and smallpox. The Sisters of Mercy stayed in San Francisco and continued to provide hospital care in a setting that eventually became St. Mary's Hospital. By 1857 the City and County Hospital was located in the former North Beach School at the southwest corner of Francisco and Stockton Streets. In order to help relieve crowding, in 1867 the city of San Francisco built a large almshouse near Laguna Honda on eighty acres of city-owned land on the western side of Twin Peaks. The following year the city created a 24-bed smallpox isolation hospital on the Laguna Honda grounds.

San Francisco's First Medical Schools

In 1858 California surgeon Elias Samuel Cooper organized the Medical Department of the University of the Pacific with a board of trustees consisting of ten clergymen and three physicians. The first session opened in May 1859, with a class of ten attending lectures in materia medica, chemistry, physiology, anatomy and medical jurisprudence. Dr. Cooper's death in 1862 brought confusion to the new school, and in 1864 the Pacific Medical faculty "suspended" activities and joined Dr. Hugh Toland in his efforts to found a viable medical school in San Francisco.

As San Francisco's population continued to grow, Hugh Toland's influence and wealth also increased,



Hugh Huger Toland
(b. 1806, d. 1880)

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earning an estimated \$40,000 per year. In 1864, he decided to establish a medical school in San Francisco and purchased land for that purpose in North Beach, at Stockton and Francisco, opposite the San Francisco City and County Hospital. A handsome building was soon completed, and Toland Medical College was open for enrollment. Clinical instruction and dissecting experience were the centerpieces of Toland's educational program, reflecting his training and experience in Parisian hospitals where clinical findings were carefully correlated with autopsy results.



In his inaugural speech, Dr. Toland offered the hope that the school would "spring into usefulness and become an ornament to the city and an honor to the state." From 1864 to 1872 Toland Medical College benefited from close proximity to the City-County Hospital (adjacent at right).

The school catalogue reflected Toland's insistence on the importance of clinical instruction. Lectures were given at San Francisco City and County Hospital where a "senior student examines the patient; announces the diagnosis and prognosis and views about treatment before class, discussion follows, complete clinical histories are kept and there are broad opportunities for autopsies." Just a month after classes began, the state of California approved a dissection law permitting pauper bodies to be studied by accredited physicians, thus opening the way for Toland students to gain experience doing dissection.

Toland's first class consisted of eight students, mostly drawn from the Cooper Medical College. The faculty of this lapsed medical college were asked to serve on the Toland roster, and Drs. Levi Cooper Lane, Henry Gibbons, Sr., and John F. Morse joined the faculty with some ambivalence. Significantly, R. Beverly Cole, the Dean and professor of obstetrics and diseases of women and children at Cooper, was not asked by Toland to join his new faculty.

The Toland Medical College quickly prospered. Its faculty of eight offered two four-month courses costing \$130 and leading to the degree of doctor of medicine. In the valedictory address to the first graduating class of Toland Medical College in 1865, Toland urged his graduates to devote a portion of every day to the study of monographs and medical journals to remain professionally competitive.

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While boasting that he had built and furnished the school with his own resources, Toland also made a direct pitch to the new alumni to help their alma mater by supplying medical books. “When success crowns your efforts,” he urged, “contribute in proportion to your ability and prepare a niche in this institution which will bear your names and transmit them to posterity.”



Medical Students in Toland Medical College Dissecting Room, ca 1870. Photo by Eadweard Muybridge (Courtesy of the Bancroft Library, UC Berkeley).

R. Beverly Cole returned from a tour of Europe in 1867 and was appointed Surgeon General of the State of California in recognition of his valuable public health efforts. As a member of the Outside Lands Committee of the San Francisco Board of Supervisors, Cole became a well-known figure in the city’s political arena. He supported the establishment of Golden Gate Park on the western edge of the city. Cole simultaneously persuaded the local health board to condemn the old City and County Hospital building, and a new institution was planned at Potrero Nuevo, a site nearly four miles southeast of



Prof. R. Beverly Cole, Medical Department of the University of California.

Toland’s College. The impression among San Francisco’s medical fraternity was that Cole had finally achieved his revenge for Toland’s past rebuffs by weakening the College’s vital link to the world of clinical medicine. Eventually, however, Dr. Cole would join the Toland medical faculty and become instrumental in the affiliation negotiations with the University of California.

University Affiliation

By 1870, Toland Medical College had a class of thirty students and had already granted diplomas to forty-five graduates. In that year, Toland sought to affiliate his medical school to the University of California, which itself was not yet two years old. In March 1873, the trustees deeded the Toland Medical College to the University of California Regents and the faculty minutes for the first

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time bore the heading, “The Medical Department of the University of California.”

R. Beverly Cole became the dean and twenty-seven students were enrolled in the first class. Toland’s donation was appraised at the time at \$100,000 in buildings, lands, and instructional equipment, a gift that substantially increased the holdings of the young state university. On September 15, 1874, the Regents adopted a resolution stating that “young women offering themselves for admission and passing the required examination must be received to all the privileges of the Medical Department.” Responding to this new policy, schoolteacher Lucy Wanzer matriculated and in 1876 became the first female graduate of the Medical Department of the University of California. Many other young women followed her precedent, among them Mayor Adolf Sutro’s daughter. In the subsequent five decades, roughly 10 percent of each graduating class was female, far in advance of the national average of 4 percent.

California Pharmaceutical Society

“The practice of medicine and pharmacy should go hand in hand and the more we endeavor to increase our individual knowledge and practical skill, so much more we confer dignity upon our own and a sense of security to the sister profession. The time has gone by when the educated and skillful pharmacist can be considered in the derogatory light of ‘cook to the Doctor’. We are what our efforts make us; and as surely as water finds its level, so surely will the labors of the conscientious receive, in due time, their appointed reward.” -
1870 minutes of the California Pharmaceutical Society.

In autumn of 1868, just four years after the foundation of Toland Medical College, an activist group of seventeen city pharmacists organized the California Pharmaceutical Society. The stated goal of the new association was “the advancement of pharmaceutical knowledge and the elevation of the professional character of apothecaries throughout the state of California.” Regular monthly meetings of the Society continued, attracting a growing number of participating pharmacists, who presented papers on such subjects as, “Drug and Poison Bills,” “State and Preparation for Commerce of the Crude and Refined Chemical products of California,” “Characteristic Botany of California,” “California Wines, Brandies, etc”, and “Fluid Extracts vs. Tinctures.” Proceedings of the young Society reveal their concerns with “dispensing medicines of less than standard value”, “indiscriminant” sale of poisons, introducing new formulas to the pharmacopeia, and “assimilating” the decimal system. Typical of the founding members of the Pharmaceutical Society were two enterprising individuals who devoted their time to pharmaceutical education and profes-

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sional standards while managing multiple city pharmacies.

In 1871 the Pharmaceutical Society drafted a bill “to regulate the practice of pharmacy in the City and County of San Francisco” which passed the legislature in 1872, and a Board of Pharmacy was appointed to administer the new law. This regulation predated the Medical Practice Act by five years, and the records of the California Pharmaceutical Society reveal a striking degree of unanimity among pharmacists of San Francisco. Minutes of the first annual meeting recorded 99 members and stated that “only three or four of the apothecaries of San Francisco have chosen to keep beyond the pale of our regulations.” Their new constitution stated explicit goals: “to improve the science and art of Pharmacy, by diffusing knowledge among Apothecaries and druggists, fostering pharmaceutical literature, developing talent, stimulating discovery and invention... establishing the relations between druggists, Pharmaceutists, Physicians and the people at large, upon just principles, which shall promote the public welfare and tend to mutual advantage.” By late 1871 the California Pharmaceutical Society incorporated and, in 1872, established the California College of Pharmacy, one of ten such colleges in the United States, and the first in the West. The first faculty included two pharmacists with medical degrees out of four members who taught courses in chemistry, pharmacy, materia medica, and botany.

The new pharmacy college had barely begun its first series of lectures when affiliating with the new state University was proposed, a move wholly supported by UC President Daniel Coit Gilman, whose support for science education in the young university set an important precedent. Agreement was reached with the Regents and by June 1873 the Pharmacy Department was formally affiliated with the University. Just three months earlier President Gilman had negotiated the conveyance of Toland’s medical college to the university. UC now had its first two professional “affiliated colleges.”

Creating a UC Dental Department

“We need a college of dentistry on this coast and if we have not a necessary talent among ourselves, we can import it. We owe those who take our places, greater facilities for study and professional breadth than the times have afforded us. The future will demand men educated in all that constitutes the scholar and professional man, and refined in all that makes the gentleman.”

Dr. CC Knowles, June 26, 1870

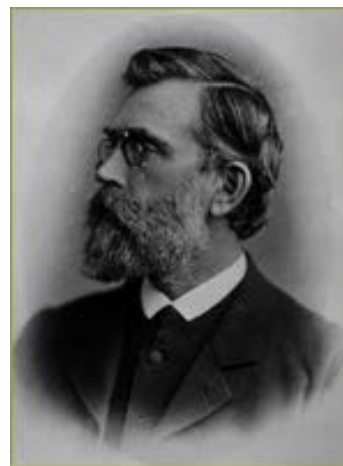
The same impulse that prompted physicians and pharmacists to organize, standardize, and regulate their professions motivated a group of the city’s leading dentists to call for creation of a professional dental school. S.W. Dennis, M.D., D.D.S., was typical of this group of early organizers. He had graduated from the medical department of the University of Pennsylvania, received

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an honorary D.D.S. degree from the Indiana Dental College, and began practice in San Francisco after studying with a local dentist. In the midst of general lobbying for a school of dentistry, Dr. Dennis contacted colleagues at Harvard and the University of Pennsylvania to help plan for a dental college in San Francisco.

In the late nineteenth century, dentistry was regarded as a recently separated area of medical specialization. Many dentists had M.D. degrees in addition to their dental training and most agreed that dental education should be closely linked to the medical curriculum, especially with respect to the teaching of anatomy and pathology. They desired university affiliation and they worked in close conjunction with the faculty of the Medical Department. On May 28, 1881, the medical faculty formally proposed the creation of an affiliated Dental Department to the UC Regents, using the affiliation of the medical and pharmacy departments as precedent. Part of their appeal included their promise of free lecture and clinic space for dental students at the Toland Medical College building.



S. W. Dennis, M.D., DDS



Toland Medical Building was the site of science instruction for the College of Pharmacy (in 1875-1876) and Dentistry (1882-1891) as well as the Medical School (1864-1898)

The Regents responded favorably, and in September of 1881 they established a Dental College to be organized with seven professors, nine instructors and four demonstrators. The eight members of the Dental Class of 1882 took courses of instruction in anatomy, physiology, chemistry and surgery alongside medical students in the Toland Medical College building at the corner of Stockton and Francisco Streets. A dental clinic was also located there and dental students were invited to attend selected bedside teaching clinics given by the medical faculty. While the UC Dental Department was not the only dental school to be organized in San Francisco, its founding in the context of the state university placed it in the forefront of academic schools in the West.

Thus by 1882 the University of California had three affiliated colleges in San Francisco. Faculty salaries were paid by tuition and fees and the individual schools retained control over choice of faculty, but the Toland Medical College building was officially made the property of the

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university, and graduates of the schools wore university gowns at graduation. From the beginnings of affiliation, reciprocity in course offerings and programs was a feature of the three colleges: medical and dental students took anatomy and physiology side-by-side, and all three schools allowed their graduates to expand their careers by matriculating in the other schools, with course credit allowed.

Trained Nurses for San Francisco

Nationally the impetus for nursing reform grew out of the experiences of the Civil War and the proliferation of hospitals in the second half of the nineteenth century. In 1873 the first class of “trained” nurses graduated from the New England Hospital For Women And Children, and in that same year three other large eastern hospitals, Bellevue (New York), Massachusetts General (Boston) and, the New Haven Hospital (Connecticut) developed training programs. By 1880 there were fifteen nurse’s training schools in the nation.

San Francisco’s experience in training nurses was shaped by the existence of female leadership from the growing number of locally active women physicians, some graduates of the UC Medical Department and some trained at various eastern medical schools. San Francisco physician Charlotte Amanda Blake Brown took her medical training in Philadelphia and was, to her colleagues, “ a most favorably known surgeon, obstetrician, medical organizer and good citizen of San Francisco.” In 1875, she joined with her daughter—physician Adelaide Brown—to develop the Pacific Dispensary for Women and Children, which subsequently (1879) became the Women’s and Children’s Hospital. This was a unique institution, governed by an exclusively female medical staff and it offered rare opportunities for women physicians to gain postgraduate experience.

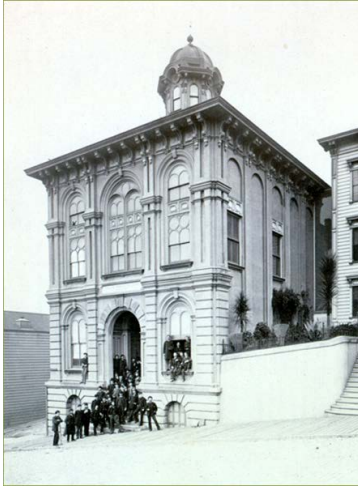


Charlotte Blake Brown

Growth of the Affiliated Colleges

The 1880s marked a period of growth and transition for all three affiliated colleges. The foremost feature of this change was the move towards more elaborate clinical and laboratory instruction. Although UC President Daniel Coit Gilman left for Baltimore in 1875, his legacy was reflected in the educational tone of the University of California’s affili-

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Closeup of Toland Medical Building; the three story City County Hospital is on the right. The hospital moved to its Portrero site in 1872, making clinical training more difficult for students who had to travel four miles for clinical sessions.

ated colleges throughout the nineteenth century. Gilman had urged that medical training include “the habits of observation, manipulation, and reasoning,” and over the next two decades, the three affiliated colleges developed curriculum that gradually reduced the number of didactic lectures and stressed direct clinical experience. Laboratory instruction expanded as wet preparations and vivisection were added to the physiology courses, the use of surgical tools was demonstrated on cadavers, and quantitative and qualitative chemical analysis were taught in all three colleges. Dental, medical, and pharmacy students were given lectures on the principles of the microscope. Gradually the college faculties expanded beyond the original full professors and included a corps of assistants and demonstrators.

Such profound changes in curriculum placed pressure upon the built environment of the colleges. Toland Medical building was the original center of instruction, providing “ample accommodations” for the College of Pharmacy from 1873 to 1876

and sharing space with Dentistry for its entire first decade. The Toland Medical College building contained a large lecture hall, clinical amphitheater, dissecting room, and laboratory space with chemicals and equipment “necessary for practical teaching.” Throughout the 1880s, much of the basic coursework for the dental students was nearly identical to that of medical students, including lectures in physiology, surgery, chemistry and materia medica, anatomy, and pathology, and, for dental students, emphasis on diseases and injuries of the head, face, jaws and mouth. Pathology for dental students was divided into General Pathology and the disease process, and Special Pathology, which included the causes of dental decay, dental hygiene and prophylaxis, diseases of the dentine and dentinal pulp, diseases of the mucous membranes, alveolar abscesses, and tumors, benign and malignant. Dental students took instruction in “Neuralgia and other nervous affections” and were invited to attend clinical lectures at the City and County Hospital. Medical and dental students shared the same commencement ceremony.

Despite their similarities in instructional program, the unique needs of dentistry inevitably put pressure on Toland Medical Building facilities. When the Dental Department was

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first founded in 1881, space at Toland was described as “beautifully situated, well ventilated and lighted, and admirably constructed and arranged for the work at hand.” Several rooms were set aside for dispensary work, and the faculty raised funds for the purchase of “five Morrison dental chairs, 5 Archer dental chairs, three S.S. White dental engines, 10 spittoons, turnkeys, forceps elevators and stools.” The laboratory requirements for dentistry instruction were unique to that profession, and the dental lab in Toland Medical Building was described in the mid 1880s as “commodius, furnished with benches, lathes, furnaces for melting, forge, rolling mill, continuous gum furnace and all other requisites for thorough work.” The Dental Department flourished in terms of numbers of students, size of the faculty, and scope of instruction. By the mid-1880s, over half of the dental curriculum involved direct clinical work or laboratory work, and the more dynamic the instruction became, the more space was required.

Expanded Pharmacy Instruction at 113 Fulton Street

Pharmacy instruction became more elaborate as well. Toland Medical Building had been the site of pharmacy instruction for the first three years after the founding and affiliation of the California College of Pharmacy, but in 1876 pharmacy instruction moved to larger quarters in the California Academy of Sciences. Although the College of Pharmacy was affiliated with the University, it was governed by its own board of trustees. In 1883, desiring larger, more centrally located quarters, the trustees purchased a lot at 113 Fulton Street where they erected a three-story building designed exclusively for pharmacy instruction. In this new space, courses in chemistry, materia medica, botany, and theoretical and practical pharmacy were taught by a five-member faculty: William T. Wenzell, M.D., Ph.G, Professor of Chemistry, Herman H. Behr, M.D., Professor of Botany, Frederick A Grazer, Ph.G., Professor of Materia Medica, and Edward W. Runyon, Ph.G, Dean and Professor of Pharmacy.

Throughout the 1880s, the college continued to upgrade its admissions requirements and course offerings. Previously, the completion of one year of high school or its equivalent was sufficient, but by the mid-1880s applicants needed to demonstrate skill in English reading and composition, geography and arithmetic through examination. Requirements for graduation included attendance of two full years of courses “in each of the



The California College of Pharmacy at 113 Fulton St.

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[College of Pharmacy] departments,” plus four years of experience “in a pharmacy where prescriptions are compounded.” Candidates for the PharmG degree had to be at least 21 years old, “of good moral character,” and each student had to present an original thesis, “on some subject relating to Pharmacy or its collateral branches, or a chemical analysis conducted by himself.”

Enhanced Curricula within the Affiliated Colleges

Reciprocity existed among the affiliated colleges. Pharmacy graduates were allowed to be examined for the MD in either the Medical Department of Cooper Medical College after attending medical school for two years instead of the otherwise required three. MD graduates, in turn were encouraged to pursue the PharmG degree after one year’s attendance of the two years course in the College of Pharmacy. Dental graduates with the D.D.S. were able to gain a year towards their MD degree by enrolling in the Medical De-

partment. Many of the graduates and faculty of the nineteenth century held degrees in both Dentistry and Medicine.



Dental Clinics.

An interesting feature of the expanded courses and admission requirements of the 1880s was the attempt to bolster the preparatory curriculum for all three departments. In 1884 the UC Academic Senate resolved that all that students of all three affiliated colleges “may have a free course of lectures at Berkeley” to include work in “Botany, comparative anatomy and physiology, organic and inorganic chemistry with labora-

tory work, microscopic technology and physiological and pathological histology, physics with laboratory work and free hand drawing.” The 1885 prospectus for the College of Dentistry praised: “this wise and liberal action of the Academic Senate,” which provided, “the opportunity...for those students of intellectual capacity and professional ambition to attain that technical knowledge and practical laboratory training and experience so necessary to the scientific investigation of the aetiology of disease.” This optional offering was directed at all the colleges and foreshadowed later upgrades in the requirements for pre-professional training in dentistry, medicine, and pharmacy.

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Dentistry Instruction at the Donohoe Building

In 1891, as the business center of San Francisco shifted away from the Stockton Street location of the Toland Medical Building, the Dental Department moved its clinical and mechanical instruction closer to downtown, occupying the entire fourth floor of the Donohoe Building on the corner of Market and Taylor. As dentistry's facilities acquired rows of new chairs and drills, enrollment increased, and entering students encountered a thriving clinical setting.

The Donohoe Building facility was the site of the practical aspect of dentistry, as students learned to work with gold foil and vulcanized rubber dentures, utilizing an array of drills and tools. Throughout the 1890s, UC's Dental Department was closely connected to San Francisco's population through its large dispensary service, providing free dental care upon need.



The College of Dentistry was located in the top two floors of the Donohoe building.

The Basic Sciences and the Practice of Medicine



Dentistry students studying bacti,
1894

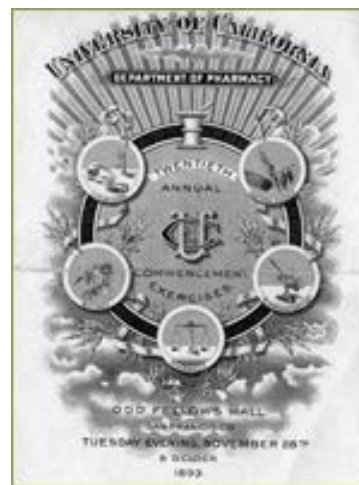
The 1890s brought epochal changes in the content of basic science. Since the 1870s, when Sir Joseph Lister introduced antiseptic surgery and Louis Pasteur disproved the theory of spontaneous generation and developed the rabies vaccine, a new science of bacteriology found its "golden age." European bacteriologists developed rigorous techniques for isolating and identifying causative organisms, and isolated the organisms of anthrax (1876), tuberculosis (1882), cholera (1883), diphtheria (1884), typhoid (1884), Staphylococcus (1884), tetanus (1884), Pneumococcus (1886), gas gangrene (1892), and plague (1894).

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Bacteriology was gradually accepted into American medicine. In the late nineteenth century, the UC Medical Department retained basic science instruction in anatomy, physiology and pathology for medical and dental students at Toland Medical Building on the corner of Stockton and Francisco Streets. In an effort to modernize the curriculum, the Medical Department invited Professor George H. F. Nuttall of Johns Hopkins University to give a special course of lectures in bacteriology. In 1893 the faculty installed a new bacteriology lab containing a “complete apparatus” imported directly from Berlin.

By the 1890s, dentistry, medicine and pharmacy were vitally involved in incorporating the expanding content of laboratory science. Bacteriology, along with microscopic histology, urinalysis, salivary analysis, toxicology, and parasitology were added to the curriculum. By the turn of the century, white gowns, enameled furniture, scrubable surfaces, and rubber gloves transformed the appearance of the hospital ward, operating room and dental office. The use of diphtheria antitoxin and other antiserum products were added to the pharmacopoeia, and chemistry instruction was expanded in the College of Pharmacy.



College of Pharmacy graduation invitation featuring illustrated content of the fields of chemistry, materia medica, botany, and pharmacognosy.

Building the Parnassus Campus



View of Cole Valley looking east from Parnassus in 1892.

By the mid 1890s, as the content of medical science expanded, faculty and trustees of the three colleges were concerned, for, despite the fact that they were affiliated in name, their teaching facilities were scattered throughout the city, and the schools were rapidly running out of room to expand. In 1893 the Medical College Dean Robert McLean complained to the UC President that Toland Medical Building “has become unfit for the teaching of modern medicine.” The President in turn reported to the Governor that “the professional colleges in SF are still suffering for want of suitable accommodations... [they] are better housed and equipped than

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three years ago, but ask for ampler rooms.” In his 1893 report, Medical College Dean Robert McClean appealed to the UC President and the Regents, asking for support for a building for all the colleges, declaring that, “Its influence upon the esprit de corps of the Faculties of the various affiliated colleges upon the university as a whole and upon the public at large could not be overestimated.” A committee comprised of faculty and alumni lobbied the legislature for three years, and finally in 1895 the Governor James H. Budd (a California alumnus) approved the legislature’s unanimous appropriation of \$250,000 for construction of the University colleges of medicine, dentistry, pharmacy, veterinary medicine, and law.



Grading the site of the Affiliated Colleges, August 29, 1895, John Tuttle, contractor.

Controversy developed over the potential sites for the colleges, and as late as May 1895, seven different sites were still being considered. In July of 1895, San Francisco Mayor Adolph Sutro donated a 13-acre site overlooking Golden Gate Park for the proposed affiliated colleges. Some speculated that this generous donation was possibly a result of Beverly Cole’s and Arnold D’Ancona’s tactful persuasion, others were suspicious of Sutros’ motives. Several faculty disagreed with the choice of the Sutro site, considering the Parnassus shelf as totally inaccessible. Nevertheless a majority of faculty and alumni of the colleges eventually weighed in on the Sutro site, and records exist of the Phar-

macy faculty’s trip to the site. After plans and bids were settled, construction began on October 20, 1896. One observer noted that, “On request, the State Prison Directors supplied granite quarried by the prisoners of Folsom at a saving of \$10,000, the medical faculty subscribed over \$1,100 for plans, the architects reduced their fees, and builders accepted changes reasonably, and as the four structures rose, it was granted that planning and building were well and honestly done.”



Pharmacy faculty upgraded laboratory facilities in the Fulton street building, and redoubled their efforts to create ideal modern teaching facilities in the new college buildings.

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Faculty from the three colleges formed a “General Site and Building Committee of the Professional Departments of the University of California” to conduct research and oversee construction of the buildings. This Committee inspected building sites and surveyed eastern and Midwestern schools for comparisons and direction on national trends in laboratory instruction. One surviving product of their diligent research was the 76-page “Inspection Report of Colleges of Pharmacy,” conducted in summer of 1895 by a group consisting of Dr. Beverly Cole, F. A. Beckett of the California College of Pharmacy, and Albert Sutton, an architect. They spent two months visiting schools of pharmacy and laboratories in nine cities. The report was detailed and critical in tone. At one point the colored ribbon from pharmacy cornerstone laying ceremony authors note sarcastically that one college had “a building rather more imposing than our own on the exterior, but in order to continue this desirable deceit, it is advisable to remain on the outside.” Their survey covered the minute details of laboratory furnishings and curriculum offerings, as well as the financial structure of the schools and salaries of faculty and janitors.

Upon returning from his travels, F. A. Beckett approached the pharmacy faculty, convinced by of the urgent need for expanding laboratory instruction. He proposed conversion of the janitor’s quarters and sectioning off other rooms to create two additional labs, noting that the new college buildings at best would not be ready for three or four years, and “we could not afford to wait.” He went on to propose an additional year of instruction and the granting of a Pharm D degree for more advanced study. Arguing persuasively for immediate action, he declared “We have the opportunity now to establish our reputation as the leading [College of Pharmacy] for all time, and not only for the present.”



Colored ribbon from pharmacy cornerstone laying ceremony



Laying cornerstone for the Affiliated Colleges on a stormy day, March 27, 1897.

After five years of planning, construction and anticipation, the buildings of the Affiliated Colleges were ready for occupancy by 1898 and in October the Medical Department relocated. Pharmacy occupied its quarters over the Christmas holidays of 1898-1899. The buildings were impressive, but state support was limited to construction of the buildings themselves. The furnishing of labs and lecture halls was the responsibility of the college faculties and trustees. The Medical Department succeeded in developing a 1220-seat auditorium, “the finest dis-

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secting room in the world at the present time,” and “spacious laboratories for pathology, bacteriology, chemistry and physiology,” all featured in a glossy brochure.



Reproduction of pharmacy architect's drawing as published in the Pacific Druggist

Pharmacy alumni hosted several events and sold tickets to help furnish the building. Once finished, the facilities were the source of much professional pride. The California College of Pharmacy Announcement for 1901 described a four-story building with 40,000 square feet “entirely devoted to pharmacy.” Facilities included a large general lecture hall designed to seat two hundred students; chemical, pharmaceutical, and microscopical labs designed to handle 100 students at a time; review classrooms, a museum, library, student's study rooms, faculty and staff offices, store rooms, and a boiler room. The facility was designed

to foster “a larger amount of personal contact between professor and pupil.”



Specialized dentistry labs, 1903

While dentistry's clinical operations remained in the downtown Donohoe Building as before, the teaching space in the new Affiliated Colleges building contained several specialized dental labs, designed for detailed work in prosthetic dentistry. Other laboratories were designed for the teaching of bacteriology, chemistry and metallurgy. A special Technic room was outfitted for the teaching of operative and mechanical manipulations, “a leading feature in professional training.” By 1903, the Department's Announcement listed “an

original Jenkin's porcelain outfit from Dresden, Germany, for “porcelain work is attracting more and more attention.” By the early twentieth century orthodontia had grown in importance and was taught in a full course. A physiology lab was equipped with kymographs, electro magnet chronographs, induction coils, moist chambers, a galvanometer and other instruments for experiments and measurements.

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1899-1918

Early Academic Programs and Teaching Hospitals

Beginnings of Fulltime Academic Chairs



An imposing view of the completed Affiliated Colleges from Golden Gate Park, photographed in 1904.

The Affiliated Colleges faculty had no sooner moved into their new quarters on Parnassus Avenue in late 1898 when it became apparent that changes in the content and form of professional education would require changes in intellectual geography and architecture. The first move toward significant structural change came from Arnold D'Ancona, a former physiology professor who became Dean of the Medical Department in 1899. With the cooperation of UC President Benjamin Ide Wheeler and several wealthy donors, he began transforming the Medical Department

from an affiliated proprietary college to a University-supported institution. In 1900, he requested that the Regents provide financial support to the Medical Department for equipment and maintenance. In his appeal, he acknowledged the changes occurring within the University itself as it matured as an institution, and pointed out that "it has been the misfortune of the Medical Department that it was established as a private institution. It became an integral department of the University at a time when in fact the University was a mere experiment..."

Firmly convinced of the importance of the Medical Department for the developing University, President Wheeler supported Dean D'Ancona's efforts. As the accommodations at the new Affiliated Colleges buildings were being readied for classes, D'Ancona argued the need for full-time academic professors, noting that "it is impossible for a physician actively engaged in the practice of medicine to teach the fundamental subjects in a medical course satisfactorily. Efficient instruction and original investigation in these subjects are possible only when the instructors devote their entire time to



Dean Arnold D'Ancona, 1904.

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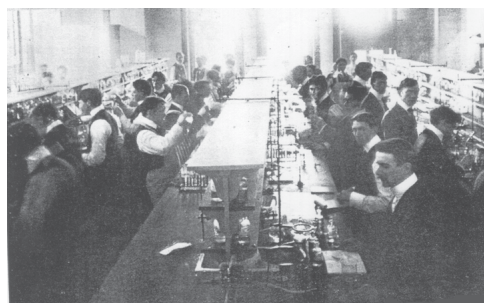
their College work." The Dental Department also published its aspirations for endowment of special chairs by "public spirited citizens so that ...men of ripe scholarship and experience untrammelled by the cares of active practice...may have the opportunity for independent investigation to the glory of the University and the State." Within months, with President Wheeler's support and the financial assistance of Mrs. Phoebe Hearst, three new academic departments—Pathology, Anatomy, and Physiology—were created, and a national search for full-time professors in the preclinical sciences began.

Alonzo E. Taylor, first full-time Professor of Pathology at UC, 1899-1910. In 1899 Alonzo E. Taylor was recruited from the University of Pennsylvania to direct a new academic Department of Pathology that would promote research in experimental pathology. The new unit was organized into four divisions: morphological pathology, chemical pathology, bacteriology, and original research.



Alonzo E. Taylor, first full-time Professor of Pathology at UC, 1899-1910.

Mrs. Hearst equipped the laboratory with brand new Leitz microscopes, microtomes, paraffin ovens, reagents, stains and lockers. For the research lab she provided a variety of Zeiss microscopes and equipment for microphotography and projection; analytical balances; autoclaves; and a Zuntz respiration apparatus. Mrs. Hearst also agreed to pay half of Dr. Taylor's full-time salary.



UC's new Pathology Laboratory, ca 1902.

In 1901 Drs. Irving Hardesty and Joseph Marshall Flint came to UC from the University of Chicago to direct a new Department of Anatomy. Again Mrs. Hearst generously equipped the histology laboratory, providing an additional fifty Bausch and Lomb microscopes. The anatomy lab developed by Flint in the Medical School building was seen as a national exemplar for anatomy instruction, and the lab was the subject of a feature article in the Johns Hopkins Hospital Bulletin.

A final and crucial basic science recruitment was made in 1902 when Dr. Jacques Loeb of the University of Chicago accepted a joint appointment as member of Colleges of Letters and Sciences at UC Berkeley and in Physiology at the Medical Department in San

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Francisco. Loeb was to do research in addition to teaching medical and college students, and Regent Rudolph Spreckels and Dr. Max Herzstein endowed Physiology Hall at the Berkeley campus and a private lab in Pacific Grove for Dr. Loeb's research with marine animals. Thus by 1903, a distinct emphasis on basic research was added to the standard professional education provided by UC's Affiliated Colleges. Now three salaried full-time scientists chaired academic preclinical departments and began their research into chemical pathology and experimental biology "on a physico-chemical rather than zoological basis."

The Impact of Fulltime Pre-Clinical Faculty



UC house staff poses in front of the Medical School Building in 1911. Left to right: Interns Best, Markel, Bryan, Baldwin; Resident Howard C. Naffziger.

The new changes were not accepted as an unmitigated good, however, for practical conflicts emerged between the new full-time professors interested in pure research and those faculty in medicine, pharmacy, and dentistry who were pressed by the more immediate need for instructing students in gross anatomy, diagnostic pathology, and therapeutics. Complaining of the insular needs of medical, dental, and pharmacy students, Alonzo Taylor wrote to President Wheeler, "There was a time when physiology and pathol-



ogy were the handmaids of medicine and surgery, that day has passed forever. To limit instruction in physiology and pathology to that which is today of practical application, would be educational suicide.....we are here arrived at the parting of the ways of the commercial school of medicine and the university school of medicine."

After completing medical school at the University of California, Howard C. Naffziger (b. 1884, d. 1961) studied neurosurgery at Johns Hopkins with Harvey Cushing, returned to UC and rose through the ranks, eventually becoming first full-time chair of surgery.

Eventually a workable compromise was reached with Dean Arnold D'Ancona, who, in addition to his duties as Dean of the Medical Department taught physiology and microscopy to dentistry students for a decade. The College of Pharmacy arranged for necessary anatomy, physiology and bacteriology

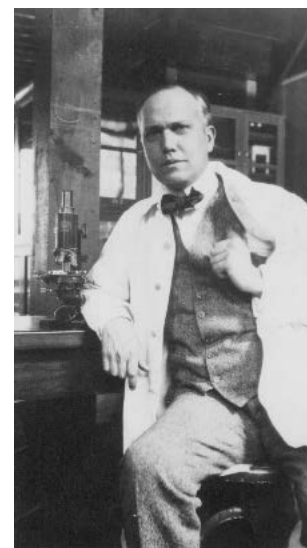
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instruction to be done by their own faculty in their facilities on Parnassus.

In some respects, the recruitment of Taylor, Flint and Loeb was ahead of its time, for pure research was still an exceptional activity at the University of California. In fact, at the turn of the twentieth century, while research was a professed ideal, instruction was the major mandate of a state university. As Physiologist Jacques Loeb wrote after leaving the University of California, “in a democracy today there is as yet no room in a state university for pure research. It may be done on the sly, but public pressure is against it.”

In 1904, in the wake of this profound change in the preclinical sciences instruction, the Medical Department also upgraded admission standards, ruling that all successful applicants have at least two full years of college before admission, thus ensuring adequate preparation for the more advanced science training they would receive. Specifically required were the study of chemistry, physics, biology, as well as English, French, or German.

Herbert McLean Evans (b. 1882, d. 1971) completed his medical training at Johns Hopkins and became Chair of Anatomy at UC in 1915. Unfortunately for the Medical Department’s finances, the first impact of the new system was a huge reduction in qualified applicants and a much smaller entering class. Only nine new students matriculated in 1905, in sharp contrast to the thirty-three students admitted the previous year. This elite class included Howard C. Naffziger of Nevada City, California, and Herbert MacLean Evans, who later left San Francisco after one year to complete his instruction at Johns Hopkins. Naffziger later trained in neurosurgery at Johns Hopkins under Harvey Cushing and returned to San Francisco to a distinguished career at the medical school. Herbert Evans returned to the University of California to chair the anatomy department at Berkeley in 1915. Despite the reduced enrollment that came with higher standards, the UC Medical Department fared well in its drive to upgrade the quality of education. In 1906 the AMA Council of Medical Education inspected 160 medical schools and fully approved only half of these. The Medical Department of the University of California was rated Class A in this early survey.



Herbert McLean Evans (b. 1882, d. 1971) completed his medical training at Johns Hopkins and became Chair of Anatomy at UC in 1915.

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Plans for a New Teaching Hospital

“The student of medicine has his place in the hospital as part of its machinery just as much as he has in the anatomical laboratory, and ...to combine successfully in his education practice with science, the academic freedom of the university must be transplanted to the hospital.”

- William Osler

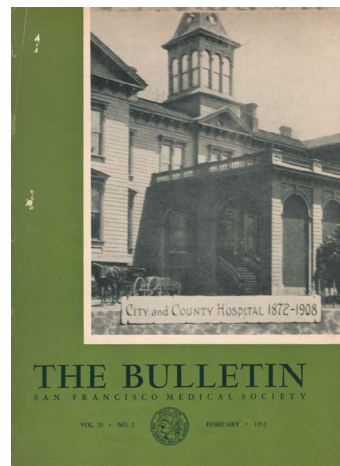


Campus with streetcar.

While the Medical and Dental Departments and the College of Pharmacy adjusted to the impact of major curriculum reform and the elusive promise of research activities, President Wheeler redoubled his efforts to improve the clinical side of medical instruction. He clearly wanted the University of California to be regarded as a center for medical science that ranked alongside Berlin, Paris, Johns Hopkins, and Harvard. In 1902 he revealed his plans for the development of a University teaching hospital "based on the newer scientific development of medicine."

But, he cautioned, "science in this sense would not be construed as a heedlessly impersonal idea, careless of the needs and sufferings of humanity, but rather as the one thing which will do much to make the prevention of these conditions possible." Wheeler felt that once the Affiliated Colleges had a teaching hospital, "the University would be then free to call to the clinical chairs the best men in the county, and offer them, in the shelter of its walls, an opportunity to devote their lives to the treatment of the sick, the teaching of students and the solution of some of the perplexing problems in medicine."

The clinical facilities used by the Medical Department by this time were severely overtaxed. The City and County Hospital had been built on the Portrero site in 1872 as an exemplar of order and cleanliness, but it quickly became overcrowded and within one year of its opening, patients



The old City County Hospital is featured here in a historical edition of the Bulletin of the San Francisco Medical Society, (25 February 1952).

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Nurses, interns, and attending physicians in the men's ward at the old City County Hospital. This hospital provided teaching material for five medical schools, including UC and Stanford.

were being placed in the chapel. The UC Medical Department operated a public dispensary for the needy and sick at the corner of New Montgomery and Howard streets, and a series of emergency hospitals were built at strategic points throughout the city, but no fewer than six medical schools had to share intern and ward assignments at the City and County Hospital. The positive effects of new additions to the original building were gradually offset by meager budgets, poor maintenance and political scandal. This decline in available clinical facilities for medical instruction was suddenly and abruptly accelerated in spring of 1906.

The 1906 Earthquake and Response

On April 18, 1906, in the early morning, a violent earthquake centered north of San Francisco on the San Andreas fault shook San Francisco, breaking the city's two major water mains and toppling brick buildings. With the city's water supply severely crippled, several fires burned out of control, destroying thousands of buildings. Total casualties were officially estimated at (nearly 700 persons with 352 missing) but the actual death toll probably stood in the thousands. Still worse, a city of 350,000 suddenly became totally dependent on outside aid.



Down Market from Mason: This photo of the post-earthquake destruction on Market street, April 1906, reveals the site of the Donohoe Building (far left) which housed UC's dental clinics at the time.

The disaster took a huge toll on the city's medical facilities—many of the city's hospitals were damaged or destroyed, including UC Medical Department's dispensary clinic at Montgomery Street and the Park Central Emergency Hospital near Golden Gate Park. The injured were evacuated to the Presidio's Post and General Hospitals in the far western portion of the city. The antiquated City and County Hospital, which had survived

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relatively undamaged, was quickly overloaded with patients. Within a week, over 100 refugee camps were set up throughout the city and more than 40,000 people took shelter in Golden Gate Park, where improvised outdoor hospitals served the sick and wounded, and outdoor kitchens were set up to feed the public. The Affiliated Colleges, located in what was once the far western section of the city at the end of the Masonic streetcar line, were now much closer to the center of the San Francisco population.



San Francisco residents took refuge in a tent city in Golden Gate Park in 1906. The Affiliated Colleges are visible in the background.

In just three cataclysmic days, San Francisco reverted to that sort of civic chaos reminiscent of the gold rush days of the nineteenth century. With the help of the U.S. Army, a self-appointed Citizen's Committee of Fifty took on the task of managing the provision of sanitation, food, clothing and adequate shelter for the city's newly destitute and homeless population. Some medical care was available in the semi-permanent camps, where supervised sanitation, outpatient medical care, and tent hospitals were arranged. In the midst of this emergency, University officials quickly began to assess damages to the Affiliated Colleges and moved to meet the immediate needs of the University and its public. Six days after the quake, the University academic

council met and formally ended the academic year. Students were to be passed or failed without examinations and women students were encouraged to return to their homes outside of the disaster area.

The California College of Pharmacy Responds



Drawing of the chemistry lab, pharmacy lecture hall, pharmaceutical lab 1910

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Since it had consolidated its instruction in its building at Parnassus in 1899, the California College of Pharmacy suffered relatively minor damage, limited to cracked plaster, broken glassware, and ruined chemical supplies. Although instructional facilities had suffered little, the economic impact on the trustees and faculty was devastating, for hundreds of downtown drug stores were destroyed. Dean William Searby lost his flourishing Union Square Pharmacy and several other businesses, and he never fully recovered financially. Classes opened on time in autumn of 1906, and a faculty of eight professors, instructors and demonstrators taught courses in five laboratories. By this time Pharmacy's intact facilities included four floors measuring fifty by 150 feet, a lecture hall designed for an audience of 200 persons, and a large Garden of Medicinal Plants, which was "available for special research work on active constituents."

Reconstructing Dentistry's Clinical Facilities

The Dental Department's losses were far more severe, for all of its clinical instruction was carried out in the Donohoe Building near downtown. The entire clinical teaching facility that had recently been equipped with new chairs, fountain cuspidors, the prosthetic labs and furnaces, and a surgical amphitheater was reduced to charred rubble in the earthquake and the resulting fires. Meeting just three weeks after the disaster, the Dental Department's treasurer succeeded in compiling a "trial balance of \$22,803.01." Despite the fact that "all markings and records of students at the infirmary" were destroyed, the faculty compiled their existing data and recommended twenty-four students for graduation, thus bringing the session of 1905-1906 to a premature, but official end.

New Facilities at Parnassus

The Affiliated Colleges buildings had symbolized generous state support of ample facilities and educational reform. Preparing for the reopening of the Affiliated Colleges in autumn of 1906 was difficult because for the first time the consolidation of outlying facilities created compression at Parnassus. In the months following the earthquake, as the Dental Department combined all of its instructional programs at Parnassus, the inevitable problem of competition for space materialized.

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Dentistry prosthetic lab at Parnassus; Post-earthquake Pharmacy instructional space: Microscopy lab, lecture hall.

The sudden destruction of Dentistry's entire clinical program in the earthquake and fire forced the faculty to consolidate its programs in the easternmost college building, which it shared with Pharmacy. Rooms that had housed spacious basic science labs and lecture rooms were refitted to make room for dentistry's labs, furnaces, and infirmary facilities. On the ground floor the chemical, metallurgical, dental technic and prosthetic labs were relocated, along with lockers, lavatories and furnace rooms. The second floor was dedicated to the bacteriology and histological labs, and lockers for women students; the third contained lecture halls, a faculty room, and a museum and library. To serve the urgent dental needs of the San Francisco refugees, the entire first floor was remodeled to house clinic facilities, including surgical and extracting rooms. Making use of the planned adjacent facilities of the medical school, dental faculty performed "the more serious operations" in the new University Hospital adjoining the college building. Unfortunately, these massive changes compromised Pharmacy's main lecture hall, an arrangement directly opposed by the Pharmacy faculty. In a revealing episode, President Wheeler stepped into the dispute and ruled that space would be made available for the needs of Dentistry.

Founding of the University of California Medical Center

Perhaps the most important lasting impact of the earthquake emergency was the creation of a dedicated University Teaching Hospital on the Parnassus campus, a facility designed to serve the public as well as to fulfill the instructional mandate of the University of California. President Wheeler's long-expressed wish for a teaching hospital at Parnassus had suddenly become an urgent civic responsibility. In May, just a month after the disaster, the medical faculty voted to solve the hospital problem, recommending that the

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Board of Regents transfer the work of the Departments of Physiology and Anatomy and Pathology to Berkeley “in order that the college building may be devoted to the purposed of the clinical years.” Anatomist Austin Flint wrote to Wheeler in 1907, “there can be no question that the atmosphere of Berkeley is pleasanter than the isolation of the city if one is interested in university work. ... the work in Berkeley will be much more interesting than it was in the city and we look forward to living there.”

Your committee recommends a grant of \$10,000 to be given immediately, and most strongly urges a further appropriation by the Finance Committee of \$100,000 as a fund, the income of which shall make possible a first-rate free hospital in San Francisco. Several members of the committee visited the building at the Affiliated Colleges which is now being converted into a hospital. ... The deplorable condition of the City and County Hospital, over-crowded as it is, renders it almost imperative that there be some such well-administered institution as the contemplated University Hospital would become under the management of the Well-known physicians who are interested in it.”

- The Committee on Rehabilitation of Charitable Institutions, June 4, 1907

Creating the First UC Hospital



Operating room in the old UC Hospital, 1913.

Within weeks, the Regents approved the faculty appeal and appointed a Ways and Means Committee to raise funds for the building’s conversion. Dean Arnold D’Ancona was appointed first director of the nascent teaching hospital. His correspondence for that period contains optimistic progress reports to the Regents, but also reveals the enormity of the task. Throughout 1906 and spring of 1907 he records the acquisition of litters, ward carriages, steam heat boilers and radiators, anesthetics, disinfectants, drugs, fuel, gauze, cotton, crockery, glassware, bed linens and towels. Anticipating the day when the University would take over hospital expenses,

he developed an accounting system for nursing, housekeeping, telephone, water, x-ray equipment and lab instruments.

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Men's ward in the old UC Hospital, Medical School Building at Parnassus, ca 1915.

equipped with separate men's and women's wards of fourteen to fifteen beds each for medical and surgical needs. To replace the city's decimated outpatient facilities, the entire ground floor of the Medical building was opened by October 1906 as an outpatient clinic.



Medical students joined student nurses in the Pediatrics Ward in the old UC Hospital, 1912.

Conversion to a fully functional hospital was a monumental architectural shift for the medical school building, which had only recently been remodeled to suit the basic science teaching needs of the Departments' three new fulltime faculty, now at Berkeley. To take advantage of the north light, an operating room with rooms for anesthetizing, sterilizing, and x-ray apparatus, were located on the third floor, where histology labs had once been sited. Dean D'Ancona worked diligently to create an obstetrics ward, and soon after, a six-bed pediatric ward was arranged within the hospital as well as a specialized newborn nursery under the direction of pediatrics. The second floor was

The variability of recorded founding dates for the hospital reveals the haste and improvisational nature of its creation. D'Ancona had intended to have the hospital opened for patients by the University of California's Charter Day celebration in March 1907, but the actual date of opening was sometime in mid-April, just a year after the earthquake. Records reveal three different accounts of the opening of the hospital and the arrival of the "first" patient. Collectively, the response to disaster resulted in the construction of a new "idea and ideals of the teaching of medicine and the care of the sick on the Pacific Coast," in the words of the California State Journal of Medicine in 1907. The Medical School

building at Parnassus was refitted to house a 75-bed teaching hospital in 1907. Donors were assured that "the maintenance of this hospital will do much for the care of the sick poor, but far more for the advancement of scientific medicine in this state...."

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Founding the UC Hospital Training School for Nurses

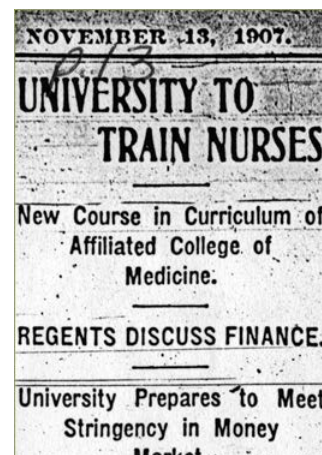


The Medical School building at Parnassus was refitted to house a 75-bed teaching hospital in 1907.

Arguably, in the long term, the most significant change prompted by the earthquake emergency for the University's Affiliated Colleges was the development of a University of California Training School For Nurses in connection with the new teaching hospital. This educational venture would eventually result in the permanent creation of a fourth professional school located at Parnassus.

By 1900 San Francisco had several nurses' training schools that set precedents for nursing education on the Pacific Coast. As the hospital was being outfitted, the medical faculty committee on hospitals authorized D'Ancona to recruit graduate nurses and attendants. Orthopedic Surgeon Dr. Harry Sherman and other enthusiastic medical faculty selected Miss Margaret A. Crawford, a highly regarded graduate nurse from the St Luke's Hospital school, to direct both the training school and nursing services in the UC teaching hospital. Although formal regential approval for a training school for nurses was not announced until December of 1907, well after the hospital opened for patients, the first student nurse entered in June of 1907, and two more trainees arrived in September and December.

The California Nurses Association had organized in 1903 and by 1905 they had secured passage of a licensing law for registered nurses. Dean D'Ancona seemed well aware of the problems of exploitation in many of the first training schools, where students were seen as a source of free labor and were barely given time for coursework or supervised hands-on instruction. A minor conflict over the planned term of instruction arose in 1907, when the activist nurses of the California Nursing Association lobbied for a three-year course requirement for registration eligibility, while the UC physicians preferred a two-year course. In consultation with the faculty's Committee on the University Hospital, the Dean outlined a curriculum of 24 months of "active practical work, with a probationary period of three months." Anxious to reassure the nurses that there was no intention of short-changing the new students, he emphasized that, "the faculty considers that in the



Announcement of creation of the Training School in the SF Chronicle November 13, 1907;

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conduct of the training school the university should follow the same ideals and purposes that guide all other departments of the University.” A third year of instruction was incorporated officially in 1909.

Miss Crawford’s high standards for selecting UC nursing matriculants, sometimes created difficulties, but there is evidence that faculty and the dean yielded to her judgment of the potential character and stamina of nursing students. Applicants for admission had to provide proof of high school graduation, a letter of character from family clergyman, and a letter of good health from family physician. A distinctive feature of the UC Hospital’s policy with respect to nursing labor was the hiring of graduate nurses to supervise key departments in a higher proportion to other nursing schools in the city or in the nation. This seems to be correlated with the faculty’s desire to create an exemplary teaching facility, staffed adequately with graduate nurses, and their reluctance to rely chiefly on untutored student labor.

“It is with some regret that I have come to the conclusions that in the main, training schools for nurses have been est. to meet the convenience of hospital and lessen their expenses, rather than for the purpose of training qualified nurses. The training school of our hospital should be conducted for the purpose of preparing a given number of nurses for an honorable professional career, and to provide the public with thoroughly qualified nurses...the nurses should be so trained that...they will look upon their profession as a means of social service.”
- Dean Arnold D’Ancona



Dean Arnold D’Ancona awarding diplomas at the first graduation ceremony in 1910

In spring of 1910 the Training School held its first formal graduation ceremony, with Dean D’Ancona enthusiastically presenting diplomas to the handful of new university-trained nurses.

In the first two years Miss Crawford shouldered the burden of instruction, using a text in practical nursing to guide her students, and key Medical Department faculty, including Drs. Sherman, Moffitt, and a young surgical resident named Howard Naffziger taught evening lectures. Other changes within the training school were determined by external forces. California’s 1913 labor

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law mandating an eight-hour day for student nurses prompted Dean Moffitt to budget money for hiring more graduate staff nurses and to plan for an increased number of students, in an effort to maintain an adequate ratio of nurses to patients.

Dean Herbert C. Moffitt's Influence

In 1913 Dean Arnold D'Ancona retired to serve on the San Francisco Board of Education and Herbert C. Moffitt became Dean of the College of Medicine. A Harvard graduate with postgraduate training in Vienna, Moffitt had served on the faculty since 1889 as professor of the Principles and Practice of Medicine. During his time at UC, he became known as the leading physician on the West Coast and was a much-beloved mentor to his early twentieth century students. His businessman brother James K. Moffitt became a regent of the University in 1911, and occupied a chair on the Board for 37 years, exerting great influence on behalf of the Parnassus campus throughout his long period of service. James Moffitt's presence on the UC Board of Regents created a powerful impetus for keeping San Francisco as the essential location for the medical school, and in 1916 the Regents commissioned Dean Herbert Moffitt to study medical education around the county and to draw up a plan for future development of a reconsolidated Medical School at Parnassus.



Dean Herbert C. Moffitt and Hooper Researcher William J. Kerr (later the first full-time Professor and Chair of Medicine) pose on Parnassus Ave.



Architectural drawing of UC Hospital

Moffitt's ambitious plan, drafted at the same time that he was fundraising and planning for a new UC Hospital building, recommended that new buildings to house anatomy and pathology be built in back of the new hospital at a cost of \$150,000. To house physiology and biochemistry and the requisite student labs, he urged that the old Medical School building be refitted for laboratory instruction and that the outpatient facilities located in the basement be removed to a new building to be erected for this purpose in front of the UC Hospital on Parnassus Avenue. A second phase of his plan would "remove the

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Dental and Pharmacy Schools, and transform...[the building]...into laboratories suitable to the needs of the state departments of Hygiene, Pure Foods and Sanitary Engineering.” With the exception of the nurses' dorm built across the street from the hospital in 1919, little of Moffitt's plan ever came to pass, but it identified the potentially controversial and conflicting space requirements and shifting priorities that would plague the Parnassus campus for the remainder of the century.

Once the first UC hospital in the medical school building was up and running, its limitations became all too apparent. D'Ancona's optimistic reports to the Regents on the progress and ease of converting the building were complicated by the actual difficulties of patient care in a three-story building with no elevators. Flexner had reported in 1910 that the hospital was “small, but adequate” and was doubtless made aware that the Regents and the Faculty had long been working on plans for a much larger facility. Almost from the opening day of the first hospital, medical staff began planning for a new building to be built as had been originally designed as an elaborate pavilion plan backing up to the Sutro Forest. A special Regent's committee was appointed to plan for financing and building a new hospital in 1913, and active fundraising began under the direction of the Medical Department's popular Dean, Herbert Moffitt. Secure in his community connections, Dean Moffitt initiated a successful private fund drive to raise \$750,000 to build a new UC Hospital at the west end of the Affiliated Colleges site.



"Modern" operating room in the new UC Hospital, 1924.

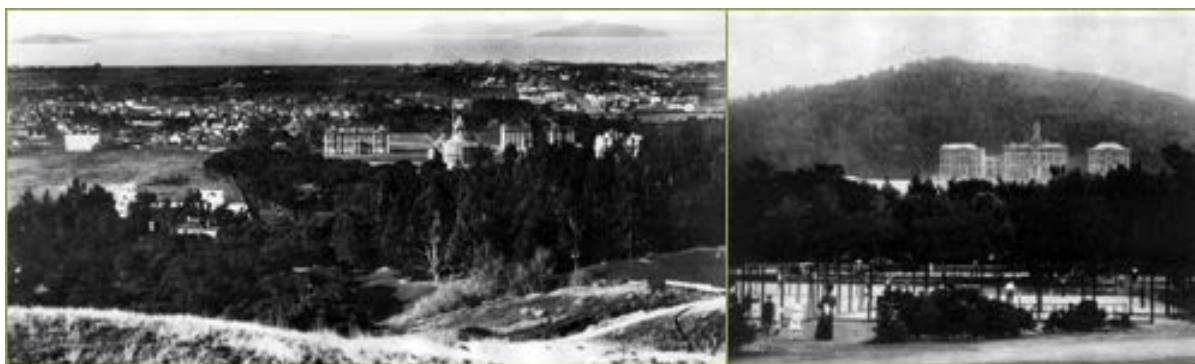
In January 1914 President Wheeler announced to the Regents that planning could begin on the new hospital and in 1915 they appointed Louis Parsons Hobart as architect for this projected new hospital. Hobart, a leading architect in the Bay Area, also designed Grace Cathedral, the California Academy of Sciences, and Steinhart Aquarium. Construction proceeded with much anticipation and delay but by August 1917 the new 225-bed hospital was ready for occupancy.

The Medical School Building, which had housed the first hospital for a decade, was refitted as an extensive outpatient department; basic science instruction remained on the Berkeley campus; and fulltime clinical professors finally had a fully adequate infrastructure to support their academic ambitions.

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A Divided Campus: Berkeley and San Francisco

Within twelve months of the near total destruction of the city of San Francisco, the Affiliated Colleges had restored and improved their instructional programs and converted the Parnassus campus into a clinical center. For the first time a full-service dental infirmary, a complete outpatient department, the College of Pharmacy-supervised drugstore, and a functional 75-bed teaching hospital provided service to the community from a centralized location along Parnassus Avenue. The hospital, staffed by graduate nurses and nurses in training, provided services in obstetrics, gynecology, pediatrics, medicine and surgery and was fully ready to “accommodate all of the cases of the kinds that medicine and surgery can benefit.” The next challenge to the newly formed “medical center” came in the form of Flexner’s scrutiny on behalf of national reform in medical education.



UC Berkeley (left) and San Francisco (right) were two "severed" campuses training medical students from 1906-1958.

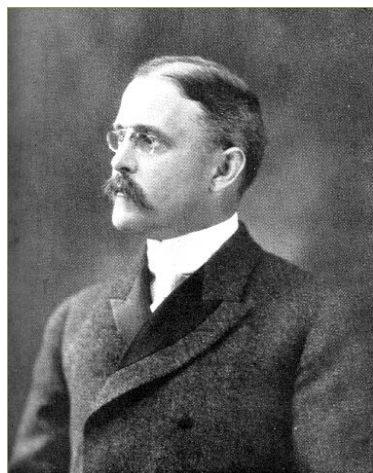
To cap San Francisco’s turbulent first decade of the new century, just two years after the makeshift UC hospital had been pressed into service, and the basic sciences removed to the Berkeley campus, Abraham Flexner visited the Medical Department of the University of California as part of his extensive investigation into the conditions of medical education in the United States.

In his report, which was published by the Carnegie Foundation for the Advancement of Teaching the following year, Flexner listed the UC Medical Department among the top sixteen institutions already requiring two years of college work for admission, but he expressed reservations about the odd split between preclinical instruction at UC Berkeley and clinical instruction at San Francisco

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Reform of Clinical Instruction: Fulltime Chairmen

In 1910, in his biennial report on the affairs of the University to the governor of California, Wheeler reaffirmed Dean D'Ancona's (and Flexner's) point of view regarding the need for full-time clinical instructors. He declared that "the needs of education in modern scientific medicine demand that all members of the teaching staff,



University President Benjamin Ide Wheeler led a failed attempt to merge with Stanford in 1914

whether of the first two years or the last two years, shall have a philosophical point of view, a scientific method, academic ideals and

enthusiasm in the pursuit of truth. If the teachers are not themselves investigators, the students will be mere artisans in medicine." Wheeler went on to identify the most urgent needs of the Medical Department: (1) establishment of a well-equipped dispensary in a suitable location, (2) organization of the university hospital on a permanent basis, and (3) a plan of placing clinical departments on a full-time academic plane. President Wheeler's interest in developing full-time teaching positions in clinical instruction at Parnassus prompted the hiring in 1912 of a full-time professor of Obstetrics and Gynecology. The following year Dr. William Palmer Lucas was recruited to a full-time clinical chair in Pediatrics.



Dean Arnold D'Ancona

"... the needs of education in modern scientific medicine demand that all members of the teaching staff, whether of the first two years or the last two years, shall have a philosophical point of view, a scientific method, academic ideals and enthusiasm in the pursuit of truth. If the teachers are not themselves investigators, the students will be mere artisans in medicine."

- UC President, Benjamin Ide Wheeler

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The name of Medical Department of the University of California was changed to the University of California College of Medicine in 1912, and by 1915 it was designated officially as the University of California Medical School.

Basic Science Instruction for Pharmacy and Dentistry

Unlike medical students, who took all of their first two years of instruction in preclinical and clinical sciences at Berkeley after 1906, basic science courses for dentistry and pharmacy students were taught in well-equipped lecture halls and labs in the Dentistry/Pharmacy building. In 1903 Albert Schneider, M.S., M.D., Ph.D. was recruited to the College of Pharmacy from Northwestern University to teach microscopy, bacteriology and histology of food and drugs. He also taught courses in Pharmacognosy and advanced pharmaceutical bacteriology, using four textbooks that he had written. Basic science faculty traveled from Berkeley to Parnassus to present lectures and supervise laboratories. From 1906 on, Franklin T. Green, a Berkeley faculty member in physiological chemistry, taught chemistry to pharmacy students. He became Dean of the School of Pharmacy in 1909 and served for nearly two decades as dean and principal professor of chemistry for the college. Arnold D'Ancona taught physiology to dental students until 1909 in addition to his duties as Dean of the Medical School and director of the first hospital. Henry Benjamin Carey, B.S., M.D., was a significant and versatile faculty presence at Parnassus for both Dentistry and Pharmacy from 1907 until the mid 1920s. He began teaching in the College of Pharmacy as professor of vegetable organography, materia medica, and pharmacognosy, and in 1907 he served the Dental Department as instructor in materia medica and therapeutics. Throughout the next decade he taught anatomy and physiology to pharmacy and dental students.



William Palmer Lucas created the Department of Pediatrics at UC in 1913 and became one of the first full-time professors at the UC Medical School.

The Hooper Foundation

Meanwhile, as the academic basic science departments developed infrastructure on the Berkeley campus, a new research institute, second in size only to New York's famed Rockefeller Institute, was founded on the Parnassus campus.

The Hooper Foundation for Medical Research opened in 1914 supported by a generous endowment provided by the widow of George W. Hooper, a San Francisco lumber

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The Hooper Foundation was housed in one of the original Affiliated Colleges buildings, to the rear of the School of Pharmacy building.

merchant and philanthropist. The Hooper's first Director, George Whipple, conducted significant research in metabolism and epidemiology, eventually winning the Nobel Prize in Physiology or Medicine for his work on pernicious anemia, much of it conducted at the Hooper. Medical students were granted certain fellowships to participate in research, but little of the research focus affected the clinical curriculum that dominated the final two years of Parnassus-based medical education. Eventually, the San Francisco research location mandated by the Hooper Foundation became another strong argument for maintaining the UC Medical School in San Francisco rather than Berkeley.

Public Health Concerns and the Affiliated Colleges

Progressive reform flourished in the West, as San Francisco rebuilt after the earthquake and prepared to advertise itself as a gateway city in the Panama Pacific exposition. In 1906 the Civic League of Improvement Clubs was organized to rebuild San Francisco as "a beautiful and modern sanitary city." One of the most appealing features of Progressive social reform was the reliance upon scientific expertise and efficiency through the public health movement, and San Francisco was no exception.

As the science of bacteriology became more sophisticated, the role of human carriers in diseases like diphtheria, tuberculosis, typhoid and venereal disease became a major focus of prevention. San Francisco had one of the highest rates of tuberculosis in the nation, and citizens organized along with health officers, creating voluntary associations to help fight the disease by enforcing anti-spitting ordinances and opening a tuberculosis clinic. In the early twentieth century, the UC Medical School took the lead in diagnosis and treatment of syphilis, utilizing the Wasserman Test, and Dr. L. S. Schmitt pioneered the use of Salvarsan in a special clinic at Parnassus. City physicians like Dr. Adelaide Brown became active in campaigns to provide clean milk, sanitary garbage disposal, and to enhance maternal and child welfare through visiting nurses services.

The extreme disruptions of the 1906 earthquake and fire refocused professional and public attention to the needs of the public's health. Bubonic plague appeared in the city

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in 1907, and officers from the U.S. Public Health Service worked alongside local health officials, isolating patients, cleaning up filth and rubble, and trapping rats in an effort to control the spread of the disease by rat fleas. The outbreak produced 77 deaths out of 159 cases, a 50 percent fatality rate, but a major epidemic was halted, and in 1908 the decrepit rat-infested buildings of the city county hospital were burned to the ground. County patients were re-housed in horse stalls at the Ingleside race track and the city drafted plans to build a new City and County Hospital.

Preventive Hygiene and Dentistry

The popularity of public health concerns also had an impact on the College of Dentistry, which had long been concerned with providing dental care for the city's indigent population. The disruptions of the earthquake reinforced this tradition of assessing and treating the dental needs of all the city's inhabitants. One of the school's more famous graduates was M. Evangeline Jordon, who graduated from UC Dental Department in 1898 and developed the specialty of pedodontia, at a time when the care of children's teeth was not a professional priority. In the early twentieth century, she actively taught and did research, developing programs in dental care for pregnant women and children. She characterized dental caries as a disease of childhood, connected it with bottle-feeding, and wrote, "Rid the country of the deadly candy shop and grocery store, get most of your living from the vegetable garden and the family cow, and apply the teaching of oral hygiene." In 1915 she presented a paper on oral hygiene at the Panama Pacific Exposition and remained active in organized dentistry throughout her career.

The most visible leadership in dental public health at the University of California came from Guy Millberry D.D.S., a 1901 UC dentistry graduate who joined the faculty as an assistant in chemistry and metallurgy in 1907, and became Dean in 1914. He was present when the dental infirmary was established at Parnassus after the earthquake and in early 1909 he outlined a series of cooperative plans for an "out-clinic" at the Relief Home for the Aged and Infirm for patients who could not access the new dental facilities at Parnassus. Making use of older dental chairs and gathering surplus materials, he arranged for junior students to do simple extractions and vulcanite dentures on a gratuitous basis.



Guy S. Millberry

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As the role of bacteria and nutrition in dental caries was debated, the field of dental hygiene emerged. In 1918 Guy S. Millberry created a one-year course for dental assistants and dental hygienists, one of the first in the nation. The program was increased to two years of instruction by 1924.

Public Safety and the Reform of Pharmacy Education

“...there is from east to West a more urgent demand than ever before for well-educated and well-trained pharmacists. Employers are looking for men who have a college education, and the supply is not equal to the demand. Furthermore, the national and state pure food and drug laws call for such constant care in the making of pharmaceuticals, such vigilance in the examination and testing of drugs and chemicals, that no drug store can be considered properly equipped that has not in it at least one person who is capable of applying the tests of the Pharmacopaeia.Pharmacists must adjust themselves to public sentiment, and the public expect reasonably pure drugs and medicines and reasonably competent persons to manufacture and dispense them.”

- (Bulletin 1907-1908)

One of the most emblematic legislative initiatives of Progressive reform at the federal level was the passage of the Pure Food and Drugs Act of 1906, which sought to protect consumers from dangerous, adulterated, and mislabeled or contaminated food and drugs. This brought a unique focus to the pharmacy profession and a direct mandate for more sophisticated chemical analysis in the early twentieth century. At the inaugural meeting of the California Pharmaceutical Society in 1869, a major agenda item concerned the need to “prescribe the manner of dispensing poisons.” In 1891 the State Board of Pharmacy was established to regulate pharmacies and the sale of poisons and narcotics, requiring warning labels and a sales registry.

The pharmacy curriculum had included courses in toxicology in its earliest curriculum, and pharmaceutical chemistry was considered a basic preparation for its graduates. After 1906, a special course was added on “Histology of Food and Drugs” to include microscopical examination of “food products and drugs and their more common adulterants.” This course was designed “to better prepare the student to meet the demands of the Pure Food and Drug Law. Similarly, bacteriology was expanded to include study of “microbic contaminations of pharmaceutical preparations of water, of foods, etc.” A full course in

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Pharmaceutical Jurisprudence was also added by 1910. The course was intended to present, “the trend of recent legislation affecting the pharmacist,” including liability issues and “pure food and drug decisions.” By 1914, the school provided “special advanced instruction” for students “seeking to qualify themselves to serve as examiners under the Pure Food and Drugs Laws.”

Nursing and Public Health

The ethos of the new public health was an explicit subject in the nursing curriculum of the early twentieth century. The rhetoric of the early UC nursing bulletins reveal a ubiquitous concern with the social environment of patient care, even in routine bedside training. During four months of outpatient work, students “not only learn[ed] to handle large numbers of ambulatory patients, but... gain [ed] an insight into the social problems of the poor.” Maternity instruction included “deliveries in homes and complete social studies of these cases.” Work in public health nursing included field assignments in Juvenile court, work with the city’s active Society For The Study And Prevention Of Tuberculosis, and opportunities in industrial and workplace medicine. Coursework included “The Control of Poverty” and work within the Medical School’s social service department included training in vital statistics, milk inspection, foster home work, and contagious disease nursing.

War and the Affiliated Colleges



American medicine organizes for war. Base Hospital #115, Special Head Hospital, August 7, 1918.

After months of "Preparedness," on April 4, 1917, President Wilson asked for a declaration of war on Germany. The School of Medicine was quick to respond, and within

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days of the declaration the faculty submitted a proposal for the school to participate in the national defense. They envisioned the organization of a Red Cross unit as a mobile base hospital with fourth-year medical students assigned to it for instruction, and began drilling as early as June of 1917. Recent graduates in the classes of 1915 and 1916 were urged to join the Army, Navy, or Reserves. Dentistry, Medical, and Nursing faculty, as part of Base Hospital Thirty, were eventually sent to south-central France to care for the wounded. There they treated hundreds of wounds and gas injuries, and witnessed the beginning of the influenza pandemic among the troops. In all, 35 officers, 765 nurses, and 150 enlisted men served in the Thirtieth. In early 1917, the College of Pharmacy recorded the call of several pharmacy students “to the colors”, and Chemistry instructor James N. Patterson was drafted into the army. Major F. Dowdall, a veteran of the Spanish American War was recruited to the pharmacy college faculty as instructor in first aid and military hygiene. Eventually an estimated 38,000 physicians served in the military, along with 5,600 dentists and approximately 16,000 trained nurses.



UC nurses, World War I, Base Hospital # 30

The armistice of November 11, 1918 came just as the nation was in the midst of the great Spanish Influenza epidemic of 1918. The epidemic struck San Francisco in September and health officials, drawing upon their experience after the earthquake and fire, organized the city into health districts, recruited drivers and volunteers and set up emergency hospitals in advance of the epidemic. Citizens were told to “wear a mask and save your life!” Nurses were in high demand, and the UC training school cancelled classes and placed everyone on twelve-hour duty, sending nurses to other locations as needed. The epidemic peaked again in late December and in all, an estimated one in eleven persons contracted the disease in the city of San Francisco; at least 3,500 died, and the disease was most fatal for people between twenty and forty years old. The national death toll was estimated at 500,000 to 700,000, more than ten times the combat death toll of 50,000 for American servicemen. In May of 1919 members Base Hospital 30 returned to the

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Presidio, were demobilized and came back to the Affiliated colleges. They had missed the flu epidemic in their home city, but had witnessed its ferocity among troops and medical personnel in France. With the strain of wartime and the epidemic emergency over, the affiliated colleges settled into a new decade, moving into an expansive future as a collection of professional schools, that would eventually constitute a modern medical center.



UC doctors headed off to war, to serve in Base Hospital #30. Left to Right: William J. Kerr, Herbert C. Moffitt, Howard C. Naffziger

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1919-1939

The Formation of Schools and the Rise of Clinical Instruction

Debates over Medical Education

In the postwar years, as the nursing school flourished and strengthened its ties with Berkeley academics, university and medical school officials again turned their attention to the problem of the split medical school. Their interest was prompted by rumors that the General Education Board, an organization backed by Rockefeller philanthropy and committed to rebuilding American medical education, wished to endow a school of public hygiene at Berkeley, on par with those already created and endowed at Johns Hopkins and Harvard. As part of this plan, they indicated that they would financially assist the UC Medical School in upgrading instruction and reconsolidation. The main requirement of the Rockefeller donors, however, was that the UC Medical School be relocated at Berkeley in close proximity to established academic programs in anatomy, bacteriology, immunology, and biochemistry.

In 1920, University President David P. Barrows, who was anxious to meet the criteria for this potential multi-million dollar donation, traveled east to speak with the Rockefeller board members in person. In consultation with Abraham Flexner himself, President Barrows was succinctly reminded of the current reforms deemed necessary in medical education. This was a time in American medicine when sub-standard schools identified in the Flexner report were rapidly being closed and the remaining institutions were realigning themselves according to Flexner's blueprint for reform. The UC Medical School's plight was not unique-the report indicated that of twenty-five top university-affiliated institutions, five (Rush Medical College, California, Nebraska, Kansas, and Stanford) had similarly separated instructional programs. Flexnerian reforms mandated the implementation of salaried full-time positions for both scientists and clinicians, consolidation of science and clinical instruction in one geographical location near a major university, and designation of a large teaching hospital completely dedicated to clinical training. In response to these requirements, President Barrows drafted a plan for bringing full-time



David P. Barrows

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"vocational" professors to the medical school, consolidation of instruction in one place, and reconfiguration and expansion of the UC Hospital teaching bed capacity along with plans for a school of public health. He then asked the Regents to develop a budget corresponding to these reforms, hoping that in so doing he would secure "the generous participation" of the General Education Board.

As he managed these negotiations, President Barrows was well aware of the local political obstacles to relocating the school at Berkeley. By the early 1920s there were substantial reasons for keeping the medical school in San Francisco, especially in terms of the city's potential as an inexhaustible source of talented practitioners and patients. Moreover, the medical school's major endowments of the late nineteenth and early twentieth centuries dictated a commitment to the Parnassus site. Sutro's donation of land for the Affiliated Colleges in 1895 was contingent on the use of the site expressly for professional medical education, and the Hooper Foundation specified that Hooper-funded research be conducted in San Francisco. Then in 1917, the new UC Hospital was built with \$750,000 of private subscriptions from a supportive San Francisco community. President Barrows hoped that the Regents might solve the problem and bend to the wishes of the General Education Board, or conversely, that the General Education Board might be flexible on the issue of the school's actual location.



Page from *The Blue and Gold* in the 1920s showing University President Barrow's office

On March 12, 1921, in a move reflecting local politics and the lobbying influence of San Francisco clinicians, the UC Regents voted to reaffirm their 1912 decision, stating flatly that "as a prudential measure. . . it shall be the policy of the Board to consolidate the medical department in San Francisco." That summer the General Education Board received the UC proposal for consolidation at San Francisco and never replied. It was clear that consolidation of the medical school would have to take place at the university campus in Berkeley in order to satisfy the terms of a Rockefeller endowment.

This was a major loss for California higher education: Rockefeller money was transforming the national landscape of medical education in the interwar years and would eventually provide over \$50 million to sixteen medical schools. Philanthropy came from other sources as well. Between 1910 and 1932 foundations would pour a total of \$150 million

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into the reform of American medical education. The Regents' stubborn adherence to the San Francisco location prevented UC School of Medicine from obtaining national philanthropic financial support during this time of flush private endowments.

The matter of the Rockefeller endowment surfaced again in 1923, when the incumbent UC president, astronomer William W. Campbell, made a last forceful attempt to resolve the medical school situation, which he regarded as "the University's largest and most difficult problem." Like Barrows before him, President Campbell traveled east to confer directly with Abraham Flexner and the Rockefeller board, and discovered that, although the donors' offer of endowing a school of public health at Berkeley was still on the table, they would not assist the medical school if it remained in San Francisco. On the other hand, if the Medical Department was consolidated at Berkeley it was clear that the Rockefeller interests would be "instantly and tremendously interested in its financial problems." President Campbell delivered an ultimatum to the regents in arguing that "the Berkeley location of the medical school would tend to make it a statewide institution, in greater degree than it is today, and it would bring many millions of help from outside the State." He emphatically pointed out that "if the location is to remain in San Francisco, then I respectfully represent, the Regents should be prepared to find in San Francisco or elsewhere, very soon, many millions of dollars for the consolidation expansion and maintenance of the Medical School and Hospitals."



William W. Campbell

Once again, the Regents stood firm for the Parnassus location, sealing the fate of the UC Medical School for the next three decades. Despite their stubborn rejection of an all-Berkeley medical campus, the Regents did respond to President Campbell's call for dramatic reform at the medical school and joined him in mobilizing state resources to accomplish the task

Developments in Nursing Education

On November 19, 1917, just a few months after the opening of the new UC Hospital, University President Wheeler announced a five-year nursing baccalaureate degree which included two years of university work at Berkeley, followed by three years of training in the UC Hospital. The ideal

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of a nursing baccalaureate was a welcome development, but its appearance at this time was a top-down decision made by a committee composed primarily of Berkeley faculty and Parnassus physicians. In late 1917 Hospital superintendent H.T. Summersgill protested the timing of the new program, in a letter revealing the realities of wartime depletion of medical personnel on the homefront. He feared an unmanageable increase in the student body, given the loss of many supervising nurses and teaching physicians due to wartime staffing, as well as the lack of proper accommodations for nursing students. Despite these objections, the Academic Senate approved the baccalaureate nursing program on March 1, 1918. By mid 1918 superintendent Summersgill left and was replaced by Dr. William E. Musgrave, who had been superintendent of Children's Hospital, and was a well-known supporter of nursing education. At the same time, Louise Morrow, a pediatrician with training in social economics from Berkeley, took over as director of nursing for both the training school and hospital. Dr. Morrow held a concurrent position as Chair of the Medical School's department of Social Service until 1921 and she helped link the training school intellectually and academically with the school of medicine. Another crucial nursing faculty appointment occurred in autumn of 1918 when Edith Bryan, a nurse from Pasadena Hospital, was named by the Regents as assistant professor to create the public health nursing program at Berkeley. She effectively developed the certificate program from a summer session into an impressive and popular eight-month academic year program. In the mid-1920s she took a leave and completed a Master's and Ph.D. in psychology at Johns Hopkins. Not only was she the first nurse to be appointed to the university faculty, she was the first American nurse to earn a doctoral degree. Her influence and her competent direction of the public health certificate program became

an important factor effectively linking the Parnassus based nurses' training school with Berkeley's departments of Hygiene and Social Economics.



Aerial view showing the nurses' dormitory

The immediate postwar years saw the permanent establishment of the five-year baccalaureate program, with students from Berkeley, Mills College and the College of the Pacific matriculating for their clinical nurses training at Parnassus. The public health certificate program was continuously enhanced and elaborated by Edith Bryan, who remained director of the program in the Department of Hygiene until 1933. Although upgrades in curriculum served as

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evidence of the growth and maturation of the training school for nurses, the most visible enhancement came in the form of the long-awaited completion and occupancy of a seven-story nurses dormitory building across from the UC Hospital at 610 Parnassus.

As negotiations among two UC Presidents and medical faculty at Berkeley and Parnassus continued unsuccessfully and somewhat acrimoniously in the 1920s, a remarkably different story of cooperation between campuses evolved in the training school for nurses. The name of the school itself reflected this shift in focus. The “University of California Hospital Training School for nurses” officially became the “University of California Training School.” In 1922 Mary May Pickering, a graduate of the Massachusetts Hospital training program, was appointed Director of the Training School and Superintendent of Nursing. In a series of subtle policy shifts during the 1920s she successfully aligned the training school with the University in several ways involving curriculum, governance, and academic schedule. Admissions requirements for nursing students had required a high school diploma from the school’s beginnings, and under Pickering’s direction, requirements began to resemble University admission standards. In 1923 Miss Pickering persuaded the Academic Senate to review the training school curriculum, thus placing the school directly under the supervision of the University rather than solely the Medical School. Over time, the training school’s advisory board shifted in composition towards a greater ratio of Berkeley faculty to Medical School officials. In a final important change, the University’s term schedules and letter grading system were adapted to the training school years. An important symbolic incident occurred in 1923 when nurses were formally invited to participate in the UC graduation ceremony at Berkeley. While strategically steering the training school, Miss Pickering also maintained an active role in the nursing profession, serving as editor of the Pacific Coast Journal of Nursing. She also supported the Training School’s membership in the Association of Collegiate Schools of Nursing, representing UC at the founding of the Association in 1934.



Mary May Pickering

Another important Berkeley landmark for nurses’ training in California occurred in 1925 with the creation of the Foundation in Nursing Education with funds accumulated from the Bureau of Registration of Nurses. In a remarkable show of cooperation, nurses secured legal advice, and introduced a legislative bill appropriating funds to the University of California to create a chair in Nursing Education in the Department of Hygiene

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at Berkeley. The governor signed the bill on May 23, 1925 and in 1926 an advisory committee worked on recruitment and curriculum. On January 1, 1927 the committee appointed Miss Pickering professor of nursing education at Berkeley. Thus, while the matter of the split medical school assumed the proportions of an all-out feud throughout the 1920s, the UC Training School for Nurses was by far the most successful of all the affiliated colleges in maintaining productive, harmonious connections between academic and clinical training at Berkeley and Parnassus.

UC Dentistry



School of Dentistry class of 1923

In the years after World War I, the field of dentistry became increasingly committed to educational reform. Nationally the immediate cause for concern was the proliferation of proprietary dental schools, unconnected with universities, which were turning out graduates with diplomas, but limited skills. Although the dental department had formally affiliated with the University in 1907, UC funds did not sufficiently subsidize the costly technical curriculum and numerous instructor salaries. The administration of the college still depended on fees generated by tuition, and enrollments grew to their highest level in the college's

history. In 1918-1919, 182 students were enrolled, while in the postwar 1920s enrollment steadily rose: 1919-1920: 230; 1920-1921: 337; 1921-1922:393; 1922-1923: 462, leveling off in 1923-1924 at 448.

“The work of the School is greatly handicapped not only by the inability of the teachers of the medical sciences at Berkeley, twelve miles distant, to cooperate in the instruction of dental students, but also by the unconcern for the correlations between clinical medicine and clinical dentistry in the instruction of medical and dental students, which seems to be shared equally by the Medical and Dental Schools.”

- Gies, Dental Schools in the United States, p 272

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Well before World War I, the Flexner Report exposed severe deficiencies in American medical education, prompting extensive reform. In 1922, the Carnegie Foundation commissioned a similar report on the status of American dental education. Published in 1926 as the Gies report, the study was conducted by William Gies, a Columbia biochemistry professor who had founded the Journal for Dental Research in 1918. He recognized that of all the health professions, dentistry had the closest correlation with medicine, and thus shared its achievements and problems. Consequently, his report also briefly evaluated the medical schools connected with the dental schools that he encountered. Like Flexner before him, Gies was disturbed by the medical school's geographic split between basic science on the Berkeley campus and clinical instruction at San Francisco, noting "this condition prevents effective cooperation between the school of Medicine and the College of Dentistry in teaching the medico-dental subjects to students of dentistry." He further found that this separation was carried over to the clinical environment at Parnassus, where "teachers of medical subjects did not give dental students instruction in clinical medicine; teachers of dental subjects did not give medical students instruction in clinical dentistry."

Gies traveled to the University of California in April of 1922 and conferred with dentistry Dean Guy S. Millberry to do a complete survey of the university's dental college. He described a school housed in the Dental/Pharmacy building utilizing 39,200 square feet of space that contained an impressive dental infirmary with 128 chairs and special facilities for children, oral surgery and roentgenography. He noted approvingly that the college had its own library containing 3,800 bound volumes related to dental subjects and was supervised by a full-time librarian. In another positive note, he acknowledged Millberry's program intended to "create a demand for good dental service" by placing "dental graduates in various institutions, including public schools ... teaching hospitals... and institutional clinics of various sorts."

From his report, it is evident that Dr. Gies was both impressed and irritated with the UC College of Dentistry's program. On one hand the college's highly coordinated research program "is the most comprehensive investigation now in progress in dentistry." He noted that a special fund for the promotion of dental research had been set up by the University in which five-year grants from the American Dental Association and the Carnegie corporation were matched by the University Regents. With the collaboration of dental faculty and the warden of San Quentin, in 1924-1925, a dozen research programs were in progress: studying the effects of nutrition and the etiology of dental caries, anatomical studies of the salivary glands and radium therapy in oral cavity infections. Ongoing studies included the relations of bacteria to gum disease, the "presence and possible role of anaerobic bacteria in dental infections", and various microbiological and nutritional studies of pyorrhoeic inflammation in trauma, scurvy and Vincent's angina."

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On the other hand, despite the existence of these well funded, pioneering research projects, Gies bemoaned the fact that UC College of Dentistry was “the only dental school in a state university that continues to base its DDS curriculum directly on a high-school education.” Characterizing this matter as “an extreme educational disparity between the Medical and Dental schools”, he continued to advocated preparatory program of four years high school and two years college, with three years training program in dentistry as the optimum. He complained that “the University of California exacts very high academic requirements for admission to the study of medicine, but adheres to the lowest for dentistry.”



Guy S. Millberry

A versatile and able Dean, Guy Millberry pursued reform in the area of admissions requirements and by 1929 college work was established as a fixed pre-dental requirement at the UC College of Dentistry.

UC Pharmacy

The 1920s was a decade of ferment for Pharmacy education. In a speech in 1915, Abraham Flexner had declared that pharmacy was not a profession, stating that while the physician “thinks, decides, and orders; the pharmacist obeys—obeys of course with discretion, intelligence, and skill-yet in the end obeys and does not originate.” The collective profession was stung by this public assertion as well as pharmacy’s disappointing experience in the First World War —pharmacists were not considered officers and the army trained its own enlisted men to dispense medications. In the postwar period, the need for professional recognition prompted leaders to develop a study of pharmaceutical education similar to the Flexner and Gies Reports. They looked to the Carnegie Foundation for assistance, and eventually commissioned a study of pharmaceutical curriculum with support from the Commonwealth Fund. This work, published in 1927, recommended a four year B.S. curriculum and its author argued that pharmacy was a profession because the materials used were “dangerous and require ultimate acquaintance with the fundamental sciences upon which the art depends.”

Throughout the 1920s, the faculty and trustees of the California college of pharmacy

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participated in a general upgrading of the curriculum, sending annual delegates to the national conferences of the American Association of Colleges of Pharmacy. Conscious of its status as one of the few university-affiliated schools in the nation, the college of pharmacy stressed its legacy and distanced itself from the proprietary schools where large enrollments brought profits to faculty. Its Bulletin stated "From the first, the college endeavored to keep abreast of the best pharmaceutical schools in this county. It has not sought to enroll the greatest number of students, but to do the greatest amount of good. It has created a sentiment among pharmacists in favor of higher education." Nevertheless, tension existed between the cost of raising academic standards and concern for financial viability of the school, since it had been affiliated with the University of California since 1872; but financial control remained in the hands of the Trustees, not the UC Regents. In 1914 the College of Pharmacy had established a four year program, maintaining it along with two and three year programs. Throughout the 1920s, as professional standards were being constructed at the national level, the college offered a series of two and three-year courses leading to degrees entitled PharmC, Pharm G and Pharm B, with a progressive tightening of admissions requirements involving more years of high school work and preparatory courses in Latin.



Upgraded lab equipment for Pharmacy

of Pharmacy committee appointed to consider a national educational policy promoting the new four-year curriculum. It was under his direction that the California College of Pharmacy briefly resigned its membership in the organization rather than lose accreditation. The problem would be solved at the university level in the next decade as President Sproul and the trustees finally agreed on full integration with the University and the Board of Regents took on financial responsibility for the increasing instructional needs of the College of Pharmacy.

In 1927, with strong support from the administration of the California College of Pharmacy, the legislature passed a new law requiring three years of formal instruction for candidates presenting themselves to the state board of pharmacy for licensing examination. National recommendations for a four-year course were heeded by the California Pharmacy trustees, but they insisted on also retaining their popular three year course which had helped finance the school. Ironically the college dean, Ph.D. Chemist H. C. Biddle, was one of five members of the American Association of Colleges

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The 1920s marked a troubled decade in the history of pharmaceutical education as career opportunities diminished with the industrialization of pharmaceuticals, and the drugstore became a more broad commercial enterprise. This growing rift in professional life between trade concerns and intellectual challenge was reflected in lecture titles given in 1926 at the college for “publicity week”. Mr. E. B. Kipfer from the Eli Lilly company lectured on “The Discovery And Uses Of Insulin,” and C. L. Stevens of the Western Company of Chicago talked on “The Development And Possibilities Of The Tooth Brush Industry.” Nevertheless, the decade was marked by an increasingly sophisticated curriculum and a lively student presence at the College of Pharmacy.

The Langley Porter Reforms

During the 1920s, the Medical School had gone virtually leaderless during the many years of uncertain negotiations with the General Education Board. After Herbert Moffitt's retirement from the deanship following World War I, the office was filled only briefly by George Whipple before his departure for Rochester in 1921. President Barrows served as acting dean from 1921-1923, and Lionel Schmitt, director of the University Hospital, served as acting dean for the next four years.

On December 13, 1927, President Campbell presented a plan to the Regents asking that the popular San Francisco physician Dr. R. Langley Porter be brought out of retirement to lead the medical school in a program of reform. The Regents quickly approved Porter's appointment and President Campbell enhanced the new dean's authority by mandating that the advisory board of the medical school should advise the University president through the dean's office. Heads of finance and appointees in the school were ordered to report to the dean rather than the president, and in the future the dean would serve as the sole representative of the president of the University to the faculty, students, and nurses.

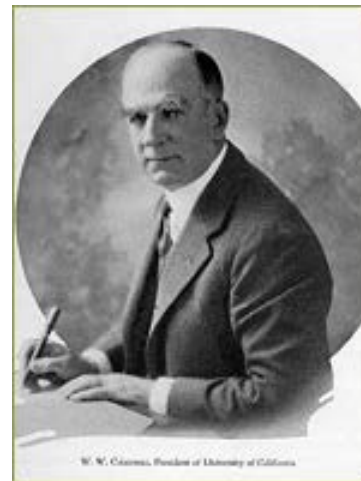


Dr. Langley Porter

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One of Campbell's primary concerns as he recruited Langley Porter was the need to reorganize a curriculum that suffered gaps and duplication due to the geographical separation between east and west bay instruction. The new dean shared his concerns. Upon his arrival in the summer of 1927 Dean Porter did a quick survey and described the medical school as "a disintegrated institution," with special weakness in the second-year teaching of the clinical sciences of bacteriology and pharmacology. He proposed that the second year of preclinical science teaching be brought back to San Francisco and received immediate regential approval for the move. In 1928, Pharmacologist Chauncey Leake was recruited from a first rate department at Wisconsin. In early 1928, the Departments of Bacteriology and Pharmacology were transferred from Berkeley to new labs outfitted on the third floor of the medical school building.



University President William Campbell



The pathology lab in old medical school building

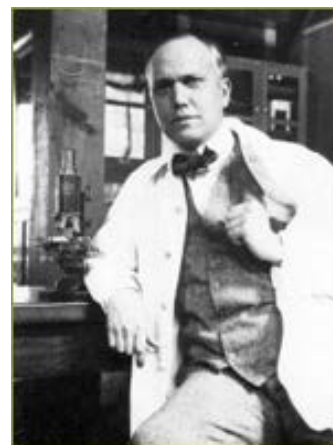
Although the school remained geographically split, Dean Langley Porter still held the power of appointment over all medical educational activities at both Berkeley and San Francisco, and he quickly began to strengthen both the clinical and scientific sides of the curriculum through recruitment and appointments. Dr. Ian MacClaren Thompson was appointed to chair the Department of Anatomy, and J. M. D. Olmsted from Toronto was recruited to chair the Department of Physiology. John B. Saunders came from Edinburgh to teach anatomy.

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On the clinical side at San Francisco, Dean Porter appointed full-time professors to head Medicine (William J. Kerr) and Surgery (Howard Naffziger). By the end of the decade, with an effective new Dean in office and a Board of Regents committed to reform, President Campbell addressed the campus community with optimism, announcing that "it is confidently hoped that the wise administration of the medical school and the devoted service and splendid abilities of the Dean and the faculty of the school, will in due time cause our medical school to take its place in the front rank of the world's greatest service institutions." A new university president, Robert G. Sproul, succeeded Campbell in 1930, and he soon proved to be a strong supporter of coordination of all the health professions at Parnassus. Although financial limitations put further consolidation plans on hold throughout the Depression, Dean Porter persisted in his ambitious vision for a merged medical center at Parnassus. Ultimately his program of reform would influence the development of the Colleges of Dentistry and Pharmacy by coalescing training in the clinical sciences of bacteriology, pathology and pharmacology into curriculum for all the health professions at Parnassus.

The Preclinical Sciences at Berkeley

Although the Great Depression halted any plans for complete reunification, there were some bright spots for medical education and research on both sides of the bay. In their disillusionment following the Rockefeller funding debacle, several key science faculty left UC, but the void was soon filled with more local talent. Biochemist Carl L. A. Schmidt was made chair of biochemistry and began his research into the chemistry of amino acids and proteins. With the loss, first of Jacques Loeb, and then Robert Gesell, the Physiology Department went into a period of decline. In contrast, the Department of Anatomy at Berkeley flourished under the leadership of young California-born Johns Hopkins graduate Herbert M. Evans beginning in 1915.



Dr. Herbert M. Evans

Evans had studied anatomy under Franklin Mall at Johns Hopkins and before returning to California had published his first work on the embryology of the vascular system. Throughout the next three decades, Evans taught an entire generation of first-year medical students the rigors of bench research. He disdained the more applied nature of gross anatomy, and, when clinicians traveled from San Francisco to teach the necessary skills to medical students, he referred to them derisively as "the hat-rack boys."

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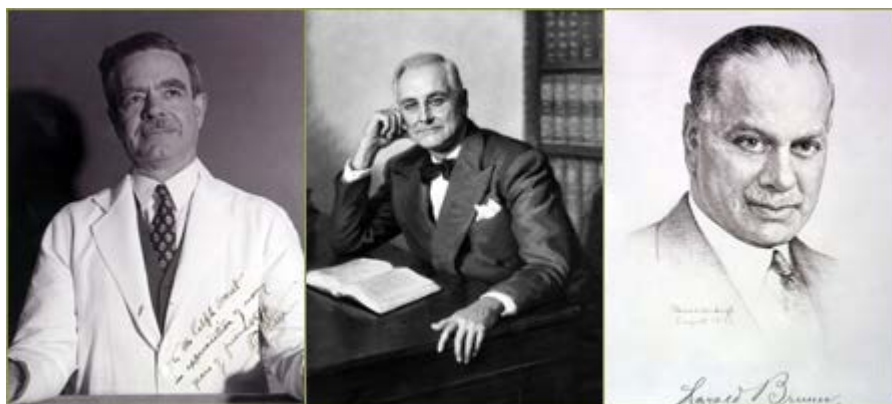
In 1930, when the Depression reached California, effectively halting any plans to construct research labs at San Francisco, a 375,000 square foot Life Sciences building was erected on the Berkeley campus, funded by a state bond issue and a WPA appropriation. This building, for its time one of the largest academic structures in the nation, provided labs and classroom space for anatomy, physiology, biochemistry, botany, and zoology, and stood as an important architectural symbol for basic biological research and instruction on the Berkeley campus.

Another direction in medical research developed at Berkeley as a by-product of the landmark work in physics being done by Ernest Lawrence and others who developed the cyclotron in the early 1930s. Isotopes produced in the Berkeley cyclotron were used in several of the first radioisotope studies in man, some involving collaborations between Berkeley scientists and San Francisco physicians. In 1937, Harvard-trained neurologist John Lawrence, a brother of Ernest, used radiophosphorus to treat leukemia and other blood disorders. Later Iodine-131 was used in the diagnosis and therapy of thyroid disease by collaborating investigators at San Francisco and Berkeley. Biochemistry professor David Greenberg performed many of the early studies using radioactive manganese, cobalt, iron, potassium, sodium-24, phosphorus, strontium, and calcium. Such work led to the establishment of a division of Medical Physics within Berkeley's eminent Department of Physics, and in 1941 the Donner Laboratory was built to focus the work of the division on the study of biological systems.



One of the Toland Hall murals depicting the "wheel of science". The murals were painted by Bernard Zakheim in 1938.

Strengthening Clinical and Science Instruction at Parnassus



William J. Kerr, LeRoy Briggs, Harold Brunn

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In 1937, John Saunders became chair of the Anatomy Department and continued his role as a popular instructor and authority on the history of anatomy.

Clinical training expanded under the tutelage of full-time chair in Medicine William J. Kerr, a Harvard-trained physician with a strong interest in cardiology, and master clinicians like LeRoy Briggs.

Harold Brunn developed thoracic surgery at the County hospital and revitalized the teaching programs at Mt. Zion Hospital, while Howard Naffziger dominated surgery at Parnassus. As one of Harvey Cushing's close colleagues and a graduate of Johns Hopkins, Naffziger brought surgical prestige to the Parnassus campus and developed several unique neurosurgical operations which brought him national recognition. Once Naffziger was made full-time head of surgery in 1929, he developed an advanced residency training program at Parnassus in the tradition of the nation's most revered surgical mentor, William S. Halsted.

This involved an extended hierarchical training system for surgical residents that included substantial work in surgical research in an animal laboratory provided expressly for that purpose. Naffziger's successor, H. Glenn Bell, carried on this tradition, and UC became known for its consistent training of expert technical surgeons.



H. Glenn Bell

As experimental biology prospered at Berkeley, other basic science instruction took root in San Francisco. It is difficult to decipher from the historical record who deserves the most credit for this turn to science instruction. University President Robert Sproul was interested in uniting all the health professions at Parnassus and he lent support for the creation of new departments. Langley Porter's recruitment of Chauncey Leake, coupled with parallel changes in the College of Pharmacy contributed to a remarkable development of basic research in pharmacology and pharmaceutical chemistry in the 1930s. Something of a polymath, Chauncey Leake taught the first formal course in the history of medicine on the San Francisco campus in 1929 and the following year the Department of Medical History was created. He also assumed the post of campus librarian.

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Chauncey Leake

Meanwhile Leake's major interest was in pharmacological research and he quickly developed a strong instructional program in anesthesia, blood formation, and chemotherapy. His acquaintance with Berkeley Biochemist C. L. A. Schmidt turned into active collaboration when, in 1934, Schmidt was appointed Dean of Pharmacy at San Francisco. By this time, the College of Pharmacy was fully integrated into the University and the Regents took over responsibility for the school. In 1929, a physical chemist, Troy Daniels, arrived to do important basic research in physical chem-

istry. By 1937, CL. A. Schmidt was appointed Dean of Pharmacy. Through Schmidt, Troy Daniels, and Chauncey Leake, a collegial synergy was formed to promote basic research in biophysics and chemistry in connection with the Schools of Pharmacy and Medicine.

By 1938, just a year after C.L.A. Schmidt was appointed Dean of Pharmacy, a college press release announced that remodeling in progress would make it "one of the best plants for the teaching of pharmacy in the country..." This project involved installing a central still for distilled water, modern lecture rooms, student research labs, space for housing animals, a shop for glass blowing and modern lab equipment. The program was designed to train pharmacists in the manufacture of drugs and sick room chemicals, provide inspection of drugs and cosmetics, and to pursue careers in food chemistry, sugar chemistry, pharmacology, dairy chemistry, narcotic law enforcement, wine chemistry, chemical control of water supplies, and hospital pharmacy. During the last years of the decade, Schmidt announced the school's involvement in research that "improve[s] over nature by synthesizing in the lab chemical substances that have specific effects in the alleviation and treatment of disease." He described projects conducted by John Oneto on ephedrine compounds, and Troy Daniels with new sulfanilamide drugs. In 1937 a graduate program in pharmaceutical chemistry was added to the School of Pharmacy's offerings and the first M.S. was awarded in 1940 and the Ph.D. in 1942.

"Despite the depression there has been a greater demand for graduates of the College of Pharmacy than we have been able to meet."
- CL.A. Schmidt, Dean of Pharmacy, July 15, 1938

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Aerial view: UCSF campus before Moffitt Hospital was built. Note the Clinics building adjacent to UC Hospital.

In 1934, after intense lobbying, the state legislature allocated \$600,000 for a 103,160 square foot Clinics Building designed to house the growing outpatient teaching service at Parnassus. This facility was quickly filled to capacity with small offices, making medical and dental care available to San Francisco citizens regardless of their ability to pay. It also served a function in uniting activities of all the colleges and the training school. Although dentistry, pharmacy, medicine and the training school formerly occupied space in distinctly defined buildings, and maintained them as architectural territory, after the mid-1930s they shared commingled space on the floors of the Clinics building.

Dentistry occupied the sixth and seventh floors and new space provided not only opportunity for improved facilities but created unprecedented cooperation with other schools housed in the building. Upon the opening of the Clinics Building in 1934, officials observed, “consultation with members of the medical faculty concerning unusual cases are easily possible to the reciprocal advantage of the students and members of the faculties in both the medical and dental schools.” Consolidation of dentistry’s roentgenology lab with that of the UC Hospital department was also seen as “providing opportunity for a broader understanding of this science and the means for effective coordination among physicians and dentists in the field of Roentgenological diag-



nosis.” Although some of this rhetoric undoubtedly was designed to fulfill the expectations outlined in the Gies Report a decade earlier, there is ample evidence that the arrangement of the Clinics building created a greater integration of the colleges and the training school. Nursing was able to move offices from the Dormitory building into the clinics space, and pharmacy occupied dispensary space on the ground floor.

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Campus Life in the Great Depression



Nursing Students in Toland Hall, 1941 (murals in background).

Throughout the depression, student life flourished in all the schools, despite the fact that the Clinics Building was the only outward sign of progress at Parnassus. An important uniting factor was the school of dentistry's sponsorship of student facilities, consistently supported by Dean Guy Millberry. In 1925 students and faculty built a dental supply store that soon expanded to include a stock of medical, dental, and pharmacy textbooks and supplies, along with a "complete stock" of dental instruments. Students were given a "liberal discount" on

cash purchases and any profits reverted to Associated Dental Students and used for "the general benefit of all the students." In 1933 and 1934—the midst of the depression—these facilities generated a surplus of \$52,000. Eventually these activities would provide impetus for the construction of Millberry Student Union.

In 1938, artist Bernard Zakheim, a student of Diego Rivera who worked on the Coit Tower murals, painted a series of murals in Toland Hall depicting the history of medicine in California, with financial support from the New Deal's Works Progress Administration.



Toland Hall murals. In 1938, artist Bernard Zakheim painted a series of murals in Toland Hall depicting the history of medicine in California.

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The straitened economics of the depression overtook the UC Hospital as well as other parts of the Parnassus campus. By the 1930s, the UC Hospital employed a relatively large staff of graduate nurses, in positions funded with the support of University comptroller, Robert Sproul. He became University President in 1930 and almost immediately turned his attention to reorganization of the nursing curriculum. This process would be influenced directly throughout the decade by a succession of innovative nursing faculty. In 1931 Miss Waterman arrived to serve as director of the training school and nursing. She clearly articulated the vision of nursing as a true academic subject matter in 1931, when she urged the curriculum committee to adopt two years of lower division college courses as requirement for admission and to award the baccalaureate degree after four years of college work, with the fifth year reserved for postgraduate study leading to a masters degree. This proposal, when accepted marked the end of the three-year diploma track in the UC Training School.

In 1932, Edith Bryan, assistant professor of public health nursing at Berkeley, set an intellectual milestone for the entire nursing profession. In a remarkably prescient speech delivered at the San Antonio convention of the National League of Nursing Education, she delineated a clear area for nursing research. She urged her fellow nurses to “seek to understand the complexity of her [nurses’] problem as revealed by a study of the social sciences.” She went on to define three realms of research for nurses: pure science, applied science and social science, adding that “no one of these scientific divisions of nursing is complete or free from distortion unless the other two are taken into consideration.” Throughout the 1930s, other forces shaped the transformation of the training school.

In 1933 May Pickering left her position and the head of the training school departed in the same year. In 1934 Margaret Tracy was appointed to the joint position of training school director and superintendent of nurses, and by May was also made director of nursing education at Berkeley. Almost immediately, she proposed the establishment of a full-fledged academic School of Nursing. Support for the proposal came from Lucy Ward Stebbins, the dean of women at Berkeley who recommended the proposal to President Sproul. The proposal was halted in a bureaucratic tangle of committee debate, but by April 10, 1939, Regent’s approval went to the Academic Senate. The School of Nursing was now established.

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1940-1958

The Growth of Organized Research and Consolidation of the Parnassus Campus

Wartime and New Opportunities



Langley Porter Clinic, 1942 Hospital

The quickening of the American economy that came with war in Europe and then Pearl Harbor began to alter the status quo at the San Francisco campus, and the first signs of change occurred at the state level. As early as 1937, while the nation was still in the grip of the Depression, Dean Langley Porter began a campaign to cooperate with the State Department of Mental Hygiene to build a psychiatric hospital on land belonging to the university at the Parnassus campus. State officials, concerned with indigents and migrants flocking to California, were persuaded that a state acute psychiatric hospital was necessary.

Dean Porter wisely proposed to operate the facility jointly with the state, thereby obtaining psychiatric teaching beds for the medical school. After long negotiations, the state and the UC Regents reached agreement, and a cornerstone was laid in 1941, a symbol,



Architectural Drawing of Moffitt Hospital

according to local observers, of "a new era of empathy and understanding of the mentally ill." In 1942 the Langley Porter Clinic, which would later become the Neuropsychiatric Institute, opened its new Architectural Drawing of Moffitt Hospital facility: a 105,000 square foot building that contained 100 beds, a large outpatient department, and a special children's ward. The facility, built on university land, was owned by the California State Department of Mental Hygiene and the School of Medicine received 10% of the space. This symbiotic relationship with the state contin-

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ued for the next thirty years, and the establishment of the Langley Porter Clinic led to the founding in 1941 of a Department of Psychiatry on the Parnassus campus. While Dean Porter was negotiating with the state over the psychiatric hospital, another ambitious group of San Francisco clinical faculty petitioned the state for money to build a modern teaching hospital at Parnassus. The state's response was definite: a \$2 million bond issue was approved for this purpose in 1940 by Governor Earl Warren, although the war delayed construction for many years.

Base Hospital 30 in World War II



The 30th General Hospital CA. 1942. Howard Naffziger (center front) is the tall man in a dark suit.

The Medical School's leading physicians and surgeons reactivated Base Hospital #30, transforming it into the Thirtieth General Hospital. Hundreds of officers, nurses and enlisted men from the Medical faculty, and the Schools of Nursing, Pharmacy and Dentistry traveled to Europe to support American troops overseas, in England, and after the Normandy invasion in Europe.

During the war, Medical School classes were accelerated and compressed from four full years into seven terms of sixteen weeks each, and the M.D. degree was granted before the year of internship. New curriculum was introduced reflecting the health problems of the war, and the remaining faculty and house staff worked overtime to fill the many vacancies in the teaching hospitals. Although the military again in World War II did not grant officer status to pharmacists, they were given first lieutenant status by the U. S. Public Health Service. The pharmacy curriculum was compressed into three “semesters” per year, so that the required eight full semesters of study could be completed in a little more than two years.

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Ward at the 30th General Hospital, June 1943.

As the war dragged on, manpower needs were fulfilled through the Army and Navy War Service Training Programs in both the Medical School and College of Dentistry. Here students were matriculated into an accelerated course track and emerged with commissions as 2nd lieutenants or ensigns in the reserve corps, available for active duty as needed. Tuition, fees, and books were provided by contract between the University and the federal government. By 1944, 90 percent of the dentistry student body was enrolled in these programs, and civilian matriculants were accepted and deferred from selective service.

and civilian matriculants were accepted and deferred from selective service.



Nurses at the 30th General Hospital, June 1943.

Similarly, wartime nursing needs were met by huge enrollments, accelerated clinical training, and the Cadet Nurse corps administered by the U. S. Public Health Service. In 1944, a new Cadet nurses' dorm to house eighty students was built with federal funds, near the Langley Porter Institute and the campus tennis courts. The Cadet program also funded additional graduate education for nurse teachers and public health nurses

Such a massive effort in training personnel in the health professions consumed much of the efforts of college administrators on the home front, and when war ended, political issues that experienced a long hiatus reemerged in the complicated setting of the postwar years.

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Postwar Research Initiatives

The war effort prompted new initiatives in scientific research which were organized on a massive scale. In the 1930s Congress created a National Institute of Health (NIH) from the former Hygienic Laboratory of the US Public Health Service. During the war, federal programs in medical research were organized loosely by a Committee on Medical Research (CMR) which administered research grants involving malaria research, evaluation and production of penicillin, new surgical procedures, mental health and aviation medicine. At war's end, the CMR converted wartime grants into ongoing grants in aid and positioned the NIH to become the principal federal funding agency for medical research in the postwar period.

Research had been conducted at all the schools at Parnassus as well as Berkeley. Pharmacy faculty collaborated on projects involving sonar studies, night landings of naval aircraft, treatment of brain injuries, improving the production of high-yielding strains of *Penicillium* sp., and spectrographic analysis of metals. In the school of medicine K. F. Meyer lent his bacteriological expertise to the production of an effective plague vaccine. During the draft, dental defects were the leading cause for rejection for service, and the armed services lowered requirements and brought restorative dental care to thousands of recruits. This created political will for a federal dental research institution and the National Institute of Dental Research was created on September 16, 1948 as the third of the National Institutes of Health. Research in the etiology and mechanism of dental caries flourished in the post war years, and by 1962 tooth decay was characterized as disease caused by the interaction of diet and specific microorganisms.

Robert Stone, former chair of radiology at the San Francisco Medical School served on the Manhattan Project throughout the war years and was well-placed to direct research funding from the Atomic Energy Commission (AEC) to the San Francisco campus after the war. Radiology research at San Francisco grew out of the earlier work in medical physics done with cyclotron-produced isotopes before the war. In 1949, under contract with the AEC, a Radiological Laboratory was established to allow Dr. Stone to investigate the effects of supervolt radiation therapy for cancer. Funded by an annual contract with the AEC, a seventy million volt synchrotron was installed at Parnassus and the radiological laboratory combined physics, biology, and clinical radiology to study the general effects of radiation. In 1951 a Radioactivity Research Center was founded for supervision of the



Robert Stone

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radioisotopes used for medical research at San Francisco, funded with a combination of university, American Cancer Society, Atomic Energy Commission, and NIH money.

Cancer Research



The Consultative Tumor board, pictured discussing cancer cases at Parnassus, ca. 1952.

Dr. Robert Stone was also appointed at war's end to an influential federal planning committee for cancer research and collaborated with UC President Robert Sproul and medical school Dean Francis Smyth about funding opportunities.

In 1947 President Sproul appointed a Cancer Research Coordinating Committee to administer a \$250,000 state appropriation for cancer research. Federal funding arrived for cancer research in California by 1947 and a mouse colony for cancer research genetics was built on the Berkeley campus. At UCLA, a fully-funded Cancer Research Institute was opened along with a new

school of medicine. San Francisco received funding for its own Cancer Research institute. A "field station" for cancer research, the Laboratory of Experimental Oncology, was located at the Laguna Honda Hospital and staffed by Public Health Services officers who worked alongside UC faculty to do experiments on the biology of cancer and to test cancer treatments on terminally-ill patients.



Dr. R. L. Byron performs a biopsy on a subcutaneous nodule of a cancer patient, assisted by Dr. K. H. Kelly and Mrs. Anna Lance.

This facility was closed when the NIH opened its Clinical Center at Bethesda in the mid 1950s, but cancer research at San Francisco continued under the aegis of the Cancer Research Institute which continued to coordinate chemotherapy trials and research projects. Eventually the CRI occupied the twelfth floor of the new Medical Sciences building, outfitted for cancer research with the aid of a \$1 million grant from the US Public Health Service.

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Cardiovascular Research

Although he never sat on influential Washington committees, UC's Chair of Medicine, Dr. William J. Kerr, influenced the outcome of federal research funding at San Francisco through his insistence on developing research space in the new Moffitt Hospital during the extended planning stages of the 1940s.



Moffitt Hospital under construction

He persuaded the legislature to provide an additional \$50,000 to strengthen the foundations of the hospital to accommodate an additional thirteenth floor, hoping to clear the way for an entire floor devoted to heart research. In the late 1940s, Dean of the School of Medicine, Francis Smyth, organized a committee with representatives from Medicine, Surgery, Radiology and Pediatrics to develop cardiac catheterization at San Francisco. This committee received one of the first National Heart Institute training

grants and renamed itself the Cardiovascular Board, acting as a coordinating force for developing cardiovascular activities on the campus. The most important of these involved creation of an interdisciplinary, interdepartmental research group devoted to the study of cardiovascular, pulmonary and renal problems.

Dr. Julius Comroe was recruited in 1957 to direct this new Cardiovascular Research Institute (CVRI). When the CVRI opened in 1958 it featured eight clinical research beds, radiological facilities, twenty-two individual labs, a mechanical and electronics shop, dark rooms and animal quarters. Julius Comroe proved to be an excellent leader, persuading entire teams of researchers to relocate to San Francisco, recruiting new investigators, and involving many departments of the school in collaborative research.



Julius Comroe

Metabolic Research

Another research opportunity was based on public enthusiasm for study of the uses of the new drug, cortisone. In

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1949 Merck sent its first experimental batches of the hormone to selected investigators throughout the country. At that time UC had no laboratory capable of doing such work, but by coincidence during that same year UC Medical School faculty physiologist, Dr. Leslie Bennett, was just beginning a year's sabbatical in clinical metabolic research in George Thorn's research lab at the Peter Bent Brigham Hospital at Harvard.

When the new drug was evaluated at the Brigham lab, Dr. Bennett saw its remarkable therapeutic effects firsthand. When he returned the next year to California, the state legislature made a special appropriation of \$200,000 to the University of California for research in arthritis and allied diseases and Dr. Bennett took charge of the project, remodeling two houses on Parnassus Avenue to serve as a site for his new Metabolic Research Unit. Meanwhile on the Berkeley campus a Hormone Research Laboratory was created as a discrete research site for the work of Dr. Cho Hao Li, who had synthesized many related ACTH compounds. In response to the rapid development of metabolic and hormone studies throughout the nation, an additional National Institute was created in 1950 at Bethesda: the National Institute of Arthritis and Metabolic Diseases (NIAMD). Some of the postwar research activities at the UC Medical School were funded from a variety of state and local donors and foundations attracted to individual faculty capabilities. One of the first of these was the Biomechanics Laboratory, a collaborative unit set up in 1945 by Berkeley engineers and San Francisco anatomists and orthopedic surgeons.



Dr. Leslie Bennett

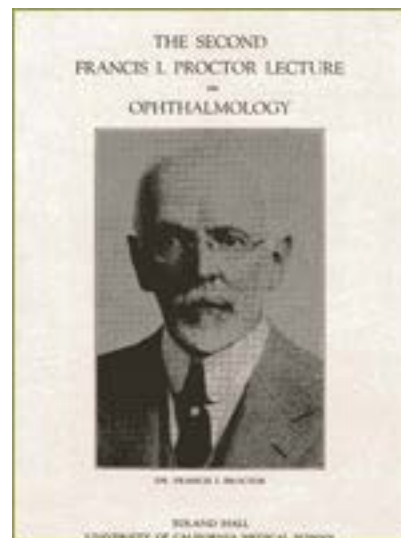


Biomechanics Laboratory

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The Biomechanics Lab had been initially funded by the Polio Foundation for research into muscle action and physiology, but with the coming of war the research was shifted to work on development of prosthetic devices for veterans. A related pain clinic was organized at San Francisco to study ghost pain and other problems of amputees.

In 1947 Mrs. Francis I. Proctor, widow of an ophthalmologist who had been active in trachoma research before his death, established the Proctor Foundation for Research in Ophthalmology at San Francisco. The Proctor's research program brought Parnassus microbiologists and ophthalmologists together in the study of ocular microbiology, immunology and experimental pathology.



Dr. Francis I. Proctor

Reconsolidation of Medical Instruction at Parnassus



Looking west down Parnassus Avenue in the 1940s.

With the end of the war, as the Medical School obtained research funding from a variety of sources and the faculty became more involved in bona fide research efforts at Parnassus, the decades-old controversy over the proper site for consolidating all four years of medical instruction reemerged.

In 1944 the San Francisco faculty formed a Committee on Unification and Consolidation of the Medical School and submitted a detailed report on the history of the reconsolidation issue. Citing the Regents' repeated decisions to reunify

the school "as rapidly as space to accommodate them on Parnassus Heights" could be developed, the committee concluded that despite several exploratory reports and policies, there had been a "dissipation of effort" due primarily to "financial stringency." In a positive reaffirmation of the principle of unification they argued that scientific departments must be more closely associated with clinical departments to create "biological inspiration." They cited the need for complete revision of the medical curriculum into a "coordinated and progressive course" and argued for group investigation in research problems, using the "facilities of several departments." To make this possible in the im-

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mediate postwar years, the committee proposed, in addition to building the new teaching hospital, that the state provide funds to construct a science building to provide lecture rooms, student laboratories, animal quarters, and research laboratories. In 1946 the Governor and legislature responded by allocating additional funds guarantee completion of an adequate 450-bed teaching hospital and then appropriated an additional \$4 million for construction of a Medical Science Building.



UC Hospital 1952

A few months after this commitment to the Parnassus campus was announced, the Academic Senate of the Berkeley-based northern section of the University proposed that the Medical School be moved to Berkeley.

The San Francisco faculty jumped into the controversy, rejecting the Academic Senate proposal by acclamation and arguing that the teaching program that utilized seven San Francisco hospitals could not be duplicated in the East Bay.

Herbert Evans, a confirmed member of the Berkeley faculty, warned that the Regents' repeated decisions in favor of the Parnassus campus, which he called "a bleak, fog ridden hillside," would cause "permanent intellectual injury of medicine in the state through all futurity."

Nursing's Postwar Struggle for Academic Parity

Since the UC hospital was founded at Parnassus in 1907 nursing education had gained the staunch support of a variety of key individuals who argued for equal academic status for nurses. These included a succession of hospital supervisors and directors, medical school deans, Berkeley faculty and the dean of women, as well as highly placed members of the University of California Administration. However, some influential officials were opposed to the rapid academic advancement of nursing, preferring a "trained" nurse to a "professional" one. Among those were Berkeley Academic Senate members representing the more "mature disciplines" who were unwilling to broaden the definition of scholarly work. Allied with them was an influential minority of medical school physicians who argued outspokenly for limiting nursing students' education to practical "training" and keeping nursing subordinate to medicine.

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In 1939 by the Regent's authority, the UC Training School at Parnassus had officially become the UC School of Nursing, and, since that formal announcement, the school's publications described it as "the first autonomous school of nursing in a state university." Although the School's director, later Dean, Margaret Tracy reported directly to UC President Robert Sproul, true autonomy in the form of equivalent academic status and a faculty voice in the Academic Senate was a contested issue that persisted for another two decades. In 1944, in the midst of her crucial service as head of the Wartime Nurse Cadet corps, President Sproul conferred the official title of Dean of the School of Nursing to Margaret Tracy.



Dedication ceremony for cadet nurses' dormitory, R.G. Sproul and Margaret Tracy

Unfortunately, during the war years and after, the Academic Senate had stubbornly refused to promote Tracy from assistant to associate professor, attempting instead to strip her of her title as assistant professor. When Margaret Tracy's promotion was repeatedly turned down by the Academic Senate, the future status of the nursing school itself was threatened. Proposals to place nursing faculty in the specialist or clinical professor series were made, but they unanimously rejected these alternatives, correctly fearing that any lessened academic status would fatally compromise the future of the School. Future recruitment was at stake, along with the nurses' time to do the kind of research that

would lead to acceptance as a true academic unit of the university.

In early 1948, in a stunning move to find a solution to the impasse, Margaret Tracy convened her faculty, secured their agreement, and requested that President Sproul put a hold on appointments and promotions in the school for at least two years, allowing the entire faculty to devote its time and energy to earning higher academic degrees. President Sproul welcomed this compromise, and in a remarkable show of diligence, the faculty "went to school" for the next five years, collectively earning six doctorates and seven masters degrees. In a parallel move, beginning in 1949, nursing faculty were removed from supervisory and service roles in connection with the hospital, to allow them more time for creative research, with the support of the hospital administrator Stanley Durie. In a sense, Edith Bryan's prophetic statement on the importance of nursing research, made twenty years earlier, had now come to pass.

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“If we are to develop the science of nursing to its greatest achievement, we must accord the scientific research worker in nursing a position of increasing dignity, honor and power in the profession.”
Edith Bryan, “Methods of Research and Study,” paper presented at NLNE, 1932.

Finally, in 1951 the Academic Senate gave recognition to the UC Berkeley-San Francisco School of Nursing, as well as a School of Nursing at UCLA.

A perceptive Margaret Tracy acknowledged that, although the University of California was holding her faculty to a higher standard than any other university, ultimately the UC School of Nursing “would be stronger for it.” The Academic Senate’s demands for constant redefinition and goal-setting for the School of Nursing during the 1950s led to a series of reports on curriculum and mission that ultimately prompted productive curriculum reform and expansion. In 1947 the director of nursing at the Langley Porter Clinic developed an advanced psychiatric nursing program with funding from the U.S. Public Service and the National Mental Health Act of 1946. Also during this time, Mildred Newton developed and negotiated acceptance of a Masters Degree program that would satisfy the requirements of the University’s Graduate Council.

Throughout the 1950s, as they completed academic degrees and planned for their move into new facilities at Parnassus, the nursing faculty joined together to preserve their gains. In 1951, Margaret Tracy’s health began to fail, but her commitment to securing the school’s academic position kept her firmly in the deanship. She continued with the assistance of supportive faculty members until she retired in spring of 1955. In 1954 nursing faculty began meeting on a bi-monthly basis as a committee named “Full Time Members of the Faculty of the School of Nursing at the Medical Center.” In order to maintain the direction of the school while the recruitment and hiring of a permanent dean continued, June Bailey served as interim dean for the year 1956, and three faculty formed a “committee deanship” in 1957. The preferred candidate, Helen Nahm, was appointed in mid-March, with advice from the existing faculty that she should not accept the deanship unless she was made full professor. As late as 1957 the Academic Senate’s powerful budget committee attempted to thwart the school by drastically cutting its budget. Yet, by the mid-1950s, the contested status of the school of nursing would be visibly strengthened by the construction of a multimillion dollar complex of a new university hospital and health sciences buildings designed to accommodate instructional and research facilities for all four Parnassus health professions.

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A Giant Step Towards the Future in Health Sciences



Aerial View of the UCSF Campus in the early 1960s.

By mid-century, the University and the state embarked on a massive postwar construction plan involving all campuses. The regents' long-stated intention to consolidate the school at San Francisco prevailed over the arguments of the Berkeley faculty and in 1949 they officially designated the Parnassus campus as the UC Medical Center in San Francisco, and renamed the UC Medical School the "UC School of Medicine." After forty-four years of pronouncements on the need to unify the instructional programs of the medical school, actual plans were finally being made to expand the Parnassus campus to include departments of biochemistry, anatomy and physiology. In early 1950 blueprints were released revealing plans for a twelve-story cross-shaped teaching hospital with two additional stories to be completed at a later date.



UCSF campus under construction, 1951

This hospital would be linked to a fourteen-story Medical Sciences Building. Construction at Parnassus continued for the next five years and the new medical center officially opened on March 13, 1955. Newspapers hailed the new structures as "shining functional monuments to health and health education." In June, 240 patients were moved into the 485 bed Moffitt Hospital, named for Herbert C. Moffitt who had served as dean, faculty member and chief of medicine for thirty seven years. Construction continued, and Increment I of the Medical sciences building was completed in 1956 as basic science faculty in anatomy, biochemistry and physiology prepared for their move across the bay.

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Physiology Lab, Anatomy Lab, Research-teaching Lab

Months before Moffitt Hospital was dedicated, Dentistry, Pharmacy and Nursing moved into increment one of the Medical Sciences Building, which was completed in 1954. The expanding chemical laboratory needs of Pharmacy prompted its occupancy of four full floors of the Medical Sciences Building. With its new demands for patient service as well as research, Dentistry moved into three floors, and retained its clinic space on the top two floors of the clinics building. The School of Nursing, which was reaching full academic status and achieving the long-awaited separation from the hospital nursing service, occupied the entire second floor of the Medical Sciences Building, space that allowed for classrooms, skills and nutrition laboratory space, and adequate offices for faculty and administration. Increment II, the North-South wing of the Medical Sciences Building was completed in 1958, in time for newly arrived basic science faculty in anatomy, biochemistry and physiology to prepare instructional laboratories for the entering freshman class of 100 medical students.

Important shifts in UC leadership occurred during the construction of these imposing new buildings, for the entire university system was undergoing dramatic expansion and decentralization in the postwar years. By the mid-1950s university enrollment stood at 44,000 and administrators were anticipating a tripling of enrollment in the next two decades. In response to these pressures, acquisition and development of new and existing campuses began in earnest. Between 1945-1958 the University acquired the Santa Barbara campus and developed liberal arts colleges at Davis and Riverside, and in 1951 a new four-year medical school began admitting students at UCLA. New general campuses would be added in the next decade bringing the total to nine separate sites, and five medical schools would eventually become a part of the UC system including the oldest one in San Francisco. In 1952, Clark Kerr, a young Berkeley professor of Economics and Industrial Relations, was appointed first chancellor of the Berkeley campus and he proceeded to work on academic and physical planning for the University.

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In 1954, UC School of Medicine Dean Francis Smyth resigned after twelve years of service. In 1956 he was replaced by anatomist John Saunders, a popular choice among Parnassus clinicians. By assuming the deanship, Saunders became, in effect, the leading campus spokesman in the UC hierarchy, for he also held the influential position of Chief Campus Officer, representing San Francisco on the administrative advisory committee composed of deans from all campuses. As the University expanded, a system of provosts and chancellors replaced this advisory committee, part of a general movement towards autonomy for the individual campuses.



John Saunders, Provost

Thus, in 1958 John Saunders was named provost of the San Francisco campus as part of the decentralization process, and in 1964 became the first chancellor of the new San Francisco campus. The other colleges and schools flourished in their spacious new quarters in the medical sciences building. In 1955, Pharmacy was officially designated as the School of Pharmacy under the continuing leadership of Dean Troy Daniels. In 1956 the Academic Senate made the College of Dentistry into the School of Dentistry with Willard Fleming serving as both Dean and Vice-Provost of the San Francisco campus. At this juncture, Dentistry, Medicine, Nursing, and Pharmacy were officially named as schools, bringing bureaucratic uniformity to the historical professional programs at the San Francisco Campus.

1958: The Watershed Year for the San Francisco Campus



Aerial View of the UCSF Campus in 1958

The San Francisco campus at mid-century was undergoing its most visible changes since the Affiliated Colleges had been built at Parnassus a half-century earlier. Moreover, the transformation of the campus could be measured in ways far more important than mere bricks and mortar. As the Moffitt Hospital and the medical sciences buildings took shape, physiologists (Leslie Bennett, Ralph Kellogg, Francis Ganong), biochemists (Harold Tarver, David Greenberg), and anatomists (William Reinhardt, Miriam Simpson, Ian Monie) made plans to create new basic science departments.

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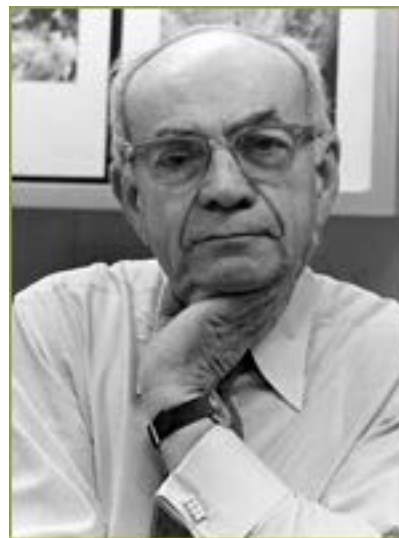
The University itself was undergoing a huge metamorphosis in the postwar years as enrollment skyrocketed and new campuses were added rapidly to meet the demand. In 1958 Berkeley's first Chancellor, Dr. Clark Kerr, was appointed President of the University of California. Presiding over the design and implementation of the University Master Plan, Kerr became vitally involved in the fate of the medical school much as his predecessors, Daniel Coit Gilman, Benjamin Ide Wheeler, David P. Barrows, William W. Campbell and R. G. Sproul, had been. Kerr recognized that the postwar world of higher education was a new environment of research opportunities made possible by unprecedented sources of extramural funding. He also understood the political importance of expert service to the public to be provided by a state university. Throughout its history, the University of California's support of agriculture had been its most important contribution to the well-being of the state. As late as 1948, 38 percent of the university budget was invested in agricultural activities compared to 9 percent for medicine. From his vantage point as university president, Clark Kerr observed that health sciences could now be "higher education's best current ambassador," and he turned his attention to the development of science-based medical education for the University of California.

Also in 1958, in an unrelated move that had huge implications for San Francisco's clinical teaching environment, officials at Stanford University in Palo Alto moved their Medical School's clinical training to be closer to basic science instruction at Stanford. This move was highly contested by eminent Stanford clinicians who wished to stay in the more abundant clinical environment of San Francisco. Stanford's departure for Palo Alto created unequalled opportunities for UC professors, house staff, residents and medical students who took over the busy clinical services at San Francisco General, much to the advantage of the University of California.

By the mid-1950s federal grants from the National Institutes of Health soared to new levels bringing in unprecedented amounts of support to equip new research labs, hire research faculty and train graduate scientists. Pharmacologist Julius Comroe lost no time in recruiting investigators and applying for NIH training and research grants. The CVRI opened in 1958 and its first research programs involved participation of investigators from thirteen existing departments as well as CVRI staff. In an optimistic reaffirmation of Flexner's view of the proper configuration for a medical school, Comroe wrote: "Everything had suddenly come together in San Francisco. For the first time in fifty years, there was a structurally complete medical school with basic scientists and clinical faculty (a complete faculty) using the same corridors, lecture rooms, elevators, and lunchroom. Where once had stood an unimpressive group of outdated buildings housing only half the school's faculty, there was now a magnificent, connected group of high-rise buildings with new laboratories, many not yet occupied."

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Despite these high hopes for the benefits of reconsolidating the medical school, one skeptical onlooker, physiologist Leslie Bennett, observed that "proximity doesn't guarantee that you'll have collaboration." Indeed, despite the promise of new facilities, the Parnassus campus was dominated by clinicians with an entrenched system of financial arrangements who were a long way from a strict full time system. Although the arrival of the first-year basic sciences was heralded as a major improvement for campus instruction, this handful of new professors had little political clout on their new campus and would continue to be a minority voice in the medical politics of the Parnassus campus. In its first year, the CVRI was already fostering some important interdisciplinary research, but most influential campus department chairs had held office for many years with no outside review and remained suspicious of any radical campus change.



Julius Comroe

In 1958 the UC School of Medicine had a strong reputation for being a good regional medical school, known for excellence in technical surgery and expert physical diagnosis, but only a handful of new recruits were struggling to set up research programs. The most important question for the immediate future was how quickly this relatively isolated, tradition-bound west coast medical school would be able to integrate itself into the transforming mainstream of American medical education and biological research.

Millberry Union and the Social Unification of the Campus

Dentistry continued under the leadership of Dean Willard Fleming, whose popularity with students was well-known and whose stature as vice-Provost kept dentistry in the mainstream of the developing Parnassus campus. It was a fitting tribute to the School of Dentistry, and its longtime dean Guy S. Millberry, when, in 1958, the 175,000 square foot Millberry Union opened, for the first time creating, ample facilities for recreation, student housing, cafeteria, and a bookstore on the Parnassus campus. Millberry Union's very existence was the direct result of Dentistry's long history of promoting student body spirit, recreation and unity. The Millberry Union site on the north side of Parnassus Avenue had been acquired by the College of Dentistry in the early twentieth century and donated to the Regents for erection of a student union. Moreover, Dentistry's maintenance of tennis courts on campus, its sponsorship of "the shack" cafeteria in 1921, and the Dental Supply Store in 1925, created a precedent for recreational facilities and served as a financial foundation for the 1958 facility. Proceeds from the cafeteria and store

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acted as a focus for matching alumni donations and state funds to build a state of the art student union.



Construction of Millberry Union, 1956

Throughout the first half of the twentieth century, a disparate group of affiliated colleges and a training school for nurses had united geographically at Parnassus, and became mutually involved in delivery of patient care to the San Francisco and California public. Integration of the schools was a gradual process and was enhanced during the Depression by construction of the Clinics Building in 1933. Following World War II, they were nominally linked in the Regent's formal naming of the University of California Medical Center in 1949, and by 1956, all four were designated as "Schools." The con-

struction of the impressive high-rise medical buildings along Parnassus Avenue, and the return of the Medical School's basic science departments in 1958 was the final culmination of a long process. A campus observer in the mid-1960s, wrote that with the completion of Moffitt Hospital, two phases of the Medical Science buildings, and Millberry Union, "the interaction of the four schools became a reality in practice as well as theory."

Each school had, in its own way, heeded the call to professionalize by working for legal regulation, determining more rigorous educational standards, and absorbing and applying new scientific disciplines and technological developments. The University of California Medical Center and its fully integrated professional schools would now move beyond the instructional and professionalizing tasks of the early twentieth century into the era of federally funded research and ever more sophisticated modes of patient care. For the remaining decades of the twentieth century, the major institutional challenge would be to achieve an effective balance of teaching, scientific research, and patient care within a fully independent UC Health Sciences campus.

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1959-1989

Modernization and the Expansion of Scientific and Clinical Training

An Emerging Identity for the Health Sciences Campus

The period 1959-1989 witnessed a revolution in the health sciences and biomedical industries. At the beginning of the period there was no recombinant DNA technology, no biotechnology industry, no genetically engineered human growth hormone, interferon or hepatitis B vaccine, no “transgenic” mice to serve as disease models for everything from cancer to obesity, no proof for oncogenes, no genetically altered food, no gene therapy, no gene patents, no DNA fingerprinting. It was a revolutionary period for genetics research, and faculty at UCSF became leaders in multiple fields. Whether in research, teaching or community service, each school during this era of UCSF’s history made substantial innovations and contributions.



UCSF, aerial view, 1975

The San Francisco campus of the University of California was given full administrative independence to control its educational and financial matters in 1964. In 1970, the University of California, San Francisco Medical Center was renamed the University of California, San Francisco, by the Regents, in recognition of the diversity of disciplines on campus and for uniformity with the other UC campuses. The “Medical Center” continued to refer to the hospitals and clinics on Parnassus. The period saw a revolution in the health sciences and the creation of the biotechnology industry that

has made the San Francisco Bay Area and UCSF so notable as an innovator in biomedical research. Beginning in the mid 1960s, reforms in graduate teaching and interschool collaboration—particularly integrating basic science training with clinical instruction—resulted in pioneering programs across all four Schools, the new Graduate Division, and the UCSF Medical Center, catapulting UCSF to the top ranks of US institutions for education and research in the health sciences.

At the beginning of the period 1959-1989, no pharmacists or pharmacy students worked

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in patient areas in hospitals. But in the mid 1960s the UCSF School of Pharmacy initiated a national trend by introducing its Clinical Pharmacy program, training pharmacists as patient-oriented drug therapists. A number of its faculty received the Ebert Prize, awarded by the American Pharmaceutical Association for best research paper in the profession, and the school's programs in biopharmaceutics, pharmacokinetics and computer graphics were the most advanced in the world.



The new School of Nursing building, completed in 1972, is located just off 'Saunders Court' where the original building that housed the Schools of Medicine, Pharmacy and Dentistry once stood.

In 1972, when the new School of Nursing building was dedicated, it served the needs of some 600 students, 120 campus faculty and 80 adjunct faculty members.

Under the direction of Helen Nahm, who was appointed Dean of Nursing in 1958, the School was the first in the West to develop a doctoral program in nursing, and was unique by being the only School of Nursing in the country to establish a Department of Social and Behavioral Science, demonstrating its educational emphasis in both biological and social sciences.

In 1959, the American Dental Association's Council on Dental Education reported that the UCSF School of Dentistry led the nation's dental

schools in the performance of graduates on the Dental National Board Examination, a requirement for state or regional licensure. In 1980, a year before its 100th anniversary, the School of Dentistry dedicated its own new building with outstanding new clinical facilities to replace obsolete clinics and equipment, which had jeopardized the school's accreditation a few years previously.



Mobile Dental Clinic 1966

Establishing a tradition of community outreach as represented in its establishment of the Mobile Dental Clinic in 1965, the school opened two outreach facilities in 1979 in underserved areas of San Francisco—the UCSF Community Dental Clinics at 100 Buchanan Street and at San Francisco General Hospital.

The Medical Center continued to expand. By the 1980s, the hospitals cared for an average of

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20,000 inpatients annually, while the clinics at the Ambulatory Care Center received an average of 190,000 patient visits each year, plus 25,000 emergency room visits. By 1990, UCSF's four schools and the Graduate Division graduated an average of 244 advanced practice or doctorally prepared nurses, 146 physicians, 108 dentists, 110 pharmacists, and 44 doctoral researchers each year. The University employed over 11,000 people, making UCSF one of the largest employers in San Francisco. Always highly ranked in obtaining competitive research grants, it had by the 1980s regularly received more NIH dollars than any other health science campus in the country. At the end of the 1980s, UCSF's annual operating budget was \$555 million.



This graph shows the increase in extramural research funding at UCSF from the mid-1950s to the 1980s

Throughout this period, the San Francisco campus began to find its own identity as a fully-fledged university. Developments in student and campus life services generated new special interest opportunities and events on campus. In September of 1958, Guy S. Millberry Union opened and became a hub of campus life on Parnassus Avenue for students, faculty, staff, alumni, neighbors and guests. The University of California had provided Student Union facilities at all campuses with undergraduate education programs, but that policy left out the San Francisco “Medical Center”. The original idea for a student center stretched back to the 1920s, when students from the School of Dentistry developed

a student store and cafeteria. Guy Millberry, dean of dentistry from 1914-1939, both supported that enterprise and invested its proceeds. By the 1950s, that investment fund provided the financing for the complex of a gymnasium, swimming pool, fitness and recreation centers, conference rooms and cafeterias now named in his honor.



Student Council in Millberry Union lobby, 1966

Throughout the years, numerous student organizations within the schools of dentistry, medicine, nursing, pharmacy, and the Graduate Division have been established, ranging from chapters of professional organizations to groups whose purpose is outreach via various health-related projects to the emergence of an interdisciplinary Medical Humanities program.

Among the members of the UCSF community who were able to enjoy the benefits of Millberry Union's

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facilities were the personnel of the General Services Department, the employees who provided all the services with regard to facility maintenance without which no medical center or university could exist. The extension of these privileges to these employees was not automatic, however, and took the efforts of campus organizations including the Black Caucus, founded on May 4, 1968, exactly one month after the assassination of Dr. Martin Luther King, Jr. Recognizing that UCSF itself reflected social and economic relations as they exist in Bay Area communities, the Black Caucus was established as a forum to obtain a black consensus on racial matters that affect every person on campus. The Caucus, which was responsible for publishing the Black Bulletin, communicated directly with the Chancellor's office and fought for changes in the employment conditions for minorities on campus, including immediate changes in the classification from janitors to custodian, resulting in a retroactive pay increase by 25%, and creating an Outstanding Performance Award for persons in the General Services Department. The Caucus was also instrumental in establishing new student recruitment goals for each of the schools at UCSF to increase minority admissions by 25% each year.



Photo montage from the June 1971 issue of the Black Bulletin.

Modernizing the UC Medical Center



Langley Porter Psychiatric Institute

By the 1960s the Parnassus site was shedding its identity as “Cal’s medical center” and reference to the UC Medical Center pertained to a variety of clinics, research centers, and hospitals that provided a diverse range of patient care and teaching programs for medical, nursing, dental, pharmacy, and graduate students. In 1960 the UC Hospital began two refurbishment projects to update the 1917 structure.

The Medical Center included the Langley Porter Neuropsychiatric Institute (completed in 1943 and became part of the Medical Center’s accreditation in 1962), the Herbert C. Moffitt Hospital

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(the largest general teaching hospital in the western US when it opened in 1955), and the new 'clinics building', later referred to as the Ambulatory Care Center, which opened in 1973. In addition, the Medical Center was responsible for the teaching programs and assisting in the provision of patient care through affiliation with San Francisco General Hospital, Laguna Honda Hospital, and the Veterans Administration Hospital at Fort Miley.



The Ambulatory Care Center, 1974

The three School of Medicine departments that were formerly at Berkeley—Anatomy, Biochemistry, and Physiology—had, by winter 1958, completed their move to the new Medical Sciences Building at Parnassus, thus returning the first 2 years of medical school instruction to the San Francisco campus. But the Medical Center—as UCSF was then called—also promoted campus events and activities across all the schools and the Graduate Division in lunch hour Discussion Series such as the “Health Sciences and the Problems of Man” interdepartmental seminar. The Medical Center Library

was equipped with a broad reference collection in all aspects of the health sciences. The literature ranged from contemporary formulations of biological theory to handbooks of psychiatric nursing.

UCSF’s clinical and teaching activities also moved beyond San Francisco to provide service to underserved populations in rural California. In 1972, the University of California Area Health Education Center (AHEC) was established, as part of a nationwide program funded by the Department of Health, Education and Welfare, to help address the health care shortage in underserved areas such as the Central San Joaquin Valley. This led to the creation of the UCSF School of Medicine in Fresno to train medical students and house staff in Valley medical facilities. Also as part of this effort, the School of Pharmacy established a Drug Information and Analysis Center that employed pharmacists and rotated pharmacy students in what was then known as the Valley Medical Center. The Regional Medical Program was another federally-funded program in the 1960s that was designed to speed dissemination of information and services from university healthcare centers to practicing clinicians in community facilities throughout smaller towns and rural areas. This program also enabled the spread of UCSF expertise to outlying areas of Northern California and the central valley.

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Also providing care to underserved communities in the Valley was UCSF School of Dentistry. The Mobile Dental Clinic program, headed by Marvin Stark, DDS, had been working in the community since 1965, regularly visiting such places as the California School of the Deaf to offer screening and referral services. Beginning in 1970, the program enlarged and began visiting migrant farm workers' camps in the San Joaquin and Sacramento Valleys with mobile clinics to provide definitive dental treatment to the workers' children. Recruitment efforts at the School of Dentistry had also focused on students from disadvantaged and minority backgrounds under the school's federally-funded Program for the Recruitment and Retention of Disadvantaged Students (RAR). More than 90% of the disadvantaged and minority students who graduated from UCSF School of Dentistry in the decade following its inception in 1968 returned to the communities from which they came.



UCSF dentists in the Mobile Dental Clinic, 1974

The Medical Center had long faced financial struggles owing to the unique medical challenges commonly faced by academic medical centers and which tertiary care facilities and referral hospitals often face. The costs of running the center were always substantial, involving a number of expenses beyond patient care, including teaching costs, training grants and trainees, research expenses, costs to modernize and purchase new equipment. Yet the UCSF Medical Center has been required to operate on a substantially self-supporting basis.



By the 1980s, the UC Medical Center at Parnassus oversaw 570 beds that served 20,000 inpatients each year. The outpatient clinics provided care for more than 135,000 patient visits each year.

In November 1982, Dr. William B. Kerr, director of the UCSF Hospitals and Clinics, was advised by the office of the MediCal Special Negotiator that UCSF would not be one of the hospitals in San Francisco County to receive a contract to provide care for MediCal patients. As a state-wide referral center for patients who needed specialized care and in some cases unique diagnostic and treatment services, this was a discouraging decision. It was estimated at that time that approximately 15% of all patients at Moffitt and UC Hospital were MediCal beneficiaries (about 2900 patients a year). This translated into a projected loss of \$16 million a

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year in revenue.

Despite many challenges to the management of the Medical Center, expansion continued. In 1983 the fifteen-story Joseph M. Long Hospital was dedicated. The new hospital featured the Francis A. Sooy Surgical Pavilion and an adjacent post-anesthesia recovery room on the fourth floor, the Herbst Emergency Service Pavilion on the first floor; the Walter Haas Radiation Oncology Pavilion on the ground floor; new physical therapy, inhalation therapy and pharmacy units, plus a whole array of new diagnostic facilities, including a newly-invented Nuclear Magnetic Resonance (NMR) imaging (now known as Magnetic Resonance Imaging [MRI]).



UCSF Mt. Zion Hospital

The Cardiovascular Research Institute expanded its thirteenth floor space from Moffitt. It cost \$71 million, supported by \$36 million from state and university funds, an \$11 million state bond, and millions from foundations and private individuals.

In December 1984 UCSF and Mt. Zion Hospital and Medical Center entered into an agreement committing both to develop a strategic plan to consolidate and coordinate programs and resources.

This arrangement led to the establishment of a Mt. Zion / UCSF Foundation to coordinate fund-raising, and collaboration on determining functions and responsibilities of academic leadership, coordination of teaching and clinical programs, and providing a broader primary care base in the community.

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Updates to Campus Buildings

The old Medical School Building was demolished in 1967. In the period from the 1960s to 1980s, the University negotiated a number of refurbishments to the aging buildings such as the UC Hospital, originally completed in 1917, and the Clinics Building which was originally completed in 1933 to accommodate medical and dental outpatient clinics.

Other buildings were demolished in this period, such as the old Medical School Building – completed in 1898 and located in what is now the quad between the Medical Sciences Building and the School of Nursing – as well as the Residence Hall at 610 Parnassus which was demolished in 1973.



The old Medical School Building was demolished in 1967.



Health Sciences West tower, completed in 1966

New buildings included University House which opened in 1965 to be used as the Chancellor's Residence, and the two glass towers behind the Medical Science and Clinical buildings called Health Science East and West, which were completed in 1966. In 1972, the "Moffitt Modernization Project"

was finalizing plans for updating the hospital. The School of Nursing building was completed in 1972 and

the Ambulatory Care Center building on the opposite side of Parnassus Avenue was completed in 1973. In 1975, UCSF occupied over 3,000,000 square feet of clinical, research and office space.

Francis A. Sooy became the fourth chancellor of the campus in 1972. His tenure saw the culmination of efforts that began in the 1950s that gained UCSF recognition locally and nationally as a premier health sciences campus and UCSF became one of the most successful research universities in the country. The new School of Dentistry building (1980),



Francis A. Sooy

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the modernized Moffitt Hospital projects (1980), and the new Long Hospital (1983) were completed. Sooy recruited outstanding physicians and researchers for some of the top campus positions, including three new deans.

In addition, UCSF was able to turn around its relationship with the surrounding community from outright hostility in some quarters to pride and participation in UCSF. As part of a series of accommodations to neighborhood and state legislative concerns about further growth, in the 1976 Long Range Development Plan, the Regents adopted several policies to limit growth at the Parnassus Heights site. The Regents designated 58 acres on the steep slopes of Mount Sutro as an open space reserve, and designated the boundaries of the campus so as to limit the further acquisition or leasing of property by UCSF. Certain houses at the western border of the campus, on Third and Fifth Avenues in particular, were to be returned to residential use from office uses, and a transportation study was funded. Most importantly, the Regents limited the amount of built space at the Parnassus Heights site to 3.55 million gross square feet, and recognized the principle of limiting the average daily population there.



The old dental clinics in what is now referred to as the Clinical Sciences Building.



The new School of Dentistry building, completed in 1980

With the space limitation in place, Parnassus researchers found themselves in increasingly cramped quarters. This lack of space prevented faculty from pursuing additional research as the National Institutes of Health (NIH) budget expanded and forced some to share space with researchers in unrelated fields. Ironically, this intermingling of researchers ultimately led to scientific collaborations that would not have otherwise taken place.

Meanwhile the School of Dentistry – one of only two dental schools in northern Califor-

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nia – had long outgrown its previous space in the Clinical Sciences and Medical Sciences buildings, and was at risk of losing its accreditation if the problems of shortage of space and facilities were not resolved. By 1980, both the refurbishment of Moffitt Hospital and the construction of the new School of Dentistry were complete.



Construction of the UCSF Library
(the building to the left of the crane)

In 1977 the University of California Office of the President agreed to plans for the construction of a new UCSF library. With help from a \$400 million general obligation bond, the plan was to start construction in 1987 for the new facility to house the 600,000 volume collection as well as reading rooms, study rooms and facilities for instructional technology. The building opened in 1990 and was officially dedicated in March 1991 at UCSF's Founders Day.

In 1985 UCSF acquired the Laurel Heights site in an effort to alleviate crowded conditions on the Parnassus campus. This episode began a long legal battle with the Laurel Heights Improvement Association, concerned about the Environmental Impact Report that detailed plans for UCSF's use of Laurel Heights. The report included plans for the relocation the majority of the faculty, staff and research facilities of the School of Pharmacy and pharmacology labs. In 1991 the California Court of Appeal ruled in UCSF's favor that it did not misrepresent development plans and Laurel Heights eventually grew to become a fully occupied campus of UCSF, housing social science and humanities departments, health policy researchers, and administrative arms of various university and departmental offices. Only a small contingent of the School of Pharmacy's faculty and staff eventually took up occupancy at Laurel Heights.

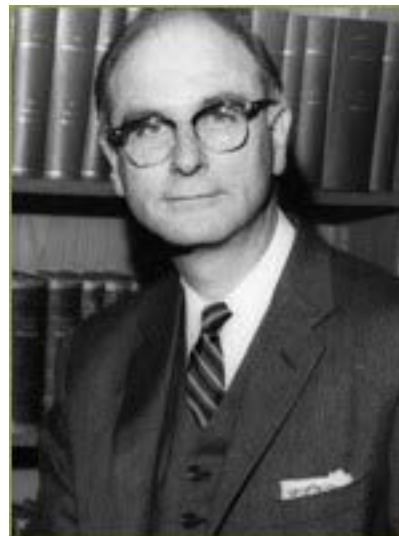
The Formation of the Graduate Division

In 1961, the Regents of the University decentralized graduate education and San Francisco, which had previously been under the jurisdiction of Berkeley's administration, was organized as an independent Graduate Division with its own dean and graduate council. The Division was formed to provide leadership for graduate education and to serve as an administrative home for student admissions, degree progression, the appointment and advancement of postdoctoral scholars, and the development of campus policies affecting both students and postdoctoral scholars (post-docs). These responsibilities soon grew to include student recruitment, the acquisition and management of fellowship awards,

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review of graduate academic programs, development of new academic degree programs, and the provision of student and post-doc services to enhance campus life. The dean of the Graduate Division shared overall responsibility for graduate academic matters and postdoctoral scholar appointments with the Graduate Council, a standing committee of the San Francisco Division of the Academic Senate.

In the fall of 1961, Dean Harold Harper, UCSF Professor of Biochemistry, was appointed and the Graduate Council was established to oversee graduate programs in: anatomy, biochemistry, comparative biochemistry, biophysics, dental surgery, dentistry, endocrinology, history of medicine, medical physics, microbiology, nursing, nutrition, pathology, comparative pathology, pharmaceutical chemistry, pharmacology, comparative pharmacology and toxicology, physiology, and animal physiology. In 1965, a doctorate degree in nursing science and in psychology commenced and in 1968 the Sociology PhD program in the School of Nursing was established. Harold Harper served as graduate dean for twenty years, and in 1981, UCSF Professor of Microbiology and Immunology Lloyd Kozloff was appointed as dean and served until 1991.



Harold Harper, first Dean of the Graduate Division



Dr. Barbara Koenig and Dr. Jessica Muller conducting research as part of a Medical Anthropology participant observation study, "On the Boundary of Life and Death: Care of the Dying by Medical Residents."

Throughout the 1970s and 1980s the list of graduate programs that were approved continued to grow, including PhD programs in medical anthropology (approved in 1973), human development (1975), neuroscience (1976), Doctor of Mental Health Degree (DMH) (1976), genetics (1977), immunology (1979), and nursing (1983). Additionally, a unique organizational structure was formed between UCSF and other UC campuses through the offering of joint Ph.D. degree programs: Speech and Hearing Sciences (UCSF and UC Santa Barbara 1972); Medical Anthropology (UCSF and UC Berkeley 1975); and, Bioengineering (UCSF and UC Berkeley 1983). A partnership was also formed between UCSF and the California State University system

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through the development of the joint M.S. degree in Physical Therapy with San Francisco State University in 1989. The growth of graduate education has substantially shaped the prominence of innovative research at UCSF.

A new area of recruitment that involved both the School of Dentistry and the Graduate Division was generated by a grant from the National Institute of Dental Research to support graduate training in the basic sciences called the Research Teacher Training Grant, supporting eleven students a year for work leading to the PhD. This program, which was initiated in 1958, was directed by Dr. Howard Meyers, graduate advisor for the School of Dentistry.

Along similar lines, the School of Medicine and the Graduate Division sponsored the creation of the Medical Scientist Training Program (MSTP) in 1969. Funded by the US Public Health Service, the program offered a special stipend to students to pursue graduate work along with a medical degree in order to correct for the “lack of academic programs designed specifically to prepare physicians for faculty careers.” The MSTP curriculum originally consisted of three years of medical school plus three years of formal graduate study, leading to the MD degree and either an MS or PhD degree depending on which requirements were satisfied. Originally, funding covered the costs for six students, which was expanded to twelve students in 1972, the same number of students who are admitted on this program in 2008. Applicants to this program are admitted separately to the medical school and to the graduate program.



School of Dentistry Prosthetics Lab

Intensive recruitment programs designed to increase the participation of underrepresented students in graduate programs began in the early 1980s with the advent of the NIMH-funded Undergraduate Summer Research Training Program. This program, which prepares undergraduates for careers in biomedical and social science research, continues today as a national model. The Graduate Division also led and funded numerous campus efforts to increase diversity in graduate education, both at UCSF and at other UC campuses.

Beginning with fewer than 300 students in 1961, the Division grew to 894 registered students in 1985: 361 PhD candidates, 443 master’s students and 90 postgraduate professional doctoral students. The Graduate Division also oversaw the administration of some 700 postdoctoral scholars in 36 departments or Organized Research Units (ORUs).

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Also by 1985 the remarkable advances in graduate education on campus generated enough demand for the creation of a separate graduation ceremony. The first Graduate Division commencement was held on June 7, 1985 in Cole Hall on Parnassus Campus.

In 2008 the Graduate Division oversees approximately 1,500 students in twenty graduate programs and five graduate certificate programs, as well as 1,100 postdoctoral scholars

Innovations in Professional Education

In 1964, Provost John Saunders became UCSF's first chancellor. A veteran of the medical school faculty, Chancellor Saunders came to the University in 1931 as an anatomy professor and was chair of the department from 1938-1956. He also served as chair of the History of the Health Sciences department from 1942-1975, Dean of the School of Medicine from 1956-63, University Librarian from 1943-1971, and the first provost from 1958-1964. Saunders resigned as Chancellor in 1966 and took a special Regents Chair in History of Medicine on the San Francisco Campus.

Saunders believed that training students and healing patients were the paramount duties of the medical center, with research ranking third. There was a well-documented perception that Saunders expressed his priorities by allocating resources to clinicians while stalling on approving appointments and allocating space to meet the needs of research-minded department chairs.

In November 1964, frustrated by this lack of support for research, a group of ten professors from the School of Medicine, including Dean Reinhardt, sent a letter to UC President Clark Kerr asking for an urgent appointment to discuss the future of the San Francisco campus. These professors were committed to the vision of transforming the San Francisco Medical Center into a world-class research university.

In 1966, Willard C. Fleming, who had been an outstanding Dean of the School of Dentistry since 1939, became the second Chancellor of the campus. Chancellor Fleming was chosen from outside of the School of Medicine to



Willard C. Fleming

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avoid further conflict between clinicians and researchers within the school, and his calm demeanor proved useful for stabilizing the faculty and supporting the growing research enterprise. The San Francisco Campus was now on the road to becoming a full-fledged research university.

In 1965 the School of Medicine announced a new division that marked another major shift in medical education and interschool collaboration. The Division of Ambulatory and Community Medicine developed a four year integrated curriculum to provide training in the problems of poverty, overpopulation, urbanization, rural health, community mental health and aging populations. Dr. William Reinhardt, Dean of the School of Medicine, appointed Dr. Robert H. Credé as its first chairman, who put in motion the development of a training program to emphasize out-of-hospital care, including family medicine and management of the patient in the home, the function of community health services, leadership by physicians in community medicine and the coordination of health care among professional groups. He also actively supported inter-professional learning between nursing and medical students, one factor in the later development of the nurse practitioner role.

In 1966, the School of Pharmacy developed an innovative program to test the use of clinically skilled pharmacists in a patient care area—the first such program in the United States.

Under what became known as the Clinical Pharmacy Program, pharmacy students, residents and faculty were trained to work at patients' bedsides to help administer drugs and make treatment decisions. Associate Dean Jere Goyan (who went on to become dean and later serve as Commissioner of the FDA), was instrumental in establishing the Clinical Pharmacy Program and continued to advocate for it during his deanship. Goyan, Department of Pharmacy Chair Sidney Riegelman and Vice-Chair Donald Sorby sought to establish a program in which physicians would have the opportunity to discuss drug uses and prescriptions with the pharmacist. With the support of School of Pharmacy Dean Troy C. Daniels and the approval of J. Englebert-Dunphy, acting Chancellor and Chair of the Department of Surgery, a "test site" was established in the surgical service on the ninth floor of Moffitt Hospital.



A UCSF pharmacist advising a patient.

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In a round-the-clock service available seven days a week—an operating schedule that was the first of its kind in the nation—a pharmacist was available to receive all orders, fill them if possible from unit-dose stock in the mini-pharmacy, and dispatch the remainder to the central pharmacy. Pharmacists also monitored patients for side effects and offered advice on “rational drug therapy” providing on-site recommendations for prescribing any of the approved hospital drugs (which in 1985 had grown to the order of some 850 different drugs). From the beginning, the presence of pharmacists in the wards and at the bedside stimulated drug-related queries from nurses, intern/residents, and residents, and pharmacists became part of the hospitals Code Blue (cardiopulmonary resuscitation) Team bringing emergency drugs to the patient. Within the first year following its foundation in 1966, the progress of clinical pharmacy was articulated by William E. Smith, the first resident organizer:

The practice of pharmacy on the hospital floor appears to be a logical and direct method to help solve the various problems associated with modern complex drug therapy and drug distribution. Several members of the surgical and nursing personnel ... have expressed their acceptance of the pharmacist on the patient care team because he adds to the overall effort of providing care. The pharmacists believe that the type of service developed ... is the only kind of pharmaceutical service that should exist in the hospital.

During Jere Goyan’s tenure as dean, the UCSF School of Pharmacy became the leader among pharmacy schools nationwide in research as measured by federal research funding, and has since consistently ranked first in the academic quality of its doctor of pharmacy program. Goyan’s conviction that clinical experience should be part of a pharmacist’s training and practice, while revolutionary when he proposed it, is now accepted internationally. Thousands of pharmacists across the nation owe a debt of gratitude to this man for his influence on their practices.

In a ten-year development plan written in 1967 (the year that Goyan became Dean), the School of Pharmacy committed itself to a revision of the curriculum that would enable the entire terminal year to be devoted to a combination of inpatient and outpatient clerkships. It was a



Pharmacy Dean Jere Goyan

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radical shift in the training of pharmacists and in the organization of hospital pharmaceutical care. Clinical pharmacy also created the pain consultation service, organized by Peter Koo and physicians James Morris and Richard Crayne in 1979 as a low back pain program under the aegis of the Department of Orthopaedic Surgery.

Under Dean Helen Nahm's leadership from January 1958, a number of curricular changes in the School of Nursing occurred, revolutionizing the education of nurses in a number of pioneering undergraduate and graduate programs. In fall 1959, all nursing instruction moved from Berkeley to the San Francisco campus, while a number of new faculty appointments were made which paved the way for the development of new courses and areas of concentration. By 1960 the school had 42 faculty members and grants from the National Institute for Mental Health, National Heart Institute, National Cancer Institute and the Rockefeller Sealantic Fund to help support new teaching and research innovations for faculty and students. Throughout the 1960s and early 1970s, the number of master's degree students in nursing surged—from eighteen students in 1958 to over 200 in 1975. In the period from 1959 to 1975 the framework of the master's program in nursing shifted from an emphasis on teaching and administration to a clinical focus, initially in four major areas (medical-surgical, maternal-child, psychiatric-mental health, and community health nursing) and then to a wider range of more defined specialties, with the clinical specialist, and somewhat later, the nurse practitioner roles joining educator and administrator roles.



Helen Nahm

Another significant development in the School of Nursing curricula was the establishment of a doctoral program in nursing in 1965. In 1972 the School of Nursing established the Department of Social and Behavioral Sciences, another first at a health science campus anywhere, following the establishment of the PhD program in Medical Sociology in 1968 with the leadership of Professor Anselm Strauss. During the 1970s nurse practitioner programs developed, initially in pediatric and maternity areas, then to address adult health needs, and then families. These transitioned in a few years from continuing education offerings, designed for practicing nurses, into specializations in the masters program. The programs used a wide range of clinical teaching sites, including community clinics, physician offices, and outpatient clinics in the Bay area, even, for the family nurse practitioner program, extending to the Fresno AHEC Center.

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The Medical Scientist Training Program (MSTP) was a significant development of an earlier innovation in the form of the Summer Research Training Program (SRTP), which also emphasized basic science research training for medical students. In 1962 a grant was obtained from the NIH to support the program, which was soon directed by Dr. Chauncey Leake. The program gathered further financial support from US Public Health Service grants, voluntary health agencies and private industry. Similar to the aims of the MSTP, the purpose of this program was “to recognize, encourage and prepare outstanding students to enter some field of academic medicine” and to provide competitive stipends to compete with alternate non-medical jobs students may pursue in the summer to earn money.

Rapid technological developments stimulated by the Bay Area orientation to Silicon Valley and information technology helped the early development of innovative computer research labs. In 1977, the School of Pharmacy’s Computer Graphics Laboratory was established through the efforts of Robert Langridge and Tom Ferrin to make computer models of proteins and molecules.

Langridge had been a graduate student in Maurice Wilkins’s lab at King’s College, London, conducting x-ray studies of DNA and by the time of his arrival at UCSF had spent time at Yale, Harvard, Chicago and MIT. Langridge’s lab allowed researchers to analyze the interaction of molecules using three-dimensional computer modeling. Among the first investigations using the Computer Graphics Laboratory was the Acting Dean of the School of Pharmacy, Eugene Jorgensen’s, study of the thyroid hormone thyroxine which led to his development of the drug DIMIT. Today the UCSF Computer Graphics Laboratory (CGL) is home to the Resource for Biocomputing, Visualization, and Informatics (RBVI), a NIH National Center for Research Resources Biomedical Technology

Resource Center for the integrated analysis of biological sequence, structure, and functional information. The other major components of the Center include the Babbitt Laboratory and the Sequence Analysis and Consulting Service (SACS).

Phillip R. Lee became UCSF’s third chancellor in 1969, coming to UCSF from his post as U.S. Assistant Secretary for Health and Scientific Affairs, Department of Health, Education, and Welfare.



UCSF faculty, students, and staff protest the US invasion of Cambodia, May 1970

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He was also given a title unique in the UC system, Professor of Social Medicine, because of his national and international background in health policy. Chancellor Lee led the campus during a time of political and social turmoil created by Viet Nam war protests and the Civil Rights Movement. His understanding of social forces and his close relationship to students and staff allowed UCSF to continue its commitment to academic excellence and establish affirmative action. He was especially noted for his efforts to stimulate minority recruitment and enrollment.

During his tenure as chancellor, the San Francisco Medical Center was renamed the “University of California, San Francisco” in 1970 and became the only health sciences campus in UC’s nine-campus system.

Lee remained chancellor until 1972, when he started UCSF’s Health Policy Program – the first of its kind in the U.S., now emulated by many institutions across the country as a legitimate discipline in which to study health sciences issues. Under his leadership, the program became an Organized Research Unit in 1981, when it was renamed the Institute for Health Policy Studies. As one of the nation’s foremost authorities in the study of equal access to health care, Dr. Lee was a frequent adviser to federal health policy makers.



Philip R. Lee

Other technologies such as those in neonatal intensive care transformed the practice of pediatrics at UCSF, but not without raising ethical and moral questions about life-preserving technological interventions. In 1972, Chancellor Lee invited Albert Jonsen, PhD, to join the new Institute for Health Policy to study the ethical aspects of health policy. Trained in philosophy and theology, Jonsen had left his position as President of the University of San Francisco and UCSF’s was one of only two secular medical schools (the other being Pennsylvania State University) to have a professor of medical ethics on the faculty. In 1974, under the encouragement of Dean Julius Krevans, Jonsen was appointed associate professor of bioethics and developed innovative courses for medical students on the social impact of evolving medical technologies and practices. Aspects of this work continue to this day in the Department of Anthropology, History and Social Medicine.

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Innovations in Research



Biomechanics laboratory, 1957

From the time of the creation of the Biomechanics Laboratory (1957) and the Cardiovascular Research Institute (1958), organized research units (ORUs) and centers continued to be established largely as a result of the successful recruitment of national research grants and private endowments. Among the developments throughout this period were:

| | |
|------|--|
| 1963 | Clinical Study Center at San Francisco General Hospital |
| 1964 | The Kidney Transplant service begins under John Najarian. Sam Kountz takes over as Director in 1967 and helps to make the service the world's largest |
| 1967 | Hormone Research Laboratory moves from Berkeley to Parnassus under Choh Hao Li . Four years later Li synthesizes human growth hormone. |
| 1969 | Benson Roe performs UCSF's first heart transplant. |
| 1972 | The Brain Tumor Research Center opens |
| 1972 | Health Policy Program, supported with a grant from the Robert Wood Johnson Foundation and directed by Philip Lee, established to identify major health policy issues and provide government officials with technical assistance. |
| 1972 | Herbert Boyer and Stanford colleague Stanley Cohen develop rDNA technology. |
| 1974 | Julius Schachter discovers Chlamydia as a cause of pneumonia in newborns. His lab moves to SFGH and becomes world leader in Chlamydia research. |
| 1976 | J. Michael Bishop and Harold Varmus discover oncogenes, that can lead to cancer. |

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| 1979 | Research at SFGH: Gladstone Foundation Laboratories for Cardiovascular Disease open. Over the next decade Rosalind Russell, Gallo, Koret and Lung Biology centers open making SFGH a major UCSF research center. (Koret Center for Human Nutrition, known for its work in diabetes; Gallo Clinic and Research Center; Rosalind Russell Arthritis Research Laboratories; the Rice Liver Center; the General Clinical Research Center; the Lung Biology Center; the Chlamydia Research Laboratories; Infectious Disease Laboratories) |
| 1983 | UCSF clinicians and researchers develop the country's first outpatient AIDS clinic and inpatient ward at SFGH and begin an enormous multidisciplinary effort to fight the disease. |
| 1984 | Millie Hughes-Fulford UCSF research scientist with the VAMC selected as space shuttle astronaut. |
| 1985 | Institute for Aging Health Policy recognized as an Organized Research Unit some years after its founding in 1979. |
| 1989 | J. Michael Bishop and Harold Varmus win the Nobel Prize in Physiology or Medicine for their work with oncogenes. |

When Helen Nahm became Dean of the School of Nursing in 1958, she was advised of the central role that original research was expected to play in faculty work in professional schools. In 1963, the School of Nursing Faculty Organization established the Research Committee, which early on had \$7,500 to allocate annually for research projects, and throughout the following decade approaches to research modeled after the laboratory sciences on the one hand, and the social sciences on the other, began to take shape. However a number of projects among School of Nursing faculty resulted in publications that had immediate and long-lasting impact on both the clinical and social understanding of health care and became landmark publications for research methodologies. This includes Jeanne Quint's 1967 book *The Nurse and the Dying Patient* and the studies on death in hospitals by Barney Glaser and Anselm Strauss, *Awareness of Dying* (1965) and *Discovery of Grounded Theory: Strategies for Qualitative Research* (1967). With increasing numbers of faculty trained with PhDs, research fur-



Margretta Styles

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ther flourished in the 1980s, particularly under the leadership of Dean Margretta Styles (dean 1977-1986). Styles allocated resources, catalyzed the development of a faculty that viewed research as an integral part of their work, and supported successful efforts to develop extramural research funding.

When Jane Norbeck became Dean of the School of Nursing in 1989, faculty identified “research clusters” that promoted innovative approaches in areas such as symptom management, HIV/AIDS, family health and disease prevention. These initiatives subsequently evolved into organized centers for research such as the Institute for Health and Aging, The Research Center for Symptom Management, the International Center for HIV/AIDS Research and Clinical Training in Nursing.

Biotechnology



Some of the UCSF/UC Berkeley crew in 1981 working on the development of an early clinical MRI

In 1975, following its success in proving the usefulness of CT Scanning, the UCSF Department of Radiology funded a small startup R&D operation involving a handful of engineers and physicists charged with the task of developing Nuclear Magnetic Resonance (NMR, now known as MRI) as a viable imaging instrument for soft tissues in the human body.

In 1983, this pioneering group produced clear, dramatic images, featured at the Radiological Society of North America in 1983, obtained FDA pre-market approval for their device, and directed some of the first clinical placements of NMR imagers in the United States.

In 1973 UC San Francisco biochemist Herbert Boyer and his Stanford collaborator Stanley Cohen revolutionized the field of biology by sketching out, on a paper napkin in a Hawaii delicatessen, a plan which became the technique for recombinant DNA or gene splicing. Boyer went on to co-found Genentech Corporation in 1976.

In 1977, William Rutter and colleagues achieved the first major triumph of genetic engineering by isolating the gene for rat insulin and transplanting it into bacteria, creating protein “factories” in the process. This led to the development at UCSF and elsewhere of a whole new group of artificially-created therapeutic products, such as

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hepatitis B vaccine, and the mass-production of substances produced naturally in only minute amounts, such as human growth hormone and human insulin. It also created a whole new approach to research in the biological sciences. In 1986, William Rutter cloned the gene for hepatitis B and Chiron Corporation, which Rutter co-founded, distributed the first genetically engineered human vaccine.

In 1976 virologists J. Michael Bishop and Harold Varmus discovered that “oncogenes” – cancer-causing genes – can be found in many forms of life, including humans. This finding led to a new understanding of how normal cells are transformed into cancer cells by environmental, hormonal or other factors. It also led to the now widely accepted view that oncogenes are responsible for at least some cancers. Bishop and Varmus received numerous awards, including the Albert Lasker Award for Basic Medical Research (1982) and the Nobel Prize in Physiology or Medicine (1989), for this work.

In 1982, Stanley Prusiner identified prions, an entirely new infectious agent implicated in rare slowly progressing brain diseases such as mad cow disease in cattle and Creutzfeldt-Jakob disease in humans. Composed solely of protein, prions are able to replicate, aggregate and cause deadly infections without RNA or DNA, the first infectious agents known to do so. The discovery of prions led to breakthroughs in research for neurodegenerative diseases such as Alzheimer’s and Parkinson’s. In 1990, UCSF received \$3 million to establish the W.M. Keck Foundation Center for Integrative Neuroscience. Under the direction of Stephen G. Lisberger, the Center combines studies of the brain and behavior in an effort to uncover the biology underlying such serious health problems as Alzheimer’s and Parkinson’s diseases. Dr. Prusiner has won numerous awards for this research, including the Nobel Prize in Physiology or Medicine in 1997.

UCSF and the AIDS epidemic

In 1983 UCSF clinicians and researchers started the country’s first outpatient AIDS clinic and inpatient ward at San Francisco General Hospital and mounted an enormous multidisciplinary effort to fight the disease. This was barely two years after the first AIDS cases from Los Angeles were reported in the *Morbidity and Mortality Weekly Report* (MMWR) on June 5, 1981. Before long it was recognized that the mysterious illness—which was first known as GRID,



Marcus Conant and Paul Volberding discussing Kaposi’s Sarcoma, 1981

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gay-related immune deficiency—was present among gay men in San Francisco, where the number of reported cases rapidly multiplied over the next few years. Unlike anywhere else, the gay community in San Francisco united to encourage political and social support and care for the patients, while the medical teams at UCSF and San Francisco General Hospital struggled to identify and treat the disease, which was linked to HIV in 1984.

A diverse group of physicians and researchers were brought together to explore the epidemic:

- Dr. Jay Levy, a virologist who originally recognized what he termed ARV—AIDS Related Virus;
- Dr. Merle Sande, Chief of Medical Services at SFGH who brought together the State of California, the City and County of San Francisco, the University of California San Francisco, San Francisco General Hospital, and the Gladstone Foundation to build and fund the Gladstone Institute of Virology and Immunology, a research institute dedicated to the study of virology and immunology with a focus on HIV and AIDS;
- Dr. Paul Volberding, who developed the AIDS Clinic at SFGH, and was instrumental in developing the “San Francisco Model” of comprehensive AIDS care.
- Dr. John Ziegler, who moved to UCSF in 1981 as professor of medicine in residence, and Chief of Staff for Education at the VA Hospital, and who was the first to show an association with malignant lymphoma. Ziegler became the Director of the UCSF AIDS Clinical Research Center and made many scientific contributions in the area of HIV-associated malignancies, both in the USA and in Uganda;
- Dr. Arthur Ammann, a pediatric immunologist who observed a puzzling case of immune deficiency in three infant sisters and recognized the link to AIDS, initiating pediatric AIDS research;
- Dr. Marcus Conant, a dermatologist who observed the unusual cases of Kaposi’s sarcoma and was one of the organizers of the SFGH clinic;
- Dr. Constance Wofsy, an infectious disease specialist who treated patients with Pneumocytosis and began referring them to be seen by Dr. Paul Volberding who was treating patients with Kaposi’s Sarcoma.

Wofsy, who went on to become an international expert in Pneumocytosis and AIDS

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in women, joined Volberding and Dr. Donald Abrams as the original “AIDS physician team” in the new clinic at SFGH. Another addition to AIDS research and treatment was provided by Drs. Deborah Greenspan, a specialist in oral medicine, and John Greenspan, an oral pathologist, both at UCSF’s School of Dentistry. The Greenspans pioneered the role of dentistry in AIDS research. Deborah Greenspan investigated the relation of oral lesions to the presence and progression of AIDS, and, with help from basic scientists Evelyne Lennette and Harold zur Hausen, identified hairy leukoplakia which became a diagnostic marker of AIDS. Through his pathological investigations, John Greenspan linked lymphoma to the immunodeficiency of the patients with Pneumocytosis and Kaposi’s sarcoma. The list of faculty from across UCSF and the Medical Center who were involved in the crucial early developments in the recognition and treatment of HIV/ AIDS continues, and researchers are encouraged to consult the collections in the AIDS History Project for more information.

Program in Biological Research (PIBS)

In 1988, UCSF received a \$13.75 million five year grant from Miami-based Lucille P. Markey Charitable Trust to help create a new academic program that transcends departmental boundaries for biological research, called the Program in Biological Research (PIBS). It focused on using tools from genetics, molecular biology, and immunology, and was directed by J. Michael Bishop, who was also the Director of the Hooper Foundation. That same year, UCSF received \$7.1 million four year grant from the National Institute of Mental Health and the National Institute of Drug Abuse to expand its AIDS research. This grant supplemented a \$3 million grant awarded the previous year to establish a new Center for AIDS Prevention Studies (CAPS). The program created a unique collaborative partnership between UCSF, the San Francisco Department of Public Health, and the Bayview Hunters Point Foundation.

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Planning the Future

In 1987 chancellor Julius Krevans formed the Faculty Committee on the Future of UCSF consisting of members elected by the schools' and Graduate Division's deans. The committee reviewed programmatic goals, involving existing and new academic programs, and considered issues surrounding the development of the campus and future space needs. The committee identified six programmatic goals that would begin to shape the future of the curriculum and strengthen research collaborations. The areas were:

1. To develop interdisciplinary clinical research with close ties to the basic sciences
2. To consolidate and expand social and behavioral sciences
3. To develop shared facilities involving the application of large instruments for structural biology groups
4. To consider the possibility of creating advanced undergraduate programs in the health sciences
5. To promote interactions with biotechnology and other relevant health-related disciplines in the industrial sector
6. To develop programs to conquer AIDS and other diseases caused by retroviruses

The future space requirements for the campus were identified as requiring action along the following lines:

1. To develop Laurel Heights as a vital academic center
2. To acquire 50-100 acres to develop as a major campus site to preserve options for the future
3. To acquire additional clinical facilities to free up clinical space immediately with no net increase of beds in the community
4. To maximize utilization of Parnassus Heights space resources by scrutinizing existing space use and programs, renovate, and build new research space

A number of these goals have been met over the past twenty years. As the campus continues to grow—developing into new spaces at Mission Bay, integrating teaching in the Social and Behavioral Sciences and Medical Humanities within the core curricula and graduate instruction, promoting bioentrepreneurship and biotechnological advancement, and continuing to receive outstanding support for research in all areas of the health sciences—UCSF will have exceeded these goals and will be moving forward to reach its new mission: “advancing health worldwide.” A summary of some of the achievements and innovations post-1989 is provided in the final section of this history.

**University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF History**

1990-2000



UCSF, aerial view, 1988

| | |
|------|--|
| 1990 | UCSF acquires Mount Zion Hospital. |
| 1990 | Construction begins on Gladstone Institute of Virology and Immunology at SFGH. |
| 1990 | UCSF receives \$3 million to establish the W.M. Keck Foundation Center for Integrative Neuroscience. |
| 1991 | Millie-Hughes Fulford, UCSF research scientist becomes part of space shuttle Columbia crew that conducts experiments on bone density loss. |
| 1991 | School of Nursing introduces the Master's Entry Program in Nursing (MEPN). |
| 1991 | School of Nursing establishes the Research Center for Symptom Management. |
| 1991 | School of Dentistry establishes the NIH Pain Research Center within the department of oral and maxillofacial surgery. |
| 1992 | DNSc degree program in the School of Nursing closes admissions; PhD remains the only doctoral program. |
| 1993 | Gladstone Institute of Virology opens at SFGH. |
| 1994 | Valencia Pediatric Practice, later renamed with expanded services, Valencia Health Services, sponsored by the School of Nursing. |
| 1995 | Completion of ground floor classrooms, part of campus education center re-development, and enhanced mezzanine commons and café space in the School of Nursing building. |
| 1995 | School of Pharmacy establishes the San Francisco Branch of the United States Cochrane Center. |
| 1996 | Graduate Division combines Ph.D. programs in Anatomy, Endocrinology, Experimental Pathology, and Physiology to form a new Graduate Group and Ph.D. program in Biomedical Sciences. |

**University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF History**

| | |
|------|---|
| 1997 | Stanley Prusiner wins Nobel Prize in Physiology or Medicine for his discovery of prions. |
| 1997 | UC Regents approve Mission Bay as the site for UCSF's new campus and enter into an agreement with Catellus Development Corporation and the City and County of San Francisco for the donation of 43 acres of property in Mission Bay. The Mission Bay campus allows UCSF to double its research space, speed the pace of biomedical discovery, and help prepare a new generation of students. Phase 1 construction of \$800 million included four research buildings, a campus community center, a student housing complex, two parking structures, and development of large open space. By 2006, about 1400 faculty, students, scholars and staff are located at the UCSF Mission Bay campus. At full build-out, 9,100 people are expected to work and study there. |
| 1997 | School of Pharmacy develops and establishes the California Poison Control System, a system for providing uniform poison services for the entire state via satellite centers at four locations throughout the State. |
| 1997 | UCSF Medical Center merges with Stanford Health Services to become UCSF Stanford Health Care. The merger is ultimately deemed unsuccessful and the 2 institutions de-merge in 2000. |
| 1997 | Glide Memorial Clinic, as a joint project of the School of Nursing and Catholic Healthcare West, begins operation. |
| 1998 | School of Dentistry creates The Postbaccalaureate Program, aimed at preparing disadvantaged students for entry into oral health care higher education. |
| 1998 | School of Pharmacy leads in the creation of three new cross-campus PhD programs: Biological and Medical Informatics, Pharmaceutical Sciences and Pharmacogenomics, and, with the School of Medicine, Chemistry and Chemical Biology. |
| 1998 | School of Pharmacy radically alters its Doctor of Pharmacy curriculum to establish innovative specialty pathways (Pharmaceutical Care, Pharmaceutical Health Policy and Management, Pharmaceutical Sciences). |
| 1999 | School of Dentistry completes modernization of all its Predoctoral Clinics. |
| 1999 | School of Nursing ranks first among nursing schools in NIH funding. |
| 2000 | De-merger of the UCSF Stanford Health Care. |

University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF History

Leadership

UCSF Chancellors:

- Julius R. Krevans (1982-1993)
- Joseph B. Martin (1993-1997)
- Haile T. Debas (1997-1998)
- J. Michael Bishop (1998-2009)

Deans (Dentistry):

- John C. Greene (1981-1994)
- Karin Vargervik, Interim (1994-1995)
- Charles N. Bertolami (1995-2007)

Deans (Graduate Division):

- Lloyd Kozloff, PhD (1981-1991)
- C. Clifford Attkisson, Ph.D., Interim (1991-1992); Dean and Associate Vice Chancellor of Student Academic Affairs (1992-2005)

Deans (Medicine):

- Joseph Martin (1989-1993)
- Haile Debas (1993-2003)

Deans (Nursing):

- Jane S. Norbeck: (1989-1999)
- Kathleen Dracup (2000-2010)

Deans (Pharmacy):

- Jere E. Goyan (1967-1992)
- George L. Kenyon (1993-1998)
- Mary Anne Koda-Kimble (1998-present).

Directors (Medical Center):

- William B. Kerr (1977-2000)

**University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF History**

2000-2010



UCSF Mission Bay campus, 2003

| | |
|------|---|
| 2000 | School of Medicine radically redesigns the core curriculum to promote integration of disciplines, bringing cultural, social, and behavioral factors into the teaching of biomedical and clinical issues. |
| 2000 | School of Pharmacy establishes the Center for Consumer Self Care. |
| 2000 | The name of the Graduate Division's M.S. and Ph.D. program in Medical Information Science is changed to the M.S. and Ph.D. program in Biological and Medical Informatics by approval of the Graduate Council and Chancellor Bishop. |
| 2000 | Ph.D. program in Chemistry and Chemical Biology is established in the Graduate Division. |
| 2000 | UCSF Certificate Program in Clinical Research is approved by the Graduate Council. |
| 2001 | The newly created International Dentist Program enrolls its first class of students |
| 2001 | The Ph.D. program in Pharmaceutical Sciences and Pharmacogenomics is established. |
| 2002 | The Master's of Advanced Studies degree (MAS) in Clinical Research is established in the Graduate Division. |
| 2002 | Graduate Division establishes joint UCSF/San Francisco State University Doctorate in Physical Therapy Sciences (DPTSc). |
| 2002 | School of Pharmacy establishes satellite clinical teaching programs in Fresno and South Bay. |
| 2003 | Genentech Hall opens at the Mission Bay campus. With more than 400,000 gross square feet, it houses programs in structural and chemical biology and molecular cell and developmental biology, the Molecular Design Institute, the Center for Advanced Technology, a library, an auditorium, and commercial space. |

University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF History

| | |
|------|---|
| 2003 | The names of the M.S. and Ph.D. programs in Oral Biology are changed to the M.S. and Ph.D. programs in Oral and Craniofacial Sciences with approval of the Graduate Council and Chancellor Bishop. |
| 2004 | Arthur and Toni Rembe Rock Hall opens at the Mission Bay campus. It houses programs in human genetics, developmental biology, developmental neuroscience, and the Center for Brain Development. |
| 2004 | Revised curriculum implemented for the School of Dentistry, creating new interdepartmental courses developed around five thematic streams that emphasize and reinforce the integration of basic sciences and clinical sciences in dental education. |
| 2004 | Graduate Division establishes joint UCSF/San Francisco State University Doctorate in Physical Therapy (DPT). |
| 2004 | The Betty Irene Moore Doctoral Fellowship program launched in the School of Nursing. |
| 2005 | School of Dentistry re-aligns its departmental structure to form the departments of: Cell and Tissue Biology, Oral and Maxillofacial Surgery, Orofacial Sciences, and Preventive and Restorative Dental Sciences. |
| 2005 | Byers Hall, The California Institute for Quantitative Biosciences (QB3) opens as the home for the California Institute of Science and Innovation (Cal ISI) at the Mission Bay campus. This is the headquarters for the Institute, which is a partnership with UC Berkeley and UC Santa Cruz. QB3 is one of the four California Institutes for Science and Innovation, developed at the initiative of Governor Grey Davis, and the only one focused on biomedical research to advance human health. Research here is intensely computational, integrating physical, mathematical and engineering sciences to tackle the complexities of genomics, proteomics, protein folding and interactions, and developing imaging systems of unprecedented power and resolution for diagnosis and treatment of disease. |
| 2005 | UCSF On-Line Certificate Program in Pain Management is approved by Graduate Council. |
| 2006 | Elizabeth Blackburn wins Albert Lasker Award for Medical Research for the prediction and discovery of the telomerase enzyme -- which plays a key role in cell aging and human cancer. |
| 2006 | UCSF establishes Clinical and Translational Science Institute as largest recipient of NIH Clinical and Translational Science Awards. |
| 2006 | Helen Diller Family Cancer Research Building breaks ground on the Mission Bay campus. It will contain research and development programs in neurological surgery, urology and cancer research. |

**University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF History**

| | |
|------|--|
| 2006 | School of Dentistry celebrates its 125th anniversary. |
| 2006 | Graduate Division establishes Ph.D. program in Developmental Biology. |
| 2006 | UCSF Certificate Program in Global Health Sciences is approved by Graduate Council. |
| 2006 | School of Pharmacy is the #1 recipient among schools of pharmacy of NIH funding for the 27th consecutive year. |
| 2006 | The Schools of Dentistry, Pharmacy, Nursing, Medicine and the Graduate Division offer the first inter-disciplinary class for all enrolled students. |
| 2007 | School of Medicine expands enrollment for first time in three decades with launch of the Program in Medical Education for the Urban Underserved (PRIME-US,) aimed at educating and inspiring new physicians to address health disparities. |
| 2007 | School of Pharmacy establishes the Medications Outcomes Center. |
| 2007 | Graduate Division establishes joint UCSF/Fresno State Doctorate in Physical Therapy (DPT). |
| 2007 | School of Dentistry is the #1 recipient among schools of dentistry of NIH funding for the 16th consecutive year. |
| 2007 | School of Nursing celebrates its centennial anniversary. |
| 2008 | UCSF breaks ground on new building at Parnassus to house Institute for Regeneration Medicine, to be home for 25 stem cell and regeneration medicine researchers. |
| 2008 | School of Medicine establishes new academic Department of Emergency Medicine. |
| 2008 | Graduate Division establishes Master's of Science in Global Health Sciences. |
| 2008 | School of Pharmacy establishes satellite clinical teaching programs in North Bay. |
| 2008 | School of Pharmacy and School of Medicine establish a joint department: Bio-engineering and Therapeutic Sciences. |
| 2009 | Elizabeth Blackburn wins Nobel Prize in Medicine or Physiology for the prediction and discovery of the telomerase enzyme -- which plays a key role in cell aging and human cancer |
| 2009 | The Helen Diller Family Cancer Research Building opened on the Mission Bay campus.. |
| 2010 | The Smith Cardiovascular Research Building opened on the Mission Bay Campus which is the new headquarters of the UCSF Cardiovascular Research Institute. |

University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF History

Leadership

UCSF Chancellors:

- J. Michael Bishop (1998-2009)
- Susan Desmond-Hellmann (2009 to present)

Deans (Dentistry):

- Charles N. Bertolami (1995-2007)
- John Featherstone (2007-present)

Deans (Graduate Division)

- C. Clifford Attkisson, Ph.D., Interim (1991-1992); Dean and Associate Vice Chancellor of Student Academic Affairs (1992-2005)
- Patricia Calarco, Ph.D., Interim (2005-2007); Dean (2007-2011)
- Elizabeth Watkins, Ph.D, (2012-present)

Deans (Medicine):

- Haile Debas (1993-2003)
- David Kessler (2003-2007)
- Samuel Hawgood, Interim (2007-2009); Dean (2009-present)

Deans (Nursing):

- Kathleen Dracup (2000-2010)
- David Vlahov (2010-present)

Deans (Pharmacy):

- Mary Anne Koda-Kimble (1998-present)

Directors (Medical Center)

- William B. Kerr (1977-2000)
- Mark R. Laret (2001-Present)

University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF History

About This History

The UCSF History website is a collaboration of the UCSF Library and Center for Knowledge Management and the UCSF Department of Anthropology, History, and Social Medicine.

