The current UCSD faculty also includes winners of the Pulitzer Prize, the Fields Medal, the National Humanities Medal, the Balzan Prize, the National Medal of Science, the Kyoto Prize, the Fermi Award, and many other prestigious awards.

In a National Research Council nationwide study of the quality of faculty in graduate programs, UCSD was ranked tenth. Scripps Institution of Oceanography and UCSD Neurosciences were each ranked first.

In terms of federal research funding per faculty member, the UCSD School of Medicine ranks first among all medical schools in the nation; in terms of research expenditures, UCSD Jacobs School of Engineering ranks second among engineering schools per faculty member.


UCSD was awarded more than $627 million to conduct research last year. This number represents a 14 percent increase over FY 2002 ($550 million) and more than double the amount awarded in FY 1993 ($312.9 million).

UCSD was ranked sixth in the nation and ahead of all other University of California campuses in terms of federal expenditures on research and development in FY 2001, the most recent year for which comparative figures are available. In terms of total expenditures on research, UCSD also ranked sixth in the nation.

In a listing that placed greater weight on quality rather than cost, UCSD was ranked tenth “Best Buy” among 100 of the top public universities and colleges in the nation by Kiplinger’s Personal Finance.

UCSD ranks seventh in the nation in the number of faculty elected to all national academies and to the National Academy of Sciences.

According to Nature magazine’s Yearbook of Science and Technology 2001, UCSD is “one of the ten most powerful research universities in the United States.”

The Institute for Scientific Information ranks UCSD third in the world in terms of its citation impact in science and the social sciences.
Research Awards

$627 million

Awards by Source

Federal Awards $507.9 million
Private Awards $81.5 million
Corporate Awards $27.8 million
State and Local Government Awards $9.7 million

The University of California, San Diego, one of the ten campuses that constitute the University of California, is counted among the nation’s top-ranked institutions of higher education. The campus has become a powerful magnet for students and faculty seeking a fresh, next-generation approach to education, research, and community service, since it was founded in 1959.

Revenues Fiscal 2003
$1.8 billion

Expenditures Fiscal 2003
$1.6 billion

Research Awards

School of Medicine $287.7 million
General Campus $232.7 million
Scripps Institution of Oceanography $106.5 million

Economic Impact

UCSD made a local and national economic impact of $5.1 billion last year, more than fifteen times the initial state of California contribution of $335.1 million. This $5.1 billion resulted in the creation of 319,000 jobs nationally and locally.

Employees

UCSD is the fourth largest employer in San Diego, following the federal government, the state of California, and the San Diego Unified School District.

Total Employees (full and part time) 22,790
   Academic 6,404
   Staff 16,386
Average Monthly Payroll $71.4 million

Student Statistics

Total Number of Students 24,707
Total Undergraduate Students 19,872
   Women 10,359 (52.1 percent)
   Men 9,513 (47.9 percent)
Average High School GPA 2003 Freshmen 3.96
Average SAT Score for 2003 Freshmen 1,245
Total Advanced Degree Enrollment 4,835
   Number of Graduate Students on General Campus and Scripps Institution of Oceanography 3,394
   School of Medicine 1,370
   School of Pharmacy and Pharmaceutical Sciences 71

Undergraduate Fields of Study

Arts 1,070 (5.4 percent)
   Humanities 875 (4.4 percent)
   Engineering 4,331 (21.8 percent)
   Science/Mathematics 4,493 (22.6 percent)
   Social Sciences 6,515 (32.8 percent)
   Special/Undeclared 2,588 (13.0 percent)

Student Fees

Undergraduate Students $5,507
   Nonresident Tuition $14,210
Graduate Students $6,715
   Nonresident Tuition $12,490

Private Support

Total Amount Raised in Fiscal 2003 $131.1 million
UC San Diego Foundation Total Assets (market value June 30, 2003) $350.4 million
Number of Endowed Chairs 100
Letter from the Vice Chancellor–Business Affairs

I am happy to present the UCSD 2003 Annual Financial Report, which describes how well the campus continues to live up to its academic and administrative obligations to serve the people of California, even as shortfalls in the state budget begin to take their toll on the campus.

The report also contains a summary of the many initiatives that the various schools and academic divisions are proposing to have funded through the billion-dollar fundraising drive The Campaign for UCSD: Imagine What’s Next.

Sincerely,

Steven W. Relyea
Vice Chancellor–Business Affairs

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### Current Funds Revenues by Source

<table>
<thead>
<tr>
<th>Source</th>
<th>2003 (Dollars in Millions)</th>
<th>2002 (Dollars in Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Federal Government</td>
<td>$1.8 Billion</td>
<td>$1.7 Billion</td>
</tr>
<tr>
<td>B. Medical Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. State Government</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Educational Activities1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E. Tuition and Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F. Private Gifts, Grants, and Contracts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>G. Auxiliary Enterprises2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H. Other Sources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I. Local Government</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes:
1. Includes income from medical clinics.
2. Includes income from residences, dining halls, bookstore, and parking.

### Current Funds Expenditures by Program

<table>
<thead>
<tr>
<th>Program</th>
<th>2003 (Dollars in Millions)</th>
<th>2002 (Dollars in Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Research</td>
<td>$1.6 Billion</td>
<td>$1.5 Billion</td>
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<tr>
<td>B. Medical Center</td>
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<tr>
<td>C. Instruction1</td>
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<td></td>
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<tr>
<td>D. Academic Support2</td>
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<td>E. Institutional Support1</td>
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<tr>
<td>F. Student Financial Aid</td>
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<td></td>
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<tr>
<td>G. Auxiliary Enterprises2</td>
<td></td>
<td></td>
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<tr>
<td>H. Student Services</td>
<td></td>
<td></td>
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<tr>
<td>I. Operation and Maintenance of Plant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>J. Public Service</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes:
1. Includes teaching and nonsponsored research.
2. Includes medical clinics and libraries.
3. Includes executive management, fiscal operations, general administrative services, and community relations.
4. Includes expenses for residences, dining halls, bookstore, and parking.
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Regents and Officers ............................. Inside Back Cover
It has always been the policy of the University of California, San Diego not to shy away from difficulties but to welcome them as challenges that provide opportunities to grow. By holding fast to this policy, UCSD has never failed to fulfill its mandate to conduct research, teach students, serve society, and provide health care. That is the story told in this report.

Yet, it is not the whole story. Much of the good that the campus does—the skills that our graduates take into the workplace, for instance, or the health care that our physicians provide in free clinics—is hard to quantify. Their benefits to society are, nonetheless, invaluable.

On the other hand, much of what we do is spectacular. Take homeland security, for example: UCSD chemists have developed sensors to detect minuscule traces of deadly chemical or biological agents in the environment; and UCSD engineers have figured out ways to mitigate the effects of explosions on buildings and bridges. Their efforts will save many innocent lives.

In financial terms, UCSD spending made a $5.1 billion economic impact on the region and the nation—fifteen times the $335.1 million that the campus received from the state of California last year. This resulted in the creation of 163,000 jobs locally and 156,000 jobs nationally for a total of 319,000 jobs.

At the end of our 2002–2003 fiscal year, I was named President-Designate of the University of California. I assumed the presidency on October 2. Under the guidance of Acting Chancellor Marsha Chandler and her excellent leadership team, I know that the UCSD faculty, staff, and students will remain true to the course, even as the campus moves into a difficult year for state funding.

And, thanks in great part to The Campaign for UCSD: Imagine What's Next, I know that the campus can continue to rely on the support of an ever-growing number of generous supporters eager to share our adventure.

