For the second year in a row, UC San Diego is ranked first in the nation by the *Washington Monthly*’s College Guide, based on the positive impact the university has had on the country.

**#1 in the Nation for POSITIVE IMPACT on the Country**

- **#8 Best Public University**
  *U.S. News & World Report* 2012 Best Colleges guidebook

- **#1 Adult Hospital in San Diego**
  UC San Diego Health System ranked in the 2011–12 *U.S. News & World Report* Best Hospitals

- **#1 Transformative High School in the Nation and Best High School in San Diego—The Preuss School UCSD**
  From *Newsweek* magazine 2011.

- **#3 “Coolest” School**
  *Sierra* magazine’s 2011 rankings for schools going green

- **#5 Most Popular School**
  For college applicants, according to 2010 *U.S. News & World Report*

- **#1 Doctoral Programs in the United States—Biological Sciences, Bioengineering, and Scripps Institution of Oceanography**
  Results of the 2010 National Research Council (NRC)

- **#1 UC San Diego Health System: UHC Quality Leadership Award**
  Awarded by the UHC in 2011 to academic medical centers that demonstrate excellence in delivering high-quality care
UC San Diego Annual Report 2012

Including a financial overview of fiscal year 2010–11

Robots in surgery. Icebergs in Antarctica. Staggering economic impact. These and other features plus Ansel Adams prints in this edition of UC San Diego’s annual report.

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Featured: Ansel Adams prints

One of the world’s most renowned photographers, Ansel Adams saw something here that many others already knew—the extraordinary impact of UC San Diego.

Please enjoy the complimentary full-page prints readers can remove on pages 2 and 46. (See story page 45.)

Front cover: The Center for the Future of Surgery in the recently opened Medical Education and Telemedicine Building at the UC San Diego School of Medicine. The center is advancing scarless surgery techniques by investigating, developing, testing, and teaching procedures that will revolutionize the field of surgery. Pictured are Santiago Horgan, MD (center), professor and chief of minimally invasive surgery (MIS); Alisa Coker, MD (left), fourth-year surgical resident and MIS research fellow; and Takayuki Dotai, MD, visiting MIS research fellow.

Back cover: A full-size foam model of one of ten operating rooms that will be part of the new Jacobs Medical Center. This model is part of a mock-up site built out of nontoxic, recyclable materials by the San Diego company, FOAMCo. The aim is to allow the design and construction team to simulate clinical scenarios and test in-room workflow, integrating feedback from UC San Diego physicians, surgeons, nurses, and patients.
I am happy to present the University of California, San Diego Annual Report 2012, with a financial overview of fiscal year 2010–11, which traces the major highlights of the university’s 50th Anniversary year. This report also discusses strategic directions for the next decade and beyond, based on UC San Diego’s major and growing institutional strengths. These include health sciences research and patient care, sustainable solutions for the new energy economy, cyberinfrastructure, and the shaping of international alliances and public policy.

Diversifying our sources of revenue continues to be an important strategy to maintain our standards of excellence and accessibility in lean and prosperous times. Despite the global economic slowdown, we remain committed to a bold vision for the future of this campus.

Our fundamental mission remains unchanged: scholarship and research that prepare future leaders and push the boundaries of innovation and exemplary service to the community.

In 2012, Marye Anne Fox will be ending her eight-year tenure as chancellor. I would like to take this opportunity to thank her for her leadership and innumerable contributions as UC San Diego’s seventh chancellor. A tribute to her impressive accomplishments follows.

I hope you enjoy this year’s report.

Sincerely,

Steven W. Relyea
Vice Chancellor, External and Business Affairs
President, UC San Diego Foundation

UC San Diego Annual Operations
$1 Billion in Research Funding
Research funding surpassed $1 billion for the first time in UC San Diego history in 2010, a 40 percent increase in funding since 2004.

Partnerships
UC San Diego has significantly increased its number of partnerships, and strengthened existing ties, leading to more collaboration, interdisciplinary work and study, and the advancement of knowledge.

Diversity
The campus has sharpened its focus on increasing the diversity of its students, faculty, and staff, as well as improving the campus climate for all members of the community, through organizational, structural, and curricular enhancements.

$1 Billion Campaign
UC San Diego successfully completed a $1 billion campaign, another first for the university and the region, which included the establishment of more than fifty endowed chairs.

$3.5 Billion in Capital Improvements
The campus has initiated more than $3.5 billion in capital improvement projects since fall 2004, adding about 3.4 million assignable square feet of additional space at the university, an increase of 40 percent.

Town Center—Housing
The campus has evolved physically and socially with the creation of Town Center—a downtown neighborhood that includes the Student Services Center, the Conrad Prebys Music Center, and the Price Center expansion—and the significant expansion of housing for undergraduate, graduate, professional, and transfer students, which added more than fifty-one hundred beds on campus.

Leadership in Energy
The campus now requires all new buildings to be constructed to the US Green Building Council’s Leadership in Energy and Environmental Design (LEED) standards. The campus already has eight LEED-certified projects and more than twenty additional ones that have been registered for LEED certification. The campus is also targeting zero landfill waste by 2020 and climate neutrality by 2025.

Transforming Health Care
UC San Diego Health System continues to transform the region’s health care through innovative translational research, converting laboratory discoveries into clinical treatments and therapies, the addition of the Sulpizio Cardiovascular Center, the Jacobs Medical Center, and the Medical Education and Telemedicine Building, and the expansion of Thornton Hospital and the Shiley Eye Center.

Chancellor Marye Anne Fox
Seven Extraordinary Years of Leadership

Chancellor Marye Anne Fox has led UC San Diego during extraordinary campus growth, a remarkable 50th Anniversary celebration, and unprecedented financial challenges. She has assembled a diverse leadership team and set a visionary course for UC San Diego’s next fifty years and beyond. She is an exemplary academic leader and a world-renowned chemist who was awarded the National Medal of Science in 2010. As the seventh chancellor of UC San Diego, and the first woman to be appointed chancellor, she has helped to strengthen the status of the campus as one of the top public research universities in the nation.
UC San Diego has set a high bar in its first fifty years. From our mission of education, research, service, and patient care, to our unique innovative, entrepreneurial, and collaborative spirit, UC San Diego has rapidly evolved from a fledgling campus into a world-class research university. Our momentum has been steadily building as we’ve climbed national and international rankings, secured record research funding, and grown in population and space on the campus.

One of the foremost advantages of being a young university is our ability to change and improve year after year, to establish new traditions, and to have the flexibility and creativity to address and overcome obstacles. I am proud of our ongoing efforts to enhance the student experience, to diversify our campus, to establish productive partnerships, to translate research into practical, real-world applications, and to preserve our academic core throughout the years and decades.

We will continue to evolve and adapt to the changing world by seeking new opportunities and reliable sources of funding, furthering our research and knowledge, expanding our curriculum, and providing the state-of-the-art campus infrastructure and facilities needed to support and maintain our tradition of innovation and our culture of service. As we move forward into our fifty-first year, the bar we’ve set will rise even higher. And I know we will continue to leap over it, time after time.