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Acknowledgements and Credits

Website editorial board

- Dorothy Porter, Ph.D., Chair – UCSF School of Medicine, Department of Anthropology, History, and Social Medicine
- Troy E. Daniels, DDS, MS – UCSF School of Dentistry
- Marilyn Flood, Ph.D., RN – UCSF School of Nursing
- Robert L. Day, Pharm. D. – UCSF School of Pharmacy
- Karen Nelson, MA – UCSF Graduate Division
- Kathleen Balestreri – UCSF Medical Center

Website content

- Nancy Rockafellar, PhD – Author, Story 1868-1959, Biographies, Special Topics
- Brian Dolan, PhD – Author, Story 1959-- ; editor, 1868-1959
- Joseph LaDou, M.D. – Author, Special Topics

Archival Photos

- Courtesy of UCSF Library

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- Lisa Mix, Manager, Archives & Special Collections
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- Josue Hurtado, Assistant Archivist
- Julia Kochi, Director, Digital Library and Collections

University of California, San Francisco
Institutional Profile - FY 2011-12
UCSF History

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Web design

- Shaun Webb

University of California, San Francisco
Institutional Profile - FY 2011-12
Sponsored Activity

SPONSORED ACTIVITY

This section contains research-related data from the following sources:

- NIH rankings – NIH website
- Extramural Awards by Type – C&G Year End Summaries
- Extramural Awards Trends – Budget Overview class
- NSF rankings - NSF website

Chapter Contents

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**University of California, San Francisco
Institutional Profile - FY 2011-12
Sponsored Activity**

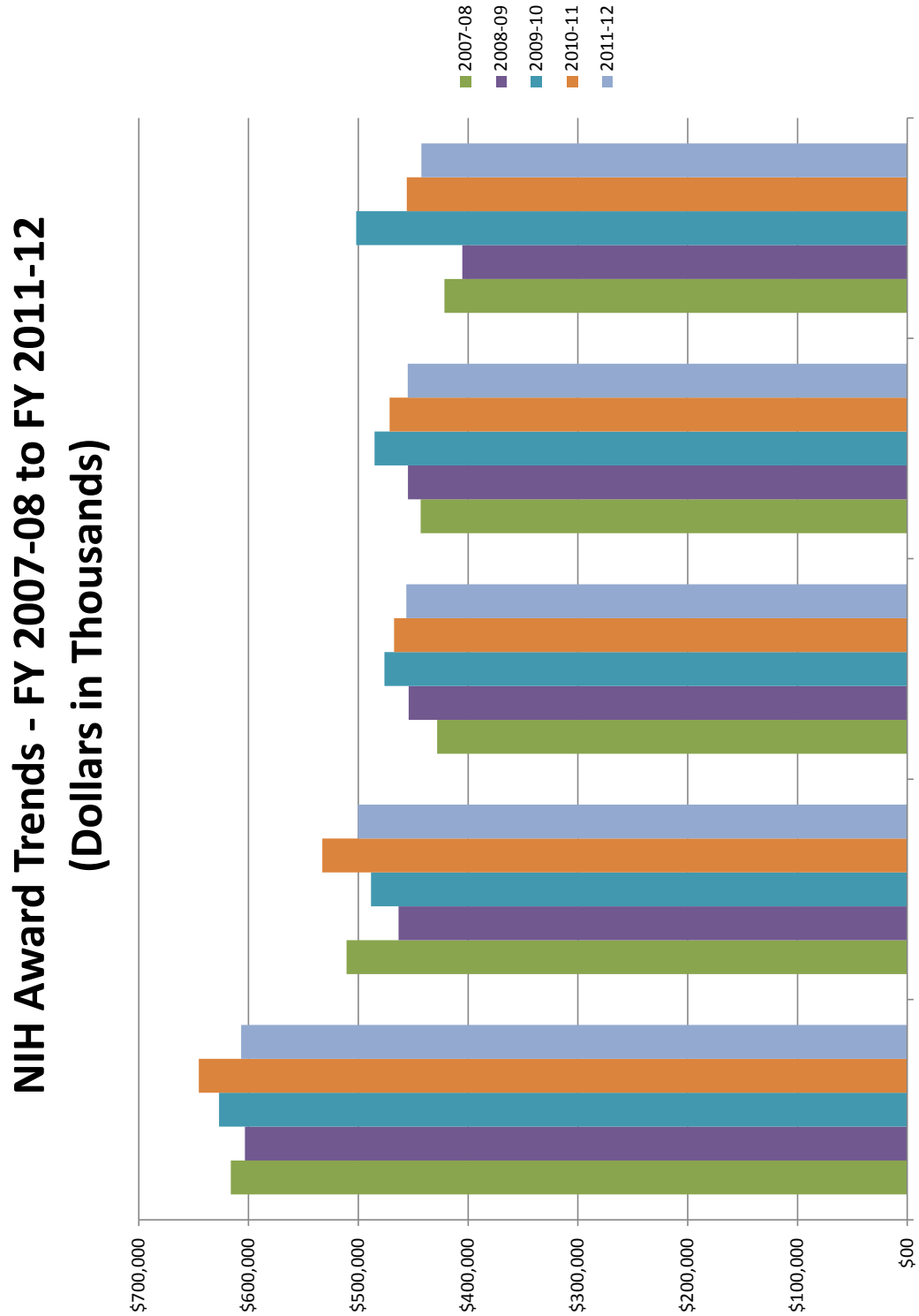
**NIH Awards Ranked by 2011-12 Dollars
FY 2007-08 to FY 2011-12*
(Dollars in Thousands)**

| Rank | Institution | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
|-------------|-------------------------------------|----------------|----------------|----------------|----------------|----------------|
| 1 | Johns Hopkins University | \$616,195 | \$603,367 | \$626,870 | \$645,342 | \$606,763 |
| 2 | UCSF | \$510,736 | \$463,287 | \$488,374 | \$532,763 | \$500,437 |
| 3 | University of Michigan | \$428,327 | \$454,224 | \$476,279 | \$467,398 | \$456,305 |
| 4 | University of Pennsylvania | \$443,131 | \$454,903 | \$485,210 | \$471,545 | \$454,976 |
| 5 | University of Washington | \$421,499 | \$405,322 | \$501,943 | \$455,853 | \$442,510 |
| 6 | University of Pittsburgh | \$381,586 | \$418,044 | \$444,412 | \$428,161 | \$419,498 |
| 7 | UCSD | \$340,711 | \$366,943 | \$393,281 | \$398,014 | \$394,983 |
| 8 | Washington University | \$386,938 | \$382,455 | \$408,739 | \$372,458 | \$381,159 |
| 9 | Yale University | \$368,855 | \$357,364 | \$385,451 | \$380,664 | \$370,285 |
| 10 | Univ.of North Carolina, Chapel Hill | \$361,224 | \$320,806 | \$362,781 | \$349,608 | \$367,799 |

*Does not include R & D Contracts

Source: NIH.gov

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 Sponsored Activity**



Source: NIH.gov - 2/17/11

**University of California, San Francisco
Institutional Profile - FY 2011-12
Sponsored Activity**

Source: UCSF Office of Sponsored Research
Date: 02/08/2013 – FINAL RESULTS

**UNIVERSITY OF CALIFORNIA, SAN FRANCISCO
EXTRAMURAL AWARDS BY TYPE
07/01/2011 – 06/30/2012 (All Awards)
ALL CAMPUS UNITS**

| FEDERAL SOURCES | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
|---------------------------------------|-----------------------|-----------------------|-----------------------|----------------|--------------|
| NIH Grants | 482,117,034.41 | 364,795,464.60 | 117,321,569.81 | 988 | 1,341 |
| Other DHHS Grants | 58,446,455.00 | 53,754,231.17 | 4,692,223.83 | 83 | 129 |
| NSF Grants | 5,584,845.00 | 5,053,735.00 | 531,110.00 | 12 | 14 |
| Other Federal Grants | 14,928,384.00 | 11,375,559.00 | 3,552,825.00 | 32 | 37 |
| NIH Contracts | 60,671,107.01 | 42,456,922.17 | 18,214,184.84 | 20 | 55 |
| Other DHHS Contracts | 3,543,048.00 | 2,638,594.00 | 904,454.00 | 11 | 12 |
| Other Federal Contracts | 7,429,661.43 | 7,311,625.83 | 118,035.60 | 58 | 66 |
| Subcontracts (excluding SBIR/STTR) | 76,365,988.75 | 55,554,677.31 | 20,811,311.44 | 565 | 742 |
| Subcontracts(SBIR/STTR) | 1,016,718.00 | 740,261.54 | 276,456.46 | 11 | 11 |
| Fellowships(All Federal Sources) | 4,727,215.00 | 4,727,215.00 | 0.00 | 97 | 134 |
| Subtotal, Federal Sources | 714,830,456.60 | 548,408,285.62 | 166,422,170.98 | 1,877 | 2,541 |
| OTHER PUBLIC SOURCES | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
| City/County of San Francisco | 18,154,111.00 | 16,279,173.00 | 1,874,938.00 | 29 | 64 |
| Other Bay Area Public Agencies | 1,127,919.00 | 987,942.82 | 139,976.18 | 6 | 10 |
| California Dept Health Care Services | 15,719,320.00 | 14,304,319.00 | 1,415,001.00 | 12 | 20 |
| Other California Public Agencies | 47,351,414.19 | 42,201,191.35 | 5,150,222.84 | 80 | 137 |
| Other Public Agencies | 1,366,998.00 | 1,166,389.00 | 200,609.00 | 13 | 20 |
| UC Programs(except IUCRP) | 7,797,322.97 | 7,797,322.97 | 0.00 | 54 | 68 |
| UC Discovery portion of IUCRP | 1,568,982.00 | 1,568,982.00 | 0.00 | 7 | 7 |
| Subcontracts(all above prime sources) | 3,547,937.50 | 2,962,857.50 | 585,080.00 | 26 | 32 |
| Fellowships(all above sources) | 1,242,939.50 | 1,242,939.50 | 0.00 | 28 | 40 |
| Subtotal, Other Public Sources | 97,876,944.16 | 88,511,117.14 | 9,365,827.02 | 255 | 398 |
| Subtotal, Public Sources | 812,707,400.76 | 636,919,402.76 | 175,787,998.00 | 2,132 | 2,939 |

Note: Awards are selected for inclusion based on the budget period start date.
Results include modifications, corrections, and after-the-fact actions processed through 5:00 pm 02/08/2013.

Source: UCSF Office of Sponsored Research - 2/08/2013

**University of California, San Francisco
Institutional Profile - FY 2011-12
Sponsored Activity**

Source: UCSF Office of Sponsored Research
Date: 02/08/2013 – FINAL RESULTS

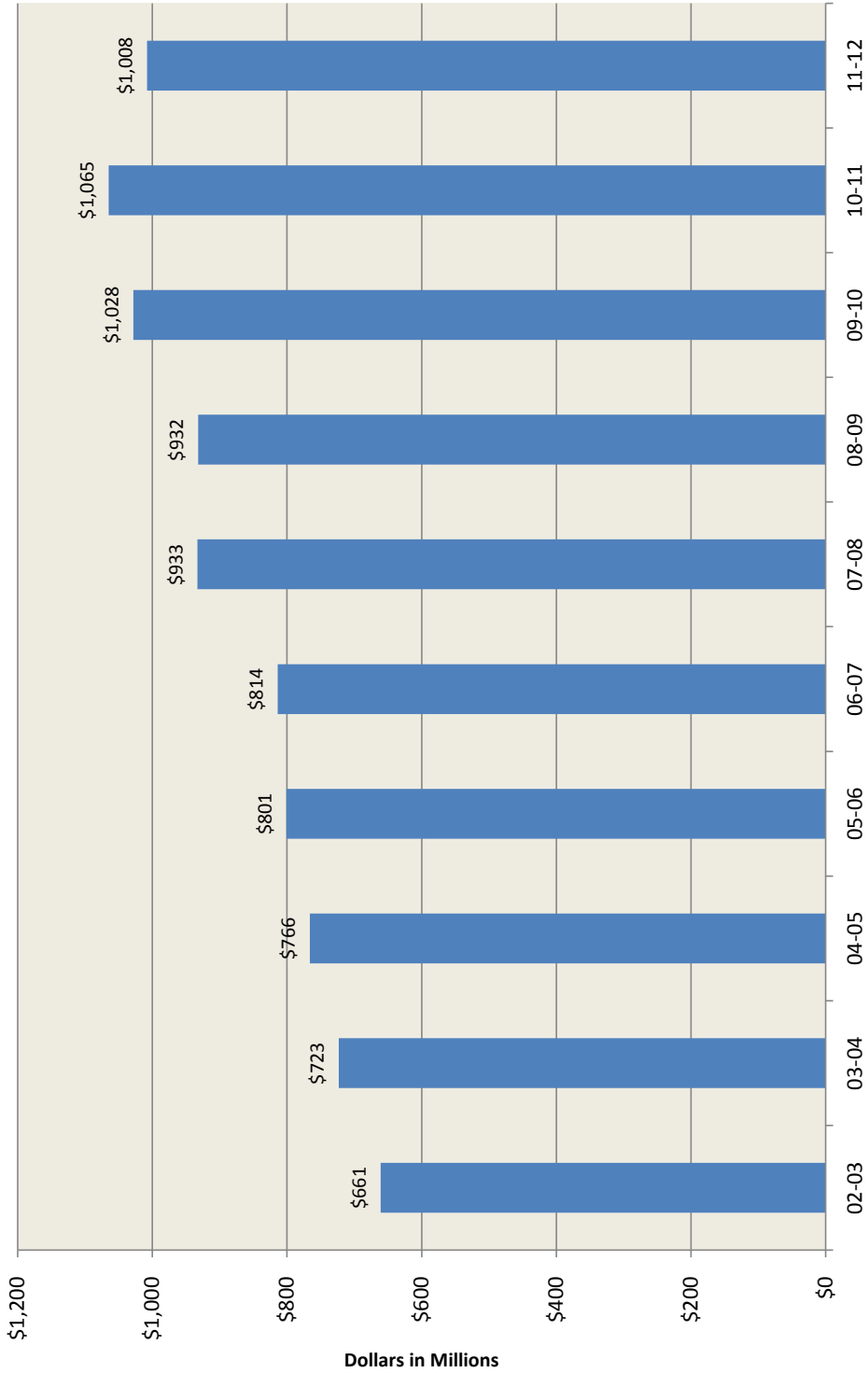
**UNIVERSITY OF CALIFORNIA, SAN FRANCISCO
EXTRAMURAL AWARDS BY TYPE
07/01/2011 – 06/30/2012 (All Awards)
ALL CAMPUS UNITS**

| | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
|---------------------------------------|-------------------------|-----------------------|-----------------------|--------------|--------------|
| PRIVATE NON-PROFIT SOURCES | | | | | |
| Grants | 86,223,972.65 | 79,313,330.18 | 6,910,642.47 | 612 | 782 |
| Contracts | 3,679,138.03 | 3,162,645.39 | 516,492.64 | 55 | 63 |
| Subcontracts | 8,351,907.39 | 7,712,173.21 | 639,734.18 | 83 | 109 |
| Fellowships | 7,606,961.00 | 7,602,961.00 | 4,000.00 | 171 | 232 |
| Subtotal, Private, Non-Profit Sources | 105,861,979.07 | 97,791,109.78 | 8,070,869.29 | 921 | 1,186 |
| PRIVATE FOR-PROFIT SOURCES | | | | | |
| Grants | 2,691,330.81 | 2,090,636.87 | 600,693.94 | 15 | 17 |
| Contracts | 83,203,248.64 | 62,351,707.27 | 20,851,541.37 | 398 | 464 |
| Subcontracts | 1,313,354.19 | 1,008,151.77 | 305,202.42 | 21 | 24 |
| Fellowships | 1,500,167.00 | 1,496,196.00 | 3,971.00 | 30 | 32 |
| Subtotal, Private, For-Profit Sources | 88,708,100.64 | 66,946,691.91 | 21,761,408.73 | 464 | 537 |
| Subtotal, Private Sources | 194,570,079.71 | 164,737,801.69 | 29,832,278.02 | 1,385 | 1,723 |
| Miscellaneous Agreement Types | | | | | |
| Advance Awards | 0.00 | 0.00 | 0.00 | 170 | 172 |
| Extensions | 10,685.00 | 7,707.00 | 2,978.00 | 781 | 815 |
| MTAs(Incoming),URCs | 0.00 | 0.00 | 0.00 | 362 | 367 |
| OTHER agreements | 1,029,340.00 | 1,029,300.00 | 40.00 | 43 | 45 |
| Subtotal, Misc Agreement Types | 1,040,025.00 | 1,037,007.00 | 3,018.00 | 1,356 | 1,399 |
| CUMULATIVE TOTAL | 1,008,317,505.47 | 802,694,211.45 | 205,623,294.02 | 4,873 | 6,061 |

Note: Awards are selected for inclusion based on the budget period start date.
Results include modifications, corrections, and after-the-fact actions processed through 5:00 pm 02/08/2013.

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 Sponsored Activity**

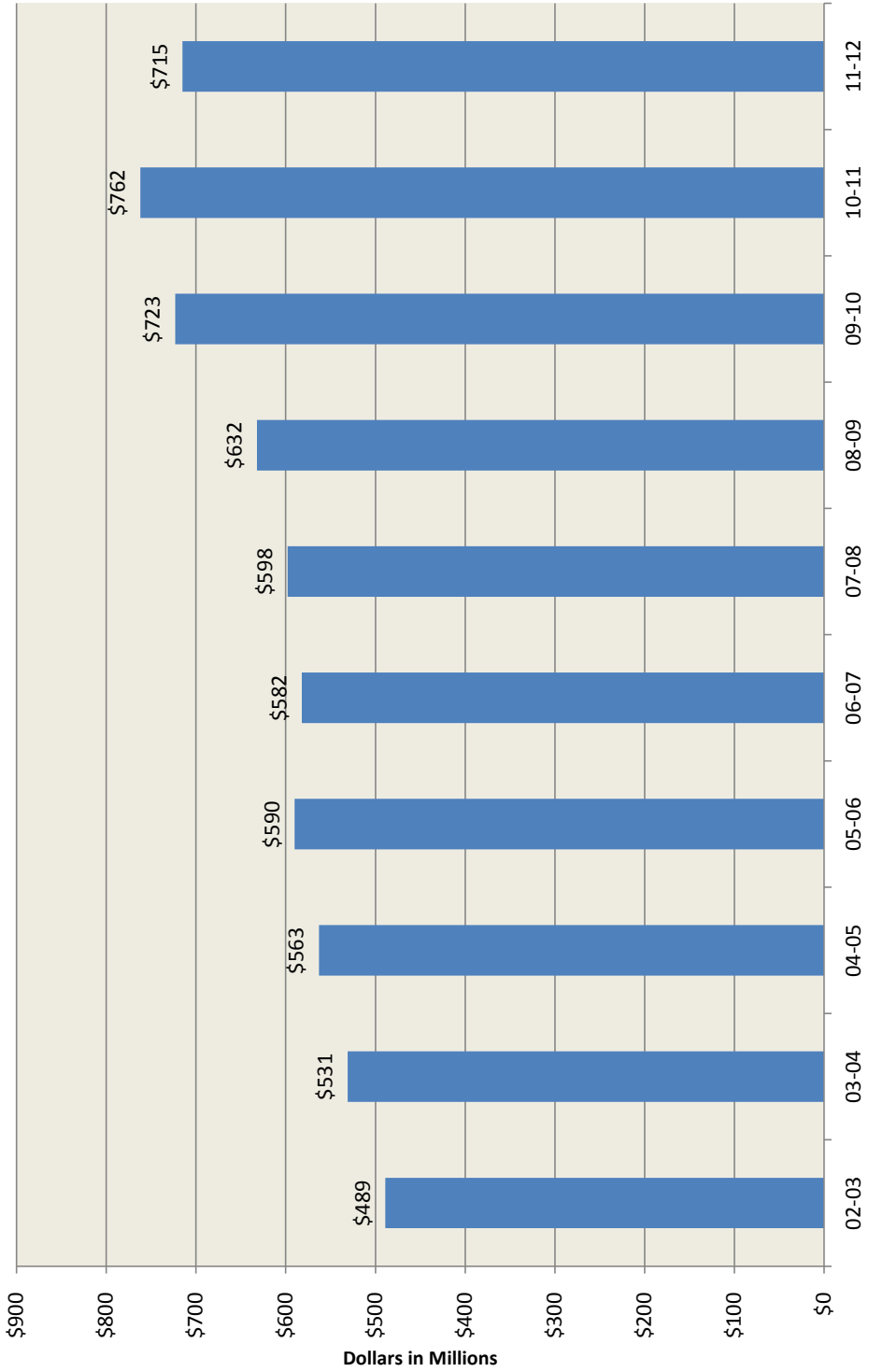
**Total Trend of Dollars Awarded to UCSF for All
 Sponsored Activity - 2002-03 to 2011-12**



Source: UCSF Office of Sponsored Research - 2/08/2013

**University of California, San Francisco
Institutional Profile - FY 2011-12
Sponsored Activity**

Trend of All Federal Sponsored Activity Awarded to UCSF - 2002-03 to 2011-12



Source: UCSF Office of Sponsored Research - 2/8/2013

**University of California, San Francisco
Institutional Profile - FY 2011-12
Sponsored Activity**

UCSF Awards from All Sources 1998-99 to 2011-12
with % change since prior year
(dollars in millions)

| <i>FY</i> | <i>F&A Costs</i> | <i>% Change</i> | <i>Direct Costs</i> | <i>% Change</i> | <i>Total Awarded</i> | <i>% Change</i> | <i>Count*</i> | <i>% Change</i> |
|-----------|--------------------------|---------------------|-------------------------|---------------------|--------------------------|---------------------|---------------|---------------------|
| 1998-99 | \$74 | | \$313 | | \$387 | | 2,247 | |
| 1999-00 | \$82 | 11% | \$364 | 16% | \$446 | 15% | 2,622 | 17% |
| 2000-01 | \$95 | 16% | \$419 | 15% | \$514 | 15% | 2,754 | 5% |
| 2001-02 | \$119 | 25% | \$515 | 23% | \$634 | 23% | 3,036 | 10% |
| 2002-03 | \$131 | 10% | \$530 | 3% | \$661 | 4% | 3,131 | 3% |
| 2003-04 | \$143 | 9% | \$580 | 9% | \$723 | 9% | 3,274 | 5% |
| 2004-05 | \$148 | 3% | \$618 | 7% | \$766 | 6% | 3,385 | 3% |
| 2005-06 | \$156 | 5% | \$645 | 4% | \$801 | 5% | 2,934 | -13% |
| 2006-07 | \$155 | -1% | \$659 | 2% | \$814 | 2% | 2,943 | 0% |
| 2007-08 | \$176 | 14% | \$757 | 15% | \$933 | 15% | 3,129 | 6% |
| 2008-09 | \$183 | 4% | \$750 | -1% | \$932 | 0% | 4,825 | 54% |
| 2009-10 | \$208 | 14% | \$820 | 9% | \$1,028 | 10% | 5,359 | 11% |
| 2010-11 | \$220 | 20% | \$844 | 13% | \$1,065 | 14% | 5,451 | 13% |
| 2011-12 | \$206 | -1% | \$803 | -2% | \$1,008 | -2% | 4,873 | -9% |

*Change in accumulation method at FY 05-06 from a count of award modifications to a count of unique awards

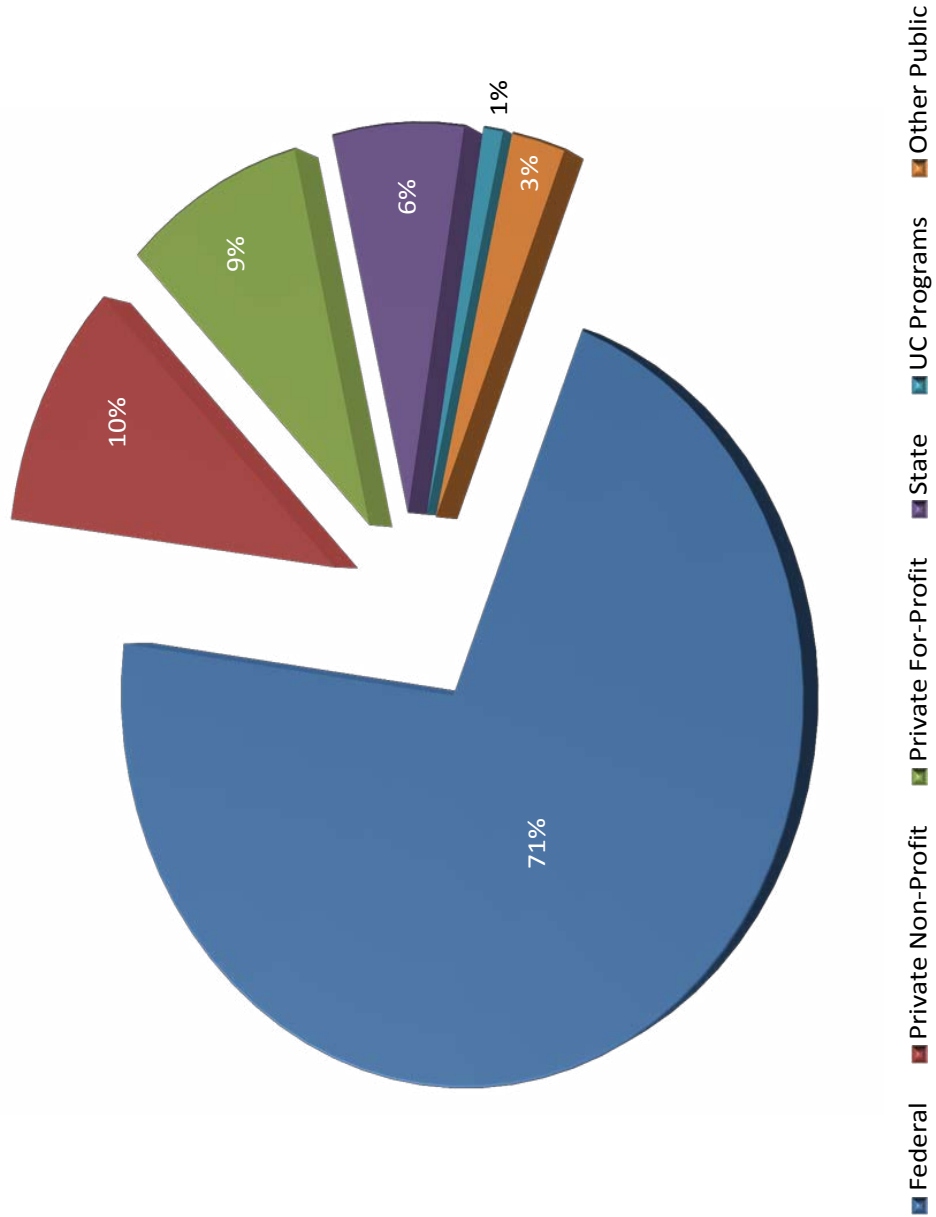
UCSF Proposals from All Sources 1998-99 to 2011-12
with % change since prior year
(dollars in millions)

| <i>FY</i> | <i>F&A Costs</i> | <i>% Change</i> | <i>Direct Costs</i> | <i>% Change</i> | <i>Total Proposed</i> | <i>% Change</i> | <i>Count*</i> | <i>% Change</i> |
|-----------|--------------------------|---------------------|-------------------------|---------------------|---------------------------|---------------------|---------------|---------------------|
| 1998-99 | \$104 | | \$446 | | \$550 | | 3,141 | |
| 1999-00 | \$112 | 8% | \$476 | 7% | \$588 | 7% | 3,273 | 4% |
| 2000-01 | \$125 | 12% | \$526 | 11% | \$651 | 11% | 3,132 | -4% |
| 2001-02 | \$151 | 21% | \$649 | 23% | \$800 | 23% | 3,469 | 11% |
| 2002-03 | \$154 | 2% | \$594 | -8% | \$748 | -7% | 3,624 | 4% |
| 2003-04 | \$179 | 16% | \$688 | 16% | \$867 | 16% | 3,927 | 8% |
| 2004-05 | \$209 | 17% | \$801 | 16% | \$1,010 | 16% | 4,230 | 8% |
| 2005-06 | \$236 | 13% | \$899 | 12% | \$1,135 | 12% | 4,460 | 5% |
| 2006-07 | \$239 | 1% | \$889 | -1% | \$1,128 | -1% | 4,866 | 9% |
| 2007-08 | \$240 | 0% | \$928 | 4% | \$1,168 | 4% | 4,829 | -1% |
| 2008-09 | \$346 | 44% | \$1,276 | 38% | \$1,622 | 39% | 5,901 | 22% |
| 2009-10 | \$320 | -8% | \$1,168 | -8% | \$1,488 | -8% | 5,495 | -7% |
| 2010-11 | \$308 | -11% | \$1,109 | -13% | \$1,417 | -13% | 5,146 | -13% |
| 2011-12 | \$329 | 3% | \$1,170 | 0% | \$1,498 | 1% | 5,618 | 2% |

Source: UCSF Office of Sponsored Research - 2/8/2013

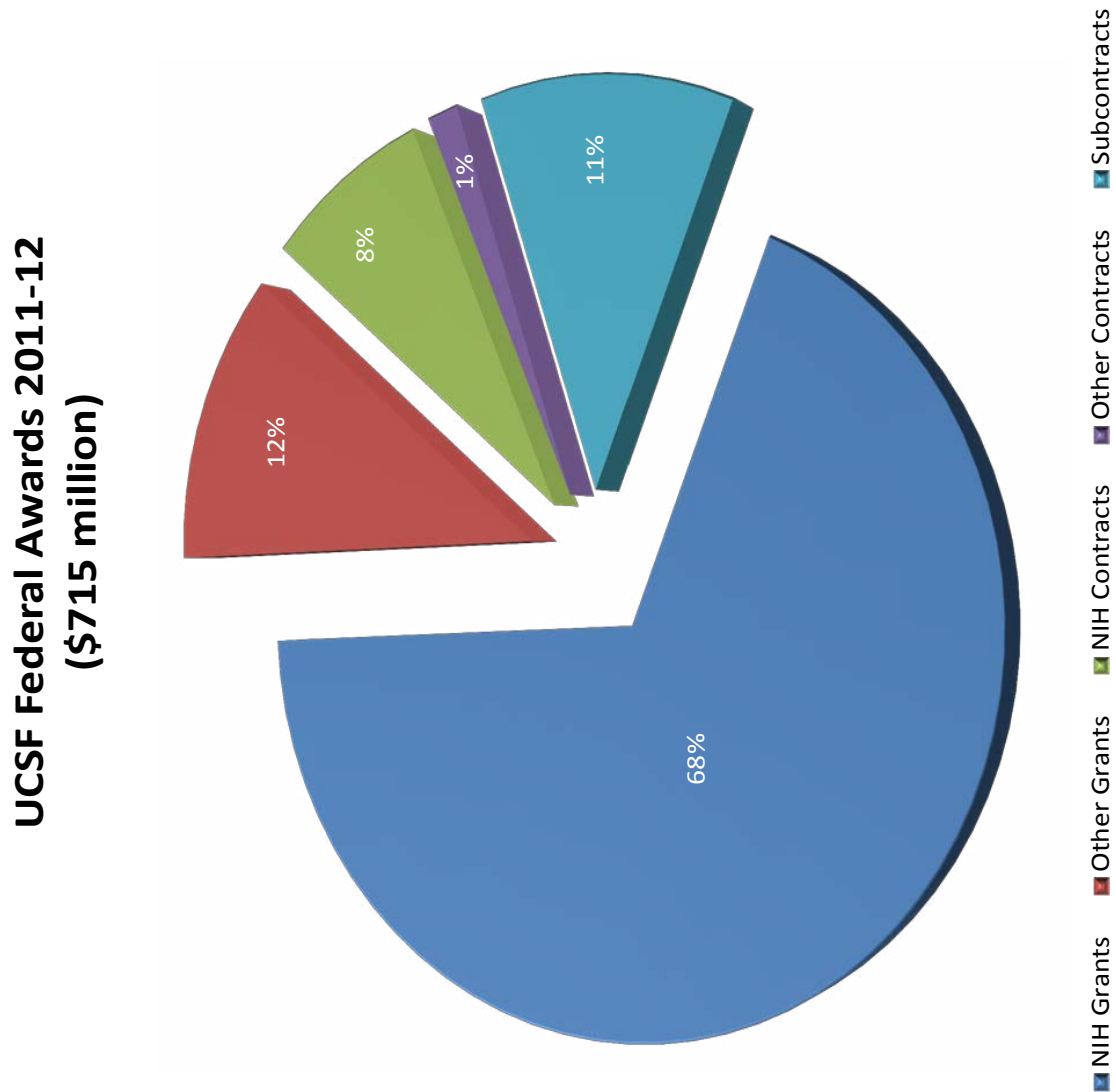
University of California, San Francisco
Institutional Profile - FY 2011-12
Sponsored Activity

UCSF Awards by Sponsor 2011-12
(\$1,008 million)



Source: UCSF Office of Sponsored Research - 2/08/2013

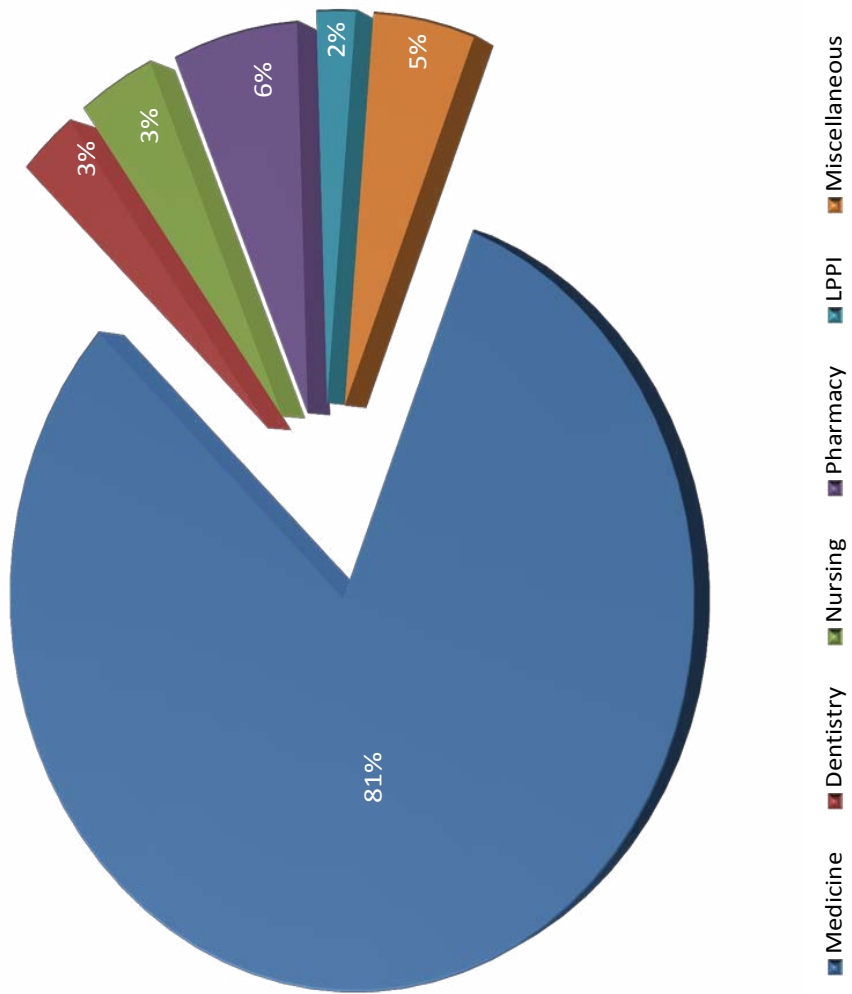
University of California, San Francisco
Institutional Profile - FY 2011-12
Sponsored Activity



Source: UCSF Office of Sponsored Research - 2/08/2013

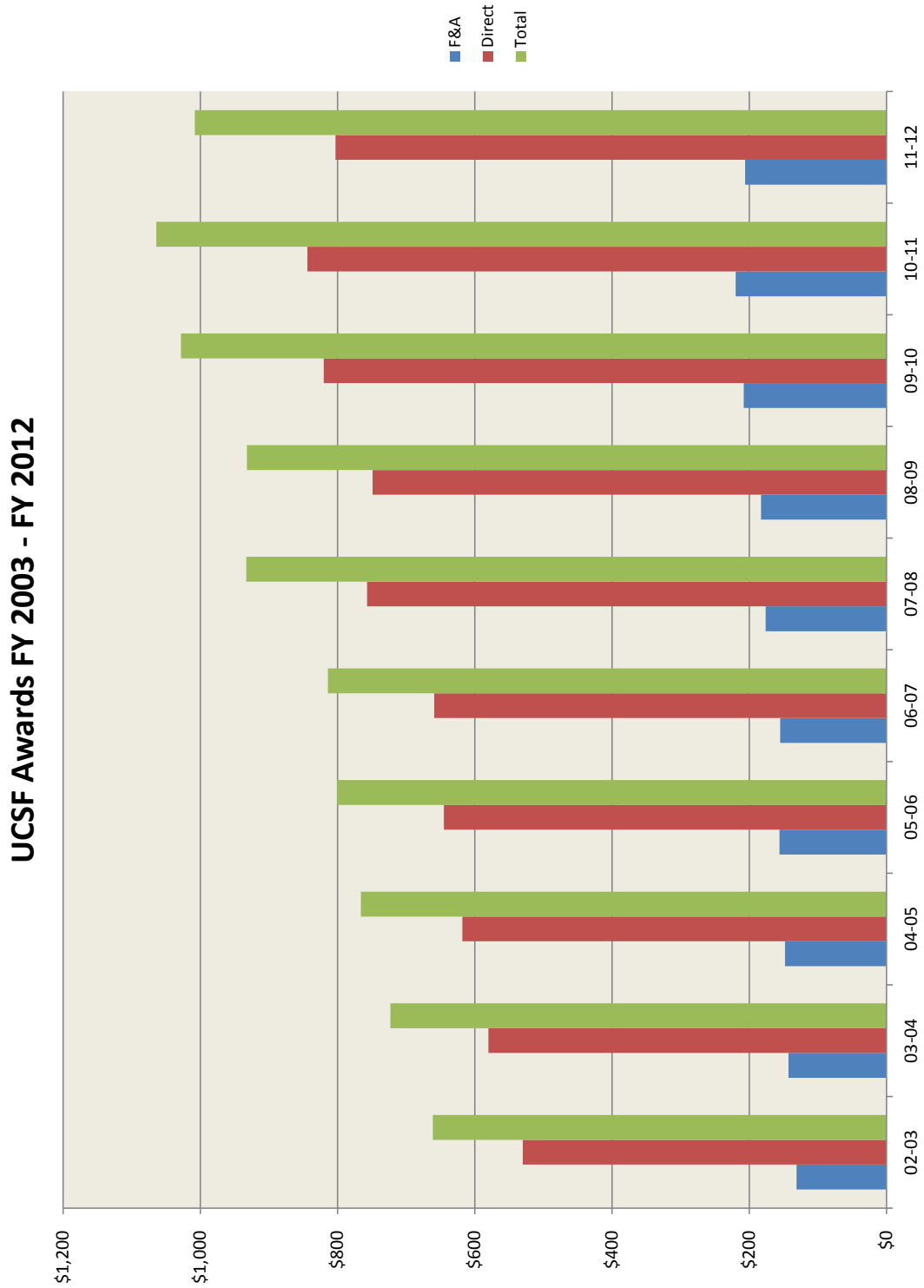
University of California, San Francisco
Institutional Profile - FY 2011-12
Sponsored Activity

UCSF Awards by School 2011-12
(\$1,008 million)



Source: UCSF Office of Sponsored Research - 2/08/2013

**University of California, San Francisco
Institutional Profile - FY 2011-12
Sponsored Activity**



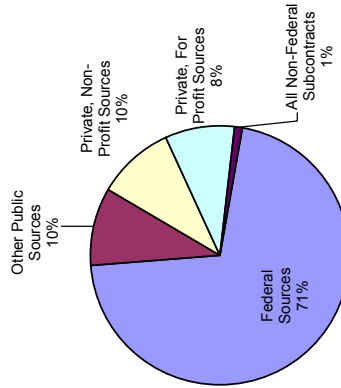
Source: UCSF Office of Sponsored Research - 2/08/2013

**University of California, San Francisco
Institutional Profile - FY 2011-12
Sponsored Activity**

**University of California, San Francisco
Extramural Award Trends
(Dollars in Millions)**

| | 2002-03 | 2003-04 | 2004-05 | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|
| Total Funds Awarded by Fiscal Year | | | | | | | | | | |
| Federal Sources (Grants, Contracts & Subcontracts) | \$489.5 | \$530.6 | \$563.2 | \$584.5 | \$576.9 | \$598.1 | \$632.4 | \$723.2 | \$761.7 | \$714.8 |
| Other Public Sources (State, City, et.) | \$61.1 | \$62.4 | \$59.3 | \$67.6 | \$71.3 | \$92.3 | \$97.3 | \$107.4 | \$102.7 | \$97.9 |
| Private, Non-Profit Sources | \$69.3 | \$83.3 | \$91.6 | \$97.5 | \$101.5 | \$133.8 | \$129.1 | \$119.5 | \$94.8 | \$97.5 |
| Private, For Profit Sources | \$34.4 | \$41.0 | \$46.8 | \$36.2 | \$53.3 | \$102.4 | \$62.9 | \$70.4 | \$94.7 | \$87.4 |
| All Non-Federal Subcontracts | \$6.3 | \$5.5 | \$5.3 | \$5.4 | \$4.5 | \$6.0 | \$10.1 | \$7.9 | \$10.7 | \$9.7 |
| Miscellaneous Agreement Types | \$0.0 | \$0.0 | \$0.0 | \$0.0 | \$0.9 | \$0.6 | \$0.5 | \$0.1 | \$0.0 | \$1.0 |
| Total by Fiscal Year: | \$660.6 | \$722.8 | \$766.2 | \$791.1 | \$807.5 | \$932.7 | \$932.2 | \$1028.4 | \$1064.6 | \$1008.3 |

FY 2011-12 Extramural Awards



**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

FINANCIAL DATA

This section contains information from the UCSF Financial Schedules.

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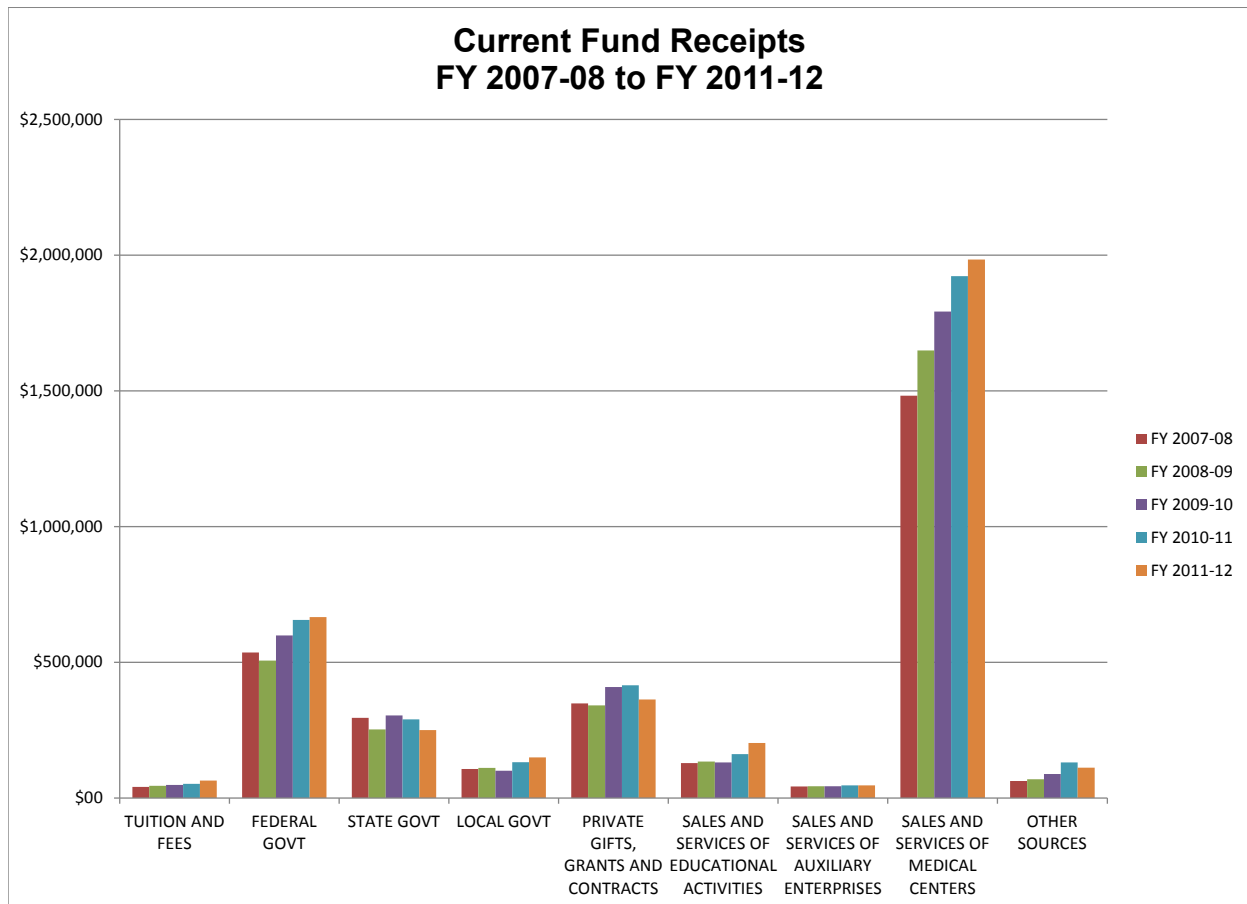
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**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**SCHEDULE 8A
CURRENT FUNDS RECEIPTS
(Dollars in Thousands)**

| | FY 2007-08 | FY 2008-09 | FY 2009-10 | FY 2010-11 | FY 2011-12 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| TUITION AND FEES | \$40,898 | \$44,991 | \$48,731 | \$52,345 | \$64,805 |
| FEDERAL GOVT | \$536,330 | \$506,353 | \$599,366 | \$655,927 | \$666,701 |
| STATE GOVT | \$295,635 | \$252,804 | \$304,564 | \$289,925 | \$250,240 |
| LOCAL GOVT | \$106,920 | \$110,986 | \$100,876 | \$131,756 | \$149,644 |
| PRIVATE GIFTS, GRANTS AND CONTRACTS | \$348,668 | \$341,156 | \$409,230 | \$415,108 | \$363,242 |
| SALES AND SERVICES OF EDUCATIONAL ACTIVITIES | \$128,565 | \$134,423 | \$131,598 | \$161,876 | \$202,594 |
| SALES AND SERVICES OF AUXILIARY ENTERPRISES | \$42,714 | \$43,430 | \$43,492 | \$46,928 | \$47,047 |
| SALES AND SERVICES OF MEDICAL CENTERS | \$1,481,761 | \$1,648,966 | \$1,791,907 | \$1,922,704 | \$1,983,300 |
| OTHER SOURCES | \$62,584 | \$68,949 | \$88,333 | \$131,590 | \$111,557 |
| TOTAL: | \$3,044,076 | \$3,152,057 | \$3,518,097 | \$3,808,159 | \$3,839,130 |

Source: UCSF Controller's Office

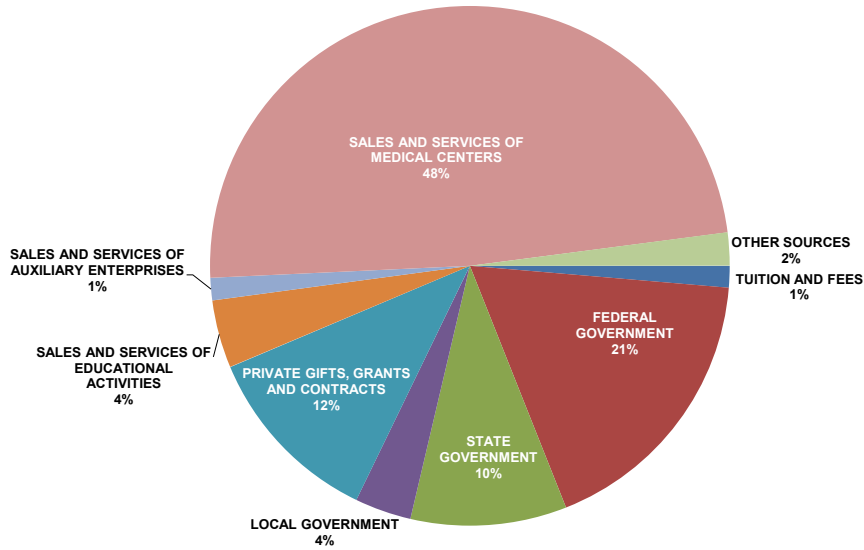


Source: UCSF financial schedules.

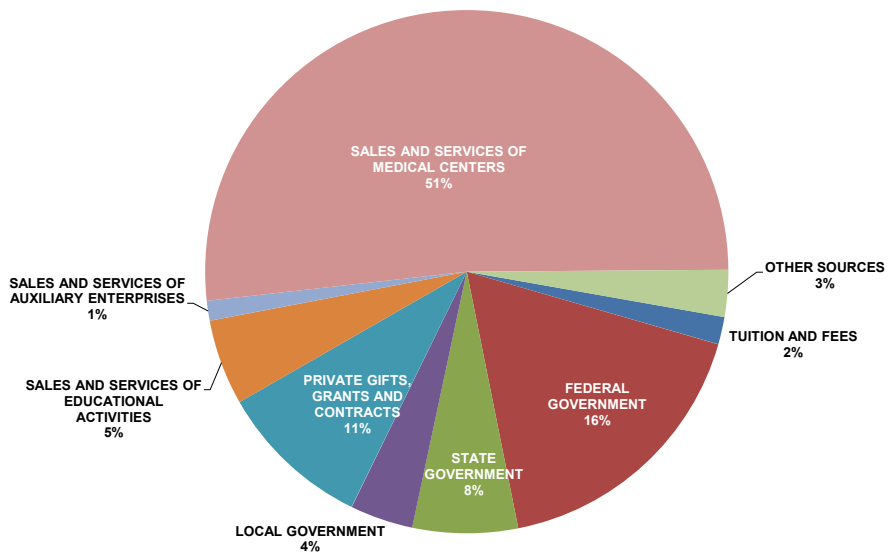
**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

5-Year Comparison of Current Fund Receipts

FY 2007-08



FY 2011-12



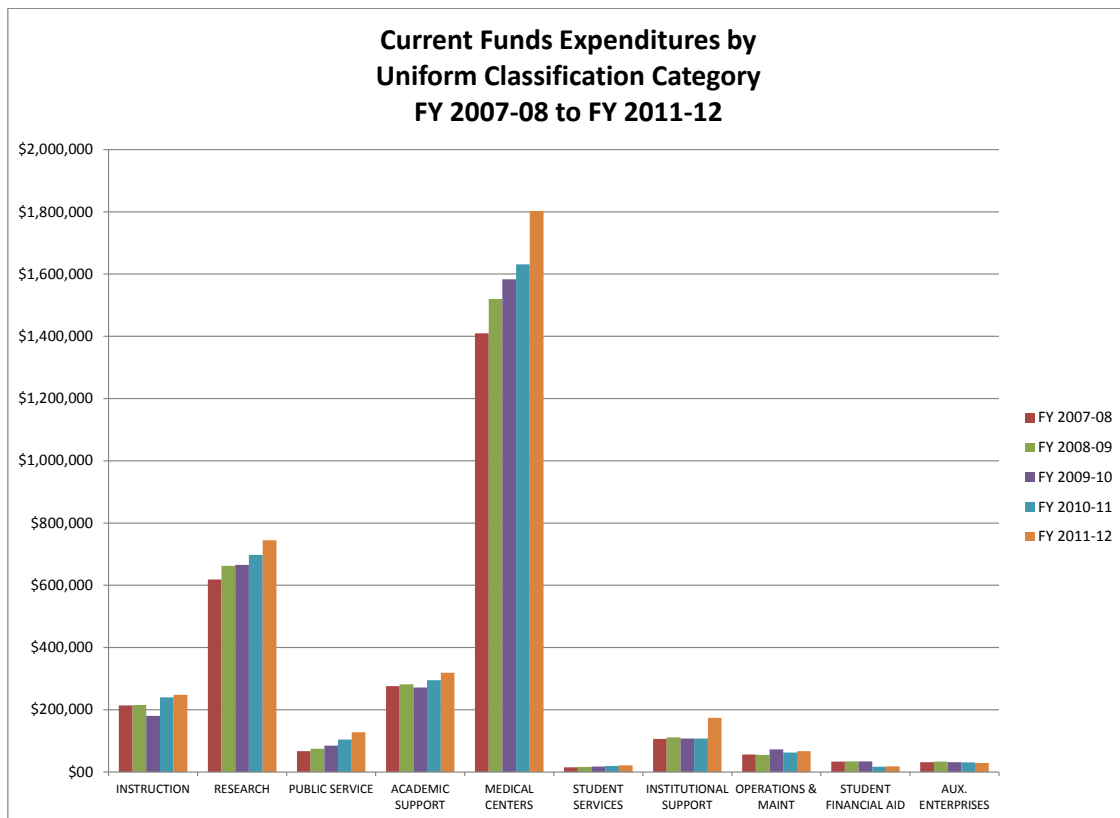
Source: UCSF financial schedules.

University of California, San Francisco Institutional Profile - FY 2011-12 Financial Data

SCHEDULE 8-B CURRENT FUNDS EXPENDITURES BY UNIFORM CLASSIFICATION CATEGORY (Dollars in Thousands)

| | FY 2007-08 | FY 2008-09 | FY 2009-10 | FY 2010-11 | FY 2011-12 |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| INSTRUCTION | \$213,984 | \$214,879 | \$180,117 | \$239,541 | \$247,801 |
| RESEARCH | \$618,250 | \$662,199 | \$665,367 | \$698,020 | \$744,900 |
| PUBLIC SERVICE | \$66,898 | \$74,520 | \$84,462 | \$104,568 | \$127,770 |
| ACADEMIC SUPPORT | \$276,168 | \$281,432 | \$271,208 | \$295,212 | \$319,170 |
| MEDICAL CENTERS | \$1,409,687 | \$1,519,637 | \$1,583,444 | \$1,631,346 | \$1,802,655 |
| STUDENT SERVICES | \$15,054 | \$16,321 | \$17,241 | \$19,475 | \$21,560 |
| INSTITUTIONAL SUPPORT | \$106,473 | \$110,986 | \$107,621 | \$107,217 | \$173,826 |
| OPERATIONS & MAINT | \$56,452 | \$54,990 | \$72,411 | \$62,502 | \$66,599 |
| STUDENT FINANCIAL AID | \$33,165 | \$34,122 | \$33,665 | \$16,903 | \$17,863 |
| AUX. ENTERPRISES | \$31,215 | \$33,248 | \$31,214 | \$31,112 | \$28,694 |
| TOTAL: | \$2,827,346 | \$3,002,334 | \$3,046,750 | \$3,205,895 | \$3,550,840 |

Source: UCSF Controller's Office

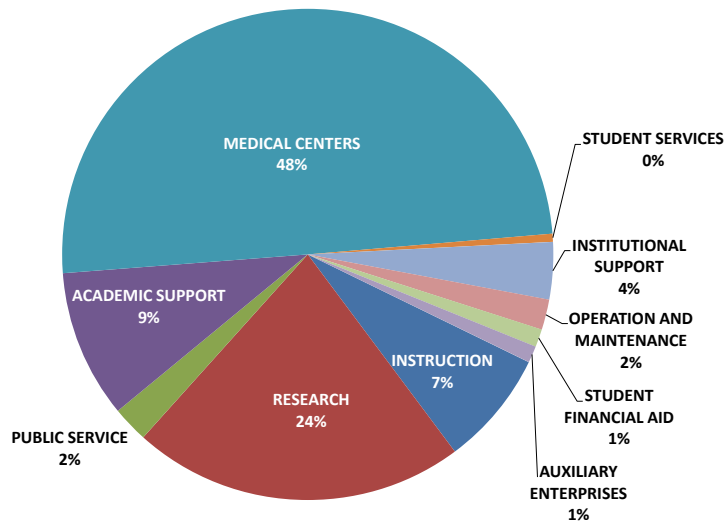


Source: UCSF financial schedules.

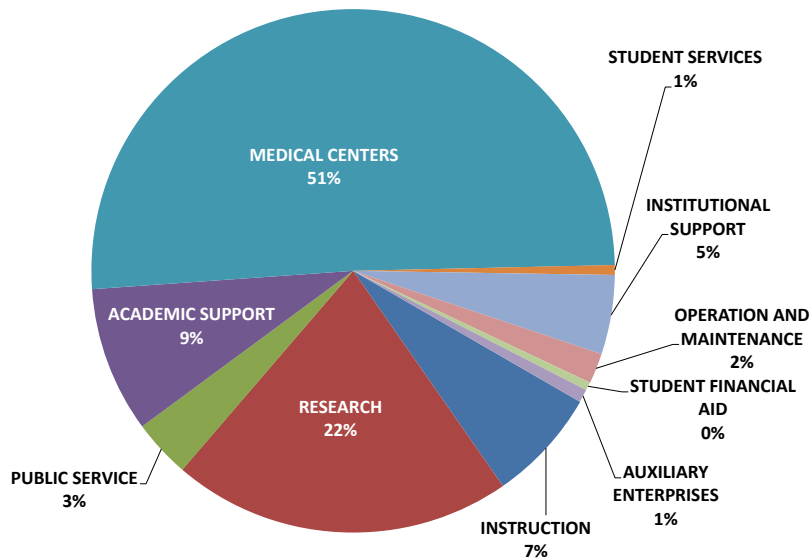
**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**5-Year Comparison of Current Expenditures by
Uniform Classification Category**

FY 2007-08



FY 2011-12



Source: UCSF financial schedules.

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**FY 2011-12 SCHEDULE 8-A
CURRENT FUNDS RECEIPTS
(Dollars in Thousands)**

| | Total | Unrestricted | | Restricted |
|--|-----------|--------------|------------|------------|
| | | General | Designated | |
| <u>TUITION AND FEES</u> | | | | |
| Regular session | \$ 93,297 | \$ 3,052 | \$ 90,245 | \$ - |
| Summer session | 3,058 | - | 3,058 | - |
| University extension and continuing education | - | - | - | - |
| Subtotal | 96,355 | 3,052 | 93,303 | - |
| Scholarship Allowance | (31,550) | - | (31,550) | - |
| Total | 64,805 | 3,052 | 61,753 | - |
| <u>FEDERAL GOVERNMENT</u> | | | | |
| Appropriations | 24,567 | - | - | 24,567 |
| Grants | 572,610 | - | 128,873 | 443,737 |
| Contracts | 69,523 | - | 12,213 | 57,311 |
| Total | 666,701 | - | 141,086 | 525,615 |
| <u>STATE GOVERNMENT</u> | | | | |
| Appropriations | 177,927 | 177,927 | - | - |
| Contracts | 72,313 | - | 5,941 | 66,372 |
| Total | 250,240 | 177,927 | 5,941 | 66,372 |
| <u>LOCAL GOVERNMENT</u> | | | | |
| | 149,644 | - | 2,456 | 147,188 |
| <u>PRIVATE GIFTS, GRANTS AND CONTRACTS</u> | | | | |
| | 363,242 | - | 41,926 | 321,316 |
| <u>SALES AND SERVICES OF EDUCATIONAL ACTIVITIES</u> | | | | |
| | 202,594 | - | 202,594 | - |

Source: UCSF Controller's Office - 9/26/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**FY 2011-12 SCHEDULE 8-A
CURRENT FUNDS RECEIPTS
(Dollars in Thousands)**

| | Total | Unrestricted | | Restricted |
|--|--------------|--------------|--------------|--------------|
| | | General | Designated | |
| <u>SALES AND SERVICES OF AUXILIARY ENTERPRISES</u> | | | | |
| Intercollegiate athletics | - | - | - | - |
| Parking operations | 14,276 | - | 14,276 | - |
| Residence and dining halls | 14,808 | - | 14,808 | - |
| Student union and bookstore | 16,573 | - | 16,573 | - |
| Other | 1,391 | - | 1,391 | - |
| Subtotal | 47,047 | - | 47,047 | - |
| Scholarship Allowance | - | - | - | - |
| Total | 47,047 | - | 47,047 | - |
| <u>SALES AND SERVICES OF MEDICAL CENTERS</u> | 1,983,300 | - | 1,983,300 | - |
| <u>OTHER SOURCES</u> | | | | |
| Service enterprises | 3,395 | - | 3,395 | - |
| Other | 108,162 | 35 | 108,127 | - |
| Subtotal | 111,557 | 35 | 111,522 | - |
| Scholarship Allowance | - | - | - | - |
| Total | 111,557 | 35 | 111,522 | - |
| Total Current Funds Receipts | \$ 3,839,130 | \$ 181,014 | \$ 2,597,626 | \$ 1,060,491 |

Source: UCSF Controller's Office - 9/26/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**FY 2011-12 SCHEDULE 8-B
CURRENT FUNDS EXPENDITURES
BY UNIFORM CLASSIFICATION CATEGORY
(Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|-----------------------------------|----------------|---------------|----------------|----------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| INSTRUCTION | | | | | | | |
| GENERAL ACADEMIC | | | | | | | |
| Health professions | | | | | | | |
| Medicine | \$ 181,961 | \$ 50,064 | \$ 60,696 | \$ 71,201 | \$ 369,244 | \$ 55,332 | \$ 242,615 |
| Dentistry | 26,184 | 10,239 | 14,721 | 1,225 | 17,029 | 9,155 | 0 |
| Nursing | 17,173 | 7,966 | 3,937 | 5,270 | 11,062 | 6,115 | 4 |
| Pharmacy | 21,639 | 8,883 | 10,165 | 2,591 | 15,317 | 7,385 | 1,063 |
| NeuroPsych | 3,710 | - | 1,521 | 2,189 | 2,125 | 1,608 | 23 |
| Interdisciplinary studies | 330 | (14,078) | 10,175 | 4,233 | 281 | 13,284 | 13,235 |
| Employee Benefits | 412 | 412 | - | - | - | 412 | - |
| Compensated absences accrual | (1,539) | (2,683) | 1,265 | (121) | (1,447) | (93) | - |
| Total | 249,871 | 60,802 | 102,480 | 86,589 | 413,612 | 93,199 | 256,940 |
| SUMMER SESSION | 739 | - | 739 | - | - | 739 | - |
| EDUCATIONAL FEE EXPENSE PRORATION | - | - | - | - | - | - | - |
| Subtotal | 250,610 | 60,802 | 103,219 | 86,589 | 413,612 | 93,938 | 256,940 |
| ELIMINATED CAPITAL EXPENDITURES | (2,809) | (36) | (2,004) | (769) | - | (2,809) | - |
| Total Instruction | 247,801 | 60,766 | 101,215 | 85,820 | 413,612 | 91,129 | 256,940 |
| RESEARCH | | | | | | | |
| INSTITUTES AND RESEARCH CENTERS | | | | | | | |
| Health professions | | | | | | | |
| Medicine | 153,605 | 3,094 | 7,867 | 142,643 | 66,698 | 87,186 | 279 |
| Other | 30,417 | 16 | 458 | 29,943 | 14,983 | 15,444 | 10 |
| Compensated absences accrual | 897 | (308) | 2,059 | (854) | (355) | 1,252 | - |
| Total | 184,918 | 2,802 | 10,384 | 171,732 | 81,326 | 103,882 | 289 |
| INDIVIDUAL OR PROJECT RESEARCH | | | | | | | |
| Health professions | | | | | | | |
| Medicine | 488,917 | 4,485 | 28,210 | 456,222 | 217,598 | 271,358 | 39 |
| Dentistry | 16,207 | 48 | 475 | 15,685 | 8,149 | 8,058 | 0 |
| Nursing | 9,468 | 24 | 28 | 9,416 | 5,523 | 3,945 | 0 |
| Pharmacy | 34,773 | 265 | 1,001 | 33,507 | 16,995 | 17,778 | (0) |
| Other | 20,883 | 6 | (3) | 20,879 | 9,156 | 11,726 | - |
| Employee Benefits | 19 | 19 | - | - | - | 19 | - |
| Interdisciplinary studies | 7,767 | 732 | 1,482 | 5,552 | 3,077 | 4,689 | - |
| Total | 578,034 | 5,579 | 31,193 | 541,261 | 260,498 | 317,575 | 39 |
| Subtotal | 762,952 | 8,382 | 41,577 | 712,993 | 341,823 | 421,456 | 328 |

Source: UCSF Controller's Office - 9/26/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data

FY 2011-12 SCHEDULE 8-B
CURRENT FUNDS EXPENDITURES
BY UNIFORM CLASSIFICATION CATEGORY
(Dollars in Thousands)

| | Current Funds | | | Distribution | | | |
|---|---------------|--------------|------------|--------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| ELIMINATED CAPITAL EXPENDITURES | (18,052) | (246) | (1,908) | (15,899) | - | (18,052) | - |
| Total Research | 744,900 | 8,136 | 39,669 | 697,095 | 341,823 | 403,404 | 328 |
| PUBLIC SERVICE | | | | | | | |
| COMMUNITY SERVICE | | | | | | | |
| Arts and lectures | 105 | - | 66 | 39 | 76 | 30 | 1 |
| Community service projects | 541 | - | - | 541 | 361 | 180 | - |
| Work study program-contracting agencies | 203 | - | 54 | 150 | 199 | 4 | - |
| Other | 112,121 | 860 | 3,394 | 107,867 | 72,756 | 39,364 | (0) |
| Employee Benefits | 2 | 2 | - | - | - | 2 | - |
| Compensated absences accrual | (353) | (38) | 165 | (479) | (331) | (21) | - |
| Subtotal | 112,619 | 823 | 3,679 | 108,118 | 73,061 | 39,559 | 1 |
| UCOP ASSESSMENT 620205 | 15,172 | 15,172 | - | - | - | 30,344 | 15,172 |
| ELIMINATED CAPITAL EXPENDITURES | (21) | - | - | (21) | - | (21) | - |
| Total Public Services | 127,770 | 15,995 | 3,679 | 108,097 | 73,061 | 69,881 | 15,173 |
| ACADEMIC SUPPORT | | | | | | | |
| LIBRARIES | 7,124 | 4,527 | 1,937 | 659 | 3,953 | 3,503 | 332 |
| AUDIO VISUAL SERVICES | 281 | - | 281 | - | 298 | 179 | 196 |
| COMPUTING SUPPORT | 203 | 80 | (0) | 123 | 54 | 148 | - |
| COMPENSATED ABSENCES ACCRUAL | 1,333 | (27) | 1,260 | 101 | 1,253 | 80 | - |
| EMPLOYEE BENEFITS | 55 | 55 | - | - | - | 55 | - |
| EDUCATIONAL FEE EXPENSE PRORATION | - | - | - | - | - | - | - |
| ANCILLARY SUPPORT | | | | | | | |
| Dental clinics | 11,800 | 5 | 11,558 | 236 | 4,681 | 7,119 | - |
| Neuropsychiatric institute | 30,375 | 9,958 | 18,483 | 1,934 | 18,421 | 11,978 | 23 |
| Medical laboratories | 11,684 | 244 | 11,292 | 148 | 4,354 | 8,360 | 1,030 |
| Vivarium | 1,338 | - | 383 | 955 | 8,589 | 20,609 | 27,860 |
| Other | 219,451 | 1,814 | 119,702 | 97,935 | 182,634 | 103,610 | 66,793 |
| Total | 274,648 | 12,021 | 161,418 | 101,209 | 218,679 | 151,675 | 95,706 |
| ACADEMIC ADMINISTRATION | 28,077 | 9,223 | 16,163 | 2,690 | 13,537 | 9,365 | (5,175) |

Source: UCSF Controller's Office - 9/26/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data

FY 2011-12 SCHEDULE 8-B
CURRENT FUNDS EXPENDITURES
BY UNIFORM CLASSIFICATION CATEGORY
(Dollars in Thousands)

| | Current Funds | | | Distribution | | | |
|---|---------------|--------------|------------|--------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| Subtotal | 297,818 | 28,539 | 173,679 | 95,601 | 226,873 | 161,909 | 90,964 |
| UCOP ASSESSMENT 430205 | 10,574 | 6,231 | 4,343 | | | 21,148 | 10,574 |
| ELIMINATED CAPITAL EXPENDITURES | (3,125) | (191) | (1,402) | (1,532) | - | (3,125) | - |
| Total Academic Support | 319,170 | 31,919 | 184,001 | 103,250 | 237,774 | 183,029 | 101,633 |
| <u>MEDICAL CENTERS</u> | 1,926,273 | 4,387 | 1,918,141 | 3,745 | 792,865 | 1,221,726 | 88,318 |
| UCOP ASSESSMENT 420205 | 3,391 | | 3,391 | | | 6,782 | 3,391 |
| ELIMINATED CAPITAL EXPENDITURES | (127,009) | - | (127,009) | - | (47,338) | (79,671) | - |
| Total Medical Centers | 1,802,655 | 4,387 | 1,794,523 | 3,745 | 745,527 | 1,148,837 | 91,709 |
| <u>STUDENT SERVICES</u> | | | | | | | |
| <u>ADMINISTRATION</u> | | | | | | | |
| Deans of students and vice chancellor-student affairs | 2,113 | 1,479 | 600 | 35 | 1,236 | 1,414 | 537 |
| <u>SOCIAL AND CULTURAL ACTIVITIES</u> | | | | | | | |
| Cultural programs | 256 | - | 211 | 45 | 112 | 144 | - |
| Housing service | 16 | - | 16 | - | - | 16 | - |
| Other social services | 1,198 | - | 1,026 | 173 | 533 | 665 | - |
| Public ceremonies | 5 | - | - | 5 | 5 | 0 | - |
| Benefits | 15 | 15 | - | - | - | 15 | - |
| Recreational programs | 294 | - | 294 | - | 140 | 153 | - |
| Total | 1,784 | 15 | 1,546 | 223 | 790 | 994 | - |
| <u>FINANCIAL AID ADMINISTRATION</u> | | | | | | | |
| ADMINISTRATION | 329 | (0) | 329 | - | 179 | 150 | - |
| <u>STUDENT ADMISSIONS AND RECORDS</u> | | | | | | | |
| Admissions | (0) | - | (0) | - | - | (0) | - |
| Registrar | 5,190 | 3,175 | 1,935 | 79 | 3,783 | 1,979 | 573 |
| Total | 5,190 | 3,175 | 1,935 | 79 | 3,783 | 1,979 | 573 |
| <u>COMPENSATED ABSENCES ACCRUAL</u> | | | | | | | |
| ACCRUAL | (99) | (52) | (38) | (9) | (93) | (6) | - |
| <u>EDUCATIONAL FEE EXPENSE PRORATION</u> | | | | | | | |
| PRORATION | - | (5,144) | 5,144 | - | - | - | - |
| <u>STUDENT HEALTH SERVICES</u> | | | | | | | |
| STUDENT HEALTH SERVICES | 9,019 | 526 | 8,267 | 225 | 2,280 | 6,740 | - |
| Subtotal | 18,336 | (0) | 17,783 | 553 | 8,175 | 11,271 | 1,110 |
| UCOP ASSESSMENT 680205 | 3,661 | | 3,661 | | | 7,322 | 3,661 |
| ELIMINATED CAPITAL EXPENDITURES | (436) | - | (436) | - | - | (436) | - |
| Total Student Services | 21,560 | (0) | 21,007 | 553 | 8,175 | 18,156 | 4,771 |

Source: UCSF Controller's Office - 9/26/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**FY 2011-12 SCHEDULE 8-B
CURRENT FUNDS EXPENDITURES
BY UNIFORM CLASSIFICATION CATEGORY
(Dollars in Thousands)**

| | Current Funds | | | Restricted | Distribution | | |
|--|---------------|---------------|---------------|------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| INSTITUTIONAL SUPPORT | | | | | | | |
| EXECUTIVE MANAGEMENT | | | | | | | |
| Chancellors and vice-chancellors | 14,553 | 9,069 | 4,672 | 812 | 12,129 | 6,855 | 4,431 |
| Academic senate secretariat | 166 | 166 | - | - | 146 | 20 | - |
| Planning and budgeting | 10,873 | 4,952 | 5,921 | - | 9,047 | 7,151 | 5,325 |
| Total | 25,592 | 14,187 | 10,593 | 812 | 21,323 | 14,026 | 9,756 |
| FISCAL OPERATIONS | | | | | | | |
| Controller's office | 9,709 | 7,435 | 2,274 | - | 9,443 | 2,113 | 1,847 |
| Auditing-internal and external | 96 | - | 96 | - | - | 96 | - |
| Bad debt write-off | 67 | - | 67 | - | - | 67 | - |
| Cashiers | - | - | - | - | - | - | - |
| Office of research affairs | 9,699 | 6,705 | 2,926 | 67 | 8,062 | 2,129 | 492 |
| Total | 19,571 | 14,141 | 5,363 | 67 | 17,505 | 4,405 | 2,339 |
| GENERAL ADMINISTRATION SERVICES | | | | | | | |
| Computer Centers | - | - | - | - | - | - | - |
| Environmental health and safety | 3,932 | 2,952 | 980 | - | 3,258 | 3,120 | 2,446 |
| Academic & admin info systems | 30,155 | 16,249 | 13,906 | - | 17,333 | 20,555 | 7,733 |
| Personnel | 11,631 | 4,767 | 6,862 | 3 | 14,092 | 9,674 | 12,134 |
| Other (inc Assessment 720360) | 27,460 | (15,811) | 43,130 | 142 | 3,826 | 33,992 | 10,357 |
| Total | 73,179 | 8,157 | 64,877 | 145 | 38,508 | 67,341 | 32,670 |
| LOGISTICAL SERVICES | | | | | | | |
| Capital projects management | 1,068 | 24 | 1,044 | - | 2,267 | 3,276 | 4,475 |
| Communications | (682) | - | (682) | - | 548 | 3,677 | 4,907 |
| Transportation services | 7,551 | - | 7,551 | - | 3,841 | 8,748 | 5,038 |
| Mailing division | 909 | - | 909 | - | 1,091 | 3,616 | 3,798 |
| Materiel management | 5,151 | 345 | 4,806 | - | 3,801 | 5,429 | 4,079 |
| Police | 8,357 | 2,157 | 6,191 | 9 | 7,999 | 4,104 | 3,747 |
| Reprographics | 2,081 | - | 2,081 | - | 1,808 | 4,085 | 3,812 |
| Total | 24,434 | 2,526 | 21,900 | 9 | 21,356 | 32,936 | 29,857 |
| COMMUNITY RELATIONS | | | | | | | |
| Development | 19,430 | 1,049 | 17,829 | 552 | 13,794 | 11,871 | 6,234 |
| Public information | 648 | 592 | 56 | - | 742 | 504 | 598 |
| Publications | - | - | - | - | - | - | - |
| Total | 20,079 | 1,642 | 17,885 | 552 | 14,536 | 12,375 | 6,832 |
| EMPLOYEE BENEFITS | | | | | | | |
| | 893 | 188 | 705 | - | 680 | 213 | - |
| COMPENSATED ABSENCES ACCRUAL | | | | | | | |
| | 1,369 | (233) | 1,618 | (16) | 1,245 | 124 | - |

Source: UCSF Controller's Office - 9/26/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**FY 2011-12 SCHEDULE 8-B
CURRENT FUNDS EXPENDITURES
BY UNIFORM CLASSIFICATION CATEGORY
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|---|---------------|--------------|------------|--------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| EDUCATIONAL FEE EXPENSE PRORATION | - | - | - | - | - | - | - |
| Subtotal | 165,116 | 40,608 | 122,940 | 1,568 | 115,152 | 131,419 | 81,455 |
| UCOP ASSESSMENT 720205 | 9,968 | | 9,968 | | | 19,936 | 9,968 |
| ELIMINATED CAPITAL EXPENDITURES | (1,258) | (341) | (917) | - | - | (1,258) | - |
| Total Institutional Support | 173,826 | 40,267 | 131,991 | 1,568 | 115,152 | 150,096 | 91,423 |
| OPERATION AND MAINTENANCE | | | | | | | |
| OF PLANT | | | | | | | |
| Administration | 1,796 | 1,898 | (102) | - | 3,279 | 4,551 | 6,033 |
| Building maintenance, major repairs and alterations | 26,526 | 14,968 | 11,505 | 52 | 6,103 | 28,854 | 8,431 |
| Grounds maintenance | 1,313 | 1,344 | (31) | - | 497 | 1,171 | 355 |
| Janitorial service | 11,543 | 11,131 | 413 | - | 6,126 | 7,703 | 2,286 |
| Plant service | (3,406) | - | (3,406) | - | 1,781 | (491) | 4,697 |
| Refuse disposal | 1,716 | 1,613 | 102 | - | - | 2,059 | 343 |
| Utilities | 24,848 | 24,433 | 416 | - | 69 | 37,090 | 12,311 |
| Compensated absences accrual | (239) | 246 | (486) | - | (252) | 13 | - |
| Educational fee expense proration | - | 5,144 | (5,144) | - | - | - | - |
| Subtotal | 64,097 | 60,777 | 3,267 | 52 | 17,602 | 80,951 | 34,456 |
| UCOP ASSESSMENT 640205 | 4,945 | 4,945 | - | | | 9,890 | 4,945 |
| ELIMINATED CAPITAL EXPENDITURES | (2,443) | - | (2,443) | - | - | (2,443) | - |
| Total Operation and Maintenance of Plant | 66,599 | 65,722 | 824 | 52 | 17,602 | 88,398 | 39,401 |
| STUDENT FINANCIAL AID | | | | | | | |
| Scholarship Allowance | \$ (31,550) | - | (31,550) | - | - | (31,550) | - |
| Total Student Financial Aid | \$ 17,863 | 670 | (7,928) | 25,122 | - | 17,863 | (0) |

Source: UCSF Controller's Office - 9/26/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**FY 2011-12 SCHEDULE 8-B
CURRENT FUNDS EXPENDITURES
BY UNIFORM CLASSIFICATION CATEGORY
(Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|----------------------------------|---------------|--------------|--------------|--------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| AUXILIARY ENTERPRISES | | | | | | | |
| Apartments | 2,833 | - | 2,833 | - | 155 | 2,684 | 5 |
| Bookstores | 803 | - | 803 | - | 177 | 706 | 80 |
| Residence halls | 3,227 | - | 3,227 | - | 710 | 4,023 | 1,505 |
| Parking | 4,861 | - | 4,861 | - | 2,909 | 5,010 | 3,058 |
| Compensated absences accrual | (129) | 1 | (130) | - | (121) | (8) | - |
| Other | 17,190 | 137 | 17,025 | 28 | 10,041 | 20,203 | 13,055 |
| Subtotal | 28,786 | 138 | 28,620 | 28 | 13,871 | 32,618 | 17,703 |
| UCOP ASSESSMENT 760205 | - | - | - | - | - | 51 | 51 |
| ELIMINATED CAPITAL EXPENDITURES | (92) | - | (92) | - | - | (92) | - |
| Total Auxiliary Enterprises | 28,694 | 138 | 28,529 | 28 | 13,871 | 32,578 | 17,754 |
| Total Current Funds Expenditures | \$ 3,550,840 | \$ 228,001 | \$ 2,297,509 | \$ 1,025,330 | \$ 1,966,598 | \$ 2,203,373 | \$ 619,131 |

Source: UCSF Controller's Office - 9/26/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**SCHEDULE 8C - FY 2011-12
CURRENT FUNDS EXPENDITURES BY DEPARTMENT
(Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--|---------------|---------------|---------------|---------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| SCHOOL OF DENTISTRY | | | | | | | |
| INSTRUCTION | | | | | | | |
| Educational services | \$ 4,808 | \$ 0 | \$ 4,736 | \$ 72 | \$ 1,953 | \$ 2,855 | \$ 0 |
| Cell and tissue biology | 2,344 | 1,475 | 610 | 259 | 1,547 | 798 | - |
| Oral and maxillofacial surgery | 2,048 | 934 | 1,001 | 114 | 1,326 | 722 | - |
| Orofacial sciences | 6,494 | 2,947 | 3,056 | 490 | 4,563 | 1,931 | - |
| Preventive and restorative dental sciences | 10,490 | 4,882 | 5,318 | 290 | 7,813 | 2,677 | - |
| Inter-school services | - | - | - | - | - | - | - |
| Total | 26,184 | 10,239 | 14,721 | 1,225 | 17,202 | 8,983 | 0 |
| RESEARCH | | | | | | | |
| Dentistry | 16,207 | 48 | 475 | 15,685 | 8,245 | 7,962 | 0 |
| PUBLIC SERVICE | | | | | | | |
| Dental public services | 5,588 | - | 369 | 5,218 | 1,915 | 3,673 | - |
| ACADEMIC SUPPORT | | | | | | | |
| Dean's office | 11,653 | 2,002 | 9,039 | 611 | 6,179 | 6,090 | 616 |
| Dentistry clinic | 11,800 | 5 | 11,558 | 236 | 4,721 | 7,079 | - |
| Total | 23,453 | 2,007 | 20,598 | 848 | 10,900 | 13,169 | 616 |
| Total School of Dentistry | 71,432 | 12,294 | 36,163 | 22,975 | 38,261 | 33,787 | 616 |
| SCHOOL OF MEDICINE | | | | | | | |
| INSTRUCTION | | | | | | | |
| Academic services | (2,132) | 101 | (2,720) | 487 | 805 | 345 | 3,283 |
| AIDS research institute | - | - | - | - | - | - | - |
| Area Health Education Center | - | - | - | - | - | - | - |
| Anatomy | 4,927 | 2,510 | 1,036 | 1,381 | 3,524 | 1,404 | - |
| Anesthesia and perioperative care | 11,301 | 1,393 | 9,177 | 731 | 9,860 | 1,441 | - |
| Anthropology, history and social med. | 1,045 | 602 | 388 | 55 | 712 | 333 | - |
| Biochemistry and biophysics | 8,378 | 3,266 | 1,942 | 3,170 | 5,055 | 3,323 | (1) |
| Bioengineering | 523 | 326 | 131 | 66 | 347 | 176 | - |
| Center for health and community | 1,747 | 93 | (64) | 1,719 | 1,197 | 551 | - |
| Clinical and translational science inst. | 28 | - | 28 | - | - | 28 | - |
| Dermatology | 1,286 | 765 | 3 | 518 | 8,109 | 2,581 | 9,404 |
| Educational services | 16,458 | 506 | 14,297 | 1,655 | 14,169 | 2,290 | (0) |
| Emergency medicine | 1,086 | - | 952 | 134 | 6,219 | 1,875 | 7,008 |
| Epidemiology and biostatistics | 4,534 | 1,487 | 1,952 | 1,095 | 2,796 | 1,738 | (0) |
| Family and community medicine | 4,228 | 1,299 | 1,149 | 1,780 | 4,490 | (263) | 0 |
| Institute for human genetics | 1,322 | 168 | 778 | 376 | 969 | 352 | - |
| Helen Diller family cancer center | 3,751 | - | 842 | 2,909 | 1,819 | 1,932 | - |
| Hooper foundation | 214 | - | 53 | 162 | 96 | 118 | - |

Source: UCSF Controller's Office - 12/5/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**SCHEDULE 8C - FY 2011-12
CURRENT FUNDS EXPENDITURES BY DEPARTMENT
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--|----------------|---------------|---------------|---------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| INSTRUCTION - Continued | | | | | | | |
| Institute for regeneration medicine | - | - | - | - | - | - | - |
| Cardiovascular research institute | 3,463 | 46 | 926 | 2,491 | 2,807 | 657 | - |
| Diabetes center | 1,689 | 15 | 528 | 1,145 | 1,035 | 654 | - |
| Phillip R. Lee institute for health policy stu | 795 | (0) | 334 | 461 | 780 | 16 | 0 |
| Laboratory medicine | 3,413 | 1,223 | 1,352 | 838 | 8,066 | (1,118) | 3,535 |
| Malpractice insurance | 852 | 178 | 673 | - | - | 852 | - |
| Fresno medical programs | 32,121 | 4,009 | 26,636 | 1,476 | 19,950 | 12,171 | - |
| Medical ethics | 47 | 42 | 5 | - | 32 | 15 | - |
| Medicine | 27,848 | 7,932 | 5,993 | 13,922 | 67,473 | 2,653 | 42,278 |
| Microbiology and immunology | 3,369 | 1,321 | 949 | 1,099 | 2,250 | 1,119 | - |
| Neurological surgery | 1,821 | 764 | 321 | 735 | 12,154 | 2,283 | 12,616 |
| Neurology | 5,340 | 1,388 | 781 | 3,170 | 7,737 | 1,813 | 4,211 |
| Obstetrics, gynecology and reprod sci | 11,549 | 1,851 | 1,136 | 8,561 | 15,803 | 9,536 | 13,791 |
| Ophthalmology | 1,516 | 1,046 | 28 | 442 | 5,481 | 2,025 | 5,991 |
| Orthopaedic surgery | 4,643 | 1,135 | 3,090 | 418 | 13,223 | 4,185 | 12,765 |
| Osher Center for integrative medicine | 1,088 | - | 292 | 796 | 827 | 261 | - |
| Otolaryngology | 2,110 | 709 | 1,227 | 173 | 6,113 | 1,738 | 5,740 |
| Pathology | 20,114 | 2,534 | 16,985 | 596 | 24,125 | 12,204 | 16,215 |
| Pediatrics | 3,281 | 3,226 | (5,021) | 5,076 | 27,081 | 1,767 | 25,567 |
| Cellular and molecular pharmacology | 4,289 | 1,725 | 958 | 1,607 | 2,904 | 1,385 | - |
| Physical therapy and rehab sciences | 1,967 | 269 | 1,583 | 115 | 922 | 1,269 | 224 |
| Physiology | 4,694 | 2,048 | 1,221 | 1,426 | 3,014 | 1,680 | (0) |
| Program in biological studies | 2 | - | 2 | - | - | 2 | - |
| Psychiatry | 3,568 | 2,372 | (599) | 1,796 | 9,852 | (1,655) | 4,628 |
| Radiation oncology | (6,053) | 371 | (6,934) | 509 | 2,856 | (153) | 8,756 |
| Radiology and biomedical imagining | 2,529 | 1,746 | (929) | 1,712 | 29,514 | 6,737 | 33,721 |
| Resident salaries | (27,815) | 2,938 | (30,753) | - | 2,684 | (30,499) | - |
| Sandler asthma basic research center | - | - | - | - | - | - | - |
| Surgery | 6,185 | 2,235 | 2,226 | 1,725 | 33,018 | (949) | 25,884 |
| Urology | 1,229 | 774 | (1,035) | 1,490 | 6,336 | 1,892 | 6,999 |
| Wheeler Ctr - neurobiology of addiction | - | - | - | - | - | - | - |
| Inter-school services | - | - | - | - | - | - | - |
| Intra-school services | 7,611 | (4,347) | 8,775 | 3,184 | 7,348 | 264 | - |
| Total | 181,961 | 50,064 | 60,696 | 71,201 | 373,552 | 51,025 | 242,615 |
| RESEARCH | | | | | | | |
| Dean's office | 250 | - | (1) | 250 | 113 | 137 | - |
| AIDS research institute | 564 | - | 390 | 174 | 298 | 266 | - |
| Anatomy | 12,220 | 101 | 4 | 12,115 | 5,925 | 6,295 | - |
| Anesthesia and perioperative care | 12,500 | 3 | 3,452 | 9,045 | 6,795 | 5,705 | - |
| Anthropology, history and social med. | 254 | 8 | 66 | 180 | 133 | 121 | - |
| Biochemistry and biophysics | 15,675 | 43 | 230 | 15,403 | 8,288 | 7,387 | (0) |
| Bioengineering | 111 | - | - | 111 | 32 | 78 | - |
| Helen Diller family cancer center | 18,143 | 272 | 503 | 17,368 | 10,408 | 7,730 | (4) |
| Cardiovascular research institute | 30,146 | 538 | 722 | 28,886 | 14,618 | 15,544 | 16 |
| Center for health and community | 1,376 | 36 | 10 | 1,330 | 728 | 648 | - |
| Clinical and translational science inst. | 26,037 | 743 | 3,882 | 21,412 | 14,605 | 11,676 | 243 |
| Dermatology | 5,738 | 191 | 376 | 5,171 | 3,635 | 2,102 | (1) |
| Emergency medicine | 643 | - | - | 643 | 462 | 181 | - |
| Epidemiology and biostatistics | 14,477 | (7) | 143 | 14,341 | 5,646 | 8,831 | - |
| Family and community medicine | 4,489 | - | 11 | 4,478 | 2,013 | 2,476 | (0) |

Source: UCSF Controller's Office -12/5/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**SCHEDULE 8C - FY 2011-12
CURRENT FUNDS EXPENDITURES BY DEPARTMENT
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--|----------------|--------------|---------------|----------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| RESEARCH - Continued | | | | | | | |
| Institute for human genetics | 3,973 | - | 210 | 3,762 | 1,949 | 2,024 | - |
| Institute for neurodegenerative disease | 10,106 | - | 39 | 10,067 | 4,236 | 5,870 | - |
| Institute for Regeneration Medicine | 7,079 | - | 245 | 6,834 | 2,613 | 4,466 | - |
| Phillip R. Lee Instit - health pol studies | 5,949 | 392 | 542 | 5,014 | 3,712 | 2,237 | - |
| Hooper foundation | 2,214 | 610 | 36 | 1,568 | 1,035 | 1,179 | - |
| Diabetes Center | 46,072 | 503 | 1,336 | 44,234 | 11,849 | 34,222 | (1) |
| Laboratory medicine | 6,906 | 127 | (19) | 6,798 | 2,803 | 4,103 | - |
| Fresno medical programs | 981 | - | 73 | 907 | 457 | 524 | - |
| Medicine | 132,558 | 306 | 5,541 | 126,711 | 64,288 | 68,312 | 42 |
| Microbiology and immunology | 15,271 | 50 | 236 | 14,985 | 6,228 | 9,043 | (0) |
| Neurological surgery | 25,382 | 76 | 588 | 24,717 | 11,338 | 14,044 | - |
| Neurology | 61,315 | 1,839 | 10,968 | 48,508 | 20,678 | 40,636 | (1) |
| Obstetrics, gynecology and reprod sci | 48,819 | 519 | 1,122 | 47,178 | 17,004 | 31,815 | 0 |
| Ophthalmology | 6,540 | - | 390 | 6,150 | 3,968 | 2,572 | - |
| Orthopaedic surgery | 2,845 | - | 250 | 2,595 | 1,417 | 1,427 | - |
| Osher Center for integrative medicine | 2,359 | - | (0) | 2,359 | 1,519 | 865 | 25 |
| Otolaryngology | 3,452 | 21 | 141 | 3,289 | 1,978 | 1,474 | - |
| Pathology | 11,744 | (47) | 520 | 11,272 | 4,432 | 7,305 | (7) |
| Pediatrics | 19,762 | 0 | (8) | 19,770 | 10,108 | 9,653 | - |
| Cellular and molecular pharmacology | 9,986 | 14 | 384 | 9,588 | 4,309 | 5,677 | - |
| Physical therapy and rehab sciences | 376 | - | 10 | 366 | 229 | 146 | - |
| Physiology | 7,275 | 25 | 73 | 7,177 | 3,933 | 3,342 | - |
| Psychiatry | 4,782 | - | 111 | 4,671 | 2,840 | 1,942 | - |
| Radiation oncology | 1,848 | - | 17 | 1,831 | 1,079 | 778 | 10 |
| Radiobiology laboratory | - | - | - | - | - | - | - |
| Radiology and biomedical imaging | 29,304 | 937 | 2,199 | 26,168 | 13,275 | 16,030 | 1 |
| Sandler asthma basic research center | 341 | - | 14 | 326 | 204 | 137 | - |
| Surgery | 26,980 | 280 | 1,205 | 25,496 | 14,148 | 12,828 | (4) |
| Urology | 5,800 | - | 137 | 5,663 | 3,092 | 2,708 | - |
| Wheeler Ctr - neurobiology of addiction | - | - | - | - | - | - | - |
| Total | 642,638 | 7,579 | 36,146 | 598,913 | 288,421 | 354,534 | 317 |
| PUBLIC SERVICE | | | | | | | |
| AIDS clinical care | 10,848 | - | 20 | 10,827 | 5,975 | 4,873 | - |
| Area health education center | 1,409 | 103 | 26 | 1,280 | 195 | 1,215 | - |
| Family medicine training | 18 | - | - | 18 | 13 | 5 | - |
| Family planning | 995 | - | 618 | 377 | 428 | 567 | - |
| Podiatric Medicine | 267 | - | - | 267 | 173 | 94 | - |
| Institute for health policy studies | 3,454 | - | 215 | 3,239 | 1,965 | 1,488 | - |
| Other | 62,280 | - | 1,606 | 60,673 | 46,189 | 16,091 | (0) |
| Total | 79,270 | 103 | 2,486 | 76,681 | 54,939 | 24,331 | (0) |
| ACADEMIC SUPPORT | | | | | | | |
| Dean's office | 13,359 | 2,916 | 9,707 | 736 | 4,951 | 3,235 | (5,174) |
| Audio Clinic | 0 | - | 0 | - | - | 0 | - |
| Clinical and translational science inst. | 54 | - | 54 | - | 70 | 511 | 527 |
| Cytogenetics laboratory | - | - | - | - | - | - | - |
| Dialysis center | 59 | - | 59 | - | 31 | 27 | - |
| Emergency medicine | 8,356 | - | 4,313 | 4,043 | 6,106 | 2,250 | - |

Source: UCSF Controller's Office - 12/5/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**SCHEDULE 8C - FY 2011-12
CURRENT FUNDS EXPENDITURES BY DEPARTMENT
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|-------------------------------------|------------------|---------------|----------------|----------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| ACADEMIC SUPPORT - Continued | | | | | | | |
| Endocrinology lab OBGYN | - | - | - | - | - | - | - |
| Endocrinology lab pediatrics | 992 | - | 472 | 520 | 678 | 313 | - |
| Histocompatibility laboratory | 8,588 | - | 8,588 | - | 2,630 | 5,959 | - |
| Kaposi sarcoma clinic | 2,388 | - | (10) | 2,397 | 1,580 | 909 | 101 |
| Mental health service for deaf | (60) | - | (60) | - | - | (60) | - |
| Occupational health center | 1,445 | 966 | 13 | 466 | 1,081 | 365 | - |
| Organ procurement | 638 | - | 556 | 82 | 424 | 214 | 0 |
| Orthopaedic appliance facilities | 2,480 | - | 2,433 | 47 | 957 | 1,523 | - |
| Professional service operations | 59,950 | 156 | 57,213 | 2,581 | 37,494 | 36,432 | 13,975 |
| Radiology computer services | - | - | - | - | - | - | - |
| Radiology body scanner | - | - | - | - | - | - | - |
| SFGH-operation | 46,439 | 1 | 5,929 | 40,509 | 31,280 | 16,646 | 1,486 |
| SFGH-professional services | 58,127 | 15 | 19,553 | 38,559 | 72,474 | 20,817 | 35,164 |
| Other | 29,850 | 388 | 20,667 | 8,795 | 25,937 | 16,055 | 12,142 |
| Total | 232,665 | 4,443 | 129,486 | 98,736 | 185,690 | 105,196 | 58,222 |
| Total School of Medicine | 1,136,535 | 62,189 | 228,814 | 845,532 | 902,602 | 535,087 | 301,154 |
| SCHOOL OF NURSING | | | | | | | |
| INSTRUCTION | | | | | | | |
| Educational service | 3,162 | 54 | 3,043 | 65 | 1,740 | 1,422 | - |
| Family health care | 3,678 | 2,356 | (28) | 1,349 | 2,724 | 955 | 1 |
| Institute for health and aging | 979 | 567 | 263 | 149 | 543 | 437 | 1 |
| Community health systems | 5,283 | 1,959 | 265 | 3,058 | 3,235 | 2,048 | - |
| Physiological nursing | 2,889 | 2,045 | 256 | 588 | 2,114 | 776 | 1 |
| Social and behavioral science | 1,182 | 984 | 138 | 61 | 834 | 349 | 1 |
| Intra-school services | - | - | - | - | - | - | - |
| Total | 17,173 | 7,966 | 3,937 | 5,270 | 11,190 | 5,987 | 4 |
| RESEARCH | | | | | | | |
| Family health nursing | 448 | 23 | 11 | 414 | 216 | 232 | - |
| Institute for health and aging | 1,762 | - | (0) | 1,763 | 1,278 | 485 | 0 |
| Community health systems | 294 | 0 | (1) | 294 | 161 | 134 | - |
| Physiological nursing | 4,249 | - | - | 4,249 | 2,526 | 1,722 | - |
| Social and behavioral science | 2,703 | 0 | 6 | 2,696 | 1,443 | 1,260 | - |
| Dean's Office | 11 | - | 11 | - | - | 11 | - |
| Total | 9,468 | 24 | 28 | 9,416 | 5,624 | 3,844 | 0 |
| PUBLIC SERVICE | | | | | | | |
| Other nursing public service | 13,360 | - | 72 | 13,288 | 7,726 | 5,634 | - |
| Total | 13,360 | - | 72 | 13,288 | 7,726 | 5,634 | - |

Source: UCSF Controller's Office - 12/5/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**SCHEDULE 8C - FY 2011-12
CURRENT FUNDS EXPENDITURES BY DEPARTMENT
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|-----------------------------------|---------------|--------------|---------------|---------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| ACADEMIC SUPPORT | | | | | | | |
| Dean's office | 6,353 | 3,123 | 2,457 | 772 | 3,630 | 2,761 | 38 |
| Occupational health center | 722 | 397 | 326 | - | 582 | 140 | 0 |
| Total | 7,075 | 3,520 | 2,783 | 772 | 4,213 | 2,901 | 38 |
| Total School of Nursing | 47,076 | 11,510 | 6,821 | 28,746 | 28,753 | 18,365 | 42 |
| SCHOOL OF PHARMACY | | | | | | | |
| INSTRUCTION | | | | | | | |
| Clinical pharmacy | 8,003 | 3,661 | 3,476 | 866 | 6,669 | 2,241 | 907 |
| Educational services | 3,982 | (30) | 3,382 | 630 | 2,376 | 1,606 | - |
| Biopharmaceutical sciences | 4,693 | 2,601 | 1,696 | 396 | 3,025 | 1,667 | - |
| Pharmaceutical chemistry | 4,923 | 2,806 | 1,455 | 662 | 3,321 | 1,603 | - |
| Inter-school services | 37 | (156) | 156 | 37 | - | 193 | 156 |
| Total | 21,639 | 8,883 | 10,165 | 2,591 | 15,391 | 7,311 | 1,063 |
| RESEARCH | | | | | | | |
| Dean's office | 86 | - | 4 | 82 | 56 | 30 | - |
| Clinical pharmacy | 7,284 | 2 | 224 | 7,058 | 3,617 | 3,667 | - |
| Pharmaceutical chemistry | 16,228 | 173 | 127 | 15,929 | 8,105 | 8,123 | (0) |
| Biopharmaceutical sciences | 11,128 | 91 | 646 | 10,391 | 5,451 | 5,678 | - |
| Total | 34,726 | 265 | 1,001 | 33,460 | 17,228 | 17,498 | (0) |
| ACADEMIC SUPPORT | | | | | | | |
| Dean's office | 2,880 | 505 | 2,137 | 237 | 2,009 | 1,260 | 390 |
| Special drug study | 362 | - | 362 | - | 106 | 256 | (0) |
| Clinical pharmacy | 1,596 | 127 | 1,463 | 6 | 2,148 | 1,305 | 1,856 |
| Drug product-home therapy | - | - | - | - | - | - | - |
| Total | 4,838 | 633 | 3,961 | 244 | 4,262 | 2,820 | 2,245 |
| PUBLIC SERVICES | | | | | | | |
| Pharmacy Public Services | 11,784 | - | 12 | 11,773 | 8,238 | 3,547 | - |
| Total School of Pharmacy | 72,986 | 9,780 | 15,138 | 48,068 | 45,119 | 31,175 | 3,308 |
| SUMMER SESSION | | | | | | | |
| INSTRUCTION | 739 | - | 739 | - | - | 739 | - |
| CAMPUS-WIDE PROGRAMS | | | | | | | |
| INSTRUCTION | | | | | | | |
| Educational services | 50 | - | (131) | 182 | 158 | 13,128 | 13,235 |
| Global health sciences | 3,099 | - | 1,511 | 1,588 | 1,660 | 1,462 | 23 |
| Instructional equipment | (27) | (14,078) | 10,000 | 4,051 | 5 | (32) | - |
| Langley Porter neuropsych | 611 | - | 9 | 601 | 522 | 89 | - |
| Miscellaneous short courses | 306 | - | 306 | - | 133 | 174 | - |
| QB3 Institute | - | - | - | - | - | - | - |
| Educational fee expense proration | - | - | - | - | - | - | - |

Source: UCSF Controller's Office - 12/5/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data

SCHEDULE 8C - FY 2011-12
CURRENT FUNDS EXPENDITURES BY DEPARTMENT
(Dollars in Thousands)

| | Current Funds | | | Distribution | | | Less: Transfers |
|--|----------------|-----------------|---------------|---------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | |
| | | General | Designated | | | | |
| INSTRUCTION - Continued | | | | | | | |
| Compensated absences accrual | (1,539) | (2,683) | 1,265 | (121) | (1,447) | (93) | - |
| Employee Benefits | 412 | 412 | - | - | - | 412 | - |
| Total | 2,913 | (16,349) | 12,961 | 6,301 | 1,031 | 15,140 | 13,258 |
| RESEARCH | | | | | | | |
| Faculty fellowships and special grants | 5,724 | 228 | 856 | 4,640 | 1,455 | 4,269 | - |
| Global health sciences | 24,788 | 16 | (525) | 25,298 | 12,075 | 12,723 | 10 |
| LPNI | 20,881 | 6 | (3) | 20,877 | 9,316 | 11,564 | - |
| Proctor foundation | 5,559 | - | 914 | 4,645 | 3,299 | 2,260 | - |
| QB3 Institute | 2,454 | 509 | 667 | 1,278 | 1,565 | 889 | - |
| Travel expense | - | - | - | - | - | - | - |
| Other | (409) | (4) | (41) | (364) | 77 | (486) | - |
| Compensated absences accrual | 897 | (308) | 2,059 | (854) | (355) | 1,252 | - |
| Employee Benefits | 19 | 19 | - | - | - | 19 | - |
| Total | 59,913 | 466 | 3,927 | 55,520 | 27,433 | 32,490 | 10 |
| PUBLIC SERVICE | | | | | | | |
| Compensated absences accrual | (353) | (38) | 165 | (479) | (331) | (21) | - |
| Arts and lectures | 105 | - | 66 | 39 | 77 | 29 | 1 |
| Community work study programs | 203 | - | 54 | 150 | 199 | 4 | - |
| Employee Benefits | 2 | 2 | - | - | - | 2 | - |
| Global health sciences | 1,279 | - | - | 1,279 | 533 | 746 | - |
| Other | 87 | - | (20) | 108 | 125 | (38) | - |
| Student outreach programs | 1,294 | 757 | 475 | 62 | 644 | 650 | (0) |
| Total | 2,618 | 720 | 740 | 1,158 | 1,247 | 1,372 | 1 |
| ACADEMIC SUPPORT | | | | | | | |
| OTM | - | - | - | - | - | - | - |
| Other | (366) | - | (255) | (110) | 691 | (1,057) | - |
| Animal care facility | 1,338 | - | 383 | 955 | 8,538 | 20,660 | 27,860 |
| Computer center - instruction | 203 | 80 | (0) | 123 | 56 | 146 | - |
| Global health sciences | 1,281 | - | 1,226 | 55 | 885 | 1,509 | 1,114 |
| Graduate division | 2,016 | 683 | 868 | 465 | 939 | 1,077 | - |
| LPNI | 30,375 | 9,958 | 18,483 | 1,934 | 18,474 | 11,925 | 23 |
| Libraries | 7,112 | 4,515 | 1,937 | 659 | 3,999 | 3,445 | 332 |
| Proctor foundation | - | - | - | - | - | - | - |
| QB3 Institute | (1) | - | (1) | - | 4 | 50 | 54 |
| Instr \$ Resr Support Services | 331 | - | 331 | - | 432 | 455 | 557 |
| Educational fee expense proration | - | - | - | - | - | - | - |
| Compensated absences accrual | 1,333 | (27) | 1,260 | 101 | 1,253 | 80 | - |
| Employee Benefits | 67 | 67 | - | - | - | 67 | - |
| Total | 43,690 | 15,276 | 24,231 | 4,182 | 35,272 | 38,358 | 29,940 |
| Total Campus-wide Programs | 109,134 | 113 | 41,859 | 67,161 | 64,982 | 87,360 | 43,209 |

Source: UCSF Controller's Office - 12/5/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**SCHEDULE 8C - FY 2011-12
CURRENT FUNDS EXPENDITURES BY DEPARTMENT
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|---------------------------------------|---------------|--------------|---------------|--------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| MEDICAL CENTERS | 1,926,273 | 4,387 | 1,918,141 | 3,745 | 792,927 | 1,221,664 | 88,318 |
| STUDENT SERVICES | | | | | | | |
| Student Outreach Programs | - | - | - | - | - | - | - |
| Dean of students | 2,113 | 661 | 1,418 | 35 | 1,258 | 855 | - |
| Dentistry testing program | (0) | - | (0) | - | - | (0) | - |
| Financial aid | 329 | (0) | 329 | - | 178 | 151 | - |
| Public ceremonies | 5 | - | - | 5 | 5 | 0 | - |
| Registrar's office | 5,190 | 3,175 | 1,935 | 79 | 3,811 | 1,951 | 573 |
| Student activities - other | 1,454 | - | 1,236 | 218 | 646 | 808 | - |
| Student activities - recreation | 294 | - | 294 | - | 139 | 154 | - |
| Budget reduction offset | - | (5,144) | 5,144 | - | - | - | - |
| Student health services | 9,019 | 526 | 8,267 | 225 | 2,271 | 6,748 | - |
| Student housing services | 16 | - | 16 | - | - | 16 | - |
| Compensated absences accrual | (99) | (52) | (38) | (9) | (93) | (6) | - |
| Educational fee expense proration | - | 818 | (818) | - | - | 537 | 537 |
| Employee Benefits | 15 | 15 | - | - | - | 15 | - |
| Total Student Services | 18,336 | (0) | 17,783 | 553 | 8,215 | 11,230 | 1,110 |
| INSTITUTIONAL SUPPORT | | | | | | | |
| Chancellor's office | 1,982 | 848 | 821 | 313 | 791 | 1,191 | - |
| Exec Vice-chancellor-academic affairs | 4,570 | 2,932 | 1,382 | 257 | 2,924 | 1,646 | - |
| Vice-chancellor-administration | 1,592 | 1,094 | 498 | - | 2,667 | 1,769 | 2,845 |
| Vice-chancellor-advance & planning | 1,419 | 1,305 | 109 | 6 | 675 | 745 | - |
| Vice-chancellor-research | 2,710 | 723 | 1,751 | 236 | 2,640 | 233 | 163 |
| Academic senate committees | 166 | 166 | - | - | 137 | 29 | - |
| Controller's office | 9,709 | 7,435 | 2,274 | - | 9,479 | 2,077 | 1,847 |
| Academic and admin info systems | 29,186 | 14,758 | 14,428 | - | 16,574 | 18,953 | 6,341 |
| Affirmative action office | 606 | 603 | 4 | - | 478 | 220 | 92 |
| Alumni affairs | 2,098 | - | 2,022 | 76 | 1,281 | 1,183 | 366 |
| Audit services | 1,074 | 1,051 | 23 | - | 1,096 | 501 | 523 |
| Auditing-external | 96 | - | 96 | - | - | 96 | - |
| Addressing/Mailing Services | 909 | - | 909 | - | 1,068 | 3,639 | 3,798 |
| Reprographics | 2,081 | - | 2,081 | - | 1,814 | 4,079 | 3,812 |
| Communications | (682) | - | (682) | - | 567 | 3,658 | 4,907 |
| Transportation services | 7,551 | - | 7,551 | - | 3,824 | 8,765 | 5,038 |
| Campus risk | 1,456 | - | 1,456 | - | 651 | 805 | - |
| Cashier | - | - | - | - | - | - | - |
| Clerical pool | (328) | - | (328) | - | 5,313 | 1,018 | 6,660 |
| Financial systems implementation | 1,311 | 1,492 | (181) | - | 838 | 652 | 180 |
| ENS network services | (341) | - | (341) | - | 177 | 694 | 1,212 |
| Office of research affairs | 12,011 | 6,705 | 5,238 | 67 | 9,524 | 2,979 | 492 |
| Employee assistance programs | 556 | - | 556 | - | 381 | 224 | 48 |

Source: UCSF Controller's Office - 12/5/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**SCHEDULE 8C - FY 2011-12
CURRENT FUNDS EXPENDITURES BY DEPARTMENT
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|---|----------------|---------------|----------------|--------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| <u>INSTITUTIONAL SUPPORT - Continued</u> | | | | | | | |
| Employee benefits | 1,119 | 188 | 930 | - | 879 | 239 | - |
| Environmental health & safety | 3,932 | 2,952 | 980 | - | 3,267 | 3,111 | 2,446 |
| Financial planning & benefits | 907 | 563 | 344 | - | 595 | 359 | 47 |
| Development office | 16,018 | - | 15,542 | 476 | 12,121 | 9,746 | 5,848 |
| Institutional relations | 648 | 592 | 56 | - | 759 | 488 | 598 |
| Kaiser awards | 21 | - | - | 21 | 19 | 2 | - |
| Labor relations | 1,151 | 1,006 | 145 | - | 699 | 536 | 83 |
| Materiel management | 5,150 | 345 | 4,805 | - | 3,841 | 5,388 | 4,079 |
| Miscellaneous | 22,362 | (5,977) | 28,349 | (10) | 849 | 31,552 | 10,037 |
| Office of Legal affairs | 615 | 616 | (0) | - | 1,105 | 319 | 809 |
| Planning and budget | 10,959 | 4,952 | 6,007 | - | 9,132 | 7,152 | 5,325 |
| Personnel | 9,018 | 3,097 | 5,918 | 3 | 7,266 | 7,047 | 5,296 |
| Police | 8,357 | 2,157 | 6,191 | 9 | 8,070 | 4,034 | 3,747 |
| Project management services | 1,068 | 24 | 1,044 | - | 2,263 | 3,280 | 4,475 |
| Public information | - | - | - | - | - | - | - |
| Public service programs | 2,559 | 1,715 | 781 | 63 | 1,624 | 1,279 | 344 |
| Publication office | - | - | - | - | - | - | - |
| Royer awards | 68 | - | - | 68 | 65 | 3 | - |
| Satellite campus operations | - | (10,500) | 10,500 | - | - | - | - |
| Compensated absences accrual | 1,369 | (233) | 1,618 | (16) | 1,245 | 124 | - |
| Educational fee expense proration | - | - | - | - | - | - | - |
| Bad debt & collections | 67 | - | 67 | - | - | 67 | - |
| Total Institutional Support | 165,120 | 40,608 | 122,944 | 1,568 | 116,696 | 129,884 | 81,458 |
| <u>OPERATION AND MAINTENANCE OF PHYSICAL PLANT</u> | | | | | | | |
| Administration | 1,796 | 1,898 | (102) | - | 3,331 | 4,498 | 6,033 |
| Building maintenance | 22,223 | 14,115 | 8,108 | - | 3,835 | 20,746 | 2,358 |
| Elevators | 565,670.22 | 596 | (30) | - | - | 1,079 | 513 |
| Ground maintenance | 1,313 | 1,344 | (31) | - | 492 | 1,176 | 355 |
| House maintenance-Chancellor | 52 | - | - | 52 | - | 52 | - |
| Janitorial service | 11,543 | 11,131 | 413 | - | 6,125 | 7,704 | 2,286 |
| Network maintenance | 4,382 | - | 4,382 | - | 2,309 | 7,631 | 5,559 |
| Plant service | (3,406) | - | (3,406) | - | 1,797 | (507) | 4,697 |
| Refuse disposal | 1,716 | 1,613 | 102 | - | - | 2,059 | 343 |
| Steam | - | - | - | - | - | - | - |
| Educational fee expense proration | - | 5,144 | (5,144) | - | - | - | - |
| Utilities | 24,848 | 24,433 | 416 | - | 69 | 37,091 | 12,311 |
| Major repairs and alterations | (697) | 258 | (955) | - | - | (697) | - |
| Employee benefits | 29 | 29 | - | - | - | 29 | - |
| Compensated absences accrual | (269) | 217 | (486) | - | (252) | (16) | - |
| Total Operation and Maintenance of Physical Plant | 64,097 | 60,777 | 3,267 | 52 | 17,707 | 80,846 | 34,456 |

Source: UCSF Controller's Office - 12/5/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**SCHEDULE 8C - FY 2011-12
CURRENT FUNDS EXPENDITURES BY DEPARTMENT
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|----------------------------------|---------------|--------------|------------|--------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| STUDENT FINANCIAL AID | 49,413 | 670 | 23,622 | 25,122 | - | 49,413 | (0) |
| Scholarship Allowance | (31,550) | - | (31,550) | - | - | (31,550) | - |
| Total Student Financial Aid | 17,863 | 670 | (7,928) | 25,122 | - | 17,863 | (0) |
| AUXILIARY ENTERPRISES | | | | | | | |
| RESIDENCE AND DINING HALLS | | | | | | | |
| Aldea San Miguel | 1,811 | - | 1,811 | - | 83 | 1,728 | - |
| Mission Bay | 2,834 | - | 2,834 | - | 877 | 4,172 | 2,215 |
| University residence program | 1,405 | - | 1,405 | - | 570 | 2,337 | 1,502 |
| Total | 6,050 | - | 6,050 | - | 1,530 | 8,236 | 3,717 |
| OTHER | | | | | | | |
| Child care center | 2,070 | 68 | 2,002 | - | 776 | 1,341 | 46 |
| Parking operations | 4,853 | - | 4,853 | - | 2,912 | 5,000 | 3,058 |
| Programs and recreation | 10,937 | - | 10,910 | 28 | 5,210 | 9,286 | 3,559 |
| Retail services | 4,398 | - | 4,398 | - | 1,322 | 4,795 | 1,718 |
| Auxiliary administration | 556 | 69 | 487 | - | 2,298 | 3,909 | 5,651 |
| Compensated absences accrual | (129) | 1 | (130) | - | (121) | (8) | - |
| Total | 22,686 | 138 | 22,520 | 28 | 12,396 | 24,323 | 14,032 |
| Total Auxiliary Enterprises | 28,736 | 138 | 28,570 | 28 | 13,926 | 32,559 | 17,749 |
| Subtotal | 3,658,327 | 202,467 | 2,412,309 | 1,043,550 | 2,029,188 | 2,200,559 | 571,420 |
| Eliminated Capital Expenditures | (155,245) | (814) | (136,210) | (18,221) | (47,338) | (107,907) | - |
| Funding Stream Assessment | 47,758 | 26,348 | 21,410 | | | 95,516 | 47,758 |
| Total Current Funds Expenditures | 3,550,840 | 228,001 | 2,297,509 | 1,025,330 | 1,981,850 | 2,188,168 | 619,178 |

Source: Controller's Office - 12/5/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**SCHEDULE 8D - FY 2011-12
CURRENT FUNDS EXPENDITURES BY FUND SOURCE
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | |
|------------------------------------|----------------|----------------|------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| GENERAL FUNDS | | | | | | |
| Instruction | \$ 60,766 | \$ 60,766 | \$ - | \$ 63,857 | \$ (2,025) | \$ 1,065 |
| Research | 8,136 | 8,136 | - | 4,316 | 3,820 | - |
| Public service | 15,995 | 15,995 | - | 393 | 15,602 | - |
| Academic support | 31,919 | 31,919 | - | 16,697 | 15,222 | 0 |
| Medical centers | 4,387 | 4,387 | - | - | 4,387 | - |
| Student services | 0 | 0 | - | 3,231 | (3,433) | (202) |
| Institutional support | 40,267 | 40,267 | - | 34,682 | 5,601 | 16 |
| Operation and maintenance of plant | 65,722 | 65,722 | - | 5,689 | 60,034 | - |
| Student financial aid | 670 | 670 | - | - | 670 | - |
| Auxiliary enterprises | 138 | 138 | - | 87 | 52 | - |
| Total | 228,001 | 228,001 | - | 128,951 | 99,929 | 879 |
| TUITION AND FEES | | | | | | |
| Instruction | 46,502 | 46,502 | - | 18,070 | 28,433 | 0 |
| Research | (32) | (32) | - | 1 | (33) | - |
| Public service | (13) | (13) | - | (146) | 133 | 1 |
| Academic support | 5,105 | 5,105 | - | 2,279 | 2,825 | (1) |
| Medical centers | 34 | 34 | - | - | 34 | - |
| Student services | 12,927 | 12,927 | - | 2,961 | 10,704 | 738 |
| Institutional support | 7,005 | 7,005 | - | - | 7,005 | - |
| Operation and maintenance of plant | (5,144) | (5,144) | - | - | (5,144) | - |
| Student financial aid | 19,114 | 19,114 | - | - | 19,114 | - |
| Auxiliary enterprises | 8 | 8 | - | - | 8 | - |
| Total | 85,506 | 85,506 | - | 23,165 | 63,079 | 738 |

Source: UCSF Controller's Office - 9/26/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**SCHEDULE 8D - FY 2011-12
CURRENT FUNDS EXPENDITURES BY FUND SOURCE
(Dollars in Thousands)**

| | Current Funds | | Distribution | | | |
|------------------------------------|----------------|--------------|----------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| <u>FEDERAL GOVERNMENT</u> | | | | | | |
| <u>Appropriations</u> | | | | | | |
| Research | - | - | - | - | - | - |
| Public service | - | - | - | - | - | - |
| Academic support | - | - | - | - | - | - |
| Total | - | - | - | - | - | - |
| <u>Grants</u> | | | | | | |
| Instruction | 35,963 | - | 35,963 | 22,983 | 12,979 | (0) |
| Research | 358,416 | - | 358,416 | 157,044 | 201,361 | (12) |
| Public service | 11,391 | - | 11,391 | 5,145 | 6,246 | - |
| Academic support | 2,702 | - | 2,702 | 947 | 1,755 | - |
| Medical centers | - | - | - | - | - | - |
| Student services | 11 | - | 11 | 11 | - | - |
| Institutional support | (0) | - | (0) | - | (0) | - |
| Operation and maintenance of plant | - | - | - | - | - | - |
| Student financial aid | 13,486 | - | 13,486 | - | 13,486 | (0) |
| Auxiliary enterprises | - | - | - | - | - | - |
| Total | 421,968 | - | 421,968 | 186,130 | 235,827 | (12) |
| <u>Contracts</u> | | | | | | |
| Instruction | 493 | - | 493 | 379 | 114 | - |
| Research | 55,112 | - | 55,112 | 16,261 | 38,851 | - |
| Public Service | 294 | - | 294 | 183 | 111 | - |
| Academic support | 837 | - | 837 | 216 | 621 | - |
| Medical centers | - | - | - | - | - | - |
| Student services | - | - | - | - | - | - |
| Institutional support | - | - | - | - | - | - |
| Operation and maintenance of plant | - | - | - | - | - | - |
| Student financial aid | - | - | - | - | - | - |
| Total | 56,736 | - | 56,736 | 17,038 | 39,698 | - |
| Total Federal Government | 478,704 | - | 478,704 | 203,168 | 275,524 | (12) |

Source: UCSF Controller's Office - 9/26/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**SCHEDULE 8D - FY 2011-12
CURRENT FUNDS EXPENDITURES BY FUND SOURCE
(Dollars in Thousands)**

| | Current Funds | | Distribution | | | |
|--|----------------|--------------|----------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| <u>SPECIAL STATE APPROPRIATIONS AND CONTRACTS</u> | | | | | | |
| Instruction | 5,388 | - | 5,388 | 922 | 4,466 | - |
| Research | 30,003 | - | 30,003 | 17,074 | 12,939 | 11 |
| Public service | 25,651 | - | 25,651 | 15,746 | 9,906 | - |
| Medical centers | - | - | - | - | - | - |
| Student services | 122 | - | 122 | 89 | 33 | - |
| Academic support | 297 | - | 297 | 128 | 169 | - |
| Institutional support | 9 | - | 9 | - | 9 | - |
| Operation and maintenance of plant | - | - | - | - | - | - |
| Student financial aid | 642 | - | 642 | - | 642 | - |
| Auxiliary enterprises | - | - | - | - | - | - |
| Total | 62,113 | - | 62,113 | 33,960 | 28,164 | 11 |
| <u>LOCAL GOVERNMENT</u> | | | | | | |
| Instruction | 0 | - | 0 | - | 0 | - |
| Research | 1,828 | - | 1,828 | 1,385 | 443 | - |
| Public service | 56,642 | - | 56,642 | 43,565 | 13,078 | 0 |
| Academic support | 87,654 | - | 87,654 | 65,205 | 22,449 | (0) |
| Medical centers | - | - | - | - | - | - |
| Student services | 79 | - | 79 | 64 | 15 | - |
| Institutional support | 64 | - | 64 | - | 64 | - |
| Operation and maintenance of plant | - | - | - | - | - | - |
| Student financial aid | 65 | - | 65 | - | 65 | - |
| Auxiliary enterprises | - | - | - | - | - | - |
| Total | 146,332 | - | 146,332 | 110,218 | 36,114 | 0 |
| <u>PRIVATE GIFTS, GRANTS AND CONTRACTS</u> | | | | | | |
| Instruction | 35,481 | - | 35,481 | 19,764 | 15,715 | (1) |
| Research | 231,028 | - | 231,028 | 113,916 | 117,113 | 0 |
| Public service | 14,074 | - | 14,074 | 6,756 | 7,318 | (0) |
| Academic support | 9,341 | - | 9,341 | 5,082 | 4,259 | - |
| Medical centers | 3,112 | - | 3,112 | 552 | 2,561 | - |
| Student services | 162 | - | 162 | 5 | 157 | - |
| Institutional support | 1,213 | - | 1,213 | 292 | 921 | - |
| Operation and maintenance of plant | - | - | - | - | - | - |
| Student financial aid | 6,851 | - | 6,851 | - | 6,851 | - |
| Auxiliary enterprises | - | - | - | - | - | - |
| Total | 301,261 | - | 301,261 | 146,366 | 154,894 | (1) |

Source: UCSF Controller's Office - 9/26/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**SCHEDULE 8D - FY 2011-12
CURRENT FUNDS EXPENDITURES BY FUND SOURCE
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | |
|--|----------------|----------------|---------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| <u>ENDOWMENT AND SIMILAR FUNDS</u> | | | | | | |
| Instruction | 31,232 | 22,737 | 8,495 | 12,910 | 18,330 | 8 |
| Research | 34,420 | 13,956 | 20,464 | 11,324 | 23,112 | 16 |
| Public service | 141 | 96 | 45 | 51 | 90 | (0) |
| Academic support | 10,536 | 8,116 | 2,420 | 2,390 | 8,146 | - |
| Medical centers | 638 | 5 | 633 | 59 | 579 | - |
| Student services | 178 | (1) | 179 | 76 | 102 | - |
| Institutional support | 10,279 | 9,997 | 282 | 106 | 10,173 | - |
| Operation and maintenance of plant | 52 | - | 52 | - | 52 | - |
| Student financial aid | 4,089 | 10 | 4,079 | - | 4,089 | - |
| Auxiliary enterprises | 28 | - | 28 | - | 28 | - |
| Total | 91,593 | 54,916 | 36,676 | 26,915 | 64,701 | 24 |
| <u>SALES AND SERVICES OF EDUCATIONAL ACTIVITIES</u> | | | | | | |
| Instruction | 14,670 | 14,670 | - | 258,820 | (1,517) | 242,633 |
| Research | 17,740 | 17,740 | - | 13,436 | 4,329 | 25 |
| Public service | 248 | 248 | - | 303 | (55) | - |
| Academic support | 147,205 | 147,205 | - | 126,612 | 95,546 | 74,953 |
| Medical centers | - | - | - | - | - | - |
| Student services | 1,168 | 1,168 | - | 456 | 712 | - |
| Institutional support | (98) | (98) | - | 1,502 | 906 | 2,506 |
| Auxiliary enterprises | - | - | - | - | - | - |
| Operation and maintenance of plant | (1,666) | (1,666) | - | - | (711) | 955 |
| Student financial aid | 4,289 | 4,289 | - | - | 4,289 | - |
| Total | 183,556 | 183,556 | - | 401,129 | 103,500 | 321,072 |
| <u>SALES AND SERVICES OF AUXILIARY ENTERPRISES</u> | | | | | | |
| Instruction | (150) | (150) | - | - | (150) | - |
| Academic support | (25) | (25) | - | 5 | (30) | - |
| Student services | - | - | - | - | - | - |
| Institutional support | 745 | 745 | - | 1,188 | 3,636 | 4,079 |
| Operation and maintenance of plant | 0 | 0 | - | 931 | 664 | 1,595 |
| Student financial aid | - | - | - | - | - | - |
| Auxiliary enterprises | 26,093 | 26,093 | - | 13,435 | 28,721 | 16,063 |
| Total | 26,663 | 26,663 | - | 15,559 | 32,841 | 21,737 |

Source: UCSF Controller's Office - 9/26/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**SCHEDULE 8D - FY 2011-12
CURRENT FUNDS EXPENDITURES BY FUND SOURCE
(Dollars in Thousands)**

| | Current Funds | | Distribution | | | |
|--|---------------|--------------|--------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| <u>SALES AND SERVICES OF MEDICAL CENTERS</u> | | | | | | |
| Medical centers | 1,791,868 | 1,791,868 | - | 744,916 | 1,135,665 | 88,714 |
| <u>OTHER SOURCES</u> | | | | | | |
| Instruction | 17,345 | 17,345 | - | 15,802 | 14,778 | 13,235 |
| Research | 8,044 | 7,801 | 243 | 6,937 | 1,394 | 288 |
| Public service | 3,348 | 3,348 | - | 1,066 | 17,453 | 15,172 |
| Academic support | 23,012 | 23,012 | - | 18,143 | 31,550 | 26,681 |
| Medical centers | 649 | 649 | - | - | 3,644 | 2,995 |
| Student services | 6,913 | 6,913 | - | 949 | 10,198 | 4,234 |
| Institutional support | 108,825 | 108,825 | - | 75,173 | 115,060 | 81,408 |
| Operation and maintenance of plant | 7,431 | 7,431 | - | 10,983 | 33,300 | 36,851 |
| Student financial aid | (31,435) | (31,435) | - | - | (31,435) | - |
| Auxiliary enterprises | 1,161 | 1,161 | - | 301 | 2,552 | 1,691 |
| Total | 145,294 | 145,051 | 243 | 129,353 | 198,496 | 182,555 |
| <u>RESERVES</u> | | | | | | |
| Instruction | 111 | 111 | - | 106 | 5 | - |
| Research | 66 | 66 | - | - | 66 | - |
| Public service | - | - | - | - | - | - |
| Academic support | 588 | 588 | - | 70 | 518 | - |
| Medical centers | 1,967 | 1,967 | - | - | 1,967 | - |
| Student services | (0) | (0) | - | 333 | (333) | - |
| Institutional support | 5,516 | 5,516 | - | 2,209 | 6,720 | 3,414 |
| Operation and maintenance of plant | 203 | 203 | - | - | 203 | - |
| Student financial aid | 93 | 93 | - | - | 93 | - |
| Auxiliary enterprises | 1,405 | 1,405 | - | 179 | 1,226 | - |
| Total | 9,949 | 9,949 | - | 2,897 | 10,466 | 3,414 |
| Total Current Funds Expenditures | \$ 3,550,840 | \$ 2,525,510 | \$ 1,025,330 | \$ 1,966,598 | \$ 2,203,373 | \$ 619,131 |

Source: UCSF Controller's Office - 9/26/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
Financial Data**

**SCHEDULE 8E - FY 2011-12
CURRENT FUND EXPENDITURES
BY SCHOOL AND SOURCE
(Dollars in Thousands)**

| | School of Dentistry | School of Medicine | School of Nursing | School of Pharmacy | Medical Center | Langley Porter | Other | Total |
|--|------------------------|-----------------------|----------------------|-----------------------|-------------------|-------------------|----------------|------------------|
| General Funds | 12,294 | 62,189 | 11,509 | 9,780 | 4,387 | 9,964 | 117,878 | 228,001 |
| Tuition and Fees | 9,825 | 24,323 | 4,728 | 6,491 | 0 | - | 40,105 | 85,506 |
| Federal Government Grants | 10,325 | 338,819 | 11,497 | 25,402 | - | 16,526 | 19,399 | 421,968 |
| Federal Government Contracts | 2,596 | 52,367 | 66 | 871 | - | 327 | 509 | 56,736 |
| Special State Appropriations & Contracts | 598 | 25,187 | 12,581 | 9,305 | - | 409 | 14,033 | 62,113 |
| Local Government | 454 | 145,869 | - | - | - | - | 9 | 146,332 |
| Private Gifts, Grants and Contracts | 8,505 | 255,953 | 3,943 | 12,276 | 3,112 | 5,969 | 11,503 | 301,261 |
| Endowment Income | 1,126 | 57,563 | 1,270 | 1,704 | 638 | 819 | 28,473 | 91,593 |
| Sales & Services Educational Activities | 21,652 | 136,120 | 136 | 4,820 | - | 17,813 | 3,015 | 183,556 |
| Sales & Services of Auxiliary | - | - | - | - | - | - | 26,662 | 26,662 |
| Sales & Services Medical Centers | - | - | - | - | 1,791,868 | - | - | 1,791,868 |
| Other Sources | 3,970 | 37,919 | 1,346 | 2,319 | 649 | 40 | 99,051 | 145,294 |
| Reserves | 86 | 226 | - | 0 | 2 | - | 7,652 | 9,949 |
| Total | 71,431 | 1,136,535 | 47,076 | 72,986 | 1,802,655 | 51,867 | 368,289 | 3,550,839 |

Source: UCSF Controller's Office - 9/26/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
Campus Sites

CAMPUS SITES

This section contains material from the following sources:

- Campus Planning
- Public Affairs
- CPFM

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University of California, San Francisco Institutional Profile - FY 2011-12 Campus Sites

The University of California has outgrown its original campus at Parnassus Heights, and a number of additional UCSF locations throughout San Francisco have been established. Today, more than one-third of the campus's faculty and staff spend their working hours far from the infamous fog and wind of the 107-acre Parnassus Heights campus. These facilities are linked via the University's shuttle system, a free service to all employees.

Parnassus Heights, Parnassus Avenue. Located here are: the Ambulatory Care Center, Moffitt and Long Hospitals, Langley Porter Psychiatric Institute, the Schools of Dentistry, Medicine, Nursing and Pharmacy, many of the campus's central administrative offices, including that of the Chancellor, the Campus Library, Millberry Union, Aldea Student Housing, and other student housing facilities, and the Central Utilities Plant. Currently this campus site has an average daily population of 16,000 staff, student, faculty, patients and visitors.

Mission Bay - 16th Street. The 57-acre Mission Bay campus will contain 4.44 million gross square feet (gsf) of program space at full buildout. Development of the campus will occur in phases over the next 20 years, and will contain approximately 25 buildings at full buildout. Approximately one-third of the program space will be for research uses, one-third of the program space will be for clinical uses, and the balance of the space will include instruction, academic support, campus administration, campus community uses, housing and space for logistical operations. At least 8 acres of publicly-accessible open space will be located on the campus. 2.2 acres are set aside for the San Francisco Unified School District as a public school site. The site will contain structured parking to accommodate an estimated 5,500 parking spaces with implementation of the parking structures to be phased with campus development according to parking demand. As of 2011, the campus had a population of 3,500 staff, student, faculty and visitors with an estimated 14,400 persons expected to be at the Mission Bay campus site at full buildout. The Mission Bay site has a Conference Center, used by both campus and community groups, hosting over 550 events and 57,000 guests annually.

Mount Zion, 1600 Divisadero Street. In 1990, UCSF integrated with Mount Zion Medical Center. Primarily patient care, teaching and research programs, are located at UCSF /Mount. Zion. The focus on patient care services at Mount Zion are on the UCSF Cancer Center, ambulatory surgery, an urgent care center, and outpatient clinical services. Currently this campus site has an average daily population of 2,600 staff, student, faculty, patients and visitors.

San Francisco General Hospital, 1001 Potrero Avenue. UCSF celebrated its 100th anniversary with SFGH in 1990. More than 1,000 UCSF faculty and staff members and residents provide all the medical care at "the General," which is owned and operated by the City and County of San Francisco. One-third of all UCSF medical students complete a clinical rotation at SFGH. The Schools of Dentistry, Medicine, Nursing and Pharmacy use the hospital for teaching and for clinical and basic research.

University of California, San Francisco
Institutional Profile - FY 2011-12
Campus Sites

Veterans Administration Medical Center, 4150 Clement Street. Since 1960 UCSF has had an affiliation agreement with the VA Medical Center. The VA employs approximately 270 UCSF faculty and staff members at the Fort Miley San Francisco to carry out patient care and academic research. UCSF also has 35 UCSF faculty and staff members at the VA Facility in Fresno at 2615 East Clinton Avenue. A major site for providing instruction - the VA pays 189 UCSF Resident salaries and one-third of all UCSF medical students complete a clinical rotation at the VA.

Laurel Heights, 3333 California Street. This terraced, multi-storied low rise building currently houses approximately 1,200 employees in the Schools of Medicine and Pharmacy, the Center for Health and Community, Administration & Finance, Academic Affairs and other administrative units. Although primarily used for office functions, a limited number of wet-laboratory functions also exist in the building. The building contains a Conference Center, used by both campus and community groups

Mission Center Building (MCB), 1855 Folsom Street. This six story converted warehouse is used by the School of Medicine, UCSF Police, and various campus administration units such as Accounting, Documents, Media & Mail, for offices, and laboratories. Some Medical Center units such as Hospital Accounting and Clinical Enterprise Systems occupy space in the building. The building has a total of nearly 800 occupants.

Buchanan Street Dental Clinic, 100 Buchanan Street. The School of Dentistry's Clinics at Parnassus Heights and Buchanan Clinic are the largest providers of dental care to MediCal and economically disadvantaged patients in the Bay Area. Many of those patients are treated at the two-story Buchanan Clinic by UCSF's faculty members and students.

Minnesota Street, 654 Minnesota Street.. This three story covered industrial facility houses the employees of the Capital Programs, Real Estate, Campus Planning and Facilities Management Departments. The building is in the Dogpatch neighborhood immediately south of the Mission Bay campus site.

Hunters Point, 830 Palou Street. A UCSF Animal Care Facility is located in two single-story buildings. About a dozen staff members work here.

Oyster Point, 612 Forbes Boulevard, South San Francisco. This warehouse houses the activities of the Materiel Management Department and the campus storehouse, including 20 staff.

Fresno. UCSF established a regional medical education program in Fresno in 1975 to provide training for doctors and other health care professionals in the central San Joaquin Valley. Primary care and specialties in undergraduate, graduate and post-graduate levels are there. In 2005, with

University of California, San Francisco Institutional Profile - FY 2011-12 Campus Sites

its 30th anniversary year commemoration, the UCSF Fresno Medical Education Program celebrated the grand opening of its new Medical Education and Research Center (MERC). Roughly 190 hospital-based faculty, 297 local faculty, and 190 residents are associated with this Fresno site. Since its inception, UCSF Fresno has graduated approximately 60 physicians every year, totaling more than 2,000 to date. UCSF Fresno faculty and medical residents also care for the overwhelming majority of the area's underserved populations. In addition, UCSF Fresno educates about 200 medical students each year as well as provides academic preparation programs for middle- and high-school students interested in the health professions.

China Basin Landing, 185 Berry Street. This facility houses Epidemiology, clinical labs and the Diagnostic Imaging Center at this site located right across the street from AT & T Park. This building houses approximately 500 staff in 240,000 sf of leased space.

220 Montgomery Street. This is the location of the Development Office. Several separate departments, including Annual Giving and School Programs, Major Gifts, Corporate and Foundation Relations, Planned Giving and the UCSF Foundation, are housed here. About 125 employees occupy offices in this 22-story building in the Financial District.

1500 Owens Street. This building, adjacent to the Mission Bay Campus site, houses a large Orthopaedics clinic and a new automated pharmacy facility, in approximately 60,000 sf of leased space.

Other Leased Space*. Two satellite clinics should be noted: the Lakeside Senior Medical Clinic on Ocean Avenue, and the family practice and pediatrics center at Lakeshore Plaza.

Upcoming/Ongoing Projects.

Mission Bay Faculty Office Building (25A)

This new 263,500 gsf office building will support office needs of UCSF Faculty at the Mission Bay campus. The building will be developed concurrent with the construction of the new Medical Center at Mission Bay. The anticipated date of occupancy is in early 2015.

Medical Center at Mission Bay

This new 869,000 gsf hospital complex will include a 183 bed children's hospital with urgent/emergency care and special ambulatory facilities; a 70 bed adult hospital for cancer patients; a women's hospital for cancer care, specialty care and select outpatient services, plus a 36 bed birth center; and an energy center, helipad, parking and support services. The hospital will be located on a 14.5-acre parcel adjacent to the Mission Bay campus. The first phase of the Mission Bay

*See complete list of leased facilities on page 271.

University of California, San Francisco
Institutional Profile - FY 2011-12
Campus Sites

hospital project is estimated to cost approximately \$1.575 billion with an anticipated completion date early 2015.

Electrical Distribution Phase 2

This project would represent the second step in the implementation of the electrical system master plan for the Parnassus campus site. The project will improve emergency and standby power systems to address code changes and upgrade system management capability to balance loads and respond to outages. The estimated project cost is \$19 million with a projected completion of January, 2015.

Helen Diller Family Cancer Research Building 4th Floor Build-out

This project would complete the build-out 20,400 asf of wet-lab and office space. The existing five story 97,200 ASF clinical cancer research building is fully occupied, except for the 4th floor – which was shelled out during the initial construction. The estimated project cost is \$17.9 million with a projected completion of 2014.

**University of California, San Francisco
Institutional Profile - FY 2011-12
Campus Sites**

UCSF Leased Facilities

| Property Address | Sq Ft | Property Address | Sq Ft |
|--------------------------|----------------|--|------------------|
| 50 Beale Street | 57,401 | 5180 N. Primitivo Way | 1,475 |
| 185 Berry Street | 241,924 | 2501 Ocean Avenue | 3,000 |
| 3 Bethesda Metro Center | 12,204 | 1500 Owens Street | 86,942 |
| 1330 Broadway Street | 7,611 | 4970 Owens Drive | 0 |
| 100 Brookwood Avenue | 2,890 | 350 Parnassus | 50,123 |
| 1550 Bryant Street | 3,880 | 505 Parnassus | 642 |
| 3450 California Street | 4,592 | 533 Parnassus | 26,080 |
| 3490 California Street | 5,504 | 369 Pine Street | 630 |
| 1635 Divisadero Street | 13,145 | 2205 Post Street | 1,070 |
| 3180 Eighteenth Street | 5,547 | 2211 Post Street | 6,917 |
| 250 Executive Park Blvd. | 42,438 | 2233 Post Street | 12,906 |
| 3330 Geary Blvd. | 6,456 | 625 Potrero Avenue | 3,600 |
| 3360 Geary Blvd. | 19,270 | 1322A Seventh Avenue | 1,400 |
| 333 Gellert | 3,681 | 1515 Scott Street | 1,800 |
| 2300 Harrison Street | 65,494 | 975 Sixteenth Street | 30,100 |
| 405 Irving Street | 1,800 | 1569 Sloat Boulevard | 9,376 |
| 296-298 Lawrence | 7,420 | 1300 So. Eliseo | 3,849 |
| 2727 Mariposa St | 12,000 | 515 Spruce Street | 4,403 |
| 964 Market Street | 5,558 | 2320 Sutter Street | 1,297 |
| 1930 Market Street | 14,800 | 2380 Sutter Street | 10,321 |
| 270 Masonic Avenue | 832 | 1100 Trancas Street | 2,041 |
| 350 Mission Street | 51,920 | 3130 Twentieth Street | 1,961 |
| 982 Mission Street | 24,765 | 3130 Twentieth Street | 7,666 |
| 220 Montgomery Street | 38,678 | 5565 W. Las Positas Blvd | 5,783 |
| 260 Newhall Street | 4,800 | CPMC Davies Campus (Castro & Duboce Sts) | 8,700 |
| 1294 Ninth Avenue | 1,250 | Riverview Garden Apartments | 9,099 |
| 3313 North Hillard | 3,888 | SFGH | 93,153 |
| Subtotal: | <u>659,748</u> | Subtotal: | <u>384,334</u> |
| | | Grand Total: | <u>1,044,082</u> |

**University of California, San Francisco
Institutional Profile - FY 2011-12
Campus Sites**

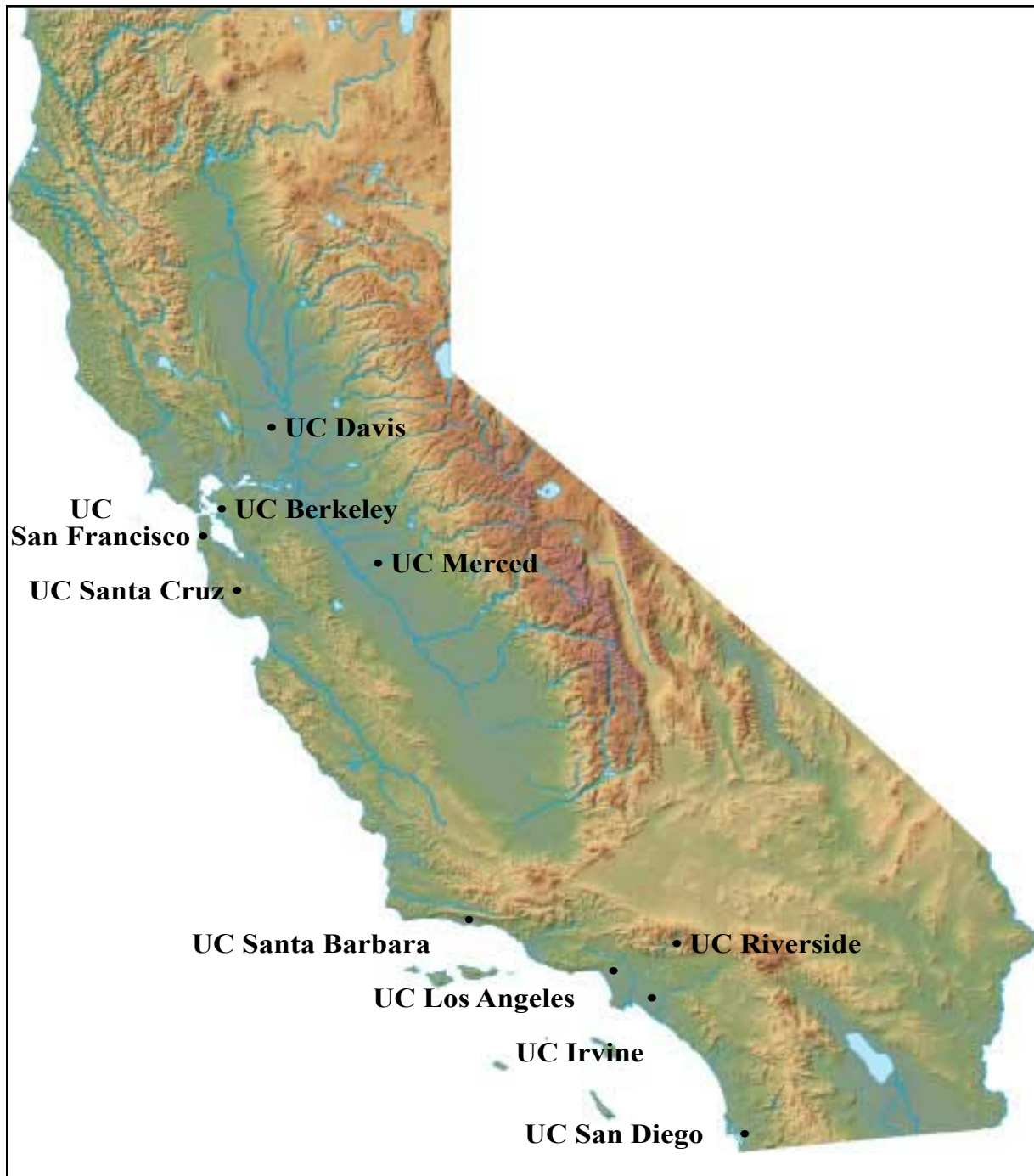
UCSF Total Acreage

| Location | |
|---------------------------|--------------|
| Parnassus Heights * | 46.0 |
| Mount Zion | 7.3 |
| Laurel Heights | 10.8 |
| Mission Center | 3.1 |
| Hunters Point | 3.8 |
| Oyster Point | 5.5 |
| Mission Bay | 57.0 |
| 654 Minnesota | 0.9 |
| Fresno MERC | 3.1 |
| Total UCSF Acreage | 137.5 |

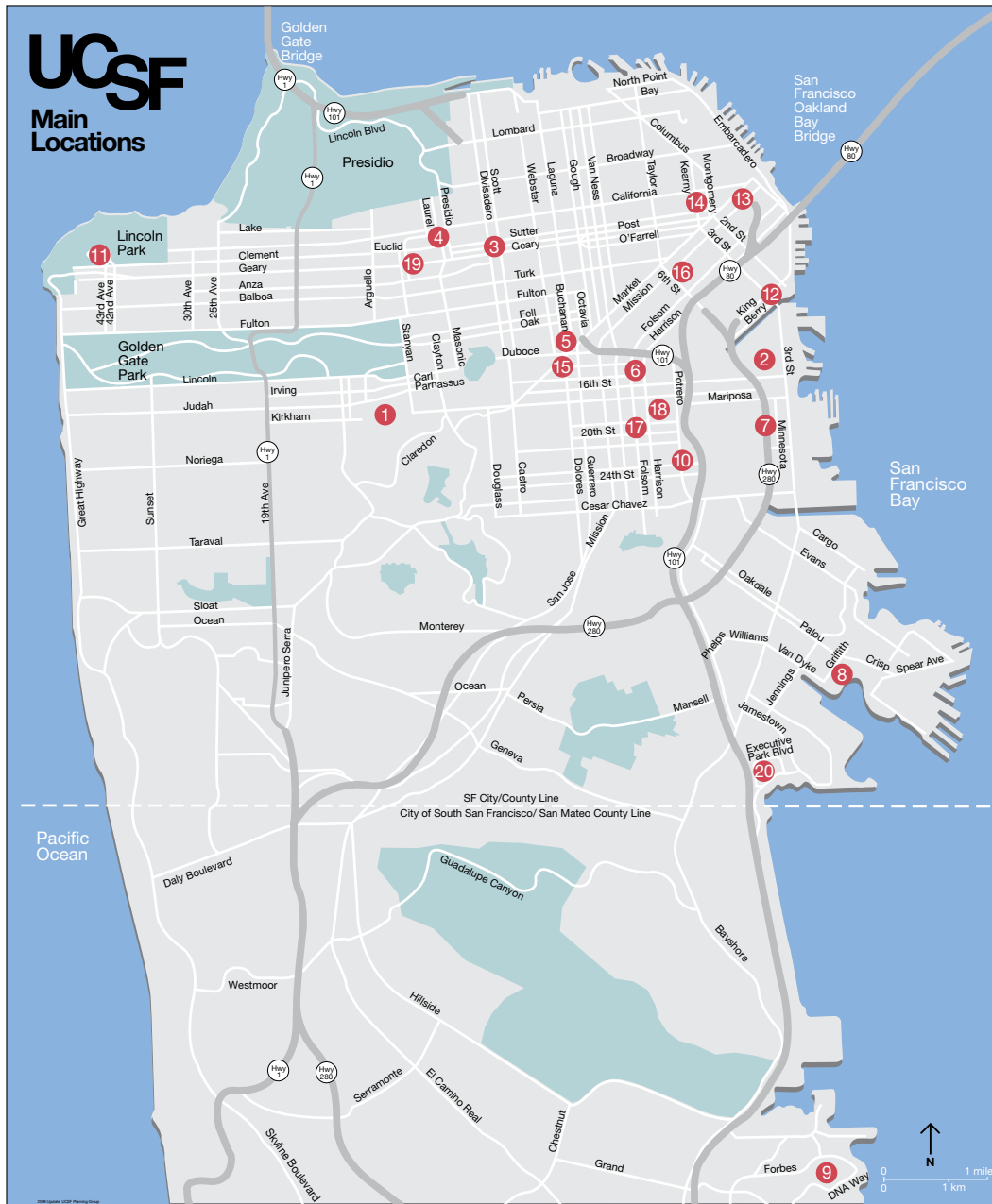
* Excludes 61 acres in Mt. Sutro Open Space Reserve

**University of California, San Francisco
Institutional Profile - FY 2011-12
Campus Sites**

UC Campuses

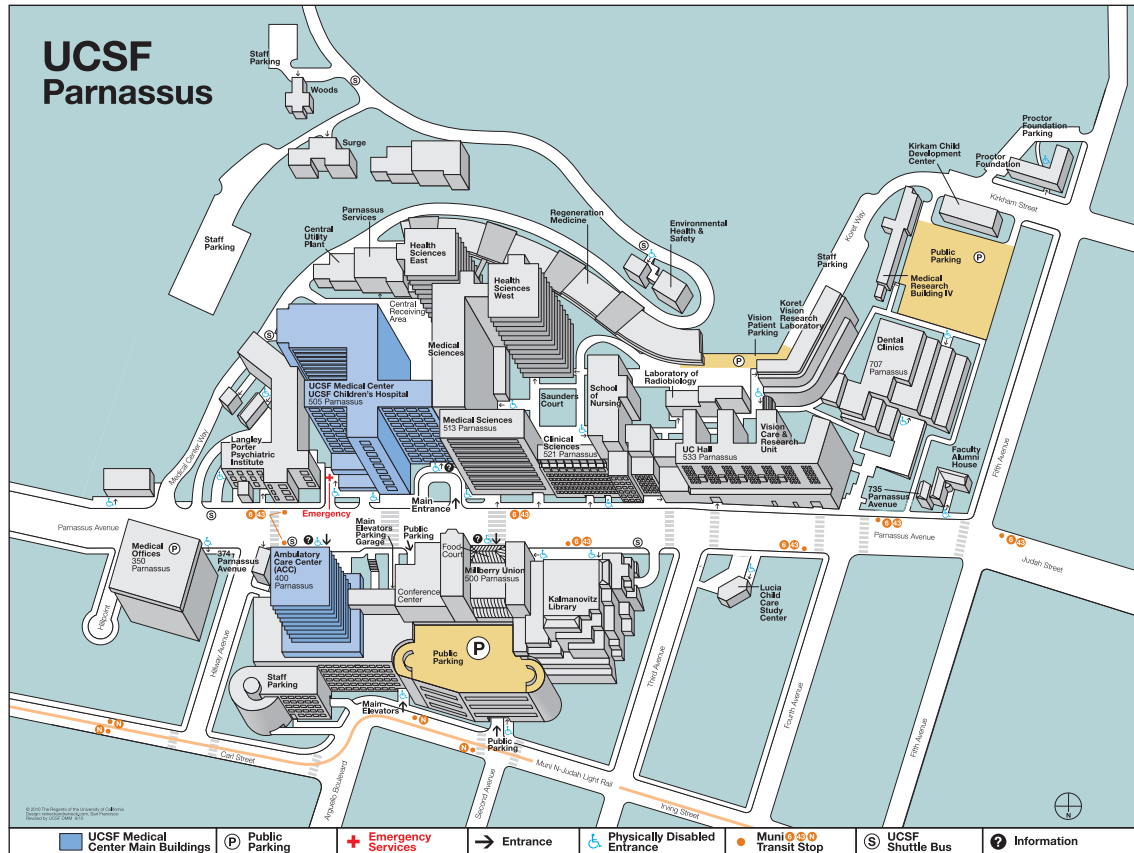


University of California, San Francisco Institutional Profile - FY 2011-12 Campus Sites



- | | | |
|---------------------------|--|---------------------------------|
| 1 Parnassus Heights | 8 Hunters Point | 14 220 Montgomery Street |
| 2 Mission Bay | 9 Oyster Point | 15 1930 Market Street |
| 3 Mount Zion | 10 San Francisco General Hospital (Affiliation) | 16 982 Mission Street |
| 4 Laurel Heights | 11 Veterans Affairs Medical Center (Affiliation) | 17 2300 Harrison Street |
| 5 Buchanan Dental Clinic | 12 185 Berry Street | 18 2727 Mariposa Street |
| 6 Mission Center Building | 13 50 Beale Street | 19 3360 Geary Boulevard |
| 7 654 Minnesota Street | | 20 250 Executive Park Boulevard |

University of California, San Francisco Institutional Profile - FY 2011-12 Campus Sites



- Ambulatory Care Center (A)**
400 Parnassus Avenue
- UCSF Medical Center**
UCSF Children's Hospital
505 Parnassus Avenue
• Long Building (L)
• Moffitt Building (M)
- Central Utility Plant**
25 Medical Center Way
- Clinical Sciences Building (C)**
521 Parnassus Avenue
• Dental Clinics
- Dental Clinics Building (D)**
707 Parnassus Avenue

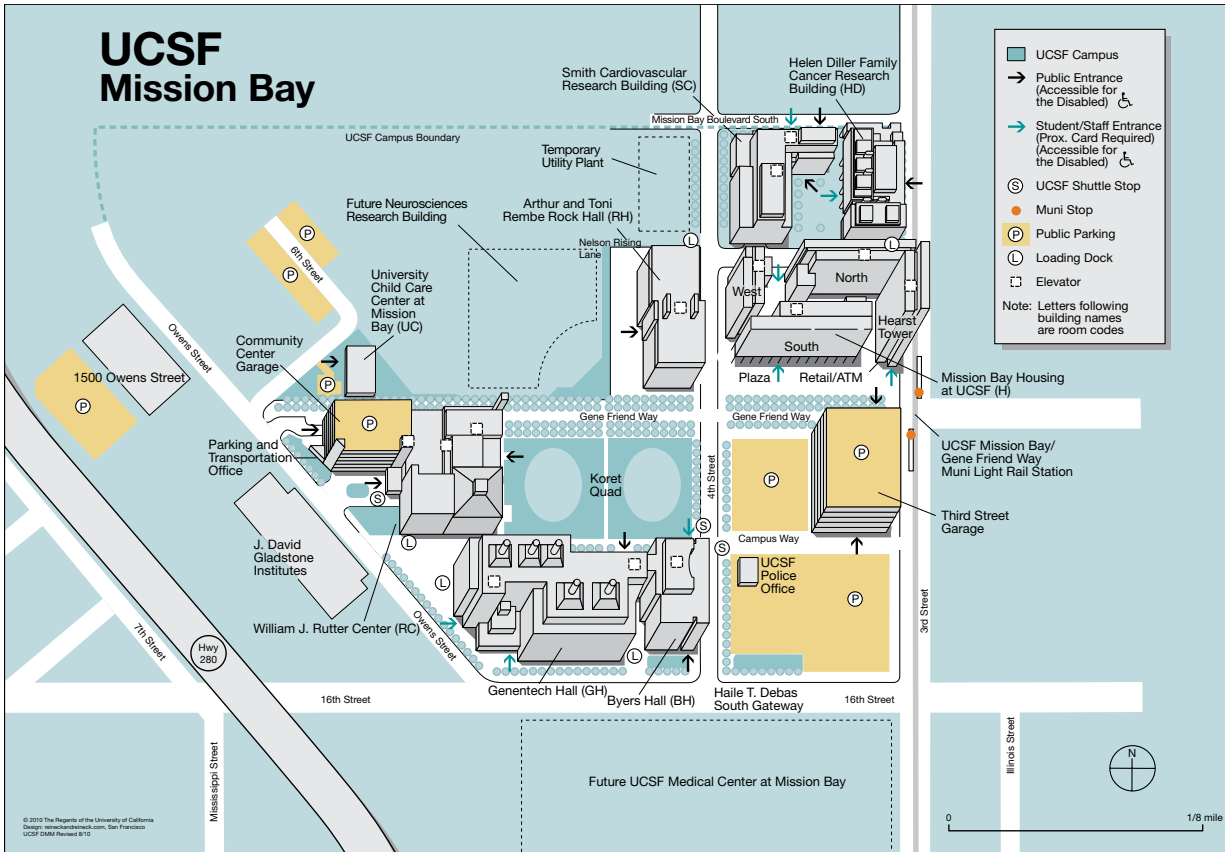
- Environmental Health & Safety (EHS)**
50 Medical Center Way
- Faculty Alumni House (FA)**
745 Parnassus Avenue
- Health Sciences East (HSE)**
- Health Sciences West (HSW)**
- Kirkham Child Development Center (KCDC)**
10 Kirkham Street
- Koret Vision Research Lab (K)**
10 Koret Way
• Beckman Vision Center
- Laboratory of Radiobiology (LR)**
4 Koret Way

- Langley Porter Psychiatric Institute (LPI)**
401 Parnassus Avenue
- Lucia Child Care Study Center (CCC)**
610 Parnassus Avenue
- Medical Research Building IV (MR IV)**
513 Parnassus Avenue
- Medical Sciences Building (S)**
513 Parnassus Avenue
- Millberry Union (MU)**
500 Parnassus Avenue
• Bookstore
• Conference Center
• Food Court
• Recreation & Fitness Center

- Parnassus Services Building (PS)**
30 Medical Center Way
- Proctor Foundation (PF)**
95 Kirkham Street
- Public Parking (P)**
• Main Parking Garage (enter on Irving St. & 2nd Ave. or on Parnassus Ave.)
• Dental Clinics Building Lot (enter on Kirkham St.)
• Vision Patient Parking Lot (enter on Kirkham St.)
- Regeneration Medicine Building (RM)**
35 Medical Center Way
- School of Nursing (N)**
2 Koret Way

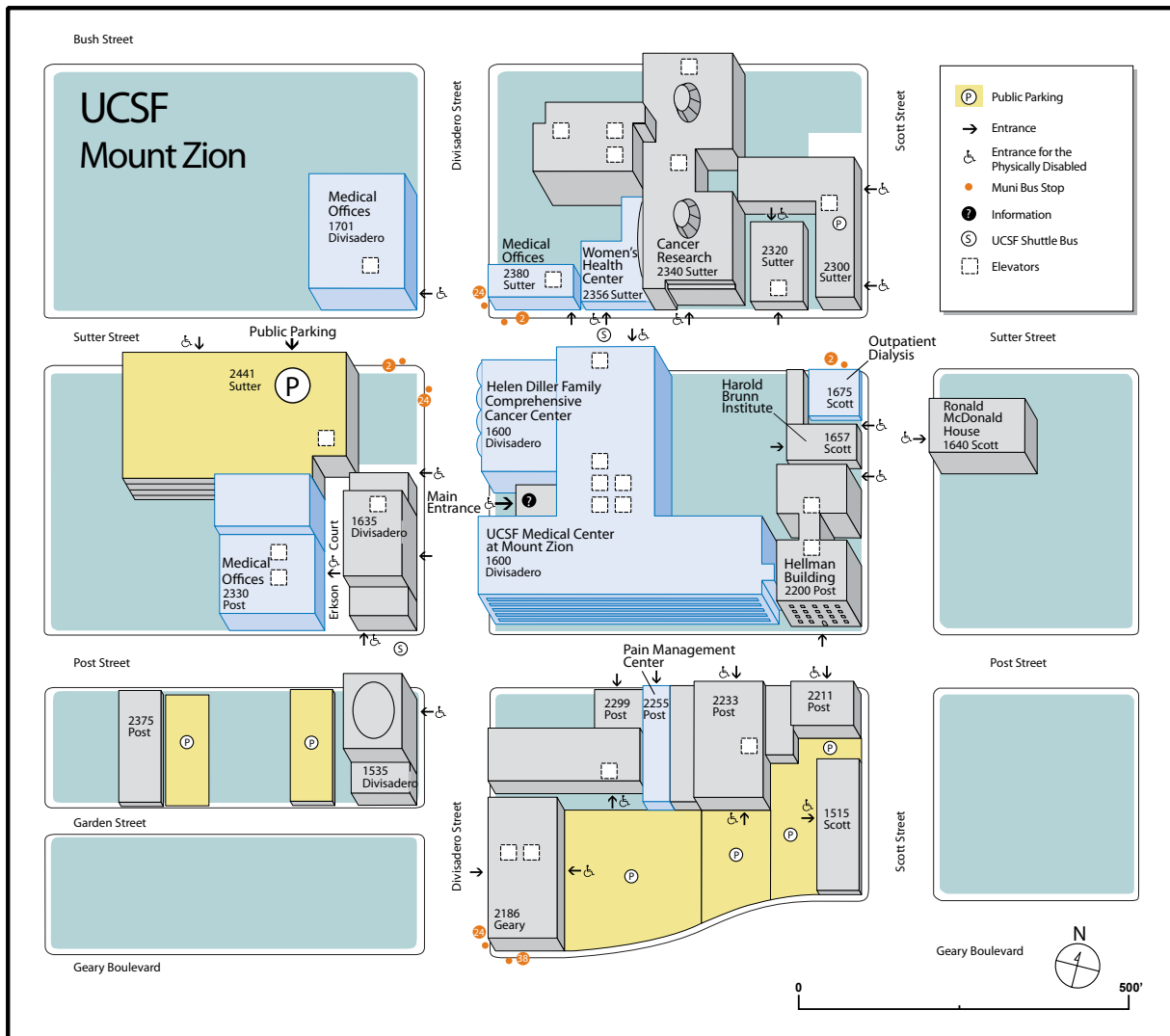
- Surge Building (SU)**
90 Medical Center Way
- UC Hall (U)**
533 Parnassus Avenue
• Beckman Vision Center
• Faculty Practice Offices
• Toland Hall
- Vision Care & Research Unit (VCRU)**
8 Koret Way
• Beckman Vision Center
- Woods Building (W)**
100 Medical Center Way
- 350 Parnassus Avenue**
• Medical Offices
(leased; fee parking available)

University of California, San Francisco Institutional Profile - FY 2011-12 Campus Sites



| | | |
|--|--|---|
| <p>Arthur and Toni Rembe Rock Hall (RH) 1550 4th Street</p> <p>Byers Hall (BH) 1700 4th Street</p> <p>Genentech Hall (GH) 600 16th Street Genentech Hall Cafe University Express ATM (Golden 1)</p> <p>Helen Diller Family Cancer Research Building (HD) 1450 3rd Street</p> | <p>J. David Gladstone Institutes (Affiliated) 1650 Owens Street</p> <p>Mission Bay Housing at UCSF (H) Hearst Tower: 1560 3rd Street West: 1505 4th Street North: 525 Nelson Rising Lane South: 550 Gene Friend Way ATM (Bank of America, Wells Fargo, Golden 1) Caffe Terzetto, Peasant Pies, Subway</p> <p>Parking and Transportation Office (PT) 1625 Owens Street</p> | <p>Smith Cardiovascular Research Building (SC) 555 Mission Bay Boulevard South</p> <p>Third Street Garage 1650 3rd Street</p> <p>University Child Care Center at Mission Bay (UC) 1555 6th Street</p> <p>William J. Rutter Center (RC) 1675 Owens Street Bakar Fitness & Recreation Center Conference Center, The Pub</p> |
|--|--|---|

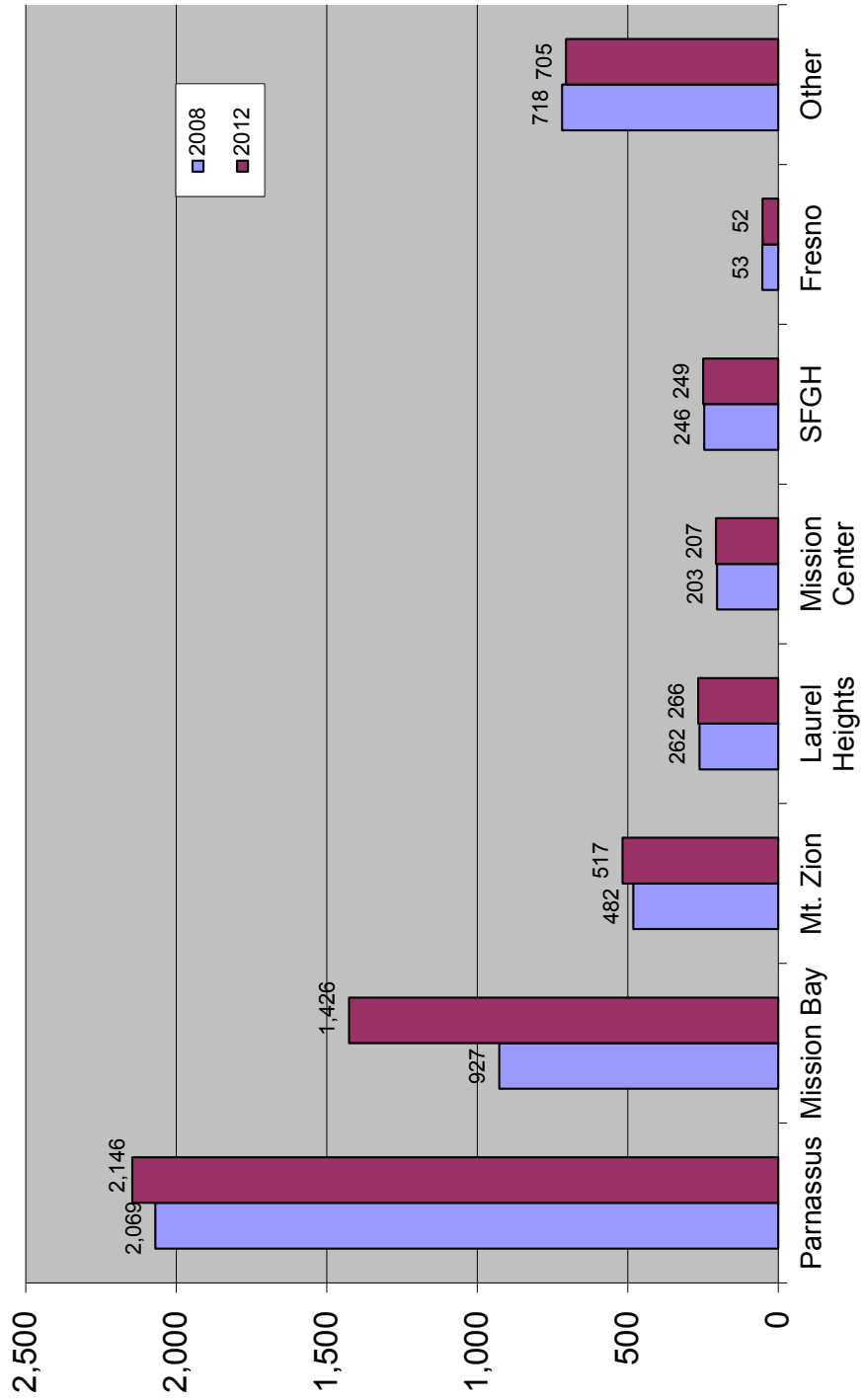
University of California, San Francisco Institutional Profile - FY 2011-12 Campus Sites



| | |
|---|---|
| Cancer Research 2340 Sutter Street | Outpatient Dialysis 1675 Scott Street |
| Harold Brunn Institute 1657 Scott Street | Osher Building 1535 Divisadero Street |
| Helen Diller Family Comprehensive Cancer Center 1600 Divisadero Street | Pain Management Center 2255 Post Street |
| Hellman Building 2200 Post Street | Public Parking 2441 Sutter Street |
| Medical Offices 1701 Divisadero Street | UCSF Medical Center at Mount Zion 1600 Divisadero Street |
| Medical Offices 2330 Post Street | Women's Health Center 2356 Sutter Street |

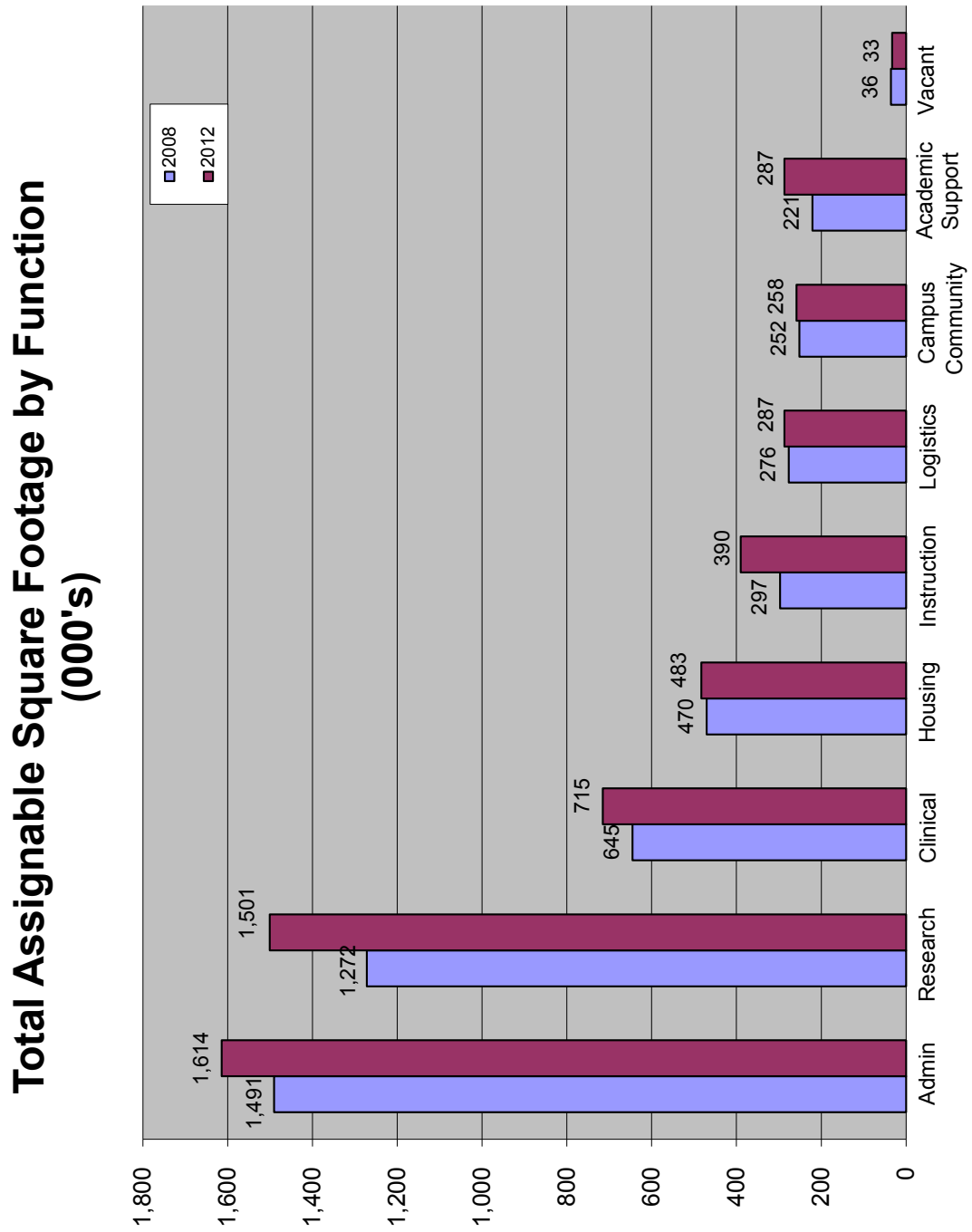
**University of California, San Francisco
Institutional Profile - FY 2011-12
Campus Sites**

**Total UCSF Assignable Square Footage by Site
(000's)**



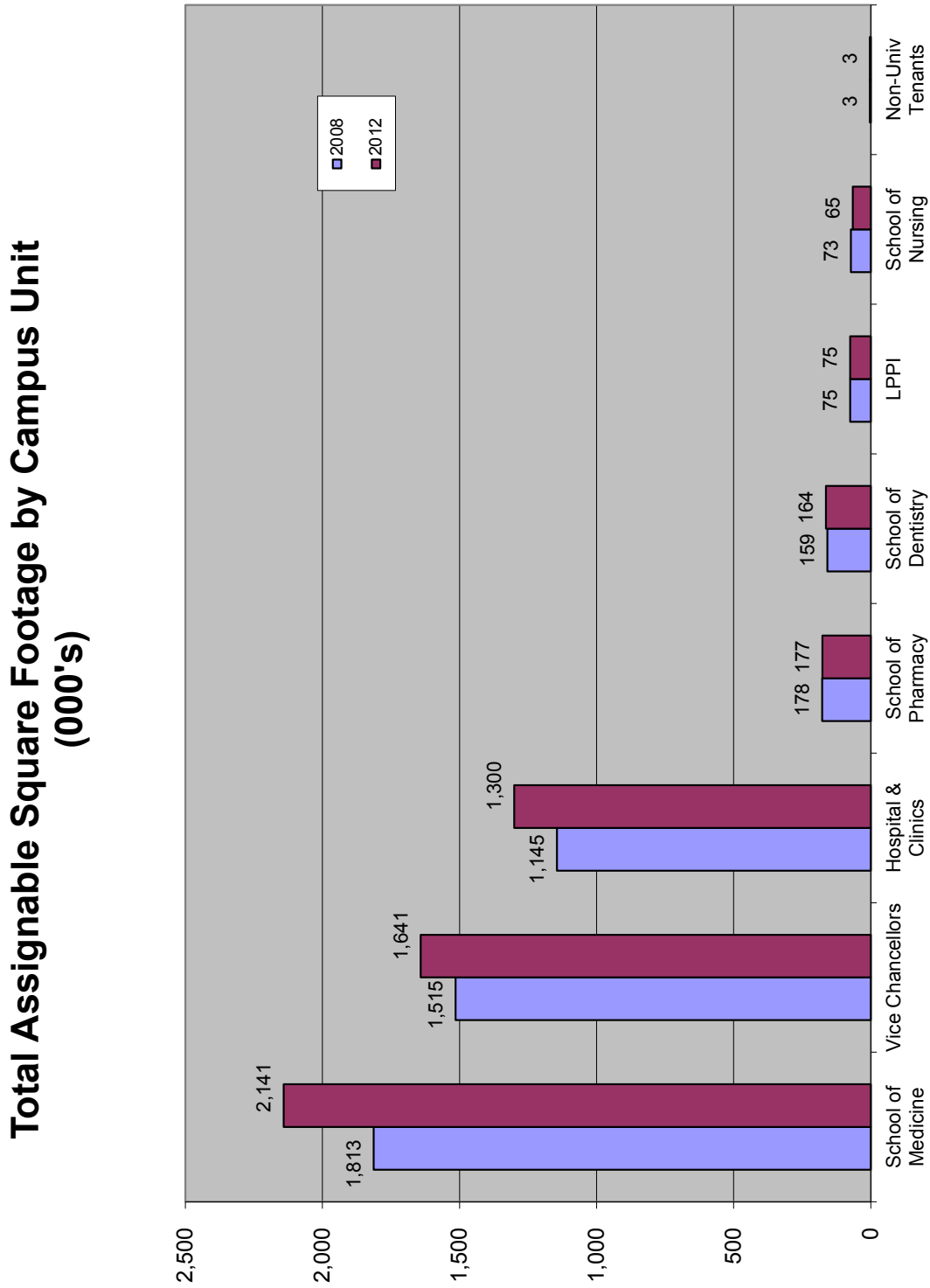
Source: UCSF CPFM Department - 2/5/2010 - Strategic Planning Chart IV-34

**University of California, San Francisco
Institutional Profile - FY 2011-12
Campus Sites**



Source: UCSF CPFM Department - 2/5/2010 - Strategic Planning Chart IV-35

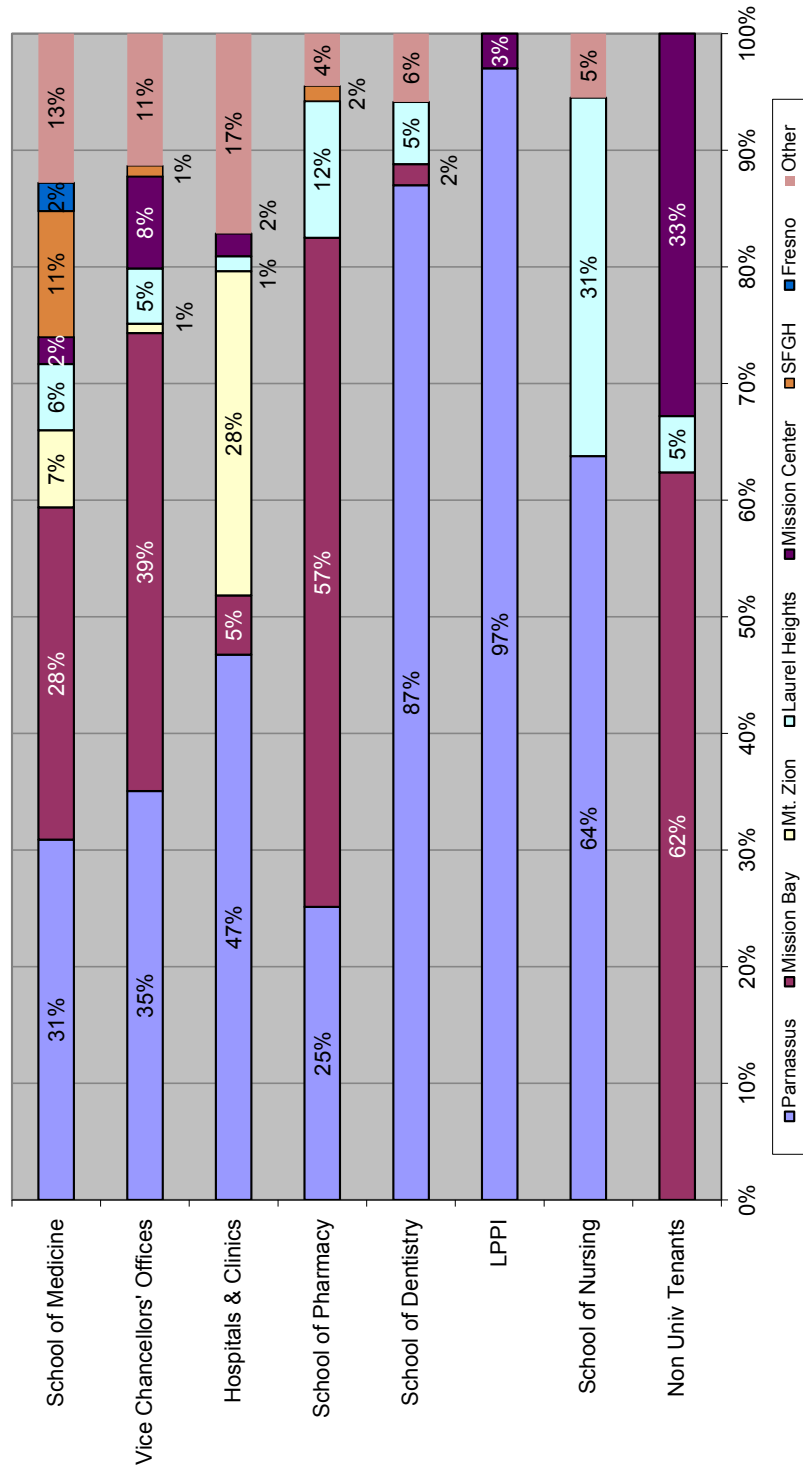
**University of California, San Francisco
Institutional Profile - FY 2011-12
Campus Sites**



Source: UCSF CPFM Department - 2/5/2010 - Strategic Planning Chart IV-36

**University of California, San Francisco
Institutional Profile - FY 2011-12
Campus Sites**

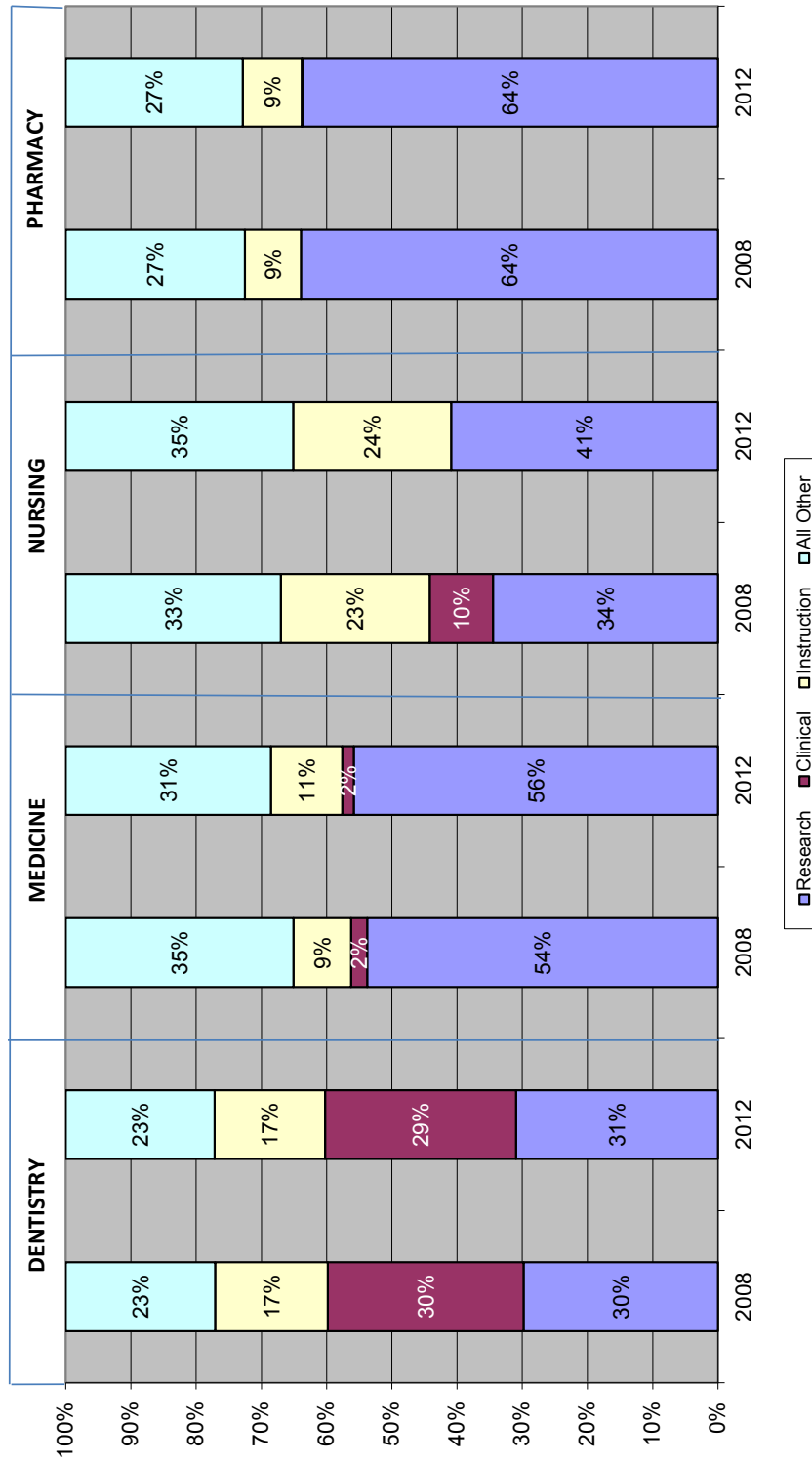
Distribution of Assignable Square Footage by Unit and Site, 2012



Source: UCSF CPFM Department - 2/5/2010 - Strategic Planning Chart IV-37

**University of California, San Francisco
Institutional Profile - FY 2011-12
Campus Sites**

**Change in the Distribution of Assignable Square Feet
by Function within Schools
FY 2007-08 to FY 2011-12**



Source: UCSF CPFM Department -2/5/2010 - Strategic Planning Chart IV-38

University of California, San Francisco
Institutional Profile - FY 2011-12
Service & Outreach

SERVICE & OUTREACH

This section contains a summary of Service & Outreach that is described on the Community website: <http://www.ucsf.edu/community/>

UCSF is devoted to public service and is very much a part of the San Francisco and Bay Area communities. Through its patient care and research, reliance on neighborhood businesses, campus activities — including lectures and programs for the general public — and outreach efforts, UCSF's reach and impact stretch far into the community.

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University of California, San Francisco
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DEPARTMENTS AND SERVICES

- Campus Life Services
- Capital Programs
- Community & Governmental Relations
- Facilities Management
- Human Resources
- Parking & Transportation
- Police Department

Campus Life Services - <http://www.cas.ucsf.edu/cls/>

Campus Life Services offers the following services:

- Arts & Events
- Child & Elder Care
- Conference Services
- Distribution & Storage
- Documents, Media & Mail
- Fitness & Recreation
- Housing Services
- Retail
- Transportation Services

See the Campus Life Services website or the section for the Senior Vice Chancellor of Finance and Administration or more detail.

Capital Programs- <http://www.fm.ucsf.edu/>

Mission (held jointly with Facilities Management)

We design, build, operate and maintain UCSF facilities in support of its research, teaching, health care, and community service mission.