With a strong team and the will to succeed, we can keep building UCSD’s phenomenal trajectory.

Sincerely,

Robert C. Dynes
President of the University of California
Former Chancellor of UCSD
In the final analysis, what drives the University of California, San Diego to conduct world-class research and graduate a steady stream of alumni with the skills required to apply the findings of that research is a dogged determination to serve the people who fund it. It is a privilege and a responsibility that UCSD takes very seriously.

As a consequence, this campus may be honored—but it is not in the slightest surprised—to find the fruits of its research and its highly trained graduates in great demand. Drug developers consistently covet its bioscience; telecommunications people depend on its computer science; environmentalists revere its interdisciplinary approach to global problems; homeland security experts consult with its engineers; policymakers hold its social sciences in the highest regard; and incalculable numbers of people are intellectually enriched by the activities of its arts and humanities programs.

As this report demonstrates, UCSD does not waiver in its resolve, no matter how challenging the times may be. Within the last year, the new UCSD School of Management, dedicated to developing creative approaches to managing in the high-technology and biotechnology sectors of the economy, was honored with the campus’s one hundredth endowed chair, the Jerome S. Katzin Chair in Corporate Governance.

In fall 2002, the UCSD School of Pharmacy and Pharmaceutical Sciences began training the next generation of pharmacists and pharmaceutical researchers; and the single largest construction project ever undertaken at UCSD—an entire campus for Eleanor Roosevelt College—was completed this fall.

The UC Board of Regents have chosen UCSD Chancellor Robert C. Dynes as president of the entire University of California system of ten campuses. Dynes, a physicist, succeeds UC President Richard C. Atkinson, whose retirement became effective October 1, 2003. Before becoming UC president, Atkinson was chancellor of UCSD from 1980 to 1995. Marsha Chandler, UCSD senior vice chancellor for Academic Affairs and a scholar of public policy and organizational behavior, has been appointed acting chancellor, effective October 2.
Revenues and Expenditures

In fiscal 2003, which ended June 30, UCSD had total current funds revenues of $1.8 billion. New awards for research amounted to $627 million. The School of Medicine was awarded $287.7 million (46.5 percent of total awards), Scripps Institution of Oceanography was awarded $106.5 million (17 percent of research awards), and general campus awards, including the Jacobs School of Engineering, amounted to $232.7 million (37 percent). The majority of awards, $507.9 million (81 percent) came from federal agencies.

Last year, UCSD had current funds expenditures of $1.6 billion, of which research accounted for $438.9 million (27.7 percent of total), medical centers accounted for $414.5 million (26.2 percent), and instruction accounted for $312.5 million (19.7 percent).

As the state legislature wrestled with its fiscal year 2004 budget last summer, tough decisions had to be made and many cherished programs were cut. The University of California received a $410 million reduction in funding. Since 2001–02, the UC system’s net state-funded budget has dropped by $455 million, or 13.6 percent. And with the state facing a $7.9 billion structural budget deficit, analysts were expecting that next year will be just as challenging.

To encourage greater community participation in the life of the university, the campus has embarked on a $1 billion fundraising campaign—The Campaign for UCSD: Imagine What’s Next. When the public phase of the campaign was launched in March, $485.6 million, or 48.6 percent of the total, had already been raised. Please see page 8.

Academic Affairs

UCSD enters its sixth year of sustained enrollment growth this fall, and the campus welcomes this influx as an opportunity to raise even higher the quality of its faculty, students, and staff. For instance, with the support of funds generated by The Campaign for UCSD, the campus is undertaking a brain-mind initiative, a broadly based partnership of researchers from the social sciences, medicine, and biological sciences conducting research on the components that constitute the very core of humanity. Researchers from the Divisions of Physical and Biological Sciences, the Jacobs School of Engineering, the Graduate School of International Relations and Pacific Studies, the School of Management, and Scripps Institution of Oceanography are working together to develop an integrated approach to understanding the environment and the policies that influence its management.

The campus is also committed to increasing the proportion of its graduate students from approximately 14 percent of the overall student body today, to 20 percent by fall 2015. In order to have the funds to compete more successfully with older research universities for the most promising students, the campus has made the Chancellor’s Fellowships initiative, which is designed to attract the most promising graduate students to UCSD, an academic priority of the campaign.

To ensure that undergraduates benefit directly from the growth of the campus, new degree programs and opportunities for research are being created. And to ensure that students have access to top faculty in small group settings, a new freshman seminar program has been established.

Resource Management and Planning

To accommodate student and faculty growth, and respond to the growing needs in our region, the UCSD Office of Resource Management and Planning is overseeing the design and construction of more than fifty major capital improvement projects. Among the projects to be funded through The Campaign for UCSD are the Rebecca and John Moores UCSD Cancer Center, the Shiley Eye Center expansion, the School of Management, and the Robert Payne Scripps Conference Center. Please see page 32 for a list of the major construction projects on campus.

Business Affairs

The Business Affairs Office continues to meet the challenge of improving the operations that support the academic and administrative systems on campus. A business architecture that reduces workloads and increases efficiency has been welcomed by the UCSD workforce and won national recognition.

In order to make even greater cost savings—consistently a high priority on campus—UCSD, in conjunction with UCLA and UC Santa Cruz, is developing an electronic marketplace for faculty and staff to buy online whatever supplies they need at rock-bottom prices. By signing contracts with independent suppliers, the campus will maintain a minimal inventory of stock on hand but an extensive virtual inventory of everything staff and faculty require. The UCSD experience will be an experimental prototype for other UC and college campuses to adopt in years to come.

Even as budgets diminish, UCSD remains confident that it will continue to excel and thrive in response to the opportunities that increased enrollment offer.
In March, the campus launched the public phase of The Campaign for UCSD: Imagine What’s Next, a $1 billion, seven-year fundraising initiative to support impending growth. The quiet phase of the campaign began in July 2000, and as of June 30, 2003, gifts and pledges totaled $485.6 million, or 48.6 percent of the goal.

As the campaign was launched, the university—the youngest campus ever to embark on a drive of such magnitude—announced a $110 million planned gift to the Jacobs School of Engineering from Irwin and Joan Jacobs. The Jacobs’ support for UCSD spans twenty years, and their gifts and commitments now total $133.4 million.

The campaign, which coincides with a new era of growth for UCSD, is under the leadership of honorary co-chair, Audrey S. Geisel, president of the Dr. Seuss Enterprises, and three co-chairs, Malin Burnham, chairman of the Burnham Companies, Irwin M. Jacobs, CEO and chairman of Qualcomm Incorporated, and UC Regent John J. Moores, chairman of JMI Services Inc. and owner of the San Diego Padres baseball club.

The campaign cabinet includes Arthur Brody, Sheldon Engelhorn ’72, Edward A. Frieman, Frank M. Goldberg, Richard H. Hertzberg, Jerome S. Katin, Peggy Preuss, UC Regent Peter G. Preuss, M.A. ’67, Darlene V. Shiley, Louis A. Simpson, Ronald R. Taylor, and Harvey P. White. The late Joseph Coors, Sr. was also an early member of the campaign cabinet.

Private support to UCSD totaled $131.1 million last year. This total includes $25 million of the $110 million planned gift from Irwin and Joan Jacobs.
How the Campaign Will Help

The funds raised by The Campaign for UCSD will support the campus by:

- Ensuring educational opportunity and enriching student life through undergraduate scholarships, graduate fellowships, and student life initiatives that extend learning beyond the classroom: $100 million goal.

