University of California, San Diego
Academic Senate Five-Year Chancellorial Stewardship Review

April 2004 – October 2009

October 1, 2009

Marye Anne Fox
Chancellor

This report is provided in accordance with past practice and ongoing University of California policy. I offer it as part of our proud tradition of shared governance, to update my colleagues on the faculty about how we have advanced the academic, research and service mission of our university.

The performance of our faculty, the progress of our students, and the steady professionalism of our staff have resulted in significant campus-wide achievements in the review period of 2004 through 2009. It has been my privilege and pleasure to serve as the administrative leader of this dynamic institution during a time of unprecedented growth and financial challenges. Based on your efforts, my leadership team and I are confident that the creativity, the resilience, and the drive for academic excellence demonstrated during the last five years will carry this institution forward in the coming years.

(Only those activities undertaken while Marye Anne Fox was University of California, San Diego Chancellor, i.e. between April 2004 and October 2009, are included. For a more complete listing, see Marye Anne Fox’s resume on the UC San Diego Chancellor Web page: http://www-chancellor.ucsd.edu/pdf/MAF-CV-2009.pdf. A full status report on UC San Diego can be found in the home page for WASC accreditation: http://www-accreditation.ucsd.edu.)
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INTRODUCTION

Any Chancellorial review must begin with a clear affirmation of the mission being pursued by the University. Hence, the Mission Statement of the University of California, San Diego is:

*UC San Diego is dedicated to the advancement of knowledge through excellence in education and research at the undergraduate, graduate, professional school and postdoctoral levels. Our academic community of world-renowned faculty, talented students and dedicated staff is characterized by a culture of interdisciplinary collaboration and innovation that spans the globe. To foster the best possible working and learning environment, our university strives to remain affordable and accessible to the people of California, while maintaining a climate of fairness, cooperation, and professionalism, which is embodied in our campus Principles of Community. UC San Diego embraces diversity, equity, and inclusion as essential ingredients of academic excellence in higher education. The campus is committed to community engagement, public service and private sector partnerships in order to advance the health and well-being of our region, state, nation and the world.*

UC San Diego also assigns high priority to its Principles of Community:

- We value each member of the community for his or her individual and unique talents and applaud all efforts to enhance the quality of campus life. We recognize that each individual’s effort is vital to achieving the goals of the university.
- We affirm each individual’s right to dignity and strive to maintain a climate of justice marked by mutual respect for each other.
- We value the cultural diversity of UCSD because it enriches our lives and the university. We celebrate this diversity and support respect for all cultures, by both individuals and the university as a whole.
- We are a university that adapts responsibly to cultural differences among the faculty, staff, students, and community.
- We acknowledge that our society carries historical and divisive biases based on race, ethnicity, gender, age, disability, sexual orientation, religion, and political belief. Therefore, we seek to foster understanding and tolerance among individuals and groups,
and we promote awareness through education and constructive strategies for resolving conflict.

- We reject acts of discrimination based on race, ethnicity, gender, age, disability, sexual orientation, religion, and political belief, and we will confront and appropriately respond to such acts.
- We affirm the right to freedom of expression at UCSD. We promote open expression of our individuality and our diversity within the bounds of courtesy, sensitivity, confidentiality, and respect.
- We are committed to the highest standards of civility and decency toward all. We are committed to promoting and supporting a community where all people can work and live together in an atmosphere free of abuse or demeaning treatment.
- We are committed to the enforcement of policies that promote the fulfillment of these principles.
- We represent diverse races, creeds, cultures, and social affiliations coming together for the good of the university and those communities we serve. By working together as members of the UCSD community, we can enhance the excellence of our institution.

A vision for UC San Diego is an integrated effort to provide an environment in which top-quality education and research can flourish, along with outstanding public service and patient care, consistent with these Principles of Community.

At UC San Diego, therefore, any achievements of the leadership team must be evaluated in that context, focusing on adherence to our mission and the excellence of programs offered. The key question in this five-year review is thus whether the integrated activities of the Chancellor’s leadership team are delivering top-quality instruction and conducting intellectually challenging research, while providing valuable community and professional service and state-of-the-art patient care through the Medical Center and Health Sciences (HS). In turn, these goals are pursued while embracing traditional academic values (Appendix A) and institutional priorities.

UC San Diego is not yet 50 years old, but it is frequently recognized worldwide as a top 10 public research institution. This recognition is particularly striking, given that we are a “growth” campus. Because our enrollment plan assumed we would take on additional students, particularly at the graduate level, we expected, over the term of this review, to be able to add faculty and extend our offerings through the coming decade. The goal of this expansion would be to address new intellectual opportunities. Fiscal realities have slowed that projected growth significantly, but the ultimate goal of continued graduate-level growth has been the key assumption of 2004-2009, reflected in the following areas included within this review:

- Academic excellence in current programs, while developing new academic programs, majors, minors and departments;
• A serious emphasis on improving campus diversity;
• Increased scholarly partnerships and collaborations, locally, nationally and globally;
• Enhanced international programs and exchanges;
• Encouragement of collaboration with private entities, including the venture community, in developing new intellectual property;
• Successful completion of a $1 billion fundraising campaign;
• Major expansion of the campus’ physical infrastructure;
• Student satisfaction, leading to loyal alumni support;
• Enhanced ability to recruit and retain faculty and students;
• All leading to broad recognition of the excellence of the university.

As Chancellor of the San Diego campus of the University of California, I lead a team of vice chancellors who strive to provide an open and collaborative environment that enables discovery of new knowledge, while supporting students, staff and faculty in their career advancement. (In the current period of financial stress, we have cut back from eight to seven Vice Chancellors, leaving in place: the Senior Vice Chancellor for Academic Affairs, Vice Chancellors for Marine Sciences, Health Sciences, Research, Student Affairs, Resource Management and Planning, and External and Business Affairs.) By providing frugal leadership, we provide assurance that the campus can remain competitive in recruiting the world’s top scholars and highly talented undergraduate, graduate and professional students who will become the next intellectual leaders of our country and world.

An outstanding faculty is the hallmark of any great institution. It is crucial, therefore, to support our faculty in every way possible, providing them freedom to innovate and to convey their discoveries through classroom and laboratory instruction. We are proud to include among our faculty an increasing number of elected members of the National Academy of Sciences, the National Academy of Engineering, and the Institute of Medicine, ranking UC San Diego, on sum, in the top 10% of the nation. We are especially proud of last year’s recognition of long-time faculty member Roger Tsien for receiving the 2008 Nobel Prize in Chemistry. His discovery of the green fluorescent protein, and its use in medical and biochemical imaging, exemplifies what our highly creative faculty can do. Likewise, several researchers and scientists from Scripps Institution of Oceanography (SIO) shared the 2006 Nobel Peace Prize for their contributions to the Intergovernmental Panel on Climate Change, the group who authoritatively described the anthropogenic rise in greenhouse gases and the consequent warming of our planet.

One of the key reasons that top scholars come to UC San Diego is that we can uniquely contribute to the success of local industry which is world-renowned as a hotbed for science and innovation, especially in biotechnology and wireless communications. (See Appendix B for other examples.) An obvious spirit of interdisciplinary collaboration, especially in the sciences
and arts and humanities, flourishes among our extraordinarily talented faculty and their private sector partners. This enables significant advances in science and engineering, in life-saving medical care, and in improving our global environment, while supporting high-quality programs in the arts, humanities and social sciences. We also take pride in the ability of our administrative team to support our faculty, students and staff, to identify needs and challenges, to creatively overcome obstacles even in difficult times, and to lead teams to consensus in order to move projects forward.

Recognizing the need to remain at the cutting-edge of academic research, we have continued to recruit and retain the world’s top scholars and innovators. In the past five years, the ladder-rank and LSOE (lecturer with security of employment) faculty have grown by 13%. UC San Diego also experienced significant growth in non-ladder-rank faculty. Our average general campus faculty retention rate over the last five years among faculty (those with outside offers in hand) is 70%. We’ve also added numerous academic programs and departments over the last five years that contribute significantly to UC San Diego’s comprehensive scholarly reputation.

**LEADERSHIP ABILITY**

In my inaugural address, I affirmed the unique contributions of UC San Diego and the need for active efforts to achieve broader campus diversity. I also described the 3(I)s as campus grand challenges: Interdisciplinary Research, Internationalization and Innovation. Substantial progress has been made toward each of these objectives. For example, these priorities respectively led to a Senate taskforce that took on an evaluation and re-competition for Organized Research Units, to the appointment of an Associate Vice Chancellor for International Affairs, and to a reorganization of the Office for Technology Transfer that dramatically improved interactions with industry and local start-up businesses.