Sincerely,

Marye Anne Fox
Chancellor, UC San Diego

National Recognition
Bioengineering Professor Shu Chien Awarded National Medal of Science

The National Medal of Science is the highest honor bestowed by the United States government on scientists, engineers, and inventors. In 2011, President Barack Obama honored University of California, San Diego bioengineering Professor Shu Chien and six other national science medalists at a White House ceremony.

Chien is a world leader in the study of how blood flow and pressure affect blood vessels. His research has led to the development of better diagnostic tests and treatments for atherosclerosis, which refers to the hardening of the arteries, and other diseases.

As a professor in the Department of Bioengineering at the UC San Diego Irwin and Joan Jacobs School of Engineering, and the director of the UC San Diego Institute of Engineering in Medicine, Chien works at the interface of biology, medicine, and engineering. He joined the UC San Diego faculty in 1988.

Chien is the most recent member of the UC San Diego community to receive the National Medal of Science.

Previous living recipients are E. Margaret Burbidge, astrophysics (1983); Michael H. Freedman, mathematics (1987); Irwin Jacobs (National Medal of Technology, 1994); Yuan-Cheng Fung, bioengineering (2000); Andrew Viterbi, electrical and computer engineering (2008); Craig Venter, pharmacology (2009); and Chancellor Marye Anne Fox, organic chemistry (2010).
The seventy-tile HiPerSpace display wall at the California Institute for Telecommunications and Information Technology at UC San Diego.
During the 2010–11 academic year, the university celebrated its 50th Anniversary. The landmark birthday was a catalyst for building deeper relationships with the greater San Diego community, and with sponsors of specific campus programs. The yearlong commemoration was a time for reflecting and reconnecting, for assessing where the university has been, where it is now, and where it hopes to go.

Although UC San Diego recently sustained its largest budget cut in campus history, the university’s margin of excellence remains intact. Fifty years of growth have produced a robust, diverse, and resilient institution that can weather today’s economic crisis. By diversifying its funding sources over time, the university has been able to maintain its preeminent level of teaching, research, public service, and patient care activities—and continues to advance on all four fronts. The breadth and depth of its sponsored research and the quality of its vibrant teaching programs attract top faculty, staff, and students to the campus.

Ninety-nine percent of current UC San Diego students graduated in the top 10 percent of their high school class. Sixteen Nobel laureates have taught on campus, and faculty members have been recipients of Fields medals, Pulitzer Prizes, Tony Awards, MacArthur Fellowships, and many other significant honors.

In 2011, Shu Chien, a professor of bioengineering and medicine, became the most recent member of the UC San Diego community to receive the National Medal of Science. In 2010, Chancellor Marye Anne Fox received the prestigious medal.

Partnering with the Community

As an educational institution and the region’s fourth largest employer, the campus plays a major role in supporting the expansion of the skilled workforce in San Diego. Approximately one-third of the university’s nearly 140,000 alumni live in San Diego County, contributing income, payroll, property, and sales tax to the region. In greater San Diego, the university’s faculty, staff, and alumni have launched over 150 active companies, employing over 18,400 people and generating annual sales of $15.3 billion (see “Economic Impact” insert in this report).

UC San Diego serves the public with a broad range of resources—from world-class medical research and health-care advancements, to the unique Stuart Collection of public sculpture. The university’s arts, humanities, and social sciences rank among the top ten programs nationwide.

The university’s professional schools train the nation’s leaders in medicine, business, engineering and technology.
and international affairs. UC San Diego’s collaborations with its partner institutions on the Torrey Pines Mesa—including the Sanford-Burnham Institute for Medical Research, the Salk Institute for Biological Studies, and The Scripps Research Institute—have burnished San Diego’s global reputation as a hotbed of activity in science, biotechnology, and medicine.

By 2016, a $1.5 billion investment in UC San Diego Health Sciences, including gifts from the university’s supporters and donors, will help to transform the region into one of the nation’s premier medical destinations. The new state-of-the-art Jacobs Medical Center will serve patients at the La Jolla campus; the Medical Education and Telemedicine Building will meet the needs of physicians-in-training and populations residing in remote areas; and the Clinical and Translational Research Institute will speed the delivery of new treatments from laboratory bench to patient bedside.

**Fifty Years of Visionaries, Innovators, and Overachievers**

On November 18, 1960, UC San Diego was officially established as the seventh campus in the University of California system. The founders built the campus from the ground up by recruiting to campus top scholars from all over the world.

Events established to commemorate the 50th Anniversary and engage the campus and greater San Diego community were hugely successful. A weeklong series of free talks and events featured dynamic leaders in the arts, sciences, technology, medicine, and education. The Innovation Day Expo provided hands-on exhibits and the opportunity for students and community members to network with industry leaders and innovators.

Launched as part of the birthday celebration, Volunteer50: Chancellor’s Call to Service remains a key campus initiative that encourages all students, faculty, staff, alumni, and university friends to perform at least fifty hours of community service during the academic year.

**Two Years of Record Research Funding**

Despite the protracted economic downturn, research funding for the past two academic years shattered all prior records. UC San Diego competed for and received more than $960 million for research in fiscal year 2010–11. During the previous year, the university surpassed the billion-dollar mark, aided by more than $160 million in federal
stimulus funds generated by the American Recovery and 
Reinvestment Act (ARRA).

The current funding level will support key projects in 
medicine, science, oceanography, engineering, social 
sciences, and the arts—and keep talented people engaged 
in their work. The largest single contracts in fiscal year 
2010–11 were $19 million to the San Diego Supercomputer 
Center for the development of the Gordon supercomputer; 
$15.6 million to the Department of Psychiatry for research 
on post-traumatic stress disorder and traumatic brain 
injury; $13 million to the Department of Neurosciences for 
the study of Alzheimer’s disease; $9 million to the Consor 
tium for Algal Biofuels for commercializing products, tech 
nology, and services; and $8.7 million to the Department of 
Pediatrics for studies of children’s health.

Diversifying Revenue Sources

To sustain its excellence in all areas, UC San Diego con 
tinues to strengthen its community ties and diversify its 
revenue sources. In 2011, the university’s total revenues 
were $3.23 billion, representing a 99.5 percent rise since 
2001, and 48.4 percent since 2006. The campus received 
more than 39,000 gifts totaling $120.7 million in private 
support from alumni, parents, faculty and staff, students, 
and other friends of UC San Diego.

Due to the fluctuations in recent state funding, it is impor 
tant to look at year-over-year changes over a multiyear 
period, rather than just a one-year comparison. State 
support did, in fact, increase in fiscal year 2011 by $15.7 
million compared with 2010. When compared to 2008, 
however, there was actually a decline of $3.3 million over 
the four-year period. Revenue from student fees and tuition 
continued to grow at a historically high rate in 2011, due 
to a continued decrease in state funding when compared 
to inflation. Tuition and fees revenue grew 12.1 percent in 
the year, compared to a five-year average of 29.1 percent. 
For the fall 2010 quarter, enrollment for undergraduate 
and graduate students rose 2.7 percent. Mandatory in 
state student fees (excluding health insurance) increased 
11.5 percent in 2011.