The Capital Programs division provides project management services to those embarking on campus renovation or construction projects. A variety of people and skills are required to start a project and bring it to a successful completion. Planners, designers, administrators, contractors, inspectors, and others work together to meet the needs of UCSF clients. In its role as customer liaison, Capital Programs & Facilities Management enables these professionals to keep the client's requirements as the primary objective during each phase of a project.

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See website or Senior Vice Chancellor of Administration and Finance section for more detail.

Community & Government Relations - <http://ucsfgr.ucsf.edu/>

UCSF Community & Governmental Relations works with our neighbors to develop creative, mutually beneficial solutions that address the inherently complex relationship between UCSF and the wonderfully diverse city, of which it is a part.

The mission of Community Relations is to form community partnerships and communicate campus plans and activities in a proactive and forthright manner, as well as to present community feedback to campus decision makers.

The mission of Governmental Relations is to assist the University in obtaining adequate public funding and to advocate for public policy that supports the University's teaching, patient care, research, and public service programs.

Facilities Management - <http://www.fm.ucsf.edu/>

Mission (held jointly with Capital Programs)

We design, build, operate and maintain UCSF facilities in support of its research, teaching, health care, and community service mission.

FM Services

General

Facilities Management is responsible for the operations and maintenance of the campus, maintaining the physical structure of the campus, providing utilities, and providing the support services that surround these functions.

See website or Senior Vice Chancellor of Administration and Finance section for more detail.

Human Resources - <http://ucsfhr.ucsf.edu/>

The Human Resources website offers a searchable databases of UCSF's open career positions along with temporary employment opportunities.

Parking and Transportation - <http://www.campuslifeservices.ucsf.edu/transportation/>

UCSF has on-site parking available at most locations and offers free shuttle service between all

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major campus sites.

Police Department - <http://www.police.ucsf.edu/>

The UCSF Police Department strives to provide a crime free and safe environment through strategic policing, integrity, respect, and strong community partnerships. It works in partnership with our community to enhance the safety and quality of life at UCSF through:

- Crime prevention and suppression.
- Victim support and assistance.
- Infrastructure protection.
- Community education and awareness.
- Emergency preparedness.
- Traffic Safety.

RESOURCES

- Child & Elder Care
- Community Partnerships Program
- Disability Access Guide
- Disability Information and Resources
- Housing Office
- Guide for Industry
- LGBT Resources
- Major Campus Sites
- Mission Bay
- Work-Life Resource Center

Child and Elder Care - <http://www.campuslifeservices.ucsf.edu/childcare/>

Since 1978, UCSF has been a reliable and consistent source of quality child care for staff, faculty and students. Dedicated caregivers, innovative programs and a diverse approach create a nurturing, safe and inspiring environment for your child.

Community Partnerships Program - <http://www.sf.ucsf.edu/>

The University Community Partnerships Program (UCPP) was established by Executive Vice Chancellor Eugene Washington in the spring of 2006 to coordinate the many existing partner-

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ships between UCSF-affiliated individuals/groups and San Francisco-based community organizations and support new partnerships.

Our Mission

To build collaborative relationships between UCSF and the community, promoting civic engagement, fostering community health and well-being and enhancing the environment for education, research, employment and patient care at UCSF. The UCPP serves as a bridge between UCSF and the community, emphasizing partnerships that value and respect the assets and diversity of both.

Activities

To accomplish this mission, the UCPP focuses its activities in the following major areas:

- Service Learning programs, which promote socially responsive, community based educational experiences for UCSF students and residents, and support faculty development in this area,
- Educational Outreach to the community, including partnerships with local school districts to improve K-12 science education, collaborations in high school and college “pipeline” programs to increase opportunities for disadvantaged students to pursue careers in the health professions and scientific research, and other types of outreach programs,
- Economic and Employment Development, targeting economically disadvantaged communities and building partnerships with local businesses, job training programs, and other agencies to ensure employment and business opportunities that will improve the economic and civic environment in these neighborhoods,
- Community Based Research and Evaluation, emphasizing participatory models that engage and empower community members and community based organizations as partners in research activities.

In addition, we share with and encourage our researchers and community leaders to follow the principles of partnerships that will allow them to achieve their full potential as partners

UCPP is modeled after some of the most progressive academic-community partnership programs in the country. UCSF’s initiative is poised to become the leader in partnership innovation thanks to the decision- and policy-making power of its council of campus and community leaders .

With UCPP’s guidance and support, UCSF brings new meaning to what it means to be a public institution—one that truly serves the vibrant community of San Francisco.

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Principles of Partnership

The Makings of a Model Partnership

The University Community Partnership Program is dedicated to helping every campus-community partnership be highly successful and reach its full potential. To do this, we encourage all partners to adhere to the following principles of partnership.

- Partners have agreed upon mission, values, goals, and measurable outcomes for the partnership.
- The relationship between partners is characterized by mutual trust, respect, genuineness, and commitment.
- The partnership builds upon identified strengths and assets, but also addresses areas that need improvement .
- The partnership balances power among partners and enables resources among partners to be shared.
- There is clear, open and accessible communication between partners, making it an ongoing priority to listen to each need, develop a common language, and validate/clarify the meaning of terms.
- Roles, norms, and processes for the partnership are established with the input and agreement of all partners.
- There is feedback to, among, and from all stakeholders in the partnership, with the goal of continuously improving the partnership and its outcomes.
- Partners share the credit for the partnership's accomplishments.
- Partnerships take time to develop and evolve over time.
- Partners embrace the art of evaluation, documenting whenever possible their process and measuring their interventions to create transparency, accountability, and replicability.
- Partners plan together the dissemination of research findings into translatable and practical applications with the community.

Educational Outreach

UCSF has a long history of reaching out to the citizens of San Francisco. Whether it is partnering with schools to improve science education or partnering with health clinics to teach the elderly

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how to better manage chronic disease, UCSF faculty, staff and students have brought health information to the people of San Francisco, making a difference in their lives.

UCPP builds upon that solid foundation, working to enhance and expand those efforts by:

- serving as a clearinghouse for the health, science and education resources that UCSF has to offer the community
- determining the community's educational needs and helping to meet them

Service Learning

Meeting UCSF's vision for community partnerships includes meeting its primary goal of educating the next generation of doctors, nurses, dentists, pharmacists and other health professionals. Service-learning combines community service with explicit learning objectives, preparation to meet those objectives and reflection on the learning experience. It is an important part of meeting UCSF's educational goals.

UCPP is dedicated to the core principles and values behind service-learning in the health professions.

A well-designed curriculum in service-learning

- is developed, implemented and evaluated in collaboration with the community
- responds to concerns identified by the community
- attempts to balance the service that is provided and the learning that takes place
- enhances learning by allowing the application of skills to real world situations
- provides opportunity for critical reflection

Students engaged in service-learning

- provide direct community service
- learn about the context in which the service is provided
- reflect on their roles as health professionals and as citizens

UCPP provides resources, training and support to those looking to include service-learning components in their community partnerships, as well as enhance and enrich existing service learning programs.

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Community Based Research

The University Community Partnerships Program is committed to promoting a different model of research—one which empowers community members and community based organizations as active collaborators with UCSF researchers to bring the best of science to bear on real life health challenges. The UCPP believes that community members should be active participants in the pursuit of science, working alongside UCSF researchers to identify topics of mutual concern and to collaborate in the design, implementation and dissemination of research studies.

These types of collaborations:

1. enrich the relevance and validity of scientific research by identifying important new areas of scientific inquiry
2. recruit study participants who are more representative of the nation's diverse population
3. enhance the application of research evidence to improve the public's health

The UCPP Research and Evaluation ACI is closely linked with the Community Engagement Program (CEP) of the UCSF Clinical & Translational Science Institute (CTSI). The CTSI is a major new NIH funded initiative to transform clinical research, including support for more community based research and greater community application of clinical research evidence.

Economic Development Initiative

Since its inception in late 2000, the Economic Development Initiative, formerly known as Community Partnerships Program, has forged new and innovative partnerships with community-based organizations and businesses in the neighborhoods adjoining our still evolving Mission Bay campus. These partnerships demonstrate a new way of working with community in a manner that is inclusive, participatory, and builds on the strengths and assets of our newest neighbors, as well as the university. The Economic Development Initiative works with over 10 UCSF departments and 25 community-based organizations to implement its workforce and business development programs.

Disability Access Guide - <http://access.ucsf.edu/>

Disability Information and Resources - <http://www.ucsf.edu/resources/disability.html>

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Housing Office - <http://www.campuslifeservices.ucsf.edu/hous>

Housing Services offers a variety of programs. We are a customer driven organization, providing quality housing and related services to students, post-docs, residents/clinical fellows and faculty.

Guide for Industry - Website: <http://corporate.ucsf.edu/>

With over 15,000 faculty and staff, 4,000 graduate students, and more than 1,000 postdoctoral fellows, UCSF is ranked among the top five centers in the US for health sciences research and education.

UCSF offers decades of experience partnering with industry to secure and grow vertical and horizontal market share.

UCSF discoveries and scientists have launched over 60 start-ups – including Genentech and Chiron – and UCSF leads all UC campuses in licensing revenues. We engage with external partners in nearly 200 clinical trials and 100 research collaborations annually.

LGBT Resources - <http://www.ucsf.edu/cge/lgbtr/>

Lesbian, Gay, Bisexual, Transgender, Intersex Resources (LGBTIR) reflects and advances the University of California's commitment to equity, diversity, and cultural competence in education, employment, research, and health care. You're warmly invited to contact us about LGBTIR's programs and services, which include:

Workshops,
trainings, panels, lectures, conferences, and more

Information,
referrals, and informal advising and support

Networking
and mentoring opportunities

Advocacy
for inclusion of LGBTI people and concerns in all UC programs and services

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Listservs

for UC's LGBTI communities, LGBTI parents, and LGBTI staff

Newsletter

featuring LGBTI-related news from UC and beyond

Library

specializing in LGBTI health issues

Work-Life Resource Center - <http://www.ucsf.edu/wrklife/>

The UCSF Work-Life Resource Center envisions a diverse campus community where the quality of life at work is enhanced, enriched, and sustained for all members. The WLRC promotes collaborative strategies that foster supportive work and learning environments.

HEALTH CARE INFORMATION & SERVICES

- Cancer Resource Center
- Community Consortium (HIV)
- Dentistry Clinics
- HealthWorks at Mount Zion
- Homeless Dental Clinic
- HIV InSite
- Institute for Health and Aging
- National Center of Excellence in Women's Health
- UCSF Clinical Trials
- UCSF Medical Center

Cancer Resource Center - <http://cancer.ucsf.edu/crc/>

The Cancer Resource Center supports wellness and the healing process by providing patients and their loved ones with information, emotional support, and community resources. The CRC maintains a multimedia library, provides access to specialized health databases, and offers research assistance. We host diverse support groups and classes, and direct people to other community resources. All CRC programs are free.

Community Consortium (HIV) - <http://www.communityconsortium.org/index.html>

The Community Consortium is an association of health care providers who care for the majority

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of people living with HIV in the San Francisco Bay Area. Our mission is to improve the quality of primary medical care for people with HIV/AIDS in our community.

Dentistry Clinics - <http://dentistry.ucsf.edu/patients/directory.html>

Directory of Clinics

- Buchanan Dental Center
- Center for Craniofacial Anomalies
- Faculty Group Practice
- Faculty Prosthodontic Group
- Oral and Maxillofacial Surgery at UCSF
- UCSF Maxillofacial Surgery at San Francisco General Hospital
- UCSF Center for Orofacial Pain
- Oral Surgery at Buchanan Dental Clinic
- UCSF Orofacial Center
- Orthodontic Practice
- Parnassus Student Dental Clinics
- Pediatric Dentistry
- Oral Medicine/Oral AIDS Center/Sjögren's Syndrome Clinic

HealthWorks at Mt. Zion - <http://mountzion.ucsfmedicalcenter.org/healthworks/index.asp>

HealthWorks for Women, the first hospital-based comprehensive women's health center in San Francisco, opened at Mount Zion in 1986. Located on the first floor of the hospital building, services included a women's health library with a range of books, periodicals, audio and video tapes, freely available. Closed shortly after the UCSF - Mount Zion merger in 1990, the revival of HealthWorks is made possible by a generous donation from a former patient, Margaret Carter, and now serves as a resource for all patients and visitors to Mount Zion.

Homeless Dental Clinic - <http://www.ucsf.edu/hdc/>

A collaboration between faculty, residents, students, and volunteers, Tom Waddell Health Center / UCSF Community Health Clinic has been working to improve the health of homeless San Franciscans for over a decade.

The philosophy of the Dental Clinic is to motivate patients to seek healthcare and to prevent dental disease through education and preventive dentistry. The Dental Clinic is guided by three mutually supportive sets of aspirations:

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.....For the clients

To provide oral health education, referrals, and treatment. To make a positive impact on the lives of the homeless people.

.....For the students

To create a setting in which students can learn, teach, and practice clinical skills. To cultivate sensitivity and comfort in interactions with the underserved population.

.....For the Community

To use the Dental Clinic as a forum for education and health care service. To promote advocacy for the needs of this population.

Ultimately, we hope this experience will broaden our vision and make us more able and compassionate health care providers for any population we choose to serve.

HIV InSite - <http://hivinsite.ucsf.edu/>

Comprehensive, up-to-date information on HIV/AIDS treatment, prevention, and policy from the University of California, San Francisco School of Medicine.

Institute for Health and Aging - <http://nurseweb.ucsf.edu/iha/>

Our Mission - to optimize the health and aging of individuals, communities, and society through research, education and public service in the social and behavioral sciences.

The number and proportion of older Americans is growing rapidly and continues to accelerate with the aging of the “baby boomers.” This demographic trend, combined with concurrent increases in the prevalence of chronic illness, the need for long-term care, and the impact of a changing and financially constrained health care system, underscore the critical need for research that investigates cost effective health care services delivery, outcomes, accountability, access to services, and quality of care. Coupled with increasing state government responsibility for health and long-term care, these trends have necessitated the integration of research into practice applications in real-world settings. The Institute for Health & Aging responds directly to these challenges nationally.

National Center of Excellence in Women’s Health - <http://www.ucsf.edu/coe/>

Now entering its tenth year, the only nationally-designated Center of Excellence (CoE) of its kind in Northern California is an established health service provider and resource for and partner with

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the community in tackling current topics in women's health. The last decade has seen major advances in women's health, and the UCSF CoE has played a key role in this process leading innovations in clinical practice, development of new knowledge, and in professional and community education. We were one of the original six institutions given the 'Center of Excellence' honor by the US Department of Health and Human Services Office on Women's Health, and there are now 23 Centers across the country.

Our Model of Women's Health:

The UCSF National Center of Excellence in Women's Health (CoE) has developed a new model to transform the traditional Academic Medical Center from a fragmented set of activities into a dynamic and multi-disciplinary health care system focused on the needs of all women.

The model includes five components:

- integrated clinical care to provide seamless health care services to women
- research focused on women's health issues to better understand women's health needs
- professional education to better educate tomorrow's women's health care providers
- leadership activities to encourage women interested in this field
- community outreach to expand services and the reach of the program beyond the walls of the university setting.

Clinical Trials - http://medschool.ucsf.edu/clinical_trials/

UCSF's expertise with clinical trials includes researchers in the following departments and centers:

- AIDS Clinical Trials Group at SFGH Center
- Asthma Clinical Research Center
- Cardiology Research
- Cardiovascular Research Institute (CVRI)
- Center for AIDS Prevention Studies (CAPS)
- Center of Excellence in Women's Health
- Comprehensive Cancer Center
- Cryptosporidium parvum Genome Demonstration Project
- Drug Dependence Research Center
- Fetal Treatment Center
- Gladstone Institute for Cardiovascular Disease
- HIV InSite Clinical Trials
- Immune Tolerance Network
- Immunogenetics and Transplantation

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- Laboratory for Radiological Informatics
- Lipid Clinic
- Magnetic Resonance Science Center
- Multiple Sclerosis Genetics Group
- UCSF Pain Management Center

UCSF Medical Center - <http://www.ucsfhealth.org/>

UCSF Medical Center is one of the top 10 hospitals in the nation and a leader in the medical innovations that have improved and saved lives. Explore [ucsfhealth.org](http://www.ucsfhealth.org) to learn more about our services and doctors.

EDUCATION AND OUTREACH PROGRAMS FOR THE COMMUNITY

- Osher Lifelong Learning Institute
- UCSF Mini Medical School
- Science & Health Education Partnership

Osher Lifelong Learning Institute

Osher Lifelong Learning Institute at UCSF presents Mini Medical School for the public, beginning in October

UCSF Mini Medical School

UCSF Mini Medical School is a public education course focusing on the theme “Bringing Science to Life: the Promise of Modern Medicine.” Designed for people who want to know more about the science behind the news and the intricate workings of the human body, it includes lectures on health and science topics and special visits to clinical units and research labs at UCSF. The course is structured to approximate some of the core learning that health science students experience in their first two years of study.

The UCSF Mini Medical School is designed to provide members of the community the opportunity to see and hear what goes on every day in UCSF’s classrooms and research labs with lectures from the same faculty who are on the front lines and special elective classes that take you behind the scenes. Mini Med addresses issues of accelerating public interest in the science behind the health headlines, in the role of the consumer in health care decision making, and in helping to

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shape health policy.

Science and Health Education Partnership

The Science & Health Education Partnership (SEP) is a collaboration between the University of California, San Francisco and the San Francisco Unified School District. Scientists and educators from both organizations work in partnership to support quality science education for K-12 students.

SEP, founded in 1987 and currently housed in the Department of Biochemistry & Biophysics, is nationally recognized as a model partnership between a university and a local public school system. Since 1989, SEP has been awarded nearly \$9-million in competitive federal, private, and state awards. SEP is currently funded by the Howard Hughes Medical Institute, by a NIH-Science Education Partnership Award (SEPA) from the National Center for Research Resources (NCRR), the Bechtel Foundation, the UCSF Chancellor's Office, the UCSF School of Medicine, and the California Science Project.

SEP's mission is to promote partnership between scientists and educators in support of high quality science education for K-12 students. To this end, SEP develops and implements programs with the following goals: 1) to support teaching and learning among teachers, students, and scientists; 2) to promote an understanding of science as a creative discipline, a process, and a body of integrated concepts; 3) to contribute to a deeper understanding of partnership; and 4) to provide models and strategies for other institutions interested in fostering partnerships between scientific and education communities.

For SEP, the primary meaning of the term partnership is mutual teaching and learning among partners. As a result, SEP functions as a teaching and learning community in which all participants are encouraged to simultaneously take on the roles of student, teacher, and scientist. As students, we are learning and discovering; as teachers, we are making instructional decisions, implementing pedagogical strategies, and assessing learning; and, as scientists, we are incorporating prior knowledge and generating new knowledge through the course of inquiry. This mutual inquiry into science education through partnership incorporates shared decision-making, continual development of the organization along with the individual, and leadership and expertise arising out of the community of teachers, scientists, and students. SEP continues to evolve by building and applying a foundation of knowledge about successful approaches to professional development and scientist-teacher partnership.

Each year, SEP coordinates the efforts of over 300 UCSF participants who contribute approximately 10,000 hours of service with over 400 SFUSD teachers and their students, representing

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80-90 percent of the District's K-12 schools.

ARTS AND RECREATION

- Cole Hall Cinema
- Millberry Fitness & Recreation Center
- Outdoor Programs
- Performing Arts Clubs
- Rec Sports

Cole Hall Cinema - <http://www.campusliveservices.ucsf.edu/artsevents/calendar/cinema/>

The latest movies from spectacles, anime, dramas, documentaries and more - Cole Hall Cinema has been the movie theater of choice for the campus community for over 40 years. Where else can you see first-run movies and classics for less than what you'd pay for lunch?

Millberry Fitness & Recreation - <http://www.cas.ucsf.edu/mps/membership/>

Millberry Recreation and Fitness Center offers modern facilities, the latest exercise equipment, an indoor swimming pool and personal service from a knowledgeable staff. Located at UCSF's Parnassus Campus, the fitness center provides a convenient and comfortable workout atmosphere for the university community.

Outdoor Programs - <http://www.outdoors.ucsf.edu/>

Outdoor Programs creates rejuvenating outdoor experiences for students, staff and families in UCSF and local community. Whether it's paddling the shores of Mission Bay, hiking through Yosemite, or enjoying a day on the beach, we make it easy to take advantage of the fun opportunities right outside your back door.

Performing Arts Clubs - <http://www.campusliveservices.ucsf.edu/artsevents/calendar/clubs.php>

- Visual Arts Club
- Ballroom & Latin Dance Club
- Gospel Choir at UCSF
- Symphony Parnassus
- Parnassus Players

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- Vocal Chords
- Piano Committee
- Poets on Parnassus
- Brass Ensemble at UCSF
- Jazz Ensemble
- Booster Shot

Rec Sports - <http://www.recsports.ucsf.edu/>

There's something for everyone at UCSF Recreational Sports. The program offers leagues, drop-in sports, clubs, and clinics for UCSF students, staff, and community.

NEWS & EVENTS

- Campus Events Calendar
- UCSF Today
- UCSF News Office
- UC Newswire
- Synapse

Campus Events Calendar - <http://calendar.ucsf.edu/>

UCSF Today - <http://pub.ucsf.edu/today/cache/index.html>

UCSF News Office - <http://pub.ucsf.edu/newsservices/>

A division of the UCSF Department of Public Affairs, News Services handles news and media relations for all programs affiliated with the UCSF Campus, UCSF Medical Center and UCSF Children's Hospital. This responsibility includes writing and distributing news releases, responding to inquiries from journalists, identifying faculty experts for interviews, maintaining communication with journalists at the local, regional, and international level, developing strategic communications plans and tracking media coverage about UCSF.

UC Newswire - <http://ucnewswire.org/ucnw.cfm>

Synapse - <http://www.ucsf.edu/synapse/>

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Synapse is the UCSF student-run weekly newspaper with offices in Millberry Union 123W. The paper appears on Thursdays during the academic year and monthly during the summer. Synapse is also published weekly online.

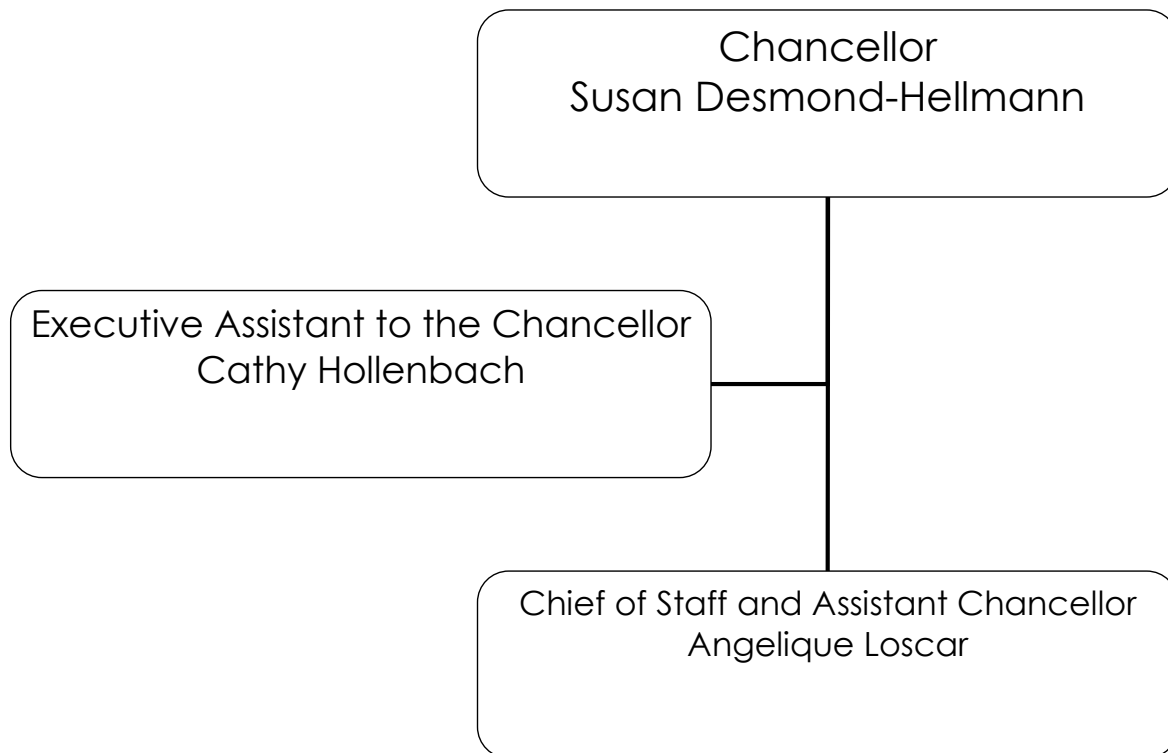
Thousands of copies of Synapse are read weekly on campuses at Parnassus and Mission Bay, as well as sites at Mission Center, Mt. Zion, and Laurel Heights. Synapse is one of the primary news sources for the rapidly developing UCSF community. All UCSF students, faculty and staff members are invited to contribute. Announcements and letters should be submitted six days before publication and can be either e-mailed, faxed, sent or dropped-off at the Synapse office. All material submitted, including letters, is subject to editing.

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CHANCELLOR'S OFFICE

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University of California, San Francisco
Office of the Chancellor



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CHANCELLOR'S OFFICE

Susan Desmond-Hellmann, M.D., M.P.H.
Chancellor

Susan Desmond-Hellmann previously served as president of product development at Genentech, a position she held from March 2004 through April 30, 2009. In this role, she was responsible for Genentech's pre-clinical and clinical development, process research and development, business development and product portfolio management. She also served as a member of Genentech's executive committee, beginning in 1996. She joined Genentech in 1995 as a clinical scientist, and she was named chief medical officer in 1996. In 1999, she was named executive vice president of development and product operations. During her time at Genentech, several of the company's patient therapeutics (Lucentis, Avastin, Herceptin, Tarceva, Rituxan and Xolair) were approved by the U.S. Food and Drug Administration, and the company became the nation's No. 1 producer of anti-cancer drug treatments.

Desmond-Hellmann completed her clinical training at UCSF and is board-certified in internal medicine and medical oncology. She holds a bachelor of science degree in pre-medicine and a medical degree from the University of Nevada, Reno, and a master's degree in public health from the University of California, Berkeley.

Prior to joining Genentech, Desmond-Hellmann was associate director of clinical cancer research at Bristol-Myers Squibb Pharmaceutical Research Institute. While at Bristol-Myers Squibb, she was the project team leader for the cancer-fighting drug Taxol.

Desmond-Hellmann also has served as associate adjunct professor of epidemiology and biostatistics at UCSF. During her tenure at UCSF, she spent two years as visiting faculty at the Uganda Cancer Institute, studying HIV/AIDS and cancer. She also spent two years in private practice as a medical oncologist before returning to clinical research.

In January 2009, Desmond-Hellmann joined the Federal Reserve Bank of San Francisco's Economic Advisory Council for a three-year term. In July 2008, she was appointed to the California Academy of Sciences board of trustees.

Desmond-Hellmann was named to the Biotech Hall of Fame in 2007 and as the Healthcare Businesswomen's Association Woman of the Year for 2006. She was listed among Fortune magazine's "top 50 most powerful women in business" in 2001 and from 2003 to 2008. In 2005 and 2006, the Wall Street Journal listed Desmond-Hellmann as one of its "women to watch."

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From 2005 to 2008, Desmond-Hellmann served a three-year term as a member of the American Association for Cancer Research board of directors, and from 2001 to 2009, she served on the executive committee of the board of directors of the Biotechnology Industry Organization. She served on the corporate board of Affymetrix from 2004-2009.

Source: UCSF News Office

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About the Office of the Chancellor

The functions of the Immediate Office of the Chancellor include:

Administrative and Professional Support for the Chancellor - provide administrative and professional support for the Chancellor: facilitate appropriate input and follow-up on executive decisions required of the Chancellor and senior administrators; maintain and coordinate the Chancellor's calendar, and travel arrangements; manage the Chancellor's residence; work with the Campus Events Office to plan events and special programs for the Chancellor and his spouse; coordinate Chancellor-related visitor arrangements; research, edit, and write Chancellor's correspondence, manuscripts, reports, and other written materials.

Campus Liaison with the Office of the President, Regents, External Agencies, and Internal Offices - serve as liaison to the Office of the President and Secretary to the Regents; provide coordination and preparation for Regents' and Council of Chancellors' meetings; handle inquiries from city, state, and federal offices; facilitate complaint resolution; special handling/follow-up of requests for physician referrals and other special requests; coordinate among Vice Chancellors' offices; liaison with the Development Office on Chancellor's activities and involvement; provide logistical support for the campus Emergency Operations Committee for designated campus emergencies.

Manage the Chancellor's Administrative Records System - serve as office of record for Chancellor's correspondence; coordinate the Chancellor's incoming and outgoing mail; ensure resolution of actions assigned to senior campus administrators; develop, implement, and maintain correspondence document imaging/workflow system for senior campus leadership. Please see Chancellor's Office correspondence guidelines.

Chancellor's Committees - prepare appointments and staff Chancellor's committees and boards.

Information Management - develop, maintain, and update websites for the Office of the Chancellor, including UCSF Administrative Policies and UCSF Delegations of Authority; coordinate campus Public Records Act requests; serve as office of record for campus and University policies; serve as office of record on campus Delegations of Authority mandated by the Office of the President; maintain campus Records Disposition Schedule Manual.

Source: Chancellor's Office, 9/18/2009

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FORMER CHANCELLORS

J. Michael Bishop, M.D.
Chancellor 1998-2009

John Michael Bishop was born in York, Pennsylvania in 1936 and spent his childhood in a rural area on the west bank of the Susquehanna River. During the summer months of his high school years, Dr. Robert Kough, his family physician, aroused his interest in the life of a physician and the fundamentals of human biology.

He entered Gettysburg College intent on preparing for medical school, where he met Kathryn Ione Putman, the woman who would become his wife. After graduating with a major in chemistry, Bishop accepted an offer to attend Harvard Medical School. At Harvard, he discovered that the path to an academic career in the biomedical sciences lay through research, not through teaching. During this period, he became a practiced pathologist, got married, and developed a passion for molecular biology.

Upon graduation, Bishop received clinical training as a house physician at the Massachusetts General Hospital. Years later, the hospital awarded him the prestigious Warren Triennial Prize.

Following clinical training, Bishop was trained in fundamental research as a postdoctoral fellow in the Research Associate Training Program at the National Institutes of Health (NIH) in Bethesda, MD. While at the NIH, he studied the replication of the poliovirus and conducted his first publishable research. Midway through his postdoctoral training, Bishop moved to Hamburg, Germany to continue his training for one year before accepting a position at UCSF in February, 1968.

After moving to San Francisco, he continued his work on poliovirus and researched retroviral replication, eventually joining forces with Harold Varmus in late 1970 to study how Rous Sarcoma Virus transforms cells to neoplastic growth. Their collaboration would eventually lead to the discovery of retroviral oncogenes which resulted in their Nobel Prize in Physiology or Medicine for 1989.

Chancellor Bishop began his career at UCSF as an Assistant Professor of Microbiology and Immunology and is now a Professor in the same department and in the Department of Biochemistry and Biophysics. He serves as Director of the G. W. Hooper Research Foundation. He became the eighth Chancellor of UCSF on July 1, 1998.

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Chancellor's Office

Haile T. Debas, M.D.
Chancellor 1997-1998

Haile T. Debas, M.D., currently Director of Global Health Sciences, served as the seventh chancellor of UCSF. An internationally renowned surgeon, scientist, and teacher, Dr. Debas agreed to accept the appointment for a period of one year. Serving as both chancellor and dean, he played a key role in all of the major initiatives of the campus, including the development of UCSF Stanford Health Care, a new major site for biomedical research at Mission Bay, and the development of the UCSF Comprehensive Cancer Center. During his tenure, UCSF became one of the country's leading centers for transplant surgery, the training of young surgeons, and basic and clinical research in surgery.

Dr. Debas served as chair of the UCSF Department of Surgery from 1987 until his appointment as dean in 1993. Dr. Debas' other major initiatives include the development of the UCSF AIDS Research Institute, a redesign of the UCSF Human Genetics Program, and important changes in the medical school curriculum.

Joseph B. Martin, M.D., Ph.D.
Chancellor 1993-1997

Joseph B. Martin, M.D., Ph.D. served as UCSF's sixth chancellor. Dr. Martin played a major role in the creation of UCSF Stanford Health Care and in the planning of the Mission Bay campus. He was successful in gaining critical community support for UCSF. Through his clear vision and guidance, he helped assure the university's place in the twenty-first century. Dr. Martin received the UCSF Medal in 1998 for his outstanding achievements.

Before his appointment as chancellor, Dr. Martin served as Dean of the School of Medicine at UCSF from 1989-1993. Dr. Martin is credited with recruiting a number of distinguished physicians and scientists to UCSF. He held an appointment as Professor of Neurology and is internationally recognized for his work in the fields of neuroscience and neurology. His research focuses on the use of molecular genetics to better understand the causes of neurological diseases.

Julius R. Krevans, M.D.
Chancellor 1982-1993

Julius R. Krevans, M.D., was the fifth chancellor of UCSF. During his tenure, UCSF experienced many achievements. In 1989, UCSF applauded its first Nobel Prize winners, J. Michael Bishop and Harold Varmus. UCSF also played a critical role in spawning the biotechnology industry during these years. Under Dr. Krevans' leadership, UCSF attracted many women and minority

Source: Chancellor's Office, 9/18/2009

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Chancellor's Office

students to careers in health sciences.

Before his appointment as chancellor, Dr. Krevans served as Dean of the School of Medicine at UCSF from 1971-1982. He was also active on the boards and committees of numerous national foundations, government agencies, and organizations including the National Academy of Science's Institute of Medicine and the American Board of Internal Medicine. He served as the chair of the Association of American Medical Colleges from 1980-81, helping to develop public policy for this organization. He was also a director of the Clinical Scholar program, a director of both the James Picker and Bank America-Giannini Foundation, and a member of the Association of American Physicians.

Francis A. Sooy, M.D.
Chancellor 1972-1982

Francis A. Sooy, M.D., served as UCSF's fourth chancellor. During his tenure, UCSF gained recognition locally and nationally as a premier health sciences campus and became one of the most successful research universities in the country. The new School of Dentistry building, the new Long Hospital, and the modernized Moffitt Hospital projects were completed. Sooy recruited outstanding physicians and researchers for some of the top campus positions, including three new deans. In addition, UCSF was able to turn around its relationship with the surrounding community from outright hostility in some quarters to pride and participation in UCSF.

Dr. Sooy spent 50 years of his life associated with the University of California - from his undergraduate years at Berkeley in 1933, to his graduation in the top 10% of his medical school class at UCSF in 1941, to becoming chair of the Department of Otolaryngology in 1967, and to his tenure as chancellor. He was also head of the statewide Academic Senate from 1969-1970. After his service as chancellor, Dr. Sooy returned to private practice and teaching responsibilities at UCSF.

Philip R. Lee, M.D.
Chancellor 1969-1972

Philip R. Lee, M.D., UCSF's third chancellor, led the campus during a time of political and social turmoil. Dr. Lee's understanding of social forces and his close relationship to students and staff allowed UCSF to continue its commitment to academic excellence and affirmative action. He has been especially noted for his efforts to stimulate minority recruitment and enrollment. Dr. Lee retired his chancellorship to create the UCSF Institute for Health Policy Studies, the first of its kind in the United States. While at UCSF, Dr. Lee served as Professor of Social Medicine at the UCSF School of Medicine, and as Co-Director of the Institute of Health and Aging at the School of Nursing.

Source: Chancellor's Office, 9/18/2009

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Chancellor's Office

As one of the nation's foremost authorities in the study of equal access to health care, Dr. Lee was a frequent adviser to federal health policy makers. He served as the first president of the Health Commission for the City and County of San Francisco, having been appointed by Mayor Feinstein to head the commission at its founding in 1985. In 1986, he was appointed chair of the Physicians Payment Review Commission established by the U.S. Congress. Dr. Lee, Professor Emeritus of Social Medicine, currently serves as Special Assistant to the Dean of the School of Medicine. Dr. Lee, a national figure before he came to UCSF, served as the first U.S. Assistant Secretary for Health and Scientific Affairs, Department of Health, Education, and Welfare.

Willard C. Fleming, D.D.S.
Chancellor 1966-1969

Willard C. Fleming, D.D.S., served as UCSF's second chancellor. Already past retirement age, Dr. Fleming agreed to take the post until a younger successor could be found. At the time, he was the only university chancellor in the nation who was a dentist. He was responsible for establishing the first formal affirmative action program for the campus, making UCSF a national leader in equal access to education in the health professions. He worked to improve dental education and was active in trying to solve manpower problems in dentistry, particularly in the recruitment of minority students and in the development of programs with new social mechanisms to extend medical and dental care to "all the people."

Dr. Fleming's remarkable contributions to UCSF spanned more than 50 years. A national figure in dental education and always in the vanguard of new thinking, he was President of the American Association of Dental Schools and the American College of Dentists, and held honorary degrees from the University of Toronto, the University of Southern California, and the University of California. Much of Dr. Fleming's research and teaching was in the field of periodontology, the study of gum tissue disease. He served 26 years as the dean of the School of Dentistry and held virtually every senior administrative post on the campus during his tenure at UCSF. Before becoming chancellor, he served as the university's first vice provost.

Dr. Fleming was devoted to students and was one of the prime movers in the 1920s to develop long-range planning for a student activity center on campus, which opened in 1958 as the Guy S. Millberry Union. His commitment to rigorous professional standards is evidenced by the wording in the terms of the UCSF Scholarship Fund established in his honor, which gives the highest priority to the student who exhibits "concerns for the welfare of others." He considered this quality as the most important attribute of every professional person.

John B. De C.M. Saunders, M.D.

Source: Chancellor's Office, 9/18/2009

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Chancellor's Office

Chancellor 1964-1966

John B. De C. M. Saunders, M.D., served as UCSF's first chancellor. Associated with UCSF for 60 years, Dr. Saunders was instrumental in raising a prominent local institution to a world-renowned medical center. In 1931, he came to UCSF as an anatomy professor and then chair of the department from 1938-1956. He also served as chair of the History of the Health Sciences department from 1942-1975, dean of the School of Medicine from 1956-63, University Librarian from 1943-1971, and the first UCSF provost from 1958-1964, before his appointment as chancellor. He continued teaching and advising after the chancellorship.

Dr. Saunders was a member of the San Francisco Medical Society for 52 years, and served on many of its committees and on the California Medical Association (CMA) Scientific Board. He was a CMA delegate for 18 years, during his tenure as dean and chancellor.

Dr. Saunders authored more than 120 scientific publications on anatomy, surgery, orthopaedics, and medical history, most notably works on Andreas Vesalius and the classic 1952 "Leonardo da Vinci, on the Human Body."

Dr. Saunders won numerous awards for research on a wide range of problems. His work included studies in embryology on the structure of development of bones, the physiology of muscles and the mechanics of movement, and participation in the development of new surgical procedures, especially in orthopaedic and general surgery.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Chancellor's Office**

**FY 2011-12 Headcount as of 4/1/12
CHANCELLOR'S IMMEDIATE OFFICE**

| Staff | | Academic | | Grand Total |
|-----------|-----------|-----------|-----------|-------------|
| Full Time | Part Time | Full Time | Part Time | |
| 3 | | | | 3 |

Source: UCSF Human Resources

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Vice Chancellor Development and Alumni Relations**

VICE CHANCELLOR DEVELOPMENT & ALUMNI RELATIONS

This section contains general information about Development and Alumni Relations - UCSF Foundation along with year end status reports.

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University of California, San Francisco
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School/Dept. Profiles - Vice Chancellor Development and Alumni Relations

VICE CHANCELLOR DEVELOPMENT AND ALUMNI RELATIONS

- Interim Vice Chancellor
Janice Eisele

Senior Management Staff

- Medical Development
Janice Eisele, Assistant Vice Chancellor
- School Development and Alumni Relations
Mark Boone, Assistant Vice Chancellor
- Central Development
Jennifer Arnett, Interim Assistant Vice Chancellor
- Principal Gifts
Larry Zeiber, Assistant Vice Chancellor
- Financial Services and Administration
Steve Downs, Executive Director
- Gift and Endowment Planning
Dan Riley, Executive Director
- Website - <http://www.ucsf.edu/support/>

University Development and Alumni Relations (UDAR) is a comprehensive, full-service fund-raising and alumni relations operation that employs approximately 160 full-time staff members including a development staff responsible for major gifts, planned giving, corporate and foundation gifts, annual giving, development communications, alumni relations, and campus events.

Established in 1982, the UCSF Foundation promotes the interests and welfare of the University of California San Francisco and the UCSF Medical Center. The Foundation accomplishes its mission through the leadership, guidance, and generosity of its Board of Directors, Chancellor's Associates, and donors.

Source: Vice Chancellor Development & Alumni Relations - 12/15/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Vice Chancellor Development and Alumni Relations

The UCSF Foundation, established in 1982, is the giving, receiving and investing arm of the University of California, San Francisco. As the University receives a diminishing portion of its operating budget—approximately 7% in 2011—from state appropriations, UCSF relies increasingly on private philanthropy to provide the margin of excellence that distinguishes its schools and hospitals. Through the leadership, guidance and generosity of the Foundation Board of Directors, Chancellor's Associates and other volunteer leadership groups, the Foundation supports the university's mission of Advancing Health Worldwide and helps to ensure that UCSF remains among the finest academic, research and clinical care institutions.

The UCSF Foundation is governed by a volunteer Board of Directors. As the fiduciary trustees of the UCSF Foundation, the Board oversees Foundation operations, business affairs and assets, sets and implements Foundation goals, and advises university leadership on strategies to advance the Chancellor's vision for UCSF's on-going success. Elected to renewable three-year terms, UCSF Foundation Directors and Chancellor's Associates not only make personal financial commitments to UCSF, but also lend their considerable expertise and valuable time to the university. Their work is accomplished and assisted through several committees—Audit, Investment, Marketing, Government Relations, Nominating and Real Estate—as well as fundraising campaign cabinets and dedicated leadership councils.

The Foundation's daily operations are administered by UCSF's Office of Development and Alumni Relations, which is responsible for garnering private support and fostering communication and campus outreach efforts to UCSF donors and other constituents.

The UCSF Foundation's Board of Directors, Chancellor's Associates and other volunteer leadership groups play a critical role in supporting the University's mission of advancing health worldwide. Volunteer leaders are UCSF's core council of philanthropic leaders and community advisors. They not only make personal financial commitments to UCSF, but also lend their considerable expertise, extensive personal and professional networks and valuable time to help shape UCSF's future and ensure the ongoing success of the medical centers and schools. Under the direction of the UCSF Foundation Board of Directors, volunteer leaders serve as advocates and ambassadors for UCSF, helping to promote awareness of and support for UCSF within San Francisco, throughout the Bay Area and beyond.

Ranked among the top health sciences institutions in the world, UCSF is positioned to translate fundamental advances in the biomedical and quantitative sciences into new knowledge, cures and treatments. But diminishing state funding, aging facilities and the realities of health-care economics all challenge its ability to fulfill this promise.

Source: Vice Chancellor Development & Alumni Relations - 12/15/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
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Without significant private support, UCSF will remain static in a rapidly changing world. With the resources generated by private giving, UCSF will be able to remain at the forefront of medical innovation and continue in its mission of improving human health.

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Vice Chancellor Development and Alumni Relations

**FY 2011-12 Headcount as of 4/1/12
DEVELOPMENT**

| | Staff | | Academic | | Grand Total |
|-----|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| 131 | | | | 1 | 132 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
DEVELOPMENT**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| ALUMNI AFFAIRS | 25.00 | | 25.00 | | 25.00 | | 25.00 | | 25.00 | |
| CORPORATION AND FOUNDATION | 3.00 | | 3.00 | | 3.00 | | 3.00 | | 3.00 | |
| MEDICAL DEVELOPMENT | 29.00 | | 29.00 | | 29.00 | | 29.00 | | 29.00 | |
| FINANCIAL SERVICES & ADMINISTRATION | 28.00 | | 28.00 | | 28.00 | | 28.00 | | 28.00 | |
| DIRECTOR OF DEVELOPMENT | 3.00 | | 3.00 | | 3.00 | | 3.00 | | 3.00 | |
| FACULTY-ALUMNI HOUSE | 0.65 | | 0.65 | | 0.65 | | 0.65 | | 0.65 | |
| GIFT & ENDOWMENT PLANNING | 5.00 | | 5.00 | | 5.00 | | 5.00 | | 5.00 | |
| Total: | 0.00 | 93.65 | 0.00 | 93.65 | 0.00 | 93.65 | 0.00 | 93.65 | 0.00 | 90.65 |

Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Vice Chancellor Development and Alumni Relations

| 3-Jul-2012 PRELIMINARY FUND-RAISING REPORT (Dollars in thousands) | | | | | | |
|--|---------------|------------------|-------------------|---------------|------------------|-------------------|
| Month | FY 2011-2012 | | | FY 2010-2011 | | |
| | Count | Number Of Donors | Amount | Count | Number Of Donors | Amount |
| GOAL | N/A | N/A | \$ 375,000 | 29,000 | 22,000 | \$ 275,000 |
| ACTUAL | | | | | | |
| July | 1,401 | 1,218 | \$ 31,955 | 1,179 | 1,154 | \$ 43,381 |
| August | 1,313 | 987 | \$ 34,347 | 1,277 | 972 | \$ 23,928 |
| September | 989 | 723 | \$ 12,940 | 1,093 | 819 | \$ 14,049 |
| October | 2,201 | 1,753 | \$ 28,335 | 1,377 | 1,333 | \$ 23,930 |
| November | 2,115 | 1,740 | \$ 22,431 | 3,504 | 3,021 | \$ 22,107 |
| December | 7,705 | 4,554 | \$ 61,925 | 6,693 | 5,135 | \$ 91,359 |
| January | 2,217 | 2,883 | \$ 28,485 | 2,169 | 1,673 | \$ 46,569 |
| February | 2,449 | 1,577 | \$ 20,356 | 1,795 | 1,130 | \$ 59,053 |
| March | 2,528 | 1,715 | \$ 19,183 | 3,214 | 2,112 | \$ 27,144 |
| April | 1,824 | 998 | \$ 24,443 | 2,527 | 1,539 | \$ 30,940 |
| May | 2,563 | 1,343 | \$ 23,959 | 2,409 | 1,399 | \$ 8,073 |
| June | 1,585 | 736 | \$ 21,117 | 1,987 | 698 | \$ 18,680 |
| YEAR ACTUAL | 28,890 | 20,227 | \$ 329,477 | 29,224 | 20,985 | \$ 409,213 |
| % OF GOAL | N/A | N/A | 87.9% | 100.8% | 95.4% | 148.8% |
| YTD TOTAL -June, 2011 (Based on weekly totals) | | | | | | |
| | | | % OF GOAL | | | |
| Gifts - Alumni | 8,894 | | \$ 3,055 | 8,551 | | \$ 2,605 |
| Gifts - Other | 19,416 | | \$ 235,051 | 20,214 | | \$ 316,723 |
| Total Gifts | 28,310 | | \$ 238,107 | 28,765 | | \$ 319,329 |
| Private Grants | 580 | | \$ 91,371 | 459 | | \$ 89,884 |
| YEAR ACTUAL | 28,890 | 20,227 | \$ 329,477 | 29,224 | 20,985 | \$ 409,213 |

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Vice Chancellor Development and Alumni Relations

UCSF Private Support Report -- FY2011-2012

Tuesday, July 31, 2012

All totals are for cash or equivalent, except for pledges where indicated. Deferred gifts are reported at present value.

| | Regents | UCSF Foundation | Total | FY2011 | Difference |
|------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Source of Gifts | | | | | |
| Alumni | 320,357 | 2,735,099 | 3,055,456 | 2,605,317 | 450,139 |
| Campus Organizations | 3,712,976 | 2,202,555 | 5,915,531 | 2,505,648 | 3,409,882 |
| Corporations | 17,979,475 | 12,852,850 | 30,832,325 | 17,606,016 | 13,226,309 |
| Foundation Directors/Members | 100,714 | 1,829,786 | 1,930,500 | 1,312,726 | 617,774 |
| Foundations | 79,917,225 | 119,861,173 | 199,778,397 | 210,090,349 | (10,311,952) |
| Other Individuals | 12,839,977 | 50,812,488 | 63,652,465 | 156,290,011 | (92,637,546) |
| Other Sources | 24,006,104 | 306,349 | 24,312,453 | 19,037,896 | 5,274,557 |
| Total | 138,876,827 | 190,600,300 | 329,477,127 | 409,447,963 | (79,970,836) |

| | | | | | |
|-------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Purpose of Gifts | | | | | |
| Student Support | 10,145,909 | 2,850,259 | 12,996,168 | 15,053,155 | (2,056,987) |
| Instruction | 1,529,537 | 2,497,266 | 4,026,803 | 3,871,941 | 154,862 |
| Campus Improvement | 9,363,218 | 52,189,208 | 61,552,426 | 123,880,836 | (62,328,409) |
| Department Support | 54,186,032 | 65,790,679 | 119,976,711 | 129,628,719 | (9,652,008) |
| Unrestricted | 5,185,427 | 6,235,473 | 11,420,900 | 4,795,633 | 6,625,268 |
| Other | 1,542,489 | 31,749,699 | 33,292,189 | 31,812,264 | 1,479,924 |
| Research | 56,924,215 | 29,287,716 | 86,211,930 | 100,405,416 | (14,193,486) |
| Total | 138,876,827 | 190,600,300 | 329,477,127 | 409,447,963 | (79,970,836) |

| | | | | | |
|----------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Breakdown by School | | | | | |
| Chancellor | 7,247,326 | 40,278,319 | 47,525,645 | 47,748,909 | (223,264) |
| Dentistry | 3,139,188 | 733,052 | 3,872,240 | 5,021,716 | (1,149,475) |
| Graduate Division | 783,053 | 233,610 | 1,016,663 | 2,421,338 | (1,404,674) |
| Medicine | 116,037,298 | 88,486,615 | 204,523,913 | 252,463,659 | (47,939,746) |
| Nursing | 4,190,612 | 906,047 | 5,096,659 | 3,244,139 | 1,852,521 |
| Pharmacy | 1,033,742 | 5,319,905 | 6,353,647 | 2,321,976 | 4,031,672 |
| UCSF Medical Center | 6,445,607 | 54,642,752 | 61,088,359 | 96,226,228 | (35,137,869) |
| Total | 138,876,827 | 190,600,300 | 329,477,127 | 409,447,963 | (79,970,836) |

| | | | | | |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Breakdown by Gift Type | | | | | |
| Securities | 354,238 | 8,490,162 | 8,844,400 | 102,259,468 | (93,415,069) |
| Real Property | 175,500 | 0 | 175,500 | 0 | 175,500 |
| Non-Monetary | 253,062 | 0 | 253,062 | 369,544 | (116,483) |
| Cash | 138,094,028 | 182,110,138 | 320,204,166 | 306,818,950 | 13,385,215 |
| Total | 138,876,827 | 190,600,300 | 329,477,127 | 409,447,963 | (79,970,836) |

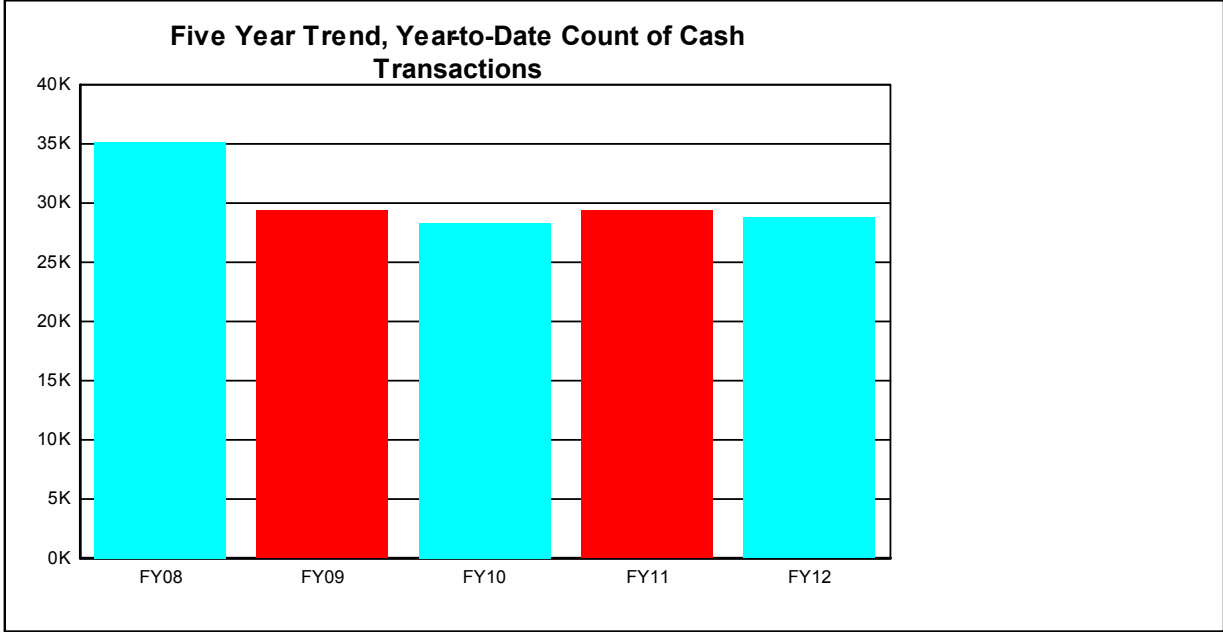
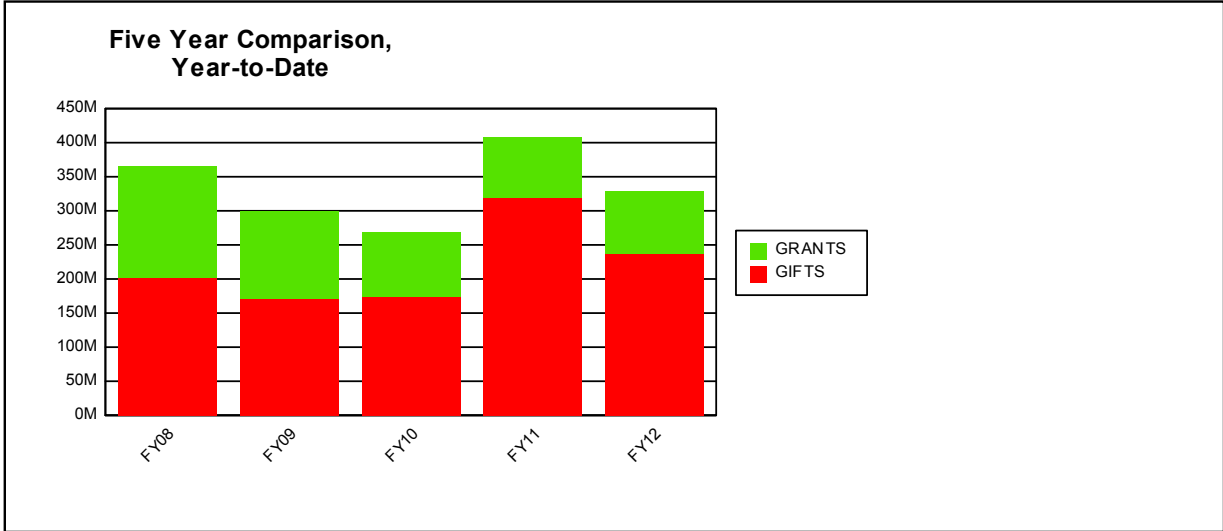
University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Vice Chancellor Development and Alumni Relations

| Breakdown by Transaction Type | UCSF | | Total | FY11 to Date | Difference |
|-------------------------------|-------------|-------------|-------------|--------------|--------------|
| | Regents | Foundation | | | |
| Outright Gifts and Grants | 131,160,284 | 97,699,480 | 228,859,764 | 246,639,409 | (17,779,645) |
| Payments | 7,716,543 | 92,900,820 | 100,617,363 | 162,808,554 | (62,191,191) |
| Cash Total | 138,876,827 | 190,600,300 | 329,477,127 | 409,447,963 | (79,970,836) |
| New Pledges | 2,110,329 | 62,837,061 | 64,947,390 | 109,979,582 | (45,032,192) |

| Breakdown of Foundation Giving | Total |
|--|---------------------------|
| UCSF Foundation Affiliates | 16,741,550 |
| Alumni | 2,894,703 |
| Faculty | 396,540 |
| Residents | 0 |
| Staff | 3,500 |
| Other Individuals | 120,919,893 |
| | <u>140,956,186</u> |
| | |
| Foundation Gifts (No Assoc. Gifts / Other) | 58,822,211 |
| Total Foundation Gifts | <u><u>199,778,397</u></u> |

| Five Year Comparison, Year-to-Date | | | | | |
|------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | <u>FY2008</u> | <u>FY2009</u> | <u>FY2010</u> | <u>FY2011</u> | <u>FY2012</u> |
| Private Grants | 162,934,677 | 128,424,284 | 93,872,478 | 89,883,757 | 91,370,549 |
| Gifts and Payments | 203,133,341 | 172,000,029 | 175,032,462 | 319,564,207 | 238,106,578 |
| Total | <u>366,068,018</u> | <u>300,424,313</u> | <u>268,904,940</u> | <u>409,447,963</u> | <u>329,477,127</u> |

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Dept. Profiles - Vice Chancellor Development and Alumni Relations**



**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Vice Chancellor Development and Alumni Relations

**UNIVERSITY OF CALIFORNIA SAN FRANCISCO
REGENTS' ENDOWMENT FUNDS INCOME TRENDS
(Dollars in Millions)**

| | FY 2002-03 | FY 2003-04 | FY 2004-05 | FY 2005-06 | FY 2006-07 | FY 2007-08 | FY 2008-09 | FY 2009-10 | FY 2010-11 | FY 2011-12 |
|---|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Number of Endowment Income Funds | 499 | 514 | 525 | 540 | 551 | 571 | 584 | 600+ | 600+ | 600+ |
| Principal Amount @ Market Value ⁽¹⁾ | \$ 563.41 | \$ 654.05 | \$ 709.20 | \$ 769.59 | \$ 890.74 | \$ 845.99 | \$ 667.64 | \$ 738.54 | \$ 899.72 | \$ 865.40 |
| Income Earned ⁽²⁾ | \$ 28.05 | \$ 29.38 | \$ 29.73 | \$ 30.53 | \$ 32.22 | \$ 33.91 | \$ 34.19 | \$ 34.70 | \$ 34.05 | \$ 34.77 |
| % Change in Income | -0.05% | 4.73% | 1.19% | 2.69% | 5.52% | 5.26% | 0.83% | 1.49% | -1.87% | 2.11% |

⁽¹⁾ Net of payment (EIAS: period 17)

⁽²⁾ Income earned as of the fiscal close for the specific fiscal year. Income typically transferred to the campus in August and recorded in the campus G/L in the next fiscal year. Represents amounts credited to endowment income funds, excluding regents cost recovery transferred to UCSF.
Source: University of California Financial Reports & Endowment Funds Annual Report

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Vice Chancellor Development and Alumni Relations**

**UCSF FOUNDATION
FUND GROWTH TRENDS
(Dollars in Thousands)**

| | FY 2002-03 | FY 2003-04 | FY 2004-05 | FY 2005-06 | FY 2006-07 | FY 2007-08 | FY 2008-09 | FY 2009-10 | FY 2010-11 | FY 2011-12 |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Current Funds | \$ 195,015 | \$ 240,515 | \$ 236,961 | \$ 202,163 | \$ 231,663 | \$ 212,025 | \$ 229,811 | \$ 203,811 | \$ 267,026 | \$ 338,403 |
| @ Market Value | | | | | | | | | | |
| Endowment Funds | \$ 248,509 | \$ 298,920 | \$ 338,475 | \$ 380,902 | \$ 465,591 | \$ 456,057 | \$ 408,804 | \$ 476,539 | \$ 605,184 | \$ 637,466 |
| @ Market Value | | | | | | | | | | |
| Total Funds | \$ 443,524 | \$ 539,435 | \$ 575,436 | \$ 583,065 | \$ 697,254 | \$ 668,082 | \$ 638,615 | \$ 680,350 | \$ 872,210 | \$ 975,869 |
| @ Market Value | | | | | | | | | | |
| Percent Change in Fund Balances | 11.78% | 21.62% | 6.67% | 1.33% | 19.58% | -4.18% | -4.41% | 6.54% | 28.20% | 11.88% |

(1) Net of payout included in current funds balance.
Source: UCSF Foundation Statements

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Vice Chancellor Diversity and Outreach**

VICE CHANCELLOR DIVERSITY AND OUTREACH

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University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Vice Chancellor Diversity and Outreach



University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Vice Chancellor Diversity and Outreach

VICE CHANCELLOR DIVERSITY AND OUTREACH

- Vice Chancellor, Navarro, J. Renee
- Business Officer - Murphy, Suzzane M.
- website - www.diversity.ucsf.edu

Vice Chancellor's Welcome

The Office of Diversity and Outreach serves as the campus leader in building diversity in all aspects of the UCSF mission through ongoing assessment, development of new programs and building consensus. We collaborate with the medical centers and hospital teaching sites to promote diversity, equity and inclusion across all groups on campus.

The mission of the Office is to build a broadly diverse faculty, student, trainee and staff community, to nurture a culture that is welcoming and supportive, and to engage diverse ideas for the provision of culturally competent education, discovery and patient care. My priority is to develop and execute a comprehensive strategic plan for diversity and outreach that supports UCSF's mission of advancing health worldwide and the recruitment and retention of talented employees and students who contribute to our commitment to diversity and excellence.

The goal of the Office is to provide outstanding and culturally competent resources and services to UCSF and the community. Affirmative Action and Equal Opportunity, LGBT Resource Center, Sexual Harassment, Prevention and Resolution, University Community Partnerships and the Multicultural Resource Center comprise the Office. These centralized services bolster and foster collaboration, improve our effectiveness and serve as a cornerstone for cultural transformation on our campus.

In addition, the Office serves as a central resource on campus where internal and external community members can easily find news and updates about activities and programs taking place, and learn how to get involved. We provide educational and culturally enriching events taking place at UCSF throughout the year. I invite you to attend these events and engage in a dialogue directly with our office, publicly or privately. You may also subscribe to our diversity listerv and join our Facebook page by visiting diversity.ucsf.edu.

The Office of Diversity and Outreach is a place where all members of the campus community are free to voice their concerns, collaborate and celebrate differences. I invite you to partner with me in making UCSF an even greater institution that welcomes and supports all groups and serves as a gateway to resources and opportunities. I am privileged and honored to serve in this important role and to be of service to UCSF and the community. Please feel free to contact my office any time at 415-476-7700.

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Vice Chancellor Diversity and Outreach

Sincerely,
J. Renee Navarro, PharmD, MD
Vice Chancellor
Diversity and Outreach

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Vice Chancellor Diversity and Outreach

AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY

- Vice Chancellor, Navarro, J. Renee
- Business Officer – Murphy, Suzanne M.
- Website - <http://www.aaeo.ucsf.edu/>

UCSF Affirmative Action and Equal Opportunity exists to foster and insure equal opportunity for all persons involved with UCSF, and to promote diversity through specific affirmative actions. Its activities help to create an environment in which each individual's contribution is valued and everyone can succeed. Affirmative Action and Equal Opportunity is designed to be a resource to the entire campus.

While an affirmative action plan is required by federal regulations, UCSF views affirmative action as an important part of managing its human resources and enriching the diversity of the campus community. Different approaches, experiences, ideas, and perspectives are not only welcome, but are actively sought. It is the goal of AAEO to support the implementation of diversity at all levels of the campus community.

Affirmative Action and Equal Opportunity is a part of the Office of Diversity and Outreach.

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Dept. Profiles - Vice Chancellor Diversity and Outreach**

**FY 2011-12 Headcount as of 4/1/12
 AFFIRMATIVE ACTION**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 1 | | | | 1 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
 AFFIRMATIVE ACTION**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-----------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|--------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| AFFIRMATIVE ACTION OFFICE | 13.19 | | 13.19 | | 11.89 | | 10.89 | | (1.80) | |
| AFFIRMATIVE ACTION-DIVERSITY TRNG | 1.50 | | 1.50 | | 1.50 | | 1.50 | | (1.33) | |
| Total: | 0.00 | 14.69 | 0.00 | 14.69 | 0.00 | 13.39 | 0.00 | 12.39 | 0.00 | (3.13) |

Source: UCSF Budget & Resource Management

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Vice Chancellor Diversity and Outreach

LESBIAN, GAY, BISEXUAL AND TRANSGENDER (LGBT) RESOURCE CENTER

- Vice Chancellor - Navarro, J. Renee
- Business Officer - Murphy, Suzanne M.
- Website - <http://lgbt.usf.edu>

Since 1998, the LGBT Center has provided a wealth of programs and services to the UCSF community and beyond. For over a decade, the Center has lived out UCSF's strategic plan by nurturing diversity, creating a supportive work environment, and promoting high-quality patient care. In addition, as the only LGBT office in a health setting, and one of the first LGBT offices in higher education, the LGBT Center has also been a powerful voice for LGBT equality in health, employment, and education nationwide. The Center's programs and services include:

- **Education and Training:** trainings and workshops for students, trainees, staff, and faculty
- **Consulting:** confidential advising about LGBT-related concerns in the classroom and workplace
- **Events:** diverse programs for the UCSF campus community, including workshops, lectures, performances, and conferences
- **Networking, mentoring & awareness-raising:** a listserv, online "Out List," and Visibility Project featuring LGBT members of the UCSF community
- **Information & research:** a comprehensive website featuring up-to-date information about LGBT health and workplace issues
- **Support & advocacy:** individualized support and advocacy around a variety of LGBT concerns
-
- The LGBT Resource Center is a part of the Office of Diversity and Outreach.

Source: Vice Chancellor, Diversity and Outreach, 9/13/2012

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Dept. Profiles - Vice Chancellor Diversity and Outreach**

**Permanently Budgeted FTEs
 LESBIAN, GAY, BISEXUAL AND TRANSGENDER (LGBT) RESOURCE CENTER**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|--------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| GLBTI PROGRAMS | 0.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 0.00 | (1.00) |
| Total: | 0.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 0.00 | (1.00) |

Source: UCSF Budget & Resource Management

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Vice Chancellor Diversity and Outreach

MULTICULTURAL RESOURCE CENTER

- Vice Chancellor, Navarro, J. Renee
- Director, Sanchez, Mijiza M.
- Business Officer – Murphy, Suzanne M.
- Website - <http://diversity.ucsf.edu>

The Multicultural Resource Center was established July 2012. The Center promotes a campus culture of inclusion and equity, cultural competency and interprofessional collaboration. The programs of the Center nurture the pipeline in the recruitment and retention of faculty, students, trainees and staff. The Center's key programs include:

- First Generation Student Workshops
- Students of Color Discussion Groups
- Underrepresented in the Health Sciences Mentorship Dinners
- Skill building & leadership development
- Focus Groups
- Mentorship Opportunities
- Meeting & planning space for cultural, ethnic and international registered campus organizations

The Multicultural Resource Center is a part of the Office of Diversity and Outreach.

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Vice Chancellor Diversity and Outreach

SEXUAL HARASSMENT PREVENTION PROGRAM

- Vice Chancellor -Navarro, J. Renee
- Director - Hammel, Joyce
- Business Officer - Murphy, Suzanne M.
- Website - <http://shpr.ucsf.edu>

Sexual Harassment Prevention & Resolution was established on the UCSF campus in 1993. Our desire is to create a community in which all persons who participate in University programs and activities can work together in an atmosphere free of all forms of harassment, exploitation, or intimidation, including sexual.

Our mission is to educate the campus community on prevention and resolution of sexual harassment and to provide timely, neutral, thorough and fair services, handling sexual harassment complaints in accordance with University policy, governing laws and regulations. In addition, we perform initial intake for and mediate complaints with the goal of early resolution, coordinate the training of campus sexual harassment advisors, and serve as a resource for questions about sexual harassment issues.

Sexual Harassment Prevention and Resolution is a part of the Office of Diversity and Outreach.

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Dept. Profiles - Vice Chancellor Diversity and Outreach**

**Permanently Budgeted FTEs
 SEXUAL HARASSMENT PREVENTION PROGRAM**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| S&SHR-SEX HARASSMENT & PREVENT PROG | 0.00 | 1.00 | 0.00 | 1.00 | 0.00 | 2.00 | 0.00 | 2.00 | 0.00 | 1.00 |
| Total: | 0.00 | 1.00 | 0.00 | 1.00 | 0.00 | 2.00 | 0.00 | 2.00 | 0.00 | 1.00 |
| | | | | | | | | | | |

Source: UCSF Budget & Resource Management

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Vice Chancellor Diversity and Outreach

UNIVERSITY COMMUNITY PARTNERSHIP PROGRAM

- Vice Chancellor, Navarro, J. Renee
- Director - Liu, Wylie
- Business Officer - Murphy, Suzanne M.
- Website - <http://.partnerships.ucsf.edu>

About Us

The University of California, San Francisco (UCSF) has tremendous intellectual, scientific, material and human resources to contribute to improvement in the health and well-being of the public. Local communities also represent a wealth of knowledge and resources. San Francisco is well known for its thriving and multi-faceted nonprofit sector that contributes to the City's social, economic and community well-being. UCSF's University Community Partnerships Office endeavors to harness University resources in collaboration with those in San Francisco communities to bring new meaning to the definition of a public research university — one that truly serves the vibrant communities of San Francisco.

UCSF has a unique opportunity to promote health equity and improve well-being by collaborating with local communities in a deliberate and mutually respectful way. UCSF subscribes to the philosophy that the economic crisis we are facing offers some crucial opportunities for collaborations to build capacity and maximize existing resources. UCSF has historically had a strong but disparate and uncoordinated presence in San Francisco communities. The University Community Partnerships Office offers the potential for more coordinated and productive partnerships between philanthropy, local government, community-based nonprofits and UCSF.

Our Mission

To build collaborative relationships between UCSF and the community, promoting civic engagement, fostering community health and well-being, and enhancing the environment for education, patient care, research, and employment at UCSF. The Office serves as a bridge between UCSF and local communities, emphasizing partnerships that value and respects the assets and diversity of both.

Our Vision

To actively improve the quality of life and promote health equity throughout our communities by cultivating, sustaining and advancing strong collaborative partnerships that model excellence in University and community engagement.

University Community Partnership is a part of the Office of Diversity and Outreach.

Source: Vice Chancellor, Diversity and Outreach, 9/13/2012

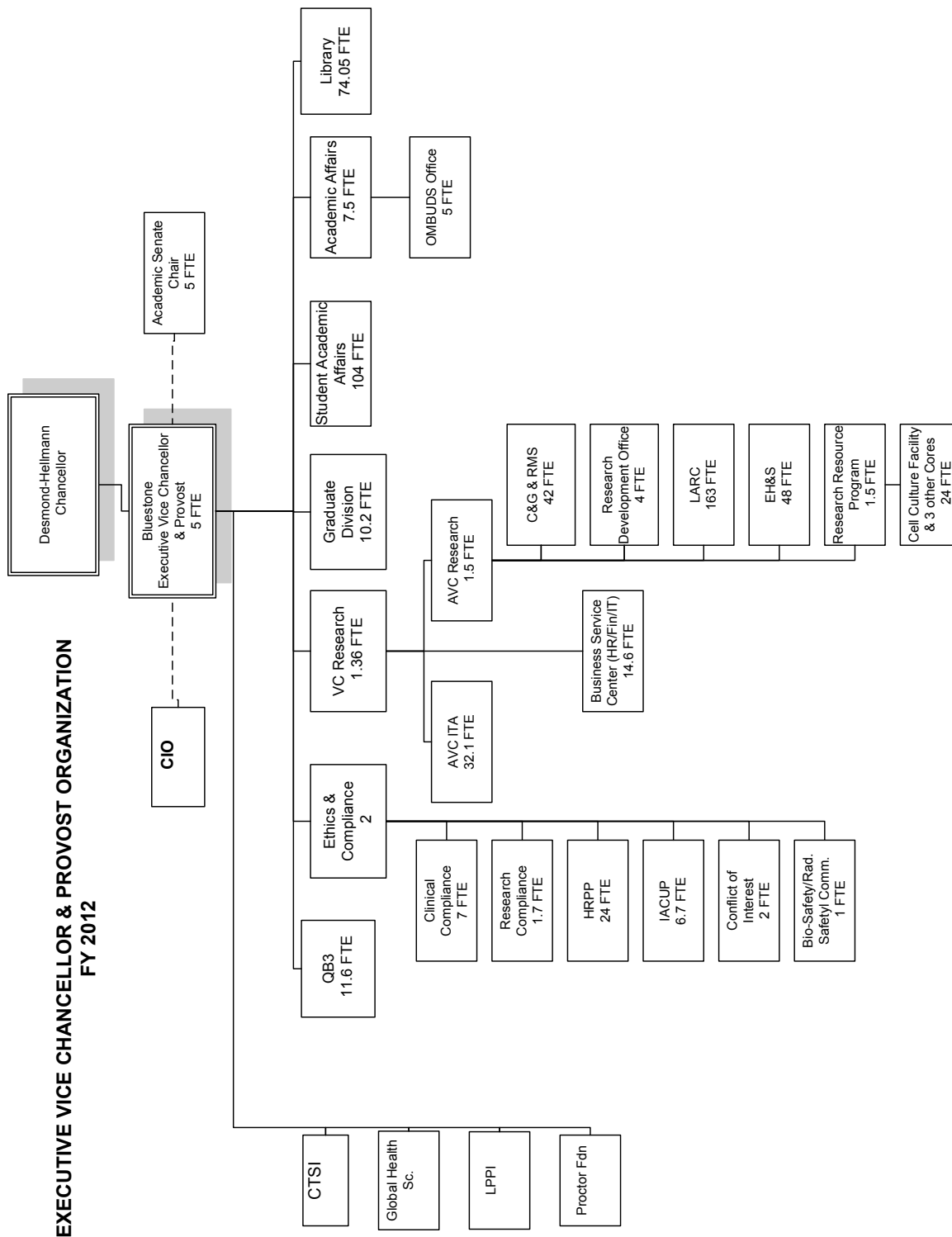
University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor

EXECUTIVE VICE CHANCELLOR AND PROVOST

Chapter Contents

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**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**



University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor

EXECUTIVE VICE CHANCELLOR AND PROVOST

- Executive Vice Chancellor and Provost, Jeffrey Bluestone, PhD
- Assistant Executive Vice Chancellor and Provost: Janhavi Bonville
- Website -<http://evcprovost.ucsf.edu/index1.html>

Description:

The office of the EVCP occupies a unique and important role at UCSF. The central administrative departments that comprise this office and its leader, Jeffrey A. Bluestone, PhD, support diverse interests and campus constituencies including faculty, students and staff, as well as the community at large.

The roles and responsibilities of the EVCP are to:

Oversee policy and procedures for all academic positions as Chief Academic Officer

- Advance the research enterprise and the policies that govern it
- Collaborate with other campus leaders to improve administration and infrastructure
- Represent the Chancellor and the campus internally as well as externally
- Identify and advance strategic initiatives that support the campus mission

EVCP Bluestone:

Jeffrey Bluestone, PhD, is Executive Vice Chancellor and Provost at the University of California, San Francisco and director of the Hormone Research Institute. As chief academic officer, he guides the research and academic enterprise at UCSF, including industry partnerships and alliances. Dr. Bluestone, the A.W. and Mary Margaret Clausen Distinguished Professor, is an international leader in the field of immune tolerance, with a stellar record of scholarly achievement and a decade of significant contributions to the research enterprise at UCSF, including the creation and directorship of an integrated UCSF Diabetes Center. He also founded and directed the Immune Tolerance Network, a consortium of leading scientific and clinical researchers and industry, with the mission of testing new therapies to promote immune tolerance in transplantation, autoimmune diseases, asthma and allergic diseases. As a scientist, Dr. Bluestone's research has helped clarify the body's immune response on a molecular level. His research has catalyzed recent progress in stem cell research, islet cell transplantation and immune tolerance therapies. He has authored more than 300 peer-reviewed publications, received numerous awards for his work, including his 2006 election to the American Academy of Arts and Sciences, the JDRF Clinical Research Award, a Guggenheim fellowship and the Cornell Graduate School of Medical Science Distinguished Alumni award.

Source: Executive Vice Chancellor and Provost, 9/6/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
EXECUTIVE VICE CHANCELLOR**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$23,719,933 | \$14,550,718 | \$5,656,828 | 38.88% |
| CIRM | \$6,496 | \$6,496 | \$3,521 | 54.20% |
| Other State Contracts | \$163,028 | \$163,028 | \$0 | 0.00% |
| Local Government | \$230,429 | \$230,429 | \$25,111 | 10.90% |
| Private Clinical Trials | \$459,974 | \$457,352 | \$73,686 | 16.11% |
| Private Contracts & Grants | \$12,193,842 | \$10,911,777 | \$1,939,119 | 17.77% |
| Total: | <u>\$36,773,702</u> | <u>\$26,319,800</u> | <u>\$7,698,264</u> | <u>29.25%</u> |

Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**

**FY 2011-12 Headcount as of 4/1/12
EXECUTIVE VICE CHANCELLOR**

| Department | Staff | | Academic | | Grand Total |
|--------------------------------|------------|------------|------------|-----------|--------------|
| | FT | PT | FT | PT | |
| ACADEMIC AFFAIRS | 2 | 1 | 1 | | 7 |
| ACADEMIC SENATE | 4 | | | | 5 |
| AVC ETHICS & COMPLIANCE | 10 | | 1 | | 9 |
| CELL CULTURE | 20 | | | | 4 |
| CENTER FOR BIOENTREPRENEURSHIP | 1 | | | | 20 |
| CTR FOR EDUCATN'L PARTNERSHIPS | 4 | | | | 1 |
| EDUCATIONAL TECHNOLOGY SVCS | 14 | | | | 5 |
| ENVIRONMENTAL HEALTH & SAFETY | 46 | | | | 13 |
| EVC&P-CENTER OF EXCELLENCE | 7 | | | | 46 |
| EXECUTIVE VICE CHANCELLOR | 8 | | | | 4 |
| FINANCIAL AID-WORK STUDY | | | | 3 | 7 |
| GRADUATE DIVISION | 9 | | | 26 | 7 |
| HUMAN RESEARCH PROTECTION PRG | 23 | | | | 34 |
| INDUSTRY CONTRACTS DIVISION | 12 | | | | 24 |
| INST'L ANIMAL CARE & USE PRGRM | 6 | 1 | | | 11 |
| INTEL STUDENTS&SCHOLARS | 5 | | | | 6 |
| ITA | 3 | 1 | | | 5 |
| LAB ANIMAL RESOURCE CENTER | 149 | 3 | 2 | 1 | 154 |
| LIBRARY | 38 | 11 | 8 | 2 | 63 |
| LPI-HOSPITAL & CLINICS | 61 | 28 | | | 86 |
| LPPI MEDICAL POSTGRAD ED | | | 73 | 2 | 73 |
| LPPI TREATMENT RESEARCH CNTR | 4 | 5 | | | 2 |
| LPPI: INSTR & RESEARCH | 71 | 31 | 61 | 30 | 245 |
| OFFICE OF SPONSORED RESEARCH | 23 | | | | 2 |
| OFFICE OF STUDENT LIFE | 15 | 2 | | | 31 |
| OFFICE OF THE OMSBUDS | 5 | | | | 19 |
| OFFICE OF THE REGISTRAR | 5 | | | | 6 |
| OFFICE TECHNOLOGY MANAGEMENT | 13 | 2 | | | 14 |
| PROCTOR FOUNDATION | 13 | 9 | 17 | | 42 |
| RESEARCH | 57 | 1 | 2 | | 11 |
| RESEARCH RESOURCE PROGRAM | 3 | | 2 | | 5 |
| STUDENT ACADEMIC AFFAIRS | 11 | 2 | | | 10 |
| STUDENT FINANCIAL AID. | 11 | | | | 11 |
| STUDENT HEALTH SERVICES | 12 | 12 | | | 25 |
| STUDENT INFORMATION SYSTEMS | 4 | | | | 3 |
| UCSF GLOBAL HEALTH SCIENCES | 20 | 6 | 2 | | 21 |
| VC RESEARCH QB3 INSTITUTE | 8 | | 2 | | 3 |
| VICE CHANCELLOR-SAA | 2 | | | | 9 |
| Total | 699 | 115 | 171 | 64 | 1,043 |

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor

ACADEMIC SENATE

- Chair – Newcomer, Robert (appointed term: 2011-2013)
- Business Officer – Alden, Heather (Executive Director)
- Website - <http://senate.ucsf.edu>

The Academic Senate is the voice of the faculty in UC and UCSF shared governance. The UC Regents grant the Academic Senate oversight of matters of education and the faculty experience, as well as an advisory role to the Chancellor on budgetary and financial matters. The UCSF Academic Senate is organized into 15 standing committees and four school faculty councils, led by four appointed officers, supported by a professional staff. The Academic Senate engages with issues related to education, research, clinical care and faculty welfare at UCSF and in the UC System.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**

**FY 2010-12 Headcount as of 4/1/12
ACADEMIC SENATE**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 4 | | | | 4 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
ACADEMIC SENATE**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| ACADEMIC SENATE COMMITTEES | | 2.30 | | 2.30 | | 2.30 | | 2.00 | | 1.78 |
| ASC-GRANT ADMINISTRATION | | 2.90 | | 2.70 | | 2.70 | | 2.20 | | 2.20 |
| Total: | 0.00 | 5.20 | 0.00 | 5.00 | 0.00 | 5.00 | 0.00 | 4.20 | 0.00 | 3.98 |

Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**

RESEARCH

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor

CLINICAL AND TRANSLATIONAL SCIENCE INSTITUTE (CTSI) AT UCSF

- Director, CTSI and Assoc Vice Chancellor for Research – Johnston, S. Claiborne, M.D., PhD.
- Co-Director, CTSI – Grady, Deborah, M.D., MPH
- Deputy Director and CIO, CTSI – Kahlon, Maninder, PhD
- Website - <http://ctsi.ucsf.edu/>

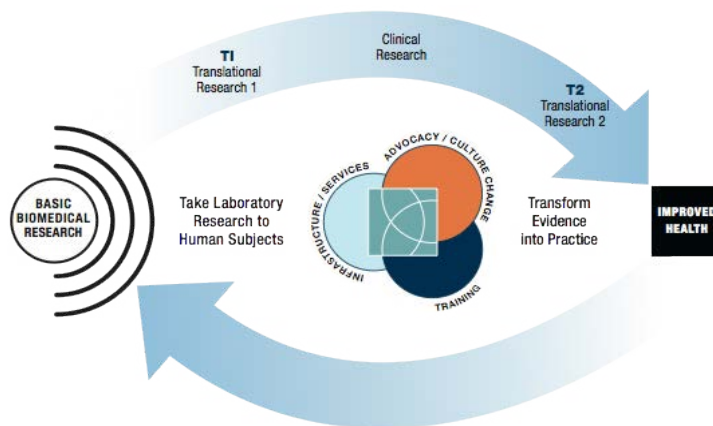
About CTSI

The Clinical & Translational Science Institute (CTSI) at UCSF facilitates the rapid translation of research to improvements in patient and community health. To achieve its goals, CTSI provides infrastructure, services and training to support clinical and translational research. To advance its mission, CTSI also develops broad coalitions and partnerships at the local and national levels to

enable a transformation of the research environment. Established in 2006, UCSF's CTSI was among the first of the now 60-member NIH-funded Clinical and Translational Science Awards (CTSA) consortium.

UCSF's CTSI is a cross-school, campus-wide institute, with scientist leaders at its helm. The institute is directed by S. Clai-

borne Johnston, MD, PhD, a renowned research expert in the prevention and treatment of stroke, and co-directed by Deborah Grady, MD, MPH, an international expert on women's health. CTSI is governed by a Board of Directors and a Senior Leadership Group.



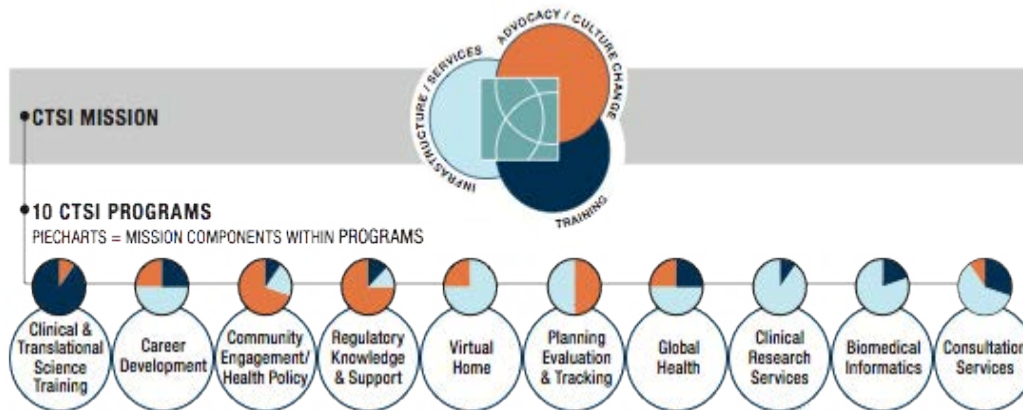
CTSI Goals

- To further enhance the efficiency and quality of clinical and translational research by transforming the research, training, and career development environment.
- To develop cross-cutting initiatives using the knowledge, skills, and infrastructure developed by multiple CTSI programs to accelerate clinical and translational research beyond UCSF CTSI's collaborating institutions and its impact on health of our own and other communities.

Source: CTSI - 8/25/2011

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**

CTSI's Mission is accomplished through its programs below – All mentioned services and resources are available to all researchers at UCSF and affiliated institutions



Research Services & Infrastructure

CLINICAL RESEARCH Services (CRs)

9 different physical locations in San Francisco and the greater Bay Area, including hospital and community settings, provide an array of clinical research services.

The new cross-cutting Clinical Research Acceleration initiative aims at bringing research services directly into community practices to accelerate the pace of clinical and translational research with streamlined regulation, a new participant recruitment service, and sophisticated research management.

CONSULTATION SERVICES (CS)

Provides expert advice from UCSF faculty and senior staff. The services include biostatistics, data management, regulatory knowledge and support, ethics, bioinformatics, global health, mentoring, and more.

BIOMEDICAL INFORMATICS (BMI)

Provides services and resources for investigators to manage clinical and translational research data and to enable collaboration and data sharing, including analysis of large data sets, data security and hosting, collaborator discovery (UCSF Profiles), cohort discovery (the Integrated Data Repository), discovery of current and past human subjects research activities (Human Studies Database), knowledge representation models (the Ontology for Clinical Research), and new methods of data transformation (the Health Ontology Mapper).

Source: CTSI - 8/25/2011

University of California, San Francisco
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School/Department Profiles - Executive Vice Chancellor

REGULATORY KNOWLEDGE & SUPPORT (RKS)

Supports researchers in navigating regulatory and compliance issues required to conduct clinical & translational research. In addition, working with partners CTSI advocates for new ways to increase the efficiency and quality of the regulatory approval process and to reduce its delays as well as the associated administrative burdens for researchers at UCSF. To improve the evidence-base for research training, administration, and services, CTSI will conduct a series of randomized trials of the value and cost-effectiveness of new interventions.

A new initiative aims at creating a consortium involving academic medical centers throughout California to share IRB approvals for multi-center studies, to create Master contracts with industry, and to combine medical records data for identification of patients for research purposes.

COMMUNITY ENGAGEMENT/HEALTH POLICY (CE/HP)

Provides expert advice in community engagement and health policy. Trains researchers to work effectively with community partners and vice versa, and matches researchers with community partners. In addition, the Comparative Effectiveness Large Dataset Analysis Core supports studies assessing comparative effectiveness of clinical interventions with a searchable inventory of large local and national health datasets.

The new cross-cutting San Francisco Bay Area Health Improvement initiative aims at bringing together local public health and philanthropic partners to work with CTSI to improve the health of the San Francisco Bay Area community through a series of health improvement projects directed at high impact conditions.

GLOBAL HEALTH (GH)

Provides services and resources to support researchers in conducting international projects targeted at global health research, including a searchable International Projects Database (IPD) and a Global Research Support (G-RES) Web Portal. In addition, CTSI advocates improving financial, regulatory, and legal processes required to conduct global health research and addressing global health researchers' health and safety concerns.

Career Development

CAREER DEVELOPMENT (CDA)

Trains senior investigators to be successful mentors (Mentor Development Program) and supports mentees in finding a mentor. Provides career advancement programs to enable greater diversity at UCSF. Advocates for change to ensure that promotion criteria across all UCSF schools take collaborative, multidisciplinary research into account, emphasize clinical & translational research, and support the recruitment and retention of underrepresented clinical and translational researchers.

Source: CTSI - 8/25/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor

STRATEGIC OPPORTUNITIES SUPPORT (SOS)

Funds pilot and other grants to enable researchers at all career levels to test-drive ideas for larger grants as well as a variety of career enhancing areas such as the T1 Translational Catalyst program, which provides extensive consultation and assistance to identify industry partnerships for investigators pursuing promising discoveries that are potentially translatable to new therapies or diagnostic tests, and mini flexible sabbatical awards.

Training

CLINICAL & TRANSLATIONAL SCIENCE TRAINING (CTST)

In coordination with other UCSF training programs, provides a seamless pathway for trainees at any level, from professional student to faculty, to enter a career in clinical and translational science, resulting in a shortening of the overall length of training.

TRAINING IN CLINICAL RESEARCH (TICR)

Provides didactic education for students, postdocs, fellows and residents, including the Clinical Research Workshop, a 1-year Advanced Training in Clinical Research, a 2-year Master's in Clinical Research, and a PhD in Epidemiology and Translational Science, for example, focusing on drug and device development, observational study design, epidemiology, clinical trials, scientific communication, implementation and dissemination sciences (IDS, for community-based practitioners), and health policy.

KL2 SCHOLARS

A career development award that provides training, mentoring, infrastructure and protected time for junior faculty diverse in discipline, gender, and race to pursue multidisciplinary clinical research, including works-in-progress seminars (WIPs), faculty-led methodology and career development seminars, special interest group seminars co-led by scholars and program faculty, and "lessons learned" seminars given by scholars and their mentors, as well as ongoing support in grant and manuscript production.

RESIDENT CLINICAL & TRANSLATIONAL RESEARCH PROGRAM

Promotes investigative careers for residents in clinical training by providing didactic training, such as a clinical research methods course and a 1-year Resident Scholar program, mentoring, and small funding for research projects. In addition, the Ambassador program is designed to engage departmental faculty in the Resident Research Program.

Source: CTSI - 8/25/2011

**University of California, San Francisco
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School/Department Profiles - Executive Vice Chancellor**

PATHWAYS TO CAREERS IN CLINICAL AND TRANSLATIONAL RESEARCH (PACCTR)

Fosters the incorporation of clinical research training in the core curriculum of all medical, dental, nursing and pharmacy pre-doctoral students. Trainees are paired with K scholars according to research interests to provide additional mentoring and role modeling, and with undergraduate students in the Pre-health Undergraduate Program (PuP) to build interest and skills in mentoring.

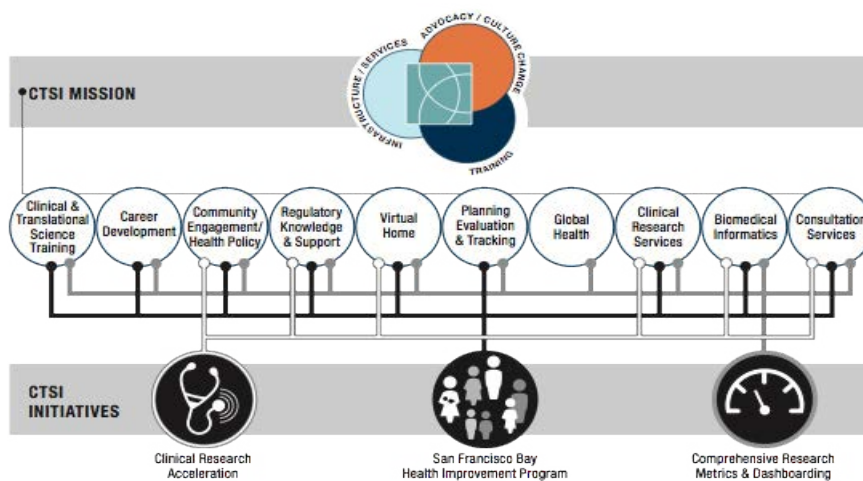
MOLECULAR MEDICINE GRADUATE PROGRAM

Provides all UCSF graduate and postgraduate students with training in T1 translational research, including grand rounds and seminars presented by numerous UCSF programs as well as organized research units, intensive mini-courses collaboratively presented by basic science and clinical faculty, a series of seminars and symposia featuring distinguished translational scientists and basic scientists who changed their research direction to focus on medically-important problems, and the “Biology of Disease” Certificate program.

PROGRAM IN IMPLEMENTATION AND DISSEMINATION SCIENCES (PIDS)

Provides training in translating effective tests, treatments, and preventive measures into improved population health, including courses focused on research methodology in Implementation and Dissemination Sciences and a training program for learners at all levels as a dedicated track within the Master’s in Clinical Research, or as a Supplemental Certificate Program.

CTSI’s New Cross-Cutting Initiatives



Source: CTSI - 8/25/2011

University of California, San Francisco
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Coordination, Communication and Evaluation (CTSI Central)

VIRTUAL HOME

Provides a single place online for investigators to find research resources, develop skills, access training, and find colleagues and collaborators. Works with partners on campus to identify and facilitate innovative ways to deliver key resources for researchers at UCSF and enable communication and collaboration using web-based tools.

PLANNING, EVALUATION & TRACKING

Supports CTSI programs and leadership to develop goals and relevant metrics of success, assess progress toward stated goals, and improve performance and management.

The new cross-cutting Research Metrics and Dashboarding initiative aims at improving the performance, transparency, and accountability of research administration within and beyond CTSI by setting challenging goals and tracking performance metrics on public dashboards.

**University of California, San Francisco
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**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
CLINICAL AND TRANSLATIONAL SCIENCE INSTITUTE (CTSI) AT UCSF**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$19,963,662 | \$11,708,561 | \$2,468,429 | 21.08% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$213,823 | \$45,064 | \$4,479 | 9.94% |
| Total: | <u>\$20,177,485</u> | <u>\$11,753,625</u> | <u>\$2,472,908</u> | <u>21.04%</u> |

Source: UCSF Budget & Resource Management

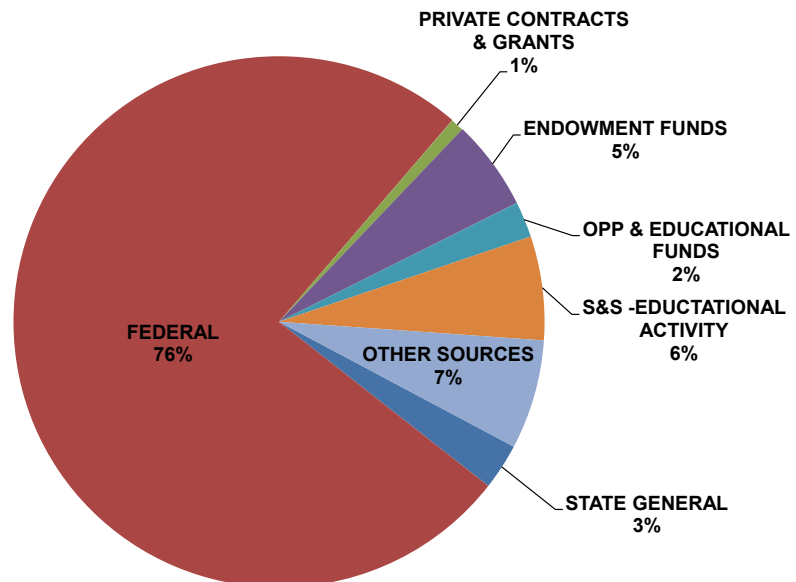
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**

**Total Expenditures by Fund Source
CLINICAL AND TRANSLATIONAL SCIENCE INSTITUTE (CTSI) AT UCSF**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$475,968 | \$488,958 | \$390,524 | \$1,363,450 | \$743,362 | 56.2% |
| FEDERAL | \$13,341,276 | \$14,871,843 | \$16,547,243 | \$16,254,729 | \$19,963,662 | 49.6% |
| PRIVATE GIFTS | \$3,872 | \$47 | \$13,612 | \$222,453 | \$2,404 | -37.9% |
| PRIVATE CLINICAL TRIALS | (\$1,658) | (\$124) | \$0 | \$0 | \$0 | -100.0% |
| PRIVATE CONTRACTS & GRANTS | \$141,773 | \$53,843 | \$10,039 | \$0 | \$213,823 | 50.8% |
| ENDOWMENT FUNDS | \$201,609 | \$134,463 | \$275,623 | \$302,279 | \$1,451,802 | 620.1% |
| OPP & EDUCATIONAL FUNDS | \$74,760 | \$42,751 | \$74,253 | \$987,768 | \$573,756 | 667.5% |
| S&S -EDUCTATIONAL ACTIVITY | (\$845,609) | (\$973,675) | (\$1,446,867) | \$1,207,882 | \$1,666,331 | -297.1% |
| OTHER SOURCES | \$435,049 | \$153,106 | \$46,588 | \$1,050,798 | \$1,756,084 | 303.7% |
| Total: | \$13,827,040 | \$14,771,213 | \$15,911,016 | \$21,389,360 | \$26,371,225 | 90.7% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Clinical and Translational Science
Institute (CTSI) at UCSF
FY 2011-12**



Source: UCSF Budget & Resource Management

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**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
CLINICAL AND TRANSLATIONAL SCIENCE INSTITUTE (CTSI) AT UCSF
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | |
|------------------|---------------|--------------|--------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | |
| Instruction | 28 | 0 | 28 | 0 | 28 | 0 |
| Research | 26,037 | 743 | 3,882 | 21,412 | 14,605 | 11,676 |
| Academic Support | 54 | 0 | 54 | 0 | 70 | 511 |
| Total | 26,119 | 743 | 3,964 | 21,412 | 14,675 | 12,215 |
| | | | | | | 771 |

Source: UCSF Controller's Office - 12/05/2012

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**ETHICS AND COMPLIANCE OFFICE, ASSOCIATE VICE
CHANCELLOR and CHIEF ETHICS AND COMPLIANCE OFFICER**

- Associate Vice Chancellor - Boyd, Elizabeth
- Business Officer – Murphy, Suzanne
- Website - <http://compliance.ucsf.edu/>

The Office of Ethics and Compliance collaborates with the UCSF community and senior leadership to coordinate and guide compliance efforts across the campus.

Our mission is to ensure institutional compliance with applicable laws and regulations; to promote ethical behavior and research integrity; to provide the tools, guidance, and oversight needed to adhere to all necessary regulatory requirements; and to provide UCSF expertise and support to achieve its mission of advancing health worldwide™ .

The Ethics and Compliance Office is comprised of the following units:

- Research Compliance Program
 - UCSF Institutional Animal Care and Use Program
 - Human Research Protection Program
 - Conflict of Interest Advisory Committee
 - Technical Committees
 - Responsible Conduct of Research
- Clinical Enterprise Compliance Program

To promote ethical behavior and regulatory compliance, UCSF has a chancellor-designated Ethics and Compliance Board that oversees ethics and compliance activities on campus. Six sub-committees report to the Ethics and Compliance Board.

The six sub-committees are:

- Privacy and Data Security Compliance Committee
- Internal Audit Committee
- Investigative Group Committee
- Research Compliance Committee
- Ethics Committee
- Clinical Enterprise Compliance Committee

Source: Ethics and Compliance Office, 11/30/2011.

University of California, San Francisco
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Research Compliance Program

The Research Compliance Program is composed of the units devoted to upholding the regulatory requirements governing university research. This includes:

UCSF Institutional Animal Care and Use Program

The University has established policies on the use of animal subjects to promote their humane care and use in research and instruction and to ensure institutional compliance with all applicable federal and state laws and regulations and University policies governing the use of animals.

The IACU Committee oversees all UCSF research and instruction that involves vertebrate animals, in order to ensure that the highest ethical and animal welfare standards are met. The IACUP conducts post-approval monitoring and participates in external audits to ensure ethical use of animals at UCSF.

Human Research Protection Program

The Human Research Protection Program (HRPP) of the University of California, San Francisco, in partnership with the research community, is responsible for ensuring the ethical and equitable treatment of all human research subjects in studies being conducted at UCSF and its affiliates and as well as national standards for research involving human participants.

The HRPP creates a full circle of protection for research subjects and researchers by providing education and training, the Committee review process, and post-approval monitoring and outside audits. The HRPP is also responsible for ensuring compliance with federal regulations, state laws and University policies

The UCSF Human Gamete, Embryo, and Stem Cell Research Committee oversees research using human stem cells to comply with multiple State and Federal guidelines, regulations, statutory restrictions, and UCSF policies. The Committee reviews all protocols where the use of human stem cells are identified, provides approvals where appropriate, and provides additional guidance per campus policy to ensure protocols and studies are in compliance with all relevant regulatory requirements.

Conflict of Interest Advisory Committee

Federal regulations, state laws, and University policies require that faculty members submit financial disclosure forms at the time that a proposal is submitted for funding. In those cases in which a financial interest and possible conflict of interest are disclosed, the laws provide for the review of each situation by an impartial review committee. At UCSF, that committee is the Chancellor's Conflict of Interest Advisory Committee (COIAC).

Source: Ethics and Compliance Office, 11/30/2011.

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor

Technical Committees

Technical Committees are those mandated by regulatory and policy requirements. Some regulatory agencies mandate that approval by a duly appointed Committee be granted before any research project using radioactive materials, or certain biological agents, can be initiated. These agencies include the Food and Drug Administration (FDA), Nuclear Regulatory Commission (NRC), California Department of Health Services - Radiologic Health Branch, and National Institute of Health (NIH)

The Technical Committees are as follows:

- Biological Safety Committee (BSC)
- Chemical and Environmental Safety Committee (CESC)
- Radiation Safety Committee (RSC)
- Radioactive Drug Research Committee (RDRC)

Clinical Enterprise Compliance Program

The UC Board of Regents established the Health Sciences Campus Compliance Program (Program) as one method to help ensure that the University conducts business in accordance with applicable laws and regulations. The UCSF Clinical Enterprise Compliance Program is endorsed and sponsored by the Chancellor, Dean of the School of Medicine, CEO of the Health System and Chief Executive of the Faculty Practice. The Program has the following essential features:

- Incorporation of standards and policies that guide personnel with regard to compliance issues; Support of University Administration and the Board of Regents for implementation and ongoing revisions of the Program;
- Ensure that UCSF conducts business in accordance to applicable laws and regulations relating to reimbursement and documentation of patient services;
- Training of physicians, residents, clinical staff, billing and coding personnel and others in the applicable laws and regulations relating to reimbursement and documentation of patient services;
- Regular reviews of billing and supporting documentation to assess compliance and identify issues that require corrective action and/or disclosures;
- Compliance Committee comprised of health care providers and administrators responsible for billing, coding and other areas of compliance risk;
- Mechanism for employees to raise questions or issues about compliance and receive appropriate guidance; and
- Process for implementing corrective action plans to address instances of compliance risk.

Source: Ethics and Compliance Office, 11/30/2011.

University of California, San Francisco
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School/Department Profiles - Executive Vice Chancellor

**INNOVATION, TECHNOLOGY & ALLIANCES,
ASSISTANT VICE CHANCELLOR RESEARCH**

- Assistant Vice Chancellor - Lium, Erik
- Business Officer – Murphy, Suzanne
- Website - <http://officeofresearch.ucsf.edu/or/innovation-technology-and-alliances>

The Office of Innovation, Technology and Alliances seeks to advance UCSF's core missions of research, healthcare, education and public service through the delivery of services and programs that

- optimize the creation and management of innovative alliances with commercial, non-profit, and government funding and regulatory organizations
- aid in the transfer of UCSF technologies to commercial organizations for development and public benefit
- support the creation of new companies focused on the commercialization of UCSF intellectual property.

The Innovation, Technology & Alliances organization is comprised of the following units:

- Industry Alliance and Program Management
- Industry Contracts Division
- Office of Technology Management
- Center for BioEntrepreneurship

Industry Alliance and Program Management

The vision of the Industry Alliance and Program Management unit (IAPM) is to provide a constant interface throughout the lifecycle of large partnership relationship, beginning at the start of alliance development, throughout the lifecycle of the collaboration and back to the partner for strategic evaluation of expansion, extension and additional alliances. The IAPM team will integrate with the business development teams on both sides from an early stage and provide a coordination and communication path with contracts, licensing, and the scientists and administration at UCSF and the partner.

Industry Contracts Division

The Industry Contracts Division (ICD) is responsible for negotiating and signing all industry research contracts between UCSF (on behalf of the UC Regents) and Industry Sponsors. This includes clinical trial agreements, material transfers agreements (incoming materials of all types and outgoing clinical specimen or data), sponsored research agreements, grants (including UC Discovery and SBIR/STTR), and confidentiality agreements.

The Industry Contracts Division champions academia-industry collaborations to support the ex-

Source: Innovation, Technology & Alliances, 11/30/2011.

University of California, San Francisco
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pansion of sponsored research by developing and managing strategic relationships with industry.

Office of Technology Management

The UCSF Office of Technology Management (OTM) is responsible for managing the intellectual property (e.g. patentable inventions, software, research materials, etc.) created by UCSF employees. It was established in 1996 and has the mission of “Transferring and commercializing UCSF’s life science & medical technologies for public use and benefit, while generating income to support campus research and education”.

UC patent policy requires that technologies conceived or developed by its employees be disclosed on a timely basis to the technology transfer office. Title to the technologies is assigned to the university as per state labor code. The OTM will receive these disclosures, evaluate the disclosed technology for commercial potential, obtain patent or other intellectual property protection when appropriate, diligently market and seek to license the technology to industry, negotiate, draft and manage resulting license agreements, and distribute net license revenues to inventors, within UCSF, and to other institutions in the case of inventions UCSF researchers make in collaboration with their colleagues at other institutions.

Center For BioEntrepreneurship

The UCSF Center for BioEntrepreneurship (CBE) offers programs and resources to develop the next generation of entrepreneurs and leaders in the life science industry. CBE weaves the UCSF community into the broader Bay Area community of life science innovators and entrepreneurs, company executives, investors, attorneys, and other professionals to help successfully translate discoveries from the laboratory to commercialization for the benefit of the institution and society. CBE inspires scientists to develop innovate projects; trains scientists in the business of life sciences; builds cross-disciplinary expertise and teams; and provides interaction with industry mentors.

Source: Innovation, Technology & Alliances, 11/30/2011.

University of California, San Francisco
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School/Department Profiles - Executive Vice Chancellor

RESEARCH SERVICES, ASSOCIATE VICE CHANCELLOR RESEARCH

- Associate Vice Chancellor - Hildebrand-Zanki, Susanne
- Business Officer – Murphy, Suzanne
- Website - <http://officeofresearch.ucsf.edu/>

Mission Statement

The **Office of Research** is the chief administrative unit and catalyst for advancing research at UCSF. The mission of the Office of Research is to promote research and improve health by providing high quality service to investigators; fostering new research initiatives; and promoting translational discoveries into public benefit. The Office of Research provides leadership, direction, and management of campus-wide research administration, infrastructure and services.

The Associate Vice Chancellor Research Services oversees and guides the operations of the following units:

- Research Resource Program
- Cell Culture Facility
- Laboratory Animal Resource Center
- Office of Environmental Health and Safety
- Contracts & Grants

The UCSF Research Resource Program (RRP)

The RRP was created in 2010 to meet the UCSF need for coordination and support of centralized research core facilities. The primary responsibilities of the RRP are:

- Development of a federalized model of core facility governance
- Identification and implementation of best practices: operational and financial management and specialized IT support
- Communication strategies to improve core utilization including non-campus clients
- Consensus building among the stakeholders who invest in core technologies
- Strategic planning for shared scientific resources: capital investment, space allocation and long-range financial support

RRP's Mission is:

To support a culture of innovation and collaboration in the use of research tools positioning UCSF faculty as leaders in scientific discovery and its translation into improved health. Investment and nurturing of specialized resource centers supports a diverse research base including

Source: Research Services, 11/30/2011.

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor

sophisticated, dedicated technology users as well as investigators needing access for less complex analysis. Appropriate centralized administrative structures support this complex service model and allow for well-informed institutional investment decisions.

UCSF Cell Culture Facility

The UCSF Cell Culture Facility is a centralized resource to investigators, providing cells & tissue cultures, both primary and continuous cell lines. The facility maintains an extensive cryogenic “Cell Bank” repository. Resale products, tissue culture service and cell banking are available at both the Parnassus campus and the Mission Bay campus.

Laboratory Animal Resource Center (LARC)

LARC’s mission is to:

- Provide quality care for all animals used at UCSF
- Assist the faculty in their mission of quality research with respect to the use of laboratory animals.
- Act as a resource for the faculty on all issues relating to laboratory animals.
- Assist the University to meet its goal of humane treatment of laboratory animals.

We will fulfill our Mission in a time and cost effective manner by developing and implementing high quality veterinary and husbandry care.

Office of Environmental Health and Safety

The Office of Environmental Health and Safety (OEH&S) supports the UCSF Mission of Advancing Health Worldwide. OEH&S also supports the UCSF Medical Center of Mission of Caring, Healing, Teaching, and Discovering.

OEH&S Mission:

- To protect the health and safety of UCSF staff, faculty, students, patients and visitors.
- To ensure that the physical environment of the campus is a safe and healthy workplace.

OEH&S work includes programs in biological safety, chemical safety, radiation safety, environmental protection, emergency response, ergonomics, controlled substances, public health, fire and life safety, training, industrial hygiene accident prevention, and sanitation.

Contracts and Grants Division

Contracts & Grant’s Mission is:

To promote research, instruction, public service and other sponsored activities by providing high quality administrative services to faculty and staff.

Source: Research Services, 11/30/2011.

University of California, San Francisco
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School/Department Profiles - Executive Vice Chancellor

We provide a variety of services to the campus community related to obtaining and managing extramural sponsored research, training, clinical trial and public service projects awarded by a variety of federal, state, local government and non-profit sponsors.

The functions of C&G include the following:

- Providing information on funding opportunities
- Proposal and budget development assistance
- Proposal review, sign-off, and transmission
- Grant and contract negotiation and acceptance
- Subcontract preparation and administration
- Post-award assistance
- Award close-out
- Policy development and coordination
- Research activity and associated reports
- Training for campus personnel

Source: Research Services, 11/30/2011.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**

**FY 2010-12 Headcount as of 4/1/12
ASSOCIATE VICE CHANCELLOR - RESEARCH**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 57 | 1 | 2 | 0 | 60 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
ASSOCIATE VICE CHANCELLOR - RESEARCH**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| ASSOC VC RESEARCH | | 6.75 | 8.75 | 8.35 | | | | | | |
| AVC RESEARCH | | | | | | | | 2.00 | | 2.00 |
| AVCR-CORES | | | | | | | | 2.00 | | 2.25 |
| CELL CULTURE - ADMINISTRATION | | 17.20 | 17.20 | 20.18 | | | | 21.01 | | 21.01 |
| CENTER FOR INSTRUC TECHNOLOGY | | | | | | | 1.00 | | | |
| CLINICAL SERVICES DIRECTOR | | | | | | | | | | |
| EH&S ADMINISTRATION | | 21.50 | 21.50 | 24.88 | | | | 2.00 | | 22.26 |
| EH&S HAZARDOUS MATERIALS MANAGEMENT | | 4.36 | 4.36 | 4.36 | | | | 3.26 | | 3.26 |
| EH&S HAZARD MATL REMOVAL (HM) | | | | | | | | 2.02 | | 2.02 |
| EH&S-OCCUP HEALTH & RSRCH (RH) | | | | | | | | 0.05 | | 0.05 |
| ENVIRO HLTH SFTY-CAMPUS GROUP | | 9.82 | 12.82 | 15.60 | | | | 15.14 | | 15.14 |
| ENVIRO HLTH SFTY-INDUSTRIAL HYGIENE | | | | | | | | 10.60 | | 10.60 |
| FLW CYTOMETRY CORE FAC RECHG | | | | | | | | 1.00 | | 0.90 |
| IRELAND LAB | | | | | | | | 1.00 | | 1.00 |
| LARC-ADMINISTRATION | 0.00 | 45.90 | 2.00 | 0.00 | | | | 0.00 | | 2.00 |
| LARC-COMMERCIAL | | | | | | | | 2.00 | | 2.00 |
| LARC-LARGE ANIMAL | | | | | | | | 2.60 | | 4.17 |
| LARC-OTHER ANIMAL | | | | | | | | 1.30 | | 0.83 |
| LARC-SMALL ANIMAL | | | | | | | | 134.80 | | 151.29 |
| LARC-SPECIAL SERVICES | | | | | | | | 0.50 | | 3.81 |
| VICE CHANCELLOR RESEARCH | | | | | | | | 2.85 | | |
| Total: | 0.00 | 105.53 | 2.00 | 205.83 | 0.00 | 229.14 | 3.00 | 225.43 | 2.00 | 243.59 |

Source: UCSF Budget & Resource Management

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - Executive Vice Chancellor**

**Sponsored Project Expenditures & Indirect Cost Recovery
 FY 2011-12
 ASSOCIATE VC - RESEARCH**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$124,236 | \$124,236 | \$0 | 0.00% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$21,695 | \$21,685 | \$9,075 | 41.85% |
| Total: | <u>\$145,931</u> | <u>\$145,921</u> | <u>\$9,075</u> | <u>6.22%</u> |

Source: UCSF Budget & Resource Management

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ACADEMIC PROGRAMS

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor

ACADEMIC AFFAIRS, VICE PROVOST

- Vice Provost - Marshall, Sally, PhD.
- Business Officer – Leathers, Cynthia Lynch
- Website - <http://academicaffairs.ucsf.edu/>

The Office of Academic Affairs and Faculty Development and Advancement facilitates the recruitment, mentoring, and retention of the highest-caliber diverse faculty. It is the office of record for academic personnel and is responsible for all faculty and non-faculty academic appointments and advancement actions, stewardship reviews of deans and chairs, and faculty misconduct/grievance investigations. It provides leadership, training, and guidance in the development and implementation of policies and procedures relating to academic affairs. It is committed to improving the work life and academic environment for faculty to support innovative and collaborative approaches for education, health care and research at UCSF. The office leads efforts to implement Academic Information Systems, including Advance, an electronic application for CV data, academic appointments, advancement, and leaves, as well as AP Recruit, a system-wide collaboration for the faculty recruitment process. The Office of Academic Affairs and Faculty Development and Advancement is responsible for implementing recommendations from the Chancellor's Council on Faculty Life (CCFL). CCFL programs include: Faculty Development Day, UCSF-Coro faculty leadership collaborative, faculty mentoring program, a faculty development program and a faculty enrichment/wellness program.

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Office of the Ombuds

- Ombuds and Director – Daron, Randy PsyD
- Website – <http://ombuds.ucsf.edu>

The Office of the Ombuds was established in 2011 to promote a supportive learning and working environment at UCSF through the efforts of the Mediation Program and Conflict Management Services and Work Life Services. The Office is a safe, confidential place for any member of the UCSF community (faculty, staff, administrators, students, post-docs and other trainees) to bring forward disputes, concerns or inquiries about difficult encounters within the University. In response, the Office of the Ombuds will listen and review matters, and can provide a number of options that may include making inquiries, making referrals, and facilitating resolutions in an impartial manner. The Office is home to the Mediation Program which offers structured, informal, confidential mediation designed to facilitate the effective management of workplace disputes. The Office supplements but does not replace or substitute for formal investigative or appeals processes made available by the University and communication to the Office of Ombuds does not constitute notice to the University.

Group or individual assistance is offered through consultation, mediation, training, and facilitation for: conflicts (interpersonal, workplace, academic); perceived unfair treatment; improving communication; understanding UCSF policies and procedures; administrative bureaucracy; work life services. Services are voluntary, informal, impartial, confidential and adhere to the principles of fairness, equity and respect.

**University of California, San Francisco
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School/Department Profiles - Executive Vice Chancellor**

**FY 2011-12 Headcount as of 4/1/12
ACADEMIC AFFAIRS**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 2 | 1 | 1 | 1 | 4 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
ACADEMIC AFFAIRS**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| ACADEMIC AFFAIRS | | | | 8.00 | | 8.00 | | 8.00 | | 2.00 |
| AVC ADMIN-PROBLEM RESOLUTION CENTER | | 1.45 | | 1.45 | | 1.45 | | 1.45 | | 1.45 |
| SUPPORTIVE WORK ENVIRONMENT | | 1.45 | | 1.45 | | 1.45 | | 0.71 | | 1.71 |
| WORK LIFE RESOURCE CENTER | | 3.00 | | 3.07 | | 3.07 | | 3.07 | | 3.00 |
| Total: | 0.00 | 5.90 | 0.00 | 13.97 | 0.00 | 13.97 | 0.00 | 13.23 | 0.00 | 8.16 |

Source: UCSF Budget & Resource Management

University of California, San Francisco
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GRADUATE DIVISION

- Dean - Watkins, Elizabeth, PhD
- Assistant Dean, Graduate Programs and Outreach – Taylor, Peter, PhD
- Assistant Dean, Postdoctoral Scholars and Career Devel. - Des Jarlais, Christine, EdD
- Website - <http://graduate.ucsf.edu/>

The Graduate Division serves as the administrative core for all of the academic graduate degree programs at UCSF. It oversees 15 PhD programs (ten in the basic and translational sciences and five in the social and populational sciences), eight masters programs, and the DPT program in physical therapy. Taken together, the graduate programs comprise about 1,600 students. Graduate programs are housed within all four professional schools, and faculty members in all disciplines deliver courses and mentor students. In recognition of the need for cross-disciplinary collaboration in the sciences, most graduate programs are inter-departmental, and two are inter-campus joint programs with UC Berkeley. Students in graduate programs study and conduct research at all UCSF campuses. The Graduate Division's Office of Postdoctoral Affairs, one of the first dedicated postdoc offices in the country, serves as a central resource and information conduit for the 1,100 postdocs at UCSF as well as the faculty and staff who work with them.

Dean Elizabeth Watkins serves as the chief academic, administrative, and research officer for the Graduate Division. The Graduate Dean has institutional responsibility for the administration of graduate degree programs in accordance with policies of the Academic Senate and the Graduate Council. She also has administrative responsibility for the appointment of postdoctoral scholars, academic review of graduate programs, oversight of admissions and student financial support, and conflict resolution in the graduate student population. The Dean works closely with University Development and Alumni Relations on philanthropic efforts for the Graduate Division and with the Vice Chancellor for Diversity on ensuring diversity and inclusion among graduate students and postdoctoral scholars.

The Graduate Division Offices are located in the William J. Rutter Center, 1675 Owens St., Ste. 310, at the Mission Bay campus.

Mission Statement

The UCSF Graduate Division strives to foster the highest quality of graduate education and postdoctoral training; to help graduate programs grow and evolve to meet the changing demands of science and needs of society; and to ensure that every graduate student and postdoc at UCSF can look forward to a productive, successful career.

Source: Graduate Division, 10/10/2012

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Specific Functions:

Coordinate admissions: The Graduate Division coordinates and processes graduate student online applications, ensures adherence to University and Academic Senate policies, and provides information to prospective students regarding UCSF graduate programs and campus admission requirements.

Oversee academic progression: The Graduate Division reviews and approves student petitions, requests for leaves of absence, and applications for admission to the qualifying examination and advancement to candidacy. The Division also monitors student academic progression; reviews theses and dissertations and accepts these documents for library archiving; and certifies the completion of degree requirements.

Allocate student and postdoc financial support: The Graduate Division is responsible for the award and administration of several merit and diversity fellowships from a variety of funding sources as well as the management and allocation of return-to-aid funds. The Division also awards and administers research and travel awards for students and postdocs. In addition, the Division has two NIH/NIGMS grants that provide financial support, training and career development: the Initiative to Maximize Student Development (IMSD) program for pre-doctoral students and the IRACDA Scholars in Science program for postdocs.

Institute and guide the development of new academic degree programs: The Graduate Division works with faculty to craft proposals for new academic degree programs and helps to guide them through the campus and system-wide approval processes.

Manage the review of existing programs: UCSF is known for its exceptional graduate programs, many of which are ranked among the top five in the nation. The periodic review process, conducted under the guidance of the Graduate Division, helps to maintain the high standards of these programs by identifying areas of strengths and weaknesses, enabling programs to make adjustments for continual improvement.

Facilitate outreach and recruitment: The Graduate Division strives to draw the best and brightest students and postdocs from diverse backgrounds. To this end, the Division organizes and implements the Summer Research Training Program, UC LEADS (Leadership Excellence through Advanced Degrees), the NIGMS Initiative for Maximizing Student Diversity, and the NIGMS IRACDA Scholars in Science Postdoctoral Fellowship program. The Division sends representatives to recruit students and postdocs at annual conferences such as SACNAS and ABRCAMS, and the Division supports the graduate programs in their own outreach and recruitment efforts. It also works with other UCSF departments to advocate for science education and science research

Source: Graduate Division, 10/10/2012

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at the community and national levels.

Provide a “postdoc hub”: The UCSF Postdoctoral Affairs Office, part of the Graduate Division, serves as a central resource and information conduit for all postdocs as well as faculty and staff who work with postdocs at UCSF. The Postdoc Office holds quarterly postdoc orientations; conducts career development activities and mentoring programs; trains campus staff on postdoc policies and labor contract interpretation; and grants exceptions to policy when warranted. It also advocates for postdoctoral representation in campus and system-wide organizations, committees, and activities.

Engage with alumni and fundraising: Together with the University Development and Alumni Relations Office, the Graduate Division works to increase philanthropic support for student fellowships. The Division has also independently written and obtained several grants to support programs such as the Summer Research, IMSD, and ISIS programs.

Host events for students, postdocs, faculty, and alumni: The Graduate Division coordinates the annual fall welcome event and the annual commencement celebration for graduate students. It co-sponsors a number of events with other campus organizations, such as Graduate Students’ Association, Office of Career and Professional Development, Postdoctoral Scholars’ Association, and University Development and Alumni Relations. The events include new student and postdoctoral scholar orientations, research seminars and talks, career development workshops, networking activities, and community-building social events.

Foster career development: The Graduate Division recognizes the broad range of possible career options for PhD-trained graduates in both the public and private sectors. In partnership with other campus units, the Graduate Division is developing new programs to enhance career exploration opportunities and career development planning for our students and postdocs. A first step: the Graduate Division joined the Career and Professional Development Coordinating Committee, a consortium of campus organizations working together to create and promote career and professional development programming for trainees in all fields of study at UCSF.

Communications

The Graduate Division reaches out to constituents on and off the UCSF campus to raise the profile of graduate education. We are listening to the student and postdoc communities we serve in order to respond effectively to their needs, and we are collaborating more and more with other units to improve and expand upon the services we provide to graduate students, postdocs, and graduate program faculty and staff.

Source: Graduate Division, 10/10/2012

**University of California, San Francisco
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School/Department Profiles - Executive Vice Chancellor**

**FY 2011-12 Headcount as of 4/1/12
GRADUATE DIVISION**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 9 | | | 26 | 35 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
GRADUATE DIVISION**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| GRADUATE ACADEMIC PROGRAMS DIRECTOR | | 0.25 | | 0.25 | | 0.66 | | 0.66 | | 0.25 |
| GRADUATE DIV.-UCLEADS PROGRAM | | 6.66 | | 9.66 | | 8.66 | | 7.66 | | 6.15 |
| GRADUATE DIVISION | 0.00 | 6.91 | 0.00 | 9.91 | 1.00 | 8.91 | 1.00 | 7.91 | 2.00 | 6.40 |
| Total: | | | | | | | | | | |

Source: UCSF Budget & Resource Management

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**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
GRADUATE DIVISION**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$4,469,996 | \$1,410,162 | \$107,566 | 7.63% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$277,728 | \$277,728 | \$0 | 0.00% |
| Total: | <u>\$4,747,724</u> | <u>\$1,687,890</u> | <u>\$107,566</u> | <u>6.37%</u> |

Source: UCSF Budget & Resource Management

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LIBRARY & CENTER FOR KNOWLEDGE MANAGEMENT

- University Librarian and Assistant Vice Chancellor - Butter, Karen
- Business Officer – Munson, James
- Website - <http://library.ucsf.edu/>

Mission Statement

The UCSF Library and Center for Knowledge Management advances science, fosters excellence in teaching and learning, and promotes health through the development of innovative services, strategies, and systems that promote discovery and improve worldwide scholarly communication.

One of the preeminent health sciences libraries in the world, the UCSF Library serves not only as a repository for health sciences information, but also as a center for development of electronic information resources and the hub of instructional computing on the UCSF campus.

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LIBRARY MATERIALS

Print and digital books, journals and databases support the research, patient care, education, and community service programs at UCSF. The Library's 257,000+ volumes, over 150 databases, and more than 16,000 journals subscriptions covers the spectrum of the health sciences disciplines.

The Digital Library program supports the creation, management and delivery of digital content and a web presence for Japanese Woodblock Prints Collection, a History of UCSF, Synapse (the UCSF student newspaper) and a set of cholera pamphlets.

CENTER FOR KNOWLEDGE MANAGEMENT

The Center for Knowledge Management (CKM) is an innovative division of the Library that concentrates resources and expertise for the development of educational technology, digital collections, knowledge bases, research tools, mobile applications, and the sophisticated computing and communications infrastructure required for the Library.

EDUCATIONAL TECHNOLOGIES

The Tech Commons and the Center for Instructional Technology, located in the new Teaching and Learning Center, provides a technology-rich environment for UCSF academic programs. Three computer labs and classrooms, located at Parnassus and Mission Bay, provide general com-

Source: Library, 10/8/2012

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puting support for the UCSF curricula.

The Collaborative Learning Environment offers multimedia tools and resources and a common learning management platform to assist faculty in the design and delivery of curricular content.

EDUCATION AND REFERENCE SERVICES

Education and reference librarians offer consultation and instruction to support education, research, and clinical care at UCSF. In addition to general classes, the Library offer curriculum-integrated instruction.

Librarians assist in locating print and online resources and in searching specialized databases.

ARCHIVES & SPECIAL COLLECTIONS

Archives and Special Collections preserves and maintains unique materials related to the history of the health sciences and UCSF. Materials include the UCSF Archives, the East Asian Collection, UCSF faculty and departmental records, and contemporary initiatives such as the AIDS History Project. With external funding the Library developed and maintains the Legacy Tobacco Documents Library, an online archive of more than 80 million pages of tobacco industry documents.

SPONSORED PROJECTS IN THE LIBRARY

The Library is engaged with partners throughout the university, the campus, and the health sciences community to collect, preserve, and provide access to unique materials of scholarly interest and to invest in technologies that support the advancement of knowledge

**University of California, San Francisco
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School/Department Profiles - Executive Vice Chancellor**

**FY 2011-12 Headcount as of 4/1/12
LIBRARY**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 38 | 11 | 8 | 2 | 59 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
LIBRARY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|---|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| CENTER FOR INSTRUC TECHNOLOGY LIBRARY/CKM | 1.00 | 74.36 | 1.00 | 69.20 | 1.00 | 59.07 | 10.30 | 50.99 | 2.00 | 47.48 |
| LIBRARY-INSTRUCTIONAL COMPUTING | 10.12 | 4.75 | 10.30 | 4.75 | 10.30 | 4.75 | 10.30 | 1.75 | 20.30 | 47.48 |
| Total: | 11.12 | 79.11 | 11.30 | 73.95 | 11.30 | 63.82 | 10.30 | 52.74 | 22.30 | 47.48 |

Source: UCSF Budget & Resource Management

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STUDENT ACADEMIC AFFAIRS, VICE PROVOST

- Vice Provost - Student Academic Affairs - Castro, Joseph
- Business Officer - Raskulinec, Lisa
- Website -<http://saa.ucsf.edu/>

About Student Academic Affairs

Student Academic Affairs (SAA) provides a range of quality services to students and educators at UCSF. In choosing to enroll at a health sciences campus, the students we serve have demonstrated their strong commitment to taking care of others. It is a great privilege for SAA to serve such extraordinarily talented individuals, poised to become the next generation of leaders in the health sciences.

With an annual operating budget of \$21.5 million and 105 full-time employees, the scope and breadth of Student Academic Affairs is so far-reaching that every UCSF student has contact with several departments at some point during their pathway to graduation from UCSF.

SAA has strengthened its services across the campus and has led the campus in **three priority areas – educating students, nurturing diversity, and serving community.**

Student Academic Affairs includes the following units:

- Center for Educational Partnerships
- Center for Innovation in Interprofessional Education
- Educational Technology Services
- Finance, Administration and Human Resources
- International Students & Scholars Office
- Office of Institutional Research
- Office of the Registrar
- Office of Student Life
 - Learning Resource Services
 - Office of Career and Professional Development
 - Student Activities Center
 - Student Disability Services
 - Synapse – The Student Newspaper
- Student Financial Aid
- Student Health & Counseling Services
- Student Information Systems
- Student Services at Mission Bay

Source: Executive Vice Chancellor, 10/8/2012

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Office of the Vice Chancellor

Joseph Castro, Vice Chancellor

Provides leadership, direction, and management of campus-wide student academic affairs activities. Organizes and plans the units' activities to respond effectively to current and emerging needs of students and educators and the changing environment. Interprets University, state, federal, and other policies and regulations. Develops operating budgets, monitors department finances, and manages staff and planning for future needs. On behalf of the Chancellor, leads campus efforts to raise \$100 million for student support and educational infrastructure, establish a UCSF online presence, and build a Learning Commons for the UCSF community. Chair of systemwide Vice Chancellors of Student Affairs Committee and UCSF representative on systemwide Climate, Culture and Inclusion Committee. Serves as campus Accreditation Liaison Officer with the Western Association of Schools and Colleges (WASC). SAA FY13 Operating Budget: \$21.5 million. FY13 Office of Student Financial Aid scholarship/grant budget for professional students: \$20.6 million (\$18.2 million from the Office of Student Financial Aid sources & \$2 million from the schools' sources). Total FTE managed: 105. Total directors managed: 11.

Veronica Nepveu, Executive Assistant

The Assistant to the Vice Chancellor is the principal employee responsible for the comprehensive administrative and analytical support to the Vice Chancellor. Establishes effective communication paths with campus counterparts to ensure all meeting requirements are met. Assists the Vice Chancellor with ongoing special projects that include the coordination of presentations to the campus, Office of the President, and system-wide meetings; assist with the editing and production of publications and special reports; and planning and coordination of special events.

Kari Stewart, Director of Special Projects

Provides high level analytic and project support to the Vice Chancellor and acts as a project director, liaison, troubleshooter and facilitator, handling sensitive matters on behalf of the Vice Chancellor with discretion as needed to ensure a timely and appropriate response to a wide variety of non-routine issues. The Director guides the general progress and implementation of various special projects of high strategic importance to SAA.

Administration and Finance

Lisa Raskulinec, Chief Business Officer (CBO), Director of Finance and Administration

The CBO provides leadership and directs a business team that oversees the strategic financial management and planning, human resources, compliance with UC policies, maintenance and operations, recharge operations, inventory, purchasing, safety, and facilities. Administration and Finance serves as the main point of contact for fiscal audits, UCOP, and federal agencies regarding compliance, administrative, fiscal and budgetary matters. Administration and Finance's goal is to provide financial reporting that serves as the key mechanism to communicate information

Source: Executive Vice Chancellor, 10/8/2012

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effectively to management for decision making and helps identify, measure, and monitor financial operating risks by making all the components transparent and understandable to senior leadership and management. Administration and Finance's oversight duties include: partnering with other SAA Directors to develop business plans; ensuring that accurate financial information is provided to the central level for review; providing business transaction training to all the educational units, setting department standards and practices; ensuring sound fiscal management and compliance with University policies; and communicating policy and procedural information. Ensure sound information is communicated for effective decision making by the Vice Chancellor regarding policy and resource allocations to all units within SAA.

Center for Education Partnerships

Orlando Elizondo, Director

The Center for Educational Partnerships' (CEP) mission is to actively address educational disparities in its partner communities by providing support to underrepresented and educationally disadvantaged students on their path to higher education and fulfilling careers, especially in the fields of science and health. CEP strategically harnesses the energy and expertise of UCSF students, faculty and staff to provide career exploration and education health sciences programs, and college access programs and events for local 4th – 12th grade students. In 2009, CEP entered into a formal partnership with the San Francisco Unified School District to reduce and eventually eliminate the achievement gap at participating schools through initiatives that strengthen the curriculum and address the physical and emotional needs of students.

Center for Innovation in Interprofessional Education

Scott Reeves, Director

The Center for Innovation in Interprofessional Education (IPE Center) was founded in 2011 to support the creation, implementation and evaluation of interprofessional education that enhances collaborative practice and improves the health and well-being of patients and communities. The IPE Center coordinates professional development activities for faculty and students, and conducts research and evaluation. In 2012, a multi-center study of intensive care units (ICU) led by UCSF faculty received a Gordon and Betty Moore Foundation grant of \$2.1 million. The study of ICUs, including two at UCSF, aims to better understand the nature of team-based care and patient involvement in ICU settings.

Educational Technology Services

John DeAngelo, Director

Educational Technology Services designs and supports the educational technology in classrooms, provides technical support for instructors and other classroom users, offers video conference and video recording services, and schedules general assignment classrooms. The ETS team is committed to providing expert support, innovative technology and a full suite of media services to

Source: Executive Vice Chancellor, 10/8/2012

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the campus community. In 2012, ETS upgraded several classrooms with new electrical outlets for laptops, multi-functional lighting, new furniture, SMART podium interactive pen display and whiteboards.

International Students and Scholars Office

Brian Groves, Director

International Students and Scholars Office (ISSO) provides international students, scholars, and visitors with information, advice, and assistance in obtaining visa documentation and authorization for employment, and in the maintenance of immigration status. ISSO is the sole campus entity authorized to submit immigration status applications on behalf of UCSF to federal agencies, track and report international student and scholar data as mandated by federal and state law, and improve and monitor compliance with state, federal, and University regulations governing immigration services.

Office of Institutional Research

Chris Cullander, Director

The UCSF Office of Institutional Research is the central source for validated student/trainee data and analysis for the campus administration, the UC Office of the President, programmatic and campus accreditations, and the US Department of Education. This data and analysis is used to inform planning and decision-making as well as document institutional effectiveness.

The Office of the Registrar

Doug Carlson, Director

The Office of the Registrar assesses and collects registration fees, enrolls students in courses, records grades, produces transcripts, verifies enrollment and degrees, and maintains the general course catalog. The Office of the Registrar serves students, faculty, staff, and the public.

Office of Student Life

Eric Koenig, Director

The goal of the Office of Student Life is to encourage students to participate fully in the campus experience. The Student Activity Center works with more than 130 registered student organizations to advise, encourage and guide students in their pursuit of extracurricular activities, community service involvement and student programming efforts. The Center also oversees the Student Inside Guide, an online and mobile app that serves as an information and resource hub for students. OSL provides support to the Associated Students of UCSF (ASUCSF) and the Graduate Student Association (GSA), both of which are focused on improving the quality of student life and advocate for student rights and interests. The Office of Career & Professional Development

Source: Executive Vice Chancellor, 10/8/2012

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(OCPD) provides resources designed to enhance the academic, professional and career development of UCSF students and post-graduate trainees. In 2011-12, OCPD received approximately 1,000 student visits for one-on-one counseling and had over 5,000 students attend events, programs, and class sessions. Learning Resource Services helps students enhance study skills, test performance, and mastery of material to optimize academic success. Student Disability Services coordinates services to students with permanent and temporary disabilities. Synapse, the UCSF student-run weekly newspaper is one of the primary news sources for the rapidly developing UCSF community.

Student Financial Aid

Carrie Steere-Salazar, Director

The Student Financial Aid Office (SFA) strives to assure that all UCSF students receive equitable grant and loan packages, and works closely with colleagues in each professional school to devise long-term packaging philosophies that meet the goals of the University. SFA's mission is to efficiently balance regulatory compliance with the financial needs of students, while providing the best possible customer service. The financial well-being of students is the primary concern. SFA staff provides financial counseling and advising to students on a drop-in and appointment basis. The staff has implemented a holistic debt-management and budget-planning program to educate students on ways to minimize debt and explore loan repayment options upon graduation. SFA also provides workshops in conjunction with both individual school intersession programs.

Student Information Systems

Orlando Leon, Director

The Student Information Systems department develops and maintains the Student Information System and provides system and software development, application and website hosting, and network, security, and desktop support for SAA departments.

Student Health and Counseling Services

Susan Rosen, Interim Director

Student Health and Counseling Services (SHCS) offers primary care, mental health care, outreach, health education, and travel health services as well as oversees the operation of the systemwide UC Student Health Insurance Plan (UC SHIP) for the UCSF campus. Students are able to access services at clinics located at the Parnassus and Mission Bay campuses. SHCS also strives to serve students via outreach services by offering programs across campus, such as LG-BTQ and Students of Color support groups, and online with programs such as Sex Talk. SHCS's goals include working with the campus community to create a healthier learning environment for students and to help students achieve their full academic potential. In 2011-12, SHCS engaged staff and faculty partners in the schools and Graduate Division to collaboratively address student stress, psychological needs and overall wellness. SHCS was also awarded a three-year grant from

Source: Executive Vice Chancellor, 10/8/2012

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the California Mental Health Services Authority to address suicide prevention, staff and faculty training, mental health stigma reduction and by-stander training related to mental health prevention strategies. In 2010-11 SHCS provided over 15,000 direct student services encompassing primary care, mental health, and nursing visits, and outreach services.

Student Services at Mission Bay

Pam Belluomini, Director

Student Services at Mission Bay serves the needs of over 600 graduate students and professional students who work and live on campus. The office brings existing University programs and services to students, and develops diverse and innovative programs and activities that enhance the quality of student life at Mission Bay. In 2011, Mission Bay Student Services officially opened the Student Resource Center and a 24/7 Student Lounge, and launched the Student Services at Mission Bay website.

Source: Executive Vice Chancellor, 10/8/2012

University of California, San Francisco
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School/Department Profiles - Executive Vice Chancellor

FY 2011-12 Headcount as of 4/1/12
VICE PROVOST - STUDENT ACADEMIC AFFAIRS

| Staff | | Academic | | Grand Total |
|-----------|-----------|-----------|-----------|-------------|
| Full Time | Part Time | Full Time | Part Time | |
| 11 | 2 | 0 | 0 | 13 |

Source: UCSF Human Resources

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**

**Permanently Budgeted FTEs
VICE PROVOST - STUDENT ACADEMIC AFFAIRS**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| ASSOC VC-STUDENT ACADEMIC AFFAIRS | | 0.35 | | | | | | | | |
| COMMUNICABLE DISEASE PREVENTION PR | | 2.75 | | | | | | | | |
| DISABLED STUDENT SERVICES-OSL | | 12.63 | | 0.50 | | 0.55 | | 0.55 | | 0.55 |
| FINANCIAL AID OFFICE | | 2.36 | | 15.00 | | 13.17 | | | | |
| IRTS-ADMINISTRATION | | 5.29 | | 6.18 | | 5.82 | | | | |
| IRTS-CLASSROOM SUPPORT | | 3.30 | | 6.24 | | 6.06 | | | | 3.75 |
| IRTS-ELECTRONICS | | 2.00 | | 2.00 | | | | | | |
| IRTS-GRAPHICS IMAGING | | 1.30 | | 1.30 | | 1.30 | | | | |
| IRTS-PHOTOGRAPHY | | 3.75 | | 3.60 | | 3.25 | | 3.76 | | 2.37 |
| OFFICE OF THE REGISTRAR & ADMISSION | | 10.00 | | 9.92 | | 9.21 | | 1.00 | | 1.00 |
| STUDENT ACTIVITY CENTER | | 3.55 | | 4.00 | | 4.00 | | 4.50 | | 4.50 |
| STUDENT CNTRD OUTREACH PROGRN/MATCH | | 2.00 | | 2.50 | | 2.40 | | 2.40 | | 2.28 |
| STUDENT EMPLOYMENT/CAREER COUNSELNG | | 15.11 | | 16.40 | | 15.37 | | 7.20 | | 7.20 |
| STUDENT HEALTH SERVICE | | 4.00 | | 4.00 | | 3.61 | | 15.37 | | 15.37 |
| STUDENT INFORMATION SYSTEMS (SIS) | | 1.85 | | 1.85 | | 1.90 | | 1.90 | | 1.90 |
| STUDENT PUBLICATION-SYNAPSE | | 11.15 | | 11.13 | | 10.97 | | 8.98 | | 6.28 |
| SVCS TO INTERNATL STUDENTS/SCHOLARS | | | | 9.42 | | 8.97 | | | | |
| VICE PROV-STUDENT ACADEMIC AFFAIRS | | | | | | | | | | |
| VICE CHANC-STUDENT ACADEMIC AFFAIRS | | | | | | | | | | |
| Total: | 0.00 | 82.89 | 0.00 | 96.04 | 0.00 | 90.08 | 0.00 | 88.36 | 0.00 | 33.97 |
| | | | | | | | | | | 79.17 |

Source: UCSF Budget & Resource Management

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**Sponsored Project Expenditures & Indirect Cost Recovery
 FY 2011-12
 VICE PROVOST - STUDENT ACADEMIC AFFAIRS**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$160,446 | \$160,446 | \$0 | 0.00% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$122,105 | \$122,105 | \$0 | 0.00% |
| Local Government | \$79,381 | \$79,381 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$0 | \$0 | \$0 | 0.00% |
| Total: | <u>\$361,931</u> | <u>\$361,931</u> | <u>\$0</u> | <u>0.00%</u> |

Source: UCSF Budget & Resource Management

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SPECIAL PROGRAMS

University of California, San Francisco
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LANGLEY PORTER PSYCHIATRIC INSTITUTE

- Director– Tong, Lowell
- Business Officer – Caffey, Marie
- Website -<http://psych.ucsf.edu/>

Overview

San Francisco's first psychiatric hospital and training center, Langley Porter Psychiatric Institute (LPPI) was founded in 1942 as part of the State mental hospital system, under the Department of Mental Hygiene; in 1973 LPPI was transferred to the University of California. LPPI is among the nation's foremost resources for comprehensive and compassionate patient care, research and education in the field of mental health. The complexity and diversity of LPPI and the Department of Psychiatry are unique on campus: no other unit combines a department within a school, an organized research unit (LPPI), and a free-standing licensed hospital (LPPH&C); and the Chair reports to both the Dean (Department) and the Executive Vice Chancellor (LPPI and LPPH&C)..

Research

LPPI has been a world leader in research for over half a century. Its many investigators explore biological, psychological, and social processes as they may affect the cause, diagnosis, and treatment of mental disorders as well as those that promote health, coping capacity, and life satisfaction. Operating in one of the premier biomedical research institutions in the world, researchers have compiled a deep and distinguished record of achievement. LPPI has a significant number of research scientists who are investigating the cellular, genetic, behavioral, and clinical factors related to both mental health and mental illness. Basic science discoveries are being applied to clinical care through translational research efforts and new intervention strategies.

Clinical Services

Mission Statement

The mission of Langley Porter Psychiatric Hospital and Clinics (LPPH&C) is to provide the highest quality care, grounded in education and refined by research.

Since 1942, Langley Porter Psychiatric Hospital and Clinics has provided compassionate and effective psychiatric care for thousands of adults, adolescents and children. LPPH&C provides advanced and caring psychiatric treatment services through inpatient, partial hospitalization, and outpatient programs for a wide range of conditions including depression, anxiety, attention deficit

Source: LPPI, 12/23/2011

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Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**

disorder, and many others. The Adult Inpatient Program is a 22-bed acute psychiatric service, using a biopsychosocial approach in the treatment of adults 18 years and older who suffer from severe behavioral and emotional disturbances. Emphasis is on the assessment and stabilization of illness exacerbations with referral to appropriate subacute services following discharge. The average hospital stay is eight days. The clinics provide a broad range of outpatient consultation, evaluation and treatment interventions for emotional, psychological, and cognitive problems of adults. All patients receive an initial assessment and an individualized treatment plan. There are specialty assessment clinics in depression, anxiety disorders, bipolar disorder, early psychosis, women's mood and hormone issues, and geriatrics. LPPH&C offers a range of time-limited and open-ended individual and group psychotherapy and ongoing medication management as part of an individual's treatment plan. The Child and Adolescent Services facilitates transformations for the children and adolescents of Northern California and beyond who come to us with a broad range of mental disorders and behavioral disturbances. Superb clinical care, influential research, and top-ranked education are the foundations of UCSF's national leadership in child psychiatry.

Education

LPPI is nationally recognized for its many outstanding training programs in medical student education; residency in general adult psychiatry; clinical fellowships in child and adolescent psychiatry, forensic psychiatry, and geriatric psychiatry; psychology fellowships in clinical psychology, clinical services research, health psychology, and community academic research training; research fellowships; and continuing medical education.

**FY 2011-12 Headcount as of 4/1/12
LPPI**

| Staff | | Academic | | Grand Total |
|-----------|-----------|-----------|-----------|-------------|
| Full Time | Part Time | Full Time | Part Time | |
| 136 | 64 | 134 | 32 | 366 |

Source: UCSF Human Resources

Source: LPPI, 12/23/2011

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**

**Permanently Budgeted FTEs
LPPI**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| CLINICAL SERVICES DIRECTOR | | 2.00 | | 2.00 | | | | | | |
| GRADUATE ACADEMIC PROGRAMS DIRECTOR | | 0.66 | | 0.66 | | | | | | |
| IRELAND LAB | 1.00 | 1.32 | 1.00 | 2.00 | | | | | | |
| LP ADULT INPATIENT PSYCHIATRY | 3.00 | 1.00 | 3.00 | | 3.00 | | 3.00 | | 3.00 | |
| LPP1-ALZHEIMER CLINIC | 0.43 | | 0.43 | | 0.43 | | 0.43 | | 0.43 | |
| LPPH ADMINISTRATION | 0.80 | 4.40 | 0.80 | 5.00 | 0.80 | 5.00 | 0.80 | 5.00 | 0.80 | 5.00 |
| LPPH ADULT PARTIAL HOSPITALIZATION | 1.52 | 13.40 | 1.52 | 14.70 | 1.52 | 12.70 | 1.52 | 12.70 | 1.52 | 12.70 |
| LPPH ADULT PSY INPT SERVICE | | 6.00 | | 6.50 | | 7.50 | | 7.50 | | 7.50 |
| LPPH BUSINESS OFFICE | | 8.85 | | 6.85 | | 6.85 | | 6.85 | | 6.85 |
| LPPH CENTRAL ADMISSIONS | | 13.40 | | 8.50 | | 8.50 | | 8.50 | | 8.50 |
| LPPH CHILD & ADOL INPT SER NURSING | 1.52 | 4.38 | 0.85 | 4.38 | 0.85 | 4.38 | 0.85 | 4.38 | 0.85 | 4.38 |
| LPPH CHILD & ADOLESCENT I-P SER | 0.85 | 4.38 | 0.85 | 4.38 | 0.85 | 4.38 | 0.85 | 4.38 | 0.85 | 4.38 |
| LPPH CHILD PSYCHIATRIC CLINIC | 0.42 | 4.77 | 0.42 | 4.57 | 0.42 | 3.92 | 0.42 | 3.92 | 0.42 | 3.92 |
| LPPH COMPUTER SERVICES | | 3.80 | | 3.40 | | 3.05 | | 3.05 | | 3.05 |
| LPPH DIETARY SERVICES | | 6.30 | | 6.30 | | 6.30 | | 6.30 | | 6.30 |
| LPPH FINANCE | | 4.00 | | 4.00 | | 4.00 | | 4.00 | | 4.00 |
| LPPH HOSPITAL INFO MGMT (HIMS) | | 5.25 | | 5.25 | | 6.25 | | 6.25 | | 6.25 |
| LPPH HOUSE STAFF ADMIN | | 0.25 | | 0.25 | | 0.25 | | 0.25 | | 0.25 |
| LPPH HOUSEKEEPING | | 7.00 | | 5.00 | | 5.00 | | 5.00 | | 5.00 |
| LPPH MEDICAL RECORDS | | 2.70 | | 2.70 | | 2.70 | | 2.70 | | 2.70 |
| LPPH PHARMACY (NON-REVENUE) | | 31.07 | | 33.07 | | 33.07 | | 33.07 | | 33.07 |
| LPPH PICU INPT SER-NURSING | | 4.75 | | 5.55 | | 6.55 | | 5.79 | | 5.79 |
| LPPH PSYCHIATRIC CLINICS | 2.54 | 4.75 | 2.54 | 5.55 | 2.54 | 6.55 | 2.54 | 5.79 | 2.54 | 5.79 |
| LPPH PURCHASING & STORES | | 1.31 | | 1.31 | | 1.31 | | 1.31 | | 1.31 |
| LPPH QUALITY ASSURANCE & IMPROVEMNT | | 3.80 | | 4.55 | | 4.55 | | 4.55 | | 4.55 |
| LPPH REHAB THERAPY ADMIN 6PATH1 | | 1.55 | | 1.55 | | 1.55 | | 1.55 | | 1.55 |
| LPPH SOCIAL WORK SERVICES | | 0.75 | | 0.75 | | 0.75 | | 0.75 | | 0.75 |
| LPPH-ALZHEIMER CLINIC | | 1.00 | | 1.00 | | 1.00 | | 1.00 | | 1.00 |
| LPPH-CENTER ON DEAFNESS | | 1.42 | | 1.42 | | 1.42 | | 1.42 | | 1.42 |
| LPPH-CHILD PARTIAL HOSPITALIZATION | 0.32 | 1.62 | 0.32 | 1.62 | 0.32 | 1.62 | 0.32 | 1.62 | 0.32 | 1.62 |
| LPPH-FACULTY PRACTICE CLINICS (PSA) | | 4.18 | | 4.18 | | 4.18 | | 4.18 | | 4.18 |
| LPPH-INTAKE AND REFERRALS | 0.05 | 5.00 | 0.05 | 5.00 | 0.05 | 5.00 | 0.05 | 5.00 | 0.05 | 5.00 |
| LPPH FRONT DESK | | 2.00 | | 2.00 | | 2.00 | | 2.00 | | 2.00 |
| LPPH NURSING ADMINISTRATION | 1.00 | | 1.00 | | 1.00 | | 1.00 | | 1.00 | |
| LPPH PROFESSIONAL EDUCATION | | 1.35 | | 3.35 | | 1.15 | | 1.15 | | 1.15 |
| LPPI: SFGH | | 1.00 | | 1.00 | | 1.00 | | 1.00 | | 1.00 |
| LPPI: SFVAH | | 1.38 | | 1.38 | | 1.38 | | 1.38 | | 1.38 |
| LPPI: WOMENCARE CLINIC | 0.40 | 1.38 | 0.40 | 1.38 | 0.40 | 1.38 | 0.40 | 1.38 | 0.40 | 1.38 |

Source: UCSF Budget & Resource Management

(Continued)

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**

**Permanently Budgeted FTEs
LPPi**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| LPPI:NEUROGENETICS LAB | 1.00 | | 1.00 | | 1.00 | | 1.00 | | 1.00 | |
| LPPI:STAFF RECORDS SECTION | 2.00 | 8.00 | 2.00 | 8.00 | 2.00 | 6.00 | 2.00 | 6.00 | 2.00 | 6.00 |
| LPPI-ADOL/YOUNG ADULT INPATIENT SVC | 2.00 | | 2.00 | | 1.00 | | 1.00 | | 1.00 | |
| LPPI-BIOLAB | | 3.00 | | 3.00 | | 3.00 | | 3.00 | | 3.00 |
| LPPI-BUILDING MAINTENANCE | | 1.37 | | | | | | | | |
| LPPI-CENTER ON DEAFNESS | 3.00 | | 3.00 | | 3.00 | | 3.00 | | 3.00 | |
| LPPI-CHILDREN'S INPATIENT SERVICE | 2.00 | 0.60 | 2.00 | 0.60 | 2.00 | 0.40 | 2.00 | 0.40 | 2.00 | 0.40 |
| LPPI-CHILDREN'S SERVICE (OPD) | | 8.56 | | | | | | | | |
| LPPI-CLEARING ACCOUNT | 1.65 | 3.41 | 1.65 | 3.41 | 1.65 | 3.41 | 1.65 | 3.41 | 1.65 | 3.41 |
| LPPI-CONSULT/BRIEF INTERVENTION CLN | 1.00 | | 1.00 | | 1.00 | | 1.00 | | 1.00 | |
| LPPI-CONSULTATION LIAISON SERV | | 0.85 | | 0.85 | | 0.85 | | 0.85 | | 0.85 |
| LPPI-ENVIRONMENTAL H & S | | 8.65 | | 9.31 | | 11.91 | | 11.91 | | 9.61 |
| LPPI-FINANCIAL SERVICES | 2.00 | | 2.00 | | 2.00 | | 2.00 | | 2.00 | |
| LPPI-GENERAL ADMINISTRATION | 1.00 | 2.00 | 1.00 | 2.00 | 1.00 | 3.00 | 1.00 | 3.00 | 1.00 | 3.00 |
| LPPI-GRAD ACADEMIC PRGRMS DIRECTOR | | | | | | | | | | |
| LPPI-HEALTH PSYCHOLOGY | 2.00 | | 2.00 | | 2.00 | | 2.00 | | 2.00 | |
| LPPI-HUMAN DEVELOPMENT | 2.00 | | 2.00 | | 2.00 | | 2.00 | | 2.00 | |
| LPPI-INSTITUTE DIRECTOR | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| LPPI-MANAGEMENT INFORMATION SYSTE | | 9.43 | | 22.49 | | 22.71 | | 22.71 | | 22.71 |
| LPPI-MATERIAL SERVICES | | | | | | | | | | |
| LPPI-MED DIRECTOR IN-PATIENT SVCS | 1.00 | | 1.00 | | 1.00 | | 1.00 | | 1.00 | |
| LPPI-MEDICAL POST GRAD EDUCATION | 1.00 | 11.10 | 1.00 | 4.60 | 1.00 | 3.00 | 1.00 | 3.00 | 1.00 | 3.00 |
| LPPI-MEDICAL STUDENT EDUCATION | 1.00 | 2.00 | 1.00 | 2.00 | 1.00 | 2.00 | 1.00 | 2.00 | 1.00 | 2.00 |
| LPPI-OUTPATIENT DEPT | 4.50 | 0.65 | 3.09 | 0.65 | 3.09 | 0.65 | 3.09 | 0.65 | 3.09 | 0.65 |
| LPPI-PERVASIVE DEV DISORDER CLINIC | 1.00 | 1.15 | 1.00 | 1.15 | 1.00 | 1.15 | 1.00 | 1.15 | 1.00 | 1.15 |
| LPPI-PROF EDUCATION-PROG DIR | 1.00 | | 1.00 | | 1.00 | | 1.00 | | 1.00 | |
| LPPI-PROGRAMS & SERVICES | | 0.04 | | 0.04 | | 0.04 | | 0.04 | | 0.04 |
| LPPI-PSYCHIATRIC CARE CLINIC | 1.44 | 4.18 | | | | | | | | |
| LPPI-PSYCHOLOGICAL ASSESSMENT SVC | 3.95 | | 1.00 | 2.55 | 1.00 | 2.55 | 1.00 | 2.55 | 1.00 | 2.55 |
| LPPI-PSYCHOLOGY ADMINISTRATION | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| LPPI-RESEARCH | | 1.08 | | 0.88 | | 0.83 | | 0.83 | | 0.83 |
| LPPI-RESEARCH GENERAL SERVICES | 2.20 | | 2.00 | | 2.00 | | 2.00 | | 2.00 | |
| LPPI-RESEARCH-ADMINISTRATION | 1.00 | 3.00 | 1.00 | 2.72 | 1.00 | 2.72 | 1.00 | 2.72 | 1.00 | 2.72 |
| LPPI-RESEARCH-AGNEWS | 2.00 | | 1.00 | | 1.00 | | 1.00 | | 1.00 | |
| LPPI-RESEARCH-SONOMA | 2.00 | 0.50 | 1.00 | 0.50 | 1.00 | 0.50 | 1.00 | 0.50 | 1.00 | 0.50 |
| LPPI-STATE SUPPORTED RESEARCH | 5.00 | | 5.00 | | 5.00 | | 5.00 | | 5.00 | |
| Total: | 53.44 | 224.12 | 48.51 | 218.54 | 46.51 | 211.65 | 46.51 | 211.65 | 46.51 | 208.01 |

Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**

Source: UCSF Office of Sponsored Research
Date: 02/08/2013 - FINAL RESULTS

**UNIVERSITY OF CALIFORNIA, SAN FRANCISCO
EXTRAMURAL AWARDS BY TYPE
07/01/2011 - 06/30/2012 (All Awards)
LANGLEY PORTER INSTITUTE**

| FEDERAL SOURCES | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
|---------------------------------------|----------------------|----------------------|----------------------|----------------|------------|
| NIH Grants | 13,589,221.00 | 10,384,046.00 | 3,205,175.00 | 26 | 33 |
| Other DHHS Grants | 0.00 | 0.00 | 0.00 | 0 | 0 |
| NSF Grants | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Other Federal Grants | 0.00 | 0.00 | 0.00 | 0 | 0 |
| NIH Contracts | 383,960.00 | 248,517.00 | 135,443.00 | 1 | 1 |
| Other DHHS Contracts | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Other Federal Contracts | 151,401.00 | 151,401.00 | 0.00 | 3 | 3 |
| Subcontracts (excluding SBIR/STTR) | 1,150,713.00 | 785,662.82 | 365,050.18 | 17 | 18 |
| Subcontracts(SBIR/STTR) | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Fellowships(All Federal Sources) | 31,142.00 | 31,142.00 | 0.00 | 1 | 1 |
| Subtotal, Federal Sources | 15,306,437.00 | 11,600,768.82 | 3,705,668.18 | 48 | 56 |
| OTHER PUBLIC SOURCES | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
| City/County of San Francisco | 86,343.00 | 77,092.00 | 9,251.00 | 1 | 1 |
| Other Bay Area Public Agencies | 143,562.00 | 123,523.00 | 20,039.00 | 2 | 3 |
| California Dept Health Care Services | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Other California Public Agencies | 260,000.00 | 260,000.00 | 0.00 | 1 | 1 |
| Other Public Agencies | 100,000.00 | 90,909.00 | 9,091.00 | 1 | 2 |
| UC Programs(except IUCRP) | 245,944.00 | 245,944.00 | 0.00 | 5 | 6 |
| UC Discovery portion of IUCRP | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Subcontracts(all above prime sources) | 219,211.00 | 191,756.00 | 27,455.00 | 3 | 3 |
| Fellowships(all above sources) | 45,207.00 | 45,207.00 | 0.00 | 1 | 3 |
| Subtotal, Other Public Sources | 1,100,267.00 | 1,034,431.00 | 65,836.00 | 14 | 19 |
| Subtotal, Public Sources | 16,406,704.00 | 12,635,199.82 | 3,771,504.18 | 62 | 75 |

Note: Awards are selected for inclusion based on the budget period start date.
Results include modifications, corrections, and after-the-fact actions processed through 5:00 pm 02/08/2013.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**

Source: UCSF Office of Sponsored Research
Date: 02/08/2013 – FINAL RESULTS

**UNIVERSITY OF CALIFORNIA, SAN FRANCISCO
EXTRAMURAL AWARDS BY TYPE
07/01/2011 – 06/30/2012 (All Awards)
LANGLEY PORTER INSTITUTE**

| PRIVATE NON-PROFIT SOURCES | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
|---------------------------------------|----------------------|----------------------|---------------------|------------|------------|
| Grants | 388,709.00 | 353,533.00 | 35,176.00 | 7 | 7 |
| Contracts | 28,930.15 | 21,751.99 | 7,178.16 | 1 | 1 |
| Subcontracts | 20,526.00 | 17,105.00 | 3,421.00 | 1 | 1 |
| Fellowships | 33,894.00 | 33,894.00 | 0.00 | 1 | 1 |
| Subtotal, Private, Non-Profit Sources | 472,059.15 | 426,283.99 | 45,775.16 | 10 | 10 |
| PRIVATE FOR-PROFIT SOURCES | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
| Grants | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Contracts | 1,448,395.00 | 1,149,519.99 | 298,875.01 | 7 | 11 |
| Subcontracts | 273,104.00 | 201,055.00 | 72,049.00 | 2 | 2 |
| Fellowships | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Subtotal, Private, For-Profit Sources | 1,721,499.00 | 1,350,574.99 | 370,924.01 | 9 | 13 |
| Subtotal, Private Sources | 2,193,558.15 | 1,776,858.98 | 416,699.17 | 19 | 23 |
| Miscellaneous Agreement Types | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
| Advance Awards | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Extensions | 0.00 | 0.00 | 0.00 | 40 | 41 |
| MTAs(Incoming),URCs | 0.00 | 0.00 | 0.00 | 15 | 15 |
| OTHER agreements | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Subtotal, Misc Agreement Types | 0.00 | 0.00 | 0.00 | 55 | 56 |
| CUMULATIVE TOTAL | 18,600,262.15 | 14,412,058.80 | 4,188,203.35 | 136 | 154 |

Note: Awards are selected for inclusion based on the budget period start date.
Results include modifications, corrections, and after-the-fact actions processed through 5:00 pm 02/08/2013.

University of California, San Francisco
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Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
LPPI

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$17,085,748 | \$11,249,022 | \$5,045,989 | 44.86% |
| CIRM | \$6,496 | \$6,496 | \$3,521 | 54.20% |
| Other State Contracts | \$40,923 | \$40,923 | \$0 | 0.00% |
| Local Government | \$55,857 | \$55,857 | \$13,688 | 24.50% |
| Private Clinical Trials | \$398,943 | \$398,315 | \$56,588 | 14.21% |
| Private Contracts & Grants | \$3,104,603 | \$3,041,013 | \$548,060 | 18.02% |
| Total: | <u>\$20,692,570</u> | <u>\$14,791,626</u> | <u>\$5,667,847</u> | <u>38.32%</u> |

Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**

**Financial Schedule 8E - FY 2011-12
Current Fund Expenditures by Source
LANGLEY PORTER PSYCHIATRIC INSTITUTE**

| | Total |
|---|-----------------|
| General Funds | \$9,964 |
| Tuition and Fees | \$0 |
| Federal Government Grants | \$16,526 |
| Federal Government Contracts | \$327 |
| Special State Appropriations & Contracts | \$409 |
| Local Government | \$0 |
| Private Gifts, Grants and Contracts | \$5,969 |
| Endowment Income | \$819 |
| Sales & Services Educational Activities | \$17,813 |
| Sales & Services of Auxiliary | \$0 |
| Sales & Services Medical Centers | \$0 |
| Other Sources | \$40 |
| Reserves | \$0 |
| Total | \$51,867 |

Source: UCSF Controller's Office - 9/26/2012

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School/Department Profiles - Executive Vice Chancellor

PROCTOR FOUNDATION

- Director – Margolis, Todd
- Business Officer – Aguayo, Leslie
- Website - <http://www.ucsf.edu/proctor/>

Established in 1947, The Francis I. Proctor Foundation for Research in Ophthalmology is an internationally renowned, privately endowed Organized Research Unit at the University of California, San Francisco. The Foundation is dedicated to research and training in infectious and inflammatory ocular diseases, and the application of this research to the prevention of blindness worldwide.

The activities of the Foundation include Fellowship Training, Faculty Research, Medical Group Practice, Clinical Diagnostic Laboratory, and International Research and Training.

The Foundation is supported by endowments, research grants, private donations, and clinical practice income. Though it works in close collaboration with the Department of Ophthalmology at UCSE, the Proctor Foundation is administratively and functionally distinct from the Department.

History

The Francis I. Proctor Foundation for Research in Ophthalmology was established in 1947 in San Francisco through the joint action of Mrs. Francis I. Proctor, and the Regents of the University of California. Mrs. Proctor intended the Foundation to be a memorial to her husband, Francis I. Proctor, MD, who died in 1936.

In his will, Dr. Proctor left a portion of his estate to support research on trachoma and other eye diseases. Dr. Thygeson, and Mrs. Proctor agreed on the establishment of a memorial research laboratory at a West Coast university.

Negotiations with the University of California Regents led to the establishment of the Francis I. Proctor Foundation for Research in Ophthalmology at the University's Medical Center in San Francisco. Since its inception, the Proctor Foundation has grown from a single laboratory room with a small part-time staff to a research organization comprising more than 12,000 square feet of laboratory and office space with a faculty and staff of more than 50 people. Acquisition of the initial laboratory space was made possible by a donation from Mr. and Mrs. Berthold Guggen- hime. This manner of acquiring space by purchase has been a key factor in ensuring the Proctor

Source: Proctor Foundation, 9/14/2012

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Foundation's continuing autonomy.

Mrs. Proctor made many other gifts to the University, including one in 1953 for the construction of a medical office building for patient care by Foundation faculty practitioners. The Proctor Foundation Building at 95 Kirkham Street was constructed in 1953-1955 on property adjacent to the UCSF campus. The first floor of the building is devoted to clinical space for outpatient care. The lower floor houses the Kimura Ocular Immunology Laboratory.

In 1958, Mrs. Proctor and Mr. Forrest Davidson made generous gifts which were matched by the US Public Health Service to purchase laboratory space on the third floor of the UCSF Medical Sciences Building. Part of this space became the World Health Organization Collaborating Centre for the Prevention of Blindness and Trachoma.

Two additions were made to the Proctor Foundation building at 95 Kirkham Street in 1965. A third floor laboratory was constructed on top of the existing building, and an east wing was added. The additional space now houses the clinical microbiological laboratory, the cytochemistry laboratories, and the Harry Hind Library as well as faculty and administrative offices.

The organization of the Proctor Foundation was stipulated in the agreement between the founder, Mrs. Proctor, and the Regents of the University of California. This plan calls for the Director of the Foundation to be responsible to a Board of Governors which consists of the Chancellor of UCSF, the Chairman of the Department of Ophthalmology, and an Independent Governor (originally Mrs. Proctor's representative). The current Board of Governors is comprised of Susan Desmond-Hellmann, MD, Chancellor, UCSF (represented by Executive Vice Chancellor and Provost Jeffrey Bluestone, PhD); Stephen McLeod, MD, Chair, Department of Ophthalmology; and, John P. Whitcher, MD, MPH, Independent Governor. Todd P. Margolis MD, PhD, has been the Director of the Foundation since 1999.

Research

The research interests of the Foundation focus on the prevention, pathogenesis and treatment of infectious and inflammatory eye disease. A particular emphasis has been international ophthalmology and the prevention of blindness in the developing world. Specific research areas include:

- Latent Infection with Herpes Simplex Virus
- Molecular Diagnostics
- Predicting and Improving Clinical Outcomes in Corneal Ulcer Patients
- Autoimmune Mechanisms in a New Spontaneous Model of Sjögren's syndrome
- Molecular and Cellular Mechanisms in Inflammatory Angiogenesis
- Studies of Sjogren's Syndrome and Dry Eye

Source: Proctor Foundation, 9/14/2012

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- Epidemiology of optimal therapies for Uveitis
- Effective Treatment strategies for the elimination of Trachoma
- Mathematical Modeling of Infectious Disease
- Mass Treatment with Azithromycin for Malaria Parasitemia in Niger
- Telemedicine for Screening for CMV in Resource Poor Settings
- Optimal Methods for the Diagnosis and Treatment of Acanthamoeba Keratitis in India

Patient Care

The Proctor Medical Group (PMG) is world famous for the expert eye care that it provides. For over 50 years PMG clinicians have been leaders in the medical and surgical management of corneal disease, external disease (conjunctiva and eyelid), and uveitis (inflammation inside the eye). They are particularly well known for the diagnosis and management of inflammatory eye problems that occur in association with diseases affecting other organ systems such as Wegner's granulomatosis, graft versus host disease, mucous membrane pemphigoid and sarcoidosis, and unusual viral, parasitic and fungal infections.

Specific interests of the Medical Group physicians are dry eye, ocular surface disease, AIDS-related eye diseases, diseases caused by chlamydia, herpes simplex virus and herpes zoster, corneal ulcers, allergic eye disease, immune mediated disease of the conjunctiva, iritis and retinitis.

Patients with ocular surface disease and corneal ectasia now have another option when standard therapies are no longer effective. Prosthetic replacement of the ocular surface ecosystem (PROSE) is a treatment model developed by the Boston Foundation for Sight that restores vision, supports healing, reduces symptoms and improves quality of life for patients suffering from complex corneal disease. PROSE treatment became available in July 2011 at the PROSE Clinic at UCSF, operated by the PMG.

Fellowship Program

The Proctor Foundation offers different types of Fellowship Training. Three Clinical Fellowships are offered each year, two in cornea and one in uveitis. Because of the clinical nature of these fellowships they are limited to US citizens or permanent US residents. Over the past several years, the Foundation has also been able to offer one Research Fellowship to an international candidate.

Corneal/external disease fellowship

We conduct a one year clinical fellowship program offering comprehensive training in all aspects

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of corneal and external diseases, corneal transplantation, refractive surgery, and uveitis. Clinical sites include the UCSF Department of Ophthalmology, Proctor Medical Group, San Francisco General Hospital and Kaiser Redwood City. A second year, focusing primarily on research, may be available when appropriate. Ongoing research programs include clinical trials, epidemiologic projects, and laboratory-based studies in infectious and inflammatory ocular disease, refractive procedures, and corneal endothelial cell transplantation. Opportunities exist for field research in developing countries, AIDS-related research, and training in advanced surgical techniques.

Uveitis fellowship

We also offer a one year uveitis fellowship, which provides clinical training in all aspects of uveitis, as well as time set aside for either clinical or laboratory research. A second year, focusing more on research, may be available when appropriate. Ongoing research programs include clinical trials, epidemiologic projects, and laboratory-based studies in infectious and inflammatory ocular disease.

Research Fellowship Training:

Research fellows participate in didactic sessions, research projects, and observe our clinical approach to the management of patients with ocular infectious and inflammatory eye disease. The primary responsibilities for research fellows will be to design and execute well-constructed projects. They may also attend organized teaching sessions as described in the Clinical Fellowship Training section. Clinical and research faculty involved in research fellowship training at the Proctor Foundation are Drs. Richard Abbott, Nisha Acharya, Matilda Chan, Bruce Gaynor, Jeremy Keenan, Douglas Holsclaw, David Hwang, Bennie Jeng, Thomas Lietman, Todd Margolis, Stephen McLeod, Nancy McNamara, Ayman Naseri, John Whitcher, and Ira Wong.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**

**FY 2011-12 Headcount as of 4/1/12
PROCTOR FOUNDATION**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 13 | 9 | 17 | | 39 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
PROCTOR FOUNDATION**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| PROCTOR FOUNDATION | | 7.10 | | 7.10 | | 7.10 | | 7.10 | | 7.10 |
| PROCTOR FOUNDATION CLINICAL SUPPORT | | 0.50 | | 0.50 | | 0.50 | | 0.50 | | 0.50 |
| PROCTOR FOUNDATION FACULTY SUPPORT | 2.00 | 0.25 | 2.00 | 0.25 | 2.00 | 0.25 | 2.00 | 0.25 | 2.00 | 0.25 |
| PROCTOR FOUNDATION FELLOWSHIP TRNG | 3.00 | 0.50 | 3.00 | 0.50 | 3.00 | 0.50 | 3.00 | 0.50 | 3.00 | 0.50 |
| Total: | 5.00 | 8.35 | 5.00 | 8.35 | 5.00 | 8.35 | 5.00 | 8.35 | 5.00 | 8.35 |

Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
PROCTOR FOUNDATION**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$1,784,214 | \$1,515,557 | \$495,969 | 32.73% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$61,015 | \$59,021 | \$17,098 | 28.97% |
| Private Contracts & Grants | \$768,755 | \$569,318 | \$79,563 | 13.98% |
| Total: | <u>\$2,613,984</u> | <u>\$2,143,897</u> | <u>\$592,629</u> | <u>27.64%</u> |

Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Executive Vice Chancellor**

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

SENIOR VICE CHANCELLOR
FINANCE & ADMINISTRATION

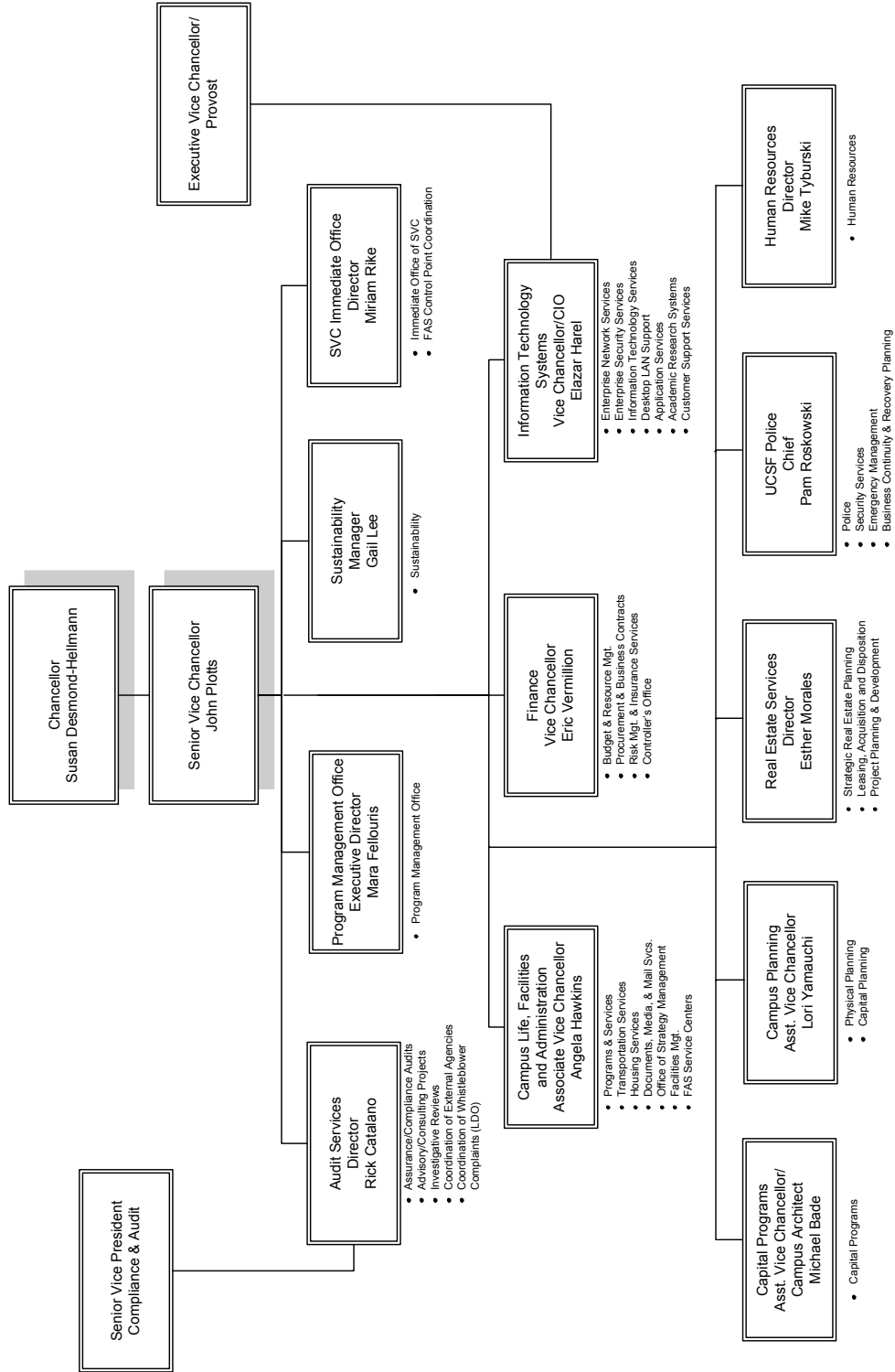
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School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

University of California, San Francisco
Financial & Administrative Services
 June 2011



University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

SENIOR VICE CHANCELLOR FINANCE AND ADMINISTRATION

- Senior Vice Chancellor - Plotts, John
- Website - <http://www.ucsf.edu/fas/>

Financial and Administrative Services

OUR MISSION: Provide strategic and operational support services that advance UCSF's mission, safeguard University assets and assure public trust.

OUR VISION & VALUES: We strive to be a high performing team providing superior services helping to make UCSF the institution of choice for discovery, working and learning.

Departments Reporting to Senior Vice Chancellor Plotts:

- Audit Management Services
- Campus Life Services (CLS) and Facilities Management
- Campus Planning
- Capital Programs
- Finance
 - Budget & Resource Management
 - Campus Procurement & Business Contracting
 - Controller's Office
 - Risk Management & Insurance Services
- Finance and Administration
- Human Resources
- Information Technology Services (ITS)
- Police Department
- Program Management Office (PMO)
- Real Estate Services

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration**

**FY 2011-12 Headcount as of 4/1/12
FINANCIAL & ADMINISTRATIVE SERVICES**

| Department | Staff | | Academic | | Grand Total |
|---------------------------|--------------|-----------|----------|----------|--------------|
| | FT | PT | FT | PT | |
| AUDIT | 10 | | | | 10 |
| AVC CLS FM ADMIN | 652 | 29 | | 1 | 682 |
| CAMPUS PLANNING | 13 | | | | 13 |
| CAPITAL PROGRAMS | 26 | | | | 26 |
| HUMAN RESOURCES | 4 | 1 | | | 5 |
| ITS-ITS OVERALL | 157 | 1 | | | 158 |
| OFFICE OF LEGAL AFFAIRS | 7 | | | | 7 |
| POLICE | 109 | 1 | | | 110 |
| PROGRAM MANAGEMENT OFFICE | 10 | 2 | | | 12 |
| REAL ESTATE SERVICES | 12 | | | | 12 |
| SERVICE IMMEDIATE OFFICE | 5 | | | | 5 |
| SUSTAINABILITY | 1 | | | | 1 |
| UCSF HUMAN RESOURCES | 75 | 1 | | | 76 |
| VC-FINANCE | 184 | 3 | | | 187 |
| Total | 1,265 | 38 | 0 | 1 | 1,304 |

Source: UCSF Human Resources

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
FINANCIAL & ADMINISTRATIVE SERVICES**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|--------------|
| Federal | (\$156) | (\$156) | \$11 | -7.01% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$8,961 | \$8,961 | \$0 | 0.00% |
| Total: | <u>\$8,805</u> | <u>\$8,805</u> | <u>\$11</u> | <u>0.12%</u> |

Source: UCSF Budget & Resource Management

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

AUDIT MANAGEMENT SERVICES

- Director – Catalano, Rick
- Website -<http://oaais.ucsf.edu/audit/home.html/>

Our mission is to assist the university community in the discharge of their oversight, management and operating responsibilities by:

- Performing independent objective audits,
- Conducting investigations,
- Coordinating external reviews, and
- Providing advisory services

We work closely with Senior Leadership and business functional managers within the schools of Medicine, Dentistry, Nursing and Pharmacy and the Medical Center to improve the effectiveness of control, and governance processes.

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

**FY 2010-12 Headcount as of 4/1/12
AUDIT MANAGEMENT SERVICES**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 10 | | | | 10 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
AUDIT MANAGEMENT SERVICES**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| AUDIT DIVISION | | 13.11 | | 14.11 | | 14.11 | | 13.61 | | 4.00 |
| AVC ADMIN-INVESTIGATIONS GROUP | | | | 0.60 | | 0.60 | | 0.60 | | |
| Total: | 0.00 | 13.11 | 0.00 | 14.71 | 0.00 | 14.71 | 0.00 | 14.21 | 0.00 | 4.00 |

Source: UCSF Budget & Resource Management

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

CAMPUS LIFE, FACILITIES AND ADMINISTRATIVE SERVICES

Campus Life Services (CLS)

- Associate Vice Chancellor - Hawkins, Angela
- Website - <http://www.cas.ucsf.edu/cls/>

Campus Life Services offers the following services:

- Arts & Events
- Conference Services
- Distribution & Storage
- Documents, Media & Mail
- Family Services
- Fitness & Recreation
- Housing Services
- Retail
- Transportation Services

Arts & Events

Arts & Events' mission is to strengthen the bonds that make us a strong community, through recognition and celebration for everyone at UCSF.

Arts & Events services include arts, cultural, social, and community-building programs at all primary campus sites, as well as discount tickets to local theatrical and performing arts. Arts & Events also coordinates the Chancellor's staff appreciation program.

Conference Centers

The Conference Centers' mission is to provide venues and resources for partial, single, and multi-day events that support the academic and research goals of the campus.

The Millberry Union Event and Meeting Center at Parnassus and Mission Bay Conference Center offer space, equipment, event coordination, and amenities, such as food services, all of which are open to the entire community.

Distribution & Storage

Source: Campus Life Services, 10/3/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

Distribution & Storage's mission is to provide innovative and cost effective distribution, warehousing and surplus services and products to match the needs of UCSF faculty and staff

Distribution and Storage manages a secure, full-service warehouse, and provides central receiving and delivery of supplies and large equipment. Other services include: moving and relocation services, sales and delivery of UC strategically sourced commodities, processing orders and delivery of compressed medical and industrial gases and scientific alcohol, and the collection, processing, and sale of surplus goods and property, including vehicles, within University compliance policy for liquidation of assets.

Documents, Media & Mail

Documents, Media & Mail's mission is to provide innovative and cost effective documents, media and mail services and products to match the needs of UCSF faculty, students and staff.

Documents, Media & Mail provides full print, copy, and bindery services, print and website design, multi-media services, including video production, and document scanning and archival. Mail services include incoming USPS, outgoing USPS, and bulk mail addressing and processing.

Family Services

Family Services' mission is to create a loyal community of UCSF parents and children through the provision of the highest quality care, good value, and family specific programs that support a more productive work life and enriched family life.

UCSF Family Services integrated programs provide high quality care for 297 children (infants-12 years) and their families, a referral program, a day camp program, and a back-up care service for eligible faculty and staff.

Fitness & Recreation

Fitness & Recreation's mission is to support and stimulate physical and social activities that enrich wellness and recreational opportunities for the UCSF campus community.

Fitness & Recreation services include state-of-the art fitness facilities, recreational, intramural, and club sports, and outdoor programs. There are two center locations—Millberry Fitness & Recreation Center at Parnassus and Bakar Fitness & Recreation Center at Mission Bay.

Source: Campus Life Services, 10/3/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

Housing

Housing's mission is to provide University housing and related services to students, post-docs, residents/clinical fellows, and faculty.

On-campus housing, located at Parnassus and Mission Bay, offers single, couple, and family options. Mission Bay Housing provides 431 apartments. The Parnassus campus has three communities: Aldea San Miguel provides 172 apartments, with 1- and 2-bedroom options; The Faculty Houses, with 10 buildings, provide a total of 18 apartments, flats or houses with 2-, 3- and 4-bedroom options; 145 Irving Street, a building with 18 2-bedroom apartments housing 36 students; and The Avenues Student Houses, with 15 buildings, provide group living options for 103 single students. Housing Services offers an off-campus listing service for rental referrals in the community, plus a short-term lodging guide listing nearby hotels, Bed and Breakfasts, and guest apartments. Housing Services also offers two meeting & retreat centers, the Community Room at Mission Bay and the Aldea Center on Mount Sutro at Parnassus.

Retail

Retail's mission is to bring value, convenience, and variety to the UCSF community, thereby enhancing the quality of life on campus.

Retail provides on-campus dining, shopping, and banking services to the faculty, staff, and students at UCSF. Retail Services manages the leases of approximately 24 commercial tenants that provide an array of retail including various food service operations, vending, a credit union branch, various ATMs, a hair salon, a florist, laundry options and an optical dispensary. Fifty percent of our tenants are locally owned and operated vs. franchise and chains.

Transportation Services

Mission Statement

To provide parking and transportation services resources that optimize access to campus sites for faculty, staff, students, visitors and patients within a cost-effective and efficient business framework based on good stewardship principals, that is customer service focused, addresses campus priorities, and is responsive to and reflective of campus planning and sustainability principles.

Transportation Services provides access to campus sites through a variety of modes that include shuttle bus services, rideshare services such as vanpools, carpools, and car sharing, parking access for motorcycles and bicycles, and limited access for personal and department-owned vehicles. As a transit-first campus, and one that focuses on sustainable transportation practices, the depart-

Source: Campus Life Service, 10/3/2012

**University of California, San Francisco
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School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

ment provides on-site transit pass sales and supports a full pre-tax transportation benefit program. Additionally, the department manages the campus fleet program and its component functions.

Facilities Management (FM)

- Associate Vice Chancellor – Hawkins, Angela
- Website - <http://www.cpfm.ucsf.edu/>

Mission Statement

We operate and maintain UCSF facilities in support of its research, teaching, health care, and community service mission.

FM Services

General

Facilities Management is responsible for the operations and maintenance of the campus, maintaining the physical structure of the campus including providing utilities.

East and West Zone Facilities Services:

Provides customer services in the West Zone (Parnassus campus and UCSF facilities north of Market Street) and East Zone (Mission Bay campus and facilities south of Market Street) including:

1. Custodial Services

The Custodial Department provides cleaning services on campus that include: offices, labs, classrooms, restrooms, elevators, stairwells hallways, entrances/lobbies, lounges/ waiting areas, and conference rooms. They handle special requests such as carpet shampooing, floors stripping and wax or graffiti removal, high cleaning, and window washing. They also handle event set-ups, table and chair rental, pest control services, and emergency clean up for floods, breakages and spills.

2. Landscaping

The Grounds Maintenance Crew maintains the plants, shrubbery, trees, hardscape, and all landscaped areas on the Parnassus and Mission Bay Campuses, as well as outlying campus sites such as Laurel Heights and Mission Center. On the Parnassus Campus alone this encompasses a total area of over 100 acres. The Grounds Maintenance staff is responsible for keeping the exterior of our campuses clean, safe, and attractive. Over time, the unit is moving our older landscaping into more sustainable designs on the

Source: Campus Life Service, 10/3/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

Parnassus Campus, and establishing the new landscaping at the Mission Bay Campus, as the buildings and grounds come on line.

3. Recycling

The Recycling Group is responsible for reducing campus-wide solid waste through recycling and composting programs. They provide educational materials to UCSF staff, students, faculty and researchers and work with customers to set up an effective recycling and composting system in their areas

4. Small Projects

The Small Projects group manages customer requested work performed by outside contractors ranging from painting and carpeting to small office remodels. Energy and Utilities

The Energy and Utilities group handles the maintenance and repair of building and utility equipment and infrastructure.