**Academic Accomplishments**

- Strengthened and streamlined the administration of the six undergraduate colleges, replacing the original UC San Diego plan calling for 12 undergraduate colleges.
- Appointed or reappointed all six Provosts for the six Colleges.
- Restored an academic-focused opening convocation and an all-campus commencement.
- Supported the Birch Aquarium as a key venue for community involvement; consistent with a proposed BS degree in Marine Biology.
- Increased academic options. (See Appendix C for samples of new degrees and programs.)
- Grew graduate and professional enrollment.
- Separated the Office of Graduate Studies from the Office of the Vice Chancellor for Research.
**Defense of Academic Values**

- Defended free speech consistent with balanced dialogue and the UCSD Principles of Community.

**Building a Diverse Campus Community**

- Appointed a Campus Chief Diversity Officer with Associate Chancellor rank and with a dedicated budget.
- Appointed an Associate Vice Chancellor for Faculty Equity and a Faculty Equity advisor in each division to enhance diversity of faculty and students.
- Addressed lack of diversity among the Senior Management Group.
- Increased yield of accepted students from historically underrepresented groups by 50% through proactive calls to families of accepted students.
- Supported OASIS, a tutoring program for students from under-represented groups.
- Devised and participated in an extensive array of outreach activities that addressed campus diversity. (See Appendix D for specific activities.)
- Recruited actively diverse advisory board members to university-wide and divisional advisory boards.
- Conducted a year-long series of events seeking funding for students from under-represented groups by means consistent with Proposition 209 and Regental rules. To help us with these efforts, in September 2009, we launched a focused campaign to raise $50 million over three years for scholarships and graduate fellowships.
- Affirmed the UC San Diego commitment to the Preuss School as an indispensable component of our diversity effort. Management problems were quickly remediated.

**Interdisciplinary Research and Education**

- Assumed key leadership role in proposing and creating the Sanford Consortium for Regenerative Medicine, a cooperative venture among UC San Diego, the Salk Institute for Biological Studies, Burnham Institute for Medical Research, and The Scripps Research Institute. This collaboration led to a $30 million gift from Denny Sanford to complement $43 million available through the voter-approved stem cell initiative.
- Worked cooperatively with the Divisional Deans to open new collaborative departments [e.g., Nanoengineering (Engineering), California Cultures (Ethnic Studies)], majors (e.g., CLAH), minors (e.g., African-American Studies, Human Rights), and collaborative programs through Extension (e.g., MA Advanced Studies).
- Led efforts to provide special moral and financial support for the initial years, and for the accreditation of, the Rady School of Management and the Skaggs School of Pharmacy and Pharmaceutical Sciences.
• Set high priority for growing campus-wide academic interest in Sustainability, Neuroscience, the African Diaspora, and EngMed, a trans-divisional program focusing on drug development and the creation of medical devices. (As an example of a campus-wide collaboration on an interdisciplinary project, see Appendix E.)

• Led the effort to expand greatly the number of students engaged in undergraduate research in every division, i.e., not only in science and engineering.

• Improved dramatically partnerships with La Jolla Playhouse and Estancia hotel, while protecting on-campus competitive venues.

• Consistent with shared governance, introduced campus units to potential extramural collaborators: e.g., Academic Affairs to California Western School of Law; Health Sciences to Davis School of Veterinary Medicine; Calit2 to KAUST and the Harvard Business School; San Diego Center for Algae Biotechnology to several Big Oil companies; Craig Venter to SIO and Biological Sciences.

Internationalization of Research and Education

• Enhanced support for the International Center and study abroad, including a recent $5 million gift.

• Worked with SIO to attract NOAA, the Navy and the NSF to support multi-national research teams on SIO-operated, ocean-going vessels.

• Worked with SIO to win a leadership position for the multi-federal agency Oceans Observation Initiative.

• Argued successfully for replacement of condemned NOAA buildings on the SIO campus.

• Supported faculty with collaborators from abroad, including multiple memorandums of understanding to clarify research relationships. (See Appendix F for examples of such arrangements.)

Innovation for Application of Research, Education and Commercialization

• Substantial financial support for research is annually received from federal and state agencies, increasing every year during the most recent five years. (See Appendix G for a summary of the UC San Diego federal research portfolio.)

• High rankings of UC San Diego correlate with substantial research support. For example, during the last five years, per capita research support in the UCSD Health Sciences has ranked either first or second in the nation each year.

• Allocated substantial research support from internal sources to non-STEM areas. (See Appendix H for a listing of current Organized Research Units and multi-disciplinary Collaboratories.)
• Focused attention on undergraduate research, both as a strong correlate with academic success and as a recruiting tool to enhance matriculation of highly sought students, especially from underrepresented groups. (See Appendix I for a summary.)
• Helped organize the San Diego Science Festival. UC San Diego acted as the PI in securing a $3 million grant from NSF Informal Science Education for three years to establish year-round science educational enrichment activities in partnership with the MIT Museum, The Franklin Institute (Philadelphia) and UCSF.
• Three UC San Diego inventions are in the top 10 in the UC System in revenue production; two in the top five.
• The Office of Technology Transfer produced $31 million in revenue in FY 2008, compared with $10 million five years earlier.
• Patent filings, issued patents, materials transfer agreements and licenses are all up about 50% from five years earlier.
• Estimated research impact from UCSD intellectual property in FY08 is $11.3 million.
• There were 364 intellectual property disclosures in FY08. At the end of the year, UC San Diego’s portfolio had over 2,500 active intellectual properties.
• UC San Diego exerted a strong impact on the local and state economy. (See Appendix J for a brief description.)

Campus-wide Fundraising Success

• Led a successful $1 billion capital campaign which was significantly behind schedule upon our arrival in fall 2004. The successful completion of the $1 billion Imagine What’s Next campaign in 2007 was a milestone for the university. Not only was the goal almost hopelessly ambitious (according to consultants who favored a $500 million goal because of the relative youth of the majority of our alumni), but the campaign was lagging significantly behind a linear progression toward goal when we arrived on campus five years ago. With focused effort and leadership, we were not only able to successfully reach our goal, but surpassed it ahead of schedule. UC San Diego was the region’s first university to top this ambitious fundraising milestone, and one of the youngest in the nation to do so. The campaign contributed to faculty support including recruitment and retention, groundbreaking research, scholarships and fellowships, building construction and renovation, expanded academic programs, patient care, and many other areas. (Major donors are listed in Appendix K.)
• Completed funding for more than 50 endowed chairs and more than 2 million assignable square feet of space, with a total investment of more than $1.6 billion. The first Chancellor’s Chair Challenge netted $5 million to fund 17 endowed faculty chairs to assist with faculty recruitment and retention efforts, bringing to 54 the total number of chairs established during the campaign.
• Over the last five years, a $1.6 billion investment in construction projects has resulted in more than 2.2 million assignable square feet on the UC San Diego campus, completed under extremely difficult circumstances. Five years ago, the university’s debt capacity was limited and many projects were faltering. By working within the UC system, we led an effort to aggressively revise upward the operative estimate of UC debt capacity, as we continued to solicit major gifts. We also identified obstacles within each project, gathered multi-campus support to address them, and identified appropriate funding for the projects, frequently from both internal and external sources. Given our limited resources, projects were then prioritized according to campus needs. (Facility construction projects, many made possible by the campaign, are listed in Appendix L.)

• Identified private contributors willing to give to a competitively distributed pool to assist those severely adversely affected by the recent furlough plan.

• Helped the campus design and implement a campus-master plan that had been thoroughly vetted both within UC San Diego and in the surrounding community.

• Restored funding and completed languishing capital projects: Canyonview Pool, Music Building, Faculty Club renovations, on-campus housing for transfer and graduate / professional students, etc.

DECISION-MAKING ABILITY

Student Life

In an ideal learning environment, students feel connected with the university, the faculty and their peers as they work to establish a balance between their academic and social lives. To that end, we gave high priority to implementation of the Undergraduate Student Experience and Satisfaction Report, a document requested by the Chancellor in 2004, seeking to improve student connectedness. We used this document as a blueprint to improve student involvement and for the recruitment of leadership for Student Affairs activities. The report concluded that students wanted a more active social life, that they lacked a sense of community, that they wanted more on-campus housing, restaurants and meeting spaces, and they wanted restaurants and libraries to stay open later. (A sample of the improved options is shown as Appendix M.)

We listened and responded, and student involvement has increased dramatically as a result. For example, in the last five years, both the number of student events on campus and the number of student organizations have increased by more than 20%.

• Eased procedures for students applying for financial aid by providing one-stop assistance in the newly constructed Student Services Building. (See Appendix N for a brief discussion of financial life and financial need among undergraduate students.)