- Supporting outstanding faculty by increasing funding for endowed chairs, visiting professorships, and recruitment and retention packages: $100 million goal.

- Advancing academic excellence and launching inventive programs by creating new professional schools, expanding academic programs, and implementing new initiatives that inspire scholarship: $300 million goal.

- Improving lives through research and health care with vital funding for research endeavors across campus, health sciences advancements, and clinical care initiatives: $400 million goal.

- Strengthening innovation funds for emerging opportunities that enable UCSD to meet the highest priority needs, respond to emerging opportunities, and invest in promising areas of high potential: $100 million goal.

The UC San Diego Foundation

The following eight new trustees were appointed to the UC San Diego Foundation for three-year terms beginning July 1, 2002: UC Regent John G. Davies, counsel with Allen, Matkins, Leck, Gamble & Mallory; Erik T. Engelson ’82, M.S. ’84, CFO, Fluidigm; Pauline Foster, president, Foster Investments; Robert B. Horsman, president and CEO, San Diego National Bank; James W. Montgomery ’81, CEO, Digital Coast Partners; William E. Nelson, J.D., Ph.D., attorney at law; William H. Scripps, CEO, W.H. Scripps Co., LLC; and Brian Walsh ’89, president, Walsh Chacon Tenant Representatives.

As of June 30, 2003, the foundation’s assets totaled $350.4 million.

UCSD Alumni Association

UCSD’s new alumni feature magazine will be launched early next year to enhance communications with alumni and promote a broader network of alumni and current students. Regional networks of alumni are now active in San Diego, Los Angeles, San Francisco, Sacramento, New York, and Washington, D.C. The number of alumni volunteers doubled last year; attendance at alumni events grew by 81 percent; and networking activities increased by more than one-third. The total number of UCSD alumni now stands at 93,161, and Alumni Association membership increased to 6,101, a 19 percent rise in membership over last year.

UCSD Establishes One Hundredth Endowed Chair

In May, UCSD celebrated the establishment of its one hundredth academic chair, the Jerome S. Katzin Chair in Corporate Governance endowed by Qualcomm Incorporated at the university’s new School of Management. Jerome S. Katzin was one of the donors to the very first endowed chair at UCSD twenty-two years ago. To date, sixteen chairs with endowments totaling $10.98 million have been funded through The Campaign for UCSD.
CSD Student Affairs nourishes the intellectual, social, ethical, and personal development of students, preparing them to become engaged and constructive members of a diverse, dynamic, and global society.

Now ranked seventh among all publicly supported universities in the nation, UCSD enrolled 3,799 new freshmen with a grade-point average of 3.96 this year and an average Scholastic Assessment Test score of 1,245. By the end of this decade the total undergraduate enrollment is expected to grow by nearly 50 percent, from the current 19,872 to 27,500.

To accommodate this growth, UCSD Student Affairs is looking to The Campaign for UCSD for help in three specific areas.

The first is to increase the size of UCSD’s scholarship endowment and provide more students with opportunities to participate in research and Education Abroad programs. Last year, UCSD provided a total of $9.7 million in scholarship support to 6,106 students, most of them with financial need, all of them with merit.

Secondly, the campaign will raise funds that will enable the campus to improve student services and enrich educational experiences outside the classroom. For example, funds will be sought to create a center for teaching technology at Sixth College, to develop new programs for students in the creative arts, and to foster healthy lifestyles through intercollegiate athletics and recreation.

And finally, UCSD Student Affairs hopes to create a Center for Student Leadership, Engagement, and Service that will provide students with the real-world opportunities and skills required to influence business, society, and local communities—both before and after their graduation. This center will help students interact with and learn from members of the academic, professional, political, and corporate communities. In particular, the center will nurture mentoring relationships between UCSD students and alumni.

With these goals in mind, UCSD Student Affairs is committed to ensuring that UCSD’s position among the top teaching and research universities in the nation is maintained.
Without ever minimizing the pursuit of wisdom and the creation of art for their own sakes, UCSD faculty in the Division of Arts and Humanities are committed to research that develops a more profound understanding of civilization and the role of humanity in the cosmos.

The UCSD Center for the Humanities, a seven-year-old project that provides a forum for interdisciplinary thinking about global issues and attracts scholars from around the world, is a top priority. Consequently, the division is hoping to attract funding that will support a steady stream of scholars who can stimulate thinking, create new ideas, and inspire new generations of students.

The Interdisciplinary Program in Computing and the Arts is the fastest growing undergraduate major at UCSD. And at the highest levels of research and practice, the Center for Research in Computing and the Arts has rapidly gained acceptance as one of the nation’s premier programs in its field. However, additional support for more scholars and for state-of-the-art facilities to help this program reach its highest potential is required.

It is upon the humanities and the arts that society depends for well-rounded citizens capable of fully participating in the life of communities. Therefore, the division’s faculty recognize their obligation to teach all students, regardless of their chosen majors, to write, think, and speak, so as to be able to fulfill their potential as imaginative, creative, and productive members of society.

All programs and projects within the division require funding that will endow faculty chairs and create fellowships and scholarships. To this end, the division seeks partnerships with community leaders who understand how the arts and humanities serve as the foundation for our future.

Arts and Humanities The Heart of Campus

Humanities center provides a forum for interdisciplinary thinking about civilization in a global setting.
Social Sciences Working Together

Social Sciences research on issues as disparate as free trade and student diversity benefits academia as much as the community.

The Division of Social Sciences is the largest at UCSD, comprising nine academic departments and a wide range of interdisciplinary programs. Nearly a third of all undergraduate students major in the social sciences, with psychology, economics, communication, and political science among the more popular.

Many departments within the division are ranked alongside the top programs at many of the oldest and most respected universities in the nation. Maintaining this academic excellence and staying at the forefront of graduate education and research are paramount to the future success of the university in fulfilling its primary missions of teaching, research, and service.

Much of the cutting-edge research conducted in the social sciences at UCSD addresses real-life issues and problems, from the challenge of increased immigration flows at the U.S.–Mexican border, and the causes and consequences of free trade, to the implementation of strategies for increasing the diversity of UC-eligible students. The division is building bridges with segments of the community that could benefit from studies such as these, and from other significant activities within the social sciences.

The Departments of Cognitive Science, Psychology, Linguistics, and Anthropology, in cooperation with other units on campus, are working on brain-mind questions, hoping to provide a better understanding of the brain’s functions and activities and their impact on the human condition.

The division welcomes participation from the wider community, and hopes to involve a wide range of Californians and San Diegans in its programs and activities.

- UCSD-led archaeologists excavating the nearly 5,000-year-old site of an Early Bronze Age factory at Khirbet Hamra Ifdan in southern Jordan.
International Relations and Pacific Studies

Strategically Growing

Graduate school seeks to enhance its presence throughout the Pacific region by doubling its enrollment, building networks, initiating new programs, and expanding its connections with the university.

The University of California’s only Graduate School of International Relations and Pacific Studies (IR/PS) was born in the mid-1980s out of a particular historic challenge—the rise of the Japanese economy and its impact on the growth of California’s technology community. Today, it addresses the larger challenge of the rise of the Pacific Rim as an important center of world economics and politics.

IR/PS seeks to understand the economic growth, technological innovation, and security and environmental challenges within the Pacific Rim, and to support measures for peace, prosperity, and democracy. The school will be helping to build communities in the region by conducting research, training leaders, and providing networks for those leaders to exchange new ideas.