Grants and contracts, and health-care revenue remain 
the university’s two largest funding sources. In 2011, 
operating revenues from grants and contracts totaled 
$959.9 million, with a one-year increase of 8.8 percent. 
Medical Center revenues were $959.6 million, a one-year 
increase of 12.3 percent.

The Price of Excellence

At a time of rising student fees and declining state support, 
difficult choices must be made. UC San Diego is focusing 
its resources on academic and clinical fields at the leading 
edge of scholarship in which the university excels or has 
the potential to excel—and that provide significant value 
to the campus and community at large.

In 1990, the state of California provided 78 percent of the 
average cost of education per student at the University of 
California. The ratio was reduced to 47 percent in aca 
demic year 2010–11 and is projected to fall even further. 
Supportive donors, industry-university partnerships, foun 
dations, and alumni are helping to alleviate the shortfall.
In an effort to bring in more funding during difficult economic times and to broaden the diversity of the campus population, the campus has increased the number of out-of-state and international students offered admission. Currently, only 6 percent of UC San Diego’s students are in the nonresident category—a ratio well below that of UC Berkeley or UCLA.

Scholarships and Fellowships

Academically, UC San Diego competes with the world’s finest universities. Financially, the challenge is to ensure access and affordability to top students during the nation’s severe economic crisis. Approximately 55 percent of UC San Diego’s undergraduates require financial aid, and 16 percent of graduate students receive fellowships.

Recruiting and retaining ambitious and motivated students is integral to UC San Diego’s ability to advance research and improve the regional economy’s long-term outlook. Invent the Future: The UC San Diego Student Support Campaign was the fundraising beneficiary of 50th Anniversary events with $11 million in commitment received in 2010–11. The goal of the ongoing campaign is to raise $50 million for undergraduate scholarships and graduate fellowships.

Among the many generous donations for student support—a number of which are profiled in this year’s report—were a $1 million gift from the Amgen Corporation to support undergraduates involved in hands-on research, a $1 million pledge from Kenneth Kroner to support graduate fellowships in the Division of Social Sciences, and a $450,000 pledge from the Robertson Foundation for Government.

Technology Transfer

UC San Diego’s Technology Transfer Office (TTO) manages the university’s large technology portfolio and is responsible for patenting and licensing university-developed intellectual property. Technology created at UC San Diego comprises innovations in a wide variety of fields including biomedicine, bioinformatics, engineering and physical sciences, nanotechnology, and clean technology. TTO manages a portfolio that includes approximately fifteen hundred active patents, over eighteen hundred patent applications, and more than twenty-six hundred innovations. During fiscal year 2010–11, more than eighty US patents were issued for UC San Diego inventions, and more than four hundred license agreements were active with organizations around the globe.

The Technology Transfer Office facilitates the transfer of innovations created at the university to industry partners for further development as commercial products and services. More than ten new start-up companies were formed during fiscal year 2010–11 with licensed UC San Diego innovations. To date, over 170 start-ups have been formed by licensing university technology and, of this number, more than 130 were founded in the state of California, including over 110 start-ups in the greater San Diego region.
Strategic New Academic Directions

Identifying emerging academic areas and charting new directions is critical for a great university, even at a time when financial resources are scarce. UC San Diego is developing several transformative research initiatives for the next decade that are interdisciplinary in nature, ensure a competitive advantage for the university, and focus on major societal problems.

Four Key Initiatives—The Center for Educational Excellence will position UC San Diego as a national model for excellence in undergraduate and graduate education and a driver for sustainable innovation in teaching and learning. Functioning as an umbrella organization and building on the university’s existing strengths, the UC San Diego Advanced Energy Technology Initiative will focus on the technologies, sciences, and policies of the new energy economy. The broadly defined Design Initiative will include participants from Arts and Humanities, Social Sciences, and Engineering in providing functional, informative, and aesthetically pleasing solutions for the utility of products, processes, institutional structures, and services. Quantitative Biology will be the catalyst for future applications in medicine that will transform diagnosis and therapeutics.

New Degrees, New Programs—New graduate and professional degrees established in 2010–11 include a PhD in mathematics with a specialization in statistics, a PhD in nanoengineering, and a master of advanced study (MAS) degree for engineering professions in architecture-based enterprise systems engineering (AESE). In addition, UC San Diego established three new joint PhD engineering programs with San Diego State University in bioengineering, electrical and computer engineering, and structural engineering. New undergraduate programs implemented in 2010–11 include an MS in earth sciences, a BS in nano-engineering, and minors in global health and business.

The Education Studies Program transitioned to the Department of Education Studies in 2011, after its nearly forty-year history as a campus academic program for theory, research, and practice in K–12 education.

Faculty Recruitment—UC San Diego currently has 155 endowed chairs. Faculty recruitment on the general campus resumed last year, with searches for forty-seven new faculty, which to date has yielded a diverse group of thirty-two new faculty members. An additional eighteen faculty have joined UC San Diego’s School of Medicine and the Scripps Institution of Oceanography.

Sustainability

From twentieth-century pioneer in tracking carbon levels, to twenty-first-century living laboratory of sustainable solutions, UC San Diego continues to push the boundaries of knowledge in mitigating climate change. Being green is part of the university’s institutional DNA.

Energy Innovation Park—A state-of-the-art, 2.8-megawatt fuel cell went online at UC San Diego in 2011. Initially fueled by natural gas, it will ultimately utilize methane.
The largest fuel cell commercially available in the world today, has sufficient capacity to power twenty-eight hundred homes, and will meet about 8 percent of UC San Diego’s total energy needs.

The $19 million project qualified for $7.65 million in state of California Self-Generation Program incentives, and the BioFuels Energy firm will provide the remaining $11.35 million in private investment, loans, and investment tax credits. With the new fuel cell and the near-doubling of the campus photovoltaic solar capacity in 2011, UC San Diego is poised to meet as much as 95 percent of its annual electricity needs. As part of a ten-year agreement, UC San Diego will buy the electricity produced by the fuel cell from BioFuels Energy at competitive rates.

**Global Reach**

In 2010, the University of California, San Diego ranked seventh in the nation among major research universities for the number of international scholars hosted, and tenth in the nation in the number of students studying abroad for a full year. Approximately 22 percent of UC San Diego students participate in an education abroad experience before they graduate.

**Partnerships: Mexico, India, China**—UC San Diego continues to expand its global presence through a series of partnerships. In 2010–11, the university’s Office of International Affairs provided consultation on forty-one partnership proposals, and negotiated, drafted, and vetted nineteen agreements. This includes four academic and research agreements with universities in Mexico, India, and China, which are UC San Diego target countries for the development of international partnerships. The universities are Universidad Autonoma de Baja California, Indian Institute of Technology–Hyderabad, Zhejiang University, and Lanzhou University.