• Reinvigorated the Parents program through a fall Family Weekend.
• Approved move of Intercollegiate Athletics to NCAA Division II, where they finished second in the nation overall, with student-athletes maintaining on average a higher grade point average than the undergraduate student body. (See Appendix O for a sample of progress in integrating student-athletes and their events into UCSD undergraduate social life.)
• Approved the creation of a Town Center and expansion of the Price Center, which has changed the character of undergraduate life at UC San Diego.
• Enhanced student participation in the range of student interests by providing access to meeting rooms.

**On-campus Housing**

• Through an active campus-wide construction master plan, invested seriously in student housing for transfer students (1,000 units by fall 2009 and 800 more in fall 2010) as well as for graduate and professional students. On completion, 46% of students will be housed on campus, thus closely approaching the goal of housing 50% of students on campus.

**Student / Employee Wellness**

• Expanded student mental health services. In the last five years, staffing improved from 13 psychologists and no psychiatrist to 18 psychologists and two psychiatrists and one post-doctoral fellow. The ratio of one psychologist per 1,000-1,500 students has been suggested as an acceptable target by Risk Management. The number of unique student visits is up by 27%, the number of outreach services to students is up by 38%, and the number of consultation services to faculty and staff increased by 56%. In addition, wait time for new “routine” appointments has decreased to about seven working days from over three weeks. Students who express urgency are seen on the same day.
• Launched a wellness initiative, including CAPS, Student Health Services, the Sexual Assault Resource Center and Recreation. Students are now offered programs such as Livewell, which promotes a healthy learning environment for students. The synergy of the wellness programs allows for trans-disciplinary services.
• Created *FitWell*, a new wellness program that addresses fitness, nutrition and reduction of work-related injuries for specific staff members, and *Walk UCSD*, which now has more than 1,000 participants. Over the last five years, participation in our wellness programs has increased to 2,168 people. We also created *FitLife*, a program area featuring group fitness classes, wellness classes, yoga, pilates and mind-body-spirit classes.
• Added a Challenge Course on east campus for Outback Adventures and an Outback Adventures retail store in Price Center West. There has been a 27% increase in student participation in trips, outings, wilderness orientation, climbing center use and challenge course use.
• Created a new Welcome Week activity for freshmen called “Meet the Beach.” Last year’s participation was 1,200 students.
• Hired a Wellness coordinator to improve community health through preventive medicine.
• Provided new expertise in emergency planning for possible campus pandemic.

ADMINISTRATIVE AND MANAGERIAL SKILLS

Financial Responsibility

• Represented campus budget issues to UC Office of the President (UCOP), having proposed alternative plans for furloughs beyond the plan suggested by UCOP.
• Established a transparent budget process in which students, staff and faculty are represented along with cognizant administrators.
• Analyzed and proposed workable models to deal with draconian cuts to core budget.
• Sounded the warning at UCOP on the long list of issues associated with unionization of postdoctoral fellows.
• Led the successful petition drive to UCOP to allow retention on campus of essentially all indirect costs paid by the federal government in the ARRA economic stimulus program.
• Interacted with Regents to persuade the pursuit of additional UC debt capacity.

Administrative Problem-solving and Risk Management

• Pursued creative solutions to pending complex problems, such as mitigating dangers associated with cliff erosion at University House and Southwestern Fisheries building.
• Identified potential contributors to a competitive pool to assist those severely and adversely affected by the recent furlough plan.
• Empowered the Environmental Health and Safety group.
• Established an Emergency Management Response team with a proud record of assisting the region, most recently during 2008 wildfires.
• Initiated faculty, staff and student walk in times (15 minute appointments) in order to hear directly from the campus communities the topics of greatest interest and need.
• Initiated breakfasts with faculty, hosted by College Provosts, to provide an informal venue for discussion of issues important to campus faculty and to identify problems or faculty needs.

Staffing of Key Administrative Positions

• Recruited seven of eight UC San Diego Vice Chancellors, as many of those previously holding these offices retired without a viable succession plan. (See Appendix P for a list of implications for diversity attributable to this Senior Management Group turnover.)
• Reduced the number of administrative Vice Chancellors from four to three, thus decreasing the overall number of Vice Chancellors from eight to seven.
• Devised thorough campus-wide annual administrative reviews for Chancellorial direct reports.
• Held annual retreats that improved interactions between the Senior Management Group and the Divisional Deans.
• Encouraged professional development through support of travel to disciplinary meetings and on-site programs, such as the Middle Management Advance.
• Maintained cordial / warm relationships with UC San Diego union members.
• Increased staff and administration interaction through a revitalized and expanded All Staff Picnic; added a similar activity, Celebrate the Night, for the late night campus staff.
• Sought and received nearly full participation in required on-line courses on Sexual Harassment and Conflicts of Interest.
• Successfully argued at UCOP for substantial revisions of the initially proposed furlough plan of 2009.

REPRESENTATIONAL ABILITY

Rankings as Representational Elements

• UC San Diego is almost always ranked among the top 10 of public research universities, with all rankings improving over the last five years. (See Appendix Q for some recent examples.)

Personal Contributions of Chancellor Fox

• Service as member of National Research Council panels: 1) as Chair, Government-University-Industry Research Roundtable; 2) Member, Committee on Science, Engineering, and Public Policy; 3) External monitor of an NAS publication “Catalysis for the Future.”
• Held leadership positions at the National Science Board and the Governing Board of the National Academies.
• Member, President’s (Bush) Council of Advisors on Science and Technology (2001-2008).
• Member, President’s (UC) Council of Advisors on Science and Engineering (Dynes: 2004-2008); Yudof (2008 – present).
• Board member, LANS and LLNS during the privatizing transition, 2006 -2007; Chair: Science and Technology Review Committee.
Recipient of 12 honorary degrees.
Recipient of many awards for contributions to diversity and sustainability.
Developed a working relationship with the Editor of the San Diego Union Tribune and the San Diego Business Journal.
Activated local advocacy efforts with elected city officials and local state legislators.
Additional community participation is listed in Appendix R.

**Campus Communication**

I strive to create and maintain an open and welcoming environment for all faculty, students, staff and visitors. I attend campus events and meetings, I regularly send letters and announcements, and I make myself available to the campus community in many ways. I recently issued a reaffirmation of our Principles of Community. It is important that the campus community know that I want to hear their thoughts and concerns, and that I take action based on their feedback. (See Appendix S for a sampling of routine efforts at internal communication.)
Appendix A. UC San Diego Values:

- Academic excellence;
- Shared governance;
- Freedom of intellectual inquiry;
- Academic freedom and freedom of speech;
- An environment supportive of fairness, integrity, ethical conduct, and responsibility;
- Diversity of thought and background;
- Access and affordability;
- Respect for others’ work;
- Interdisciplinary collaboration;
- Ease of innovation motivated by an entrepreneurial spirit;
- International cultural understanding;
- Willingness to address global problems adversely affecting mankind;
- Climate conducive of collegiality, honesty, and trust;
- State-of-the-art patient care delivered with compassion; and
- Active public service to the people of California.
Appendix B. Local Collaborative Partnerships

In the last five years, UC San Diego established many partnerships, enhancing the university’s research strength. These collaborations are integral to our success, as diversity of thought enriches academic experiences, and sharing knowledge and resources often leads to quicker problem-solving. By working across disciplines, we gain insight into the world around us. Examples of important local partnerships established within the last five years include:

- Sanford Consortium for Regenerative Medicine – In addition to establishing a UC San Diego Stem Cell Program, the university also joined forces with The Scripps Research Institute, the Salk Institute for Biological Studies and Burnham Institute for Medical Research to form the Sanford Consortium for Regenerative Medicine.
- San Diego Research Ethics Consortium – A forum created by the four partnering Sanford Consortium institutions to establish a joint program for ethics teaching, outreach and review of stem cell research. The Center also provides an intellectual resource for addressing research ethics for students from UC San Diego, San Diego State University and the University of San Diego.
- San Diego Center for Algae Biotechnology (SDCAB) – A Center that brings together researchers from UC San Diego, The Scripps Research Institute and private industry to create a national facility capable of translating research discoveries in algal biofuels into real-world applications and commercial success.
- Rady Children’s Hospital affiliation – A relationship with Rady Children’s Hospital and Health Center and Children's Specialists of San Diego (CSSD) has been formalized, providing for unified pediatric patient care, research, education and community service programs, while creating a university-affiliated children's health system to serve the region. The 120 pediatric specialists based at Rady joined the UC San Diego faculty, effective September 2009.
- Geisel Library: First library in Southern California to partner with Google in global digitization of books, journals, etc.
- The university recently partnered with Concentrix Solar, a concentrating photovoltaic technology manufacturer that is constructing a demonstration project on our Science Research Park. The common goal is to produce electricity from solar panels that automatically track the sun, concentrating sunlight onto hundreds of electricity-producing solar cells, each smaller than a shirt button. The new panels have nearly twice the efficiency of conventional photovoltaic technology.
Appendix C. New Academic Programs and Degrees