To realize its vision and accomplish its mission, IR/PS must grow large enough to make a decisive impact and effectively connect research to the communities it studies and serves. To accomplish these goals, the school will employ four primary strategies. It will:

• Double its enrollment from the current 200 to 400 students per year. This will double the number of alumni with the skills required to effect positive change throughout the Pacific community.
• Enhance networking and community development capabilities by creating a Pacific Fellows program to bring senior fellows from Pacific Rim countries to teach and conduct research at the school.
• Develop a new center focusing on international environmental issues in conjunction with UC’s Institute on Global Conflict and Cooperation, a multicampus research unit that studies the sources and resolution of international conflicts. The school is also creating a new program to assess the economic policy performance of Pacific nations.
• Expand its many relationships with UCSD. This strategy will take numerous forms, including a teaching partnership with the new School of Management to tackle issues such as global business management and policy training for the private sector.

IR/PS is also embarking on a campaign to increase its influence at the local, national, and international levels and expand community outreach and education. It is initiating an unprecedented effort to attract and invite new financial and academic resources to affirm the school’s standing as a top graduate school of international relations and as an established leader throughout the Pacific Rim.
Biological Sciences Learning Conservation

Biologists converge to conduct the research and study the stewardship required to preserve a healthy balance between people and the environment they live in.

To enable UCSD to become a national center of excellence in conservation, researchers in the Division of Biological Sciences are masterminding the Institute for Biosphere Stewardship. This institute will bring together an interdisciplinary group of scientists to address conservation issues from a wide variety of perspectives.

UCSD scientists have long played a leading role in environmental research. Indeed, the term “conservation biology” was coined for the Conservation Biology Conference held at UCSD in 1978.

Today, USCD biologists research a wide range of conservation issues both locally and globally. Recently, UCSD ecologists explained the mysterious decline of the coastal horned lizard. The fundamental reason for the decline turned out to be more subtle than mere habitat destruction—arid areas had become damper as a result of water being run off new housing developments, and the lizards’ preferred ant prey was out-competed by smaller, less palatable, invasive Argentine ants in the wetter environment.

San Diego County, because of its unique geology and microclimates, is one of the most biodiverse places on earth, and the region has become a testing ground for new political approaches to balancing human needs and environmental preservation. The Institute for Biosphere Stewardship will enable the region’s many conservation scientists to work together to evaluate the success of these new approaches.

In addition to traditional research facilities for new faculty and their research associates, the institute will staff a geographic information system facility with links to the San Diego Supercomputer Center, a molecular genetics laboratory with automated equipment for DNA sequencing, and systems for conducting simulations and statistical analyses.

Education is an essential part of environmental preservation, and the institute will provide a variety of programs to train the next generation of scientists, an auditorium to be used by school groups, and a gallery featuring multimedia displays and interactive computers illustrating ongoing wildlife conservation efforts.
CSD's Division of Physical Sciences has a reputation for building bridges across disparate scientific disciplines to create new fields of study. The division's latest cross-disciplinary endeavor is linking researchers in nanoscale engineering and sensor development with environmental and biomedical scientists seeking increasingly more sophisticated, yet ever tinier, remote sensors. Their goal is to develop miniaturized, intelligent "nanosensors" for environmental monitoring, clinical medicine, and basic research.

With their ability to rapidly and remotely monitor the environment, such sensors can be expected to enhance many aspects of daily life. Chemistry Professor Michael Sailor, for example, has already developed dust-sized chips of silicon that can be programmed to sense specific chemical pollutants and noxious agents. These particles of "smart dust" can be painted on walls to warn of invisible pollutants or used to construct devices no bigger than a computer chip to monitor the quality of drinking water in reservoirs, or even be flown on tiny gliders to detect chemical pollutants in the atmosphere. Other miniaturized sensors might be used by doctors to monitor plaque in patients' arteries or the delivery of drugs in their bodies.

Through this campuswide Intelligent Nanosensors Initiative, which the division is including in The Campaign for UCSD, biologists, atmospheric scientists, medical researchers, and other scientists at UCSD in need of such sensors will collaborate with physicists, chemists, and engineers involved in nanoscale engineering and sensor fabrication to develop the next generation of miniaturized intelligent sensors.

The initiative will have experts in the Division of Physical Sciences, the San Diego Supercomputer Center, and the Jacobs School of Engineering working with scientists in the Division of Biological Sciences, the School of Medicine, and Scripps Institution of Oceanography. Researchers in these schools and divisions will also develop, as part of the initiative, a program to train undergraduate and graduate students for careers in what will likely become a rapidly expanding and lucrative field of the future—the design and development of miniaturized intelligent sensors.

This effort will significantly enhance the division's California Earth Observatory program, which represents a second key campaign initiative. The program, a network of instruments in strategic locations around the world, measures atmospheric aerosols and their impact on human health and the environment.
The number of years that have passed since the Marine Biological Association of San Diego, the forerunner of UCSD’s Scripps Institution of Oceanography, was founded in the boathouse of the Hotel del Coronado. In 1995 a National Research Council study determined that the quality of the faculty at Scripps was the highest of all oceanographic research programs in the United States.

Scripps scientists are found in every continent and every ocean working on 400 research projects in sixty-five different countries. As the world struggles to achieve a sustainable balance between the natural environment and human activity, Scripps Institution of Oceanography is embarking on its second century of unparalleled research. Scripps scientists are as dedicated as ever to seeking, teaching, and communicating a better understanding of the oceans, atmosphere, Earth, and other planets, and training new generations of leaders to address the environmental challenges facing society.

At the present time, the institution has more than 400 research projects underway in sixty-five nations, drawn from every continent and every ocean. Scripps scientists are studying ocean water circulation to track pollution, health risks, and coastal conditions; developing remote-sensing technologies and visualization techniques to better understand, monitor, and respond to earthquakes and other natural hazards; monitoring and predicting ocean and climate conditions; conducting field studies and creating models for forecasting regional water availability; developing new approaches to preserving and restoring critical marine life and ecosystems worldwide; and developing new antibiotic, antiviral, and anticancer drugs from marine organisms.

And in the midst of this research, Scripps scientists find themselves increasingly called upon to provide the scientific data required to develop sound national and international public policies.

The Birch Aquarium continues to expand its public outreach with education activities and community programs at the aquarium and throughout San Diego County.

Working with The Campaign for UCSD, Scripps hopes to raise $75 million to support research centers in new fields such as marine biodiversity and marine genomics; sustain the world’s largest oceanographic collections; support fellowships for graduate students and young scientists; build a state-of-the-art conference center; and expand science education at K–12 levels.

Today, Scripps is well positioned to continue its legacy of discovery and to help scientists, policymakers, and the public better understand and protect the global environment. The institution has made many important contributions to science and society during its first hundred years, but its greatest accomplishments are yet to come.
During the last ten years, the Irwin and Joan Jacobs School of Engineering has doubled the size of its faculty and risen to the ranks of the top fifteen engineering schools in the nation, neither of which could have happened without generous and ongoing philanthropic support.

A major milestone was reached last March, when the public phase of The Campaign for UCSD was launched with the announcement that former engineering professor Irwin Jacobs and his wife, Joan, had made a $110 million commitment to the school. Their gift supplements the endowment the couple provided to the school in 1997, and other gifts they have made in recent years. This support has enabled the Jacobs School to offer faculty start-up packages that put UCSD on a more even playing field with private universities. It also allows the school to recruit faculty in specific clusters of excellence. The Jacobs have also established the Jacobs School Scholars and Fellows Program, which provides fellowships to sixteen new graduate students and four-year scholarships to ten freshmen. This program enables the school to attract some of the top students in the nation to San Diego.