**Collaboration: United Arab Emirates**—Scripps Institution of Oceanography and the University of Sharjah in the United Arab Emirates agreed on a collaboration to advance ocean and earth-science research and development, gain a more fundamental understanding of the oceans, and benefit society at large.

**A New Center in Florence**—UC San Diego signed a ten-year lease agreement for rent-free space in the historic House of Amerigo Vespucci building in Florence, Italy. The space will house a center of advanced research in applied biotechnologies and cultural heritage diagnostics and will attract an international network of scientists and student scholars. The region of Tuscany, the Florence Health Authority, and UC San Diego’s Jacobs School of Engineering are collaborating on the project.
Diversity is a defining feature of California, and UC San Diego strives to reflect this characteristic in its students, faculty, staff, and academic programs.

The diversity of UC San Diego’s entering freshmen rose 15.6 percent in fall 2011 compared with fall 2010. Similarly, underrepresented transfer students were up 13.9 percent. As of fall 2011, all undergraduates will be required to take courses that fulfill a graduation requirement in diversity, equity, and inclusion for all. In addition, the Center for Teaching Development (CTD) will continue to provide diversity training for graduate students who function as teaching assistants.

A powerful sign of positive change was the unveiling of the Chicano Legacy 40 Años mosaic mural. Originally commissioned as a temporary art project, the mural was made permanent as part of the initiatives to embrace diversity, foster cultural awareness, and improve the campus climate at UC San Diego.

Other efforts included an inaugural Teaching Diversity Conference, which brought together specialists from varying disciplines to network, share ideas, and learn about best practices. The 50th Anniversary Innovation Day Expo and Symposia featured UC San Diego alumnus Kip Fulbeck, MFA ’92, a performance artist, video maker, and writer who explores multiracial identity. Reviving an old tradition, the Native American Student Alliance hosted a powwow on campus, the first since the early nineties.

As a result of engagement and input from throughout the campus community, UC San Diego strengthened its diversity efforts by establishing the position of Vice Chancellor for Equity, Diversity, and Inclusion (VC-EDI) and moving forward with a national search for an experienced leader. The vice chancellor will be charged to bring strategic coherence to campus climate and diversity-related activities.

A new Director of Development of Diversity Initiatives position was created to plan and implement strategies for identification, cultivation, solicitation, and stewardship of gift prospects. A webpage was also launched (www.giving.ucsd.edu/diversity) to offer diversity support information and access to online giving.

To view the progress the UC San Diego community has made in addressing the diversity and campus climate initiatives, please visit http://campusclimate.ucsd.edu.

Celebrating Diversity

UC San Diego charts significant progress in diversity efforts during 50th Anniversary year
In a memorable 2010–11 fiscal year, the University of California, San Diego celebrated its 50th Anniversary, was named first in the nation by *Washington Monthly* for “what colleges are doing for the country,” and hosted the Clinton Global Initiative University conference. The campus leveraged the visibility generated from its milestone celebration and events to raise $120.7 million in critically needed private support, with $11.0 million committed to the Invent the Future: The UC San Diego Student Support Campaign.

UC San Diego received gifts and grants from over twenty-eight thousand donors who supported causes across the campus. Less than 8 percent of the university’s operating budget comes from state of California funds for education. Yet that small investment results in significant impact to the region in terms of the economy, health care, skilled workforce, businesses, jobs, and so much more.

The milestone anniversary inspired a generous and unexpected $2 million donation from Audrey Geisel (widow of author Theodor “Dr. Seuss” Geisel) to jumpstart the renovation of University House. Corporate partners, including Visionary Sponsors Cubic Corporation, Qualcomm Inc., and Sempra Energy, helped to fund 50th Anniversary events; other organizations such as the UC San Diego...
Bookstore donated a percentage of merchandise sales to Invent the Future. A $1 million grant from the Amgen Foundation also supported students, providing hands-on laboratory experience to approximately one hundred undergraduates through the Amgen Scholars program.

As part of its yearlong 50th Anniversary celebration, the university launched Volunteer50: Chancellor’s Call to Service. More than thirty-three hundred members of the UC San Diego community donated over sixty-two thousand hours of service, contributing roughly $1.5 million in free labor.

Generous Donors Pledge Support

Thanks to the support of 8,082 alumni, the 2010–11 Alumni Participation Campaign to engage graduates and encourage participation in giving was the most successful in the university’s history. Despite tough economic times, alumni were more than willing to invest in UC San Diego.

Many generous donors are featured in various sections throughout this report. They have provided philanthropy through both leadership and legacy gifts as well as grants. Other significant gifts were:

- **$3.5 million in grants** from the Gordon and Betty Moore Foundation for Calit2 and marine sciences research
- **$3.5 million bequest** from Arthur and Carol Murray to support cancer and retina research
- **$3 million bequest** from Patty Morris to fund arthritis and Alzheimer’s disease research

Tomorrow’s Philanthropists

**Brutten gift encourages student investors**

For student members, the UC San Diego Student Foundation is a hands-on tutorial in philanthropy. Trustees learn how to invest, fundraise, and manage an endowment, all in the name of student scholarships. The foundation currently has nearly $340,000 under management, consisting of the Student Foundation Endowment and the Senior Class Gift Endowment.

UC San Diego alumni Patricia ’83 and Marc Brutten ’79 planted the seed in 1999 with $100,000 in startup funds. The foundation is the only one of its kind in the University of California system and one of seven similar organizations nationwide.

In 2011, the student board of trustees met with the Bruttens at the couple’s horse ranch in San Diego. During the daylong event, Marc provided valuable tips on investment strategies and stewardship. The couple’s initial investment has paid off handsomely—both by raising scholarship money and by promoting a culture of philanthropy among UC San Diego students.
President Bill Clinton and student entrepreneurs at the fourth annual Clinton Global Initiative University conference held at UC San Diego.

UC San Diego Endowment Market Value

- **$2.4 million grant** by the Hellman Family Foundation to support junior faculty members
- Over **$2 million** from Irwin and Joan Jacobs to support the School of Engineering
- **$2 million pledge** from Matthew and Iris Strauss to create the Strauss Center for the Early Detection of Ovarian Cancer
- **$1.8 million bequest** from Allen and Pearl Reiter to endow research at the Stein Institute for Research on Aging
- Nearly **$1.5 million** from Qualcomm Inc. to support research, faculty, and students in a variety of areas on campus
- **$1 million** from the James B. Ax Family Foundation to support the UC San Diego Center for Astrophysics

For more information about supporting the university, please visit www.giving.ucsd.edu.

**President Clinton Inspires Service**

UC San Diego’s commitment to community service was why former President Bill Clinton brought one thousand student social entrepreneurs from around the globe to campus in spring 2011 to take part in the fourth annual Clinton Global Initiative University conference (CGIU), which helps students turn their ideas into action.
R. Jeffrey Chang, MD, and his wife, Carol Littlejohn Chang, are the University of California, San Diego’s dynamic duo. Generous donors, tireless fundraisers, and unabashed boosters, they have the consummate insider’s knowledge of how the institution works.