Examples of new academic programs include:

- M.B.A. and Ph.D. programs at the Rady School of Management;
- Ph.D. specialization in multi-scale biology offered by bioengineering, biological sciences, chemistry/biochemistry and neurosciences;
- Ph.D. specialization in computational science in the following departments: chemistry/biochemistry, computer science and engineering, mathematics, engineering sciences and physics;
- M.F.A. in creative writing;
- M.S. in structural engineering with a specialization in structural health monitoring, prognosis and validated simulations;
- B.A. in electrical engineering and society;
- Two international studies five-year B.A./M.I.A. programs, one with a concentration in economics, the other with a concentration in political science;
- B.A. in literature/cultural studies;
- B.A. in probability and statistics;
- Joint Ed.D. with California State University San Marcos in educational leadership;
- Joint M.A.S. with California Western School of Law in health law;
- A broadened curriculum with content related to diversity, such as the African-American Studies Minor;
- An innovative math and science education program in response to the California Teach Initiative to attract the next generation of STEM teachers;
- A multidisciplinary Department of NanoEngineering, one of the first of its kind in the country, to capitalize on the potential of multi-functional nanoscale devices and specialized materials built on the scale of individual molecules.
Appendix D. Institutional and External Support for Campus Diversity

Diversity is an institutional resource and we have worked hard, internally and externally, to improve the diversity of the campus. Internal efforts include increased institutional structures to support diversity efforts such as:

- Appointed an Associate Vice Chancellor for Faculty Equity and the establishment of faculty equity advisors in each division on the general campus, in Health Sciences and at Scripps Institution of Oceanography.
- Launched the Faculty Equity website in fall 2008.
- Reorganized the Chancellor’s staff to create a Chancellor’s Diversity Office comprising an Associate Chancellor / Chief Diversity Officer, an Assistant Chancellor for Diversity, the Directors of the Campus Community Centers – the Women’s Center, the Cross-Cultural Center, and the Lesbian Gay Bisexual Transgender (LGBT) Resource Center, ultimately reporting to the Chancellor. A Director of Campus and Community Relations collaborates with the Chancellor’s Diversity Office on initiatives that enhance the campus diversity.
- Initiated a first annual Women’s Conference this year for personal and professional development.
- Appointed three new faculty to the newly established Indigenous Studies and African Diaspora initiative.
- Expanded the campus celebration of International Education Week, Black History Month, and Cesar Chavez Month.
- Initiated Asian and Pacific Islander American Awareness Month.
- Initiated, in collaboration with the Native American tribes in San Diego County, a California Native American Day celebration that has continued to grow each year.
- Created the Diversity Matters website in 2006.
- Reached out to many of our senior civic leaders to call our newly admitted students in the spring, mainly those from underserved communities, to promote the benefits of attending UC San Diego, increasing yield by 50%.
- Acquired the Herman Baca Archive, our first major Chicano collection which chronicles more than 38 years of San Diego’s Chicano movement. The papers are now available to researchers, educators, historians, students and scholars around the country.
- Improved diversity of our Board of Overseers – in 2006-07, only a small percentage of the board belonged to minority groups. Now, nearly half of our Board of Overseers members represent minority groups. In addition, refined the Board’s focus to assist with our advocacy and outreach efforts, including activities geared to underrepresented populations.
External efforts toward achieving a diverse campus community, most of which involve the Chancellor directly, include:

- Introduced several evening or weekend community outreach programs – Dare to Dream College, An Evening with UC San Diego, Walking in Two Worlds, Comienza con un Sueño – for young underrepresented students and their parents to share information about the university and to navigate the college preparatory process. We cover topics such as admissions, financial aid and top-paying jobs for college graduates. These programs take place in the community, such as the Southbay, Southeast San Diego and East San Diego, and we reach out to the Chicano/Latino community, the African-American community and the Native American community.

- Participation in over 100 college fairs annually. Last year, in Imperial Valley, I spoke with 600 high school juniors, encouraging them to stay on track and take the required A-G courses needed for UC admission.

- Hosted a plethora of underrepresented students on campus tours for members of the Young Black Scholars, Hermanitas with the Mexican-American National Association and the Sharp Academy.

- Spoke at gatherings of various community groups over the last five years including: the Mexican-American National Association, Latino Coalition, Barrio Logan College Institute, MAAC Project, Parent Institute for Quality Education, Hispanic Chamber of Commerce, Chicano Federation, San Diego Urban League, NAACP, African American Chamber of Commerce, San Diego Voice and Viewpoint, Catfish Club, Asian Business Association, Filipino American Chamber of Commerce, Union of Pan Asian Communities, Council of Philippine American Organizations, local Native American tribe leaders and Directors of Native American organizations.

- Attended community diversity events and/or provided presentations to the Asian Business Association, Latino Policy Institute, San Diego Urban League, Union of Pan Asian Communities, Unity Coalition, San Diego Chamber of Commerce, Marine Corps Recruiting Depot, Mexican American Business and Professional Association, Chicano Federation, Downtown Rotary, Chula Vista Rotary, San Diego Rotary Southeast Division, Mission Valley Rotary, Sudanese Community Center, San Ysidro Health Center and Casa Familiar, International Community Foundation, Foundation for Women Luncheon, San Diego Regional Chamber of Commerce and South County Economic Development Council. I’ve also met with members of the Southern California Tribal Association, the CEO of Indian Health Clinic, and toured the Pala and Rincón Reservations. I also annually attend the San Diego Martin Luther King, Jr. Parade and served as co-grand marshal in 2007.

- Targeted students in middle school, reminding them of the number of minority students receiving undergraduate degrees in 2007-2008 who were the first generation to attend college was 1,429, a more than 40% increase over the previous five years.
• The number and percentage of Latino/Latina in the freshman class has increased yearly over the last decade, as has the number of African-American freshmen until fall 2008, after a recruiting year in which the number of freshmen decreased (to 1.3%), while transfer numbers increased.

• Charged a Yield Committee, co-chaired by the Dean of Social Sciences and the Associate Chancellor / Chief Diversity Officer, to identify actionable plans to increase the yield of students to UC San Diego, especially historically underrepresented students.

• Sought diverse backgrounds in our incoming class at the UC San Diego School of Medicine. Of 125 students, 63 are women and 62 are men; four are Native American, five are Black, 11 are Hispanic, two are Filipino, 19 are Chinese, 10 are Asian Indian, five are Korean, nine are Vietnamese, one is Japanese, three listed themselves as other Asian, 47 are Caucasian and 13 chose not to declare their ethnicity.

• The Preuss School annually produces about 100 graduates from underrepresented groups. About 12 of these minority students matriculate annually at UC San Diego. The Preuss School has gained national recognition for being one of the best high schools in the nation.

• The Preuss School’s 2009 academic performance index score of 881 placed it among the top of San Diego County’s public high schools. The index score was 861 in 2004. The fraction of Preuss students choose to enroll in four-year university or college rose from 91 to 94% in each of the last five years.
Appendix E. An Example of Campus-wide Collaboration: Climate and Sustainability

UC San Diego has long been recognized for its pioneering research in global climate change and atmospheric science. In fact, our own scientists, Roger Revelle and David Keeling, provided the first suggestion 50 years ago that carbon dioxide levels in our atmosphere were rising. We continue to build on their research and implement innovative solutions to preserve our environment for future generations. As a leader in higher education, research and sustainability, UC San Diego is committed to advancing our green efforts and taking them to the next level. We’ve become a global demonstration project for ultra-clean fuel cells and photovoltaic energy, and we’re training the next generation of sustainability leaders through real-world, hands-on research and experience. Through public and private partnerships, and the efforts of our scholars, UC San Diego has become a living laboratory for climate change research and solutions. We measure our success through our achievements:

- In January 2009, we established the Sustainability Solutions Institute (SSI) to enhance collaboration around our sustainability initiatives, uniting faculty, staff and students. SSI builds on recent cross-campus initiatives and long-standing research programs, to help green the campus and ensure its sustainability in the future. SSI serves to acquire resources and organize projects to address sustainability challenges. These projects demonstrate that when we work together toward a common goal, we can significantly reduce our carbon footprint and our energy and water use, thus improving our overall sustainability.

- A Sustainability Resource Center will open on campus this fall.