1. Facilities Maintenance

Craftspeople and engineers in this unit provide maintenance services. Plumbers repair and maintain hot, cold, and distilled water, as well as gas, air and vacuum systems. They also keep sink faucets, all sewer, acid waste, waste vent drainage systems, and drinking fountains in working order. Carpenters maintain doors and windows, repair floor tiles, hang shelves and earthquake bracing, and repair furniture. Heating, Ventilation and Air Conditioning (HVAC) mechanics maintain comfort cooling and heating systems, steam systems, heating hot water and oversee computer-controlled environmental systems. Refrigeration mechanics maintain local campus chillers, icemakers and refrigeration and freezer units. Electricians repair and maintain the electrical systems, outlets and equipment, as well as responding to trouble calls. Building Maintenance Workers (BMWs) replace air filters, clear roofs and debris, move furniture and assist the craftspeople in all general building maintenance. Campus engineers provide maintenance and repair services to the rotating equipment located in buildings; the Parnassus and Mission Bay engineers are on duty 24 hours a day, seven days a week to provide emergency coverage and response.

2. Parnassus Central Utility Plant Operations

Engineers operate the Parnassus Central Utilities Plant (PCUP) and maintain the campus normal power system, emergency electrical power generators and distribution, central chilled water distribution, steam distribution, high-pressure condensate, campus supervisory control and data acquisition system (SCADA) and energy management systems.

Source: Facilities Management - 10/3/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

Central Facilities Services

Central Facilities Services staff provides programs and services to all campus facilities including:

1. Fire and Life Safety

The UCSF Fire and Life Safety Systems Group is staffed with on-site fire and life safety technicians and operates under strict state code requirements. The group is responsible for the design, installation, updates, maintenance, operation and repair of all building fire alarms, fire extinguisher, and life safety systems on the main campuses as well as many off-site locations affiliated with UCSF.

2. Lock Shop

The Lock Shop installs and maintains alarm systems, access control systems, closed circuit television systems (CCTV) and the campus master key system. It also procures/provides all UCSF proprietary keys and locks, as well as maintaining thousands of alarm points, door systems and emergency call buttons across our many sites.

3. Elevator Program

UCSF is the one of the single largest elevator owners in San Francisco. The Elevator program is staffed with elevator technicians that repair and maintain elevators at all UCSF facilities.

Customer Service Center

The Customer Service Center (CSC) along with the campus Facility Managers provides FM's main interface with campus clients to address their operation and maintenance needs. The CSC handle billing inquires, emails monthly invoices, encodes employee security cards, and distributes keys and processes customer job estimates. They also manage FM's Preventive Maintenance (PM) Program for all sites and compile documents and reports on equipment maintenance/repair and testing for accreditation/inspection data for Medical Center accreditation needs. The CSC provides emergency response notification to the campus community via FM's Urgent Notification Program (URGENTNOTICE@LISTSRV.UCSF.EDU) and FM's Information Line (514-1212).

Engineering

This unit provides design review services for all construction projects – new and retrofit projects. These services are specifically aimed at assuring compliance with UCSF Facilities Design Guidelines and good design practices as well as compatibility with existing systems. This unit also manages energy efficiency and water conservation programs. The unit is charged with planning and implementing deferred maintenance, facility renewal as well as overseeing the implementation of

Source: Facilities Management - 10/3/2012

University of California, San Francisco
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UCSF's strategic energy plan. Finally, the principal engineers in the group provide design services for small projects.

Sustainable Operations

The Sustainable operations unit of FM was created in response to UC System-wide policy on Sustainable Building operations. The program is focused on improving the sustainability of FM's operational practices and certifying UCSF buildings as "green buildings" through the US Green Building Council.

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Dept. Profiles - Senior Vice Chancellor Finance and Administration**

**FY 2011-12 Headcount as of 4/1/12
 CAMPUS LIFE SERVICES & FACILITIES MANAGEMENT**

| Staff | | Academic | | Grand Total |
|-----------|-----------|-----------|-----------|-------------|
| Full Time | Part Time | Full Time | Part Time | |
| 652 | 29 | | 1 | 682 |

Source: UCSF Human Resources

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

**Permanently Budgeted FTEs
CAMPUS LIFE SERVICES**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| ADDRESSING SERVICES | 2.40 | | | | | | | | | |
| ALDEA HSEHD SERV MAINT & REPAIR | 2.65 | | | | | | | | | |
| AUX ENTERPRISES ADMINISTRATION | 3.00 | | | | | | | | | |
| AUX ENTERPRISES DISTRIBUTION | 6.00 | | | | | | | | | |
| AUX ENTERPRISES STORAGE & SURPLUS | 7.00 | | | | | | | | | |
| AUX ENTERPRISES STORES | 3.00 | | | | | | | | | |
| CAMPUS SHUTTLE SERVICES | 48.23 | | | | | | | | | |
| CAS ADMINISTRATION | 4.41 | | | | | | | | | |
| CAS INFORMATION SYSTEMS UNIT | 4.00 | | | | | | | | | |
| CHILD CARE CENTER | 10.80 | | | | | | | | | |
| CHILD/ELDERLY CARE R&R SERVICE | 1.00 | | | | | | | | | |
| CLS MU PLAZA STORE OPERATION EXP | | | 5.67 | | 5.67 | | | | | |
| CLS A&E ADMIN | | | | | | | | | | 5.67 |
| CLS A&E BEAR HUGS & TICKETS | | | | | | | | | | 4.55 |
| CLS A&E CULTURAL & COMMUNITY | | | | | | | | | | 0.75 |
| CLS A&E PERKINS ARTS & PERFORMANCE | | | | | | | | | | 0.76 |
| CLS ADDRESSING SERVICES | | | | | | | | | | 0.59 |
| CLS ADMINISTRATION | | | 2.40 | | 2.40 | | | | | 2.40 |
| CLS ALDEA HSEHD SERV MAINT & REPAIR | | | 4.41 | | 4.41 | | | | | 4.41 |
| CLS CAMPUS SHUTTLE SERVICES | | | 2.65 | | 2.65 | | | | | 2.65 |
| CLS CHILD CARE CENTER | | | 48.23 | | 48.23 | | | | | 48.23 |
| CLS CHILD CARE MISSION BAY | | | 10.77 | | 10.77 | | | | | 10.77 |
| CLS CHILD CARE RATE ADDITIVE | | | | | | | | | | 8.29 |
| CLS CHILD CARE STATE FUND ADMIN | | | | | | | | | | 1.00 |
| CLS CHILD/ELDERLY CARE R&R SERVICE | | | | | | | | | | 10.77 |
| CLS D&S ADMINISTRATION | | | 1.00 | | 1.00 | | | | | 3.00 |
| CLS D&S GAS AND ALCOHOL | | | | | | | | | | 3.00 |
| CLS D&S LABOR SERVICES | | | 6.00 | | 6.00 | | | | | 3.00 |
| CLS D&S SURPLUS SALES | | | 7.00 | | 7.00 | | | | | 6.00 |
| CLS DMMDS ADMINISTRATION | | | 5.00 | | 5.00 | | | | | 7.00 |
| CLS DOCMED/MAIL-PRODUCTION | | | 26.45 | | 26.45 | | | | | 5.00 |
| CLS ENTERPRISES ADMINISTRATION | | | 3.00 | | 3.00 | | | | | 26.45 |
| CLS ENTERPRISES STORES | | | 3.00 | | 3.00 | | | | | 5.00 |
| CLS FED MU FITNESS & REC | | | 2.29 | | 2.29 | | | | | 26.45 |
| CLS FIT REC P-AQUATICS | | | | | | | | | | 5.05 |
| CLS FIT REC P-CUSTOMER SERVICE | | | | | | | | | | 8.44 |
| CLS FIT REC P-FACILITIES | | | | | | | | | | 1.00 |
| CLS FIT REC P-FITNESS ADMIN | | | | | | | | | | 1.95 |
| CLS FIT REC P-FITNESS OPERATIONS | | | | | | | | | | 4.93 |

(Continued)

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

**Permanently Budgeted FTEs
CAMPUS LIFE SERVICES**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| CLS FIT REC P-FLOOR INSTRUCTORS | | | | | | | 8.70 | | 8.70 | |
| CLS FIT REC P-GROUP FITNESS CORE | | | | | | | 0.91 | | 0.91 | |
| CLS FIT REC P-LIFEGUARDS | | | | | | | 2.29 | | 2.29 | |
| CLS FIT REC P-MASSAGE | | | | | | | 2.74 | | 2.74 | |
| CLS FIT REC P-MEMBER SERVICES | | | | | | | 4.54 | | 4.54 | |
| CLS FIT REC P-PERSONAL TRAINING | | | | | | | 1.58 | | 1.58 | |
| CLS FIT REC P-REC-SPORTS | | | | | | | 1.18 | | 1.18 | |
| CLS INFORMATION SYSTEMS UNIT | | | 4.00 | | 4.00 | | 4.00 | | 4.00 | |
| CLS LAUREL HEIGHTS MANAGEMENT | | | 3.68 | | | | | | | |
| CLS MAIL DISTRIBUTION | | | 21.70 | | 21.70 | | 12.46 | | 12.46 | |
| CLS MBAY CHILD CARE CNTR OPERATING | | | 8.29 | | 8.29 | | | | | |
| CLS MCB PARKING | | | 0.50 | | 0.50 | | 0.50 | | 0.50 | |
| CLS MU BOOKSTORE | | | 19.44 | | 19.44 | | 19.44 | | 19.44 | |
| CLS MU CENTRAL DESK/GAME ROOM | | | 2.50 | | 2.50 | | 2.50 | | 2.50 | |
| CLS MU CUSTOMER SERVICE | | | 8.44 | | 8.44 | | | | | |
| CLS MU FIT PROG ADMIN | | | 1.95 | | 1.95 | | | | | |
| CLS MU FIT PROG AQUATICS | | | 5.05 | | 5.05 | | | | | |
| CLS MU FIT PROG GROUP FITNESS CORE | | | 0.91 | | 0.91 | | | | | |
| CLS MU FIT PROG MASSAGE | | | 2.74 | | 2.74 | | | | | |
| CLS MU FIT PROG OUTDOORS PROGRAMS | | | 2.00 | | 2.00 | | | | | |
| CLS MU FIT PROG REC SPORTS | | | 1.18 | | 1.18 | | | | | |
| CLS MU FIT PROG UCSF DAY CAMP | | | 0.80 | | 0.80 | | 0.80 | | 0.80 | |
| CLS MU FIT PROG YOUTH & FAMILY | | | 0.31 | | 0.31 | | 0.31 | | 0.31 | |
| CLS MU MEMBERSHIPS | | | 4.54 | | 4.54 | | | | | |
| CLS MU OPERATION MANAGEMENT | | | 4.93 | | 4.93 | | | | | |
| CLS MU PERSONAL TRAINING | | | 1.58 | | 1.58 | | | | | |
| CLS OFF SITE MESSAGE | | | | | | | | | | |
| CLS OUTDOOR PROGRAMS | | | 5.45 | | 5.45 | | 2.00 | | 2.00 | |
| CLS OUTGOING U.S. MAIL | | | 0.42 | | 0.59 | | 5.45 | | 5.45 | |
| CLS P&S ARTS & PERFORMANCE | | | | | | | | | | |
| CLS P&S-MARKETING ACTIVITIES | | | 4.55 | | 4.55 | | 3.50 | | 3.50 | |
| CLS P&S-EMPACT ADMIN | | | 0.76 | | 0.76 | | | | | |
| CLS P&S-EMPACT ARTS & PERFORMANCE | | | 0.75 | | 0.75 | | | | | |
| CLS P&S-EMPACT TICKETS | | | 3.50 | | 3.50 | | | | | |
| CLS P&S-MARKETING ACTIVITIES | | | 1.00 | | 1.00 | | | | | |
| CLS P&S-REC FACILITY/OPERATIONS | | | 0.53 | | 0.53 | | 0.53 | | 0.53 | |
| CLS P&S-REC-OPERATIONS MGMT | | | 6.00 | | 6.00 | | 6.00 | | 6.00 | |
| CLS PARKING ENFORCEMENT | | | 0.50 | | 0.50 | | 0.50 | | 0.50 | |
| CLS PARKING OPERATIONS-LHTS | | | | | | | | | | |

(Continued)

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

**Permanently Budgeted FTEs
CAMPUS LIFE SERVICES**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|----------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| CLS PARKING OPER-CURRENT | | | 44.11 | | 44.11 | | 44.11 | | 44.11 | |
| CLS P-FACILITIES | | | | | | | | | | 1.00 |
| CLS PR YR MU FITNESS & REC | | | 3.50 | | 3.50 | | 3.50 | | 3.50 | |
| CLS REMOTE PARKING LOT | | | 0.50 | | 0.50 | | 0.50 | | 0.50 | |
| CLS STUDENT HOUSING SERVICE | | | 0.70 | | 0.70 | | 0.70 | | 0.70 | |
| CLS STUDENT RECREATION REG FEE | | | | | | | | | | 2.96 |
| CLS TECHNOLOGY STORE | | | 5.00 | | 5.00 | | 5.00 | | 5.00 | |
| CLS TRANSPORTATION SERVICE | | | 3.90 | | 3.90 | | 3.90 | | 3.90 | |
| CLS URP 3RD 5TH STUDENTS OPS FAC | | | 5.95 | | 5.95 | | 5.95 | | 5.95 | |
| CLS VANPOOL PROGRAM | | | 1.50 | | 1.50 | | 1.50 | | 1.50 | |
| CLS-P&S-CUSTODIAL | | | 8.70 | | 8.70 | | 8.70 | | 8.70 | |
| CLS-VENDOR SERVICE | | | 2.20 | | 2.20 | | 2.20 | | 2.20 | |
| FAS HR SERVICE CENTER | | 2.22 | | | | | | | | 2.20 |
| FED MU FITNESS & REC | | | | | | | | | | 11.00 |
| ITS STORE | | | 2.29 | | 2.29 | | 2.29 | | 2.29 | |
| LAUREL HEIGHTS MANAGEMENT | | 5.00 | | | 5.00 | | 5.00 | | 5.00 | |
| MAIL DISTRIBUTION | | 3.68 | | | 3.68 | | 3.68 | | 3.68 | |
| MBAY CHILD CARE CENTER OPERATING | | 22.05 | | | 22.05 | | 22.05 | | 22.05 | |
| MCB PARKING | | 0.50 | | | 0.50 | | 0.50 | | 0.50 | |
| MPS ARTS & PERFORMANCE | | 0.42 | | | 0.42 | | 0.42 | | 0.42 | |
| MPS CUSTODIAL | | 8.70 | | | 8.70 | | 8.70 | | 8.70 | |
| MPS- EMPACT ARTS & PERFORMANCE | | 0.76 | | | 0.76 | | 0.76 | | 0.76 | |
| MPS STUDENT RECREATION | | 2.96 | | | 2.96 | | 2.96 | | 2.96 | |
| MPS-EMPACT ADMIN | | 4.55 | | | 4.55 | | 4.55 | | 4.55 | |
| MPS-EMPACT TICKETS | | 0.75 | | | 0.75 | | 0.75 | | 0.75 | |
| MPS-MARKETING ACTIVITIES | | 3.50 | | | 3.50 | | 3.50 | | 3.50 | |
| MPS-REC FACILITY/OPERATIONS | | 1.00 | | | 1.00 | | 1.00 | | 1.00 | |
| MPS-REC-OPERATIONS MGMT | | 0.53 | | | 0.53 | | 0.53 | | 0.53 | |
| MU BOOKSTORE | | 19.44 | | | 19.44 | | 19.44 | | 19.44 | |
| MU CENTRAL DESK/GAME ROOM | | 2.50 | | | 2.50 | | 2.50 | | 2.50 | |
| MU CUSTOMER SERVICE | | 8.44 | | | 8.44 | | 8.44 | | 8.44 | |
| MU FIT PROG ADMIN | | 1.95 | | | 1.95 | | 1.95 | | 1.95 | |
| MU FIT PROG AQUATICS | | 5.05 | | | 5.05 | | 5.05 | | 5.05 | |
| MU FIT PROG GROUP FITNESS CORE | | 0.86 | | | 0.86 | | 0.86 | | 0.86 | |
| MU FIT PROG MASSAGE | | 2.74 | | | 2.74 | | 2.74 | | 2.74 | |
| MU FIT PROG OUTDOORS PROGRAMS | | 2.00 | | | 2.00 | | 2.00 | | 2.00 | |
| MU FIT PROG REC SPORTS | | 1.18 | | | 1.18 | | 1.18 | | 1.18 | |

(Continued)

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

**Permanently Budgeted FTEs
CAMPUS LIFE SERVICES**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-----------------------------------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MU FIT PROG UCSF DAY CAMP | | 0.80 | | | | | | | | |
| MU FIT PROG YOUTH & FAMILY | | 0.31 | | | | | | | | |
| MU MEMBERSHIPS | | 4.54 | | | | | | | | |
| MU OPERATION MANAGEMENT | | 4.93 | | | | | | | | |
| MU PERSONAL TRAINING | | 1.58 | | | | | | | | |
| MU PLAZA STORE OPERATION EXPENSES | | 5.67 | | | | | | | | |
| OUTGOING U.S. MAIL | | 5.45 | | | | | | | | |
| PARKING ENFORCEMENT | | 2.20 | | | | | | | | |
| PARKING OPERATIONS-LAUREL HEIGHTS | | 0.50 | | | | | | | | |
| PARKING OPER-CURRENT | | 44.11 | | | | | | | | |
| PR YR MU FITNESS & REC | | 3.50 | | | | | | | | |
| REMOTE PARKING LOT | | 0.50 | | | | | | | | |
| REPRO-PRODUCTION | | 26.45 | | | | | | | | |
| RMBS ADMINISTRATION | | 5.00 | | | | | | | | |
| STUDENT HOUSING SERVICE | | 0.70 | | | | | | | | |
| TRANSPORTATION SERVICES | | 3.90 | | | | | | | | |
| VANPOOL PROGRAM | | 1.50 | | | | | | | | |
| Total: | 0.00 | 223.00 | 0.00 | 136.91 | 0.00 | 137.08 | 0.00 | 312.14 | 0.00 | 320.42 |

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

CAMPUS PLANNING

- Assistant Vice Chancellor - Yamauchi, Lori
- Website - <http://campusplanning.ucsf.edu/>

What We Do

Campus Planning provides professional planning services that guide the physical development of the campus and assists in strategic development and improvements of buildings and space to support UCSF's mission of research, teaching, health care, and public service.

Major Responsibilities

Physical Planning

The Physical Planning unit is responsible for overseeing land use planning for all UCSF campus sites, including Parnassus Heights, Mount Zion and Mission Bay, and site selection for major new construction projects and campus expansion. Included within the unit's broad scope of responsibility is maintenance of the campus' Long Range Development Plan, master planning, landscape planning, signage, and oversight of planning studies related to land use and design guidelines set forth in the Long Range Development Plan. The Physical Planning unit also prepares required environmental documentation for construction and major renovation projects to ensure compliance with the California Environmental Quality Act (CEQA).

Capital Planning

The Capital Planning Unit is responsible for defining projects for inclusion in annual and ten-year capital plans for both State-funded and non-State funded Capital Improvement Programs (CIP). Working with academic and non-academic stakeholders, project managers from Capital Projects & Facilities Management (CPFM) and analysts from Budget and Resource Management (BRM), capital planners help formulate projects, define scope through programming, and develop funding plans. A major role includes preparing planning documentation required for project approvals by the Chancellor, the Office of the President (UCOP), the Regents, and various State agencies. Capital Planning also coordinates project compliance with the California Environmental Quality Act (CEQA) and ensures projects are consistent with UCSF's long range development plan (LRDP). Finally it assists the Chancellor by analyzing space requests, formalizing changes in space allocation, and developing policies for facilities and space.

Source: Campus Planning, 8/19/2009

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

**FY 2011-12 Headcount as of 4/1/12
CAMPUS PLANNING**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 13 | | | | 13 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
CAMPUS PLANNING**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| CAMPUS PLANNING | 0.00 | 16.00 | 0.00 | 18.02 | 0.00 | 18.02 | 0.00 | 18.11 | 0.00 | 3.11 |
| Total: | | 16.00 | | 18.02 | | 18.02 | | 18.11 | | 3.11 |

Source: UCSF Budget & Resource Management

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

CAPITAL PROGRAMS

- Interim Assistant Vice Chancellor & Campus Architect - Bade, Michael
- Website - <http://www.fm.ucsf.edu/>

Mission (held jointly with Facilities Management)

We design, build, operate and maintain UCSF facilities in support of its research, teaching, health care, and community service mission.

The Capital Programs division provides project management services to those embarking on campus renovation or construction projects. A variety of people and skills are required to start a project and bring it to a successful completion. Planners, designers, administrators, contractors, inspectors, and others work together to meet the needs of UCSF clients. In its role as customer liaison, Capital Programs & Facilities Management enables these professionals to keep the client's requirements as the primary objective during each phase of a project.

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

**FY 2011-12 Headcount as of 4/1/12
CAPITAL PROGRAMS**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 26 | 0 | | | 26 |

Source: UCSF Human Resources

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

FINANCE

- Associate Vice Chancellor - Vermillion, Eric
- Website - <http://finance2.ucsf.edu/>

The Office of the Associate Vice Chancellor - Finance is responsible for resource planning and management, decision support analysis, purchasing and business contracting for goods and services, risk management and insurance services for the campus.

The following organizations report to the Office of the Associate Vice Chancellor:

- Budget and Resource Management
- Campus Procurement and Business Contracts
- Controller's Office
- Risk Management Services

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

Budget and Resource Management

- Executive Director - Costantinidis, Teresa
- Website - <http://www.finance2.ucsf.edu/budres/budres.html>

The mission of the Budget and Resource Management is to:

- Manage and coordinate budget process and costing policies as resource stewards;
- Provide education for campus administration and staff, other campuses and appropriate agencies at the state and federal level;
- Analyze policy and business plans, acting as an information clearing house;
- Provide resource planning and management for the campus.

We do this for any stakeholder who supports the mission of the University of California.

Budget and Resource Management consists of 6 units:

- Capital Budget
- Costing Policy
- Institutional Analysis
- Operating Budget
- Recharge Operations
- Resource Planning

Capital Budget

Functions & Topics

- Administration of UCSF State and Non-State Capital Improvement Program
- Coordination with the Office of the President and Treasurer's Office for the Capital Budget, Operation and Maintenance of Plant (OMP), and Deferred Maintenance and Facility Renewal Program administration
- Liaison with Capital Projects and Facilities Management (CP & FM) on budget integrity and project tracking
- Management of the Mission Bay Capital Budget
- Oversight of the campus capitalization process
- Responsibility for campus submittal of new OMP workload requests
- Coordination, oversight and funding allocation for the Deferred Maintenance and Facility Renewal Program

Source: Budget & Resource Management website, 11/17/2009

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

- Coordination and analysis of campus' external financing needs, including the preparation and review of The Regents' Meetings Finance Agenda items
- Development and maintenance of the debt capacity model for assessing the campus' ability to service external debt
- Development of financial models for projecting and assessing long-term financial viability of proposed capital initiatives
- Responsibility for monitoring budgetary policy related to the Green Building and Clean Energy Standards

Costing Policy

Functions & Topics

Costing Policy Group Leadership

Costing Policy Analysis

Facilities & Administration (F&A) Proposal Development

- F&A Recovery Analysis
- Space Functional Use Survey
- Space Functionalization Support
- GL A-21 Function Coding

Indirect Cost Recovery (ICR) Cost Reporting

Guidelines and Requirements for Funds Received from Extramural Sources

Short Term Investment Pool (STIP)/Total Return Investment Pool (TRIP) Policy & Support

Departmental Account-Fund Functionalization Oversight

Effort Reporting Policy

UCSF Data Warehouse Development Design & Analysis

- ICR Benchmarking Planning & Analysis

Source: Budget & Resource Management website, 11/17/2009

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

- Space and Financial Management Reporting

Facilities and Administrative Cost Recovery Sources & Uses Class

Account/ fund Profile Quality Assurance Oversight

Equipment and Facilities Asset Management Capitalization Support

Institutional Analysis

Functions & Topics

- Annual UCSF Institutional Profile and Updates
- Garamendi Analysis and Reporting
- Vacation Leave Assessment Rate Calculations
- Facilities and Administration (F&A) Recovery Reporting
- A-21 CAS Relief Expenditure Analysis

Operating Budget

Functions & Topics

Fiscal Close and Opening Activity

- Update fiscal close guidelines
- Prepare fiscal close budget and financial journals to balance the State General Fund, chancellor's funds and other Budget Office managed funds
- Review and approve Carry Forward Requests
- Reconcile the State General Fund for final close

Chancellor's Resources Management

- Coordinate the annual campus budget planning and review process
- Implement Office of the President allocations to the Campus and Chancellor's allocations to Campus control points

Operating Budget Management

Source: Budget & Resource Management website, 11/17/2009

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

- Review and approve general ledger transactions (both budget and financial) on permanently budgeted fund as part of the monthly general ledger cycle

Reporting and Analysis

- Prepare and/or coordinate completion of a number of routine and ad hoc budget reports:
 - Annual staffing reconciliation
 - UCSF annual budget projections
 - Faculty recruitment and retention expenditures
 - Self-supporting degree program proposals and annual financial reports
 - Patent income reporting and allocation to schools
 - Various self-insurance programs including Worker's Compensation, General Auto and Employee Liability (GAEL) and Malpractice
 - Development Office financing

Permanent Budget Management

- Manage the Permanent Budget System insuring that all transaction to this multi-year, base budget are performed accurately and reflected as such in all reports
- Ensure that all quarterly and fiscal closing reporting requirements to the Office of the President are fulfilled

Gifts and Endowment Funds Management

- Coordinating requests to the Office of the President to establish and/or modify endowment funds
- Process and distribute annual endowment income to appropriate Campus funds

Recharge Operations

Functions & Topics

Campus Recharge Operations

- Recharge Policy Development
- Medical Center Recharge Agreements

Source: Budget & Resource Management website, 11/17/2009

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

- Annual Recharge Call
- Recharge Approval Letters
- Recharge Proposal Reviews and Approvals
- Annual Recharge Status Report
- Recharge Audits/Internal Quality Reviews

Recharge Training Coordination & Technical Support

- Recharge Basics Class Presentation (application/pdf, 583.3 kB, info)
- Revised Recharge Review Process Training (message/rfc822, 2.0 MB, info)
- Mission Bay Recharges
- Mission Bay Recharge Management Oversight Groups
- Mission Bay Recharge Proposal Development
- Mission Bay Recharge Status Reports

Regents' Tables

Resource Planning

Functions & Topics

Campus Resource Planning and Review

- Provide analytical support for program planning at UCSF
- Prepare allocation letters to campus control points for the Chancellor
- Financial management of the Chancellor's central resources.
- Financial planning for the Chancellor's discretionary and General Fund resources.
- Maintain and implement the Chancellor's Financial Plan.
- Direct and conduct resource related policy analysis.
- Develop and effectively recommend institutional resource priorities.
- Provide critical, policy-level analysis on a wide range of budget, financial and other resource planning and allocation issues.
- Determine planning strategies to pursue new resources for the campus. Coordinate

Source: Budget & Resource Management website,11/17/2009

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

restructuring strategies for existing campus financial resources.

- Coordinate planning of centrally managed provisions and capital programs consistent with institutional resource priorities.
- Provide resource management and planning support as critical financial management issues are identified and needs defined.
- Oversee and provide direct support for special analytical studies and presentations, as they are defined by the Chancellor and the Vice Chancellor Administration.
- Identify significant campus resource and management policy trends and prepare reports and recommendations.
- Advise campus constituencies on asset and management issues.

Mission Bay Operating Budget

- Prepare and distribute the annual Mission Bay Operating Budget Resource Call
- Analyze resource requests and prepare aggregate Mission Bay operating budget request for the Chancellor and Executive Budget committee

Regent's Budget Tables

- Prepare and submit annual Regents' Budget Tables to OP for annual Regents' Budget preparation

New Program, Policy and Business Plan Analysis

- Analyze proposed laws/regulations/policies and recommend campus actions and response
- Analyze proposed initiatives and business plans and recommend actions to maximize aggregate campus utility

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

**FY 2011-12 Headcount as of 4/1/12
BUDGET & RESOURCE MANAGEMENT**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 24 | | 2 | | 26 |

Source: UCSF Human Resources

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

Campus Procurement and Business Contracts - UCSF and UC Berkeley

- Executive Director - Hine, Jim
- website - <http://cpbc.ucsf.edu//>

Mission / Vision

- Provide best value business and procurement contracts, transactions, and advice.
- Ensure highest level of compliance with UC policy and applicable local, State and Federal laws and regulations
- Enable technology to reduce and simplify transaction cost and provide valid and accurate management metrics to conduct the university's business

CPC: Enabling the business of UCSF

Campus Procurements (CP)

- Directors – Dave Kolsom/Rich Taylor
- Provide procurement services that will support the academic and research mission, provide guidance and procurement process tools to campus departments and central administration units and ensure controls in the procurement process and maintain the highest level of compliance with UC policy and applicable local, State and Federal laws and regulations.

Operations and Technology (OT)

- Director – Vanessa Wong
- Manage UCSF and UC Berkeley BearBuy e-procurement programs to achieve cost savings and operational efficiency in support of the missions of UCSF/UCB in education, healthcare, and research.

Strategic Sourcing (SS)

- Director – Justin Sullivan
- Manage sourcing process to reduce the total cost of purchased products and services by fully leveraging the University's combined purchasing power, without compromising quality or service

Source: CPBC - 9/14/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

**FY 2011-12 Headcount as of 4/1/12
CAMPUS PROCUREMENT & BUSINESS CONTRACTS**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 24 | | | | 24 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
CAMPUS PROCUREMENT AND BUSINESS CONTRACTS**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|----------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| CAMPUS PROCUREMENT/BUS CONTRACTS | | 27.50 | | 29.50 | | 30.15 | | | | |
| CAMPUS PROCUREMENT & CONTRACTING | 0.00 | 27.50 | 0.00 | 29.50 | 0.00 | 30.15 | 0.00 | 25.00 | 0.00 | 22.00 |
| Total: | | | | | | | | | | |

Source: UCSF Budget & Resource Management

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

Controller's Office

- Assistant Vice Chancellor, Campus Controller - Ellis, John
- Website - <http://controller.ucsf.edu/>

The Controller's Office consists of the following:

- AVC Controller
- Accounting and Reporting
 - Capital Accounting
 - Cash & Controls
 - General Accounting and Reporting
- Administrative Services
- Disbursements
 - Accounts Payable and Travel
 - Payroll
 - Student Accounts
- Extramural Funds
- Gift & Foundation Accounting

AVC Controller

The Assistant Vice Chancellor and Controller is responsible for executing the Controller's Office vision to be a trusted advisor working in partnership with faculty, staff, and students to enhance the financial stewardship of the campus and to uphold the public's trust in the institution and mission of UCSF. Through innovative use of resources and collaboration with internal and external customers and stakeholders, the Controller's Office strives to meet unit, department, and campus-wide business goals and provide the highest quality and accountability in fiscal support services within the UC system.

Assistant Vice Chancellor and Controller John Ellis joined UCSF in February 2011. Prior to UCSF, he served as the Associate Vice Chancellor Finance – Controller with the UC Berkeley campus.

Please feel free to contact him directly at 415-476-0843 or John.Ellis@ucsf.edu or her Executive Coordinator Giovanni Vassallo at 476-4167 or Giovanni.Vassallo@ucsf.edu.

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

Accounting & Reporting

The Accounting and Reporting unit (Capital Accounting, Cash & Controls, and General Accounting & Reporting) provides financial reporting and accounting services to University of California Office of the President (UCOP); UCSF senior management; federal, state and local agencies; schools and departments for compliance and strategic financial management.

Key Services:

- Control and manage general ledger activity and financial reporting.
- Coordinate year-end close, financial statement preparation, tax return filings, and internal and external audit activity.
- Record/maintain plant fund data and capital asset (equipment) inventory across campus.
- Manage and monitor the campus cashiering process, bank reconciliations, and cashier station audits.

Disbursements

The Disbursement Accounting unit (Accounts Payable & Travel, Payroll Services, and Student Accounts) provides payments and customer service to employees, vendors, students and travelers and transmits the supporting financial data to the general ledger.

Key Services:

- Provide campus-wide payroll and benefits processing, including employee-related filings.
- Distribute funds deducted from employees' pay to federal and state tax agencies, insurance companies, etc.
- Process vendor invoices and check disbursements, electronic fund transfer (EFT) payments, and FX wires/drafts.
- Process employee and travel expense reimbursement.
- Oversee preferred travel agencies to ensure lowest possible rates and best services are provided to UCSF travelers.
- Manage student financial aid disbursements, collection of student loans, and other university loan programs.

Source: Controller's Office, 9/28/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

Extramural Funds

The Extramural Funds unit provides post-award management and financial reporting, billing, and collections and accounting services for federal, state, and private contracts and grants as well as other extramural funding sources.

Key Services:

- Process billing, accounts receivable, financial status reports, and closeout.
- Monitor compliance with applicable federal, state, local, sponsor and university regulations and policies.
- Monitor compliance with cost transfer policies to ensure all payroll and non-payroll expense transfers are audit-worthy and justifiable.
- Monitor compliance with effort reporting certification to ensure UCSF meets the requirements outlined in OMB Circular A-21.
- Collaborate with the UCSF Office of Sponsored Research, senior management, and faculty and administrators of research units on grant and contract management and administration.

Gift and Foundation Accounting

The Gift and Foundation Accounting unit provides gift processing, accounting services, and financial reporting for Foundation and Campus gift and endowment funds to ensure compliance with institutional policies, applicable laws and regulations. This unit has a joint reporting relationship to the Controller's Office and the Development Office with the Development Office providing guidance in gift administration and donor relationships and the Controller's Office providing accounting controls, cash handling, and financial and operational expertise.

Key Services:

- Provide gift processing, donor database maintenance and customer service to University Development and Alumni Relations (UDAR), donors and the campus community.
- Provide processing, policy guidance, and accounting for all UCSF/UCSF Foundation gifts and UCSF Foundation gift transfers.
- Provide accounting for all UCSF Foundation bank and investment manager accounts.
- Coordinate year-end close, financial statement preparation, tax return filings, and internal and external audit activity for the UCSF Foundation.

Source: Controller's Office, 9/28/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

Summary

All units in the Controller's Office are committed to:

- Compliance with institutional policies, applicable laws and regulations, Generally Accepted Accounting Principles (GAAP), Governmental Accounting Standards Board (GASB), and Financial Accounting Standards Board (FASB) to safeguard University assets.
- Accuracy and timeliness of all financial information used campus-wide and university-wide.
- Working closely with our customers to provide timely answers and problem resolution.
- Training programs that educate the campus business managers and staff with UC financial policies and procedures.

Source: Controller's Office , 9/28/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

**FY 2011-12 Headcount as of 4/1/12
CONTROLLER'S OFFICE**

| Staff | | Academic | | Grand Total |
|-----------|-----------|-----------|-----------|-------------|
| Full Time | Part Time | Full Time | Part Time | |
| 125 | 1 | | | 126 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
CONTROLLER'S OFFICE**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|--------|------------|--------|------------|--------|------------|--------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| A & R ADMIN | | | | 1.00 | | | | | | |
| ACCOUNTING-OPERATIONS | 97.20 | | | | | | | | | |
| ACCOUNTING-OPERATIONS-SPA | 18.90 | | 20.00 | | 20.00 | | 19.00 | | | |
| ACCOUNTS PAYABLE | | | 15.22 | | 17.22 | | 15.22 | | | |
| ADMIN SERVICES | | 6.00 | | | | | | | | |
| BBS, ADMIN & RISK MGMT SVCS | | | 8.00 | | 8.00 | | 8.00 | | | |
| CAPITAL ACCOUNTING | | | 4.00 | | 3.00 | | 3.00 | | | |
| DISBURSEMENTS ADMIN | | | 36.00 | | 36.00 | | 36.00 | | | |
| EMF ACCOUNTING | | | 3.00 | | 3.00 | | 3.00 | | | 3.00 |
| FOUNDATION & GIFT ACCOUNTING | | | 15.00 | | 15.00 | | 11.00 | | | |
| GENERAL ACCOUNTING | | | 1.00 | | 1.00 | | 1.00 | | | |
| INTERNAL CONTROLS | | | 5.00 | | | | | | | |
| OPERATIONS | | | | | | | | | | |
| PAYROLL | | | | | | | | | | |
| STUDENT ACCOUNTS | | | 11.00 | | 11.00 | | 11.00 | | | 11.00 |
| TRAINING & COMMUNICATIONS | | | 2.00 | | 2.00 | | 2.00 | | | |
| TRAVEL & CUSTOMER SERVICE | | | 11.00 | | 11.00 | | 11.00 | | | |
| Total: | 0.00 | 122.10 | 0.00 | 132.22 | 0.00 | 153.97 | 0.00 | 148.97 | 0.00 | 14.00 |

Source: UCSF Budget & Resource Management

University of California, San Francisco
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School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

Risk Management Services

- Director - Flynn, Bruce G.
- Website - <http://www.rmis.ucsf.edu/>

Mission Statement

Risk Management and Insurance Services (RMIS) strives to protect the assets and interests of UCSF staff and programs through assessment of loss exposures, focused prevention efforts and efficient management of insurance and self-insurance policies.

Risk Management Services

Risk Management oversees a variety of functions related to the University's self-insurance programs as well as third party insurance programs. Through the analysis of insurance data and efficient management of claims, RMIS provides actionable information for campus leadership to assist in understanding patterns of loss and target prevention efforts to those areas with the greatest loss potential. RMIS services include:

- Enterprise Risk Management – utilization of risk assessment methodology to assist departments and University committees in setting priorities for risk reduction and prevention
- Litigation management – avert potential litigation through early intervention and resolution; also, efficient management of records preservation, coordination of activities between internal stakeholders and external counsel on litigated claims
- Certificate of Insurance management– issuance of UCSF Certificates and maintenance of database to collect and track all COIs issued to and received from third parties in order to protect
- Loss prevention consultation– analysis of loss data to assist targeted departmental risk management efforts
- Travel safety insurance and notification services– manage travel registration database and travel accident insurance program to assist foreign travelers in assessing risks of travel, respond to emergencies while overseas
- Research risk/human subject injury claims management – coordinate response to and payment for human subject injury claims reported through Human Research Protection Program; track and analyze subject injury loss patterns and trends; educate research community regarding emergent research risks
- Contract risk consultation– provide support to Procurement/Business Contracts, Contracts and Grants, Medical Center Purchasing, and other departments in developing

Source: Risk Management and Insurance Services - 9/6/2012

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contractual agreements that protect the University and comply with contractual policies regarding indemnification and insurance requirements

- Volunteer guidelines – provide guidance to campus departments supporting volunteers within UCSF
- Global Research Enterprise Insurance Services liability – assist researchers and Global Health staff assess financial, operational, health, and travel risks inherent in foreign operations; provide access to and manage foreign insurance coverages.

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Insurance Programs

Risk Management works with University brokers and third party administrators to manage the following University self-insurance and insurance programs and policies:

- Automobile Self-Insurance
- General and Employment Practices Liability Self-Insurance
- Property Self-Insurance
- Specialty Insurance (e.g. Boiler and Machinery, Transit, Marine Charter, Fine Arts, etc.)
- Third Party Event Insurance
- Vendor General Liability Insurance
- University-Controlled Insurance Program, Builders' Risk and other construction risk programs
- Equipment Maintenance Insurance
- Foundation and Support Group Events Insurance
- Registered Campus Organization Event Insurance
- Student Tuition Reimbursement Insurance; Student Renters Insurance
- Business Travel Accident and Student Off-Campus Travel Insurance
- Foreign Clinical Trials and Liability Insurance
- Human Subject Injury Program

Source: Risk Management and Insurance Services - 9/6/2012

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**FY 2011-12 Headcount as of 4/1/12
RISK MANAGEMENT SERVICES**

| Full Time | Staff | | Academic | | Grand Total |
|-----------|-----------|-----------|-----------|-----------|-------------|
| | Part Time | Full Time | Part Time | Full Time | |
| 5 | | | | | 5 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
RISK MANAGEMENT SERVICES**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| RISK MANAGEMENT SERVICES | 0.00 | 6.00 | 0.00 | 6.00 | 0.00 | 6.00 | 0.00 | 6.00 | 0.00 | 6.00 |
| Total: | 0.00 | 6.00 | 0.00 | 6.00 | 0.00 | 6.00 | 0.00 | 6.00 | 0.00 | 6.00 |

Source: UCSF Budget & Resource Management

University of California, San Francisco
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FINANCE & ADMINISTRATION

- Director - Rike, Miriam
- Project Coordinator - Fuller, Judy
- Website - <http://www.ucsf.edu/fas/>

Mission

The Office of the Senior Vice Chancellor is responsible for consistency, compliance and continuity of support services for the Financial and Administrative Services (FAS) organization. This office provides guidance and monitors all FAS departments in their financial responsibilities and progress toward a variety of service level goals.

Services:

- Coordination with FAS departments toward the accomplishment of key initiatives, goals and objectives
- Special projects support to the Senior Vice Chancellor-Finance & Administration on issues with broad campus and organizational impact
- Campus-wide management analysis, business planning and consulting to units both internal and external to the FAS organization
- Coordination of campus policy development, analysis, interpretation and implementation
- Control point responsibilities, including accountability for financial management coordination of FAS departments
- Coordination of budget resource call process for FAS organization

**University of California, San Francisco
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**FY 2011-12 Headcount as of 4/1/12
FINANCE & ADMINISTRATION**

| Staff | | Academic | | Grand Total |
|-----------|-----------|-----------|-----------|-------------|
| Full Time | Part Time | Full Time | Part Time | |
| 6 | | | | 6 |

Source: UCSF Human Resources

University of California, San Francisco
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School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

HUMAN RESOURCES

- Associate Vice Chancellor - Human Resources and Chief Administrative Officer - Medical Center - Odatto, David
- Website - <http://ucsfhr.ucsf.edu/>

UCSF Human Resources, Serving the Academic and Staff Community

We are comprised of:

- Academic Affairs
- Human Resources Service Centers A-E
- Human Resources Specialty Center

Our focus will be on building the new organization and transitioning the staff and academic work from departments into our service centers. Once we've achieved this transition we will be focusing on continuous improvement.

As a result of this transition we expect to achieve of number of important goals:

- Consolidation and integration of Academic Personnel/Human Resources workforce and service delivery leading to a campus-wide transition
- Clear and consistent standards and partnerships between departments, service centers and specialty centers so that everyone will have a clear understanding of their roles and responsibilities
- Consistent application of policy and improved processes
- Properly trained HR professionals with a career path
- Collegiality among HR professionals
- Systems and tools to improve efficiency (MPM, Advance, HR Service Request System, and case management tools)
- Reduced cost

Vision Statement

The vision of the UCSF Human Resources organization is to partner with the UCSF community to attract, develop and retain the diverse talent necessary to be the world's preeminent health sciences innovator.

Source: Human Resources, 10/8/2012

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The following principles will guide our work as we strive to realize our vision:

- Consistently exceed customer expectations
- Develop respectful, collaborative and supportive relationships
- Establish a deep understanding of customers' operations to support their business needs
- Ensure UCSF Human Resources staff has the tools, support and leadership necessary to be successful
- Leverage technology and tools to enhance service, create efficiencies and standardize practices
- Promote a professional and supportive work environment that fosters growth and career development
- Embrace and promote an inclusive environment where everyone is treated with fairness and respect

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**FY 2011-12 Headcount as of 4/1/12
HUMAN RESOURCES**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 4 | 1 | | | 5 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
HUMAN RESOURCES**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| BENEFITS COUNSELING | 6.60 | | 6.60 | | 6.60 | | 6.60 | | 6.60 | |
| BENEFITS-FINANCIAL PLANNING | | | | | 0.50 | | 0.50 | | 0.50 | |
| CLIENT SVCS CENTER (LABOR RELATION) | 26.75 | | 26.75 | | 12.35 | | 12.35 | | 12.35 | |
| DISABILITY MGMT SVCS (RISK MGMT) | 3.90 | | 3.90 | | 3.90 | | 3.90 | | 3.90 | |
| EMPLOYEE REHABILITATION SERVICE | 1.50 | | 1.50 | | 1.50 | | 1.50 | | 1.50 | |
| FACULTY & STAFF ASSISTANCE PROGRAM | 5.43 | | 5.43 | | 5.43 | | 5.43 | | 5.43 | |
| HR-COMPENSATION & STRATEGIC REWARDS | | | | | 6.90 | | 6.90 | | 6.90 | |
| PERS-BUSINESS INFORMATION TECH SVCS | 0.15 | | 0.15 | | 0.15 | | 0.15 | | 0.15 | |
| PERS-D&T-ORGANIZATIONAL DEVELOPMENT | 1.00 | | 1.00 | | 1.00 | | (1.00) | | (1.00) | |
| PERSONNEL OFFICE ADMINISTRATION | | | | | 0.22 | | 0.22 | | 0.22 | |
| PERSONNEL-DEVELOPMENT & TRAINING | 3.34 | | 3.34 | | 3.34 | | 3.34 | | 3.34 | |
| PERSONNEL-EMPLOYMENT ADVERTISING | | | | | 0.06 | | 0.06 | | 0.06 | |
| PERSONNEL-MGT INTERN PROG | 1.75 | | 1.75 | | 1.75 | | 1.75 | | 1.75 | |
| RESIDENTS-FELLOWS INSURANCE | 7.00 | | 7.00 | | 7.00 | | 7.00 | | 7.00 | |
| TEMP EMPLOYMENT PRGM(CLERICAL POOL) | 57.42 | | 57.70 | | 57.70 | | 55.48 | | 55.48 | |
| Total: | 0.00 | | 0.00 | | 0.00 | | 0.00 | | 0.00 | |
| | | | | | 57.70 | | 55.48 | | 55.48 | |
| | | | | | | | | | 0.00 | 19.04 |

Source: UCSF Budget & Resource Management

University of California, San Francisco
Institutional Profile - FY 2011-12
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INFORMATION TECHNOLOGY SERVICES (ITS)

- Vice Chancellor & Chief Information Officer (CIO) - Elazar Harel
- Website - <http://it.ucsf.edu>

Mission

Provide the UCSF community with high quality Information Technology services that are reliable, secure, innovative, and cost-effective.

ITS consists of six main units:

- IT Operations: Karen O'Neill, Director
- Technology & Architecture: Opinder Bawa, Executive Director & CTO
- Business Applications: Jane Wong, Executive Director
- Security and Policies: David Rusting, Director
- Customer Services: Sian Shumway, Director
- Finance & Administration, Michelle Fanner, Director

Some of the primary ITS services include:

- Integrated Repository and MyResearch
- Account/Fund Profile (AFP) and Department (DEP) Systems
- Budget System (BSL)
- Effort Reporting System (ERS)
- Online Payroll/Personnel System (OLPPS)
- Advance, MPM, and eRecruit
- BearBuy
- PI Portfolio and Weblinks
- PeopleSoft Financials (General Ledger, Journals, Asset Management)
- BearBuy and Accounts Payable
- PeopleSoft Research Administration System (RAS)
- Residents & Fellows System (RFS)

Source: ITS - 9/5/2012

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- Student Financial Aid (SFA)
- Data warehouse
- ServiceNow
- Active Directory
- Customer service center (Helpdesk)
- Email (Outlook/Exchange)
- Listserv Administration / Email Mailing Lists
- Remote Access (VPN)
- UCSF Online Directory
- Security monitoring, training, and enforcement
- IT polices
- Network planning and implementation
- Telephone and voicemail
- Wired and wireless data networks
- Remote access to UCSF networks
- Internet access
- Data Center Services
- Videoconferencing services

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**FY 2011-12 Headcount as of 4/1/12
 INFORMATION TECHNOLOGY SERVICES (ITS)**

| Staff | | Academic | | Grand Total |
|-----------|-----------|-----------|-----------|-------------|
| Full Time | Part Time | Full Time | Part Time | |
| 157 | 1 | | | 158 |

Source: UCSF Human Resources

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**Permanently Budgeted FTEs
Information Technology Services (ITS)**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|--------|------------|--------|------------|---------|------------|---------|------------|--------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| ADCOM APPLICATION SERVICES | | 19.00 | | | | | | | | |
| ADCOM REPORTING SERVICES | | 3.00 | | 3.00 | | | | | | |
| ADMINISTRATIVE COMPUTING | | 4.10 | | 4.10 | | 4.10 | | 4.10 | | 4.10 |
| ADMINISTRATIVE COMPUTING | | 2.00 | | | | | | | | |
| AIS-ADVANCE FACULTY | | | | | | (5.41) | | (5.41) | | |
| AIS-COMMITTEE ON HUMAN RESEARCH | | | | | | (1.75) | | (1.75) | | |
| APPLICATION SERVICES | | | | 19.00 | | 35.25 | | 35.25 | | |
| AS-DATA & REPORTING SERVICES | | | | | | (5.00) | | (5.00) | | |
| AS-MAINFRAME APPLICATIONS | | | | | | (2.00) | | (2.00) | | |
| AS-PAYROLL/PERSONNEL | | | | | | (5.00) | | (5.00) | | |
| AS-PEOPLESOFT-PS & P2P | | | | | | (18.95) | | (18.95) | | |
| AS-WEBLINKS | | | | | | (1.05) | | 0.45 | | 0.35 |
| CSS COMMUNICATIONS | | | | 0.35 | | 0.35 | | 0.35 | | 0.35 |
| CSS CUSTOMER SUPPORT SERVICES | | 8.25 | | 8.25 | | 15.50 | | 15.50 | | 15.50 |
| CSS DESKTOP & LAN SUPPORT | | 17.00 | | 17.00 | | 17.00 | | 17.00 | | 17.00 |
| CSS REMEDY SERVICE | | | | 3.45 | | 3.45 | | 3.45 | | 3.45 |
| CSS SUPPORT SERVICE DESK | | 16.50 | | 16.50 | | 16.50 | | 16.50 | | 16.50 |
| CSS-CUST SPRT-SVC DSK-COMMUNICATION | | | | | | (1.00) | | (1.00) | | |
| EIS ADMINISTRATION | | | | 0.05 | | (3.95) | | (3.95) | | |
| EIS ENTERPRISE INFRASTRUCTURE | | | | 3.45 | | 5.80 | | 5.80 | | 5.80 |
| EIS POLICIES/PROGRAMS | | | | | | (0.70) | | (0.70) | | |
| EIS-POLICY/DEV & COMPLIANCE E-DSCVY | | | | | | 61.85 | | 61.85 | | 61.85 |
| ENS DATA | | 32.40 | | 32.40 | | 3.40 | | 3.40 | | 3.40 |
| ENS DIRECT SERVICES | | 3.40 | | 3.40 | | 4.80 | | 4.80 | | 4.80 |
| ENS VOICE | | 8.65 | | 4.80 | | 0.10 | | 0.10 | | 0.05 |
| GENERAL OAAIS SUPPORT (CIO SUPPORT) | | | | | | 7.00 | | 7.00 | | |
| INCIDENT RESPONSE AND ANALYSIS | | | | 10.00 | | | | | | |
| ITS DATA CENTER SERVICES | | 1.00 | | 1.00 | | 1.25 | | (3.75) | | |
| ITS INFORMATION SERVICES | | 7.00 | | 7.00 | | (3.70) | | 2.00 | | |
| ITS TECHNICAL SERVICES | | | | | | (4.50) | | (4.50) | | |
| ITS-IDENTITY/DIRECTORY/ACCESS SVCS | | | | | | 1.00 | | 1.00 | | |
| ITS-MAIL EXTRA STORAGE & BLACKBERRY | | | | | | 0.77 | | 0.78 | | 0.78 |
| ITS-SERVER SUPPORT | | | | | | (2.55) | | (2.55) | | |
| ITS-VIRTUAL HOSTING | | | | | | (2.67) | | (2.67) | | |
| OAAIS-ARS-INTERGRATED DATA REPOSTRY | | | | | | 12.85 | | 12.85 | | 12.85 |
| OAAIS-ARS-SECURE DATA ENVIRONMENT | | | | | | | | | | |
| OAAIS-BRM FINANCIAL MGMT OVERALL | | | | | | | | | | |
| T&A SAAS SOLUTIONS | | | | | | | | | | |
| Total: | 0.00 | 148.60 | 0.00 | 146.60 | 0.00 | 130.74 | 0.00 | 151.95 | 0.00 | 125.13 |

Source: UCSF Budget & Resource Management

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School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

UCSF POLICE DEPARTMENT

- Chief of Police - Roskowski, Pamela
- Website - <http://police.ucsf.edu/>

Mission Statement

Our mission is to enhance the safety and quality of life at UCSF by working in partnership with the community to promote public safety and crime prevention through education and enforcement; to maintain public order while preserving the legal rights of all individuals; to provide effective, efficient and courteous service; and to reduce the impact of crime. This mission is accomplished through effective:

- Crime prevention and suppression.
- Victim support and assistance.
- Infrastructure protection.
- Community education and awareness.
- Emergency preparedness.
- Traffic Safety.

This mission embraces the Police Department's primary objective of maintaining a safe environment that is free of crime and disorder, enforcing the law in a fair and impartial manner, recognizing both statutory and judicial limitations of police authority and the constitutional rights of all persons.

Values

The principles upon which we base our policing are:

Service

We value the privilege to provide effective, efficient and equitable service. We respect the members of our community, the importance of a combined crime prevention alliance and the opportunity to provide a united policing effort.

Ethics

We value honesty and integrity, and will demonstrate these values in all of our actions.

Source: Police Department - 8/19/2010

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We are accountable for maintaining the public's trust with the highest ethical standards and adherence to department policy, as well as, local, state and federal law. As police officers **entrusted with the** authority to maintain the public peace, our values will not be compromised.

Professionalism

We value commitment, responsibility and clear direction. We achieve the essence of professionalism through teamwork, creativity and continual self-improvement.

Diversity

We value our differences and acknowledge that our unique backgrounds bring strength to our organization and community. We strive to reflect the community we serve and respect the skills, knowledge and abilities of one another.

Vision

The UCSF Police Department strives to provide a crime free and safe environment through strategic policing, integrity, respect, and strong community partnerships. We willingly accept this responsibility and hold ourselves accountable for its accomplishment.

From this vision statement, the Police Department adopted its crime prevention motto, "Together for a safe and crime free campus", which is used to promote community participation and commitment to the police-community partnership.

The UCSF Police Department has 47 sworn officers and 92 security and civilian staff working in one of five sub-divisions under the leadership of the Chief of Police/Director of Public Safety. The Department is organized as follows:

- Office of the Chief
- Field Services Division
- Investigation and Support Services Division
- Security Services Division
- Homeland Security and Emergency Management Division

The UCSF Police Department is a service-oriented organization charged with providing the very best public safety services to the campus community using a collaborative community-policing

Source: Police Department - 8/19/2010

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model and philosophy. Police patrol services are provided 24 hours-per day, everyday at all San Francisco and San Mateo County sites. All sworn officers have full police powers statewide, with primary jurisdiction on property owned, operated, or controlled by UCSF and are responsible for all related aspects of law enforcement services and criminal investigation. UCSF Police Officers are responsible for the detection and suppression of all criminal activities related to the UCSF campus in California.

Department Services & Organization

Office of the Chief

The Office of the Chief is responsible for the overall leadership, planning and delivery of public safety services to UCSF faculty, students, staff, affiliates, patients, vendors and neighbors. Additionally, Strategic and fiscal planning, policy development, labor relations, community relations, intergovernmental relations, and coordination with local, state and federal agencies and the UC Office of the President are among the responsibilities of the Office of the Chief.

The UCSF Chief of Police also serves as the University of California Coordinator of Police Services responsible for coordination and development of system-wide public safety planning and policy as well as leadership of the University of California Council of Police Chiefs representing the ten University of California Police Departments.

Field Services Division

The Field Services Division provides uniformed police patrol services 24 hours a day, every day. Police officers patrol by car, bicycle and on foot to maintain high profile, proactive and preventive public safety services. Services include responding to emergency calls, investigating crimes, enforcing criminal and vehicle codes, investigating traffic collisions, community policing, and managing security and safety for the many special events that occur on campus. Dignitary protection and support to the UC Office of the President and UC Regents are also responsibilities of this division.

Investigation and Support Services Division

The Investigation and Support Services Division includes the 911 Emergency Communications Center (ECC) plays a vital role in providing quality services to the Campus and law enforcement affiliates in the community and provides a full range of services including dispatching police, an-

Source: Police Department - 8/19/2010

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swering 911 calls originating from UCSF facilities, monitoring fire and intrusion alarms. The ECC is the focal point of all police field communication and links the University with other emergency public agencies.

The Investigations Unit conducts investigations on all reported major crimes. They also maintain investigative liaisons with other law enforcement agencies and develop crime analysis information to assist in effective patrol operations and to better inform the community of crime and public safety matters. The Investigations Unit manages a myriad of criminal cases each year ranging from sexual assault and robbery to embezzlement and fraud and participates as members of the UCSF and UCOP Threat Management Teams with responsibilities for risk assessment and threat mitigation.

The Crime Prevention Unit conducts the UCSF Police Department's public outreach through effective community crime prevention and crime analysis. It promotes and maintains safety awareness and community outreach programs, while also developing and coordinating a variety of activities designed to meet the safety needs of the entire campus community. Presentations and special workshops on all aspects of personal safety, prevention of workplace violence, rape/assault prevention and related law enforcement topics are scheduled on a regular basis for all campus members and at new employee and student orientations.

The Police Records Unit includes compliance with State law related to crime records, FBI and California Uniform Crime Reporting, and collection and analysis of crime data as required by the Jean Clery Act.

The Professional Standards Unit maintains the UCSF Police Department's accreditation by performing compliance reviews of all C.A.L.E.A. standards and is responsible for conducting internal affairs investigations, police recruiting, P.O.S.T. background investigations, and maintaining compliance with P.O.S.T. certification, training and administrative rule requirements.

IT Support, Property and Evidence Management, Fleet Management, and Administrative Support services are also responsibilities of this Division.

Security Services Division

The Security Services Division provides on-site security protection services at designated sites, manages the We ID Access Control Program, conducts site security surveys and new development plan review, coordinates approval of new security devices for installation by Facilities Management organization, manages the Live Scan Fingerprinting and Security Clearance process,

Source: Police Department - 8/19/2010

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provides notary services, coordinates special event security, and troubleshoots security issues on behalf of the UCSF enterprise.

Homeland Security and Emergency Management Division

The Homeland Security and Emergency Management Division exists to assist the campus community by implementing and coordinating programs and procedures for emergency planning, mitigation, unusual occurrence response and recovery; business continuity planning, emergency information dissemination, and training appropriate campus personnel in emergency response and recovery activities. Given the vulnerability of the Bay Area and the UCSF community to any number of catastrophic natural and man-made disasters, emergency planning is of vital importance and considered a priority by the Chancellor.

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**FY 2011-12 Headcount as of 4/1/12
POLICE**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 109 | 1 | | | 110 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
POLICE**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| POLICE ADMINISTRATION | 68.56 | 1.00 | 68.56 | 1.00 | 64.82 | 1.00 | 63.82 | 1.00 | 63.82 | 15.67 |
| POLICE-EMERGENCY PREPAREDNESS | 2.07 | 2.07 | 2.07 | 2.07 | 2.07 | 2.07 | 2.07 | 2.07 | 2.07 | 2.07 |
| SECURITY GUARD SERVICES | 0.00 | 71.63 | 0.00 | 71.63 | 0.00 | 67.89 | 0.00 | 66.89 | 0.00 | 17.74 |
| Total: | | | | | | | | | | |

Source: UCSF Budget & Resource Management

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PROGRAM MANAGEMENT OFFICE (PMO)

- Executive Director - Fellouris, Mara

The PMO was created in 2003 to build campus capacity and excellence in improving administrative and business systems and procedures. PMO functions include administrative improvements strategic and tactical planning; and campus-wide project implementations in business process redesign, organizational restructuring and deployment of technology. Collaborating with functional owners and stakeholders campus-wide, PMO teams enhance business value in administrative operations by leveraging technology and streamlining business processes in order to provide quality customer service, contain and reduce administrative costs, and improve stewardship. Key PMO functions include:

- Business planning/value proposition
- Business process and organization redesign
- Campus wide implementation of new systems, procedures, and/or restructured organizations
- Change management

The PMO has completed a large range of software application projects supporting financial, research, payroll and human resources administration, with several implementations currently underway. In addition, the PMO is supporting the implementation of UCSF's Operational Excellence program which is comprised of process, organizational consolidation and technology improvements in Human Resources and Academic Personnel, PreAward, and Finance.

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

FY 2011-12 Headcount as of 4/1/12
PROGRAM MANAGEMENT OFFICE (PMO)

| Staff | | Academic | | Grand Total |
|-----------|-----------|-----------|-----------|-------------|
| Full Time | Part Time | Full Time | Part Time | |
| 10 | 2 | | | 12 |

Source: UCSF Human Resources

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

REAL ESTATE SERVICES

- Director - Morales, Esther E.
- Website - <http://realestate.ucsf.edu/whatwedo.html>

Real Estate Services is a unit within the Senior Vice Chancellor's office, Finance and Administrative Services, and is responsible for all Campus and Medical Center real estate activities. The Unit negotiates and contracts for real estate transactions to meet Campus and Medical Center space needs, primarily involving space acquisitions through leasing or purchase. The unit also provides project planning and development, tenant improvement project management, property management, facilities management, administration, and accounting for tenant improvements, leases, licenses, easements, memorandums of understanding, and others related to facilities use. Real Estate Services staff represents the Campus in negotiations with developers and building owners for real estate projects. The Unit currently manages over 1.2 million sq. ft. at an annual rent of approximately \$30 million, and directs development of projects costing up to \$200 million.

Areas of Responsibility

- Third party campus real estate development.
- Real Estate transactions.
- Real Estate feasibility studies.
- Space Planning and Programming.
- UCSF Foundation Real Estate Committee.
- Due diligence real estate analysis and physical compliance.
- Tenant improvements, project management.
- Furniture, IT, equipment and relocation.

Services Provided to UCSF

- Real Estate Services, including Tenant and Landlord representation and negotiations, market surveys, site evaluation and selection.
- Real Estate Asset Management Services, including lease and contract management and administration (lease database, contracts, reports, accounting, property tax filing, audits, options, terminations, renewals, contract compliance).

Source: Real Estate Services, 10/9/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

- Project Management Services, including negotiations for lease space alterations, selection of architects and contractors, tenant improvement construction management, and contract compliance for cost allocations between tenant and landlord.
- Property Management Services, including landlord tenant liaison and relocation assistance to leased space.
- Facilities Management for leased spaces for clinical, wet lab research and office premises.

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Dept. Profiles - Senior Vice Chancellor Finance and Administration

**FY 2011-12 Headcount as of 4/1/12
REAL ESTATE SERVICES**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 12 | | | | 12 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
REAL ESTATE SERVICES**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| REAL ESTATE/CONTRACT SVCS | 5.67 | | 5.67 | | 5.67 | | 5.67 | | 5.67 | |
| Total: | 0.00 | 5.67 | 0.00 | 5.67 | 0.00 | 5.67 | 0.00 | 5.67 | 0.00 | 5.67 |

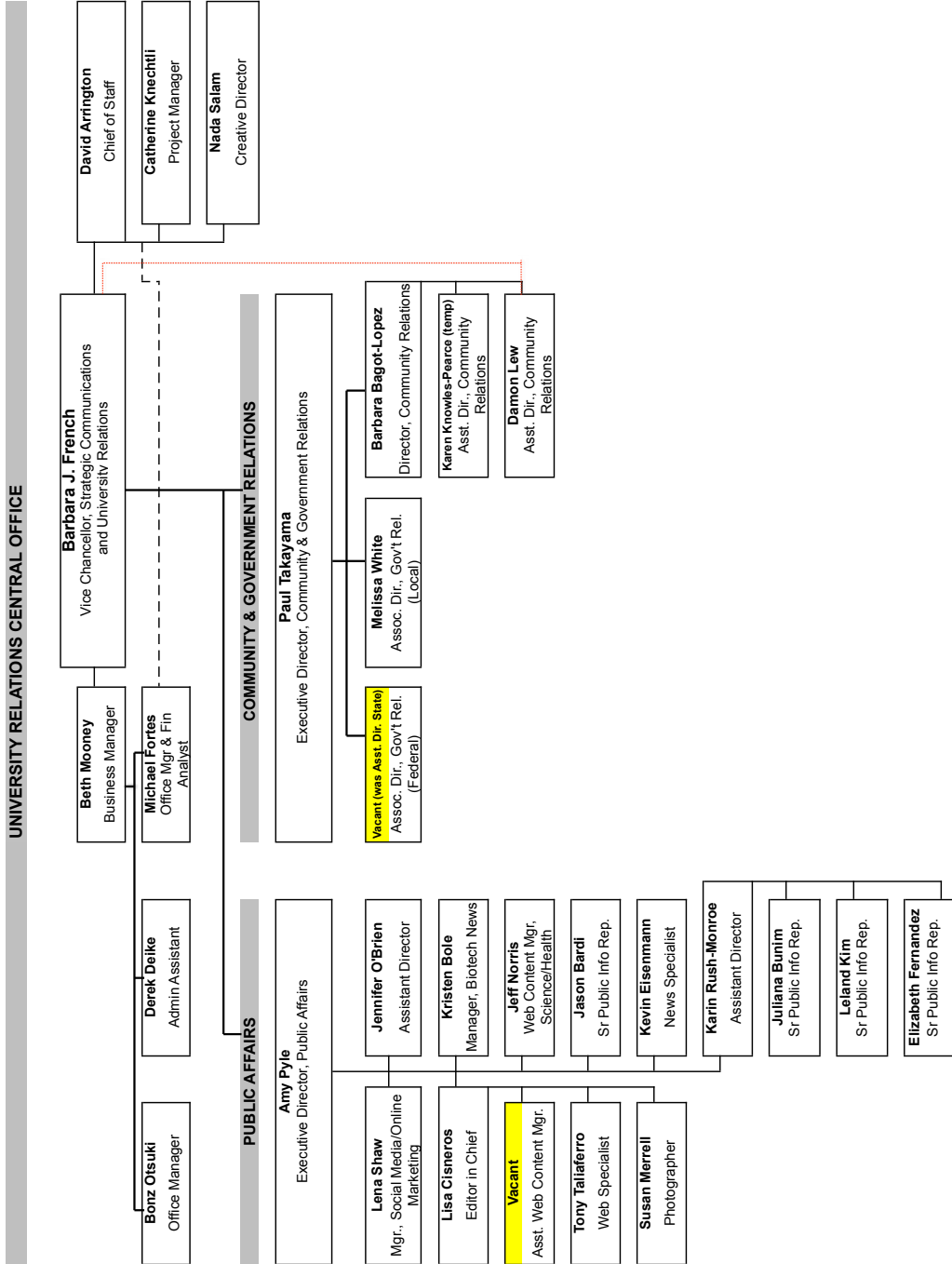
Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Vice Chancellor
Strategic Communications and University Relations**

**VICE CHANCELLOR STRATEGIC COMMUNICATIONS
& UNIVERSITY RELATIONS**

University of California, San Francisco Institutional Profile - FY 2011-12 School/Department Profiles - Vice Chancellor Strategic Communications and University Relations

UCSF UNIVERSITY RELATIONS -- ORGANIZATIONAL CHART (May 2012)



University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Vice Chancellor
Strategic Communications and University Relations

STRATEGIC COMMUNICATIONS & UNIVERSITY RELATIONS

- Vice Chancellor - French, Barbara J.

University Relations includes the following organizations:

- Community and Government Relations
- News Services
- UCSF Strategic Communications
- Web & Digital Communications and Marketing

The UCSF University Relations unit is positioned at the center of university life. Its purpose is to:

- promote, project, and explain UCSF to internal and external audiences;
- inform the public, government officials, and the scientific and medical communities nationally and locally of UCSF's excellence in patient care, research and education;
- inform the public about the issues confronting the campus; and to help create a favorable atmosphere as the campus seeks support from the public and private sectors.

It does so with teams who specialize in web and digital communications, internal communications, media relations, marketing, and community and government relations.

UCSF News Services

UCSF News Services is the news, public information and media relations office for the UCSF campus, UCSF Medical Center, UCSF Benioff Children's Hospital, and Langley Porter Psychiatric Hospital.

Under UC policy, UCSF has a responsibility as a public institution to share its knowledge and expertise and to cooperate with the news media. News Services oversees this responsibility.

The mission of News Services is to present news accurately about UCSF clinical, research, educational and community outreach programs with the public via the media, and to work with the news media to achieve fair and accurate reporting about UCSF. This includes identifying and promoting to the media stories that best illustrate UCSF's excellence in patient care, research and education. It also includes writing and distributing news releases, placing opinion editorials, providing information and responding to inquiries from journalists, identifying faculty experts for media interviews, training faculty and staff experts for media interviews, and maintaining communication with journalists at the local, regional, national, and international level.

Source: Strategic Communications & University Relations, 8/24/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Vice Chancellor
Strategic Communications and University Relations

News Services follows the media guide of the California Healthcare Association.

The News Services office is accessible 24 hours per day, weekends and holidays by calling 415/476-2557. After regular business hours (8 a.m.-5 p.m.), a news staff person is on call and available to handle inquiries and other situations that involve communication to the media and the public.

Web and Digital Communications and Marketing

The Web Communications unit is responsible for utilizing web and digital communications tools to inform internal and external audiences about news and events that have a campus-wide impact or that illustrate UCSF's excellence in patient care, research and education. The unit is responsible for updating and maintaining UCSF's homepage (www.ucsf.edu) as well as other campus-wide web sites, including UCSF Today, an online resource for campus wide news (see <http://today.ucsf.edu>).

The Web Communications unit also supports campus leadership on communicating issues of campus-wide concern. It oversees communications for the broad campus community, covering news, issues and events specifically targeted for faculty, staff, students and trainees.

UCSF BRANDING

University Relations has responsibility for managing UCSF's brand, including the use of the UCSF name and logo, as well as the usage of the advancing health worldwide tagline. Information on UCSF's identity guidelines can be found at: <http://identity.ucsf.edu/>.

Community and Government Relations

Community and Government Relations (CGR) is charged with overseeing and directing UCSF's interactions with our neighbors, community groups and government officials. The staff of CGR is committed to fostering a spirit of honest communication, mutual understanding and creative collaboration with the people whose neighborhoods and concerns we share. Information can be found at the CGR web site, <http://ucsfgr.ucsf.edu/about.html>.

UCSF Community & Government Relations works with our neighbors, community-based organizations, and government officials to develop creative, mutually beneficial solutions that address the inherently complex relationship between UCSF and our wonderfully diverse city.

Source: Strategic Communications & University Relations, 8/24/2011

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Vice Chancellor
Strategic Communications and University Relations**

The mission of Community Relations is to form partnerships and communicate campus plans and activities in a proactive and forthright manner to neighbors and neighborhood organizations, as well as to present community feedback to campus decision makers. The mission of Government Relations is to assist the University in obtaining adequate public funding and to advocate for public policy that supports the University's teaching, patient care, research, and public service programs.

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - Vice Chancellor
 Strategic Communications and University Relations**

**FY 2011-12 Headcount as of 4/1/12
 STRATEGIC COMMUNICATIONS AND
 UNIVERSITY RELATIONS**

| Full Time | Staff | | Academic | | Grand Total |
|-----------|-----------|-----------|-----------|-----------|-------------|
| | Part Time | Full Time | Part Time | Full Time | |
| 27 | | | | | 27 |

**Permanently Budgeted FTEs
 STRATEGIC COMMUNICATIONS AND UNIVERSITY RELATIONS**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|--------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| CAMPUS TOURS | | -0.25 | | -0.25 | | -0.25 | | -0.25 | | -0.25 |
| CENTER FOR GENDER EQUITY | | 3.00 | | 3.00 | | 3.00 | | 3.00 | | 3.00 |
| COMMUNICATION MATERIALS | | 4.95 | | 5.70 | | 5.70 | | 5.70 | | 5.70 |
| COMMUNITY RELATIONS | | 8.10 | | 8.10 | | 8.10 | | 8.35 | | 1.35 |
| GLBTI PROGRAMS | | 1.00 | | 1.00 | | 1.00 | | 1.00 | | 1.00 |
| INTERNAL COMMUNICATIONS | | | | 3.00 | | 3.00 | | 3.00 | | 3.00 |
| NEWS SERVICE DEPARTMENT | | 13.85 | | 14.85 | | 14.85 | | 13.50 | | 4.50 |
| PUBLIC AFFAIRS ADMINISTRATION | | 5.05 | | 6.05 | | 7.85 | | 0.65 | | 0.65 |
| PUBLICATION OFFICE | | 9.40 | | 5.75 | | 3.95 | | 7.00 | | 7.00 |
| UNIVERSITY RELATIONS | | | | 2.00 | | 2.00 | | 10.00 | | 10.00 |
| VC-UJAP UNIVERSITY RELATIONS | | | | | | | | 0.00 | | 0.00 |
| WEB COMMUNICATIONS | | | | | | | | 39.25 | | 39.25 |
| Total: | 0.00 | 47.10 | 0.00 | 49.20 | 0.00 | 49.20 | 0.00 | 49.20 | 0.00 | 49.20 |
| | | | | | | | | | | (1.00) |
| | | | | | | | | | | 5.25 |

Source: UCSF Budget & Resource Management

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles

SCHOOL/DEPARTMENT PROFILES

This section contains profiles for each School, Department, and ORU based on information obtained from the following sources:

- Control Point/ORU web sites
- Department web sites
- UCSF Strategic Planning - Strategic Planning Environmental Assessment (prepared by consulting firm AMC Strategies)
- Contracts & Grants Year-End Summaries
- NIH rankings
- Sponsored Project Expenditures and Indirect Cost Recovery (Big Sheets)
- UCSF Financial Schedules
- Ad Hoc/Data Warehouse queries
- Permanent Budget queries
- Employee Database (EDB) queries run by Human Resources to calculate headcount as of April 1, 2012 based on the following criteria:
 - Employee Status = Active
 - Current Appointment and Distribution
 - Appt Type = Career or Academic
 - Academics With Salary

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

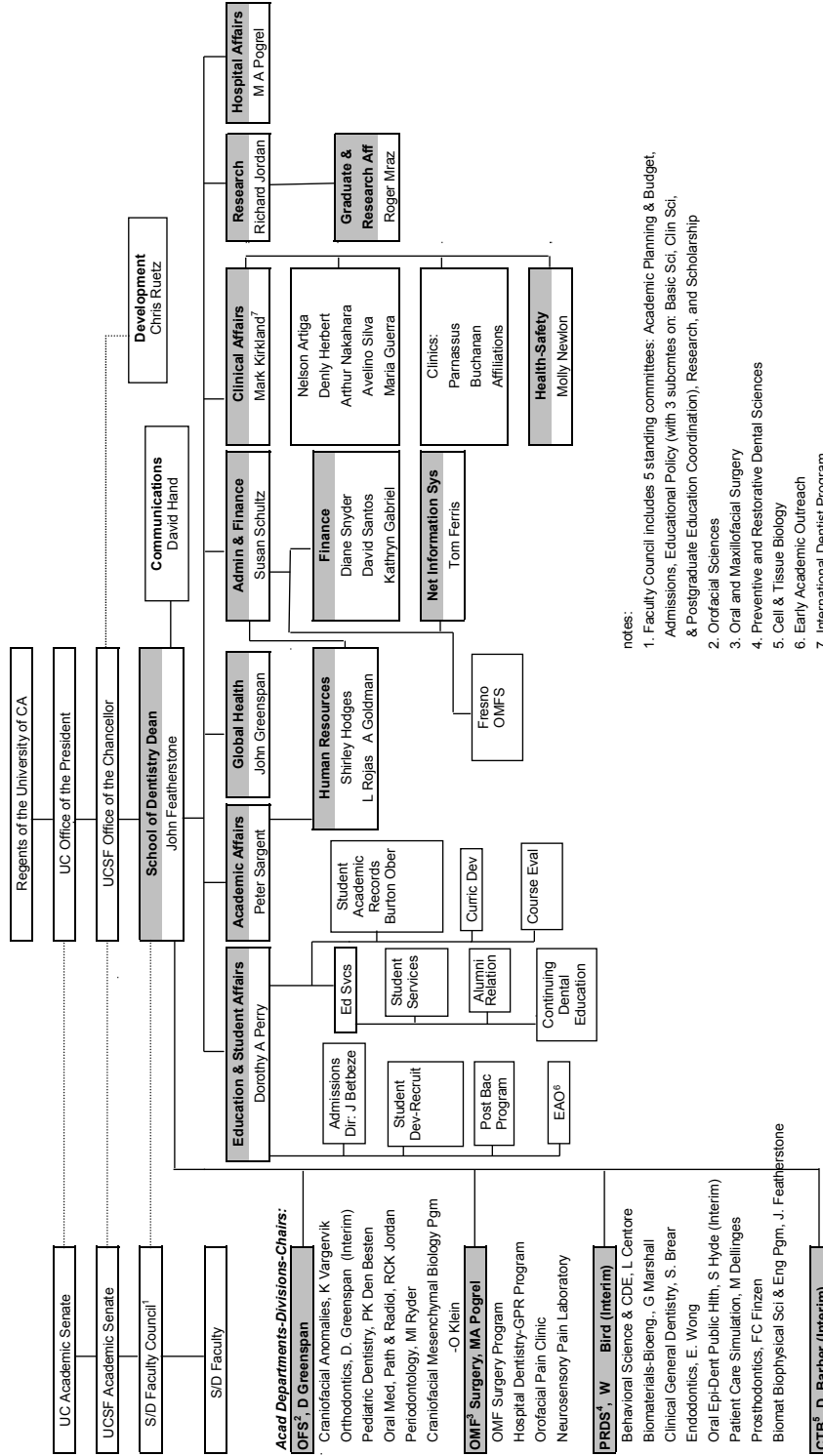
SCHOOL OF DENTISTRY

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| Oral and Maxillofacial Surgery | 488 |
| Orofacial Sciences | 494 |
| Preventive and Restorative Dental Sciences | 499 |

University of California, San Francisco Institutional Profile - FY 2011-12 School/Department Profiles - School of Dentistry

ACADEMIC & ADMINISTRATIVE ORGANIZATION CHART, UCSF SCHOOL OF DENTISTRY



- notes:
1. Faculty Council includes 5 standing committees: Academic Planning & Budget, Admissions, Educational Policy (with 3 subcommittees on: Basic Sci, Clin Sci, & Postgraduate Education Coordination), Research, and Scholarship
 2. Orofacial Sciences
 3. Oral and Maxillofacial Surgery
 4. Preventive and Restorative Dental Sciences
 5. Cell & Tissue Biology
 6. Early Academic Outreach
 7. International Dentist Program

Rev: 6 Jun 11

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry

SCHOOL OF DENTISTRY

School Leadership

John D. B. Featherstone, MSc, PhD
Dean

John Featherstone, MSc, PhD, is Professor of Preventive and Restorative Dental Sciences at the University of California, San Francisco (UCSF) and Dean of the School of Dentistry. He earned his MSc. in physical chemistry from the University of Manchester (UK) and a Ph.D. in chemistry from the University of Wellington (New Zealand). His research over the past 35 years has covered several aspects of cariology (study of tooth decay) including fluoride mechanisms of action, caries risk assessment, de- and remineralization of the teeth, apatite chemistry, salivary dysfunction, caries (tooth decay) prevention, and laser effects on dental hard tissues with emphasis on caries prevention and early caries removal. He is currently active in implementing caries management by risk assessment in several dental schools across the nation.

He has won numerous national and international awards, including the International Association for Dental Research distinguished scientist award for research in dental caries (2000), the Zsolnai Prize from the European Caries Research Organization (2002) for his lifelong contributions to caries research, the “Ericsson Prize in Preventive Dentistry” by the Swedish Patent Fund (2002) and the Norton Ross Award for excellence in clinical research from the American Dental Association (2007). He has published over 220 manuscripts and book chapters.

Susan Schultz, MBA
Associate Dean, Administration and Finance

Richard Jordan, DDS, PhD, FRCPath
Associate Dean for Research

Peter Sargent, PhD
Associate Dean for Academic Affairs

Dorothy A. Perry, RDH, PhD, MS
Associate Dean for Education and Admissions

Mark Kirkland, DDS
Associate Dean for Clinical Affairs
Director, International Dentist Program

Source: School of Dentistry website, 5/10/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry

M. Anthony Pogrel, DDS, MD
Associate Dean for Hospital Affairs

Nelson Artiga-Diaz, DDS, MPH
Assistant Dean for Community Clinics

Mission Statement/Overview

The UCSF School of Dentistry seeks to improve public health through excellence in teaching, research, patient care, and public service in the dental and craniofacial sciences. We foster an inspired environment where individuals identify themselves as scholars and realize their scholarship through service as clinicians, educators, and scientists.

The School of Dentistry has a long and distinguished history as an institution dedicated to dental education. Established in 1881, it was the first dental institution to be founded west of the Mississippi River. Today, the UCSF School of Dentistry provides the opportunity for dental students to become outstanding clinicians, scientists, educators, and leaders for a new generation of professionals. It is one of two dental schools in the UC system and one of six in California.

Departments

Cell and Tissue Biology (CTB), Peter Sargent, PhD, Interim Chair - The Department of Cell and Tissue Biology (CTB) at the UCSF School of Dentistry has active research programs in cell and developmental biology, tissue remodeling and repair, genesis and progression of head and neck cancers, and molecular pathogenesis. Investigators in this Department have developed several National Institutes of Health-supported centers and programs over the past decade. These include the Comprehensive Oral Health Research Center, which focuses on strategies for promoting tissue repair, the UCSF Oral Cancer Research Center, which is concerned with the genesis and progression of oral cancer, and, most recently, a project to catalogue the salivary proteome.

The Department of Cell and Tissue Biology is the administrative home for the new UCSF campus-wide Program in Craniofacial and Mesenchymal Biology (CMB). This Program focuses on basic and translational research related to cellular and morphogenetic processes underlying development. These include cell migration and proliferation, signaling mechanisms underlying formation of mesenchymal tissues, the role of epithelial-mesenchymal interactions in tissue formation, and the properties and differentiation potential of mesenchymal stem cells. These areas of focus provide strong opportunities for interaction with the UCSF Campus-wide Developmental & Stem Cell Biology Program, with research campus-wide in tissue engineering and biomaterials, and with the Craniofacial Anomalies Center in the School of Dentistry.

Source: School of Dentistry website, 5/10/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry

The Department is also one of the founders of the new UCSF campus-wide Program in Microbial Pathogenesis. Research within the department related to this area currently focuses on bacterial adherence mechanisms, oral candidiasis, and viral infections in the placenta and immune protection. The Department of Cell and Tissue Biology is collaborating with the departments of Preventive and Restorative Dental Sciences and of Orofacial Sciences in the School of Dentistry and the Microbial Pathogenesis Program to recruit in the important area of biofilms research.

The Department of Cell and Tissue Biology houses the UCSF Mouse Microarray Consortium. It is also affiliated with the newly established Mass Spectrometry Facility, within UCSF's Biomolecular Resource Center.

Faculty in Department of Cell and Tissue Biology teach in the Biomedical Sciences course sequence in the DDS pre-Doctoral program, with a focus on human anatomy and embryology, head and neck anatomy, histology and neuroscience. Cell and Tissue Biology faculty members also teach in a number of courses given by graduate programs, including the Biomedical Sciences Graduate Program and Oral and Craniofacial Sciences Graduate Program.

The Department of Cell and Tissue Biology is actively recruiting new faculty in the area of Developmental and Molecular Biology related to the CMB Program and in the Microbial Pathogenesis Program.

Oral and Maxillofacial Surgery (OMFS), M. Anthony Pogrel, DDS, MD, FACS, FRCS, Chair – The Department of Oral Maxillofacial Surgery (OMFS) teaches both theoretical and clinical courses in the predoctoral dental curriculum and offers instruction in medical emergencies in the dental hygiene and predoctoral dental programs.

Basic research in the department include investigations of the mechanisms of bone growth and replacement, the use of lasers and mechanisms of pain, and studies of treatment and outcomes of implant, orthognathic, TMJ, and reconstructive surgery.

The department provides clinical care in oral and maxillofacial surgery to ambulatory patients at the Dental Clinics Building, the postgraduate OMFS Clinic at Moffitt Hospital, and the oral and maxillofacial surgery clinic at San Francisco General Hospital. Treatment for hospitalized patients is provided at Moffitt/Long Hospital, San Francisco General Hospital, UCSF/Mount Zion, and Veterans Affairs Medical Center.

The department also provides elective courses in oral and maxillofacial surgery at San Francisco General Hospital and implant clerkships where students learn to assist with surgical procedures.

Source: School of Dentistry website, 5/10/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry

Other externships allow dental students to spend from two to six weeks at other dental schools around the country. The department's postgraduate residency program leads to certification in OMFS with an MD degree. A PhD is also offered to suitable applicants. Please write to the program director for specific information on postgraduate programs in oral and maxillofacial surgery

Orofacial Sciences (OFS), Deborah Greenspan, BDS, DSc, Chair - The Department of Orofacial Sciences is a new and exciting academic and clinical enterprise, the role of which is teaching and practicing the diagnosis and treatment of localized and systemic oral diseases and developmental conditions, and advancing knowledge about them. Several clinical disciplines comprise this Department including Craniofacial Anomalies, Oral Medicine, Oral Pathology, Oral Radiology, Orthodontics, Pediatric Dentistry and Periodontology. Cross-disciplinary clinical, teaching and research activities characterize this Department, which benefits from strong interactions within the Dental School, other campus Schools and the Medical Center. Educational activities are broad, providing both predoctoral and postdoctoral students alike with a strong basis of knowledge and clinical experience.

Research in the Department covers a broad spectrum of basic, translational and clinical sciences that complement the clinical activities of the Department. These include extramurally funded studies of oral mucosal and salivary gland diseases, including those common in people with HIV infection (conducted through the Oral AIDS Center), oral cancer, xerostomia, Sjögren's Syndrome (the Sjögren's International Collaborative Clinical Alliance), and new methods for diagnosing and treating periodontal diseases. In addition, clinical research studies assess the effect of orthodontic treatment on the form and function of the craniofacial complex, new approaches to imaging, the interrelationships of the neuromuscular systems on muscle function and bone growth, and seek to understand the variations in outcome of interdisciplinary treatment of patients with craniofacial anomalies. Studies of enamel and dentin formation are key to new initiatives for tissue engineering of tooth structures, as well as for understanding dental pathologies such as fluorosis and amelogenesis imperfecta.

Patient treatment services provide the highest level of patient care focusing on the latest and most effective treatment methods. The Oral Medicine Clinical Center (formerly known as the Stomatology Clinical Center) specializes in the diagnosis and treatment of oral soft tissue and salivary gland diseases and serves as the basis for predoctoral student education. The Oral Pathology Diagnostic Laboratory, one of the largest in Northern California, offers world-class tissue diagnostic services for dental and medical practitioners. Orthodontics provides state-of-the-art care for children and adults with dental malocclusions. Pediatric Dentistry provides primary and tertiary care for dental diseases and prevention for infants and children. Periodontology focuses on the diagnosis and management of the various periodontal conditions and provides treatment

Source: School of Dentistry website, 5/10/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry

with osseo-integrated implants. The Center for Craniofacial Anomalies provides multidisciplinary consultation and comprehensive treatment of children with various birth defects.

Postgraduate programs in Orthodontics, Pediatric Dentistry, Periodontology and Oral Medicine complete the department's instructional activities. Most students in these training programs are concurrently enrolled in an MS degree program in Oral and Craniofacial Sciences. Additional training leading to the PhD in Oral and Craniofacial Sciences is also available.

Preventive and Restorative Dental Sciences (PRDS), William Bird, DDS, DrPH, Interim Chair – The Department of Preventive and Restorative Dental Sciences conducts multidisciplinary instruction, research, and patient care programs through its seven divisions: behavioral sciences, professionalism and ethics, biomaterials science and bioengineering, general dentistry, endodontics, oral epidemiology and dental public health, and prosthodontics. Preclinical and clinical educational programs operate within the laboratories and clinics of the dental facilities on campus and through the school's satellite facilities, including the community clinics at San Francisco General Hospital and Buchanan Street. The postprofessional specialty clinic in graduate prosthodontics is located on campus.

In the predoctoral dental curriculum, the divisions of behavioral science, professionalism and ethics and oral epidemiology & dental public health teach a stream of courses called "Successful Dental Practice" spread throughout the four-year curriculum. This core curriculum includes clinical care and current issues in dentistry, behavioral sciences, ethics, quality assurance, and practice management.

The educational goals of the Successful Dental Practice program include developing 1) behavioral management and communications skills, 2) ethical dentist-patient relations, 3) sensitivity and social skills, 4) practice management skills, and 5) the ability to cultivate self-reflections and well-being. The program integrates several disciplines including basic, clinical, and behavioral sciences under a common mission to introduce a more participatory educational format.

Research in the department spans the spectrum from basic to translational to clinical research. Areas of emphasis include the application of the analytical techniques of materials science to the characterization of dental hard tissues and restorative materials; characterization and testing of dental materials; the effects of restorative procedures on the dental pulp; basic research into that organ's biology; psychological aspects of temporomandibular joint disorders; preventive, diagnostic, and therapeutic laser applications in dentistry; caries risk assessment; and caries prevention and management.

Research in oral epidemiology, public health, and behavioral science includes a spectrum of

Source: School of Dentistry website, 5/10/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry

ongoing projects on the epidemiology of oral diseases and the delivery of dental care. Faculty in the department have ongoing studies in patient and population-based research, including clinical trials and other types of clinical research. One epidemiologic study is examining how dental diseases run in families. A series of studies in the behavioral sciences is investigating the effect of dentists' attitudes toward domestic violence and health care professionals' barriers to providing preventive care in a managed care environment. Ongoing studies also include the research into the use of smokeless tobacco products by professional baseball players, and developing the development of community-based tobacco prevention and cessation interventions. Faculty are working with dental insurers to develop new, nonsurgical approaches and insurance products that will emphasize preventive measures to prevent, treat, and manage dental caries that will emphasize preventive measures and nonsurgical procedures.

The department offers a three-year residency program in prosthodontics. In addition, the department offers postgraduate education in dental public health and epidemiology, in conjunction with the School of Public Health at UC Berkeley as part of the Dentist Scientist Award Program for dentists interested in combining specialty training with a PhD in epidemiology. An accredited dental residency program in dental public health is also available for dentists who are interested in specializing in dental public health..

About the School

Dental Education and Training Programs:

- The School of Dentistry admits 80 students per year into a four-year curriculum leading to the DDS degree. Of the 2005-2006 entering class, 64% of DDS students are women.
- For 2006, there were more than 19 applicants for each position in the DDS program. The mean GPA of entering dental students was 3.46 on a 4.00 scale.
- For 2005-06, the School admitted 24 students into the two-year International Dentist Program (IDP). IDP students are qualified graduates of foreign dental programs who come to the U.S. to earn a DDS degree.
- The School offers postgraduate programs in several dental specialty areas: dental public health, endodontics, oral and maxillofacial surgery, orthodontics, pediatric dentistry, periodontology, prosthodontics, and a general practice residency.
- From the American Dental Association's 2002/03 Survey of PreDoctoral Education:
 - * Tuition and fees to attend the School of Dentistry are affordable; it ranks 41st among the 54 U.S. dental schools.
 - * UCSF School of Dentistry ranks second in total expenditure per student

Source: School of Dentistry website, 5/10/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry

(\$137,403 per student per year).

- * The School ranks first in funds received for sponsored education, research and training programs.
- A large proportion of underrepresented minority students choose UCSF. In 2002-03, the School enrolled 36% of all Hispanic dental students attending one of the five California dental schools.
- The School of Dentistry created, and continues to operate, the first postbaccalaureate program exclusively for applicants to dental schools in the United States, admitting 15 students per year. The one-year program targets disadvantaged students who have failed to gain admission to a U.S. dental school. In the seven years of the program's existence, 99% of postbaccalaureate students gained admission to dental school.
- The School is committed to training the next generation of dental scholars and faculty members. It offers PhD and Master's degree programs in Oral and Craniofacial Sciences, a combined DDS-PhD program, and a combined PhD-dental specialty training program. Other graduate programs include Craniofacial and Mesenchymal Biology and Bioengineering, and a new DDS/MBA program.

Patient Care Services and Revenue:

- The School of Dentistry operates 14 clinics at three sites, and provides more than 120,000 patient visits per year. Comprehensive dental care services are provided, including complex oral and maxillofacial surgery, and care for special-needs patients.
- Clinical income amounts to approximately \$14 million per year.
- Clinical productivity of UCSF DDS students is among the highest of all 56 U.S. dental schools (according to student-generated clinical income, adjusted according to cost-of-living differences between different parts of the country).
- UCSF School of Dentistry is the single largest Denti-Cal provider in the state of California. Over the last three years, 35-40% of all Denti-Cal treatments provided by California's five dental schools were performed at UCSF.
- Fees in our student clinics are competitive, ranging from 50-75% of that of private practices. The School serves a large proportion of people on fixed incomes, public assistance recipients, and the working poor.
- Faculty and students staff a dental clinic for the homeless that provides both screening for dental disease and dental treatment at no cost to the patient.
- The School of Dentistry's Center for Craniofacial Anomalies is responsible for the complete management of patients with cleft lip and palate, and other complex craniofacial

Source: School of Dentistry website, 5/10/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry

birth defects. The Craniofacial Clinic provides services in clinical social work, nursing, orthodontics, oral/maxillofacial surgery, plastic/reconstructive surgery and speech pathology.

Research Activities:

The UCSF School of Dentistry is the preeminent dental research enterprise in the world. Each year since 1992 it has ranked first among all US dental schools in research funding from the National Institutes of Health. The School of Dentistry's research program is exemplified by the school's Research Center in Oral Biology, its Oral Cancer Research Center (OCRC), and its Oral AIDS Center. A pioneer in AIDS research, the school recently celebrated its 20th anniversary as the repository of the San Francisco AIDS Specimen Bank. It is the administrative home of the Center for the Health Professions. The school's NIH-funded Center to Address Disparities in Children's Oral Health (CAN DO) is one of only five such centers in the US and the only one in California. UCSF's multidisciplinary Center for Craniofacial Anomalies is housed within and administered by the School of Dentistry's Department of Growth and Development as is the School's new Center for Craniofacial and Mesenchymal Biology.

The School is committed to promoting broadly-based research programs with the goal of improving methods for understanding, preventing, treating, and curing oral and craniofacial facial diseases and disorders. Thus, the goals for our research program include:

- Maintaining our status as one of the top ranked dental schools with regard to extramural research grant support.
- Expanding our research infrastructure by increasing research laboratory space-taking advantage of the campus's overall Mission Bay expansion project.
- Fostering within the School at least two pinnacles of excellence - defined as interdisciplinary research programs which are collaborative with the Schools of Medicine, Pharmacy, and/or Nursing but which are housed within the School of Dentistry and to which the rest of the campus looks as the definitive UCSF authority for that subject area.
- More fully integrating the School's basic research scientists into the broader life of the School of Dentistry - particularly in their interaction with the predoctoral D.D.S. program and, correspondingly, more fully integrating clinician faculty members into the richness of the intellectual and scientific life of the School and campus.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

**Financial Schedule 8E - FY 2011-12
Current Fund Expenditures by Source
SCHOOL OF DENTISTRY
(Dollars in Thousands)**

| | <u>Total</u> |
|---|------------------------|
| General Funds | \$12,294 |
| Tuition and Fees | \$9,825 |
| Federal Government Grants | \$10,325 |
| Federal Government Contracts | \$2,596 |
| Special State Appropriations & Contracts | \$598 |
| Local Government | \$454 |
| Private Gifts, Grants and Contracts | \$8,505 |
| Endowment Income | \$1,126 |
| Sales & Services Educational Activities | \$21,652 |
| Sales & Services of Auxiliary | \$0 |
| Sales & Services Medical Centers | \$0 |
| Other Sources | \$3,970 |
| Reserves | <u>\$86</u> |
| Total | <u><u>\$71,431</u></u> |

Source: UCSF Controller's Office - 9/26/2012

Source: UCSF Financial Schedules

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

**SCHEDULE 8C - FY 2011-12
CURRENT FUNDS EXPENDITURES BY DEPARTMENT
(Dollars in Thousands)**

| | Current Funds | | | | | | Distribution | |
|--|---------------|---------------|---------------|---------------|--------------------|--------------------|-----------------|--|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | | |
| SCHOOL OF DENTISTRY | | | | | | | | |
| INSTRUCTION | | | | | | | | |
| Educational services | \$ 4,808 | \$ 0 | \$ 4,736 | \$ 72 | \$ 1,953 | \$ 2,855 | \$ 0 | |
| Cell and tissue biology | 2,344 | 1,475 | 610 | 259 | 1,547 | 798 | - | |
| Oral and maxillofacial surgery | 2,048 | 934 | 1,001 | 114 | 1,326 | 722 | - | |
| Orofacial sciences | 6,494 | 2,947 | 3,056 | 490 | 4,563 | 1,931 | - | |
| Preventive and restorative dental sciences | 10,490 | 4,882 | 5,318 | 290 | 7,813 | 2,677 | - | |
| Inter-school services | - | - | - | - | - | - | - | |
| Total | 26,184 | 10,239 | 14,721 | 1,225 | 17,202 | 8,983 | 0 | |
| RESEARCH | | | | | | | | |
| Dentistry | 16,207 | 48 | 475 | 15,685 | 8,245 | 7,962 | 0 | |
| PUBLIC SERVICE | | | | | | | | |
| Dental public services | 5,588 | - | 369 | 5,218 | 1,915 | 3,673 | - | |
| ACADEMIC SUPPORT | | | | | | | | |
| Dean's office | 11,653 | 2,002 | 9,039 | 611 | 6,179 | 6,090 | 616 | |
| Dentistry clinic | 11,800 | 5 | 11,558 | 236 | 4,721 | 7,079 | - | |
| Total | 23,453 | 2,007 | 20,598 | 848 | 10,900 | 13,169 | 616 | |
| Total School of Dentistry | 71,432 | 12,294 | 36,163 | 22,975 | 38,261 | 33,787 | 616 | |

Source: UCSF Controller's Office - 12/5/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

Source: UCSF Office of Sponsored Research
Date: 02/08/2013 – FINAL RESULTS

**UNIVERSITY OF CALIFORNIA, SAN FRANCISCO
EXTRAMURAL AWARDS BY TYPE
07/01/2011 – 06/30/2012 (All Awards)
SCHOOL OF DENTISTRY**

| | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
|---------------------------------------|----------------------|----------------------|---------------------|-----------|-----------|
| FEDERAL SOURCES | | | | | |
| NIH Grants | 16,159,050.00 | 11,179,006.00 | 4,980,044.00 | 36 | 49 |
| Other DHHS Grants | 8,400.00 | 8,400.00 | 0.00 | 1 | 1 |
| NSF Grants | 250,000.00 | 161,812.00 | 88,188.00 | 1 | 1 |
| Other Federal Grants | 0.00 | 0.00 | 0.00 | 0 | 0 |
| NIH Contracts | 4,402,605.00 | 3,576,495.00 | 826,110.00 | 1 | 4 |
| Other DHHS Contracts | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Other Federal Contracts | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Subcontracts (excluding SBIR/STTR) | 664,799.00 | 492,132.00 | 172,667.00 | 6 | 7 |
| Subcontracts(SBIR/STTR) | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Fellowships(All Federal Sources) | 280,182.00 | 280,182.00 | 0.00 | 7 | 13 |
| Subtotal, Federal Sources | 21,765,036.00 | 15,698,027.00 | 6,067,009.00 | 52 | 75 |
| OTHER PUBLIC SOURCES | | | | | |
| City/County of San Francisco | 73,046.00 | 67,014.00 | 6,032.00 | 1 | 5 |
| Other Bay Area Public Agencies | 0.00 | 0.00 | 0.00 | 0 | 0 |
| California Dept Health Care Services | 140,000.00 | 127,273.00 | 12,727.00 | 1 | 3 |
| Other California Public Agencies | 677,745.19 | 456,975.35 | 220,769.84 | 3 | 10 |
| Other Public Agencies | 0.00 | 0.00 | 0.00 | 0 | 0 |
| UC Programs(except IUCRP) | 200,000.00 | 200,000.00 | 0.00 | 3 | 3 |
| UC Discovery portion of IUCRP | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Subcontracts(all above prime sources) | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Fellowships(all above sources) | 58,320.00 | 58,320.00 | 0.00 | 1 | 2 |
| Subtotal, Other Public Sources | 1,149,111.19 | 909,582.35 | 239,528.84 | 9 | 23 |
| Subtotal, Public Sources | 22,914,147.19 | 16,607,609.35 | 6,306,537.84 | 61 | 98 |

Note: Awards are selected for inclusion based on the budget period start date.
Results include modifications, corrections, and after-the-fact actions processed through 5:00 pm 02/08/2013.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

Source: UCSF Office of Sponsored Research
Date: 02/08/2013 – FINAL RESULTS

**UNIVERSITY OF CALIFORNIA, SAN FRANCISCO
EXTRAMURAL AWARDS BY TYPE
07/01/2011 – 06/30/2012 (All Awards)
SCHOOL OF DENTISTRY**

| PRIVATE NON-PROFIT SOURCES | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
|--|----------------------|----------------------|---------------------|------------|------------|
| Grants | 5,304,428.00 | 4,723,089.00 | 581,339.00 | 19 | 32 |
| Contracts | 139,640.00 | 129,700.00 | 9,940.00 | 2 | 2 |
| Subcontracts | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Fellowships | 87,256.00 | 87,256.00 | 0.00 | 3 | 5 |
| Subtotal, Private, Non-Profit Sources | 5,531,324.00 | 4,940,045.00 | 591,279.00 | 24 | 39 |
| PRIVATE FOR-PROFIT SOURCES | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
| Grants | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Contracts | 314,522.00 | 239,718.78 | 74,803.22 | 4 | 6 |
| Subcontracts | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Fellowships | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Subtotal, Private, For-Profit Sources | 314,522.00 | 239,718.78 | 74,803.22 | 4 | 6 |
| Subtotal, Private Sources | 5,845,846.00 | 5,179,763.78 | 666,082.22 | 28 | 45 |
| Miscellaneous Agreement Types | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
| Advance Awards | 0.00 | 0.00 | 0.00 | 2 | 2 |
| Extensions | 0.00 | 0.00 | 0.00 | 21 | 23 |
| MTAs(Incoming),URCs | 0.00 | 0.00 | 0.00 | 7 | 7 |
| OTHER agreements | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Subtotal, Misc Agreement Types | 0.00 | 0.00 | 0.00 | 30 | 32 |
| CUMULATIVE TOTAL | 28,759,993.19 | 21,787,373.13 | 6,972,620.06 | 119 | 175 |

Note: Awards are selected for inclusion based on the budget period start date.
Results include modifications, corrections, and after-the-fact actions processed through 5:00 pm 02/08/2013.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

**FY 2011-12 Headcount as of 4/1/12
SCHOOL OF DENTISTRY**

| Department | Staff | | Academic | | Grand Total |
|-------------------------------|------------|-----------|------------|------------|-------------|
| | FT | PT | FT | PT | |
| DEAN'S OFC: SCH OF DENTISTRY | 27 | | 1 | 37 | 57 |
| DENTAL CLINICS | 51 | 10 | | 4 | 70 |
| DENT-ORAL & MAX SURGERY | 25 | 2 | 38 | 9 | 78 |
| DEPT OF CELL & TISSUE BIOLOGY | 10 | | 35 | 6 | 45 |
| DEPT OF OROFACIAL SCIENCES | 44 | 12 | 31 | 43 | 132 |
| S/D DEAN-CNTR FOR HEALTH PROF | 19 | 4 | | | 27 |
| S/D-PREVEN & RESTOR DNTL SCI | 43 | 13 | 39 | 63 | 153 |
| Total | 219 | 41 | 144 | 162 | 562 |

Source: UCSF Human Resources

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
SCHOOL OF DENTISTRY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$13,344,371 | \$9,873,090 | \$4,947,646 | 50.11% |
| CIRM | \$475,264 | \$450,549 | \$251,135 | 55.74% |
| Other State Contracts | \$147,927 | \$147,928 | \$15,320 | 10.36% |
| Local Government | \$454,292 | \$454,292 | (\$6,279) | -1.38% |
| Private Clinical Trials | \$53,075 | \$53,075 | \$3,811 | 7.18% |
| Private Contracts & Grants | \$6,656,969 | \$6,040,065 | \$564,581 | 9.35% |
| Total: | \$21,131,898 | \$17,018,998 | \$5,776,214 | 33.94% |

Source: UCSF Budget & Resource Management

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry

DEPARTMENT OF CELL AND TISSUE BIOLOGY

- Interim Chair – Barber, Diane, PhD.
- Business Officer – Mott, Stephanie
- Website - <http://ctb.ucsf.edu/>

The Department of Cell and Tissue Biology (CTB) in the UCSF School of Dentistry has active research programs in cell and developmental biology, tissue remodeling and repair, genesis and progression of head, neck and other cancers, and molecular pathogenesis.

The Department of Cell and Tissue Biology plays an active role in several UCSF campus-wide programs. Most notably is the Program in Craniofacial and Mesenchymal Biology (CMB) that focuses on basic and translational research related to cellular and morphogenetic processes underlying development. Current research related to the CMB program includes how extracellular cues regulate cell migration and proliferation, signaling mechanisms underlying formation of mesenchymal tissues, the role of epithelial-mesenchymal interactions in tissue formation, and the properties and differentiation potential of mesenchymal stem cells. Faculty in the Department of Cell and Tissue Biology also have leadership and active roles in the Developmental & Stem Cell Biology Program, the UCSF Institute for Regeneration Medicine, the Helen Diller Cancer Center, and the Craniofacial Anomalies Center.

Faculty in the Department of Cell and Tissue Biology also maintain leadership, teaching, and supervisory roles in several graduate programs, including Biomedical Sciences, Oral and Craniofacial Sciences, and Program in Biological Sciences. Our faculty participated in founding the UCSF campus-wide Program in Microbial Pathogenesis and Host Defense and they maintain research projects on bacterial adherence mechanisms and biofilms that contribute to the strength and excellence of microbial pathogenesis at UCSF.

The Department of Cell and Tissue Biology is currently recruiting new faculty in the areas of cell biology, developmental biology, and microbial pathogenesis.

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Dentistry**

**FY 2011-12 Headcount as of 4/1/12
 CELL & TISSUE BIOLOGY**

| | Staff | | Academic | | Grand Total | |
|--|-----------|-----------|-----------|-----------|-------------|-----------|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| | 10 | 0 | 35 | 6 | 45 | 6 |
| | | | | | | 51 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
 CELL AND TISSUE BIOLOGY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| DENT-GROWTH & DEVELOPMENT LABS | 15.00 | 3.58 | 15.00 | 3.58 | 15.00 | 0.00 | 15.00 | 0.00 | 15.00 | 0.00 |
| Total: | 15.00 | 3.58 | 15.00 | 3.58 | 15.00 | 0.00 | 15.00 | 0.00 | 15.00 | 0.00 |

Source: UCSF Budget & Resource Management

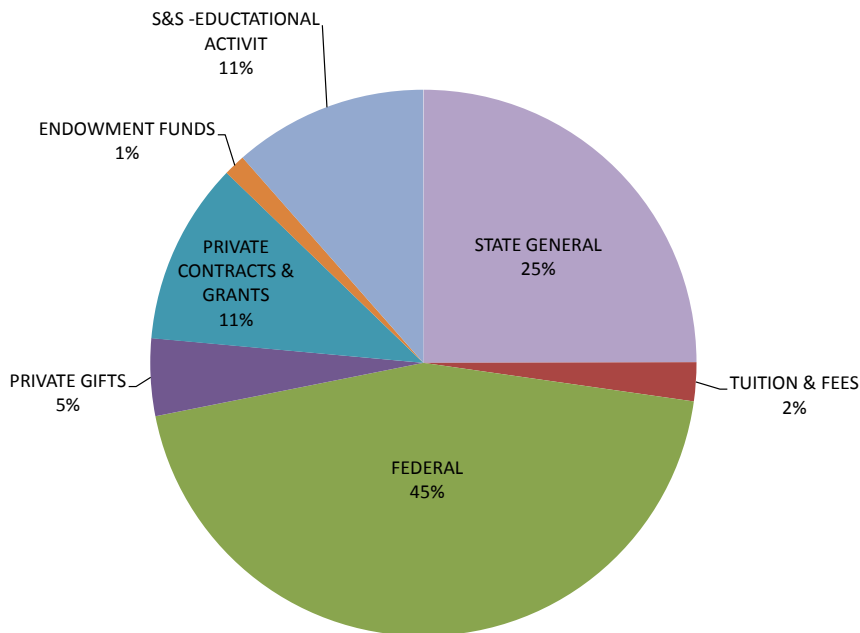
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

**Total Expenditures by Fund Source
CELL AND TISSUE BIOLOGY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$1,399,820 | \$1,167,181 | \$998,192 | \$1,078,245 | \$1,475,317 | 5.4% |
| TUITION & FEES | \$140,612 | \$160,773 | \$105,136 | \$119,395 | \$136,720 | -2.8% |
| FEDERAL | \$3,989,735 | \$3,033,267 | \$2,146,225 | \$2,741,575 | \$2,637,696 | -33.9% |
| STATE SPECIAL & CONTRACTS | \$536,365 | \$99,611 | (\$162) | \$0 | \$0 | -100.0% |
| PRIVATE GIFTS | \$357,586 | \$246,824 | \$247,672 | \$242,526 | \$269,857 | -24.5% |
| PRIVATE CLINICAL TRIALS | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| PRIVATE CONTRACTS & GRANTS | \$1,112,474 | \$895,128 | \$587,565 | \$577,346 | \$637,532 | -42.7% |
| ENDOWMENT FUNDS | \$21,678 | \$56,345 | \$39,081 | \$65,776 | \$75,957 | 250.4% |
| OPP & EDUCATIONAL FUNDS | \$193,395 | \$262,449 | \$324,965 | \$327,223 | \$4,682 | -97.6% |
| S&S -EDUCATIONAL ACTIVITY | \$289,237 | \$343,783 | \$491,850 | \$550,087 | \$679,589 | 135.0% |
| OTHER SOURCES | \$71,137 | \$53,763 | \$239,695 | \$237,471 | (\$4,311) | -106.1% |
| Total: | \$8,112,040 | \$6,319,124 | \$5,180,220 | \$5,939,642 | \$5,913,038 | -27.1% |

Source: Budget & Resource Management

**Expenditures by Fund Source
Cell and Tissue Biology
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
CELL AND TISSUE BIOLOGY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$2,637,696 | \$2,445,494 | \$1,312,479 | 53.67% |
| CIRM | \$0 | | \$0 | 0.00% |
| Other State Contracts | \$0 | | \$0 | 0.00% |
| Local Government | \$0 | | \$0 | 0.00% |
| Private Clinical Trials | \$0 | | \$0 | 0.00% |
| Private Contracts & Grants | \$637,532 | \$535,050 | \$28,986 | 5.42% |
| Total: | <u>\$3,275,228</u> | <u>\$2,980,544</u> | <u>\$1,341,465</u> | <u>45.01%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
CELL AND TISSUE BIOLOGY**

| | Number | Amount |
|---------------------------|-----------|--------------------|
| Research Grants | 18 | \$5,102,800 |
| Training Grants | 0 | \$0 |
| Fellowships | 2 | \$85,154 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>20</u> | <u>\$5,187,954</u> |

*Not reported

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry

DEPARTMENT OF ORAL AND MAXILLOFACIAL SURGERY

- Chair – Pogrel, M. Anthony, DDS, MD
- Business Officer – Blackshear, Jake, MBA
- Website - <http://www.omfs.ucsf.edu/>

Oral and Maxillofacial Surgery is that specialty which combines surgical training with dental expertise for the treatment of diseases, injuries, tumors and deformities of the face and jaws. This encompasses:

- Dentoalveolar surgery (impacted and buried teeth, cysts, etc)
- Dental implants
- Facial fractures
- Management of facial disfigurements
- Management of cleft lip and palate
- Management of deformities of the face and jaws
- Management of tumors, including salivary gland tumors and maxillofacial cancer

The Department of Oral Maxillofacial Surgery (OMFS) teaches both theoretical and clinical courses in the predoctoral dental curriculum and offers instruction in medical emergencies in the predoctoral dental programs.

Basic research in the department include investigations of the mechanisms of bone growth and replacement, mechanisms of pain, and studies of treatment and outcomes of implant, orthognathic, TMJ, and reconstructive surgery.

The department provides clinical care in oral and maxillofacial surgery to ambulatory patients at the Dental Clinics Building, the postgraduate OMFS Clinic at Moffitt Hospital, and the oral and maxillofacial surgery clinic at San Francisco General Hospital. Treatment for hospitalized patients is provided at Moffitt/Long Hospital, San Francisco General Hospital, UCSF/Mount Zion, and Veterans Affairs Medical Center.

The department also provides elective courses in oral and maxillofacial surgery at San Francisco General Hospital and implant clerkships where students learn to assist with surgical procedures. Other externships allow dental students to spend from two to six weeks at other dental schools around the country.

Source: Oral and Maxillofacial Surgery, 9/5/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

The department's postgraduate residency program leads to certification in OMFS with an MD degree. A PhD is also offered to suitable applicants. The Department also offers a one year General Practice Residency program.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

**FY 2011-12 Headcount as of 4/1/12
ORAL & MAXILLOFACIAL SURGERY**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 25 | 2 | 38 | 9 | 74 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
ORAL AND MAXILLOFACIAL SURGERY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| DENT-ORAL SURG | 9.50 | 1.84 | 9.50 | 1.84 | 9.50 | 0.00 | 9.50 | 0.00 | 9.50 | 0.00 |
| Total: | 9.50 | 1.84 | 9.50 | 1.84 | 9.50 | 0.00 | 9.50 | 0.00 | 9.50 | 0.00 |

Source: UCSF Budget & Resource Management

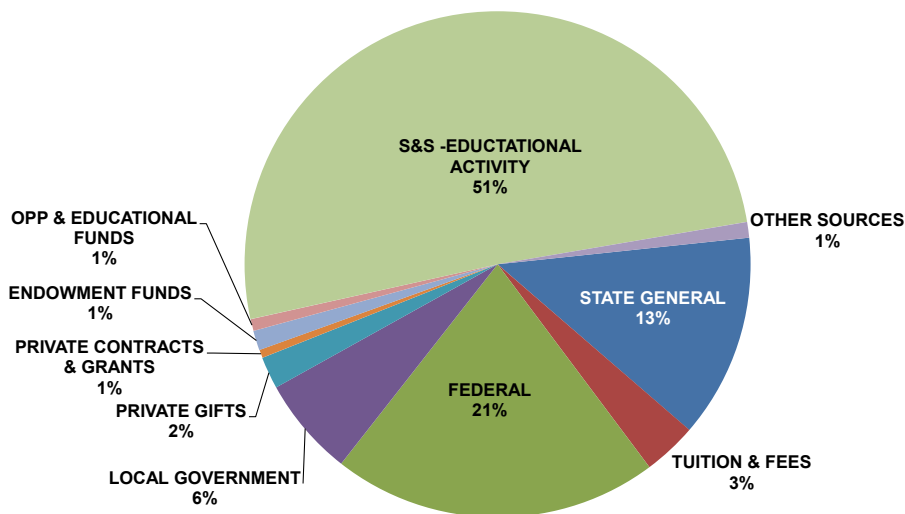
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

**Total Expenditures by Fund Source
ORAL AND MAXILLOFACIAL SURGERY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$1,067,302 | \$1,066,420 | \$957,285 | \$980,238 | \$933,707 | -12.5% |
| TUITION & FEES | \$54,766 | \$139,258 | \$197,026 | \$63,614 | \$247,420 | 351.8% |
| FEDERAL | \$1,698,149 | \$1,971,048 | \$1,961,006 | \$1,838,943 | \$1,493,977 | -12.0% |
| STATE SPECIAL & CONTRACTS | \$137,574 | \$136,690 | \$27,090 | \$2,910 | \$0 | -100.0% |
| LOCAL GOVERNMENT | \$226,937 | \$138,742 | \$131,821 | \$472,208 | \$454,292 | 100.2% |
| PRIVATE GIFTS | \$115,158 | \$57,910 | \$966,143 | \$243,368 | \$147,714 | 28.3% |
| PRIVATE CONTRACTS & GRANTS | \$124,976 | \$341,833 | \$51,366 | \$105,487 | \$37,978 | -69.6% |
| ENDOWMENT FUNDS | \$51,747 | \$57,487 | \$47,589 | \$70,431 | \$89,921 | 73.8% |
| OPP & EDUCATIONAL FUNDS | \$62,116 | \$43,964 | \$62,251 | \$105,338 | \$54,387 | -12.4% |
| S&S -EDUCTATIONAL ACTIVITY | \$3,491,348 | \$3,683,611 | \$3,530,862 | \$3,572,357 | \$3,648,137 | 4.5% |
| OTHER SOURCES | \$8,278 | \$66,448 | \$68,882 | \$69,703 | \$72,532 | 776.2% |
| Total: | \$7,038,351 | \$7,703,412 | \$8,001,319 | \$7,524,597 | \$7,180,065 | 2.0% |

Source: Budget & Resource Management

**Expenditures by Fund Source
ORAL AND MAXILLOFACIAL SURGERY
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
ORAL AND MAXILLOFACIAL SURGERY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$1,493,977 | \$1,264,334 | \$707,550 | 55.96% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$454,292 | \$454,292 | (\$6,279) | -1.38% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$37,978 | \$30,487 | \$0 | 0.00% |
| Total: | <u>\$1,986,247</u> | <u>\$1,749,113</u> | <u>\$701,271</u> | <u>40.09%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
ORAL AND MAXILLOFACIAL SURGERY**

| | Number | Amount |
|---------------------------|----------|------------------|
| Research Grants | 2 | \$661,178 |
| Training Grants | 0 | \$0 |
| Fellowships | 0 | \$0 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>2</u> | <u>\$661,178</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
ORAL AND MAXILLOFACIAL SURGERY
(Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|--------------|-----------------------|-----------------------|--------------------|----------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 2,048 | 934 | 1,000 | 114 | 1,326 | 722 | 0 |
| Total | 2,048 | 934 | 1,000 | 114 | 1,326 | 722 | 0 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry

DEPARTMENT OF OROFACIAL SCIENCES

- Chair – Greenspan, Deborah, BDS, DSc
- Business Officer –Dronsky, Marina

The Department of Orofacial Sciences (OFS) is an exciting academic and clinical enterprise. The role of the Department is teaching and practicing the diagnosis and treatment of localized and systemic oral diseases and developmental conditions, and advancing knowledge about them. The disciplines in the department are: Craniofacial Anomalies; Oral Medicine, Oral Pathology, Oral Radiology; Orthodontics; Pediatric Dentistry and Periodontology. Crossdisciplinary clinical, teaching and research activities characterize the department, which benefits from strong interactions within the Dental School, other campus Schools and the Medical Center. Educational activities are broad, providing both predoctoral and postdoctoral students alike with a strong basis of knowledge and clinical experience.

Our research in OFS covers a spectrum of basic, translational and clinical sciences that complement the clinical activities of the Department. These include: extramurally funded studies of oral mucosal and salivary gland diseases, including those common in people with HIV infection (conducted through the Oral AIDS Center); oral cancer; xerostomia and Sjögren's syndrome (the Sjögren's International Collaborative Clinical Alliance) and new methods for diagnosing and treating periodontal diseases. The department houses the campus-wide AIDS Specimen Bank (affiliated with the AIDS Research Institute). In addition, clinical research studies assess the effect of orthodontic treatment on the form and function of the craniofacial complex, new approaches to imaging, and seek to understand the variations in outcome of interdisciplinary treatment of patients with craniofacial anomalies. Studies of enamel and dentin formation are key to new initiatives for tissue engineering of tooth structures, as well as for understanding tooth pathologies such as fluorosis and amelogenesis imperfecta.

Patient treatment services provide the highest level of patient care, focusing on and developing the most effective treatment methods. The Oral Medicine Clinical Center specializes in the diagnosis and treatment of oral soft tissue and salivary gland diseases. The Oral Pathology Diagnostic Laboratory, one of the largest in Northern California, offers world-class tissue diagnostic services for dental and medical practitioners. Orthodontics provides state-of-the-art care for children and adults with dental malocclusions. Pediatric Dentistry provides care for dental diseases and prevention for infants and children. Periodontology focuses on the diagnosis and management of periodontal conditions and provides treatment including osseointegrated implants. The Center for Craniofacial Anomalies provides multidisciplinary consultation and comprehensive treatment of children with craniofacial birth defects.

Source: Department of Orofacial Sciences, 10/05/2009

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry

Postdoctoral professional specialty programs in Orthodontics, Pediatric Dentistry, Periodontology and Oral Medicine complete the department's instructional activities. Most students in these training programs are concurrently enrolled in an MS degree program in Oral and Craniofacial Sciences. Additional training leading to the PhD in Oral and Craniofacial Sciences is also available.

Divisions

Craniofacial Anomalies
Oral Medicine, Oral Pathology and Oral Radiology
Orthodontics
Pediatric Dentistry
Periodontology

Chair: Dr. Deborah Greenspan
513 Parnassus Ave, S 612
San Francisco, CA. 94143-0422
deborah.greenspan@ucsf.edu

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

**FY 2011-12 Headcount as of 4/1/12
OROFACIAL SCIENCES**

| Full Time | Staff | | Grand Total |
|-----------|-----------|----------|-------------|
| | Part Time | Academic | |
| 44 | 12 | 31 | 130 |
| | | 43 | |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
OROFACIAL SCIENCES**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|----------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| DENT-ORTHODONTIC CLINIC | 28.00 | 6.43 | 28.00 | 6.43 | 28.00 | 6.43 | 28.00 | 6.43 | 28.00 | 6.43 |
| S/D DEPT OF OROFACIAL SCIENCES | 0.81 | 1.53 | 0.81 | 1.53 | 0.65 | 1.66 | 0.65 | 1.66 | 0.65 | 1.23 |
| S/D OFS ADMINISTRATION | 0.12 | 1.50 | 0.22 | 1.38 | 0.22 | 1.38 | 0.22 | 1.38 | 0.22 | 1.38 |
| S/D OFS-SALES & SERVICE ACTIVITY | | | | | | | | | | |
| Total: | 28.93 | 9.46 | 29.03 | 9.34 | 28.87 | 3.04 | 28.87 | 3.04 | 28.87 | 2.61 |

Source: UCSF Budget & Resource Management

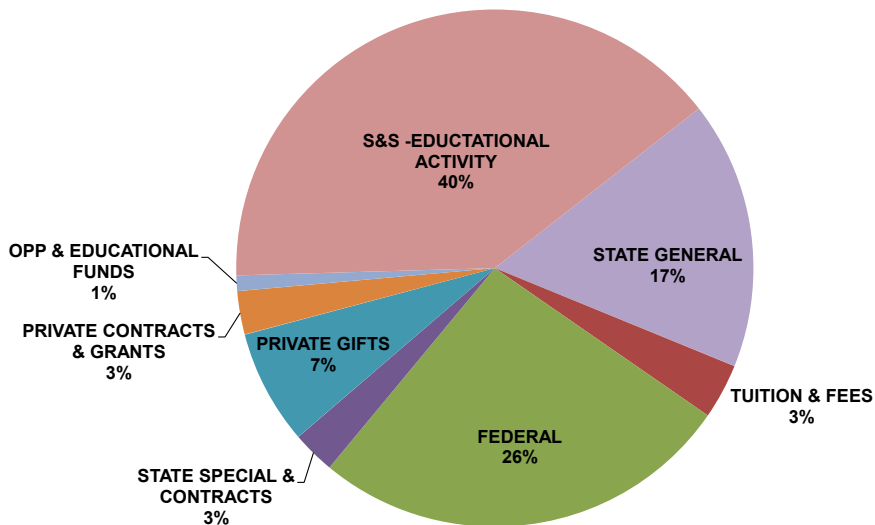
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

**Total Expenditures by Fund Source
OROFACIAL SCIENCES**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$3,279,890 | \$3,078,875 | \$2,961,850 | \$3,034,694 | \$2,952,236 | -10.0% |
| TUITION & FEES | \$419,262 | \$469,012 | \$483,686 | \$540,875 | \$609,005 | 45.3% |
| FEDERAL | \$4,571,678 | \$3,807,288 | \$3,556,396 | \$4,347,880 | \$4,653,763 | 1.8% |
| STATE SPECIAL & CONTRACTS | \$0 | \$263,079 | \$484,664 | \$224,246 | \$475,264 | 0.0% |
| PRIVATE GIFTS | \$1,315,193 | \$1,103,765 | \$1,235,543 | \$1,419,860 | \$1,261,354 | -4.1% |
| PRIVATE CLINICAL TRIALS | \$139,576 | \$59,493 | (\$4,630) | (\$1,585) | \$5,650 | -96.0% |
| PRIVATE CONTRACTS & GRANTS | \$448,859 | \$621,977 | \$453,460 | \$388,873 | \$479,356 | 6.8% |
| ENDOWMENT FUNDS | \$72,423 | \$147,920 | \$38,020 | \$89,857 | \$39,992 | -44.8% |
| OPP & EDUCATIONAL FUNDS | \$108,552 | \$136,861 | \$158,970 | \$184,711 | \$168,733 | 55.4% |
| S&S -EDUCTATIONAL ACTIVITY | \$4,889,538 | \$5,812,660 | \$5,480,492 | \$6,102,689 | \$7,039,700 | 44.0% |
| OTHER SOURCES | \$103,682 | \$14,672 | \$66,294 | \$105,971 | (\$15,849) | -115.3% |
| Total: | \$15,348,653 | \$15,515,601 | \$14,914,747 | \$16,438,071 | \$17,669,204 | 15.1% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Orofacial Sciences
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
OROFACIAL SCIENCES**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$4,653,763 | \$2,925,121 | \$1,401,476 | 47.91% |
| CIRM | \$475,264 | \$450,549 | \$251,135 | 55.74% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$5,650 | \$5,650 | \$3,811 | 67.45% |
| Private Contracts & Grants | \$479,356 | \$466,450 | \$122,091 | 26.17% |
| Total: | <u>\$5,614,033</u> | <u>\$3,847,769</u> | <u>\$1,778,513</u> | <u>46.22%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
OROFACIAL SCIENCES**

| | Number | Amount |
|---------------------------|---------------|--------------------|
| Research Grants | 8 | \$1,852,236 |
| Training Grants | 1 | \$22,855 |
| Fellowships | 3 | \$117,836 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>12</u> | <u>\$1,992,927</u> |

*Not reported

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry

**DEPARTMENT OF PREVENTIVE AND RESTORATIVE
DENTAL SCIENCES**

- Chair – Taylor, George, DMD, MPH, DrPH
- Business Officer – Katsus, Rose

The Department of Preventive and Restorative Dental Sciences (PRDS) is the largest department in the School of Dentistry. The Department is comprised of seven divisions including Behavioral Sciences and Community Dental Education; Biomaterials and Bioengineering; Clinical General Dentistry; Patient Care Simulation; Endodontics, Oral Epidemiology and Dental Public Health; and Prosthodontics. Preclinical and clinical educational programs operate within the laboratories and clinics of the dental facilities on campus and through the school's satellite facilities, including the community clinic at 100 Buchanan Street. The Department offers accredited three-year residency programs in prosthodontics and endodontics and an accredited one or two year residency in Dental Public Health. PRDS also offers a one- or two-year interdisciplinary fellowship in Geriatric Dentistry with a focus on underserved populations. In addition, PRDS offers postgraduate education in dental public health and epidemiology, in conjunction with the School of Public Health at UC Berkeley as part of the DDS/PhD Program for students interested in combining DDS training with a PhD in epidemiology. Other PhD program options include the Oral and Craniofacial Science program administered by the School of Dentistry and the Joint UCSF-UC Berkeley graduate program in Bioengineering. The Division of Behavioral Sciences and Community Dental Education offers a one year Master's of Science in Dental Hygiene as well as a one year Advanced Education in General Dentistry residency program in conjunction with Lutheran Medical Center and several Community Clinic Federally Qualified Health Centers.

In the predoctoral dental curriculum, the division of Behavioral Sciences and Community Dental Education teaches integrated Cultural Competency courses spread throughout the four-year curriculum. This core curriculum includes clinical care and current issues in dentistry, behavioral sciences, ethics, and the community based dental externships. The Department is responsible for the pre-clinical and clinical teaching for the DDS and International Dental Program pre-doctoral students for three of the school's five curriculum streams (Preventive and Restorative Dental Sciences, Patient Centered Care and Scientific Methods) and has the largest responsibility for the didactic and clinical teaching (over 60%) of all the departments in the School.

Research in the PRDS spans the spectrum from basic, bench to chairside, clinical, clinic to community, and community to policy research. Areas of emphasis include, the application of the analytical techniques of materials science to the characterization of dental hard tissues and hard

Source: Department of Preventive and Restorative Dental Sciences - 10/10/12

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry

tissue cellular matrix and restorative materials; characterization and testing of dental materials; the effects of restorative procedures on the dental pulp; basic research into that organ's biology; psychological aspects of temporomandibular joint disorders; statistical methods for oral health research; dental health policy and sociologic research; multi-school collaborative electronic patient record studies; preventive, diagnostic, and laser research for modifying the enamel to be more resistant to dental caries and therapeutic laser applications in dentistry; caries risk assessment; and caries prevention and management.

Research in oral epidemiology, public health, and social, behavioral and policy sciences includes a spectrum of ongoing projects on the epidemiology of oral diseases and the delivery of dental care. The Department houses the School's NIH-funded Center to Address Disparities in Children's Oral Health (CAN DO), one of only five such centers in the US and the only one in California. CAN DO aims to understand, prevent and reduce oral health disparities in young children and their caregivers, with a primary focus on preventing early childhood caries in vulnerable populations. CAN DO also houses the Data Coordinating Center for randomized prevention trials at 3 disparity centers. Faculty in the Department have ongoing studies in patient and population-based research, including clinical trials and other types of clinical research, conducted in both rural and urban areas in California and elsewhere. Faculty are working with dental insurers to develop new, nonsurgical approaches and insurance products that will emphasize preventive measures to prevent, treat, and manage dental caries as well as understand the effects of dental care on medical care costs.

University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Dentistry

**FY 2011-12 Headcount as of 4/1/12
 PREVENTIVE & RESTORATIVE DENTAL SCIENCES**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 43 | 13 | 39 | 63 | 158 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
 PREVENTIVE AND RESTORATIVE DENTAL SCIENCES**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| DENT RES-RESTORATIVE DENT | | 1.05 | | | | | | | | |
| DENT-ORG ACT-RESTORATIVE | 0.03 | 1.05 | 0.03 | 1.05 | 0.03 | 1.05 | 0.03 | 2.05 | 0.03 | 2.05 |
| DENT-REST-GRAD PROS | 42.89 | 10.37 | 42.89 | 10.37 | 42.89 | | 42.89 | | 42.89 | |
| S/D-PREVEN & RESTOR DENTAL SCIENCES | 42.92 | 11.42 | 42.92 | 11.42 | 42.92 | 1.05 | 42.92 | 2.05 | 42.92 | 2.05 |
| Total: | | | | | | | | | | |

Source: UCSF Budget & Resource Management

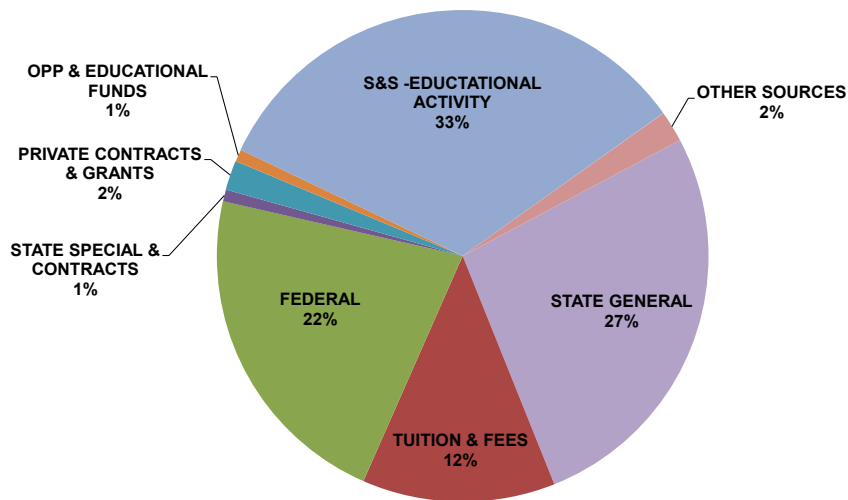
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

**Total Expenditures by Fund Source
PREVENTIVE AND RESTORATIVE DENTAL SCIENCES**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$6,146,633 | \$5,861,759 | \$5,471,812 | \$5,488,194 | \$4,883,926 | -20.5% |
| TUITION & FEES | \$1,002,849 | \$1,291,227 | \$765,959 | \$1,085,112 | \$2,315,785 | 130.9% |
| FEDERAL | \$4,477,193 | \$4,803,335 | \$4,974,130 | \$5,416,690 | \$4,016,275 | -10.3% |
| STATE SPECIAL & CONTRACTS | \$381,529 | \$352,025 | \$192,482 | \$188,844 | \$141,267 | -63.0% |
| LOCAL GOVERNMENT | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| PRIVATE GIFTS | \$164,632 | \$177,037 | \$161,578 | \$138,063 | \$42,408 | -74.2% |
| PRIVATE CLINICAL TRIALS | \$196,690 | \$175,657 | \$303,353 | \$13,299 | \$47,425 | -75.9% |
| PRIVATE CONTRACTS & GRANTS | \$309,210 | \$192,260 | \$317,259 | \$634,095 | \$357,234 | 15.5% |
| ENDOWMENT FUNDS | \$47,888 | \$24,242 | \$8,470 | \$12,007 | \$54,255 | 13.3% |
| OPP & EDUCATIONAL FUNDS | \$139,688 | \$251,637 | \$175,720 | \$202,220 | \$146,063 | 4.6% |
| S&S -EDUCTATIONAL ACTIVITY | \$3,287,380 | \$4,248,190 | \$3,946,121 | \$4,358,061 | \$6,045,299 | 83.9% |
| OTHER SOURCES | \$9,112 | \$57,114 | \$107,805 | (\$23,739) | \$232,754 | 2454.5% |
| RESERVES | \$0 | \$0 | \$0 | \$1,248 | \$0 | 0.0% |
| Total: | \$16,162,804 | \$17,434,483 | \$16,424,688 | \$17,514,096 | \$18,282,691 | 13.1% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Preventive and Restorative Dental Sciences
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Dentistry**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
PREVENTIVE AND RESTORATIVE DENTAL SCIENCES**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$4,016,275 | \$3,163,621 | \$1,521,641 | 48.10% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$141,267 | \$141,268 | \$13,655 | 9.67% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$47,425 | \$47,425 | \$0 | 0.00% |
| Private Contracts & Grants | \$357,234 | \$357,234 | \$133,157 | 37.27% |
| Total: | <u>\$4,562,201</u> | <u>\$3,709,547</u> | <u>\$1,668,453</u> | <u>44.98%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
PREVENTIVE & RESTORATIVE DENTAL SCIENCES**

| | Number | Amount |
|---------------------------|---------------|--------------------|
| Research Grants | 8 | \$5,706,301 |
| Training Grants | 0 | \$0 |
| Fellowships | 1 | \$39,412 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>9</u> | <u>\$5,745,713</u> |

*Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Dentistry**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 PREVENTIVE AND RESTORATIVE DENTAL SCIENCES
 (Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|-------------|---------------|--------------|------------|------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| Instruction | 10,490 | 4,882 | 5,318 | 290 | 7,813 | 2,677 | 0 |
| Total | 10,490 | 4,882 | 5,318 | 290 | 7,813 | 2,677 | 0 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

SCHOOL OF MEDICINE

Chapter Contents

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| Overview | 509 |
| Basic Science Departments | 524 |
| Anatomy | 525 |
| Anthropology, History and Social Medicine | 530 |
| Biochemistry and Biophysics | 538 |
| Bioengineering and Therapeutic Sciences (BTS) | 549 |
| Cellular and Molecular Pharmacology | 559 |
| Epidemiology and Biostatistics | 565 |
| Microbiology and Immunology | 572 |
| Physiology | 577 |
| Clinical Departments | 583 |
| Anesthesia and Perioperative Care | 584 |
| Dermatology | 590 |
| Emergency Medicine | 596 |
| Family and Community Medicine | 601 |
| Laboratory Medicine | 608 |
| Medicine | 613 |
| Neurological Surgery | 632 |
| Neurology | 639 |

(Continued)

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

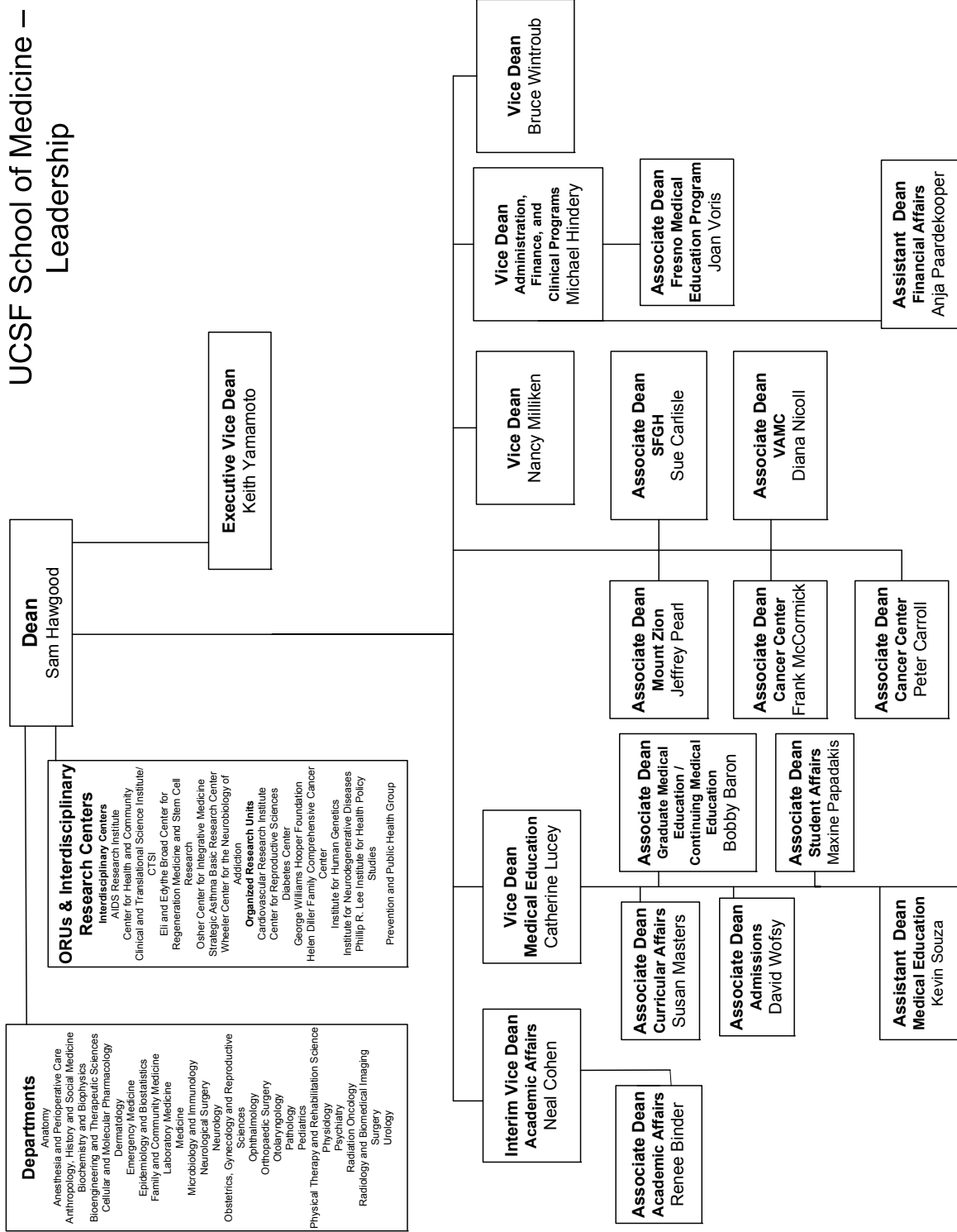
| | |
|--|-----|
| Obstetrics, Gynecology and Reproductive Sciences | 645 |
| Ophthalmology | 653 |
| Orthopaedic Surgery | 661 |
| Otolaryngology | 667 |
| Pathology | 676 |
| Pediatrics | 682 |
| Physical Therapy and Rehabilitation Science | 690 |
| Psychiatry | 697 |
| Radiation Oncology | 708 |
| Radiology and Biomedical Imaging | 716 |
| Surgery | 723 |
| Urology | 730 |
| Interdisciplinary Centers and Programs | 737 |
| AIDS Research Institute | 738 |
| American Asthma Foundation Research Program | 744 |
| Center for Health and Community | 745 |
| Clinical and Translational Science Institute (CTSI) at UCSF | 750 |
| Eli and Edythe Broad Center for Regeneration Medicine and Stem Cell Research | 759 |
| Osher Center for Integrative Medicine | 764 |
| Sandler Asthma Basic Research Center (SABRE Center) | 770 |
| Wheeler Center for the Neurobiology of Addiction | 771 |
| Organized Research Units | 773 |
| Cardiovascular Research Institute | 774 |
| Center for Reproductive Sciences | 780 |

(Continued)

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

| | |
|---|-----|
| Diabetes Center | 781 |
| Helen Diller Family Comprehensive Cancer Center | 788 |
| Hooper Foundation | 796 |
| Institute for Global Health | 800 |
| Institute for Human Genetics | 805 |
| Institute for Neurodegenerative Diseases | 810 |
| Philip R. Lee Institute for Health Policy Studies | 816 |

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**



University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

SCHOOL OF MEDICINE

Leadership

Dean and Vice Chancellor Medical Affairs, UCSF

Samuel Hawgood, MB, BS

Sam Hawgood, MBBS, achieved an international reputation in neonatology during his distinguished career at UCSF, where he was chair of the Department of Pediatrics, associate director of the Cardiovascular Research Institute, and president of the UCSF Medical Group. He served as interim dean as of December of 2007 before being appointed dean by the Regents on September 17, 2009.

Dr. Hawgood graduated from the University of Queensland in Australia with first class honors. He completed his pediatric training at the Royal Children's Hospital in Brisbane, Australia, and his neonatal fellowship at the Queen Victoria Hospital in Melbourne, Australia, and at UCSF

Departments:

- * Basic Science Departments
 - Anatomy
 - Anthropology, History and Social Medicine
 - Biochemistry & Biophysics
 - Bioengineering and Therapeutic Sciences (BTS)
 - Cellular & Molecular Pharmacology
 - Epidemiology and Biostatistics
 - Microbiology and Immunology
 - Physiology
- * Clinical Departments
 - Anesthesia and Perioperative Care
 - Dermatology
 - Emergency Medicine
 - Family and Community Medicine
 - Laboratory Medicine
 - Medicine
 - Neurological Surgery
 - Neurology
 - Obstetrics, Gynecology and Reproductive Sciences
 - Ophthalmology
 - Orthopaedic Surgery

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

- Otolaryngology
- Pathology
- Pediatrics
- Physical Therapy and Rehabilitation Science
- Psychiatry
- Radiation Oncology
- Radiology
- Surgery
- Urology
- * Interdisciplinary Centers and Programs
 - AIDS Research Institute
 - American Asthma Foundation Research Program
 - Center for Health and Community
 - Clinical and Translational Science Institute/CTSI
 - Eli and Edythe Broad Center for Regeneration Medicine and Stem Cell Research
 - Osher Center for Integrative Medicine
 - Sandler Asthma Basic Research Center (SABRE Center)
 - Wheeler Center for the Neurobiology of Addiction
- * Organized Research Units
 - Cardiovascular Research Institute
 - Center for Reproductive Sciences
 - Diabetes Center
 - Helen Diller Family Comprehensive Cancer Center.
 - Hooper Foundation
 - Institute for Global Health
 - Institute for Human Genetics
 - Institute for Neurodegenerative Diseases
 - Phillip R. Lee Institute for Health Policy Studies

About the School

Consistently ranked among the nation's top medical schools, the UCSF School of Medicine earns its greatest distinction from its outstanding faculty – among them are three Nobel laureates, 70 Institute of Medicine members, 59 American Academy of Arts and Sciences members, 41 National Academy of Sciences members, and 16 Howard Hughes Medical Institute investigators.

Mission

The UCSF School of Medicine strives to advance human health through a fourfold mission of

Source: School of Medicine website, 8/29/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

education, research, patient care and public service.

History

Founded in 1864 as Toland Medical College, the school became part of the University of California in 1873. In 1898, the school moved to its present Parnassus Heights campus, on land donated by San Francisco mayor Adolph Sutro. The first UC hospital opened here in 1907, growing into Moffitt-Long Hospitals and Children's Hospital. These facilities, together with Mount Zion Hospital, now comprise the UCSF Medical Center. UCSF faculty have also treated patients and trained students at San Francisco General Hospital since 1873.

Recent Accomplishments & Innovations

2011: Opening of the Ray and Dagmar Dolby Regeneration Medicine Building

2011: Opening of the UCSF Teaching and Learning Center

2010: UCSF Educators release Educating Physicians: A Call for Reform of Medical School and Residency.

2009: Nobel Prize awarded to UCSF's Elizabeth Blackburn for the discovery of the key enzyme telomerase.

2009: The Helen Diller Family Cancer Research Building opens at UCSF's Mission Bay campus.

2008: New Pathways to Discovery program streamlines training towards careers of inquiry, discovery and innovation.

2007: The Program in Medical Education for the Urban Underserved (PRIME-US) expands medical school enrollment to educate and inspire new physicians to address health disparities.

2006: UCSF Institute for Regeneration Medicine** launched, comprising the existing Program in Developmental and Stem Cell Biology and the Program in Craniofacial and Mesenchymal Biology.

2004: The Institute for Human Genetics established.

2003: UCSF opens the Mission Bay campus, one of the most advanced health sciences centers in the world, now encompassing 57 acres, with four research buildings, a community center and student housing.

Source: School of Medicine website, 8/29/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

2002: The National Center of Excellence in Women's Health opens a dedicated 8-story Women's Health Center.

2001: New medical school curriculum and the Academy of Medical Educators are instituted. Both are now national models for medical education and for faculty development.

1999: Cancer Center*** designated by the National Cancer Institute as Comprehensive Cancer Center, the first in Northern California.

1997: Nobel Prize awarded to UCSF's Stanley Prusiner for the discovery of prions.

Facts & Figures 2012

Highlights

- Founded as Toland Medical College in 1864
- Affiliated with University of California in 1873
- Occupying seven major sites in San Francisco and Fresno with:
 - 28 academic departments
 - 9 organized research units
 - 7 interdisciplinary research centers
- Ranked by US News & World Report* fifth in quality of research training and third in quality of primary care training. UCSF is the only medical school listed in the top 5 in both categories
- Ranked first among U.S. public medical schools in NIH dollars
- Ranks among the top 10 in all medical school specialty programs assessed by US News & World Report*, including first in AIDS medicine, second in women's health, and third in family medicine and internal medicine.

*Source: US News & World Report Best Graduate Schools 2012

Source: School of Medicine website, 8/29/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

Faculty & Staff

Faculty

| | |
|-------------|-------|
| • Full Time | 2,031 |
| • Part Time | 132 |
| • Volunteer | 2,510 |

Staff

| | |
|-------------------------|-------|
| • Non-Faculty Academics | 733 |
| • Staff employees | 5,131 |

Scientific Society Memberships

| | |
|---------------------------------------|----|
| • American Academy of Arts & Sciences | 59 |
| • Howard Hughes Medical Investigators | 16 |
| • Institute of Medicine | 70 |
| • National Academy of Sciences | 41 |

Research Indicators

| | |
|-----------------------------|-------|
| • NIH Dollars (in millions) | \$498 |
| • NIH Grants | 924 |
| • Active Patents, U.S. | 562 |
| • Active Patents, foreign | 680 |
| • Active licenses | 361 |

Total Operating Budget (in millions)

\$1,610

| | | | |
|-----------------------------------|-------|---|-----|
| • Tuition and Fees | 16.1 | - | 1% |
| • State Appropriations | 80.5 | - | 5% |
| • Extramural Grants and Contracts | 644.0 | - | 40% |
| • Practice Plan | 434.7 | - | 27% |
| • Gifts & Endowments | 96.6 | - | 6% |
| • Hospital Agreements | 128.8 | - | 8% |
| • SFGH Affiliation Contract | 96.6 | - | 6% |
| • Sales and Services | 80.5 | - | 5% |
| • Other | 32.2 | - | 2% |

Source: School of Medicine website, 8/29/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

Student Composition

School of Medicine Admissions

| | |
|-------------------------|-------|
| • Applications Received | 6,767 |
| • Interviews Granted | 486 |
| • Students Accepted | 277 |

2011 Entering M.D. Students

| | |
|-------------------------------|------|
| | 149 |
| • Total M.D. Students | 634 |
| • Ph.D./M.S. Students | 648 |
| • Mean Undergraduate GPA | 3.79 |
| • Mean MCAT Score (Biology) | 11.4 |
| • Underrepresented Minorities | 24% |
| • Women | 58% |
| • California Residents | 85% |

Tuition & Fees

| | |
|--------------------------|----------|
| • California Residents | \$33,622 |
| • Out-Of-State Residents | \$45,867 |

GME & Postdocs

| | |
|-------------------------|-----|
| • Residents | 905 |
| • Clinical Fellows | 511 |
| • Postdoctoral Scholars | 916 |
| • | |

CME Students

| | |
|-------------------------|--------|
| • Live Course Students | 16,123 |
| • Grand Rounds Students | 2,805 |
| • Home Study Students | 5,763 |

Facilities (at 9 sites)

| | |
|---------------------|---------------|
| • Educational Space | 88,797 ASF. |
| • Research Space | 1,103,120 ASF |

Source: School of Medicine website, 8/29/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

Affiliated Hospitals & Training Sites

UCSF Medical Center (Parnassus, Children's & Mount Zion Hospitals)

- Licensed beds - 722
- Annual ambulatory care visits - 762,186

San Francisco General Hospital

- Licensed beds - 686
- Annual ambulatory care visits - 552,244

San Francisco VA Medical Center

- Licensed beds - 124
- Annual ambulatory care visits - 573,683

Langley Porter Psychiatric Institute

- Licenses beds - 67
- Annual ambulatory care visits - 33,400

Fresno Medical Education Program

- Multiple sites

Alumni & Development

- Total Alumni - 7,650
- Alumni Gifts (cash) - \$3,518,570
- Total Gifts (cash) - \$252,463,659
- Endowment (Market Value) - \$1,128,665,329

Source: School of Medicine website, 8/29/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Financial Schedule 8E - FY 2011-12
Current Fund Expenditures by Source
SCHOOL OF MEDICINE
(Dollars in Thousands)**

| | <u>Total</u> |
|---|---------------------------|
| General Funds | \$62,189 |
| Tuition and Fees | \$24,323 |
| Federal Government Grants | \$338,819 |
| Federal Government Contracts | \$52,367 |
| Special State Appropriations & Contracts | \$25,187 |
| Local Government | \$145,869 |
| Private Gifts, Grants and Contracts | \$255,953 |
| Endowment Income | \$57,563 |
| Sales & Services Educational Activities | \$136,120 |
| Sales & Services of Auxiliary | \$0 |
| Sales & Services Medical Centers | \$0 |
| Other Sources | \$37,919 |
| Reserves | \$226 |
| Total | <u><u>\$1,136,535</u></u> |

Source: UCSF Controller's Office - 9/26/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

SCHEDULE 8C - FY 2011-12
CURRENT FUNDS EXPENDITURES BY DEPARTMENT
(Dollars in Thousands)

| | Current Funds | | | Distribution | | | |
|--|----------------|---------------|---------------|---------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| INSTRUCTION | | | | | | | |
| Academic services | (2,132) | 101 | (2,720) | 487 | 805 | 345 | 3,283 |
| AIDS research institute | - | - | - | - | - | - | - |
| Area Health Education Center | - | - | - | - | - | - | - |
| Anatomy | 4,927 | 2,510 | 1,036 | 1,381 | 3,524 | 1,404 | - |
| Anesthesia and perioperative care | 11,301 | 1,393 | 9,177 | 731 | 9,860 | 1,441 | - |
| Anthropology, history and social med. | 1,045 | 602 | 388 | 55 | 712 | 333 | - |
| Biochemistry and biophysics | 8,378 | 3,266 | 1,942 | 3,170 | 5,055 | 3,323 | (1) |
| Bioengineering | 523 | 326 | 131 | 66 | 347 | 176 | - |
| Center for health and community | 1,747 | 93 | (64) | 1,719 | 1,197 | 551 | - |
| Clinical and translational science inst. | 28 | - | 28 | - | - | 28 | - |
| Dermatology | 1,286 | 765 | 3 | 518 | 8,109 | 2,581 | 9,404 |
| Educational services | 16,458 | 506 | 14,297 | 1,655 | 14,169 | 2,290 | (0) |
| Emergency medicine | 1,086 | - | 952 | 134 | 6,219 | 1,875 | 7,008 |
| Epidemiology and biostatistics | 4,534 | 1,487 | 1,952 | 1,095 | 2,796 | 1,738 | (0) |
| Family and community medicine | 4,228 | 1,299 | 1,149 | 1,780 | 4,490 | (263) | 0 |
| Institute for human genetics | 1,322 | 168 | 778 | 376 | 969 | 352 | - |
| Helen Diller family cancer center | 3,751 | - | 842 | 2,909 | 1,819 | 1,932 | - |
| Hooper foundation | 214 | - | 53 | 162 | 96 | 118 | - |
| Institute for regeneration medicine | - | - | - | - | - | - | - |
| Cardiovascular research institute | 3,463 | 46 | 926 | 2,491 | 2,807 | 657 | - |
| Diabetes center | 1,689 | 15 | 528 | 1,145 | 1,035 | 654 | - |
| Phillip R. Lee institute for health policy stu | 795 | (0) | 334 | 461 | 780 | 16 | 0 |
| Laboratory medicine | 3,413 | 1,223 | 1,352 | 838 | 8,066 | (1,118) | 3,535 |
| Malpractice insurance | 852 | 178 | 673 | - | - | 852 | - |
| Fresno medical programs | 32,121 | 4,009 | 26,636 | 1,476 | 19,950 | 12,171 | - |
| Medical ethics | 47 | 42 | 5 | - | 32 | 15 | - |
| Medicine | 27,848 | 7,932 | 5,993 | 13,922 | 67,473 | 2,653 | 42,278 |
| Microbiology and immunology | 3,369 | 1,321 | 949 | 1,099 | 2,250 | 1,119 | - |
| Neurological surgery | 1,821 | 764 | 321 | 735 | 12,154 | 2,283 | 12,616 |
| Neurology | 5,340 | 1,388 | 781 | 3,170 | 7,737 | 1,813 | 4,211 |
| Obstetrics, gynecology and reprod sci | 11,549 | 1,851 | 1,136 | 8,561 | 15,803 | 9,536 | 13,791 |
| Ophthalmology | 1,516 | 1,046 | 28 | 442 | 5,481 | 2,025 | 5,991 |
| Orthopaedic surgery | 4,643 | 1,135 | 3,090 | 418 | 13,223 | 4,185 | 12,765 |
| Osher Center for integrative medicine | 1,088 | - | 292 | 796 | 827 | 261 | - |
| Otolaryngology | 2,110 | 709 | 1,227 | 173 | 6,113 | 1,738 | 5,740 |
| Pathology | 20,114 | 2,534 | 16,985 | 596 | 24,125 | 12,204 | 16,215 |
| Pediatrics | 3,281 | 3,226 | (5,021) | 5,076 | 27,081 | 1,767 | 25,567 |
| Cellular and molecular pharmacology | 4,289 | 1,725 | 958 | 1,607 | 2,904 | 1,385 | - |
| Physical therapy and rehab sciences | 1,967 | 269 | 1,583 | 115 | 922 | 1,269 | 224 |
| Physiology | 4,694 | 2,048 | 1,221 | 1,426 | 3,014 | 1,680 | (0) |
| Program in biological studies | 2 | - | 2 | - | - | 2 | - |
| Psychiatry | 3,568 | 2,372 | (599) | 1,796 | 9,852 | (1,655) | 4,628 |
| Radiation oncology | (6,053) | 371 | (6,934) | 509 | 2,856 | (153) | 8,756 |
| Radiology and biomedical imaging | 2,529 | 1,746 | (929) | 1,712 | 29,514 | 6,737 | 33,721 |
| Resident salaries | (27,815) | 2,938 | (30,753) | - | 2,684 | (30,499) | - |
| Sandler asthma basic research center | - | - | - | - | - | - | - |
| Surgery | 6,185 | 2,235 | 2,226 | 1,725 | 33,018 | (949) | 25,884 |
| Urology | 1,229 | 774 | (1,035) | 1,490 | 6,336 | 1,892 | 6,999 |
| Wheeler Ctr - neurobiology of addiction | - | - | - | - | - | - | - |
| Inter-school services | - | - | - | - | - | - | - |
| Intra-school services | 7,611 | (4,347) | 8,775 | 3,184 | 7,348 | 264 | - |
| Total | 181,961 | 50,064 | 60,696 | 71,201 | 373,552 | 51,025 | 242,615 |

Source: UCSF Controller's Office - 12/5/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

SCHEDULE 8C - FY 2011-12
CURRENT FUNDS EXPENDITURES BY DEPARTMENT
(Dollars in Thousands)

| | Current Funds | | | Distribution | | | |
|--|----------------|--------------|---------------|----------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| RESEARCH | | | | | | | |
| Dean's office | 250 | - | (1) | 250 | 113 | 137 | - |
| AIDS research institute | 564 | - | 390 | 174 | 298 | 266 | - |
| Anatomy | 12,220 | 101 | 4 | 12,115 | 5,925 | 6,295 | - |
| Anesthesia and perioperative care | 12,500 | 3 | 3,452 | 9,045 | 6,795 | 5,705 | - |
| Anthropology, history and social med. | 254 | 8 | 66 | 180 | 133 | 121 | - |
| Biochemistry and biophysics | 15,675 | 43 | 230 | 15,403 | 8,288 | 7,387 | (0) |
| Bioengineering | 111 | - | - | 111 | 32 | 78 | - |
| Helen Diller family cancer center | 18,143 | 272 | 503 | 17,368 | 10,408 | 7,730 | (4) |
| Cardiovascular research institute | 30,146 | 538 | 722 | 28,886 | 14,618 | 15,544 | 16 |
| Center for health and community | 1,376 | 36 | 10 | 1,330 | 728 | 648 | - |
| Clinical and translational science inst. | 26,037 | 743 | 3,882 | 21,412 | 14,605 | 11,676 | 243 |
| Dermatology | 5,738 | 191 | 376 | 5,171 | 3,635 | 2,102 | (1) |
| Emergency medicine | 643 | - | - | 643 | 462 | 181 | - |
| Epidemiology and biostatistics | 14,477 | (7) | 143 | 14,341 | 5,646 | 8,831 | - |
| Family and community medicine | 4,489 | - | 11 | 4,478 | 2,013 | 2,476 | (0) |
| Institute for human genetics | 3,973 | - | 210 | 3,762 | 1,949 | 2,024 | - |
| Institute for neurodegenerative disease | 10,106 | - | 39 | 10,067 | 4,236 | 5,870 | - |
| Institute for Regeneration Medicine | 7,079 | - | 245 | 6,834 | 2,613 | 4,466 | - |
| Phillip R. Lee Instit - health pol studies | 5,949 | 392 | 542 | 5,014 | 3,712 | 2,237 | - |
| Hooper foundation | 2,214 | 610 | 36 | 1,568 | 1,035 | 1,179 | - |
| Diabetes Center | 46,072 | 503 | 1,336 | 44,234 | 11,849 | 34,222 | (1) |
| Laboratory medicine | 6,906 | 127 | (19) | 6,798 | 2,803 | 4,103 | - |
| Fresno medical programs | 981 | - | 73 | 907 | 457 | 524 | - |
| Medicine | 132,558 | 306 | 5,541 | 126,711 | 64,288 | 68,312 | 42 |
| Microbiology and immunology | 15,271 | 50 | 236 | 14,985 | 6,228 | 9,043 | (0) |
| Neurological surgery | 25,382 | 76 | 588 | 24,717 | 11,338 | 14,044 | - |
| Neurology | 61,315 | 1,839 | 10,968 | 48,508 | 20,678 | 40,636 | (1) |
| Obstetrics, gynecology and reprod sci | 48,819 | 519 | 1,122 | 47,178 | 17,004 | 31,815 | 0 |
| Ophthalmology | 6,540 | - | 390 | 6,150 | 3,968 | 2,572 | - |
| Orthopaedic surgery | 2,845 | - | 250 | 2,595 | 1,417 | 1,427 | - |
| Osher Center for integrative medicine | 2,359 | - | (0) | 2,359 | 1,519 | 865 | 25 |
| Otolaryngology | 3,452 | 21 | 141 | 3,289 | 1,978 | 1,474 | - |
| Pathology | 11,744 | (47) | 520 | 11,272 | 4,432 | 7,305 | (7) |
| Pediatrics | 19,762 | 0 | (8) | 19,770 | 10,108 | 9,653 | - |
| Cellular and molecular pharmacology | 9,986 | 14 | 384 | 9,588 | 4,309 | 5,677 | - |
| Physical therapy and rehab sciences | 376 | - | 10 | 366 | 229 | 146 | - |
| Physiology | 7,275 | 25 | 73 | 7,177 | 3,933 | 3,342 | - |
| Psychiatry | 4,782 | - | 111 | 4,671 | 2,840 | 1,942 | - |
| Radiation oncology | 1,848 | - | 17 | 1,831 | 1,079 | 778 | 10 |
| Radiobiology laboratory | - | - | - | - | - | - | - |
| Radiology and biomedical imaging | 29,304 | 937 | 2,199 | 26,168 | 13,275 | 16,030 | 1 |
| Sandler asthma basic research center | 341 | - | 14 | 326 | 204 | 137 | - |
| Surgery | 26,980 | 280 | 1,205 | 25,496 | 14,148 | 12,828 | (4) |
| Urology | 5,800 | - | 137 | 5,663 | 3,092 | 2,708 | - |
| Wheeler Ctr - neurobiology of addiction | - | - | - | - | - | - | - |
| Total | 642,638 | 7,579 | 36,146 | 598,913 | 288,421 | 354,534 | 317 |

Source: UCSF Controller's Office -12/5/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

SCHEDULE 8C - FY 2011-12
CURRENT FUNDS EXPENDITURES BY DEPARTMENT
(Dollars in Thousands)

| | Current Funds | | | Distribution | | | |
|--|------------------|---------------|----------------|----------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| PUBLIC SERVICE | | | | | | | |
| AIDS clinical care | 10,848 | - | 20 | 10,827 | 5,975 | 4,873 | - |
| Area health education center | 1,409 | 103 | 26 | 1,280 | 195 | 1,215 | - |
| Family medicine training | 18 | - | - | 18 | 13 | 5 | - |
| Family planning | 995 | - | 618 | 377 | 428 | 567 | - |
| Podiatric Medicine | 267 | - | - | 267 | 173 | 94 | - |
| Institute for health policy studies | 3,454 | - | 215 | 3,239 | 1,965 | 1,488 | - |
| Other | 62,280 | - | 1,606 | 60,673 | 46,189 | 16,091 | (0) |
| Total | 79,270 | 103 | 2,486 | 76,681 | 54,939 | 24,331 | (0) |
| ACADEMIC SUPPORT | | | | | | | |
| Dean's office | 13,359 | 2,916 | 9,707 | 736 | 4,951 | 3,235 | (5,174) |
| Audio Clinic | 0 | - | 0 | - | - | 0 | - |
| Clinical and translational science inst. | 54 | - | 54 | - | 70 | 511 | 527 |
| Cytogenetics laboratory | - | - | - | - | - | - | - |
| Dialysis center | 59 | - | 59 | - | 31 | 27 | - |
| Emergency medicine | 8,356 | - | 4,313 | 4,043 | 6,106 | 2,250 | - |
| Endocrinology lab OBGYN | - | - | - | - | - | - | - |
| Endocrinology lab pediatrics | 992 | - | 472 | 520 | 678 | 313 | - |
| Histocompatibility laboratory | 8,588 | - | 8,588 | - | 2,630 | 5,959 | - |
| Kaposi sarcoma clinic | 2,388 | - | (10) | 2,397 | 1,580 | 909 | 101 |
| Mental health service for deaf | (60) | - | (60) | - | - | (60) | - |
| Occupational health center | 1,445 | 966 | 13 | 466 | 1,081 | 365 | - |
| Organ procurement | 638 | - | 556 | 82 | 424 | 214 | 0 |
| Orthopaedic appliance facilities | 2,480 | - | 2,433 | 47 | 957 | 1,523 | - |
| Professional service operations | 59,950 | 156 | 57,213 | 2,581 | 37,494 | 36,432 | 13,975 |
| Radiology computer services | - | - | - | - | - | - | - |
| Radiology body scanner | - | - | - | - | - | - | - |
| SFGH-operation | 46,439 | 1 | 5,929 | 40,509 | 31,280 | 16,646 | 1,486 |
| SFGH-professional services | 58,127 | 15 | 19,553 | 38,559 | 72,474 | 20,817 | 35,164 |
| Other | 29,850 | 388 | 20,667 | 8,795 | 25,937 | 16,055 | 12,142 |
| Total | 232,665 | 4,443 | 129,486 | 98,736 | 185,690 | 105,196 | 58,222 |
| Total School of Medicine | 1,136,535 | 62,189 | 228,814 | 845,532 | 902,602 | 535,087 | 301,154 |

Source: UCSF Controller's Office - 12/5/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

Source: UCSF Office of Sponsored Research
Date: 02/08/2013 – FINAL RESULTS

**UNIVERSITY OF CALIFORNIA, SAN FRANCISCO
EXTRAMURAL AWARDS BY TYPE
07/01/2011 – 06/30/2012 (All Awards)
SCHOOL OF MEDICINE**

| FEDERAL SOURCES | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
|---------------------------------------|-----------------------|-----------------------|-----------------------|----------------|--------------|
| NIH Grants | 385,336,674.41 | 289,956,795.50 | 95,377,878.91 | 837 | 1,132 |
| Other DHHS Grants | 51,826,421.00 | 47,381,217.17 | 4,445,203.83 | 69 | 109 |
| NSF Grants | 1,182,502.00 | 847,282.00 | 335,220.00 | 6 | 6 |
| Other Federal Grants | 12,624,817.00 | 9,552,324.00 | 3,072,493.00 | 25 | 29 |
| NIH Contracts | 54,622,114.01 | 37,616,820.01 | 17,005,294.00 | 15 | 40 |
| Other DHHS Contracts | 3,508,326.00 | 2,603,872.00 | 904,454.00 | 10 | 11 |
| Other Federal Contracts | 7,139,464.43 | 7,021,428.83 | 118,035.60 | 53 | 61 |
| Subcontracts (excluding SBIR/STTR) | 63,841,065.64 | 46,704,795.92 | 17,136,269.72 | 478 | 627 |
| Subcontracts(SBIR/STTR) | 924,853.00 | 680,801.54 | 244,051.46 | 10 | 10 |
| Fellowships(All Federal Sources) | 3,577,948.00 | 3,577,948.00 | 0.00 | 74 | 96 |
| Subtotal, Federal Sources | 584,584,185.49 | 445,945,284.97 | 138,638,900.52 | 1,577 | 2,121 |
| OTHER PUBLIC SOURCES | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
| City/County of San Francisco | 17,812,622.00 | 15,964,753.00 | 1,847,869.00 | 24 | 53 |
| Other Bay Area Public Agencies | 984,357.00 | 864,419.82 | 119,937.18 | 4 | 7 |
| California Dept Health Care Services | 11,829,250.00 | 10,676,813.00 | 1,152,437.00 | 8 | 14 |
| Other California Public Agencies | 23,301,577.00 | 19,548,557.00 | 3,753,020.00 | 48 | 73 |
| Other Public Agencies | 1,253,548.00 | 1,063,784.00 | 189,764.00 | 11 | 16 |
| UC Programs(except IUCRP) | 6,802,069.97 | 6,802,069.97 | 0.00 | 40 | 51 |
| UC Discovery portion of IUCRP | 1,568,982.00 | 1,568,982.00 | 0.00 | 7 | 7 |
| Subcontracts(all above prime sources) | 2,265,225.50 | 1,810,094.50 | 455,131.00 | 20 | 25 |
| Fellowships(all above sources) | 1,139,412.50 | 1,139,412.50 | 0.00 | 25 | 31 |
| Subtotal, Other Public Sources | 66,957,043.97 | 59,438,885.79 | 7,518,158.18 | 187 | 277 |
| Subtotal, Public Sources | 651,541,229.46 | 505,384,170.76 | 146,157,058.70 | 1,764 | 2,398 |

Note: Awards are selected for inclusion based on the budget period start date.
Results include modifications, corrections, and after-the-fact actions processed through 5:00 pm 02/08/2013.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

Source: UCSF Office of Sponsored Research
Date: 02/08/2013 – FINAL RESULTS

**UNIVERSITY OF CALIFORNIA, SAN FRANCISCO
EXTRAMURAL AWARDS BY TYPE
07/01/2011 – 06/30/2012 (All Awards)
SCHOOL OF MEDICINE**

| PRIVATE NON-PROFIT SOURCES | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
|--|-----------------------|-----------------------|-----------------------|--------------|--------------|
| Grants | 71,652,855.14 | 66,105,398.99 | 5,547,456.15 | 549 | 693 |
| Contracts | 3,059,697.88 | 2,620,135.40 | 439,562.48 | 45 | 52 |
| Subcontracts | 6,556,139.39 | 6,061,085.21 | 495,054.18 | 73 | 96 |
| Fellowships | 7,227,538.00 | 7,227,538.00 | 0.00 | 160 | 218 |
| Subtotal, Private, Non-Profit Sources | 88,496,230.41 | 82,014,157.60 | 6,482,072.81 | 827 | 1,059 |
| PRIVATE FOR-PROFIT SOURCES | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
| Grants | 2,691,330.81 | 2,090,636.87 | 600,693.94 | 15 | 17 |
| Contracts | 70,556,977.64 | 53,474,100.77 | 17,082,876.87 | 372 | 417 |
| Subcontracts | 816,993.79 | 633,637.65 | 183,356.14 | 15 | 17 |
| Fellowships | 1,401,167.00 | 1,397,196.00 | 3,971.00 | 28 | 30 |
| Subtotal, Private, For-Profit Sources | 75,466,469.24 | 57,595,571.29 | 17,870,897.95 | 430 | 481 |
| Subtotal, Private Sources | 163,962,699.65 | 139,609,728.89 | 24,352,970.76 | 1,257 | 1,540 |
| Miscellaneous Agreement Types | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
| Advance Awards | 0.00 | 0.00 | 0.00 | 143 | 144 |
| Extensions | 10,685.00 | 7,707.00 | 2,978.00 | 658 | 684 |
| MTAs(Incoming),URCs | 0.00 | 0.00 | 0.00 | 299 | 304 |
| OTHER agreements | 28,340.00 | 28,300.00 | 40.00 | 42 | 44 |
| Subtotal, Misc Agreement Types | 40,025.00 | 37,007.00 | 3,018.00 | 1,142 | 1,176 |
| CUMULATIVE TOTAL | 815,543,954.11 | 645,030,906.65 | 170,513,047.46 | 4,163 | 5,114 |

Note: Awards are selected for inclusion based on the budget period start date.
Results include modifications, corrections, and after-the-fact actions processed through 5:00 pm 02/08/2013.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
SCHOOL OF MEDICINE**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$411,654,643 | \$289,142,560 | \$118,041,143 | 40.82% |
| CIRM | \$8,058,638 | \$6,145,219 | \$2,291,005 | 37.28% |
| Other State Contracts | \$21,847,884 | \$20,266,200 | \$2,352,541 | 11.61% |
| Local Government | \$145,933,441 | \$144,252,903 | \$2,436,913 | 1.69% |
| Private Clinical Trials | \$17,445,483 | \$14,435,607 | \$3,895,280 | 26.98% |
| Private Contracts & Grants | \$153,098,621 | \$139,374,260 | \$31,508,902 | 22.61% |
| Total: | <u>\$758,038,710</u> | <u>\$613,616,749</u> | <u>\$160,525,783</u> | <u>26.16%</u> |

Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
SCHOOL OF MEDICINE**

| Department | Staff | | Academic | | Grand Total |
|--------------------------------|--------------|------------|--------------|------------|--------------|
| | FT | PT | FT | PT | |
| AIDS RESEARCH INSTITUTE | 8 | 4 | | | 12 |
| ANATOMY | 29 | 4 | 81 | 24 | 138 |
| ANESTHESIA/PERIOPERATIVE CARE | 95 | 40 | 138 | 18 | 291 |
| BIOCHEMISTRY & BIOPHYSICS | 67 | 4 | 102 | 52 | 225 |
| CARDIOVASCULAR RESEARCH INST | 94 | 5 | 99 | 17 | 215 |
| CELLULAR & MOLECULAR PHARMACOL | 22 | 6 | 67 | 30 | 125 |
| CLINICAL & TRANSLATIONAL SCI | 75 | 10 | | | 85 |
| DEANS OFFICE-SCH OF MEDICINE | 548 | 33 | 275 | 31 | 887 |
| DEPT OF EMERGENCY MEDICINE | 18 | 18 | 36 | | 72 |
| DERMATOLOGY | 23 | 3 | 68 | 14 | 108 |
| EPIDEMIOLOGY & BIOSTATISTICS | 57 | 12 | 59 | 11 | 139 |
| HDF COMPREHENSIVE CANCER CTR | 134 | 7 | 44 | 7 | 192 |
| HIST OF HLTH SCI | 1 | 1 | 7 | 1 | 10 |
| HOOPER FOUNDATION | 5 | 3 | 8 | | 16 |
| INST FOR HLTH POLICY STUDIES | 42 | 22 | 13 | 3 | 80 |
| INST FOR NEURODEGENERATIVE DIS | 39 | 2 | 9 | | 50 |
| INST FOR REGENERATION MEDICINE | 10 | | 3 | | 13 |
| INSTITUTE FOR HUMAN GENETICS | 18 | 1 | 4 | | 23 |
| LABORATORY MEDICINE | 32 | 1 | 74 | 14 | 121 |
| MEDICINE | 541 | 139 | 726 | 197 | 1,603 |
| MICROBIOLOGY AND IMMUNOLOGY | 26 | 4 | 64 | 29 | 123 |
| MISCELLANEOUS PROGRAMS | 4 | | | | 4 |
| NEUROLOGICAL SURGERY | 83 | 18 | 111 | 27 | 239 |
| NEUROLOGY | 145 | 25 | 202 | 35 | 407 |
| OB/GYN & REPRODUCTIVE SCIENCES | 182 | 50 | 161 | 26 | 419 |
| OPHTHALMOLOGY | 35 | 5 | 66 | 14 | 120 |
| ORTHOPAEDIC SURGERY | 55 | 12 | 102 | 11 | 180 |
| OTOLARYNGOLOGY | 15 | 1 | 45 | 13 | 74 |
| PATHOLOGY | 121 | 3 | 133 | 18 | 275 |
| PEDIATRICS | 127 | 66 | 302 | 43 | 538 |
| PHYSICAL THERAPY & REHAB SCI. | 6 | 1 | 11 | 3 | 21 |
| PHYSIOLOGY | 20 | 3 | 66 | 13 | 102 |
| PSYCHIATRY | 217 | 65 | 81 | 38 | 401 |
| RADIATION ONCOLOGY | 27 | 1 | 53 | 5 | 86 |
| RADIOLOGY | 154 | 20 | 240 | 41 | 455 |
| S/M-DIABETES CENTER | 92 | 3 | 48 | 12 | 155 |
| S/M-FCM-DEPARTMENT | 50 | 19 | 45 | 17 | 131 |
| S/M-INSTITUTE OF GLOBAL HEALTH | 52 | 11 | 8 | 6 | 77 |
| S/M-OSHER CTR INTEGRATIVE MED | 14 | 12 | 4 | 1 | 31 |
| SURGERY | 172 | 22 | 238 | 22 | 454 |
| UCSF CTR FOR HLTH & COMMUNITY | 6 | 3 | 6 | 2 | 17 |
| UROLOGY | 29 | 4 | 60 | 12 | 105 |
| Total | 3,490 | 663 | 3,859 | 807 | 8,819 |

Source: UCSF Human Resources

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

BASIC SCIENCE DEPARTMENTS

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF ANATOMY

- Chair – Basbaum, Allan I., Ph.D., FRS
- Business Officer – Millett, Margaret
- Website – <http://anatomy.ucsf.edu>

Administrative Mission Statement

To provide responsive administrative and technical services, in a collegial environment, in support of teaching and research so as to ensure quality, compliance and effectiveness.

The Department of Anatomy is comprised of 20 faculty members with primary full-time appointments, 16 jointly appointed faculty, 2 Fellows, and about 250 postdoctoral fellows and students engaged in research covering questions in cell and developmental biology and neurobiology, many of which are relevant to cancer, on both the Parnassus Heights and Mission Bay campuses. The faculty include members of the National Academy of Sciences, the Institute of Medicine, the American Academy of Arts and Sciences, and the Royal Society. The faculty is committed to graduate and professional school education, with contributions to the medical, pharmacy and physical therapy students, as well as programs in continuing medical education.. The department is the administrative home of the Willed Body Program. The Department is actively committed to creating and maintaining a stimulating, collaborative, educational environment within UCSF.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
ANATOMY**

| Full Time | Staff | | Academic | | Grand Total |
|-----------|-----------|-----------|-----------|-----------|-------------|
| | Part Time | Full Time | Full Time | Part Time | |
| 29 | 4 | 81 | 24 | 138 | |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
ANATOMY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MED SCH-ANATOMY | 24.37 | 22.27 | 24.15 | 20.63 | 24.15 | 17.69 | 24.15 | 15.11 | 24.15 | 14.91 |
| MED SCH-CURATOR | | 0.50 | | 0.50 | | 0.50 | | 0.50 | | 0.50 |
| Total: | 24.37 | 22.77 | 24.15 | 21.13 | 24.15 | 18.19 | 24.15 | 15.61 | 24.15 | 15.41 |

Source: UCSF Budget & Resource Management

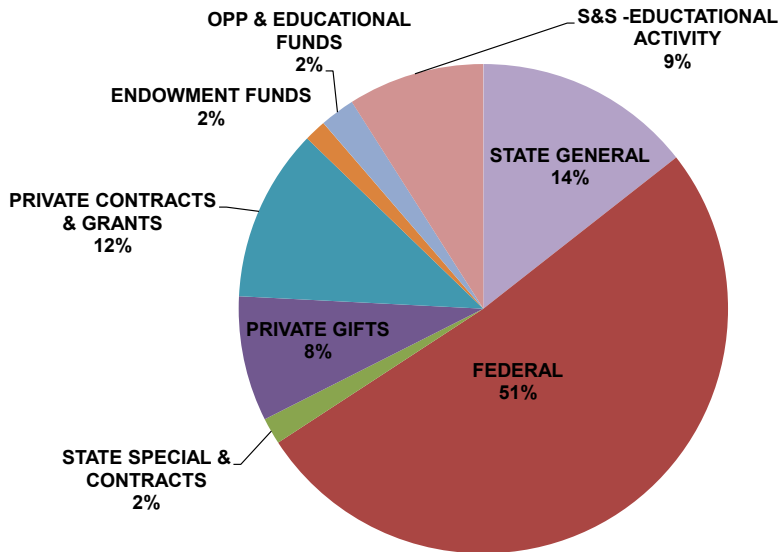
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
ANATOMY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$3,085,138 | \$2,917,243 | \$2,881,204 | \$2,543,974 | \$2,637,170 | -14.5% |
| TUITION & FEES | \$6,295 | (\$1,121) | (\$38) | \$5,443 | \$1,084 | -82.8% |
| FEDERAL | \$8,466,155 | \$8,044,300 | \$9,810,844 | \$9,232,320 | \$9,403,491 | 11.1% |
| STATE SPECIAL & CONTRACTS | \$60,946 | \$111,651 | \$157,770 | \$140,912 | \$322,617 | 429.3% |
| PRIVATE GIFTS | \$908,366 | \$798,494 | \$1,211,369 | \$1,401,191 | \$1,511,586 | 66.4% |
| PRIVATE CONTRACTS & GRANTS | \$1,901,595 | \$1,910,608 | \$1,921,913 | \$2,068,752 | \$2,089,004 | 9.9% |
| ENDOWMENT FUNDS | \$55,738 | \$38,942 | \$33,518 | \$137,403 | \$267,843 | 380.5% |
| OPP & EDUCATIONAL FUNDS | \$365,860 | \$628,113 | \$323,242 | \$365,573 | \$420,494 | 14.9% |
| S&S -EDUCTATIONAL ACTIVITY | \$1,705,980 | \$1,736,563 | \$1,617,525 | \$2,036,631 | \$1,650,144 | -3.3% |
| OTHER SOURCES | (\$5,820) | (\$8,251) | \$8,251 | \$9,534 | \$24,787 | -525.9% |
| RESERVES | \$0 | \$0 | \$40,404 | \$76,659 | \$44,770 | 0.0% |
| Total: | \$16,550,254 | \$16,176,542 | \$18,006,000 | \$18,018,391 | \$18,372,990 | 11.0% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Anatomy
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
ANATOMY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$9,403,491 | \$8,518,426 | \$4,302,864 | 50.51% |
| CIRM | \$0 | | | 0.00% |
| Other State Contracts | \$0 | | | 0.00% |
| Local Government | \$0 | | | 0.00% |
| Private Clinical Trials | \$0 | | | 0.00% |
| Private Contracts & Grants | \$2,089,004 | \$2,059,042 | \$615,493 | 29.89% |
| Total: | <u>\$11,492,495</u> | <u>\$10,577,469</u> | <u>\$4,918,357</u> | <u>46.50%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
ANATOMY**

| | Number | Amount |
|---------------------------|---------------|---------------------|
| Research Grants | 26 | \$12,034,026 |
| Training Grants | 4 | \$1,017,147 |
| Fellowships | 0 | \$0 |
| Other Awards | 1 | \$764,775 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>31</u> | <u>\$13,815,948</u> |

*Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 ANATOMY
 (Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|--------------|--------------------|--------------------|-----------------|----------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 4,927 | 2,510 | 1,036 | 1,381 | 3,524 | 1,403 | 0 |
| Research | 12,220 | 101 | 4 | 12,115 | 5,925 | 6,295 | 0 |
| Total | 17,147 | 2,611 | 1,040 | 13,496 | 9,449 | 7,698 | 0 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

**DEPARTMENT OF ANTHROPOLOGY, HISTORY AND SOCIAL
MEDICINE**

- Acting Chair – Milliken, Nancy, M.D.
- Business Officer – Horning, Dixie
- Website - <http://dahsm.medschool.ucsf.edu/>

This interdisciplinary department in the School of Medicine provides non-biomedical social science and humanities perspectives on health, illness, and disease. The Department runs three teaching and research programs, two in coordination with the University of California, Berkeley:

- Medical Anthropology
(PhD program with the Department of Anthropology's Program in Critical Studies in Medicine, Science, and the Body)
- History of Health Sciences
(PhD program and MA for Professionals program)
- Social Medicine
(University of California Multicampus Research Program: UC Medical Humanities Consortium)

In addition, the Department is home to the Center for Humanities and Health Sciences designed to foster intellectual interaction between students and faculty throughout the department, the four schools within UCSF, other UC Campuses, and other institutions.

The Department draws on many resources in the Bay Area for research, teaching, and collaborative projects. Many of our faculty have joint appointments with other academic units at UCSF and UC Berkeley. Particularly strong relations are enjoyed with UC Berkeley's Department of History (and the Office for History of Science and Technology), the Department of Anthropology, and UCSF's Institute for Health and Aging, Institute for Health Policy Studies, and the Department of Social and Behavioral Sciences.

Program in Medical Anthropology

The Mission

Medical Anthropology increases our understanding of health-related beliefs and behaviors of all kinds, from the precise products of science to the silent rituals of culturally scripted healing. Anthropological research on social and cultural processes in the arena of health have both theoretical and practical utility addressing many of the central quandaries of the human condition: from

Source: Department of Anthropology, History and Social Medicine, 10/1/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

social suffering and institutional inequality to chronic pain, warfare, and everyday violence. The Medical Anthropology Program at UCSF has three primary missions:

- To conduct original critical research that builds the knowledge base of medical anthropology.
- To train new generations of medical anthropologists for careers in research and education.
- To prepare medical and other health professional students for the complexities of clinical practice and for effective scientific engagement in an increasingly diverse and internationally linked world.

We aim to contribute useful and critical anthropological knowledge for the promotion of human wellness, the relief of suffering, and the treatment of disease, through research and training in collaboration with other health professionals and social and behavioral scientists. In a global era of rapid social change, anthropological knowledge can help health professionals meet the urgent practical and moral challenges of the 21st century.

What is Medical Anthropology?

Over the years, a growing need has developed for interdisciplinary training which relates socio-cultural systems and patterns of human variation to physical and mental health problems. Within the last quarter century, the rapid pace of social change - migration, urbanization and technological advances in medicine - has created new problems in the provision of health care to large sectors of the population. These changes have seemingly promised a better quality of medical care, yet, in fact, socio-economic, ethnic, age, gender, and other inequalities in health care delivery continue. It is becoming widely recognized now that ethnic and class differences, among others, affect both access to health services and relationships with the medical establishment. With this realization has come an urgent need for research, training and program planning and evaluation relating socio-cultural factors to the control of disease and the maintenance of health. As a sub-discipline of anthropology -- the study of both socio-cultural and physical aspects of humans and human groups -- medical anthropology is in an unparalleled position to make positive contributions toward the understanding and resolution of many of these problems.

There are presently about 1700 members of the Society for Medical Anthropology, a sub-unit of the American Anthropological Association, and the interest and concern in research and instruction in this field are increasing daily. Despite the rapid growth of the field, and the increasing recognition of its importance, few institutions of higher learning are equipped to offer a full range of instruction and research opportunities in medical anthropology, and fewer still are able to provide such opportunities within both medical and community settings.