Jeffrey Chang is professor of reproductive medicine and director of the Division of Reproductive Endocrinology and Infertility at UC San Diego School of Medicine. His research in preserving fertility for young women with cancer is a source of hope for patients and their families.

Through the UC San Diego Health Sciences/San Diego Science Alliance BE WiSE (Better Education for Women in Science & Engineering) Education Program, he is growing the community’s next generation of young women scientists. Jeffrey wrote the curriculum for the hands-on summer workshop that teaches talented middle-school girls about the science behind cancer, fertility, and reproductive biology.

When the Changs moved to San Diego in 1996, Carol reinvented herself as a volunteer. A former associate dean for administration and clinical services in the University of California, San Francisco School of Dentistry, she also worked as a consultant in academic and clinical health-care planning.

A skilled networker and a hard worker, Carol does not shy away from the big jobs that raise big funds for San Diego nonprofits. She chaired Celebrate50, which kicked off UC San Diego’s 50th Anniversary, garnered over $1 million in sponsorship opportunities from the university’s corporate partners, and raised scholarship and fellowship money through UC San Diego’s Invent the Future campaign.

Her many contributions include chairing the UC San Diego Moores Cancer Center Board and the UC San Diego Health Sciences Affiliates Council, and serving as a UC San Diego Foundation trustee. In 2003, she donned a tuxedo for the Saks Fashion Show benefit to raise private funds for the Moores Cancer Center. She has also chaired the annual Celebrity Chefs Cook Gala, which has benefited research at the center and raised more than $8.5 million for cancer research and patient care over the past three decades.

In Greater San Diego, Carol is president of the Reuben H. Fleet Science Center Board, a position she views as complementary to her advocacy work for the university. The mission of the Fleet Science Center, after all, is to provide informal education in science and math, while UC San Diego addresses the formal side.

Community service is at the core of the event. To take part in CGIU, students had to submit a community service project. The weekend meetings gave them the tools to turn their plan into reality.

The star-studded lineup at the three-day meeting included Clinton’s daughter, Chelsea, and actors Sean Penn, Drew Barrymore, and Mandy Moore. Academics, NFL players, and activists were also part of the impressive roster.

Clinton said he chose UC San Diego because of its ongoing and consistent commitment to community service.

To review the UC San Diego Foundation financial overview for 2010–11, see annualreport.ucsd.edu/2011/downloads/UCSD_Foundation.pdf
Richard and Rita Atkinson

The extraordinary generosity of the Atkinsons has had a tremendous influence on the growth and success of UC San Diego.

Richard Atkinson is president emeritus of the University of California, and former UC San Diego chancellor. He is also a trustee of the UC San Diego Foundation. In the academic year 2009–10, Richard and Rita designated $5.7 million to support fellowships, representing the largest gift to date for Invent the Future, UC San Diego's student support campaign. The couple's philanthropy has touched nearly every area of the campus, from the visual and performing arts to the Rady School of Management, UC San Diego Health Sciences, and UC San Diego Libraries.

Sheldon and Susan Engelhorn

The Engelhorns are genuine philanthropists who give time and money for no personal gain or recognition. While Susie has quietly and steadily encouraged Sheldon, he has given generously his time, talents, and alumni insights to the university. Sheldon is a trustee and vice chair of the UC San Diego Foundation.

To enhance diversity on campus, Sheldon and Susan Engelhorn endowed a $1 million scholarship for community college transfer students to UC San Diego. Since the gift was established in 2003, more than 240 students have benefited. The couple has also given significant gifts to other areas of campus including marine sciences. As a San Diego entrepreneur, Sheldon advises the UC San Diego Student Foundation, which helps to grow the next generation of philanthropists.

Anne Ratner

Through her leadership and dedication, Anne Ratner made quality eye care possible for thousands of children from all economic backgrounds in San Diego County.

Anne was a supporter of UC San Diego since 1967, when she and her husband, Abraham, were among the original members of the Chancellor's Associates donor group. Anne founded the Abraham Ratner Children's Eye Center in honor of her late husband, and created the Anne F. Ratner Endowed Chair in Pediatric Ophthalmology. The EyeMobile for Children, which she helped to establish at the Shiley Eye Center, provides free vision screenings, eye exams, and glasses for low-income children. Anne Ratner passed in November 2011.

L.S. and Aline Skaggs

Without the Skaggs' gift, the Skaggs School of Pharmacy and Pharmaceutical Sciences would not exist as a vibrant academic entity on campus. Much of the groundswell initiative to recommend the Skaggs for a Chancellor's Medal came from the students—the direct beneficiaries of the gift.

L.S. and Aline Skaggs provided the landmark, $30 million naming gift to establish UC San Diego’s Skaggs School of Pharmacy and Pharmaceutical Sciences. With their generosity, the Skaggs helped establish the school’s pioneering research program and the recruitment and development of the next generation of pharmaceutical scientists and pharmacy practitioners, who will play a key role in developing new pharmaceuticals and therapies. The Skaggs have long been known for their generosity in supporting education, medical research, human needs, religious, and wildlife programs.
Innovation is central to who we are and what we do at the University of California, San Diego. In five short decades, UC San Diego has earned an enviable reputation as a research powerhouse and a premier academic institution.

The long and diverse list of accolades is awe inspiring—one of the top universities in the nation and the world, one of the “coolest” and “greenest,” and even the “most popular.” For the second consecutive year, the Washington Monthly ranked UC San Diego first in the United States, based on “groundbreaking research that drives economic growth, offering students from low income families a path to a better life, and shaping the character of future leaders.” Values that we certainly hold dear.

UC San Diego’s stellar performance continues despite dwindling support from the state—now less than 8 percent of our operating budget. The budget cuts are imprudent: institutions such as UC San Diego are key to future economic prosperity. Our faculty and scientists attract federal research funding—$1 billion per year for the last two years.

UC’s research enterprise coupled with the other fund sources it generates leverages the state investment at a return of 13:1. Our faculty, staff, and alumni have founded hundreds of companies, launched new industries, generated billions in revenue, and created thousands of jobs in knowledge-intensive industries. Higher education is essential for producing the highly skilled, well-trained workforce needed to fill them.

We are extremely fortunate to have so many donors who have given generously, including UC San Diego Foundation trustees, a growing number of alumni and parents of our students, and a loyal group of friends of the university. In fiscal year 2010–11, the Foundation was very proud to be a leader in raising charitable support and in managing the endowment for the campus.

As UC San Diego moves into its second fifty years, increasing private philanthropy will be a critical factor to our continued success. With the support that we need, we can look to the next half-century focused on community, quality of life, and creating a better world for generations to come.

It is an honor and privilege to serve this institution and to work with all of you. We have a bright future and much important work to do.

With warm regards,

Julia R. Brown
Chair, UC San Diego Foundation Board
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Third Annual Alumni Weekend: Something for Everyone

UC San Diego alumni advance business, discover cures, support causes, and transform communities. The third annual Alumni Weekend, which celebrated this diverse group of achievers, brought more than two thousand alumni and their families to the campus in June 2011.

