Advancing UC San Diego's Mission and Tradition of Excellence

Campus Progress and Achievements
August 2012 – October 2016

University of California San Diego

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INTRODUCTION

Over the last four years, UC San Diego has made much progress in advancing our mission of education, research, patient care and service. These achievements are due to strong leadership, shared governance and collaboration, and the hard work of our faculty, staff and students. The following report of major accomplishments, the state of the campus and aspirations for the campus highlight efforts to enhance UC San Diego's excellence, strengthen connections and unify our campus community.

I arrived at UC San Diego at a critical point in our history – the campus had recently commemorated its 50th anniversary, celebrating UC San Diego's tremendous upward trajectory, the accomplishments of our campus members, and our overall excellence across campus. At the same time, the campus was still reeling from budget cuts and hiring freezes due to the national recession and we faced challenges connecting with our broader community.

It was the ideal time to unify our campus – one campus with multiple pillars of excellence – through the development of UC San Diego's first-ever Strategic Plan. Our goal was to build on the tradition of excellence established by our founders and campus members over our first five decades, and to build a sustainable framework that would guide our excellence over the next 50 years, and build stronger, deeper relationships with our campus and community members.

The Strategic Plan now guides our decisions and resource allocations, and we have made tremendous investments to advance our goals – from renovating classrooms and laboratories, to expanding our faculty and graduate student population, to fueling our research enterprise and multi-disciplinary collaborations, to offering more scholarships and student resources. These critical investments ensure our continued tradition of excellence well into the future.

We now have an opportunity to re-vision our campus, as we lay the foundation for a physical transformation and a new era of revolutionary ideas, life-saving discoveries and planet-changing impact. Philanthropy will be key in fulfilling our endeavors. I look forward to our continued work together to build on UC San Diego's legacy of success and propel our extraordinary evolution. Leadership is about uniting and empowering people, providing opportunities and recognizing success. We have much to recognize and celebrate.

Looking Ahead: Opportunities Propel UC San Diego's Extraordinary Evolution
We are planning strategically for UC San Diego's future by collaborating with campus and community members, implementing creative strategies and best practices, and considering impending factors that will impact our university. Our vision is rooted in a tradition of excellence established by our founders, and it is possible because of the hard work and accomplishments of our campus members over the last five-and-a-half decades. Our strategy now is to further integrate our campus by creating connections – physically transform our campus to encourage interaction and showcase our work, recruit innovative faculty who have the vision and drive to effect change, foster multi-disciplinary research that benefits from our diverse strengths, translate discoveries into real-world applications that improve lives, strengthen our relationships and partnerships with our community, encourage dialogues that enhance our campus climate, and work together to ensure a sustainable future for our campus and our world.

- **Plan strategically for our future:** three factors converge to provide us with an opportunity to revision and revitalize our campus and plan strategically for the campus we'd like to be: 1) the update of UC San Diego's Long Range Development Plan; 2) the arrival of Light Rail Transit to campus; and 3) the expansion of our student population, which could approach 40,000 students; our campus must evolve to keep up with these changes and continue to advance our Strategic Plan goals
- **Re-vision our campus infrastructure:** looking ahead, we will need more student housing, classrooms, laboratories, clinical facilities, faculty and faculty offices, and we will need to create a gateway entrance to our campus to prepare for the arrival of the Light Rail Transit in 2021; as we've been updating our Long Range Development Plan, we are collaborating with Tritons across campus; we are discussing teaching, research and clinical needs with academic leadership and faculty, holding town hall meetings to seek input from students, staff and faculty on creating a new Living and Learning Community, and developing work plans to share visioning ideas and seek feedback
- **Improve the student experience:** our physical transformation also offers an opportunity to enhance the student experience by creating a thriving campus with a strong sense of community and interaction, especially with our plans to add 10,000 beds to campus, 5,000 by 2020; the North Torrey Pines Living and Learning Community is a prime example, as the initial concept combines student housing with 2,000 beds, classrooms, academic buildings, restaurants and retail, all within mixed-use facilities for ease of living and learning and promotion of collaboration and discourse; the graduate and professional student housing projects are also designed to build community; the currently under construction and future projects – Mesa Nueva Graduate and Professional Student housing, Nueva West Graduate Student Housing and Nueva East Graduate Student Housing – will add 3,250 beds