Source: Department of Anthropology, History and Social Medicine, 10/1/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
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Foundations of the Joint Program

Taking cognizance of these needs and of the rich resources and facilities available on both the San Francisco and Berkeley campuses, the Regents of the University of California authorized these campuses to offer a joint PhD degree in Medical Anthropology. The primary objective of this joint degree program is to produce sophisticated and well-rounded medical anthropologists, fully equipped to handle both theoretical and applied problems in health care and community settings, as well as in academia. We train a large number of MD/PhDs in our joint program.

Emphasis in the UCSF Program is on providing students with the concepts and skills requisite for careers in health research, teaching and public service. Through work in both institutional and community settings, students are trained to identify and analyze both the formal and informal aspects of health care systems, and to understand the relationships between the socio-cultural and biomedical dimensions of health and illness beliefs and behavior. This training is coupled with the more traditional, theoretical approaches gained in formal course work -- theoretical training which enables students to place their practical knowledge into broader cross-cultural contexts and frameworks.

The program described here provides specialized training leading to the PhD in Medical Anthropology. It emphasizes the integration of interdisciplinary academic programs, supervised trainee field work in medical settings, community-based research, and workshops in field research methods and data analysis.

Recently, the field of anthropology has clearly distinguished between its socio-cultural and physical sub-fields. With the application of anthropology to health problems, however, the sub-disciplines, along with the medical sciences, find common intellectual ground in both theory and practice. This joint approach is reflected in the present Program, which presents a broadly-based training for our students.

Program in History of Health Sciences

Mission

This graduate program trains students to examine the history of health sciences (medicine, nursing, pharmacy, public health, alternative healing, and biomedical research) from a variety of critical approaches. Doctoral students are prepared to undertake a wide variety of professional careers in academia, industry, government, and communications. For those who choose academic research and teaching in the field, this program lays the foundation for them to create and interpret new knowledge as scholars and to share and disseminate their knowledge of the field as educators. Those who choose other career paths learn to incorporate historical perspectives into

Source: Department of Anthropology, History and Social Medicine, 10/1/2010

University of California, San Francisco
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their understanding and practice of their respective fields, as do students enrolled in the master's program for professionals and medical students who take elective courses in the program. The physical and intellectual location of this history program within one of the nation's leading medical schools affords the opportunity to advance the historical analysis and understanding of bio-medical sciences, clinical practices, and health policies.

Degree Programs

History of Health Sciences offers two degree programs. The doctorate program leads to the PhD. Students may also pursue a doctorate in History of Health Sciences jointly with a degree in Medicine, leading to a combined MD-PhD. Candidates for the joint degree must apply separately to the Program in History of Health Sciences and to the School of Medicine. The terminal master's degree leading to the MA is offered to individuals who already hold an advanced degree in medicine, science, or other professional field (e.g., public health, nursing, pharmacy) or who are enrolled in a program leading to such a degree.

History of the History Program

The History of Health Sciences has been a part of the UCSF campus since 1930 when the Regents of the University of California established a Department of History and Bibliography. Following Johns Hopkins University's initiative, it was the second one to be established in the United States. In 1965, the Special Collections function was transferred to the library, and the department was renamed the History of Health Sciences, which was intended to represent the complete spectrum of activities within the four disciplines of the UCSF health sciences campus. Concurrent with this change, the Graduate Division approved a program of study that led to the MA and PhD degrees in the field. UCSF's Department of History of Health Sciences is the only campus in the UC system and on the west coast to offer advanced degrees in the subject. The program suspended its teaching operations in the late 1990s after the tragic premature death of one of its faculty members. The program was successfully re-opened in 2005, with master's, doctoral, and postdoctoral students contributing to the vitality of the humanities at UCSF.

Program in Social Medicine

Social Medicine is a field of interdisciplinary academic investigation that examines the many ways that health, disease, and the practices of medicine, the bio-medical sciences and implementation of medical technologies are affected by societal forces.

Medicine is itself social by virtue of its intimate engagement with diverse populations, where the doctor/patient relationship is mediated through social conventions determined by cultural beliefs, community advocacy, family relations and individual attitudes. But the way the medical profession evolves and its judgments and practices understood are also implicated in diverse social dynamics, from how the media translate expert knowledge for wider public consumption, to the

Source: Department of Anthropology, History and Social Medicine, 10/1/2010

University of California, San Francisco
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political and commercial interests that regulate and foster bio-medical research and the development of medical technology. Scholarship in Social Medicine provides insight to the creation and legacy of these social relations.

The field of Social Medicine has thrived on interdisciplinarity and collaborative investigation which integrates the conceptual frameworks and methodologies of the humanities, the social sciences, clinical and population research. It provides philosophical and critical reflexivity about bio-medical and public health enterprises, the knowledge and practices on which they are based, and the impact of those phenomena on social, political, economic and historical transformation. Its practitioners are humanists, social scientists, clinical and population scientists from specialties such as medical anthropology, history, sociology, cultural studies, psychiatry, health economics, clinical research and the public health sciences.

At UCSF, the division of Social Medicine in the Department of Anthropology, History & Social Medicine aims to facilitate the “meeting of minds” among humanists, social scientists, clinicians and other health care professionals. Working together, projects are designed to advance our understanding of bio-medical science, clinical practice, biotechnology, and bio-entrepreneurship as products of culture which in turn impact upon the management of health in post-modern societies and in global social and economic systems.

We see twenty-first-century Social Medicine as engaged with new frontiers in medicine, public health, the life sciences, biotechnology and bio-entrepreneurship where “the social” arena is located in spaces around the clinic, laboratory, patent office and executive boardrooms. Research here investigates the social relations of bio-medicine and public health that motivate the movement of knowledge and practice from “bench to bedside to the community,” and its practitioners from “scientist to CEO.”

One area of active investigation in Social Medicine at UCSF is the impact of medical technologies on clinical skills and decision making, and its effect on patient management —particularly revolving around “internet interventions” and the “digital revolution” in disease diagnosis. We explore these areas in light of newly emerging collaborations between university and corporate research and development, and the promotion of the culture of bio-entrepreneurship.

Source: Department of Anthropology, History and Social Medicine, 10/1/2010

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
 ANTHROPOLOGY, HISTORY & SOCIAL MEDICINE**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 1 | | 7 | | 10 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
 ANTHROPOLOGY, HISTORY AND SOCIAL MEDICINE**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MS-DAHSM-HISTORY OF MED | 2.00 | 1.83 | 2.00 | 1.69 | 2.00 | 1.32 | 2.00 | 1.32 | 2.00 | 0.40 |
| MS-DAHSM-MED ANTHROPOLOGY | 2.00 | 1.85 | 2.00 | 1.72 | 2.00 | 1.30 | 2.00 | 0.51 | 2.00 | 0.51 |
| S/M SOCIAL MEDICINE | 1.00 | | 1.00 | | 1.00 | | 1.00 | | 1.00 | |
| Total: | 5.00 | 3.68 | 5.00 | 3.41 | 5.00 | 2.62 | 5.00 | 1.83 | 5.00 | 0.91 |

Source: UCSF Budget & Resource Management

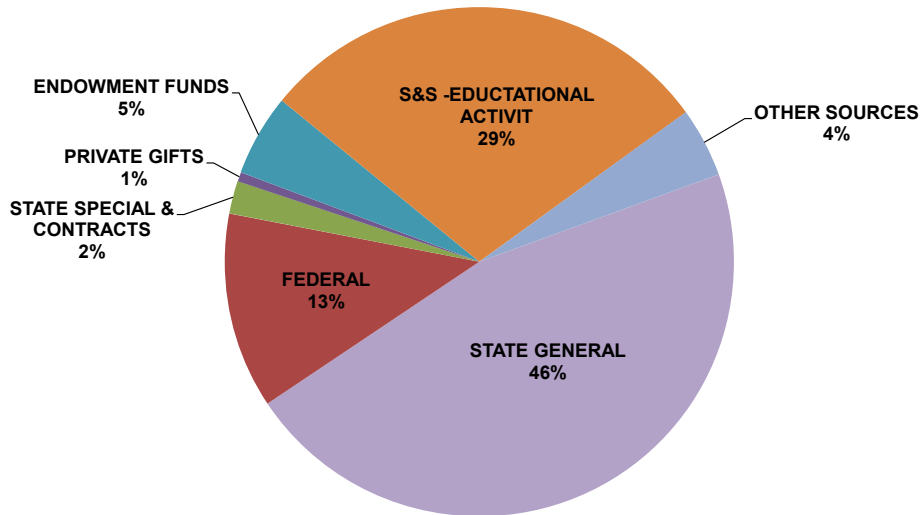
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
ANTHROPOLOGY, HISTORY AND SOCIAL MEDICINE**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$696,918 | \$705,655 | \$678,270 | \$728,028 | \$630,775 | -9.5% |
| FEDERAL | \$94,443 | \$67,346 | \$104,030 | \$178,595 | \$169,809 | 79.8% |
| STATE SPECIAL & CONTRACTS | \$0 | \$0 | \$0 | \$0 | \$28,371 | 0.0% |
| PRIVATE GIFTS | \$12,150 | \$10,118 | \$2,572 | \$4,047 | \$8,111 | -33.2% |
| PRIVATE CONTRACTS & GRANTS | \$0 | \$11,236 | \$14,638 | \$3,190 | \$4,916 | 0.0% |
| ENDOWMENT FUNDS | \$107,821 | \$110,599 | \$83,173 | \$65,533 | \$70,825 | -34.3% |
| OPP & EDUCATIONAL FUNDS | \$16,226 | \$62,561 | \$13,794 | \$9,057 | \$3,534 | -78.2% |
| S&S -EDUCTATIONAL ACTIVITY | \$218,342 | \$258,627 | \$268,874 | \$257,217 | \$398,045 | 82.3% |
| OTHER SOURCES | \$940 | (\$721) | \$0 | \$1,554 | \$51,893 | 5420.5% |
| Total: | \$1,146,840 | \$1,225,420 | \$1,165,351 | \$1,247,221 | \$1,366,278 | 19.1% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Type
Anthropology, History and Social Medicine
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
ANTHROPOLOGY, HISTORY AND SOCIAL MEDICINE**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$169,808 | \$128,257 | \$48,318 | 37.67% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$4,916 | \$0 | \$0 | 0.00% |
| Total: | <u>\$174,724</u> | <u>\$128,257</u> | <u>\$48,318</u> | <u>37.67%</u> |

Source: UCSF Budget & Resource Management

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
ANTHROPOLOGY, HISTORY AND SOCIAL MEDICINE
(Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|------------|------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| Instruction | 1,045 | 602 | 388 | 55 | 712 | 333 | 0 |
| Research | 254 | 8 | 66 | 180 | 133 | 121 | 0 |
| Total | <u>1,299</u> | <u>610</u> | <u>454</u> | <u>235</u> | <u>845</u> | <u>454</u> | <u>0</u> |

Source: UCSF Controller's Office - 12/5/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
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DEPARTMENT OF BIOCHEMISTRY AND BIOPHYSICS

The Biochemistry and Biophysics department is comprised of 28 faculty members and about 200 students and postdoctoral fellows investigating a range of biological problems encompassing biochemistry, genetics, structural biology, and cell biology. The faculty is committed to graduate education and is actively engaged in shaping the collaborative environment that makes UCSF a special place.

Departmental Executive Committee

- Chair - Davis, Grae, Ph.D.
- Vice-Chair - DeRisi, Joseph, PhD
- Department Director - Kniery, Penny
- Website – <http://biochemistry.ucsf.edu/>

Graduate Programs

In order to provide students with the greatest flexibility in choosing a course of study, the biochemistry and molecular biology, cell biology, genetics and developmental biology programs have a joint admissions process called the Tetrad. Students interested in any of these programs apply to all four programs together, are accepted into all four initially, then commit to a particular program at the end of their first year of study. There are currently 101 faculty affiliated with the four Tetrad programs.

The Tetrad programs are part of the Program in Biological Sciences (PIBS). PIBS is a confederation of faculty and students whose purpose is to provide opportunities for graduate training, foster collegiality among different disciplines, and facilitate development of new research activities that span traditional department boundaries.

The Biochemistry and Molecular Biology Program

The Biochemistry and Molecular Biology Program (BMB) is a member of the Tetrad consortium within PIBS. The BMB faculty members are drawn from three of the four Schools of UCSF, and from eight Departments (Anatomy, Biochemistry and Biophysics, Cellular and Molecular Pharmacology, Microbiology and Immunology, Pathology, Pharmaceutical Chemistry, Physiology, and Stomatology). Research within BMB employs biochemical and molecular approaches to approach a broad range of problems, from neoplasia to protein targeting, from enzyme catalysis to cell motility, from yeast genetics and genomics to x-ray crystallography, from transcriptional regulation to neurodevelopment. As with other Tetrad and PIBS programs, BMB researchers

Source: Biochemistry and Biophysics, 8/22/2011

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are highly interactive and collaborative. Indeed, a guiding principle of the program is to instill understanding and appreciation of the interactiveness and interrelatedness of diverse research approaches and experimental systems.

The Cell Biology Program

Collaborations among the cell biology laboratories and with other scientists at UCSF help create a fertile environment for pursuing answers to questions of cellular structure, function and development. The faculty of the Cell Biology Program is drawn from the Departments of Anatomy, Biochemistry and Biophysics, Cellular and Molecular Pharmacology, Medicine, Microbiology, Pathology, and Physiology. The participant research groups share an interest in understanding the structure, function and differentiation of cells and tissues. They employ a wide variety of approaches, instruments and techniques that characterize modern biology: cell culture, chemistry, electrophysiology, genetics, molecular biology, and ultrastructure

The Genetics Program

The Genetics Program offers an interdisciplinary and interdepartmental program for the Ph.D. degree and trains graduate students to conduct research and prepare for careers in modern molecular, developmental, and medical genetics. This program combines the related interests and research efforts in genetics of both basic science and clinical faculty. The genetics group includes faculty of the Departments of Anatomy, Biochemistry and Biophysics, Cellular and Molecular Pharmacology, Medicine, Microbiology and Immunology, Pediatrics, and Psychiatry. The faculty are engaged in diverse research issues studying gene expression, differentiation and development, chromosome structure and mechanics, structure of the human genome, human biochemical genetics, radiation genetics, and cytogenetics. They study an equally diverse group of organisms, including tumor viruses, bacteria, yeast, fruit flies, nematodes, mice, and humans.

The Developmental Stem Cell Biology (DSCB) Program

The DSCB Program provides training in four overlapping and interrelated thematic areas: Stem Cells and Cell Differentiation, Organogenesis and Tissue Regeneration, Pattern Formation and Morphogenesis and Evolutionary Developmental Biology. DSCB Program was created as a cross-campus interdepartmental consortium designed to consolidate related activities, and facilitate interactions among faculty and graduate students interested in the rapidly expanding and closely connected fields of developmental biology, stem cells, and regeneration. The DSCB Program offers an integrated and multidisciplinary educational opportunity for graduate students pursuing careers in these rapidly expanding fields. The DSCB Program includes more than sixty UCSF Faculty members from various Clinical and Basic Science Departments and with diverse interests.

Source: Biochemistry and Biophysics, 8/22/2011

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Most DSCB Faculty have ongoing laboratory projects that span multiple thematic area.

Integrative Program in Complex Biological Systems

A comprehensive track within the Integrative Program in Quantitative Biology for training students in the understanding and engineering of complex biological systems from the molecular and cellular levels to the whole organism. To meet the vast challenges ahead, the Complex Biological Systems track proposes to depart significantly from a traditional curriculum. Students within this track will develop novel approaches to solve the critical sociology and language problems associated with training scientists to be simultaneously conversant in the languages of biology, mathematics, physics and engineering. Ten new faculty members have been recruited to UCSF to expand expertise in critical quantitative areas and to build an entirely new curriculum focused on the observation, modeling, manipulation and design of complex biological systems.

Core Facilities

Center for Advanced Technology

The Center for Advanced Technology is a collection of instrumentation dedicated to serving the research needs of the UCSF and QB3 communities. The primary focus is on instrumentation for high-throughput experimental biology, but the CAT is also interested in any instrumentation too large or complex to be maintained by a single laboratory. Through partnerships with other UCSF groups and core facilities, the CAT is able to provide access to additional instrumentation, such as a Biacore T100 and 1000 instrument available via the Macromolecular Structure Group (MSG). In addition, the CAT has formed partnerships with companies interested in loaning equipment. These alliances provide our researchers with cutting edge equipment. In exchange, these companies' equipment is vetted by the highly talented researchers that utilize our facilities.

Nikon Imaging Center

The Nikon Imaging Center at QB3/UCSF (NIC@QB3) is a core facility for light microscopy developed by the UCSF Cardiovascular Research Center, the School of Medicine, and QB3 in partnership with Nikon Instruments Inc. and Technical Instruments. The NIC@QB3's corporate partners include Applied Scientific Instrumentation, In Vivo Scientific, Molecular Devices, Prior Scientific, Roper Scientific, Solamere Technology Group, and Sutter Instrument. The mission of the NIC@QB3 is to:

- Stimulate innovation in biological research by providing investigators access to cutting edge microscopy resources with a particular emphasis on developing novel imaging solutions to systems biology challenges.

Source: Biochemistry and Biophysics, 8/22/2011

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- Promote cross-discipline collaborations by providing an exciting intellectual commons centered on light microscopy.
- Provide courses, individual instruction, and consulting on advanced light microscopy techniques.
- Promote collaborations with biopharmaceutical companies.
- Provide training for performing genomic and proteomic experiments.
- Provide training in the bioinformatics required for interpretation of genomic and proteomic experiments.
- Manage the use and sharing of the related equipment.

Community Service

The Science & Health Education Partnership (SEP)

SEP is a collaboration between the University of California, San Francisco and the San Francisco Unified School District. Scientists and educators from both organizations work in partnership to support quality science education for K-12 students. Founded in 1987, SEP is nationally recognized as a model partnership between a university and a local public school system. Since 1989 SEP has been awarded nearly \$9 million in competitive federal, private, and state funds. Current funding is provided by the Howard Hughes Medical Institute, an NIH Science Education Partnership Award (SEPA) from the National Center for Research Resources, the Bechtel Foundation, the UCSF Chancellor's Office, the UCSF School of Medicine, and the California Science Project.

SEP's mission is to promote partnership between scientists and educators in support of high quality science education for K-12 students. To this end, SEP develops and implements programs with the following goals: 1) to support teaching and learning among teachers, students, and scientists; 2) to promote an understanding of science as a creative discipline, a process, and a body of integrated concepts; 3) to contribute to a deeper understanding of partnership; and 4) to provide models and strategies for other institutions interested in fostering partnerships between scientific and education communities. SEP functions as a teaching and learning community in which all participants are encouraged to simultaneously take on the roles of student, teacher, and scientist. SEP continues to evolve by building and applying a foundation of knowledge about successful approaches to professional development and scientist-teacher partnership. Each year, SEP coordinates the efforts of over 300 UCSF participants who contribute approximately 10,000 hours of service with over 400 SFUSD teachers and their students, representing 80-90 percent of the District's K-12 schools.

Research Centers

Source: Biochemistry and Biophysics, 8/22/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

The Center for Structures of Membrane Proteins

The Center for Structures of Membrane Proteins (CSMP) provides atomic structure determination for membrane proteins including both bacterial and human membrane proteins. Human membrane proteins encode the targets for ~40% of all therapeutic drugs in use today, despite the lack of understanding of the mechanisms and atomic interactions of any one of these. Many of the human protein structures sought have therapeutic importance. Therefore the structures will provide an atomic level template for drug design and discovery.

The goal of the CSMP is to express, purify and determine the structures of representative members of membrane protein classes. Where classes of membrane proteins are represented in prokaryotes, it is likely that structures for a homolog will be determined first for prokaryotic or archaeal members. Many human proteins have no good homologs in prokaryotes or archaea. These include psychopharmaceutical receptors that are targets for neuro-psychopharmaceutical drugs, the re uptake pumps that are currently targets for the new anti-depressants, the ~1500 GPCRs in the human genome that include numerous key drug targets today. Nearly 30% of all eukaryotic proteins are membrane proteins, and these include protein targets for over 40% of all drugs in use today. In most cases the particular membrane protein targets of today's drugs are not yet determined, primarily because preparation of membrane proteins in structurally homogeneous and functionally active state as well as subsequent structure determination have been extremely challenging. CSMP supports an integrated program, with interdependent subprojects, and core facilities that provide for routine processes, including protein purification, characterization, x-ray diffraction at the Advanced Light Source in Berkeley at beamlines 5.0.2, and 8.3.1, and structure determination by electron microscopy and NMR. Bioinformatics contributes to the construction of a target list of representative proteins whose structures are to be determined and leverages the experimentally determined structures by structurally and functionally characterizing many more related protein sequences.

The HIV Accessory and Regulatory Complex Center

-The HIV Accessory and Regulatory Complex (HARC Center) is an interdisciplinary research center aimed at creating a comprehensive structural picture of interactions between HIV viral proteins and intracellular host molecules at early stages in the viral lifecycle. High-resolution structures of such complexes offer the potential for novel targeted drug design strategies in the treatment of AIDS.

Virus-host complexes play essential roles in HIV infection and propagation. Host T cells are initially targeted by the binding of viral proteins to cell surface receptors, and once internalized,

Source: Biochemistry and Biophysics, 8/22/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

the virus depends upon a different set of interactions with intracellular host proteins for the successful production, packaging and release of new viral particles. The HARC Center is specifically focused upon five HIV proteins that perform essential regulatory and accessory functions at this stage: Integrase, Tat, Rev, Vif and Nef. Integrase coordinates with host proteins to integrate a DNA copy of the viral genome into the host genome, while Tat and Rev recruit cellular proteins to enhance the production and nuclear export of viral mRNAs. Vif is a component of an assembly that tags host defense proteins for destruction, while Nef interacts with a variety of proteins to remodel cell architecture and alter signaling, enhancing viral replication overall. The Center aims to provide a detailed structural picture of these HIV-host interactions, which will illuminate how recognition occurs and how it might be disrupted to the detriment of the virus. In addition, by comparing structures of proteins bound to multiple partners, or in different states of assembly, we can begin to understand how allosteric changes may modulate host protein function and assembly, and how this is affected by the binding of viral proteins, again with the downstream goal of therapeutic intervention. The Center is comprised of researchers from nine different laboratories at UCSF and Berkeley, and is one of three Research Centers launched in 2007 by the National Institute of General Medical Sciences (NIGMS) and National Institute of Allergy and Infectious Diseases (NIAID), with the goal of gaining a deeper understanding of the structural biology of HIV. Members of the HARC Center provide expertise within a comprehensive range of biochemical, molecular biological and structural methods, including mass spectroscopy, x-ray crystallography, NMR and cryo-electron microscopy. Two Technology Cores provide services to the projects and innovation of essential methods. In conjunction with its research activities, the Center makes new methodologies, tools and databases available to the research community at large, and is active in creating new collaborations with outside investigators, including those carrying out associated R21/R33 projects.

The Membrane Protein Expression Center

The Membrane Protein Expression Center (MPEC) develops and applies the latest innovative methods that yield structurally and functionally intact membrane proteins for subsequent drug development, structural, and functional characterization. Membrane proteins mediate many cellular processes, yet despite their importance, little is understood about the basic mechanisms by which they work. The MPEC focuses especially on eukaryotic membrane proteins since they provide many major drug target proteins. Our approach focuses on expression, purification and functional reconstitution of each membrane protein according to its importance for pharmacological or biological purposes. The scarcity of pure protein from natural or recombinant sources is the primary barrier to routine biochemical use of eukaryotic membrane proteins. To overcome this limitation, we are developing novel expression methods. This is facilitated in the development phase by co-investigators Drs Robert Stroud, Peter Walter, David Julius, Robert Edwards,

Source: Biochemistry and Biophysics, 8/22/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

Daniel Minor, Ronald Kaback, James Van Etten, and Shimon Schuldiner, who are each experts in membrane protein biology. Assays carried out at the MPEC establish stability, structural monodispersity, and oligomeric homogeneity as a key part of the purification and characterization. Developing a means to produce large quantities of pure, functional eukaryotic membrane proteins will have a major impact on the future of medicine as it will advance our understanding of the basic biochemistry behind transmembrane signaling and transport mechanisms that underlie processes like neurotransmission, cardiovascular regulation, and hormonal signaling, as well as promote the development of new drugs to treat dysfunctions in these systems.

The Multiple Myeloma Translational Initiative

The tremendous potential to translate promising small molecule modulators into future clinical treatments brought the UPR research team together with a new UCSF T1 program, The Multiple Myeloma Translational Initiative (MMTI). The MMTI is composed of several drug discovery programs including the UPR program, as well as translational resources including myeloma disease models and a highly annotated repository of myeloma patient samples, and a close interface with the clinical myeloma team at UCSF. The goals of the MMTI are to accelerate discovery and translation of MM therapeutic candidates from internal and external sources into clinic-ready compounds.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
BIOCHEMISTRY AND BIOPHYSICS**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 67 | 4 | 102 | 52 | 225 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
BIOCHEMISTRY AND BIOPHYSICS**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|---------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| BIOCHEM RECHARGE | | | 0.06 | 0.12 | (3.60) | | | | (0.72) | |
| BIOCHEM T3 | | | 0.01 | 0.10 | | | | | | |
| MED SCH-GENETICS | 2.00 | 1.00 | 2.00 | 1.00 | 2.00 | 1.00 | 2.00 | 1.00 | 2.00 | 1.00 |
| MS BIOCHEMISTRY & BIOPHYSICS | 23.50 | 14.04 | 23.50 | 11.08 | 23.50 | 5.91 | 23.50 | 1.60 | 23.50 | 1.60 |
| NEUROBIO/CELL BIOLOGY | | 1.00 | | 1.00 | | 1.00 | | 0.50 | | 0.50 |
| ORG ACT-BIOCHEMISTRY/BIOPHYSICS | 0.92 | 2.51 | 2.34 | 2.46 | | 2.96 | 3.06 | 2.76 | 3.75 | 3.73 |
| S/M-BIOPHYSICS | | 0.43 | | 0.43 | | 0.43 | | 0.43 | | 0.43 |
| Total: | 26.42 | 18.98 | 27.91 | 16.19 | 28.46 | 7.47 | 28.56 | 5.57 | 29.25 | 6.54 |

Source: UCSF Budget & Resource Management

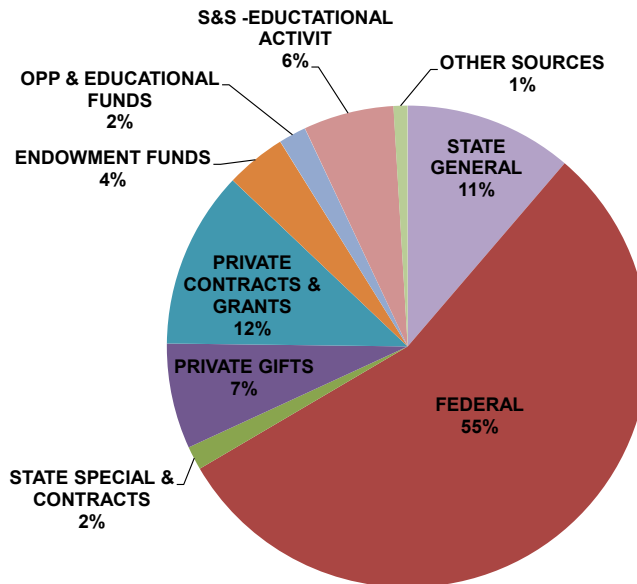
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
BIOCHEMISTRY AND BIOPHYSICS**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$4,253,654 | \$4,117,800 | \$3,652,623 | \$3,595,887 | \$3,340,291 | -21.5% |
| FEDERAL | \$14,297,028 | \$12,615,891 | \$13,063,448 | \$15,505,274 | \$16,362,019 | 14.4% |
| STATE SPECIAL & CONTRACTS | \$198,513 | \$235,678 | \$526,780 | \$370,970 | \$474,134 | 138.8% |
| LOCAL GOVERNMENT | \$59 | \$1,274 | \$0 | \$0 | \$0 | -100.0% |
| PRIVATE GIFTS | \$2,519,387 | \$2,838,047 | \$1,557,899 | \$1,294,235 | \$2,089,338 | -17.1% |
| PRIVATE CONTRACTS & GRANTS | \$5,260,256 | \$5,471,733 | \$5,330,457 | \$4,441,630 | \$3,521,500 | -33.1% |
| ENDOWMENT FUNDS | \$1,748,891 | \$1,574,510 | \$1,465,061 | \$1,304,187 | \$1,201,772 | -31.3% |
| OPP & EDUCATIONAL FUNDS | \$569,472 | \$695,039 | \$745,401 | \$531,281 | \$545,231 | -4.3% |
| S&S -EDUCTATIONAL ACTIVITY | \$1,709,993 | \$1,974,195 | \$855,609 | \$618,492 | \$1,796,416 | 5.1% |
| OTHER SOURCES | \$347,425 | \$343,483 | \$257,407 | \$324,894 | \$280,745 | -19.2% |
| Total: | \$30,904,679 | \$29,867,649 | \$27,454,686 | \$27,986,849 | \$29,611,446 | -4.2% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Biochemistry and Biophysics
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
BIOCHEMISTRY AND BIOPHYSICS**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|--------------|
| Federal | \$16,362,019 | \$13,606,449 | \$7,003,748 | 51.5% |
| CIRM | \$389,178 | \$379,250 | \$187,538 | 49.4% |
| Other State Contracts | \$31,454 | \$31,454 | \$2,240 | 7.1% |
| Local Government | \$0 | \$0 | \$0 | 0.0% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.0% |
| Private Contracts & Grants | \$3,521,500 | \$3,313,784 | \$664,949 | 20.1% |
| Total: | <u>\$20,304,151</u> | <u>\$17,330,937</u> | <u>\$7,858,475</u> | <u>45.3%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
BIOCHEMISTRY AND BIOPHYSICS**

| | Number | Amount |
|---------------------------|-----------|---------------------|
| Research Grants | 58 | \$26,774,214 |
| Training Grants | 1 | \$245,438 |
| Fellowships | 6 | \$286,709 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>65</u> | <u>\$27,306,361</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
BIOCHEMISTRY AND BIOPHYSICS
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|--------------|--------------|-----------------------|-----------------------|--------------------|----------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 8,378 | 3,266 | 1,942 | 3,170 | 5,055 | 3,323 | 0 |
| Research | 15,676 | 43 | 230 | 15,403 | 8,288 | 7,388 | 0 |
| Total | 24,054 | 3,309 | 2,172 | 18,573 | 13,343 | 10,711 | 0 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

**DEPARTMENT OF BIOENGINEERING AND THERAPEUTIC SCIENCES
(BTS)**

- Co-Chair – Giacomini, Kathy, PhD.
- Co-Chair - Nelson, Sarah, Dr.rer.nat
- Department Manager - Friciello, Maria
- Website - <http://bts.ucsf.edu/>

About The Department

In the Department of Bioengineering and Therapeutic Sciences at the University of California, San Francisco we are looking at science problems with fresh eyes and from new perspectives to reveal more quickly the biological reasons that support health and give rise to disease, and to develop new and effective ways of diagnosing and treating disease with medicines and medical devices.

New Teams

Our department was created in 2009 with the knowledge that we could more quickly realize our aims by bringing together scientists whose expertise is building and computing, and scientists who are experts in the pharmaceutical sciences and genetics.

Through combinations such as these, we are improving our understanding of the underlying biology that supports health and the alterations that give rise to specific diseases. We are better able to understand the vast amount of data now available about the human genome. We are engineering biological systems and devices. We are improving clinical trial design and analysis. The end results are better medicines and medical devices that lead to improved health. In particular, our science will help make it possible to personalize medicines to individual patients and develop new approaches to monitor whether a therapy is working as expected or whether an alternative strategy should be considered.

New Approaches Required

Our work is timely. The process of developing and evaluating potential medicines and medical devices through the point they are approved for use in patients is slow, inefficient, expensive, and unproductive. Today's medicines largely target the average person, and are distributed throughout the entire body, not just where they are needed. The medicines and medical devices we foresee are better described as intelligent therapeutics.

Source: Department of Bioengineering and Therapeutic Sciences (BTS) 8-5-09

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

- Imagine a cancer therapy, cloaked in a special chemical shield that targets specific cells and releases its agent inside only those cells, rather than everywhere in the body. As a result, the treatment goes only to the area where it is needed, and unnecessary side effects caused by wider distribution in the body are eliminated.
- Imagine small, implantable devices that monitor changes in biology. These devices allow us to track precisely the progress of certain diseases and adjust precisely specific treatments for individual patients for best results.
- Imagine knowing the genetic factors that affect a patient's individual response to a certain medicine. This makes it possible to ensure that individual patients are treated with products that will be effective.

Teaching for Tomorrow, Extending Our Science

Our faculty is also preparing a new generation of scientists and healthcare providers to be better able to discover and treat the underlying causes of human disease. We are training PhD graduate students who will be tomorrow's science leaders, and providing PharmD and MD professional students with the exceptional science foundation they need to deliver increasingly complicated therapeutics to their patients. At the same time, we are working with industry and government leaders in the U.S. and beyond to extend our expertise and work together where once we worked apart.

We believe that our approach to science and teaching is key to a healthier world.

In working toward outcomes such as these, we are focusing on 5 areas of research: **Drug Development Sciences, Pharmacogenomics, Therapeutic Bioengineering, Computational and Systems Biology, and Cellular and Molecular Engineering.**

Drug Development Sciences

Our scientists understand how difficult it is to develop new therapeutics. In industry, the process is complicated and fraught with failure. The goal is to make the process more efficient and improve success.

The drug development process includes and requires evaluation of safety and efficacy. The process begins long before a candidate drug is tested in patients and extends through the lifecycle of a drug long after it is available to patients in the market. Our scientists are expert along this full continuum and conduct research in:

Source: Department of Bioengineering and Therapeutic Sciences (BTS) 8-5-09

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

- Drug absorption, distribution, metabolism, and excretion characteristics and toxicity
- Drug safety
- Efficacy of a candidate drug through studies of its pharmacokinetic and pharmacodynamic properties in patient populations
- Biomarker selection
- Clinical trial design and analysis
- Modeling
- Simulation
- Regulatory sciences needed to optimize the drug development process.

Pharmacogenomics

Our scientists are uncovering the genetic reasons why people respond differently to drugs. The goal is safer, more effective therapies for populations and individuals.

The large amount of publicly available human DNA sequence data and rapid advances in genomic technologies have stimulated research into the genetic basis of drug response and the use of genetic models in drug discovery and development. Our scientists were early leaders in the field of pharmacogenomics and in translating their discoveries to better use of therapeutics in patients. They are involved in:

- A large international research program exploring membrane transporter pharmacogenetics
- Individual projects in asthma, diabetes, HIV, obesity, and cancer pharmacogenetics
- Studies to explore the significance of regions of the genome that are highly conserved in evolution and factors regulating the activity and toxicity of neuroactive agents
- DNA microarray applications to study gene expression patterns (genetic signatures) in human tumors and to aid in the development of diagnostics and therapeutics for the treatment of cancer
- The use of model organisms to predict behavior, including behavior elicited by substances of abuse.

Therapeutic Bioengineering

Source: Department of Bioengineering and Therapeutic Sciences (BTS) 8-5-09

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

Our scientists are building miniature devices and developing techniques to work inside systems ranging in size from individual cells to the entire human body. The goal is to use these technologies to understand biology, and to detect and treat disease.

Bioengineering has a major role in developing new probes for tissue targeting, designing sensors of biological activity to evaluate normal and abnormal physiology, fabricating tissue replacements and drug delivery devices, and computational modeling of disease processes. Our scientists seek to advance therapeutics by engineering novel materials and devices at the cellular and subcellular levels. Such technologies might ultimately be used to treat cancer, neurodegenerative diseases, diabetes, and blood/immune disorders. Faculty in this field are interested in:

- Mechanisms for delivering novel drug and gene therapies that take advantage of specific biological and biochemical properties of the disease with minimal impact upon surrounding normal tissue
- Developing biocompatible and biological materials as part of functional implant systems for tissue replacement, including the use of stem cells and gene therapy
- Determining the fundamental principles by which cells and extracellular matrix respond to physical loading and how mechanical factors influence tissue development, injury, repair, and remodeling
- Developing new probes for tissue characterization, diagnosis, and evaluation of response to therapy using methodologies such as genomics and proteomics
- Designing novel instrumentation and computer-aided simulations for optimizing invasive procedures such as robotic surgery, intra-operative monitoring, and delivering focal therapy.

Computational and Systems Biology

Our scientists are using computation to master the immense quantity of information needed to understand and design proteins, which are responsible for biological function and form. And, they are using computation and other skills to create models of biological systems that describe critical aspects of normal function and how these change with disease.

The computational biologists in our department are concerned with the folding, function, evolution, and design of proteins. They are developing and applying computational methods for prediction of protein structure and function, for mapping evolution of protein sequences and their functions, and for designing proteins with desired structure and function. In collaboration with others, these methods facilitate the study of individual biological systems, drug discovery, pharmacogenomics and pharmaceutical sciences, systems biology, and synthetic biology. Our systems biologists study the mechanisms underlying complex biological processes as integrated systems of

Source: Department of Bioengineering and Therapeutic Sciences (BTS) 8-5-09

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

many, diverse, interacting components. They combine mathematical modeling and quantitative experiments to elucidate the design principles of complex biological systems and to predict their function and behavior. As such, systems biology has wide applications in the diagnosis and treatment of complex diseases, the design of new-generation drugs, and in future therapeutics. Our research in these areas includes the:

- Quantitative study and modeling of biomolecular networks
- Design and engineering of new pathways
- Study of the evolution of protein interactions and pathways
- Mathematical and computational analysis of complex biological systems
- Modeling of complex diseases
- Quantitative study of physiological systems
- Systems-level study of drug response, metabolic networks, and synthetic biology.

Cellular and Molecular Engineering

Our scientists are using engineering principles to design new technologies that will improve our abilities to succeed in all types of basic and translational research. For example, by developing new approaches to characterizing and monitoring molecular and cellular function, it will be possible to design new therapeutics that target abnormal cells and more effectively restore normal behavior.

The scientists working in this area are expert at deciphering molecular function, designing new interacting molecules, analyzing and designing enzymes, pathways, and networks. They aim to engineer sub-cellular, cellular, and synthetic systems for basic biological research, diagnostic applications, or delivery devices. The development of ultra-high resolution light and fluorescence imaging technologies will contribute to the understanding of interactions between single and multiple assemblies of cells and to the discovery of new cell-based therapeutics. Molecular and cellular engineering interfaces with computational and systems biology in modeling, design, and simulation of structure and function of biological systems on all scales. Our scientists are interested in:

- Understanding how the molecular machinery in cells functions at the atomic level to study cellular organelles, molecular motors, biological membranes, and individual proteins
- Developing techniques of genomics and proteomics for analyzing whole genome

Source: Department of Bioengineering and Therapeutic Sciences (BTS) 8-5-09

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

complements of proteins and transcripts

- Theoretical modeling of protein structures, protein function, and interacting systems of molecules that include signaling networks, molecular machines, and membrane proteins
- Designing molecules with specific biological or functional properties for understanding drug transport and developing novel approaches to drug delivery.

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**Permanently Budgeted FTEs
 BIOENGINEERING AND THERAPEUTIC SCIENCES (BTS)**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| GEN MED-BIOENGINEERING-UC BERK | 0.00 | 0.00 | 2.00 | 0.94 | 2.00 | 0.66 | 3.00 | 0.43 | 3.00 | 0.09 |
| Total: | 0.00 | 0.00 | 2.00 | 0.94 | 2.00 | 0.66 | 3.00 | 0.43 | 3.00 | 0.09 |

Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

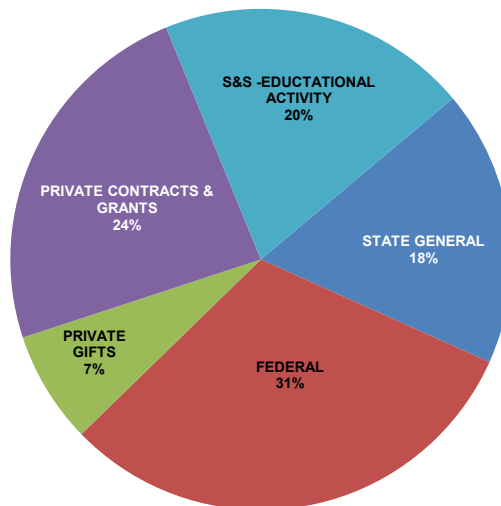
**Total Expenditures by Fund Source
BIOENGINEERING AND THERAPEUTIC SCIENCES (BTS)**

| Fund Source | FY 2008-09 Year 1* | FY 2009-10 Year 2 | FY 2010-11 Year 3 | FY 2011-12 Year 4 | % Change Year 1 to Year 2 |
|----------------------------|-------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$370,073 | \$252,220 | \$346,529 | \$505,366 | 36.6% |
| TUITION & FEES | \$0 | \$0 | \$0 | \$0 | 0.0% |
| FEDERAL | \$543,790 | \$554,890 | \$667,529 | \$878,127 | 61.5% |
| STATE SPECIAL & CONTRACTS | \$0 | \$0 | \$0 | \$0 | 0.0% |
| PRIVATE GIFTS | \$22,954 | \$126,071 | \$50,687 | \$205,053 | 793.3% |
| PRIVATE CLINICAL TRIALS | \$0 | \$0 | \$0 | \$0 | 0.0% |
| PRIVATE CONTRACTS & GRANTS | \$24,078 | \$38,509 | \$365,693 | \$676,491 | 2709.6% |
| ENDOWMENT FUNDS | \$0 | \$7,756 | \$0 | \$0 | 0.0% |
| OPP & EDUCATIONAL FUNDS | \$26,965 | \$22,504 | \$18,765 | \$9,869 | -63.4% |
| S&S -EDUCATIONAL ACTIVITY | \$449,405 | \$451,767 | \$479,999 | \$568,521 | 26.5% |
| OTHER SOURCES | \$4,251 | \$23,548 | (\$19,571) | \$20,773 | 388.6% |
| Total: | \$1,441,517 | \$1,477,264 | \$1,909,631 | \$2,864,199 | 98.7% |

*New department in FY 2008-09

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Bioengineering and Therapeutic Sciences (BTS)
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
BIOENGINEERING AND THERAPEUTIC SCIENCES (BTS)**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$878,127 | \$298,571 | \$158,222 | 52.99% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$676,491 | \$663,344 | \$246,882 | 37.22% |
| Total: | <u>\$1,554,618</u> | <u>\$961,915</u> | <u>\$405,104</u> | <u>42.11%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
BIOENGINEERING & THERAPEUTIC
SCIENCES (BTS)***

| | Number | Amount |
|---------------------------|---------------|---------------------|
| Research Grants | 26 | \$9,923,792 |
| Training Grants | 4 | \$1,456,941 |
| Fellowships | 4 | \$130,052 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>34</u> | <u>\$11,510,785</u> |

*Includes awards for both the School of Medicine and the School of Pharmacy

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
BIOENGINEERING AND THERAPEUTIC SCIENCES (BTS)
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|--------------|------------|-----------------------|-----------------------|--------------------|----------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 523 | 326 | 131 | 66 | 347 | 176 | 0 |
| Research | 111 | 0 | 0 | 111 | 33 | 78 | 0 |
| Total | 634 | 326 | 131 | 177 | 380 | 254 | 0 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF CELLULAR AND MOLECULAR PHARMACOLOGY

- Chair – Shokat, Kevan, Ph.D.
- Business Officer – Millett, Margaret
- Website - <http://cmp.ucsf.edu/>

The Department of Cellular and Molecular Pharmacology (CMP) within the UCSF School of Medicine pursues two related academic goals: [1] to discover new knowledge through innovative research on chemical and biological phenomena; [2] to transmit knowledge to students (graduate students, postdoctoral colleagues, and students and fellows in medicine, pharmacy and dentistry) at the conceptual and empirical levels

Research in CMP spans a broad range of studies. Included are analyses of the mechanisms and biological consequences of the interactions of drugs and other small molecule ligands with receptors, channels, and cellular organelles, hormonal and sensory signal transduction, cytoskeleton-based intracellular motility, cell movement and migration, synaptic transmission and plasticity, protein design and structure prediction, protein folding, structure and function, and RNA-protein interactions. Experimental approaches include genetics, chemistry and crystallography; experimental systems stretch from yeast to human.

CMP is the administrative home to the graduate education program in Chemistry and Chemical Biology. Other graduate studies with Department faculty are carried out within two consortium programs, Biomedical Sciences (BMS) and the Program in Biological Sciences (PIBS); inquiries should be directed to those programs. Inquiries regarding postdoctoral research in CMP should be addressed to individual faculty members. For other information, search this Web Site or contact the CMP administrative staff.

**Chemistry and Chemical Biology
Graduate Program**

The Dept. of Cellular and Molecular Pharmacology is the administrative home to the Ph.D. program in Chemistry and Chemical Biology (CCB) which provides students with a broad and rigorous training in molecular thermodynamics, bioorganic chemistry, computational chemistry and structural biology. The program is distinctive in its orientation toward the study of molecules in living systems. It is further distinguished by providing integrated training in the sciences related to chemical biology: integrating both with respect to the levels of structure (atomic, molecular, cellular) and with respect to the traditional disciplines of chemistry and biology in the setting of a health science campus. The training objectives for students of the program are met through course work, laboratory rotations, and activities of the program such as journal clubs and research

Source: Cellular and Molecular Pharmacology 8/26/2008

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

presentations and through thesis research in a specific laboratory. 48 Faculty are members of the program, so students have many choices for laboratories to conduct their Ph.D. thesis work.

CCB is a member of both the Program in Biological Sciences (PIBS) and the Program in Quantitative Biology (PQB), providing students with access to exceptional faculty and resources for biological research. CCB together with the Biophysics Graduate Program sponsors a joint seminar series entitled “Linking Physics & Chemistry to Biology” which meets once a week throughout the school year. The CCB program is jointly administered by the Depts. of Cellular & Molecular Pharmacology and Pharmaceutical Chemistry.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
CELLULAR AND MOLECULAR PHARMACOLOGY**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 22 | 6 | 67 | 30 | 125 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
CELLULAR AND MOLECULAR PHARMACOLOGY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MED RES-PHARMACOLOGY | 3.02 | | | | | | | | | |
| MED SCH-PHARMACOLOGY | 15.50 | 5.13 | 16.84 | 7.22 | 17.00 | 4.02 | 17.00 | 1.82 | 17.00 | 0.00 |
| PHARMACOLOGY TOXICOLOGY LAB | | 2.44 | | 2.44 | | 2.44 | | 2.44 | | 2.44 |
| Total: | 15.50 | 10.59 | 16.84 | 9.66 | 17.00 | 6.46 | 17.00 | 4.26 | 17.00 | 2.44 |

Source: UCSF Budget & Resource Management

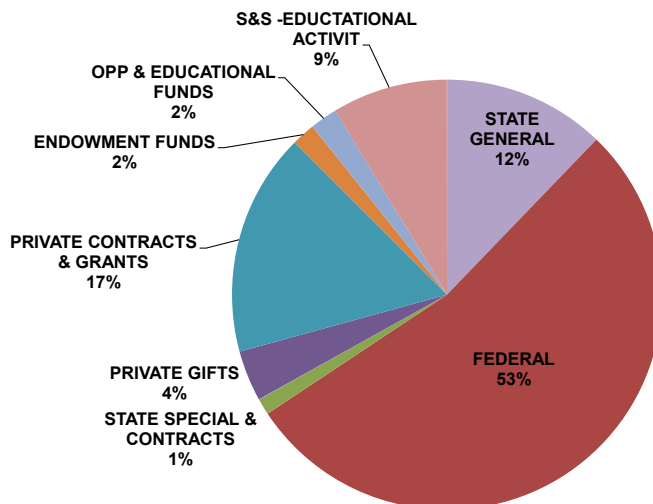
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
CELLULAR AND MOLECULAR PHARMACOLOGY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$1,770,925 | \$1,641,069 | \$1,766,498 | \$1,681,799 | \$1,845,691 | 4.2% |
| TUITION & FEES | \$15 | \$0 | \$0 | \$0 | \$0 | -100.0% |
| FEDERAL | \$5,985,084 | \$6,938,020 | \$9,570,898 | \$7,402,955 | \$8,098,807 | 35.3% |
| STATE SPECIAL & CONTRACTS | \$0 | \$0 | \$0 | \$126,445 | \$184,893 | 0.0% |
| PRIVATE GIFTS | \$2,213,472 | \$2,619,628 | \$2,252,834 | \$1,011,039 | \$579,790 | -73.8% |
| PRIVATE CONTRACTS & GRANTS | \$1,517,180 | \$1,760,867 | \$2,101,831 | \$2,786,450 | \$2,536,306 | 67.2% |
| ENDOWMENT FUNDS | \$89,630 | \$195,598 | \$123,276 | \$181,527 | \$265,336 | 196.0% |
| OPP & EDUCATIONAL FUNDS | \$197,918 | \$317,164 | \$238,270 | \$297,573 | \$314,685 | 59.0% |
| S&S -EDUCTATIONAL ACTIVITY | \$733,380 | \$987,589 | \$451,009 | \$405,787 | \$1,313,393 | 79.1% |
| OTHER SOURCES | \$5,737 | \$95,001 | \$35,007 | \$167,646 | \$67,197 | 1071.2% |
| RESERVES | \$0 | \$38 | \$2,287 | \$0 | \$0 | 0.0% |
| Total: | \$12,513,340 | \$14,554,974 | \$16,541,909 | \$14,061,221 | \$15,206,098 | 21.5% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Cellular and Molecular Pharmacology
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
CELLULAR AND MOLECULAR PHARMACOLOGY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$8,098,807 | \$7,028,459 | \$3,631,266 | 51.67% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| State Special & Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$2,536,307 | \$2,415,105 | \$474,803 | 19.66% |
| Total: | <u>\$10,635,114</u> | <u>\$9,443,564</u> | <u>\$4,106,069</u> | <u>43.48%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
CELLULAR AND MOLECULAR PHARMACOLOGY**

| | Number | Amount |
|---------------------------|-----------|---------------------|
| Research Grants | 25 | \$11,263,275 |
| Training Grants | 0 | \$0 |
| Fellowships | 6 | \$300,710 |
| Other Awards | 2 | \$671,346 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>62</u> | <u>\$12,235,331</u> |

*Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 CELLULAR AND MOLECULAR PHARMACOLOGY
 (Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|--------------|---------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| Instruction | 4,289 | 1,725 | 957 | 1,607 | 2,904 | 1,385 | 0 |
| Research | 9,986 | 14 | 384 | 9,588 | 4,309 | 5,677 | 0 |
| Total | 14,275 | 1,739 | 1,341 | 11,195 | 7,213 | 7,062 | 0 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF EPIDEMIOLOGY AND BIostatISTICS

- Chair – Hiatt, Robert, MD, PhD
- Business Officer – Lopez, Georgina
- Website - <http://www.epibiostat.ucsf.edu/>

Mission Statement

- The educational mission of the Department is to train students, fellows and faculty in methods for studying disease etiology and prevention in general populations, for evaluating diagnostic tests and treatment efficacy in clinical settings, and for using evidence-based approaches in clinical practice.
- The scientific mission is to do outstanding clinical and population-based research in these areas, often in collaboration with other departments and institutions, and to guide use of the findings in clinical practice and public health policies.

Organization

The Department has five Divisions that oversee teaching and other academic activities, and manage faculty appointments and promotions.

- **The Division of Biostatistics** (Dr. McCulloch, Head) oversees biostatistical teaching and consultation. Faculty in this Division carry out research on statistical methods, and collaborate with investigators in other UCSF departments in the areas of study design and data analysis, and in bioinformatics..
- **The Division of Cancer Epidemiology** (Dr. Witte, Head) provides training in cancer and molecular epidemiology. Faculty in this Division also conduct research in collaboration with the UCSF Comprehensive Cancer Center Population Sciences Division (Dr. Hiatt, Director). Dr. Green directs the Cancer Center's research in Social and Behavioral Sciences, and Dr. Witte is Co-Leader of the Center's Cancer Genetics program. Dr. Witte is also Associate Director of the Institute for Human Genetics.
- **The Division of Clinical Epidemiology** (Dr. Newman, Head) focuses on teaching the methods of evidence-based medicine and clinical research through the Training in Clinical Research (TICR) program. The Division is also home to Clinical and Translational Sciences Training (CTST), which coordinates training in clinical and translational research for students, residents, fellows and junior faculty in all UCSF Schools and Departments.

Source: Epidemiology and Biostatistics website, 11/12/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

- **The Division of Clinical Trials and Multicenter Studies** ((Dr. Black, Head) leads methodologic advances in approaches to designing, coordinating, analyzing, and disseminating the results of clinical investigations, and participates in the activities of the San Francisco Coordinating Center.
- **The Division of Preventive Medicine and Public Health** (Dr. Rutherford, Head) leads teaching of topics ranging from preventive medicine to public health and managed care. Faculty in this Division carry out most of the Department's research on AIDS and infectious disease and on international health.

The Department also has programs that serve as support groups for specified academic pursuits, and it has three centers and a consulting unit.

- **The Institute for Human Genetics** (Dr. Risch, Director; Dr. Witte, Associate Director) serves as a focal point for campus-wide activities in human genetics and has faculty members spanning three schools; Medicine, Nursing and Pharmacy.
- **The Program in International Health** (Dr. Rutherford, Head) supports UCSF courses, the Global Health Area of Concentration Program and multi-university discussion groups that address the global burden of disease and global approaches to health improvement. Dr. Novotny also directs the Office of International Programs in the School of Medicine, which coordinates opportunities for medical students to work internationally.
- **The Biostatistics Research Program** (Dr. Neuhaus, Head) promotes intellectual exchange and collaboration on the design and analysis of studies involving longitudinal, cluster, and survival data. The Program convenes seminars, discussions of work in progress and a journal club, it promotes grant development in the area of biostatistical methodology, and it sponsors visiting scholars..
- **The Center for Bioinformatics and Molecular Biostatistics (CBMB)** (Dr. Segal, Head) develops data analytic methods required to make sense of the large data volumes generated by the emerging techniques of molecular biology. The center forms partnerships with other campus groups to carry out research in this area; recruits fellows and junior faculty and helps to retrain interested existing faculty, and contributes to campus-wide bioinformatics teaching.

Source: Epidemiology and Biostatistics website, 11/12/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

- **The San Francisco Coordinating Center** is a collaborative enterprise that draws on scientists at UCSF and CPMC to design and manage multi-center clinical trials and longitudinal studies of health, aging, osteoporosis, and cardiovascular disease. Teams are responsible for scientific design and direction, data collection and management, data analysis and publications, and quality control components of complex multi-center studies.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
EPIDEMIOLOGY AND BIOSTATISTICS**

| Full Time | Part Time | Academic | | Grand Total |
|-----------|-----------|-----------|-----------|-------------|
| | | Full Time | Part Time | |
| 57 | 12 | 59 | 11 | 139 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
EPIDEMIOLOGY AND BIOSTATISTICS**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|--------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| BIOSTATISTICS-EPIDEMIOLOGY | 8.58 | | 8.05 | | 8.05 | | 6.99 | | 6.99 | |
| EPID/BIOSTATS-PREVENTION SCIENCES | 5.81 | | 6.03 | | 6.46 | | 6.51 | | 6.50 | |
| MS-EPIDEMIOLOGY & BIOSTATISTICS | 6.43 | 7.00 | 6.43 | 7.00 | 6.43 | 5.26 | 6.43 | 4.33 | 6.43 | 2.75 |
| ORG ACT-EPIDEMIOLOGY & BIostat | 1.37 | 8.31 | | 7.96 | | 8.06 | | 8.06 | | 8.06 |
| PMR-EPIDEMIOLOGY | 1.00 | 0.14 | 1.00 | 0.14 | 1.00 | 0.14 | 1.00 | 0.14 | 1.00 | 0.14 |
| PROG RELATED COSTS-MASTERS CLIN EPI | 1.40 | 1.58 | 1.53 | 0.05 | 1.28 | 0.10 | 1.78 | 0.13 | 1.34 | 0.26 |
| Total: | 10.20 | 31.42 | 8.96 | 29.23 | 8.71 | 28.07 | 9.21 | 26.16 | 8.77 | 24.70 |

Source: UCSF Budget & Resource Management

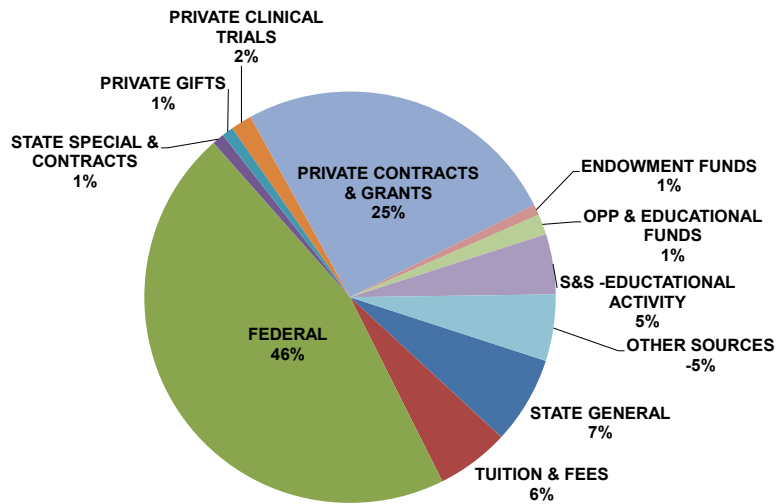
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
EPIDEMIOLOGY AND BIostatISTICS**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$1,497,650 | \$1,848,161 | \$1,355,910 | \$1,196,653 | \$1,479,903 | -1.2% |
| TUITION & FEES | \$867,213 | \$734,705 | \$789,393 | \$630,654 | \$1,234,717 | 42.4% |
| FEDERAL | \$14,816,928 | \$15,625,034 | \$16,331,464 | \$17,168,132 | \$9,881,212 | -33.3% |
| STATE SPECIAL & CONTRACTS | \$1,378,206 | \$1,390,718 | \$758,181 | \$144,983 | \$204,910 | -85.1% |
| LOCAL GOVERNMENT | \$0 | \$3,203 | \$0 | \$0 | \$0 | 0.0% |
| PRIVATE GIFTS | \$654,858 | \$390,612 | \$242,502 | \$125,151 | \$193,500 | -70.5% |
| PRIVATE CLINICAL TRIALS | \$373,716 | \$1,824,484 | \$108,592 | (\$163,213) | \$358,160 | -4.2% |
| PRIVATE CONTRACTS & GRANTS | \$2,246,057 | \$3,319,167 | \$2,913,955 | \$3,597,025 | \$5,516,802 | 145.6% |
| ENDOWMENT FUNDS | \$731,666 | \$957,042 | \$1,024,911 | \$454,026 | \$180,769 | -75.3% |
| OPP & EDUCATIONAL FUNDS | \$557,042 | \$585,018 | \$522,232 | \$599,571 | \$349,032 | -37.3% |
| S&S -EDUCTATIONAL ACTIVITY | \$59,826 | \$407,952 | \$1,008,312 | \$633,013 | \$1,019,555 | 1604.2% |
| OTHER SOURCES | (\$614) | (\$1,196,771) | \$503,593 | \$415,505 | (\$1,123,703) | 182958.3% |
| RESERVES | \$31,570 | \$0 | \$0 | \$0 | \$0 | -100.0% |
| Total: | \$23,214,119 | \$25,889,325 | \$25,559,045 | \$24,801,500 | \$19,294,858 | -16.9% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Epidemiology and Biostatistics
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
EPIDEMIOLOGY AND BIostatISTICS**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$9,881,212 | \$6,505,456 | \$1,845,103 | 28.36% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$358,160 | \$339,907 | \$74,780 | 22.00% |
| Private Contracts & Grants | \$5,516,802 | \$5,371,598 | \$1,463,003 | 27.24% |
| Total: | <u>\$15,756,174</u> | <u>\$12,216,961</u> | <u>\$3,382,886</u> | <u>27.69%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
EPIDEMIOLOGY AND BIostatISTICS**

| | Number | Amount |
|---------------------------|---------------|--------------------|
| Research Grants | 15 | \$5,899,936 |
| Training Grants | 0 | \$0 |
| Fellowships | 0 | \$0 |
| Other Awards | 1 | \$526,607 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>16</u> | <u>\$6,426,543</u> |

*Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 EPIDEMIOLOGY AND BIostatISTICS
 (Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|--------------|-----------------------|-----------------------|--------------------|----------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 4,534 | 1,487 | 1,952 | 1,095 | 2,796 | 1,738 | 0 |
| Research | 14,477 | (7) | 143 | 14,341 | 5,646 | 8,831 | 0 |
| Total | 19,011 | 1,480 | 2,095 | 15,436 | 8,442 | 10,569 | 0 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF MICROBIOLOGY AND IMMUNOLOGY

- Interim Chair – Lanier, Lewis, Ph.D.
- Business Officer – Kure, Larisa D.
- Website - <http://www.ucsf.edu/micro/>

Message from the Interim Chair, Dr. Lewis Lanier:

The Department of Microbiology and Immunology is one of five “wet-bench research” basic science departments within the School of Medicine. It has 14 full-time primary faculty members, including 1989 Nobel Prize winner, J. Michael Bishop, who is also UCSF’s ex-Chancellor, and Frank McCormick, Director of the UCSF Helen Diller Comprehensive Cancer Center. The department’s missions include: scientific research in areas related to infectious disease, microbial pathogenesis, immunology, and cancer; teaching microbiology and immunology to professional students in Medicine, Pharmacy, and Dentistry; graduate education leading to the Ph.D. degree in the Biomedical Sciences (BMS) and “Tetrad” graduate programs; and advanced research training of postdoctoral fellows. Individuals interested in doing graduate work in immunology, microbiology, virology, parasitology, or cancer research at UCSF should apply to one or more of these graduate programs. Individuals interested in postdoctoral opportunities within the department should contact the faculty directly.

The research laboratories of the department are located at both of the main UCSF campuses, Parnassus Heights and Mission Bay and their activities span a wide range of modern biomedical science. Further information can be found in the links to each faculty member listed. There are also many UCSF faculty members who have a joint appointment with the department, reflecting close ties to either the research or teaching missions of the department; these individuals are also listed with links to further information.

The department serves as the administrative home for the Immunology Graduate Program, which is closely affiliated with the Biomedical Sciences (BMS) graduate program, and also for the Microbial Pathogenesis Program, which is closely affiliated with both the BMS and Tetrad graduate programs. Both of these programs draw upon faculty from many departments at UCSF and have a rich diversity of intellectual activities, which are open to members of the UCSF community.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
MICROBIOLOGY AND IMMUNOLOGY**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 26 | 4 | 64 | 29 | 123 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
MICROBIOLOGY AND IMMUNOLOGY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|----------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MICROBIO/IMMUNO ACADEMIC SUPPORT | | | | 0.04 | | 0.17 | | 0.17 | | 0.17 |
| MR-MICROBIOLOGY & IMMUNOLOGY | 0.25 | | 0.25 | | | | | | | |
| MS-MICROBIOLOGY & IMMUNOLOGY | 13.92 | 6.93 | 13.92 | 5.93 | 13.92 | 4.37 | 13.92 | 2.00 | 13.92 | 1.48 |
| Total: | 13.92 | 7.18 | 13.92 | 6.22 | 13.92 | 4.54 | 13.92 | 2.17 | 13.92 | 1.65 |

Source: UCSF Budget & Resource Management

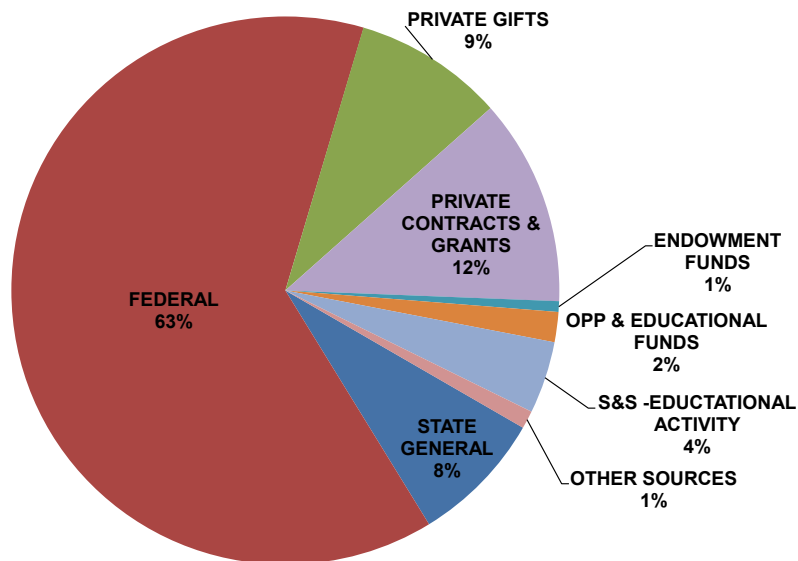
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
MICROBIOLOGY AND IMMUNOLOGY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$1,706,904 | \$1,668,516 | \$1,544,881 | \$1,522,871 | \$1,339,295 | -21.5% |
| FEDERAL | \$7,036,471 | \$5,778,217 | \$6,626,498 | \$8,101,371 | \$10,745,110 | 52.7% |
| STATE SPECIAL & CONTRACTS | \$0 | \$0 | (\$2) | \$0 | \$0 | 0.0% |
| PRIVATE GIFTS | \$1,101,005 | \$1,552,063 | \$881,309 | \$599,585 | \$1,500,497 | 36.3% |
| PRIVATE CONTRACTS & GRANTS | \$1,661,727 | \$1,984,210 | \$2,554,704 | \$2,113,707 | \$2,064,203 | 24.2% |
| ENDOWMENT FUNDS | \$99,415 | \$46,304 | \$87,550 | \$74,048 | \$106,800 | 7.4% |
| OPP & EDUCATIONAL FUNDS | \$276,197 | \$291,280 | \$312,053 | \$273,594 | \$300,713 | 8.9% |
| S&S -EDUCTATIONAL ACTIVITY | \$705,284 | \$148,575 | \$593,294 | \$770,896 | \$721,291 | 2.3% |
| OTHER SOURCES | (\$55,297) | \$131,387 | \$415,779 | \$310,836 | \$178,293 | -422.4% |
| RESERVES | \$0 | \$39,636 | \$0 | \$667 | \$0 | 0.0% |
| Total: | \$12,531,707 | \$11,640,186 | \$13,016,064 | \$13,767,576 | \$16,956,203 | 35.3% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Microbiology and Immunology
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
MICROBIOLOGY AND IMMUNOLOGY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$10,745,109 | \$7,296,542 | \$3,769,367 | 51.66% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$2,064,204 | \$2,023,096 | \$577,898 | 28.57% |
| Total: | <u>\$12,809,313</u> | <u>\$9,319,638</u> | <u>\$4,347,265</u> | <u>46.65%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
MICROBIOLOGY AND IMMUNOLOGY**

| | Number | Amount |
|---------------------------|-----------|---------------------|
| Research Grants | 28 | \$12,273,586 |
| Training Grants | 3 | \$1,659,914 |
| Fellowships | 0 | \$0 |
| Other Awards | 1 | \$2,366,500 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>32</u> | <u>\$16,300,000</u> |

*Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 MICROBIOLOGY AND IMMUNOLOGY
 (Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|--------------|--------------|-----------------------|-----------------------|--------------------|----------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 3,369 | 1,321 | 949 | 1,099 | 2,250 | 1,119 | 0 |
| Research | 15,271 | 50 | 236 | 14,985 | 6,228 | 9,043 | 0 |
| Total | 18,640 | 1,371 | 1,185 | 16,084 | 8,478 | 10,162 | 0 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF PHYSIOLOGY

- Chair – Julius, David J.
- Business Officer – Woods, Alesia
- Website - <http://keck.ucsf.edu/physio/>

Overview

UCSF's Department of Physiology discovers and promotes knowledge of how the human body functions through an understanding of cells, organs, and systems. Through the combined efforts of faculty, students, and staff, we strive to maintain a scientific community that fosters excellence in teaching and research, and which will train the next generation of scientists.

Research Centers

Department of Physiology faculty direct and/or participate in a number of leading research centers both on and off the UCSF campus. Among these research centers are:

- The W.M. Keck Foundation Center for Integrative Neuroscience
- The Sloan-Swartz Center for Theoretical Neurobiology
- The Wheeler Center for the Neurobiology of Addiction

Graduate Program

Graduate education by Department of Physiology faculty is carried out through their participation in interdepartmental graduate programs. The major graduate programs in which Physiology faculty teach are in the Neuroscience, Tetrad and Biological Sciences programs.

Program in Biological Sciences (PIBS)

UCSF offers a rich variety of research opportunities in the biological sciences encompassing multiple different disciplines and departments. The graduate faculty at UCSF created the Herbert W. Boyer Program in Biological Sciences (PIBS) in order to give students access to the broadest possible range of research and to encourage interactions among faculty and students in different disciplines.

PIBS has allowed the creation of interdisciplinary graduate curricula rather than limiting students to studies in conventional departments. PIBS currently consists of five distinct programs offering the Ph.D. degree: Biophysics, Chemistry and Chemical Biology, Developmental and Stem Cell Biology, Neuroscience, and the Tetrad program composed of Biochemistry, Molecular Biology,

Source: Department of Physiology, 8/17/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

Cell Biology, and Genetics.

While the five Ph.D. programs differ in their emphasis and degree requirements, students admitted to any PIBS program can enroll in course work, attend retreats and carry out their thesis studies in any of the 200 labs affiliated with PIBS. Prospective students interested in PIBS should go to the links describing the individual graduate programs to determine which programs best fits their background and research interests.

Neuroscience Graduate Program

The Department of Physiology administers the Neuroscience Graduate Program (which is one of the PIBS programs). The Neuroscience Graduate Program admits applicants for the Fall quarter only. For information on the application process and deadline and to download application materials, please visit: http://www.ucsf.edu/neurosc/neuro_admissions.html

Non-degree postdoctoral programs are also available for individuals who wish to obtain specialized research training in one of the fields of physiology represented by the Department.

Biomedical Sciences (BMS) Graduate Program

The Biomedical Sciences (BMS) Graduate Program trains students studying for the PhD degree.

The unique curriculum of the BMS program is designed to provide students with a wide range of opportunities for their development as biomedical researchers. In the first year of the program, students take courses, present in journal club, complete three laboratory rotations, and select a thesis laboratory. In the second year, students begin research in their thesis laboratories, take additional courses, present in journal club, serve as teaching assistants, and take their qualifying examinations. In later years students primarily focus on their thesis research and dissertation, although they may opt to take additional elective courses or participate in a wide range of other activities. Details of the academic program are given below.

Source: Department of Physiology, 8/17/2011

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
PHYSIOLOGY**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 20 | 3 | 66 | 13 | 102 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
PHYSIOLOGY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|---------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MB019B GLASSWARE FACILITY RECHG | | 0.10 | | 0.10 | | 0.10 | | 0.10 | | 0.10 |
| MED SCH-PHYSIOLOGY | 21.20 | 8.80 | 25.20 | 10.43 | 24.50 | 7.45 | 23.18 | | 23.18 | |
| MED-PHYSIO-ENDOCRINOLOGY | 1.00 | 0.93 | | | | | | | | |
| MS-NEUROSCIENCE | 3.00 | 2.35 | | | | | | | | |
| ORG ACTIVITY-PHYSIOLOGY | | 0.10 | | 0.05 | | | | | | |
| Total: | 25.20 | 12.28 | 25.20 | 10.58 | 24.50 | 7.55 | 23.18 | 0.10 | 23.18 | 0.10 |

Source: UCSF Budget & Resource Management

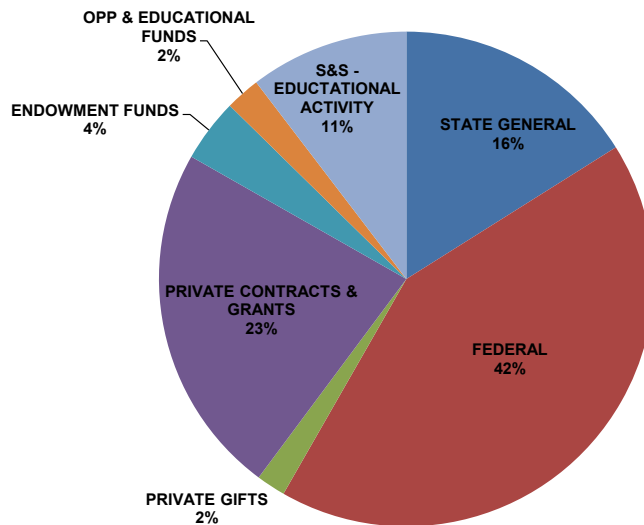
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
PHYSIOLOGY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$2,592,629 | \$2,480,429 | \$1,760,587 | \$1,974,791 | \$2,072,661 | -20.1% |
| TUITION & FEES | \$5,000 | \$0 | \$0 | \$0 | \$0 | -100.0% |
| FEDERAL | \$6,855,333 | \$5,685,461 | \$7,224,950 | \$7,557,713 | \$5,443,789 | -20.6% |
| STATE SPECIAL & CONTRACTS | (\$881) | \$0 | \$0 | \$0 | \$0 | -100.0% |
| PRIVATE GIFTS | \$596,546 | \$941,422 | \$909,912 | \$426,385 | \$246,385 | -58.7% |
| PRIVATE CONTRACTS & GRANTS | \$2,488,832 | \$2,458,253 | \$2,190,839 | \$2,694,926 | \$2,972,866 | 19.4% |
| ENDOWMENT FUNDS | \$159,693 | (\$36,428) | \$403,303 | \$393,528 | \$531,875 | 233.1% |
| OPP & EDUCATIONAL FUNDS | \$346,360 | \$303,609 | \$318,818 | \$291,231 | \$292,441 | -15.6% |
| S&S -EDUCTATIONAL ACTIVITY | \$1,395,993 | \$1,508,409 | \$886,214 | \$1,041,462 | \$1,338,701 | -4.1% |
| OTHER SOURCES | (\$68,532) | (\$9,719) | \$4,854 | \$1,418 | \$869 | -101.3% |
| RESERVES | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Total: | \$14,370,973 | \$13,331,435 | \$13,699,476 | \$14,381,454 | \$12,899,586 | -10.2% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Physiology
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
PHYSIOLOGY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$5,443,789 | \$4,804,293 | \$2,427,970 | 50.54% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$2,972,866 | \$2,337,064 | \$648,985 | 27.77% |
| Total: | <u>\$8,416,655</u> | <u>\$7,141,356</u> | <u>\$3,076,956</u> | <u>43.09%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
PHYSIOLOGY**

| | Number | Amount |
|---------------------------|-----------|--------------------|
| Research Grants | 23 | \$7,543,552 |
| Training Grants | 2 | \$766,584 |
| Fellowships | 5 | \$230,878 |
| Other Awards | 1 | \$764,775 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>31</u> | <u>\$9,305,789</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
PHYSIOLOGY
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|--------------|--------------|-----------------------|-----------------------|--------------------|----------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 4,694 | 2,047 | 1,221 | 1,426 | 3,014 | 1,680 | 0 |
| Research | 7,275 | 25 | 73 | 7,177 | 3,933 | 3,342 | 0 |
| Total | 11,969 | 2,072 | 1,294 | 8,603 | 6,947 | 5,022 | 0 |

Source: UCSF Controller's Office - 12/05/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

CLINICAL DEPARTMENTS

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF ANESTHESIA AND PERIOPERATIVE CARE

- Chair – Maze, Mervyn, M.D.
- Business Officer – Hajek, Chuck
- Website - <http://www.anesthesia.ucsf.edu/external/index.html>

Mission Statement

Excellence in all aspects of anesthesia, pain management, and perioperative care.

History of the Department

Prior to 1900, anesthesia was supervised and taught by faculty surgeons at both didactic and clinical levels. During the 1920s and 1930s, hospital-employed physicians provided anesthesia as a service function. Even at this early time, Dr. Chauncey Leake was performing pioneer investigative work on anesthetic agents in the Department of Pharmacology, and elective courses in clinical anesthesia were offered to medical students.

In 1940, the first faculty appointment in anesthesia was awarded, and in 1941, a Division of Anesthesia was created in the Department of Surgery. A formal residency program also was introduced at this time. The faculty consisted of 4 members, and there were 10 residency positions. The department provided anesthesia for operative procedures, consulting occasionally for intensive care and obstetric anesthesia. Research activity was minimal.

In 1958, Dr. Stuart C. Cullen became the first chairman of the new Department of Anesthesia and Perioperative Care. Dr. Cullen and his faculty developed a larger, more active residency program offering more broadly based clinical activity, including obstetric anesthesia, Intensive Care Unit, and anesthesia training at San Francisco General Hospital. In addition, undergraduate medical school student teaching began, and an active, productive research unit was developed. In June of 1966, Dr. Cullen left the chairmanship to become the Dean of the School of Medicine.

Dr. William K. Hamilton became chairman in 1967, and the department's growth continued. An anesthesia unit was established at the Veterans Administration Hospital and the Department assumed responsibility for the intensive care unit at San Francisco General Hospital. Anesthesia faculty began to participate in providing care on the pediatric and newborn intensive care units at the University Hospital. The research base was also broadened in both quality and depth. In 1983, Dr. Hamilton was appointed Vice Dean and Associate Dean for Postdoctoral and Clinical Affairs, and in 1984, Dr. Ronald D. Miller succeeded him as Professor and Chairman. Dr. Ronald D. Miller stepped down as Professor and Chairman in 2009 and was succeeded by the current

Source: Anesthesia and Perioperative Care website, 9/11/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

Professor and Chairman, Dr. Mervyn Maze.

Currently, the Department of Anesthesia and Perioperative Care has over 100 faculty, 72 residents in clinical training, and 15 research-trainees and fellows. In addition to the University Hospital, very active units of the department exist at San Francisco General Hospital Medical Center, the Veterans Affairs Medical Center, and UCSF/Mount Zion Medical Center. Many members of the department have joint appointments in basic sciences and other clinical departments.

Our faculty have a major influence on our specialty both nationally and internationally, including NIH study sections, NIH funding, FDA and Editorial Boards.

Many of the graduates of our program hold full-time academic university positions. A number of our graduates have been or currently are chairmen of academic departments of anesthesia. The majority of our graduates have become prominent clinicians in private practice, many of whom assume leadership roles in their hospital, community, state, and/or national organizations. Clearly, the success of our graduates over the last 50 years, confirms the commitment our Department has to its residency.

Source: Anesthesia and Perioperative Care website, 9/11/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
ANESTHESIA AND PERIOPERATIVE CARE**

| | Career Staff | | Academic | | Grand Total |
|--|--------------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 95 | 40 | 138 | 18 | 291 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
ANESTHESIA AND PERIOPERATIVE CARE**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MED SCH-ANAESTHESIA | 12.00 | 1.00 | 12.00 | 0.77 | 12.00 | 0.00 | 12.00 | 0.00 | 12.00 | 0.00 |
| ORG ACT-ANESTHESIA | 0.03 | 0.03 | 0.03 | 0.03 | 0.03 | 0.03 | 0.03 | 0.03 | 0.03 | 0.03 |
| Total: | 12.00 | 1.03 | 12.00 | 0.80 | 12.00 | 0.03 | 12.00 | 0.03 | 12.00 | 0.00 |

Source: UCSF Budget & Resource Management

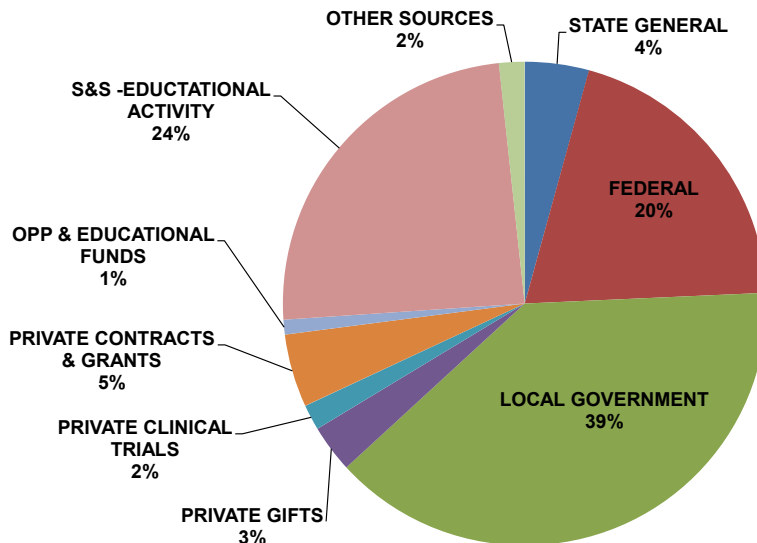
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
ANESTHESIA AND PERIOPERATIVE CARE**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$1,694,068 | \$1,575,420 | \$1,561,648 | \$1,894,054 | \$1,396,110 | -17.6% |
| TUITION & FEES | \$72,989 | \$9,785 | \$114,601 | \$116,038 | \$29,775 | -59.2% |
| FEDERAL | \$7,146,561 | \$7,388,361 | \$6,392,972 | \$6,842,312 | \$6,511,749 | -8.9% |
| STATE SPECIAL & CONTRACTS | \$35,355 | \$42,442 | \$55,525 | \$10,017 | \$130 | -99.6% |
| LOCAL GOVERNMENT | \$8,430,384 | \$9,382,446 | \$9,613,169 | \$11,102,393 | \$12,660,335 | 50.2% |
| PRIVATE GIFTS | \$383,436 | \$352,670 | \$416,805 | \$632,778 | \$1,036,589 | 170.3% |
| PRIVATE CLINICAL TRIALS | \$330,174 | \$697,524 | \$716,515 | \$407,839 | \$554,853 | 68.0% |
| PRIVATE CONTRACTS & GRANTS | \$1,687,543 | \$2,599,623 | \$1,544,419 | \$1,484,368 | \$1,593,582 | -5.6% |
| ENDOWMENT FUNDS | \$82,842 | \$77,558 | \$131,000 | \$343,716 | \$94,718 | 14.3% |
| OPP & EDUCATIONAL FUNDS | \$255,697 | \$250,653 | \$265,758 | \$331,537 | \$315,554 | 23.4% |
| S&S -EDUCATIONAL ACTIVITY | \$5,261,182 | \$4,523,644 | \$4,903,673 | \$6,606,763 | \$7,935,697 | 50.8% |
| OTHER SOURCES | \$295,416 | \$781,766 | \$1,066,489 | \$651,985 | \$555,750 | 88.1% |
| Total: | \$25,675,648 | \$27,681,891 | \$26,782,575 | \$30,423,800 | \$32,684,842 | 27.3% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Anesthesia and Perioperative Care
FY 2011-12**



**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
ANESTHESIA AND PERIOPERATIVE CARE**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$6,511,749 | \$4,919,916 | \$2,020,589 | 41.07% |
| CIRM | \$130 | \$130 | \$71 | 54.20% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$12,660,335 | \$12,653,783 | | 0.00% |
| Private Clinical Trials | \$554,853 | \$554,778 | \$150,097 | 27.06% |
| Private Contracts & Grants | \$1,593,582 | \$1,574,196 | \$587,075 | 37.29% |
| Total: | <u>\$21,320,649</u> | <u>\$19,702,803</u> | <u>\$2,757,831</u> | <u>14.00%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
ANESTHESIA AND PERIOPERATIVE CARE**

| | Number | Amount |
|---------------------------|-----------|--------------------|
| Research Grants | 21 | \$7,290,168 |
| Training Grants | 1 | \$185,594 |
| Fellowships | 0 | \$0 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>22</u> | <u>\$7,475,762</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
ANESTHESIA AND PERIOPERATIVE CARE
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|--------------|---------------|-----------------------|-----------------------|--------------------|----------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 11,301 | 1,393 | 9,177 | 731 | 9,860 | 1,441 | 0 |
| Research | 12,500 | 3 | 3,452 | 9,045 | 6,795 | 5,705 | 0 |
| Total | 23,801 | 1,396 | 12,629 | 9,776 | 16,655 | 7,146 | 0 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF DERMATOLOGY

- Chair – Wintroub, Bruce U. M.D.
- Business Officer – Kenaani, Mounira
- Website - <http://www.dermatology.ucsf.edu/>

Mission Statement

The mission of the Department is to be a world leader in the care of skin and patients with skin diseases through outstanding clinical service, education and training, and research.

Faculty in the Department work at a variety of locations within the UCSF system as well as at the affiliated San Francisco General Hospital and the San Francisco VA Medical Center. The Department is based at the Mount Zion campus and offers a wide range of specialty services in medical, pediatric, surgical and cosmetic dermatology. Patient care is also offered at UCSF's Parnassus campus.

Our physicians and staff provide a full range of diagnostic dermatopathology services. Our goal is to deliver quality, appropriate care to patients referred by dermatologists and physicians in all medical specialties.

Patient Care

Patient services are offered in the following areas:

- General Dermatology
- Pediatric Dermatology
- Melanoma/Pigmented Lesions
- Skin Cancer
- Specialty Practices
 - Autoimmune
 - Cutaneous T Cell Lymphoma
 - Environmental and Occupational Dermatology
 - Hair and Nail Disorders
 - HIV Dermatology
 - Organ Transplant/High Risk Skin Cancer Clinic
 - Psoriasis Day Care Center
 - Ulcer/Wound Care
 - Vascular Anomalies Conference

Source: Department of Dermatology, 8/24/2009

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

Research

Research in the UCSF Department of Dermatology reflects the wide range of faculty interests and expertise. Programs address key problems in skin biology and disease at the levels of the basic and clinical sciences, as well as health services and public policy. Research is conducted at a number of locations within UCSF and at the affiliated VA Medical Center and San Francisco General Hospital.

Education

The UCSF Department of Dermatology is a leader in the education of medical students, fellows, residents and practicing dermatologists.

Residency Program

The three-year training track focuses on developing strong clinical skills in the diagnosis and management of dermatologic disease. Residents rotate through clinical sites with very diverse patient populations and see an equally diverse range of skin disease. Residents' clinical curriculum provides in-depth exposure and instruction in multiple dermatologic subspecialties, including: dermatologic surgery, pediatric dermatology, dermatopathology, etc. Clinical training is coupled with a comprehensive daily didactic lecture series delivered by our highly recognized faculty. These curricula take full advantage of the rich clinical and basic science resources that UCSF has to offer, and are designed to produce an outstanding foundation of training for residents by the completion of the program.

Research Fellowships

- Clinical Hair Research
- HIV Dermatology
- Melanoma/Cutaneous Oncology
- Psoriasis

Post-Residency Fellowships

- Clinical Hair Research
- Dermatopathology
- Mohs Surgery
- Pediatric Dermatology

Source: Department of Dermatology, 8/24/2009

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
DERMATOLOGY**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 23 | 3 | 68 | 14 | 108 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
DERMATOLOGY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MED SCH-DERMATOLOGY | 4.00 | 3.44 | 4.00 | 3.07 | 4.00 | 3.07 | 4.00 | 1.89 | 4.50 | 5.16 |
| MIR-DERMATOLOGY-PSORIASIS | 0.50 | 5.63 | 0.50 | 5.63 | 0.50 | 4.43 | 0.50 | 4.43 | 0.00 | 0.00 |
| Total: | 4.50 | 9.07 | 4.50 | 8.70 | 4.50 | 7.50 | 4.50 | 6.32 | 4.50 | 5.16 |

Source: UCSF Budget & Resource Management

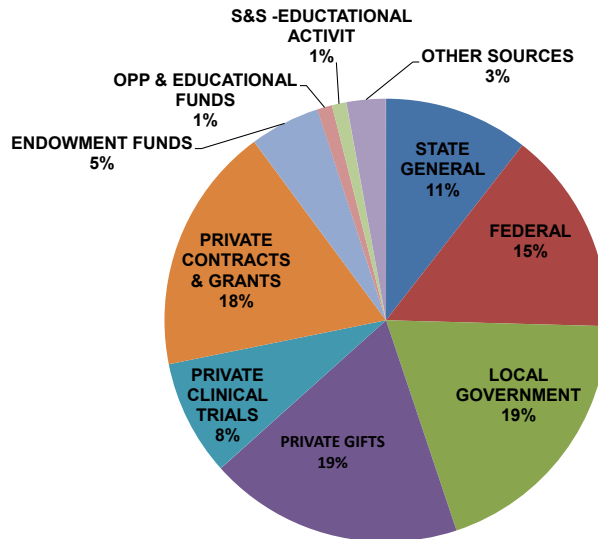
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
DERMATOLOGY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$1,630,695 | \$1,852,119 | \$1,413,478 | \$1,563,324 | \$955,816 | -41.4% |
| FEDERAL | \$2,045,580 | \$1,893,598 | \$1,492,207 | \$834,332 | \$1,348,303 | -34.1% |
| STATE SPECIAL & CONTRACTS | \$6,738 | (\$1,894) | \$0 | \$0 | \$0 | -100.0% |
| LOCAL GOVERNMENT | \$643,088 | \$552,456 | \$827,074 | \$1,018,885 | \$1,759,485 | 173.6% |
| PRIVATE GIFTS | \$1,038,970 | \$1,302,634 | \$1,210,335 | \$1,004,615 | \$1,679,516 | 61.7% |
| PRIVATE CLINICAL TRIALS | \$740,624 | \$767,136 | \$772,432 | \$932,685 | \$765,559 | 3.4% |
| PRIVATE CONTRACTS & GRANTS | \$1,378,593 | \$1,627,005 | \$1,841,594 | \$1,542,950 | \$1,635,589 | 18.6% |
| ENDOWMENT FUNDS | \$208,374 | \$464,775 | \$459,027 | \$681,609 | \$463,924 | 122.6% |
| OPP & EDUCATIONAL FUNDS | \$118,365 | \$109,661 | \$109,656 | \$108,961 | \$98,700 | -16.6% |
| S&S -EDUCTATIONAL ACTIVITY | \$804,407 | (\$271,204) | \$500,160 | (\$171,850) | \$95,134 | -88.2% |
| OTHER SOURCES | \$23,923 | \$239,642 | \$245,379 | \$253,563 | \$260,720 | 989.9% |
| Total: | \$8,639,358 | \$8,535,928 | \$8,871,341 | \$7,769,074 | \$9,062,746 | 4.9% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Type
Dermatology
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
DERMATOLOGY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$1,348,304 | \$1,158,980 | \$383,024 | 33.05% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$1,759,485 | \$1,759,485 | \$0 | 0.00% |
| Private Clinical Trials | \$765,559 | \$739,399 | \$230,706 | 31.20% |
| Private Contracts & Grants | \$1,635,589 | \$1,635,577 | \$411,517 | 25.16% |
| Total: | <u>\$5,508,937</u> | <u>\$5,293,441</u> | <u>\$1,025,247</u> | <u>19.37%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
DERMATOLOGY**

| | Number | Amount |
|---------------------------|---------------|--------------------|
| Research Grants | 10 | \$2,258,661 |
| Training Grants | 1 | \$220,369 |
| Fellowships | 0 | \$0 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>11</u> | <u>\$2,479,030</u> |

*Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 DERMATOLOGY
 (Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|-------------------------|--------------------------|-----------------------|-----------------------|--------------------|--------------|
| | Total | Unrestricted General | Restricted Designated | Salaries and Wages | Other Expenditures | Less: Transfers | |
| Instruction | 1,286 | 765 | 3 | 518 | 8,109 | 2,581 | 9,404 |
| Research | 5,738 | 191 | 376 | 5,171 | 3,636 | 2,102 | 0 |
| Total | 7,024 | 956 | 379 | 5,689 | 11,745 | 4,683 | 9,404 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF EMERGENCY MEDICINE

- Chair - Callahan, Michael L. M.D.
- Business Officer – Massey, Carol E.
- Website - <http://emergency.ucsf.edu/>

Our Mission

Welcome to the Department of Emergency Medicine at University of California, San Francisco. The Department of Emergency Medicine is committed to be at the forefront of Emergency Medicine through providing compassionate, knowledge driven quality care for all patients; training physicians and cultivating leaders; and conducting innovative research to improve emergency care.

Education

The Department of Emergency Medicine is committed to the education of medical students, residents, and fellows. The UCSF-SFGH joint residency program, a four-year program, began in June 2008 with its first class of 12 residents and has now reached its full complement of 48, graduating the first class in June 2012. Our affiliated residency at UCSF-Fresno is a four-year program as well that has been training residents since 1974. Medical students, and residents from other specialties also rotate through our clinical departments. Faculty in the Department of Emergency Medicine are recognized as excellent clinical and bedside teachers, and are also actively involved in School of Medicine curriculum, serving as preceptors and mentors for students. A number of faculty are nationally recognized educators and members of the Haile T. Debas Academy of Medical Educators at UCSF.

Research

UCSF's diverse intellectual and technological resources are the conduit for building a nationally recognized research program in Emergency Medicine. With our unique patient interface, ideal for translational research, we are in an unparalleled position to collaborate with colleagues in other academic departments and to produce research that shapes both clinical care and public policy. Our faculty have a wide range of research interests and welcome collaborations with established researchers as well as inquiries from interested students and residents seeking research mentors.

Source: Department of Emergency Medicine website, 10/9/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

Patient Care

It is the mission of the Department of Emergency Medicine to serve our patients and to provide the highest level of medical care available. Emergency Medicine provides a dedicated team of physicians, nurses and other healthcare professionals to provide an extraordinary level of knowledge, skill and compassion to every patient we serve. All of our attending physicians are board certified in emergency medicine, and have a passion for what they do and are dedicated to caring for our patients. Our emergency departments are affiliated with the University of California, San Francisco School of Medicine and Medical Center, and are located on two different campuses: UCSF Medical Center and San Francisco General Hospital. Faculty are present in the department 24 hours a day, 7 days a week, supervising care and providing bedside and didactic teaching.

The emergency department at the UCSF Medical Center is a state of the art facility which treats approximately 37,500 patients each year. We provide care for patients regardless of race, religion, or ability to pay. Our team of experts includes board certified emergency medicine specialists, who are trained to treat a wide array of urgent medical conditions. These range from the most complex problems, such as heart attacks, stroke, surgical complications, high risk obstetrics to more minor injuries and illnesses, including ankle sprains and lacerations. When medically necessary, medical specialists from all disciplines are available for consultations and treatment. Our faculty physicians have access to a full spectrum of diagnostic capabilities, including a cardiac catheterization lab, stroke center, 64-slice CT scanner, digital radiology monitoring and bedside ultrasound, for the evaluation and emergent treatment of patients. For non-critical patients, we are available via the Internet through "InQuickER" where users can virtually hold their places while waiting at home for their projected treatment times..

We are a pediatrics receiving hospital with a Pediatric Urgent Care clinic adjacent to the emergency department. Pediatricians are available 24 hours a day and are involved in the care of all children who visit the emergency department. Child Life Services are available to pediatric ED patients. In addition, the department's experienced nursing staff has specific training in emergency and critical care.

San Francisco General Hospital emergency department is the only Level-One Trauma Center for the City and County of San Francisco and northern San Mateo County. The annual census is approximately 53,000, and the emergency department serves as a point of entry and triage for critically injured patients of all ages, in addition to a wide range of non-traumatic complaints for a predominantly underserved, urban population. Last Year SFGH became the first and only hospital in the U.S. certified by the Joint Commis-

Source: Department of Emergency Medicine website, 10/9/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

sion as a Center for the initial evaluation and management of patients with Traumatic Brain Injury.,

**FY 2011-12 Headcount as of 4/1/12
EMERGENCY MEDICINE**

| Staff | | Academic | | Grand Total |
|-----------|-----------|-----------|-----------|-------------|
| Full Time | Part Time | Full Time | Part Time | |
| 18 | 18 | 36 | | 72 |

Source: UCSF Human Resources

Source: Department of Emergency Medicine website, 10/9/2012

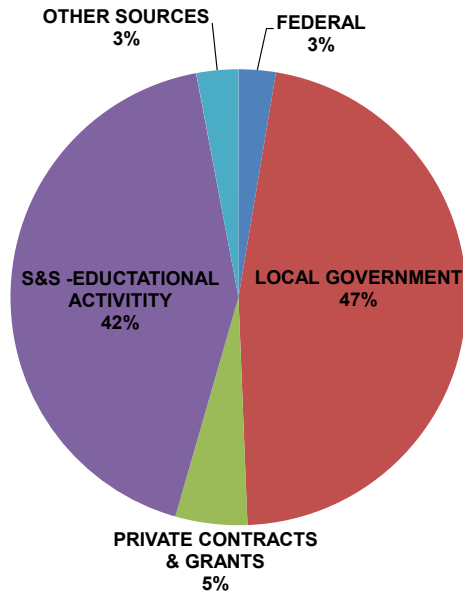
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
EMERGENCY MEDICINE**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 2 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$7,202 | \$1,500 | \$5,399 | \$26,020 | \$0 | -100.0% |
| TUITION & FEES | \$24,521 | \$5,145 | \$3,525 | \$2,400 | \$9,282 | -62.1% |
| FEDERAL | \$0 | \$142,754 | \$253,388 | \$325,018 | \$312,240 | 0.0% |
| STATE SPECIAL & CONTRACTS | \$0 | \$0 | (\$30) | \$0 | \$0 | 0.0% |
| LOCAL GOVERNMENT | \$3,660,492 | \$3,499,327 | \$3,207,384 | \$4,466,264 | \$5,536,200 | 51.2% |
| PRIVATE GIFTS | \$11,666 | \$75,179 | \$39,479 | \$28,263 | \$41,393 | 254.8% |
| PRIVATE CONTRACTS & GRANTS | \$11,417 | \$12,753 | \$22,285 | \$68,420 | \$604,470 | 5194.6% |
| ENDOWMENT FUNDS | \$1,868 | \$14,088 | \$4,937 | \$2,348 | \$30,259 | 1519.6% |
| OPP & EDUCATIONAL FUNDS | \$2,389 | \$1,566 | \$1,958 | \$7,661 | \$3,108 | 30.1% |
| S&S -EDUCTATIONAL ACTIVITY | \$7,511,014 | \$3,215,933 | \$2,613,177 | \$4,257,750 | \$5,039,976 | -32.9% |
| OTHER SOURCES | \$2,388 | \$126,866 | \$119,169 | \$243,871 | \$268,566 | 11144.9% |
| Total: | \$11,232,957 | \$7,095,110 | \$6,270,671 | \$9,428,014 | \$11,845,493 | 5.5% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Emergency Medicine
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
EMERGENCY MEDICINE**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|--------------|
| Federal | \$312,240 | \$312,373 | \$95,642 | 30.62% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$5,536,200 | \$5,536,200 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$604,470 | \$603,682 | \$90,394 | 14.97% |
| Total: | <u>\$6,452,910</u> | <u>\$6,452,255</u> | <u>\$186,036</u> | <u>2.88%</u> |

Source: UCSF Budget & Resource Management

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
EMERGENCY MEDICINE
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|--------------|------------|--------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| Instruction | 1,086 | 0 | 952 | 134 | 6,219 | 1,875 | 7,008 |
| Research | 643 | 0 | 0 | 643 | 462 | 181 | 0 |
| Total | <u>1,729</u> | <u>0</u> | <u>952</u> | <u>777</u> | <u>6,681</u> | <u>2,056</u> | <u>7,008</u> |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF FAMILY AND COMMUNITY MEDICINE

- Chair – Grumbach, Kevin, M.D.
- Business Officer – Mozesson, Judi
- Website - <http://www.familymedicine.medschool.ucsf.edu/>

Mission Statement

Our department's mission is to educate students and residents in family medicine with an emphasis on meeting the needs of the economically disadvantaged and the medically underserved; to advance knowledge in family and community medicine; and develop methods of primary care that are effective, efficient, and accessible to all people.

Education

The Department of Family and Community Medicine plays a leading role in a full continuum of educational programs at UCSF.

- Our faculty ensures that every UCSF medical student is taught fundamental generalist clinical skills and patient-centered primary care, and helps direct the UCSF Program in Medical Education for the Urban Underserved (PRIME-US).
- Our family medicine residency training programs at San Francisco General Hospital and three other affiliated family practice residencies in Northern California prepare family physicians with an emphasis on meeting the needs of underserved communities.
- We are training the next generation of academic leaders in family and community medicine through faculty development fellowships and a primary care postdoctoral research program.
- We provide continuing medical education courses and other educational support to practicing physicians and health professionals.

Research

The Department of Family and Community Medicine is internationally recognized for our pioneering research programs in primary care and community health. Many of our research activities are multidisciplinary involving faculty members from other departments in the UCSF School of Medicine as well as Nursing, Dentistry and Pharmacy and the UC Berkeley School of Public Health. We receive about \$15 million annually in extramural grants funding a wide array of research programs, including:

- Evaluations of innovative practice tools and health policy measures to improve and revitalize primary care.
- Studies to elucidate and reduce health disparities associated with race, ethnicity, class

Source: Family and Community Medicine website, 9/18/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

and other social factors.

- Research on family dynamics and patient-physician communication in chronic illness.
- Integrative medicine
- Reproductive health and family planning

Patient Care

Family and Community Medicine faculty members and their practice teams take care of the primary care needs of patients of all ages emphasizing family-oriented, patient-centered care at the following locations in San Francisco:

- **UCSF Family Medicine Center at Lakeshore**
1569 Sloat Blvd., Suite 314
- **UCSF Senior Medical Center at Lakeside** (Practice limited to Geriatrics)
2501 Ocean Avenue
- **Family Health Center and Urgent Care Center at San Francisco General Hospital**
995 Potrero Ave., Bldg. 80
- **Family Medicine Inpatient Service and Skilled Nursing Facility at San Francisco General Hospital**
1001 Potrero Ave

Community Service

Community is an integral part of the Department of Family and Community Medicine and our programs emphasize community engagement and public service. Our Department plays a leadership role in:

- Directing national and global programs to assist community providers to develop greater expertise in HIV care;
- Providing technical assistance to government agencies, community based organizations, and foundations;
- Helping lead the UCSF Clinical and Translational Science Community Engagement and Health Policy Program, including the San Francisco Health Improvement Partnerships initiative and the SF Bay Collaborative Research Network (a practice based research network);

Source: Family and Community Medicine website, 9/18/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

- Developing innovative training models in Community Oriented Primary Care (COPC).
- Building capacity in the community for the care of individuals with developmental disabilities and their families.
- Operating a Center of Excellence in Transgender Health Care

Source: Family and Community Medicine website, 9/18/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
FAMILY AND COMMUNITY MEDICINE**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 50 | 19 | 45 | 17 | 131 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
FAMILY AND COMMUNITY MEDICINE**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MED SCH-FAMILY & COMMUNITY MEDICINE | 9.00 | 6.61 | 9.00 | 5.37 | 9.00 | 3.72 | 9.00 | 2.03 | 9.00 | 0.23 |
| ORG ACT-FAMILY & COMMUNITY MEDICINE | | 0.15 | | 0.15 | | 0.15 | | 0.10 | | 0.10 |
| PROF SERV-FAM & COMM MED-SFGH | | 0.15 | | 0.15 | | 0.15 | | 0.15 | | 0.10 |
| Total: | 9.00 | 6.91 | 9.00 | 5.67 | 9.00 | 4.02 | 9.00 | 2.28 | 9.00 | 0.43 |

Source: UCSF Budget & Resource Management

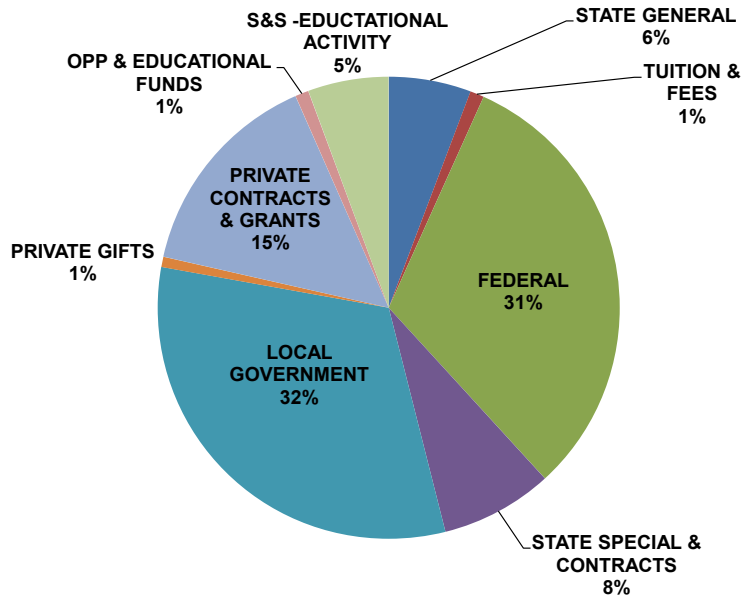
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
FAMILY AND COMMUNITY MEDICINE**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$1,581,418 | \$1,514,775 | \$1,404,051 | \$1,424,222 | \$1,298,505 | -17.9% |
| TUITION & FEES | \$569,316 | \$513,720 | \$139,658 | \$198,034 | \$220,271 | -61.3% |
| FEDERAL | \$7,639,394 | \$8,318,542 | \$7,517,037 | \$7,430,699 | \$7,108,477 | -6.9% |
| STATE SPECIAL & CONTRACTS | \$6,211,346 | \$8,336,713 | \$2,610,204 | \$2,308,030 | \$1,772,251 | -71.5% |
| LOCAL GOVERNMENT | \$2,753,431 | \$3,426,469 | \$3,297,111 | \$6,306,046 | \$7,173,691 | 160.5% |
| PRIVATE GIFTS | \$205,783 | \$166,011 | \$360,034 | \$285,949 | \$161,838 | -21.4% |
| PRIVATE CONTRACTS & GRANTS | \$2,072,031 | \$2,487,857 | \$3,679,084 | \$3,901,476 | \$3,355,658 | 62.0% |
| ENDOWMENT FUNDS | \$161,214 | \$117,108 | \$99,071 | \$105,419 | \$96,408 | -40.2% |
| OPP & EDUCATIONAL FUNDS | \$412,727 | \$425,293 | \$189,132 | \$222,415 | \$212,205 | -48.6% |
| S&S -EDUCTATIONAL ACTIVITY | \$2,173,569 | \$2,491,290 | \$3,938,991 | \$859,748 | \$1,277,533 | -41.2% |
| OTHER SOURCES | \$60 | (\$399) | \$281,471 | \$82,562 | \$125,379 | 209073.8% |
| Total: | \$23,780,290 | \$27,797,380 | \$23,515,844 | \$23,124,599 | \$22,802,215 | -4.1% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Type
Family and Community Medicine
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
FAMILY AND COMMUNITY MEDICINE**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$7,108,477 | \$4,552,134 | \$747,345 | 16.42% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$1,674,097 | \$958,465 | \$103,554 | 10.80% |
| Local Government | \$7,173,691 | \$7,173,691 | \$392 | 0.01% |
| Private Contracts & Grants | \$3,355,658 | \$2,947,794 | \$498,549 | 16.91% |
| Total: | <u>\$19,311,923</u> | <u>\$15,632,084</u> | <u>\$1,349,840</u> | <u>8.64%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
FAMILY AND COMMUNITY MEDICINE**

| | Number | Amount |
|---------------------------|---------------|------------------|
| Research Grants | 4 | \$739,172 |
| Training Grants | 0 | \$0 |
| Fellowships | 0 | \$0 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>4</u> | <u>\$739,172</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
FAMILY AND COMMUNITY MEDICINE
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|----------------|----------------|----------------|-----------------------|-----------------------|--------------------|------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | \$4,228 | \$1,299 | \$1,149 | \$1,780 | \$4,491 | (\$263) | \$0 |
| Research | \$4,489 | \$0 | \$11 | \$4,478 | \$2,013 | \$2,476 | \$0 |
| Total | \$8,717 | \$1,299 | \$1,160 | \$6,258 | \$6,504 | \$2,213 | \$0 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF LABORATORY MEDICINE

- Chair – Lowell, Clifford A., M.D., Ph.D.
- Business Officer – Hang, Tony Huoi
- Website - <http://labmed.ucsf.edu/>

The Department of Laboratory Medicine at the University of California at San Francisco is dedicated to clinical service, research and teaching.

The Department of Laboratory Medicine oversees the Clinical Laboratories at the Moffitt-Long, Mt. Zion, San Francisco VA and San Francisco General Hospital & Trauma Center. The Clinical Laboratories perform a large menu of diagnostic laboratory analyses in hematology, immunology, microbiology, transfusion medicine, molecular diagnostics, molecular pathology genetics, metabolism, toxicology, cytogenetics, and chemistry. Each hospital is served by a Clinical Laboratory at their site. There is an additional large, central Laboratory located at the UCSF China Basin facility.

The Department has over 50 faculty engaged in biomedical research. The research interests of the faculty include hematology/ thrombopoiesis, sexually-transmitted diseases, transfusion related disease, immunology/AIDS, neurovirology, cancer genetics and cytogenetics, molecular mechanisms of hypertension, metabolism and obesity. Research faculty within the Department are located at the four affiliated hospitals, Blood Center of Pacific, Lawrence Berkeley Laboratories, as well as at the China Basin facility. Each faculty research group is staffed by students, post-doctoral research fellows and technical staff, with most of the faculty participating in the major research Programs at UCSF.

The major Teaching mission of the Department is directed to residents in the combined, ACGME accredited, Anatomic and Clinical Pathology Program run jointly with the Department of Pathology. Each year 12-15 residents rotate through the different sections of the Clinical Laboratories at the various hospitals and gain hands-on experience in interpretation and utilization of diagnostic tests. Laboratory Medicine also offers one-year Clinical Laboratory Specialist Training Programs in Clinical Chemistry, Immunology, Hematology, Immunohematology, Cytogenetics, Molecular Diagnostics, Molecular Pathology, Phlebotomy, and Microbiology. Course work will prepare students to independently perform a wide array of laboratory tests in their chosen specialty. Using the newest methodologies and state of the art automated analyzers, graduates of the programs will provide the test results used in the detection, diagnosis and treatment of human diseases. Additionally, faculty in Laboratory Medicine are actively involved in teaching with the School of Medicine as well as graduate (PhD) level teaching in the basic science programs.

Source: Department of Laboratory Medicine, 8/24/2011

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
 LABORATORY MEDICINE**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 32 | 1 | 74 | 14 | 121 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
 LABORATORY MEDICINE**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| CLINICAL LABS SFGH | 8.50 | 8.56 | 8.50 | 8.56 | 8.50 | 8.56 | 8.50 | 8.56 | 8.50 | 8.56 |
| MED SCH-LABORATORY MEDICINE | 8.50 | 9.23 | 8.50 | 8.86 | 8.50 | 8.05 | 8.50 | 7.22 | 8.50 | 6.10 |
| S/M LAB MEDICINE | | | 0.35 | 0.70 | 2.04 | 1.10 | 2.04 | 1.10 | 2.19 | 0.63 |
| Total: | 8.50 | 17.79 | 8.85 | 18.12 | 10.54 | 17.71 | 10.54 | 8.32 | 10.69 | 6.73 |

Source: UCSF Budget & Resource Management

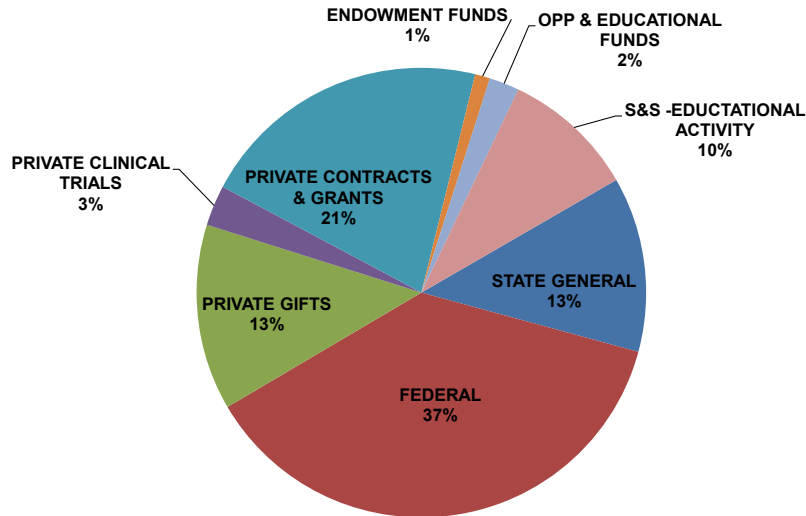
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
LABORATORY MEDICINE**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$1,522,865 | \$1,338,874 | \$1,072,636 | \$1,286,844 | \$1,349,949 | -11.4% |
| FEDERAL | \$4,892,960 | \$6,415,169 | \$5,931,561 | \$4,089,495 | \$4,001,277 | -18.2% |
| STATE SPECIAL & CONTRACTS | \$168,929 | \$242,214 | \$447,459 | \$363,783 | \$40,787 | -75.9% |
| LOCAL GOVERNMENT | \$18,802,713 | \$19,609,065 | \$19,788,507 | \$0 | \$0 | -100.0% |
| PRIVATE GIFTS | \$608,199 | \$347,314 | \$754,893 | \$1,535,877 | \$1,434,964 | 135.9% |
| PRIVATE CLINICAL TRIALS | \$68,548 | \$164,214 | \$224,284 | \$158,986 | \$313,886 | 357.9% |
| PRIVATE CONTRACTS & GRANTS | \$1,656,500 | \$2,775,990 | \$2,537,384 | \$2,227,870 | \$2,259,955 | 36.4% |
| ENDOWMENT FUNDS | \$23,278 | \$8,523 | \$126,250 | \$136,274 | \$114,832 | 393.3% |
| OPP & EDUCATIONAL FUNDS | \$193,099 | \$193,730 | \$218,762 | \$243,727 | \$232,121 | 20.2% |
| S&S -EDUCTATIONAL ACTIVITY | \$540,173 | \$126,862 | \$822,982 | (\$239,453) | \$1,029,049 | 90.5% |
| OTHER SOURCES | \$10,326 | \$131,709 | \$120,096 | \$123,676 | \$125,913 | 1119.4% |
| Total: | \$28,487,589 | \$31,353,665 | \$32,044,815 | \$9,927,079 | \$10,902,732 | -61.7% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Laboratory Medicine
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
LABORATORY MEDICINE**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$4,001,278 | \$2,330,125 | \$934,561 | 40.11% |
| CIRM | \$40,787 | \$40,787 | \$22,106 | 54.20% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$313,886 | \$313,846 | \$65,197 | 20.77% |
| Private Contracts & Grants | \$2,259,955 | \$2,038,999 | \$608,497 | 29.84% |
| Total: | <u>\$6,615,906</u> | <u>\$4,723,757</u> | <u>\$1,630,361</u> | <u>34.51%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
LABORATORY MEDICINE**

| | Number | Amount |
|---------------------------|----------|--------------------|
| Research Grants | 6 | \$4,115,736 |
| Training Grants | 0 | \$0 |
| Fellowships | 0 | \$0 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>6</u> | <u>\$4,115,736</u> |

*Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 LABORATORY MEDICINE
 (Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|--------------|--------------|-----------------------|-----------------------|--------------------|--------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 3,413 | 1,223 | 1,352 | 838 | 8,066 | (1,118) | 3,535 |
| Research | 6,906 | 127 | (19) | 6,798 | 2,803 | 4,103 | 0 |
| Total | 10,319 | 1,350 | 1,333 | 7,636 | 10,869 | 2,985 | 3,535 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF MEDICINE

- Chair – King, Talmadge E., Jr., M.D.
- Business Officer – Chrisman, Maye
- Website - <http://medicine.ucsf.edu/>

The Department of Medicine is the largest single department of the UCSF School of Medicine, with approximately 29 percent of the school's full-time faculty. For the past 30 years, it has consistently ranked among the top four departments of medicine in the country. In seven of the past 10 years (2002 – 2011), the Department of Medicine has been the number one recipient of research dollars from the National Institutes of Health (NIH) among all departments of internal medicine in the nation (in 2002 and 2011 we were ranked second; in 2006 we ranked third). Moreover, eight of our adult specialty clinical programs are ranked in the top 10 by the US News & World Report AIDS, Diabetes & Endocrinology, Primary Care, Cancer, Kidney Disorders, Pulmonology, Geriatrics and Rheumatology. The department's continued success in this highly competitive arena attests to the quality and impact of the research performed by its basic and clinical scientists.

UCSF is a recognized leader for developing superior clinicians and scientists and has developed a national reputation for excellence in residency training in primary care, general internal medicine and numerous medical subspecialties. A dedicated faculty, an outstanding blend of academic and clinical training, exposure to nationally-recognized generalists and sub specialists and a supportive environment provide residents with the opportunity to truly excel in their fields.

The training and education of residents are integral components of the Department of Medicine. Residency, the years of clinical training immediately following the completion of medical school, is a formative time for young physicians. During these years residents learn not only the basics of patient care, but also leadership skills, research methods, cross cultural competence, professionalism, and communication skills. In addition, residents form critical relationships with mentors who will help them realize their potential. The Program is home to the top residents in the country. Applicants are attracted not only by the extraordinary breadth of research and clinical faculty, but also by the diversity of San Francisco's population. While being a leader in both clinical and basic science research, UCSF is also a model of community service and provision of care to under-served communities.

The Department of Medicine is divided into 18 specialties:

- Cardiology
- Clinical Pharmacology

Source: Department of Medicine, 9/5/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

- Endocrinology/Metabolism
- Experimental Medicine
- Gastroenterology
- General Internal Medicine
- Geriatrics
- Hematology/Oncology
- HIV/AIDS
- Hospital Medicine
- Infectious Diseases
- Lung Biology Center
- Genomic Medicine
- Nephrology
- Occupational and Environmental Health
- Prevention Science
- Pulmonary, Critical Care, Allergy and Sleep Medicine
- Rheumatology

Division of Cardiology

Website: <http://cardiology.ucsf.edu/>

Cardiovascular disease remains the nation's leading cause of death, and UCSF is a pioneer in developing better ways to diagnose, treat and prevent heart disease. Our mission is to provide the best possible care to all patients with cardiovascular disease, make important discoveries that benefit patients and offer the best training for cardiology and subspecialty fellows.

UCSF has three Divisions of Cardiology, located at UCSF Medical Center at Parnassus/Mount Zion/Mission Bay, San Francisco General Hospital, and the San Francisco VA Medical Center.

We use the most advanced tools to diagnose cardiovascular disease, and our physicians include world-renowned experts in every area of cardiology. We not only treat heart disease – ranging from routine diseases to the most complex and rare – we work to prevent heart disease. We have a wide range of clinical services and expertise, and deliver quality care with compassion and a patient-centered focus.

Source: Department of Medicine, 9/5/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

Our experts are available to provide consultation for all aspects of cardiovascular care and prevention. We strive to provide rapid, seamless referrals, and our new electronic medical record allows for rapid communication of findings and follow-up.

We also conduct a wide range of research at all campuses, discovering more about everything from causes of heart disease to which new drugs and devices are most likely to benefit patients.

We have one of the most prestigious cardiology training programs in the country, and routinely receive more than 400 applications for half a dozen fellowship positions each year. Our cardiology fellows are mentored by our world-class faculty, and have the unparalleled opportunity to conduct research and care for diverse populations of patients at all campus sites.

Clinical Services

Clinical services include the outpatient Cardiology Faculty Practice, Cardiac Electrophysiology Service, inpatient Cardiology Service, inpatient Cardiology Consultations, Interventional Cardiology, and the Heart Failure/Transplantation Service.

Research

Cardiology faculty are involved in a wide range of basic (laboratory) and clinical (patient) research. UCSF's strength over the years has been the investigation of new therapies for heart disease, such as catheter ablation of heart rhythm disturbances. More recently, we have begun to study the application of stem cells to the treatment of heart disease.

Clinical Pharmacology & Experimental Therapeutics

Website: <http://clinpharm.ucsf.edu/>

Clinical pharmacology is recognized and serves as the premier discipline at the forefront of the discovery, development, regulation, and use (DDRU) of safe and effective medications necessary for the prevention and treatment of illness.

The Division of Clinical Pharmacology and Experimental Therapeutics at the University of California, San Francisco, has been engaged in these activities since 1965. The Department of Medicine (School of Medicine) and the Department of Bioengineering and Therapeutic Sciences (School of Pharmacy) jointly sponsor the Division. It maintains close ties with other clinical and basic research units of the University, including the Departments of Pharmacology, Pediatrics,

Source: Department of Medicine, 9/5/2012

University of California, San Francisco
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Psychiatry, Epidemiology and the Cardiovascular Research Institute.

The Division seeks to promote the translation of pharmacologic science into improved patient care and to prevent and treat drug-related injury and disease. Its four objectives are:

1. Clinical - Provide medical staffing and oversight of the California Poison Control Center at SFGH
2. Teaching – Provide postdoctoral training in Clinical Pharmacology (primarily research) and Medical Toxicology (primarily clinical); promote rational therapeutics (courses and lectures)
3. Research – Support research on mechanisms of drug action, optimal therapeutic use medications and prevention and treatment of toxicity from drugs and chemicals. Particular research emphasis areas include tobacco and health, acute poisoning and drug overdose, and pharmacogenetics.
4. Service - Support the work of the SFGH Pharmacy and Therapeutics committees and the Food and Drug Administration.

Division of Endocrinology/Metabolism

Website: <http://endocrine.medicine.ucsf.edu>

Endocrinology is the study of hormones and the treatment of hormone based diseases. The endocrine glands produce chemicals called hormones. These hormones are released into the blood stream and then have their action by stimulating other organs in the body. The major endocrine glands are the thyroid, pancreas, adrenal and pituitary. The hormones from these glands regulate growth, metabolism, blood pressure, reproduction as well as many other necessary functions.

For over 50 years, the Divisions of Endocrinology, at UCSF Medical Center at Parnassus, the San Francisco General Hospital Medical Center, and the San Francisco VA Medical Center, have been international leaders in both clinical endocrinology and basic endocrine research.

Our goals remain simple. We bring the questions and unknowns from our patient's bedside to the research laboratory, to not only help improve our understanding of disease process, but to bring about new therapeutic modalities. We then bring the advances of the laboratory back to our patients.

Members of our divisions are world recognized and distinguished in their research and treatment of diabetes, osteoporosis, adrenal disease, thyroid disease and pituitary disease.

Source: Department of Medicine, 9/5/2012

University of California, San Francisco
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Division of Experimental Medicine

Website: <http://experimental.medicine.ucsf.edu/>

The mission of the Division of Experimental Medicine, based at the San Francisco General Hospital Medical Center, is to understand the human immune system so that lifesaving therapies and vaccines can be developed to protect against chronic infectious diseases of global importance, such as HIV/AIDS; and to establish a training environment that fosters patient-oriented research, both here and abroad.

Division of Gastroenterology

Website: <http://gidiv.ucsf.edu>

The Department of Medicine's Gastroenterology Divisions, based at the UCSF Medical Center at Parnassus, the San Francisco General Hospital Medical Center, and the San Francisco VA Medical Center, includes 35 full-time faculty, 12 trainees, and 30 administrative and research staff at four different UCSF teaching hospitals. The Division is dedicated to the highest standards of clinical care and teaching, as well as to research leading to new approaches to the prevention, diagnosis, and treatment of gastrointestinal disease.

The Division of Gastroenterology specializes in the following:

- Diseases of the Liver and Biliary System
- Liver Transplantation
- Inflammatory Bowel Disease
- Cancer of the colon and Esophagus
- Obesity, Diabetes and the Liver Disease of Obesity
- Bowel Mobility Disorders

Division of General Internal Medicine

Website: <http://medicine.ucsf.edu/divisions/gim/>

The Division of General Internal Medicine is located and managed at three campuses of the University of California, San Francisco: the UCSF Medical Center at Parnassus, the San Francisco General Hospital Medical Center, and the San Francisco VA Medical Center. Each site has its own uniqueness but all excel in the delivery of high quality, culturally sensitive and linguistically appropriate primary and preventive health care; conducting innovative, population-based and epidemiological research; and training the best doctors of the future.

Clinical Studies

Source: Department of Medicine, 9/5/2012

University of California, San Francisco
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The Division of General Internal Medicine has a long history of clinical research by both our own investigators and non-DGIM investigators recruiting from our practice. Currently, in General Medical Practice (located on the main campus at UCSF) we follow approximately 18,000 patients who make approximately 40,200 annual patient visits. These patients are seen by 21 faculty physicians, 30 primary care resident physicians, 28 categorical resident physicians, and 5 nurse practitioners.

Residency Program

The UCSF Primary Care/General Internal Medicine Residency is a three-year program designed to train internists in both ambulatory and hospital care. As a part of the Department of Medicine Residency Program at the University of California, San Francisco (UCSF), it combines intensive in-hospital training with structured training in ambulatory medicine in a general internal medicine group practice, in internal medicine subspecialties, and in non-internal medicine specialties essential to the practicing general internist. The primary care residency is fully integrated with the Department of Medicine's other internal medicine residency programs. The primary care residents and the general internal medicine faculty participate in all Department of Medicine teaching and service activities.

Division of Genomic Medicine

Website: <http://medicine.ucsf.edu/genetics/>

The Division of Medical Genetics was created in 2004 to serve as a focus within the Department of Medicine for clinical care, scholarly research, and genetics education.

In the realm of clinical care, the Division provides an adult genetics inpatient consultation service as well as partnering with the Pediatric Genetics service in providing outpatient care and counseling to adults with rare, complex genetic disorders in themselves or their families. In addition, the Division's founding vision is to form strong partnerships with various subspecialties of internal medicine in order to develop specialized genetics-oriented clinics managed jointly by medical genetics and the subspecialty physicians. Such a partnership is beginning already in cardiovascular disorders with the launch of the Program in Cardiovascular Genetics within the UCSF Heart and Vascular Center that will focus on familial cardiomyopathies, familial arrhythmias, Marfan syndrome, and adults with corrected congenital heart defects. A similar partnership will begin soon with the highly successful and well-established Cancer Risk Program in the UCSF Cancer Center. Plans for joint clinical activities with the Memory and Aging Center, focusing on hereditary dementias, are also under development.

Source: Department of Medicine, 9/5/2012

University of California, San Francisco
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Scholarly research is a key component of the Division's activities. Research interests of the primary and adjunct members of the Division range from molecular and cellular biological studies of genetic disease to gene discovery to genetic epidemiology and clinical research. The Division is tightly integrated into the new UCSF Institute for Human Genetics.

Education in genetics is the third, important component of the Division's mission. Members of the Division partner with the Pediatric and Reproductive Genetics Divisions in training Genetics Residents and Fellows in the UCSF-Stanford Joint Fellowship, serve as faculty on the NIH-funded Genetics Training Grant, and have a primary role in teaching genetics in the medical school curriculum. Members of the Division are also heavily involved in graduate education in the genetics track of the Biomedical Sciences Graduate Program.

Division of Geriatrics

Website: <http://geriatrics.medicine.ucsf.edu/>

Our Mission

To improve the care of older persons through teaching, discovery, and the care of patients.

Our Vision

To transform the lives of older persons worldwide.

Who We Are

We are 50 faculty, fellows, and staff whose work is grounded in deep commitment to and respect for older persons, especially those who are ill or frail. We are a young, vital Division that values integrity, excellence, and preeminence in all we do. We work in the community and on virtually every UCSF campus –Parnassus, San Francisco VAMC, San Francisco General Hospital, Laurel Heights, Mission Bay, China Basin, and Lakeside Senior Medical Center.

Our Work

As doctors, we care for patients in their homes and in hospitals, clinics, and long-term care settings. As teachers, we teach medical students, resident physicians, physicians in practice, and other learners, and we train the next generation of leaders of geriatric medicine. As scientists, we seek to understand the causes and outcomes of illness in older persons, and to improve their health and well-being.

Divisions of Hematology/Oncology

Website: <http://hemonc.ucsf.edu>

Source: Department of Medicine, 9/5/2012

University of California, San Francisco
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For over thirty years, our faculty has passionately pursued its mission to enhance individual lives around the world by improving the treatment of cancer and blood disorders. For patients suffering from these conditions, we discover and implement medical advances that have improved survival rates and quality of life.

The faculty of the Divisions of Hematology and Medical Oncology, managed separately at the UCSF Medical Center at Parnassus, the San Francisco General Hospital Medical Center, and the San Francisco VA Medical Center, are dedicated to being leaders in the field of healthcare. Our faculty conduct over 10,000 patient visits and consults a year in five areas of specialization at four sites. Our standards for patient care are high and we strive to exceed those standards by understanding the fundamental importance of continuing the medical education of our faculty, utilizing the most up-to-date equipment and techniques, and pursuing vigorously high quality assurance standards through patient feedback and self-assessment.

Our Divisions excel in the pursuit of cutting-edge research in both basic science and clinical research science. In addition to extensive clinical research opportunities provided by our close relationship with the UCSF Comprehensive Cancer Center (the only one of its kind on the west coast), we have extensive support from the National Institute of Health and the National Cancer Institute. Our faculty are investigators on four Spore grants, prestigious national awards.

We have developed an exceptional educational program for our faculty and our fellows, both research and clinical and there is no clinical fellowship program like ours in the country. We offer a comprehensive curriculum that includes thorough didactic and practical training and provide mentorship and advisement from the first day of fellowship. We maintain forums for feedback from our trainees that we are consistently evaluating and incorporating into our program and we offer specific and consistent guidance and support around research and professional development. We understand the exceptional potential of our trainees and work to create opportunities to propel the physician scientist to national prominence.

Our faculty are committed to serving as a resource for our community. We incorporate community outreach in our strategic goals for the Divisions. Our ultimate goal is to not only change the face of Cancer and Blood Disorders around the world but to change individual lives.

HIV/AIDS Division

Website: <http://hiv.ucsf.edu/>

The UCSF HIV/AIDS Division at San Francisco General Hospital is an internationally recognized global leader in HIV clinical care, research and education.

Source: Department of Medicine, 9/5/2012

University of California, San Francisco
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As a “standard-setter” for HIV care, we pioneer medical and scientific advances that influence HIV medicine globally. Our comprehensive care and treatment model (Positive Health Program) has been widely adopted around the world. We conduct a wide array of educational activities including fellowships for clinical and research (NIH T32) training. We are committed to the training of the next generation of HIV medicine leaders. Our research portfolio is one of the largest in the Department of Medicine encompassing translational, epidemiologic, clinical and outcomes research domestically and internationally. To address the growing need to expand and improve efficiency and effectiveness of universal HIV treatment, we recently established an Implementation Science Core.

From its beginning as a county clinic with a staff of five, the HIV/AIDS Division has grown to encompass a network of specialty clinics, multiple research and clinical trials, an HIV education program, an international research program in East Africa and a vibrant community forum for clinicians and researchers. Our faculty serves in highly visible and influential positions in the World Health Organization, International AIDS Society, and HIV Medical Association, and frequent speakers at scientific meetings around the world. Our program has a visible presence in the lay press and our faculty are frequent conveners at high level scientific events. UCSF has been ranked as the top AIDS program in the country by US News and World Report for several years.

Divisions of Hospital Medicine

Website: <http://medicine.ucsf.edu/divisions/hospmed/>

The Divisions of Hospital Medicine, located at the UCSF Medical Center at Parnassus and the San Francisco General Hospital Medical Center, are national leaders in clinical care, education, and research. Hospitalists care for inpatients on the general medicine service at the UCSF and SFGH Medical Centers, as well as on the general medical consult service and the palliative care service. In addition to their clinical work, the Divisions of Hospital Medicine focus on excellence in teaching, research, and systems improvement.

The divisions have achieved a remarkable number of “firsts” in hospital medicine:

- Coined the term hospitalist (in a 1996 article by Robert Wachter, MD, and Lee Goldman, MD in the New England Journal of Medicine)
- Published the first peer-reviewed paper on hospitalists’ positive impact on clinical care in JAMA
- Hosted the first hospital medicine CME course in 1997; the course remains the nation’s most popular and is now in its 13th year.

Source: Department of Medicine, 9/5/2012

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- Edited the field's main textbook, Hospital Medicine
- Established the nation's first hospital medicine fellowship
- Established one of the most highly respected inpatient palliative care services in the United States, now the site of a national palliative care leadership center
- Edited the major case-based series on End of Life care in the United States, Perspectives of Care at the Close of Life, in JAMA
- Edited the first case-based series on medical errors ("Quality Grand Rounds" in the Annals of Internal Medicine), the popular journal on medical errors, AHRQ WebM&M and the federal medical errors portal, AHRQ Patient Safety Network, and wrote the bestselling book on medical errors, Internal Bleeding: The Truth Behind Americas Terrifying Epidemic of Medical Mistakes
- Helped found the Society of Hospital Medicine; two of the society's first eight presidents (Drs. Wachter and Pantilat) are from UCSF, and two members of the group have received the society's Young Investigator Award (Drs. Auerbach and Shojania)

Over the past few years, articles describing the program have appeared in virtually every major medical publication, along with the New York Times, the LA Times, and the Washington Post.

Division of Infectious Diseases

Website: <http://id.medicine.ucsf.edu/>

The Division of Infectious Diseases at UCSF is an academic division in the Department of Medicine with both a clinical and research focus. We have 3 main sites (UCSF Medical Center, San Francisco General Hospital, and the San Francisco Veterans Affairs Medical Center) and have affiliations with institutions including the San Francisco Department of Public Health, UC Berkeley's School of Public Health and the Training in Malaria Research in Uganda Program. We offer a rigorous fellowship program with Clinical Research and Basic Science Research tracts dedicated to producing physician-scientists of an exceptional caliber. We have a top-notch research community within the division, with extensive NIH and private foundation support. We have several patient care in-patient and out-patient outlets with services including UCSF's Positive Health Practice and the Women's Interagency HIV Study.

Mission Statement

Our mission is to maintain the high standard of excellence associated with UCSF by delivering outstanding patient care, developing cutting edge research and providing some of the best Infectious Diseases training in the world.

Source: Department of Medicine, 9/5/2012

University of California, San Francisco
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Lung Biology Center

Website: <http://lungbiology.ucsf.edu>

The Lung Biology Center (LBC) is a research division in the Department of Medicine at the University of California, San Francisco. Its mission is to study important questions about diseases of the lung and airways through cellular and molecular biology. The division has facilities and faculty at the Mission Bay Campus and the San Francisco General Hospital Medical Center campus. The Lung Biology Center (LBC) studies the cellular and molecular mechanisms underlying common lung diseases, including asthma, pulmonary fibrosis, acute lung injury, chronic obstructive pulmonary disease and lung cancer. By creating an environment of collaboration among scientists from multiple disciplines, the LBC is training the next generation of leaders in pulmonary biology and disease.

Current treatments of most common lung diseases are ineffective or toxic, in part due to limited understanding of the molecular events underlying these diseases. LBC scientists employ a wide range of approaches including basic cell and molecular biology, disease models and patient-based research to develop new insights into the biology of lung disease and new approaches for treatment.

Division of Nephrology

Website: <http://nephrology.ucsf.edu>

The Division of Nephrology in the Department of Medicine at UCSF has a long and distinguished history. Over the past four decades, UCSF has been a major source of leaders and investigators in nephrology at academic centers throughout the United States.

Our mission continues in this tradition: expanding the frontiers of basic and clinical investigation in nephrology, training the next generation of academic nephrology leaders and providing the highest level of patient care. Our division provides a premier academic environment for faculty and trainees to provide outstanding clinical care and to be at forefront of kidney research worldwide.

Current faculty members are based at the UCSF Medical Center at Parnassus, San Francisco General Hospital and the San Francisco VA Medical Center.

Active basic research programs focus on the regulation of sodium balance, regulation of epithelial ion transport, mechanisms of water transport in renal epithelia and pathology of renal matrix metabolism.

Clinical research programs include both database and patient-oriented studies in hypertension, chronic kidney disease, acute kidney injury and end-stage renal disease. Numerous UCSF faculty

Source: Department of Medicine, 9/5/2012

University of California, San Francisco
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members outside of the Division with interest in kidney related research are also active members of our fellowship training program.

We also take great pride in the excellence of our clinical programs. UCSF Medical Center is one of the top performing institutions, providing over 300 kidney transplants per year (and over 9,000 since 1964). Members of the Division are active participants in numerous clinical trials, thus bringing cutting edge therapies interventions to the bedside.

Division of Occupational and Environmental Medicine

Website: <http://oem.ucsf.edu/>

The Division of Occupational and Environmental Medicine (OEM), separately constituted at the UCSF Parnassus-Mt Zion and SFGH campuses, is closely interlinked. It has achieved national and international recognition as a center for research, training, and clinical care in its field.

Moreover as one of the few such Divisions firmly based within a Department of Medicine (most academic units are housed in a Department of Preventive Medicine or a School of Public Health), UCSF's Occupational and Environmental Medicine presence is particularly noteworthy in U.S. academic internal medicine.

The mission of the Division of Occupational and Environmental Medicine at the University of California San Francisco is to advance the field of occupational and environmental health through research, education, and service to patients and the community.

Division of Preventions Science

Website: <http://caps.ucsf.edu>

The mission of the Division of Prevention Science (formerly the Center for AIDS Prevention Studies, or CAPS), based in the UCSF Medical Center at Parnassus and our administrative offices at 50 Beale Street, is to conduct domestic and international research to prevent the acquisition of HIV and to improve health outcomes among those infected and reduce disparities.

This is how we do it:

- CAPS provides core support for multidisciplinary and high-impact HIV research, enhances the excellence of research projects, trains a new generation of HIV scientists, and assists implementing partners.
- Our Administrative Core provides strong leadership and management to stimulate innovative research and ensure scientific rigor and sound fiscal operations.
- Our Developmental Core fosters innovative, high-impact, multidisciplinary HIV research by providing funds for innovative pilot work, sponsoring training and education,

Source: Department of Medicine, 9/5/2012

University of California, San Francisco
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and ensuring the scientific excellence of research.

- Our Methods Core provides comprehensive methodological training and consultation in research design, qualitative and quantitative analysis, and state-of-the-art data collection and management.
- Our Policy and Ethics Core stimulates and supports policy-relevant research, identifies and analyzes the policy and ethics implications of research, and ensures the highest ethical conduct of research.
- Our Technology and Information Exchange (Domestic Response) Core responds to the domestic epidemic by disseminating information, fostering community collaborative research, providing technical assistance and capacity-building to community-based organizations, and learning from community expertise.
- Our Global Response Core responds to the global epidemic by fostering collaborative research with scientists in developing countries, completing and disseminating Cochrane Collaborative scientific reviews, and providing technical assistance, capacity building, and an evidence base to implementing partners.

Divisions of Pulmonary and Critical Care Medicine

Website: <http://pulmonary.ucsf.edu/>

The mission of the Pulmonary Division today is to continue to provide comprehensive medical care for the community, to develop innovative research aimed at elucidating basic mechanisms of disease, and to translate its research activities into both new clinical initiatives and a rich training environment for the next generation of academic physician scientists. Although the Pulmonary Division has one overall mission, it is inherently multi-dimensional. The Division is comprised of three hospital sites, each of which emphasize different aspects of care for patients with lung disease. The Division is also intricately linked to the Cardiovascular Research Institute and the Immunology Program on the Parnassus campus and the Lung Biology Center on the San Francisco General Hospital campus. The 42 Division faculty have diverse interests and expertise.

The Pulmonary Division at UCSF has a long history of contribution to the care of patients with lung disease, of innovative research, and of training academic pulmonologists. The Division was developed in concert with the organization of the Cardiovascular Research Institute at UCSF by Julius Comroe in 1958. Dr. Comroe, aside from developing and establishing much of modern pulmonary function testing, succeeded in attracting a cadre of strong scientists to UCSF, including John Severinghaus, John Clements, John Murray, and many others who subsequently contributed much to Pulmonary Medicine as it is known and practiced today. Clinical and research training have been an integral part of the Division and the CVRI since its earliest days. John

Source: Department of Medicine, 9/5/2012

University of California, San Francisco
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Murray directed one of the earliest NIH training grants in pulmonary medicine beginning in 1966. Julius Comroe subsequently led this program into the 1970s while John Murray established a Pulmonary Section at the San Francisco General Hospital. Jay Nadel assumed the role as Director of the Research Training Grant in 1977 and continues now in this role. Since its inception the Research Training Program at UCSF has been continually funded by the National Institute of Health. Nearly a quarter of all academic pulmonologists in the United States have trained at UCSF.

In 2009, the Pulmonary Division at Parnassus was combined with the Allergy/Immunology Division. The Allergy/Immunology Practice provides outpatient consultative and continuous care, and inpatient consultative care, for the full range of allergic diseases, including asthma, allergic rhinitis, sinusitis, and dermatitis, for food allergies, urticaria, and anaphylaxis, and also for non-HIV disorders of immunodeficiency (common variable immunodeficiency, hypgammaglobulinemia, etc).

Divisions of Rheumatology

<http://rheumatology.medicine.ucsf.edu>

The mission of the Divisions of Rheumatology at UCSF is to provide outstanding cutting edge clinical care, to advance the discipline through clinical and basic research, and to train the next generation of academic rheumatologists. Our programs are located at three campuses of UCSF: the Parnassus Heights campus, the location of the Moffitt-Long Hospital; the Fort Miley Veterans Administration Center in the outer Richmond district; and the San Francisco General Hospital in the Mission District. Although physically separated, the programs are highly integrated and interactive.

The clinical programs at all three sites provide comprehensive and consultative clinical care to patients with rheumatologic diseases in the outpatient and inpatient settings. We provide care to patients with a wide spectrum of illnesses that characterize the rheumatologic diseases such as rheumatoid arthritis, systemic lupus erythematosus and the vasculitides. Our clinical services provide and have helped develop cutting edge new therapies.

The research programs span the spectrum of the most fundamental research questions that underlie the pathogenesis of rheumatologic diseases to research involving clinical trials of new therapies as well as studies of health care delivery systems. We now have unprecedented opportunities in basic research and in the availability of new therapeutics to address questions related to rheumatologic diseases. As a consequence we are experiencing a large expansion of our research programs. These comprehensive research programs are being funded by a wide range of sources including the National Institutes of Health, the Arthritis Foundation, the Howard Hughes Medi-

Source: Department of Medicine, 9/5/2012

University of California, San Francisco
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cal Institute, philanthropic efforts and industry. Philanthropic support of research efforts and educational programs is coordinated by The Rosalind Russell Medical Research Center for Arthritis which was established and sited at UCSF by an act of Congress.

The educational programs of the division involve teaching activities in the medical school, graduate school, internships, and residency programs and at the subspecialty fellowship level. We actively participate in continuing medical educational programs for physicians in practice. Our highly regarded subspecialty training program in rheumatology aims to produce outstanding scientists and physicians in the subspecialty of rheumatology.

**University of California, San Francisco
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**FY 2011-12 Headcount as of 4/1/12
MEDICINE**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 541 | 139 | 726 | 197 | 1,603 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
MEDICINE**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| LUNG BIOLOGY CENTER-RECHARGE | 0.30 | 0.49 | 0.30 | 0.49 | 0.30 | 0.39 | 0.30 | 0.39 | 0.30 | 0.39 |
| MED RES-SPECIAL-METABOLIC | 1.00 | | 1.00 | | 1.00 | | 1.00 | | | |
| MED SCH-MEDICINE-GENERAL | 44.66 | 22.27 | 44.50 | 19.12 | 44.50 | 12.28 | 44.40 | 3.86 | 45.90 | 9.01 |
| MED SCH-MEDICINE-SFGH | | 12.02 | | 12.02 | | 11.16 | | 10.18 | | |
| MR-MED-ONCOLOGY-CRI | | 1.45 | | | | | | | | |
| MR-MED-SPECIAL-CRI | | | | | | | | | | |
| MR-MEDICINE-GENERAL | | 0.60 | | 0.60 | | 0.60 | | 0.60 | | 0.60 |
| MR-MEDICINE-SFGH | | 0.09 | | 0.09 | | | | | | |
| MR-MED-ONCOLOGY-CRI | | 1.45 | | 1.41 | | 1.33 | | 1.20 | | 1.02 |
| MR-MED-SPECIAL-CRI | | | | | | | | | | |
| MR-MED-ONCOLOGY-CRI | 0.50 | | 0.50 | | 0.50 | | 0.50 | | | |
| ORG ACCT/MED | 0.02 | 17.53 | | 16.40 | | 15.81 | | 14.75 | | 14.21 |
| ORG ACT-DEPT MED-SFGH | 1.50 | 10.00 | 1.50 | 10.00 | 1.50 | 10.00 | 1.50 | 9.90 | 1.50 | 9.85 |
| ORG ACT-MED S F G HOSPITAL-GENERAL | 0.31 | 5.50 | 0.31 | 5.50 | 0.06 | 4.68 | 0.06 | 4.68 | 0.06 | 4.68 |
| PROF FEE-MED-SFGH-ERGONOMICS PROGRAM | 0.20 | 2.80 | 0.20 | 2.80 | 0.20 | 2.80 | 0.20 | 2.80 | 0.01 | 0.12 |
| PROF SER-MEDICINE-HERMATOL/ONCOLOGY | | | | | 0.01 | 0.12 | | 0.01 | 0.01 | 0.12 |
| PROF SER-MED-SFGH-CARDIOLOGY | 8.10 | 4.01 | 8.10 | 4.01 | 8.10 | 3.42 | 8.10 | 2.17 | 8.10 | 0.62 |
| S/M OCCUPATIONAL HEALTH CENTER | | | | | 1.00 | | 1.00 | | 1.00 | |
| S/M-MED-DESMOND-HELLMANN | | | | | | | | | | |
| SFGH AIDS CLINIC | | 0.08 | | 0.08 | | | | | | |
| Total: | 56.59 | 78.29 | 56.41 | 72.52 | 57.17 | 62.59 | 56.94 | 48.47 | 56.94 | 40.50 |

Source: UCSF Budget & Resource Management

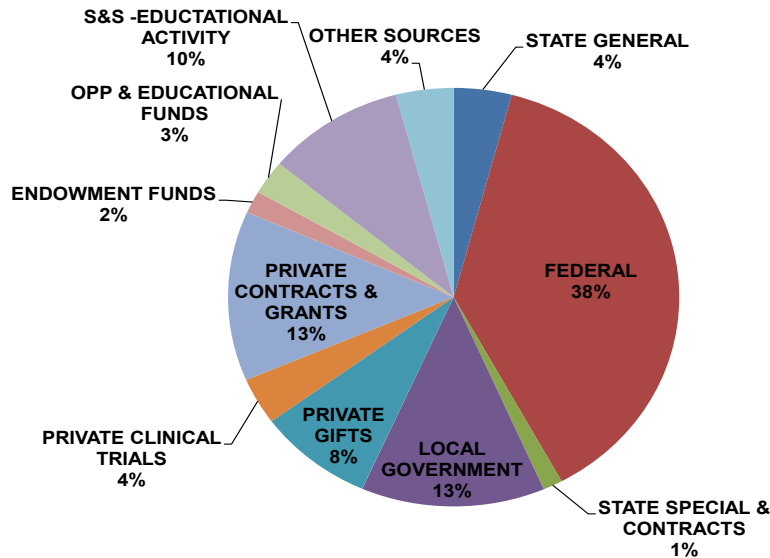
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
MEDICINE**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$12,281,481 | \$11,830,097 | \$10,665,168 | \$10,990,630 | \$9,261,867 | -24.6% |
| TUITION & FEES | \$530,593 | \$301,608 | \$318,732 | \$307,789 | \$655,886 | 23.6% |
| FEDERAL | \$71,657,955 | \$73,445,570 | \$79,959,611 | \$86,977,832 | \$84,883,760 | 18.5% |
| STATE SPECIAL & CONTRACTS | \$2,904,063 | \$1,803,227 | \$2,158,624 | \$2,815,613 | \$3,137,442 | 8.0% |
| LOCAL GOVERNMENT | \$19,640,145 | \$21,456,093 | \$19,958,768 | \$23,659,714 | \$29,497,663 | 50.2% |
| PRIVATE GIFTS | \$15,559,021 | \$16,055,387 | \$14,978,140 | \$14,215,400 | \$18,539,233 | 19.2% |
| PRIVATE CLINICAL TRIALS | \$3,862,835 | \$6,442,555 | \$6,862,677 | \$9,580,971 | \$8,082,110 | 109.2% |
| PRIVATE CONTRACTS & GRANTS | \$27,310,696 | \$33,370,239 | \$28,332,213 | \$28,047,798 | \$29,338,387 | 7.4% |
| ENDOWMENT FUNDS | \$4,329,114 | \$2,797,421 | \$3,982,567 | \$3,760,165 | \$3,889,009 | -10.2% |
| OPP & EDUCATIONAL FUNDS | \$3,144,079 | \$6,002,021 | \$4,960,590 | \$5,477,458 | \$5,840,457 | 85.8% |
| S&S -EDUCATIONAL ACTIVITY | \$21,664,097 | \$22,882,757 | \$19,136,620 | \$23,664,662 | \$22,140,260 | 2.2% |
| OTHER SOURCES | \$500,032 | \$3,612,005 | \$7,125,178 | \$7,210,717 | \$9,243,067 | 1748.5% |
| RESERVES | (\$8,286) | \$32,343 | \$104,564 | \$155,458 | \$187,629 | -2364.3% |
| Total: | \$183,375,825 | \$200,031,323 | \$198,543,452 | \$216,864,208 | \$224,696,767 | 22.5% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Medicine
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
MEDICINE**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$84,883,760 | \$61,593,735 | \$23,798,541 | 38.64% |
| CIRM | \$23,910 | \$23,910 | \$4,782 | 20.00% |
| Other State Contracts | \$656,217 | \$656,217 | \$66,529 | 10.14% |
| Local Government | \$29,497,662 | \$29,323,216 | \$526,002 | 1.79% |
| Private Clinical Trials | \$8,082,110 | \$5,984,561 | \$1,969,540 | 32.91% |
| Private Contracts & Grants | \$29,314,477 | \$28,229,169 | \$6,280,286 | 22.25% |
| Total: | <u>\$152,458,136</u> | <u>\$125,810,808</u> | <u>\$32,645,680</u> | <u>25.95%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
MEDICINE**

| | Number | Amount |
|---------------------------|---------------|----------------------|
| Research Grants | 236 | \$112,501,173 |
| Training Grants | 11 | \$3,377,245 |
| Fellowships | 12 | \$673,816 |
| Other Awards | 2 | \$2,544,528 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>261</u> | <u>\$119,096,762</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
MEDICINE
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|----------------|-------------------------|--------------------------|-----------------------|-----------------------|--------------------|---------------|
| | Total | Unrestricted General | Restricted Designated | Salaries and Wages | Other Expenditures | Less: Transfers | |
| Instruction | 27,848 | 7,933 | 5,993 | 13,922 | 67,473 | 2,653 | 42,278 |
| Research | 132,558 | 306 | 5,541 | 126,711 | 64,288 | 68,312 | 42 |
| Total | 160,406 | 8,239 | 11,534 | 140,633 | 131,761 | 70,965 | 42,320 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF NEUROLOGICAL SURGERY

- Chair – Berger, Mitchel S., M.D.
- Business Officer – Garrity, Elizabeth J.
- Website - <http://neurosurgery.ucsf.edu/>

Patient Care

UCSF's Neurosurgery service ranked in the top five of U.S. News and World Report's 2011 roster of the best neurosurgery services in the United States, and the UCSF Medical Center was ranked among the top ten hospitals. Our integrated array of clinical programs provides the full range of adult and pediatric neurological surgery specialty services, including treatment planning, surgery, auxiliary therapies, and rehabilitation. Clinical specialties for each clinical program are as follows:

- Brain Tumor Center at UCSF
- Brain Tumor Surgery Program for Adults
- Central Nervous System Injury
- Cerebrovascular Disorders
- Clinical Neuro-Oncology
- Epilepsy Surgery Program
- Radiosurgery Program
- Movement Disorders and Parkinson's
- Nerve Disorders Program
- Neurospinal Disorders
- Pain Management
- Pediatric Neurological Surgery Program
- California Center for Pituitary Disorders at UCSF
- Subservices

Neurosurgery Research

Neurological Surgery Research Centers at UCSF

Clinician researchers, basic scientists, clinical trialists, research specialists, postdoctoral fellows, and an administrative staff all support research efforts in the Department of Neurological Surgery. Communication and collaborations among researchers and clinical faculty in the research centers provide a productive environment for research trainees. A large body of publications results from these research efforts each year. Current funding for research in the Department totals approxi-

Source: Neurological Surgery 12/23/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

mately \$16,000,000 per year. Most research is funded by grants from the National Institutes of Health (NIH). Other funding resources include private agencies, such as the American Cancer Society, and gifts and endowments from our patients, their families, and friends.

Neurological surgery research includes:

- **Brain Tumor Research Center (BTRC)** - At the forefront of brain tumor research since 1972, the Brain Tumor Research Center (BTRC) is an integrally related program of basic science and clinical research investigating brain tumor biology and therapy, including radiation injury and repair, drug resistance, developmental neurobiology, epidemiology, neuroimaging, genomics, immunotherapy, stem cell therapy, and gene therapy.
- **Brain and Spinal Injury Center (BASIC)** - Injury of the central nervous system has devastating consequences, both to the individual and to society, but progress is being made in the diagnosis and treatment of brain and spinal cord injury. The mission of the Brain and Spinal Injury Center (BASIC) is to promote collaborative basic and clinical studies on injuries to the brain and spinal cord.
- **Cerebrovascular Research** - Cerebrovascular research in the department is concerned with ischemia and functional recovery, as well as the pathophysiology of aneurysms and arteriovenous malformations.
- **Center for Neural Engineering and Prostheses** - The Department of Neurological Surgery partners with UC Berkeley to integrate engineering and neuroscience to develop technology to restore sensory, motor, and cognitive function in patients suffering from disabling neurological conditions. Research is focused on developing neural prosthetic technology for clinical trials and training future neural engineers.
- **Epilepsy Research** - Epilepsy research in the Department of Neurological Surgery is centered on experimental surgical treatments and basic neurobiology studies. The overall goal of our research program is to elucidate basic mechanisms through which a normal brain becomes “epileptic” and to develop novel treatment options, based on this information, for patients suffering with epilepsy.
- **Movement Disorders Research** - Movement disorders research in the Department includes experimental surgical treatments, gene therapy for Parkinson’s disease, neurotransplantation strategies for Parkinson’s disease, associated intraoperative neuroimaging techniques, basal ganglia physiology in movement disorders, deep brain stimulation to modulate tinnitus, and neurophysiological correlates for movement disorders. Researchers have also developed an interventional MRI system for deep brain stimulation surgery

Source: Neurological Surgery 12/23/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

- **Pediatric Clinical Research** - Current research projects focus on pediatric neurological and neurosurgical disorders, including pediatric brain tumors, Chiari I malformations, congenital hydrocephalus, and fetal repair of myelomeningocele. There is also a focus on developmental biology of the mammalian brain and the use of stem cell therapies to treat rare pediatric neurological disorders. Studies of brain vascular malformations in children are done in conjunction with the Center for Cerebrovascular Research.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
NEUROLOGICAL SURGERY**

| Full Time | Staff | | Grand Total |
|-----------|-----------|----------|-------------|
| | Part Time | Academic | |
| 83 | 18 | 111 | 239 |
| | | 27 | |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
NEUROLOGICAL SURGERY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MED SCH-NEUROSURGERY | 5.00 | 3.30 | 5.00 | 2.97 | 5.00 | 2.39 | | | | |
| ORG ACTONEUROSURGERY BIostatISTICS | | | | | | | | | | |
| S/M DEPT OF NEUROLOGICAL SURGERY | 0.01 | 0.10 | | 0.60 | | 0.60 | | 0.60 | | 0.60 |
| S/M-NEUROSURGERY OPERATING | | | | | | | 5.00 | 1.86 | 5.00 | 1.10 |
| Total: | 5.01 | 3.40 | 5.00 | 3.57 | 5.00 | 2.99 | 5.00 | 2.46 | 5.00 | 1.70 |

Source: UCSF Budget & Resource Management

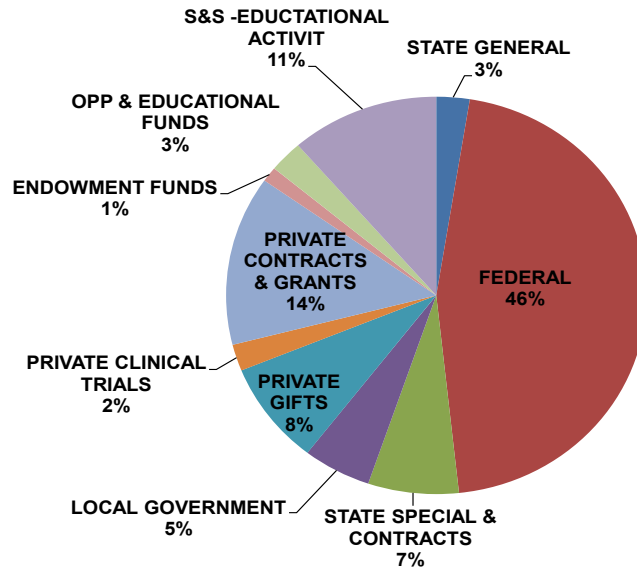
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
NEUROLOGICAL SURGERY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$1,155,857 | \$1,034,801 | \$878,610 | \$733,693 | \$840,863 | -27.3% |
| TUITION & FEES | \$0 | \$27,202 | \$59,404 | (\$6,293) | \$11,978 | 0.0% |
| FEDERAL | \$11,360,264 | \$11,621,760 | \$12,758,936 | \$15,905,584 | \$15,045,073 | 32.4% |
| STATE SPECIAL & CONTRACTS | \$160,036 | \$219,885 | \$504,367 | \$2,668,245 | \$2,293,074 | 1332.8% |
| LOCAL GOVERNMENT | \$1,240,729 | \$1,297,708 | \$1,145,483 | \$1,583,280 | \$1,723,424 | 38.9% |
| PRIVATE GIFTS | \$2,403,016 | \$2,420,920 | \$1,952,260 | \$2,033,605 | \$2,755,264 | 14.7% |
| PRIVATE CLINICAL TRIALS | \$894,943 | \$878,794 | \$685,015 | \$480,112 | \$709,879 | -20.7% |
| PRIVATE CONTRACTS & GRANTS | \$3,765,846 | \$3,075,055 | \$2,939,007 | \$4,476,472 | \$4,535,856 | 20.4% |
| ENDOWMENT FUNDS | \$502,419 | \$743,049 | \$777,809 | \$777,597 | \$405,657 | -19.3% |
| OPP & EDUCATIONAL FUNDS | \$430,361 | \$579,649 | \$557,825 | \$534,759 | \$846,346 | 96.7% |
| S&S -EDUCTATIONAL ACTIVITY | (\$1,227,368) | \$865,074 | \$368,643 | \$2,333,111 | \$3,752,838 | -405.8% |
| OTHER SOURCES | (\$314,666) | \$359,579 | \$85,273 | \$70,057 | \$74,350 | -123.6% |
| Total: | \$20,371,437 | \$23,123,474 | \$22,712,633 | \$31,590,222 | \$32,994,602 | 62.0% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Type
Neurological Surgery
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
NEUROLOGICAL SURGERY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$15,045,073 | \$11,471,456 | \$5,691,877 | 49.62% |
| CIRM | \$2,293,074 | \$814,089 | \$385,246 | 47.32% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$1,723,424 | \$1,723,424 | \$0 | 0.00% |
| Private Clinical Trials | \$709,879 | \$665,375 | \$122,217 | 18.37% |
| Private Contracts & Grants | \$4,535,856 | \$3,916,233 | \$932,168 | 23.80% |
| Total: | <u>\$24,307,306</u> | <u>\$18,590,577</u> | <u>\$7,131,508</u> | <u>38.36%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
NEUROLOGICAL SURGERY**

| | Number | Amount |
|---------------------------|---------------|---------------------|
| Research Grants | 32 | \$16,582,614 |
| Training Grants | 1 | \$238,033 |
| Fellowships | 3 | \$160,836 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>36</u> | <u>\$16,981,483</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
NEUROLOGICAL SURGERY
(Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|------------|---------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| Instruction | 1,821 | 765 | 321 | 735 | 12,154 | 2,283 | 12,616 |
| Research | 25,382 | 77 | 588 | 24,717 | 11,338 | 14,044 | 0 |
| Total | 27,203 | 842 | 909 | 25,452 | 23,492 | 16,327 | 12,616 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF NEUROLOGY

- Chair – Hauser, Stephen L. M.D.
- Business Officer – Czech, Jane
- Website - <http://neurology.ucsf.edu>

A Word From the Chair

Future generations will look back on this time as the beginning of a golden age of neurology, a time when the exact molecular causes responsible for age-old neurologic disorders were first described. Revolutionary advances have changed our understanding of both common and unusual nervous system disorders – including dementia, stroke, multiple sclerosis, motor system disease, muscular dystrophy and cancer, to name but a few – and already have produced wonderful new opportunities to effectively diagnose and treat patients. The Department of Neurology at UCSF is proud of its tradition as a leading academic center dedicated to excellence in patient care, education and research. The Department's excellence is shaped by the clinical and research faculty who provide great breadth in understanding of most neurological conditions, and by the excellence and diversity of our medical residency and postgraduate training programs. For the past several years, the Department has been at or near the top of all departments of neurology nationwide as a recipient of biomedical funding from the National Institutes of Health, and one of our faculty – Dr. Stanley Prusiner – in 1997 became the first American neurologist to receive the Nobel Prize in Medicine or Physiology.

The Department has recently opened the Sandler Neurosciences Center, a new 237,000 sq. ft. facility. This new building, along with nearby Arthur and Toni Rembe Rock Hall, makes Mission Bay one of the largest neuroscience complexes in the world, with laboratories headed by principal investigators from the UCSF Department of Neurology, the Institute for Neurodegenerative Diseases (IND), and the Center for Integrative Neuroscience (CIN). The Sandler Neurosciences Center also houses a clinical research facility with exam rooms, imaging bays for molecular, anatomic, and functional imaging, clinical neurophysiology research capabilities, and tissue and DNA banking facilities. In fall 2012 a new outpatient clinic focused on neurodegenerative diseases will open at Mission Bay, across the street from the Sandler Center. Thus, all of the research and clinical facilities will be relocated together creating an outstanding opportunity to advance neurological disease research at UCSF.

The Department of Neurology consists of the following divisions and affiliated organizations:

- Child Neurology

Source: Department of Neurology - 10/9/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

- Epilepsy Center
- Ernest Gallo Clinic and Research Center
- General Neurology
- Gladstone Institute of Neurological Disease
- Headache Center
- Institute for Neurodegenerative Disease
- Memory and Aging Center
- Movement Disorders/ Neuromuscular
- Multiple Sclerosis/ Neuroimmunology
- Neurohospitalist Program
- Neuroimaging Center
- San Francisco General Hospital
- San Francisco Veterans Administration Hospital
- Strokes Sciences/ Neurovascular
- Surgical Movement Disorders

Source: Department of Neurology - 10/9/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
NEUROLOGY**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 145 | 25 | 202 | 35 | 407 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
NEUROLOGY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MED SCH-NEUROLOGY | 10.00 | 4.00 | 10.00 | 3.43 | 10.00 | 2.52 | 10.00 | 0.01 | 10.00 | 0.01 |
| NEUROLOGY SSG RECHARGES | 1.20 | 1.20 | 1.20 | 1.20 | 1.20 | 1.20 | 1.20 | 1.20 | 1.20 | 1.20 |
| ORG ACT-NEUROLOGY | | 0.10 | | 0.10 | | 0.10 | | 0.10 | | 0.10 |
| PROF SERV MEMORY DISORDERS | | 0.10 | | 0.10 | | 0.10 | | 0.10 | | 0.10 |
| Total: | 11.20 | 5.31 | 11.20 | 4.74 | 11.20 | 3.83 | 11.20 | 1.31 | 11.20 | 1.31 |

Source: UCSF Budget & Resource Management

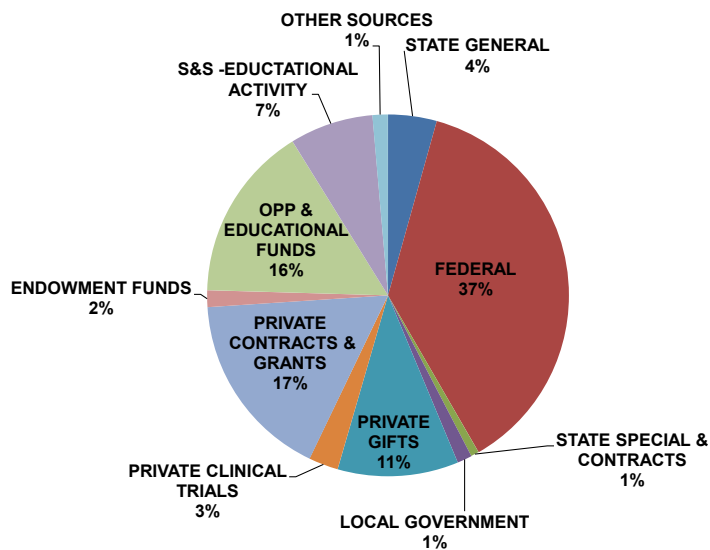
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
NEUROLOGY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|---------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$17,667,526 | \$21,260,420 | \$15,788,473 | \$14,603,379 | \$3,227,096 | -81.7% |
| TUITION & FEES | \$0 | \$379 | \$0 | \$0 | \$0 | 0.0% |
| FEDERAL | \$16,102,602 | \$23,077,394 | \$22,314,230 | \$28,102,779 | \$27,708,266 | 72.1% |
| STATE SPECIAL & CONTRACTS | \$821,185 | \$877,075 | \$378,496 | \$539,419 | \$538,696 | -34.4% |
| LOCAL GOVERNMENT | \$554,760 | \$586,124 | \$440,976 | \$745,172 | \$971,882 | 75.2% |
| PRIVATE GIFTS | \$5,554,884 | \$4,856,344 | \$6,101,247 | \$7,368,755 | \$8,015,392 | 44.3% |
| PRIVATE CLINICAL TRIALS | \$3,148,975 | \$2,777,738 | \$1,748,845 | \$1,672,264 | \$1,957,604 | -37.8% |
| PRIVATE CONTRACTS & GRANTS | \$8,445,932 | \$13,551,365 | \$11,250,334 | \$10,848,507 | \$12,501,510 | 48.0% |
| ENDOWMENT FUNDS | \$856,867 | \$1,160,577 | \$1,060,172 | \$1,123,356 | \$1,102,568 | 28.7% |
| OPP & EDUCATIONAL FUNDS | \$674,544 | \$649,462 | \$796,486 | \$1,022,446 | \$11,660,556 | 1628.7% |
| S&S -EDUCTATIONAL ACTIVITY | \$3,816,199 | \$990,189 | \$4,603,605 | \$4,229,878 | \$5,543,002 | 45.2% |
| OTHER SOURCES | (\$170,343) | (\$164,549) | (\$141,497) | \$1,222,461 | \$1,022,191 | -700.1% |
| RESERVES | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Total: | \$57,473,130 | \$69,622,517 | \$64,341,367 | \$71,478,414 | \$74,248,763 | 29.2% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Neurology
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
NEUROLOGY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$27,708,266 | \$17,909,124 | \$6,909,287 | 38.58% |
| CIRM | \$27,430 | \$27,430 | \$14,867 | 54.20% |
| Other State Contracts | \$469,176 | \$469,176 | \$0 | 0.00% |
| Local Government | \$1,013,972 | \$971,882 | \$40,902 | 4.21% |
| Private Clinical Trials | \$1,957,604 | \$1,661,412 | \$516,272 | 31.07% |
| Private Contracts & Grants | \$12,501,510 | \$10,496,567 | \$2,499,424 | 23.81% |
| Total: | <u>\$43,677,958</u> | <u>\$31,535,591</u> | <u>\$9,980,751</u> | <u>31.65%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
NEUROLOGY**

| | Number | Amount |
|---------------------------|---------------|---------------------|
| Research Grants | 77 | \$64,203,761 |
| Training Grants | 2 | \$408,477 |
| Fellowships | 4 | \$178,205 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>83</u> | <u>\$64,790,443</u> |

*Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 NEUROLOGY
 (Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|---------------|---------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| Instruction | 5,339 | 1,388 | 781 | 3,170 | 7,737 | 1,813 | 4,211 |
| Research | 61,315 | 1,839 | 10,968 | 48,508 | 20,678 | 40,636 | (1) |
| Total | 66,654 | 3,227 | 11,749 | 51,678 | 28,415 | 42,449 | 4,210 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

**DEPARTMENT OF OBSTETRICS, GYNECOLOGY AND
REPRODUCTIVE SCIENCES**

- Chair – Giudice, Linda C, MD, PhD, MSc
- Business Officer – Horning, Dixie D..
- Website - <https://obgyn.ucsf.edu/>

Mission Statement

To improve the lives and health of all women through excellence, innovation and leadership in:

- Patient Care
- Scientific Discovery
- Education
- Advocacy

Divisions Overview

There are five divisions within the Department:

- 1. Division at San Francisco General Hospital.** The mission of the Division at San Francisco General Hospital is to improve the health of all women by eliminating financial, linguistic and cultural barriers to care and to provide high quality, evidenced-based, cost-effective health care to women in the context of training and research. Obstetrician-gynecologists and midwives at SFGH provide the full range of clinical care to a remarkably diverse population of women visiting the hospital, and the New Generation Health Center (for teens), The Women's Options Center (for family planning and pregnancy termination), Mission Neighborhood Health Center (for prenatal and well-woman care) and Excelsior Clinic (for midwifery care). At SFGH's Women's Health Center, Division faculty provide specialized care in endocrinology, gynecologic cancer, high-risk pregnancy and continuity care for a broad spectrum of ethnically diverse women. Research by Division faculty explores multiple areas with major projects underway in family planning and reproductive tract infections. Director: Rebecca Jackson, MD .
- 2. Division of General Gynecology.** The Division of General Gynecology focuses on the gynecologic care of women throughout the life span. Its faculty include experts in pediatric and adolescent gynecology, family planning, dysplasia, uterine myomata, menopausal issues, urinary incontinence, pelvic organ prolapse, chronic pelvic pain, and gynecologic surgery. Faculty research interests are focused on the epidemiology and effective treatments for urinary incontinence and abnormal cervical cytology, as well as the assessment of technologies such as the Pap smear, of patient preferences for treat-

Source: Department of Obstetrics, Gynecology and Reproductive Sciences, 9/11/2012

University of California, San Francisco
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School/Department Profiles - School of Medicine

ment options in noncancerous uterine conditions, and prenatal diagnosis. The division is responsible for the core curriculum in gynecology for UCSF medical students based at the UCSF/Parnassus and UCSF/Mount Zion sites and for training in gynecology for UCSF residents rotating through those sites. Director: Elena Gates, MD

- 3. Division of Gynecologic Oncology.** This division focuses on cancers of the reproductive tract. Faculty are experts in the prevention and management of precancerous abnormalities (such as dysplasia and hyperplasia) and cancer involving the vulva, vagina and cervix, uterus, fallopian tube and ovary. The Division provides clinical training for students, residents and clinical fellows in these areas through its multidisciplinary practices in the UCSF Comprehensive Cancer Center and surgical and inpatient care of women at UCSF's Mount Zion and Moffitt-Long hospitals. Faculty are engaged in research investigating the pathogenesis, detection and treatment of cervical, ovarian and endometrial cancer. Director: John Chan, MD
- 4. Division of Maternal-Fetal Medicine.** The Division of Maternal-Fetal Medicine provides a full line of direct clinical and consultation services to patients and physicians in all aspects of maternal care and fetal disorders. The perinatologists in this division offer expert consultations for all maternal complications, including maternal heart disease, neurologic disorders, immunologic disorders, gastrointestinal and genitourinary disorders, as well as for fetal conditions such as multiple gestations, Rh and other alloimmunization, fetal growth disorders, and all types of fetal anomalies. Division faculty direct and manage the Birth Center (site for labor and delivery and the inpatient antepartum unit), which serves as a central place in the Department for teaching obstetrics to students, residents and clinical fellows. Faculty research involves biologic and clinical investigations addressing a broad range of topics across the disciplines of maternal-fetal medicine and genetics. Director: Mari-Paule Thiet, MD
- 5. Division of Reproductive Endocrinology and Infertility.** This division provides expertise in infertility care and assisted reproduction, reproductive endocrinology and surgery, reproductive urology, andrology, genetics and psychology. Education activities in the Division emphasize a basic understanding of the menstrual cycle and the interaction between the hypothalamus, the pituitary and the ovary with the aim of providing trainees with a greater understanding and better management of many areas of reproductive endocrinology, including abnormal uterine bleeding, amenorrhea, contraception, hirsutism, infertility, menopause and osteoporosis. Division research encompasses a broad scope of basic, translational and clinical investigations. Director: Marcelle Cedars, MD

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

Department-Based Research Centers and Programs

- Center for Reproductive Sciences
- Bixby Center for Global Reproductive Health
- Medical Effectiveness Research Center for Diverse Populations
- Program on Reproductive Health and the Environment (PRHE)
- Women's Health Clinical Research Center (WHCRC)

Patient Services

Hospital Sites

Department faculty provide clinical services to women at multiple UCSF sites: The University of California, San Francisco, Medical Center, San Francisco General Hospital, San Francisco Veterans Affairs Medical Center, our clinical practice at Serramonte in Daly City, and at clinics in Salinas, Santa Rosa, and Marin. Each of these sites assists in providing the highest quality health care to women in the San Francisco Bay Area.

Patient services include the following:

- Obstetrics
 - Perinatal Diagnostic Center
- Gynecology
 - Chronic Pelvic Pain Center
 - Women's Continence Center
 - Comprehensive Fibroid Center
- Reproductive Endocrinology & Infertility
 - Fertility Preservation Center
 - Center for Reproductive Health
 - Polycystic Ovarian Syndrome Clinic
- Gynecologic Oncology
 - Dysplasia Clinic
- Midwifery Programs
 - UCSF Medical Center at Parnassus and Mt. Zion campuses
 - San Francisco General Hospital
- New Generation Health Center
 - Teen Health Services
- Women's Options Center at SFGH and at the Mt. Zion campus

Source: Department of Obstetrics, Gynecology and Reproductive Sciences, 9/11/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

- Women's Health Resource Center

Education and Training

- Medical Students
 - Research Opportunities
 - CRH Internship
- Graduate Student Education
 - Biomedical Sciences Program (BMS)
 - Program in Biological Sciences
- Nurse-Midwifery Education
- Residency Program
- Fellowship Programs
 - Clinical Fellowships
 - Post-Doctoral Fellowships
- Training Support
- Continuing Medical Education
- Undergraduate Research Internship
 - Joint program with UC Berkeley students and Kaiser San Francisco
- UCSF National Center of Excellence in Women's Health (<http://coe.ucsf.edu/>)
 - Health and Leadership Project for High School students
 - Getting Women In Internship Program
 - Youth Steering Committee
 - Young Women's Health Leadership Summit
 - Service Learning through Partnerships Program

Source: Department of Obstetrics, Gynecology and Reproductive Sciences, 9/11/2012

University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine

**FY 2011-12 Headcount as of 4/1/12
 OBSTETRICS, GYNECOLOGY AND REPRODUCTIVE SCIENCES**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 182 | 50 | 161 | 26 | 419 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
 OBSTETRICS, GYNECOLOGY AND REPRODUCTIVE SCIENCES**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MED SCH-OBSTETRICS & GYNECOLOGY | 14.00 | 10.64 | 14.00 | 9.99 | 14.00 | 7.91 | 13.00 | 5.99 | 13.00 | 4.99 |
| OB/GYN-ACADEMIC SUPPORT | | 0.10 | | 0.10 | | 0.10 | | 0.10 | | 0.10 |
| OBGYN-ORGANIZED ACTIVITY | | 0.16 | | 0.16 | | 0.08 | | 1.35 | | 1.68 |
| ORG ACT-OB/GYN & REPRODUCTIVE SCI | 0.60 | 3.56 | 0.60 | 3.56 | 0.60 | 3.56 | | | | |
| ORG ACT-SFGH OBGYN-PROF & TECH SVC | | 0.25 | | 0.25 | | 0.25 | | 0.25 | | 0.20 |
| REPRODUCTIVE ENDOCRINE CENTER | 1.50 | 0.68 | 1.50 | 0.68 | 1.50 | 0.56 | 2.50 | 0.01 | 2.50 | 0.20 |
| Total: | 16.10 | 15.39 | 16.10 | 14.74 | 16.10 | 12.46 | 15.50 | 7.70 | 15.50 | 6.97 |

Source: UCSF Budget & Resource Management

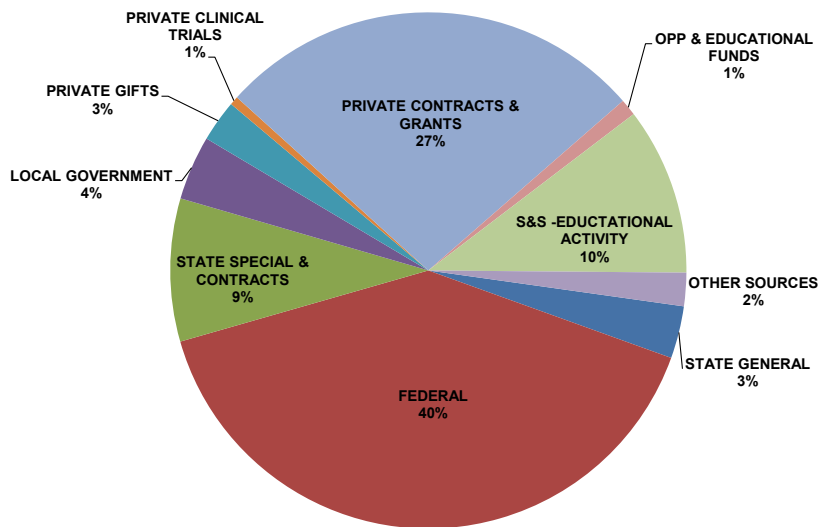
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
OBSTETRICS, GYNECOLOGY AND REPRODUCTIVE SCIENCES**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$2,784,910 | \$2,806,790 | \$2,496,894 | \$2,437,346 | \$2,369,430 | -14.9% |
| TUITION & FEES | \$35,293 | (\$80,874) | \$7,853 | \$37,370 | \$322,680 | 814.3% |
| FEDERAL | \$19,290,421 | \$26,330,709 | \$28,856,784 | \$30,060,101 | \$28,930,563 | 50.0% |
| STATE SPECIAL & CONTRACTS | \$6,651,079 | \$8,366,884 | \$7,391,076 | \$6,864,940 | \$6,465,417 | -2.8% |
| LOCAL GOVERNMENT | \$1,641,842 | \$1,621,925 | \$1,537,736 | \$2,251,111 | \$2,911,136 | 77.3% |
| PRIVATE GIFTS | \$2,829,688 | \$2,606,831 | \$2,298,129 | \$1,623,595 | \$1,890,545 | -33.2% |
| PRIVATE CLINICAL TRIALS | \$231,507 | \$371,554 | \$348,474 | \$337,241 | \$395,005 | 70.6% |
| PRIVATE CONTRACTS & GRANTS | \$17,413,214 | \$19,291,595 | \$18,032,608 | \$18,123,424 | \$19,424,660 | 11.6% |
| ENDOWMENT FUNDS | \$13,444 | \$43,552 | \$42,199 | \$422,811 | \$371,264 | 2661.5% |
| OPP & EDUCATIONAL FUNDS | \$730,962 | \$598,304 | \$842,205 | \$795,989 | \$756,525 | 3.5% |
| S&S -EDUCATIONAL ACTIVITY | \$7,939,396 | \$8,473,070 | \$8,555,041 | \$11,633,215 | \$7,581,024 | -4.5% |
| OTHER SOURCES | \$547,822 | \$687,443 | \$790,129 | \$1,052,854 | \$814,177 | 48.6% |
| Total: | \$60,109,579 | \$71,117,784 | \$71,199,128 | \$75,639,995 | \$72,232,425 | 20.2% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Obstetrics, Gynecology and Reproductive Sciences
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
OBSTETRICS, GYNECOLOGY AND REPRODUCTIVE SCIENCES**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$28,930,563 | \$10,214,424 | \$3,126,620 | 30.61% |
| CIRM | \$765,883 | \$763,651 | \$80,954 | 10.60% |
| Other State Contracts | \$5,416,487 | \$5,402,393 | \$555,393 | 10.28% |
| Local Government | \$2,911,136 | \$2,911,136 | \$0 | 0.00% |
| Private Clinical Trials | \$395,005 | \$335,869 | \$45,834 | 13.65% |
| Private Contracts & Grants | \$19,424,660 | \$16,590,203 | \$1,904,755 | 11.48% |
| Total: | <u>\$57,843,734</u> | <u>\$36,217,676</u> | <u>\$5,713,556</u> | <u>15.78%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
OBSTETRICS, GYNECOLOGY AND REPRODUCTIVE SCIENCES**

| | Number | Amount |
|---------------------------|---------------|---------------------|
| Research Grants | 24 | \$12,861,404 |
| Training Grants | 1 | \$167,578 |
| Fellowships | 1 | \$49,214 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>26</u> | <u>\$13,078,196</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
OBSTETRICS, GYNECOLOGY AND REPRODUCTIVE SCIENCES
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|--------------|--------------|-----------------------|-----------------------|--------------------|---------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 11,548 | 1,851 | 1,136 | 8,561 | 15,803 | 9,536 | 13,791 |
| Research | 48,819 | 519 | 1,122 | 47,178 | 17,004 | 31,815 | 0 |
| Total | 60,367 | 2,370 | 2,258 | 55,739 | 32,807 | 41,351 | 13,791 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF OPHTHALMOLOGY

- Chair – McLeod, Stephen D., M.D.
- Business Officer – Panion, Michael
- Website - <http://ucsfeye.net/>

Overview

The Department of Ophthalmology at UCSF was first established as an independent clinical department in 1934. It has grown to combine one of the nation's leading vision research programs with outstanding clinical care. The research and multicenter clinical facilities of the Department of Ophthalmology comprise the Beckman Vision Center.

The Beckman Vision Center includes the Koret Vision Research Laboratory Building and the Vision Care and Research Unit (VCRU).

The **Koret Vision Research Laboratory** houses one of the most active vision science programs in the country, with extensive support from the National Eye Institute of the NIH as well as from private benefactors.

The **Vision Care and Research Unit (VCRU)** is an outpatient facility designed to provide subspecialty care as well as to support clinical research. Comprehensive, optometric and subspecialty care is also provided in facilities located within UCSF's Ambulatory Care Center on Parnassus Avenue.

The Department of Ophthalmology at UCSF is also responsible for the Department of Ophthalmology at the San Francisco General Hospital (Chief, Dr. Bennie Jeng) and the Fort Miley San Francisco Veterans Administration Medical Center (Chief, Dr. Ayman Naseri).

The Department of Ophthalmology is closely affiliated with UCSF's Francis I. Proctor Foundation (Director, Todd Margolis, MD, PhD), an Organized Research Unit dedicated to the study and care of infectious and inflammatory eye disease. The Proctor Foundation also houses the World Blindness Prevention Program (Director, Thomas Lietman, MD) with extensive research activities addressing leading causes of blindness in the developing world.

The Department trains five residents per year in a three year residency program, and provides instruction in Ophthalmology to medical students. Postgraduate programs of clinical fellowship training are available in cornea, external disease and refractive surgery, glaucoma, ophthalmic plastic orbital and reconstructive surgery, uveitis and vitreoretinal surgery.

Source: Department of Ophthalmology, 9/7/2012

University of California, San Francisco
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School/Department Profiles - School of Medicine

The Department of Ophthalmology is supported by That Man May See, Inc., a foundation dedicated to vision research and care at UCSF. It also receives core grant support from the National Eye Institute of the National Institutes of Health, and from Research to Prevent Blindness, New York, NY. The Foundation Fighting Blindness sponsors the Kearn Family Center for Inherited Retinal Degenerations, which includes two modules in the Department of Ophthalmology at UCSF.

Research

The Koret Vision Research Laboratory

The Koret Vision Research Laboratory is recognized internationally as a center for innovative research. More information on the research of individual faculty members can be found on the faculty web pages.

The facility has approximately 25,000 sq. ft. of space devoted to research laboratories. Areas of study include glaucoma, corneal disease, cellular pharmacology, amblyopia, visual development, retinal physiology, ophthalmic genetics, corneal transplantation, inherited retinal degenerations, macular degeneration, microsurgical instrument development, and ophthalmic imaging technology. Special facilities include the Mazzocco Microsurgical Laboratory, the Caygill Library, and the Hogan eye pathology laboratory.

Innovative research programs include studies of the mechanism and potential new treatments for glaucoma; investigations of the basic mechanisms of vision, including the molecular biology and cell biology of visual process; and an effort to understand and overcome prevalent causes of irreversible blindness such as macular degeneration and other inherited and acquired retinal degenerations.

There are over 20 funded research grants in the Department of Ophthalmology, including a CORE Research Center Grant.

Patient Care

The Department of Ophthalmology offers patient care services in the following areas:

- General Services
- Cataract
- Cornea and External Disease

Source: Department of Ophthalmology, 9/7/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

- Diagnostic Laboratories
- Glaucoma
- Macula/Retina/Vitreous
- Neuro-Ophthalmology
- Ocular Oncology
- Pediatric Ophthalmology and strabismus
- Orbital, Plastic and Reconstructive Surgery
- Refractive Surgery
- Uveitis
- Optical dispensing

Education

Residency Program

The Department of Ophthalmology at the University of California, San Francisco has an integrated residency program (Program Director Ayman Naseri, MD), which utilizes the clinical facilities of three major hospitals: the University of California San Francisco Medical Center, the San Francisco Veterans Administration Hospital and San Francisco General Hospital.

There are five residents per year in each of three residency years. The principal objective of the program is to train outstanding ophthalmologists with a strong foundation in basic and clinical ophthalmic science and outstanding clinical and surgical skills who are capable of entering any future career pathway in the vision science field including ophthalmic practice, and/or ophthalmic teaching and research. This is accomplished through a combination of formal teaching sessions throughout residency, exposure to appropriate clinical cases at all levels, and ongoing close relationships between residents and an outstanding faculty. The department places an emphasis on critical, inquisitive, and innovative thinking, and mentored research experience is incorporated into the curriculum.

Over the last five years, more than half of the graduates of the residency program entering practice have established full time careers at academic medical centers.