From the academic and career-oriented to the philanthropic and social, Alumni Weekend activities offered something for everyone. At Inspiring Minds, the kick-off event, five prominent UC San Diego faculty members spoke about their research. An Alumni and Family Night at Birch Aquarium drew more than four hundred participants. At the Alumni Surf Invitational and Beach Party, sixteen teams of four competed for the title of best alumni surfer. For recent graduates, sessions on new business etiquette and dining protocols were a timely and useful feature.

Fifty Years, Fifty Leaders was a 50th Anniversary celebration that honored top alumni. Six hundred alums and friends attended the Saturday awards award dinner, which benefited Invent the Future, UC San Diego’s student support campaign. Volunteer Appreciation, a Sunday brunch, recognized the valuable contributions of alumni-association volunteers.

Winning Ticket: Fifty Sweet Years

Visionary chocolatiers and UC San Diego alumni Michael ’85 and Richard ’84 Antonorsi, who founded Chuao Chocolatier in Carlsbad, California, in 2002, celebrated their alma mater’s golden anniversary with a “winning wrapper” contest and fundraising campaign. Throughout the 2010–11 academic year, the brothers sold special 50th Anniversary Chuao chocolate bars at campus locations and online at the UC San Diego Bookstore’s website.

Twenty of these special-issue candy bars came wrapped in a winning ticket. The lucky finders and their guests were treated to an exclusive tour of Chuao Chocolatier, followed by a chocolate and wine pairing party.

The company donated fifty cents of every bar sold to Invent the Future. Sales of sixteen thousand bars during the 2010–11 academic year netted $8,000 in undergraduate scholarships and graduate fellowships.

Class Act

With graduation looming, seniors at UC San Diego prepared to leave the university with a legacy. From April through June, the Class of 2011 challenged their classmates to make a gift of $20.11 in a collective effort to benefit future students. The final result was that $20,000 was raised in support of student scholarships.

Established in 1991, the Senior Class Gift provides scholarship opportunities for incoming UC San Diego students. The endowment grows with the contributions of each class.

For the third consecutive year, the UC San Diego Bookstore and UCSD Alumni partnered with the Student Foundation’s Senior Class Gift campaign to offer “Triton Pride Packs.” These special graduation packages included graduation and alumni keepsakes, cap and gown rental, commencement fee, and a $20.11 donation to the Senior Class Gift.
The $1 million that Jacobs and his wife Jerri-Ann gave back to the UC San Diego Division of Social Sciences in 2006 was the largest single gift the division has ever received from an alumnus.

In 2000, Jacobs cofounded San Diego’s High Tech High to kindle student interest in math, engineering, and science, and is spearheading efforts to replicate the model in other US cities and in Israel. As chairman and CEO of Jacobs Investment Company LLC, Jacobs works with a business incubator in Nazareth to bring Arab entrepreneurs into the Israeli economy.

Another bridge-building effort, the Gary and Jerri-Ann Jacobs International Teen Leadership Institute (JITLI), brings together Jewish teens from San Diego, and Jewish and Muslim teens from Israel, to break down stereotypes and improve communication.

As USGS director, McNutt is focusing national attention on the importance of science and math education. She worries that the United States is falling behind other countries in educating enough of its youth to compete in the sciences, technology, engineering, and mathematics.

LaVerne Ragster

Conservationist, research scientist, and education administrator, LaVerne Ragster, PhD ’80, has transformed the Caribbean region—earning national and worldwide respect from prominent climate change scientists and environmental leaders along the way. Growing up in the Virgin Islands, she learned the value of infrastructure resilience from her civil-engineer father, and natural-resource stewardship from her biologist mother. Ragster, the first US Virgin Islands native to receive a doctorate in science at UC San Diego, credits the university with teaching her to function independently, but also how to work as part of a team.

As assistant professor at the University of the US Virgin Islands (UVI), she turned her attention to the deteriorating conditions for marine life in the region’s coastal waters—becoming a champion for resource-conservation management throughout the Caribbean and around the world. She has also served as a US delegate to the United Nations Environmental Programme.

Robert Akins and Richard Sandstrom

Robert Akins, Revelle ’74, MS ’77, PhD ’83, and Richard Sandstrom, Revelle ’72, MS ’76, PhD ’79, founded Cymer Inc., one of UC San Diego’s earliest alumni start-ups and the world’s leading supplier of deep ultraviolet light sources used to produce the smallest microchips. Their relationship began in a campus lab in 1974 when Akins, a student, teamed up with Sandstrom, a teaching assistant.

After Cymer’s 1986 launch, lessons learned at UC San Diego fueled its growth. Sandstrom, the company’s senior vice president and chief technical adviser, credits the university with teaching him to operate in a freestanding way that is not dissimilar from the everyday process at Cymer. Akins, who majored in both engineering and literature, believes that his literary background was as important as his technical background in honing his communication skills as CEO and chairman.

Today, Cymer is a technology colossus with fifty locations worldwide. Akins’ and Sandstrom’s generous support of their alma mater includes funding for the Jacobs School of Engineering S.C. Lin Graduate Fellowship.

Gary Jacobs

Business entrepreneur and hands-on philanthropist Gary Jacobs, Revelle ’79, cares deeply about education and building bridges between young people, communities, and cultures. He credits his writing skills to his UC San Diego humanities courses, the ability to think logically to his economics courses, and his global perspective as being reflective of the general attitude on campus.

Marcia McNutt

As the first woman to run the 130-year-old US Geological Survey, Marcia McNutt, PhD ’78, draws on the research principles she developed as a graduate student at UC San Diego’s Scripps Institution of Oceanography: know how to formulate a good research hypothesis, and know where to look for answers to problems. McNutt, who was nominated for the USGS post by President Barack Obama in 2009, is the former president and CEO of the Monterey Bay Aquarium Research Institute. She also served as president of the American Geophysical Union and chaired the President’s Panel on Ocean Exploration under President Bill Clinton.
Undergrads virtually tutor elementary students

UC San Diego is committed to helping students from all backgrounds and circumstances. Often it is a case of students helping other students.

A virtual tutoring program, for instance, pairs student volunteers from UC San Diego’s Early Academic Outreach Program (EAOP) and Student Promoted Access Center for Education and Service (SPACES) with elementary school children in Logan Heights, a low-income, inner-city neighborhood. The University of California’s EAOP, which has a branch at each of the ten UC campuses, provides academic and college prep resources and information for low-income, underrepresented students.

In 2011, the university and the Logan Heights Branch Library jointly hosted an open house at the library to showcase the new tutoring program. Event sponsors included UC San Diego Student Affairs, the Logan Heights Branch Library and friends, and UC San Diego’s admissions and financial aid offices.

Community members learned about the online/virtual tutoring help offered by UC San Diego students, how to apply to college, and options for financial aid. In addition, UC San Diego students from SPACES gave presentations on what it’s like to be a student at the university. The event also featured remarks by UC San Diego chancellor Marye Anne Fox and citywide director of libraries Deborah L. Barrow.