- **Grow our faculty and our research enterprise:** we continue to implement the Faculty Growth Plan to support future student growth and advance multi-disciplinary research; our goal is to grow our research enterprise by expanding industry and community-based research, fostering innovation and entrepreneurism, improving large grant application process, and identifying and building support in alignment with strategic strengths; we will continue to invest in more interdisciplinary research to capitalize on our breadth and strengths across disciplines and significantly advance our efforts
- **Define the future of healthcare:** we are changing the landscape of healthcare delivery in the San Diego region with the addition of the Jacobs Medical Center, Altman Clinical and Translational Research Institute and Outpatient Pavilion, making UC San Diego a global destination for health; we are investing in the health of our community through the upcoming renewal of our urban medical center UC San Diego Health in Hillcrest, which serves as the principal clinical teaching site for UC San Diego School of Medicine and the focal point for community service missions; projects under consideration for Hillcrest include a new outpatient pavilion for minor surgery and physician visits, a replacement of the Hillcrest acute care hospital, new medical and administrative offices, a wellness center, improved research facilities, and other projects to support the medical center and the university's academic mission
- **Encourage campus and community connection:** from the many current and future regional transportation projects, including the future arrival of Light Rail Transit to campus, to the design and construction of new buildings, our overarching goal is to bring Tritons together, to improve interaction and ease of access, and to facilitate increased collaboration; the Light Rail Transit will open our campus to the greater community and offer our campus members an easier way to commute and travel around our region
- **Cultivate an inclusive and welcoming campus climate**: diversity is essential to achieving excellence through research and innovation, as it allows for a richer and more inclusive educational experience, and a diverse faculty and staff population is better prepared to meet the needs of an increasingly diverse student body; through the leadership of the Office of the Vice Chancellor for Equity, Diversity, and Inclusion (EDI), the EDI Advisory Council is actively developing a campus-wide diversity strategic plan; the plan will articulate the campus' equity, diversity, and inclusion vision and priorities, build systems of accountability, and connect human and financial resources to priorities to cultivate an inclusive and welcoming campus that is needed to achieve academic excellence; faculty, staff, and students will all have an opportunity to participate in the development of the plan through IdeaWave, focus groups, and key constituent meetings
- **Build a culture of philanthropy:** private support continues to be key in fulfilling our Strategic Plan goals, transforming our campus infrastructure to support our growing

campus and progressing our intellectual evolution; UC San Diego is in the quiet phase of the *Campaign for UC San Diego*, an ambitious, historic and bold $2 billion fundraising campaign; as we ramp up to the public celebration on March 25, 2017, we are focusing on growing our donor base, including alumni, grateful patients, parents, faculty and staff, and university friends; we are building momentum for the public celebration through signature events, such as the Jacobs Medical Center ribbon-cutting, the commissioning of the research vessel *Sally Ride*, the showcasing of UC San Diego's brand through communication and events, and our Founders Celebration; we continue to work with academic leadership to establish campaign priorities; I am confident we will achieve our goal, as we've already surpassed the halfway mark and continue to break annual private support records, and our donors recognize that gifts to UC San Diego transform lives and communities

- **Work towards carbon neutrality:** UC San Diego has been committed to sustainability since our founding, and we are currently working toward the [University of California pledge to become carbon neutral by 2025](#); actions we've taken include creating one of the world's most advanced microgrids, operating one of the greenest campus fleets in the nation, providing one of the largest and most diverse range of electric vehicle charging stations on campus, reducing commuter impacts through promotion of public transit and improved bicycle and pedestrian access, committing to building green with construction and renovations, completing energy retrofits, and encouraging individuals to learn how to [Reduce Your Impact](#)

Unify UC San Diego through First-Ever Strategic Plan

UC San Diego's first-ever strategic planning process was initiated to bring campus members together to create shared goals and a unified vision. We engaged campus and community members in a collaborative, bottom-up, comprehensive process to gather ideas and insights about UC San Diego's challenges and opportunities. We coupled these efforts with a quantitative assessment, benchmarking UC San Diego to peer institutions across multiple dimensions. That data sharpened and framed our mission, vision, goals, strategies and research themes, and allowed us collectively to map a framework for sustainable excellence. Read the [UC San Diego Strategic Plan](#).

The Strategic Plan is a roadmap that enables us to build on the success of our first 50 years and embark on another 50 years of dynamic leadership in transformational research, patient care and scholarship. Campus-wide conversations continue about UC San Diego's future and vision.

- **Engage campus and community members**: more than 10,000 stakeholders – from campus members to alumni to community leaders – participated in our numerous town hall meetings, focus groups, workshops, surveys and one-on-one interviews
- **Establish clear and collective priorities**: the strategic planning process sharpened our mission and vision, and led to the development of five main goals, 13 strategies and four grand research themes
    - Mission: UC San Diego will transform California and a diverse global society by educating, generating and disseminating knowledge and creative works, and engaging in public service.
    - Vision: We will align our efforts to be a student-centered, research-focused, service-oriented public university.
    - Goals:
        1. Delivering an educational and overall experience that develops students who are capable of solving problems, leading, and innovating in a diverse and interconnected world
        2. Cultivating a diverse and inclusive university community that encourages respectful open dialogue, and challenges itself to take bold actions that will ensure learning is accessible and affordable for all
        3. Nurturing and supporting a collaborative and interdisciplinary research culture that advances the frontiers of knowledge, shapes new fields, and disseminates discoveries that transform lives
        4. Supporting and promoting just and sustainable forms of economic development, shared prosperity, and social and cultural enrichment regionally and globally
        5. Creating an agile, sustainable, and supportive infrastructure by ensuring a dedication to service, people, and financial stewardship
- **Provide a framework for decision-making**: our Strategic Plan assists in decision making and prioritization so we can ensure the achievement of our goals, while positioning the campus to anticipate and respond to the rapidly evolving state, national and international higher education landscape; this enables us to seize opportunities that enhance our distinctiveness, quality and benefit to the community.
- **Invest in the advancement of our goals**: we have made significant investments to improve teaching and the student experience, expand faculty and faculty resources, propel research, improve the delivery of advanced healthcare and enrich our community; we have reported our advances on plan.ucsd.edu; these investments have initiated our physical transformation to meet the evolving needs of our campus and community members

Recruit and Retain Top Faculty to Drive Innovation and Educate Next-Generation Leaders

An outstanding faculty is the hallmark of any great institution and the reason we have achieved such a high level of distinction at UC San Diego. To ensure that we continue to attract and retain the world's top scholars, we are focused on recruiting faculty at the forefront of their fields who will drive innovation, work across disciplines and build multi-disciplinary research centers, and shape new areas of knowledge. Several new initiatives ensure the excellence of our faculty recruitment and retention, a tradition started by our founders and continued today. We are proud to be home to Nobel Laureates and recipients of the Pulitzer Prize, MacArthur Genius Award, the Tony Award, National Medals of Science, as well as numerous other prestigious honors.