- The Sustainability 2.0 initiative takes the next step beyond traditional green actions, and focuses on new technologies and approaches to improve sustainability, and help reduce our carbon footprint. We are moving beyond recycling and targeting a zero-waste campus. We’re moving from energy conservation to energy independence.

- Our students, faculty and staff are on the cutting edge of sustainable innovation. They’re researching methods to turn algae into biofuels. They’re investigating new ways to optimize our cogeneration plant, by using untapped wind energy at night to reduce fossil fuel use and by using seawater to reduce consumption of fresh water. The university recently received funding from the California Public Utilities Commission to install an innovative 2.8 megawatt fuel cell energy generation and storage system that will convert purified methane gas from a local wastewater treatment plant directly into electricity without combustion. The methane is currently flared into the atmosphere as waste gas. This renewable energy project will allow the university to store off-peak power and to tap energy during peak-demand hours, and will reduce carbon dioxide emission by an estimated 8,200 tons per year. It is the largest renewable University project of its kind in the world.
New buildings constructed after 2006 are LEED-certified (Leadership in Energy and Environmental Design). We use recycled materials in our construction; we strategically place skylights and windows to reduce the need for electric lighting; and we make the most of adjacent ocean breezes, taking advantage of the natural ventilation to reduce or eliminate the need for air conditioning. We also install low-flow toilets, faucets and sprinklers, an investment that pays off in the long run by lowering water and energy bills.

We are approaching our goal of becoming a zero-waste campus by 2020, thanks to the dedication of our campus community. We currently divert 67% of our waste from landfills, far exceeding our original goal of 50% waste diversion by 2008.

We continue to increase alternative energy production. We now produce one megawatt of energy from photovoltaic panels installed on rooftops and parking garages. Our goal is to increase production to two megawatts by 2010.

UC San Diego is converting its 800-vehicle fleet of cars, trucks and other vehicles into low- and zero-emission models that eventually will rely on renewable fuels only.

Through our alternative transportation program and outreach, we’ve significantly reduced the number of single-occupancy vehicles on our campus from 66% in 2001 to 44% in 2009. Thus, 56% of campus commuters use alternative transportation, including campus shuttles, public transit, carpooling, vanpooling, walking and bicycling. In fact, public transit use has seen a 186% increase over the last three years; shuttle ridership is up by 15% from last year; and average daily bicycling went up by 76% from 2007 to 2008.

Our students have been the driving force for new initiatives. We now have fair trade products in dining halls, and we switched to compostable utensils and plates. We eliminated the use of plastic bags and Styrofoam, and have moved toward reusable water bottles (instead of disposable ones). In fact, all incoming students living in residential halls receive a reusable water bottle that can be filled and refilled at five hydration stations. Students who live in on-campus apartments receive a free reusable shopping bag. In addition, all Resident Advisors will be trained on sustainability issues and we’ve hired seven student Econauts to provide education and outreach in dining halls and residential areas.

We now offer numerous sustainability courses, jobs, internships and research opportunities. UC San Diego is ranked the 9th greenest university in the nation by the national publication Greenopia, and we’ve received numerous green leadership and sustainability awards including two Diamond Awards from the San Diego Association of Governments for innovative alternative transportation programs that reduce traffic congestion and carbon emissions. The campus was recognized by the Clinton University Global Initiative for the university’s commitment to launch a fleet of hybrid electric buses. And the university received the City of San Diego Climate
Protection Champion award for being the first campus on the West Coast to join the Chicago Climate Exchange.

- We have installed a Smart Grid that monitors real-time energy-use on campus and improves our energy efficiency by sensing variations in campus needs and community demands. One example is our student-developed microclimate weather station network called Decision Making Using Real-time Observations for Environmental Sustainability. Wireless weather stations adjust our energy and water use based on data from the network. For instance, if the sea breeze creates a comfortable environment, the air conditioning or heat will be adjusted to conserve energy. The data also helps us manage our irrigation system.

- We are also redesigning the way we cool our computer systems for maximum energy efficiency and a reduced carbon footprint. Through our two modified Sun Modular Datacenters that hold up to 280 servers, we’re using a closed-loop, water-cooling system, instead of air conditioning, to channel air flow between the equipment racks in the datacenter and provide about five times the cooling capacity of a typical datacenter in a department’s server closet: a goal is to reduce our computer cooling costs by 40%. Our technology staff is also looking into new ways to write and execute computer code that will consume less power and generate less heat during computation, storage and transmission of data.

- Many of UC San Diego’s achievements in sustainability have been possible because of our partnerships with numerous organizations and agencies.
  - We’ve partnered with BioFuels Energy to collect the renewable methane gas for our fuel cell energy generation and storage system.
  - UC San Diego has also joined forces with Borrego Solar, Envision Solar, Kyocera and Solar Power Partners.
  - We also partner with local public transit agencies to offer our campus community low- or no-cost alternate transportation options, such as the free bus zone, and we partner with Zipcar to offer car sharing for alternate transportation commuters.
  - UC San Diego’s Sustainability Solutions Institute, in collaboration with the University of Cambridge, convened a workshop from May 4 – 6, 2009 at the UC San Diego campus where experts from Himalayan Asian regional centers based in India, Nepal and China compared their observed trends, long-range predictions and policies for regional climate and water resources with those of California.
Appendix F. Examples of International Partnerships

- UC San Diego partnership with Mexico – A cultural exchange program was established in 2006, providing for a collaboration to improve cross-border air quality, build a technology corridor in Baja/San Diego region, improve economic prospects for Mexico and increase UC San Diego’s presence in Mexico City.

- Hosted U.S.-India summit on education, research and technology in May 2006.

- An international stem cell research partnership was formed with Australia’s Monash University and the Australian Stem Cell Centre.

- Center of Interdisciplinary Science for Art, Architecture and Archaeology (CISA3) – This Center emerged in 2007 from Calit2 as the first Center of its kind to apply analytical technologies to art, architecture and archaeology in an environment where artists are encouraged to learn hard science, and engineers are encouraged to study the arts and humanities.

- King Abdullah University of Science and Technology (KAUST) partnership – I served on the KAUST International Advisory Council and I helped establish a new connection in Saudi Arabia to collaborate on world-class visualization, bringing $8 million so far to UC San Diego.

- Science Research Park – An on-campus Science Research Park was established via a UCSD land lease, underscoring UC San Diego's leadership role in developing and fostering biotech/high-tech clusters. The first tenants, La Jolla Institute for Allergy & Immunology (LIAI) and Kirin Pharma USA, Inc., now known as Kyowa Hakko Kirin California, Inc., moved into the Science Research Park in June 2006.

- Ocean Observatories Initiative (OOI) – The National Science Foundation and the Washington, D.C.-based Consortium for Ocean Leadership have signed a cooperative agreement that supports the construction and initial operation of the OOI, a network of ocean observing components that will allow scientists to examine ocean processes on global, regional and coastal scales. UC San Diego is slated to receive approximately $32 million to develop and construct the science-driven, networked cyber-infrastructure, which ties together information gathered from ocean sensors to be deployed during the next five years.

- We’ve also enhanced study abroad participation, which often involves research and/or internships. In fact, the campus ranks 7th nationally among major research universities sending students abroad in full-year programs.
Appendix G. Federal Research Portfolio

UC San Diego is a magnet for research funding: $881 million in fiscal year 2008 and increasing by 15% in fiscal year 2009. This year we benefit from federal stimulus support ($62 million as of Oct. 1, 2009).

- Currently, the National Science Foundation ranks UC San Diego 6th in the nation in R&D expenditures and our sponsored research has increased significantly over the last five years:
  - In 2004-2005, UC San Diego faculty submitted 3,721 proposals requesting $2.8 billion in funding. In 2008-2009, we submitted 4,822 proposals asking for $3.4 billion.
  - From those proposals, we received $728 million in 2004-2005 and $881 million in 2008-2009, a 30% increase in proposals submitted and a 21% increase in the monetary awards.
Appendix H. Internal Research Support

Our Organized Research Units (ORU) provide an avenue for cutting-edge research at the interface of multiple disciplines. They bring in substantial outside funding for the university: on the general campus in 2008-2009, ORU’s made up 34% of our sponsored research awards. Examples of our current ORUs include:

- The Institute of Engineering in Medicine (IEM) and The Center for Academic Research and Training in Anthropogeny (CARTA), launched in 2008, bring together researchers from engineering, health sciences, and biological and social sciences.
- The California Institute for Telecommunications and Information Technology (Calit2) and Center of Interdisciplinary Science for Art, Architecture and Archaeology (CISA3) apply the tools of the natural sciences and engineering to address important issues associated with the arts and humanities.
- The Center for Energy Research (CER) seeks to better understand and develop solutions for the growing challenges of energy utilization in our society.
- The Center for Comparative Immigration Studies (CCIS) seeks to illuminate the U.S. immigration experience through systematic comparison with other countries.
- The Center for Research in Computing and the Arts (CIRCA) facilitates the invention of new art forms that arise out of the developments of digital technologies including interactive networked multimedia and live performance techniques for computer-generated music and graphics.