For UC San Diego students it was an opportunity to grow academically and gain a sense of empowerment and social responsibility. For the elementary school students it was a chance to get ongoing, online help with their studies and pursue their dreams of higher education.
Trojan student-athlete Léon (Lele) Talichet Roach III was only nineteen when his life was tragically cut short. A sophomore majoring in neurosciences, Lele was an avid pole-vaulter and member of the UC San Diego track and field team. He was injured during a training exercise in 2009 and died two days later.

Seeking a life-affirming way to honor their son, Léon Roach II and his wife, MaryAnn, envisioned a new spectator area near the pole vault facility. They also established the Léon T. Roach Academic Scholarship for Athletes to support outstanding UC San Diego student-athletes.

Building the brick-faced terraces for track-and-field viewing was a labor of love and community bonding. If contracted out, the project would have cost about $350,000. Undaunted, Léon II drew up the plans, and together with UC San Diego Athletics, the Roaches hosted a series of “vault-a-thons,” raising over $37,000.

By spring 2011, the terraces were completed—thanks to the efforts of 180 volunteers including family and friends, UC San Diego staff, faculty, and student-athletes, who donated nearly three thousand hours of their time. Kris Grant of Synthetic Lawn Supply, architect Vic Nguyen, James and Denise Cochran of the James M. Cochran construction company, and David Gerdes of Estancia La Jolla Resort and Spa also supported the mission.

The project was one of the largest undertaken as part of Volunteer50: Chancellor’s Call to Service in honor of UC San Diego’s 50th Anniversary.

Undergraduate’s study of undocumented migrants wins 2011 research award

The expanded presence of Mexican police along the country’s southern border has not deterred Central American migrants from entering Mexico or made the journey any safer. If anything, greater border security has forced the migrants to resort to alternative and more dangerous routes through Mexico—as they travel to the United States.

These are the conclusions of Richard Hong, Roosevelt ’11, who received the 2011 Undergraduate Research Award from the Forum on Education Abroad for his innovative research. The national competition recognizes excellence in academic work completed by students as part of an education abroad program. In March 2012, Hong will present his findings in Denver at the forum’s eighth annual conference.

A double major in political science and Latin American studies, Hong spent a semester in the Mexico Field Research Program in Mexico City and San Cristobal de las Casas. Using an ethnographic survey of his own design, he interviewed undocumented Central American migrants who willingly shared their stories. His field research took him to Tapachula in Chiapas, and he commuted between the border towns of Ciudad Hidalgo in Mexico and Tecún Umán in Guatemala.
Alisa Coker, MD, fourth-year surgical resident and minimally invasive surgery research fellow at UC San Diego, works on the robotic da Vinci System, which enables surgeons to perform complex and delicate procedures with unmatched precision through very small incisions.
UC San Diego Health Sciences:
A powerhouse of patient care and research

The University of California, San Diego Health Sciences is a clinical and research powerhouse that translates basic laboratory findings into lifesaving medical and surgical care. In just over four decades, Health Sciences has had a profound impact on patient care, both locally and globally.

UC San Diego Health Sciences opened three new transformative facilities in 2011: the Medical Education and Telemedicine Building, the UC San Diego Sulpizio Cardiovascular Center, and the Sanford Consortium for Regenerative Medicine, which is home to the region’s top four stem cell research institutions.

Medical Education/Telemedicine Building

The UC San Diego School of Medicine prepares highly skilled, compassionate physicians and pharmacists to deliver leading-edge care to their patients, and to push the boundaries of medical practice through their own research efforts. UC San Diego’s progressive new medical school curriculum, adopted in 2010, is a model for twenty-first century medical education. Tomorrow’s doctors will require consummate knowledge of computers and diverse technologies, and will work across disciplines—often in collaborative teams.

The $65 million Medical Education and Telemedicine Building, which opened in September 2011, was conceived with this high-tech, high-touch future in mind. Within its walls, sophisticated technology supports hands-on simulations, team learning, and distance education, as well as UC San Diego’s thriving consultation practice in telemedicine. In addition to educating future physicians, the state-of-the-art center provides continuing medical education for practicing physicians, helping them make a successful transition to the latest innovations in health care delivery.

Long-distance education capabilities allow for student-physician collaborations and provide care to underserved communities in remote areas. Simulation technologies—from mock operating rooms to video cameras to electronic mannequins—give students a chance to hone their medical and surgical skills, along with their bedside manner, well in advance of encountering their first patient.

The nine-thousand-square-foot Clinical Skills and Simulation Center includes an instructional operating room with twenty-two surgical tables and eighteen examination rooms, where students perform mock interviews with patients. The new building is also home to the Center for the Future of Surgery, allowing students, residents, and physicians to train in the latest surgical, robotic, laparoscopic, and microscopic techniques.

A tiered, 350-seat auditorium is the largest on campus and a venue for lectures, videoconferencing, and other special presentations. Advanced wireless networking is available throughout the building.

UC San Diego Sulpizio Cardiovascular Center

As the region’s first comprehensive cardiovascular center, Sulpizio Cardiovascular Center, adjacent to Thornton Hospital, is a milestone development for the UC San Diego Health System. Sulpizio Cardiovascular Center, which opened in July 2011, is at the forefront of modern efforts to combat heart and vascular diseases, the most common causes of disability and mortality within the United States. To the tens of thousands of Californians at risk for or suffering from heart disease and stroke, the new facility for integrated cardiovascular care provides advanced diagnostics, novel treatments, and access to a number of clinical trials not available anywhere else in the San Diego region.
For more than six decades, Anne Ratner was a revered volunteer and philanthropist in San Diego, actively supporting arts, sciences, service, and Jewish organizations. Ratner and her husband, Abraham, were early supporters of UC San Diego and were among the original Chancellor’s Associates. In 1993, she donated the funds to establish the Anne F. and Abraham Ratner Children’s Eye Center.

David Granet, MD, director of the center and chair holder of the Anne F. Ratner Endowed Chair in Pediatric Ophthalmology, noted that Ratner’s determination to make a difference by helping conquer childhood blindness and vision loss will impact children worldwide for generations.

Ratner also supported the Judaic Studies Program at UC San Diego, undergraduate scholarships, The Preuss School UCSD, and the UC San Diego Moores Cancer Center. In 2010, her children, Pauline Foster and the late Sanford Ratner, gave $800,000 to UC San Diego to establish the Anne Ratner Family Fund for Breast Cancer Research and the Anne Ratner Family Fund for Stem Cell Research. In total, Ratner donated nearly $5 million to various areas throughout the UC San Diego campus.

The new facility adds fifty-four inpatient beds, four cardiovascular operating rooms, four cardiac catheterization laboratories, a noninvasive cardiovascular laboratory, and outpatient clinics to UC San Diego Health System’s campus. More than $30 million in philanthropic funds made the new center possible, including a leadership gift from Richard and Maria (Gaby) Sulpizio. The Sulpizio family’s naming gift, along with the support of all donors, will translate into improved, lifesaving treatment for cardiovascular patients who come to UC San Diego for their care.