- **Invest in faculty growth**: as part of a strategic initiative aimed at spurring multi-disciplinary research, we created a multi-year Faculty Growth Plan to increase our overall number of ladder-rank faculty; between 2012 and 2016, we hired a total of 335 ladder-rank faculty, yielding a net increase of 123 given the number of separations over the same time period; we continue to invest in recurring funds to assist with start-up packages, as well as address faculty salary market pressure
- **Improve salary negotiations:** the campus began a five-year negotiated salary trial pilot program three years ago to give academic leadership a critical tool to retain faculty who receive external offers and hire new faculty; the pilot program has received positive feedback
- **Offer flexible family accommodations**: to seek fresh ways to increase faculty support, we gathered a Senate Administration Task Force to consider more competitive and flexible family accommodations that would support the scholarly efforts of faculty who care for children, elder family members or family members with serious illness; several recommendations have already been implemented, such as the addition of parental bonding leave and expansion of flexible workload; recruitment is underway by the Academic Personnel Services office for a Family Accommodation Policy Specialist
- **Provide early support for new faculty**: we recently completed our third year of the Associate Professor Professional Development Program to support newly tenured faculty in their roles as PIs/supervisors and to cultivate UC San Diego's next-generation academic leaders; the program offers a six-month series of courses to develop management and leadership skills relevant to faculty roles

Foster Research and Innovation to Benefit Our Local, National and Global Societies

To advance UC San Diego's research goals and prowess – which is considerable as our faculty continue to attract an impressive average of $1 billion in annual research funding – we have

invested in the Frontiers of Innovation program to unite faculty and students from different disciplines to solve grand challenges and seed new multi-disciplinary research centers and initiatives. We established the Office of Innovation and Commercialization to speed the translation of ideas and inventions. To further champion faculty research, we streamlined support services and invested in academic initiatives that enhance experiential learning and teaching. UC San Diego's abundant partnerships – local, national and global – also advance our academic and research goals.

- **Invest in cutting-edge research initiatives**: the Frontiers of Innovation program was created to support the primary research initiatives of the UC San Diego Strategic Plan, including seed money for multi-disciplinary projects on campus and student research scholarship support; seed funds have been granted for 11 projects in the last two years and more than $6.5 million in scholarship support has been awarded to nearly 400 undergraduates, graduates and postdoctoral scholars for 316 different projects; we continue to foster our culture of collaboration by investing in futuristic academic initiatives, institutes and centers, from the EnVision Arts & Engineering Maker Studio, Design Lab, and Contextual Robotics Institute, to the Microbiome and Microbial Sciences Initiative and the Center for Brain Activity Mapping
- **Speed the translation of research**: to propel ideas and inventions to national and world markets, we brought together the offices of technology transfer, intellectual property, innovation design and industry partnering to create the Office of Innovation and Commercialization; the new office has resulted in streamlined license documents and an increase in research application support and proposal assistance, grants managed and awarded, new licenses and U.S. patents, and sponsored research agreements with new for-profit sponsors; UC San Diego continues to have an impressive technology transfer record with 1,386 invention/tangible material disclosures and 150 copyright disclosures; 213 invention/materials licenses and 115 copyright/trademark licenses – of which 65 were licenses to start-ups; and 359 U.S. patents issued between 2012-2016; UC San Diego's technology transfer has generated around $100 million in revenue for the campus since 2012
- **Deliver increased faculty resource support for research**: in addition to the support provided by the new Office of Innovation and Commercialization, the Integrated Digital Infrastructure (IDI) provides assistance to our faculty and researchers through partnerships and streamlined services, including technology advising and coordination of internal and external service providers; IDI supported the San Diego Supercomputer Center with its hardware relocation service, which now provides no-cost faculty and staff use of the co-location facility for their computing hardware, frees up department space and drives more energy-efficient usage; to enhance data management and sharing, IDI

launched the Research Data Library and supports the Research Data Curation Program at the UC San Diego Library, enabling faculty, staff and students to access services free of charge

- **Forge strong partnerships**: UC San Diego continues to create connections with local, national and global organizations to promote scholarship and research, share resources and ideas, and advance our mission and goals; the campus has signed 139 Memoranda of Understanding between 2012-2016, including many international partnerships

- **Bolster our academic research fleet**: UC San Diego recently took operation of the *R/V Sally Ride*, one of the most technologically advanced oceanographic research vessels in the world; the ship will facilitate research that will help solve some of the planet's most pressing challenges, from climate change to human health to natural disasters; UC San Diego Scripps Institution of Oceanography was chosen by the U.S. Navy to operate the ship, a nod to our tradition of pushing the frontiers of knowledge and advancing science for the benefit of humankind and our planet

Provide Top-Quality Academic Medicine and Care to Save and Improve Lives

UC San Diego is committed to creating a healthier world through new science, medicine and cures. Our collaborative and multi-disciplinary facilities further integrate patient care with cutting-edge research advances. Our investments in new facilities and increased partnerships, combined with our academic health care model, are transforming our campus into a global destination for health.