One of the Jacobs School’s primary goals during the campaign will be to raise additional funds for fellowships, scholarships, and endowed chairs. The school is expected to continue to grow over the next decade, and private support will be critical to ensuring that it remains competitive.

Several corporations have stepped forward to leverage state and federal dollars for research. This year, the school began to construct the world’s first outdoor shake table for full-scale earthquake engineering testing. Without height restrictions, this table will provide researchers with the ability to physically validate many construction systems that could only be analyzed through computer models up to now. More than twenty-five companies in the structural engineering and construction industries provided funds to supplement the $6 million National Science Foundation grant for the project.

The Jacobs School will continue to seek industry collaborations on large-scale research initiatives in the pressing areas of homeland security, bioinformatics and bioengineering, and information technology and networking.
The UCSD School of Medicine, the new UCSD School of Pharmacy and Pharmaceutical Sciences, and UCSD Healthcare deliver leading-edge clinical care, promote medical knowledge through research and discovery, and train tomorrow’s health care practitioners and pioneers.

Having received a 27 percent increase in federal support last year, the UCSD medical faculty now ranks highest among all medical schools in the nation in terms of research awards per faculty member; more than ninety UCSD physicians were recently included among San Diego’s “Best Doctors,” the largest number from any medical group in the region; and, in a very competitive clinical market, the hospitals are financially solvent with a positive bottom line.

To ease the transition from scientific discovery to the delivery of medical care, UCSD Health Sciences has launched the College of Integrated Life Sciences (COILS). According to Dr. Edward W. Holmes, vice chancellor for Health Sciences and dean of the School of Medicine, COILS will help ensure that UCSD Health Sciences becomes a leader in bridging “the translational gap,” where research findings often languish because of a lack of resources to move new ideas into product development and testing. COILS has four interlocking components:

- The Institute for Molecular Medicine, whose members work at the molecular level and apply genetic techniques to laboratory research aimed at preventing and treating disease at its most fundamental level.
- Private sector partnerships, where discoveries can be developed into drugs and technologies that improve diagnosis and treatment, and even prevent disease.
- The Clinical Investigation Institute, which expedites the translation of discoveries into novel therapies that improve health. The institute will provide technical resources and expertise to speed the design and implementation of early stage clinical trials.
- The Academy of Clinician Scholars, a select group of UCSD physicians who serve as “master clinicians” and mentors for students, trainees, and colleagues.

At the hub of COILS is education and training, with expanded opportunities for medical and pharmaceutical students to pursue additional degrees in science, engineering, public health, management, the humanities, and other disciplines.

Health Sciences
Research at the Service of Patients

By working closely with the private sector, UCSD Health Sciences is determined to speed the transition of medical discoveries from laboratory research to clinical care.
The following steps have been taken within the past year to support COILS initiatives:

- TransMed, a program that unites clinically oriented researchers with basic researchers to focus on disease problems at the precommercial stage, was developed by the School of Medicine, UCSD CONNECT, and Technology Transfer and Intellectual Property Services. TransMed selects projects that have advanced beyond the stage that the National Institutes of Health typically funds but are not quite ready for commercial development and testing, and presents them to capital providers to enlist private sector support. The first TransMed project, a new approach to pain management, has been funded by a San Diego venture capital firm, and more proposals are now under development.

- PharmaSTART brings together UCSD, UC San Francisco, Stanford University, and SRI International, a nonprofit research institute, to convert discoveries into useful drugs.

Among the new state-of-the-art facilities that are being provided to enable this conversion of research to clinical practice to take place are:

- The Rebecca and John Moores UCSD Cancer Center, which will house clinical and research programs of the region’s only National Cancer Institute-designated Comprehensive Cancer Center, is set to open in 2005.

- The Shiley Eye Center has expanded with the Hamilton Glaucoma Center, the Joan and Irwin Jacobs Retina Center, and a new community ophthalmology space funded with a gift from Donald and Darlene Shiley.

To support these activities, UCSD Health Sciences has designated the following priorities for The Campaign for UCSD:

- Improving lives through research and health care.
- Recruiting and supporting outstanding faculty researchers and clinicians.
- Ensuring educational opportunity and enriching student life, so that the best and the brightest students and trainees are recruited to the School of Medicine and the School of Pharmacy and Pharmaceutical Sciences.
- Advancing academic excellence and providing an environment that supports innovation and the training of superb practitioners and scientists.
The new UCSD School of Management became firmly established on campus last year as it mapped its course for the future, welcomed new leaders, and established an infrastructure.

Robert S. Sullivan, a former dean of the Kenan-Flagler Business School at the University of North Carolina at Chapel Hill, was appointed founding dean of the school; a $5 million gift from longtime UCSD supporters Roberta and Malin Burnham was received; and Qualcomm Incorporated endowed the school’s first—and the campus’s one hundredth—chair, the Jerome S. Katzin Chair in Corporate Governance. Faculty recruiting is underway, and executive education and learning forums are beginning this fall.

Focusing on science, high technology, and biotechnology, the school is geared to scientists, engineers, physicians, and members of the life sciences community eager to improve their management skills. It will also serve the needs of professionals and general managers seeking a better understanding of the strategic and marketing implications of emerging technologies. The student body will range from science- and technology-savvy students at the start of their careers to experienced executives and technical managers who want to fine-tune their operations.

The school’s Executive Education Program, which begins this fall, offers customized, noncredit forums for mid- to high-level business executives. Many programs will be offered in partnership with the Jacobs School of Engineering, Scripps Institution of Oceanography, the School of Medicine, the Graduate School of International Relations and Pacific Studies, UCSD Extension, and other disciplinary areas across campus.

The school will also offer a twenty-four month master’s degree in business administration, a flexible M.B.A. program for working professionals, and a doctoral program. The first M.B.A. program will begin in fall 2004.

The school’s full-time degree programs will receive some allocations from the state of California, and the recruitment of stellar faculty will be supported by The Campaign for UCSD.
San Diego Supercomputer Center  Laying the Foundations

SDSC is working on a new computer infrastructure to support the research of the next generation of scientists and engineers.

The San Diego Supercomputer Center (SDSC), an organized research unit of UCSD, is leading the development of a national cyberinfrastructure that will provide the technological foundations for the next generation of science and engineering advances.

Cyberinfrastructure is a term that describes the integration, coordination, and deployment of information technology and human resources to help solve the science and engineering problems of the future. And SDSC has become an international leader in data management, biosciences, geosciences, computational science, networking, high-end computing, grids and clusters, and visualization.

One project that typifies the interdisciplinary nature of SDSC’s work is the Encyclopedia of Life (EOL), an ambitious undertaking to catalog the complete set of proteins of every living species in a flexible, powerful reference system available via the Web. Based on powerful computational resources available through SDSC, the EOL represents a cutting-edge resource with the potential to be one of the most fundamental tools available to twenty-first century bioscience. Scientists will access the EOL for help with drug discovery, biomolecular-based therapeutics, crop science, and counter-bioterrorism.

SDSC’s internationally renowned Data and Knowledge Systems Program has provided the means for researchers in virtually every scientific field to turn raw data into useful knowledge. Key projects include the Geoscience Network (GEON), a collaboration between information technology and geoscience researchers with the goal of creating a modern cyberinfrastructure for the Earth sciences, and Science Environment for Ecological Knowledge (SEEK), a digital tool for ecologists to investigate a diversity of data for answers to urgent environmental questions.