Medical Student Education

Source: Department of Ophthalmology, 9/7/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

The Department of Ophthalmology at the University of California, San Francisco has established an innovative medical student curriculum in ophthalmology (Director, Jacque Duncan, MD). The School of Medicine at UCSF has been internationally recognized for its leadership in developing competency-based, integrated curricula. Ophthalmology has worked to become increasingly integrated into the Essential Core Curriculum and Core Clerkships including Neurology and Pediatrics with the goal that all medical students graduating from UCSF will obtain competency in the care and evaluation of patients with vision complaints. The department offers a fall elective that exposes pre-clerkship medical students to ophthalmology early in their medical school careers as well as a longitudinal clinical elective in which students spend 22 sessions working in general and subspecialty clinics.

Fellowship Programs

In conjunction with the Francis I. Proctor Foundation, the department offers fellowship training for two fellows a year in cornea, external disease and refractive surgery (Director, Bennie Jeng). In addition to a robust tertiary medical and surgical experience at the Proctor Foundation and the Beckman Vision Center, cornea surgical experience is expanded through a rotation established with Kaiser Permanente Medical Systems in Redwood City and Oakland, and the refractive surgery experience is supplemented through an intensive rotation at the Wilford Hall Medical Center in San Antonio, Texas.

The department and the Proctor Foundation also cosponsor a fellowship program in uveitis (Director Nisha Acharya, MD) that includes exposure to cornea and external disease.

The glaucoma fellowship program (Director, Robert Stamper, MD) offers a year of training that includes extensive experience in medical and surgical adult and pediatric glaucoma

The vitreoretinal fellowship program (Director, Robert Bhisitkul, MD, PhD) offers two years of training with experience concentrated at the UCSF Medical Center and the San Francisco General Hospital that includes medical and surgical retina with opportunity for intensive experience in inherited retinal degenerations and retinal electrophysiology, ocular inflammatory disease and ocular oncology.

The oculoplastics orbital and reconstructive surgery fellowship program is an American Society of Ophthalmic Plastic and Reconstructive Surgery-approved fellowship program (Director, Robert Kersten, MD). It offers a two year extensive experience in a tertiary care setting with a high volume of orbital, skull base, neurosurgical and oncologic cases, as well as aesthetic and functional surgery supplemented through community outreach clinical programs.

Source: Department of Ophthalmology, 9/7/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
OPHTHALMOLOGY**

| Full Time | Staff | | Academic | | Grand Total |
|-----------|-----------|-----------|-----------|-----------|-------------|
| | Part Time | Full Time | Part Time | Full Time | |
| 35 | 5 | 66 | 14 | 120 | |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
OPHTHALMOLOGY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MED RES-OPHTHALMOLOGY | 7.00 | 7.06 | 7.00 | 6.59 | 7.00 | 5.09 | 7.00 | 3.57 | 7.00 | 2.57 |
| MED SCH-OPHTHALMOLOGY | | 0.01 | | 0.01 | | 0.01 | | 0.01 | | 0.01 |
| OPHTHAL-DEPT COPIER | | 7.07 | | 6.60 | | 5.10 | | 3.58 | | 2.58 |
| Total: | 7.00 | 7.07 | 7.00 | 6.60 | 7.00 | 5.10 | 7.00 | 3.58 | 7.00 | 2.58 |

Source: UCSF Budget & Resource Management

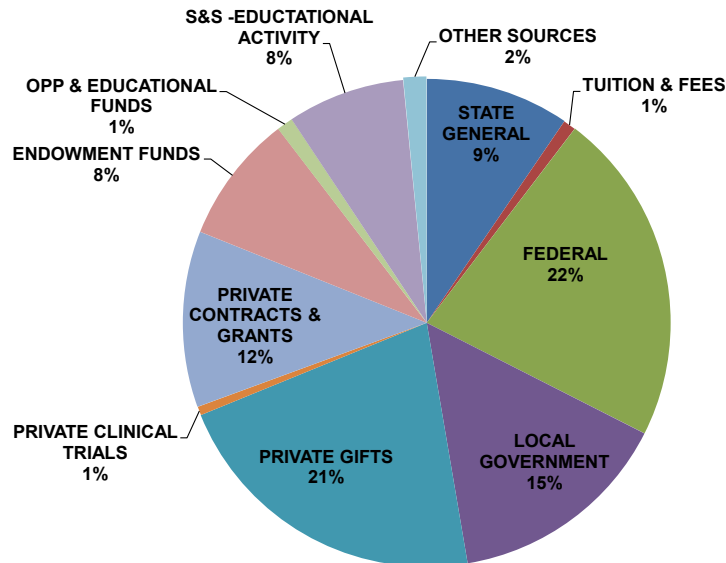
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
OPHTHALMOLOGY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$1,402,772 | \$1,364,949 | \$1,355,654 | \$1,269,955 | \$1,045,512 | -25.5% |
| TUITION & FEES | \$178,440 | \$218,823 | \$206,964 | \$183,933 | \$90,627 | -49.2% |
| FEDERAL | \$2,416,590 | \$2,024,566 | \$2,689,751 | \$2,618,769 | \$2,424,684 | 0.3% |
| LOCAL GOVERNMENT | \$396,602 | \$661,183 | \$1,039,745 | \$1,216,067 | \$1,626,320 | 310.1% |
| PRIVATE GIFTS | \$2,054,259 | \$2,293,572 | \$1,971,046 | \$2,245,510 | \$2,357,013 | 14.7% |
| PRIVATE CLINICAL TRIALS | \$131,598 | \$446,045 | \$208,570 | \$105,835 | \$62,976 | -52.1% |
| PRIVATE CONTRACTS & GRANTS | \$1,886,599 | \$2,245,513 | \$1,638,286 | \$2,002,111 | \$1,279,756 | -32.2% |
| ENDOWMENT FUNDS | \$873,113 | \$902,571 | \$619,174 | \$937,487 | \$933,577 | 6.9% |
| OPP & EDUCATIONAL FUNDS | \$108,049 | \$112,744 | \$120,498 | \$124,700 | \$118,002 | 9.2% |
| S&S -EDUCATIONAL ACTIVITY | \$799,001 | \$701,034 | \$690,287 | \$580,098 | \$853,690 | 6.8% |
| OTHER SOURCES | (\$651) | \$157,463 | \$171,534 | \$178,572 | \$168,857 | -26042.8% |
| RESERVES | \$0 | \$0 | \$0 | \$30,704 | \$0 | 0.0% |
| Total: | \$10,246,373 | \$11,128,461 | \$10,711,510 | \$11,493,741 | \$10,961,013 | 7.0% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Type
Ophthalmology
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
OPHTHALMOLOGY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|--------------|
| Federal | \$2,424,684 | \$2,406,865 | \$1,310,827 | 54.46% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$1,626,320 | \$1,626,320 | \$0 | 0.00% |
| Private Clinical Trials | \$62,976 | \$48,720 | \$11,554 | 23.72% |
| Private Contracts & Grants | \$1,279,756 | \$1,236,611 | \$146,375 | 11.84% |
| Total: | \$5,393,736 | \$5,318,515 | \$1,468,756 | 27.62% |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
OPHTHALMOLOGY**

| | Number | Amount |
|---------------------------|--------|-------------|
| Research Grants | 20 | \$7,012,409 |
| Training Grants | 0 | \$0 |
| Fellowships | 0 | \$0 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | 20 | \$7,012,409 |

*Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 OPHTHALMOLOGY
 (Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|-------------------------|--------------------------|-----------------------|-----------------------|--------------------|--------------|
| | Total | Unrestricted General | Restricted Designated | Salaries and Wages | Other Expenditures | Less: Transfers | |
| Instruction | 1,516 | 1,046 | 28 | 442 | 5,482 | 2,025 | 5,991 |
| Research | 6,540 | 0 | 390 | 6,150 | 3,968 | 2,572 | 0 |
| Total | 8,056 | 1,046 | 418 | 6,592 | 9,450 | 4,597 | 5,991 |

Source: UCSF Controller's Office - 12/5/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF ORTHOPAEDIC SURGERY

- Chair – Vail, Thomas P., M.D.
- Chief Administrative Officer – Capra, Richard Eugene
- Website - <http://orthosurg.ucsf.edu/>

Mission Statement

The Orthopaedic Surgery Department will use an interdisciplinary team of physicians, nurses, and other health care professionals to assess and provide care for orthopaedic needs, utilizing patient care for the provision of education and training to the residents. Our goal is to be a center of excellence for the hospital.

Employees and physicians work together to create excellence in physician training and development, improved outcomes and quality of life for patients in the Bay Area and beyond, and the highest level of customer service - from community education and point of entry, to discharge and continuum of care.

In providing these services, the Orthopaedic Surgery Department serves the public with eight primary goals:

- To develop skilled, dedicated and compassionate physicians with excellence in all aspects of academic and direct care training.
- To ensure high quality customer service to patients at every level of contact.
- To provide the highest level of orthopaedic surgery and care possible, as our public trust.
- To provide continuity of care, guiding the patient to needed geriatric, psychiatric, nutritional, concomitant disease, etc. treatment as needed.
- To ensure that the primary care provider and other health care professionals receive adequate information to incorporate the orthopaedic care plan into the patient's overall plan of care.
- To make the patient or primary caregiver an active part of the healing team, so that she or he is an informed, committed partner in the healing mission.
- To prevent injury through community education and training.
- To provide employees with opportunities for growth, participation and the opportunity to make a vital contribution to the organization.

Research Laboratories

- Bioengineering Research Laboratories
- Hand/Microvascular Surgery

Source: Department of Orthopaedic Surgery, 8/17/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

- Molecular Biology
- Orthopaedic Oncology
- SFVAMC Laboratory

Patient Care

The department of Orthopaedic Surgery offers the following clinical services/specialties:

- Arthritis Clinic
- Arthroplasty/Joint Replacement
- Foot and Ankle
- Hand/Upper Extremity
- Orthopaedic Oncology
- Orthotics and Prosthetics
- Pediatrics
- Shoulder and Elbow
- Spine Center
- Sports Medicine
- Trauma/Problem Fracture
- Human Performance Center
- PlaySafe Program
- RunSafe Program

Education

Fellowships

- Arthroplasty
- Hand
- Spine
- Sports
- Trauma

Residency Program

- Seven Residents per year, five years total length

Source: Department of Orthopaedic Surgery, 8/17/2011

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
ORTHOPAEDIC SURGERY**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 55 | 12 | 102 | 11 | 180 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
ORTHOPAEDIC SURGERY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| HUMAN PERFORMANCE CENTER | | | | | | | | | 0.74 | 0.45 |
| MED SCH-ORTHOPAEDIC SURGERY | 9.00 | 5.91 | 9.00 | 5.49 | 9.00 | 4.31 | 9.00 | 2.60 | 9.00 | 1.95 |
| Total: | 9.00 | 5.91 | 9.00 | 5.49 | 9.00 | 4.31 | 9.00 | 2.60 | 9.74 | 2.40 |

Source: UCSF Budget & Resource Management

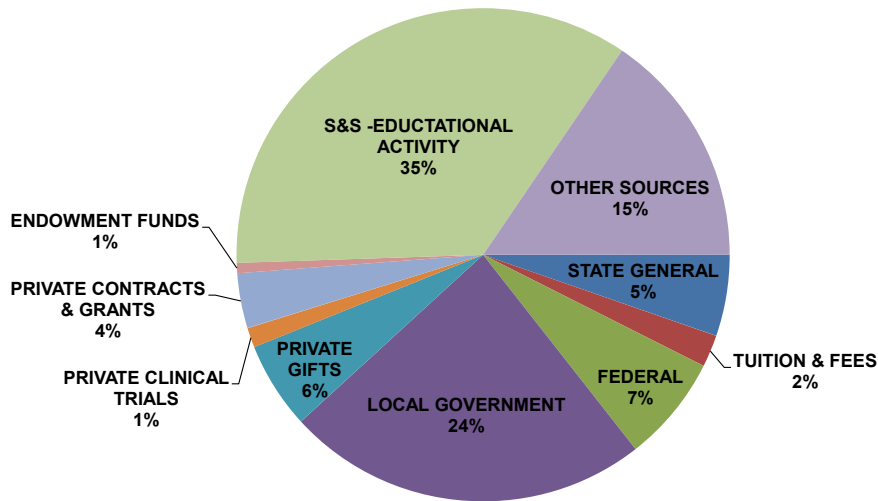
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
ORTHOPAEDIC SURGERY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$1,199,070 | \$1,193,707 | \$1,182,188 | \$1,146,130 | \$1,134,673 | -5.4% |
| TUITION & FEES | \$928 | \$603 | \$11,116 | \$396,449 | \$447,840 | 48151.9% |
| FEDERAL | \$1,607,002 | \$1,313,524 | \$1,034,909 | \$1,617,419 | \$1,488,319 | -7.4% |
| STATE SPECIAL & CONTRACTS | \$0 | \$26,501 | \$3,655 | \$0 | \$0 | 0.0% |
| LOCAL GOVERNMENT | \$2,894,459 | \$3,404,241 | \$3,512,491 | \$4,312,693 | \$5,064,126 | 75.0% |
| PRIVATE GIFTS | \$680,319 | \$1,194,890 | \$1,649,633 | \$1,149,357 | \$1,213,606 | 78.4% |
| PRIVATE CLINICAL TRIALS | \$117,319 | \$122,296 | \$122,235 | \$170,168 | \$277,036 | 136.1% |
| PRIVATE CONTRACTS & GRANTS | \$954,496 | \$1,213,211 | \$540,819 | \$553,842 | \$767,308 | -19.6% |
| ENDOWMENT FUNDS | \$129,384 | \$170,277 | \$220,965 | \$286,580 | \$144,640 | 11.8% |
| OPP & EDUCATIONAL FUNDS | \$98,993 | \$95,923 | \$84,902 | \$83,765 | \$79,291 | -19.9% |
| S&S -EDUCTATIONAL ACTIVITY | \$7,878,744 | \$12,119,424 | \$7,822,162 | \$8,305,813 | \$7,459,828 | -5.3% |
| OTHER SOURCES | \$1,675,956 | \$1,284,405 | \$2,671,376 | \$3,226,334 | \$3,219,581 | 92.1% |
| Total: | \$17,236,671 | \$22,139,002 | \$18,856,453 | \$21,248,551 | \$21,296,249 | 23.6% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Orthopaedic Surgery
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
ORTHOPAEDIC SURGERY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$1,488,319 | \$1,329,802 | \$659,708 | 49.61% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$5,064,126 | \$5,064,126 | \$0 | 0.00% |
| Private Clinical Trials | \$277,036 | \$266,377 | \$54,212 | 20.35% |
| Private Contracts & Grants | \$767,308 | \$732,208 | \$130,397 | 17.81% |
| Total: | <u>\$7,596,789</u> | <u>\$7,392,513</u> | <u>\$844,317</u> | <u>11.42%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
ORTHOPAEDIC SURGERY**

| | Number | Amount |
|---------------------------|---------------|--------------------|
| Research Grants | 7 | \$2,016,951 |
| Training Grants | 0 | \$0 |
| Fellowships | 4 | \$200,766 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>11</u> | <u>\$2,217,717</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
ORTHOPAEDIC SURGERY
(Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|--------------|--------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| Instruction | 4,643 | 1,135 | 3,090 | 418 | 13,223 | 4,185 | 12,765 |
| Research | 2,844 | 0 | 250 | 2,594 | 1,417 | 1,427 | 0 |
| Total | 7,487 | 1,135 | 3,340 | 3,012 | 14,640 | 5,612 | 12,765 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF OTOLARYNGOLOGY

- Acting Chair – Murr, Andrew, MD
- Business Officer – Garzio, Catherine
- Website - <http://otolaryngology.ucsf.edu/>

Mission Statement

- To provide the highest quality care and service for all patients in the prevention, diagnosis, and treatment of disorders of the head and neck.
- To provide international leadership in the education of medical students, physicians, and medical scientists in the application of medical knowledge for disorders of the head and neck.
- To conduct the highest quality biomedical research education for medical students, physicians, and medical scientists.
- To attract and support physicians, scientists, and other health care professionals of the highest character and greatest skills.
- To provide educational resources and opportunities for patients, family members, and community physicians.
- To promote the highest quality medical care and enhance the community.

The Department of Otolaryngology – Head and Neck Surgery at the University of California, San Francisco combines superior resident and medical student training with the highest quality of patient care. Beyond our offices, clinics, and laboratories within the 107-acre UCSF Parnassus campus above Golden Gate Park, our Department reaches into the Moffitt Long Hospital, the Ambulatory Care Center, the Medical Center at Mount Zion, and shares UCSF's partnerships with San Francisco General Hospital and the San Francisco Veterans Affairs Medical Center.

The Department of Otolaryngology – Head and Neck Surgery's expertise encompasses all aspects of the field of Otolaryngology – Head and Neck Surgery including head and neck surgical oncology, laryngology, rhinology, otology, neurotology, skull base surgery, pediatric otolaryngology, and facial plastic surgery. In addition, we provide innovative technologies and options for communication and swallowing disorders, voice disorders, and sleep disorders. The Department prides itself on being a vital resource for the medical community by providing state-of-the-art care for patients.

We offer an outstanding five-year residency training program, whereby, housestaff are mentored and guided by our internationally recognized clinical and research faculty. Third year medical students from all over the U.S. and Canada are invited to participate in our clerkships. Additionally, our Department offers fellowship training in head and neck oncological surgery.

Source: Department of Otolaryngology, 9/21/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

Medical research scientists in our esteemed research laboratories are among the most sought after geneticists and physiologists in the world. From development of the cochlear implant to defining mechanisms underlying the origins of functional brain illnesses and disabilities, advances in research at the Coleman Memorial Laboratory, the Epstein Laboratory, and the Center for Clinical Research In Otolaryngology, are transforming head and neck challenges into treatment possibilities.

Research

The Department has an active research program in both clinical and basic sciences of hearing and publishes 40-50 articles in scientific journals annually. The principal research and development laboratories are the Coleman Memorial Laboratory (Director: Christoph E. Schreiner, PhD, MD) housed within the W. M. Keck Center for Integrative Neurosciences; the Epstein Otoneurological Laboratory (Director: Patricia A. Leake, PhD) and Center for Clinical Research in Otolaryngology (Director: Dr. Andrew Goldberg). We have several newer labs with promising basic science programs. These include the Head and Neck Cancer Research Lab (Osamu Tetsu, MD, PhD – Director); Head and Neck Cell Biology and Stem Cell Therapeutics Lab (Dieter Gruenert, PhD – Director); and Nano-probing Single Biomolecule Dynamics Laboratory (Young-Wook Jun, PhD, Director).

The researchers in these laboratories focus on wide-ranging aspects of normal and pathologic hearing. The common goal is to understand the structures and processes involved in the sensation of sounds in order to devise better treatments for the hard-of-hearing. Areas of research include the coding of sound in the normal auditory systems of animals and humans; effects of hearing-loss and deafness on the function of the auditory nervous system; reorganization of the auditory system in development, learning, and following injury; use of electrical stimulation with cochlear implants in restoration of hearing; improvement of electronic hearing aids; treatment of tinnitus; genetic causes of hearing impairment; use of genetic methods in the treatment of hearing loss.

Other areas of research encompass a wide array of subjects in the areas of balance-, voice-, and swallowing-disorders, as well as, the oncology of the head and neck.

Patient Care

The Department of Otolaryngology – Head and Neck Surgery is dedicated to providing superior treatment and preventative medicine. With innovative technology and the highest caliber health care professionals, we are committed to the ideal that optimal care is both specialized and

Source: Department of Otolaryngology, 9/21/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

integrated. Offering a range of up-to-the-minute services provides our patients with the best in diagnosis and management of head and neck disorders.

Head and Neck Surgery at the UCSF Comprehensive Cancer Center

The Division of Head and Neck Surgery provides extensive head and neck surgery services and comprehensive care for cancer patients and their families, through the UCSF Comprehensive Cancer Center at Mt. Zion. The division specializes in head and neck surgical oncology, treatments for salivary gland and thyroid neoplasms, voice restoration, and anterior-anterolateral cranial base surgery.

UCSF Voice Center

The University of California San Francisco (UCSF) Voice and Swallowing Center is a multidisciplinary center designed to serve patients with voice and swallowing disorders. The mission of the Center is to provide state-of-the-art care for patients, develop technology for the diagnosis and management of patients with disorders of the upper airway, participate in research for our improvement in the understanding of voice and swallowing disorders and develop educational programs for residents and fellows interested in the diagnosis and management of patients with voice and swallowing disorders.

Otology, Neurotology, & Skull Base Surgery

The Division of Otology, Neurotology, and Skull Base Surgery provides care for tumors of the skull base, anterior and middle cranial base and adjacent sinuses, diseases of the ear and related structures. This includes hearing loss, vertigo & balance problems, as well as infections, injuries, tumors, and other ear conditions. The Division specializes in posterior and lateral cranial base surgery, and cochlear implantation.

UCSF Sinus Center

The UCSF Sinus Center provides care for diseases of the sinuses, nose and related structures. This includes sinus infection, tumors of the nose and sinuses, nasal obstruction and allergy. The Sinus Center specializes in minimally invasive endoscopic approaches for treatment of disorders of the nose and sinuses.

The Sinus Center emphasizes a comprehensive multi-disciplinary approach, using the appropriate specialist to provide complete care.

Source: Department of Otolaryngology, 9/21/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

Facial Plastic and Reconstructive Surgery

We offer care and service for patients with congenital and traumatic deformities, surgical defects of the face and neck in addition to cosmetic surgery of these areas.

Pediatric Otolaryngology

Our pediatric otolaryngologists provide care for a variety of ear, nose and throat disorders in children. These include chronic tonsillitis, obstructive sleep apneachronic, ear disease, hearing loss, chronic rhinosinusitis, congenital, benign and malignant masses of the head and neck, and airway disorders including laryngomalacia, vocal cord abnormalities, and obstructive sleep apnea.

In the near future, the program will include a dedicated Comprehensive Airway Clinic that will centralize the services of pediatric otolaryngology and pediatric pulmonology. Patients with airway problems (and their families) will benefit from the convenience and efficiency of being evaluated and treated for a complex problem in one clinic setting.

General Otolaryngology Faculty Practice

The Division of General Otolaryngology provides care for diseases of the nose, sinus, and throat. The division specializes in endoscopic sinus surgery, rhinology, laryngology, dysphagia, and snoring and obstructive sleep apnea.

UCSF Swallowing Center

The Swallowing Center at UCSF provides a multidisciplinary approach to evaluation and treatment of patients with swallowing disorders. Assessment includes use of fluoroscopy, endoscopy, and ultrasound to determine the nature of the problem and to guide treatment. Laryngology specialists consider surgical options while speech pathologists with expertise in dysphagia guide patients through behavioral and dietary management. Patients are referred to gastroenterology, neurology, and pulmonary medicine as needed. Patients with difficulty swallowing are welcome to contact the Swallowing Disorders Center for an appointment.

UCSF Salivary Gland Center

Former Professor and Chair, Dr. David Eisele, developed a comprehensive program for patients with salivary gland cancers. He trained numerous residents and fellows in innovative surgical techniques and helped to introduce minimally invasive diagnostic and treatment methods to the United States. This work continues under the direction of the Head and Neck Surgery Division

Source: Department of Otolaryngology, 9/21/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

chief, Lisa Orloff, MD and her colleagues. Our faculty have received specialized training in these techniques to offer a unique service in the Bay Area community and beyond.

Audiological Services

The UCSF Audiology Clinic works closely with a variety of medical departments to provide state-of-the-art audiologic testing for individuals of all ages. Comprehensive evaluation and treatment is provided for hearing loss, hyperacusis, tinnitus and dizziness, vertigo and balance-related disorders.

Cochlear Implant Center

Cochlear implants are designed to provide useful hearing to adults and children with significant hearing loss who are unable to receive benefit from hearing aids.

OHNS Division of Sleep Surgery

The Division of Sleep Surgery in the Department of Otolaryngology—Head and Neck Surgery specializes in the evaluation and surgical treatment of patients with sleep-disordered breathing—including snoring, upper airway resistance syndrome, and obstructive sleep apnea.

Education and Training

Residency Program

The Department of Otolaryngology – Head and Neck Surgery offers a comprehensive five-year residency training program, which covers the breadth of Otolaryngology – Head and Neck Surgery in wide array of clinical settings. The Department has outstanding clinical programs in Head and Neck Oncological Surgery, Neurotology, Skull Base Surgery, Pediatric Otolaryngology, Facial Plastic and Reconstructive Surgery, Laryngology, Rhinology, Sleep Apnea Medicine and Surgery, Dysphagia, and Audiology Fellowships

In addition to gaining extensive surgical experience, Fellows in the Department of Otolaryngology – Head and Neck Surgery have a wide range of teaching and research responsibilities. Fellows join our department's faculty as clinical instructors and participate in educating otolaryngology residents in both inpatient and outpatient settings.

Source: Department of Otolaryngology, 9/21/2012

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
 OTOLARYNGOLOGY**

| Full Time | Staff | | Academic | | Grand Total |
|-----------|-----------|-----------|-----------|-----------|-------------|
| | Part Time | Full Time | Part Time | Full Time | |
| 15 | 1 | 45 | 13 | 74 | |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
 OTOLARYNGOLOGY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MED SCH-OTOLARYNGOLOGY | 7.00 | 5.36 | 7.00 | 5.09 | 7.00 | 4.32 | 7.00 | 3.80 | 7.00 | 2.59 |
| Total: | 7.00 | 5.36 | 7.00 | 5.09 | 7.00 | 4.32 | 7.00 | 3.80 | 7.00 | 2.59 |

Source: UCSF Budget & Resource Management

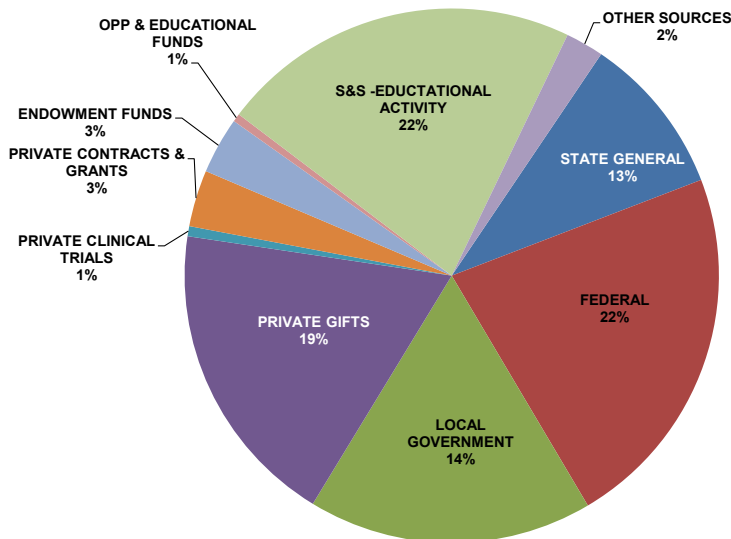
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
OTOLARYNGOLOGY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$1,176,595 | \$1,058,968 | \$914,280 | \$964,902 | \$730,363 | -37.9% |
| FEDERAL | \$1,286,841 | \$1,000,155 | \$1,126,754 | \$1,348,185 | \$1,677,578 | 30.4% |
| LOCAL GOVERNMENT | \$430,317 | \$596,908 | \$799,687 | \$996,218 | \$1,293,443 | 200.6% |
| PRIVATE GIFTS | \$916,215 | \$1,338,536 | \$1,065,122 | \$1,409,899 | \$1,401,884 | 53.0% |
| PRIVATE CLINICAL TRIALS | \$10,166 | \$1,600 | \$79,676 | \$101,254 | \$45,783 | 350.3% |
| PRIVATE CONTRACTS & GRANTS | \$151,960 | \$241,294 | \$261,383 | \$325,168 | \$257,583 | 69.5% |
| ENDOWMENT FUNDS | \$712,787 | \$531,908 | \$466,877 | \$774,832 | \$257,294 | -63.9% |
| OPP & EDUCATIONAL FUNDS | \$56,193 | \$69,139 | \$145,001 | \$65,588 | \$37,301 | -33.6% |
| S&S -EDUCATIONAL ACTIVITY | \$401,431 | \$798,233 | (\$97,126) | \$1,089,664 | \$1,639,677 | 308.5% |
| OTHER SOURCES | \$13,345 | \$149,376 | \$155,782 | \$158,076 | \$173,189 | 1197.8% |
| Total: | \$5,155,850 | \$5,786,116 | \$4,917,436 | \$7,233,786 | \$7,514,097 | 45.7% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Otolaryngology
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
OTOLARYNGOLOGY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$1,677,578 | \$1,622,495 | \$855,052 | 52.70% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$1,293,443 | \$1,293,443 | \$0 | 0.00% |
| Private Clinical Trials | \$45,783 | \$36,355 | \$16,537 | 45.49% |
| Private Contracts & Grants | \$257,583 | \$252,578 | \$55,514 | 21.98% |
| Total: | <u>\$3,274,387</u> | <u>\$3,204,871</u> | <u>\$927,102</u> | <u>28.93%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
OTOLARYNGOLOGY**

| | Number | Amount |
|---------------------------|----------|--------------------|
| Research Grants | 7 | \$2,035,458 |
| Training Grants | 0 | \$0 |
| Fellowships | 1 | \$52,190 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>8</u> | <u>\$2,087,648</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
OTOLARYNGOLOGY
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|--------------|--------------|-----------------------|-----------------------|--------------------|--------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 2,109 | 709 | 1,227 | 173 | 6,112 | 1,737 | 5,740 |
| Research | 3,452 | 21 | 142 | 3,289 | 1,978 | 1,474 | 0 |
| Total | 5,561 | 730 | 1,369 | 3,462 | 8,090 | 3,211 | 5,740 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF PATHOLOGY

- Chair – Abbas, Abul K.
- Business Officer – Wang, Kai
- Website - <http://pathology.ucsf.edu>

The Department of Pathology at the University of California, San Francisco, aims to achieve the highest standards in patient care, research, and education. The Department provides diagnostic pathology services in a wide variety of areas, with the most modern available technologies and highly trained sub specialists who are recognized nationally and internationally for their expertise.

The Department's research programs are diverse, and interface with a wealth of basic and translational research programs that are a hallmark of UCSF.

Our educational programs include the Pathology Residency training program, subspecialty fellowships in Cytopathology, Dermatopathology, Neuropathology, Surgical Pathology, Gastrointestinal and Liver Pathology, Transplant Pathology, and Molecular Genetic Pathology, as well as active roles in the graduate, medical, allied health, and MD/PhD programs of UCSF.

The Department's operations are housed at several sites including the principal site at Parnassus Heights, the home of the UCSF School of Medicine and Moffitt-Long Hospitals; the Mt. Zion campus, home of the UCSF Comprehensive Cancer Center; San Francisco General Hospital & Trauma Center, the Veterans Administration Medical Center; and most recently, the new UCSF research campus at Mission Bay.

Research Programs

The Department of Pathology has vibrant research programs and strives to be a leader among academic Pathology departments in both basic and clinical research. The research activities of the Department interface closely with numerous research programs at UCSF, including those at the Comprehensive Cancer Center. Our research faculty are members of the two large graduate programs at UCSF: the Program in Biological Sciences and the Biomedical Sciences Program. Well over one hundred postdoctoral research fellows and graduate students are being trained in the laboratories in the Department.

In addition, investigators in the Department are involved in a large number of translational research projects on diverse topics, including: cancer biology and genetics, neurological diseases and immunity and inflammation. Information about the research activities of individual faculty

Source: Department of Pathology, 9/18/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

members may be found in their biographical sketches.

Clinical Services

The Department of Pathology offers the following clinical services:

- Autopsy
- Cytopathology
- Dermatopathology
- Hematopathology
- Molecular & Cytogenetic Testing
- Neuropathology
- Oral Pathology
- Renal Pathology/Electron Microscopy
- Surgical Pathology

Education

Residency Program, Departments of Pathology and Lab Medicine

Training is offered in anatomic pathology only (AP), clinical pathology only (CP), and combined AP/CP.

Training is provided through a combination of clinical activities, didactic lectures, and teaching conferences.

Residents in the combined training program receive two years of training in anatomic pathology and two years of training in clinical pathology. Although the minimum current requirement for AP/CP Board certification is eighteen months of general anatomic pathology and clinical pathology (plus one additional year), our program traditionally provides training in blocks of one year, with the opportunity, usually, to switch between anatomic pathology and clinical pathology at the end of each academic year. Our goal is to provide basic training in the practice of pathology with opportunities for subspecialty training and in-depth research for those who intend to pursue an academic career. Elective rotation time in each year can be used for training in either anatomic or clinical pathology.

Source: Department of Pathology, 9/18/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
PATHOLOGY**

| | Staff | | Academic | | Grand Total |
|-----|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| 121 | 3 | 133 | 18 | 275 | |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
PATHOLOGY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MED SCH-PATHOLOGY | 0.50 | 18.62 | 17.70 | 17.48 | 17.70 | 14.95 | 17.70 | 11.75 | 17.70 | 8.05 |
| MS/PATH-FORENSIC PATH & MED | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| ORG ACT-PATHOLOGY | 0.50 | 2.05 | 0.50 | 1.95 | 0.50 | 1.95 | 0.07 | 0.07 | 0.07 | 0.07 |
| PROF SERV-PATH-SFGH-FNA BIOPSY | 1.00 | 21.67 | 18.20 | 20.43 | 18.20 | 0.13 | 0.13 | 0.13 | 17.70 | 0.13 |
| Total: | | | | | | | | | | |
| | | | 18.20 | 20.43 | 18.20 | 18.03 | 17.70 | 12.95 | 17.70 | 9.25 |

Source: UCSF Budget & Resource Management

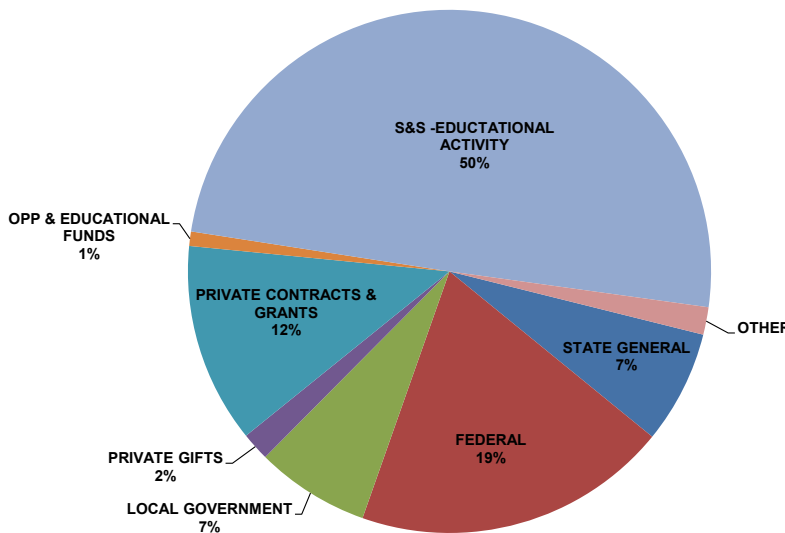
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
PATHOLOGY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 20010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|-------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$2,962,060 | \$2,828,704 | \$2,678,223 | \$2,977,789 | \$2,492,113 | -15.9% |
| FEDERAL | \$5,903,853 | \$5,475,302 | \$6,810,030 | \$7,404,092 | \$6,946,600 | 17.7% |
| STATE SPECIAL & CONTRACTS | \$94,856 | \$436,070 | \$412,907 | \$505,807 | \$96,899 | 2.2% |
| LOCAL GOVERNMENT | \$1,697,706 | \$1,785,260 | \$1,951,823 | \$2,228,294 | \$2,509,361 | 47.8% |
| PRIVATE GIFTS | \$1,831,701 | \$2,106,690 | \$1,799,965 | \$831,040 | \$621,722 | -66.1% |
| PRIVATE CLINICAL TRIALS | \$177 | \$0 | \$0 | \$0 | \$0 | -100.0% |
| PRIVATE CONTRACTS & GRANTS | \$1,565,966 | \$2,672,093 | \$2,691,749 | \$3,441,006 | \$4,403,139 | 181.2% |
| ENDOWMENT FUNDS | \$413,289 | \$72,826 | \$72,271 | \$46,554 | \$89,928 | -78.2% |
| OPP & EDUCATIONAL FUNDS | \$163,200 | \$218,866 | \$234,017 | \$265,351 | \$317,668 | 94.6% |
| S&S -EDUCTATIONAL ACTIVITY | (\$5,651,920) | (\$5,921,258) | (\$5,381,706) | \$15,799,262 | \$17,713,738 | -413.4% |
| OTHER SOURCES | (\$7,147) | \$219,701 | \$198,829 | \$218,168 | \$417,764 | -5945.7% |
| RESERVES | \$0 | \$0 | \$25,370 | \$0 | \$0 | 0.0% |
| Total: | \$8,973,742 | \$9,894,255 | \$11,493,478 | \$33,717,363 | \$35,608,931 | 296.8% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Type
Pathology
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
PATHOLOGY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$6,946,600 | \$5,144,877 | \$2,545,501 | 49.48% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$2,509,361 | \$2,484,253 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$662 | 0.00% |
| Private Contracts & Grants | \$4,403,139 | \$3,366,663 | \$868,191 | 25.79% |
| Total: | <u>\$13,859,099</u> | <u>\$10,995,792</u> | <u>\$3,414,353</u> | <u>31.05%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
PATHOLOGY**

| | Number | Amount |
|---------------------------|---------------|--------------------|
| Research Grants | 21 | \$6,953,674 |
| Training Grants | 1 | \$316,860 |
| Fellowships | 1 | \$34,390 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>23</u> | <u>\$7,304,924</u> |

*Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 PATHOLOGY
 (Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|-------------------------|--------------------------|-----------------------|-----------------------|--------------------|---------------|
| | Total | Unrestricted General | Restricted Designated | Salaries and Wages | Other Expenditures | Less: Transfers | |
| Instruction | 20,114 | 2,534 | 16,984 | 596 | 24,125 | 12,204 | 16,215 |
| Research | 11,744 | (47) | 519 | 11,272 | 4,432 | 7,305 | (7) |
| Total | 31,858 | 2,487 | 17,503 | 11,868 | 28,557 | 19,509 | 16,208 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF PEDIATRICS

- Interim Chair – Ferriero, Donna, M.D.
- Business Officer – Jew, Jacqueline
- Website - <http://www.pediatrics.medschool.ucsf.edu/>

The Department of Pediatrics at UCSF is committed to excellence in research, education and the clinical care of infants, children and young adults. We are particularly proud of our faculty, many of whom have received national and international recognition for their accomplishments in each of these areas. Faculty who have been elected to leadership roles in professional societies, serve as editors of major pediatric texts or journals, and are the recipients of millions of dollars annually in extramural research funding attest to the excellence of our faculty.

We are proud to demonstrate a substantial commitment to education, reflected in our highly acclaimed student, resident and fellowship programs.

Being leaders in combating the illnesses that afflict millions of children, our scientific and academic activities in our Department encompass a wide range of basic and clinical areas and include all of the major pediatric specialties as well as rehabilitation, bone marrow transplantation and health policy.

Helping and treating families, our Department offers a wide range of comprehensive patient care services for the diagnosis and treatment of inpatients and outpatients, from birth to adulthood, with general pediatric and subspecialty problems.

Adolescent Medicine

The Division of Adolescent Medicine at the University of California, San Francisco is dedicated to improving the health and well-being of adolescents. Using interdisciplinary approaches, we aim to: provide exemplary clinical care; advance knowledge through leading-edge research; translate, synthesize and disseminate state-of-the-art knowledge in clinical practice, research, and health care policy to the broader community; and train the next generation of leaders in adolescent health.

Pediatric Bone Marrow Transplant

More than 600 transplants have been performed for children at UCSF Children's Hospital since the Bone Marrow Transplant Program was established in 1982. That year, we performed the first partially matched bone marrow transplant on the West Coast using bone marrow from a parent

Source: Department of Pediatrics - 9/20/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

for a child with a severe immunodeficiency disease. Today, we are a leader in special treatment options for children with primary immunodeficiency diseases, marrow failure syndromes, genetic diseases, cancers and other life-threatening illnesses.

Cardiology

The Division of Pediatric Cardiology at UCSF strives to give future cardiologists a unique and comprehensive education, to provide exemplary services for the diagnosis and treatment of our patients, and to conduct innovative research. We serve patients and train fellows through our Pediatric Heart Center, an integrated center of excellence which optimizes patient care and fosters innovation and creativity of faculty and staff from multiple disciplines.

Critical Care

The Division of Pediatric Critical Care at UCSF strives to provide high quality clinical care for critically ill infants and children in a multi-disciplinary setting with state-of-the art equipment. The Division is committed to providing an excellent educational environment and the fellowship program has a long history of graduating exceptionally well-trained pediatric intensivists, many of whom have successfully pursued an academic career. In addition, our faculty is involved in a variety of research endeavors aimed at advancing knowledge of diseases and treatment options pertinent to pediatric critical care. The ongoing financial support from extramural research funding is testimony to the excellence of our faculty.

Endocrinology

The Division of Pediatric Endocrinology in the Department of Pediatrics at the University of California, San Francisco offers a wide variety of training opportunities, research programs and clinical services. The Division includes eight faculty members, each of whom is involved in a variety of research and clinical endeavors.

Gastroenterology, Hepatology, and Nutrition

The Division of Pediatric Gastroenterology, Hepatology, and Nutrition is dedicated to providing excellent clinical care in the context of a training and research institution. We integrate state of the art medical care and innovative treatment regimens. We are also diligent in our quest to learn about the causes of disease, determining improved and optimal treatment regimens, and understanding the course of disease throughout childhood and adolescence.

Source: Department of Pediatrics - 9/17/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

General Pediatrics

The Division of General Pediatrics at the University of California, San Francisco is dedicated to providing excellent clinical care, training the next generation of pediatricians, advancing our knowledge of how to improve the health of children, and improving the health of our community. Over 90 faculty, staff and fellows are committed to this mission, as part of UCSF Children's Hospital.

Hematology/Oncology

The Children's Cancer and Blood Disease Program of the UCSF School of Medicine is an international leader in the treatment and research of pediatric cancers and hematologic disorders. We are home to the UCSF's Brain Tumor Center and the regional pediatric Hemophilia Treatment Center, and we are part of one of the nation's ten comprehensive Sickle Cell Centers.

Medical Genetics

The Division of Medical Genetics is dedicated to providing exceptional clinical diagnostic services, medical management, genetic counseling, resources and referrals for pediatric and adult patients who have, or are at risk to have, a genetic condition or birth defect.

Neonatology

The Division of Neonatology at UCSF is committed to innovation of clinical practice and excellence in patient care that has distinguished the program since its inception by Drs. Bill Tooley and Roderic Phibbs more than 40 years ago. The William H. Tooley Intensive Care Unit was established at UCSF in 1964 to create a highly specialized clinical environment to tackle the problem of respiratory distress syndrome, then the predominant cause of neonatal mortality in the developed world. Four decades of basic and translational research and continuous refinement of our multidisciplinary approach to clinical care has had a dramatic impact on the survival of premature infants here, within the region we serve, and around the world.

Rehabilitation

The Pediatric Rehabilitation Service provides comprehensive multidisciplinary rehabilitation care for children ages birth through 21 years. Our goal is to maximize the abilities of each child while minimizing the effects of their impairments. This is accomplished through effective rehabilitation of the highest quality provided in a family-centered environment. Depending upon the nature of the impairment and the needs of the child; treatment takes place in diversified settings and uses

Source: Department of Pediatrics - 9/17/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

the various skills of rehabilitation professionals to promote the highest level of functioning possible for the child. The Pediatric Rehabilitation Team is committed to helping each individual reach full functional independence in self care, mobility, communication, cognition, and socialization.

Fellowship Training Programs

UCSF currently has 78 fellows in the pediatrics department, focusing on either laboratory-based research -- through the Molecular Medicine Program -- or clinical research or epidemiology -- through the Oracle program. The Department of Pediatrics also has received a generous gift earmarked for fellowship training that is being used to fund and augment support to fellows.

Fellows' College

A unique three year program tailored specifically to the professional development needs of AC-GME and other academic fellows in the Department of Pediatrics. Working with subspecialty faculty, School of Medicine and University educational resources, Fellows' College is designed to enhance fellowship subspecialty training program experiences with additional guidance and mentorship essential to prepare the fellows to maximize their educational, research and individual professional potential. The overall goal is to assist the fellows in making a successful transition from fellowship to early academic faculty positions as physician-scientists and academic clinician educators in their subspecialties.

Residency Training Program

The UCSF pediatric residency program is one of the most sought-after in the United States. Numbers tell the story. Each year the program typically receives over 600 applications for the 28 first-year positions available. Such competition is a tribute to the keen problem-solving and doctor-patient-parent communication skills that are the department's cornerstones. The goal, of course, is to train pediatricians by weaving them into the care of patients at UCSF's renowned Children's Hospital and other hospital sites. But training pediatricians is not the same as teaching them. That requires imparting a deeper understanding of their role as healers and disease experts and engenders a give-and-take style of learning that encourages everyone to be a peak performer -- and to enjoy their work at the same time.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
PEDIATRICS**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 127 | 66 | 302 | 43 | 538 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
PEDIATRICS**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|---------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| FLORESCENTLY LABELED DNA | 21.66 | 13.47 | 21.66 | 12.08 | 21.50 | 8.54 | 21.60 | 4.89 | 21.60 | 0.81 |
| MED SCH-PEDIATRICS | | 0.15 | | 0.15 | | 0.12 | | 0.15 | | 0.15 |
| ORG ACT-BEHAVIOR & DEVELOP PEDS | | 0.15 | | 0.15 | | 0.15 | | 0.15 | | 0.15 |
| ORG ACT-PEDIATRICS | | 13.77 | | 12.38 | | 8.81 | | 5.19 | | 1.11 |
| Total: | 21.66 | 13.77 | 21.66 | 12.38 | 21.50 | 8.81 | 21.60 | 5.19 | 21.60 | 1.11 |

Source: UCSF Budget & Resource Management

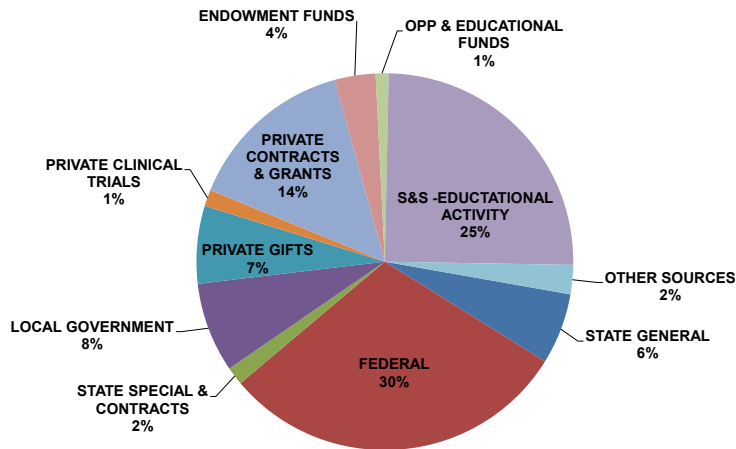
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
PEDIATRICS**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$3,615,805 | \$3,714,255 | \$3,187,684 | \$3,367,362 | \$3,226,394 | -10.8% |
| TUITION & FEES | \$2,447 | \$228 | \$8,065 | \$2,891 | (\$2,015) | -182.3% |
| FEDERAL | \$14,091,670 | \$13,231,537 | \$14,022,270 | \$16,399,470 | \$15,917,612 | 13.0% |
| STATE SPECIAL & CONTRACTS | \$659,322 | \$705,259 | \$864,384 | \$974,585 | \$813,346 | 23.4% |
| LOCAL GOVERNMENT | \$1,805,475 | \$2,198,438 | \$2,392,236 | \$3,477,381 | \$4,088,950 | 126.5% |
| PRIVATE GIFTS | \$2,246,615 | \$2,712,289 | \$2,789,786 | \$2,499,723 | \$3,538,233 | 57.5% |
| PRIVATE CLINICAL TRIALS | \$452,798 | \$795,132 | \$829,142 | \$868,117 | \$748,534 | 65.3% |
| PRIVATE CONTRACTS & GRANTS | \$4,554,866 | \$7,769,935 | \$6,004,570 | \$6,553,288 | \$7,689,868 | 68.8% |
| ENDOWMENT FUNDS | \$416,696 | \$957,955 | \$2,440,341 | \$2,017,186 | \$1,866,738 | 348.0% |
| OPP & EDUCATIONAL FUNDS | \$572,170 | \$537,092 | \$570,284 | \$552,359 | \$586,855 | 2.6% |
| S&S -EDUCATIONAL ACTIVITY | \$16,634,493 | \$13,250,687 | \$11,251,052 | \$17,716,132 | \$13,233,323 | -20.4% |
| OTHER SOURCES | \$1,175,647 | \$881,630 | \$904,959 | \$1,426,839 | \$1,329,827 | 13.1% |
| RESERVES | \$3,517 | \$0 | \$3,105 | \$2,798 | \$0 | -100.0% |
| Total: | \$46,231,522 | \$46,754,438 | \$45,267,878 | \$55,858,129 | \$53,037,667 | 14.7% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Type
Pediatrics
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
PEDIATRICS**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$15,917,612 | \$11,071,462 | \$4,271,956 | 38.59% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$672,966 | \$374,505 | \$34,934 | 9.33% |
| Local Government | \$4,088,950 | \$4,088,951 | \$60,577 | 1.48% |
| Private Clinical Trials | \$748,534 | \$573,197 | \$147,299 | 25.70% |
| Private Contracts & Grants | \$7,689,868 | \$7,406,107 | \$1,833,960 | 24.76% |
| Total: | <u>\$29,117,931</u> | <u>\$23,514,223</u> | <u>\$6,348,725</u> | <u>27.00%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
PEDIATRICS**

| | Number | Amount |
|---------------------------|---------------|---------------------|
| Research Grants | 40 | \$13,718,980 |
| Training Grants | 10 | \$3,379,339 |
| Fellowships | 5 | \$212,209 |
| Other Awards | 1 | \$2,366,500 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>56</u> | <u>\$19,677,028</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
PEDIATRICS
(Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|----------------|-----------------------|-----------------------|--------------------|---------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 3,281 | 3,226 | (5,021) | 5,076 | 27,081 | 1,767 | 25,567 |
| Research | 19,762 | 0 | (8) | 19,770 | 10,109 | 9,653 | 0 |
| Total | 23,043 | 3,226 | (5,029) | 24,846 | 37,190 | 11,420 | 25,567 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

**DEPARTMENT OF PHYSICAL THERAPY AND REHABILITATION
SCIENCE**

- Chair –Topp, Kimberly.
- Business Officer – Lambert, Mary
- Website - <http://ptrehab.medschool.ucsf.edu/>

Mission Statement

The Mission of the UCSF Department of Physical Therapy and Rehabilitation Science is to provide evidence based, patient centered physical therapy services for the community, and to educate scholarly, socially sensitive clinicians, educators and researchers in physical therapy and rehabilitation science who will lead the profession of physical therapy into the next century. The physical therapy students and clinical faculty participate as part of a team within an environment of health care that is patient focused, and directed towards building the scientific base of clinical practice, with an eye toward quality, accessibility, and efficiency. The mission of the Department is to provide dynamic and creative educational opportunities for entry and advanced graduate students in physical therapy and rehabilitation science, contribute to the scientific evidence in physical therapy practice, provide high quality efficient rehabilitation services to clients, and assume an active role in the development of the physical therapy profession within the community at UCSF and SFSU, California and across the United States.

Overview

The UCSF Department of Physical Therapy and Rehabilitation Science is located in the School of Medicine, with graduate degrees supported by the Graduate Division. The Department faculty provide patient care through a Faculty Practice located at 1500 Owens Street on the Mission Bay campus. The Department offers two graduate degrees in physical therapy in partnership with San Francisco State University (SFSU): the UCSF/SFSU Entry level Doctorate in Physical Therapy (DPT), and the post professional Doctorate in Physical Therapy Science (DPTSc). The Department also supports faculty and student research in clinical and basic sciences.

Patient Care

Upon referral, we offer expert physical therapy consultations, evaluations and interventions to patients of all ages for musculoskeletal and neuromusculoskeletal problems impacting function. The faculty practice at UCSF includes approximately fifteen clinical faculty. Our physical therapists are certified specialists in orthopedics, neurology, women's health, sports physical therapy, oncology and geriatrics. Specialized care is offered in ergonomics and in physical therapy for

Source: Department of Physical Therapy and Rehabilitation Science, 10/8/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

patients with musculoskeletal injuries of the extremities, spine problems, chronic pain, hemophilia, cancer and chronic disease, injured athletes, injured workers, and patients with neurological insults and degenerative conditions. The clinical faculty collaborate in research with investigators on and off campus. Faculty providers adhere to the Ethical Code and Standards of Practice of the American Physical Therapy Association and to UCSF Medical Staff bylaws. They also conform to the scope of practice, and licensure laws and regulations for physical therapy practice in California.

Research

The Department demonstrates scientific inquiry and critical thinking within the curriculum and in clinical practice. Faculty members participate in a variety of basic, clinical and translational research studies. Clinical and outcomes research take place in the outpatient faculty practice, in the PhysFit Physical Therapy Health and Wellness Center, and the Human Performance Center on the Mission Bay campus. Basic science studies are carried out in the Neurobehavioral Core for Rehabilitation Research (NCRR) on the Parnassus campus and in the Brain and Spinal Cord Injury Center (BASIC) at San Francisco General Hospital. The NCRR is a full service core facility that houses instrumentation to phenotype mice in an optimally controlled environment. Areas of emphasis include metrics to assess response to noxious stimuli, locomotor function, spatial learning and memory, anxiety, and forced exercise. The NCRR is open to all members of the UCSF community and to qualified researchers outside the University. Investigators may consult with core specialists and select outcome measures that are most relevant to the expected behavioral phenotype. Within BASIC, we use in vivo animal models to study traumatic brain injury, cranial irradiation, chronic neuroinflammation, and post translational protein alterations that affect cognitive functions. The final goal is to understand the mechanisms responsible for the cognitive dysfunction associated with neurodegenerative diseases such as Alzheimer's disease, fronto-temporal dementia and other neurological-related disorders, and to identify and test interventions that may improve motor, sensory and cognitive function after central nervous system injury. Several studies are interdepartmental and collaborative, and take place in conjunction with the Cancer Center and the Departments of Anatomy, Bioengineering, Radiology, Neurology, Neurosurgery and Nursing. Students are integrated into faculty research programs.

Training

Graduate Programs in Physical Therapy

The DPT and DPTSc degree programs are jointly offered by the University of California, San Francisco and San Francisco State University. These graduate programs are integrated within the Graduate Divisions at UCSF and San Francisco State University, and are included in the School of

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

Medicine at UCSF and the College of Health and Human Services at SFSU. Two different degree programs in physical therapy are offered:

1. Doctorate in Physical Therapy (Entry Level DPT)
2. Doctorate in Physical Therapy Science (DPTSc)

The academic programs in PT are designed to prepare leaders in physical therapy: leaders in clinical practice, teaching, research and community service. We aim to excite individuals about lifelong learning and commitment to the patient, the community and the profession. Our program fosters interprofessional collaboration, building sensitivity and caring while developing strong questioning and critical inquiry.

University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine

**FY 2011-12 Headcount as of 4/1/12
 PHYSICAL THERAPY AND REHABILITATION SCIENCE**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 6 | 1 | 11 | 3 | 21 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
 PHYSICAL THERAPY AND REHABILITATION SCIENCE**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MED SCH-PHYSICAL THERAPY CURRIC | 2.00 | 2.51 | 2.00 | 2.51 | 2.00 | 2.27 | 2.00 | 2.03 | 2.00 | 1.67 |
| PHYS THERAPY SELF SUP ACAD PROGRAMS | 1.63 | 0.87 | 0.28 | 0.63 | 0.43 | 0.37 | 0.50 | 0.37 | 0.50 | 0.37 |
| PROF SERV-OP-PHYSICAL THERAPY | | | 0.03 | | 0.03 | 1.01 | | 1.01 | | 1.01 |
| Total: | 3.63 | 3.38 | 2.31 | 3.14 | 2.46 | 3.65 | 2.50 | 3.41 | 2.50 | 3.05 |

Source: UCSF Budget & Resource Management

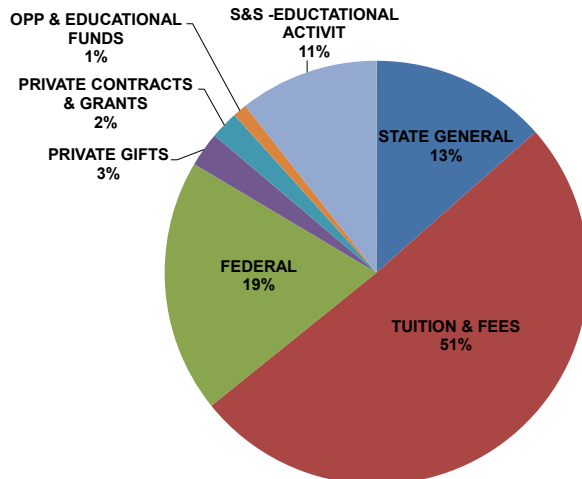
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
PHYSICAL THERAPY AND REHABILITATION SCIENCE**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$355,229 | \$345,866 | \$377,450 | \$341,844 | \$268,818 | -24.3% |
| TUITION & FEES | \$381,377 | \$498,915 | \$487,529 | \$659,807 | \$1,010,342 | 164.9% |
| FEDERAL | \$0 | \$1,664 | \$180,878 | \$430,737 | \$385,607 | 0.0% |
| PRIVATE GIFTS | \$130,373 | \$127,139 | \$74,537 | \$84,748 | \$52,654 | -59.6% |
| PRIVATE CLINICAL TRIALS | \$2,671 | \$12,166 | \$7,844 | \$873 | \$0 | -100.0% |
| PRIVATE CONTRACTS & GRANTS | \$23,105 | \$52,570 | \$65,270 | \$55,333 | \$42,547 | 84.1% |
| ENDOWMENT FUNDS | \$48,663 | \$1,391 | \$1,359 | \$12,352 | \$1 | -100.0% |
| OPP & EDUCATIONAL FUNDS | \$24 | \$967 | \$0 | \$22,077 | \$21,306 | 88675.8% |
| S&S -EDUCTATIONAL ACTIVITY | \$1,179,506 | \$659,970 | \$247,669 | \$643,834 | \$211,466 | -82.1% |
| Total: | \$2,120,950 | \$1,700,647 | \$1,442,537 | \$2,251,602 | \$1,992,741 | -6.0% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Physical Therapy and Rehabilitation Science
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
PHYSICAL THERAPY AND REHABILITATION SCIENCE**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$385,607 | \$323,355 | \$176,295 | 54.52% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$42,547 | \$42,547 | \$7,255 | 17.05% |
| Total: | <u>\$428,154</u> | <u>\$365,902</u> | <u>\$183,549</u> | <u>50.16%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
PHYSICAL THERAPY & REHABILITATION SCIENCE**

| | Number | Amount |
|---------------------------|---------------|------------------|
| Research Grants | 2 | \$829,615 |
| Training Grants | 0 | \$0 |
| Fellowships | 0 | \$0 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>2</u> | <u>\$829,615</u> |

*Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 PHYSICAL THERAPY AND REHABILITATION SCIENCE
 (Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|--------------|--------------|-----------------------|-----------------------|--------------------|------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 1,967 | 269 | 1,583 | 115 | 922 | 1,269 | 224 |
| Research | 376 | 0 | 10 | 366 | 229 | 147 | 0 |
| Total | 2,343 | 269 | 1,593 | 481 | 1,151 | 1,416 | 224 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF PSYCHIATRY

- Interim Chair – Tong, Lowell
- Business Officer – Caffey, Marie
- Website - <http://psych.ucsf.edu/>

Overview

The UCSF Department of Psychiatry is among the nation's foremost resources for comprehensive and compassionate patient care, research and education in the field of mental health. The Department is located at the major campuses including Parnassus, San Francisco General Hospital, San Francisco Veterans Affairs Medical Center, Mission Bay, Laurel Heights, and UCSF Fresno. The distinguished faculty are integrally involved in state-of-the-art patient care, excellence in professional training, and pioneering research.

Clinical Services

Langley Porter Psychiatric Institute (LPPI)

Mission Statement. The mission of Langley Porter Psychiatric Hospital and Clinics (LPPH&C) is to provide the highest quality care, grounded in education and refined by research.

LPPH&C, the primary site for the Department of Psychiatry's clinical services on the Parnassus Campus, has developed new and differentiated programs over the past five years. This progress has been accomplished despite cutbacks in mental health teaching funds due to the state's budgetary constraints.

Adult Inpatient Program. The Adult Inpatient Program (AIP) at LPPI is a 22-bed acute psychiatric service. The AIP uses a biopsychosocial approach in the treatment of adults 18 years and older who suffer from severe behavioral and emotional disturbances. Emphasis is on the assessment and stabilization of illness exacerbations with referral to appropriate subacute services following discharge. The average hospital stay is eight days.

Partial Hospitalization Program. The Partial Hospitalization Program (PHP) offers outpatient services for patients with mood and/or personality disorders in addition to other severe and persistent mental illnesses for an average period of 2-4 weeks. Services are provided by a multi-disciplinary treatment team consisting of a psychiatrist, psychologist, nurse, clinical social workers, and rehabilitation therapists; and includes comprehensive evaluation and individualized treatment planning; time-limited, intensive, dialectical behavioral therapy/psychodynamically-based

Source: Department of Psychiatry, 12/29/2011

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group and individual psychotherapy; medication monitoring; and aftercare planning and referral.

Adult Outpatient Program. The Adult Psychiatry Clinic (APC) provides a broad range of outpatient consultation, evaluation and treatment interventions for emotional, psychological, and cognitive problems of adults. The APC consists of specialty assessment clinics in depression, anxiety disorders, bipolar disorder, early psychosis, geriatrics, and women's mood and hormone issues. All patients receive an initial assessment, and an individualized treatment plan is then developed by a clinician working collaboratively with the patient. Modalities include time-limited and open-ended individual and group psychotherapy, couples therapy, and ongoing medication management. Future directions are towards more specialty clinics with research opportunities.

Child and Adolescent Services. This is a unique resource to families in the Bay Area and throughout Northern California. Child and Adolescent Services (CAS) provides assessment and treatment for children and adolescents with a broad range of mental disorders and behavioral disturbances. The service strives to set the standard for excellent mental health care. Within that context, CAS offers clinical care in programs that also promote excellent training for the next generation of mental health providers and foster research to ensure continued improvements in care. CAS balances general expertise with areas of particular focus. Specialty clinics address major syndromes such as autism, Attention-Deficit/Hyperactivity Disorder (ADHD), adolescent depression, early onset schizophrenia, eating disorders, complex diagnoses, and Tourette's and Tic Disorders. Treatment options include individual and family psychotherapy, cognitive and behavioral therapies, medications, parent education, and group therapies, and new treatment approaches continue to be introduced as they emerge. CAS also offers expert clinical consultation to community care providers to support their efforts to care for especially complicated patients.

San Francisco General Hospital (SFGH)

The Department of Psychiatry is one of the largest departments at San Francisco General Hospital (SFGH) with an annual budget of over \$40 million. The Department is organized into 6 clinical divisions and several research programs with 37 full-time and 16 part-time faculty members, and approximately 250 UCSF staff employees. The Department operates a large, dynamic set of clinical programs including the City and County's primary psychiatric emergency service, 4 inpatient psychiatric units, consultation-liaison services, neuropsychology services, traumatic brain injury services, a hospital-based and mobile methadone programs, trauma recovery program, child and adolescent services, a parent enhancement program targeting infants and their parents, and a broad range of community-based case management services for the chronically mentally ill throughout the City and County of San Francisco. James Dilley, MD is Chief of the Department of Psychiatry at SFGH, as well as Director of the AIDS Health Project.

Source: Department of Psychiatry, 12/29/2011

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The SFGH Department of Psychiatry is the largest provider of acute psychiatric care in San Francisco and provides a range of psychiatric services. These clinical services are organized within 6 divisions described below.

The Division of Acute and Emergency Services (AES) is comprised of a Psychiatric Emergency Service (PES) and inpatient facilities. The Psychiatric Emergency Service is the only 24-hour per day, 7-day a week service in the city that accepts psychiatric patients brought in by the police and/or by ambulance. The inpatient service operates two 21-bed acute units that are staffed by culturally and ethnically focused care teams (African-American, Asian, Latino, Lesbian, Gay, Bisexual and Transgender, and Women), one 21-bed non-acute unit, and an 11-bed unit dedicated to the care of forensic patients from the county jails of the City and County of San Francisco for a total of over 20,000 patients days and nearly 6,000 admissions annually.

The Division of Psychosocial Medicine (DSM) oversees a Consultation-Liaison Service serving approximately 800 unduplicated clients per year on the SFGH medical, surgical, and OB inpatient units; the Neuropsychology Service evaluating over 200 unduplicated clients per year; Healthy San Francisco, a pilot project integrating primary care and mental health services in federally qualified health centers; and the Emergency Department (ED) case management program targeting over 100 frequent ED clients. DSM also operates the Trauma Recovery Center offering integrated treatment, training and study of the emotional consequences of acute physical and emotional trauma to nearly 800 unduplicated clients annually. The Rape Treatment Center (RTC) and Child/Adolescent Support, Advocacy and Resource Center (CASARC) provide medical, forensic and mental health services to sexually abused adults, children, and adolescents.

The Division of Community Services (DCS) serves over 1,100 unduplicated clients per year with case management services, pharmacological management, crisis intervention, individual, group, and family therapy. An additional 233 clients and their families are served through a managed care capitation program that provides over 18,000 units of intensive assertive case management services annually. DCS also provides vocational rehabilitation services to approximately 30 clients through contract with the California Department of Rehabilitation (DOR). This program is in the process of merging with the Vocational Rehabilitation Services (VRS) initiative based at SFGH to provide skills training and job placements to mentally ill or traumatically brain injured clients. Clients provide clerical and janitorial services on the hospital campus and operate a mobile coffee cart, video library, flower service, and clothing project.

The Division of Infant, Child and Adolescent Psychiatry (ICAP) includes two core clinical programs and an affiliated research program: Child Adolescent Services, Infant Parent Program, and Child Trauma Research Program. Child and Adolescent Services (CAS) provides outpatient mental health services to children and youth from birth through age 18 at SFGH offices and in

Source: Department of Psychiatry, 12/29/2011

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neighboring community settings, serving 440 unduplicated clients annually. The Infant-Parent Program (IPP) is a mental health program focused on difficulties in the relationship between young children and their adult caregivers, serving 3,000 unduplicated clients annually. Under the auspices of the UCSF Committee on Human Research, the Child Trauma Research Program (CTRP) offers assessment and treatment to children from birth through age five who experience domestic violence or other interpersonal trauma. All three programs have active training components, with rotations for post-doctoral fellows, psychiatry residents, and pre-doctoral students.

The Division of Substance Abuse/Addiction Medicine (DSAAM) provides substance abuse treatment through the Opiate Treatment Outpatient Program and the Methadone Van Program. These programs provide methadone maintenance and counseling, medical and psychiatric services, and detox admissions, as well as outpatient treatment for methamphetamine/cocaine abuse or dependence and any co-occurring substance use or psychiatric disorders. Of the estimated 18,000 opiate users in San Francisco, only 3,000 are in treatment. DSAAM maintains 90 methadone detox slots and 530 methadone maintenance slots for medically complex patients for a total of approximately 170,000 units of service annually.

The AIDS Health Project (AHP) was established in 1984 and while its services have changed somewhat over the past 27 years, its mission has remained unchanged: to provide culturally sensitive counseling and education to stop the spread of HIV infection, and to help people face the emotional, psychological and social challenges of living with HIV disease. AHP programs serve some 6,000 clients annually and include HIV mental health and substance abuse counseling services for those with HIV/AIDS and prevention services for those at risk, as well as education, training, and psychiatric consultation for AIDS service providers locally and nationally, for a total of nearly 35,000 units of service annually.

Research Programs at SFGH. SFGH faculty members are actively engaged in a growing portfolio of clinical, behavioral, biomedical, and health services research, publishing over 30 peer-reviewed articles this past year. Primary areas of research in the Department of Psychiatry at SFGH include substance abuse treatment and prevention, HIV prevention and the development of evidence-based interventions, family therapy, depression prevention, and child trauma research.

Training Programs at SFGH. As one of the last great county teaching hospitals that provides high quality care for the poor and uninsured, SFGH is critically important to the academic mission of UCSF for both pre-doctoral and post-doctoral education. On an annual basis, 27 psychiatry residents train in the Department of Psychiatry at SFGH. The Child Trauma Research Project, the Neuropsychology Training Program, Child and Adolescent Multicultural Training Program, UCSF Clinical Psychology Training Program, and AIDS Health Project together sponsor an additional 28 pre-doctoral trainees and 12 post-doctoral fellows in Psychology each year.

Source: Department of Psychiatry, 12/29/2011

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services to over 1,600 unique clients annually.

San Francisco Department of Veterans Affairs Medical Center: Mental Health Service

The SFDVAMC is one of the leading academic research institutions in the country. An affiliate of UCSF, it has the largest funded research program in the Veterans Health Administration, with more than \$77 million in annual research expenditures. The Mental Health Service (MHS) research portfolio consists of approximately \$20 million in active grants from NIH, VHA, DoD, and private foundations. MHS investigators, who are also In-Residence or Adjunct faculty in the Department of Psychiatry at UCSF, are engaged in high-impact clinical and translational research in PTSD, geriatric neuropsychiatry, substance abuse, and schizophrenia. The Interim Chief of the Service, Sophia Vinogradov, MD, is an active NIMH-funded investigator with collaborations at Duke, Harvard, Dartmouth, UCLA, and UCD. The MHS Associate Chief for Research, Kristine Yaffe, MD, is an internationally recognized geroneuropsychiatry researcher and is also the Associate Chair for Clinical and Translational Research for the Department of Psychiatry.

The MHS provides a range of clinical services to veterans, treating approximately 11,000 patients every year at its main San Francisco site and at 6 community-based outpatient clinics sited throughout northern California. The service is made up of approximately 120 FTE staff from a range of disciplines (including psychiatry, psychology, social work, and nursing), many of whom are also UCSF faculty members. Specialty clinical programs have been developed in geropsychiatry, home-based primary care, PTSD, substance abuse, HIV psychiatry, integrated interdisciplinary care, women's mental health, mood disorders, and psychotic illness.

The MHS serves as a training site for medical students, residents, psychiatry fellows, psychology pre-doctoral and post-doctoral fellows, and trainees from other disciplines. Its programs are consistently ranked as among the best sites for psychiatry training by UCSF medical students and residents, and its psychology programs are among the most competitive in the country. The MHS Associate Chief for Education, Robert Daroff, MD, is a member of the prestigious Academy of Medical Educators at UCSF and directs the School of Medicine's psychiatry clerkship. Nine VA psychiatry faculty have been awarded Academy of Medical Educators Excellence in Teaching Awards in the past five years, and psychiatry has an active leadership role in the "VALOR" clerkship, recognized internationally as an innovative model for teaching.

Education

The UCSF Department of Psychiatry is nationally recognized for its many outstanding training programs in medical student education, residency programs, and clinical and research fellowships. Strong leadership is provided by Lowell Tong, MD, Associate Chair of Education, who

Source: Department of Psychiatry, 12/29/2011

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also serves as the director of Medical Student Education. The Department's Medical Student Education program is fully integrated with all School of Medicine fundamental and clinical science departments in jointly leading interdisciplinary courses throughout the four-year medical student curriculum. The top tier-ranked and large General Adult Psychiatry Residency Training Program, directed by Ellen Haller, MD, offers a four-year training opportunity across three main training sites at the Parnassus campus (LPPI), SFGH and the VAMC; includes the biological, psychological and socio-cultural aspects of psychiatry; and strives to prepare residents for successful careers emphasizing leadership in clinical practice, scholarship, teaching and research. The Department supports the following 26 education and training programs:

- Medical Student Education (Tong)
- Psychiatry Residency
 - General and Adult Residency Training (UCSF) (Haller)
 - General and Adult Residency Training (UCSF-Fresno) (Campbell)
- Psychiatry Clinical Fellowships
 - Addiction Psychiatry (VA) (Banys)
 - Child and Adolescent Psychiatry (Lustig)
 - Forensic Psychiatry (Binder)
 - Geriatric Psychiatry (Nelson)
 - Psychosomatic Medicine (VA) (Kewchang Lee)
 - Psychosomatic Medicine (Consultation-Liaison Psychiatry) (UCSF-Fresno) (Leigh)
 - Public Psychiatry (SFGH) (Dilley, Mangurian) (starting 7/1/11)
- Clinical Psychology Training
 - Child and Adolescent Services Multicultural Clinical Training (SFGH) (Bautista)
 - Clinical Psychology (SFGH, LPPI) (Muñoz)
 - Clinical Psychology (VA) (Rollins for pre-doc; Rao for post-doc)
- Research Fellowships
 - Affective Science (based at UCB) (Kemeny)
 - Biological Research (VA) (Vinogradov)
 - Clinical Psychology (SFGH, LPPI) (Muñoz)

Source: Department of Psychiatry, 12/29/2011

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- Clinical Services Research (NIH T32) (Aran)
- Community Academic Research Training Alliance (NIH R25) (Aran)
- Drug Abuse Treatment and Services Research (NIH T32) (Sorensen)
- Independent (Hughes, etc.)
- Mental Illness Research and Treatment (VA) (VA Advanced Fellowship Program) (Waldrop, Yaffe)
- Neurosciences and Schizophrenia (NIH T32) (Ford)
- Psychiatry Research Resident Training (Mathalon, Mathews, Reus)
- Psychology & Medicine (NIH T32) (Adler)
- Treatment Research Center (NIH T32) (Guydish)
- VA Advanced Fellowship/Neuroscience Program (Mathalon)
- Continuing Education

Research

The UCSF Department of Psychiatry has been a leader in research for over half a century. Its many investigators explore biological, psychological, and social processes as they may affect the cause, diagnosis, and treatment of mental disorders as well as those that promote health, coping capacity, and life satisfaction. Operating in one of the premier biomedical research institutions in the world, researchers have compiled a deep and distinguished record of achievement. The Department has a significant number of research scientists who are investigating the cellular, genetic, behavioral, and clinical factors related to both mental illness and mental health. Basic science discoveries are being applied to clinical care through translational research efforts and new intervention strategies.

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**FY 2011-12 Headcount as of 4/1/12
PSYCHIATRY**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 217 | 65 | 81 | 38 | 401 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
PSYCHIATRY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| AIDS HEALTH PROJ GENR'L COMMON COST | | | | 0.20 | | 0.30 | | 0.30 | | 0.20 |
| MED SCH-PSYCHIATRY | 20.67 | 15.68 | 20.67 | 14.96 | 20.67 | 8.51 | 20.67 | 4.99 | 20.67 | 3.65 |
| SFGH PSYCHIATRY SERVICE | | | | | | | | | | 0.05 |
| S/M:PSYCH GRAD ACADEMIC EDUCATION | | 0.50 | | | | | | | | |
| Total: | 20.67 | 16.18 | 20.67 | 15.16 | 20.67 | 8.81 | 20.67 | 5.29 | 20.67 | 3.90 |

Source: UCSF Budget & Resource Management

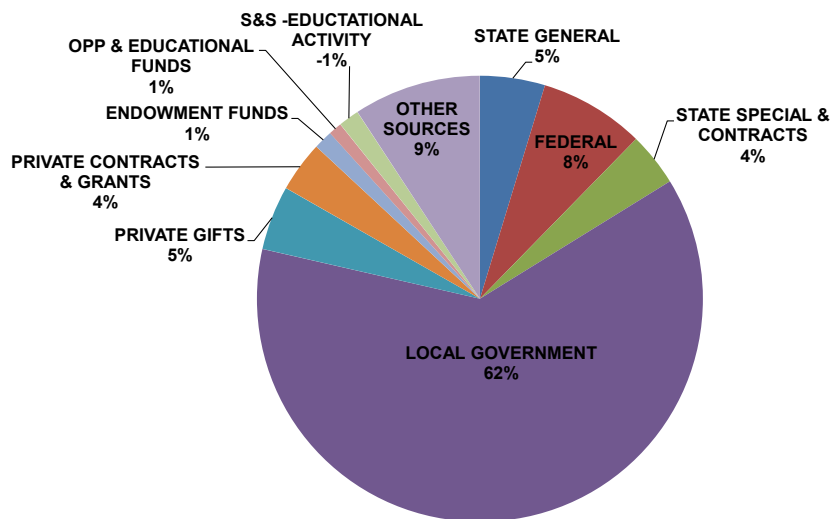
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**Total Expenditures by Fund Source
PSYCHIATRY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$2,001,400 | \$2,165,140 | \$2,347,992 | \$2,353,717 | \$2,371,649 | 18.5% |
| TUITION & FEES | \$0 | \$0 | \$308 | \$11,281 | \$1,819 | 0.0% |
| FEDERAL | \$2,720,945 | \$1,588,350 | \$2,312,050 | \$2,794,029 | \$3,831,641 | 40.8% |
| STATE SPECIAL & CONTRACTS | \$2,824,746 | \$2,124,357 | \$1,310,957 | \$1,733,584 | \$1,951,092 | -30.9% |
| LOCAL GOVERNMENT | \$28,434,632 | \$26,337,382 | \$26,867,124 | \$28,848,873 | \$31,420,422 | 10.5% |
| PRIVATE GIFTS | \$780,918 | \$1,028,998 | \$2,401,308 | \$2,219,595 | \$2,352,646 | 201.3% |
| PRIVATE CONTRACTS & GRANTS | \$1,285,766 | \$1,607,927 | \$1,188,527 | \$1,268,103 | \$1,844,811 | 43.5% |
| ENDOWMENT FUNDS | \$474,144 | \$372,719 | \$832,681 | \$666,575 | \$693,475 | 46.3% |
| OPP & EDUCATIONAL FUNDS | \$243,399 | \$310,110 | \$376,836 | \$462,222 | \$485,345 | 99.4% |
| S&S -EDUCTATIONAL ACTIVITY | \$1,755,113 | \$1,563,896 | (\$1,369,499) | (\$1,471,664) | (\$754,467) | -143.0% |
| S&S -TEACHING HOSPITAL | \$0 | \$0 | \$0 | \$0 | \$88 | 0.0% |
| OTHER SOURCES | \$3,254,953 | \$4,025,128 | \$3,730,297 | \$4,296,513 | \$4,652,732 | 42.9% |
| RESERVES | \$1,482 | \$0 | \$0 | \$3,375 | \$0 | -100.0% |
| Total: | \$43,777,498 | \$41,124,006 | \$39,998,581 | \$43,186,203 | \$48,851,252 | 11.6% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Type
Psychiatry
FY 2011-12**



Source: UCSF Budget & Resource Management

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**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
PSYCHIATRY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$3,831,641 | \$3,662,030 | \$1,049,137 | 28.65% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$1,901,572 | \$1,901,572 | \$285,742 | 15.03% |
| Local Government | \$31,420,422 | \$30,271,147 | \$1,800,751 | 5.95% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$1,844,811 | \$1,839,972 | \$206,839 | 11.24% |
| Total: | <u>\$38,998,446</u> | <u>\$37,674,722</u> | <u>\$3,342,470</u> | <u>8.87%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
PSYCHIATRY**

| | Number | Amount |
|---------------------------|---------------|---------------------|
| Research Grants | 51 | \$21,229,989 |
| Training Grants | 4 | \$950,140 |
| Fellowships | 4 | \$212,738 |
| Other Awards | 1 | \$2,350,800 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>60</u> | <u>\$24,743,667</u> |

*Not reported

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**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 PSYCHIATRY
 (Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|--------------|--------------|-----------------------|-----------------------|--------------------|--------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 3,569 | 2,372 | (599) | 1,796 | 9,852 | (1,655) | 4,628 |
| Research | 4,782 | 0 | 111 | 4,671 | 2,840 | 1,942 | 0 |
| Total | 8,351 | 2,372 | (488) | 6,467 | 12,692 | 287 | 4,628 |

Source: UCSF Controller's Office - 12/05/2012

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DEPARTMENT OF RADIATION ONCOLOGY

- Chair – Roach, Mack III, M.D.
- Business Officer – Lewis, Vickie
- Website - <http://www.ucsf.edu/radonc/>

The Radiation Oncology team at UCSF is world-renowned for offering the highest level of evidence-based and innovative care for patients. This team of clinicians, physicists and basic researchers are intimately involved in pioneering ways to improve the outcomes of treatment by fostering advancements in the field of Radiotherapy. These efforts are centered around delivering the very best care for current and future patients, while training the radiotherapy care givers of tomorrow.

History

The Department of Radiation Oncology at UCSF is one of the oldest and most respected departments of its type in the world. The seeds for this department were planted nearly 70 years ago and since then it has evolved from a small research facility to international prominence. During this time, four faculty members have received the highest honor of our society, the American Society of Therapeutic Radiology and Oncology (ASTRO) Gold Medal. This department has made many very important contributions to the field of Radiation Oncology including some of the basic principles of interactions between radiation and drugs such as Therapeutic Gain Factor (TGF) and early trials combining chemotherapy with radiotherapy.

In 1928 Dr. Robert Stone was recruited to head a new Division of Radiology within the Surgery Department at UCSF. Dr. Stone was an early collaborator with the Lawrence brothers of Berkeley with whom he designed and built x-ray equipment. He was also the first from UCSF to be honored with the ASTRO Gold Medal and an early explorer into the use of neutron beams to treat cancer. Dr. Stone's successor, B. V. A. Low-Beers would be known for his exploration of radioisotope therapy and as a founding member of the International Club of Radiotherapists. Perhaps the department's greatest progress was made under the administration of J. Franz Buschke who was not only a pioneer of supervoltage radiotherapy but who, in accepting his appointment at UCSF, committed himself to developing a superior clinical radiation therapy treatment center and training program. It was during his tenure, in 1960, that the first dedicated radiation therapy trainees started at UCSF.

Upon Dr. Buschke's retirement in 1970, one of those first trainees, Dr. Theodore Phillips, became his replacement as Chief of Therapy. In 1974 Dr. Phillips saw Radiation Oncology become a Division of Radiology with a separate budget and then, in 1978, a separate department of the medical

Source: Department of Radiation Oncology, 9/29/2008

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school. Under Dr. Phillips the department grew substantially, acquiring a number of new modalities including three-dimensional conformal radiotherapy, radiosurgery, hyperthermia, and other treatment options. The new modalities enabled UCSF to offer treatments not available within the community and to advance the field through research. In 1998, Dr. Phillips stepped down as chair and became the Wun-Kon Fu Professor. Dr. William Wara assumed the position of Chair and, during his tenure, did much to expand the pediatrics capabilities within the department. Dr. Wara stepped down in 2005 and has been replaced by the current Chair, Dr. Mack Roach, III.

Patient Care

UCSF Radiation Oncology department offers a comprehensive approach to patient care with a wide range of therapy modalities implemented by a staff of noted physicians, physicists and doseimetrists.

- **Brachytherapy**
Brachytherapy refers to a method of delivering radiation to tumors by placing radioactive sources either directly into the tumor or very close to it.
- **CyberKnife**
The CyberKnife is a non-invasive radiosurgery system designed to perform precisely-targeted, high-dose treatment in one to five sessions to small regions anywhere in the body.
- **Gamma Knife**
The Gamma Knife is a specialized machine for giving a single very high dose of highly-conformal radiation to small, well-circumscribed targets anywhere in the brain with the highest level of precision.
- **Hyperthermia**
Hyperthermia (heat treatment) at high temperatures can be used to kill cancer cells or, at lower levels of heating, to make cancer cells more susceptible to other treatments such as radiation and chemotherapy.
- **Image-Guided Radiation Therapy**
Most of the treatments delivered in our department use image-guided radiotherapy (IGRT) technologies, some of them developed by our UCSF scientists, to precisely aim and verify where radiation is delivered.
- **Intensity Modulated Radiotherapy**
IMRT applies computer optimization technology to medicine, allowing computer-controlled radiation intensity variations across each treatment field to improve the conformity of radiation to complicated target regions and to improve sparing of normal tissues.

Source: Department of Radiation Oncology, 9/29/2008

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- **Intra Operative Radiotherapy**
Intra-operative radiation therapy (IORT) is the use of radiation therapy during a surgical procedure in order to deliver maximal radiation to a tumor while sparing adjacent normal structures.
- **Orthovoltage**
Orthovoltage is x-ray treatment used for cancers that are very superficial in the body such as skin cancer.
- **Proton for Ocular Tumors**
Proton therapy is an extremely precise form of radiation treatment that is UCSF's preferred method of radiation therapy for ocular melanoma.
- **Three Dimensional Conformal Therapy**
Three-dimensional conformal radiation therapy (3D-CRT) allows shaping of radiation to a tumor in three-dimensions using non-coplanar radiation beams with computer treatment planning and computer-controlled treatment delivery.
- **Treatment Planning**
Radiation treatment planning is becoming increasingly sophisticated. Most treatment planning is based on computed tomography (CT) imaging of a patient in the treatment position, but this scan can be merged in the treatment planning computer with other imaging modalities such as magnetic resonance imaging and spectroscopy (MRI/MRS) or positron emission tomography (PET) to improve tumor delineation. Modern treatment planning also benefits from more accurate radiation dose calculation methods and computer optimization.

Research and Clinical Trials

From the brain to head and neck to prostate cancers, some of the most important clinical trials completed to date have been lead by investigators from UCSF. Numerous studies on central nervous system (CNS) tumors have addressed issues related to defining optimal drugs, radiation type (brachytherapy or radioactive seeds, radiosurgery, and radiation therapy), and the use of hyperthermia (heat). The largest randomized trial completed to-date involving head and neck cancer studying optimal fractionation schemes was designed and chaired by Dr. Karen Fu, (another ASTRO Gold Medal winner, from UCSF). The largest prostate cancer trial completed to date, evaluating the impact of radiation field on outcomes, was designed and chaired by another investigator from UCSF (Dr. Roach). As a leading research institution, UCSF fields numerous clinical trials in many areas at one time.

Source: Department of Radiation Oncology, 9/29/2008

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Education and Training

The Department of Radiation Oncology offers the following training opportunities:

- Medical Student Externships/Clerkships
- Residency Training Program
- Physics Residency Training Program
- Physics Postdoctoral Fellowships
- Clinical Fellowships
- Annual Postgraduate Course in Radiation Oncology

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**FY 2011-12 Headcount as of 4/1/12
RADIATION ONCOLOGY**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 27 | 1 | 53 | 5 | 86 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
RADIATION ONCOLOGY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MED SCH-RADIATION ONCOLOGY | 4.00 | 1.25 | 4.00 | 1.06 | 4.00 | 0.74 | 4.00 | 0.32 | 4.00 | 0.02 |
| ORG ACT-RADIATION ONCOLOGY SERVICES | 4.00 | 1.25 | 4.00 | 1.06 | 4.00 | 0.74 | 4.00 | 0.32 | 4.00 | 0.02 |
| Total: | | | | | | | | | | |

Source: UCSF Budget & Resource Management

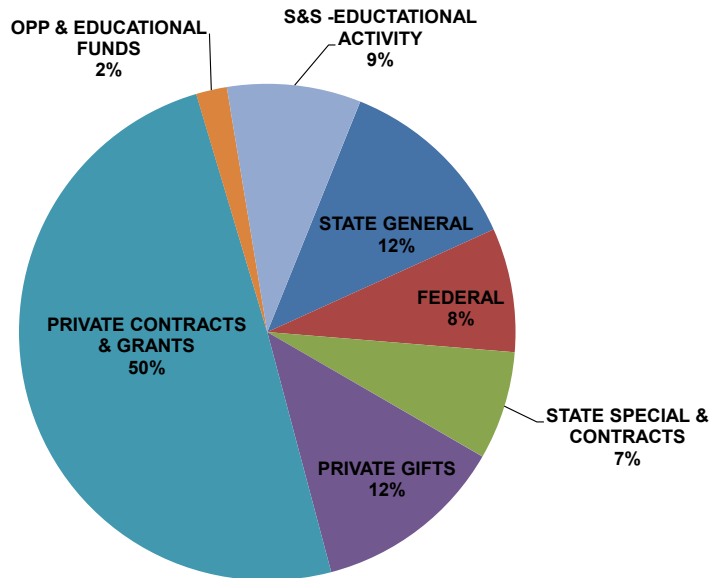
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
RADIATION ONCOLOGY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$559,916 | \$519,984 | \$410,084 | \$414,439 | \$371,448 | -33.7% |
| TUITION & FEES | \$146,491 | (\$48,320) | \$50,166 | \$7,007 | \$5,115 | -96.5% |
| FEDERAL | \$954,108 | \$782,076 | \$649,372 | \$470,745 | \$247,441 | -74.1% |
| STATE SPECIAL & CONTRACTS | \$0 | \$0 | \$0 | \$0 | \$215,889 | 0.0% |
| PRIVATE GIFTS | (\$20,699) | \$243,405 | \$388,495 | \$366,985 | \$383,258 | -1951.6% |
| PRIVATE CLINICAL TRIALS | (\$8,743) | \$2,921 | \$42,336 | \$62,792 | (\$22,291) | 154.9% |
| PRIVATE CONTRACTS & GRANTS | \$640,819 | \$705,308 | \$958,591 | \$991,253 | \$1,518,576 | 137.0% |
| ENDOWMENT FUNDS | (\$3,502) | (\$1,121) | \$0 | \$28,225 | \$544 | -115.5% |
| OPP & EDUCATIONAL FUNDS | \$72,242 | \$50,533 | \$55,718 | \$55,238 | \$61,958 | -14.2% |
| S&S -EDUCTATIONAL ACTIVITY | (\$202,780) | \$201,168 | (\$1,035,904) | \$1,739,747 | \$267,136 | -231.7% |
| OTHER SOURCES | \$41,271 | \$116,403 | \$6,532 | \$0 | \$0 | -100.0% |
| RESERVES | \$0 | \$81 | \$0 | \$0 | \$0 | 0.0% |
| Total: | \$2,179,123 | \$2,572,438 | \$1,525,390 | \$4,136,432 | \$3,049,074 | 39.9% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Radiation Oncology
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
RADIATION ONCOLOGY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$247,441 | \$219,568 | \$115,042 | 52.39% |
| CIRM | \$215,889 | \$209,616 | \$113,612 | 54.20% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | (\$22,291) | (\$22,291) | \$0 | 0.00% |
| Private Contracts & Grants | \$1,518,576 | \$1,502,866 | \$656,014 | 43.65% |
| Total: | <u>\$1,959,615</u> | <u>\$1,909,759</u> | <u>\$884,668</u> | <u>46.32%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
RADIATION ONCOLOGY**

| | Number | Amount |
|---------------------------|----------|------------------|
| Research Grants | 1 | \$239,656 |
| Training Grants | 0 | \$0 |
| Fellowships | 0 | \$0 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>1</u> | <u>\$239,656</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
RADIATION ONCOLOGY
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|----------------|--------------|----------------|-----------------------|-----------------------|--------------------|--------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | (6,054) | 371 | (6,934) | 509 | 2,855 | (153) | 8,756 |
| Research | 1,848 | 0 | 17 | 1,831 | 1,079 | 778 | 9 |
| Total | (4,206) | 371 | (6,917) | 2,340 | 3,934 | 625 | 8,765 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF RADIOLOGY AND BIOMEDICAL IMAGING

- Chair – Arenson, Ronald L., M.D.
- Business Officer – Garzio, Catherine
- Website - <http://www.radiology.ucsf.edu/>

Radiology and Biomedical Imaging at the University of California, San Francisco combines trailblazing research, outstanding education, and clinical excellence in a leading academic health sciences institution. Our faculty includes some of the foremost names in diagnostic and interventional radiology today.

Our clinical programs, featuring sub-specialty expertise, span four hospitals: Moffitt / Long Hospitals, San Francisco General Hospital (SFGH), Mt. Zion Hospital, the San Francisco Veterans Affairs Hospital, as well as an outpatient imaging center at China Basin Landing and in the UCSF Orthopedics Institute. We offer the full spectrum of clinical applications and techniques on state-of-the-art equipment. Across all five sites, we perform more than 500,000 procedures annually.

Our residency program is among the very best in the country, attracting the best and brightest medical students in the United States. All of our residents go on for sub-specialty fellowships, most often at UCSF. Many pursue academic careers. We emphasize research experiences and training during the residency and nearly all of our residents spend a year working with a PhD collaborator in a lab.

Our clinical and research fellowships, covering every major sub-specialty, are also outstanding. Different fellowship opportunities exist at each of our sites, including a Clinical Instructor/Fellowship equivalent experience at SFGH geared toward those destined for private practice.

Our research efforts are flourishing particularly in translational programs. The department has consistently been among the top institutions in the NIH rankings, and we are proud to be second in the country in NIH funding each of the past four years. Industrial collaborations provide us with unique opportunities to work with prototype equipment. These relationships also create close interactions with industrial scientists who work with our faculty and students while exploring new approaches to medical imaging.

The outpatient imaging center and research facility at China Basin Landing, adjacent to the Mission Bay campus, houses the Center for Molecular and Functional Imaging, including a 3T MR system, as well as clinical MR, CT and PET/CT. The Surbeck Laboratory for Advanced Imaging at QB3 offers 3T and 7T MRI and exceptional translational research programs. We expect these important facilities, together with UCSF Medical Center expansion to Mission Bay, to support

Source: Radiology and Biomedical Imaging 8/17/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

even more growth in our prolific research program and will strengthen our reputation for leadership and vision in imaging science.

The department of Radiology consists of the following sections:

- Abdominal Imaging
- Cardiac & Pulmonary Imaging
- Interventional Radiology
- Musculoskeletal
- Neuroradiology
- Neuro Interventional
- Nuclear Medicine
- Pediatric Radiology
- Ultrasound
- Women's Imaging

Research

The Department of Radiology and Biomedical Imaging is actively engaged in research that ranges from basic science to new technologies to clinical applications. In 2010, the Department (including VA Medical Center and UCSF laboratories) ranked 2nd in total NIH funding for diagnostic radiology departments.

In the past several years, the Department has expanded and added three important state-of-the-art research facilities: The Center for Molecular and Functional Imaging at China Basin Landing, The Surbeck Laboratory for Advanced Imaging located at QB3, The California Institute for Biomedical Research in Mission Bay, and the Center for Imaging of Neurodegenerative Diseases at the San Francisco VA Medical Center.

Education

The Department of Radiology and Biomedical Imaging is renowned for its excellence in postgraduate education and training. Its programs in residency, fellowships, medical student education, and CME all rank among the nation's most prestigious advanced study programs in Radiology.

The Diagnostic Radiology Residency Program at the University of California, San Francisco, is
Source: Radiology and Biomedical Imaging 8/17/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

one of the largest and most diverse in the United States dedicated to training leaders in research, teaching, public service, and clinical care.

The Nuclear Medicine Residency Program within the Department of Radiology and Biomedical Imaging is unique in offering broad clinical training that includes molecular imaging, dedicated cross-sectional training, and extensive research opportunities.

The Department of Radiology Fellowship Program offers unparalleled training opportunities to those physicians who wish to expand their expertise in several of the radiology subspecialties: abdominal imaging, breast imaging, breast imaging and ultrasound, cross sectional imaging (CT, Ultrasound, MRI), diagnostic neuroradiology, musculoskeletal, pediatric, thoracic imaging, ultrasound, vascular interventional, women's imaging (ultrasound, mammography), interventional neuroradiology and a practicum in cross sectional radiology.

The Henry Goldberg Center for Advanced Imaging Education offers electives in Radiology to medical students through the UCSF School of Medicine's integrated curriculum. The Center teaches radiology and anatomy through the use of medical imaging.

Through the Joint Graduate Program in Bioengineering with UC Berkeley, the Department of Radiology faculty participate in graduate student education and offer significant opportunities for PhD candidates in Bioengineering to participate in research activities. More than half of the faculty in the Joint Graduate Program hold appointments in Radiology and Biomedical Imaging.

The Department of Radiology Postgraduate Education & CME Program has been established as one of the most respected CME programs in the United States since 1963. The UCSF Radiology CME program offers numerous destination courses presented by UCSF's world-renowned radiologists, as well as DVD series that has kept clinicians up-to-date in the field of radiology.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
RADIOLOGY AND BIOMEDICAL IMAGING**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 154 | 20 | 240 | 41 | 455 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
RADIOLOGY AND BIOMEDICAL IMAGING**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| BIOMEDICAL IMAGING MASTER'S PROGRAM | | | | | | | | | 1.23 | 0.08 |
| GEN MED-BIOENGINEERING-UC BERK | 2.00 | 1.00 | | | | | | | | |
| MED RES-RADIOLOGY | 13.83 | 8.03 | 13.83 | 7.40 | 13.83 | 5.12 | 13.83 | 2.30 | 13.83 | |
| MED SCH RADIOLOGY DEPT PROGRAMS | 2.80 | 10.36 | 3.07 | 11.34 | 4.33 | 11.59 | 3.17 | 13.18 | 3.54 | 11.08 |
| ORG ACT-RADIOLOGY PROGRAMS | 0.55 | 7.71 | 0.55 | 7.71 | 0.42 | 7.41 | 0.53 | 6.86 | 0.53 | 7.00 |
| PROF SERV OP-RADIOLOGY | 19.18 | 27.10 | 17.45 | 26.45 | 18.58 | 24.12 | 17.53 | 22.34 | 17.90 | 18.08 |
| Total: | | | | | | | | | | |

Source: UCSF Budget & Resource Management

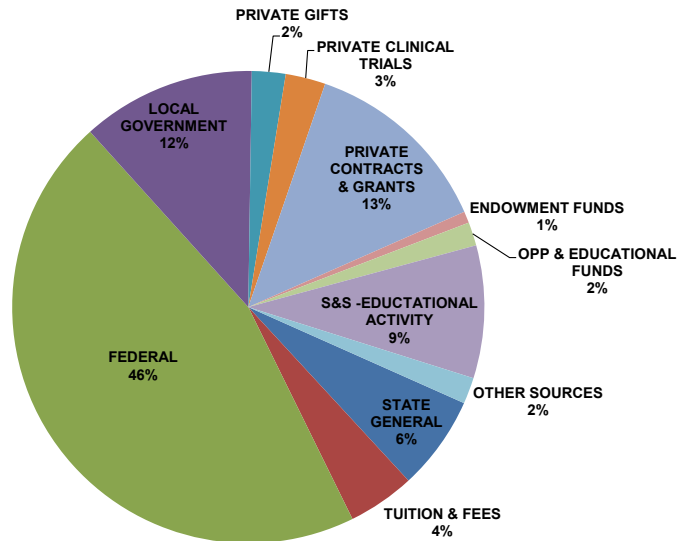
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
RADIOLOGY AND BIOMEDICAL IMAGING**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$3,726,960 | \$3,615,805 | \$2,679,337 | \$3,020,446 | \$2,683,386 | -28.0% |
| TUITION & FEES | \$1,974,420 | \$1,824,374 | \$1,647,467 | \$1,630,060 | \$1,903,299 | -3.6% |
| FEDERAL | \$12,170,688 | \$13,535,486 | \$14,800,934 | \$18,962,362 | \$18,908,859 | 55.4% |
| STATE SPECIAL & CONTRACTS | \$185,287 | \$233,627 | \$38,935 | (\$1,029) | \$20,500 | -88.9% |
| LOCAL GOVERNMENT | \$4,814,844 | \$3,662,057 | \$3,831,687 | \$4,751,013 | \$4,943,384 | 2.7% |
| PRIVATE GIFTS | \$642,157 | \$568,048 | \$526,051 | \$771,296 | \$955,634 | 48.8% |
| PRIVATE CLINICAL TRIALS | \$795,300 | \$2,007,406 | \$1,486,993 | \$873,941 | \$1,135,934 | 42.8% |
| PRIVATE CONTRACTS & GRANTS | \$5,730,846 | \$6,298,895 | \$5,147,457 | \$5,645,727 | \$5,437,825 | -5.1% |
| ENDOWMENT FUNDS | \$216,847 | \$196,514 | \$134,207 | \$155,237 | \$326,559 | 50.6% |
| OPP & EDUCATIONAL FUNDS | \$525,640 | \$592,729 | \$557,143 | \$580,622 | \$667,020 | 26.9% |
| S&S -EDUCTATIONAL ACTIVITY | \$4,687,651 | \$437,839 | (\$76,194) | \$1,630,967 | \$3,767,620 | -19.6% |
| OTHER SOURCES | \$345,868 | \$826,683 | \$716,756 | (\$164,537) | \$765,602 | 121.4% |
| RESERVES | \$1,462 | \$0 | \$367 | \$0 | \$0 | -100.0% |
| Total: | \$35,817,969 | \$33,799,463 | \$31,491,140 | \$37,856,105 | \$41,515,623 | 15.9% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Type
Radiology and Biomedical Imaging
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
RADIOLOGY AND BIOMEDICAL IMAGING**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$18,908,859 | \$13,475,391 | \$4,371,750 | 32.44% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$4,943,384 | \$4,943,384 | \$0 | 0.00% |
| Private Clinical Trials | \$1,135,934 | \$1,010,708 | \$133,817 | 13.24% |
| Private Contracts & Grants | \$5,437,825 | \$5,047,143 | \$1,379,354 | 27.33% |
| Total: | <u>\$30,426,003</u> | <u>\$24,476,626</u> | <u>\$5,884,921</u> | <u>24.04%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
RADIOLOGY AND BIOMEDICAL IMAGING**

| | Number | Amount |
|---------------------------|---------------|---------------------|
| Research Grants | 43 | \$15,850,989 |
| Training Grants | 1 | \$216,410 |
| Fellowships | 2 | \$118,720 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>46</u> | <u>\$16,186,119</u> |

*Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 RADIOLOGY AND BIOMEDICAL IMAGING
 (Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|--------------|--------------|-----------------------|-----------------------|--------------------|---------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 2,529 | 1,746 | (929) | 1,712 | 29,514 | 6,737 | 33,722 |
| Research | 29,304 | 937 | 2,199 | 26,168 | 13,275 | 16,030 | 1 |
| Total | 31,833 | 2,683 | 1,270 | 27,880 | 42,789 | 22,767 | 33,723 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF SURGERY

- Chair – Ascher, Nancy L., M.D., Ph.D.
- Business Officer – Panion, Mike Charles
- Website - <http://www.surgery.ucsf.edu/index.html>

Mission Statement

Our mission is threefold: to develop the next generation of leaders in surgery; to provide outstanding quality clinical care that is cost effective, yet compassionate; and to make significant advances in scientific knowledge and clinical practice through both basic and clinical research.

Specialty Divisions

- Cardiothoracic
- General Surgery
- Pediatric Cardiothoracic
- Pediatric Surgery
- Plastic & Reconstructive
- Transplant Surgery
- Trauma Surgery (SFGH)
- Vascular Surgery

Geographic Divisions

- UCSF/Parnassus
- UCSF/Mount Zion
- San Francisco General Hospital
- San Francisco Veterans Administration Medical Center

Research Laboratories

- Cardiac Biomechanics Lab
- Cardiothoracic Translational Research Lab
- Center for Bioengineering and Tissue Regeneration
- Center for the Neurobiology of Digestive Diseases
- Chuter Lab
- Colorectal Surgery Research Lab
- Endocrine Surgery Oncology Lab
- Gastrointestinal Surgery Research Lab
- Kang-Niemann Lab
- Lung Transplantation Lab

Source: Surgery website, 7/1/2008

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

- Pacific Vascular Research Lab
- Raffai Lab
- Sarkar Lab
- Schneider Lab
- Surgical Oncology Lab
- Surgical Research Lab (SRL)
- Thoracic Oncology Lab
- Wang Lab

Clinical Services

The Department of Surgery offers comprehensive general surgical services and subspecialty services, including vascular surgery, plastic surgery, cardiothoracic surgery, pediatric surgery, and transplant surgery. The UCSF/Mount Zion Surgery Division provides services in general, endocrine, breast, melanoma, and oncologic surgery. UCSF/Mount Zion is the site of the UCSF Comprehensive Cancer Center and focuses on providing comprehensive diagnostic and treatment options to patients with benign or malignant tumors.

Education and Training

Patient Education

Educating our patients and those who care for them is a continuous and essential component of the practice, demonstrated daily through such channels as our website, the distribution of instructional materials, and general contact with the patients and their families. We also strive to reach out to the public through community presentations and meetings, as well as participating in UCSF's Mini Medical School program - a public education course encompassing some of the core learning done in the first two years of health science studies.

Residency Education

We deeply value the importance of residency education as a key element to the training and development of our young surgeons. We supervise, mentor, and work directly with the residents of the General Surgery Residency Program in both a clinical and research capacity. For more details on the Residency Program itself, please visit the Department of Surgery's Education Office.

International Education

Our commitment to education has no boundaries as we frequently mentor and work with overseas visitors to the practice and laboratory ranging from students to full-time faculty.

Source: Surgery website, 7/1/2008

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

Global Health Education

We also support and are dedicated to improving health standards and reducing the burden of disease globally, specifically in the more vulnerable populations. For more information on the UCSF Surgery and Global Health Program, please visit www.globalpas.org. In addition, further information and programs can be found through UCSF Global Health Sciences.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
SURGERY**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 172 | 22 | 238 | 22 | 454 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
SURGERY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MED RES-SURGERY-GENERAL | | 2.00 | | | | | | | | |
| MED SCH-SURGERY-GENERAL | 17.50 | 17.39 | 17.50 | 16.46 | 17.50 | 14.22 | 17.50 | 12.92 | 17.50 | 10.51 |
| S/M-SURGERY-JABLONS AGREEMENT | 0.17 | 0.47 | 0.17 | 0.47 | 0.17 | 0.47 | 0.17 | 0.47 | 0.17 | 0.71 |
| SURG-IMMUNE MONITOR-POST TRANSPLANT | 17.67 | 19.86 | 17.67 | 16.93 | 17.67 | 14.69 | 17.67 | 13.39 | 17.67 | 11.69 |
| Total: | | | | | | | | | | |

Source: UCSF Budget & Resource Management

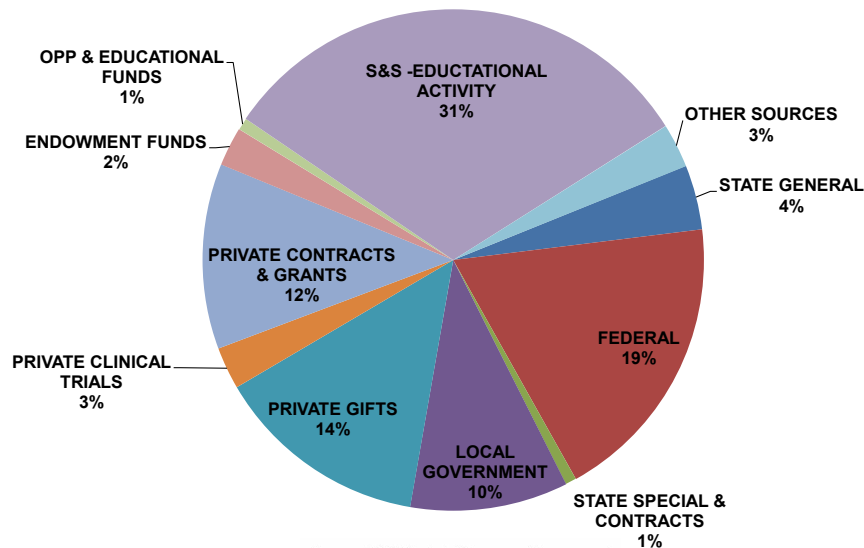
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
SURGERY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$3,412,601 | \$3,417,250 | \$2,797,966 | \$2,760,276 | \$2,236,106 | -34.5% |
| TUITION & FEES | \$152,790 | \$167,151 | \$242,705 | \$243,298 | \$117,625 | -23.0% |
| FEDERAL | \$10,302,513 | \$8,521,211 | \$9,891,597 | \$11,195,754 | \$10,122,527 | -1.7% |
| STATE SPECIAL & CONTRACTS | \$371,857 | \$287,985 | \$121,330 | \$220,646 | \$380,565 | 2.3% |
| LOCAL GOVERNMENT | \$2,726,784 | \$2,958,961 | \$2,818,996 | \$4,214,222 | \$5,465,481 | 100.4% |
| PRIVATE GIFTS | \$4,798,590 | \$5,801,306 | \$7,113,815 | \$7,909,639 | \$7,417,370 | 54.6% |
| PRIVATE CLINICAL TRIALS | \$1,100,695 | \$1,889,242 | \$1,479,710 | \$1,138,501 | \$1,457,013 | 32.4% |
| PRIVATE CONTRACTS & GRANTS | \$4,995,386 | \$5,180,716 | \$3,741,893 | \$4,473,887 | \$6,427,873 | 28.7% |
| ENDOWMENT FUNDS | \$1,049,411 | \$1,026,500 | \$1,289,935 | \$1,270,792 | \$1,355,248 | 29.1% |
| OPP & EDUCATIONAL FUNDS | \$499,301 | \$463,371 | \$494,949 | \$402,563 | \$418,616 | -16.2% |
| S&S -EDUCTATIONAL ACTIVITY | \$18,453,440 | \$14,721,792 | \$15,632,082 | \$15,605,172 | \$16,953,979 | -8.1% |
| OTHER SOURCES | (\$490,521) | \$669,736 | \$1,627,285 | \$1,465,745 | \$1,411,891 | -387.8% |
| RESERVES | \$0 | \$914 | \$0 | \$891 | \$89 | 0.0% |
| Total: | \$47,372,848 | \$45,106,136 | \$47,252,262 | \$50,901,386 | \$53,764,385 | 13.5% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Surgery
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
SURGERY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$10,122,527 | \$8,101,354 | \$3,617,359 | 44.65% |
| CIRM | \$215,101 | \$191,835 | \$103,977 | 54.20% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$5,465,481 | \$5,452,781 | \$6,879 | 0.13% |
| Private Clinical Trials | \$1,457,013 | \$1,351,808 | \$252,098 | 18.65% |
| Private Contracts & Grants | \$6,427,873 | \$6,074,246 | \$1,668,236 | 27.46% |
| Total: | <u>\$23,687,996</u> | <u>\$21,172,024</u> | <u>\$5,648,549</u> | <u>26.68%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
SURGERY**

| | Number | Amount |
|---------------------------|---------------|--------------------|
| Research Grants | 23 | \$7,988,557 |
| Training Grants | 2 | \$283,385 |
| Fellowships | 2 | \$86,601 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>27</u> | <u>\$8,358,543</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
SURGERY
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|--------------|--------------|-----------------------|-----------------------|--------------------|---------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 6,185 | 2,235 | 2,226 | 1,724 | 33,018 | (949) | 25,884 |
| Research | 26,980 | 280 | 1,205 | 25,495 | 14,148 | 12,828 | (4) |
| Total | 33,165 | 2,515 | 3,431 | 27,219 | 47,166 | 11,879 | 25,880 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DEPARTMENT OF UROLOGY

- Chair – Carroll, Peter R., M.D., MPH
- Business Officer – Ghanem, Nabil
- Website - <http://urology.ucsf.edu/>

Mission Statement

The mission of the UCSF Department of Urology is:

- to provide compassionate, cost-effective, skillful and innovative care to all patients
- to ask relevant questions and answer them with scientific knowledge obtained through laboratory and clinical research
- to educate students, residents and fellows in the art and science of urology and thereby to train the future leaders in our field
- to recognize that the Department of Urology is a group of individuals working together, responsibly and ethically, to achieve its goals
- be leaders in the field locally, regionally, nationally, and internationally
- contribute significantly and positively to all aspects of the UCSF community

Welcome From the Chair

The UCSF Department of Urology is committed to offering the best urologic care, the most productive and innovative research programs, and an outstanding educational program that trains the future leaders in the field. We are one of the most productive urology departments in the nation, concentrating our efforts on a wide variety of research and clinical care programs. This is evidenced by our US News and World report ranking as one the very best programs in the country. In addition, UCSF Urology is one of the top recipient of National Institutes of Health funding reflecting the productivity and innovation of our research mission.

The last decade has been a very important one for the Department of Urology. The department has maintained and built on its commitments to research and training. Our research programs have grown and diversified. The continued commitment to clinical and laboratory research is reflected in our outstanding record of publications, grant support, and presentations at regional, national and international meetings.

Our residency program is one of the best in the country, attracting the finest applicants available. The department enjoys the strong support of the Medical Center, School of Medicine and patient advocates who have made resources available to support our academic activities. Members of

Source: Department of Urology, 9/11/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

the department have helped develop multidisciplinary research and patient care programs in key areas throughout the UCSF Campus.

We take seriously our mission to educate, to care and to discover. I am grateful to the faculty and staff, the housestaff, the leadership of UCSF and our patient advocates, who have allowed us to achieve and maintain our status as a program of excellence.

History

The discipline of urology at UCSF began at San Francisco County Hospital in 1900. In 1915, Dr. Frank Hinman, Sr., son of a pioneer family, became the first Chair of the Division of Urology. Dr. Hinman was an extraordinary surgeon, teacher and scientist. His monumental book, *The Principles and Practice of Urology*, first published in 1937, is an enduring symbol of the department's commitment to the art and science of urology. Dr. Hinman served as Chair until his retirement in 1950.

Dr. Donald Smith succeeded Dr. Hinman in 1951. His major clinical interests were fluid and electrolyte balance, renal physiology, reconstructive surgery (especially hypospadias repair), urinary tract infection, and pediatric urology. In 1957, he conceived and wrote the text, *General Urology* (now Smith's *General Urology*, in its 17th edition), whose concise, direct format has made it a classic for both undergraduate and practitioner. Dr. Smith trained 72 residents during his 25 year tenure as Chair, retiring in 1976.

Dr. Emil A. Tanagho assumed the Chair in 1976, after successfully negotiating departmental status for what had previously been a division of the Department of Surgery. Dr. Tanagho's goal was to maintain the excellence of the clinical training while introducing a strong academic program. To this end, he expanded the residency training program and recruited a complement of full-time faculty members to encompass the diverse subspecialties within the field of urology. During Dr. Tanagho's 20 year tenure as Chair, the Department of Urology contributed immensely to the urologic literature, its members publishing approximately 1000 articles in peer-reviewed journals.

In 1996, Dr. Peter Carroll succeeded Dr. Tanagho as department Chair. Under his tenure the department's research and educational programs have grown and diversified. The department maintains a strong commitment to innovative, compassionate and expert clinical care attracting patients from around the world. Dr. Carroll continues to build on a distinguished legacy leading the UCSF Department of Urology into the future.

Clinics, Hospitals, and Research Facilities

Clinical, research, educational and administrative functions are housed at five UCSF locations

Source: Department of Urology, 9/11/2012

University of California, San Francisco
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and an affiliated hospital. UCSF locations include: UCSF Parnassus, UCSF Mount Zion, San Francisco General Hospital, San Francisco and Veterans Affairs Medical Center. Children's Hospital-Oakland is an affiliated hospital.

Clinical and Research Programs

Faculty lead clinical and research programs in endourology, laparoscopy and urinary stone disease, male infertility and reproduction, neurourology, male erectile dysfunction, pediatric urology, sexual medicine, trauma and reconstructive surgery, tissue regeneration, urology outcomes, and urologic oncology. The department's research funding has grown at an impressive rate and now ranks fifth in National Institutes of Health funding to departments of urology. Funding for clinical and basic research comes from external sources, including federal and state government, foundations and private gifts. A true partnership with patient advocates has aided in the growth of resources and provides a focus and urgency to our research and care missions.

Residency

Urology residents are selected for our program through the American Urological Association Matching Program, consistently matching our top choices. The training program covers all aspects of urologic practice. Each first-year resident is paired with a faculty member who guides the resident through his or her UCSF training. This relationship is designed to facilitate our training program's mission: to maintain a very competitive program which trains future leaders in urology, through the use of individualized clinical rotations and a year of focused laboratory research.

Fellowship

The Department of Urology has a robust set of clinical and postdoctoral fellowship programs which provides specialized training in specific areas of urology. The objectives of the clinical fellowship programs are to provide subspecialty and research training for the future academic leaders of urology. UCSF's postdoctoral fellowships for Ph.Ds provide additional research training in the basic sciences, population sciences, and clinical and outcomes research.

Source: Department of Urology, 9/11/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
UROLOGY**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 29 | 4 | 60 | 12 | 105 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
UROLOGY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MED SCH-UROLOGY | 4.00 | 4.34 | 4.00 | 4.00 | 4.00 | 3.48 | 4.00 | 2.38 | 4.00 | 1.60 |
| Total: | 4.00 | 4.34 | 4.00 | 4.00 | 4.00 | 3.48 | 4.00 | 2.38 | 4.00 | 1.60 |

Source: UCSF Budget & Resource Management

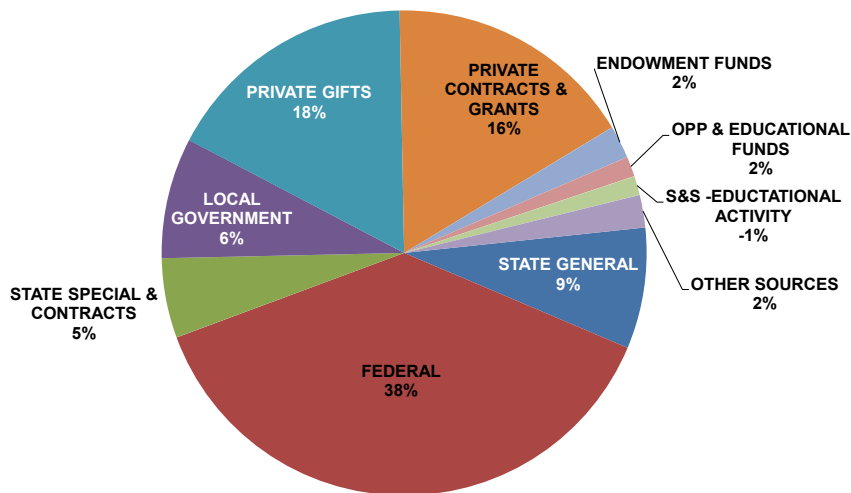
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
UROLOGY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$930,228 | \$827,228 | \$826,431 | \$840,735 | \$773,620 | -16.8% |
| TUITION & FEES | \$42,261 | \$38,254 | (\$76,386) | (\$3,792) | \$6,744 | -84.0% |
| FEDERAL | \$2,790,290 | \$2,741,381 | \$2,952,637 | \$3,235,695 | \$3,639,796 | 30.4% |
| STATE SPECIAL & CONTRACTS | \$1,616 | \$324,199 | \$1,075,256 | \$678,153 | \$510,250 | 31478.8% |
| LOCAL GOVERNMENT | \$284,440 | \$343,854 | \$374,151 | \$526,252 | \$770,991 | 171.1% |
| PRIVATE GIFTS | \$2,028,559 | \$2,653,186 | \$1,547,128 | \$1,627,778 | \$1,633,291 | -19.5% |
| PRIVATE CLINICAL TRIALS | \$5,039 | \$1,322 | \$64,157 | \$28,666 | \$0 | -100.0% |
| PRIVATE CONTRACTS & GRANTS | \$1,172,679 | \$681,458 | \$791,376 | \$1,433,754 | \$1,596,639 | 36.2% |
| ENDOWMENT FUNDS | \$371,340 | \$263,121 | \$186,717 | \$101,184 | \$208,860 | -43.8% |
| OPP & EDUCATIONAL FUNDS | \$127,770 | \$129,170 | \$138,066 | \$127,123 | \$129,169 | 1.1% |
| S&S -EDUCTATIONAL ACTIVITY | \$811,162 | \$650,496 | (\$591,049) | (\$430,495) | (\$122,549) | -115.1% |
| OTHER SOURCES | \$8,343 | \$186,586 | \$192,713 | \$198,573 | \$202,022 | 2321.6% |
| Total: | \$8,573,726 | \$8,840,255 | \$7,481,196 | \$8,363,625 | \$9,348,834 | 9.0% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Urology
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
UROLOGY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$3,639,796 | \$3,582,176 | \$1,449,203 | 40.46% |
| CIRM | \$510,250 | \$497,788 | \$183,225 | 36.81% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$770,991 | \$770,991 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$1,596,639 | \$1,561,965 | \$461,435 | 29.54% |
| Total: | <u>\$6,517,676</u> | <u>\$6,412,920</u> | <u>\$2,093,863</u> | <u>32.65%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
UROLOGY**

| | Number | Amount |
|---------------------------|---------------|--------------------|
| Research Grants | 13 | \$5,047,745 |
| Training Grants | 0 | \$0 |
| Fellowships | 2 | \$106,132 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>15</u> | <u>\$5,153,877</u> |

*Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 UROLOGY
 (Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|-------------|---------------|-------------------------|--------------------------|-----------------------|-----------------------|--------------------|-------|
| | Total | Unrestricted General | Restricted Designated | Salaries and Wages | Other Expenditures | Less: Transfers | |
| Instruction | 1,229 | 774 | (1,035) | 1,490 | 6,336 | 1,892 | 6,999 |
| Research | 5,800 | 0 | 137 | 5,663 | 3,092 | 2,708 | 0 |
| Total | 7,029 | 774 | (898) | 7,153 | 9,428 | 4,600 | 6,999 |

Source: UCSF Controller's Office - 12/05/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
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INTERDISCIPLINARY CENTERS AND PROGRAMS

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

AIDS RESEARCH INSTITUTE

- Director – Greenspan, John , BDS, PhD
- Business Officer – Beach, Alan
- Website - <http://ari.ucsf.edu/>

Mission Statement

The AIDS Research Institute at UCSF is committed to fostering innovative and integrated science—basic, clinical, prevention, and policy research—to prevent, understand, treat, and someday cure HIV infection; rapid dissemination of our findings; and training new scientists to continue working toward our ultimate goal of ending the HIV/AIDS epidemic.

About the AIDS Research Institute at UCSF

The AIDS Research Institute (ARI) coordinates and integrates all AIDS research activities at the University of California, San Francisco. The ARI stimulates innovation and supports interdisciplinary collaboration aimed at all aspects of the epidemic domestically and around the world. Bringing together hundreds of scientists and more than 50 programs from throughout the university and affiliated labs and institutions, and working in close collaboration with affected communities, the ARI is one of the premier AIDS research entities in the world.

Executive Committee

- Francesca Aweeka, PharmD
- Susan Buchbinder, MD
- Michael Busch, MD, PhD
- Margaret Chesney, PhD
- Craig Cohen, MD, MPH
- Haile T. Debas, MD
- James W. Dilley, MD
- Ruth Greenblatt, MD
- Warner C. Greene, MD, PhD
- John S. Greenspan, BDS, PhD
- Diane V. Havlir, MD
- Frederick Hecht, MD
- Jay A. Levy, MD
- Marguerita Lightfoot, PhD
- Joseph M. McCune, MD, PhD

Source: AIDS Research Institute 12/15/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

- Stephen F. Morin, PhD
- Janet Myers, PhD, MPH
- Satish Pillai, PhD
- Carmen Portillo, RN, PhD, FAAN
- Arthur Reingold, MD, MPH
- E. Michael Reyes, MD, MPH
- George W. Rutherford, MD
- Caroline Shiboski, DDS, MPH, PhD
- Paul A. Volberding, MD
- Diane W. Wara, MD

Programs

- **Basic/Vaccine**
 - AIDS Biology Program
 - AIDS Research Institute at UCSF Laboratory of Clinical Virology
 - Blood Systems Research Institute
 - Craik Laboratory
 - Drug Research Unit at San Francisco General Hospital
 - Gladstone Institute of Neurological Disease
 - Gladstone Institute of Virology and Immunology
 - HPV/Epithelial Tumor Virus Laboratory
 - Laboratory for Tumor and AIDS Virus Research
 - Laboratory of Matija Peterlin
 - Laboratory of Neurobiology/Neuroimmunology
 - Laboratory of Raul Andino
 - San Francisco Department of Public Health Vaccine Trials
 - UCSF-GIVI Center for AIDS Research (CFAR)
- **Clinical Care & Research**
 - Adult AIDS Clinical Trials Group (AACTG)
 - AIDS and Cancer Specimen Resource
 - AIDS Health Project
 - AIDS Immunobiology Research Laboratory
 - AIDS Research Institute at UCSF Laboratory of Clinical Virology
 - AIDS Specimen Bank
 - Bay Area Perinatal AIDS Center (BAPAC)
 - Community Consortium
 - Deaf AIDS Support Services, UC Center on Deafness
 - Drug Research Unit at San Francisco General Hospital
 - Francis J. Curry National TB Center

Source: AIDS Research Institute 12/15/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
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- International Center of HIV/AIDS Research and Clinical Training in Nursing
- Oral AIDS Center
- Osher Center for Integrative Medicine
- Pediatric AIDS Clinical Trials Unit
- Positive Health Program at SFGH
- 360: The Positive Care Center at UCSF
- UCSF Nursing HIV/AIDS Center
- UCSF-GIVI Center for AIDS Research (CFAR)
- Veterans Affairs Medical Center HIV Clinical Research Program
- Women's HIV Interdisciplinary Network
- Women's HIV Program at UCSF
- Women's Interagency HIV Study (WIHS)
- **Prevention**
 - Center for AIDS Prevention Studies (CAPS)
 - Center for Health Improvement and Prevention Studies (CHIPS)
 - Center of Excellence for Transgender HIV Prevention
 - Prevention and Public Health Group
 - San Francisco Department of Public Health HIV Research Section
- **Policy**
 - AIDS Policy Research Center
- **Education & Training**
 - AIDS Action Network
 - AIDS Clinical Training for International Organizations of Nurses (ACTION)
 - AIDS Education and Training Centers National Evaluation Center
 - AIDS Health Project
 - ASPIRE (AIDS Services—Prevention, Interventions, Research, and Education)
 - Center for AIDS Prevention Studies (CAPS)
 - CAPS/Fogarty International Traineeships in AIDS Prevention Studies
 - Collaborative HIV Prevention Research in Minority Communities Program
 - Traineeships in AIDS Prevention Studies (TAPS)
 - Center for HIV Information (CHI)
 - HIV InSite
 - Center of Excellence for Transgender HIV Prevention
 - Cochrane Collaborative Review Group on HIV Infection and AIDS
 - FACES (Family AIDS Care and Educational Services)
 - Fogarty International Center, UC Berkeley and UCSF
 - International Center of HIV/AIDS Research and Clinical Training in Nursing
 - International Training and Education Center on HIV (I-TECH)
 - Japanese Physicians AIDS Training Program

Source: AIDS Research Institute 12/15/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
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- Junior Faculty AIDS Researchers (JFAR)
- National HIV/AIDS Clinicians' Consultation Center (NCCC)
- Osher Center for Integrative Medicine
- Pacific AIDS Education and Training Center (PAETC)
- Positive Health Program Community Education Unit
- Prevention and Public Health Group
- San Francisco Area (UCSF) AIDS Education and Training Center
- UCSF Global Health Sciences
- UCSF-GIVI Center for AIDS Research (CFAR)
- **International**
 - AIDS Clinical Training for International Organizations of Nurses (ACTION)
 - ASPIRE (AIDS Services—Prevention, Interventions, Research, and Education)
 - CAPS/Fogarty International Traineeships in AIDS Prevention Studies
 - Center for HIV Information (CHI)
 - HIV InSite
 - FACES (Family AIDS Care and Educational Services)
 - Family Treatment Fund
 - Fogarty International Center, UC Berkeley and UCSF
 - International Center of HIV/AIDS Research and Clinical Training in Nursing
 - International Training and Education Center on HIV (I-TECH)
 - Japanese Physicians AIDS Training Program
 - Prevention and Public Health Group
 - UCSF Global Health Sciences
- **Women & Children**
 - Bay Area Perinatal AIDS Center (BAPAC)
 - Pediatric AIDS Clinical Trials Unit
 - Positive Health Program Women's Services
 - Women's HIV Interdisciplinary Network
 - Women's HIV Program at UCSF
 - Women's Interagency HIV Study (WIHS)

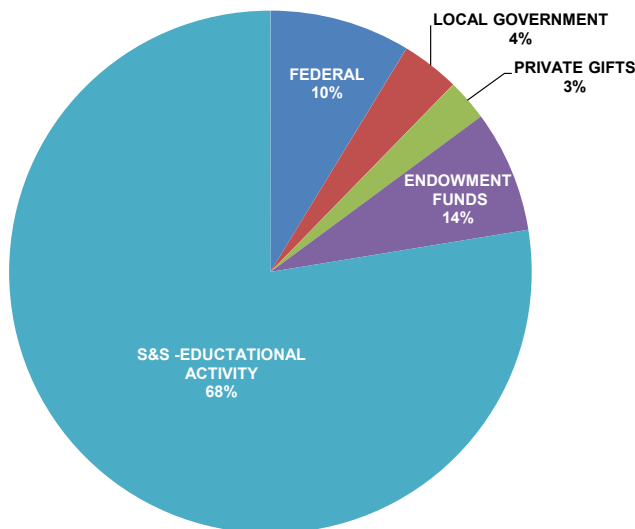
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
AIDS Research Institute**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| FEDERAL | \$95,450 | \$118,475 | \$132,454 | \$123,224 | \$132,481 | 38.8% |
| STATE SPECIAL & CONTRACTS | (\$157) | \$706 | (\$706) | \$0 | \$0 | -100.0% |
| LOCAL GOVERNMENT | \$0 | \$0 | \$104,735 | \$51,727 | \$54,870 | 0.0% |
| PRIVATE GIFTS | \$437,696 | \$365,325 | \$245,734 | \$57,558 | \$39,311 | -91.0% |
| PRIVATE CONTRACTS & GRANTS | \$67,123 | \$6,569 | \$1,877 | \$1,462 | \$0 | -100.0% |
| ENDOWMENT FUNDS | \$212,100 | \$216,186 | \$176,416 | \$178,219 | \$114,683 | -45.9% |
| OPP & EDUCATIONAL FUNDS | \$24,415 | \$6,531 | \$7,028 | \$5,155 | \$4,155 | -83.0% |
| S&S -EDUCTATIONAL ACTIVITY | \$742,576 | \$552,670 | \$733,042 | \$880,157 | \$1,181,105 | 59.1% |
| Total: | \$1,579,203 | \$1,266,463 | \$1,400,580 | \$1,297,502 | \$1,526,605 | -3.3% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
AIDS Research Institute
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
 FY 2011-12
 AIDS Research Institute**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$132,481 | \$132,481 | \$34,709 | 26.20% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$54,870 | \$54,870 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$0 | \$0 | \$0 | 0.00% |
| Total: | <u>\$187,350</u> | <u>\$187,350</u> | <u>\$34,709</u> | <u>18.53%</u> |

Source: UCSF Budget & Resource Management

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

AMERICAN ASTHMA FOUNDATION RESEARCH PROGRAM (formerly the Sandler Program for Asthma Research)

- Director – Seaman, William E, M.D.
- Business Officer – Dougherty, Valerie
- Website - <http://www.americanasthmafoundation.org/>

Mission Statement

The mission of the American Asthma Foundation Research Program is to improve treatments for, prevent and find a cure for asthma by developing important new pathways of investigation in basic research regarding asthma. The Program aims are to:

- Support highly innovative research.
- Draw outstanding investigators from other fields into the study of asthma.
- Support asthma research by excellent investigators who are early in their faculty careers.

The Program supports research at non-profit research institutions in the U.S. Beginning in 2013, the AAF will provide Scholar Awards exclusively to early-to mid-career scientists. *AAF Scholar Awards* will provide \$150,000 per year up to three years to investigators in the first 10 years of their faculty appointment..

The American Asthma Foundation Research Program was established in 1999 with the goal of advancing basic research in asthma. The Program is administered by UCSF and is financially supported by gifts from the Sandler Foundation, a 401(c)3 non-profit. The Program is governed by a nine-member scientific review board, which is comprised of top basic biomedical scientists from across the U.S., including members of the UCSF faculty. Over the past ten years, the Program has supported more than 160 innovative basic research projects focused on investigating causes, preventions and cures for asthma.

The program office at UCSF is responsible for advertising the award program, coordinating the application review process, making funding recommendations to the Sandler Foundation, assuring award compliance with program policies, hosting an annual scientific meeting to foster interaction among asthma researchers, and documenting program activities.

Source: American Asthma Foundation Research Program - 8/16/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

CENTER FOR HEALTH AND COMMUNITY

- Director – Adler, Nancy
- Website - <http://chc.ucsf.edu/>

Mission Statement

Facilitate multidisciplinary research that will provide comprehensive understanding of problems of health, illness and health care.

Develop and test new strategies for research and interventions to promote health, prevent disease and facilitate recovery.

Provide integrated teaching of basic and applied aspects of social and behavioral sciences, epidemiology and health policy to students in all four professional schools.

Establish collaborative partnerships with community groups that enable the Center to fulfill its educational, research, and service priorities.

About the Center

The Center for Health and Community at UCSF (CHC) was established to assess the challenges of the changing health care delivery environment and identify policies and interventions that will maximize the beneficial impact of the changing health care delivery system.

The Center is comprised of programs and individual faculty from all UCSF Schools who have been at the cutting edge of health services and policy-related research for many years, and includes the basic social and behavioral scientists in epidemiology, health policy, anthropology, psychology, sociology, history, bioethics, economics, and clinical research.

Under the leadership of CHC, scientists, clinicians and policy analysts collaborate through multidisciplinary groups designed to promote comprehensive approaches to health problems, and to bridge the gap between medicine and social science. These collaborative activities offer new opportunities to delivery systems, community health, research, and population health perspectives that form the Center's academic vision. According to Dr. Nancy Adler, Director of the Center for Health and Community, there is "a good deal of research that shows us we cannot isolate physical diseases from our emotions, behaviors and experiences." More than half of premature deaths can be prevented through changes in behavior, environment, and lifestyle-a fact that has been largely ignored by traditional medicine. The Center places special research emphasis on the human side

Source: Center for Health and Community website, 8/16/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

of health care, on who the patient is rather than what disease the patient has.

The Center also plays a leading role in developing innovative curricula for both pre-clinical and clinical years that will promote an understanding of the contributions of non-biological factors to health, disease, and recovery. Drawing on its strong and diverse faculty from various schools and departments, CHC provides both pre- and postdoctoral students with professional tools to deal with social, psychological and cultural issues in the clinical setting and prepares students to work in a complex socio-political professional environment that crosses traditional boundaries. Through these and other activities, Center members are taking steps to improve care to individuals and communities, shape health care policy, and educate future health care providers.

Research

Under the leadership of the Center, scientists, clinicians and policy analysts collaborate through multidisciplinary work groups to research and promote comprehensive approaches to health problems. These groups reflect the Center's four areas of research interest: changes in the health care delivery system in California, community health indicators and partnerships, methodologies and measurement, and research and policy on key populations and health problem indicators.

Education

Center for Health and Community programs offer graduate degrees in social and behavioral sciences related to health as well as research training for post-doctoral scholars.

The Center also plays a leading role in developing innovative curricula for both pre-clinical and clinical years that will promote an understanding of the contributions of non-biological factors to health, disease, and recovery. Drawing on its strong and diverse faculty from various schools and departments, CHC provides both pre- and post-doctoral students with professional tools to deal with social, psychological and cultural issues in the clinical setting and prepares students to work in a complex socio-political professional environment that crosses traditional boundaries.

Source: Center for Health and Community website, 8/16/2011

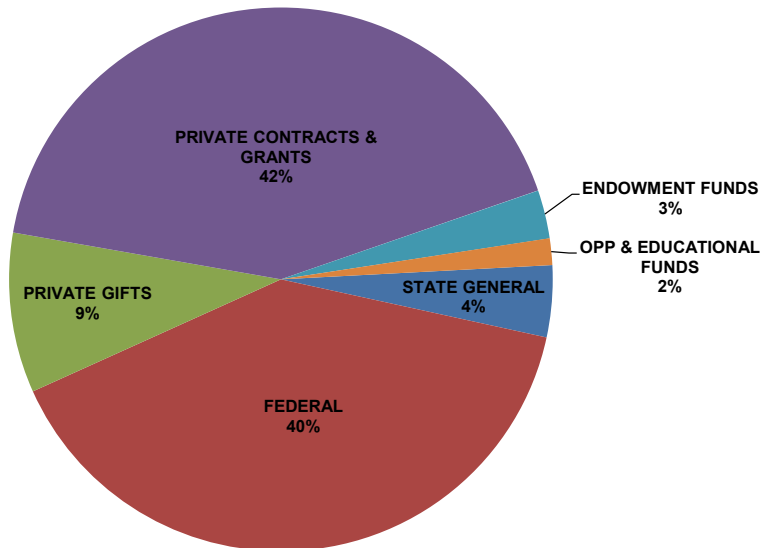
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
CENTER FOR HEALTH AND COMMUNITY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$102,409 | \$107,502 | \$105,521 | \$173,034 | \$128,563 | 25.5% |
| FEDERAL | \$145,757 | \$103,533 | \$452,495 | \$1,165,986 | \$1,202,061 | 724.7% |
| STATE SPECIAL & CONTRACTS | \$0 | \$0 | (\$32) | \$0 | \$0 | 0.0% |
| PRIVATE GIFTS | \$143,868 | \$71,073 | \$59,140 | \$167,492 | \$287,754 | 100.0% |
| PRIVATE CONTRACTS & GRANTS | \$1,302,439 | \$1,273,631 | \$1,280,694 | \$1,281,561 | \$1,266,028 | -2.8% |
| ENDOWMENT FUNDS | \$122,323 | \$29,109 | \$32,079 | \$43,010 | \$87,077 | -28.8% |
| OPP & EDUCATIONAL FUNDS | \$25,672 | \$32,257 | \$34,422 | \$32,687 | \$47,747 | 86.0% |
| S&S -EDUCTATIONAL ACTIVITY | \$128,006 | \$98,460 | \$103,853 | \$13,824 | (\$111,402) | -187.0% |
| OTHER SOURCES | \$0 | \$0 | \$0 | \$2,623 | \$6,475 | 0.0% |
| Total: | \$1,970,473 | \$1,715,564 | \$2,068,173 | \$2,880,217 | \$2,914,303 | 47.9% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Center for Health and Community
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
CENTER FOR HEALTH AND COMMUNITY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$1,202,061 | \$1,002,316 | \$546,262 | 54.50% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$1,266,028 | \$1,266,028 | \$194,637 | 15.37% |
| Total: | <u>\$2,468,089</u> | <u>\$2,268,344</u> | <u>\$740,899</u> | <u>32.66%</u> |

Source: UCSF Budget & Resource Management

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 CENTER FOR HEALTH AND COMMUNITY
 (Dollars in Thousands)**

| | Current Funds | | | Distribution | | |
|-------------|---------------|-------------------------|------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted General | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| Instruction | 1,748 | 93 | (64) | 1,719 | 1,197 | 551 |
| Research | 1,376 | 36 | 10 | 1,330 | 728 | 648 |
| Total | 3,124 | 129 | (54) | 3,049 | 1,925 | 1,199 |
| | | | | | | 0 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
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CLINICAL AND TRANSLATIONAL SCIENCE INSTITUTE (CTSI) AT UCSF

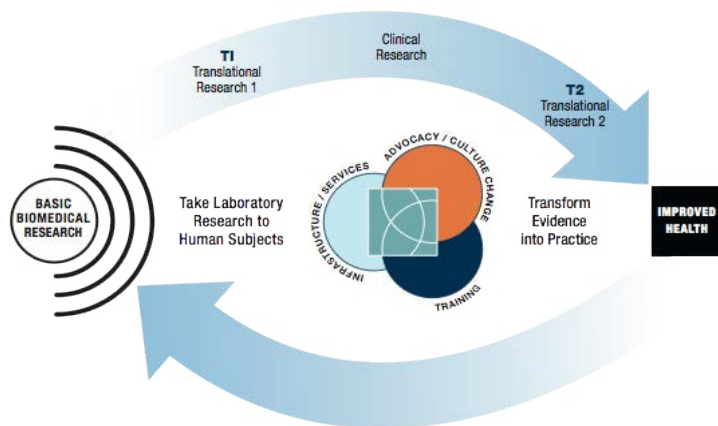
- Director, CTSI and Assoc Vice Chancellor for Research – Johnston, S. Claiborne, M.D., PhD.
- Co-Director, CTSI – Grady, Deborah, M.D., MPH
- Deputy Director and CIO, CTSI – Maninder Kahlon, PhD
- Website - <http://ctsi.ucsf.edu/>

About CTSI

The Clinical & Translational Science Institute (CTSI) at UCSF facilitates the rapid translation of research to improvements in patient and community health. To achieve its goals, CTSI provides infrastructure, services and training to support clinical and translational research. To advance its mission, CTSI also develops broad coalitions and partnerships at the local and national levels to enable a transformation of the research environment. Established in 2006, UCSF's CTSI was among the first of the now 55-member NIH-funded Clinical and Translational Science Awards (CTSA) consortium.

UCSF's CTSI is a cross-school, campus-wide institute, with scientist leaders at its helm. The institute is directed by S. Clai-

borne Johnston, MD, PhD, a renowned research expert in the prevention and treatment of stroke, and co-directed by Deborah Grady, MD, MPH, an international expert on women's health. CTSI is governed by a Board of Directors and a Senior Leadership Group.



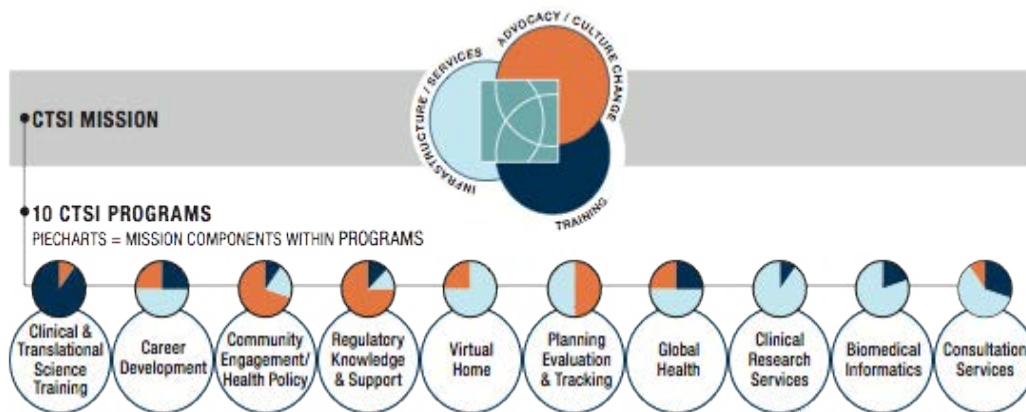
CTSI Goals

- To further enhance the efficiency and quality of clinical and translational research by transforming the research, training, and career development environment.
- To develop cross-cutting initiatives using the knowledge, skills, and infrastructure developed by multiple CTSI programs to accelerate clinical and translational research beyond UCSF CTSI's collaborating institutions and its impact on health of our own and other communities.

Source: CTSI - 8/25/2011.

University of California, San Francisco
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CTSI's Mission is accomplished through its programs below – All mentioned services and resources are available to all researchers at UCSF and affiliated institutions



Research Services & Infrastructure

CLINICAL RESEARCH Services (CRs)

9 different physical locations in San Francisco and the greater Bay Area, including hospital and community settings, provide an array of clinical research services.

The new cross-cutting Clinical Research Acceleration initiative aims at bringing research services directly into community practices to accelerate the pace of clinical and translational research with streamlined regulation, a new participant recruitment service, and sophisticated research management.

CONSULTATION SERVICES (CS)

Provides expert advice from UCSF faculty and senior staff. The services include biostatistics, data management, regulatory knowledge and support, ethics, bioinformatics, global health, mentoring, and more.

BIOMEDICAL INFORMATICS (BMI)

Provides services and resources for investigators to manage clinical and translational research data and to enable collaboration and data sharing, including analysis of large data sets, data security and hosting, collaborator discovery (UCSF Profiles), cohort discovery (the Integrated Data Repository), discovery of current and past human subjects research activities (Human Studies Database), knowledge representation models (the Ontology for Clinical Research), and new methods of data transformation (the Health Ontology Mapper).

Source: CTSI - 8/25/2011.

University of California, San Francisco
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REGULATORY KNOWLEDGE & SUPPORT (RKS)

Supports researchers in navigating regulatory and compliance issues required to conduct clinical & translational research. In addition, working with partners CTSI advocates for new ways to increase the efficiency and quality of the regulatory approval process and to reduce its delays as well as the associated administrative burdens for researchers at UCSF. To improve the evidence-base for research training, administration, and services, CTSI will conduct a series of randomized trials of the value and cost-effectiveness of new interventions.

A new initiative aims at creating a consortium involving academic medical centers throughout California to share IRB approvals for multi-center studies, to create Master contracts with industry, and to combine medical records data for identification of patients for research purposes.

COMMUNITY ENGAGEMENT/HEALTH POLICY (CE/HP)

Provides expert advice in community engagement and health policy. Trains researchers to work effectively with community partners and vice versa, and matches researchers with community partners. In addition, the Comparative Effectiveness Large Dataset Analysis Core supports studies assessing comparative effectiveness of clinical interventions with a searchable inventory of large local and national health datasets.

The new cross-cutting San Francisco Bay Area Health Improvement initiative aims at bringing together local public health and philanthropic partners to work with CTSI to improve the health of the San Francisco Bay Area community through a series of health improvement projects directed at high impact conditions.

GLOBAL HEALTH (GH)

Provides services and resources to support researchers in conducting international projects targeted at global health research, including a searchable International Projects Database (IPD) and a Global Research Support (G-RES) Web Portal. In addition, CTSI advocates improving financial, regulatory, and legal processes required to conduct global health research and addressing global health researchers' health and safety concerns.

Career Development

CAREER DEVELOPMENT (CD)

Trains senior investigators to be successful mentors (Mentor Development Program) and supports mentees in finding a mentor. Provides career advancement programs to enable greater diversity at UCSF. Advocates for change to ensure that promotion criteria across all UCSF schools take collaborative, multidisciplinary research into account, emphasize clinical & translational research, and support the recruitment and retention of underrepresented clinical and translational researchers.

Source: CTSI - 8/25/2011.

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STRATEGIC OPPORTUNITIES SUPPORT (SOS)

Funds pilot and other grants to enable researchers at all career levels to test-drive ideas for larger grants as well as a variety of career enhancing areas such as the T1 Translational Catalyst program, which provides extensive consultation and assistance to identify industry partnerships for investigators pursuing promising discoveries that are potentially translatable to new therapies or diagnostic tests, and mini flexible sabbatical awards.

Training

CLINICAL & TRANSLATIONAL SCIENCE TRAINING (CTST)

In coordination with other UCSF training programs, provides a seamless pathway for trainees at any level, from professional student to faculty, to enter a career in clinical and translational science, resulting in a shortening of the overall length of training.

TRAINING IN CLINICAL RESEARCH (TICR)

Provides didactic education for students, postdocs, fellows and residents, including the Clinical Research Workshop, a 1-year Advanced Training in Clinical Research, a 2-year Master's in Clinical Research, and a PhD in Epidemiology and Translational Science, for example, focusing on drug and device development, observational study design, epidemiology, clinical trials, scientific communication, implementation and dissemination sciences (IDS, for community-based practitioners), and health policy.

KL2 SCHOLARS

A career development award that provides training, mentoring, infrastructure and protected time for junior faculty diverse in discipline, gender, and race to pursue multidisciplinary clinical research, including works-in-progress seminars (WIPs), faculty-led methodology and career development seminars, special interest group seminars co-led by scholars and program faculty, and "lessons learned" seminars given by scholars and their mentors, as well as ongoing support in grant and manuscript production.

RESIDENT CLINICAL & TRANSLATIONAL RESEARCH PROGRAM

Promotes investigative careers for residents in clinical training by providing didactic training, such as a clinical research methods course and a 1-year Resident Scholar program, mentoring, and small funding for research projects. In addition, the Ambassador program is designed to engage departmental faculty in the Resident Research Program.

Source: CTSI - 8/25/2011.

University of California, San Francisco
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PATHWAYS TO CAREERS IN CLINICAL AND TRANSLATIONAL RESEARCH (PACCTR)

Fosters the incorporation of clinical research training in the core curriculum of all medical, dental, nursing and pharmacy pre-doctoral students. Trainees are paired with K scholars according to research interests to provide additional mentoring and role modeling, and with undergraduate students in the Pre-health Undergraduate Program (PuP) to build interest and skills in mentoring.

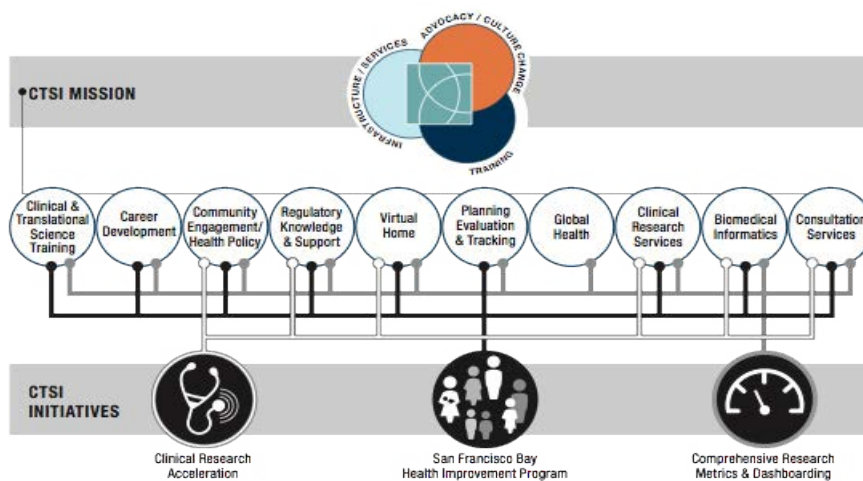
MOLECULAR MEDICINE GRADUATE PROGRAM

Provides all UCSF graduate and postgraduate students with training in T1 translational research, including grand rounds and seminars presented by numerous UCSF programs as well as organized research units, intensive mini-courses collaboratively presented by basic science and clinical faculty, a series of seminars and symposia featuring distinguished translational scientists and basic scientists who changed their research direction to focus on medically-important problems, and the “Biology of Disease” Certificate program.

PROGRAM IN IMPLEMENTATION AND DISSEMINATION SCIENCES (PIDS)

Provides training in translating effective tests, treatments, and preventive measures into improved population health, including courses focused on research methodology in Implementation and Dissemination Sciences and a training program for learners at all levels as a dedicated track within the Master’s in Clinical Research, or as a Supplemental Certificate Program.

CTSI’s New Cross-Cutting Initiatives



Source: CTSI - 8/25/2011.

University of California, San Francisco
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Coordination, Communication and Evaluation (CTSI Central)

VIRTUAL HOME

Provides a single place online for investigators to find research resources, develop skills, access training, and find colleagues and collaborators. Works with partners on campus to identify and facilitate innovative ways to deliver key resources for researchers at UCSF and enable communication and collaboration using web-based tools.

PLANNING, EVALUATION & TRACKING

Supports CTSI programs and leadership to develop goals and relevant metrics of success, assess progress toward stated goals, and improve performance and management.

The new cross-cutting Research Metrics and Dashboarding initiative aims at improving the performance, transparency, and accountability of research administration within and beyond CTSI by setting challenging goals and tracking performance metrics on public dashboards.

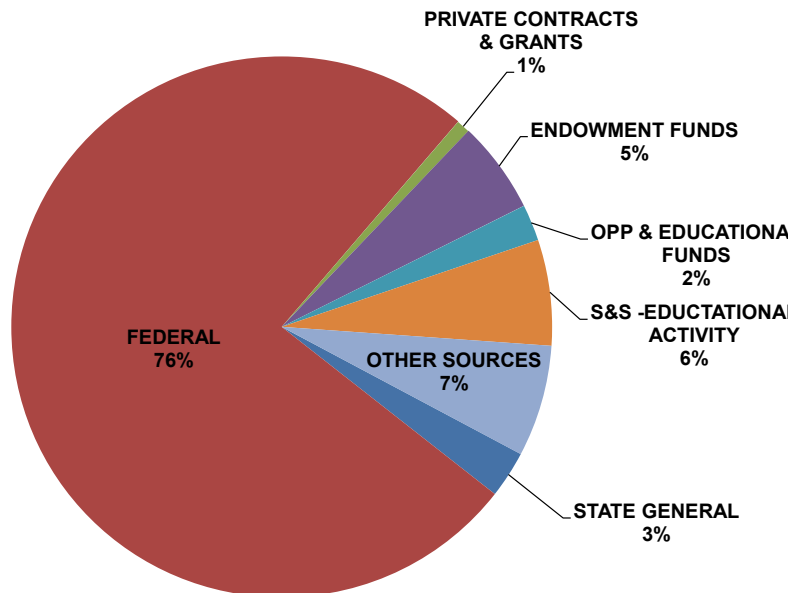
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
CLINICAL AND TRANSLATIONAL SCIENCE INSTITUTE (CTSI) AT UCSF**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$475,968 | \$488,958 | \$390,524 | \$1,363,450 | \$743,362 | 56.2% |
| FEDERAL | \$13,341,276 | \$14,871,843 | \$16,547,243 | \$16,254,729 | \$19,963,662 | 49.6% |
| PRIVATE GIFTS | \$3,872 | \$47 | \$13,612 | \$222,453 | \$2,404 | -37.9% |
| PRIVATE CLINICAL TRIALS | (\$1,658) | (\$124) | \$0 | \$0 | \$0 | -100.0% |
| PRIVATE CONTRACTS & GRANTS | \$141,773 | \$53,843 | \$10,039 | \$0 | \$213,823 | 50.8% |
| ENDOWMENT FUNDS | \$201,609 | \$134,463 | \$275,623 | \$302,279 | \$1,451,802 | 620.1% |
| OPP & EDUCATIONAL FUNDS | \$74,760 | \$42,751 | \$74,253 | \$987,768 | \$573,756 | 667.5% |
| S&S -EDUCTATIONAL ACTIVITY | (\$845,609) | (\$973,675) | (\$1,446,867) | \$1,207,882 | \$1,666,331 | -297.1% |
| OTHER SOURCES | \$435,049 | \$153,106 | \$46,588 | \$1,050,798 | \$1,756,084 | 303.7% |
| Total: | \$13,827,040 | \$14,771,213 | \$15,911,016 | \$21,389,360 | \$26,371,225 | 90.7% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Clinical and Translational Science
Institute (CTSI) at UCSF
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
CLINICAL AND TRANSLATIONAL SCIENCE INSTITUTE (CTSI) AT UCSF**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$19,963,662 | \$11,708,561 | \$2,468,429 | 21.08% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$213,823 | \$45,064 | \$4,479 | 9.94% |
| Total: | <u>\$20,177,485</u> | <u>\$11,753,625</u> | <u>\$2,472,908</u> | <u>21.04%</u> |

Source: UCSF Budget & Resource Management

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 Institutional Profile - FY 2011-12
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**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 CLINICAL AND TRANSLATIONAL SCIENCE INSTITUTE (CTSI) AT UCSF
 (Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|------------------|---------------|--------------|--------------|---------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| Instruction | 28 | 0 | 28 | 0 | 0 | 28 | 0 |
| Research | 26,037 | 743 | 3,882 | 21,412 | 14,605 | 11,676 | 244 |
| Academic Support | 54 | 0 | 54 | 0 | 70 | 511 | 527 |
| Total | 26,119 | 743 | 3,964 | 21,412 | 14,675 | 12,215 | 771 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
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**ELI AND EDYTHE BROAD CENTER FOR REGENERATION MEDICINE
AND STEM CELL RESEARCH**

- Director– Kriegstein, Arnold
- Business Officer – Louie, Stephanie
- Website - <http://stemcell.ucsf.edu/>

Regenerating injured tissues and organs might sound like science fiction. But as we gain a greater understanding of how stem cells in our body change from their undifferentiated states to become specialized tissues, UCSF's program in regeneration medicine is at the threshold of developing cell-based approaches and therapies for various diseases that result from tissue injury or degeneration.

The Eli and Edythe Broad Center of Regeneration Medicine and Stem Cell Research at UCSF combines the talents of molecular biologists, developmental and cell biologists, neurobiologists, immunologists and cancer researchers. Their efforts, organized around research areas, are aimed at gaining a better understanding of how defined types of tissues develop, and are directed toward cell-based approaches to the understanding and treatment of disease. These insights will shape and direct potential therapies, which will be tested and refined in UCSF-based clinical trials.

The Center's organization is designed to foster collaborations derived from work on different organs and tissue systems. Accordingly, the laboratories and research efforts are organized along a series of pipelines, each focusing on a particular tissue or organ system, and including basic research as well as translational research directed toward clinical applications. A basic researcher and a clinician direct each pipeline.

Seven different pipelines, based on extensive research and clinical strength, have been developed:

- Hematopoiesis
- Musculoskeletal
- Neural
- Cardiovascular
- Pancreas/Diabetes and Liver
- Epithelial
- Reproductive

The Center is also the home of UCSF's Human Embryonic Stem Cell Research Center and Pro-

Source: Eli and Edythe Broad Center for Regeneration Medicine and Stem Cell Research, 9/20/2012

University of California, San Francisco
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School/Department Profiles - School of Medicine

gram in Craniofacial and Mesenchymal Biology. The Eli and Edythe Broad Center of Regeneration Medicine and Stem Cell Research at UCSF is supervised by Dr. Arnold Kriegstein, Director, and Dr. Rik Derynck, Co-Director.

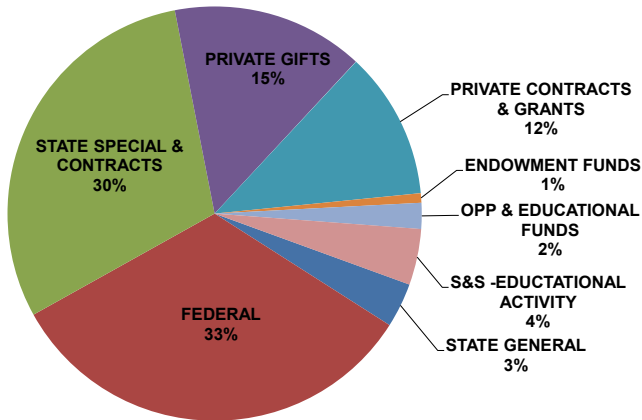
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
ELI AND EDYTHE BROAD CENTER FOR
REGENERATION MEDICINE AND STEM CELL RESEARCH**

| Fund Source | FY 2010-11 Year 1 | FY 2011-12 Year 2 | % Change Year 1 to Year 2 |
|----------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$356,351 | \$315,548 | -11.5% |
| FEDERAL | \$2,479,913 | \$2,974,129 | 19.9% |
| STATE SPECIAL & CONTRACTS | \$3,865,244 | \$2,716,230 | -29.7% |
| PRIVATE GIFTS | \$1,474,103 | \$1,359,414 | -7.8% |
| PRIVATE CONTRACTS & GRANTS | \$1,704,685 | \$1,041,102 | -38.9% |
| ENDOWMENT FUNDS | \$0 | \$67,046 | 0.0% |
| OPP & EDUCATIONAL FUNDS | \$156,496 | \$182,694 | 16.7% |
| S&S -EDUCTATIONAL ACTIVITY | \$303,474 | \$395,451 | 30.3% |
| Total: | \$10,340,266 | \$9,051,614 | -12.5% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
ELI AND EDYTHE BROAD CENTER FOR
REGENERATION MEDICINE AND STEM CELL
RESEARCH
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12**

**ELI AND EDYTHE BROADE CENTER FOR
REGENERATION MEDICINE AND
STEM CELL RESEARCH**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$2,974,128 | \$2,145,055 | \$1,141,627 | 53.22% |
| CIRM | \$2,931,521 | \$2,551,939 | \$875,929 | 34.32% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$825,812 | \$788,098 | \$131,432 | 16.68% |
| Total: | <u>\$6,731,461</u> | <u>\$5,485,092</u> | <u>\$2,148,988</u> | <u>39.18%</u> |

NIH Awards - FY 2011-12

**ELI AND EDYTHE BROAD CENTER FOR
REGENERATION MEDICINE AND STEM CELL RESEARCH**

| | Number | Amount |
|---------------------------|----------|------------------|
| Research Grants | 2 | \$768,638 |
| Training Grants | 0 | \$0 |
| Fellowships | 0 | \$0 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>2</u> | <u>\$768,638</u> |

*Not reported

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Institutional Profile - FY 2011-12
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**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
ELI AND EDYTHE BROAD CENTER FOR
REGENERATION MEDICINE AND STEM CELL RESEARCH
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | |
|--------------|---------------|--------------|------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | |
| Research | 7,079 | 0 | 245 | 6,834 | 2,613 | 4,466 |
| Total | 7,079 | 0 | 245 | 6,834 | 2,613 | 4,466 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

OSHER CENTER FOR INTEGRATIVE MEDICINE

Leadership

- Margaret A. Chesney, PhD, Director of UCSF Osher Center
- Frederick (Rick) Hecht, MD, Director of Research Programs
- Shelley Adler, PhD, Director of Education Program
- Kevin Barrows MD, Director of Clinical Program

Website - <http://osher.ucsf.edu/>

The UCSF Osher Center for Integrative Medicine came into being in 1997 due to the interest in integrative medicine and generous support of the Bernard Osher Foundation, which coincided with a vision held by UCSF School of Medicine Dean Emeritus Haile T. Debas, M.D. Dr. Debas felt that UCSF, as one of the top-ranked biomedical research and teaching institutions in this country, needed to take the lead in researching integrative medicine, and educating its medical and other health professional students about the emerging field, and offering integrative care to patients.

Mission Statement

We offer a dynamic approach to health promotion, illness prevention and treatment that integrates conventional medicine with other established forms of healing from around the world. Our mission is to transform the way medicine is practiced by:

- Conducting rigorous research on integrative and complementary healing practices;
- Educating medical students, health professionals and the public about these practices; and
- Creating new integrative models of clinical care that combine modern medicine and established healing practices emphasizing prevention, patient empowerment and whole person healing.

Whether translating science into hope or discovery into care, UCSF is advancing health world-wide through activism, education, scholarship and research. A healthier future requires us to challenge preconceptions and biases about practicing good medicine.

Research Program

The overall goal of Research Program at the UCSF Osher Center for Integrative Medicine is to strengthen the scientific evidence-base about integrative medicine through addressing the following specific aims:

Source: Osher Center for Integrative Medicine, 10/8/2012

University of California, San Francisco
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- To rigorously test the effectiveness and safety of integrative medicine approaches for treatment of specific conditions. We typically focus on issues for which conventional pharmaceutical or surgical treatments have important limitations, such as pain, mood regulation, stress management, and encouraging healthy lifestyles
- To determine the mechanisms of action of integrative medicine treatments. An important focus is on understanding mechanisms of action that involve the connection between mind and body
- To assess how aspects of healing and health promotions such as the patient-practitioner relationship, coping, and expectations, affect recovery from and prevention of illness

The UCSF Osher Center has rapidly established itself as one of the leading centers in the world for research on integrative medicine. As one measure of the Center's research program, we are the recipients of two Center of Excellence Program Project grants from the National Center for Complementary and Alternative Medicine (NCCAM) of the National Institutes of Health (NIH), the only institution so far to achieve this benchmark. An important focus of our current research is mind-body health approaches, particularly the effects of meditation and yoga. Other areas of active research areas include: mind-body approaches to understanding and treating low back pain; the psychological, physical, and behavioral effects of interventions aimed at improving mood in persons with HIV; integrative approaches to treatment of cancer related symptoms; the effects of mindfulness-based childbirth and parenting interventions; acupuncture for diabetic neuropathy; and research examining the extent to which deep breathing is a mechanism by which yoga and meditation may have effects on health.

An important overall element of the Osher Center's Research Program is a focus on elucidating the mechanisms of action of the therapies we study. The goal of this effort is to turn therapies such as meditation from a "black box" effect on a condition to a process in which we better understand the mechanisms by which such a therapy might influence health via effects on the neuroendocrine, immune, respiratory and metabolic systems. We view this process as important in establishing the biological plausibility of health effects of integrative medicine therapies, and in guiding future clinical research, by basing it on better understood physiological effects. Training the next generation of researchers is another priority. The Center has a successful research fellowship with funding from the NIH.

Education Program

The Education Program presents a required curriculum to over 150 medical students each year, and provides additional interprofessional instruction in integrative medicine to medical, nursing, pharmacy, and dentistry learners and faculty. Our program has received the only NIH-funded grant to date to develop, implement, evaluate, and disseminate interprofessional curricula in in-

Source: Osher Center for Integrative Medicine, 10/8/2012

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tegrative medicine. The Center also offers an annual Mini-Medical School program for the public on the latest developments in integrative medicine.

We create educational resources that underscore the variety of medical systems, as well as the diversity of needs of patients and practitioners; we enhance educational opportunities that go beyond complementary and alternative medicine content, tools, and techniques in order to include an expanded view of patients, practitioners, and their relationships; and we design and evaluate educational programs that are cross-cultural, inter-disciplinary, and evidence-based, and that address integrative medicine at both the individual and societal levels.

Clinical Program

The goal of the Osher Center's Clinical Program is to provide clinical care that integrates modern medicine with established practices from around the world. Our approach recognizes the whole person in a partnership with health practitioners. Our mission is to improve health and wellness, prevent and treat illness, and enhance the quality of life. The Osher Center's Clinical Program has provided over 35,000 patient visits, and ranks as one of the leading UCSF clinics in terms of patient satisfaction and growth in visits. The Community Care Fund (CCF) and the Integrative Medicine for the Underserved Program (IM4U) bring integrative health services to vulnerable and underserved populations. We are also one of nine members of the Bravewell Clinical Network and BraveNet, a practice-based research network for integrative medicine and we offer clinical training rotations in integrative medicine.

The Osher Clinic offers the following individual treatments and services:

- Integrative Medicine Consultation
- Acupuncture and Traditional Chinese Medicine
- Ayurveda Consultation
- Biofeedback
- Guided Imagery
- Integrative Cancer Care
- Integrative Psychiatry & Psychotherapy
- Integrative Women's Health
- Manual Medicine/Spinal Manipulation
- Pediatric Integrative Medicine Consultation
- Pediatric Integrative Neurodevelopmental Clinic

Source: Osher Center for Integrative Medicine, 10/8/2012

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- Pediatric Integrative Pain Clinic
- Therapeutic Massage

The Clinic also offers group programs in:

- Mindfulness-Based Stress Reduction
- Mindfulness-Based Dementia Care
- Mindfulness-Based Childbirth and Parenting
- Tai Chi
- Yoga
- Prepare for Surgery (free)
- Laughter Yoga (free)
- 5 movement classes for people with cancer (free)
- Meditation and Guided Imagery for people with cancer (free)

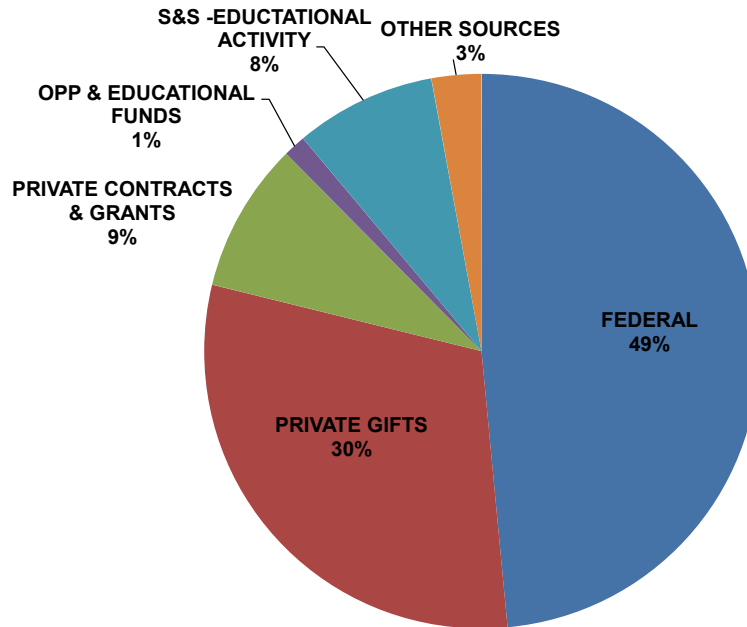
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
OSHER CENTER FOR INTEGRATIVE MEDICINE**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$0 | \$0 | \$0 | \$0 | \$5,000 | -99.7% |
| FEDERAL | \$2,087,391 | \$2,046,324 | \$2,166,849 | \$2,247,844 | \$2,598,446 | 24.5% |
| PRIVATE GIFTS | \$1,768,616 | \$2,063,976 | \$1,808,581 | \$1,855,821 | \$1,627,110 | -8.0% |
| PRIVATE CONTRACTS & GRANTS | \$525,765 | \$396,168 | \$322,667 | \$379,433 | \$467,170 | -11.1% |
| ENDOWMENT FUNDS | \$31,807 | \$33,004 | \$7,311 | \$4,125 | \$0 | -100.0% |
| OPP & EDUCATIONAL FUNDS | \$57,908 | \$64,481 | \$69,151 | \$69,287 | \$70,656 | 22.0% |
| S&S -EDUCTATIONAL ACTIVITY | \$473,932 | \$479,090 | \$530,415 | \$617,513 | \$439,143 | -7.3% |
| OTHER SOURCES | \$130,464 | \$127,190 | \$126,469 | \$153,772 | \$150,678 | 15.5% |
| RESERVES | \$0 | \$2,258 | \$0 | \$0 | \$0 | 0.0% |
| Total: | \$5,075,883 | \$5,212,490 | \$5,031,441 | \$5,327,795 | \$5,358,203 | 5.6% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Osher Center for Integrative Medicine
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
OSHER CENTER FOR INTEGRATIVE MEDICINE**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|--------------|
| Federal | \$2,598,446 | \$2,511,994 | \$767,000 | 30.53% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$467,170 | \$467,168 | \$39,253 | 8.40% |
| Total: | \$3,065,616 | \$2,979,162 | \$806,253 | 27.06% |

Source: UCSF Budget & Resource Management

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
OSHER CENTER FOR INTEGRATIVE MEDICINE
(Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|------------|------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| Instruction | 1,088 | 0 | 292 | 796 | 827 | 261 | 0 |
| Research | 2,359 | 0 | 0 | 2,359 | 1,519 | 865 | 25 |
| Total | 3,447 | 0 | 292 | 3,155 | 2,346 | 1,126 | 25 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

SANDLER ASTHMA BASIC RESEARCH CENTER (SABRE CENTER)

- Program Head – Locksley, Richard M., M.D.
- Business Officer – Reynolds, Fleur E.
- Website - <http://sabre.ucsf.edu/index.html>

Mission Statement

The Sandler Asthma Basic Research Center (SABRE Center) at UCSF is an investigative unit dedicated to basic discovery in asthma research. The SABRE Center is nucleated by a small group of basic scientists who are supported by advanced technology cores. Regular seminars promote integration of the SABRE Center into the more extended UCSF research community to facilitate collaboration and to increase awareness for needs in fundamental discovery in asthma research. Founded in 1999, the SABRE Center is made possible by the generous support of the Sandler Foundation.

Summary of Accomplishments over the Past Year

The SABRE Center is maturing into a successful research enterprise embedded within the greater UCSF scientific community. Notable benchmarks achieved this year include: (1) promotion of our first recruit, Dr. Liu, to tenure at UCSF, establishing the center as a successful base for academic advancement; (2) procurement of the first SABRE Center Program Project grant devoted to human asthma research and integration of basic investigators in the SABRE Center with translational investigators in the Airway Clinical Research Center; and (3) a fifth straight year with a continued rise in extramural funds secured by SABRE Center scientists. Investigators have published in competitive and scientifically visible journals and continue to open up novel lines of inquiry into the understanding of asthma and allergy pathogenesis. Interactions with our clinical colleagues in the Pulmonary Division who care for asthma patients are increasing in robust ways. We look forward to continued successes in the coming year as we continue with our mission to conquer asthma.

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

WHEELER CENTER FOR THE NEUROBIOLOGY OF ADDICTION

- Director – Fields, Howard, MD, PhD
- Administrator – Veitch, Patricia
- Website - <http://physio.ucsf.edu/wheeler//>

Mission Statement

The Wheeler Center for the Neurobiology of Addiction is a collaborative research program seeking biological answers to the human tragedy of drug addiction. Our scientists investigate how drugs of abuse change brain function and how these changes lead to addiction. Our goal is to develop a foundation of knowledge resulting in more effective treatment for addiction.

About the Wheeler Center

The Wheeler Center for the Neurobiology of Addiction has brought together scientists in genetics and in cell, molecular and systems neuroscience to explore and identify nervous system changes that lead to addiction.

The Center's members have made seminal contributions to our understanding of drug actions on the nerve cells that mediate reward and on the mechanisms of learning and memory -- phenomena that play key roles in the addictive process. The goal of the center is two fold. First, to bring to the study of addiction a broad scope of basic scientific inquiry and fresh insights that require collaboration across disciplinary boundaries. Second, to attract the brightest students and young investigators to the field of addiction research.

By so doing, Center researchers will accelerate the discovery process and advance knowledge through exploiting new technologies, whenever and wherever they emerge. For this reason, Wheeler Center funding provides grants to associated faculty with novel ideas or techniques. We provide seed money to nascent approaches with the hope of nurturing creativity. Given the aversion to risk taking among traditional funding sources and their emphasis on support for established projects and investigators, we believe that this approach can be catalytic.

With its innovative and collaborative research program, the Center for the Neurobiology of Addiction is exploring and identifying the genetic risk factors and the neural circuits, that enable drugs of abuse to take command of the brain. By so doing, Center researchers hope to find ways to strip these drugs of their addictive power and to find new avenues for treatment and prevention.

Source: Wheeler Center 8/24/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

Center investigators looking at the genetic variations that influence learning and memory and the molecular targets of addicting drugs, hope to understand what happens to the molecular components of nerve cells when they are exposed to drugs of abuse.

Those analyzing the effects of addicting drugs on the specialized junctions between nerve cells (synapses), seek to explain what happens to synapses when addictive drugs reach the brain's pleasure centers, especially the dopaminergic reward circuitry.

Those concentrating on the neural circuits involved in addiction hope to reveal the connections between molecular changes in nerve cells and drug tolerance, drug-dependence, and drug self-administration.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

ORGANIZED RESEARCH UNITS

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine
Cardiovascular Research Institute

CARDIOVASCULAR RESEARCH INSTITUTE

- Chair – Coughlin, Shaun R, M.D., Ph.D.
- Business Officer – Estrada, Clarice, M.P.A.
- Website - <http://www.cvri.ucsf.edu/>

Mission Statement

The Cardiovascular Research Institute (CVRI) performs cutting edge research illuminating cardiovascular and pulmonary biology and disease and trains future leaders of these fields.

The CVRI provides a home for a wide spectrum of investigation ranging from the most basic science to disease-focused and patient-based research. It links faculty interested in cardiovascular biology and disease across UCSF programs, departments and campuses. The diversity of CVRI's faculty and its collaborative culture fosters a multidisciplinary approach to research problems and provides an important bridge between UCSF's outstanding clinical and basic science departments.

CVRI's multidisciplinary approach has produced major advances in cardiovascular science and medicine. For example, an effort to understand air-water interfaces and the biophysics of alveolar inflation led directly to a treatment for respiratory distress syndrome in premature infants, leading to a 50% drop in mortality from this disease in the U.S. and elsewhere -- the largest single effect on infant mortality in recent history.

Ongoing research by Institute faculty ranges from understanding how hormones regulate cellular behaviors to uncovering the detailed mechanisms by which blood clots; from understanding the genes that govern the formation of heart muscle cells to how genes determine an individual's risk for heart disease; and from how lung tissue is formed in the embryo to how it is remodeled by chronic disease. Currently, CVRI has nearly 100 core and associate faculty conducting research in the following areas:

- Vascular biology, inflammation and atherothrombosis
- Metabolism, obesity and metabolic diseases
- Developmental biology, tissue regeneration and congenital anomalies
- Pulmonary biology and disease
- Ion channels and arrhythmias
- Muscle biology and heart failure
- Prediction and prevention of cardiovascular disease
- Advanced technologies

Source: Cardiovascular Research Institute 8/22/2011

University of California, San Francisco
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School/Department Profiles - School of Medicine

The research training program of the Institute has played a central role in CVRI activities. Since 1958, over 2800 postdoctoral research fellows have trained in the CVRI and energized its research. The training program continues to flourish with approximately 120 current fellows in core faculty laboratories and four National Institutes of Health-sponsored training grants. The CVRI's multidisciplinary research programs expose trainees to a wide spectrum of approaches and techniques and provide a broad perspective suitable for future leaders in cardiovascular science and medicine. Intensive mentored research experience is enriched by coursework created to prepare individuals for a career in academic biomedical science. Key to the success of the training program is the CVRI's encouragement of collaboration among scientists in different disciplines and the interactions among their trainees.

In September 2010, the CVRI relocated into the new Smith Cardiovascular Research Building on UCSF's Mission Bay campus. The new facility brings faculty, staff, and trainees with complementary skill sets together in dedicated neighborhoods reflecting the research themes described above. Neighborhoods include both basic and physician-scientists and leverage the extraordinary research community that has developed at Mission Bay. At the same time, there has been substantial investment in supporting and growing the hospital-based CVRI research programs located on the Parnassus campus.

Given the CVRI's history of achievement, its robust training program, its critical mass of established investigators in pulmonary and cardiovascular research, and its close ties to some of the best basic science and clinical departments in the world, the CVRI is positioned to continue to make ground-breaking contributions. Cardiovascular and pulmonary diseases continue to be a major cause of morbidity and mortality, and we hope and expect that the Institute's contributions to advancing the understanding, prevention, and treatment of these diseases will be as important in the next five decades as it has been in the last five.

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
 CARDIOVASCULAR RESEARCH INSTITUTE (CVRI)**

| Career Staff | Academic | | Grand Total |
|--------------|-----------|-----------|-------------|
| | Full Time | Part Time | |
| 94 | 5 | 99 | 215 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
 CARDIOVASCULAR RESEARCH INSTITUTE**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| CLIN PHYSIOLOGICAL SECT-CVRI | 2.75 | | 2.75 | | 2.75 | | 2.75 | | 2.75 | |
| MR-INST CARDIOVASCULAR RES | 2.20 | 4.24 | 2.20 | 3.95 | 2.20 | 3.20 | 2.20 | 2.48 | 2.20 | 1.52 |
| PROF SERV OP-CVRI | | 0.20 | | 0.20 | | 0.20 | | 1.45 | | 1.45 |
| Total: | 4.95 | 4.44 | 4.95 | 4.15 | 4.95 | 3.40 | 4.95 | 3.93 | 4.95 | 2.97 |

Source: UCSF Budget & Resource Management

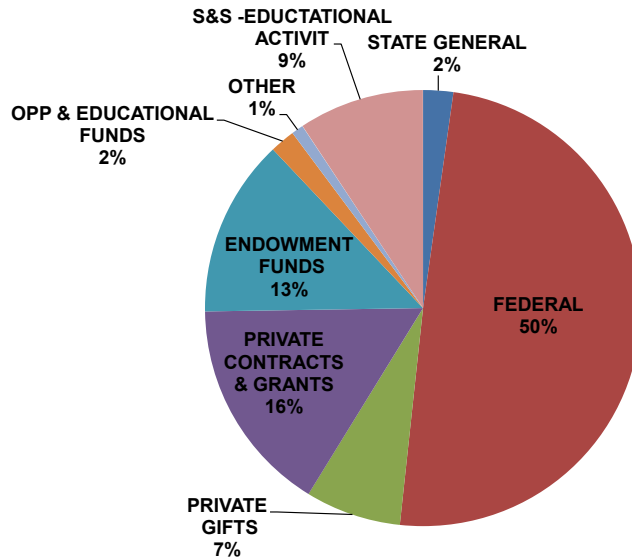
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
CARDIOVASCULAR RESEARCH INSTITUTE**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$705,712 | \$845,471 | \$785,436 | \$759,751 | \$828,312 | 17.4% |
| TUITION & FEES | \$125 | \$1,251 | \$0 | \$964 | \$2,785 | 2128.2% |
| FEDERAL | \$14,087,195 | \$13,704,346 | \$12,935,539 | \$15,079,781 | \$18,397,892 | 30.6% |
| STATE SPECIAL & CONTRACTS | \$541,154 | \$898,794 | \$1,035,974 | \$959,940 | \$166,140 | -69.3% |
| PRIVATE GIFTS | \$2,061,341 | \$2,621,041 | \$2,767,787 | \$2,609,040 | \$2,636,377 | 27.9% |
| PRIVATE CLINICAL TRIALS | \$93,536 | \$123,127 | \$184,064 | \$112,638 | \$112,768 | 20.6% |
| PRIVATE CONTRACTS & GRANTS | \$4,610,661 | \$6,010,468 | \$6,450,502 | \$5,603,916 | \$5,933,871 | 28.7% |
| ENDOWMENT FUNDS | \$1,520,865 | \$1,913,534 | \$2,916,714 | \$3,409,159 | \$4,905,358 | 222.5% |
| OPP & EDUCATIONAL FUNDS | \$651,751 | \$679,470 | \$625,507 | \$685,075 | \$695,160 | 28.7% |
| S&S -EDUCATIONAL ACTIVITY | \$2,891,741 | \$2,172,587 | \$3,702,888 | \$4,264,489 | \$3,464,876 | 19.8% |
| OTHER SOURCES | (\$8,941) | \$2,387 | \$14,497 | \$2,260 | \$42,141 | -571.3% |
| RESERVES | \$0 | \$0 | \$0 | \$0 | \$4,021 | 0.0% |
| Total: | \$27,155,140 | \$28,972,476 | \$31,418,909 | \$33,487,013 | \$37,189,701 | 37.0% |

Source: Budget & Resource Management

**Expenditures by Fund Type
Cardiovascular Research Institute
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
CARDIOVASCULAR RESEARCH INSTITUTE**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$18,397,892 | \$16,316,284 | \$7,610,655 | 46.64% |
| CIRM | \$78,593 | \$78,533 | \$42,597 | 54.24% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$112,768 | \$84,925 | \$44,330 | 52.20% |
| Private Contracts & Grants | \$5,933,871 | \$5,857,114 | \$1,522,042 | 25.99% |
| Total: | <u>\$24,523,124</u> | <u>\$22,336,856</u> | <u>\$9,219,624</u> | <u>41.28%</u> |

Source: UCSF Budget & Resource Management

NIH Awards - FY 2011-12

CARDIOVASCULAR RESEARCH INSTITUTE

| | Number | Amount |
|---------------------------|-----------|--------------------|
| Research Grants | 12 | \$6,952,397 |
| Training Grants | 2 | \$599,143 |
| Fellowships | 1 | \$62,030 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>15</u> | <u>\$7,613,570</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
CARIOVASCULAR RESEARCH INSTITUTE
(Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|--------------|-----------------------|-----------------------|--------------------|-----------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 3,463 | 46 | 926 | 2,491 | 2,807 | 656 | 0 |
| Research | 30,146 | 538 | 722 | 28,886 | 14,618 | 15,544 | 16 |
| Total | 33,609 | 584 | 1,648 | 31,377 | 17,425 | 16,200 | 16 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

CENTER FOR REPRODUCTIVE SCIENCES

- Director - Conti, Marco, M.D.
- Business Officer - Horning, Dixie D.
- Website - <https://obgyn.ucsf.edu/crs/>

Mission Statement

The Center is a multidisciplinary group of basic and physician scientists engaged in research and training in reproductive biology. Molecular, cellular, and genetic approaches are used to address fundamental aspects of reproductive health and facilitate translation to the clinic. Each member is dedicated to ethical scientific discoveries. This knowledge disseminates to the clinical and research community for training of new generations of scientists and clinicians in order to improve human reproductive health.

The Center for Reproductive Sciences (CRS) is an Organized Research Unit of the University of California, founded in 1977. The CRS is composed of 19 basic scientists representing diverse fields of biology who have joined forces with 8 physician-scientists to coordinate basic and translational research in reproductive physiology and pathophysiology. The faculty utilizes state of the art techniques to extend the understanding and, ultimately, treatment of reproductive disorders and hormone-dependent cancers. CRS research activities are conducted within several different departments and programs throughout the UCSF campus which include the Department of Obstetrics, Gynecology and Reproductive Sciences, the Departments of Anatomy and Physiology, Department of Urology, the General Clinical Research Center and the Cancer Center. Senior members of the CRS act as mentors for scholars in several prestigious University-based training activities including the Programs in Biological Science (PIBS) and Biomedical Science (BMS), the Molecular Medicine Program, and three national NIH training programs: Medical Scientist Training Program, the Reproductive Scientist Development Program and the Women's Reproductive Health Research Career Development Center.

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

DIABETES CENTER

- Chair – Hebrok, Matthias, Ph.D.
- Business Officer – Kenaani, Mounira
- Website - <http://diabetes.ucsf.edu/>

The Diabetes Center at UCSF has one singular mission: to bring lasting improvements in quality of life to diabetes patients in the Western United States, both type 1 and type 2. This common goal unites the clinical, education and research arms of the Diabetes Center into a comprehensive program that is unique among diabetes facilities.

Research

UCSF's long-standing commitment to diabetes research has placed it squarely at forefront of diabetes research for decades, both type 1 and type 2. With a rich history of breakthrough discoveries, UCSF has attracted numerous world-leaders to its team of researchers.

The UCSF commitment to finding a cure for diabetes is stronger than ever. With expanding facilities and faculty, a new state-of-the-art Islet Transplantation Center and a renewed vision, the Diabetes Center team is charging headlong towards the day when a lasting cure for diabetes is within our grasp.

Much of our research focuses squarely on the development techniques, therapies and new tools that show promise of a day when diabetes is but a memory. A primary objective is to place the remaining pieces in the puzzle that is islet transplantation, developing new, inexhaustible sources of islet cells and thwarting the body's natural rejection by making immune tolerance a clinical reality. New therapeutics based upon natural products are also under investigation for type 2 diabetes, just one of many late-breaking therapies in clinical trials at the Diabetes Center.

In working towards a cure, we also imagine a day when diabetes simply never occurs, and so research aimed at preventing its development, both type 1 and type 2, is another of our goals. From identifying and analyzing genes that predispose individuals to the disease, to early interventions that stops diabetes in its tracks, Diabetes Center researchers have made headlines around the world with their ground-breaking diabetes prevention research.

But for most people living with diabetes, a cure cannot come soon enough. The numerous and serious secondary complications that come with diabetes - vision, circulation, kidney, neurological and other - will not wait for a cure. That is why the Diabetes Center's extended network of experts in metabolism, ophthalmology, nutrition, endocrinology, molecular and cell biology, hu-

Source: Diabetes Center 8/18/2009

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

man genetics, and a range of scientific disciplines continue their research to alleviate the pain and suffering that represents the real human cost of diabetes.