- **Define the future of care**: the soon-to-open Jacobs Medical Center will build on our legacy of bench-to-bedside collaboration, while delivering advanced specialized care through the three pavilions: The Pauline and Stanley Foster Pavilion for Cancer Care, the Rady Pavilion for Women and Infants, and the A. Vassiliadis Family Pavilion for Advanced Surgery; the 10-story, nearly $1 billion building is designed to focus on the patient experience

- **Advance basic science to clinical applications**: the recently opened Altman Clinical and Translational Research Institute Building (ACTRI) provides infrastructure and support to basic, translational and clinical research across the campus and throughout the region, conducted by more than 1,000 faculty and institutional partners; the institute helps develop and manage more than 160 clinical trials a year

- **Improve outpatient care delivery** – the under-construction Outpatient Pavilion will house disease-specific centers and consolidate all outpatient, ancillary, professional and support services needed to treat specific conditions, thus providing more efficient patient service and operations

- **Expand health-care partnerships** – UC San Diego Health continues to expand its network of affiliates, including hospitals and physician networks, to increase level of service to patients in our region; the partnerships aim to increase access to subspecialties, including cancer and liver transplant services, better coordinate care across sites and extend academic opportunities in graduate medical education

<u>Transform the Campus to Encourage Collaboration and Connection</u>

UC San Diego continues to invest in our physical transformation in order to meet the evolving needs of our growing campus community. Our top-notch faculty and students deserve world-class facilities and infrastructure. From academic buildings and laboratories to new classrooms and additional housing, UC San Diego has experienced a considerable boom in construction after the national recession. In the past, many of our academic/teaching facilities were fully or partially funded by the state. However, given the decline in state funds during and after the recession, many of the recently completed and under-construction projects reflect a new funding model, with the campus having to pay more or all of the construction costs. Thus, private support and partnerships are vital to advance our mission and expand our infrastructure. With all new construction and renovations, we ensure that our facilities are designed and executed to encourage collaboration and interaction among all of our campus members; this includes increasing ease of access within a building or creating an open design that allows for conversation and sharing of ideas, as well as improved transportation access with the bicycle and pedestrian paths and the soon-to-be-constructed Gilman Bridge to connect our east and west campus. Energy efficiency is also a priority with all of our projects, as we model best practices in the movement toward sustainable building. The following is a list of facilities completed since 2012 or are in design or under construction.

<u>Completed:</u>
- [Muir Biology Building 3rd floor renovation](#)
- [Computer Science and Engineering expansion](#)
- [Biomedical Research Facility II](#)
- [Structural and Materials Engineering](#)
- [Central Research Service Facility](#)
- [Athena Parking Structure](#)
- [Marine Ecosystem Sensing, Observation and Modeling Lab](#)
- [Gilman Transit Center](#)
- [Revitalized Theatre District](#)

<u>Current construction / in design:</u>

- Mesa Nueva Graduate and Professional Student Housing
- Biological and Physical Sciences building
- Osler parking structure
- Southwest Fisheries Science Center, Building D

Regional transportation initiatives
- Gilman Bridge
- Light Rail Transit preparation
- Other transportation improvement projects include Regents Road widening and enhancements to the Interstate 5 / Genessee Avenue interchange

UC San Diego Capital Improvements Plan 2016-17
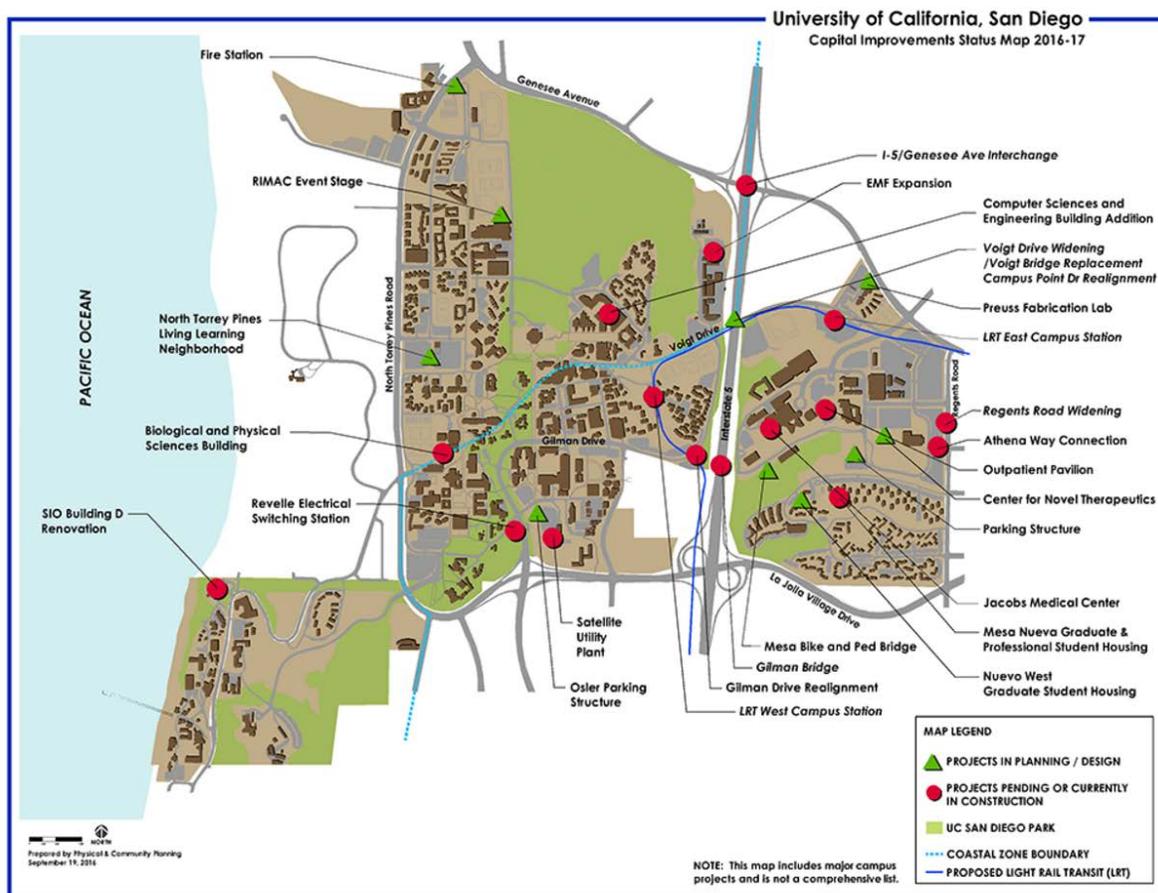
This interactive map can be found at http://physicalplanning.ucsd.edu/projects/map.html. Click on the project location for detailed project information.