Over the past three decades, SDSC has been at the forefront of creating a foundation for researchers to adopt and employ the most advanced computational resources in the United States. As that foundation of high performance computing evolves into a national cyberinfrastructure, SDSC will continue to be a leader in developing and using technology to advance science and engineering.
Libraries

Supporting Scholarship

Every school, academic department, and research unit on campus benefits from the UCSD Libraries collections.

Ranked among the major academic research libraries in the nation, the UCSD Libraries play an essential role in the development of new scholarship and scientific discoveries at UCSD. Every student, researcher, and faculty member depends on access to these print and electronic resources, and to the greater world of information resources for which the libraries provide a portal. Recognized nationally for its leadership in the use of technology, the UCSD Libraries system also offers a wide array of digital and print services, in both actual and virtual library spaces.

The UCSD Libraries’ holdings total approximately 7 million books, journals, microfilms, audio materials, slides, and videos, as well as an additional 30 million manuscript and archival items.

Gifts to The Campaign for UCSD will allow the libraries to acquire the resources needed to support new academic departments and schools, as well as new interdisciplinary and cross-divisional programs.

San Diego’s life sciences industry plays an increasingly larger role in shaping the economic growth of the region. Hence, the UCSD Biomedical Library will be one of the chief beneficiaries of the campaign.

The arts libraries will also benefit. To provide the most current resources to students and faculty while fueling artistic creativity and appreciation, the libraries must maximize the delivery of integrated media to match the intellectual energy of the campus’s programs.

Besides providing support for the traditional collections and programs already in place, private funds will finance the expansion of specialized resources across the spectrum of the sciences, arts, and humanities.

Seven million is the number of books, journals, microfilms, audio materials, slides, and videos in the UCSD Libraries. There are another 30 million manuscript and archival items.
Having delivered some of the highest test scores around, the Preuss School, a public charter school, is preparing to graduate its first class of high school students next spring.

Four years ago, 150 young students enrolled in the new Preuss School at UCSD. Although this first group of middle school students came from neighborhoods throughout San Diego, when they first assembled with their families it was clear that they shared a common goal—they were drawn to the Preuss School by the opportunity to obtain the high-quality secondary education needed to become the first in their families to graduate from college.

Now, that original group has been joined by 600 more hardworking young students, rounding out a fully enrolled school with grades six through twelve.

Realizing what it takes to prepare for college and succeed at universities like UCSD, Preuss School students experience longer class days and a longer academic year than their counterparts in traditional schools; take a full course load that includes math, science, humanities, and English every semester; and participate in a single-track curriculum that provides advanced, honors, and AP classes for all students. Most Preuss students also have long commutes.

The Preuss School—a school where 100 percent of the student body qualifies for the Federal Free and Reduced Lunch Program and where none of the students has a parent or guardian who graduated from college—is producing results. It has one of the highest attendance rates of any public school in San Diego, one of the lowest year-over-year attrition rates, and some of the highest test scores around. Preuss School students are passing the high school exit exam at a rate higher than 92 percent.

That first class of Preuss School students will graduate next spring with the confidence of highly qualified young adults ready to tackle the challenges of college life.
UCSD Extension provides the ever-changing expertise required to support the high-tech industries that sustain the San Diego economy.

UCSD's Division of Extended Studies and Public Programs promotes the social and economic health of the region by providing lifelong learning opportunities for working professionals in the advanced fields of knowledge that support San Diego's fastest growing industries.

With an annual enrollment of more than 40,000 adults, UCSD Extension offers more than 2,000 highly customized programs. For example, the master's degree of advanced studies in the leadership of health care organizations and the San Diego School of Innovation and Entrepreneurship provide inspiration for the region's more provocative thinkers and innovative practitioners.

The division has formed strong ties with San Diego's corporate and community leaders, linking them to much of the scientific and technological research conducted on campus. UCSD CONNECT recently showcased new business opportunities through its Converging Technologies series on topics such as sensornet technology, life sciences, and homeland defense. San Diego Dialogue's symposia, such as the Forum Fronterizo's “Our Ports of Entry and Homeland Security: A Dialogue with Asa Hutchinson,” increased the public's awareness of some of the issues that will shape the region's future.

Extension programs have hosted more than fifty international institutions and corporations. One of the more prominent new developments is the evolution of Global CONNECT, through which entrepreneurs and organizations from around the world can tap into the resources and ideas that will foster economic development in their respective regions.

Last year, UCSD-TV, the regionally focused television station operated by UCSD, produced more than 200 original programs providing the San Diego community with information about much of the research conducted on campus.
The Ripple Effect: Indirect Economic Impact of UCSD

UCSD gathers the *right people* to *generate* and *promote* the constant stream of new ideas that nourish the *intellectual environment* that breeds the researchers and entrepreneurs who drive the clusters of information-intensive businesses at the core of the San Diego economy.

The Right People

UCSD’s world-class faculty conduct the research and develop much of the technology that fuels the San Diego region’s information-intense economy.

**UCSD Faculty: Worldwide Recognition**

The quality of the faculty working in UCSD graduate programs was pronounced tenth best in the nation; in terms of professional citations, UCSD research in science and the social sciences makes the third highest impact in the world; and the UCSD medical faculty ranks highest among all medical schools in the nation in terms of research awards per faculty member.

Within the entire United States, **UCSD has the seventh highest number of faculty elected to all national academies.** Six Nobel Prize winners, five National Medal of Science winners, and six MacArthur “Genius” Award winners are currently members of the UCSD faculty.

**UCSD Students: As Good as They Get**

UCSD enrolled **19,872 undergraduates with a GPA of 3.96** this fall. More than three-quarters of the enrollment (76 percent) come from outside the region, and about four-fifths (80 percent) remain to work in San Diego after graduating. UCSD currently has **4,835 highly qualified graduate students** learning the skills that the region will require to sustain its worldwide preeminence in the information-intense biotech and telecommunications industries of the future.

**UCSD Education: Top Quality and Value**

UCSD education was ranked **seventh best in the nation** by *U.S. News and World Report* and **tenth “best buy”** by *Kiplinger’s Personal Finance*.

“The constant stream of highly educated students and fresh ideas that emanate from UCSD creates and nurtures the intellectual climate required to attract and hold the high-tech industries that have made the San Diego regional economy the envy of most other cities in the United States.”

— Malin Burnham, chairman of The Burnham Companies and a co-chair of The Campaign for UCSD

The Ripple Effect: Indirect Economic Impact of UCSD

The indirect economic impact of UCSD is the measure in dollars of the activity generated by UCSD spending as it ripples through the regional, state, and national economies. Last year UCSD had an indirect economic impact of $5.1 billion, which is more than fifteen times the state’s $335.1 million funding for the campus.
Generating New Ideas

UCSD research generates the new ideas that constantly fuel the region’s clusters of health science, biotech, telecommunications, computer science, and information technology businesses.

UCSD Research

Awards Doubled in Ten Years

UCSD was awarded more than $627 million to conduct research last year. This number represents a 14 percent increase over FY 2002 ($550 million) and more than double the amount awarded in FY 1993 ($312.9 million).

Sources of UCSD Research Awards

Total Research Awards 2003 $627 million

U.S. Department of Health and Human Services $295.5 million (47.1%)
National Science Foundation $126.0 million (20.1%)
Private Sources $81.5 million (13.0%)
U.S. Department of Defense $41.2 million (6.6%)
Other Sources* $82.8 million (13.2%)

*Diversity of Research

Of the $627 million that UCSD received for research in fiscal 2003, the UCSD School of Medicine was awarded $287.7 million (46.5 percent of total awards) and Scripps Institution of Oceanography was awarded $106.5 million (17 percent of total awards). In the past three years Cal-(IT)² has received almost $300 million for research.