Discretionary funds were raised to support interdisciplinary collaboratories that provide fellowship support for groups of students (undergraduate, graduate or professional) working jointly under the supervision of an interdisciplinary faculty group. These collaboratories are built around specific themes to seek preliminary data to be used in seeking outside support. So far, 29 collaboratories have been funded or re-funded since 2006. Examples of representative projects and partners include:

- Integrated Cost-Benefit Assessment of Biodiesel - Chemistry/Biochemistry, Economics, Pharmacy;
- Understanding the impact of the ocean on marine aerosol chemistry - Chemistry/Biochemistry and Scripps Institution of Oceanography;
- Autonomous networked ocean sensing – Scripps Institution of Oceanography (SIO), Mechanical & Aerospace Engineering (MAE), Electrical & Computer Engineering (ECE);
- Neural substrates of socio-emotional processing – Anthropology, Neurosciences, Psychology, Computational Neurobiology, Biology;
- Development of Adult Stem Cell Technology - Chemistry/Biochemistry, MAE (Materials Science), MAE (Bioengineering), Molecular Biology;
- Debate and Commentary Play – Music, Economics, Theatre;
- Assistive Listening Devices – Computer Science & Engineering (CSE), Cognitive Science, Anthropology;
- Applying Novel Technologies for Medicine – ECE, CSE, Material Science, School of Medicine;
- Preserving World Cultural Heritage: The Search for “The Battle of Anghiari” Mural in the Palazzo Vecchio – Visual Arts, Structural Engineering, CSE
- Brain Dynamics of Language – Neurosciences, Cognitive Science, Linguistics;
- Visualizing Cultural Patterns – Cognitive Science, Visual Arts, CSE, Communication;
- Coastal zone fish and fisheries in the Gulf of California - SIO/ Marine Biology Research Division, International Relations/Pacific Studies (IR/PS), Communication;
- Digital Archaeology: Using Cyberinfrastructure, Scientific Visualization, and Artifact Analysis to create a Mediterranean Archaeology Network (MedArchNet) – CSE, Anthropology, ECE;
- Neural Mechanisms of sleep-dependent memory consolidation – Psychology, Psychiatry, CSE, Biology;
- A Pipeline for Patient-Specific Cardiovascular Modeling: Imaging, Simulation and Visualization – Structural Engineering, Mechanical Engineering, Bioengineering, Mathematics.
Appendix I. Efforts to Enhance Undergraduate Research

Including undergraduate students in research is a priority at UC San Diego. It connects students with distinguished faculty in a way that allows them to develop research skills while making significant contributions to their field of choice.

UC San Diego has encouraged serious research opportunities for decades through individualized study courses and programs, including the McNair Program, Faculty Mentor Program, CAMP Science Program, Undergraduate Research Conference and UCSD Summer Research Program. These efforts have produced substantial growth in undergraduate participation in research. Here are some examples:

- We launched the Regents Scholars Research Initiative in recognition of the importance of providing undergraduate students with research experience. The program guarantees experience in a research laboratory for top entering freshmen. The number of undergraduate Regents Scholars participating in research projects has jumped nearly 60% since fall 2007.
- The number of undergraduate students enrolled in our Special Studies 199 Course – which allows students to engage in research in the laboratory, in the field or in the library – increased roughly 25% over the last five years.
- We created an undergraduate research portal to provide matching of projects and student interest.
Appendix J. Economic Impact

UC San Diego has had a very positive influence on our community – locally, regionally and beyond. In order to establish quantitative norms of this influence, we hired CBRE Consulting Inc. to measure our demonstrable economic impact as a snapshot in the fiscal year 2007. The resulting Economic Impact Report revealed billions of dollars injected into the economy, tens of thousands of jobs created, and dozens of start-up companies formed by university faculty, alumni and students.

These data, crucial in demonstrating our value to the community and state, show why an investment in higher education is an investment in the future of California. We have shared this information broadly – we held a news conference when the report was released and at the San Diego City Council with Mayor Jerry Sanders. We’ve presented the information to myriad legislators; we created a PowerPoint presentation that I’ve given to numerous influential community groups and internal constituencies; we created a website for the report; and the report has been integrated into our overall campus messaging.

The following are highlights from the Economic Impact Report:

- UC San Diego annually contributes $7.2 billion in direct and indirect spending and personal income, and created more than 39,000 jobs in the State of California.
- In San Diego County, UC San Diego contributed $5.7 billion in direct and indirect spending and personal income, and created more than 33,600 jobs.
- At least 193 companies have been founded by UC San Diego faculty or alumni – 67 of which are active, public companies in California, generating more than $10.2 billion in annual sales.
- UC San Diego is the third largest employer in San Diego County, contributing to the economy more than $1.7 billion annually in salaries and wages.
- Every $1 in direct UC San Diego spending generates an additional 92 cents in indirect spending in the county.

See http://ucsdnews.ucsd.edu/economicimpact/ for the full report.
Appendix K. Major Gifts in the Successful Completion of a $1B Comprehensive Capital Campaign

Major ($1 million) gifts received during the last five years include:

- Bequest to the UCSD School of Medicine from George Urey to support cancer research.
- Naming gifts for schools and buildings:
  - From the Skaggs family, to name the Skaggs School of Pharmacy and Pharmaceutical Sciences;
  - From Ernest and Evelyn Rady to name the Rady School of Management;
  - From Denny Sanford, to name the Sanford Consortium for Regenerative Medicine;
  - From John Moores and Rebecca Moores to name the Moores Cancer Center;
  - From Richard and Maria Sulpizio to name the Sulpizio Family Cardiovascular Center;
  - From Conrad Prebys for the Prebys Music Center.
- Gift from Jerry Swartz and the Swartz Foundation to establish and name the Swartz Center for Computational Neuroscience.
- Gift from Pauline Foster to establish the Stanley and Pauline Foster Endowed Chair at the Rady School of Management.
- Gift from Ellen Revelle and family to establish the Roger Revelle Chair in Environmental Science at Scripps Institution of Oceanography.
- Gift from Audrey Geisel to establish the university’s first endowed librarian chair at the UCSD Libraries.
- Gift from the Tanya and Charles Brandes Foundation to the Rady School of Management to support MBA student fellowships.
- Gift from the Kavli Foundation for the Kavli Institute for Brain and Mind
- Gift from the von Liebig Foundation for innovative commercialization.
- Aggregate gifts of more than $2.3 million from more than 200 donors to fund the renovation and expansion of the Faculty Club.
- Aggregate discretionary gifts from Chancellor’s Associates.
Appendix L: Addressing Campus Facility Needs

Examples of major construction projects undertaken, many as a result of the capital campaign:

- The Price Center has strengthened our university community and added new energy to the center of campus, greatly improving student satisfaction. Several key university centers and departments are now housed in the east wing, e.g., the Cross-Cultural Center and Alumni Affairs.

- Conrad Prebys Music Center – A key facility in our Town Center, this world-renowned music center provided a new home for the Department of Music and elevated the department to new heights. It showcases the strength of our arts and humanities program, and serves as a bridge to our community. The center has one of the world’s finest concert halls and was recently named the best new music venue for acoustics by *San Diego Magazine*. The project had been delayed multiple times over a decade while the campus sought private support.

- Student Services Center – This building serves as a central resource for students, as yet another part of our Town Center. It acts as a one-stop shop where students do paperwork needed to make transitions from prospective student, to admitted student, to current student, to graduate. In addition, this center added offices, conference rooms, restaurants and the large Triton multi-purpose room.

- Robert Paine Scripps Forum for Science, Society and the Environment – This forum addresses the need for modern conference facilities at SIO, and was a long-overdue project when I arrived five years ago. Before the forum opened in May 2009, SIO campus only had one auditorium and it was more than 40 years old. The forum added a new auditorium, meeting rooms, support space and a small restaurant. With the forum’s state-of-the art media capabilities, SIO can now host conferences and researchers from around the world.

- Otterson Hall – This building provides a home for the Rady School of Management. The facility added classrooms, offices and meeting spaces, and its cutting-edge technology gives students the tools they need to become leaders in innovation-driven organizations.

- Skaggs Pharmacy building – This building is the education and research base for the Skaggs School of Pharmacy and Pharmaceutical Sciences. The Accreditation Council for Pharmacy Education conferred full accreditation to this new school until July 2013.