<u>Enhance Diversity, Equity and Inclusion to Enrich Our Campus and Better Reflect Our Community</u>

Improving UC San Diego's campus diversity is such a high priority it is one of our five goals in our Strategic Plan. We committed to cultivating a diverse and inclusive university community that encourages respectful open dialogue, and challenges itself to take bold actions that will ensure learning is accessible and affordable for all. Strategic and innovative investments have helped to enhance equity, diversity and inclusion at UC San Diego – from creating a new student scholarship and expanding programs and resources, to increasing training and strengthening connections with campus and community members.

- **Broaden college access and affordability**: the recently established Chancellor's Associates Scholars Program provides full scholarships to local students from underserved communities, responding to a local and national need to improve college access and affordability; the scholarships are funded with private support from the Chancellor's Associates who give unrestricted dollars to be used at the Chancellor's discretion for highest priority campus needs; the scholarship program began by serving students from three local partner schools and has since expanded to eligible students from select community colleges, several community-based organizations that help underserved populations, and California students enrolled in federally recognized tribes; this year, we welcomed 184 new scholars, nearly doubling the number of scholars on campus and bringing our total to 356 scholars

- **Add campus resources and support to foster a diverse and inclusive community:** we launched the Black Academic Excellence Initiative to improve the presence and experience of Black faculty, graduate students and staff; we created the Student Success Coaching program to support incoming freshmen who are first-generation, come from under-resourced high schools, or are recipients of selected institutional or community-based scholarships; we expanded support for our campus resource centers, including hiring a Director for the Inter-Tribal Resource Center and adding support for programming; living and learning communities focused on Black, Latino and LGBT students support student well-being and development through educational initiatives, social events and personal support; diverse art has been added to campus to promote inclusivity and reflect the diversity of our community

- **Develop strategic plans and goals to enhance diversity:** the Office of Equity, Diversity, and Inclusion developed a unit plan that lists goals and initiatives, as well as key accomplishments; we united campus and community members to assemble the Equity, Diversity and Inclusion Advisory Council – combining elements of the Diversity Council and Climate Council – to advise Chancellor and other senior leaders on diversity matters such as institutional access and representation; this group is laying the

foundational work for a campus-wide process to develop a strategic Equity, Diversity, and Inclusion Plan

- **Ensure accountability:** we created an [Accountability Dashboard](#) that monitors progress toward an inclusive campus; the interactive dashboards will be updated annually and track recruitment, retention and advancement for all campus members; additionally, there is a data monitoring tool, the Faculty Accountability Profile, that is designed for dean and department chair use to pursue and implement institutional change that fosters faculty excellence; we also enhanced the Staff @ Work Survey to track and quantify staff perceptions of climate

- **Improve the education pipeline:** we strengthened the cultivation of a diverse graduate student pipeline with the [expansion of STARS](#) summer research program, increased mentorship, and the development of new SEED fellowships for graduates of minority-serving institutions; we expanded summer training student programs, including STEM Transfer Academy, Summer Bridge, Jacobs School Summer Engineering Academy and Extension Transfer credit courses; we also extended student outreach and recruitment in the Bay Area and Inland Empire

- **Diversify our undergraduate student body**: our strategic allocation of resources and addition of staff to promote student recruitment in underserved communities and across the region and state yielded our [most diverse class of incoming students](#) this year; since 2012, the number of incoming underrepresented undergraduate students has increased by 78% (from 1,110 incoming students in 2012 to 1,976 students in 2016); this includes an increase of African-American/Black students (from 142 incoming students in 2012 to 267 students in 2016, an 88% increase), Mexican/Mexican-American students (from 739 incoming students in 2012 to 1,325 students in 2016, a 79% increase), other Spanish-American/Latino students (from 201 incoming students in 2012 to 344 students in 2016, a 71% increase), and Native American students (from 28 incoming students in 2012 to 40 students in 2016, a nearly 43% increase)