Education

The Diabetes Teaching Center

In essence, people with diabetes must act as their own health advocates. They must take meticulous care in the daily activities that most people take for granted, such as meal planning, exercise, and stress management. They must learn proper use and administration of medications and monitoring equipment. And, most importantly they must learn to recognize the symptoms of complications of their disease so that they may be prevented or treated in their early stages.

It is for this reason that UCSF has traditionally placed a great emphasis on the education of people with diabetes, in order to assist them in managing the extraordinary change in lifestyle that necessarily accompanies the disease.

The Diabetes Teaching Center's programs, established in 1978, are distinguished among self-management outreach programs in that they place an exquisite emphasis on individualized care - teaching patients how to recognize their own individual patterns of response to various effectors of their condition. The program enables patients to make more consistent and appropriate adjustments in their therapy and lifestyle.

What you will learn:

- how to understand diabetes mellitus: its types, its causes and effects and the goals of treatment
- effective ways of managing lifestyle changes: exercise, diet, meal planning, weight management and prevention of hypoglycemia (low blood sugar)
- how to manage insulin: principles of usage, modes of action, the best regimen of dose adjustments
- how to test blood glucose and ketones and develop testing skills, adjusting therapy based upon your test results
- how to use oral medications for diabetes treatment: reasons for use, types of medication, potential effects
- how to prevent and manage potential complications, both acute and chronic
- how to recognize the psychosocial issues: emotional adjustment to diabetes mellitus, the role of family and support groups specialized Classes:

Source: Diabetes Center 8/18/2009

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

Insulin pump classes, oral agent and insulin workshops are provided on a regular basis. Appointments can also be scheduled on an individual basis with the educators.

Clinical Care

Comprehensive, Preventative, Quality care.

The Diabetes Clinical Center at UCSF is dedicated to the comprehensive, cost-effective care of diabetes in adults and children, with an emphasis on patient education and the avoidance of complications of the disease. The program specializes in the use of proven measures to prevent severe diabetic complications, including optimal metabolic control, screening and treatment of foot disorders, diabetic retinopathy, incipient nephropathy, anti-hypertensive therapy and lipid-lowering therapy.

A model for the management of other chronic diseases, the clinical Center combines a number of unique and important methods to ensure the highest quality of care for all its patients.

For instance, diabetes in children comes with a number of unique concerns not generally associated with adult diabetes. At UCSF, children with diabetes are seen by a special pediatric team that is experienced in the management of the unique aspects of juvenile diabetes, and provide social, economic and emotional support for families. Patients of all ages and their families and caregivers are offered extensive training in diabetes management.

A key feature of the Diabetes Clinical Center is its close collaboration with UCSF diabetes researchers. With few distinct boundaries between clinical researchers and laboratory scientists, UCSF patients have access to late-breaking discoveries, new treatment options and new strategies for diagnosing and managing type 1 and type 2 diabetes. The clinical and research links are strengthened by the UCSF Islet and Cellular Transplant Center.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
DIABETES CENTER**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 92 | 3 | 48 | 12 | 155 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
DIABETES CENTER**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| DIABETES CENTER-MRU & HRI COMBINED | 0.60 | 0.30 | 1.35 | 0.31 | 1.35 | 0.31 | 1.35 | 0.49 | 1.79 | 1.26 |
| HORMONE RESEARCH LAB | 2.00 | 2.85 | 2.00 | 2.70 | 2.00 | 2.37 | 2.00 | 2.03 | 2.00 | 1.33 |
| MR/METABOLIC RESEARCH | 2.18 | | 1.50 | | 1.50 | | 1.50 | | 1.50 | |
| Total: | 4.78 | 3.15 | 4.85 | 3.01 | 4.85 | 2.68 | 4.85 | 2.52 | 5.29 | 2.59 |

Source: UCSF Budget & Resource Management

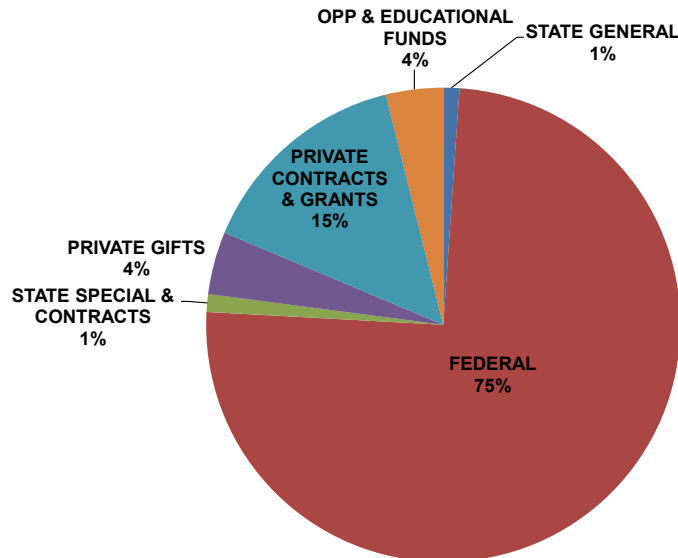
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
DIABETES CENTER**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$854,946 | \$749,202 | \$525,783 | \$582,125 | \$518,193 | -39.4% |
| FEDERAL | \$29,292,105 | \$25,692,902 | \$30,632,149 | \$30,665,813 | \$35,352,489 | 20.7% |
| STATE SPECIAL & CONTRACTS | \$67,433 | \$316,611 | \$187,125 | \$244,328 | \$566,893 | 740.7% |
| PRIVATE GIFTS | \$2,071,196 | \$1,502,081 | \$1,056,492 | \$1,550,892 | \$2,015,085 | -2.7% |
| PRIVATE CLINICAL TRIALS | \$1,781,052 | \$1,260,519 | \$336,140 | \$319,305 | \$117,545 | -93.4% |
| PRIVATE CONTRACTS & GRANTS | \$8,335,400 | \$10,434,826 | \$13,187,424 | \$8,537,023 | \$6,980,936 | -16.2% |
| ENDOWMENT FUNDS | \$33,238 | \$23,570 | \$27,367 | \$0 | \$14,610 | -56.0% |
| OPP & EDUCATIONAL FUNDS | \$1,860,680 | \$1,823,470 | \$2,481,994 | \$2,434,001 | \$1,845,510 | -0.8% |
| S&S -EDUCTATIONAL ACTIVITY | \$53,552 | \$64,540 | \$202,342 | (\$565,106) | (\$27,951) | -152.2% |
| OTHER SOURCES | \$63,406 | \$34,383 | (\$50,739) | \$153,882 | \$17,838 | -71.9% |
| Total: | \$44,413,007 | \$41,902,105 | \$48,586,077 | \$43,922,263 | \$47,401,148 | 6.7% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Type
Diabetes Center
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
DIABETES CENTER**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$1,348,304 | \$1,158,980 | \$383,024 | 33.05% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$1,759,485 | \$1,759,485 | \$0 | 0.00% |
| Private Clinical Trials | \$765,559 | \$739,399 | \$230,706 | 31.20% |
| Private Contracts & Grants | \$1,635,589 | \$1,635,577 | \$411,517 | 25.16% |
| Total: | <u>\$5,508,937</u> | <u>\$5,293,441</u> | <u>\$1,025,247</u> | <u>19.37%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
DIABETES CENTER**

| | Number | Amount |
|---------------------------|---------------|--------------------|
| Research Grants | 12 | \$4,924,554 |
| Training Grants | 1 | \$539,183 |
| Fellowships | 0 | \$0 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>13</u> | <u>\$5,463,737</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
DIABETES CENTER
(Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|--------------|-----------------------|-----------------------|--------------------|------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 1,689 | 15 | 529 | 1,145 | 1,035 | 654 | 0 |
| Research | 46,072 | 503 | 1,335 | 44,234 | 11,849 | 34,222 | (1) |
| Total | 47,761 | 518 | 1,864 | 45,379 | 12,884 | 34,876 | (1) |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

HELEN DILLER FAMILY COMPREHENSIVE CANCER CENTER

- Chair – McCormick, Frank, Ph.D., FRS
- Business Officer – Cunningham, Thomas (campus), Shields, Gerrie (Medical Center)
- Website - <http://cancer.ucsf.edu/>

Overview

The interdisciplinary UCSF Helen Diller Family Comprehensive Cancer Center combines efforts in basic science, patient care, clinical research, epidemiology, and the behavioral sciences, cutting across dozens of departments within the UCSF Schools of Medicine, Pharmacy, Nursing, and Dentistry. The Center's dual aims are to translate the discoveries and mechanistic insights of bench science into novel therapeutics and improved strategies for clinical care; and to reduce the cancer burden through population research that can lead to prevention, early detection, and quality-of-life improvement for those living with cancer.

The Center achieved status in December 1999 as an NCI-designated "comprehensive cancer center," the highest of three designations. In addition to undertaking novel laboratory-based and clinical research, as well as maintaining excellent clinical care programs, comprehensive cancer centers integrate prevention-and-control research into other activities so that they play an important leadership role in their communities and regions. Among the more than 65 NCI-designated cancer centers nationwide, UCSF ranks seventh in the size of its NCI Cancer Center Support Grant (CCSG), and first among the 10 such centers located in California. In overall funding, UCSF ranks seventh among all U.S. institutions in appropriated research support from the NCI.

In November 2007, the Center was renamed the "UCSF Helen Diller Family Comprehensive Cancer Center" in tribute to Bay Area resident Helen Diller and her family.

In April 2009 the Chancellor approved the consolidation of the Cancer Research Institute ORU with the Helen Diller Family Comprehensive Cancer Center and the ORU was renamed the Helen Diller Family Comprehensive Cancer Center.

Research Enterprise and Core Facilities

The overarching goal of the UCSF-HDFCCC is to shepherd new approaches to cancer prevention, detection, and treatment into clinical and population settings, where they can be tested and evaluated. Multidisciplinary programs -- comprising lab scientists, clinical investigators, providers of patient care, epidemiologists, and sociobehavioral scientists -- facilitate this process by focusing research on relevant issues to patients and persons at risk of cancer. Collaboration across disci-

Source: Helen Diller Family Comprehensive Cancer Center, 10/5/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

plines ensures that insights gained in the lab can move quickly and effectively to cancer patients' bedsides and to cancer prevention and control programs.

Many of the Center's research programs are organized around organ or disease sites, but other programs address overarching themes such as defects in cell cycle control, involvement of immunologic mechanisms, and global changes in gene copy number and chromosome arrangement. In the CCSG renewal application of 2011, the Center organized itself around 10 multidisciplinary programs:

- Breast Oncology
- Cancer, Immunity, and the Microenvironment
- Cancer Genetics
- Developmental Therapeutics
- Hematopoietic Malignancies
- Neurologic Oncology
- Pediatric Malignancies
- Prostate Cancer
- Cancer Disparities
- Tobacco Control

Additional programs, such as those in thoracic oncology, gynecologic oncology, GI and GU cancers other than prostate, melanoma/cutaneous oncology, and others, are in developmental formation. The Center's programmatic breadth and depth are additionally exemplified by two NCI SPORE grants (Specialized Programs Of Research Excellence), which engage lab-based and population scientists, clinical investigators, and advocates in focused areas of research. Current UCSF SPORE grants are for breast cancer, in operation since 1992; and brain cancer, awarded in 2002.

Research programs are supported by a variety of shared facilities and resources; those cores supported by the current NCI-CCSG include:

- Laboratory for Cell Analysis
- Genome Analysis
- Tissue
- Immunohistochemistry and Molecular Pathology
- Translational Informatics
- Mouse Pathology
- Preclinical Therapeutics
- Computational Biology

Source: Helen Diller Family Comprehensive Cancer Center, 10/5/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

- Biostatistics
- Clinical Research Support Office

Clinical Care

The mission of the Center's clinical program is to provide comprehensive care through multi-disciplinary collaboration and integrated services, to advance cancer therapies through clinical research, and to train future leaders in the treatment of patients with cancer. The collaborative approach to research and treatment is a hallmark of the program, enlisting the participation of surgeons, medical oncologists, radiation oncologists, pediatric oncologists, radiologists, and pathologists.

Highlights of the Center's comprehensive clinical program include:

- Translational research and innovative combined-modality trials for management of cancers of the prostate, breast, head and neck, colon, liver, lung, melanoma, and other solid tumors
- Premier bone marrow transplantation
- Advanced radiation therapy techniques including conformal radiotherapy, intraoperative radiotherapy, high-dose brachytherapy, intravascular brachytherapy, stereotactic radiotherapy, and radio-immunotherapy
- World-renowned neuro-oncology program providing innovative therapy for brain and spinal cord cancers
- Risk prevention/genetic screening
- Leaders in the treatment of pediatric malignancies

The annual number of new cancer diagnoses at UCSF has experienced pronounced growth in recent years. In 2010, a total of 6,530 new cancer cases were seen, as compared with 6,245 in 2009, 6,029 in 2008, 5,737 in 2007, and 5,505 in 2006.

Community Education; Professional Education and Training

The UCSF-HDFCCC sponsors a wide variety of programs and services in the areas of community outreach, education, and information dissemination, with many community outreach activities focused on cancer prevention and control. Other outreach activities include free support groups, workshops, and wellness programs; faculty collaborations with local public schools; sponsorship of community-based conferences and programs; and provision of community-based research studies that have outreach components.

Source: Helen Diller Family Comprehensive Cancer Center, 10/5/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

Professional educational activities include programs geared to laboratory and population scientists, clinicians, and allied health professionals. An annual scientific symposium attracts nationally known cancer researchers; regular scientific seminars bring esteemed researchers to UCSF for discussion and collaboration; and CME conferences have an important impact on the health care community in California and nationally.

UCSF-HDFCCC members represent academic departments in all four UCSF schools, contributing to educational programs within each. Additionally, UCSF-HDFCCC members are strongly affiliated with the graduate degree programs (Biomedical Sciences; Biological Sciences; Biological and Medical Informatics; Chemistry and Chemical Biology; Biophysics; Bioengineering; and Pharmaceutical Sciences/Pharmacogenomics), many of which have cancer components.

A specialized training program, the Minority Program in Cancer Control Research, provides focused training and collaboration in furtherance of a mission to reach traditionally underrepresented populations.

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
 HELEN DILLER FAMILY
 COMPREHENSIVE CANCER CENTER**

| Full Time | Staff | | Academic | | Grand Total |
|-----------|-----------|-----------|-----------|-----------|-------------|
| | Part Time | Full Time | Full Time | Part Time | |
| 134 | 7 | 44 | 7 | 192 | |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
 HELEN DILLER FAMILY
 COMPREHENSIVE CANCER CENTER**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|----------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| ITR OPERATIONS | 1.56 | 1.51 | 1.56 | 1.39 | 1.56 | 1.22 | 1.56 | 0.85 | 1.56 | 0.67 |
| MR-CANCER RESEARCH INSTITUTE | 7.20 | 14.01 | 7.20 | 15.06 | 5.27 | 17.38 | 5.27 | 16.80 | 5.27 | 18.51 |
| ORG ACT-SM MT ZION CANCER CENTER | 8.76 | 15.52 | 8.76 | 16.45 | 6.83 | 18.60 | 6.83 | 17.65 | 6.83 | 21.69 |
| Total: | | | | | | | | | | |

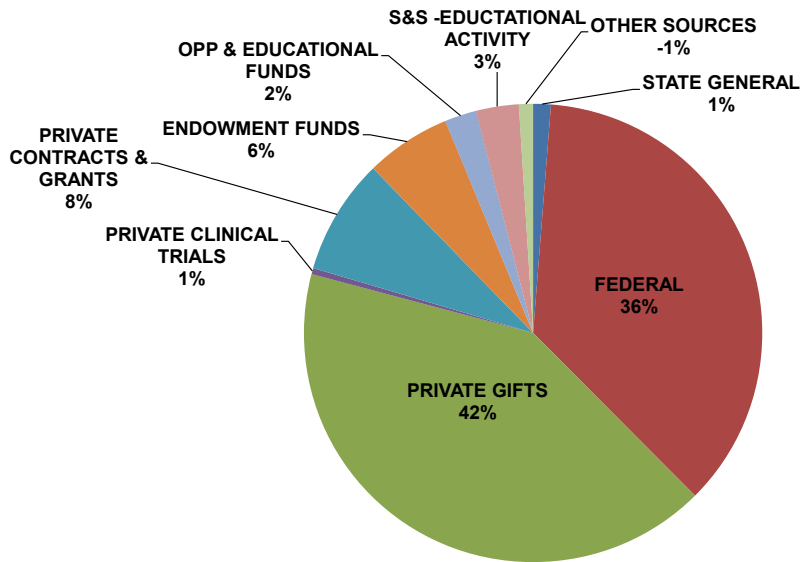
Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
HELEN DILLER FAMILY
COMPREHENSIVE CANCER CENTER**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$566,549 | \$585,270 | \$463,875 | \$286,668 | \$271,879 | -52.0% |
| TUITION & FEES | \$0 | \$0 | \$0 | \$0 | (\$281) | 0.0% |
| FEDERAL | \$8,883,573 | \$9,095,357 | \$9,134,016 | \$10,143,705 | \$7,928,317 | -10.8% |
| STATE SPECIAL & CONTRACTS | \$135,176 | \$110,802 | (\$19,707) | \$0 | \$0 | -100.0% |
| PRIVATE GIFTS | \$4,759,978 | \$6,537,444 | \$6,677,834 | \$6,478,566 | \$9,086,189 | 90.9% |
| PRIVATE CLINICAL TRIALS | \$81,231 | \$86,291 | \$71,998 | \$512,843 | \$93,628 | 15.3% |
| PRIVATE CONTRACTS & GRANTS | \$833,799 | \$1,842,355 | \$1,656,656 | \$1,839,423 | \$1,781,943 | 113.7% |
| ENDOWMENT FUNDS | \$1,169,090 | \$1,058,928 | \$1,603,145 | \$1,479,023 | \$1,315,736 | 12.5% |
| OPP & EDUCATIONAL FUNDS | \$468,948 | \$222,040 | \$550,827 | \$423,130 | \$490,391 | 4.6% |
| S&S -EDUCTATIONAL ACTIVITY | \$649,588 | \$672,249 | \$31,340 | \$921,205 | \$658,121 | 1.3% |
| OTHER SOURCES | (\$59,824) | \$264,432 | (\$304,117) | \$227,696 | (\$217,286) | 263.2% |
| RESERVES | (\$155,218) | \$34,468 | \$51,260 | \$63,003 | \$5,531 | -103.6% |
| Total: | \$17,332,891 | \$20,509,636 | \$19,917,127 | \$22,375,260 | \$21,414,170 | 23.5% |

**Expenditures by Fund Source
Helen Diller Family Comprehensive Cancer Center
FY 2011-12**



UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
HELEN DILLER FAMILY
COMPREHENSIVE CANCER CENTER**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$7,928,318 | \$7,606,042 | \$4,080,912 | 53.65% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$93,628 | \$93,628 | \$0 | 0.00% |
| Private Contracts & Grants | \$1,781,944 | \$1,774,595 | \$673,361 | 37.94% |
| Total: | <u>\$9,803,890</u> | <u>\$9,474,265</u> | <u>\$4,754,273</u> | <u>50.18%</u> |

Source: UCSF Budget & Resource Management

NIH Awards - FY 2011-12

**HELEN DILLER FAMILY
COMPREHENSIVE CANCER CENTER**

| | Number | Amount |
|---------------------------|-----------|---------------------|
| Research Grants | 14 | \$11,209,702 |
| Training Grants | 0 | \$0 |
| Fellowships | 1 | \$32,964 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>15</u> | <u>\$11,242,666</u> |

*Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 HELEN DILLER FAMILY
 COMPREHENSIVE CANCER CENTER
 (Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|--------------|--------------|--------------------|--------------------|-----------------|------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 3,751 | 0 | 842 | 2,909 | 1,819 | 1,932 | 0 |
| Research | 18,143 | 272 | 503 | 17,368 | 10,408 | 7,731 | (4) |
| Total | 21,894 | 272 | 1,345 | 20,277 | 12,227 | 9,663 | (4) |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

HOOPER FOUNDATION

- Director – Bishop, J. Michael, M.D.
- Business Officer – Stauffer, Grace A
- Website - <http://hooper.ucsf.edu/hooper/home.html>

The G. W. Hooper Foundation is an Organized Research Unit within the University of California at San Francisco. The founding mission of the Foundation was to perform research aimed at the “understanding and relief of human disease.” Recent areas of research have included the molecular pathogenesis of cancer, microbial pathogenesis, cell biology, and immunology. Current faculty and their research are:

:

- J. Michael Bishop, M.D. - the molecular pathogenesis of cancer
- Frances M. Brodsky - clathrin and vesicular trafficking diseases

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
 HOOPER FOUNDATION**

| Staff | Academic | | Grand Total |
|-------|-----------|-----------|-------------|
| | Full Time | Part Time | |
| 5 | 3 | 8 | 16 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
 HOOPER FOUNDATION**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| MR-INSTITUTE-HOOPER FOUNDATION | 6.60 | 6.37 | 6.35 | 6.37 | 5.64 | 6.37 | 5.64 | 5.55 | 5.64 | 4.90 |
| Total: | 6.60 | 6.37 | 6.35 | 6.37 | 5.64 | 6.37 | 5.64 | 5.55 | 5.64 | 4.90 |

Source: UCSF Budget & Resource Management

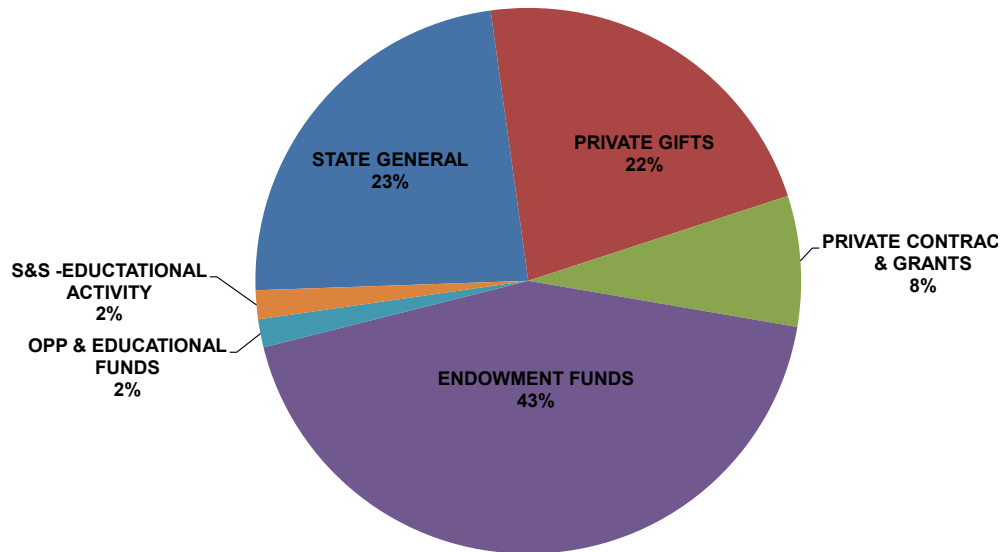
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
HOOPER FOUNDATION**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$629,008 | \$592,534 | \$342,880 | \$615,806 | \$609,518 | -3.1% |
| FEDERAL | \$1,555,985 | \$660,240 | \$866,211 | \$621,747 | \$1,376 | -99.9% |
| STATE SPECIAL & CONTRACTS | \$0 | \$0 | (\$11) | \$0 | \$0 | 0.0% |
| PRIVATE GIFTS | \$308,088 | \$147,094 | \$155,364 | \$48,533 | \$585,558 | 90.1% |
| PRIVATE CONTRACTS & GRANTS | \$194,293 | \$322,199 | \$314,198 | \$203,999 | (\$1,176) | -100.6% |
| ENDOWMENT FUNDS | \$930,072 | \$1,360,776 | \$1,320,576 | \$1,117,076 | \$1,143,907 | 23.0% |
| OPP & EDUCATIONAL FUNDS | \$47,624 | \$32,736 | \$34,955 | \$16,958 | \$44,056 | -7.5% |
| S&S -EDUCTATIONAL ACTIVITY | \$188,855 | (\$124,440) | \$2,165 | \$121,841 | \$45,089 | -76.1% |
| Total: | \$3,853,924 | \$2,991,139 | \$3,036,339 | \$2,745,960 | \$2,428,329 | -37.0% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Type
Hooper Foundation
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
HOOPER FOUNDATION**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|--------------|
| Federal | \$1,376 | \$1,832 | \$3,741 | 204.20% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | (\$1,176) | (\$1,176) | \$501 | -42.60% |
| Total: | \$200 | \$656 | \$4,242 | 646.65% |

Source: UCSF Budget & Resource Management

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
HOOPER FOUNDATION
(Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|------------|------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| Instruction | 215 | 0 | 53 | 162 | 97 | 118 | 0 |
| Research | 2,214 | 610 | 36 | 1,568 | 1,035 | 1,179 | 0 |
| Total | 2,429 | 610 | 89 | 1,730 | 1,132 | 1,297 | 0 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

INSTITUTE FOR GLOBAL HEALTH

- Director – Rutherford, George W., M.D.
- Business Officer - Lopez, Georgina Y.
- Website -<http://globalhealthsciences.ucsf.edu/pphg/>

Mission Statement

The Institute for Global Health (IGH) is dedicated to improving health and reducing the burden of disease in the world's most vulnerable populations through applied public health research, education and program improvement. Working with academic, governmental and community partners throughout the world, IGH promotes the use of evidence-based methods to build capacity in surveillance, monitoring and evaluation, health management information systems, epidemiology, clinical care and scientific best practices.

Program Areas

The IGH is an organized research unit within the School of Medicine that is affiliated with Global Health Sciences and works within that program as the Prevention and Public Health Group (PPHG). Partnering with more than 18 countries on five continents and the Caribbean, IGH's work focuses on applied public health research, education and program improvement. Programs and activities include:

- Epidemiologic and Public Health Research
 - A multidisciplinary team disseminates large-scale models for prevention and treatment and to strengthen systems. In addition to providing technical assistance at the national level, many faculty members conduct innovative international health research to assist in future policy decisions and program models. IGH faculty research includes:
 - Cambodian Young Women's Health Study
 - Acute UFO Study: Acute Hepatitis C Virus (HCV) Infection in Young Injectors
 - HCV Prevention and Care Education
 - Hepatitis C Vaccine Trial
 - Primary HIV Prevention in Pregnant and Lactating Ugandan Women: A Randomized Trial
 - Transmission of Kaposi's Sarcoma-associated Herpesvirus (KSHV)/Human Herpesvirus (HHV)-8 in South Africa
 - Global Tuberculosis Control

Source: Institute for Global Health -12/15/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

- Agricultural Intervention to Improve Health of HIV-infected and Affected Children
- Valley Fever Vaccine Project
- Monitoring and Evaluation (M&E): Training and Technical Assistance through training, technical assistance and active mentoring with host country collaborators
 - Evaluations of public health and clinical programs and interventions
 - Program monitoring, including M&E planning, indicator selection, data capture, data management, data reporting and data use.
 - Data synthesis/ triangulation from multiple sources to corroborate findings and reduce biases and is used to strengthen interpretations and improve policy and programs.
- Surveillance Training and Technical Assistance through training, technical assistance and active mentoring with host country collaborators
 - Advanced surveillance methodologies for international HIV and sexually transmitted diseases with a special emphasis on populations at a higher risk of HIV infection; uses locally adapted surveillance tools to produce high quality, reliable data to help inform policy and program recommendations in HIV-affected populations.
- Education and Training
 - IGH offers a number of specialized technical assistance workshops designed to help institutions collect, analyze, synthesize and present health-related data. All workshops are led by UCSF faculty, and may be tailored to participants' needs.
 - Offers training in clinical research to postdoctoral fellows from developing countries both at IGH and with partners in Brazil and Croatia.
- Evidence and Guideline Development
 - Editorial base and distribution point of systematic reviews for the Cochrane Collaboration's HIV/AIDS Group.
 - Participation on World Health Organization's (WHO) Guidelines Development Groups for WHO HIV Treatment and Care Guidelines
- Health Management Information Systems
 - Provides guidance and services to develop, implement and evaluate health information systems.

The Institute for Global Health merged administratively with Global Health Sciences in 2007 while remaining organizationally sited in the School of Medicine. Director Rutherford reports to the Dean of the School of Medicine through GHS Executive Director Jaime Sepulveda.

Source: Institute for Global Health - 12/15/2011

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
INSTITUTE FOR GLOBAL HEALTH**

| Staff | | Academic | | Grand Total |
|------------------|------------------|------------------|------------------|------------------------|
| Full Time | Part Time | Full Time | Part Time | |
| 52 | 11 | 8 | 6 | 77 |

Source: UCSF Human Resources

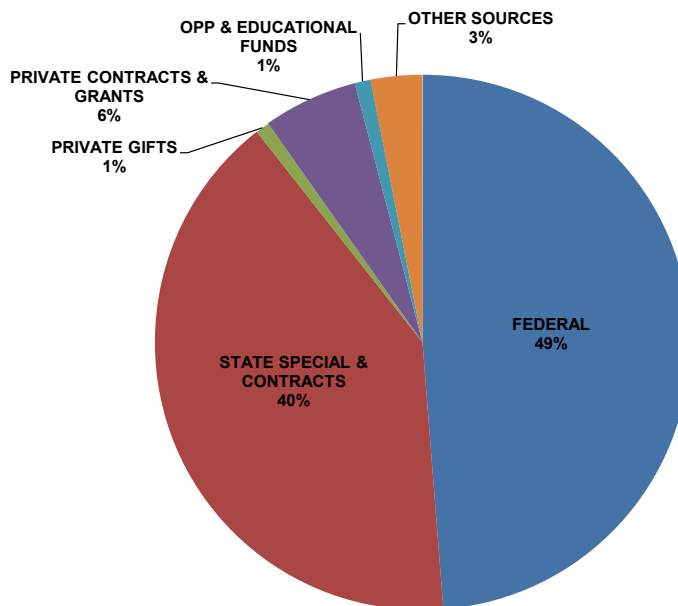
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
INSTITUTE FOR GLOBAL HEALTH**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$0 | \$1,500 | \$17,706 | \$13,577 | \$5,945 | 0.0% |
| FEDERAL | \$4,034,175 | \$4,186,718 | \$5,113,653 | \$7,808,726 | \$10,629,707 | 163.5% |
| STATE SPECIAL & CONTRACTS | \$790,219 | \$1,128,964 | \$1,002,522 | \$1,559,665 | \$8,858,848 | 1021.1% |
| LOCAL GOVERNMENT | \$0 | \$259 | \$0 | \$36,156 | \$30,524 | 0.0% |
| PRIVATE GIFTS | \$35,594 | \$43,632 | \$107,410 | \$65,510 | \$181,002 | 408.5% |
| PRIVATE CONTRACTS & GRANTS | \$407,400 | \$524,114 | \$1,288,594 | \$882,212 | \$1,243,779 | 205.3% |
| OPP & EDUCATIONAL FUNDS | \$158,007 | \$144,860 | \$174,333 | \$192,301 | \$211,490 | 33.8% |
| S&S -EDUCTATIONAL ACTIVITY | \$30,399 | \$14,634 | (\$55,743) | \$64,770 | (\$47,267) | -255.5% |
| OTHER SOURCES | \$3,917 | \$3,860 | (\$15,265) | \$6,331 | \$677,501 | 17196.8% |
| Total: | \$5,459,711 | \$6,048,541 | \$7,633,210 | \$10,629,247 | \$21,791,529 | 299.1% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Institute for Global Health
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
INSTITUTE FOR GLOBAL HEALTH**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$10,629,707 | \$6,985,393 | \$1,772,928 | 25.38% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$8,858,848 | \$8,851,877 | \$1,094,350 | 12.36% |
| Local Government | \$30,524 | \$25,411 | \$3,663 | 14.42% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$1,243,780 | \$1,186,947 | \$248,918 | 20.97% |
| Total: | <u>\$20,762,859</u> | <u>\$17,049,628</u> | <u>\$3,119,859</u> | <u>18.30%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
INSTITUTE FOR GLOBAL HEALTH**

| | Number | Amount |
|---------------------------|---------------|--------------------|
| Research Grants | 8 | \$3,905,998 |
| Training Grants | 0 | \$0 |
| Fellowships | 0 | \$0 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>8</u> | <u>\$3,905,998</u> |

*Not reported

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

INSTITUTE FOR HUMAN GENETICS

- Director - Risch, Neil, Ph.D
- Assistant Director - Woldin, Lisa M.
- Website - <http://www.humgen.medschool.ucsf.edu/>

The Institute for Human Genetics (IHG) was established in January 2005, with the appointment of Dr. Neil Risch as the Institute's first director. Dr. Risch is the Lamond Family Foundation Distinguished Professor in Human Genetics.

UCSF has a long history of excellence in Human Genetics research and education. Two of the most prestigious research awards (Allan Award and Stern Award) from the American Society of Human Genetics, the pre-eminent human genetics society in the world, have gone to UCSF faculty, which demonstrates its leadership in the field. UCSF has trained many eminent geneticists throughout its longstanding NIH-funded medical genetics training program. With the establishment of the IHG, UCSF set out to expand research and education in Human Genetics. The IHG, which consists of a core group of geneticists based across all of the UCSF campuses as well as a larger group of affiliated members, brings UCSF faculty interested in various aspects of Human Genetics together to create an exciting inter-departmental and inter-disciplinary environment for research and training. Investigators come from most of the departments in the School of Medicine as well as from the Schools of Pharmacy, Dentistry and Nursing. IHG faculty are engaged in research that spans the broad spectrum of human genetics, from basic science and technology development to clinical investigations to pharmacogenetics and population genetics to reproductive applications and outcomes. The IHG maintains close ties with the Center for Bioinformatics & Molecular Biostatistics in the Department of Epidemiology and Biostatistics, thereby reinforcing its role as the intellectual focal point for Human Genetics at UCSF. It also serves as an organizational home for cores that provide state of the art genotyping, DNA sequencing and computing resources to the entire UCSF community.

Human genetics continues to increase in importance in medical practice. It is also clear that dramatic events in molecular biology, such as the sequencing and characterization of the human genome and other model organism genomes, in informatics and computer science, where we now routinely talk in gigabytes of memory rather than kilobytes, and in molecular genetic methodology, where DNA sequences can be obtained for pennies, offer unprecedented opportunities to make progress in both the discovery and application phases of human genetics.

Updated 12/28/2011

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
 INSTITUTE FOR HUMAN GENETICS**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 18 | 1 | 4 | | 23 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
 INSTITUTE FOR HUMAN GENETICS**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| ORG ACT-MED SCH LABS | | | | | | | | | | |
| S/M HUMAN GENETICS PROGRAM | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 3.00 | 10.62 | 3.00 | 10.62 |
| Total: | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 3.00 | 10.62 | 3.00 | 10.62 |

Source: UCSF Budget & Resource Management

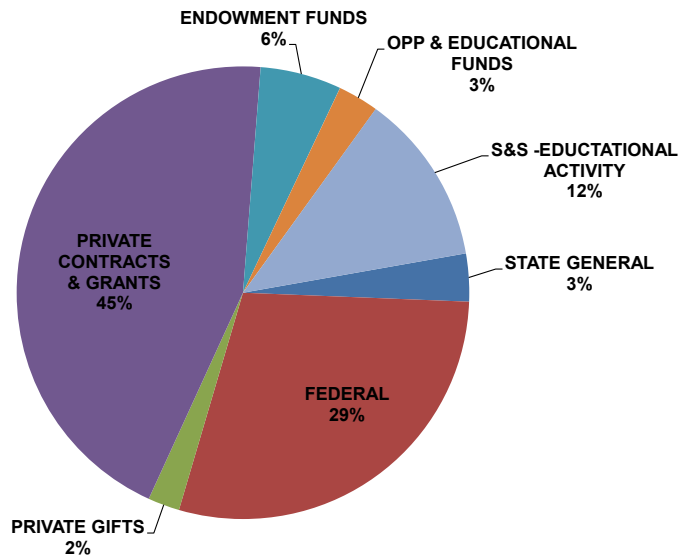
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
INSTITUTE FOR HUMAN GENETICS**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$87,185 | \$95,644 | \$165,809 | \$184,426 | \$167,708 | 92.4% |
| FEDERAL | \$467,040 | \$1,388,514 | \$866,813 | \$921,773 | \$1,422,087 | 204.5% |
| PRIVATE GIFTS | \$309,872 | \$598,465 | \$36,159 | \$30,850 | \$111,042 | -64.2% |
| PRIVATE CONTRACTS & GRANTS | \$1,094,063 | \$877,183 | \$3,572,472 | \$4,783,597 | \$2,184,136 | 99.6% |
| ENDOWMENT FUNDS | \$137,375 | \$1,270 | \$210,981 | \$335,294 | \$284,828 | 107.3% |
| OPP & EDUCATIONAL FUNDS | \$16,697 | \$56,037 | \$58,333 | \$91,662 | \$143,245 | 757.9% |
| S&S -EDUCTATIONAL ACTIVITY | \$532,238 | \$725,515 | \$636,185 | \$516,847 | \$602,881 | 13.3% |
| OTHER SOURCES | \$93,924 | \$55,542 | (\$156,288) | \$155,806 | \$10,532 | -88.8% |
| Total: | \$2,738,394 | \$3,798,170 | \$5,390,464 | \$7,020,256 | \$4,926,459 | 79.9% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Institute for Human Genetics
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
INSTITUTE FOR HUMAN GENETICS**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$1,422,087 | \$1,219,912 | \$591,783 | 48.51% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$2,184,136 | \$1,662,745 | \$785,714 | 47.25% |
| Total: | <u>\$3,606,223</u> | <u>\$2,882,657</u> | <u>\$1,377,497</u> | <u>47.79%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
INSTITUTE FOR HUMAN GENETICS**

| | Number | Amount |
|---------------------------|----------|--------------------|
| Research Grants | 3 | \$1,841,667 |
| Training Grants | 0 | \$0 |
| Fellowships | 0 | \$0 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>3</u> | <u>\$1,841,667</u> |

*Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 INSTITUTE FOR HUMAN GENETICS
 (Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|--------------|------------|-----------------------|-----------------------|--------------------|----------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 1,322 | 168 | 778 | 376 | 969 | 353 | 0 |
| Research | 3,972 | 0 | 210 | 3,762 | 1,948 | 2,024 | 0 |
| Total | 5,294 | 168 | 988 | 4,138 | 2,917 | 2,377 | 0 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

INSTITUTE FOR NEURODEGENERATIVE DISEASES

- Director – Prusiner, Stanley B., M.D.
- Business Officer – Welsh, Jessica, M.P.H.
- Website - <http://ind.universityofcalifornia.edu/>

Mission Statement

Diseases resulting from degenerative changes in the nervous system markedly impact the lives of millions and pose growing public health challenges. The prevention and treatment of these neurodegenerative disorders represents one of the critical goals of medical research today and is the mission of the Institute for Neurodegenerative Diseases.

The Institute for Neurodegenerative Diseases (IND) brings together over 100 renowned researchers and clinicians from eight University of California campuses. IND members represent such diverse disciplines as neurology, neuropathology, cell biology, genetics, molecular biology, computational and structural biology, biotechnology and pharmaceutical science. By working together, IND members develop novel, multidisciplinary approaches to obtain new understanding and new treatments for neurodegenerative diseases.

The IND is a multi-site research organization devoted to accelerating knowledge and developing cures to combat the growing problem of neurodegenerative diseases. Spanning eight campuses within the University of California, the IND stimulates creative interactions among basic scientists and clinicians through a series of Core Activities that include:

- IND Seminar Series, which brings together experts in the field of neurodegenerative diseases to provide descriptions of their cutting-edge research. In addition to these lectures, each speaker is provided opportunities to interact with faculty members and students.
- IND Annual Retreat, which brings together faculty and students from all eight UC campuses to discuss recent developments in their research and clinical programs. In addition, two guest speakers are invited to give keynote addresses on significant aspects of neurodegenerative disease research.
- Mini-Courses, open to IND members and students across all eight campuses. These are half-day events that bring two or three researchers from outside institutions to focus on the latest developments in “hot” areas of research. Mini-courses are designed to encourage discussion and interaction between students and faculty.

Source: Institute for Neurodegenerative Diseases 9/9/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

In addition to emphasizing laboratory breakthroughs, physician-scientists within the IND conduct clinical research to translate these discoveries into viable treatments. This work occurs in state-of-the-art clinical research and treatment centers such as:

- Memory and Aging Center
- Parkinson's Disease Clinic and Research Center
- Multiple Sclerosis Center
- ALS Research and Patient Care Center

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
INSTITUTE FOR NEURODEGENERATIVE DISEASES**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 39 | 2 | 9 | | 50 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
INSTITUTE FOR NEURODEGENERATIVE DISEASES**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| S/M INST NEURODEGENERATIVE DIS | 2.00 | 17.00 | 2.00 | 17.00 | 1.80 | 18.00 | 2.00 | 19.00 | 2.00 | 19.00 |
| Total: | 2.00 | 17.00 | 2.00 | 17.00 | 1.80 | 18.00 | 2.00 | 19.00 | 2.00 | 19.00 |

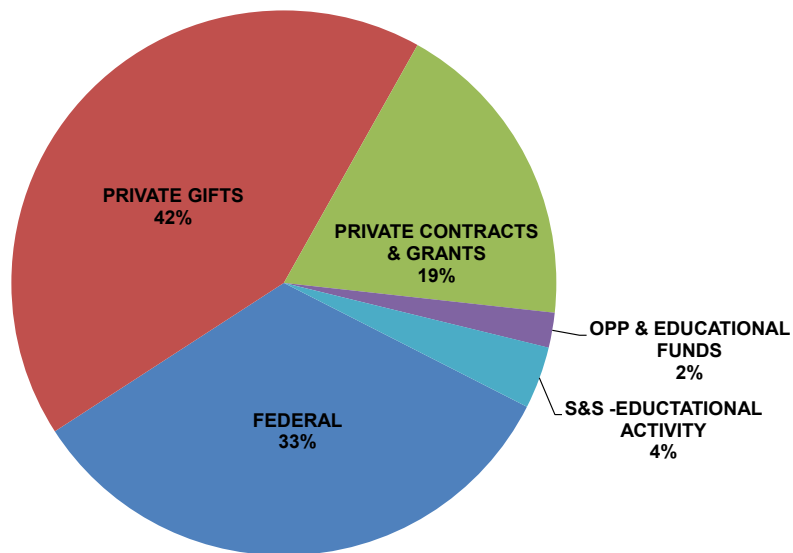
Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
INSTITUTE FOR NEURODEGENERATIVE DISEASES**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$10,000 | \$9,999 | \$1 | \$500 | \$0 | -100.0% |
| FEDERAL | \$7,525,730 | \$3,803,510 | \$4,111,846 | \$3,241,268 | \$3,441,434 | -54.3% |
| PRIVATE GIFTS | \$2,464,717 | \$3,787,537 | \$2,896,528 | \$2,589,216 | \$4,366,446 | 77.2% |
| PRIVATE CONTRACTS & GRANTS | \$1,379,603 | \$2,808,031 | \$1,695,006 | \$3,176,935 | \$1,919,131 | 39.1% |
| ENDOWMENT FUNDS | \$0 | \$0 | \$0 | \$0 | \$41,268 | 0.0% |
| OPP & EDUCATIONAL FUNDS | \$313,464 | \$299,827 | \$320,544 | \$221,126 | \$213,431 | -31.9% |
| S&S -EDUCATIONAL ACTIVITY | (\$424,631) | \$435,780 | \$243,987 | \$90,500 | \$380,414 | -189.6% |
| RESERVES | \$0 | \$0 | \$0 | \$9,313 | \$2,272 | 0.0% |
| Total: | \$11,268,883 | \$11,144,683 | \$9,267,912 | \$9,328,858 | \$10,364,396 | -8.0% |

**Expenditures by Fund Source
Institute for Neurodegenerative Diseases
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
INSTITUTE FOR NEURODEGENERATIVE DISEASES**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$3,441,435 | \$2,845,107 | \$1,550,860 | 54.51% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$1,919,131 | \$1,857,973 | \$309,554 | 16.66% |
| Total: | <u>\$5,360,566</u> | <u>\$4,703,080</u> | <u>\$1,860,414</u> | <u>39.56%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
INSTITUTE FOR NEURODEGENERATIVE DISEASES**

| | Number | Amount |
|---------------------------|---------------|--------------------|
| Research Grants | 5 | \$6,099,353 |
| Training Grants | 0 | \$0 |
| Fellowships | 0 | \$0 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>5</u> | <u>\$6,099,353</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
INSTITUTE FOR NEURODEGENERATIVE DISEASES
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | |
|----------|---------------|-------------------------|------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted General | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| Research | 10,106 | 0 | 39 | 10,067 | 4,236 | 5,870 |
| Total | 10,106 | 0 | 39 | 10,067 | 4,236 | 5,870 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

PHILIP R. LEE INSTITUTE FOR HEALTH POLICY STUDIES

- Chair – Brindis, Claire D.
- Business Officer – Fetto, Phyllis K.
- Website - <http://www.ihps.medschool.ucsf.edu/>

Mission

The Philip R. Lee Institute for Health Policy Studies' mission is to contribute to the solution of complex and challenging health policy problems through leadership in:

- health policy and health services research
- education and training
- technical assistance
- public service

We conduct, synthesize, and translate research among multiple academic disciplines and fields to provide a base of evidence to share with people who make decisions about health and health care.

PRL-IHPS focuses on providing information about policy decisions that will affect people's health and lives, from helping to improve clinical decision-making at a patient's bedside to assessing the potential impact of state, national and international health policies. We help educate and train students, including pre- and post-doctoral fellows, in the health professions and other disciplines, for future leadership in health policy and health services research. We also help prepare fellows to take leadership in public health and health care in government at the local, state, federal and international levels, and in the non-profit and private sectors.

Most of all, we are committed to improving the health and health care of people in the Greater San Francisco Bay Area, the State of California, the nation, and the world.

Goals

- Improve the health of the public
- Improve health care
- Build future health policy leadership
- Improve the public's understanding of public sector, private sector, and personal choices about health care and health
- Improve health policy with research designed to impact public and private sector health policy decisions

Research

Source: Institute for Health Policy Studies - 12/28/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

PRL-IHPS, nearing its 40th anniversary in 2012, is one of the nation's premier centers for health policy and health services research. Institute faculty and research staff generate evidence providing the basis for sound health policy decisions at the local, state, national, and international levels. We also work with UCSF colleagues to translate research, building a pathway from research to policy and from bench to bedside to community.

Research Areas

Health care reform and health care system

Access to care, with special consideration of underserved populations and health disparities, quality of care, financing of care, costs and cost-effectiveness of care, technology assessment, organization of care, physician practice patterns, health care workforce issues, and other issues

Child and adolescent health

Health insurance, children with special needs, evaluation of school-based clinics and coordinated school health services, adolescent health policy, physician practice guidelines, and other issues

Reproductive health

Adolescent pregnancy and pregnancy prevention, evaluation of pregnancy prevention programs, Latina reproductive health, school-based health centers, and other related reproductive health issues

HIV/AIDS

Costs of care, cost-effectiveness of prevention and treatment, HIV and injection drug use

Prescription drug policies

Drug safety, effectiveness, efficacy, drug use among the elderly and chronically ill, pharmaceuticals for disenfranchised populations

Substance abuse

Tobacco and other drug use, evaluation of treatment interventions, tobacco and corporate influences on health policy, tobacco control policies, second-hand smoke

Chronic illness

Costs of illness, functional and psychosocial outcomes of illness, functional status measurement

Work and health

Source: Institute for Health Policy Studies - 12/28/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

Relationship between work and health, work disability policies, and other issues

Research integrity

Evidence-based policy and research on bias in research

Biomedical communications

Editorial peer review, ethical standards in publishing, authorship guidelines, dissemination of research

Informed Medical Decision-making and Analysis

Facilitating information sharing with patients and providers that enable sound decision-making affecting one's health and well being; thus far, projects in this area range from breast cancer to orthopaedics

Education and Training

The Philip R. Lee Institute for Health Policy Studies provides training in health policy research for pre-doctoral students at UCSF, as well as for postdoctoral and mid-career scholars. The goals of the PRL-IHPS training program are:

- To train diverse stakeholders to conduct outstanding health policy research;
- To foster effective policy communication across the diverse professions, "languages," and disciplines of health policy; and
- To translate research into action using methods and findings that are sufficiently well-grounded that one can confidently offer them for use by policymakers.

We believe the scope of health policy is broad. It ranges from the development of new systems for financing, delivering and measuring high-quality healthcare; to evaluation of political, programmatic, and organizational initiatives to improve population health; to basic social and behavioral science research on health determinants. We emphasize the importance of thoughtfully and self-reflectively engaging perspectives, tools, and theories from multiple academic and professional fields in pursuit of the effective and responsible translation of research into policy and practice.

The training program includes faculty and scholars with backgrounds in the clinical sciences, health services, humanities, policy science, public health, and social and behavioral sciences. The program can last for 1-3 years depending on the trainees' background, goals, and prior preparation.

We coordinate our didactic offerings with research and training programs around the campus and the San Francisco Bay Area.

Our curriculum includes:

Source: Institute for Health Policy Studies - 12/28/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine

:

- writing and works-in-progress seminars;
*
- ethical issues related to project sponsorship, paper authorship, and collaborative relationships;
- guest speakers including fellow-invited speakers, PRL-IHPS Grand Rounds, and the Chancellor's Health Policy Research Lectures;
- additional coursework, such as principles and approaches to policy analysis, project design and grant writing, health policy translation, quantitative and qualitative methods in health policy research.

Fellows participate in research under the guidance of a research mentor. In general, fellows are engaged in 1-3 research projects at UCSF, as well as working on their own independent research projects. In addition to the research mentors, fellows also have a career mentor who helps ensure that fellows make good progress while in the program towards their career goals.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**FY 2011-12 Headcount as of 4/1/12
INSTITUTE FOR HEALTH POLICY STUDIES**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 42 | 22 | 13 | 3 | 80 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
INSTITUTE FOR HEALTH POLICY STUDIES**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| INST FOR HEALTH POLICY STUDIES | 0.05 | 5.29 | 0.05 | 5.29 | 0.05 | 5.25 | 0.05 | 5.25 | 0.05 | 5.25 |
| M/R-INST HLTH POLICY STUDIES | 1.54 | | 1.54 | | 1.54 | | 1.54 | | 1.54 | |
| SM-INST HLTH POLICY STUDIES | | 1.00 | | 0.94 | | 0.66 | | 0.45 | | 0.31 |
| Total: | 1.59 | 6.29 | 1.59 | 6.23 | 1.59 | 5.91 | 1.59 | 5.70 | 1.59 | 5.56 |

Source: UCSF Budget & Resource Management

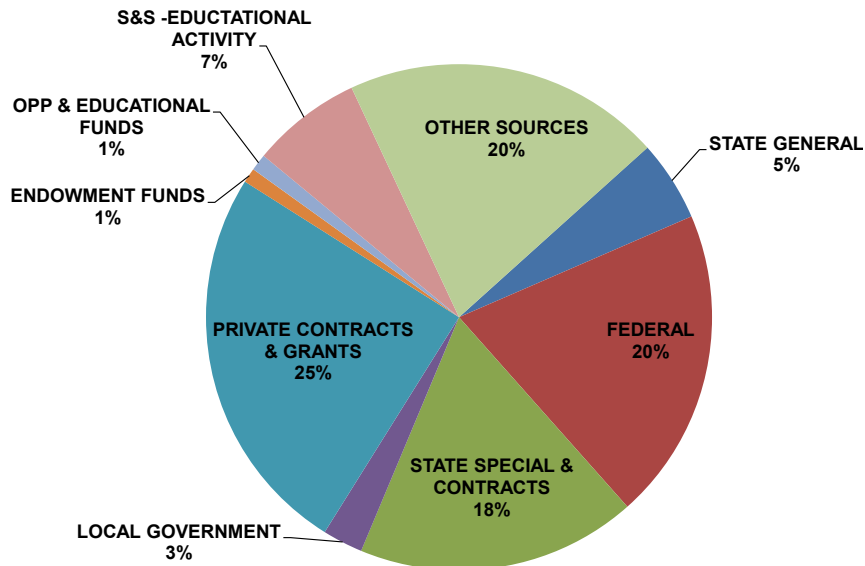
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Total Expenditures by Fund Source
INSTITUTE FOR HEALTH POLICY STUDIES**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$332,330 | \$236,159 | \$205,358 | \$1,437,875 | \$670,279 | 101.7% |
| FEDERAL | \$2,198,044 | \$1,655,632 | \$1,537,362 | \$2,009,693 | \$2,589,217 | 17.8% |
| STATE SPECIAL & CONTRACTS | \$1,379,951 | \$1,531,555 | \$719,722 | \$1,222,375 | \$2,319,050 | 68.1% |
| LOCAL GOVERNMENT | \$418,291 | \$300,643 | \$424,791 | \$379,297 | \$333,757 | -20.2% |
| PRIVATE GIFTS | (\$52,017) | \$14,668 | \$118,778 | \$22,742 | \$54,794 | -205.3% |
| PRIVATE CONTRACTS & GRANTS | \$2,040,675 | \$1,980,009 | \$2,443,028 | \$2,100,769 | \$3,256,329 | 59.6% |
| ENDOWMENT FUNDS | \$77,637 | \$16,115 | \$45,818 | \$62,214 | \$121,986 | 57.1% |
| OPP & EDUCATIONAL FUNDS | \$262,571 | \$258,740 | \$115,765 | \$113,619 | \$138,889 | -47.1% |
| S&S -EDUCTATIONAL ACTIVITY | \$1,668,671 | \$1,988,458 | \$1,711,445 | \$1,063,411 | \$912,522 | -45.3% |
| OTHER SOURCES | \$87,016 | \$217,836 | \$225,016 | \$760,848 | \$2,636,432 | 2929.8% |
| Total: | \$8,413,170 | \$8,199,815 | \$7,547,085 | \$9,172,842 | \$13,033,257 | 54.9% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Institute for Health Policy Studies
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Medicine**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
INSTITUTE FOR HEALTH POLICY STUDIES**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$2,589,217 | \$2,492,410 | \$1,097,702 | 44.04% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$1,757,969 | \$1,295,921 | \$145,228 | 11.21% |
| Local Government | \$333,757 | \$332,257 | \$38,048 | 11.45% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$3,256,329 | \$3,185,141 | \$677,245 | 21.26% |
| Total: | <u>\$7,937,272</u> | <u>\$7,305,729</u> | <u>\$1,958,223</u> | <u>26.80%</u> |

Source: UCSF Budget & Resource Management

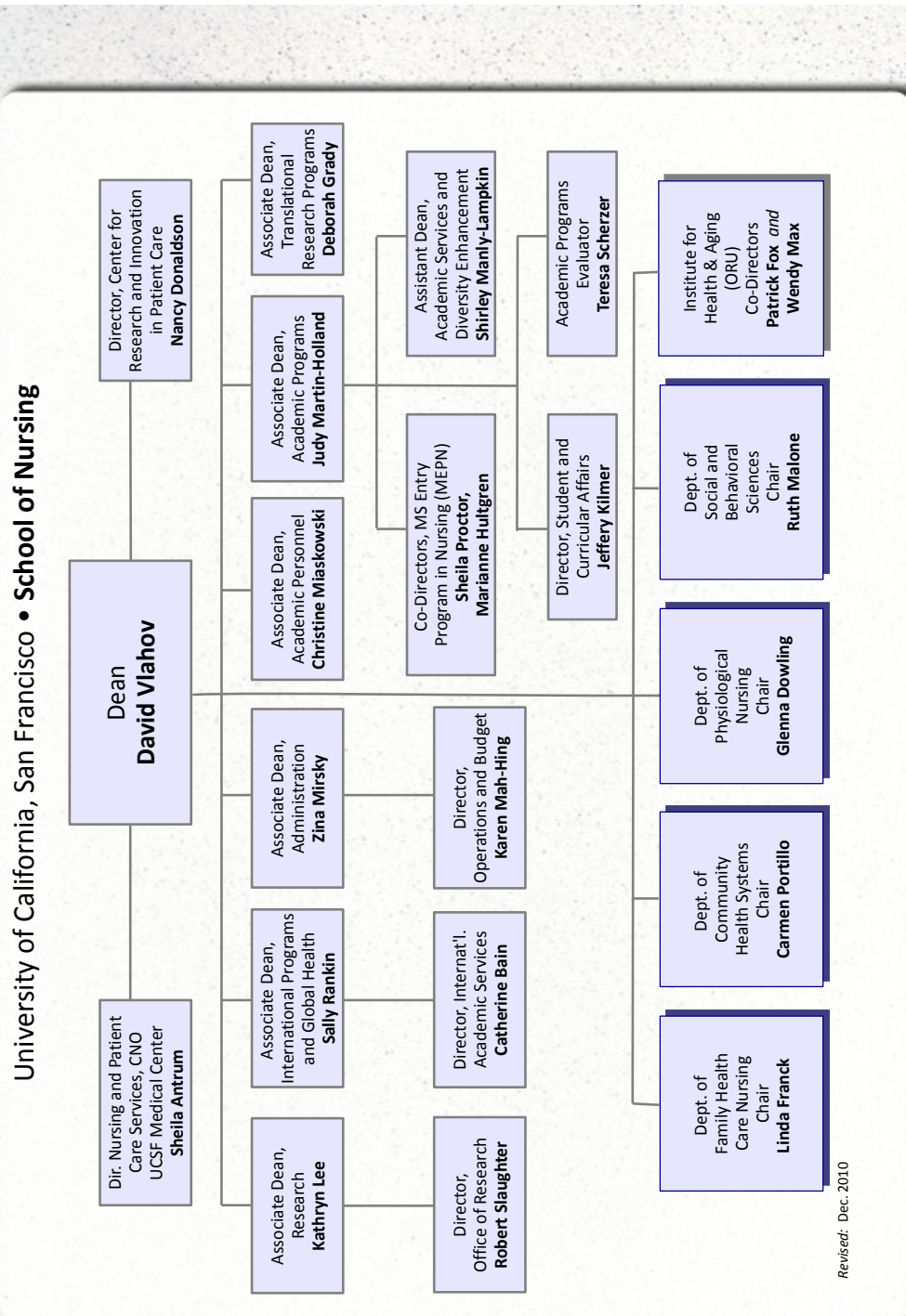
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

SCHOOL OF NURSING

Chapter Contents

| | |
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| Physiological Nursing | 857 |
| Social and Behavioral Sciences | 864 |

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**



Revised: Dec. 2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

SCHOOL OF NURSING

Leadership

Dean

David Vlahov, PhD, RN, FAAN is Dean and Endowed Professor of Nursing Education, University of California, San Francisco, School of Nursing.

Dr. Vlahov earned a PhD in Epidemiology from The Johns Hopkins University, School of Hygiene and Public Health, Baltimore, Maryland, a Master of Science degree as well as a Bachelor of Science in Nursing degree from the University of Maryland, School of Nursing, Baltimore, Maryland, and a Bachelor of Arts degree in History from Earlham College, Richmond, Indiana.

Dr. Vlahov has extensive experience in inter-professional and interdisciplinary education and research, having served on the faculty as Professor of Epidemiology at the Johns Hopkins and Columbia Universities, with adjuncts in Medical Schools at Cornell, Mount Sinai and New York University and the College of Nursing at New York University. He has also served as co-director of the Robert Wood Johnson Foundation Health and Society Scholars program.

Dr. Vlahov has research expertise in epidemiology, infectious diseases, substance abuse and mental health. Dr. Vlahov conducted studies of urban populations in Baltimore for over 20 years including several longitudinal cohort studies for which he received the NIH MERIT Award. More recently, Dr. Vlahov led epidemiologic studies in Harlem and the Bronx, which have served as a platform for subsequent individual- and community-level intervention studies and community based participatory research (involving partnerships with residents, community based organizations, academic/ public health departments) to address social determinants of health. This work has contributed information on racial/ethnic disparities in health and approaches to address such disparities.

Uniting these interests, Dr. Vlahov initiated the International Society for Urban Health (www.isuh.org), serving as its first President. He is a Visiting Professor at the Medical School in Belo Horizonte, Brazil to develop their programs in urban health, and is an expert consultant to the WHO's Urban Health Center in Kobe, Japan. He served on the New York City Board of Health. Dr. Vlahov is the editor-in-chief of the Journal of Urban Health, has edited three books on urban health and published over 610 scholarly papers.

In 2011 Dr. Vlahov was both elected to the Institute of Medicine and inducted as a Fellow of the American Academy of Nursing.

Source: School of Nursing, 12/16/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

Sheila Antrum, RN, MSHA

Chief Nursing and Patient Care Services Officer UCSF Medical Center

Catherine Bain, RN, MS

Director, International Academic Services,
Academic Coordinator and Asst. Clinical Professor

Nancy Donaldson, RN, DNSc, FAAN

Director, UCSF Stanford Center for Research and Innovation in Patient Care
Clinical Professor

Judith Martin-Holland, RN, PhD, FNP

Associate Dean, Academic Programs and Diversity Initiatives
Academic Administrator

Chrisanne Garrett, MAED

Director, Educational Technology and Academic Coordinator

Deborah Grady, MD, MPH

Associate Dean, Translational Research Programs

Sally Rankin, RN, PhD, FNP, FAAN

Associate Dean of International Programs,
Professor

Shirley Manley-Lampkin, RN, PhD

Assistant Dean, Academic Services and Diversity Enhancement,
Academic Coordinator

Christine Miaskowski, RN, PhD, FAAN

Associate Dean, Academic Affairs
Professor and Sharon A. Lamb Endowed Chair in Nursing

Zina Mirsky, RN, EdD

Associate Dean, Administration,
Lecturer

Source: School of Nursing, 12/16/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

Kathryn Lee, RN, PhD, FAAN

Associate Dean for Research,

Professor and James and Marjorie Livingston Endowed Chair in Nursing

Robert Slaughter, PhD

Director, Office of Research,

Academic Administrator and Lecturer

Scott Ziehm, RN, ND

Assistant Dean, Masters Entry Program in Nursing,

Health Sciences Clinical Professor

History

The nationally recognized excellence of the School of Nursing reflects a long history of innovation in nursing education. A diploma program for the education of nurses was first offered by the University of California in 1907, when it established the Hospital Training School for Nurses.

In 1917 a five-year curriculum leading to a baccalaureate degree was developed on the Berkeley campus in the Department of Hygiene. This program combined academic study with practice in nursing, using the Training School program as the middle years. These two curricula continued until 1934, when the diploma program was discontinued.

Instruction in public health nursing leading to certification was first offered to graduate nurses in 1918 on the Berkeley campus. In 1925, through funds appropriated by the state legislature from the accumulated funds in the State Bureau of Registered Nurses, an additional certificate curriculum in nursing education and nursing service administration was initiated. The Berkeley and San Francisco programs were brought together administratively in 1934. On March 17, 1939, the Regents authorized the establishment of a School of Nursing, the first autonomous school of nursing in any state university. In 1941 the faculty of the School of Nursing achieved full academic status in the University. The School added programs in succeeding years:

- 1949 Master of Science (M.S.)
- 1965 Doctor of Nursing Science (D.N.S.)
- 1980 Articulated BS/MS Program for Registered Nurses
- 1984 Doctor of Philosophy (Ph.D.)
- 1991 Master's Entry Program in Nursing (MEPN)

Source: School of Nursing 9/8/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

In the fall of 1959, all activities of the School of Nursing were consolidated onto the San Francisco campus.

In the 2006-07 academic year, UCSF School of Nursing celebrated its centennial. See the centennial website for details.

Mission

Nursing care for the healthy and the ill occurs in a dynamic social and professional environment with changing needs for clinical, research, and theoretical expertise. As a leader in health care and nursing progress, the UCSF School of Nursing must anticipate and respond to changing issues and trends and must influence policies and practices in health care.

Within this context, the School of Nursing draws upon the insights and experiences that its students, faculty, and alumni have to offer from their rich and diverse cultural heritage.

Taking advantage of its long history as a part of the University of California, San Francisco health sciences campus, the School will continue to work cooperatively with other health professionals on campus, nationally, and internationally in its search for excellence in teaching, research, practice, and public service.

The School of Nursing's mission comprises three elements:

- Teaching
 - Prepare students from culturally diverse backgrounds to assume leadership roles in nursing clinical practice, administration, teaching, and research.
 - Provide education and research training in the social, behavioral, and biological sciences focused on health, illness, and health care.
- Research
 - Advance knowledge and theory through research.
 - Design and evaluate the organization, financing, and delivery of health care.
 - Generate and test innovative professional educational models.
- Practice
 - Promote and demonstrate excellence in professional nursing practice.
 - Benefit the public, the profession, and the University through active individual and group involvement in service activities.

Principles of Community

Source: School of Nursing, 9/8/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

The San Francisco campus of the University of California is dedicated to learning and teaching in the health sciences. As a graduate and professional school campus, UCSF serves society through four primary missions: teaching, research, patient care, and public service. Faculty, staff, and students on the UCSF campus are a composite of many races, creeds, and social affiliations. To achieve campus goals, individuals must work collaboratively with mutual respect and with forbearance.

Several principles of community life are established to guide individual and group actions on the campus. Adherence to these principles is essential to ensure the integrity of the University and to achieve campus goals. UCSF faculty, staff, and students are asked to acknowledge and practice these basic principles of community life:

- We affirm that members of the campus community are valued for their individual qualities and members are encouraged to apply their unique talents in creative and collaborative work.
- We recognize, value, and affirm that social diversity contributes richness to the University community and enhances the quality of campus life for individuals and groups. We take pride in our various achievements and we celebrate our differences.
- We affirm the right of freedom of expression within the UCSF community and also affirm commitment to the highest standards of civility and decency toward all persons. We are committed to creating and maintaining a community where all persons who participate in University activities can work together in an atmosphere free of all forms of abusive or demeaning communication.
- We affirm the individual right of public expression within the bounds of courtesy, sensitivity, and respect. We recognize the right of every individual to think and speak as dictated by personal belief, to express individual ideas, and to state differences with other points of view, limited only by University requirements regarding time, place, and manner.
- We reject acts of discrimination, including those based on race, ethnicity, gender, age, disability, sexual orientation, and religious or political beliefs.
- We recognize that UCSF is devoted to public service and we encourage members of the campus community to participate in public service activities in their own communities and recognize their public service efforts in off-campus community settings.
- We affirm that each member of the campus community is expected to work in accord with these principles and to make individual efforts to enhance the quality of campus life for all.

Source: School of Nursing, 9/8/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

UCSF was the fourth largest recipient of National Institutes of Health research support in 2005, receiving a total of \$452.2 million from all awards in the nationally competitive process, according to rankings released by NIH. The rankings cover research and training grants, fellowships, contracts and other awards. The UCSF School of Dentistry, School of Nursing and School of Pharmacy each ranked first nationally – all three schools maintaining their rankings from last year. The UCSF School of Medicine ranked third nationally, as it did last year.

“UCSF’s research has once again been deemed among the best in the country by the most rigorous of judges -- our scientific peers throughout the nation,” said UCSF Chancellor Mike Bishop, M.D. “The strength of NIH support for UCSF is a national-level endorsement of scientific research here in all four schools. That bodes well for progress on many fronts critical to advancing health care.”

Dean Dracup wrote to staff and faculty, “This ranking is a reflection of the hard work and talent of many people in the school -- faculty, staff and students. Thank you for everything you do to contribute to our success as the #1 School of Nursing in the United States.”

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**Financial Schedule 8E - FY 2011-12
Current Fund Expenditures by Source
SCHOOL OF NURSING**

| | Total |
|---|--------------|
| General Funds | \$11,509 |
| Tuition and Fees | \$4,728 |
| Federal Government Grants | \$11,497 |
| Federal Government Contracts | \$66 |
| Special State Appropriations & Contracts | \$12,581 |
| Local Government | \$0 |
| Private Gifts, Grants and Contracts | \$3,943 |
| Endowment Income | \$1,270 |
| Sales & Services Educational Activities | \$136 |
| Sales & Services of Auxiliary | \$0 |
| Sales & Services Medical Centers | \$0 |
| Other Sources | \$1,346 |
| Reserves | \$0 |
| Total | \$47,076 |

Source: UCSF Controller's Office - 9/26/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

SCHEDULE 8C - FY 2011-12
CURRENT FUNDS EXPENDITURES BY DEPARTMENT
(Dollars in Thousands)

| | Current Funds | | | | Distribution | | |
|--------------------------------|---------------|---------------|--------------|---------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| SCHOOL OF NURSING | | | | | | | |
| INSTRUCTION | | | | | | | |
| Educational service | 3,162 | 54 | 3,043 | 65 | 1,740 | 1,422 | - |
| Family health care | 3,678 | 2,356 | (28) | 1,349 | 2,724 | 955 | 1 |
| Institute for health and aging | 979 | 567 | 263 | 149 | 543 | 437 | 1 |
| Community health systems | 5,283 | 1,959 | 265 | 3,058 | 3,235 | 2,048 | - |
| Physiological nursing | 2,889 | 2,045 | 256 | 588 | 2,114 | 776 | 1 |
| Social and behavioral science | 1,182 | 984 | 138 | 61 | 834 | 349 | 1 |
| Intra-school services | - | - | - | - | - | - | - |
| Total | 17,173 | 7,966 | 3,937 | 5,270 | 11,190 | 5,987 | 4 |
| RESEARCH | | | | | | | |
| Family health nursing | 448 | 23 | 11 | 414 | 216 | 232 | - |
| Institute for health and aging | 1,762 | - | (0) | 1,763 | 1,278 | 485 | 0 |
| Community health systems | 294 | 0 | (1) | 294 | 161 | 134 | - |
| Physiological nursing | 4,249 | - | - | 4,249 | 2,526 | 1,722 | - |
| Social and behavioral science | 2,703 | 0 | 6 | 2,696 | 1,443 | 1,260 | - |
| Dean's Office | 11 | - | 11 | - | - | 11 | - |
| Total | 9,468 | 24 | 28 | 9,416 | 5,624 | 3,844 | 0 |
| PUBLIC SERVICE | | | | | | | |
| Other nursing public service | 13,360 | - | 72 | 13,288 | 7,726 | 5,634 | - |
| Total | 13,360 | - | 72 | 13,288 | 7,726 | 5,634 | - |
| ACADEMIC SUPPORT | | | | | | | |
| Dean's office | 6,353 | 3,123 | 2,457 | 772 | 3,630 | 2,761 | 38 |
| Occupational health center | 722 | 397 | 326 | - | 582 | 140 | 0 |
| Total | 7,075 | 3,520 | 2,783 | 772 | 4,213 | 2,901 | 38 |
| Total School of Nursing | 47,076 | 11,510 | 6,821 | 28,746 | 28,753 | 18,365 | 42 |

Source: UCSF Controller's Office - 12/5/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

Source: UCSF Office of Sponsored Research
Date: 02/08/2013 – FINAL RESULTS

**UNIVERSITY OF CALIFORNIA, SAN FRANCISCO
EXTRAMURAL AWARDS BY TYPE
07/01/2011 – 06/30/2012 (All Awards)
SCHOOL OF NURSING**

| | Total Dollars | Direct Costs | F&A Costs | #Awards | #TX |
|---------------------------------------|----------------------|----------------------|---------------------|-----------|------------|
| FEDERAL SOURCES | | | | | |
| NIH Grants | 9,367,136.00 | 7,078,612.00 | 2,288,524.00 | 16 | 24 |
| Other DHHS Grants | 4,206,759.00 | 3,959,739.00 | 247,020.00 | 12 | 17 |
| NSF Grants | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Other Federal Grants | 850,000.00 | 771,849.00 | 78,151.00 | 1 | 1 |
| NIH Contracts | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Other DHHS Contracts | 34,722.00 | 34,722.00 | 0.00 | 1 | 1 |
| Other Federal Contracts | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Subcontracts (excluding SBIR/STTR) | 1,965,906.00 | 1,516,819.00 | 449,087.00 | 22 | 32 |
| Subcontracts(SBIR/STTR) | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Fellowships(All Federal Sources) | 343,967.00 | 343,967.00 | 0.00 | 5 | 9 |
| Subtotal, Federal Sources | 16,768,490.00 | 13,705,708.00 | 3,062,782.00 | 57 | 84 |
| OTHER PUBLIC SOURCES | | | | | |
| City/County of San Francisco | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Other Bay Area Public Agencies | 0.00 | 0.00 | 0.00 | 0 | 0 |
| California Dept Health Care Services | 3,750,070.00 | 3,500,233.00 | 249,837.00 | 3 | 3 |
| Other California Public Agencies | 13,808,357.00 | 12,668,069.00 | 1,120,288.00 | 24 | 49 |
| Other Public Agencies | 0.00 | 0.00 | 0.00 | 0 | 0 |
| UC Programs(except IUCRP) | 395,808.00 | 395,808.00 | 0.00 | 4 | 5 |
| UC Discovery portion of IUCRP | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Subcontracts(all above prime sources) | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Fellowships(all above sources) | 0.00 | 0.00 | 0.00 | 1 | 4 |
| Subtotal, Other Public Sources | 17,954,235.00 | 16,584,110.00 | 1,370,125.00 | 32 | 61 |
| Subtotal, Public Sources | 34,722,725.00 | 30,289,818.00 | 4,432,907.00 | 89 | 145 |

Note: Awards are selected for inclusion based on the budget period start date.
Results include modifications, corrections, and after-the-fact actions processed through 5:00 pm 02/08/2013.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

Source: UCSF Office of Sponsored Research
Date: 02/08/2013 – FINAL RESULTS

**UNIVERSITY OF CALIFORNIA, SAN FRANCISCO
EXTRAMURAL AWARDS BY TYPE
07/01/2011 – 06/30/2012 (All Awards)
SCHOOL OF NURSING**

| PRIVATE NON-PROFIT SOURCES | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
|--|----------------------|----------------------|---------------------|------------|------------|
| Grants | 2,120,100.00 | 1,955,256.00 | 164,844.00 | 15 | 20 |
| Contracts | 157,361.00 | 152,747.00 | 4,614.00 | 3 | 4 |
| Subcontracts | 225,934.00 | 205,894.00 | 20,040.00 | 4 | 5 |
| Fellowships | 60,000.00 | 60,000.00 | 0.00 | 1 | 1 |
| Subtotal, Private, Non-Profit Sources | 2,563,395.00 | 2,373,897.00 | 189,498.00 | 23 | 30 |
| PRIVATE FOR-PROFIT SOURCES | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
| Grants | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Contracts | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Subcontracts | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Fellowships | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Subtotal, Private, For-Profit Sources | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Subtotal, Private Sources | 2,563,395.00 | 2,373,897.00 | 189,498.00 | 23 | 30 |
| Miscellaneous Agreement Types | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
| Advance Awards | 0.00 | 0.00 | 0.00 | 7 | 7 |
| Extensions | 0.00 | 0.00 | 0.00 | 21 | 25 |
| MTAs(Incoming),URCs | 0.00 | 0.00 | 0.00 | 3 | 3 |
| OTHER agreements | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Subtotal, Misc Agreement Types | 0.00 | 0.00 | 0.00 | 31 | 35 |
| CUMULATIVE TOTAL | 37,286,120.00 | 32,663,715.00 | 4,622,405.00 | 143 | 210 |

Note: Awards are selected for inclusion based on the budget period start date.
Results include modifications, corrections, and after-the-fact actions processed through 5:00 pm 02/08/2013.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**FY 2011-12 Headcount as of 4/1/12
SCHOOL OF NURSING**

| Department | Staff | | Academic | | Grand Total |
|------------------------------|------------|-----------|-----------|------------|-------------|
| | FT | PT | FT | PT | |
| DEAN'S OFC: SCH OF NURSING | 29 | 1 | 5 | 28 | 63 |
| FAMILY HLTH CARE NSG | 9 | 3 | 21 | 21 | 54 |
| INSTITUTE FOR HEALTH & AGING | 64 | 9 | 20 | 14 | 107 |
| PHYSIOLOGICAL NURSING | 15 | 10 | 17 | 23 | 65 |
| S/N COMMUNITY HEALTH SYSTEMS | 7 | 12 | 19 | 11 | 49 |
| SOCIAL & BEHAVIORAL SCIENCES | 6 | 2 | 11 | 9 | 28 |
| Total | 130 | 37 | 93 | 106 | 366 |

Source: UCSF Human Resources

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
SCHOOL OF NURSING**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|-------------------------|-----------------------------------|--------------------|---------------|
| Federal | \$12,361,284 | \$9,051,779 | \$3,194,580 | 35.29% |
| CIRM | \$0 | | | 0.00% |
| Other State Contracts | \$12,387,132 | \$10,683,750 | \$1,041,555 | 9.75% |
| Local Government | \$0 | | \$0 | 0.00% |
| Private Clinical Trials | \$0 | | \$0 | 0.00% |
| Private Contracts & Grants | \$3,473,874 | \$3,189,261 | \$559,954 | 17.56% |
| Total: | \$28,222,290 | \$22,924,790 | \$4,796,089 | 20.92% |

Source: UCSF Budget & Resource Management

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

COMMUNITY HEALTH SYSTEMS

- Interim Chair – Portillo, Carmen.
- Director, Operations and Finance - Pinster, W. Kent
- Website - <http://nurseweb.ucsf.edu/chs/>

Mission

The mission of the Department of Community Health Systems is to promote and sustain health in the community and workplace, with particular emphasis on culturally diverse and high-risk populations. We are committed to improving the health and health care for those served by community-based health care systems through educating culturally competent nurses, conducting research, and providing services in the community which address the health issues of those underserved by the traditional institution-based health care system.

Education Mission

- To prepare students from culturally diverse backgrounds to assume leadership roles in nursing clinical practice, administration, teaching, and research.

Research Mission

- To advance knowledge and theory through research.
- To design and evaluate the organization, financing, and delivery of health care.
- To generate and test innovative professional educational models.

Service Mission

- To promote and demonstrate excellence in professional nursing practice.
- To benefit the public, the profession, and the University through active individual and group involvement in service activities.

Vision

Members of the Department of Community Health Systems are committed to conducting research, preparing nurse leaders, and providing services for those served by community based

Source: Community Health Systems - 8/19/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

health care systems. We seek to maximize the health of communities with particular emphasis on culturally diverse and high risk populations. Our work focuses on both health and illness. Through our research, teaching, practice, and service, we strive to:

- Provide mentoring for graduate students to enhance their clinical expertise and research training;
- Promote and sustain health in the community and workplace from an individual, client-centered approach and from a community-level public health approach;
- Enhance the quality of life for people living with mental illnesses, infectious diseases, and other acute and chronic illnesses at work and at home;
- Improve the accessibility, affordability, acceptability, and quality of care of community-based care systems; and,
- Develop and test models of care that meet the health care needs of communities, with emphasis upon vulnerable populations.

Research

Research is one of the 3 primary missions of the Department of Community Health Systems. Our faculty conducts insightful and novel research in areas related to the Department's specialty programs. Research increases our knowledge about important specific issues, as well as leading to overall advancements in standards of health care. It also provides insights into the adequacy of current health care services and the viability of new and old treatment protocols.

CHS faculty research focuses on vulnerable populations and communities such as: the homeless and disadvantaged; elderly; persons with psychiatric disorders and issues of trauma and abuse; high-risk infants and children; workers at risk for or living with injury or disability; individuals with chronic diseases such as asthma, cardiovascular disease, diabetes and HIV infections; incarcerated persons; and ethnic and immigrant minorities.

Areas of faculty research address major community health issues such as:

- The impact of disease or conditions on vulnerable populations (e.g. premature birth on infants and families, chronic illness and disability on health-related quality of life, stigma on access to care),
- Community and patient based intervention (e.g. self-management of chronic illnesses, health promotion in severe mental illness, lifestyle health behaviors and risk reduction, strategies to manage infectious diseases such as HIV/AIDS and TB, injury prevention, and drug and alcohol abuse), and

Source: Community Health Systems - 8/19/2010

University of California, San Francisco
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School/Department Profiles - School of Nursing

- Health care systems analysis and intervention (e.g. patient safety, organization of nursing staff to deliver care, multidisciplinary health care delivery, organization and financial aspects of health care delivery).

Patient Care

Located in and around San Francisco, our faculty practices allow us to serve the neediest people in our community, those normally underserved by more mainstream health care systems, including the homeless and mentally ill. The practices are also a vital educational resource for the Department because they provide invaluable opportunities for our students to train in actual community environments.

Our practices provide health services to some of the most vulnerable populations in our area. For example, the nurse-managed Glide Health Services provides free medical care to the city's homeless and underinsured. The faculty practice at Progress Foundation gives residents of the Progress Houses access to medical care that eliminates costly emergency room visits. The other practices each serve a special segment of the community.

Our six faculty practices are:

1. Glide Health Services
2. Nursing Faculty Practice at Progress Foundation
3. UCSF Ambulatory Care Clinics, Division of Internal Medicine
4. UCSF Ambulatory Care Clinics, Division of Pulmonary Medicine
5. UCSF Positive Health Program
6. Comfort Care & Palliative Care Service Consultation

Educational Activities

Master of Science Program in Nursing prepares leaders in the roles of nurse practitioner, clinical nurse specialist, administrator, teacher, and consultant. Most applicants applying to this program are experienced registered nurses who have successfully completed a Bachelor's degree. Upon graduation, all have a base of knowledge in a specific area of nursing; can participate knowledgeably in research activity and application; and are capable of contributing to the formulation of theory and to the application of theory to nursing practice. The 5 Masters specialty areas are:

- **The Adult Nurse Practitioner (ANP) Program** prepares nurses in advanced practice to diagnose and manage primary care problems of adults. The curriculum emphasizes comprehensive physical and psychosocial assessment, decision-making processes in acute and chronic health conditions, introduction to complementary healing strategies,

Source: Community Health Systems - 8/19/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

and health maintenance care, including health promotion and disease prevention.

- **Advanced Community Health and International Nursing** focuses on planning and evaluating community/public health programs; international health, population-level care, health promotion, grant writing, teaching/learning strategies, health care systems, public policy, and leadership; addressing health disparities of vulnerable and diverse populations; practicing and consulting in multicultural and international settings; and specializing in HIV/AIDS as a community health nurse. The focus of clinical experiences is on advanced nursing practice in a variety of community/public health private and governmental agencies in local, national, and international settings.
- **Nursing Administration (NA)** The administration program prepares individuals for management and administrative positions throughout the health care arena. The expert curriculum provides a solid business administration foundation for those interested in pursuing careers that require the use of management principles.
- **Occupational and Environmental Health Nursing (OEH)** focuses on the prevention and management of illnesses and injuries that result from conditions in the workplace or community. OEH nurses design programs and provide clinical interventions to prevent and manage these disorders effectively.
- **Psychiatric/Mental Health Nursing** teaches the skills to provide quality care that addresses mental and physical aspects of. The curriculum reflects important advances in understanding about mental disorders, including their prevention and treatment, and has evolved to respond to special needs of vulnerable populations in the community. The curriculum has a biopsychosocial orientation, addressing mental illness as a biological event, as a personal experience, and as a social and cultural phenomenon.

The UCSF School of Nursing's Master's Entry Program in Nursing (MEPN) is a way for students who have earned a B.S. or B.A. degree that is not in nursing to take part in our Master of Science in Nursing (MSN) Program.

While the MSN is a two-year program for students who have already earned a BSN, MEPN is a three-year program in which the first year is for preparatory nursing study. In that first year, MEPN students learn what is usually taught in a two-year BSN program and then proceed to the standard two-year MSN course of study.

Some masters students may also elect to choose a "minor" in addition to their designated specialty area.. A minor typically consists of three or more courses in one of the following specialties: following specialties:

Source: Community Health Systems - 8/19/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

- MENTAL HEALTH NURSING CARE FOR VICTIMS OF TRAUMA
- HIV/AIDS
- HEALTH POLICY
- EDUCATION
- HUMANITIES, HISTORY, & ETHICS IN NURSING PRACTICE
- GENOMICS

The UCSF **PhD Program in Nursing** is a school-wide program in which students are assigned academic advisors in the Department that offers research mentorship most closely aligned to the applicant's research interests.

Doctoral education in the Department of Community Health Systems focuses on the many facets of health and illness in the community, including health promotion and disease prevention; care and management of chronic illness; the management related to mental, physical, environmental and occupational health and safety; and health care delivery systems, including patient safety, human resources and dissemination of best practices.

Faculty research focuses on vulnerable populations and communities such as: the homeless and disadvantaged; elderly; persons with psychiatric disorders and issues of trauma and abuse; high-risk infants and children; workers at risk for or living with injury or disability; individuals with chronic diseases such as asthma, cardiovascular disease, diabetes and HIV infections; incarcerated persons; and ethnic and immigrant minorities.

Post-Doctoral studies are arranged by individual request depending upon specific areas of interest and availability of resources within those areas.

Ample and attractive opportunities exist for scholarly pursuits in research, teaching, administration, and clinical work.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**FY 2011-12 Headcount as of 4/1/12
COMMUNITY HEALTH SYSTEMS**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 7 | 12 | 19 | 11 | 49 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
COMMUNITY HEALTH SYSTEMS**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| NURS-COMMUNITY HEALTH SYSTEMS | 15.87 | 3.61 | 15.87 | 2.27 | 15.87 | 2.27 | 15.87 | 2.27 | 15.87 | 2.27 |
| ORG ACT-NURSING DEAN'S OFFICE | | 0.30 | | 0.30 | | 0.25 | | 0.25 | | 0.25 |
| SCH NUR OCCUPATIONAL HEALTH CENTER | 3.90 | 1.85 | 3.90 | 1.85 | 3.90 | 1.85 | 3.90 | 1.85 | 3.90 | 1.85 |
| Total: | 19.77 | 5.76 | 19.77 | 4.42 | 19.77 | 4.37 | 19.77 | 4.37 | 19.77 | 4.37 |

Source: UCSF Budget & Resource Management

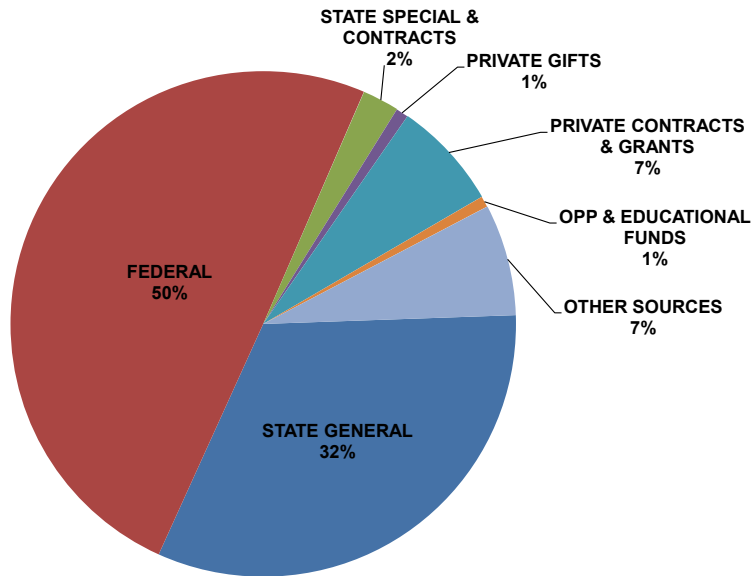
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**Total Expenditures by Fund Source
COMMUNITY HEALTH SYSTEMS**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$2,533,569 | \$2,645,897 | \$2,221,654 | \$2,282,395 | \$2,356,216 | -7.0% |
| TUITION & FEES | \$1,025 | (\$32,156) | \$105,224 | \$66,938 | \$42,749 | 4070.6% |
| FEDERAL | \$2,222,017 | \$2,754,549 | \$2,612,621 | \$3,485,331 | \$3,625,013 | 63.1% |
| STATE SPECIAL & CONTRACTS | \$170,101 | \$206,321 | \$298,781 | \$474,665 | \$170,997 | 0.5% |
| PRIVATE GIFTS | \$51,955 | \$180,771 | \$112,110 | \$137,784 | \$57,643 | 10.9% |
| PRIVATE CONTRACTS & GRANTS | \$1,304,022 | \$1,382,473 | \$1,431,418 | \$816,923 | \$506,950 | -61.1% |
| ENDOWMENT FUNDS | \$59,966 | \$68,674 | \$45,644 | \$17,781 | \$0 | -100.0% |
| OPP & EDUCATIONAL FUNDS | \$98,356 | \$116,889 | \$93,154 | \$96,782 | \$50,911 | -48.2% |
| S&S -EDUCATIONAL ACTIVITY | \$354,444 | \$62,145 | (\$1,326) | \$54,563 | (\$52,891) | -114.9% |
| OTHER SOURCES | \$888,196 | \$962,210 | \$902,747 | \$913,040 | \$519,493 | -41.5% |
| Total: | \$7,683,651 | \$8,347,771 | \$7,822,027 | \$8,346,202 | \$7,277,082 | -5.3% |

Source: Budget & Resource Management

**Expenditures by Fund Source
Community Health Systems
FY 2011-12**



Source: Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
COMMUNITY HEALTH SYSTEMS**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|--------------|
| Federal | \$3,625,013 | \$2,451,267 | \$410,358 | 16.74% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$170,998 | \$9,231 | \$4,790 | 51.89% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$506,950 | \$259,299 | \$42,992 | 16.58% |
| Total: | \$4,302,961 | \$2,719,797 | \$458,140 | 16.84% |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
COMMUNITY HEALTH SYSTEMS**

| | Number | Amount |
|----------------------------|--------|-----------|
| Research Grants* | 1 | \$575,514 |
| Training Grants | 1 | \$298,535 |
| Fellowships | 1 | \$35,176 |
| Other Awards | 0 | \$0 |
| R&D Contracts** | 0 | \$0 |
| Total: | 3 | \$909,225 |

*Does not include grants awarded under the American Recovery and Reinvestment Act (ARRA)

**Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
COMMUNITY HEALTH SYSTEMS
(Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|------------|--------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| Instruction | 5,283 | 1,960 | 265 | 3,058 | 3,235 | 2,048 | 0 |
| Research | 294 | 0 | (1) | 295 | 161 | 133 | 0 |
| Total | 5,577 | 1,960 | 264 | 3,353 | 3,396 | 2,181 | 0 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

FAMILY HEALTH CARE NURSING

- Chair – Franck, Linda
- Business Officer – Pinster, William K.
- Website -<http://nurseweb.ucsf.edu/fhcn>

Department Description

The Department of Family Health Care Nursing (FHCN) offers specialties in the areas of neonatology, acute and primary care pediatrics, perinatology, midwifery, women's health, and family primary care. FHCN prepares nurses at the advanced practice across the care giving continuum of acute care to primary care settings. Doctoral students are prepared for careers in research, education, and leadership positions.

Mission Statement

Our mission is to optimize the health and well-being of children, women, and families in a changing multicultural society by fostering excellence in our nursing programs of teaching, research, and practice, as well as through community service. We promote the advancement of knowledge through systematic exploration, scholarly dialogue, reflection, and dissemination. We promote the personal and collective growth and sense of accomplishment of everyone affiliated with this department. We fulfill our mission through teaching, research, practice, community service, and personal and collective growth.

Research Activities

FHCN research programs are focused on the health of children, women, and families. Topical examples include, but are not limited to, relationships between children's environments, psychobiology, and physical and mental health; immigrant children's health; interrelations between family processes and health, particularly chronic illness; family and staff experiences in pediatric palliative care; short- and long-term health outcomes for women and their families; the experiences, strengths, and interrelationships of battered women and their children; the mental health and development of vulnerable adolescents; studies of rhythms of sleep and fatigue in a variety of populations and instrument development to measure fatigue and sleep disturbance; family management of chronic, technology-dependent health conditions in children and their transition to adulthood; the role of religious organizations in HIV/AIDS prevention and care in sub-Saharan Africa; increased BMI in Asian children; Central American environmental exposures and the influence on children; and patient safety in perinatal care.

Source: Family Health Care Nursing, 9/2/2010

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

Patient Care Activities

Faculty practice sites include Valencia Health Services, a primary care practice, providing comprehensive health services to pediatric and adolescent clients in the San Francisco Mission District; UCSF/Mount Zion Young Women's Program, providing perinatal and gynecological care for high-risk youth; Women's Primary Care Clinic, Mission Neighborhood Health Center, providing health promotion, disease prevention, gynecologic, and family planning services; Jail Health Services, San Francisco County Jail, providing primary health care for high-risk inmates; California Child Health Program, providing education and child care health resources and linkages for child care center providers and the families they serve throughout California; Midwives of San Francisco at San Francisco General Hospital, providing prenatal, labor and delivery, and postnatal care; and support of the North Coast Perinatal Access System, promoting high quality, risk appropriate care for mothers and their babies, and improving access to appropriate preconception, pregnancy, and postpartum diabetes education to women of child-bearing age and to providers.

Educational Activities

Preparation of nurses at the master's level for advanced practice include the specialties of Family Nurse Practitioner, Nurse-Midwifery, Advanced Practice Neonatal Nursing (Neonatal Nurse Practitioner), Advanced Practice Pediatric Nursing (Pediatric Nurse Practitioner), Acute Care Pediatric Nurse Practitioner, and Advanced Practice Perinatal Nursing (Perinatal Clinical Nurse Specialist). The Doctor of Philosophy in Nursing program prepares nurses to conduct research in nursing and to contribute to the body of knowledge in the areas of neonatology, pediatrics, perinatology, midwifery, women's health, and family primary care. Other opportunities include post-Master's specialized study, postdoctoral studies funded through T32 federal training grants, and nondegree special studies for postdoctoral scholars and international nurses.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**FY 2011-12 Headcount as of 4/1/12
FAMILY HEALTH CARE NURSING**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 9 | 3 | 21 | 21 | 54 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
FAMILY HEALTH CARE NURSING**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-----------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| NURS-FAMILY HEALTH CARE NURSING | 17.17 | 4.11 | 18.10 | 3.00 | 18.10 | 3.00 | 19.10 | 3.00 | 19.10 | 3.00 |
| ORG ACT-SIN FAMILY HLTH CARE SVCS | | 0.18 | | 0.13 | | 0.13 | | 0.13 | | 0.13 |
| Total: | 17.17 | 4.29 | 18.10 | 3.13 | 18.10 | 3.13 | 19.10 | 3.13 | 19.10 | 3.13 |

Source: UCSF Budget & Resource Management

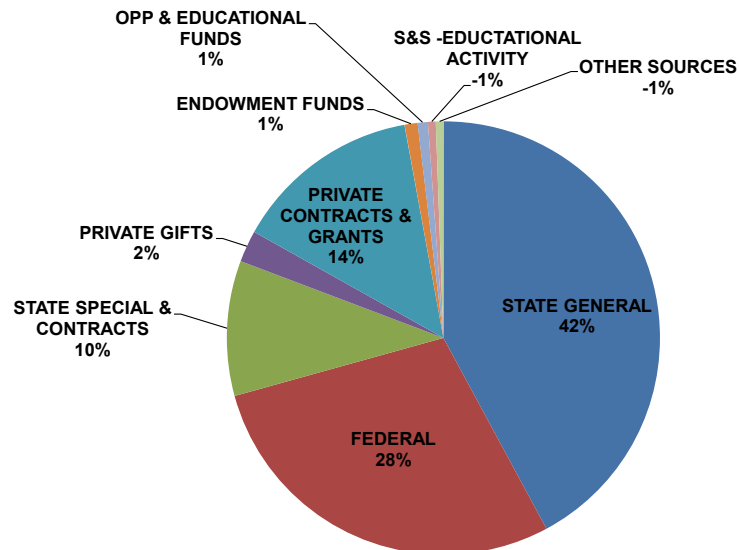
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**Total Expenditures by Fund Source
FAMILY HEALTH CARE NURSING**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$2,087,724 | \$2,291,055 | \$1,993,337 | \$2,137,846 | \$2,378,999 | 14.0% |
| TUITION & FEES | \$0 | \$0 | (\$100) | \$0 | \$14 | 0.0% |
| FEDERAL | \$3,210,736 | \$2,981,475 | \$2,201,376 | \$2,020,850 | \$1,612,587 | -49.8% |
| STATE SPECIAL & CONTRACTS | \$1,059,649 | \$980,078 | \$1,213,570 | \$928,204 | \$569,963 | -46.2% |
| LOCAL GOVERNMENT | \$68,335 | \$16,752 | (\$1,560) | \$0 | \$0 | -100.0% |
| PRIVATE GIFTS | \$90,842 | \$174,771 | \$55,083 | \$68,507 | \$133,962 | 47.5% |
| PRIVATE CLINICAL TRIALS | \$0 | (\$1,814) | \$0 | \$0 | \$0 | 0.0% |
| PRIVATE CONTRACTS & GRANTS | \$100,685 | \$212,360 | \$104,108 | \$234,444 | \$790,547 | 685.2% |
| ENDOWMENT FUNDS | \$58,018 | \$110,786 | \$19,607 | \$25,493 | \$54,133 | -6.7% |
| OPP & EDUCATIONAL FUNDS | \$131,172 | \$135,551 | \$129,039 | \$89,840 | \$43,446 | -66.9% |
| S&S -EDUCTATIONAL ACTIVITY | \$54,923 | (\$14,673) | \$58,755 | \$9,820 | (\$32,751) | -159.6% |
| OTHER SOURCES | \$746,253 | \$663,643 | \$504,625 | \$204,384 | (\$31,823) | -104.3% |
| Total: | \$7,608,336 | \$7,549,985 | \$6,277,839 | \$5,719,387 | \$5,519,075 | -27.5% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Type
Family Health Care Nursing
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
FAMILY HEALTH CARE NURSING**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$1,612,587 | \$1,075,686 | \$190,988 | 17.75% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$569,963 | \$570,001 | \$49,336 | 8.66% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$790,547 | \$782,147 | \$107,780 | 13.78% |
| Total: | <u>\$2,973,097</u> | <u>\$2,427,834</u> | <u>\$348,104</u> | <u>14.34%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
FAMILY HEALTH CARE NURSING**

| | Number | Amount |
|---------------------------|----------|------------------|
| Research Grants | 0 | \$0 |
| Training Grants | 2 | \$574,965 |
| Fellowships | 2 | \$70,314 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>4</u> | <u>\$645,279</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
FAMILY HEALTH CARE NURSING
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|--------------|---------------|--------------|-------------|-----------------------|-----------------------|--------------------|----------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 3,677 | 2,356 | (28) | 1,349 | 2,723 | 954 | 0 |
| Research | 448 | 23 | 11 | 414 | 216 | 232 | 0 |
| Total | 4,125 | 2,379 | (17) | 1,763 | 2,939 | 1,186 | 0 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

INSTITUTE FOR HEALTH AND AGING

- Co-Directors - Max, Wendy, Fox, Patrick
- Business Officer – Gudelunas, Regina
- Website - <http://nurseweb.ucsf.edu/iha/>

The Institute for Health & Aging (IHA), located at the Laurel Heights Campus of the University of California, San Francisco, was originally established by the School of Nursing in 1979 as the Aging Health Policy Center. The Center evolved from social sciences research and training activities, initially undertaken by faculty in the Department of Social and Behavioral Sciences in 1976.

Since Drs. Wendy Max and Patrick Fox assumed the role as Institute Co-Directors in 1999, their mission has been to build a productive, academically vibrant, and financially sound center of research, education, and public service programs.

When the Regents of the University of California established the Institute for Health & Aging as an organized research unit (ORU) on July 19, 1985, it represented a significant commitment by the University to the field of aging, and is a special acknowledgement of the importance of aging research, education, and public service to the University's mission.

Over the years, key research centers have been established by Institute faculty, which address a wide range of socioeconomic issues in the areas of women's health, healthy and active aging, disability, substance abuse, and medical economics including the following:

- The Dorothy P. Rice Center for Health Economics
- The Center for Healthy and Active Aging
- The Lesbian Health and Research Center

The Institute for Health & Aging provides public service to Californians through a number of important health promotion and research programs, many of which are funded through the Chronic Disease, Injury and Control (CDIC) & Cancer Detection Sections at the California Department of Health Services including the following:

- California Arthritis Partnership Program (CAPP)
- California Birth Defects Monitoring Program
- California Cancer Detection Section (CDS)
- California Center for Physical Activity (CCPA)
- California Diabetes Program

Source: Institute for Health and Aging, 12/15/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

- California Heart Disease & Stroke Prevention Program (CHDSP)
- Maternal, Child and Adolescent Health Program
- Safe Routes to Schools (SR2S)

Education & Training Programs

The Institute for Health & Aging at the School of Nursing, University of California, San Francisco, provides comprehensive education and training in aging, health policy, and health services research for pre- and post-doctoral scholars in a variety of social science disciplines.

Over the past 10 years, IHA faculty members have mentored 106 predoctoral students and post-doctoral researchers, and 6 visiting scholars.

During the past five years, Professor Carroll L. Estes, Founding Director of IHA has instituted a fund raising campaign to provide funding for a policy-oriented scholarship program, which has three components:

- The Carroll L. Estes Critical Scholars Program will provide support to graduate students studying aging, health, long-term care, and disability with particular attention to issues of social policy and social justice.
- The Estes Program in Law, Health and Aging, will provide support to law and social science graduate students interested in issues related to law, health, and aging.
- The Senior Scholar Program, named in honor of Maggie Kuhn, cofounder of the Gray Panthers, and Tish Sommers, cofounder and president of OWL, Older Women's League, which will provide support to distinguished older people who wish to spend time at UCSF working with our scholars on major issues related to aging in America. It may also support younger scholars with similar interests. To date, more than \$175,000 has been raised to support these programs.

In addition to these scholarship efforts, IHA has assisted the Department of Anthropology, History, and Social Medicine in publicizing and raising money for the Gay Becker Scholarship Fund. Gay Becker, a medical anthropologist, held appointments in both the Department of Anthropology, History, and Social Medicine and at IHA.

Source: Institute for Health and Aging, 12/15/2011

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**FY 2011-12 Headcount as of 4/1/12
INSTITUTE FOR HEALTH AND AGING**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 64 | 9 | 20 | 14 | 107 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
INSTITUTE FOR HEALTH AND AGING**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-----------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| ORG ACT-NURSE-INST HEALTH & AGING | 0.18 | 0.18 | 0.18 | 0.18 | 0.18 | 0.18 | 0.18 | 0.18 | 0.18 | 0.18 |
| S/N-INSTITUTE FOR HEALTH & AGING | 1.00 | 1.52 | 1.00 | 1.48 | 1.00 | 1.48 | 1.00 | 1.48 | 1.00 | 1.48 |
| Total: | 1.00 | 1.70 | 1.00 | 1.66 | 1.00 | 1.66 | 1.00 | 1.66 | 1.00 | 1.66 |

Source: UCSF Budget & Resource Management

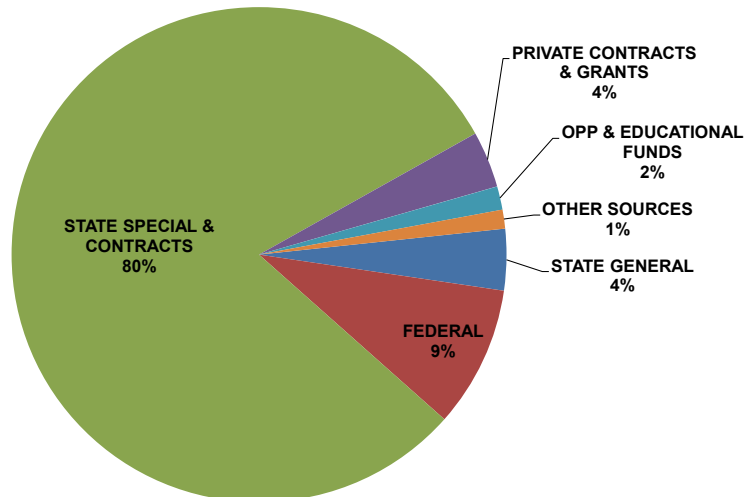
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**Total Expenditures by Fund Source
INSTITUTE FOR HEALTH AND AGING**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$442,761 | \$696,611 | \$407,584 | \$499,297 | \$567,313 | 28.1% |
| TUITION & FEES | \$230 | (\$215) | \$0 | \$0 | \$54,038 | 23362.2% |
| FEDERAL | \$2,111,435 | \$1,431,633 | \$1,201,971 | \$1,702,586 | \$1,307,147 | -38.1% |
| STATE SPECIAL & CONTRACTS | \$9,888,841 | \$10,487,275 | \$12,438,525 | \$11,985,181 | \$11,375,468 | 15.0% |
| LOCAL GOVERNMENT | (\$371) | (\$4,470) | \$0 | \$0 | \$0 | -100.0% |
| PRIVATE GIFTS | \$111,874 | \$136,258 | \$5,757 | \$12,561 | \$70,589 | -36.9% |
| PRIVATE CLINICAL TRIALS | \$0 | (\$84) | \$0 | \$0 | \$0 | 0.0% |
| PRIVATE CONTRACTS & GRANTS | \$824,445 | \$674,388 | \$624,169 | \$855,813 | \$522,504 | -36.6% |
| ENDOWMENT FUNDS | \$307 | \$413 | \$2,855 | \$9,136 | \$0 | -100.0% |
| OPP & EDUCATIONAL FUNDS | \$124,660 | \$228,182 | \$158,861 | \$280,909 | \$214,511 | 72.1% |
| S&S -EDUCTATIONAL ACTIVITY | (\$228,793) | (\$75,728) | \$19,503 | \$76,067 | \$48,952 | -121.4% |
| OTHER SOURCES | (\$32,013) | \$36,283 | \$15,217 | \$17,590 | \$3,607 | -111.3% |
| RESERVES | \$0 | \$497 | \$0 | \$0 | \$0 | 0.0% |
| Total: | \$13,243,375 | \$13,611,044 | \$14,874,441 | \$15,439,140 | \$14,164,129 | 7.0% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Institute for Health and Aging
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
INSTITUTE FOR HEALTH AND AGING**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$1,307,147 | \$1,176,768 | \$547,482 | 46.52% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$11,242,555 | \$9,700,901 | \$938,688 | 9.68% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$522,504 | \$521,164 | \$122,699 | 23.54% |
| Total: | <u>\$13,072,206</u> | <u>\$11,398,833</u> | <u>\$1,608,869</u> | <u>14.11%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
INSTITUTE FOR HEALTH AND AGING**

| | Number | Amount |
|---------------------------|---------------|--------------------|
| Research Grants | 2 | \$1,414,384 |
| Training Grants | 0 | \$0 |
| Fellowships | 0 | \$0 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>2</u> | <u>\$1,414,384</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
INSTITUTE FOR HEALTH AND AGING
(Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|------------|--------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| Instruction | 979 | 567 | 263 | 149 | 543 | 437 | 1 |
| Research | 1,763 | 0 | 0 | 1,763 | 1,278 | 485 | 0 |
| Total | 2,742 | 567 | 263 | 1,912 | 1,821 | 922 | 1 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

PHYSIOLOGICAL NURSING

- Chair – Dowling, Glenna A.
- Business Officer – Tsujihara, Phyllis D.
- Website - none

Department Description

The Department of Physiological Nursing is one of four departments within the School of Nursing. The Department offers clinical masters programs in areas such as Acute Care, Cardiovascular, Critical Care/Trauma, Gerontology, and Oncology. These programs prepare graduates for roles in advanced practice. Graduates from our doctoral program are prepared for roles in academia and research.

Mission Statement

The mission of the Department of Physiological Nursing includes four elements: teaching, research, practice, and public service, with a principal focus on adults with acute and chronic illnesses.

Research Activities

The Department of Physiological Nursing has a wide spectrum of research activities ranging from disease and symptom management (e.g., dyspnea, fatigue, side effects of chemotherapy and radiation treatment, pain, sleep, and hyperlipidemia) to end of life care. Departmental faculty expertise is widely recognized as evidenced by significant intramural and extramural funding.

Patient Care Activities

Many of the faculty in the Department maintain current clinical expertise in a variety of practice settings including ambulatory, acute and long-term care.

Academic Program Areas

The Department of Physiological Nursing offers courses of study leading to a master's degree in science with emphases in the following areas:

Acute Care Nurse Practitioner - Acute Care Nurse Practitioners are advanced practice nurses who provide care to acutely ill patients with complex conditions such as critical care, emergency/trauma, cardiovascular, internal medicine, neurology and surgery. Students engage in five areas

Source: Department of Physiological Nursing - 10/3/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

of care management including: (1) eliciting patient histories and performing physical examinations; (2) ordering diagnostic tests; (3) performing therapeutic procedures; (4) furnishing and prescribing medications, and (5) coordination of care. The focus of the program is on developing skills to manage hospitalized or emergency department patients. The program has three areas of emphasis: critical care, cardiopulmonary, and ED/Trauma. If students have individual practice goals, additional areas such as neurosurgery or nephrology may be explored. Students will have preparation in pathophysiology, health assessment, pharmacology and primary, chronic and acute care.

Cardiovascular Nursing - The Cardiovascular Clinical Nurse Specialty spans the health care continuum and students can customize their focus areas on health promotion, coronary artery disease prevention, cardiac rehabilitation, or the management of medical, surgical, and critically ill cardiac patients. The curriculum includes courses in human pathophysiology and aging, and in nursing management of cardiac patients in critical care, acute care, outpatient settings, and rehabilitation programs. The cardiovascular nursing program prepares graduates for advanced nursing practice roles such as: clinical nurse specialists (CNS), educators, middle management administrators, and case managers.

Critical Care/Trauma Nursing - Change in health care delivery has led to an increase in the acuity of hospitalized patients and the need for continuity of care across settings. Certification as a Clinical Nurse Specialist in Critical Care/Trauma prepares the advanced practice nurse to perform in the roles associated with practicing, educating, managing, researching, or coordinating care in critical care or trauma settings. The program includes curriculum in pathophysiology, pharmacology, monitoring and clinical management of critical care, trauma and emergency department patients; critical analysis of practice issues and clinical experiences in advanced practice roles. The program provides students with the expertise needed to work in a fast-changing environment, to evaluate clinical outcomes, to improve patient care and to promote cost-effective care.

Gerontological Nursing - This specialty focuses on the nursing care of the older adult and students are trained for the role of Clinical Nurse Specialists in Gerontological Nursing. The curriculum includes core courses in advanced clinical skills for the assessment and management of older adults, pathophysiology, pharmacology, mental health, social, political, economic factors, and current patterns/ future trends in the delivery of healthcare and long-term services to older adults. Students have an opportunity to obtain in-depth clinical experience in a wide range of settings that span the continuum, from ambulatory and community-based services, to hospitals and institutional long term care.

Oncology - The Oncology Clinical Nurse Specialty prepares students to participate in cancer prevention and early detection, and in the planning, developing, and providing new strategies

Source: Department of Physiological Nursing - 10/3/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

in caring for patients with cancer. Preparation in the advanced clinical practice role includes leadership, research support, and adult education positions in cancer control or acute and chronic oncology care settings. Advanced Practice Nursing prepares graduates for emerging roles in the science of cancer genetics. The emphasis is on screening for genetics predisposition, the genetics of cancer and other adult illness, and the use of genetically engineered technologies and therapies.

Genomics Minor – Students may choose to complete the Genomics Minor as part of their specialty program of study. Three additional courses are required to complete the minor.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**FY 2011-12 Headcount as of 4/1/12
PHYSIOLOGICAL NURSING**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 15 | 10 | 17 | 23 | 65 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
PHYSIOLOGICAL NURSING**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| NURSING-PHYSIOLOGICAL NURSING | 18.33 | 5.13 | 20.33 | 3.83 | 19.33 | 3.83 | 19.33 | 2.17 | 19.33 | 2.17 |
| Total: | 18.33 | 5.13 | 20.33 | 3.83 | 19.33 | 3.83 | 19.33 | 2.17 | 19.33 | 2.17 |

Source: UCSF Budget & Resource Management

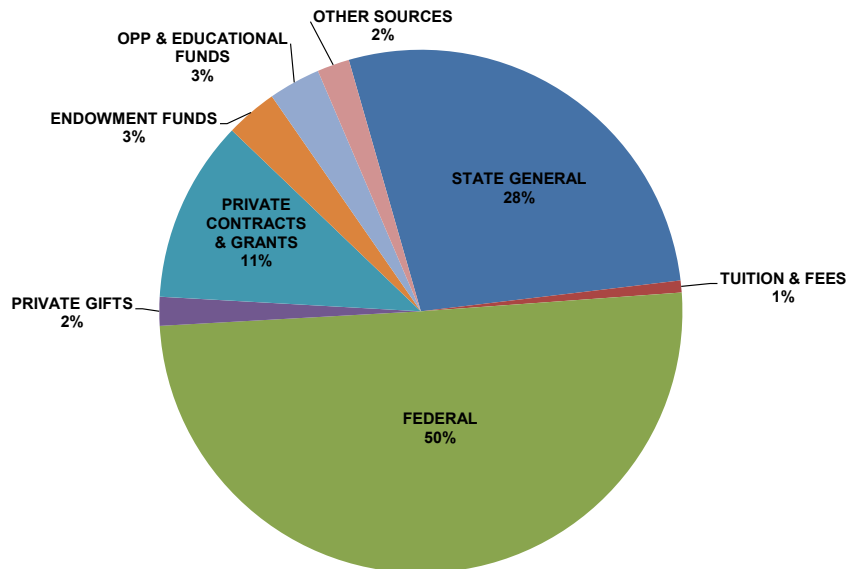
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**Total Expenditures by Fund Source
PHYSIOLOGICAL NURSING**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$2,676,842 | \$2,659,532 | \$2,349,192 | \$2,340,017 | \$2,045,017 | -23.6% |
| TUITION & FEES | \$40,088 | \$6,815 | (\$36,394) | (\$147,619) | \$54,876 | 36.9% |
| FEDERAL | \$3,712,892 | \$3,293,490 | \$3,343,518 | \$3,806,932 | \$3,729,780 | 0.5% |
| LOCAL GOVERNMENT | \$0 | \$16,473 | \$0 | \$0 | \$0 | 0.0% |
| PRIVATE GIFTS | \$141,152 | \$122,188 | \$124,258 | \$62,752 | \$131,922 | -6.5% |
| PRIVATE CLINICAL TRIALS | \$0 | \$272 | \$0 | \$0 | \$0 | 0.0% |
| PRIVATE CONTRACTS & GRANTS | \$1,192,443 | \$1,028,965 | \$1,603,207 | \$1,161,833 | \$835,776 | -29.9% |
| ENDOWMENT FUNDS | \$230,181 | \$171,137 | (\$45,782) | \$45,743 | \$237,251 | 3.1% |
| OPP & EDUCATIONAL FUNDS | \$236,366 | \$236,936 | \$205,394 | \$186,155 | \$238,048 | 0.7% |
| S&S -EDUCTATIONAL ACTIVITY | \$258,441 | \$110,180 | \$137,347 | \$12,535 | (\$20,157) | -107.8% |
| OTHER SOURCES | \$202,936 | \$306,769 | \$314,645 | \$333,697 | \$168,196 | -17.1% |
| Total: | \$8,691,341 | \$7,952,755 | \$7,995,384 | \$7,802,046 | \$7,420,709 | -14.6% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Type
Physiological Nursing
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
PHYSIOLOGICAL NURSING**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$3,729,780 | \$3,148,426 | \$1,621,691 | 51.51% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$835,776 | \$818,365 | \$143,560 | 17.54% |
| Total: | <u>\$4,565,556</u> | <u>\$3,966,791</u> | <u>\$1,765,251</u> | <u>44.50%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
PHYSIOLOGICAL NURSING**

| | Number | Amount |
|---------------------------|----------|--------------------|
| Research Grants | 5 | \$3,613,524 |
| Training Grants | 0 | \$0 |
| Fellowships | 1 | \$35,144 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>6</u> | <u>\$3,648,668</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
PHYSIOLOGICAL NURSING
(Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|------------|--------------------|--------------------|-----------------|----------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 2,889 | 2,045 | 256 | 588 | 2,114 | 776 | 1 |
| Research | 4,249 | 0 | 0 | 4,249 | 2,527 | 1,722 | 0 |
| Total | 7,138 | 2,045 | 256 | 4,837 | 4,641 | 2,498 | 1 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

SOCIAL AND BEHAVIORAL SCIENCES

- Chair – Malone, Ruth
- Vice Chair - Dworkin, Shari L.
- Business Officer – Gudelunas, Regina C.
- Website - <http://www.ucsf.edu/medsoc/>

History

In 1960, UCSF School of Nursing began to recruit sociologists to conduct research related to health, to teach research methodology to selected students in the Masters Program in Nursing, and to generally provide, through substantive course work, scholarly emphasis upon social aspects of health and illness. During this time, the sociology faculty became integrated into the intellectual life and programs of UCSF and the School of Nursing by assisting nursing faculty with their research, helping nursing students attracted to sociological perspectives and methodologies to develop research careers in nursing, and developing courses suitable to the substantive interests of graduate nursing students.

In 1968, the sociology faculty developed plans for a Ph.D. degree-granting program in sociology. Their objectives, then as now, were 1) to train select numbers of sociology and health profession students for advanced careers in research and teaching in sociology of health and illness broadly defined, and 2) to establish on the UCSF campus a nationally and internationally recognized department for sociological research and training, especially in medical and health areas. The Doctoral Program in Sociology was provided authority to grant the Ph.D. degree in 1968.

Almost simultaneously, the School of Nursing developed its own doctoral (DNSc) program, based partially on the growing strength of numbers of doctorally-prepared faculty and the strong reputation of the sociology faculty. Although these programs developed separately, sociology faculty served, and continue to serve, the School of Nursing by teaching substantive courses, participating on qualifying exam and dissertation committees, and providing instruction in research methods and analysis to those graduate nursing students for whom sociological perspectives and methodologies are consistent with their own interests.

With its inception in 1968, the Doctoral Program in Sociology became the only doctoral program specializing in medical sociology in the state of California and the first of a limited number of such programs in the United States. Since then, the UCSF Program has established itself as a strong and important center for medical sociology research and training in this country and worldwide. In addition to the reputation of its faculty, what initially and clearly distinguished the UCSF program was its early and continuing methodological emphasis upon research data gained directly from interviews and field observations and upon qualitative data analysis. It is especially

Source: Department of Social and Behavioral Sciences, 9/29/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

known for the development of the grounded theory method by Anselm Strauss and Barney Glaser.

In 1972, the School of Nursing departmentalized, and the Graduate Program in Sociology was incorporated into the Department of Social and Behavioral Sciences (SBS). In 1979, the Aging Health Policy Center was established within the Department, led by Carroll Estes and attracting researchers with skills in quantitative research and survey methodology who were knowledgeable in social policy, aging, and the organization, financing, and delivery of health care. These new faculty included Charlene Harrington and Robert Newcomer. In 1985, the aging center was officially designated by the Regents of the University of California as an organized research unit (ORU) and renamed the Institute for Health & Aging (IHA). The primary faculty appointment of all full-time research faculty must be in a department; today most Institute of Health and Aging (IHA) faculty are appointed in the Department of Social and Behavioral Sciences. These faculty contribute to both the Institute and the Department, bringing considerable quantitative methods and substantive strengths which have also been integrated into the Doctoral Sociology Program and Health Policy Programs. Current Co-Directors are Pat Fox and Wendy Max. The substantial extramural funds raised by the Institute provide additional faculty support to the Doctoral Program in Sociology. IHA funds provide additional support to a Doctoral Sociology Program student through an annual IHA Fellowship with the goal of developing future faculty researchers within IHA.

With the rise of national interest in women's rights and women's health, an integrated core of courses on women's health and healing was initiated by department faculty in 1973. This program later won a major three-year grant from the Fund for the Improvement of Post-Secondary Education (FIPSE) to develop and nationally disseminate curricular resources and run three Summer Institutes in Women, Health and Healing (1984-87) that drew faculty from around the world. These were organized by Professors Virginia Olesen, Adele Clarke and Sheryl Ruzek and also supported by the School of Nursing. These two-week Institutes were designed for faculty in post-secondary educational settings who planned to teach courses or organize programs in the areas of women's health. After circa 2000, the name of this area of emphasis was changed to "Gender and Health."

Since circa 1990, new faculty have organized additional areas of emphasis within the Doctoral Program in Sociology. Professors Clarke and Janet Shim work and teach in the area of social studies of science, technology and medicine. Professor Howard Pinderhughes teaches and does research in the area of race, class, and health inequalities. Professor Pinderhughes also teaches violence studies. Professor Shari Dworkin adds research and teaching expertise in gender and health, Global Health and HIV/AIDS. Professor Zachary Zimmer provides strengths in Demography, Aging, and international migration. All of these areas of emphasis attract students nation-

Source: Department of Social and Behavioral Sciences, 9/29/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

wide and internationally who wish to conduct research in these topic areas.

In 2002, the Department, with School of Nursing approval, started new specialty Masters and doctoral degree programs in nursing with a focus in health policy. Faculty in the Nursing Health Policy Programs include Ruth Malone, Susan Chapman, Wendy Max, Patrick Fox, Shari Dwor-kin, Janet Shim, Zachary Zimmer, Howard Pinderhughes, and other faculty in SBS, IHA and elsewhere. They have interests in tobacco control policy, corporate influences on health, health workforce policy, the economics of health, aging, health disparities, global health and HIV, and violence prevention among others.

In 2010, The National Research Council assessed graduate programs according to 21 different criteria (e.g. faculty research, students, and diversity) and the University of California at San Francisco Sociology program was ranked sixth in the nation. The School of Nursing is consistently ranked among the top 3 programs in the country in NIH funding.

Research

The research mission of the Department is 1) to advance knowledge through theory and research; 2) to design and evaluate the organization, financing, and delivery of health care; and 3) to examine the broad dynamics of health, healing, and the production of knowledge and its application in these domains. Departmental faculty are actively involved in a large number of research activities directly and indirectly related to the teaching program and the mission of the department.

SBS is affiliated with the UCSF Institute for Health & Aging, an organized research unit of the campus which conducts research in the following areas: health economics, substance abuse, disability, health and diverse populations, aging and long-term care, women's health, healthy and active aging, and other topic areas.

SBS is part of the UCSF Center for Health and Community, a group of health policy and social sciences departments and research units within the university sharing a common mission that includes advancing innovative partnerships, interdisciplinary programs and service to the community; providing students with the basic and applied aspects of social and behavioral sciences and health policy; and improving the quality of education for health professionals and researchers.

Education

SBS offers courses of study leading to a Ph.D. in sociology, with major emphasis on the sociology of health, medicine, and health care systems, and also courses of study for nurses leading to an M.S. or Ph.D. with an emphasis in health policy.

Ph.D. Sociology - For the sociology Ph.D. program, enrollment is open to students with a bach-

Source: Department of Social and Behavioral Sciences, 9/29/2011

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing

elor's or master's degree in sociology or a related field. Students proceed through a program of coursework, preliminary and qualifying examinations and dissertation preparation.

Ph.D. Nursing - Health Policy - The health policy program is a cross-disciplinary program that prepares students to assess policy dimensions of the clinical practice, teaching, and research environments within which they work and to translate nursing practice issues into policy issues.

M.S. Nursing - Health Policy - A Health Policy specialty program leading to the Master of Science degree is open to registered nurses through the School of Nursing.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**FY 2011-12 Headcount as of 4/1/12
SOCIAL AND BEHAVIORAL SCIENCES**

| Staff | Academic | | Grand Total |
|-------|-----------|-----------|-------------|
| | Full Time | Part Time | |
| 6 | 2 | 11 | 28 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
SOCIAL AND BEHAVIORAL SCIENCES**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|-------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| ORG ACT-S/N SOCIAL & BEHAVIORAL SCI | 0.09 | 0.07 | 0.07 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 |
| S/N SOCIAL & BEHAVIORAL SCIENCES | 7.21 | 1.31 | 7.00 | 1.31 | 7.00 | 1.31 | 7.00 | 1.31 | 7.00 | 1.31 |
| Total: | 7.21 | 1.66 | 7.00 | 1.38 | 7.00 | 1.35 | 7.00 | 1.35 | 7.00 | 1.35 |

Source: UCSF Budget & Resource Management

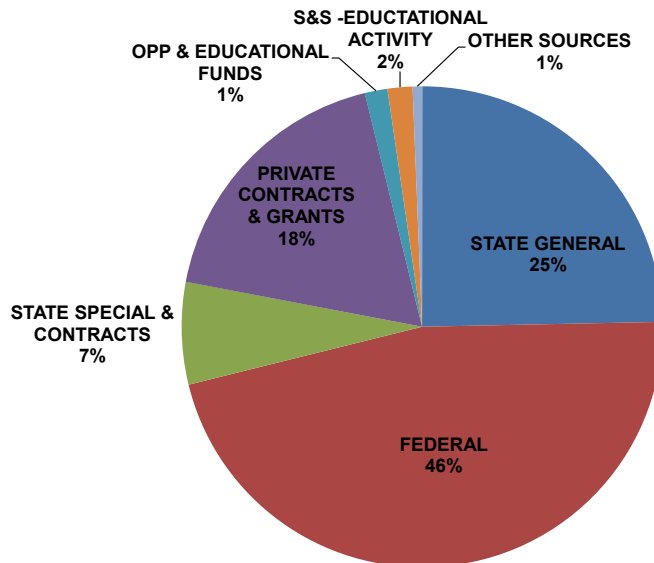
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**Total Expenditures by Fund Source
SOCIAL AND BEHAVIORAL SCIENCES**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$1,096,163 | \$946,244 | \$780,167 | \$829,340 | \$984,219 | -10.2% |
| TUITION & FEES | \$1,684 | (\$228) | (\$117) | (\$26) | \$335 | -80.1% |
| FEDERAL | \$1,771,771 | \$1,627,444 | \$1,439,071 | \$1,531,246 | \$1,852,681 | 4.6% |
| STATE SPECIAL & CONTRACTS | \$315,119 | \$241,228 | \$239,294 | \$215,300 | \$274,288 | -13.0% |
| LOCAL GOVERNMENT | \$0 | \$11,361 | \$0 | \$0 | \$0 | 0.0% |
| PRIVATE GIFTS | \$88,033 | \$12,024 | \$1,209 | \$3,930 | \$7,834 | -91.1% |
| PRIVATE CONTRACTS & GRANTS | \$796,467 | \$588,744 | \$813,305 | \$679,641 | \$724,626 | -9.0% |
| ENDOWMENT FUNDS | (\$6,026) | \$0 | \$32,083 | \$8,971 | \$0 | -100.0% |
| OPP & EDUCATIONAL FUNDS | \$57,954 | \$62,517 | \$63,582 | \$53,200 | \$61,402 | 5.9% |
| S&S -EDUCTATIONAL ACTIVITY | \$87,018 | \$166,211 | (\$97,245) | (\$1,587) | \$66,397 | -23.7% |
| OTHER SOURCES | \$5,120 | \$599 | \$7,305 | (\$13,043) | \$17,115 | 234.3% |
| Total: | \$4,213,303 | \$3,656,145 | \$3,278,654 | \$3,306,973 | \$3,988,897 | -5.3% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Social and Behavioral Sciences
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
SOCIAL AND BEHAVIORAL SCIENCES**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$1,852,681 | \$1,199,632 | \$424,062 | 35.35% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$36,428 | \$36,428 | \$12,021 | 33.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$724,626 | \$714,814 | \$133,575 | 18.69% |
| Total: | <u>\$2,613,735</u> | <u>\$1,950,874</u> | <u>\$569,658</u> | <u>29.20%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
SOCIAL AND BEHAVIORAL SCIENCES**

| | Number | Amount |
|---------------------------|----------|--------------------|
| Research Grants | 4 | \$1,415,487 |
| Training Grants | 0 | \$0 |
| Fellowships | 0 | \$0 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>4</u> | <u>\$1,415,487</u> |

*Not reported

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Nursing**

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
SOCIAL AND BEHAVIORAL SCIENCES
(Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|------------|--------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| Instruction | 1,182 | 984 | 137 | 61 | 834 | 349 | 1 |
| Research | 2,703 | 1 | 6 | 2,696 | 1,443 | 1,260 | 0 |
| Total | 3,885 | 985 | 143 | 2,757 | 2,277 | 1,609 | 1 |

Source: UCSF Controller's Office - 12/05/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy**

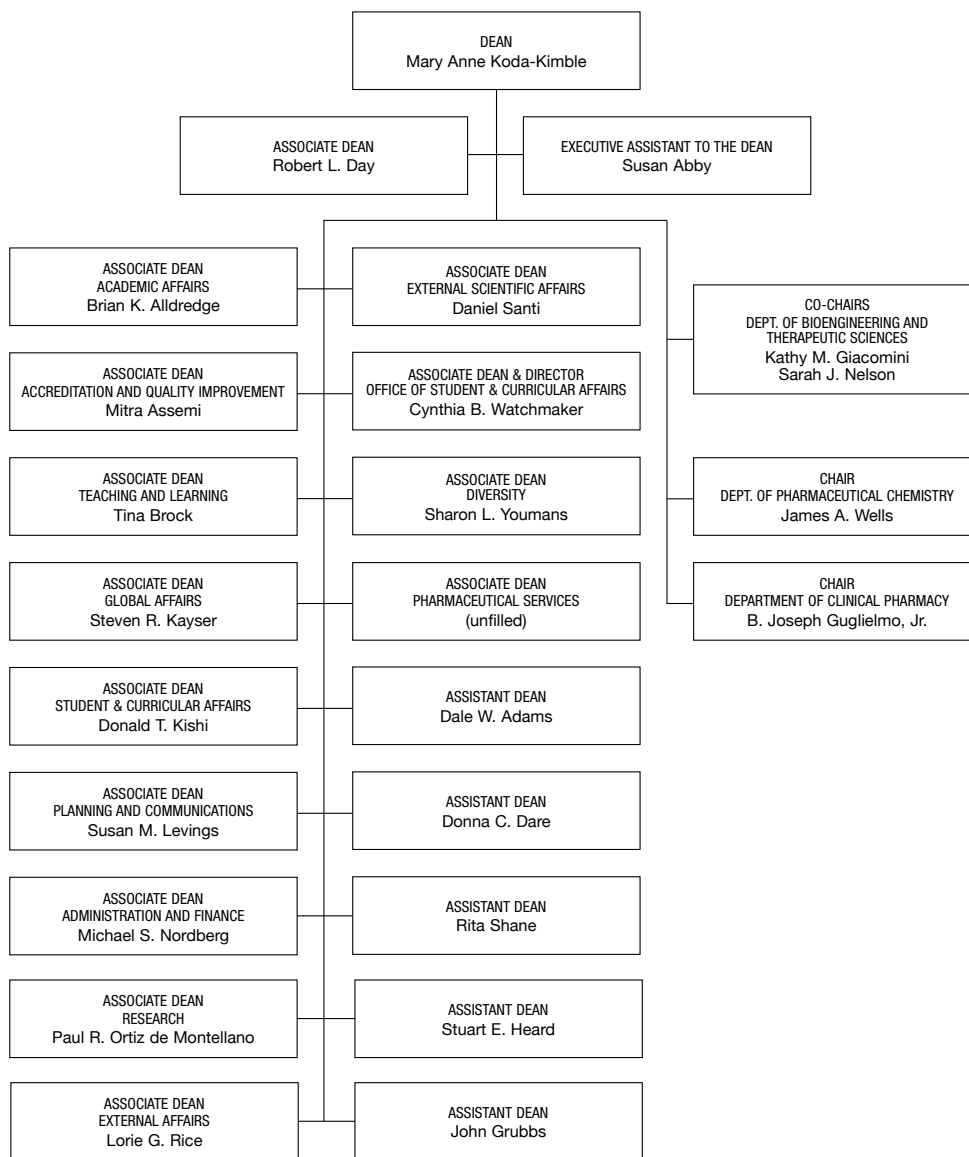
SCHOOL OF PHARMACY

Chapter Contents

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| Bioengineering and Therapeutic Sciences (BTS) | 891 |
| Clinical Pharmacy | 901 |
| Pharmaceutical Chemistry | 908 |

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

UCSF School of Pharmacy
Dean's Office Administration
as of September 26, 2011



University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

SCHOOL OF PHARMACY

School Leadership

Dean

Mary Anne Koda-Kimble, PharmD

- Current Title:
 - Dean, School of Pharmacy
 - Professor of Clinical Pharmacy
 - Thomas. J. Long Endowed Chair in Community Pharmacy Practice
- First Year on UCSF Faculty: 1970
- Education: Pharm.D., University of California San Francisco, 1969
- Licensure:
 - Licentiate in Pharmacy, California, 1969
 - Certified Diabetes Educator, National Certification Board for Diabetes Educators, 1992, 1997
- Specialty: Diabetes

Dr. Mary Anne Koda-Kimble is dean of the School of Pharmacy at the University of California, San Francisco, where she also holds the Thomas J. Long Endowed Chair in Chain Pharmacy Practice. Dr. Koda-Kimble received her PharmD from UCSF in 1969, and joined its faculty in 1970. A nationally recognized leader in pharmacy education, Dr. Koda-Kimble is a past president of the American Association of Colleges of Pharmacy and has served on the California State Board of Pharmacy, the FDA's Nonprescription Drugs Advisory Committee, and the Board of Directors of the American Council of Pharmaceutical Education. Dr. Koda-Kimble has received many teaching and practice awards. She was designated a "Founding Member and Distinguished Practitioner" of the National Academy of Practice in Pharmacy. She is a recipient of the Paul F. Parker Medal from the American Colleges of Clinical Pharmacy for distinguished service to the profession of pharmacy, and the Outstanding Dean Award from the American Pharmacists Association-Academy of Student Pharmacists. She is a member of the United States Pharmacopoeia Board of Trustees and was elected in 2000 to the prestigious Institute of Medicine for her major contributions to health and medicine. The author of many publications, she is best known for the text book Applied Therapeutics, which is widely used by health professional students and practitioners throughout the world.

Source: School of Pharmacy, 9/19/2008

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

Department Chairs

- Kathleen M. Giacomini, PhD
- B. Joseph Guglielmo, Jr., PharmD
- Thomas L. James, PhD

Associate Deans

- Brian Alldredge, PharmD
- Robert L. Day, PharmD
- Ken Dill, PhD
- Betty-ann Hoener, PhD
- Susan Levings, MS
- Daniel H. Lowenstein, MD
- Joseph M. McCune, MD, PhD
- Lynn Paulsen, PharmD
- Lorie G. Rice, MPH
- Barbara Sauer, PharmD
- Sharon L. Youmans, PharmD, MPH
- Cynthia B. Watchmaker, MEd, MBA

Assistant Deans

- Dale Adams, PharmD
- Donna Dare, PharmD
- John Grubbs, PharmD
- Stuart Heard, PharmD
- Sharon Kotabe, PharmD
- Rita Shane, PharmD

Executive Assistant to the Dean

- Susan Abby

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

History

Founded in 1872

The School of Pharmacy of the University of California, San Francisco was founded in 1872 as the California College of Pharmacy by a group of farsighted members of the California Pharmaceutical Society, itself then only four years old. This was the first college of pharmacy established in the West and the tenth in the United States. The objectives of the founders were to advance pharmaceutical knowledge and elevate the professional character of apothecaries throughout California.

1873: Affiliated with UC

On June 2, 1873, the college affiliated with the University of California. It became the College of Pharmacy of the University of California on July 1, 1934, at which time an academic curriculum leading to the bachelor's degree was offered to replace certification in vocational training.

1938: Graduate curriculum established

In 1938, a graduate curriculum leading to the MS and PhD degrees in pharmaceutical chemistry, internships in hospital pharmacy, and a pharmaceutical technology laboratory were established.

1955: Doctor of Pharmacy established

In 1955, a program of study leading to the professional degree, doctor of pharmacy, was established. In keeping with University policy, the College of Pharmacy became the School of Pharmacy in 1955.

1966-1969: Clinical pharmacy program established

In 1966, the School of Pharmacy instituted an experimental decentralized pharmacy service in the patient care area of UCSF's Moffitt Hospital. The success of this service encouraged the faculty to adopt a clinical pharmacy program as a new major educational objective of the curriculum. In 1969, a required clinical clerkship program was instituted which now encompasses the entire training program of the fourth year.

Today

Source: School of Pharmacy, 9/19/2008

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

The School administers or co-administers a wide variety of academic programs, including several graduate programs leading to PhD degrees and a combined PharmD/PhD degree. The School's doctor of pharmacy program offers students a core clinical curriculum and the choice of one of three foci of further study in pharmaceutical care, pharmaceutical sciences, or pharmaceutical health policy and management.

The UCSF School of Pharmacy is the top-ranked pharmacy school in the nation as ranked independently by academic quality and perception, funding, and publications. The caliber of its sciences is reflected by the ability of the School's faculty to attract more research funding from the National Institutes of Health than any other pharmacy school in the nation every year since 1979. As a measure of the School's excellence in chemistry, UCSF receives more federal funding for chemical research and development than any university in the US.

Mission

The School's mission statement was most recently revised in 2007. It reads:

The School of Pharmacy at the University of California, San Francisco is dedicated to improving human health worldwide and advancing scientific discovery. The School:

- Conducts exceptional pharmaceutical research, including basic science, translational science, clinical science, health policy, and health services research.
- Delivers world-class education to our Doctor of Pharmacy, graduate, postdoctoral students and others.
 - We educate PharmD students to be leaders and effective team members in health care and to be lifelong experts in the safe and effective use of medicines.
 - We educate graduate students to be outstanding researchers across the spectrum from the basic to the health sciences.
 - We provide strong postdoctoral training.
- Develops and delivers outstanding and innovative pharmaceutical care.
- Serves the community by sharing our expertise with the public, industry leaders, and policy makers.

We achieve these goals within a culture of understanding, inclusion, equity, and respect. We recruit and support faculty members, staff, and students who are diverse in gender, age, race, ethnicity, religion, sexual orientation, and socioeconomic status. We have a particular commitment to historically excluded populations who are currently underrepresented.

The missions of the UCSF School of Pharmacy departments of biopharmaceutical sciences,

Source: School of Pharmacy, 9/19/2008

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

clinical pharmacy, and pharmaceutical chemistry fall under the broader umbrella of the School's mission statement. The School supports the larger missions of the University of California, San Francisco and the University of California.

Plans

The UCSF School of Pharmacy faculty and the School's administrative leaders believe that it is more important now than ever that the School look ahead with clarity at where it is headed and why. The reasons are many. At UCSF, the continued build out of the Mission Bay research campus has resulted in science possibilities beyond imagination. A new hospital will be built at Mission Bay as well, which will help speed the translation of discoveries into effective, safe patient care. The Parnassus and other campus sites will be reshaped for changing needs. Many of the School's accomplished, senior faculty members will retire over the next 5 to 10 years. New young faculty members are intellectually fearless and broad minded about what the School should become and can do. Nationally, while the School receives exceptional support from the National Institutes of Health, federal funding for research overall does not look bright. This is at a time when the School's faculty needs funding for new approaches to drug discovery and development and new collaborations among biological scientists and scientists in engineering, physics, and computation. The health care situation of haves and have nots in this country begs a major overhaul in which pharmacy could play a bigger and bigger role on behalf of the public it serves. The opportunities for the School are tremendous and timely. The School has chosen its future directions with great care to maximize its work and leverage its resources. The Schools' current strategic plan, *Pressing Ahead in New Directions: Strategic Course 2007-2012*, outlines 3 major goals:

1. Create a new framework for drug discovery and development.
2. Ensure that more patients get the best results from their drugs.
3. Shape the future of pharmacy science, policy, education, and patient care by working in fresh and collaborative ways.

Select Accomplishments

UCSF School of Pharmacy scientists and clinicians improve human health and well-being in ways that are both center stage and behind the scenes. Here are a few examples.

Clinical Pharmacy

In the 1960s, first to train pharmacists as drug therapy specialists and not simply drug dispensers.

This philosophical and academic shift positioned pharmacists as "clinical pharmacists" who, as active members of the health care team, began to work side by side with physicians and nurses to

Source: School of Pharmacy, 9/19/2008

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

provide direct care to patients and consultation to patients' families.

Pathway Curriculum

Innovators today of a 3-pathway Doctor of Pharmacy (PharmD) curriculum that gives students, who are all clinically trained, the opportunity to further explore pharmaceutical care, pharmaceutical science, and pharmaceutical health policy and management in more detail.

In order for pharmacists to meet today's changing health care needs pharmacy school curricula must be farsighted and continually refreshed.

DOCK

First to develop computer-based molecular docking software program, called DOCK, that calculates and displays in three dimensions how potential drugs might attach to target molecules.

Computer-based approaches speed drug development by more efficiently "sorting out" or "screening" from millions, and billions, of chemicals those compounds that have the best potential for drug development.

AMBER

Developed one of the first, and most widely used, computer models of biomolecules and drugs, called AMBER.

AMBER has been used for designing drugs, for predicting the effects of mutations on proteins, and for understanding the structures and properties of proteins and DNA molecules.

Clearance

First to establish a physiological basis for describing drug distribution in the body by introducing the concept of drug "clearance."

Accurate calculations of how rapidly a drug is cleared from the body are key to understanding how much drug is active in the body at a given time and hence the most effective dose for a patient.

Research Analysis

Leader in establishing how to critically evaluate and make the best use of health care information and scientific research.

The best practices by physicians and other health care providers are based upon applying accurate, unbiased information.

Source: School of Pharmacy, 9/19/2008

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

Antimicrobials

Demonstrated the value of antimicrobial prescription-monitoring programs in hospitals.

The intervention of hospital pharmacists is associated with the improved treatment of hospital-associated infections.

Proteases

Developed a “defective version” of HIV virus protease, which acts much like a pair of molecular scissors as it “snips” apart the viral protein at specific locations. This protease can be used to corrupt normal versions of the protein, thereby preventing the viruses from accomplishing disease-related tasks in the body.

Through their publication of more than 200 papers and five patents on proteases since the early 1980s the School’s scientists have made clear the value of proteases in understanding and controlling many human diseases.

Transporters

Cloned the first transporter molecule, known as N1, in humans that is responsible for moving specific types of organic molecules in the liver.

Understanding how the human body handles drugs and its own naturally produced molecules is a key to improving drug development.

NMR

Applied sophisticated nuclear magnetic resonance (NMR) techniques to describe important protein structures in AIDS and fatal neurodegenerative diseases, such as mad cow disease, which can serve as targets for the “rationale” design of potential new and effective drugs.

The power of NMR and other techniques to “see” the architecture of molecules involved in disease makes it easier to determine how to rationally design drugs that bind to, or incapacitate, those molecules.

Poison Control

Consolidated California’s six independent poison control centers into one integrated system, which is administered by the UCSF School of Pharmacy and responds to inquiries 24 hours each day via a toll-free telephone number.

The California Poison Control System responds to hundreds of thousands of poisoning inquiries

Source: School of Pharmacy, 9/19,2008

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

each year and saves tens of millions of dollars annually in medical treatment costs.

Peptide Synthesis

Invented, with School of Medicine colleague, an efficient and economical way of generating large amounts of different peptides with potentially desirable properties.

During the past decade, pharmaceutical companies have devoted more and more resources to combinatorial chemistry, which is a technological approach to generating a variety of molecules quickly. These molecules in turn are evaluated for their potentials as new drug platforms. Peptides are a very important class of molecules, many of which are made naturally by the body and perform important functions, which companies synthesize and evaluate as potential precursors to drugs that fight disease.

Cancer Therapy

Discovered, through research on the basic mechanisms of the enzyme thymidylate synthase, that the then-standard combination chemotherapy of two specific drugs used against colorectal, breast, liver, head and neck cancers might actually be antagonistic.

This laboratory conclusion was subsequently supported by clinical investigations, which led to the establishment of more effective combination therapies that have now become standard cancer treatments.

Thyroid Hormone

Created a synthetic thyroid hormone, named GC-1, with special and specific properties.

GC-1 can be used to develop more selective drugs to treat thyroid disorders and to learn more about how thyroid hormone regulates metabolism.

Gene Delivery

Invented a method, called transfection, of delivering genes into cells for the purposes of both gene therapy to treat disease and the study of molecular mechanisms that underlie both normal physiology and disease.

Transfection is more efficient than previous gene delivery methods, which generally have yielded low percentages of cells that take up and activate a gene, and does not provoke the immunological reactions caused by the viruses typically used as gene delivery vehicles in gene therapy.

Parasitic Disease

In a collaborative research effort, identified a protein target needed by the parasite *Tritrichomonas*

Source: School of Pharmacy, 9/19/2008

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foetus, determined the structure of the protein, used DOCK (See above.) to identify molecules that might bind and “immobilize” the protein, and -- using these as touchstones -- synthesized molecules that could bind more tightly to the protein while not interfering with the human forms of the protein.

Protozoans are a major cause of deadly and debilitating illness of humans and livestock throughout the world. School scientists use the sophisticated techniques of structure-based drug design and combinatorial chemistry to produce effective species-specific molecules of medicinal importance.

Protein Folding

Studies at the School have led to a deeper understanding of the principles of how proteins adopt their structures.

Because a protein's structure is related to its function, the ability to understand principles of folding is leading to better computational models for designing drugs that can affect a protein's function. The physical theories developed here have led to a new view of how proteins adopt their structures. The ability to predict protein shape will ultimately speed the pace of scientific discovery and drug development.

Academic Programs

PharmD Professional Programs

Doctor of Pharmacy (PharmD) Professional Degree with Pathways in:

- Pharmaceutical Care
- Pharmaceutical Health Policy and Management
- Pharmaceutical Sciences

Joint-degree Programs

- PharmD/PhD
- PharmD/MPH

PhD Graduate Programs

Doctor of Philosophy (PhD) Graduate Degrees in:

- Biological & Medical Informatics (BMI)
- Biophysics
- Chemistry & Chemical Biology (CCB)
- Pharmaceutical Sciences & Pharmacogenomics (PSPG)

Source: School of Pharmacy, 9/19/2008

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Postdoctoral Programs

- Postdoctoral PharmD Residencies
- Postdoctoral Fellowships
- Visiting Professorships

Continuing Education Programs

Research Programs, Facilities, Services

- Biomolecular Resource Center
- California Poison Control System (CPCS)
- Center for Consumer Self Care
- Center for Drug Development Science (CDDS)
- Center for Pharmacogenomics
- Computer Graphics Laboratory (CGL)
- Drug Product Services Laboratory (DPSL)
- Drug Research Unit (DRU)
- Drug Studies Unit (DSU)
- Mass Spectrometry Facility
- Medication Outcomes Center
- Molecular Design Institute (MDI)
- Nuclear Magnetic Resonance Laboratory (NMR)
- Partners in D
- Peptide and DNA Synthesis / Sequence Analysis & Consulting Service (SACS)
- Program for Pharmaceutical Economics and Policy Studies (ProPEPS)
- Small Molecule Discovery Center (SMDC)
- The San Francisco Cochrane Center

Major Instructional Facilities

- Basic Science Instruction Center
- Thomas A. Oliver Informatics Resource Center

Other Education and Training

- Pharmacy Leadership Institute
- American Course on Drug Development and Regulatory Sciences (ACDRS)
- International Program in Clinical Pharmacy Education with Tokyo University of Pharmacy and Life Science

Source: School of Pharmacy, 9/19/2008

University of California, San Francisco
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School Statistics as of February 2012

Faculty

- Salaried - 105
- Without Salary - 738

Students

- PharmD - 486
- PhD - 353
 - Biophysics - 58
 - BMI - 38
 - CCB - 52
 - PSPG - 43
 - UCSF/UCB JGGB - 162

Postdoctoral

- Fellows - 111
- Residents - 25

Staff - 305

Academic appointees 111

Alumni (living)

- PharmD (includes BS) - 5,527
- MS - 103
- PhD - 1,055

FY 2011-12 Budget

More than US\$79.5 million, of which 30% is from federal contracts and grants.

Source: School of Pharmacy website, 7/22/2008

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy**

**Financial Schedule 8E - FY 2011-12
Current Fund Expenditures by Source
SCHOOL OF PHARMACY**

| | <u>Total</u> |
|---|------------------------|
| General Funds | \$9,780 |
| Tuition and Fees | \$6,491 |
| Federal Government Grants | \$25,402 |
| Federal Government Contracts | \$871 |
| Special State Appropriations & Contracts | \$9,305 |
| Local Government | \$0 |
| Private Gifts, Grants and Contracts | \$12,276 |
| Endowment Income | \$1,704 |
| Sales & Services Educational Activities | \$4,820 |
| Sales & Services of Auxiliary | \$0 |
| Sales & Services Medical Centers | \$0 |
| Other Sources | \$2,319 |
| Reserves | \$18 |
| Total | <u><u>\$72,986</u></u> |

Source: UCSF Controller's Office - 9/26/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy**

**SCHEDULE 8C - FY 2011-12
CURRENT FUNDS EXPENDITURES BY DEPARTMENT
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|---------------------------------|---------------|--------------|---------------|---------------|--------------------|--------------------|-----------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| SCHOOL OF PHARMACY | | | | | | | |
| INSTRUCTION | | | | | | | |
| Clinical pharmacy | 8,003 | 3,661 | 3,476 | 866 | 6,669 | 2,241 | 907 |
| Educational services | 3,982 | (30) | 3,382 | 630 | 2,376 | 1,606 | - |
| Biopharmaceutical sciences | 4,693 | 2,601 | 1,696 | 396 | 3,025 | 1,667 | - |
| Pharmaceutical chemistry | 4,923 | 2,806 | 1,455 | 662 | 3,321 | 1,603 | - |
| Inter-school services | 37 | (156) | 156 | 37 | - | 193 | 156 |
| Total | 21,639 | 8,883 | 10,165 | 2,591 | 15,391 | 7,311 | 1,063 |
| RESEARCH | | | | | | | |
| Dean's office | 86 | - | 4 | 82 | 56 | 30 | - |
| Clinical pharmacy | 7,284 | 2 | 224 | 7,058 | 3,617 | 3,667 | - |
| Pharmaceutical chemistry | 16,228 | 173 | 127 | 15,929 | 8,105 | 8,123 | (0) |
| Biopharmaceutical sciences | 11,128 | 91 | 646 | 10,391 | 5,451 | 5,678 | - |
| Total | 34,726 | 265 | 1,001 | 33,460 | 17,228 | 17,498 | (0) |
| ACADEMIC SUPPORT | | | | | | | |
| Dean's office | 2,880 | 505 | 2,137 | 237 | 2,009 | 1,260 | 390 |
| Special drug study | 362 | - | 362 | - | 106 | 256 | (0) |
| Clinical pharmacy | 1,596 | 127 | 1,463 | 6 | 2,148 | 1,305 | 1,856 |
| Drug product-home therapy | - | - | - | - | - | - | - |
| Total | 4,838 | 633 | 3,961 | 244 | 4,262 | 2,820 | 2,245 |
| PUBLIC SERVICES | | | | | | | |
| Pharmacy Public Services | 11,784 | - | 12 | 11,773 | 8,238 | 3,547 | - |
| Total School of Pharmacy | 72,986 | 9,780 | 15,138 | 48,068 | 45,119 | 31,175 | 3,308 |

Source: UCSF Controller's Office - 12/5/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy**

Source: UCSF Office of Sponsored Research
Date: 02/08/2013 – FINAL RESULTS

**UNIVERSITY OF CALIFORNIA, SAN FRANCISCO
EXTRAMURAL AWARDS BY TYPE
07/01/2011 – 06/30/2012 (All Awards)
SCHOOL OF PHARMACY**

| FEDERAL SOURCES | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
|---------------------------------------|----------------------|----------------------|----------------------|----------------|------------|
| NIH Grants | 30,580,225.00 | 22,379,343.10 | 8,200,881.90 | 60 | 80 |
| Other DHHS Grants | 2,404,875.00 | 2,404,875.00 | 0.00 | 1 | 2 |
| NSF Grants | 341,593.00 | 233,891.00 | 107,702.00 | 3 | 3 |
| Other Federal Grants | 1,453,567.00 | 1,051,386.00 | 402,181.00 | 6 | 7 |
| NIH Contracts | 1,262,428.00 | 1,015,090.16 | 247,337.84 | 3 | 10 |
| Other DHHS Contracts | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Other Federal Contracts | 18,796.00 | 18,796.00 | 0.00 | 1 | 1 |
| Subcontracts (excluding SBIR/STTR) | 8,253,103.90 | 5,611,839.36 | 2,641,264.54 | 37 | 50 |
| Subcontracts(SBIR/STTR) | 91,865.00 | 59,460.00 | 32,405.00 | 1 | 1 |
| Fellowships(All Federal Sources) | 493,976.00 | 493,976.00 | 0.00 | 10 | 15 |
| Subtotal, Federal Sources | 44,900,428.90 | 33,268,656.62 | 11,631,772.28 | 122 | 169 |
| OTHER PUBLIC SOURCES | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
| City/County of San Francisco | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Other Bay Area Public Agencies | 0.00 | 0.00 | 0.00 | 0 | 0 |
| California Dept Health Care Services | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Other California Public Agencies | 9,303,735.00 | 9,247,590.00 | 56,145.00 | 4 | 4 |
| Other Public Agencies | 13,450.00 | 11,696.00 | 1,754.00 | 1 | 2 |
| UC Programs(except IUCRP) | 15,234.00 | 15,234.00 | 0.00 | 1 | 1 |
| UC Discovery portion of IUCRP | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Subcontracts(all above prime sources) | 512,471.00 | 409,977.00 | 102,494.00 | 1 | 2 |
| Fellowships(all above sources) | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Subtotal, Other Public Sources | 9,844,890.00 | 9,684,497.00 | 160,393.00 | 7 | 9 |
| Subtotal, Public Sources | 54,745,318.90 | 42,953,153.62 | 11,792,165.28 | 129 | 178 |

Note: Awards are selected for inclusion based on the budget period start date.
Results include modifications, corrections, and after-the-fact actions processed through 5:00 pm 02/08/2013.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy**

Source: UCSF Office of Sponsored Research
Date: 02/08/2013 – FINAL RESULTS

**UNIVERSITY OF CALIFORNIA, SAN FRANCISCO
EXTRAMURAL AWARDS BY TYPE
07/01/2011 – 06/30/2012 (All Awards)
SCHOOL OF PHARMACY**

| | Total Dollars | Direct Costs | F&A Costs | #Awards | #Tx |
|---------------------------------------|----------------------|----------------------|----------------------|------------|------------|
| PRIVATE NON-PROFIT SOURCES | | | | | |
| Grants | 1,908,941.00 | 1,699,329.00 | 209,612.00 | 13 | 17 |
| Contracts | 26,014.00 | 26,014.00 | 0.00 | 1 | 1 |
| Subcontracts | 67,000.00 | 67,000.00 | 0.00 | 1 | 1 |
| Fellowships | 198,273.00 | 194,273.00 | 4,000.00 | 6 | 7 |
| Subtotal, Private, Non-Profit Sources | 2,200,228.00 | 1,986,616.00 | 213,612.00 | 21 | 26 |
| PRIVATE FOR-PROFIT SOURCES | | | | | |
| Grants | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Contracts | 2,744,774.00 | 1,865,635.80 | 879,138.20 | 11 | 12 |
| Subcontracts | 217,756.40 | 169,324.12 | 48,432.28 | 3 | 4 |
| Fellowships | 99,000.00 | 99,000.00 | 0.00 | 2 | 2 |
| Subtotal, Private, For-Profit Sources | 3,061,530.40 | 2,133,959.92 | 927,570.48 | 16 | 18 |
| Subtotal, Private Sources | 5,261,758.40 | 4,120,575.92 | 1,141,182.48 | 37 | 44 |
| Miscellaneous Agreement Types | | | | | |
| Advance Awards | 0.00 | 0.00 | 0.00 | 15 | 16 |
| Extensions | 0.00 | 0.00 | 0.00 | 27 | 28 |
| MTAs(Incoming),URCs | 0.00 | 0.00 | 0.00 | 38 | 38 |
| OTHER agreements | 0.00 | 0.00 | 0.00 | 0 | 0 |
| Subtotal, Misc Agreement Types | 0.00 | 0.00 | 0.00 | 80 | 82 |
| CUMULATIVE TOTAL | 60,007,077.30 | 47,073,729.54 | 12,933,347.76 | 246 | 304 |

Note: Awards are selected for inclusion based on the budget period start date.
Results include modifications, corrections, and after-the-fact actions processed through 5:00 pm 02/08/2013.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy**

**FY 2011-12 Headcount as of 4/1/12
SCHOOL OF PHARMACY**

| Department | Staff | | Academic | | Grand Total |
|-------------------------------|------------|-----------|------------|------------|-------------|
| | FT | PT | FT | PT | |
| DEAN'S OFC: SCH OF PHARMACY | 33 | | | 12 | 45 |
| DEPARTMT OF CLINICAL PHARMACY | 104 | 20 | 76 | 7 | 207 |
| PHARMACEUTICAL CHEMISTRY | 33 | 3 | 112 | 52 | 200 |
| SCHOOL OF PHARMACY-BTS | 35 | 4 | 84 | 42 | 165 |
| Total | 205 | 27 | 272 | 113 | 617 |

Source: UCSF Human Resources

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
SCHOOL OF PHARMACY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$27,860,454 | \$23,182,227 | \$9,245,725 | 39.88% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$9,241,616 | \$9,241,616 | \$107,418 | 1.16% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$109,054 | \$109,054 | \$0 | 0.00% |
| Private Contracts & Grants | \$9,277,162 | \$8,211,199 | \$3,258,988 | 39.69% |
| Total: | \$46,488,286 | \$40,744,097 | \$12,612,130 | 30.95% |

Source: UCSF Budget & Resource Management

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

**DEPARTMENT OF BIOENGINEERING AND THERAPEUTIC SCIENCES
(BTS)**

- Co-Chair – Giacomini, Kathy, PhD.
- Co-Chair - Nelson, Sarah, Dr.rer.nat
- Department Manager - Friciello, Maria
- Website - <http://bts.ucsf.edu/>

About The Department

In the Department of Bioengineering and Therapeutic Sciences at the University of California, San Francisco we are looking at science problems with fresh eyes and from new perspectives to reveal more quickly the biological reasons that support health and give rise to disease, and to develop new and effective ways of diagnosing and treating disease with medicines and medical devices.

New Teams

Our department was created in 2009 with the knowledge that we could more quickly realize our aims by bringing together scientists whose expertise is building and computing, and scientists who are experts in the pharmaceutical sciences and genetics.

Through combinations such as these, we are improving our understanding of the underlying biology that supports health and the alterations that give rise to specific diseases. We are better able to understand the vast amount of data now available about the human genome. We are engineering biological systems and devices. We are improving clinical trial design and analysis. The end results are better medicines and medical devices that lead to improved health. In particular, our science will help make it possible to personalize medicines to individual patients and develop new approaches to monitor whether a therapy is working as expected or whether an alternative strategy should be considered.

New Approaches Required

Our work is timely. The process of developing and evaluating potential medicines and medical devices through the point they are approved for use in patients is slow, inefficient, expensive, and unproductive. Today's medicines largely target the average person, and are distributed throughout the entire body, not just where they are needed. The medicines and medical devices we foresee are better described as intelligent therapeutics.

Source: Department of Bioengineering and Therapeutic Sciences (BTS) 8-5-09

University of California, San Francisco
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School/Department Profiles - School of Pharmacy

- Imagine a cancer therapy, cloaked in a special chemical shield that targets specific cells and releases its agent inside only those cells, rather than everywhere in the body. As a result, the treatment goes only to the area where it is needed, and unnecessary side effects caused by wider distribution in the body are eliminated.
- Imagine small, implantable devices that monitor changes in biology. These devices allow us to track precisely the progress of certain diseases and adjust precisely specific treatments for individual patients for best results.
- Imagine knowing the genetic factors that affect a patient's individual response to a certain medicine. This makes it possible to ensure that individual patients are treated with products that will be effective.

Teaching for Tomorrow, Extending Our Science

Our faculty is also preparing a new generation of scientists and healthcare providers to be better able to discover and treat the underlying causes of human disease. We are training PhD graduate students who will be tomorrow's science leaders, and providing PharmD and MD professional students with the exceptional science foundation they need to deliver increasingly complicated therapeutics to their patients. At the same time, we are working with industry and government leaders in the U.S. and beyond to extend our expertise and work together where once we worked apart.

We believe that our approach to science and teaching is key to a healthier world.

In working toward outcomes such as these, we are focusing on 5 areas of research: **Drug Development Sciences, Pharmacogenomics, Therapeutic Bioengineering, Computational and Systems Biology, and Cellular and Molecular Engineering.**

Drug Development Sciences

Our scientists understand how difficult it is to develop new therapeutics. In industry, the process is complicated and fraught with failure. The goal is to make the process more efficient and improve success.

The drug development process includes and requires evaluation of safety and efficacy. The process begins long before a candidate drug is tested in patients and extends through the lifecycle of a drug long after it is available to patients in the market. Our scientists are expert along this full continuum and conduct research in:

Source: Department of Bioengineering and Therapeutic Sciences (BTS) 8-5-09

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

- Drug absorption, distribution, metabolism, and excretion characteristics and toxicity
- Drug safety
- Efficacy of a candidate drug through studies of its pharmacokinetic and pharmacodynamic properties in patient populations
- Biomarker selection
- Clinical trial design and analysis
- Modeling
- Simulation
- Regulatory sciences needed to optimize the drug development process.

Pharmacogenomics

Our scientists are uncovering the genetic reasons why people respond differently to drugs. The goal is safer, more effective therapies for populations and individuals.

The large amount of publicly available human DNA sequence data and rapid advances in genomic technologies have stimulated research into the genetic basis of drug response and the use of genetic models in drug discovery and development. Our scientists were early leaders in the field of pharmacogenomics and in translating their discoveries to better use of therapeutics in patients. They are involved in:

- A large international research program exploring membrane transporter pharmacogenetics
- Individual projects in asthma, diabetes, HIV, obesity, and cancer pharmacogenetics
- Studies to explore the significance of regions of the genome that are highly conserved in evolution and factors regulating the activity and toxicity of neuroactive agents
- DNA microarray applications to study gene expression patterns (genetic signatures) in human tumors and to aid in the development of diagnostics and therapeutics for the treatment of cancer
- The use of model organisms to predict behavior, including behavior elicited by substances of abuse.

Therapeutic Bioengineering

Source: Department of Bioengineering and Therapeutic Sciences (BTS) 8-5-09

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

Our scientists are building miniature devices and developing techniques to work inside systems ranging in size from individual cells to the entire human body. The goal is to use these technologies to understand biology, and to detect and treat disease.

Bioengineering has a major role in developing new probes for tissue targeting, designing sensors of biological activity to evaluate normal and abnormal physiology, fabricating tissue replacements and drug delivery devices, and computational modeling of disease processes. Our scientists seek to advance therapeutics by engineering novel materials and devices at the cellular and subcellular levels. Such technologies might ultimately be used to treat cancer, neurodegenerative diseases, diabetes, and blood/immune disorders. Faculty in this field are interested in:

- Mechanisms for delivering novel drug and gene therapies that take advantage of specific biological and biochemical properties of the disease with minimal impact upon surrounding normal tissue
- Developing biocompatible and biological materials as part of functional implant systems for tissue replacement, including the use of stem cells and gene therapy
- Determining the fundamental principles by which cells and extracellular matrix respond to physical loading and how mechanical factors influence tissue development, injury, repair, and remodeling
- Developing new probes for tissue characterization, diagnosis, and evaluation of response to therapy using methodologies such as genomics and proteomics
- Designing novel instrumentation and computer-aided simulations for optimizing invasive procedures such as robotic surgery, intra-operative monitoring, and delivering focal therapy.

Computational and Systems Biology

Our scientists are using computation to master the immense quantity of information needed to understand and design proteins, which are responsible for biological function and form. And, they are using computation and other skills to create models of biological systems that describe critical aspects of normal function and how these change with disease.

The computational biologists in our department are concerned with the folding, function, evolution, and design of proteins. They are developing and applying computational methods for prediction of protein structure and function, for mapping evolution of protein sequences and their functions, and for designing proteins with desired structure and function. In collaboration with others, these methods facilitate the study of individual biological systems, drug discovery, pharmacogenomics and pharmaceutical sciences, systems biology, and synthetic biology. Our systems biologists study the mechanisms underlying complex biological processes as integrated systems of

Source: Department of Bioengineering and Therapeutic Sciences (BTS) 8-5-09

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

many, diverse, interacting components. They combine mathematical modeling and quantitative experiments to elucidate the design principles of complex biological systems and to predict their function and behavior. As such, systems biology has wide applications in the diagnosis and treatment of complex diseases, the design of new-generation drugs, and in future therapeutics. Our research in these areas includes the:

- Quantitative study and modeling of biomolecular networks
- Design and engineering of new pathways
- Study of the evolution of protein interactions and pathways
- Mathematical and computational analysis of complex biological systems
- Modeling of complex diseases
- Quantitative study of physiological systems
- Systems-level study of drug response, metabolic networks, and synthetic biology.

Cellular and Molecular Engineering

Our scientists are using engineering principles to design new technologies that will improve our abilities to succeed in all types of basic and translational research. For example, by developing new approaches to characterizing and monitoring molecular and cellular function, it will be possible to design new therapeutics that target abnormal cells and more effectively restore normal behavior.

The scientists working in this area are expert at deciphering molecular function, designing new interacting molecules, analyzing and designing enzymes, pathways, and networks. They aim to engineer sub-cellular, cellular, and synthetic systems for basic biological research, diagnostic applications, or delivery devices. The development of ultra-high resolution light and fluorescence imaging technologies will contribute to the understanding of interactions between single and multiple assemblies of cells and to the discovery of new cell-based therapeutics. Molecular and cellular engineering interfaces with computational and systems biology in modeling, design, and simulation of structure and function of biological systems on all scales. Our scientists are interested in:

- Understanding how the molecular machinery in cells functions at the atomic level to study cellular organelles, molecular motors, biological membranes, and individual proteins
- Developing techniques of genomics and proteomics for analyzing whole genome

Source: Department of Bioengineering and Therapeutic Sciences (BTS) 8-5-09

University of California, San Francisco
Institutional Profile - FY 2011-12
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complements of proteins and transcripts

- Theoretical modeling of protein structures, protein function, and interacting systems of molecules that include signaling networks, molecular machines, and membrane proteins
- Designing molecules with specific biological or functional properties for understanding drug transport and developing novel approaches to drug delivery.

University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Pharmacy

**FY 2011-12 Headcount as of 4/1/12
 BIOENGINEERING AND THERAPEUTIC SCIENCES (BTS)**

| | Staff | | Academic | | Grand Total | |
|--|-----------|-----------|-----------|-----------|-------------|-----------|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| | 35 | 4 | 84 | 42 | 119 | 165 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
 BIOENGINEERING AND THERAPEUTIC SCIENCES (BTS)***

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| BIPHARMACEUTICAL SCIENCE RESEARCH | 0.01 | 0.02 | | | | | | | | |
| BIPHARMACEUTICAL SCI-RES & SERVICE | | | 0.01 | 0.02 | 0.01 | 0.02 | 0.01 | 0.02 | 0.01 | 0.02 |
| S/P BIOPHARM-BTS-ROY | 17.00 | 3.75 | 17.00 | 3.75 | 18.00 | 3.75 | 18.00 | 3.75 | 18.00 | 3.75 |
| S/P-BIOPHARMACEUTICAL SCIENCES | 17.01 | 3.77 | 17.01 | 3.77 | 18.01 | 3.77 | 18.01 | 3.77 | 18.06 | 4.20 |
| Total: | | | | | | | | | | |

Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy**

**Total Expenditures by Fund Source
BIOENGINEERING AND THERAPEUTIC SCIENCES (BTS)**

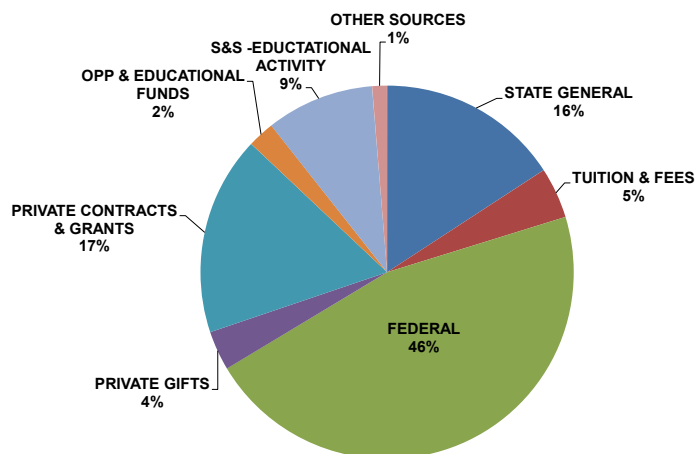
| Fund Source | FY 2007-08 Year 1* | FY 2008-09 Year 2** | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|-----------------------|------------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$1,692,478 | \$2,009,451 | \$1,702,693 | \$2,197,175 | \$2,701,227 | 59.6% |
| TUITION & FEES | \$763,675 | \$979,268 | \$826,405 | \$988,019 | \$752,917 | -1.4% |
| FEDERAL | \$7,165,141 | \$7,809,422 | \$8,613,020 | \$7,963,599 | \$7,893,970 | 10.2% |
| STATE SPECIAL & CONTRACTS | \$177,128 | \$342,574 | \$170,523 | \$234,262 | \$16,643 | -90.6% |
| PRIVATE GIFTS | \$663,308 | \$582,737 | \$611,004 | \$711,232 | \$583,886 | -12.0% |
| PRIVATE CLINICAL TRIALS | \$400,817 | \$21,443 | \$224,662 | (\$901) | \$53,319 | -86.7% |
| PRIVATE CONTRACTS & GRANTS | \$2,129,094 | \$2,373,097 | \$2,020,345 | \$2,765,559 | \$2,946,582 | 38.4% |
| ENDOWMENT FUNDS | \$39,825 | \$10,006 | (\$448) | \$1,794 | \$14,048 | -64.7% |
| OPP & EDUCATIONAL FUNDS | \$499,610 | \$336,598 | \$420,132 | \$389,677 | \$394,997 | -20.9% |
| S&S -EDUCTATIONAL ACTIVITY | \$650,771 | \$412,028 | \$903,389 | \$1,297,985 | \$1,599,584 | 145.8% |
| OTHER SOURCES | \$569,889 | \$858,810 | \$1,044,372 | \$428,607 | \$219,391 | -61.5% |
| Total: | \$14,751,737 | \$15,735,434 | \$16,536,097 | \$16,977,007 | \$17,176,564 | 16.4% |

*Reflects totals for Biopharmaceutical Sciences

**New department in FY 2008-09

Source: UCSF Budget & Resource Management

**Expenditures by Fund Source
Bioengineering and Therapeutic Sciences (BTS)
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
BIOENGINEERING AND THERAPEUTIC SCIENCES (BTS)**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$7,893,970 | \$6,297,438 | \$3,029,184 | 48.10% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$53,319 | \$53,319 | \$0 | 0.00% |
| Private Contracts & Grants | \$2,946,582 | \$2,443,315 | \$1,186,835 | 48.57% |
| Total: | <u>\$10,893,870</u> | <u>\$8,794,072</u> | <u>\$4,216,019</u> | <u>47.94%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
BIOENGINEERING & THERAPEUTIC
SCIENCES (BTS)***

| | Number | Amount |
|---------------------------|-----------|---------------------|
| Research Grants | 26 | \$9,923,792 |
| Training Grants | 4 | \$1,456,941 |
| Fellowships | 4 | \$130,052 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>34</u> | <u>\$11,510,785</u> |

*Includes awards for both the School of Medicine and the School of Pharmacy

**Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Pharmacy**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 BIOENGINEERING AND THERAPEUTIC SCIENCES (BTS)
 (Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|------------|--------------------|--------------------|-----------------|----------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 523 | 326 | 131 | 66 | 347 | 176 | 0 |
| Research | 111 | 0 | 0 | 111 | 33 | 78 | 0 |
| Total | 634 | 326 | 131 | 177 | 380 | 254 | 0 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

DEPARTMENT OF CLINICAL PHARMACY

- Interim Chair - Kroon, Lisa
- Business Officer – Olinger, Lynn
- Website - <http://clinicalpharmacy.ucsf.edu/>

Our Mission

To advance health through excellence and innovation in education, patient care, research, and public service.

Our Vision

To be the best at bridging gaps in patient care, especially for the underserved.

Our Core Values

Caring, Integrity, Diversity, Collaboration, and Excellence.

Our Philosophy

Education

- Provide innovative, interprofessional experiences to develop students and pharmacists as integral members of the health care team
- Educate students and pharmacists to apply evidence-based approaches to practice
- Develop students and pharmacists to become leaders in all practice settings
- Provide educational programs to the public at large

Patient Care

- Provide evidence-based care that optimizes medication use across all health care settings
- Optimize health outcomes through partnerships with patients, caregivers, health care professionals, policy makers and health plans
- Ensure safe and effective therapy through secure and reliable medication prescribing, supply and delivery systems

Research

- Generate and disseminate knowledge to advance patient care, medication safety, disease prevention and treatment, health care cost-effectiveness and quality, and pharmacy education
- Apply new knowledge to develop, evaluate and disseminate innovative health care de-

Source: Department of Clinical Pharmacy - 9/20/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

livery models, pharmacy education models, and health policy

Public Service

- Participate in local, state, national and global health programs that promote and advocate health improvement, wellness, disease prevention and treatment, and access to health care
- Serve as patient advocates especially for underserved populations
- Participate as active leaders of the University and the public at large

HISTORY

The Department of Clinical Pharmacy has functioned as an independent unit since 1973 when the Department was approved by campus administration as the School of Pharmacy Division of Clinical Pharmacy. Through a cutting edge approach to practice, education, and clinical research, Clinical Pharmacy at UCSF has achieved international prestige. The faculty developed and established the first clinical pharmacy curriculum in the world. This curriculum serves as a model for many other Schools of Pharmacy. Over one-third of the paid faculty have been elected to serve on the boards of state and national professional organizations. Four have served as President of the California Society of Hospital Pharmacists and have been recognized as Pharmacist of the Year. Over 60% of the Clinical Pharmacy faculty have received formal recognition for excellence in teaching during their careers. The Clinical Pharmacy residency program is the largest accredited residency program in the nation. In 1996, the Office of the President of the University of California approved departmental status for Clinical Pharmacy. Since that time, the faculty of the Department of Clinical Pharmacy continue to lead in practice, education and clinical research.

Programs

- California Poison Control System
- Center for Consumer Self Care
- Drug Product Services Laboratory
- Drug Research Unit
- Infectious Disease Management Program
- International Affairs Program
- Medication Outcomes Center
- Program for Pharmaceutical Economics and Policy Studies (ProPEPS)
- Residency Program
- The San Francisco Cochrane Collaboration
- Center for Translation and Policy Research on Personalized Medicine
- Women's Interagency HIV Study

Source: Department of Clinical Pharmacy - 9/20/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

- Satellite Pharmacy Education Programs
 - Los Angeles-Orange County Satellite Pharmacy Education Program
 - Santa Clara-South Bay Satellite Pharmacy Education Program
 - UC Davis-Sacramento Satellite Pharmacy Education Program
 - UC San Diego Satellite Pharmacy Education Program
 - UCSF Fresno Satellite Pharmacy Education Program
 - UCSF North Bay Pharmacy Education Program

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy**

**FY 2011-12 Headcount as of 4/1/12
CLINICAL PHARMACY**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 104 | 20 | 76 | 7 | 207 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
CLINICAL PHARMACY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|----------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| PHARM-DIV CLINICAL PHARMACY | 31.00 | 10.10 | 31.00 | 7.42 | 31.00 | 7.42 | 31.00 | 7.42 | 31.00 | 7.42 |
| PHARM-DIVISION OF CLINICAL PHARM | 1.27 | 8.81 | 1.27 | 8.81 | 1.27 | 8.81 | 1.27 | 8.81 | 1.27 | 8.81 |
| Total: | 32.27 | 18.91 | 32.27 | 16.23 | 32.27 | 16.23 | 32.27 | 16.23 | 32.27 | 16.23 |

Source: UCSF Budget & Resource Management

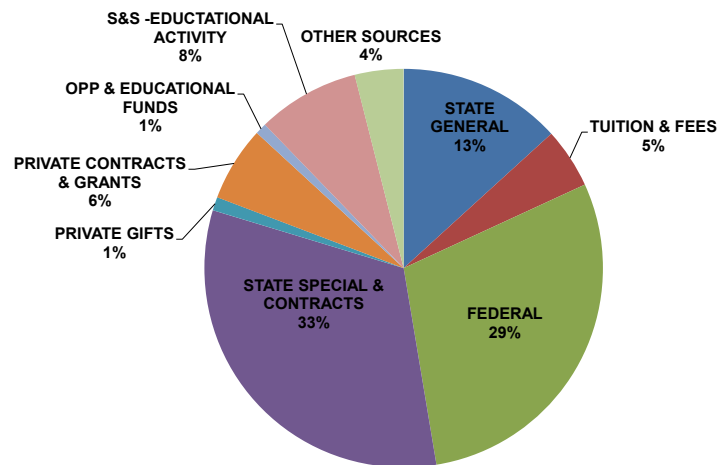
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy**

**Total Expenditures by Fund Source
CLINICAL PHARMACY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$3,359,180 | \$3,665,905 | \$3,257,274 | \$3,515,932 | \$3,789,904 | 12.8% |
| TUITION & FEES | \$815,781 | \$1,013,146 | \$889,153 | \$1,426,821 | \$1,394,938 | 71.0% |
| FEDERAL | \$5,882,214 | \$4,777,088 | \$6,418,889 | \$8,536,901 | \$8,357,026 | 42.1% |
| STATE SPECIAL & CONTRACTS | \$7,067,375 | \$7,903,277 | \$8,250,703 | \$8,721,892 | \$9,241,616 | 30.8% |
| LOCAL GOVERNMENT | \$1,325 | \$33,672 | \$119,181 | \$0 | \$0 | -100.0% |
| PRIVATE GIFTS | \$267,905 | \$415,075 | \$391,218 | \$228,638 | \$310,594 | 15.9% |
| PRIVATE CLINICAL TRIALS | \$11,232 | \$61,364 | \$37,519 | \$36,697 | \$55,735 | 396.2% |
| PRIVATE CONTRACTS & GRANTS | \$1,955,770 | \$2,216,210 | \$2,314,752 | \$2,045,933 | \$1,734,972 | -11.3% |
| ENDOWMENT FUNDS | \$9,342 | \$18,273 | \$6,060 | \$530 | \$3,176 | -66.0% |
| OPP & EDUCATIONAL FUNDS | \$152,062 | \$120,289 | \$156,152 | \$173,884 | \$262,768 | 72.8% |
| S&S -EDUCTATIONAL ACTIVITY | \$208,320 | \$1,578,705 | \$2,165,208 | \$2,634,145 | \$2,366,555 | 1036.0% |
| OTHER SOURCES | \$2,074,292 | \$2,229,441 | \$1,782,574 | \$1,453,373 | \$1,132,126 | -45.4% |
| RESERVES | \$0 | \$0 | \$2,084 | \$16,366 | \$17,770 | 0.0% |
| Total: | \$21,804,796 | \$24,032,444 | \$25,790,766 | \$28,791,113 | \$28,667,182 | 31.5% |

Source: Budget & Resource Management

**Expenditures by Fund Source
Clinical Pharmacy
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
CLINICAL PHARMACY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$1,202,061 | \$1,002,316 | \$546,262 | 54.50% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$1,266,028 | \$1,266,028 | \$194,637 | 15.37% |
| Total: | <u>\$2,468,089</u> | <u>\$2,268,344</u> | <u>\$740,899</u> | <u>32.66%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
CLINICAL PHARMACY**

| | Number | Amount |
|---------------------------|---------------|--------------------|
| Research Grants | 8 | \$5,281,643 |
| Training Grants | 0 | \$0 |
| Fellowships | 0 | \$0 |
| Other Awards | 0 | \$0 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>8</u> | <u>\$5,281,643</u> |

*Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Pharmacy**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 CLINICAL PHARMACY
 (Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|--------------|-----------------------|-----------------------|--------------------|------------|
| | Total | Unrestricted | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers | |
| | | General | Designated | | | | |
| Instruction | 8,003 | 3,661 | 3,476 | 866 | 6,669 | 2,241 | 907 |
| Research | 7,284 | 2 | 224 | 7,058 | 3,617 | 3,667 | 0 |
| Total | 15,287 | 3,663 | 3,700 | 7,924 | 10,286 | 5,908 | 907 |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

DEPARTMENT OF PHARMACEUTICAL CHEMISTRY

- Chair – Wells, James
- Business Officer – Pasquini, Millo Mau
- Website - <http://pharmchem.ucsf.edu/>

Vision for Research in Pharmaceutical Chemistry:

The opportunities in Pharmaceutical Chemistry for high impact discovery and design for human betterment have never been greater. The pioneers of this department were rooted in physical, computational, analytical, synthetic and enzyme chemistry. This faculty helped to forge modern approaches for structure-based drug and protein design, mass spectrometry, NMR spectroscopy and computer-aided visualization of macromolecules. The group has flourished from this base and currently represents world-class leaders in drug and protein design, de novo protein structure prediction, proteomics, and synthetic and chemical biology. We seek to innovate computational, chemical, and biochemical approaches to deepen our understanding of the principles of molecular recognition and cell circuit design. Our dream is for systematic and predictive algorithms to discover safe and effective pharmaceuticals, and for the construction of synthetic biosystems to understand and improve the human condition.

Research Centers and Facilities

Campus Resources

The available computational resources are among the world's best in computational chemistry and biology. Hardware platforms include high performance workstations from Compaq, Hewlett Packard, IBM, Silicon Graphics, Sun Microsystems and numerous Linux and Mac stations (including clusters). Computers and workstations on campus are connected to campus-wide local area network, which in turn is connected via high speed microwave link to the Internet. Access to remote computer facilities, such as the NFS-sponsored supercomputer centers, is also available via this Internet link. Access to extensive literature databases is available through such systems as MEDLINE and the University's MELVYL system. An on-line journal system provides desktop access to full text and graphics images for a limited, but growing, number of journals. A central aspect of the computer resources is the Computer Graphic Laboratory within the Department of Pharmaceutical Chemistry, which has been both developing state-of-the-art software for molecular modeling and design as well as providing access to high performance interactive graphics since 1969.

Source: Department of Pharmaceutical Chemistry, 10/15/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

The Mass Spectrometry Facility (MSF)

The National Bio-Organic, Biomedical Mass Spectrometry Resource, supported by the NIH National Center for Research Resources, provides both scientific and technical expertise and state-of-the-art high-performance, tandem mass spectrometric instrumentation. Significant instrumentation in the facility include an LTQ-Orbitrap Velos and an LTQ-Orbitrap XL, both with electron transfer dissociation capability, an LTQ-FT linear ion trap FT-ICR instrument equipped with the ability to perform electron capture dissociation, three QSTAR quadrupole orthogonal time of flight instruments, a QTRAP5500 for high accuracy and high throughput quantitative studies and a 4700 Proteomic Analyzer MALDI tandem time of flight instrument. The facility is a world leader in proteomic analysis. Major research focuses within the facility are the analysis of post-translational modifications and development of methods for quantitative comparative analysis of protein and post-translational modification levels. The facility also continues to develop one of the leading suites of tools for analysis of mass spectrometry proteomics data, ProteinProspector; the public website for this software handles about 1.5 million searches per year for researchers throughout the world.

The Nuclear Magnetic Resonance Laboratory (NMR)

The Nuclear Magnetic Resonance Laboratory in Genentech Hall is equipped with state of the art high-field NMR spectrometers for chemistry and studies of macromolecular structure. For routine proton-heteronuclear and 2D NMR experiments, a 400 MHz Varian Inova spectrometer is available in room GH-S102. In room GH-S106, two Varian 600 MHz spectrometers and a Bruker 500 MHz spectrometer are available for high-resolution studies of macromolecules including solution structure determination of proteins, nucleic acids, and their complexes. The spectrometers have complete 2D and 3D NMR capabilities (including inverse detection, triple resonance, pulsed field gradients and tailored excitation) permitting use of virtually all modern pulse sequences for solution NMR experiments. In addition, room GH-S106 contains a newly installed state-of-the-art Bruker 800MHz spectrometer. The Bruker 500 MHz and 800 MHz spectrometers are equipped with Cryoprobes, and one of the Varian Inova 600 systems has a Coldprobe. Multidimensional NMR data are transferred to a dedicated data processing system composed of a server, several Silicon Graphics workstations, and a Linux based cluster for off-line data processing and analysis.

More information regarding the NMR lab, including scheduling, can be found at the following website: <http://picasso.ucsf.edu>. This website also enables others to access NMR software developed here such as SPARKY, CORMA, MARDIGRAS, CHIRANO, and other programs useful for structure refinement.

Source: Department of Pharmaceutical Chemistry, 10/15/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

Resource for Biocomputing, Visualization, and Informatics

The Resource for Biocomputing, Visualization, and Informatics (RBVI) is an NIH Biomedical Technology Research Resource center. The Center is focused on the development of innovative computational and visualization-based data analysis methods and algorithms, and provides investigators with access to state-of-the-art interactive three-dimensional graphics hardware – including large screen stereoscopic projection equipment. The Center’s computing environment includes a cluster of high-performance multiprocessor Linux servers used for performing theoretical studies on protein and nucleic acid structure and function, and for storing, searching, and analyzing various sequence and structure databases. Software developed by the RBVI includes UCSF Chimera, a highly extensible program now in use at more than 100,000 research laboratories world-wide for interactive visualization and analysis of molecular structures and related data, including density maps, supramolecular assemblies, sequence alignments, ligand-protein docking results, trajectories, and conformational ensembles. Training workshops are conducted regularly on the use of Chimera and other software developed at the Center.

The Sequence Analysis and Consulting Service (SACS)

The Sequence Analysis and Consulting Service is a recharge service dedicated to providing high quality access to bioinformatics computing services. SACS has consultants with expertise in sequence analysis software and databases, and offers training in the use of these resources. SACS supports the GCG Wisconsin Sequence Analysis Package, providing over 150 sequence analysis programs together with access to several integrated sequence databases. SACS also supports the homology tools BLAST and FASTA, the phylogeny suite Phylip, multiple alignment programs ClustalW, MSA, Mase and PIMA, and a variety of pattern identification, protein secondary structure, and DNA analysis tools. Comprehensive local databases, updated daily, are available for access by this suite of software tools.