- San Diego Supercomputer Center expansion – This building doubled available space and provided researchers with 21st century cyber-infrastructure tools. It includes new space for a UC-wide data center, classrooms and office space, and a machine shop, and was the first LEED Silver equivalent building at UC San Diego.
• RIMAC Annex – The annex completes aspects of the original RIMAC design concept by opening a convenience store, a Peet’s Coffee & Tea store, a large meeting room, and terraced lounge spaces overlooking a recently improved softball field. As construction continues, a sports and fitness-themed café, several meeting rooms and lounge areas will be added.

• The Village at Torrey Pines – This project adds on-campus housing for more than 1,000 transfer students, marking the first time such housing has been offered specifically to transfer students. The Village is part of the creation of a North Village area, featuring a new café and a UC San Diego Bookstore annex. The top floor of the housing tower also has three meeting rooms. Phase II of the Village will be completed in spring 2011, adding another 800 beds, a restaurant, a grocery store and more meeting rooms.

• Numerous other housing projects – Over the past few years, we’ve worked steadily to achieve our aggressive goal of providing campus housing for 50% of our students: we now house roughly 39%. Both students and faculty have expressed a need for student housing and, in particular, faculty said they wanted housing for graduate students since many found it too expensive to live in La Jolla and choose instead to live elsewhere. In 2007, we added 800 beds for graduate students at the West Mesa Graduate Housing complex. We’re currently adding housing for 450 graduate and professional students in the campus’ Health Sciences neighborhood. We also plan to add more undergraduate housing – 508 beds at Revelle College and 275 beds at Muir College. In fact, between 2003 and fall 2009, we’ve added 3,850 beds to campus and, by 2011, we will be able to house at least 43% of our student population. And with the new graduate housing, 48% of graduate students can now live in campus housing, compared to 34% in 2004.

• Biomedical Library renovation and expansion – This library supports a growing research enterprise by providing additional user space, a site to house biomedical collections and a site for technology infrastructure.

• Expansion and renovation of various meeting facilities – The Faculty Club, the Great Hall, Eucalyptus Point, the SIO Forum, the Price Center, and the Village at North Torrey Pines were expanded to add meeting space on campus.

• Canyonview pool renovation – To create a better environment for our Triton athletes and recreational swimmers, we added an Olympic-size pool, a new weight room, locker rooms, and bleacher seating for 1,000 in 2006. The new facilities permit hosting of major intercollegiate athletics competitions.

• Student Health and Wellness building expansion – In support of healthy lifestyles, we have added clinical and administrative space to accommodate student growth and to expand services.
Richard C. Atkinson Hall – Named honorifically for President Emeritus Richard Atkinson, Atkinson Hall houses Calit2, a shared facility for researchers at the intersection of art, engineering and science.

The Grove Student Center expansion – In Phase I, the Women’s Center and the LGBT Resource Center were remodeled to provide permanent facilities with expanded and improved spaces including conference rooms, small group meeting rooms and offices. The LGBT Resource Center is now the largest such center in the nation on a public college campus. Phase II will refresh the existing facilities by adding meeting rooms, student organization space and dining areas.

Hopkins parking garage – 1,400 parking spaces were created on campus.

Mayer Hall Annex – By consolidating teaching laboratories, the Department of Physics provided more instructional and research space.

Housing and Dining administrative building – A new building permits consolidation of 11 operations into one area in response to major housing expansion. The facility adds new offices and meeting spaces, a new catering kitchen, and the building will house 139 staff members.

UCSD Medical Center – Plans have been developed by renewal of the UCSD Medical Centers in Hillcrest and expansion on the East campus. Hillcrest will be renovated to include a Post Anesthesia Care Unit (PACU), an emergency department, housing for a new MRI and CT scanner, new labor and delivery rooms, and seismic upgrades. East Campus enhancements include expansion of radiology/oncology, addition of the Sulpizio Family Cardiovascular Center, the expansion of the Shiley Eye Clinic, and a new 193-bed tower, all before 2015.

Shiley Eye Center expansion – This specialty clinic was expanded to address enhanced community need for eye care, including more clinical and research space, exam rooms, research labs and faculty offices.

Sulpizio Family Cardiovascular Center – This new center, nearing completion, will address the community’s cardiovascular health needs by expanding imaging labs, enhancing clinical research and enlarging the emergency department. It will also house the Heart Failure program, the Stroke Center and the Women’s Cardiovascular Health program.

Other projects are shovel-ready and await a decision on ARRA funding – the Structural and Materials Engineering Building; the Telemedicine / PRIME-HEq Education Facility; Phase II of the Rady School of Management facility; the Health Sciences Biomedical Research facility; and an east campus parking structure.

Other Facilities – A Marine Ecosystem for Sensing, Observation and Modeling Laboratory: a facility funded by NIST is currently in design. Plans are being developed to renovate space in Urey Hall and in a Medical Teaching facility, along with the Nimitz Marine facility pier and facilities for Marine Biomedical Sciences, an Institute for Molecular and Nano-Imaging, and the Institute of Genomic Medicine.
• Stuart Collection – Two Stuart collection pieces have been added in the last five years. *Bear* has become a popular stopping point for campus tours and visitors, and the *Another* wall in Price Center East allows passersby to get up-to-the-minute news from around the world. In addition, fundraising has begun for a new Stuart Collection piece, *Fallen Star*.

• A Triton (mascot) sculpture / fountain has been placed outside the Price Center East.
Appendix M. Improvement of the Student Experience

In an ideal learning environment, students feel comfortable as they work to establish a balance between their academic and social lives. We commissioned a report on the Undergraduate and Graduate social experiences, which the students found lacking. In response we expanded the Price Center, a facility that serves as one of the main anchors of our new Town Center in the heart of campus. The expansion added meeting and office spaces, restaurants and a larger community grocery store. It serves as a social hub for students, faculty and staff.

Examples of other actions taken:

- Established new traditions such as Freshman Convocation, the All Campus Graduation Celebration and a campus-wide Family Weekend. We created a partnership between Student Affairs, Alumni Affairs and Athletics to enhance activities during Homecoming Weekend for alumni, students, faculty and staff.
- Increased alumni engagement by creating Alumni Weekend, Young Alumni Reunion and the UCSD Near You programs, which unite outstanding faculty speakers with alumni for programs and lectures around the country. We’ve added new alumni events such as Grad Night at the Bookstore, for graduating seniors to meet alumni in a casual setting.
- Launched the new Society 60 which allows current students to get involved with the Alumni Association early on and interact with prominent alumni through regional networking events.
- Extended the Geisel Library’s hour past midnight and persuaded some nearby restaurants to extend their hours.
- Added more late-night shuttles.
- With the Student Organization Leadership Opportunities (SOLO), created a one-stop online registration and programming service for students and student organizations.
- Initiated the “Dine with a Prof” program to increase interactions with students and faculty outside of the classroom.
- Established Tritonlink, the “Student Web Portal” developed by Business Affairs and Student Affairs, which upgraded the technology and content of the old Studentlink to target students’ needs and interests.
- Recently launched Blink 2.0, geared toward saving time and providing faster access to campus information.
Appendix N. Fundraising to Support Students

As a young campus with a small endowment, UC San Diego cannot offer financial support to all deserving students. Many departments and programs are struggling to make competitive offers to outstanding students – yet our students play a key role in helping our university maintain its stellar reputation and rankings. This fall, students will face at least a 9.4% increase in fees and other increases are anticipated in mid-year and in fall 2010. Lacking fellowship support, two out of three graduate students currently work as graduate research assistants or teaching assistants to support their education. UC San Diego has few campus-funded graduate fellowships, although more than half receive financial assistance. In addition, 64% of all undergraduates receive financial assistance.