- **Diversify our faculty**: to support and improve faculty diversity, we have facilitated evidence-based recruitment practices through search committee training, leadership development, access to data and resources, and process improvement efforts, and we strengthened our faculty equity advisor program; comparing AY 13-16 and AY 09-12, the hiring of underrepresented and female faculty each increased at a greater rate than overall hires, and the net gain of URM faculty increased from 14 to 32 faculty or 128.6% (largely due to retentions) and female faculty increased from 34 to 64 or 88.2% (largely due to hiring)

- **Expand training for campus members:** to ensure excellence and diversity across campus, we created the [Leaders in Equity Advancement and Diversity Fellows Program](#), instituted EDI faculty workshops, and developed ongoing leadership, support and training

to divisional Faculty Equity Advisors; the Office of Equity, Diversity, and Inclusion is launching a [series of initiatives](#) to emphasize the Principles of Community as central tenets for a more equitable campus climate

Increase UC San Diego's Visibility and Maintain Excellence to Remain a World Leader in Higher Education

UC San Diego's visibility continues to increase through partnerships, community engagement and major local, national and global rankings that highlight our excellence in education, research, patient care and service. UC San Diego is consistently ranked at the top in prestigious rankings, which rate everything from scientific impact to return on investment for graduates.

- **Leading local, national and global rankings:** UC San Diego's [campus profile](#) lists most of our rankings, as well as our faculty honors and other points of distinction; the following is a sampling of current rankings:
  - # 1 public university in the nation for contributions to public good based on research, social mobility and service, 7 years in a row, Washington Monthly
  - #1 Health System in San Diego, U.S. News & World Report, 6 years in a row
  - #1 university for enrolling and graduating women with STEM majors, *BestColleges.com*
  - #5 university in the nation for total research output based on contributions to Nature Index journals in 2015
  - #14 best university in the world, 4 years in a row, 2016 Academic Ranking of World Universities (#12 among U.S. universities)
  - #15 best public university for return on investment – what students pay to attend versus what they get back in lifetime earnings – for alumni who are California residents, *Payscale.com*
  - Top 10 public university in the nation for over a decade, *U.S. News & World Report*
  - 29 of our undergraduate and graduate programs and disciplines hold Top 10 rankings nationally or globally

Enhance Teaching to Inspire and Prepare Students for Lifelong Success

Teaching is a core facet of our mission. Our faculty inspire brilliant minds, spark curiosity and make changemakers. To ensure that we continue to provide our next-generation leaders with a world-class education and our faculty with the tools they need, we have expanded the breadth and strength of our programs in response to emerging fields, invested in classroom and

laboratory upgrades, and strategically shifted and expanded resources to offer more opportunities.

- **Improve how we teach and learn**: the new Teaching + Learning Commons advances learning by working with graduate students and faculty to help them become better instructors and by providing tools to maximize all students' potential for academic and post-graduate success; a new physical space was created in Geisel Library to house the Commons and early accomplishments include establishing the Student Achievement Hub to offer supplemental instruction and tutoring support for all lower division math courses, and expanding the scope of the Writing + Critical Expression Hub to offer writing support to graduate students; the physical move of the Commons from Center Hall opened additional space for Academic Senate in the center of campus
- **Invest in modernization of teaching facilities**: we've invested nearly $6 million to upgrade 103 classrooms over a four-year period, including upgrading video projectors, document cameras, audio podcasting and screen casting; we invested $6.5 million to renovate undergraduate teaching laboratories for biology and chemistry; additional funds were spent to upgrade instructional laboratories across campus, including in arts & humanities and engineering
- **Increase use of technology**: we've increased podcasting and other technology uses to flip classrooms and provide flexible teaching space; we created the One Button Studio, a high-tech presentation rehearsal studio, which allows students, faculty and staff to rehearse and record their oral presentations on a flash drive with the touch of a button; we invested more than $3 million over the last five years to refresh computer labs across campus to enhance the student experience and replace underperforming computers and equipment
- **Enhance the breadth and strength of our academic programs**: to ensure that UC San Diego remain at the forefront of higher education institutions, we continue to expand our innovative curriculum to meet the evolving needs of our students and our greater workforce – from speculative design and bioethics to entrepreneurship and innovation; between 2012-2016, we established 14 undergraduate degree programs, 4 undergraduate minors and 20 graduate and professional degree programs
- **Support faculty to enhance undergraduate instruction**: we reinstated the Course Development and Instructional Improvement Program which provides funding to support faculty projects to improve the quality of undergraduate education, impact many students, improve time-to-degree, and increase interactions between faculty and students, particularly at the lower-division level

<u>Improve the Student Experience to Provide More Opportunities and Build Community</u>
The student experience is vital to students' success on campus and students' desire to remain engaged with the university after graduation. The student experience includes academic and social elements, and we strive to provide myriad opportunities for our students to seek support and get involved on campus. To improve the quality of the student experience, we instituted myriad programs and initiatives that build community and foster success.