National Rankings by Total Expenditures on Research

In terms of total research and development expenditures, UCSD was ranked sixth in the nation in FY 2001, the most recent year for which comparative figures are available.

1. Johns Hopkins University
2. UCLA
3. University of Wisconsin-Madison
4. University of Michigan
5. University of Washington
6. UCSD
7. UC San Francisco
8. Stanford University
9. University of Pennsylvania

“UCSD is a primary contributor to the intellectual and scientific components of the research environment that has established San Diego in a leadership position in the biomedical field throughout the world.”

— Edward T. Maggio, Ph.D., CEO of Cengent Therapeutics Inc.
Putting Ideas to Work

UCSD is committed to putting the results of its research at the disposal of the community for the benefit of all.

UCSD Technology Transfer and Intellectual Property Services (TechTIPS) links the business community to the findings of UCSD research. In FY 2003 the office registered more than 300 inventions and copyright disclosures, initiated over 590 agreements, filed 222 patent applications, had 73 patents issued, and generated more than $10.7 million from UCSD technologies.

The von Liebig Center for Entrepreneurism and Technology Advancement fosters innovation at the Jacobs School of Engineering, facilitates exchanges between engineering faculty and industry, and offers grants of up to $50,000 to get engineering research to the marketplace.

TransMed enlists private sector support for discoveries that have advanced beyond the stage of NIH funding but are not yet ready for commercial development.

PharmaSTART brings together UCSD, UC San Francisco, Stanford University, and SRI International, a nonprofit research institute, to convert discoveries into useful drugs.

UCSD CONNECT, a globally duplicated program, promotes entrepreneurship, and links business people with the research technology, money, markets, management, partners, and support services they need to succeed in a high-tech environment.

Sixty biotech companies in the San Diego region can trace their roots back to Hybritech, a company launched in 1978 by a UCSD professor to explore the use of man-made antibodies to combat disease. San Diego now has 500 biomedical companies with 24,000 employees, $1.75 billion in revenues, and 200 products in development.

The UCSD Career Services Center provides highly trained students and alumni with opportunities to work and advance their careers in San Diego’s high-tech economy.

The Immediate Impact of UCSD Spending

UCSD expenditures that directly impacted the economy last year:

- $755.6 million on goods and services
- $71.4 million in salaries per month
- $95 million in student and visitor spending

UCSD will spend approximately $500 million on capital improvements—new construction and equipment—over the next five years.

“In my seven years as chancellor, I took great pride in UCSD’s singular contributions to the regional economy and to San Diego’s global reputation as a center of innovation. In my mind, UCSD and San Diego are symbiotic: We’ve grown up together, we solve problems together, and we face a very bright future together.”

—UC President and former UCSD Chancellor Robert C. Dynes

“UCSD brings a breathtaking entrepreneurial spirit to the development of our regional economy. San Diego’s biotech and communications industries owe their existence in large part to UCSD. Today, major global pharmaceutical and telecommunications firms seek to establish a presence here to be part of one of the most exciting research environments in the world.”

—Julie Meier Wright, president and CEO of the San Diego Regional Economic Development Corporation
Nurturing and Sustaining an Entrepreneurial Environment

In San Diego’s information-intense economy, UCSD recognizes the importance of sustaining an environment where new ideas are communicated, creativity is fostered, and diversity is valued.

With the goal of reinventing management education for the twenty-first century, UCSD’s new School of Management supports the demand for a new generation of leaders with skills in telecommunications, biotechnology, engineering, health care, and the arts.

UCSD Extension provides continuing executive education, promotes corporate and community partnerships, sponsors discussion, conducts research on regional issues, broadcasts thought-provoking television, and links the San Diego community with the results of the very latest UCSD research for local, regional, and international economic development.

The Academic Internship Program provides employers with the services of highly motivated young people eager to prove themselves.

Nourishing a Creative Environment

By hosting arts and humanities programs that introduce novel ideas to the community at large, UCSD promotes an environment that values diversity and nourishes creativity.
Current Funds Revenues by Source

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<td>416,700</td>
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Current Funds Expenditures by Program

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</tbody>
</table>

Note: Revenue and expenditure totals for fiscal years 2001–2003 are not directly comparable to prior years due to accounting changes required by the Governmental Accounting Standards Board, which became effective fiscal 2002. The net effect of these changes in restating fiscal 2001 for comparison purposes was a reduction of $28.9 million in revenue and $78.9 million in expenditures. Other uses of current fund revenues that are not reflected as current operating expenditures include debt service costs and indirect costs on sponsored projects.
Major Awards

Contracts and grants over $4 million awarded to UCSD in FY 2003.

<table>
<thead>
<tr>
<th>Project</th>
<th>Campus/Department</th>
<th>Awarding Agency</th>
<th>Amount (in Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Partnership for Advanced Computational Science</td>
<td>SDSC(^1)</td>
<td>NSF(^2)</td>
<td>$32.0</td>
</tr>
<tr>
<td>Ship Operations</td>
<td>SIO(^3)/Ship Operations</td>
<td>NSF</td>
<td>$18.5</td>
</tr>
<tr>
<td>The TeraGrid: Cyberinfrastructure for 21st Century Science and Engineering</td>
<td>SDSC</td>
<td>NSF</td>
<td>$11.9</td>
</tr>
<tr>
<td>General Clinical Research Center</td>
<td>SoM(^4)/Dean's Office</td>
<td>NIH(^5)</td>
<td>$11.7</td>
</tr>
<tr>
<td>Alzheimer's Cooperative Study</td>
<td>SoM/Neurosciences</td>
<td>NIH</td>
<td>$11.2</td>
</tr>
<tr>
<td>Joint Institutes for Marine Observation</td>
<td>SIO/Marine Physical Lab</td>
<td>NOAA(^6)</td>
<td>$10.8</td>
</tr>
<tr>
<td>National Biomedical Computation Resource</td>
<td>SoM/CRBS(^7)</td>
<td>NIH</td>
<td>$8.4</td>
</tr>
<tr>
<td>ONR(^8) Ship Time and Administrative Expense</td>
<td>SIO/Ship Operations</td>
<td>DOD(^9)</td>
<td>$5.1</td>
</tr>
<tr>
<td>Coastal Ocean Science and Education</td>
<td>SIO/Sea Grant College</td>
<td>NOAA</td>
<td>$4.3</td>
</tr>
<tr>
<td>Specialized Cancer Center Support Grant</td>
<td>SoM/Cancer Center</td>
<td>NIH</td>
<td>$4.1</td>
</tr>
<tr>
<td>UCSD/SDSU(^10) Immunization Partnership</td>
<td>SoM/Pediatrics</td>
<td>County of San Diego</td>
<td>$4.0</td>
</tr>
</tbody>
</table>

Notes:
1. San Diego Supercomputer Center
2. National Science Foundation
3. Scripps Institution of Oceanography
4. School of Medicine
5. National Institutes of Health
6. National Oceanic and Atmospheric Administration
7. Center for Research in Biological Structure
8. Office of Naval Research
9. Department of Defense
10. San Diego State University

Total Research Awards Received

(Dollars in Millions)

$800

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$322.5</td>
<td>$325.0</td>
<td>$324.6</td>
<td>$351.4</td>
<td>$412.4</td>
<td>$446.1</td>
<td>$461.7</td>
<td>$509.6</td>
<td>$550.0</td>
<td>$627.0</td>
</tr>
</tbody>
</table>

- General Campus
- School of Medicine
- Scripps Institution of Oceanography
Among the top forty universities in the United States, UCSD enrolls the third highest percentage of low-income students.