To address this critical need, a fundraising effort was launched in September 2009, aiming to generate private gifts to help UCSD stay competitive in attracting top graduate and undergraduate students to campus. This goal, $50 million over three years, is separate from other annual fundraising.
Appendix O. Intercollegiate Athletics and Intramural Recreation

Competitive athletic competition (both intercollegiate and club sports) is an important part of the college experience, enhancing personal development and growth among our student-athletes, and promoting Triton pride and school spirit among our students, faculty, staff and alumni. We have more than 550 student-athletes participating in a wide range of both men’s and women’s varsity and club sports – from water polo, basketball and fencing to tennis, baseball and crew. Among the major improvements to athletics and recreation:

- The Student Athletic Support Fee Referendum, passed in 2007, strengthened the Intercollegiate Athletics program and provides each athlete with scholarship support ($500 per player), bringing us into full compliance with NCAA regulations, since our move from Division III to Division II.
- We have seen a 62% increase in recreation lap swimming and a 19% increase in masters swimming in our newly constructed Olympic complex.
- In RIMAC, we added a 1,600 square foot Wellness Studio and enhanced cardio equipment space with 42 new pieces of cardio equipment.
- Since becoming a member of the NCAA less than 25 years ago, we have established a long-standing tradition of victory. We have claimed a total of 29 national championships in seven different team sports and 122 individual national championships. And a remarkable 936 student-athletes have been named to All-America teams.
- Over the last five years, Triton Athletics posted a fourth place finish in the USSA Director’s Cup, emblematic of the best overall athletics department in the country, during the 2007-08 season. UC San Diego captured back-to-back-to-back California Collegiate Athletic Association Commissioner’s Cup titles in 2005-2006, 2006-2007, and again in 2007-2008, an award symbolizing the best overall athletics department in the CCAA.
- The 2008 National Collegiate Scouting Association’s Collegiate Power Rankings list places UC San Diego first in Division II, and 20th overall, based on student-athlete graduation rates, academic strength and athletic prowess.
- Our student-athletes have continued to maintain a higher GPA than the general student population.
- The number of teams and participants in our competitive sports clubs has increased by 45% in the last five years; we now have a total of 26 teams and over 900 participants. In addition, participation in intramural sports has increased 12%; we now have a total of 1,337 teams and over 11,000 participants. Participation in recreation classes has also increased by 15% to 18,000 participants. Approximately 80 to 85% of our students participate in at least one recreation program or service.
Appendix P. Building a Strong and Diverse Leadership Team

The diversity of the university’s senior management team has improved significantly in the last five years. In fact, only one of the current seven vice chancellors was on the original leadership team when I arrived in 2004. We rebuilt a strong and inventive leadership team, as individuals retired.

- Recruitment for new leadership has been strategic; leaders were hired who could identify and solve problems; unite faculty, staff and students; and improve the overall campus. As I reorganized, a heavy emphasis was placed on diversity. When I arrived on campus, all of the eight vice chancellors were male and only one was a minority. (In 2004, the female SVCAA was on leave and the interim was male.)
- In the past 5 years, I have recruited an African-American male Vice Chancellor, two female Vice Chancellors, and have included in my cabinet a female Associate Chancellor and Chief of Staff, and a female Associate Vice Chancellor for University Communications and Public Affairs.
- I established the position on my cabinet for an Associate Chancellor and Chief Diversity Officer, the first of which was a Chicano faculty member in the Division of Arts & Humanities; the current Associate Chancellor and Chief Diversity Officer is an African-American female pediatrician from the Health Sciences and School of Medicine.
Appendix Q. University Rankings

In addition to our local and global partnerships, the university’s profile has been enhanced by our impressive record of rankings by a range of evaluators. Examples include:

- UC San Diego is ranked the 2nd best university in the nation by the *Washington Monthly*’s 2009 College Guide, based on the positive impact the university has had on the country. This is up from 8th in 2005.
- UC San Diego is ranked the 9th greenest university in the country by the national publication Greenopia, based on the university’s environmental performance.
- Our *U.S. News & World Report* ranking is 7th best public university in the nation.
- *The Princeton Review’s* annual college guide ranks UC San Diego as the 7th best value among public universities in the nation.
- *Kiplinger’s Personal Finance* ranks UC San Diego 10th nationally for best values in public colleges.
- UC San Diego graduates rank 5th nationally in salary earnings among public universities, according to Payscale.com.
- In fall 2009, the Times of London ranked UCSD as the 4th best U.S. public university.
- UC San Diego Medical Center is once again the only San Diego hospital ranked among the nation’s best in six specialties in *U.S. News & World Report’s* new 2009 “America’s Best Hospitals” issue.
- The Preuss School gained national recognition and is now ranked the 8th best high school in the nation by *Newsweek* and the 6th best high school in California by *U.S. News & World Report*.
- *Business Week* magazine named the Preuss School the top low-income school in the state.
- The global Web site *Surfline* ranks UC San Diego as the number one campus in the nation for surfing based on our proximity to the world-renowned Black’s Beach, nationally ranked surf team, lively student life, affordable educational costs and extensive offering of surf classes. *Surfer Magazine, Transworld Surf* and *Sports Illustrated* also have ranked UC San Diego a top surfing school.
Appendix R. Participation by Marye Anne Fox in Events as a UC San Diego Representational Citizen

- UC San Diego has entered many partnerships in the last five years and each of those partnerships began with conversations and negotiations. As the head of the university, I often served as the campus representative and had to use my negotiation skills to ensure that advantage would accrue to UC San Diego.

- In the last five years, the university has strengthened its ties to the city and to several other local government agencies, local community groups and boards, and has established internal support organizations, such as Town and Gown, a fast-growing support club.

- I have also attended nearly every welcome event and graduation ceremony since my arrival on campus. The first classes of Sixth College, the Skaggs School and the Rady School all graduated under my watch. I also started the Chancellorial tradition of attending all of the diversity graduation celebrations such as the Rainbow graduation, the Raza graduation, the Kapatirang Pilipino graduation, the Native American graduation and the Black student graduation, in addition to those from the colleges and schools.

- I have served on several boards and advisory committees over the last five years, which has enhanced the university’s profile and increased our collaboration with private industry. Examples of service over the last five years include:
  - President’s (U.S.) Council of Advisors on Science and Technology;
  - King Abdullah University of Science and Technology International Advisory Council;
  - Government–University–Industry Research Roundtable, National Research Council, Co-Chair;
  - Council on Competitiveness;
  - Elementary Institute of Science, San Diego, Ambassador;
  - World Universities Network;
  - San Diego Association of Governments: Indicators of Sustainable Competitiveness;
  - Center for Ethics in Science and Technology (Leadership Council);
  - San Diego Science and Technology Council;
  - United Way of San Diego;
  - National Security - Higher Education Advisory Board;
  - Sanford Consortium for Regenerative Medicine;
  - Association of Pacific Rim Universities, Governing Board;
  - APRU World Institute Governing Board;
  - Los Alamos National Security, Inc.;
  - University of California President’s Board on Science and Innovation;
  - Livermore National Security, Inc.;
University Research Associates Council of Presidents, Regional Trustee;
CEOs for Cities Network;
Committee on the Advancement of Women Chemists;
American Association for the Advancement of Science Policy on Court-appointed Scientific Experts;
American Association of Universities;
Blue Ribbon Panel, Advisory to the Secretary of Energy, ARPA-E;
Guidance Group, American Academy of Arts and Sciences, Science and Global Security: The Initiative for Science and Technology;
Mentor-net;
University of Notre Dame.

Awards received include:
- Charles Lathrop Parsons Award for public service in 2005;
- Designated as San Diego Metropolitan Mover for 2005, by San Diego Metropolitan Magazine;
- Designated as one of 50 San Diegans to Watch in 2005, “Who’s Hot?” by San Diego Magazine;
- Certificate of Appreciation Southern Sudanese Community Center of San Diego;
- Climate Change Champion, UCSD Student Association;
- Associated Students Distinguished Sustainability Leader Award;
- Diamond Award, Campus Sustainability Efforts, San Diego Association of Governments;
- San Diego Humanitarian Award, shared with Mary Lyons and Steven Weber;
- Distinguished Sustainability Leader, National Campus Climate Challenge;
- Champion of Diversity Award from the San Diego Asian Business Association;
- Leadership Award from the Union of Pan Asian Communities.
Appendix S. Campus Communication

Efforts to disseminate important University developments are a key responsibility of the Chancellor’s office. Information transferred may involve policy or simply general announcements and a given event may involve tens or thousands of participants. Consider the request from UC Office of the President for feedback on the initially proposed budget reduction plan – after encouraging two-way conversation at five town hall meetings, I received hundreds of emails which I analyzed and forwarded to UCOP leadership and summarized for the university and campus communities. Similar examples of efforts to improve communication with the campus community include:

- Hosted regular Town Hall meetings with faculty, students and staff;
- Conducted quarterly on-line chats with students;
- Held breakfasts with the Provosts and faculty of each of the six Colleges each year;
- Held regular walk-in office hours for faculty, students and staff;
- Offered an annual “Lunch with the Chancellor” for staff, won by raffle;
- Held an all-staff picnic, despite budget woes;
- Improved efforts at effective external communication as judged by number of media hits and by attendance at campus community events;
- Revived advocacy networks for dealing with local, state, and national concerns;
- Initiated quarterly staff breakfasts with the Chancellor;
- Scheduled quarterly visits with graduate students;
- Held biannual faculty appreciation events;
- Operated an open-door policy enabling appointments with any of the campus community.