- **Foster student connection and engagement:** last year, we reinstituted the tradition of hosting an [All Campus Commencement](#) to provide a bookend event for our New Student Convocation and unite our graduates one last time to build a sense of community and assist UC San Diego in efforts to secure a high-profile speaker ([the 2016 speaker was Nobel Peace Prize recipient Muhammad Yunus](#)); looking ahead, we aim to build a new Living and Learning Community – as part of our efforts to add 10,000 beds to campus – that will consist of mixed-use facilities to provide students with everything they need in one area (housing, classrooms, restaurants, retail and academic buildings) and encourage interaction among our campus members

- **Support student research**: to ensure access and affordability for all students interested in an exceptional educational and research experience, UC San Diego invested in the [Frontiers of Innovation Scholars Program](#); it helps students build the interdisciplinary expertise necessary to address society's greatest challenges and forge new intellectual enterprises

- **Increase resources to recruit top graduate students**: through our Graduate Student Growth and Excellence Initiative, we have made investments to expand our Ph.D. population, enhance opportunities for our principal investigators to recruit the best graduate students and increase average net stipends paid across all divisions; our total number of graduate and Ph.D. students is up 25% over the last four years; we improved mentorship and professional development of graduate students through programs like [GradVantage](#) and an online tool for faculty that supports them in their role as advisors

- **Improve graduation and retention rates:** we streamlined our curriculum by having all undergraduate departments, colleges and majors review curricular requirements, with most reducing requirements; we created the four-year plan tool, which allows students to plan and monitor their graduation path for all 130 majors; we increased offerings of bottleneck courses and expanded first-year experience courses; we also added programs like the Student Success Coaching program

- **Expand resources for student health and well-being**: we have added student health and well-being resources, including more alcohol and drug-free programming and education, extended Student Health Services hours and appointments, increased mental health professional staff at Counseling and Psychological Services, and additional staff and

resources for CARE at the Sexual Assault Resource Center; we also launched the Triton Concern Line, a 24/7 streamlined way for staff and faculty to seek consultation and assistance regarding students of concern

- **Prepare students for lifelong success:** in identifying an important area of opportunity in providing resources to prepare students for their career success and engagement with the campus community, we shifted the Career Services Center to integrate with Alumni and Community Engagement; this enabled us to enhance current programs and expand services with innovative initiatives that help our undergraduates and graduate students develop the skills, experiences, contacts and opportunities needed to define and achieve their career goals; we also established novel programs like The Basement to stimulate, encourage and serve the entrepreneurial spirit of UC San Diego students, providing students with business skills, work space, hands-on experience, advice and mentors

Strengthen Community Connections to Raise Awareness about UC San Diego's Positive Impact and Serve as a Public Resource

A prime area of opportunity and growth has been our collective effort to create more connections with our broader community. It's vital that we raise visibility and awareness about the positive impact of UC San Diego, while also seeking feedback from our community members about how we can provide an even greater service to our local citizens. Since my first day at UC San Diego, I have engaged with a broad range of campus and community members on a regular basis – from students, faculty, staff and alumni to community and business leaders, university supporters and elected officials. Community engagement has strengthened ties between the campus and our region, increased outreach to prospective students, and fostered an ongoing dialogue about UC San Diego's future.

- **Increase campus engagement with community and business leaders**: to create and strengthen campus connections and partnerships, I have traveled across our region – from Southeast San Diego and Barrio Logan to Mexico and Imperial Valley – toured regional sites – such as Chicano Park, Barrio Logan College Institute, Elementary Institute of Science and the Jacobs Center for Neighborhood Innovation – visited multiple companies, many spun off from UC San Diego research – like ViaSat and Sapphire Energy – and met with numerous elected officials to advocate for UC San Diego; to ensure the broader San Diego community had a role in UC San Diego's first-ever Strategic Plan, we held several community town hall meetings to solicit input and follow up on our actions taken
- **Respond to community request for more involvement and visibility**: the community town hall meetings illustrated the need to broaden college access and affordability for

local students and, as a result, we created the [Chancellor's Associates Scholars Program](#); we also responded to the request for more visibility of the campus in Southeast San Diego by creating a partnership with the Jacobs Center for Neighborhood Innovation that helps to assist with ongoing research and evaluation of the needs of the community; we also helped develop a [summer youth program](#) for students who live or got to high school in Southeastern San Diego and we offer lower division courses at Morse High School

- **Create community partnerships**: in addition to the Jacobs Center alliance, we have launched numerous other partnerships with community organizations to benefit our community members, including the [CREATE STEM Success Initiative](#), [Sally Ride Science @ UC San Diego](#), [Innovation Alliance](#), [MetroLab Network](#), [UC San Diego Extension's partnership with the Sycuan Education Department and the Viejas Tribal Education Center](#); we also expanded the Chancellor's Associates Scholars Program to several community-based organizations, including Reality Changers, College Bound and Students with Academic Goals

- **Expand outreach to prospective students and their families**: programs at local schools, such as *Achieve UC* and *An Evening with UC San Diego*, encourage students to apply to UC San Diego and let them know that a UC San Diego education is affordable and obtainable; through various programs and tours, I have visited numerous local schools including: Southwest High School, Clairemont High School, Mission Bay High School, Lincoln High School, Gompers Preparatory Academy, Preuss School and Imperial Valley Community College

- **Strengthen the role of UC San Diego's advisory boards:** enhanced engagement with the Foundation Board, Alumni Board and Chancellor's Community Advisory Board has led to expanded visibility and advocacy efforts; with the help of our three boards, we have recruited more prospective students from underserved neighborhoods, increased our donor base and expanded our alumni engagement

- **Expand community educational opportunities:** UC San Diego Extension continues to address community and workforce needs for skill development and education, and has increased the number of courses offered by 5% over the last four years and expanded enrollment by nearly 13%

Ensure Our Sustainable Future to Support and Advance Our Campus Mission
One of our Strategic Plan goals is create an agile, sustainable and supportive infrastructure by ensuring a dedication to service, people, and financial stewardship. We have enhanced UC San Diego's financial sustainability through new revenue and efficiencies (including partnerships, mentioned above), and identified new models for excellent service through new technologies and collaborative programs.