Small Molecule Discovery Center (SMDC)

Overview and Mission

The Small Molecule Discovery Center (SMDC) is located at the California Institute for Quantitative Biomedical Research (QB3) on the Mission Bay Campus of the University of California, San Francisco. The SMDC offers biomedical investigators at UC campuses in San Francisco, Santa Cruz, and Berkeley access to small molecule discovery technologies including high-throughput

Source: Department of Pharmaceutical Chemistry, 10/15/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

screening, fragment-based screening, and hit-to-lead medicinal chemistry. High-throughput screening (HTS) is the predominant technology used in the pharmaceutical industry to identify small molecule hits in drug discovery programs. The SMDC screening function is enhanced by the presence of an integrated chemistry group staffed by experienced medicinal chemists from the pharmaceutical industry. The application of medicinal chemistry following screening allows correlations between chemical structure and biological activity (SAR) to be more fully understood and provides a better measure of a target's druggability than does screening alone. By collaborating with UC investigators, the SMDC aims to accelerate the path from new discoveries in biology to validated biological targets that could eventually lead to new small molecule therapeutics.

Capabilities and Workflow

The High-Throughput Screening (HTS) core of the SMDC performs biochemical and cell-based assays utilizing a screening library of more than 150,000 compounds. This compound collection contains diversity libraries (ca. 100K compounds), targeted libraries (>40K compounds), fragment libraries (ca. 12K compounds), and libraries of known drugs/actives (ca. 4k compounds). Collaboration between the SMDC and an investigator lab begins with the development of an assay suitable for a high throughput format. This work is normally performed in the investigator lab with the consultation of the HTS director of the SMDC. When the assay is judged to be robust enough for HTS (e.g., with a Z prime > 0.5) the screen is performed using SMDC instrumentation with the training and supervision of the SMDC screening group. Our HTS instrumentation includes liquid handling robots and automated bulk dispensers to plate-out compounds/reagents and high-throughput plate readers to measure assay readout (e.g., fluorescence polarization, FRET, luminance, etc.). As part of a special arrangement with GE, the SMDC also houses the IN Cell analyzer 1000, a high-content screener used for cell-based phenotypic assays. Data analysis is carried out with a suite of programs in the commercial programming platform Pipeline Pilot. Pipeline Pilot also interfaces with relational databases allowing storage and subsequent retrieval of all assay and compound data deposited in the system. The results of a screen are posted to a website where users can view the data, including preliminary structure-activity relationships (SAR) generated automatically by Pipeline Pilot from the screening data.

Following a screen, the SMDC will cherry-pick the hits (up to 0.3% of the total number of compounds screened) and provide these to the investigator lab. The cherry-picked "hits" can then be scrutinized in more detail for example by determining IC₅₀ values, performing mechanism of action studies, and evaluating off-target toxicities. These studies are typically conducted in the investigator lab. In the event that additional quantities of hit compounds are required for these studies, the SMDC will assist users in finding suitable vendor(s) for re-supply. Following hit validation, the SMDC chemistry group will work with investigators to determine which hits

Source: Department of Pharmaceutical Chemistry, 10/15/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy

are potential candidates for chemistry optimization. Of the approximately 8-10 high-throughput screens performed each year in the SMDC, we expect that only 1-2 (at most 3) will progress into the hit-to-lead chemistry phase.

The goal of the hit-to-lead chemistry effort is to improve potency against the target while minimizing off-target toxicities. This may be accomplished empirically by systematic modification of the chemical structure and/or by structure-based design if crystallographic information is available for the target. Alternate chemical scaffolds are examined that retain key recognition features of the hit but are more drug-like in nature (e.g., constrained systems, peptido-mimetics, etc.). Consideration of the germane patent literature is also advisable during this phase. New analogs are evaluated for target potency, cytotoxicity, and metabolic liabilities. As a project matures, select compounds may be tested for in vivo efficacy in animals, if reliable models are available. The hit-to-lead process requires close collaboration between the SMDC and user laboratories and typically require between 12 and 18 months of effort. When a promising lead series has been identified, composition-of-matter patents may be filed and partners in industry or the non-profit sector are sought out to continue lead optimization studies with the ultimate objective of identifying drug candidate(s).

Graduate Programs

Graduate research training at UCSF is organized primarily through several major research training programs: Integrative Program in Quantitative Biology (iPQB), Program in Biological Sciences (PIBS), and the Biomedical Sciences Program (BMS).

The Department of Pharmaceutical Chemistry is affiliated with graduate programs in Bioengineering, Biological and Medical Informatics (BMI), Biophysics, Chemistry and Chemical Biology (CCB), Neuroscience, Pharmaceutical Science and Pharmacogenomics (PSPG), and Tetrad.

There is a new umbrella program, Quantitative Biosciences Consortium (QBC), which compromises iPQB, Bioengineering, CCB, and PSPG.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy**

**FY 2011-12 Headcount as of 4/1/12
PHARMACEUTICAL CHEMISTRY**

| Full Time | Staff | | Academic | | Grand Total |
|-----------|-----------|-----------|-----------|-----------|-------------|
| | Part Time | Full Time | Part Time | Full Time | |
| 33 | 3 | 112 | 52 | 200 | |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
PHARMACEUTICAL CHEMISTRY**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|--------------|--------------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| PHARMACEUTICAL CHEMISTRY | | 0.05 | | | | | | | | |
| PHARM-PHARM CHEM-GRADUATE STUDENTS | 9.00 | | 9.00 | | 9.00 | | 9.00 | | 9.00 | |
| S/P BIOMOLECULAR RESOURCE CTR OPS | 1.05 | 7.14 | 1.05 | 7.14 | | | | | | |
| S/PHARMACY DEPT PHARM CHEM | 20.00 | 8.20 | 20.00 | 8.20 | 21.00 | 8.20 | 21.00 | 8.20 | 21.00 | 8.20 |
| S/P-PHARMACEUTICAL CHEMISTRY | 3.15 | 1.23 | 3.15 | 1.28 | 2.50 | 1.90 | 2.50 | 1.45 | 4.94 | 4.95 |
| Total: | 33.20 | 16.62 | 33.20 | 16.62 | 32.50 | 10.10 | 32.50 | 9.65 | 34.94 | 13.15 |

Source: UCSF Budget & Resource Management

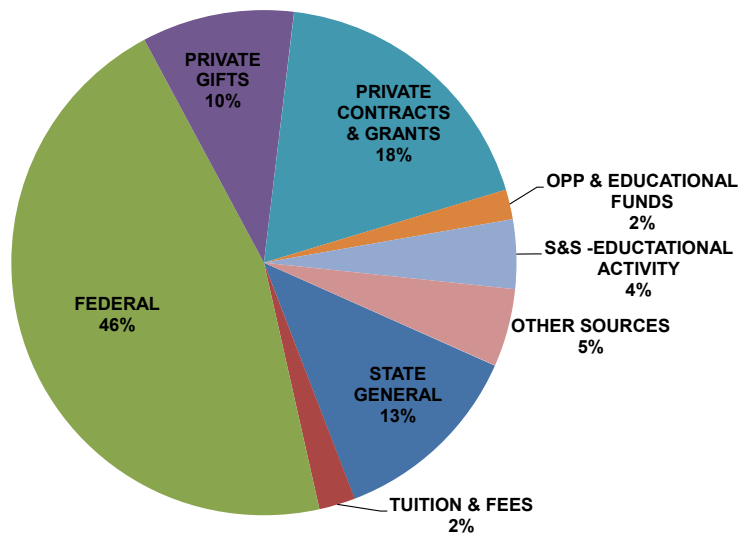
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy**

**Total Expenditures by Fund Source
PHARMACEUTICAL CHEMISTRY**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$2,527,123 | \$2,573,790 | \$2,351,009 | \$2,808,615 | \$3,091,707 | 22.3% |
| TUITION & FEES | \$1,148,294 | \$1,067,838 | \$1,088,246 | \$464,543 | \$574,908 | -49.9% |
| FEDERAL | \$9,179,317 | \$9,385,940 | \$9,212,434 | \$11,717,240 | \$11,311,378 | 23.2% |
| STATE SPECIAL & CONTRACTS | \$38,715 | \$93,966 | \$62,227 | \$90,798 | \$49,294 | 27.3% |
| PRIVATE GIFTS | \$997,965 | \$1,121,224 | \$1,515,653 | \$1,406,474 | \$2,411,255 | 141.6% |
| PRIVATE CONTRACTS & GRANTS | \$2,191,240 | \$2,096,096 | \$3,032,568 | \$4,036,942 | \$4,558,258 | 108.0% |
| ENDOWMENT FUNDS | \$77 | \$76,189 | \$23,175 | \$31,984 | \$50,333 | 65343.7% |
| OPP & EDUCATIONAL FUNDS | \$384,572 | \$581,678 | \$605,982 | \$456,332 | \$471,529 | 22.6% |
| S&S -EDUCATIONAL ACTIVITY | (\$116,946) | \$231,787 | (\$67,530) | \$339,880 | \$1,099,097 | -1039.8% |
| OTHER SOURCES | \$1,208,764 | \$642,572 | \$1,779,149 | (\$435,896) | \$1,136,202 | -6.0% |
| Total: | \$17,559,121 | \$17,871,080 | \$19,602,913 | \$20,916,913 | \$24,753,962 | 41.0% |

Source: UCSF Budget & Resource Management

**Expenditures by Fund Type
Pharmaceutical Chemistry
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - School of Pharmacy**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
PHARMACEUTICAL CHEMISTRY**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$11,311,379 | \$9,065,080 | \$4,453,296 | 49.13% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| State Special & Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$4,558,258 | \$4,056,637 | \$1,668,010 | 41.12% |
| Total: | <u>\$15,869,637</u> | <u>\$13,121,717</u> | <u>\$6,121,306</u> | <u>46.65%</u> |

Source: UCSF Budget & Resource Management

**NIH Awards - FY 2011-12
PHARMACEUTICAL CHEMISTRY**

| | Number | Amount |
|---------------------------|---------------|---------------------|
| Research Grants | 23 | \$11,212,370 |
| Training Grants | 2 | \$883,609 |
| Fellowships | 8 | \$403,168 |
| Other Awards | 1 | \$2,365,500 |
| R&D Contracts* | 0 | \$0 |
| Total: | <u>34</u> | <u>\$14,864,647</u> |

*Not reported

**University of California, San Francisco
 Institutional Profile - FY 2011-12
 School/Department Profiles - School of Pharmacy**

**Financial Schedule 8C - FY 2011-12
 Current Funds Expenditures
 PHARMACEUTICAL CHEMISTRY
 (Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|--------------|---------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| Instruction | 4,923 | 2,806 | 1,455 | 662 | 3,320 | 1,603 | 0 |
| Research | 16,228 | 172 | 127 | 15,929 | 8,105 | 8,123 | 0 |
| Total | 21,151 | 2,978 | 1,582 | 16,591 | 11,425 | 9,726 | 0 |

Source: UCSF Controller's Office - 12/05/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - UCSF Medical Center**

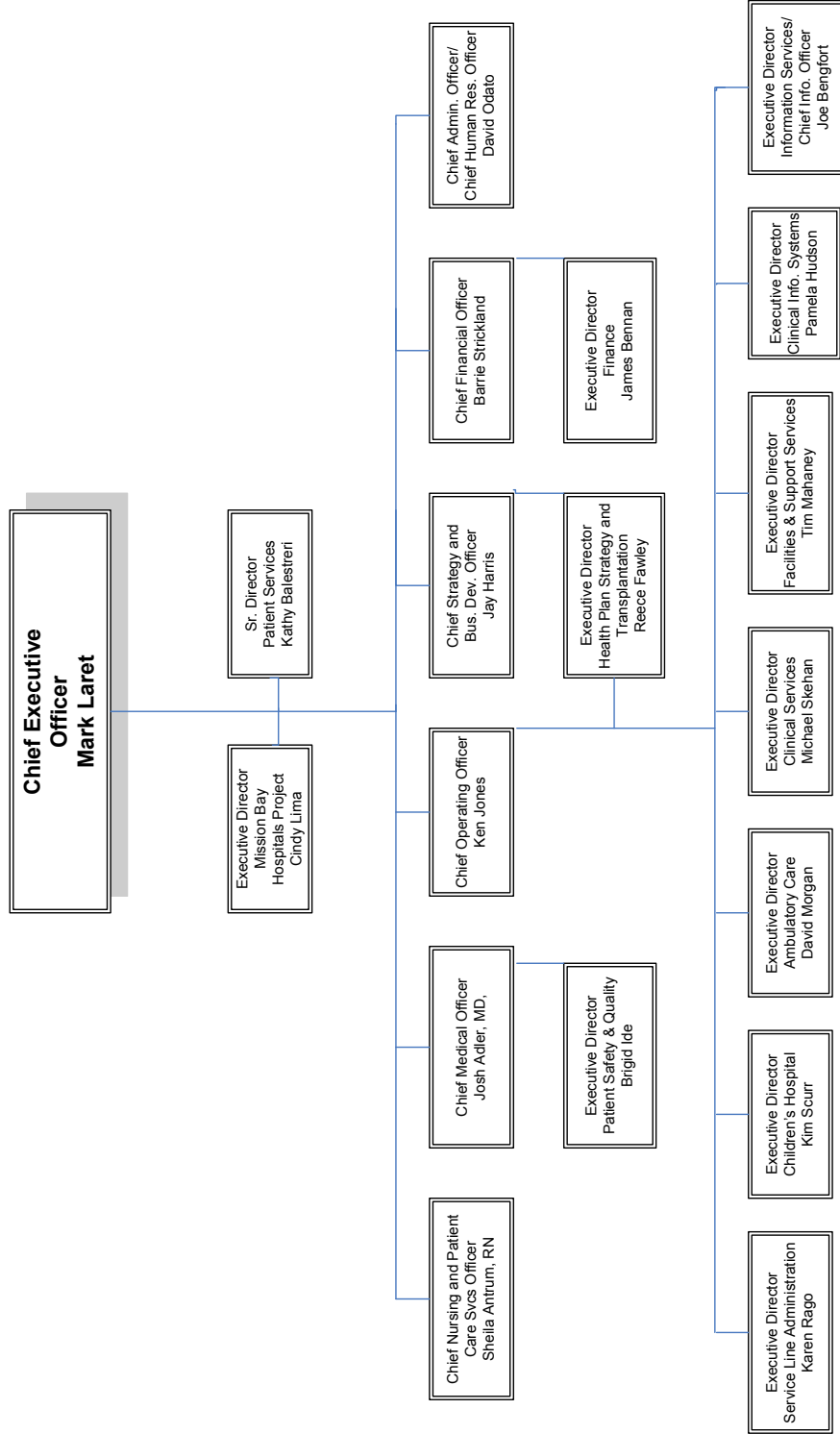
UCSF MEDICAL CENTER

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**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - UCSF Medical Center**

UCSF Medical Center General Administration Organization Last Revised: 5/10/2012



University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - UCSF Medical Center

UCSF MEDICAL CENTER

Leadership

Mark R. Laret
Chief Executive Officer

Mark R. Laret is chief executive officer of UCSF Medical Center and UCSF Benioff Children's Hospital. Laret, who joined UCSF in 2000, is a 30-year veteran of health care management and a national leader in health care reform. His career began at UCLA Medical Center, where he served from 1980-1995 in several leadership positions, before being named CEO of UC Irvine Medical Center, which he led from 1995 to 2000.

As CEO of UCSF Medical Center and UCSF Benioff Children's Hospital, Laret heads one of the most distinguished medical institutions in the world, one that is consistently ranked by U.S. News & World Report as one of the top hospitals in the United States and as the best in Northern California. At UCSF, he has led initiatives to improve quality of care and patient safety and to modernize facilities and equipment. Currently, he is spearheading an effort to build a \$1.5 billion UCSF hospital complex at the Mission Bay campus – including hospitals for children, women's services and cancer -- and to raise \$600 million in private donations for the new facility.

He is past chair of the board of directors of the Association of American Medical Colleges and a past chair of the national Council of Teaching Hospitals. In addition, he is an officer of the California Hospital Association. Laret has also been a member of the board of directors of UHC and Accreditation Council for Graduate Medical Education.

Laret's volunteer service includes membership on the board of the international charity Mercy Ships, which delivers medical care on hospital ships to indigent communities in Africa. He chaired corporate fundraising drives in San Francisco for the Juvenile Diabetes Research Foundation and American Heart Association.

Laret earned a bachelor's degree at UCLA and a master's degree at the University of Southern California (USC), both in political science.

Other Senior Administrators as of November 2011

- Chief Admin. Officer/Chief Human Resources Officer - David Odató
- Chief Financial Officer – Barrie Strickland
- Chief Information Officer – Joe Bengfort

Source: UCSF Medical Center - 4/19/2013

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - UCSF Medical Center

- Chief Medical Officer - Josh Adler, MD
- Chief Nursing and Patient Care Services Officer - Sheila Antrum, RN
- Chief Operating Officer - Ken Jones
- Chief Strategy and Business Development Officer - Jay Harris

Introduction to the UCSF Medical Center

UCSF Medical Center and UCSF Benioff Children's Hospital is a world leader in health care, known for innovative medicine, advanced technology and compassionate care. For more than a century, it has offered the highest quality medical treatment. Today, its expertise covers virtually all specialties, including cancer, heart disease, infertility, neurological disorders, organ transplants and orthopedics as well as special services for women and children.

As an academic medical center, UCSF is unlike community hospitals in that it offers pioneering treatments not widely available elsewhere. For example, it has the only nationally designated Comprehensive Cancer Center in Northern California. The center is dedicated to finding new and better treatments for cancer patients. We also have Northern California's only nationally designated Center of Excellence in Women's Health, which offers specialized care and health education for women.

Another area of distinction is its health services for children and pregnant women. UCSF Benioff Children's Hospital is a "hospital within a hospital" with more than 150 specialists in more than 40 areas of medicine. It has programs designed specifically for young patients, including a 50-bed neonatal intensive care nursery, recreational therapy for recovering kids and 60 outreach clinics throughout Northern California. Its physicians were the first in the world to successfully perform surgery on a baby still in the womb. They also developed life-saving treatments for premature infants whose lungs aren't fully developed.

In the area of neurology and neurosurgery, UCSF Medical Center is among the top five hospitals in the nation. It has one of the largest brain tumor treatment programs in the nation as well as the only comprehensive memory disorders center and the only comprehensive epilepsy center in Northern California.

It also has one of the nation's largest centers for kidney and liver transplants. Its AIDS program is the most comprehensive in the nation and the surgical eye care program is the largest in Northern California. In the area of orthopedics, UCSF is internationally recognized for treating the spine, including deformities, degenerative disc disease, tumors and fractures.

According to the annual surveys of U.S. News & World Report, UCSF Medical Center consistent-

Source: UCSF Medical Center - 4/19/2013

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - UCSF Medical Center

ly ranks as one of the top hospitals in the nation. (Read more at www.ucsfhealth.org/usnews.)

In addition to its world-class medical knowledge, the organization believes that the compassion of its doctors, nurses and other staff are key to its success. The hospital receives countless letters of gratitude from patients and their families, a true measure of the valuable and caring service it provides.

The following sections outline UCSF Medical Center's activities in more detail including information from the 2012 Annual Report and five-year trended financial statistics.

Overview

UCSF Medical Center serves as the principal clinical teaching site for the UCSF School of Medicine, affiliated with the University of California since 1873. Its mission is Caring, Healing, Teaching and Discovering. It is licensed to provide inpatient care at UCSF Medical Center at Parnassus on the 107-acre Parnassus campus and at UCSF Medical Center at Mount Zion, outpatient hospital care at the two campuses, outreach clinics throughout Northern California and at other locations including ValleyCare Medical Center in Pleasanton.

The medical center's primary service area is the City and County of San Francisco. Its secondary service area includes the eight Bay Area counties surrounding San Francisco, Alameda, Contra Costa, Marin, Monterey, San Mateo, Santa Clara, Solano, and Sonoma. The medical center also cares for patients from a tertiary service area including counties from Madera and Mariposa to the southeast to Yolo and Sacramento to the northeast, and San Joaquin and Stanislaus to the east.

More than 85 percent of its hospital patients have historically originated from the 20 counties in these service areas. About 71 percent of its patients are adults and 29 percent children.

In 2008, the medical center updated its Clinical Enterprise Strategic Plan to cover growth through 2015. This plan builds on and validated much of the direction of the 2002 Strategic Plan, and added other areas of emphasis. Three high-level differentiators were identified -- Best Care, Clinical Growth and Shared Accountability. The plan outlines nine themes, each with detailed initiatives and tactics:

- Maximize the potential of inpatient facilities
- Match patient mix to mission and program capability
- Expand functional ambulatory and office capacity
- Achieve more effective referral outreach
- Create the next generation care delivery model
- Provide the highest value care to patients

Source: UCSF Medical Center - 4/19/2013

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - UCSF Medical Center

- Educate, recruit & retain the best talent
- Define a stronger culture of shared accountability and action
- Manage costs

In fiscal year 2012, UCSF Medical Center and UCSF Benioff Children's Hospital reported income before other changes in net assets of \$101 million. Cash balances at June 30, 2012 were \$257 million. The organization had about 7,803 employees, including full-time, part-time and per diem employees.

For more information, see the medical center's Web site at www.ucsfhealth.org and the 2012 annual report at <http://www.ucsfhealth.org/annualreport>

Introduction to the Financial Statements and Data Tables

The following pages include 5-year trended financial statements including the Statement of Net Assets, Revenues and Expenses, Changes in Net Assets, and Utilization Statistics.

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - UCSF Medical Center**

**UCSF Medical Center
Utilization Statistics - Trended**

| <u>Statistics</u> | <u>2008</u> | <u>2009</u> | <u>2010</u> | <u>2011</u> | <u>2012</u> | <u>CAGR</u> |
|------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Admissions | 28,679 | 28,190 | 29,087 | 28,268 | 27,788 | -0.8% |
| Average daily census | 503 | 523 | 500 | 500 | 491 | -0.6% |
| Average length of stay | 6.4 | 6.6 | 6.3 | 6.5 | 6.5 | |
| Patient days | 184,060 | 190,870 | 182,641 | 182,397 | 179,611 | -0.6% |
| Case mix index | 1.90 | 1.94 | 1.92 | 1.94 | 1.97 | |
| Outpatient visits: | | | | | | |
| Hospital clinic visits | 722,728 | 735,713 | 752,635 | 778,525 | 775,337 | 1.8% |
| Home health visits | 16,491 | 17,717 | 18,468 | 16,704 | 17,850 | 2.0% |
| Emergency visits | 39,356 | 37,759 | 36,426 | 36,051 | 37,560 | -1.2% |
| Total visits: | 778,575 | 791,189 | 807,529 | 831,280 | 830,747 | 1.6% |

Source: UCSF Medical Center Report on Audits of Financial Statements for the years ended June 30, 2008- 2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - UCSF Medical Center**

**University of California, San Francisco Medical Center
Statement of Net Assets - Trended
(Dollars in Thousands)**

| | <u>2008</u> | <u>2009</u> | <u>2010</u> | <u>2011</u> | <u>2012</u> |
|--|-------------|-------------|-------------|-------------|-------------|
| Assets | | | | | |
| Current assets: | | | | | |
| Cash | \$128,842 | \$127,526 | \$217,192 | \$349,008 | \$256,924 |
| Patient accounts receivable, net of estimated uncollectibles of \$22,088 and \$18,135, respectively | \$269,788 | \$291,110 | \$302,481 | \$322,786 | \$329,744 |
| Other receivables | \$375 | \$1,927 | \$154 | \$1,424 | \$277 |
| Third-party payor settlements and loss contingencies, net | \$0 | \$1,415 | \$18,454 | \$28,357 | \$33,142 |
| Inventory | \$20,667 | \$22,084 | \$24,557 | \$28,028 | \$28,774 |
| Prepaid expenses and other assets | \$15,687 | \$26,477 | \$28,023 | \$27,321 | \$28,663 |
| Total current assets | \$435,359 | \$470,539 | \$590,861 | \$756,924 | \$677,524 |
| Restricted assets | | | | | |
| Cash restricted for hospital construction | | | | \$628,185 | \$377,307 |
| Donor funds | \$7,705 | \$9,536 | \$12,759 | \$13,491 | \$16,970 |
| Capital assets, net | \$682,856 | \$736,367 | \$824,471 | \$957,406 | \$1,297,071 |
| Deferred costs of issuance and other | \$5,106 | \$13,105 | \$16,174 | \$7,640 | \$7,371 |
| | | | | \$727 | \$715 |
| Total assets | \$1,131,026 | \$1,229,547 | \$1,444,265 | \$2,364,373 | \$2,376,958 |
| Deferred outflows from interest rate swap agreements | | | | \$9,133 | \$16,743 |
| Liabilities | | | | | |
| Current liabilities: | | | | | |
| Accounts payable and accrued expenses | \$85,171 | \$98,574 | \$101,686 | \$115,475 | \$154,204 |
| Accrued salaries and benefits | \$48,861 | \$58,971 | \$61,590 | \$66,754 | \$73,386 |
| Third-party payor settlements, net | \$8,278 | \$0 | \$0 | \$19,825 | \$3,261 |
| Current portion of long-term debt and capital leases | \$19,157 | \$27,843 | \$30,570 | \$33,025 | \$25,343 |
| Other liabilities | \$3,753 | \$3,413 | \$4,948 | \$8,858 | \$7,778 |
| Total current liabilities | \$165,220 | \$188,801 | \$198,794 | \$243,937 | \$263,972 |
| Long-term debt and capital leases, net of current portion | \$229,490 | \$245,783 | \$262,810 | \$946,642 | \$889,407 |
| Third-party payor settlements, net | \$27,531 | \$26,032 | \$39,314 | \$50,290 | \$54,419 |
| Other Liabilities | | \$8,173 | \$11,418 | \$9,133 | \$16,743 |
| Total liabilities | \$422,241 | \$468,789 | \$512,336 | \$1,250,002 | \$1,224,541 |
| Net Assets | | | | | |
| Invested in capital assets, net of related debt | \$426,809 | \$462,741 | \$531,091 | \$605,924 | \$759,131 |
| Restricted | | | | | |
| Expendable | | | | | |
| Capital projects | \$1,778 | \$3,734 | \$7,787 | \$7,850 | \$10,840 |
| Other | \$5,927 | \$5,802 | \$4,972 | \$5,641 | \$6,130 |
| Unrestricted | \$274,271 | \$288,481 | \$388,079 | \$504,089 | \$393,059 |
| Total net assets | \$708,785 | \$760,758 | \$931,929 | \$1,123,504 | \$1,169,160 |

Source: UCSF Medical Center Report on Audits of Financial Statements for the years ended June 30, 2008 - 2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - UCSF Medical Center**

**University of California, San Francisco Medical Center
Statements of Revenues, Expenses and
Changes in Net Assets - Trended
(Dollars in Thousands)**

| | <u>2008</u> | <u>2009</u> | <u>2010</u> | <u>2011</u> | <u>2012</u> |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Net patient service revenue, net of provision for doubtful accounts of \$72,724 and \$47,285, respectively | \$1,457,023 | \$1,629,106 | \$1,766,688 | \$1,864,052 | \$1,945,325 |
| Other operating revenue | | | | | |
| Clinical teaching support | \$9,276 | \$8,712 | \$3,796 | \$4,292 | \$4,287 |
| Other | \$16,539 | \$15,332 | \$17,273 | \$20,860 | \$27,522 |
| Total other operating revenue | <u>\$25,815</u> | <u>\$24,044</u> | <u>\$21,069</u> | <u>\$25,152</u> | <u>\$31,809</u> |
| Total operating revenue | <u>\$1,482,838</u> | <u>\$1,653,150</u> | <u>\$1,787,757</u> | <u>\$1,889,204</u> | <u>\$1,977,134</u> |
| Operating expenses | | | | | |
| Salaries and employee benefits | \$715,258 | \$642,416 | \$652,506 | \$672,756 | \$740,809 |
| UCRP, retiree health and other employee health benefits | * | \$131,479 | \$141,248 | \$168,754 | \$202,215 |
| Professional services | \$24,238 | \$25,196 | \$24,665 | \$19,836 | \$25,041 |
| Medical supplies | \$211,434 | \$230,108 | \$245,015 | \$257,472 | \$271,048 |
| Other supplies and purchased services | \$365,088 | \$388,187 | \$424,973 | \$442,846 | \$480,831 |
| Depreciation and amortization | \$60,711 | \$67,707 | \$77,790 | \$81,474 | \$90,259 |
| Insurance | \$5,775 | \$7,083 | \$7,288 | \$6,820 | \$6,482 |
| Other | \$55,756 | \$59,937 | \$63,693 | \$64,838 | \$64,864 |
| Total operating expenses | <u>\$1,438,260</u> | <u>\$1,552,113</u> | <u>\$1,637,178</u> | <u>\$1,714,796</u> | <u>\$1,881,549</u> |
| Income from operations | <u>\$44,578</u> | <u>\$101,037</u> | <u>\$150,579</u> | <u>\$174,408</u> | <u>\$95,585</u> |
| Non-operating revenues (expenses): | | | | | |
| Hospital fee program grants | | | | \$36,594 | 1973 |
| Interest income | \$8,162 | \$5,566 | \$8,576 | \$21,230 | \$24,461 |
| Interest expense | (\$10,319) | (\$7,839) | (\$7,720) | (\$34,039) | (\$37,290) |
| Infrastructure to be dedicated | \$0 | \$0 | \$0 | \$0 | \$0 |
| Build America bonds federal interest subsidies | \$0 | \$0 | \$241 | \$10,131 | \$16,149 |
| Loss on disposal of capital assets | (\$857) | (\$18,681) | (\$2,571) | (\$1,357) | (\$132) |
| Total non-operating expenses | <u>(\$3,014)</u> | <u>(\$20,954)</u> | <u>(\$1,474)</u> | <u>\$32,559</u> | <u>\$5,161</u> |
| Income before other changes in net assets | <u>\$41,564</u> | <u>\$80,083</u> | <u>\$149,105</u> | <u>\$206,967</u> | <u>\$100,746</u> |
| Other changes in net assets: | | | | | |
| State and federal capital appropriations | \$10,818 | \$0 | \$0 | \$0 | \$0 |
| Donated assets | \$1,327 | \$2,174 | \$59,132 | \$27,003 | \$4,394 |
| Health system support | (\$20,065) | (\$30,284) | (\$37,066) | (\$42,395) | (\$59,484) |
| Total other changes in net assets | <u>(\$7,920)</u> | <u>(\$28,110)</u> | <u>\$22,066</u> | <u>(\$15,392)</u> | <u>(\$55,090)</u> |
| Increase in net assets | <u>\$33,644</u> | <u>\$51,973</u> | <u>\$171,171</u> | <u>\$191,575</u> | <u>\$45,656</u> |
| Net assets - beginning of year | <u>\$675,141</u> | <u>\$708,785</u> | <u>\$760,758</u> | <u>\$931,929</u> | <u>\$1,123,504</u> |
| Net assets - end of year | <u>\$708,785</u> | <u>\$760,758</u> | <u>\$931,929</u> | <u>\$1,123,504</u> | <u>\$1,169,160</u> |

*Not broken out separately

Source: UCSF Medical Center Report on Audits of Financial Statements for the years ended June 30, 2008- 2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - UCSF Medical Center**

**University of California, San Francisco Medical Center
Statements of Cash Flows - Trended
(Dollars in Thousands)**

| | <u>2008</u> | <u>2009</u> | <u>2010</u> | <u>2011</u> | <u>2012</u> |
|---|--------------------|--------------------|-------------------|--------------------|--------------------|
| Cash flows from operating activities | | | | | |
| Receipts from patients and third-party payors | \$1,420,258 | \$1,564,449 | \$1,734,564 | \$1,836,205 | \$1,921,147 |
| Payments to employees | (\$597,100) | (\$637,309) | (\$650,956) | (\$671,816) | (\$739,391) |
| Payments to suppliers | (\$656,693) | (\$698,525) | (\$764,994) | (\$800,597) | (\$808,020) |
| Payments for benefits | (\$114,490) | (\$127,220) | (\$139,435) | (\$165,530) | (\$197,001) |
| Other receipts, net | \$33,833 | \$44,518 | \$39,351 | \$54,477 | \$26,486 |
| Net cash provided by operating activities | <u>\$85,808</u> | <u>\$145,913</u> | <u>\$218,530</u> | <u>\$252,739</u> | <u>\$203,221</u> |
| Cash flows from noncapital financing activities: | | | | | |
| Health system support | (\$20,065) | (\$30,284) | (\$37,066) | (\$42,395) | (\$59,484) |
| Grants from the hospital fee program | \$0 | \$0 | \$0 | \$36,594 | \$1,973 |
| Net cash used by noncapital financing activities | <u>(\$20,065)</u> | <u>(\$30,284)</u> | <u>(\$37,066)</u> | <u>(\$5,801)</u> | <u>(\$57,511)</u> |
| Cash flows from capital and related financing activities: | | | | | |
| Proceeds from debt issuance | \$26,886 | \$45,039 | \$49,889 | \$700,000 | \$0 |
| Proceeds from financing obligations | \$0 | \$0 | \$0 | \$18,656 | \$0 |
| Bond issuance cost | \$0 | \$0 | (\$97) | (\$4,022) | \$0 |
| Build America bonds federal interest subsidies | \$0 | \$0 | \$241 | \$10,131 | \$16,149 |
| Proceeds from sale of capital assets | \$45 | \$106 | \$67 | \$746 | \$550 |
| Purchases of capital assets | (\$139,669) | (\$138,843) | (\$163,877) | (\$190,221) | (\$408,869) |
| Defeasance of 1998 hospital revenue bonds | \$0 | \$0 | \$0 | \$0 | \$0 |
| Principal paid on long-term debt and capital leases | (\$16,409) | (\$21,317) | (\$30,131) | (\$32,616) | (\$65,001) |
| Interest paid on long-term debt and capital leases | (\$10,319) | (\$7,839) | (\$12,375) | (\$37,112) | (\$56,877) |
| Gifts and donated funds | \$12,145 | \$2,174 | \$59,132 | \$27,003 | \$4,394 |
| Net cash used by capital and related financial activities | <u>(\$127,321)</u> | <u>(\$120,680)</u> | <u>(\$97,151)</u> | <u>\$492,565</u> | <u>(\$509,654)</u> |
| Cash flows from investing activities: | | | | | |
| Interest income received | \$8,162 | \$5,566 | \$8,576 | \$21,230 | \$24,461 |
| Change in restricted cash | (\$581) | (\$1,831) | (\$3,223) | (\$628,917) | \$247,399 |
| Net cash provided by investing activities | <u>\$7,581</u> | <u>\$3,735</u> | <u>\$5,353</u> | <u>(\$607,687)</u> | <u>\$271,860</u> |
| Net (decrease) increase in cash | <u>(\$53,997)</u> | <u>(\$1,316)</u> | <u>\$89,666</u> | <u>\$131,816</u> | <u>(\$92,084)</u> |
| Cash - beginning of year | <u>\$182,839</u> | <u>\$128,842</u> | <u>\$127,526</u> | <u>\$217,192</u> | <u>\$349,008</u> |
| Cash - end of year | <u>\$128,842</u> | <u>\$127,526</u> | <u>\$217,192</u> | <u>\$349,008</u> | <u>\$256,924</u> |

Source: UCSF Medical Center Report on Audits of Financial Statements for the years ended June 30, 2008 - 2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - UCSF Medical Center**

**University of California, San Francisco Medical Center
Statements of Cash Flows - Trended (Continued)
(Dollars in Thousands)**

| | <u>2008</u> | <u>2009</u> | <u>2010</u> | <u>2011</u> | <u>2012</u> |
|---|-----------------|------------------|------------------|------------------|------------------|
| Reconciliation of income from operations to net cash provided by operating activities: | | | | | |
| Income from operations | \$44,578 | \$101,037 | \$150,579 | \$174,408 | \$95,585 |
| Adjustments to reconcile income from operations to net cash provided by operating activities: | | | | | |
| Depreciation and amortization expense | \$60,711 | \$67,707 | \$77,790 | \$81,474 | \$90,259 |
| Provision for doubtful accounts | \$23,862 | \$43,006 | \$37,415 | \$47,285 | \$72,724 |
| Changes in operating assets and liabilities: | | | | | |
| Patient accounts receivable | (\$31,639) | (\$64,328) | (\$48,786) | (\$67,590) | (\$79,682) |
| Other receivables | (\$69) | (\$1,552) | \$1,773 | (\$1,270) | \$1,147 |
| Inventory | (\$258) | (\$1,417) | (\$2,473) | (\$3,471) | (\$746) |
| Prepaid expenses and other assets | \$3,213 | (\$10,521) | (\$1,277) | \$1,360 | (\$1,330) |
| Accounts payable and accrued expenses | \$5,856 | \$13,403 | \$3,112 | (\$5,728) | \$36,846 |
| Accrued salaries and benefits | \$3,668 | \$10,110 | \$2,619 | \$5,164 | \$6,632 |
| Third-party payor settlements | (\$24,324) | (\$11,192) | (\$3,757) | \$20,898 | (\$17,220) |
| Other liabilities | \$210 | (\$340) | \$1,535 | \$209 | (\$994) |
| Net cash provided by operating activities | <u>\$85,808</u> | <u>\$145,913</u> | <u>\$218,530</u> | <u>\$252,739</u> | <u>\$203,221</u> |
| Supplemental noncash activities information: | | | | | |
| Payables for property and equipment | \$13,902 | \$16,906 | \$13,648 | \$33,165 | \$35,048 |
| Bond retirements | \$0 | \$0 | \$0 | \$634 | \$0 |
| Amortization of deferred financing costs | \$116 | \$114 | \$113 | \$108 | \$105 |
| Amortization of deferred costs of issuance | \$155 | \$153 | \$153 | \$153 | \$269 |
| Amortization of deferred bond premium | \$19 | \$19 | \$20 | \$20 | \$21 |
| Capitalized Interest | \$0 | \$3,052 | \$4,655 | \$0 | \$0 |
| Capital assets acquired through capital lease obligations | \$3,258 | \$1,162 | \$0 | \$0 | \$0 |
| Change in fair value of interest rate swap agreements | \$0 | (\$4,858) | (\$3,245) | (\$2,285) | \$7,610 |

Source: UCSF Medical Center Report on Audits of Financial Statements for the years ended June 30, 2008- 2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - UCSF Medical Center**

**UCSF Medical Center
Capital Assets
(Dollars in Thousands)**

| | <u>2011</u> | <u>Additions</u> | <u>Disposals</u> | <u>2012</u> |
|---|--------------------|---------------------|-------------------|--------------------|
| <u>Original Cost</u> | | | | |
| Land | \$118,349 | \$173 | \$0 | \$118,522 |
| Buildings and improvements | \$909,935 | \$29,470 | \$0 | \$939,405 |
| Equipment | \$361,419 | \$168,471 | (\$22,745) | \$507,145 |
| Construction in progress | \$288,774 | \$232,492 | (\$58) | \$521,208 |
| Capital assets, at cost | <u>\$1,678,477</u> | <u>\$430,606</u> | <u>(\$22,803)</u> | <u>\$2,086,280</u> |
| <u>Accumulated Depreciation and Amortization</u> | | | | |
| | <u>2011</u> | <u>Depreciation</u> | <u>Disposals</u> | <u>2012</u> |
| Buildings and improvements | \$487,174 | \$44,731 | \$0 | \$531,905 |
| Equipment | \$233,897 | \$45,528 | (\$22,121) | \$257,304 |
| Accumulated depreciation and amortization | <u>\$721,071</u> | <u>\$90,259</u> | <u>(\$22,121)</u> | <u>\$789,209</u> |
| Capital assets, net | <u>\$957,406</u> | | | <u>\$1,297,071</u> |
| <u>Original Cost</u> | | | | |
| | <u>2010</u> | <u>Additions</u> | <u>Disposals</u> | <u>2011</u> |
| Land | \$102,577 | \$15,772 | \$0 | \$118,349 |
| Buildings and improvements | \$840,330 | \$69,605 | \$0 | \$909,935 |
| Equipment | \$335,325 | \$38,833 | (\$12,739) | \$361,419 |
| Construction in progress | \$197,569 | \$92,399 | (\$1,194) | \$288,774 |
| Capital assets, at cost | <u>\$1,475,801</u> | <u>\$216,609</u> | <u>(\$13,933)</u> | <u>\$1,678,477</u> |
| <u>Accumulated Depreciation and Amortization</u> | | | | |
| | <u>2010</u> | <u>Depreciation</u> | <u>Disposals</u> | <u>2011</u> |
| Buildings and improvements | \$448,376 | \$38,798 | \$0 | \$487,174 |
| Equipment | \$202,954 | \$42,696 | (\$11,733) | \$233,917 |
| Accumulated depreciation and amortization | <u>\$651,330</u> | <u>\$81,494</u> | <u>(\$11,733)</u> | <u>\$721,091</u> |
| Capital assets, net | <u>\$824,471</u> | | | <u>\$957,386</u> |

Source: UCSF Medical Center Report on Audits of Financial Statements for the years ended June 30, 2011 and 2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - UCSF Medical Center**

**UCSF Medical Center
Operating Leases
(Dollars in Thousands)**

| <u>Year-Ending June 30</u> | <u>Minimum Annual Lease Payments</u> |
|----------------------------|--|
| 2013 | \$16,068 |
| 2014 | \$12,169 |
| 2015 | \$9,844 |
| 2016 | \$8,548 |
| 2017 | \$7,814 |
| 2018 - 2022 | <u>\$16,102</u> |
| Total | <u><u>\$70,545</u></u> |

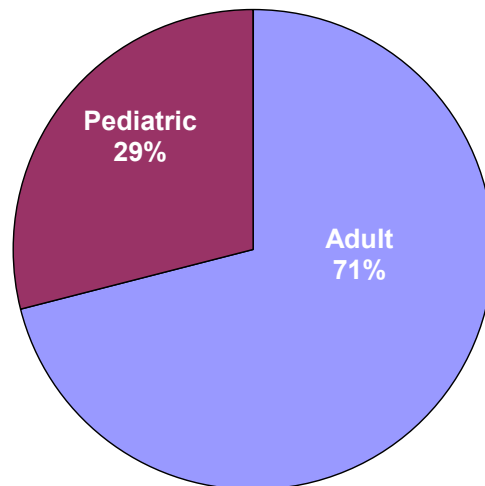
**UCSF Medical Center
Transactions with Other University Entities
(Dollars in Thousands)**

| | <u>2012</u> | <u>2011</u> |
|---------------------------------------|-------------------------|-------------------------|
| Salaries and employee benefits | \$5,349 | \$3,204 |
| Medical supplies | (\$5,550) | (\$5,749) |
| Other supplies and purchased services | \$367,038 | \$332,545 |
| Interest income (net) | (\$24,461) | (\$21,230) |
| Insurance | <u>\$6,482</u> | <u>\$6,820</u> |
| Total | <u><u>\$348,858</u></u> | <u><u>\$315,590</u></u> |

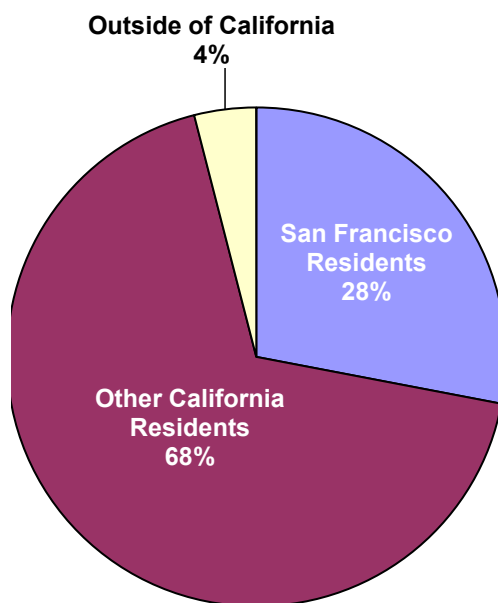
Source: UCSF Medical Center Report on Audits of Financial Statements for the years ended June 30, 2011 and 2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - UCSF Medical Center**

**Patient Mix*
FY 2011-12**



**Patient Origin*
FY 2011-12**



*Based on patient days

Source: UCSF Medical Center, 3/5/2013

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - QB3 Institute

CALIFORNIA INSTITUTE FOR QUANTITATIVE BIOSCIENCES (QB3)

- Director: Regis Kelly, Ph.D.
- Campus Director, UCSF: Brian Shoichet, Ph.D.
- Campus Director, UC Berkeley: Susan Marqusee, Ph.D.
- Campus Director, UC Santa Cruz: David Haussler, Ph.D.
- Associate Director: Douglas Crawford, Ph.D.
- Industry Alliance Director: Neena Kadaba, Ph.D.
- Assistant Director: Christine Winoto
- Communications Director: Kaspar Mossman, Ph.D.
- Website: [http:// qb3.org](http://qb3.org)
- Twitter: <http://www.twitter.com/qb3>
- Facebook: <http://www.facebook.com/pages/QB3/152644428088823>
- YouTube: <http://www.youtube.com/QB3TV>

Mission

QB3's mission is to accelerate discovery and innovation, improving the quality of life in California and beyond.

QB3 harnesses the quantitative sciences of physics and engineering to unify our understanding of biological systems at all levels of complexity. QB3 scientists make discoveries that drive the development of technologies, products, and wholly new industries, ensuring that California remains competitive in the 21st century.

QB3's goals are to fuel the California bioeconomy; to support research and training in quantitative biosciences; and to translate academic research into products and services that benefit society.

Entrepreneurship

QB3 helps entrepreneurs at the University of California turn their research into products and services. Key offerings include:

- The Bridging-the-Gap Awards: privately-funded grants of \$250k over two years to help faculty move translational research to the point of commercialization. Of the first nine awards made, five have resulted in spin-off companies and three in licenses to established industry.
- QB3 Startup in a Box: a package of organizational and legal services that enable founders to structure spin-off companies properly and submit competitive Small Business Innovation Research grant applications.

Source: QB3 , 9/5/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - QB3 Institute

- The QB3 Garage Network: a group of on- and off-campus facilities that rent small units of laboratory space to startup companies, close to academic centers of excellence.
- Mission Bay Capital: a venture fund with \$11.3 M of private funds under management, and the goal of investing in promising companies emerging from the University of California. MBC has made nine investments to date and is soon to recruit investors for a second fund.

Industry Partnerships

QB3 has established several models of partnership with industry:

- Our partnership with Pfizer, now in its third year, has provided over \$9 million to more than 20 faculty at UC Berkeley, UC Santa Cruz, and UCSF. QB3 initiates collaborations between Pfizer scientists and UC researchers, with funding focused on innovative projects. Pfizer is also interested in seed stage investments in QB3 incubator network companies.
- Johnson & Johnson's Corporate Office of Science and Technology has partnered with QB3 to co-fund the QB3 Bridging-the-Gap Awards, which enable researchers to explore and de-risk technology with commercial potential before launching a company. This is an unusual partnership because, instead of looking to license technology, Johnson & Johnson wants to build relationships with early-stage entrepreneurs.
- GE Healthcare loans QB3 major capital equipment such as the InCell 2000 analyzer for high-content drug screening, and offers our scientists a twice-yearly lab course on advanced processing of biological molecules.
- Top-level industry scientists speak at QB3's Quadrant seminars, which are open to all. While on campus, Quadrant speakers often meet with university faculty and representatives from companies nearby.

International Partnerships

The QB3-Malaysia Program represents a collaborative effort between QB3 and the Malaysian government to develop the biotech ecosystem in Malaysia, particularly in the drug discovery arena, to address unmet medical needs and the development of natural product based therapeutics. The Malaysia Program has brought several talented researchers—three PhD students and four postdoctoral fellows—to UCSF's pharmaceutical chemistry program, and launched Neopeutics, a spin-off company out of Nevan Krogan's lab. The Malaysia Program also funded QB3's annual week long Global BioEntrepreneurship course for five years.

Source: QB3, 9/5/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - QB3 Institute

Research

QB3 researchers make fundamental scientific discoveries that lead to applications in areas such as medical diagnostics, pharmacological therapy, and biofuels. Research conducted by QB3 faculty falls into one or more of nine themes:

- Biological imaging: Visualizing biological systems at all scales: atoms, cells, organs.
- Biomaterials and stem cells: Development of biomaterials and stem cells for biotechnology and therapeutic applications.
- Synthetic biology: Design, redesign, and construction of new biological parts, devices, and systems.
- Biomolecular structure and mechanism: Structure, function, and dynamics of macromolecules.
- Chemical biology: Applying the tools of chemistry to biology, aiding in drug discovery and interrogation of biology.
- Precision measurement and control of biological systems: Developing the ability to mechanically, optically, or chemically alter and monitor biology for interrogation and diagnostics.
- Genotype to phenotype: Harvesting the information in genomes and the effect of variation
- Theoretical modeling of biological systems: Theoretical and computational analysis of macromolecules, biological systems, and interpretation of experimental data.
- Cellular dynamics: Biochemical and biophysical analysis of cellular processes.

Bay Area research centers affiliated with QB3:

- The Synthetic Biology Engineering Research Center
- The Cell Propulsion Lab
- The Berkeley Center for Computational Biology
- The Energy Biosciences Institute
- The Resource for Biocomputing, Visualization, and Informatics
- The Bay Area Physical Sciences-Oncology Center
- The HARC Research Center
- The Membrane Protein Expression Center
- The Small Molecule Discovery Center
- The UCSF Nikon Imaging Center

Source: QB3, 9/5/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - QB3 Institute**

**FY 2011-12 Headcount as of 4/1/12
CALIFORNIA INSTITUTE FOR QUANTITATIVE BIOSCIENCES (QB3)**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 8 | | | 2 | 10 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
California Institute for Quantitative Biosciences (QB3)**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|--------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| QB3/UCSF LOCAL ADMINISTRATION | | | | | | | | | | |
| Total: | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.05 | 0.00 | 0.05 |

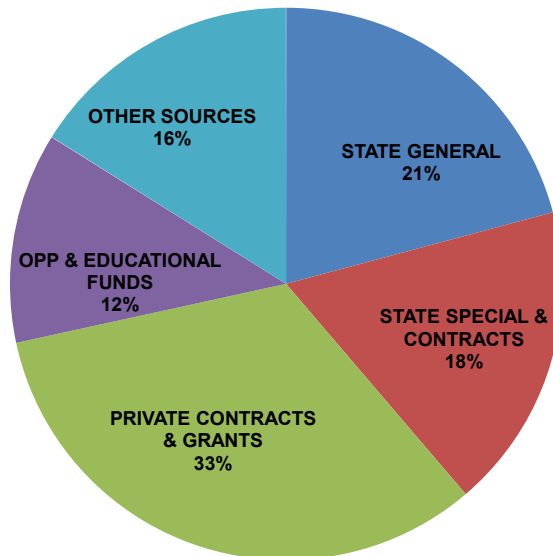
Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - QB3 Institute**

**Total Expenditures by Fund Source
CALIFORNIA INSTITUTE FOR QUANTITATIVE BIOSCIENCES (QB3)**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 5 |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| STATE GENERAL | \$0 | \$359,090 | \$433,302 | \$927,978 | \$511,564 | 0.0% |
| STATE SPECIAL & CONTRACTS | \$661,847 | \$588,770 | \$711,331 | \$659,201 | \$440,054 | -33.5% |
| LOCAL GOVERNMENT | \$0 | \$0 | \$0 | \$0 | \$31,514 | 0.0% |
| PRIVATE GIFTS | \$24,564 | \$0 | \$0 | (\$7,397) | \$0 | -100.0% |
| PRIVATE CONTRACTS & GRANTS | \$371,808 | \$686,531 | \$921,039 | \$799,247 | \$806,017 | 116.8% |
| OPP & EDUCATIONAL FUNDS | \$334,496 | \$456,463 | \$167,976 | \$146,477 | \$302,707 | -9.5% |
| S&S -EDUCTATIONAL ACTIVITY | \$8,915 | (\$3,509) | \$3,376 | (\$23,175) | (\$23,056) | -358.6% |
| OTHER SOURCES | \$151,416 | \$161,538 | \$189,339 | \$179,762 | \$386,822 | 155.5% |
| Total: | \$1,553,045 | \$2,248,884 | \$2,426,364 | \$2,682,093 | \$2,455,623 | 58.1% |
| | | | | | | |

**Expenditures by Fund Source
California Institute for Quantitative Biosciences (QB3)
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - QB3 Institute**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
CALIFORNIA INSTITUTE FOR QUANTITATIVE BIOSCIENCES (QB3)**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|----------------------------|---|----------------------|---------------|
| Federal | \$0 | \$0 | \$0 | 0.00% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$31,514 | \$31,514 | \$3,782 | 12.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$806,017 | \$801,594 | \$119,570 | 14.92% |
| Total: | <u>\$837,532</u> | <u>\$833,109</u> | <u>\$123,352</u> | <u>14.81%</u> |

Source: UCSF Budget & Resource Management

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
CALIFORNIA INSTITUTE FOR QUANTITATIVE BIOSCIENCES (QB3)
(Dollars in Thousands)**

| | Current Funds | | | | Distribution | | |
|--------------|---------------|--------------|------------|--------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| Instruction | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Research | 2,454 | 509 | 667 | 1,278 | 1,565 | 889 | 0 |
| Total | <u>2,454</u> | <u>509</u> | <u>667</u> | <u>1,278</u> | <u>1,565</u> | <u>889</u> | <u>0</u> |

Source: UCSF Controller's Office - 12/05/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Global Health Sciences

GLOBAL HEALTH SCIENCES

- Executive Director - Sepulveda, Jaime, M.D.
- Founding Executive Director - Debas, Haile T., M.D.
- Deputy Director - Boyle, Colin
- Website - <http://globalhealthsciences.ucsf.edu/>

MISSION

UCSF Global Health Sciences (GHS) is dedicated to improving health and reducing the burden of disease in the world's most vulnerable populations. It integrates UCSF expertise in all of the health, social and biological sciences, and focuses that expertise on solving the most pressing problems in global health. GHS works with partners in countries throughout the world to achieve these aims.

HISTORY

Global Health Sciences at UCSF (GHS) was established as an umbrella program in September 2003 in response to the need to connect new discoveries in basic science with traditional public health disciplines, to more effectively address issues of global health. It was charged to coordinate current research, training and clinical activities in global health and to generate new initiatives in this field. Recognizing that bringing together multiple relevant disciplines to solve problems would be a key characteristic of any global health program, UCSF made the decision to place GHS outside of the traditional school structure, reporting directly to the chancellor, but with a governance structure through which all of the schools and organized research programs could participate and contribute.

PROGRAMS

Education & Training

Educating and training current and future generations of researchers, health care providers, and professionals with the knowledge and skills required to be effective both on the ground and as leaders in global health is fundamental to GHS. Current education and training offerings are divided between degree-granting and non-degree programs.

- The Masters of Science degree in Global Health Sciences is a self-supporting, one-year degree program that achieved all required University approvals in April 2008 and was formally approved by the Western Association of Schools and Colleges in September 2008. The first class of seven students graduated in July 2009; 18 students graduated in 2010; 29 graduated in 2011; and, 34 graduated in 2012. A class of 40 students enrolled

Source: Global Health Sciences, 11/12/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Global Health Sciences

- in September 2012.
- GHS also offers several ground-breaking learning opportunities for students and trainees (residents, fellows, and postdocs) from multiple disciplines at UCSF and UC Berkeley. The Clinical Scholars, Pathways and Framework programs include courses, seminars and fieldwork experiences with underserved populations, in the US and abroad. The Complex Humanitarian Emergency Leadership and Training program is centered on an exercise that recreates refugee camps along a civil unrest area. Trainees learn skills as they create a service delivery plan to provide relief to refugees, role-played by volunteers and faculty.

Prevention and Public Health Group (PPHG)*

PPHG is an organized research unit that focuses on applied public health research, education and program improvement through six initiatives. Working with academic, government and community partners in over 18 countries on four continents and the Caribbean, its members use evidence-based methods to build capacity in surveillance, monitoring and evaluation, public health research, epidemiology, clinical care and scientific best practices to inform program planning, accountability and policymaking

*Formal name and organizational affiliation is the Institute for Global Health (IGH) in the UCSF School of Medicine. A detailed institutional profile for IGH is located under the Organized Research Units section of the School of Medicine.

Global Health Group (GHG)

The GHG is an “action tank,” dedicated to translating major new paradigms in global health into large-scale action. The GHG works across the spectrum from analysis, to policy formulation and consensus building, and works closely with a wide range of public and private partners to catalyze implementation of programs in collaborating low- and middle-income countries. The GHG’s three initiatives focus on: providing intellectual and practical leadership and support for the elimination of malaria; identifying and promoting innovative models to enhance the role of the private sector in health systems strengthening; and narrowing the gap between rigorous evidence and practical policymaking in global health.

Capacity Building

GHS leads a UCSF-wide partnership with the Muhimbili University of Health and Allied Sciences (MUHAS) to develop infrastructure and programs to enhance and expand health sciences education in Tanzania. The project also aims to create a viable, replicable partnership model for institutional capacity building.

Source: Global Health Sciences, 11/12/2012

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Global Health Sciences

IMPACT

GHS was created to engage with and influence global health around the world. Key achievements include:

- “Branding” UCSF nationally and internationally as a leading force in global health
- Establishing the first US masters degree specifically in global health sciences
- Gaining recognition as leading experts in HIV/AIDS surveillance and monitoring, malaria elimination, the role of the private sector in health systems strengthening, global health policy, and workforce capacity building.
- Establishing a clinical training program in global health sciences
- Creating infrastructure across UCSF schools and programs to connect students and faculty who have a serious interest in global health
- Being a founding member of, and serving as the Secretariat for, the Consortium of Universities for Global Health, an organization of US and Canadian universities to develop national training standards and to advocate for global health.
- Overseeing the planning of, and serving as the administrative home for, the University of California Global Health Institute, which involves the intellectual resources of all UC 10 campuses.

**University of California, San Francisco
Institutional Profile - FY 2011-12**

School/Department Profiles - Global Health Sciences

**FY 2011-12 Headcount as of 4/1/12
UCSF GLOBAL HEALTH SCIENCES**

| | Staff | | Academic | | Grand Total |
|--|-----------|-----------|-----------|-----------|-------------|
| | Full Time | Part Time | Full Time | Part Time | |
| | 20 | | 6 | 2 | 28 |

Source: UCSF Human Resources

**Permanently Budgeted FTEs
UCSF GLOBAL HEALTH SCIENCES**

| Permanent Budget Account Title | FY 2007-08 | | FY 2008-09 | | FY 2009-10 | | FY 2010-11 | | FY 2011-12 | |
|------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff | Academic | Staff |
| GLOBAL HEALTH SCIENCES INSTRUCTION | | 2.16 | 2.65 | 3.77 | 2.05 | 1.55 | 1.98 | 1.35 | 2.53 | 2.10 |
| S/M GLOBAL HEALTH SCIENCES PROGRAM | | | 0.00 | 2.17 | 0.00 | 0.19 | 0.00 | 2.21 | 0.00 | 2.21 |
| Total: | 0.00 | 2.16 | 0.00 | 2.17 | 0.00 | 0.19 | 0.00 | 2.21 | 0.00 | 2.21 |

Source: UCSF Budget & Resource Management

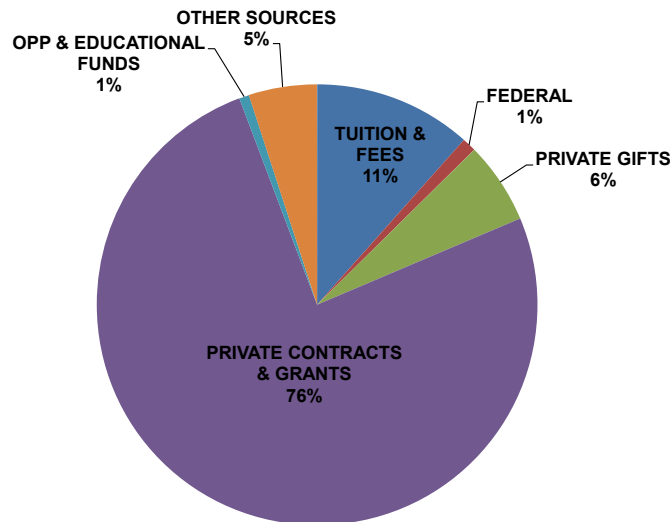
**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Global Health Sciences**

**Total Expenditures by Fund Source
GLOBAL HEALTH SCIENCES**

| Fund Source | FY 2007-08 Year 1 | FY 2008-09 Year 2 | FY 2009-10 Year 3 | FY 2010-11 Year 4 | FY 2011-12 Year 5 | % Change Year 1 to Year 3 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| STATE GENERAL | \$290,475 | \$210,674 | \$2,200 | \$0 | \$10,000 | -96.6% |
| TUITION & FEES | (\$1,768) | \$540,468 | \$780,333 | \$876,921 | \$1,067,912 | -60502.3% |
| FEDERAL | \$19,044 | \$100,879 | \$212,832 | \$204,334 | \$95,293 | 400.4% |
| PRIVATE GIFTS | \$122,359 | \$62,498 | (\$91,276) | \$210,186 | \$551,180 | 350.5% |
| PRIVATE CONTRACTS & GRANTS | \$1,308,133 | \$5,052,065 | \$6,292,549 | \$7,246,170 | \$6,974,605 | 433.2% |
| ENDOWMENT FUNDS | \$24,757 | \$0 | \$0 | \$126 | \$29,899 | 20.8% |
| OPP & EDUCATIONAL FUNDS | \$42,190 | \$10,976 | \$22,024 | \$116,266 | \$67,725 | 60.5% |
| S&S -EDUCTATIONAL ACTIVITY | \$220,152 | \$428,416 | \$35,027 | \$40,370 | \$24,817 | -88.7% |
| OTHER SOURCES | \$1,100,793 | \$770,878 | \$986,082 | \$843,079 | \$396,635 | -64.0% |
| RESERVES | \$0 | \$1,955 | \$0 | \$0 | \$0 | 0.0% |
| Total: | \$3,126,134 | \$7,178,809 | \$8,239,769 | \$9,537,451 | \$9,218,067 | 194.9% |

Source: UCSF Budget & Resource Management

**Expenditure by Fund Source
Global Health Sciences
FY 2011-12**



Source: UCSF Budget & Resource Management

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Global Health Sciences**

**Sponsored Project Expenditures & Indirect Cost Recovery
FY 2011-12
GLOBAL HEALTH SCIENCES**

| | Total Direct Cost (TDC) | Modified Total Direct Cost (MTDC) | Overhead Recovery | OH % MTDC |
|---------------------------------------|------------------------------------|--|------------------------------|----------------------|
| Federal | \$95,293 | \$91,296 | \$7,304 | 8.00% |
| CIRM | \$0 | \$0 | \$0 | 0.00% |
| Other State Contracts | \$0 | \$0 | \$0 | 0.00% |
| Local Government | \$0 | \$0 | \$0 | 0.00% |
| Private Clinical Trials | \$0 | \$0 | \$0 | 0.00% |
| Private Contracts & Grants | \$6,974,605 | \$5,960,000 | \$1,051,812 | 17.65% |
| Total: | <u>\$7,069,898</u> | <u>\$6,051,295</u> | <u>\$1,059,115</u> | <u>17.50%</u> |

Source: UCSF Budget & Resource Management

**Financial Schedule 8C - FY 2011-12
Current Funds Expenditures
GLOBAL HEALTH SCIENCES
(Dollars in Thousands)**

| | Current Funds | | | Distribution | | | |
|------------------|---------------|--------------|--------------|---------------|-----------------------|-----------------------|--------------------|
| | Total | Unrestricted | | Restricted | Salaries and Wages | Other Expenditures | Less: Transfers |
| | | General | Designated | | | | |
| Instruction | 3,099 | 0 | 1,511 | 1,588 | 1,660 | 1,462 | 23 |
| Research | 24,788 | 16 | (525) | 25,297 | 12,075 | 12,723 | 10 |
| Public Service | 1,279 | 0 | 0 | 1,279 | 533 | 746 | 0 |
| Academic Support | 1,281 | 0 | 1,226 | 55 | 885 | 1,509 | 1,113 |
| Total | <u>30,447</u> | <u>16</u> | <u>2,212</u> | <u>28,219</u> | <u>15,153</u> | <u>16,440</u> | <u>1,146</u> |

Source: UCSF Controller's Office - 12/05/2012

**University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Affiliated Institutions**

AFFILIATED INSTITUTIONS

Chapter Contents

| | |
|---|-----|
| San Francisco General Hospital (SFGH) | 944 |
| San Francisco Veteran Affairs Medical Center (SFVAMC) | 945 |
| Ernest Gallo Clinic & Research Center | 947 |
| The J. David Gladstone Institutes | 948 |
| Howard Hughes Medical Institute (HHMI) | 950 |

University of California, San Francisco
Institutional Profile - FY 2011-12
School/Department Profiles - Affiliated Institutions

SAN FRANCISCO GENERAL HOSPITAL (SFGH)

Since 1864, the UCSF School of Medicine and San Francisco General Hospital (SFGH) have worked in close collaboration to provide health care services for the people of San Francisco. UCSF physicians and residents provide patient care at the SFGH Medical Center, which is part of the San Francisco Department of Public Health. Some of UCSF's most ground-breaking research also takes place at SFGH. The UCSF School of Medicine is proud to be a partner with the City to ensure and advance the health of our local community.

The SFGH Associate Dean's Office provides administrative oversight for UCSF activities on the SFGH campus and represents faculty, staff, students, and the University in matters involving administration and operation of the hospital and clinics. In part, the Dean's Office:

1. provides faculty and other personnel to the hospital;
2. facilitates UCSF medical research that takes place at the hospital;
3. provides central administration for a variety of functions, including personnel, finance, information technology, and credential compliance;
4. represents UCSF on the SFGH Executive Team.

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SAN FRANCISCO VETERAN AFFAIRS MEDICAL CENTER (SFVAMC)

The UCSF School of Medicine has been affiliated with SFVAMC for over 30 years. This affiliation is integral to the success of SFVAMC. All physicians are jointly recruited by UCSF School of Medicine and SFVAMC. SFVAMC has 128 residency positions covering all specialties except obstetrics, pediatrics, and family practice. SFVAMC is a major UCSF teaching hospital; providing about one third of all medical student clinical training.

In 1988, the Northern California Institute for Research and Education (NCIRE)—a self-funded, private nonprofit research institute, was established to administer research at the SFVAMC. NCIRE is the largest of approximately 90 nonprofit research corporations associated with the Department of Veterans Affairs, and ranks 16th among independent research institutes in receiving support from the National Institutes of Health. NCIRE has a cooperative agreement worth over \$10 million with the U.S. Department of Defense, and has been designated as a DOD Center of Excellence in Neuroscience and Neuroimaging. In fiscal year 2005, NCIRE's budget for scientific medical research at SFVAMC was over \$40 million.

NCIRE's Mission: To improve the health and well-being of veterans and the general public by supporting a world-class biomedical research program conducted by the UCSF faculty at the San Francisco VA Medical Center.

What We Are

NCIRE--the Northern California Institute for Research and Education--is a self-funded, private nonprofit research institute, established in 1988 to administer research at the San Francisco VA Medical Center (SFVAMC). NCIRE is affiliated with the University of California San Francisco School of Medicine.

Who We Are

Approximately 90 MD and PhD principal investigators work at NCIRE to improve health and health care for our veterans--and our nation. They include biologists, biochemists, biostatisticians, developmental epidemiologists, immunologists, molecular biologists, and neuroscientists. Most are directly involved with patient care as well.

What We Do

NCIRE researchers work on the frontiers of many fields, including, aging, Alzheimer's disease, AIDS and other infectious diseases, cancer, heart disease, post-traumatic stress disorder, and other areas vital to the health of our veterans and our nation. We strive to encourage collaboration across disciplines in the quest for new insights and innovative solutions.

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Recent NCIRE research initiatives have included investigating strategies for reducing brain injury after stroke; exploring the advantages of telephone psychotherapy; refining techniques for virtual colonoscopy; reducing the risks of cardiac surgery; discovering the genetic mechanism of acute leukemias; and improving hospital care.

How We Do It

NCIRE is the largest of approximately 90 nonprofit research corporations associated with the Department of Veterans Affairs, and ranks 16th among independent research institutes in receiving support from the National Institutes of Health. NCIRE has a cooperative research agreement worth over \$10 million with the U.S. Department of Defense, and has been designated as a DOD Center of Excellence in Neuroscience and Neuroimaging. In fiscal year 2005, NCIRE's budget for scientific and medical research at SFVAMC was over \$40,000,000.

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ERNEST GALLO CLINIC & RESEARCH CENTER

- Director - De Luca, John, PhD
- Website - <http://www.galloresearch.org/site/gallo/>

The Ernest Gallo Clinic & Research Center (EGCRC) at the University of California, San Francisco (UCSF) was established in 1980 to study basic neuroscience and the effects of alcohol and drugs of abuse on the brain. It is the only center studying alcoholism in the United States that is based in a department of neurology. In the 20 years since its inception, the EGCRC has grown to a staff of over 150 and occupies nearly 77,000 square feet of newly constructed space in Emeryville, CA. The EGCRC has major neuroscience laboratories in cell biology, molecular biology, biochemistry, pharmacology, neurophysiology, behavioral pharmacology and physiology, and invertebrate, mouse and human genetics.

The Gallo Center hosts weekly teaching conferences, seminars, and research discussion groups. It is an excellent training resource for alcohol and addiction -related research for medical students, postdoctoral fellows, and visiting scientists. All Gallo Center faculty hold appointments in departments and interdisciplinary graduate programs at UCSF and all receive grant support from the National Institutes of Health.

The goals of the EGCRC are:

- To understand the cellular, molecular, and behavioral basis of alcoholism, alcohol abuse, and drug abuse.
- To develop cellular, molecular, and behavioral technologies to identify alcoholics and individuals at risk for developing alcoholism or drug abuse because of genetic vulnerability.
- To use advances in cellular, molecular, and behavioral neuroscience and genetics to develop new therapies for the prevention and management of alcoholism, drug abuse and related neurologic disorders.

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THE J. DAVID GLADSTONE INSTITUTES

- President - Williams, R. Sanders, MD
- Website - <http://www.gladstone.ucsf.edu/gladstone/site/gweb1/>

Key administrators

- R. Sanders Williams, MD, President, Robert W. and Linda L. Mahley Distinguished Professor, Professor of Medicine, University of California, San Francisco (UCSF)
- Joan Bruland, JD, Director of Intellectual Property, and Intellectual Property Counsel of the Gladstone Institutes.
- Stephen Freedland, PhD, Vice President for Corporate Liaison and Ventures, Director of the Gladstone Center for Translational Research (GCTR)
- Vincent Moseley, Vice President, Finance, Secretary of the Gladstone Foundation, and Treasurer and Secretary of GRE, LLC, a Gladstone-controlled real-estate investment trust.
- Michael L. Penn, Jr., MD, PhD, Vice President for Strategy
- Bruce Spaulding, Chief Executive Officer, Gladstone Foundation
- John Whiting, Vice President, Chief Administrative Officer and Chief Financial Officer of the Gladstone Institutes.

About Us

- The J. David Gladstone Institutes is an independent, not-for-profit biomedical research institution affiliated with the University of California, San Francisco (UCSF), devoted to research into cardiovascular disease, HIV/AIDS, and Alzheimer's disease and other neurological disorders

Mission and Focus

- Our mission: to contribute to the health and welfare of humankind through research into the causes and prevention of cardiovascular disease, HIV and AIDS, and Alzheimer's disease and other neurodegenerative disorders
- Our focus: to conduct basic research for a better understanding of the fundamental biological processes underlying these maladies
- Our vision: to reduce the number of people afflicted with these debilitating illnesses, resulting in a substantial reduction in the social, emotional and financial costs of these disorders

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Scientific Objectives and Accomplishments

- Research is organized into three key areas:

The Gladstone Institute of Cardiovascular Disease is dedicated to reducing the death toll caused by cardiovascular disease. Institute researchers focus on the role of embryonic processes that might be leveraged for cardiac stem cell biology, as well as congenital and acquired heart diseases; genetic modification to gain control of key molecules involved in stem cell development; genetics of heart disease in humans; the role of lipids and lipoproteins in heart disease, including macrophage biology and obesity research; the potential role of the enzyme DGAT1 in resisting diet-induced obesity; and inflammatory processes in atherosclerosis.

The Gladstone Institute of Virology and Immunology is dedicated to conquering major problems involving deadly viruses and the human immune system, with an emphasis on HIV and AIDS. Investigators conduct a broad range of investigations, including fundamental studies of how HIV grows, evolves, and induces disease; the interplay of HIV with various components of the immune system, including cytotoxic T lymphocytes, NKT cells and T-regulatory lymphocytes; the evaluation of new anti-viral drugs; and the use of cytokines and hormones to help rebuild the immune system

The Gladstone Institute of Neurological Disease is dedicated to the study of the healthy and diseased nervous system. Its researchers are investigating such topics as the mechanisms by which abnormally folded proteins cause neurodegenerative disorders, including Alzheimer's, Parkinson's, and Huntington's disease; the development and preclinical evaluation of novel treatments for these conditions; the functions and pathogenic roles of amyloid proteins and apolipoprotein E; brain inflammation; and mechanisms of neural repair

Financial

Approximate 2010 Budget: \$64 million

Approximate number of employees: 400

Approximate sources of 2010 funding:

External grants (including NIH) \$49 million

Philanthropy and other revenue \$4 million

The Gladstone Endowment \$11 million

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HOWARD HUGHES MEDICAL INSTITUTE (HHMI)

- President - Cech, Thomas R., PhD.
- Website: <http://www.hhmi.org/>

A revolution is taking place in biology, one that promises to transform our understanding of the living world and produce major advances in medical care. Among its leaders is the Howard Hughes Medical Institute (HHMI).

The Institute is a nonprofit medical research organization that employs hundreds of leading biomedical scientists working at the forefront of their fields. In addition, through its grants program and other activities, HHMI is helping to enhance science education at all levels and maintain the vigor of biomedical science worldwide.

The Institute is one of the world's largest philanthropies, with laboratories across the United States and grants programs throughout the world. Its headquarters and conference center are located in Chevy Chase, Maryland, near Washington, D.C. HHMI's endowment in fiscal year 2011 was approximately \$16.1 billion.

Research

The Institute carries out research with its own scientific staff in HHMI laboratories across the United States. Using the powerful new tools of molecular biology, these research teams seek to explain how the human body functions and why disease occurs. HHMI investigators have been involved in many recent advances, from the discovery of genes related to cancer, heart disease, obesity, cystic fibrosis, muscular dystrophy, and other diseases to new insights about how organisms develop, cells communicate or learning occurs.

In 2003, the Institute broke ground in Ashburn, Virginia to begin construction on the Janelia Farm Research Campus. The complex will consist of laboratory space, a conference facility, temporary housing for visiting scientists, and many amenities. The collaborative nature of the research will bring biologists, physicists, chemists, computer scientists, and engineers together to tackle the most difficult problems confronting science. It is a unique approach modeled after the successful collaborative science centers in Europe.

The Institute is an operating medical research organization—not a foundation. This means that it carries out research with its own scientific teams. Currently, it employs about 300 HHMI investigators, all of whom work in Institute laboratories while also serving as faculty members at the host institutions with which HHMI has entered into long-term collaborations. The scientists are

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supported by approximately 2,500 research associates, technicians, and other personnel employed by the Institute, as well as by a headquarters staff.

HHMI selects its investigators from among the faculties of universities and academic health centers around the country. It solicits nominations from these institutions, with a view to identifying researchers with the potential to make significant contributions to science. Those selected as investigators are appointed for five- or seven-year terms, which may be renewed after a rigorous review process. They meet regularly at HHMI's headquarters in Maryland to discuss their work.

By appointing scientists as Hughes investigators—rather than awarding research grants—HHMI is guided by the principle of “people, not projects.” It believes that science is facilitated best by providing outstanding researchers with the resources and flexibility to follow their scientific instincts and to pursue new opportunities as soon as they arise.

The Institute's grants program, the largest privately funded education initiative in U.S. history, is helping to enhance science education for students at all levels, from the earliest grades through advanced training.

The Institute has awarded more than \$1 billion in grants since 1988. The grants are helping to strengthen science education and encourage talented young people to pursue research and teaching careers. The grants program also supports research resources in medical schools and other institutions within the United States, and the research of outstanding biomedical scientists in selected countries elsewhere.

HHMI's grants are administered through four programs:

- Graduate Science Education Program has as its goal to expand the nation's pool of medically trained researchers; promote interdisciplinary, graduate-level research training; and integrate medicine into biomedical research training.
- International Program supports biomedical scientists outside the United States and provides funding for selected courses and workshops.
- Undergraduate Biological Sciences Education Program provides grants to selected undergraduate institutions and to individuals through the HHMI Professors.
- Precollege Science Education Program supports a variety of precollege grants to biomedical research institutions to engage in community outreach to pre-K through 12th-grade students and teachers.

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The Institute makes grant awards through these programs; it will consider unsolicited proposals but rarely funds them. HHMI does not make grant awards for investigator-initiated research in the United States. Rather, through its own scientific program, it employs independent investigators at HHMI laboratories.

Howard Hughes Medical Institute (HHMI) Investigators*

1. Agard, David A.
2. Cyster, Jason G.
3. DeRisi, Joseph
4. Jan, Lily Y.
5. Jan, Yuh Nung
6. Lim, Wendell A.
7. Lisberger, Stephen G.
8. Locksley, Richard M.
9. Ptacek, Louis
10. Rowitch, David H.
11. Shokat, Kevan
12. Taunton, Jack
13. Vale, Ronald D.
14. Walter, Peter
15. Weiss, Arthur
16. Weissman, Jonathan

*Source: HHMI - 5/18/11

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Appendix - Chancellor's Annual Letters/Videos

This section contains the Chancellor's annual letters or videos for 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, and 2011 describing the state of the university including:

- major milestones,
- accolades,
- personnel changes, and
- challenges for the future.

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Appendix - Chancellor's Annual Letters/Videos
December 2002

“Happy Holidays: UCSF at the Turn of the Year 2002”

Dear Colleagues:

The squalls blowing through the Bay Area in recent days seem a suitable metaphor for the state of the university as 2002 runs its course. The storm clouds of deficit now glower over us, dampening spirits and casting shadows on the academic landscape. The future has become less predictable than any of us would like. In the face of this uncertainty, however, UCSF remains on target to achieve its major goals for the coming decade, and to sustain its distinguished position in higher education and health care -- a remarkable testimony to the resilience and resourcefulness of our campus community. I offer a few reflections to justify that optimism and dramatize where we stand at year's end.

The State of California anticipates a budget deficit that could reach \$35 billion over the next 18 months. Given this grave circumstance, Governor Gray Davis has asked the University of California to share in the retrenchments that will be required to restore the state to fiscal health. He began by proposing cuts in the UC budget for the current fiscal year -- the details were provided to you in my email message of December 9 and will not be onerous for UCSF unless the legislature were to make drastic changes.

The only substantive development since my previous message has been action by the Board of Regents to raise student fees, effective this coming quarter. The university and Regents took this action with great reluctance and recognize that it will pose hardships for many. But it remains true that a UC education in any field is one of the premium bargains in higher education.

We can expect far more stringent measures in the coming fiscal year, but it would be foolhardy to predict their nature or impact. Much will depend upon whether the state takes steps to increase revenues or chooses to rely entirely upon cost cutting. The first indication of what might be in store for UC will come in January, when the Governor will make his budget proposal for fiscal 2003-04. But it will be May or beyond before some version of that proposal is enacted.

Meanwhile, our major initiatives will proceed undeterred because they are already suitably financed. Mission Bay is the cardinal example. Genentech Hall will open in January and be fully occupied by close to 1000 scientists and staff within a few months. It is a massive yet elegant building, completed on time and under budget, well received by the adjoining neighborhoods, worth a visit at your first opportunity. Three additional research buildings, a campus community center, and a major housing complex are in advanced design or under construction. The latest addition to this inventory is a building to house portions of the research programs affiliated with our Comprehensive Cancer Center.

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December 2002

At Parnassus Heights, construction has begun for a six-story building that will house vital support facilities for our research. Vigorous efforts are underway to build several new interdisciplinary academic programs. In particular, searches have been mounted to identify leaders for the programs in stem cell biology and human genetics, both of which have been jump-started by major philanthropic contributions.

The UCSF Medical Center continues its remarkable performance of the past two years. It has again been ranked among the top ten academic health centers in the United States. With 80-90% occupancy, it continues to operate in the black and, as important, patient ratings of the Medical Center services continue to rise. The past year saw the official opening of the UCSF National Center for Excellence in Women's Health, a vital addition to our burgeoning activities at Mount Zion.

Planning for a new hospital proceeds apace, although the hoped-for decisions as to location and configuration did not materialize during 2002. The magnitude of this undertaking beggars the imagination, yet it is an imperative for the campus, because seismic standards dictate that clinical operations in Moffitt Hospital must cease by the year 2030, and because even the more recently constructed Long Hospital does not meet the needs of hospital practice in the 21st century. Our patients, and our splendid staff and faculty deserve much better than they presently have. The improvements will come at a stiff price: current estimates place the cost of constructing an academic hospital at \$2 million per bed!

The Institute for Quantitative Biomedical Research (or QB3, for short) is taking shape under its new director, Dr. Marv Cassman, previously Director of the National Institute for General Medical Science at the NIH in Bethesda, MD. Cassman will oversee an elaborate collaboration among UCSF, UC Berkeley, and UC Santa Cruz to make QB3 a reality. Construction of the building at Mission Bay to house the UCSF component of QB3 is scheduled for completion in 2004.

Our faculty continues to excel. During the past year, Professor Gail Martin was elected to the National Academy of Sciences, 8 faculty were elected to the Institute of Medicine, 6 to the American Academy of Arts and Sciences, and 2 as Honorary Fellows of the American Association for the Advancement of Science.

Our research enterprise is thriving. We continue to rank among the top five recipients of grants from the NIH. Federal support of research at UCSF has grown at a remarkable rate, averaging approximately 13% for each of the past three years.

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Last year, UCSF announced a campaign to raise \$1.4 billion in private gifts by June 30, 2005. It was a risky undertaking, given the grim economic climate. We have defied the odds. The campaign has just passed the \$1 billion mark, the first time an academic institution without an undergraduate program has ever reached that level in a fund-raising campaign. Furthermore, we are on a trajectory to raise more gift funds this year than last, despite the still wounded economy. Perhaps the most remarkable metric, however, has been the growth in number of individuals making gifts to UCSF, from 12,654 in fiscal year 1998 to 20,946 during the past fiscal year (the increase over last year alone has been 61% to date). The public has learned our worth and is responding admirably.

Many members of the campus community suspect that our efforts to raise money for construction at Mission Bay have distracted from the other meritorious causes in our gift portfolio. The data show otherwise. It is true that we are steadily accumulating the funds needed for the development of the Mission Bay campus. But the overwhelming majority of gifts to UCSF are still for programmatic purposes and those gifts account for most of the growth in our fund raising.

This past spring, Professor Haile Debas announced that he intends to step down as Dean of the School of Medicine next summer. Dean Debas ranks among the most visionary and effective leaders in the history of UCSF. We all owe him a deep debt of gratitude for his distinguished service. A committee to identify his successor was formed last July and is now well along in its work.

Efforts continue to enhance the campus ambience and improve the working lives of our employees, based in part on data obtained through a campus-wide survey performed during the past year. We have commissioned and/or installed 19 major works of art at our several sites (with more in the offing), launched a greatly expanded orientation for new employees, and plan a three-fold expansion of capacity for child care over the next three years.

UCSF has built up a multipronged effort to increase the diversity of our campus community. Dividends are beginning to accrue. For example, the private Greenlining Institute recently completed a study of diversity throughout the UC work force. They praised the efforts and results at UCSF as exemplary. We have no intention of resting on our laurels, but it is gratifying to have such endorsement of our progress.

These are challenging times for UCSF. We created some of the challenges ourselves, by embarking on a formidable expansion of our facilities and programs. Other challenges have been imposed by external circumstances, particularly the current crisis in the state economy. The record of the past year should sustain our confidence that we are up to the challenges. UCSF remains a robust and vibrant place, with great prospects. We will weather the squalls and prosper.

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December 2002**

I wish you all a pleasant holiday and fulfilling New Year.

Sincerely,

J. Michael Bishop, M.D.
Chancellor

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December 2003

“Happy Holidays: UCSF at the Turn of the Year 2003”

December 22, 2003

Dear Colleagues:

We are about to leave one tumultuous year and enter what I expect will be another. The continuing budget crisis in California, the recall of Governor Gray Davis and election of Arnold Schwarzenegger as his successor, the U.S. military action and its aftermath in Iraq, and the renewed controversy over admission policies at the University of California (UC) all reverberated through the corridors of the university with unnerving impact. But UCSF will still emerge from this year with every reason for optimism in the face of clear adversity.

-- The shortfall for the California state budget remains a sobering challenge -- an estimated deficit of at least \$14 billion in the coming fiscal year. As is often the case with the state budget at this time of year, there has been much news that constitutes no news. Governor Schwarzenegger and the legislature remain at loggerheads over how to deal with the deficit, so it is impossible to predict how the UC budget will fare in the coming year. The Governor's original budget proposal displays some measure of leniency towards higher education, as does his recent effort to implement midyear cuts unilaterally. But we are not likely to know the shape of next year's budget until May or later. A statement from the UC Office of the President regarding the governor's action may be found at: <http://www.ucop.edu/news/archives/2003/dec18art1.htm>.

-- A wave of change has swept through the leadership of UCSF. A few months ago, we welcomed David Kessler from Yale University as the new Dean of the School of Medicine. As announced recently, three other campus leaders will leave their posts in the coming weeks and months:

Regis Kelly will step down as Executive Vice Chancellor, Dee Bainton as Vice Chancellor for Academic Affairs, and Marvin Cassman as Director of the Institute for Quantitative Biomedical Research (QB3). Professor Eugene Washington, presently Chair of the Department of Obstetrics, Gynecology and Reproductive Sciences, will assume the position of Executive Vice Chancellor, which has been reconfigured to include responsibilities for Academic Affairs. Professor Graham Fleming of UC Berkeley will serve as Interim Director of QB3 until a successor to Dr. Cassman is named.

-- We formally dedicated UCSF Mission Bay on October 28, with festivities and ceremonies attended by close to 1000 individuals. The symbolic centerpiece of the day was the opening of Koret Quad, the spacious heart of the new campus. The coming year will see another landmark

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at Mission Bay: the transfer of the remaining land gift from the Catellus Corporation, which will roughly double the footprint of the new campus. This acquisition will represent a glimpse of the future, a blank slate the inscription of which will occupy UCSF for decades to come.

-- We continued the dramatic expansion of our physical facilities. At Mission Bay, Genentech Hall is now occupied; a second research building will open soon after the turn of the year; the QB3 laboratory building and the campus community center will open in early 2005; a housing complex to open in the summer of 2005 is now under construction; a laboratory building for the Cancer Research Institute is in final design; and two more research buildings are contemplated for completion by 2009. At Parnassus Heights, a six story building to provide vital support facilities for research is nearing completion; and planning is underway for the construction of a building to replace University Hall and the Radiobiology Laboratory, which are due for demolition. No one would have dared predict expansion of this magnitude just five years ago.

-- With the successful launching of the Mission Bay campus, attention will turn to the revitalization of Parnassus Heights. During the course of the next six years, relocations of research groups will make available ca. 150,000 assignable square feet of laboratory space at Parnassus Heights. This represents a stirring opportunity: the prospect of recruiting as many as 110 new faculty to UCSF, a chance to further diversify our research and make it even more relevant to the relief of human suffering another step towards realization of the dream that caused us to launch the development at Mission Bay in the first place. The campus leadership fully appreciates the magnitude of what must be done at Parnassus Heights and the urgency that it be accomplished expeditiously.

-- The past year brought further evidence of UCSF's scholarly distinction. Five of our faculty were elected to the National Academy of Sciences -- a truly bumper crop; six to the Institute of Medicine; four to the American Academy of Arts and Sciences; and one as Honorary Fellow of the American Association for the Advancement of Science.

Federal funding of research at UCSF continued its previous steady growth, placing UCSF once again among the best funded health science centers in the U.S. The excellence that these honors exemplify has not gone unnoticed. The press coverage of achievements at UCSF during the past year has been remarkable. Perhaps most notable was an extensive and highly laudatory feature article about UCSF in the September 8, 2003 issue of Business Week if you are in need of reasons to feel good about the team on which you work, read that article. The New York Times reported on our activities 57 times; the Los Angeles Times, 51 times; the Wall Street Journal, 25 times; the San Francisco Chronicle, 293 times; Time Magazine, three months in succession. The coverage ranged from fundamental discoveries on the genetics of aging and cancer to identification of the SARS virus. So although we do blow our own horn from time to time, others do it for

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December 2003

us far more frequently.

-- The UCSF Medical Center went from strength to strength during the past year. It again ranked among the top ten U.S. academic medical centers, with the Children's Hospital separately named among the top ten pediatric programs in the country. The number of patients coming to UCSF for care continues to increase year after year, and patient satisfaction scores also continue to rise. Again this year, the Medical Center operated solidly in the black and accumulated cash reserves so vital to its long term future, even while making major upgrades of facilities and equipment. Great credit is due to the leadership, faculty, nurses, and staff of the Medical Center who have collaborated to produce this remarkable record. A large team of faculty and managers continues the preparation of a strategic plan for replacement of hospital facilities at both Parnassus Heights and Mount Zion that must eventually be decommissioned in order to comply with statutes on seismic risk.

-- Fiscal 2002/2003 was another banner year for fund raising at UCSF. Private contributions to the campus remained at a near-record level in the face of a still wobbly national economy, and the number of individual gifts once again increased, this year by 35%. The Campaign for UCSF reached a total of \$1.2 billion, on target for the goal of \$1.4 billion by June 30 of 2005. The most dramatic news, however, came this past fall, with the announcement of a \$35 million gift to the Cancer Research Institute from the family of Helen Diller. This is the largest single gift in the history of UCSF, a remarkable expression of faith in our mission and potential. We are deeply grateful to the Diller family for their trust and support. Kudos are also in order for the leadership and staff of the UCSF Development Office and the volunteers from the community who assist us in our fund raising with their advice, energy, and time.

-- We have tried not to neglect the more personal side of our lives together. Efforts to improve the quality of work-life for our staff continue on many fronts. We recently completed a second survey of staff opinions, designed to assess the progress made since the initial survey two years ago and to identify the most urgent further challenges. Both the level of participation and the results were gratifying: over 8000 staff participated in the survey, for a response rate of 62%, and performance scores were higher than two years ago for the vast majority of items. The details will be made available in the near future, and we will use these data to guide our efforts at further improvement. The campus is in the midst of initiatives designed to triple available childcare by the end of 2006: the facility at Laurel Heights has already been expanded; a facility for 80-100 children will open at Mission Bay in 2005; and expansion of the capacity at Parnassus Heights by 80-100 slots is targeted for 2006. One-hundred new beds of housing for students and medical center house staff at Parnassus Heights should also come on line in 2006. And the valiant "brown-baggers" at the Mission Center Building now have the option of a recently opened dining facility.

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December 2003

-- UCSF also took steps on behalf of faculty welfare by creating a central source of funds to support child-bearing leave, by investing in initiatives from the Academic Senate designed to improve mentoring and to strengthen the diversity of our faculty, and by establishing a Chancellor's Council on Faculty Life to initiate and oversee these and other substantive efforts to improve the professional lives of our faculty. The details can be found at <http://chancellor.ucsf.edu/response-totaskforce/chancellor.htm>.

-- Nor have we neglected the benefits beyond our core missions that we can offer to the community at large. Two examples can serve to dramatize those benefits. First, UCSF has recently launched the UCSF Osher Lifelong Learning Institute, with the assistance of generous support from the Bernard Osher Foundation and the Mount Zion Health Fund. The program utilizes UCSF faculty to provide instruction for adults who want to continue learning and exploring new interests.

Second, UCSF has developed a Community Partnership Program that collaborates with community organizations in order to facilitate hiring of local residents, provide job training, and help local vendors do business with the campus. This program became an advance guard for UCSF at Mission Bay, setting up shop there well before any of our research laboratories and demonstrating how the campus can be a constructive presence for the nearby neighborhoods.

UCSF has repeatedly demonstrated the ability to turn tumult into triumph. We are now at it again! The record of the past year once again shows UCSF to be a place of immense creativity and prodigious ambition. We have every reason for pride and hope.

I wish you a pleasant holiday and fulfilling New Year.

Sincerely,

J. Michael Bishop, M.D.
Chancellor

University of California, San Francisco
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December 2004

December 21, 2004

Dear Colleagues:

It has been a year of the improbable. California installed a new governor in January, following an unprecedented recall of the sitting governor last year. The Boston Red Sox rallied to defeat the New York Yankees for the American League Championship, then brushed aside the St. Louis Cardinals in the World Series to finally dispense with the "Curse of the Bambino." Ken Jennings set a record for the ages by surviving 74 sequential episodes of the quiz show "Jeopardy," but was finally undone by his failure to think of H & R Block. And the Supreme Court decided to rule on interstate commerce in boutique wines. (I took all of these examples from the front pages of The New York Times, so at least one editor found them as notable, and perhaps even as improbable, as I did.) But I suspect that few of you will find any of the advances at UCSF over the past year to be "improbable," because we have all come to expect the exceptional of our community. I am pleased to report that 2004 did not disappoint, and I will make that clear in due course. But I begin with a noxious topic.

The Budget

The California fiscal travail continues, with unfortunate consequences for UC. Over the past four years, the UC budget has been cut by a total of 33%. In this fiscal year alone, the University has sustained a \$600 million net reduction in its base budget, and UCSF has taken its share of that reduction. The events at UC mirror a nationwide trend: a steady decline of the per-capita public investment in higher education over the past two decades. That trend is particularly threatening to California, where the vast majority of the work force for the "knowledge economy" is educated at public colleges and universities.

In the face of budget cuts, UCSF has managed to avoid major layoffs, but our staff are being asked to do more than their share in keeping UCSF on track; faculty and staff salaries have stagnated and now seriously lag the market; and vital improvements to our infrastructure have been deferred once again. The overall impact of the cuts has been felt most strongly in the academic and central administrative units that support virtually every facet of our activities. There has also been a limitation on state funds for research and for the operation of university buildings, and our ability to provide financial aid to students has been compromised.

But hope springs eternal, even in budget offices. Earlier this year, UC negotiated a "compact" with Governor Schwarzenegger that calls for an increase in the University's 05/06 budget of no less than 3% (and further annual increases of roughly the same magnitude through the end of the governor's present term of office). That minimum increase next year alone would permit modest

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salary raises for faculty and staff, as well as other improvements in the funding of the University. But also in the offing are further increases in student fees, as already proposed by The Regents. Student aid would be increased in an effort to cushion the blow for the more needy among UC students, but it remains to be seen whether aid will keep pace with increases in fees.

Although the compact is a welcome indication of the Governor's support for UC, it is not a guarantee. The State Legislature will have much to say about the UC budget, and it is far too early to know their collective will on the matter. The next shoe to drop in this annual exercise will be the Governor's formal budget proposal, due this coming January. But be advised that this particular creature – the budgetary process – wears far more than two shoes.

Leadership

The campus continues to reconfigure its leadership. Professor Eugene Washington took office as Executive Vice Chancellor early this year, and is now close to appointing an Associate Vice Chancellor for Academic Affairs and an Academic Information Technology Coordinator. Professor Regis Kelly returned from a brief respite on the high seas to become Director of the California Institute for Quantitative Biomedical Research (QB3). Bruce Komiske was recruited by the UCSF Medical Center as Project Executive-Clinical Facilities Development, to oversee the immense task of constructing hospital facilities at Mission Bay. Professor Ernie Ring became Chief Medical Officer, replacing Ted Schrock upon his retirement this past year. And Vice Chancellor for University Advancement and Planning Bruce Spaulding is presently conducting searches for new Associate Vice Chancellors for Development & Alumni Relations and for University Relations.

Academic Prowess

During the past year, numerous members of our faculty received national or international recognition for distinguished achievements. I will name just a few to dramatize the bounty, with apologies to the many who have been omitted.

The Shaw Prize in Life Science and Medicine was awarded to Professor Yuet W. Kan and Professor Emeritus Herbert Boyer (along with Professor Stanley Cohen of The Cardinal); the Christiane Reimann Prize from the International Council of Nurses, to Dean Emeritus Greta Styles; the Pharmaceutical Sciences Research Achievement Award, to Professor Leslie Benet; and the Dr. A.H. Heineken Prize in Medicine from the Netherlands Academy of Arts and Sciences, to Professor Elizabeth Blackburn.

The American Association of Medical Colleges conferred exceptional recognition on four UCSF faculty: the Award for Distinguished Research in the Biomedical Sciences, to Professor Cynthia

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Kenyon (who was also named an American Cancer Society Research Professor and received the Discover Prize for Basic Research from Discover Magazine); the Abraham Flexner Award for Distinguished Service to Medical Education, to Professor Haile Debas; the Herbert W. Nickens Prize for the promotion of justice in medical education and health care, to Professor Michael Drake; and the Humanism in Medicine Award, to Professor Sharad Jain. The remarkable range of achievement represented by these four awards is a tribute to the breadth of excellence and commitment at UCSF.

Professor Joe DeRisi was named a MacArthur Fellow (popularly known as the "Genius Grant"); Professor Jeffrey Cox, a W. M. Keck Foundation Distinguished Young Scholar in Medical Research; and Professor Matthew Jacobson, a Sloan Fellow. Professor Mike McCune was among only nine scientists to receive the first set of "Pioneer Awards" from the National Institutes of Health, designed to recognize and advance path-breaking ideas. And a second year dental student, Stanley Liu, received first prize for his research from the American Dental Association in the "Basic Science and Research" category of its annual, nationwide student-clinician competition.

Four more of our faculty were elected to the National Academy of Sciences, six to the Institute of Medicine, four to the Academy of Arts and Sciences, and one to the venerable Royal Society of London.

A recent and widely publicized ranking of universities by the Times Literary Supplement of London placed UCSF twentieth in the world. No other health sciences institution appeared in the top fifty, and only one UC campus ranked above us (Berkeley, in second place). The much maligned but rarely ignored rankings by U.S. News and World Report placed the School of Nursing second among its peer institutions, the School of Pharmacy first, and the School of Medicine sixth; schools of dentistry were not ranked. And virtually all of our diverse graduate programs are regarded as among the top ten in the nation. The School of Pharmacy was especially pleased to learn that Chemical and Engineering News had ranked it first in the nation among academic institutions receiving federal support for research and development in chemistry – to give you an idea of the competition, MIT and UC Berkeley ranked second and third.

Extramural funding of research increased over last year by a healthy 7%. The Schools of Dentistry, Nursing, and Pharmacy ranked first among their peer institutions in the receipt of NIH grant funds; the School of Medicine, fourth; and UCSF as a whole, fourth among all U.S. academic institutions. These are not dry numbers: they are a reflection of how well our scholarship fares when inspected by rigorous and often skeptical peers.

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New Programs

The academic reconfiguration at Parnassus Heights continues apace. Professor Arnold Kriegstein has arrived from Columbia University to direct the new Developmental and Stem Cell Biology Program, and Professor Neil Risch will join UCSF from Stanford University on January 1 as Director of the new Human Genetics Center. Both programs will be based at Parnassus Heights, both have faculty derived from multiple schools and departments, and both have been nucleated by generous private gifts. The passage of Proposition 71 in the recent election will provide the opportunity to procure state funds, as well, for stem cell research.

The School of Nursing has allied with the Gordon and Betty Moore Foundation to develop means that could improve both the working lives of nurses and the safety of hospitalized patients. The first component of the program will support doctoral study in nursing by 32 students over the next six years, in an effort to address the urgent need for additional nursing faculty in the Bay Area and throughout the U.S. The award from the Moore Foundation also calls for UCSF to coordinate efforts to develop more nursing leadership for Bay Area hospitals, and to develop a program in patient safety that could be implemented at both UCSF and community hospitals.

New (and Old) Buildings

The coming year will see the opening of six new buildings: the research building for QB3, the Campus Community Center, two parking structures, and a housing complex – all at Mission Bay; and the Parnassus Heights Service Building – a state of the art facility for the care of animals used in research. Construction will begin on the Helen Diller Family Cancer Research Building and a child care facility at Mission Bay, and on a housing project and a child care facility at Parnassus Heights. In addition, UCSF has just acquired a new neighbor at Mission Bay, with the opening of the J. David Gladstone Institutes research building immediately across Owens Street from Genentech Hall. The faculty at the Gladstone Institutes are part of the extended family of UCSF, so they are most welcome neighbors.

But what goes up eventually comes down. The campus has a long-standing obligation to demolish University Hall because of seismic standards, with a deadline of 2008. The campus and affected schools have found quarters for some – but far from all – of the individuals and programs that will be displaced by the demolition. So there is no end in sight for the “space olympics” at UCSF. Does anyone think there ever will be?

The Medical Center

The UCSF Medical Center is completing a stellar year. Its ranking improved from 7th to 6th in

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the nation, and the UCSF Children's Hospital was designated as the best in California. In May, the Medical Center completed its triennial accreditation survey with a perfect score. Patient satisfaction scores continue to rise, with patients ranking UCSF Medical Center the best among all San Francisco hospitals in a standardized survey last summer. The financial performance of the Medical Center remained strong, with an operating surplus of \$55 million in fiscal year 03/04 and accumulated reserves now exceeding \$120 million. The reserves are vital to the future of the Medical Center: they represent protection against rainy days; they are required to replace and acquire medical equipment; they will be essential for financing the expansion of bed capacity and the construction of new facilities; and they are an important indicator for The Regents and external agencies in evaluating the health of the Medical Center.

Because of seismic standards, Mount Zion Hospital must be decommissioned as an inpatient facility by 2013, and the same must happen for the Moffitt Hospital no later than 2030. After several years in a monumental planning exercise, the Medical Center has elected to begin its efforts to create replacement facilities by constructing a children's hospital, a women's hospital and a hospital for cancer patients at Mission Bay. The favored site for this construction is across 16th Street from Genentech Hall. UCSF is negotiating actively to acquire the necessary land at that site.

The strategic plan for the UCSF Medical Center also envisions a facility for ambulatory care and clinical/translational research at Mission Bay, expansion of outpatient activities at Mount Zion, and, in a second phase of the restructuring, a new inpatient pavilion at Parnassus Heights. These undertakings represent an immense challenge. But they are essential to provide UCSF with the capability for cutting-edge patient care and clinical research throughout the 21st century.

Seismic standards also require that the San Francisco General Hospital (SFGH) be rebuilt or replaced by 2013. The UCSF faculty at SFGH, along with the San Francisco Department of Public Health, believe that it would be ideal to build a new hospital at Mission Bay, in close proximity to the UCSF campus and our eventual clinical facilities there. There is presently no plan to merge SFGH facilities with those of UCSF, but the campus/medical center and the city remain in consultation over how separate facilities might best be configured. The city would have to obtain voter approval for a bond issue to finance both the purchase of land at Mission Bay and the construction of a new hospital.

Private Support of UCSF

Fiscal 03/04 was another banner year for private support at UCSF. Total receipts were \$253,703,000, the second best yield in our history. And in the spirit of the improbable, the Campaign for UCSF passed its goal of \$1.4 billion this past July, a full year ahead of schedule. We owe our thanks and congratulations to the leadership and staff of the UCSF Development Office, and

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to the UCSF Foundation and other volunteers from the community who play a vital role in securing private gifts for UCSF.

Another building at Mission Bay has acquired a distinguished name. The genetics and developmental biology building has been named for Arthur and Toni Rembe Rock, in recognition of a gift of \$25 million to UCSF. The gift also endowed a distinguished professorship to be held by whoever is chancellor. We are deeply grateful for the thoughtful generosity of Mr. and Mrs. Rock and proud to have their name become part of campus parlance.

Despite the large investment of private funds in new buildings over the past five years, programmatic support remains the most common purpose of gifts received by UCSF. Our supporters value what we do even more than what we build.

Community Life

The campus leadership has sought to enhance the quality of life at UCSF in diverse ways – some modest, some grand, all designed to benefit the entire UCSF community. Examples include continuation of a highly regarded noontime recital program, strengthening of the orientation for new employees, providing resources for conflict resolution and the deterrence of sexual harassment, a larger and more prominent program to formally recognize valuable service to the campus, expansion of capacity for child care, and ongoing procurement of public art for all of our major facilities that has led to more than twenty temporary or permanent installations over the past six years – the most recent example is the engagement of artist Juana Alicia to create a mural for Parnassus Heights, through the auspices of the Chancellor's Advisory Committee on Diversity.

The Chancellor's Council on Faculty Life initiated three new pilot programs: the Leadership Development Program, which will be particularly useful to faculty assuming new leadership positions, as well as to those with aspirations for such roles; the Welcoming Program, which will provide easy access to a wide array of campus resources through a central web portal and a social welcoming component to enhance the ease with which new faculty become familiar with the campus and their colleagues; and the Mentoring Program, which will facilitate faculty development. In addition, the Ambassador Faculty Search Program initiated by the Academic Senate and funded by the chancellor is off and running. Work has begun on developing the network of relationships, resource materials and data that will support our search efforts and foster a diverse faculty.

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Conclusion

This is the 7th edition of my annual message to the UCSF community (and the fifth sent to the entire campus and medical center by email). The messages have been growing longer with each year, partly because many of you have told me that you would like to hear even more about what is happening throughout the institution. But I promise restraint come December of 2005, because I know that prolixity is an enemy of clarity.

Each of my messages has acknowledged the difficulties we face, but each has also been decidedly upbeat. Am I a Pollyanna? Anything but: my close associates will tell you that I am a relentless worrier. But I let the record speak for itself, and the message is undeniable. UCSF is in the midst of an astonishing transition that can be unnerving in any moment, but is both essential and exhilarating when considered in the long view. Every one of you is entitled to worry, as I do. But every one of you is also entitled to take pride in the unfailing aspiration and achievement of this great public institution that we all serve, and to be confident about its future.

I wish you all a pleasant holiday season and a satisfying New Year.

Sincerely,

J. Michael Bishop, M.D.
Chancellor

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December 21, 2005

Dear Colleagues:

I write to provide my eighth annual report to the UCSF community on the state of our affairs. My intent is to portray the general health of the campus, not to provide a comprehensive account of all its achievements and challenges during the past year. There have been more than enough of both.

The Budget

The economy of California is on the rise, and with it, hope for further improvement in the budget for the University of California (UC). The Governor and the Legislature honored the "Compact" this past year with a 5% increase in general funds for the UC. Most of the increase has been used to provide modest raises for faculty and staff, and to sustain continued growth in undergraduate enrollment.

The Compact calls for a further minimum increase of approximately 5% in fiscal year 06/07. All signs presently indicate that this "promise" will hold, but the state budgetary process is capricious, so there will be no certainty until the Legislature and Governor have taken final action in May or later.

In the face of this generally good news, the UC faces a crippling shortage of monies for construction. The capital funds provided to the UC by the state inevitably fall far short of what is actually required. So the University regularly borrows money to meet its needs for construction. It does so as a single entity rather than as individual campuses, and its debt capacity is now approaching saturation. As a result, the ability of individual campuses to undertake new construction faces severe constraints.

The limit on UC debt creates a considerable impediment to initiating further construction at UCSF. The campus is determined to meet all existing commitments. But anything beyond that will have to await an improvement in the finances of the UC and the preparation of a strategic plan for the next phase of development at UCSF (see below). The progress at Mission Bay in recent years has created ever-expanding expectations throughout our academic community. We must manage these expectations in an equitable and productive manner.

Leadership

UCSF welcomed a number of new recruits to its leadership over the past year. James Asp joined

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us from the Memorial Sloan Kettering Cancer Center as our new Associate Vice Chancellor for University Development and Alumni Relations; Barbara French was recruited from the private sector to be Associate Vice Chancellor for University Relations; Linda Giudice abandoned the Cardinal (aka Stanford) to become Chair of Obstetrics and Gynecology in our School of Medicine; Deborah Greenspan became Chair of the UCSF Academic Senate; Jay Harris joined the Medical Center as Chief Strategy and Business Development Officer; Sally Marshall from the UCSF School of Dentistry assumed the office of Associate Vice Chancellor for Academic Affairs; and Jonathan Showstack was named Academic Information Technology Coordinator for the campus.

Laurels

The campus and its schools once again fared well in national rankings. My preferred metric is receipt of research funds from the National Institutes of Health, because it reflects peer review. The campus ranked fourth among all academic institutions in the United States. The Schools of Dentistry, Nursing and Pharmacy all ranked first, the School of Medicine ranked third. Four departments in the School of Medicine ranked first in their disciplines: Anesthesiology, Internal Medicine, Neurosurgery, and Obstetrics and Gynecology, with the Department of Internal Medicine first among all departments of any sort in the nation. Research in the social sciences, distributed among several departments, also ranked first.

The much maligned but rarely ignored rankings by U.S. News and World Report placed our School of Pharmacy first in the nation for its research training, and our School of Medicine fifth – the highest ranking for any public medical school. Notably, the School of Medicine also ranked among the top ten in primary care, testimony that the School is advancing its mission across a very broad front. The magazine did not publish rankings for Schools of Nursing or Dentistry.

The School of Pharmacy also gained note in two other ways: it was ranked first in federal support for chemical research and development by the Chemical and Engineering News report (MIT and Harvard were second and third, respectively); and one of its students, Dan Zlott, was elected as the next national president of the Academy of Student Pharmacists. The School of Dentistry was reaccredited without a single recommendation for improvement from the visiting committee, a singular achievement in a highly rigorous process.

The UCSF Human Research Protection Program just received full accreditation from the Association of Human Research Protection Programs (AAHRPP). Based on rigorous peer review, this accreditation serves as a “gold seal” signifying adherence to the highest standards in research on human subjects. UCSF is the first UC campus and only one of two institutions in California

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to have received full accreditation by AAHRPP.

Many of our faculty received national or international recognition for their achievements. Four were inducted into the National Academy of Sciences, six were elected to the Institute of Medicine, four to the American Academy of Arts and Sciences. Individuals were lauded across a broad range of disciplines and contributions. Here are some examples, chosen to dramatize the diverse ways in which our faculty excel: Professor Emeritus Abraham Rudolph, the Pollin Prize in Pediatric Research; Professors Wade Smith and Robert Miller, the Royer Award for excellence in neurology; Professor Marilyn Dodd, the Episteme Award from the Baxter International Foundation for her research in physiological nursing; Professor Emeritus Robert Langridge, named one of "Thirty Five Innovators of Our Time" by the Smithsonian Magazine; and Professor Ruth Greenblatt, the Women in Medicine Leadership Development Award from the American Association of Medical Colleges.

Our efforts in the San Francisco community have not gone unnoticed. Mayor Gavin Newsom wrote me in March to commend the efforts of the UCSF Community Partnerships Program for its "incredible job of reaching out to residents and businesses" in the "neglected and disenfranchised" southeast sector of San Francisco. And the United States Environmental Protection Agency named UCSF as one of the "2005 Bay Area Best Workplaces for Commuters" – given the daily trials of commuting life in the Bay Area, that may sound like damning with faint praise, but in reality, it represents the laudable result of devoted effort by our transportation department and the cooperation of countless members of the UCSF community.

Openings

UCSF opened three new buildings at our Mission Bay Campus during 2005: the Campus Community Center, a research building for the Institute for Quantitative Biomedical Research (QB3), and a housing complex that will accommodate approximately 730 individuals in apartments of varied configuration. Regrettably, clients for the housing complex were considerably inconvenienced by construction delays; I thank them for their patience. The entire complex is now open and represents a formidable milestone in our housing program.

The Community Center has been received as "one of the finest public spaces in San Francisco," a splendid facility for recreation and conferences. The QB3 building is filling rapidly with cutting edge research in advanced biomedical imaging, computation, drug discovery, and other cross-cutting applications of the physical, chemical and mathematical sciences to medical problems.

The opening of the Community Center was celebrated with a gala dinner in the banquet space of the building that also recognized successful completion of the fund-raising "Campaign for

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UCSF" (more on this later). In addition, the campus held a breakfast to salute the approximately two-hundred employees who have worked on the more than forty committees involved in the design and construction of buildings at Mission Bay. I suppose that only a university would use forty or more committees in this way. But the outcome in our case is superb.

The QB3 building was formally inaugurated with a symposium that featured UC President Robert Dynes and corporate leaders, including the CEOs of General Electric and Genentech, speaking to an overflow audience. The occasion also featured the announcement that the QB3 building would bear the name of Brook Byers, in recognition of his generosity and many years of service to UCSF. So Byers Hall has taken its proud place next to the southern entrance to UCSF Mission Bay.

Private Support

The State of California provides only 9% of our current operating budget, only 12% of all our salaries, and we receive only 3% of our support from tuition and fees. So private support is vital to the continuing success of UCSF. The campus concluded the seven-year "Campaign for UCSF" in July, having raised a total of almost \$1.7 billion in private funds, substantially over the original target of \$1.4 billion. Of that total, \$500 million were for capital projects, the remainder principally for research and education.

Private support during the last year of the Campaign, fiscal year 04/05, reached \$293 million, the highest in the UC system and an all-time record for UCSF. Over the past six years, the number of individual contributions to UCSF has grown from 15,000 annually to 33,000. These numbers are a great credit to the leadership and staff of our Development Office, and to the UCSF Foundation and other volunteers from the Bay Area community who play a vital role in securing private gifts for UCSF.

The Medical Center

The UCSF Medical Center completed a banner year, ranked again among the top ten in the nation, with an operating surplus of \$73 million and accumulated reserves of \$150 million. But these successes have come at a considerable cost, because an unprecedented demand for service has placed great strain on physicians and staff alike. The Medical Center has responded by creating additional capacity at Mount Zion and has been working to add capacity at Parnassus Heights. But relief will come only gradually. I extend my admiration and gratitude to all the personnel of the Medical Center for their valiant performance.

I reported last year on plans to build inpatient facilities for children, women, and adult cancer patients at Mission Bay. The campus is well along in procurement of land south of 16th Street that

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would accommodate this construction. But the precipitous rise in building costs over the past year has forced the Medical Center to reconfigure its plans so that they remain fiscally realistic. A final plan has yet to emerge, but UCSF remains committed to the vision of an integrated clinical and research campus at Mission Bay.

The San Francisco General Hospital (SFGH)

The SFGH plays a vital role in teaching and research at UCSF. It faces an uncertain future. Seismic standards require that the hospital be replaced by 2013. During the past year, a Blue Ribbon Committee appointed by Mayor Newsom determined that the SFGH should remain at its current location on Potrero Avenue, rather than being relocated to Mission Bay. But there is as yet no clear plan for either the design or financing of a replacement structure. UCSF is doing whatever it can to assist the City in this undertaking. Our participation is essential, because we need to assure that our faculty at SFGH will have adequate research space, both in the near and long term.

UCSF in the Community

UCSF reaches out to the San Francisco community in myriad ways. Some of these originated "from the top," but many more arose from the grass roots of the campus. To take stock of these activities and recommend how they might be improved, the campus commissioned a Taskforce on Community Partnerships, chaired by Professor Kevin Grumbach.

The Taskforce identified dozens of collaborations between UCSF and the community, ranging from our pathbreaking Science and Education Partnership (SEP), which works in virtually all of the public schools of San Francisco, to a primary care clinic at Glide Memorial Church, staffed by students and faculty of the School of Nursing.

In its final report, submitted earlier this year, the Taskforce recommended the creation of a University-Community Partnership Program, which would coordinate, inform, and advocate for engagement with the community. I accepted that recommendation, charged Associate Vice Chancellor Barbara French with oversight of the Program, allocated start-up funds, and appointed representatives to a governing council (see membership at <http://chancellor.ucsf.edu/committees/standing/commpartnerships/contents.htm>). UCSF seeks to become an even greater force for good in the community, to cultivate suitable credit for faculty and staff who serve this mission, and to maintain the idealism and social contract that are central to our purposes.

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Campus Diversity

Nurturing diversity in every part of the UCSF community has been a long-standing goal of the campus, and one that I have wholeheartedly endorsed. Over the years, a host of working groups and campus events have been created to foster diversity. But the outcomes have fallen short of our aspirations. So it seems time to refresh and strengthen the commitment to diversity at UCSF. To this end, Executive Vice Chancellor Eugene Washington has drawn up and is now implementing an action plan that will create a comprehensive UCSF Web Site on diversity; develop a communications strategy on behalf of diversity; establish a program of best practices for recruitment and retention of staff and faculty; assemble a data base that will systematically examine the diversity profile of our faculty and staff, and allow us to monitor crucial variables; convene a diversity leadership retreat; strengthen accountability in meeting campus goals; and devise incentives for better performance.

Campus Life

The past year brought a number of developments that should enhance campus life and improve the welfare of our faculty and staff. Here are some examples:

- We should complete our initiative to triple the capacity for childcare within the next year or so, principally through construction of new facilities at both Parnassus Heights and Mission Bay, which is now underway.
- Associate Vice Chancellor Sally Marshall, working with the Chancellor's Council on Faculty Life (CCFL), is leading an ambitious initiative to cultivate leadership skills among our faculty.
- Professor Mitchell Feldman has assumed the position of Mentoring Director, established by the CCFL and reporting to Associate Vice Chancellor Sally Marshall. He is spearheading a comprehensive mentoring program for the campus, with an initial focus on assistant professors and new faculty.
- Sixty five faculty have utilized salary supplementation for childbearing leave since it was initiated by the campus in January of 2003.
- Three new major works of art now grace our campus: a tile mural by Juana Alicia at Parnassus Heights (commissioned by the Chancellor's Advisory Committee on Diversity), and sculptures by Richard Serra and Stephan Balkenhol at Mission Bay.
- The campus has negotiated an option to purchase land at Mission Bay from the City, upon which it may build as many as 160 units of affordable housing for staff. Construction of the housing would be coordinated with that of a new hospital at Mission Bay.

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- Last, but far from least, in recent days the UC has ratified or reached tentative labor agreements with three of the major bargaining units at the University: the California Nurses Association (CNA), the University Professional and Technical Employees (UPTE), and the Coalition of University Employees (CUE). This is welcome news for the holidays.

Strategic Planning

Since I assumed the chancellorship in 1998, the campus has been preoccupied with realizing the first phase of its vision at Mission Bay and the potential benefits of that vision throughout our academic community. Now that UCSF Mission Bay has become a thriving enterprise, it is time to pause and consider how UCSF should look twenty years hence. The scale of the opportunity is dramatized by the fact that half of the footprint at the Mission Bay campus remains available for future use.

In order to address the future, I have commissioned a campus-wide exercise in strategic planning. I have appointed a Planning Board, co-chaired by Professor Elizabeth Blackburn and Executive Vice Chancellor Eugene Washington, and including faculty, staff, postdoctoral fellows, students and house staff (see <http://chancellor.ucsf.edu/committees/adhoc/strategic/contents.htm>)

The Board has been charged to consult every substantial constituency among the campus community. It will be assisted by a professional consulting firm (AMC Strategies, LLC), and by an external advisory board appointed by the UCSF Foundation. This is a profoundly important undertaking, which will tax our collective wisdom to the maximum.

Conclusion

Change remains the order of the day at UCSF. There is a venerable axiom that “change is good” which certainly applies to UCSF of late. Change has brought us further prominence in scholarship and education, revitalization of our Medical Center, gorgeous new facilities, and international recognition for our daring – the first question I was asked during a recent visit to the National Cancer Institute of Spain was “how are things going at Mission Bay?” Undeniably, we have problems to solve, some arising from our successes – the geographical fractionation of our academic community is certainly one of these, the overburdening of our Medical Center, another. But the 18,000 employees of UCSF compose a social organism whose resilience and creativity make it possible for change to be good. Earlier this year, Mayor Gavin Newsom commented on the impact of our new campus at Mission Bay by calling UCSF a “big deal for San Francisco.” I

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would take issue with the Mayor only for limiting our reach. We are a “big deal” – period!

I wish you all a pleasant holiday season and a gratifying New Year.

Sincerely,

J. Michael Bishop, M.D.
Chancellor

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December 21, 2006

“UCSF at the Turn of the Year 2006”

Dear Colleagues:

It is time once again to take stock. Here is my ninth annual survey of the past year at UCSF. It has been a year of great achievement and persisting problems. I have tried to give a representative sample of both.

Stature

UCSF continues to be recognized as one of the premier life sciences institutions in the world, holding its own even in rankings against general universities, which have larger and more academically diverse faculties, deeper pockets, and – in some instances – successful football teams.

- Newsweek International ranked UCSF ninth among all the research universities of the world for its scholarly excellence and global impact. No other life sciences institution made the top 100.
- UCSF ranked fourth in the nation in receipt of research support from the National Institutes of Health (NIH). The Schools of Dentistry, Nursing, and Pharmacy all ranked first among their peer institutions, the School of Medicine ranked third.
- U.S. News and World Report ranked the UCSF School of Medicine fourth in the nation for research, the School's highest finish in the history of this ranking. The School was only one of three to be ranked in the top ten for both fundamental research and training in primary care, a testimony to the School's breadth of excellence.
- The San Francisco Veterans Administration Medical Center (VAMC) continues to receive the most research funding of all VAMCs in the nation, reflecting the outstanding performance of the UCSF faculty who staff the San Francisco VAMC.

Faculty Laurels

- UCSF is proud of its distinguished faculty, whose achievements regularly earn international recognition. Here is an arbitrary sampling from the past year, designed to illustrate the many ways in which our faculty excel.
- Elizabeth Blackburn: the Wiley Prize in Biomedical Science, the Peter Gruber Prize in Genetics, and the Albert Lasker Award in Basic Biomedical Research – the last of these is generally regarded as the premier U.S. award for fundamental medical research.

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Professor Blackburn was lauded for both her path-breaking research on the molecular machinery that preserves the integrity of our genomes and her political courage in defending the integrity of science.

- Roger Nicoll: the Peter Gruber Prize in Neuroscience, for advancing our fundamental understanding of learning and memory.
- Shaun Coughlin: the Stanley Korsmeyer Award of the American Society for Clinical Research, in recognition of his research on blood clotting.
- Y. W. Kan: the Lifetime Achievement Award from the Society of Chinese Bioscientists in the United States, for his pioneering work on the genetics of human disease.
- Richard Coughlin: the Humanitarian Award from the American Academy of Orthopaedic Surgery, for his volunteer work on medical education and patient care in developing nations.
- Paul Ortiz de Montellano: the Volwiler Research Achievement Award from the American Association of Colleges of Pharmacy, for sustained excellence in research on drug metabolism.
- Christopher Voigt: named a 2006 Young Innovator by Technology Review.
- Kathleen Puntillo: the 2006 Society of Critical Care Medicine's Grenvik Family Award for Ethics.
- Ruth Malone: honored by the American Legacy Foundation for her work in educating underserved populations about the hazards of tobacco.
- John Featherstone: the Scientific Research Award from the World Congress of Minimally Invasive Dentistry for his research on the assessment and management of dental caries.
- Genna Dowling and Janice Humphreys: named Fellows of the American Academy of Nursing, among the most distinguished recognitions in the nursing profession.
- Kathleen Giacomini, James Marks, Arnold Milstein and John Rubenstein: elected to the Institute of Medicine.
-

New Leadership

The Campus and its Schools were enriched during the past year by a bumper crop of new leadership. Renewal of this sort contributes greatly to the maintenance of our vigor and excellence. I congratulate all of the following individuals and thank them for taking on their new challenges.

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- Joseph I. Castro has joined the Campus from UC Santa Barbara as Associate Vice Chancellor for Student Academic Affairs.
- New chairs were appointed to the Departments of Clinical Pharmacy (B. Joseph Guglielmo, Jr.), Epidemiology (Robert Hiatt and Neil Risch as co-chairs), Laboratory Medicine (Clifford Lowell), Ophthalmology (Stephen McLeod), Orthopaedics (Thomas Vail), Physiology (David Julius), and Social and Behavioral Sciences (Howard Pinderhughes).
- Kevin Shannon is the new Director of the Medical Scientist Training Program, which oversees students studying for both the M.D. and Ph.D.
- Joseph "Mike" McCune will lead the newly established Clinical and Translational Science Institute (see below).
- Jonathan Showstack was appointed as Co-Chief Information Officer for Academic and Administrative Information Systems, a responsibility that he shares with Associate Vice Chancellor Randy Lopez.

Special Initiatives

Innovation and new departures are a way of life at UCSF. Here are examples from the past year.

- UCSF was one of seven U.S. universities to receive an award of over \$100 million from the NIH to establish a Clinical and Translational Science Institute (CTSI). The Institute represents an unprecedented collaboration among our four Schools and the Graduate Division, designed to advance the application of fundamental research to the conquest of human disease. I commend the Deans and their faculties for this landmark undertaking.
- The Program for Global Health Sciences has developed a research partnership with the Muhimbili University College of Health Sciences of the University of Dar-es-Salaam, Tanzania, and an alliance with Kenya for the training of Kenyan Ph.D. students in UCSF laboratories. The Director of Global Health Sciences, Haile Debas, is chairing a UC committee to explore the possibility of creating a system-wide program in global health, and has been asked to oversee the planning of a new "African Institute of Science" in Tanzania that will focus on interdisciplinary education in biomedicine, agriculture, water sciences, and veterinarian medicine.
- Our School of Nursing has mounted an initiative to address a national shortage in nursing faculty, and is collaborating with the UCSF Schools of Pharmacy and Medicine, and the Medical Center in programs to improve patient safety. Both efforts have generous

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support from the Gordon and Betty Moore Foundation. The Robert Wood Johnson Foundation is also supporting a separate study on the role of nurses in patient safety.

- The Campus has created separate administrative units for the Graduate Division and Student Academic Affairs. Joseph Castro has just arrived to lead the latter (see above), and a national search is underway for a Dean of the Graduate Division.
- Last year, UCSF launched a new initiative on diversity, acknowledging that the Campus has fallen short of its aspirations to become a truly representative community. The initiative continues, under the leadership of Executive Vice Chancellor and Provost Gene Washington. Meanwhile, there are signs of progress and earnest effort. For example, 42% of tenured faculty at UCSF and 40% of full professors are now women – the highest such percentages among major research universities in the U.S.; and 28% of the students in the School of Medicine's incoming Class of 2010 are from groups presently underrepresented in medicine, compared to 19% in the Class of 2009. The School has a year-long Post Baccalaureate Program that helps underrepresented students prepare for application to Medical School. Now in its eighth year, the program has seen 91% of its 89 participants apply to medical school and be accepted.
- The movement of faculty to our Mission Bay campus created the opportunity to recruit new talent to the research community at Parnassus Heights. In the basic sciences alone, at least 25 new faculty have been appointed to positions at Parnassus Heights since the opening of UCSF Mission Bay.
- The School of Pharmacy and the Institute for Quantitative Biomedical Research (QB3) have jointly created a partnership in Systems Biology with Peking University, designed to train Chinese students in this rapidly emerging new discipline. The Institute has also entered into an agreement to train Malaysian students and senior scientists, with an emphasis on neglected and emerging diseases. Costs will be covered by the Malaysian government.
- QB3 has created a small facility in Byers Hall at Mission Bay that is available for rental by start-up companies in biotechnology. Known informally as "The Garage" (inspired by the origins of the Hewlett-Packard company, and with a size suiting the name), the unit represents one of the devices by which QB3 is attempting to enliven the local and state economy, and to facilitate "bench to bedside" transfer of new knowledge – both core missions of QB3.
- Planning has begun for construction of new patient-care facilities for the San Francisco General Hospital (SFGH) on the current Potrero site, under the auspices of the City and County. Construction of the facilities will depend upon funding by a bond issue, presently slated for the ballot some time in 2008. The admirable work being done at the SFGH, the extraordinary commitment of the staff, nurses, and UCSF faculty who work

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there, and the challenging circumstances under which they work were all captured movingly by a recent series of front-page articles in the San Francisco Chronicle, December 10-13, 2006. If you have not read those articles, I recommend that you do so.

- UCSF has been inclined to let its record speak for itself – perhaps too much so: no full page ads in the New York Times, no radio “spots” during talk shows. In a symbolic departure from this time-honored practice, and after lengthy consultation with friends in the community, the Campus has adopted a motto that captures our ambition and achievement: “Advancing Health Worldwide.” It would be difficult to improve on that as a succinct reminder to ourselves and to the public of who we are and what we do. Use it with pride!

Celebrations

No year at UCSF is without celebrations of achievement, small and large. Four are especially deserving of note this year.

- The School of Nursing is in the midst of a year-long program that celebrates the one-hundredth anniversary of its founding. (For details, see <http://nurseweb.ucsf.edu/cent-calendar.html>.)
- The School of Dentistry is celebrating its 125th anniversary.
- Forty years ago, a collaboration between the School of Pharmacy and the Medical Center made the clinical pharmacist for the first time a part of the team caring for hospitalized patients. It was a landmark innovation. Now, few major hospitals are without clinical pharmacy services, and clinical pharmacy is a standard part of the curricula at U.S. schools of pharmacy.
- At a festive Founders Day Banquet at the Ritz Carlton Hotel, the UCSF medal was presented to Jane Brody, health columnist at the New York Times; Andy Grove, co-founder of INTEL, patient advocate, and National Chair of the Campaign for UCSF (1998-2005); Rudi Schmid, Dean Emeritus of the UCSF School of Medicine; and Maxine Singer, President Emerita of the Carnegie Institution and renowned advocate for women in science.

Campus Life

Surveys of our staff and faculty inevitably report satisfaction with their work and responsibilities, but dissatisfaction with their work environment, with complaints ranging from poor infrastructure to inadequate mentoring. The Campus is attempting to deal with a multiplicity of shortcomings of this sort, within the limits of its resources. Here are a few of the positive steps from the

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past year.

- Professor Mitchell Feldman assumed the position of Director of Faculty Mentoring, the first time that UCSF has had an officer who attends to faculty mentoring across the entire Campus.
- We opened new housing facilities at both Mission Bay (750 beds) and Parnassus Heights (43 beds), augmenting our inventory of below-market housing by almost three-fold. Tenants at the Mission Bay housing presently include students, postdoctoral fellows, Medical Center residents, faculty and staff. The new Parnassus Heights facility includes units for students and faculty.
- A new facility for child care was opened at Mission Bay, and one is under construction at Parnassus Heights. The result will be a tripling of our capacity.
- The Campus has begun the roll-out of a new research administration system and joined in a UC-wide initiative for strategic sourcing that could save the Schools and Departments considerable sums.
- New attention is being addressed to information technology, with the formation of the Office of Academic and Administrative Information Systems (OAAIS), directed by Randy Lopez and Jonathan Showstack.
- Our free shuttle service has been substantially expanded and redesigned to meet new and shifting needs. The service now carries in excess of 2 million passengers every year.
- The grand plaza at the Third Street entrance to UCSF Mission Bay was completed, along with “Ballast,” a towering sculpture by Richard Serra. San Francisco Magazine commented that the sculpture “promises to be an international attraction [that] stands out not only for its scale, but also for its quality: such achievement is rare in public art.”
- Muni Light Rail service to Mission Bay is scheduled to begin after the turn of the year: weekends-only service in January (free!), full service in April (not free!). The service will be accessible at any Muni station between Castro and the Embarcadero.

Planning for the Future

Our current exercise in strategic planning has proceeded rapidly, with a flurry of consultations through surveys, Town Hall meetings, interviews, and focus groups. Details are online at <http://strategy.ucsf.edu>.

- Professor Elizabeth Blackburn and Executive Vice Chancellor and Provost Eugene Washington co-chair a Strategic Planning Board that is overseeing the effort.
- The exercise has reached the stage of the “nitty gritty,” in the hands of six Strategy De-

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sign Teams, addressing: Recruitment and Retention, Research Directions, Education and Training, Clinical Care, Infrastructure and Resources, and Leadership and Governance. All told, the teams involve more than 150 participants, including representatives from every segment of the Campus community.

- The final report is expected in the spring of 2007.
- Having now worked with UCSF for more than a year, the planning consultants remarked recently that they had never encountered a more self-critical institution. That characteristic is one of the secrets of our success, and we would do well to sustain it.

Bricks and Mortar

Construction of new facilities continues to be high on the UCSF agenda. It began at Mission Bay, but is of necessity spreading to other sites.

- Construction of The Helen Diller Family Cancer Research Building is well under way at Mission Bay, just north of the new housing complex, whose residents have been graciously enduring the racket of pile driving and other unpleasanties of nearby construction.
- The UC Regents recently approved the planning for six new buildings: at Mission Bay, buildings for cardiovascular research, and hospitals for children, mothers and cancer patients (see below); at Parnassus Heights, a building for the Institute for Regeneration Medicine; and at Mount Zion, a building to house both the Osher Center for Integrative Medicine and units of the Medical Center. The Regents also approved planning to retrofit portions of Mount Zion Hospital into compliance with seismic statutes.

Private Support

The UCSF Development Office entered its second year under the able leadership of Associate Vice Chancellor James Asp. Private support from foundations, corporations and individuals presently represents 21% of Campus revenues, and grows ever-more important to UCSF, as support from the state budget and the NIH fails to keep pace with needs.

- FY 2005/06 marked the seventh consecutive year in which UCSF received in excess of \$200 million of private support.
- The number of individual gifts exceeded 32,000, among the highest in our history.
- A gift of \$16 million from Ray and Dagmar Dolby will jump-start planning and construction of the Institute for Regeneration Medicine at Parnassus Heights.
- The Sandler Family Supporting Foundation continued its remarkable and longstanding

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support of UCSF, with \$10 million in gifts for research in the basic sciences, parasitic diseases, asthma, and the Osher Center for Integrative Medicine.

- A \$6.2 million bequest from the McEvoy family will help complete construction of The Helen Diller Family Cancer Research Building at Mission Bay.
- The School of Nursing received the largest outright gift in its history, to establish the Lillian and Dudley Aldous Endowed Chair in Nursing.
- More than 20% of our alumni provide gifts to UCSF each year, the highest fraction at any campus within the UC system, and among the better numbers in all of higher education. I salute the loyalty and generosity of our alumni, and encourage them to do even better in the coming year.

Campus Finances

The State of California provides only 8% of the operating budget for UCSF and its Medical Center, but these funds are vital, because they include the core of our payroll for staff and faculty. So we enter each new budget year with anxious anticipation of how the University will fare in Sacramento.

- The Regents have yet to approve a budget proposal to the State, and it would be premature to comment on what the UC budget might look like come May. The first hope is that Governor Schwarzenegger will continue the “compact” to assure the UC of a steady, albeit modest increase in funds annually, allowing for staff and faculty raises.
- UCSF continues to spread its capital investments across the entire institution. Here are the numbers between 1997 and 2005: Mission Bay, \$801 million; Parnassus Heights, \$604 million; Mount Zion, \$66 million; and other sites, \$86 million.
- The passage of Proposition 1D (the “Education Bond Issue”) in the recent election was welcome news for the UC. But it will bring only limited benefit to UCSF, mainly for deferred maintenance and renewal of infrastructure. We remain a “tub on its own bottom” for major construction costs.
- UCSF remains financially sound. But our discretionary funds have been severely challenged by punishing escalations in the costs of utilities, and the operation and maintenance of facilities. In the current fiscal year alone, UCSF will have to cover nearly \$19 million of such costs that will not be reimbursed by the State. This circumstance constrains the ability of the Campus to support new initiatives and respond to unanticipated calls on its funds.

The Medical Center

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The UCSF Medical Center continued its strong performance, and was once again ranked among the top ten in the nation. But success remained a double-edged sword, generating healthy finances on the one hand, but overtaxed facilities and personnel on the other.

- The Medical Center completed FY 2005/06 with an income of \$95 million and reserves of \$150 million. But the appetite for capital investment has been voracious and will only rise as the Medical Center moves ahead with plans to build new facilities at Mission Bay.
- In September, the UC Regents approved planning for new hospitals for children, mothers and cancer patients, and ambulatory care facilities at Mission Bay. The cost of this project is currently estimated to be \$1.0-1.3 billion.
- The Campus completed acquisition of 14.5 acres immediately south of 16th Street and Genentech Hall, as a site for the new clinical facilities.

UCSF as an Economic Generator

Universities regularly point to their beneficial impact on the local and national economies. UCSF is no exception, and we make such claims on sound grounds. Here are some examples.

- In a recent study from the Milken Institute, UCSF ranked second among all universities in the number of U.S. biotech patents, fourth in the number of biotech research papers and citations, nineteenth in an overall assessment of innovation and technology transfer. UCSF is presently responsible for 31% of all patent income to the UC, and has spawned more than 60 biotech companies, including two pioneers, Genentech and Chiron.
- The anticipated impact of our new campus at Mission Bay is becoming apparent. More than 1000 new residential units have been constructed in the neighborhood (including the Mission Creek Senior Community – 140 units for low-income senior citizens). The first new branch of the San Francisco Public Library in over forty years opened at Mission Bay this past July. The Gladstone Research Institute is thriving in its new quarters immediately across Owens Street from Genentech Hall and the Community Center. At least three biotechnology firms have set up shop in the neighborhood. One commercial life sciences laboratory building is nearing completion at the corner of Owens and 16th Streets, and another is slated for a site on Illinois Street, southeast of the UCSF campus. Contrary to popular perception, UCSF was not responsible for the seemingly premature (and much lamented) demise of the Mission Bay Golf Center at the northwest corner of our property: the facility fell prey to the installation of infrastructure for a private development in the vicinity.

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UCSF in the Community

UCSF is deeply imbedded in both local and global communities. We take particular pride in the public service that our employees render of their own volition, going far beyond our core missions or their official duties. The variety and volume of UCSF's outreach is not easily captured in a few sentences. But here are some representative examples from the past year.

- Our University-Community Partnership Program, announced last year, is now in full swing, led by Director Elba Sanchez, and with a governing Council, cochaired by Kevin Grumbach and Gwen Henry. The Program will maintain a data base of our myriad activities in the community, coordinate these activities to achieve greater effect and efficiency, cultivate credit for our faculty and staff who dedicate themselves to public service, and symbolize the idealism that is central to our institutional missions.
- With support from the Robert Wood Johnson Foundation, the School of Dentistry has provided community externships for its students. Over the past four years, the students have seen more than 44,000 patients, the equivalent of more than \$4 million of dental care.
- UCSF is justly renowned for its pioneering program to assist the teaching of science in the public schools of San Francisco, embodied by our Science and Health Education Partnership (SEP) with the schools. But SEP has other dimensions. This year, for example, the program received a grant of \$2.1 million from the Howard Hughes Medical Institute to fund an initiative for improving the teaching of science to undergraduate students.
- Since the mid-1980s, our Graduate Division has conducted a summer program that provides undergraduate students with research experience. This program has just been enhanced by a grant of \$1 million over four years from the Amgen Foundation, to provide 25 undergraduate students each year with a fully funded opportunity for research in the biological, biomedical, or behavioral sciences.
- The School of Pharmacy has received a grant of \$3.7 million from the Amgen Foundation for a program to assist elderly Californians in utilizing the Medicare prescription drug plan (by all accounts, no mean undertaking). Our School will collaborate with six other schools of pharmacy in California to implement the program.
- The UCSF Program at Fresno is a major and very welcome presence in the community. Among its special activities are a six-month program that immerses UCSF medical students in either urban or rural settings that provide medical care to the underserved; and the Doctors Academy, a collaboration with the Fresno School District and the Fresno County Office of Education that encourages disadvantaged students to pursue careers in health and medicine. The program graduated its first students this past year. All 32

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graduates are pursuing higher education, 14 at UC campuses, and 5 with UCSF Merit Scholar Awards that provide consideration for early admission to the UCSF School of Medicine. I have visited this program in the past and admire what it is doing.

Worries

No institution with the size and complexity of UCSF is without its worries. Here are a few that presently give special cause for concern.

- The recent increases in student fees, which may be repeated once again this coming year, have not been matched by adequate funds for student aid.
- The funding of the NIH by Congress has flattened over the past several years, whereas the number of grant requests has doubled. The predictable outcome is that the procurement of research grants has become far more competitive than in the recent past. Highly accomplished biomedical scientists suddenly face the possibility of attenuation or even discontinuation of their long-standing support from NIH. These circumstances could have a particularly adverse impact at UCSF, where an exceptional fraction of research support comes from NIH.
- Our need for capital funds beyond those already in hand is huge: combining the needs of the Campus and the Medical Center, current estimates for the next ten years approach \$3 billion, merely for projects already in view. This need can be satisfied only by a substantial increase in private gifts and augmented debt. This may be the largest challenge that UCSF faces over the next decade.
- The large and unfunded increases in costs for utilities, and for the operation and maintenance of facilities, have greatly taxed the discretionary funds of the Campus. There is no obvious remedy, other than an increase in state funding for these prosaic, yet vital functions.
- The Regents remain committed to reinstatement of individual and institutional contributions to the UC Retirement Plan, but the details have not been resolved. Although prudent according to financial analysts, this action has unwelcome implications for the institution and all of its employees.

Conclusion

Having read this far, you cannot help but have noticed that many of our unmet challenges are rooted in money. This is hardly surprising. The UC's share of State general funds has declined by more than two-fold since the early 1970s; the UC as a whole and UCSF in particular are increasingly "tubs on their own bottoms." Our continuing success is a great tribute to the energy, creativ-

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ity, and commitment of the UCSF community. As part of that success, we are serving a distinctive public good educating the coming generation of health care providers and medical scientists in a setting where they can be inspired by outstanding scholars, experience the excitement of discovery, come to understand the origins and limitations of what we know and use, and develop critical habits of mind. All the while, we continue our path-breaking research and the delivery of world-class health care. We are indeed "Advancing Health Worldwide."

I wish you all a pleasant holiday season and a gratifying New Year.

Sincerely,

J. Michael Bishop, M.D.
Chancellor
Arthur and Toni Rembe Rock Distinguished Professor

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January 4, 2008

Dear Colleagues:

I write to welcome in the New Year with a report on the past year at UCSF. True to form for UCSF, it was an eventful year. The campus, schools and medical center sustained or even enhanced their admirable national and international rankings; completed and began the implementation of a strategic plan for the entire campus; launched a path-breaking effort in clinical and translational research; continued the momentum in the development of our new campus at Mission Bay; obtained Regental approval to develop new clinical facilities at Mission Bay; and secured the largest gift from a private individual in the history of UCSF. All these and much more were achieved in the face of declining support from the State – a tribute to the energy, ingenuity, entrepreneurial spirit and commitment of the UCSF community.

Health of the Campus

- By all the usual metrics, the campus, its schools and medical center maintained or even enhanced their premier status. Every unit of the campus that was evaluated by U.S. News and World Report ranked among the best in the country.
- The campus as a whole was fourth in receipt of NIH funding; the School of Medicine, third; and the Schools of Dentistry, Nursing and Pharmacy, all first. Both the campus and the School of Medicine ranked first among public institutions.
- The University Health System Consortium ranked the UCSF Medical Center among the top ten in the country for “quality and accountability,” calling it one of seven “rising stars” for its dramatic improvement over recent years. The Medical Center was ranked seventh in the nation by U.S. News and World Report.
- 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, just behind Harvard and Cal Tech.
- The campus remained second in the world for number of biotechnology patents.
- Inevitably, it seems, many of our faculty receive distinguished recognition during the course of the year. Here are a few examples from 2007: David Agard was elected to the National Academy of Sciences; Michael Callahan and Louis Ptáček were elected to the Institute of Medicine; Douglas Hanahan, Lily Jan,

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Yuh Nung Jan, Alexander Johnson, Steven Schroeder and Robert Stroud were elected to the American Academy of Arts and Sciences; Dean Mary Anne Koda-Kimble of the School of Pharmacy received the 2007 Paul F. Parker Medal for Distinguished Service to the Profession of Pharmacy; and David Julius received two major awards for his work in neuroscience.

Leadership

- The UCSF School of Medicine began the New Year under the leadership of Interim Dean Sam Hawgood, W.H. and Marie Wattis Distinguished Professor of Pediatrics, Chair of the Department of Pediatrics, and Physician in Chief of the UCSF Children's Hospital. An international search for a new dean will be initiated shortly.
- John Featherstone continues his service as Interim Dean of the School of Dentistry. An international search for a new dean is well underway.
- Patricia Calarco was appointed as Dean of the Graduate Division, following a competitive national search. Professor Calarco is the first full-time Dean of the Graduate Division in the history of UCSF, a revision that symbolizes the importance of graduate education to the UCSF mission.
- Renee Navarro was appointed as the campus Director of Academic Diversity, a newly created position with responsibility for coordinating programs developed to foster diversity among faculty, students, house staff and postdoctoral scholars.
- The position of Vice Chancellor for Research has been established and a search initiated.
- New chairs were appointed to the Departments of Medicine (Talmadge King), Orofacial Sciences (Deborah Greenspan), and Radiation Oncology (Mack Roach). In addition, Kimberly Topp was appointed Interim Chair of Physical Therapy and Rehabilitation Sciences, and Michael Callahan was named the first chair of the nascent Department of Emergency Medicine.

Planning for the Future

- After a highly inclusive, two-year process, we have completed and published the first-ever campus-wide strategic plan, "advancing health worldwide: A Strategic Plan for UCSF"
- More than 200 individuals participated in various analytical and planning groups, overseen by a Strategic Planning Board. In his report to the Regents on strategic planning, UC Provost and Executive Vice President Rory Hume described the UCSF process as the most structured and comprehensive in the UC system.

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- This new Strategic Plan for UCSF underpins what we aspire to accomplish in the years to come. It articulates the investments we must make – in people, infrastructure, partnerships and working environment – to achieve our goals. Implementation of many of the strategic priorities identified in this plan is well underway. Details can be found at the UCSF Web Site.

Money Matters

- The State budget is in dire straits yet again, so a lean year lies ahead for higher education in California. The first signal of how far the belt might be tightened will come when the Governor delivers his budget proposal in January. The news is not likely to be good: as of last year, the UC's share of the state budget had slipped to 4%, half of what it was four decades ago. Put another way, the State contributed only \$3 billion of the UC's \$16 billion in revenues. One telling comparison from the State Department of Finance: between 1984 and 2004, the State's spending on prisons increased by 205% in constant dollars, whereas spending on higher education increased by 18%.
- UCSF itself is increasingly a "tub on its own bottom." The portion of our revenues provided by state funds has dropped to 9%. Those funds are vital, however, because they provide core support for salaries and infrastructure.
- Campus discretionary funds have been severely taxed by large short-falls in state funds for utility costs and operations, and by sorely needed investments in information technology and security.
- Construction costs continue to soar, nearly doubling over the past decade.
- As student fees continue to rise, the need for financial aid grows proportionately. The UC as a whole and each of its campuses, UCSF included, are seeking ways to mitigate that need. It is essential that this be achieved if the UC is to remain accessible to all qualified students.

Facilities

- Construction of the Helen Diller Family Cancer Research Building is nearing completion and is now scheduled to open in late 2008. This will be the fourth research building to be completed on the Mission Bay campus since we began development at the site in the year 2000.
- The Community Center at Mission Bay has been named for William J. Rutter, former Chair of the Department of Biochemistry and Biophysics at UCSF, major architect of the ascendance of UCSF, cofounder of the biotechnology company Chiron, and both facilitator and generous benefactor for the Mission Bay campus.
- The Regents provided final approval to begin construction of a building at Mount Zion

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to house the Osher Center for Integrative Medicine and several facilities of the UCSF Medical Center. Construction is scheduled to start in the autumn of 2008.

- The Regents have also approved construction of a building at Mission Bay for the UCSF Cardiovascular Research Institute and allied programs. Construction is expected to begin in early 2008.
- The campus is advancing its plans to build a central utilities plant at Mission Bay, which will improve both efficiencies of cost and operational reliability of our utilities infrastructure.
- Plans have been completed for a laboratory building at Parnassus Heights to serve as headquarters for the UCSF Institute for Regeneration Medicine. The Regents have approved planning monies for the building, but the campus cannot initiate construction until successful completion of a fund-raising effort now under way.
- Close to a dozen floors of research laboratories are presently under renovation at Parnassus Heights in preparation for new recruitments and reorganization of existing faculty.
- This past fall, the campus reopened a beautifully renovated Cole Hall, restoring use of a vital facility to the Parnassus Heights community.
- An additional childcare facility is scheduled to open in mid-2008 on Kirkham Street at Parnassus Heights. Following this opening, the Marilyn Reed Lucia Center on Parnassus Avenue will be converted to an infant care center – the first facility for this age group at the Parnassus site.
- Under the leadership of Associate Vice Chancellor Steve Wiesenthal and the UCSF Sustainability Committee, the campus has mounted a multi-pronged effort on behalf of “environmental sustainability,” including conservation of energy and water, creation of “green” facilities, and other measures to reduce our “carbon footprint.” As an example, this past year the campus saved enough energy to power over 500 homes for one year. That was a good start, but there is much more that can be done, with every member of the campus community playing their part. As a further symbol of commitment to sustainability, UCSF joined the other campuses of the UC in subscribing to the American College and University Presidents Climate Commitment, a pact among more than 280 colleges and universities nationwide to address global warming.
- The transportation program at UCSF, including its far-flung shuttle system and various commuter benefits, has once again earned UCSF recognition as one of the Bay Area’s “best workplaces for commuters” by the US Environmental Protection Agency and the Bay Area Quality Management District.
- The public art program at UCSF Mission Bay is flourishing and has been well received.

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In her book *art-SITES SAN FRANCISCO*, the critic Sidra Stich has described the program as having fostered “the best public art in the Bay area, by far.”

UCSF Medical Center

- The UCSF Medical Center continues to operate at or near capacity, despite the recent addition of several dozen beds, utilizing both Parnassus Heights and Mount Zion. The demand for our services is gratifying, but it is also challenging, putting inordinate stress on our physicians and staff.
- In accord with occupancy, the financial performance of the Medical Center continues to be outstanding.
- Hospital safety has become a nation-wide issue. Our Medical Center continues its vigorous initiatives to address major vulnerabilities in patient care.
- Architectural design continues for new clinical facilities at Mission Bay, including hospitals for children, women and oncology patients. The Regents have approved the initiative and authorized a campaign to raise \$500 million in private gifts to assist in construction. The campaign is being led by a cabinet of volunteers from the private community, chaired by Diane B. Wilsey, civic leader and philanthropist.

Sundry Initiatives

- The UCSF Clinical and Translational Science Institute, created last year with the assistance of a more than \$100 million grant from the National Institutes of Health, has been thriving, fueled by the commitment and energy of its Director, Professor Mike McCune and hundreds of participating faculty.
- The UCSF Program in Global Health Sciences continues to mature, under the leadership of Dr. Haile Debas. And it has taken on a new dimension. The UC Office of the President has implemented a study to ascertain whether the program might eventually become the first system-wide school in the history of the UC.
- The multicampus California Institute for Quantitative Biosciences (QB3), headquartered at UCSF under its Executive Director Regis Kelly, received high marks during a recent five year review by a distinguished external panel, assembled by UC Provost Rory Hume.
- The Schools of Medicine and Pharmacy are poised to create the first joint department between two schools in the history of UCSF: the Department of Bioengineering and Therapeutic Sciences.
- The UCSF stem cell program is flourishing with newly recruited faculty and strong extramural support. In particular, UCSF ranks among the largest recipients of grants awarded by the California Institute for Regenerative Medicine (established by the pas-

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sage of Proposition 71).

- In the face of a stagnated budget for the National Institutes of Health, the campus has entered into collaborative efforts with individual schools to provide bridge grants to faculty whose grant support has been at least temporarily interrupted. The grants are awarded on the basis of peer review and rigorous assessment of need.
- The campus has used discretionary funds to substantially augment the funding of student mental health services.
- The lack of opportunity for career development ranks among the most common laments from the staff of UCSF. The campus has responded with a new initiative to provide leadership training and other tools for career advancement. The campus initiative will be supplemented by a UC-wide "learning management system" that UCSF is helping to support. For more information, contact Human Resources and Training Development Manager Don Diettinger.

Campus Diversity

- The campus has implemented a ten-point initiative to promote and nurture academic diversity at UCSF. Details can be found at the UCSF Web Site.
- The campus leadership participated in an unprecedented, campus-wide town hall, devoted to a presentation of the objectives of the diversity initiative and status reports from both the academic and staff arenas. The leadership pulled no punches, about either heartening progress to date or the substantial deficiencies that must be rectified.
- We created and filled the position of Academic Diversity Coordinator (see above).
- Planning for increased focus on staff diversity is also well along. An early step will be to create an oversight position analogous to the Academic Diversity Coordinator.
- There is concrete evidence that we can achieve our goals. Here are three examples. In the School of Medicine, 35% of the incoming Class of 2011 is from groups presently underrepresented in medicine, compared with 19% in the Class of 2009. The School of Nursing has increased the fraction of under-represented minorities in its Masters Entry in Nursing Program from 15 % two years ago to 45% in the class that entered this past fall. And the Graduate Division hosts between 55 and 75 undergraduate students from minorities for summer internships each year, ca. 30% of whom later matriculate as graduate students at UCSF.

UCSF and the Community

- The UCSF School of Medicine has admitted its first students to the Program in Medical Education for the Urban Underserved ("PRIME") – a special five-year track for medical students interested in working with urban underserved populations.

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- In an allied effort, UCSF is participating in a UC-wide initiative to exploit telemedicine on behalf of underserved populations. The UCSF portion of the initiative is aimed at the urban underserved. A substantial grant from the State will finance the creation of suitable infrastructure.
- UCSF has worked closely with its various neighbors at Mission Bay from well before we initiated construction of our new campus. As our presence there has grown, however, a more formal alliance has proven necessary. So we have created the UCSF Mission Bay Community Task Force to strengthen communication among three constituencies: UCSF, communities in the vicinity of our Mission Bay campus, and the City and County of San Francisco. The principal objectives are to coordinate the planning of land-use in the area and to assure that UCSF continues to be a responsive partner with its neighbors and the community at large.
- A recent review estimated that the UCSF development at Mission Bay has produced close to 1,000 new apprenticeships and 2,000 new jobs for individuals from economically distressed neighborhoods.

Private Support

- Fiscal year 2006-2007 was a banner year for UCSF in the receipt of private support. The numbers that follow are impressive, but the public approval and confidence that they represent are even more gratifying.
- UCSF received \$252 million in private support during fiscal year 2006-2007 – the second largest sum in the history of the campus, a 25% increase over last year, and the eighth consecutive year in which UCSF received more than \$200 million in private support.
- The past year also featured individual gifts of unprecedented magnitude, including an anonymous gift of \$150 million to support the UCSF Helen Diller Family Comprehensive Cancer Center, and a \$50 million gift from Atlantic Philanthropies for cardiovascular research at Mission Bay. The anonymous gift for the Cancer Center is the largest from a single individual in the history of UCSF, among the largest in the history of the UC as a whole, and the largest anonymous gift to higher education in the United States during fiscal year 2006-2007.

Conclusion

The San Francisco Chronicle paid UCSF a rare and welcome compliment in April of last year by calling our Mission Bay campus “a great California success story.” In reality, we all know that the entire institution is a success story of the first order. Forty years ago, when I informed friends on the East Coast that I would be taking a faculty position

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at UCSF, they purported not to know that there was a medical school, let alone an entire health science campus, in San Francisco. Oh, how times, people and institutions have changed! It is now not even remotely possible that an aspiring young academician would encounter the response I heard to the name of UCSF. We are among the premier institutions of higher education on the planet, a stature that should evoke great responsibility more than it should evoke pride. Can we sustain our excellence and momentum in the face of declining state and federal support? Can we compete with private universities and their billion-fold endowments? I believe so, and I have nearly 20,000 reasons to sustain that belief – the individuals of the UCSF workforce. Each of us has a role to play, as we pursue the UCSF mission of advancing health worldwide. Keep up the good work, and Happy New Year!

Sincerely,

J. Michael Bishop, M.D.
Chancellor
Arthur and Toni Rembe Rock Distinguished Professor

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January 13, 2009

Dear Colleagues:

Four years into my tenure as chancellor, I abandoned the traditional "state of the campus" address. Attendance at my addresses had been poor, as it had been for previous chancellors. Moreover, the occasions lent themselves to distractions: my first year on the podium, the audience included vociferous demonstrators against animal research; another year, the event was waylaid by labor issues. It seemed to me that the addresses were not serving the purpose for which they were intended. So I began the practice of sending annual reports to the entire campus community by email at the turn of each calendar year. It was my ambition to reach everyone at UCSF, although I probably have not achieved that to this day.

Now I file my last annual report as chancellor. My message will contain much to be pleased about, but hanging over us is a financial crisis that will color everything we do for some time to come. I have addressed that crisis and UCSF's response to it in a message to the campus sent just before the holidays (see <http://pub.ucsf.edu/today/cache/feature/200812232.html>), and there will be more communications about our budget in the near future. So I will greet the New Year by featuring some of the less onerous news from the past twelve months at UCSF.

Campus Stature

- UCSF fared well once again in the annual rankings of research institutions by U.S. News and World Report. Our School of Pharmacy placed first in the nation, our School of Nursing second, our School of Medicine fifth (albeit second in "peer esteem," and first among public schools), and our Medical Center seventh. In a manifestation of its breadth of excellence, the School of Medicine ranked in the top ten in 23 of 25 categories, ranging from primary care to structural biology. Rankings were not reported for Schools of Dentistry, but rest assured, ours would have been number-one.
- Our Schools of Dentistry, Nursing and Pharmacy were all first in the nation in receipt of NIH funding; the campus as a whole and the School of Medicine both ranked third, and first among all public institutions. This was the School of Pharmacy's 29th consecutive year in first place, the School of Dentistry's 18th consecutive year.
- Further evidence that we are a formidable research engine came from the National Science Foundation, which reported that total expenditure on research and development by UCSF was second in the nation among all universities and research institutes, up from fifth the year before. Our expenditures increased by \$47 million, in the face

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of constraints on the NIH budget and a weakening economy – a manifestation of the entrepreneurial spirit at UCSF.

- With the School of Nursing in the lead, UCSF received its second large grant (\$6.5 million) from the Gordon and Betty Moore Foundation in support of the Integrated Nurse Leadership Program.
- The School of Dentistry received a grant of \$24.4 million from the NIH to address socio-economic and cultural disparities in dental health among children.
- UCSF faculty at the San Francisco Veteran's Administration Hospital continue to comprise the largest research enterprise in the national VA program.

Laurels

Our faculty once again distinguished itself with outstanding achievements. The following is only a representative sampling of this year's many laurels.

- Ken Dill of the School of Pharmacy was elected to the U.S. National Academy of Sciences. UCSF now has 32 faculty who are members of the Academy.
- Thomas Bodenheimer, Douglas Hanahan, Arnold Kriegstein and Michael Merzenich were elected to the Institute of Medicine, bringing the number of UCSF faculty who are members of the Institute to 79.
- Fred Cohen, Allison Doupe, Steve Lisberger and Louis Ptáček were elected to the American Academy of Arts and Sciences. Fifty-one UCSF faculty are now members of the Academy. Also elected was Brook Byers, long-standing member of the UCSF Foundation and its Board, and stalwart supporter of UCSF – the QB3 research building at UCSF Mission Bay bears his name.
- Elizabeth Blackburn received several distinguished awards, including the Albany Medical Center Prize in Medicine and Biomedical Research (shared with Joan Steitz of Yale University) – America's largest medical prize; the L'Oreal-UNESCO Award for Women in Science, given to one woman from each of five continents; and the Paul Ehrlich and Ludwig Darmstaedter Prize (shared with her former student, Carol Greider, now at Johns Hopkins University) – Germany's largest scientific prize.
- Joe DeRisi received the Heinz Award in recognition of his pioneering work in the new science of genomics and its application to health care.
- The Protein Society honored two UCSF faculty with distinguished awards for their pathbreaking work on proteins and their functions: Peter Walter received the Stein and Moore Award; and Robert Stroud, the Hans Neurath Award.

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- Shinya Yamanaka received the prestigious Shaw Prize for his remarkable work in stem cell biology. Dr. Yamanaka divides his time between the J. David Gladstone Institute, where he is a member of the UCSF faculty, and Kyoto University.
- Psychologist Tonie Heineman received a national Purpose Prize for creating A Home Within, a nonprofit that matches volunteer therapists with foster youth.
- Having recently completed twelve years as President of the National Academy of Sciences, Professor Bruce Alberts was named Editor of Science magazine, the influential and most widely read journal of science in the world.
- The California Institute for Quantitative Biosciences (QB3) and the J. David Gladstone Institute jointly received the 2008 "Economic Development Award" from the San Francisco Chamber of Commerce. The award recognizes outstanding contributions to economic development in San Francisco. QB3 is a collaboration among UCSF, UC Berkeley and UC Santa Cruz, headquartered at UCSF Mission Bay. The Gladstone Institute is a private research enterprise, formally affiliated with UCSF and located adjacent to our campus at Mission Bay.
- The Scientist magazine ranked UCSF 12th in its national survey of "Best Places to Work" for scientists. The J. David Gladstone Institute ranked first. The only other UC campus in the top forty was UCLA.
- With the guidance of UCSF faculty members Wendell Lim and Hana El-Samad, and a number of postdoctoral fellows and graduate students, a team of students from Abraham Lincoln High School in San Francisco won top awards for the second consecutive year in the International Genetically Engineered Machine competition, held at the Massachusetts Institute of Technology. The UCSF team was competing with older students from colleges or universities, which makes its success all the more remarkable.

Leadership

- The UCSF campus leadership is in transition. I will step down as Chancellor as of June 30, 2009. Senior Vice Chancellor Steve Barclay retired this past July and is now back on part-time recall as Senior Vice Chancellor for Resource Management and Capital Programs. Randy Lopez is serving as Interim Vice Chancellor for Financial and Administrative Services. Jim Asp resigned as Associate Vice Chancellor for University Development and Alumni Relations to take a position at the Brigham and Women's Hospital in Boston. Mike Irwin, Executive Director of Financial Services and Administration in our Development Office, has stepped in to serve as Interim Associate Vice Chancellor. Steve Wiesenthal resigned as Associate Vice Chancellor for Capital Programs and Facilities Management and moved to the University of Chicago. His duties have been divided between Stella Hsu, Associate Vice Chancellor, Campus Life Services and Fa-

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cilities Management; and Michael Bade, Interim Assistant Vice Chancellor for Capital Programs and Campus Architect. I am grateful to all those individuals who have taken on extra duty, assuring stable and capable leadership during the transition to my successor as chancellor.

- John Featherstone was appointed Dean of the School of Dentistry, after serving ably as Interim Dean for more than one year.
- The School of Medicine continues to thrive under the leadership of Interim Dean Sam Hawgood. I have deferred appointment of a new Dean until my successor has been named and can participate in the selection process. I am grateful to the search committee for its hard work over the past ten months and look forward to its continuing counsel until the selection process has been concluded.
- UCSF has reestablished the position of Vice Chancellor for Research, but has yet to recruit an individual suitable for the position. Jeff Bluestone is generously serving as Interim Vice Chancellor while the search continues.

Celebrations

- The Annual Founders Day Banquet attracted a record attendance of nearly 600. UCSF Medals were awarded to Willie Brown, former Speaker of the California Assembly and former Mayor of San Francisco; Warren Hellman, distinguished financier and philanthropist; Janet Rowley, a pioneering cancer researcher; and Eugenie Scott, a renowned advocate for science education, and in particular, the teaching of evolution.
- At a ceremony held in Saunders Court, UCSF announced a gift of \$25 million from the Eli and Edythe Broad Foundation to help fund the construction of a building to house stem cell research at Parnassus Heights. The ceremony featured the first official visit to UCSF by Governor Arnold Schwarzenegger. He was joined by Mr. and Mrs. Broad; Robert Klein, Chair of the California Institute for Regenerative Medicine, which had previously awarded UCSF \$34 million towards construction of the building; Ray and Dagmar Dolby, whose gift of \$16 million several years ago initiated fundraising for the building; Chairman of the UC Regents Richard Blum; and UC President Mark Yudof. In recognition of the Broad gift, the UCSF Institute for Regeneration Medicine will be renamed the Eli and Edythe Broad Center of Regeneration Medicine and Stem Cell Research. The Center will comprise 125 research groups, 25 of which will be housed in the new building.
- The legendary Ward 86 at the San Francisco General Hospital celebrated its 25th anniversary and was featured in media coverage of World AIDS Day. Ward 86 is the oldest AIDS outpatient clinic in the world, and is renowned for its pioneering care of individuals with AIDS.

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Academic Initiatives

Innovation is a constant in the academic life of UCSF. Here are a few examples from the past year.

- The School of Medicine launched a major curricular initiative known as “Pathways to Discovery,” to provide students with the opportunity for in-depth training in any of five focus areas. The School’s new Department of Emergency Medicine, chaired by Michael Callahan, admitted its first class of postgraduate trainees this past autumn.
- The Schools of Medicine and Pharmacy are awaiting final approval of their joint Department of Bioengineering and Therapeutic Sciences, which will be the first inter-school department in the history of UCSF – co-chaired by Kathleen Giacomini and Sarah Nelson.
- The School of Pharmacy established two new Centers, one for Translational and Policy Research for Personalized Medicine, the other for Medication Outcomes.
- The first students for the new masters degree in Global Health Sciences matriculated in the autumn of 2008.
- Professor Haile Debas, former Dean of the School of Medicine and Chancellor, and now Executive Director of Global Health Sciences at UCSF, is spearheading an initiative to create a multicampus School of Global Health within UC. The initiative recently received a \$4 million planning grant from the Bill and Melinda Gates Foundation.

Faculty Life

- Two more rounds of leadership training in collaboration with the Coro Center for Civic Leadership were completed, bringing the number of faculty who have participated in the program to 94. (Two leadership programs directed towards staff also have been established: the Leadership Academy and the Leadership Institute.)
- Our faculty development program held several well-attended sessions on leadership, negotiating, financial management, and academic advancement.
- The campus-sponsored mentoring program is now well established, with career mentors assigned to virtually all new and junior faculty.
- Welcoming Week for new faculty was expanded and strengthened, to good effect.
- Biographies of new faculty are now routinely posted on the UCSF website at monthly intervals.

Student Academic Affairs

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- The campus implemented several improvements in student services, including: a new online course schedule; wireless access in Parnassus Heights classrooms; online payment of student fees; electronic transfer for all financial aid; a new lecture-capturing system; and approval of a common academic calendar, to be implemented for the academic year 2009-10.
- Beginning this past fall, students were given the opportunity for the first time to waive university-provided health insurance if they possess comparable health insurance through a job, parent, spouse or partner.
- The School of Pharmacy's Doctor of Pharmacy Program was reaccredited, with high praise.

Facilities

- The Helen Diller Family Comprehensive Cancer Center Research Building at Mission Bay is due to open in the coming spring. The building will make possible a doubling of scientists studying cancer at UCSF.
- Construction of the cardiovascular research building at Mission Bay is proceeding well and on schedule for completion in late 2010.
- The site for the new stem cell research building behind the Health Science research towers at Parnassus Heights has been cleared and the first stirrings of construction are evident. The building is scheduled for completion by 2010.
- Ground was broken for construction of a building at Mount Zion to house the Osher Center for Integrative Medicine and facilities for the Division of General Internal Medicine.
- Construction has begun to transform the second floor of the Kalmanowitz Library into a learning center that will focus on delivery of health care to underserved populations.
- A new childcare center is under construction on Kirkham Street behind the School of Dentistry, with opening scheduled for the Fall of 2009. The Lucia Childcare Center on Parnassus Avenue will then be converted to an infant care center, an urgent need at UCSF.
- Our Development Office has moved from its previous quarters to newly renovated (and less expensive) space at 220 Montgomery Street.
- The campus established a Chancellor's Advisory Committee on Sustainability to augment UCSF's efforts at reducing its environmental footprint.
- Passage of two important ballot initiatives in the recent November elections will benefit health care provided by UCSF faculty and staff: California Proposition 3, which

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will provide capital funds for children's hospitals throughout California (UCSF's share will be \$39 million); and San Francisco Proposition A will provide nearly \$900 million towards construction of a new San Francisco General Hospital.

UCSF Medical Center

- Demand for services continued to grow, setting a new record for inpatient census and keeping operations near or at capacity throughout the year – a taxing circumstance for staff, nurses and physicians alike. The Medical Center enjoyed another year of strong financial performance.
- The UC Regents have approved the environmental impact report, architectural design and construction budget for clinical facilities at UCSF Mission Bay, which will include hospitals for children, women and cancer patients.
- Development began for a new UCSF Orthopaedic Institute in a facility adjacent to the Mission Bay campus.
- Improvements in information technology within the Medical Center were recognized by the GE Customer Innovation of the Year Award, and selection as a partner by GE to develop the next generation of clinical information systems.

UCSF and the Corporate World

- UCSF continued its efforts to improve interactions with the corporate world. These efforts have been rewarded with a 135% increase in corporate funding of research at UCSF over the past three years, to a yield this past year of \$110 million. But augmented revenue is only part of our purpose. We also wish to facilitate the translation of fundamental discoveries into benefits for health care, a translation that can be greatly enhanced by cooperative interactions between academia and the corporate sector.
- In a further manifestation of our progress, the San Francisco Business Times praised our “culture of cooperation” and featured a recently approved master agreement that facilitates collaborations between scientists at UCSF and Genentech. A senior officer at Genentech told the Business Times that he would like to see “other universities adopt a similarly enlightened approach.
- UCSF and the Pfizer pharmaceutical company entered into a three-year agreement that will provide up to \$9.5 million in funding for early stage research that might eventually lead to new therapeutics or other biomedical tools.
- The American Medical Student Association recently graded 150 U.S. medical schools on their conflict of interest policies. UCSF was one of only seven schools that received an A (UCLA and UC Davis were among the others), and only 15% of the schools re-

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ceived a B or better. Forty percent got an F.

Planning

- UCSF unveiled a new Strategic Plan last year. A progress report on implementation of recommendations in the plan was published last month and can be found at <http://strategy.ucsf.edu/>.
- The steady expansion of UCSF in the Mission Bay neighborhood has led us to cooperate with the local community in developing a set of Planning Principles, designed to mitigate concerns about the impact of our expansion. The scope and specificity of the principles are exceptional among UC practices. The Principles were approved by the UC Regents as an amendment to our Long Range Development Plan.
- The School of Pharmacy completed and released a five-year strategic plan entitled "Pressing Ahead in New Directions."

Information Technology

- There is hardly any aspect of information technology (IT) that has not needed improvement at UCSF. The campus leadership is acutely aware of the deficiencies and how important it is to remedy them. We have made substantial investments in IT over the past decade, but are still far from achieving state-of-the-art. The principal limitation has been financial resources.
- A select advisory committee composed of faculty and staff recently reported on the need to invest further in IT. Among its major recommendations: a recharge system that would generate sufficient funds to rectify the deficiencies. A newly formed Data Services Recharge Committee is developing plans to act on that recommendation. Recharges for IT support are commonplace among UCSF's peer institutions, both within UC and at other universities.
- Meanwhile, scrutiny and actions addressed to IT security were augmented during the past year; a new campuswide online procurement system was implemented; installation of wireless capability was completed at Parnassus Heights and the Mission Center Building, and is underway at Mission Bay and Laurel Heights; and construction was initiated for both a new voice and data network across the multiple UCSF sites, and a new campus data center.

Diversity

- The UCSF ten-point diversity initiative is entering its third year. Objectives of the

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initiative are available at http://pub.ucsf.edu/today/news.php?news_id=200702281 and progress on diversity issues is addressed in the strategic plan progress report at <http://strategy.ucsf.edu/>.

- UCSF is making slow but steady progress in diversifying its senior leadership, which now includes six females and five minorities among the group represented by the Chancellor, Executive Vice Chancellor and Provost, Vice Provosts, Senior Vice Chancellors, Vice Chancellors, Associate Vice Chancellors and Deans. White males now comprise less than half of this group, although they remain a slight majority among the most senior positions.
- UCSF is now among the top tier of U.S. universities in the representation of women on its faculty.
- UCSF was cited as a “model institution” for diversity practices by the Minority Access 9th National Role Model Conference.
- The campus launched an online system that has greatly improved assessment of the pool in faculty searches.
- The Academic Outreach Program completed an inventory of all UCSF outreach programs and made recommendations for how the programs might be strengthened and better coordinated.
- The School of Medicine was cited by an independent study as the most improved among all UC medical schools for diversity among its student body.
- The campus unveiled a large mural that celebrates the many forms of diversity. Designed and executed by the San Francisco artist Juana Alicia, the project was initiated by the Chancellor's Advisory Committee on Diversity and supported by chancellor's funds.

Private Support

- Fiscal year 2008 was a banner year for philanthropy at UCSF, with a yield of \$366 million in cash from private sources – by far the largest amount ever raised by UCSF in a single year and an 82% increase since 2006. UCSF received nearly 35,000 gifts. Private support for UCSF now exceeds the funds received from the state budget.
- Highlights for the year included two contributions for construction of our stem cell research building – \$34 million from the California Institute for Regenerative Medicine, and \$25 million from the Eli and Edythe Broad Foundation, as described above; an \$18 million bequest from Kenneth Rainin to support research on inflammatory bowel disease; and a \$10 million gift from the Charles and Helen Schwab Foundation to establish a new Center for the Prevention of Heart and Vascular Disease.

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- Receipts during the first quarter of the current fiscal year were even higher than last year's record pace, but realism dictates that we anticipate a decline as the year proceeds and the economic slump continues.
- UCSF leads the UC system in dollars raised per FTE in the Development Office – the figure is roughly twice that achieved by any other UC campus. Accordingly, our cost of seven cents per dollar raised is well below the systemwide or national mean.

Conclusion

I had been on the UCSF faculty for thirty years when I assumed the chancellorship in 1998. I had known and worked closely with the last three of my predecessors. Yet I took office less than certain about what to expect of the job. The truth of the matter is that no reasonable expectation could have prepared me for the ensuing metaphorical “surprise a minute.” Some of the surprises have been exhilarating, others unwelcome.

How could it be otherwise? UCSF has more than 18,000 employees and ranks among the top ten of all U.S. public universities in its operating budget. The expectations and values that animate the place are extraordinary, but so are the possibilities for mishap and mischief. The saving grace is that we succeed much more often than we fail, and in doing so, we set an example that is admired around the globe.

I may not have known what to expect of the chancellorship, but I thought I knew UCSF well after thirty years on the faculty. I was wrong about that. The last ten years have revealed many facets of UCSF that I had not previously encountered, each of which contributes to our prowess as a place of discovery, learning and healing. And I have met numerous individuals whose commitment to UCSF and pride in working here are remarkable. There are many more like them whom I have not met and – to my great regret -- will now probably never meet.

I am occasionally asked what I have liked most about the job of chancellor. My inevitable answer is “the people,” both those with whom I have worked directly and those countless others whom I could only admire from a distance or in passing. I thank you all for your service to UCSF, and for helping to make my experience as chancellor both stimulating and gratifying. Happy New Year!

Sincerely, J. Michael Bishop, M.D.
Chancellor
Arthur and Toni Rembe Rock Distinguished Professor

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January 19, 2010

Dear Colleagues: We had many successes to celebrate in 2009 and have much to look forward to in 2010. I am proud of our efforts to be the best and take this opportunity to share some of our achievements. I also would like to thank each one of you for all that you have done to make UCSF the outstanding institution that it is today.

Excellence

U.S. News & World Report's 2009 rankings once again affirmed UCSF's excellence in patient care and education:

- UCSF Medical Center ranked among the nation's top hospitals, retaining its place as seventh best hospital in the country and the best in Northern California. We have been in the top ten for nine consecutive years.
- UCSF Children's Hospital ranked among the best children's hospitals in nine of the ten pediatric specialties that were rated.
- UCSF School of Medicine ranked fifth among all medical schools in the nation. It also placed among the top ten in all of its clinical specialty programs that were ranked in the new survey.
- U.S. News surveys nursing and pharmacy school programs, but not on an annual basis, and does not conduct a survey of dental schools. In the most recent surveys, the UCSF School of Nursing ranked second and our School of Pharmacy ranked first. I echo former Chancellor Bishop's assessment of the School of Dentistry—ours would be number one if it were ranked.

According to figures released by the National Institutes of Health (NIH) in 2009, UCSF was the second largest recipient of research support in 2008, up from third in 2007. We ranked first among public institutions. UCSF Schools of Dentistry, Nursing and Pharmacy all received the greatest total NIH dollars in their fields, as they have consistently in recent years. Our School of Medicine ranked second in nation and first in California. This marks the 29th year that the School of Pharmacy has ranked first and the 17th year that the School of Dentistry has held the top position. This is the sixth year that the School of Nursing has ranked first.

According to National Science Foundation data, UCSF ranked second among all U.S. universities—and first among public universities—in total research and development expenditures.

UCSF and the UCSF-affiliated J. David Gladstone Institutes were named among the top ten "Best Places to Work" in U.S. academia, according to The Scientist magazine's 2009 ratings.

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Our exceptional faculty members continue to receive national and international acknowledgment for their impact on the health sciences. With far too many accomplishments to list, here are a few:

- Elizabeth Blackburn won the Nobel Prize in Physiology or Medicine.
- Shinya Yamanaka won the Lasker Award for stem cell research. Dr. Yamanaka divides his time between the J. David Gladstone Institute, where he is a member of the UCSF faculty, and Kyoto University.
- Douglas Hanahan, John Sedat, Kevan Shokat, Michael Stryker and Jonathan Weissman were elected to the National Academy of Sciences.
- Deborah Grady, Lawrence Green, Michael Harrison, Sam Hawgood and Roger Nicoll were elected to the Institute of Medicine.
- Abul Abbas, Nancy Adler, David Agard, and Patrick O'Farrell were elected to the American Academy of Arts & Sciences.
- Peter Walter was one of only five recipients of the prestigious Gairdner International Award for 2009, which recognizes researchers who have made significant achievements in medical sciences.
- Kathy Dracup received the Marguerite Rodgers Kinney Award for a Distinguished Career, one of the highest honors conferred by the American Association of Critical-Care Nurses, for her four decades of outstanding contributions to critical care.

Patients/Health

Progress continued at full speed during 2009 toward creating a world class, integrated clinical and research campus at Mission Bay to complement our existing facilities and patient care sites.

- UCSF received a \$125 million gift for our campaign to build a children's, women's specialty and cancer hospital complex at the Mission Bay campus.
- The San Francisco Board of Supervisors approved a resolution that allows for the operation of a helipad at the new medical center.
- The UCSF Orthopaedic Institute, our first clinical service at Mission Bay, opened in October.

In addition to the exemplary U.S. News & World Report rankings that I have already mentioned, recognition of the quality of our patient-centric care continues to come in many forms. Here are just a few examples:

- UCSF Medical Center was named the winner of the 2009-10 "Consumer Choice Award" for hospitals in San Francisco by the National Research Corporation, a major

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health care performance research firm. For the fifth time, local consumers rated us as the number one choice for quality health care among all hospitals.

- UCSF Medical Center received a perfect score in the 2009 Healthcare Equality Index, which rates health care facilities and practices related to the LGBT community.
- Decision Services, a program at UCSF's Carol Franc Buck Breast Care Center at Mount Zion that helps patients navigate through difficult treatment decisions, was selected as a national model of care by the Mayo Clinic Center for Innovation.

Discovery

Major building projects completed in 2009, and those continuing into 2010, will provide the necessary space and resources to enable increased collaboration between our world-class researchers and clinicians.

- UCSF officially opened the Helen Diller Family Cancer Research Building on the Mission Bay campus in June.
- Construction of the cardiovascular research building at Mission Bay is on schedule for completion in late 2010.
- The building behind the Health Sciences towers that will be the headquarters for The Eli and Edythe Broad Center of Regeneration Medicine and Stem Cell Research at UCSF is on schedule for completion in 2010.
- At the January Regents meeting, the campus will seek approval of the funding and financial plans for the Neurosciences Laboratory and Clinical Research Building. It will be the sixth research building at Mission Bay and will accommodate wet lab space and a clinical research facility.

Education

UCSF's reputation for academic excellence is linked to our ability to attract and retain quality students, trainees and faculty. Rising student fees remain a serious concern. To address this issue, we:

- Increased student financial support by 20 percent from \$96 million in 2007-08 to \$115 million in 2008-09. Grant/fellowship funds increased from \$46 million to \$53 million.
- Assisted professional students with the mid-year fee increase by providing additional financial support for the 1,408 students who currently receive financial aid. The Schools of Medicine and Nursing paid for the entire \$579 fee increase and the Schools of Dentistry and Pharmacy provided \$200. Those dentistry and pharmacy students who have difficulty paying the \$379 balance have access to loans.
- Continued systemwide collaboration to institute a UC-wide student health insurance

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program to enhance benefits and stabilize rates.

In addition, I am working with Vice Chancellor Carol Moss and Vice Provost Joe Castro on a fundraising initiative for student aid.

People

We have made significant progress on building the senior leadership team. I look forward to completing the remaining open recruitments necessary to fill key leadership positions in 2010. Appointments made to the leadership in 2009 included: Vice Chancellor of Development and Alumni Relations Carol Moss, Dean of the School of Medicine and Vice Chancellor for Medical Affairs Sam Hawgood and Senior Vice Chancellor of Finance and Administration John Plotts. In addition, Vice Provost of Academic Affairs Sally Marshall agreed to serve as interim executive vice chancellor and provost (EVCP) while I search for a permanent successor to EVCP Washington.

The search committee for the EVCP, which I will chair, will begin reviewing applications and nominations this month. The search committee for the dean of the School of Nursing, which Dean Sam Hawgood is leading, will select a search firm by the end of this month and then begin the recruitment process in February. Links to the membership of the respective committees are available at <http://chancellor.ucsf.edu/committees/adhoc/contents.htm>. Questions about either recruitment may be directed to Assistant Chancellor Deborah Brennan.

I also am pleased to report that Vice Provost of Student Academic Affairs Joe Castro has agreed to assume additional responsibilities effective this month. He will lead a number of initiatives that support campus priorities related to education (including infrastructure, student financial support and inter-professional education), outreach and diversity, and community engagement. For these initiatives, he will report directly to me.

Finally, the Chancellor's Advisory Committee on Academic Diversity has established an important new subcommittee, co-chaired by Vice Provost Joe Castro and Director of Academic Diversity Renee Navarro, to analyze the many recent reports that call for the establishment of various offices to enhance outreach and diversity. The subcommittee will develop a single, consolidated proposal by this spring.

Business

The Chancellor's Administrative and Operating Efficiencies Work Group, co-chaired by Interim Vice Chancellor Randy Lopez and School of Medicine Vice Dean Michael Hindery, has set a target of the end of March to present its recommendations on how to realize cost reductions in the range of \$28 to \$40 million beginning in fiscal year 2010-11. The membership of the work group

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is available at <http://chancellor.ucsf.edu/committees/adhoc/AdminOpEfficiencies/contents.htm>.

I will seek input on the work group's recommendations from the Executive Budget Committee and a small steering committee of external business advisors, led by David Ebersman, Facebook CFO and former Genentech CFO. We are fortunate to be able to tap into such external talent.

Recent events

I feel compelled to comment on the recent events in Haiti. The disaster there has many of us asking how we can help, so please be sure to see the information available at <http://today.ucsf.edu/stories/ucsf-provides-information-on-how-to-help-haiti/>. I am grateful for the efforts of the UCSF community to assist in the international response to this crisis.

Conclusion

During my brief tenure as Chancellor, it has been suggested to me that I assumed this position during a time of unprecedented challenges. While there undoubtedly will be many demands for all of us to face this year, this also is a time of tremendous opportunity. I find many reasons for optimism given the passion and the talent on our campus. I remain inspired about our collective ability to innovate and contribute to delivering on our mission of advancing health worldwide.

It is a privilege to serve as your Chancellor, and I am confident that working together we will achieve amazing things in the coming year. Best wishes to all of you for a happy and healthy 2010.

Sincerely,

Susan Desmond-Hellmann, M.D., M.P.H.
Chancellor Arthur and Toni Rembe Rock Distinguished Professor

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UCSF Chancellor Sue Desmond-Hellmann released a video message citing this year's accomplishments in advancing the University's top three priorities – patient care, discovery and education:

http://www.youtube.com/watch?v=ZQkE_2PNtk4

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Dear Colleagues:

As we approach the holidays, I have been reflecting upon this past year and all that we have accomplished together at UCSF. There are far too many achievements to list but I would like to take this opportunity to highlight a few:

Under our clinical care mission, in March we launched our automated pharmacy in the UCSF Medical Center, using robotic technology to prepare and track medications to improve patient safety. We also achieved a major milestone with the launch of APEX, our new electronic medical records system that will significantly enhance our efficiency and ability to serve our patients. And, we celebrated an important milestone in the construction of our new hospital at Mission Bay: the “topping off” of the building this fall.

In our research efforts, our outstanding faculty were recognized in numerous ways in 2011 for their ground-breaking work. UCSF's Clinical & Translational Science Institute, a key group that supports our research mission, received a \$112 million grant from the National Institutes of Health to expand its efforts over the next five years. We also opened the stunning Ray and Dagmar Dolby Center for Regeneration Medicine and Stem Cell Research in February.

Turning to our education mission, our new high-tech Teaching and Learning Center opened to our students and trainees in January. Shortly thereafter, we received our reaccreditation from the Western Association of Schools and Colleges (WASC) for a full ten years. Finally, this fall, UCSF led the successful Bay Area Science Festival, a series of events that showcased the Bay Area's critical role in advancing scientific knowledge. Our rankings continue to confirm that we educate some of the finest professional and graduate students in dentistry, medicine, nursing and pharmacy.

This is just a small sample of our many achievements. I also realize that 2011 was a difficult year for the national and state economies and, as a result, for many of us at UCSF; however I firmly believe that we are moving in the right direction and have a bright future ahead of us. I am deeply appreciative of all of your hard work that has contributed to our many successes. Thank you for all of your efforts.

I also am pleased to share with you that we are now taking the final step in developing our 3-Year Plan. The goals and strategies—which I presented at our October 4 all-hands meeting—are available on this website: <http://www.ucsf.edu/about/ucsfs-2014-2015-plan>

Our leadership team has begun to develop the tactics, the final—and most important and tangible—piece of our Plan. These tactics are high-impact, enterprise-wide initiatives with specific deliverables that will bring us closer to achieving our goals and realizing our vision of becoming the world's preeminent health sciences innovator.

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We need the combined effort of our entire organization to achieve our vision and goals. Therefore, my leadership team and I welcome any ideas you have for a project or initiative; these can be submitted through the website above.

Long-term planning is critical to UCSF's continued success as it provides a clear roadmap for the entire organization for where we are going and how we will get there. Together, with our accomplishments of this past year and our plans for the future, we are making a difference in the lives of our patients and our community and that is something for which we can all be very proud.

I wish you all a safe and joyful holiday season.

Best,
Sue

Susan Desmond-Hellmann, MD, MPH
Chancellor
Arthur and Toni Rembe Rock Distinguished Professor

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