**Most Students Get Financial Aid**

Last year UCSD provided $141.8 million in financial aid to 13,269 undergraduates in the form of grants, loans, work-study awards, and scholarships. Need-based financial aid was given to 9,182 undergraduates.

**UCSD Undergraduate Financial Aid and Scholarship Awards**

*By Type of Award 2002–2003*

**Total Awarded: $141.8 million**

- Loans $70.3
- Scholarships $9.7
- Grants $54.0
- Work-Study $7.9

In the past five years, UCSD scholarship awards from gifts and endowments have more than doubled.

**Scholarship Awards from UCSD Gifts and Endowments**

FY 1999–2003

<table>
<thead>
<tr>
<th>Year</th>
<th>Dollars in Thousands</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>$745</td>
</tr>
<tr>
<td>2000</td>
<td>$976</td>
</tr>
<tr>
<td>2001</td>
<td>$1,399</td>
</tr>
<tr>
<td>2002</td>
<td>$1,426</td>
</tr>
<tr>
<td>2003</td>
<td>$1,558</td>
</tr>
</tbody>
</table>

The loan default rate for UCSD students is consistently lower than the UC average and, in recent years, less than one-half the four-year public university and the national averages.

**Percentage of Graduates in Default of Loan Repayments**

FY 1996–2000, the most recent years for which figures are available.

<table>
<thead>
<tr>
<th>Year</th>
<th>UCSD Average</th>
<th>UC Average</th>
<th>Four-Year Public Average</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996</td>
<td>4.0</td>
<td>5.6</td>
<td>7.0</td>
<td>9.6</td>
</tr>
<tr>
<td>1997</td>
<td>4.7</td>
<td>5.0</td>
<td>6.9</td>
<td>8.8</td>
</tr>
<tr>
<td>1998</td>
<td>2.5</td>
<td>3.4</td>
<td>5.7</td>
<td>6.9</td>
</tr>
<tr>
<td>1999</td>
<td>2.2</td>
<td>2.6</td>
<td>4.6</td>
<td>5.6</td>
</tr>
<tr>
<td>2000</td>
<td>2.0</td>
<td>2.4</td>
<td>4.8</td>
<td>5.9</td>
</tr>
</tbody>
</table>

The average student loan debt among UCSD seniors is $14,000. This indebtedness is one of the lowest among public universities in the United States.
Physical Plant

Capital Projects Over $20 Million (in Progress)

State Funded

Project
Cost/Occupancy
California Institute for Telecommunications and Information Technology Facility
$102.5 million/December 2004
Engineering Building Unit 3B
Computer Science and Engineering
$41.2 million/December 2004
Mayer Hall Physics Renovation and Addition
$42.0 million/August 2007
Medical Center Seismic Compliance
$43.5 million/December 2007
Natural Sciences Building
$60.1 million/Capitalized 2003
Pharmaceutical Sciences Building
$42.1 million/August 2005
Structural and Materials Engineering Building
$69.6 million/September 2009
Student Academic Services Facility
$29.7 million/September 2006

Non-State Funded

Project
Cost/Occupancy
Eleanor Roosevelt College Housing and Dining Facility
$106.0 million/August 2003
Hopkins Parking Structure
$22.0 million/To be determined
North Campus Apartments
$120.0 million/To be determined
Powell-Focht Bioengineering Building
$39.1 million/Capitalized 2003
Rebecca and John Moores UCSD Cancer Center
$104.8 million/November 2004
Revelle Parking Structure
$25.5 million/January 2006
San Diego Supercomputer Expansion
$31.5 million/To be determined
School of Management Phase I
$30 million/To be determined
School of Medicine Research Facility
$61.6 million/December 2003

Annual Capital Expenditures

(Dollars in Millions)

Investment in Capital Assets at Historical Cost (Excluding Depreciation)

(Dollars in Millions)

*Note: Expenditure totals for fiscal years 2001–2003 are not directly comparable to prior years due to accounting changes required by the Governmental Accounting Standards Board which became effective fiscal 2002. The net effect of these changes in restating fiscal 2001 for comparison purposes was an increase of $59.7 million in capital expenditures.

*Note: Plant asset totals for fiscal years 2000–2003 are not directly comparable to prior years due to the capitalization of equipment used in university research for which title is not held, an accounting change required by the Governmental Accounting Standards Board beginning fiscal 2000. The net effect of these changes in restating fiscal 2000 for comparison purposes was an increase of $109.1 million in equipment.
Regents and Officers (as of June 30, 2003)

Regents Ex Officio
Governor of California and President of the Board of Regents
Gray Davis
President of the University of California1
Richard C. Atkinson
Lieutenant Governor of California
Cruz Bustamante
Speaker of the Assembly
Herb J. Wesson, Jr.

State Superintendent of Public Instruction
Jack O'Connell
President of the Alumni Associations of the University of California
Laurence Seigler
Vice President of the Alumni Associations of the University of California
Barbara K. Bodine

1 UCSD Chancellor Dynes became UC president October 2, 2003, upon the retirement of President Atkinson.

Appointed Regents1
Richard C. Blum (2014)
Ward Connerly (2005)
John G. Davies (2004)
Judith L. Hopkinson (2009)
Odessa Johnson, Vice Chair (2012)
Joanne C. Kozberg (2010)
Sherry L. Lansing (2010)
David S. Lee (2006)
Monica Lozano (2013)
George M. Marcus (2012)
Velma Montoya (2005)
John J. Moores, Chair (2009)
Gerald L. Parsky (2008)
Peter Preuss (2008)
Haim Saban (2013)
Tom Sayles (2006)

Alumni Regents Designate (nonvoting)
Gary D. Novack
Mark F. Ornellas
Student Regent
Faculty Representatives (nonvoting)
Gayle Binion
Lawrence Pitts

1 Year appointment ends in parentheses.

Officers of the University
President
Richard C. Atkinson1
Provost and Senior Vice President for Academic Affairs
C. Judson King
Senior Vice President for University Affairs and Interim Vice President for Laboratory Management
Bruce B. Darling
Senior Vice President for Business and Finance
Joseph P. Mullinix
President for Financial Management
Anne Broome
Interim Vice President for Educational Outreach
Winston Doby
President for Health Affairs
Michael V. Drake
President for Agriculture and Natural Resources
W.R. “Reg” Gomes
Vice President for Clinical Services Development
William H. Gurtner
Vice President for Budget
Lawrence C. Hershman
1 President Atkinson retired October 1, 2003.

UCSD Academic and Administrative Officers
Chancellor
Robert C. Dynes1
Senior Vice Chancellor for Academic Affairs
Marsha Chandler
Vice Chancellor for Research, and Dean of Graduate Studies
Richard Attyieh
Vice Chancellor for Health Sciences and Dean, School of Medicine
Edward W. Holmes, M.D.
Vice Chancellor for Marine Sciences
Charles Kennel
Vice Chancellor for External Relations
James Langley
Vice Chancellor for Business Affairs
Steven W. Relyea
Vice Chancellor for Student Affairs
Joseph W. Watson
Vice Chancellor for Resource Management and Planning
John A. Woods
Assistant Vice Chancellor for Business and Financial Services
Don Larson
4 Chancellor Dynes assumed the presidency of the University of California, October 2, 2003, and Senior Vice Chancellor Chandler became Acting UCSD Chancellor.

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