- **Lead with a strong and diverse leadership team** – to enhance the university's financial sustainability, accountability and transparency, we hired a new vice chancellor, Vice Chancellor and Chief Financial Officer Pierre Ouillet, and a new Chief Information Officer, Vince Kellen; we also strengthened our leadership team with the recruitment of Vice Chancellor for Marine Sciences Margaret Leinen, Vice Chancellor for Equity, Diversity, and Inclusion Becky Petitt, and Vice Chancellor for Student Affairs, Juan Gonzalez

- **Implement fiscal accountability recommendations and best practices**: we streamlined our annual budget process that changed how we review and establish budgets to ensure units are on stable and recurring resources whenever possible, and that existing and newly allocated resources are aligned with our Strategic Plan goals; we established a Simplified Operating Fund to make expense accounting and fund management of unrestricted funds more efficient for business officers, resource managers and faculty; this pooling of funds simplifies financial transacting across the campus and allows departments to focus more on programmatic strategic outcomes for long-term financial sustainability of our campus; we continue to focus on controlling costs and revenue diversification, as we think outside the box to find creative solutions to sustain unprecedented growth and generate additional revenue

- **Identify best practices and efficiencies**: the Office of Operational Strategic Initiatives was created to ensure a service- and people-oriented culture that delivers an optimal balance of service with administrative and operational efficiency; the office leads the Standing Committee on Service and People Oriented Administrative Culture, which launched IdeaWave to gather ideas for improvement and efficiencies, and to continue the open dialogue that occurred during the strategic planning process; IdeaWave hosted eight campaigns in FY 2015-16 to solicit feedback about reducing administrative burden, staff performance appraisals, improving parking options, working together to save energy and improving the staff experience; the website received more than 800 ideas and 103,000 total page views last year

Seek Support to Fulfill Our Vision of Transforming Lives

As the funding model of public higher education continues to shift, with state funding amounting to approximately 8 percent of the university's total revenue, UC San Diego continues to seek more support through philanthropy and partnership. We have set the stage for our ambitious $2 billion campaign and continue to break records with our growing annual private support.

- **Lay the groundwork for the *Campaign for UC San Diego*:** UC San Diego's first-ever Strategic Plan – with its collective vision and shared goals – helped to lay the groundwork for the campaign; we are currently working with academic leadership to establish campaign priorities; we have recruited top alumni, community and business leaders from around the world to be part of our Campaign Leadership Team; the campaign's four Honorary Co-Chairs are Joan and Irwin Jacobs, Ernest Rady and Denny Sanford; there are 12 members of the Chancellor's Executive Advisory Cabinet and 26 members of the International Leadership Committee, of which more than half are alumni
- **Increase private support:** for the first time in UC San Diego history, private support reached $213 million last year; this achievement reflects the talent of our campus members, the quality of our education and research, and the support of our generous donors, who join us in our mission and believe in the significance of our work
- **Transform UC San Diego through philanthropy**: gifts to UC San Diego truly transform lives and communities as represented by these major contributions over the last four years:
    - [$100 M from Denny Sanford](#) to establish the UC San Diego Sanford Stem Cell Clinical Center designed to accelerate research and the development of therapies to benefit people around the world
    - [$100 M from Ernest Rady](#) to recruit and retain top faculty at the Rady School of Management and fund strategic priorities
    - [$100 M from Joan and Irwin Jacobs](#), including a $75 M lead gift for the Jacobs Medical Center and $25 M as a challenge match
    - [$18.5 M from an anonymous donor](#) to the Computer Science and Engineering Department

  Top gifts this year include:
    - [$70 M from Tata Trusts](#) to establish the Tata Institute for Active Genetics and Society
    - [$40 M initiative](#), known as the Simons Observatory, funded by grants from the Simons Foundation and the Heising-Simons Foundation
    - [$11.8 M from Gary and Mary West](#) to support the creation of a geriatric emergency department and conduct multi-year medical research for geriatric patients
    - [$5 M from Richard and Carol Hertzberg](#) for Scripps Institution of Oceanography
    - Qualcomm Incorporated also donated [a charitable gift to the School of Global Policy and Strategy's 21st Century China program](#), establishing an endowment to support the program

SUMMARY

I am proud of the work we've accomplished over the last four years, and I look forward to continuing UC San Diego's extraordinary evolution with you. UC San Diego was founded as an experimental university and we are still a maverick campus today, home to visionaries, innovators and changemakers. Together, we will continue to seek answers to the world's greatest and most pressing challenges, educate next-generation leaders, amplify our healing impact and serve as a model public research university that is leading a new era of revolutionary ideas, life-saving discoveries and planet-changing impact.