Sanford Consortium for Stem Cell Research

The grand opening of the Sanford Consortium for Regenerative Medicine research facility in November 2011 was a critical step in the long and productive collaboration involving UC San Diego, the Sanford-Burnham Institute for Medical Research, the Salk Institute for Biological Studies, and The Scripps Research Institute. All four partners had a hand in planning the $126 million facility which, by encouraging interaction among top investigators from different disciplines, aims to raise the quality and pace of scientific discovery.

The new facility provides a workspace for focused teams of scientists from the four premier institutions to use cutting-edge stem cell science and technology in addressing critical health issues. With twenty-five principal investigators using multiple, parallel approaches to conduct stem cell research, and space for more than three hundred researchers, the new consortium building is collaborative by design.

Built on a seven-and-a-half acre site on the UC San Diego campus, the 150,000-square-foot facility overlooks the Pacific Ocean and is in close proximity to all four institutions. The building’s energy-efficient properties qualified it for LEED-Gold certification.

 Jacobs Medical Center: Changing the Landscape of Health Care

In 2010, UC San Diego received a visionary gift from the Joan and Irwin Jacobs family to build a new state-of-the-art medical center that will add approximately 245 inpatient beds to UC San Diego Health System. The center will emerge as one of the world’s premier scientific and clinical hubs. By leveraging the university’s strengths in basic biomedical research, engineering, and computing, the Health System in La Jolla will offer the most advanced and flexible health care available anywhere. The ten-story
In 2011, San Diego philanthropists and longtime residents Steve and Lisa Altman pledged $10 million to the planned Clinical and Translational Research Institute (CTRI) building, to be constructed on UC San Diego Health System’s campus in La Jolla by 2016. Their gift accelerates a project that has been a dream of UC San Diego Health Sciences for many years: creating a special building where researchers and clinicians work side by side with patients to address major diseases.

Steve Altman is vice chairman of Qualcomm Inc. He and his wife, Lisa, have been generous patrons of many local and national charities, and they know personally the impact that disease can have on a family. Type 1 diabetes has afflicted many generations of their family, including their son, who is now in his early twenties.

As one tenant of the new building, UC San Diego’s Pediatric Diabetes Research Center will ultimately benefit from the Altman’s generosity, but the Altman CTRI building will also focus on new treatments for other devastating illnesses. The new facility will be in close proximity to Thornton Hospital, Moores Cancer Center, Sulpizio Cardiovascular Center, and Jacobs Medical Center. Its location will make it one of only a handful of such centers in the country, where the strengths of academic medicine—excellent patient care, leading-edge research and teaching—come together in one place to best serve patients.
Collaboration between Scripps Institution of Oceanography and the San Diego Supercomputer Center to study Antarctic ice.
Drifting icebergs in the Antarctic’s Southern Ocean play a key role in the carbon cycle—cooling, mixing, and diluting ocean waters more than was previously suspected. The effects are likely to enhance the growth of phytoplankton—and increase the removal rate of carbon dioxide from the sea, according to a multidisciplinary team from the University of California, San Diego and the University of San Diego.

UC San Diego researcher John J. Helly led the National Science Foundation (NSF)-funded study, which has global implications for climate change. Sampling was conducted by a surface-mapping method to survey the area around an iceberg. When scientists resurveyed the same area ten days after the iceberg had floated away, they discovered increased concentrations of chlorophyll and reduced concentrations of carbon dioxide compared to nearby areas without icebergs.

Helly, who directs the Laboratory for Environmental and Earth Sciences at the San Diego Supercomputer Center (SDSC) and holds a joint appointment at the Scripps Institution of Oceanography, conducts research in the application of high-performance computing resources to environmental and earth science problems. He was the lead author of a paper titled “Cooling, Dilution and Mixing of Ocean Water by Free-drifting Icebergs in the Weddell Sea,” which appeared in the journal Deep-Sea Research Part II. The study results were also highlighted in the March 2011 issue of Nature Geoscience.

SDSC, an organized research unit of UC San Diego, celebrated its 25th Anniversary in 2010 as one of NSF’s first supercomputer centers. After functioning for many years primarily as a nationally funded center, SDSC recently reinvented itself by strengthening its ties with UC San Diego and the University of California system. SDSC has become a key resource for UC researchers such as Helly, while continuing to serve investigators throughout the larger national scientific community with cyberinfrastructure for data-intensive research.
Statistically speaking, most people are less popular than their friends. Imagine a well-connected party-giver at one extreme, and an introvert at the other. The average person is much more likely to know the well-connected host.

This “friendship paradox” is a basic feature of social networks and a potential tool for predicting the spread of disease. People at the center of a social network tend to be early birds—whether it’s exposure to good ideas, juicy gossip, or a contagious illness.

James Fowler, professor of medical genetics and political science at the University of California, San Diego, and Nicholas Christakis, professor of medicine, medical sociology, and sociology at Harvard University, used the friendship paradox to study a flu epidemic in 2009. The researchers randomly contacted 319 Harvard undergraduates and asked each of them to name up to three friends—for a total of 425 friends. As predicted by the paradox, members of the second group were named more times by the random group, and were more central to the connections among Harvard students. The flu infection rate peaked two weeks earlier among the group of more-connected friends.

Current prediction methods are based on statistics that either lag the real world or are contemporaneous with it, according to Fowler. The “friendship paradox” model could have significant and cost-effective implications for public health. By asking members of a random group to name friends, and by tracking and comparing both groups, it might be possible to predict epidemics before they strike the population at large.

Flexible Gift Empowers a Division

Kroner pledge benefits graduate students in Social Sciences

Graduate students are the lifeblood of a great university. While advancing their own careers through research and study, they also support their divisions as well as their fields of study by attracting stellar faculty who choose to practice where protégés can help advance their work. As teaching assistants, graduate students mentor undergraduates by providing vital classroom, laboratory, and fieldwork support.

In competing for academic talent, the University of California, San Diego routinely vies with other elite institutions offering two or three times the financial package. Fellowships level the playing field—and are often the deciding factor in a student’s choice of school.

A flexible, $1 million gift to fund the Kroner Family Endowed Fellowship in Social Sciences empowers the UC San Diego Division of Social Sciences dean to create a competitive fellowship (graduate level scholarship) for an outstanding prospective graduate student, or to offer support in smaller amounts to top candidates. Global finance innovator Ken Kroner, PhD ’88, and his wife, Jennifer, pledged their generous gift in 2011 in gratitude for the superb training Ken received at UC San Diego in economics, econometrics, critical thinking, and analytical problem solving. He is chief investment officer and head of the scientific active equity business at BlackRock, Inc., the world’s largest asset-management firm.

Support for graduate fellowships and undergraduate scholarships is a critical priority across campus. Invent the Future: The UC San Diego Student Support Campaign aims to provide talented students of all backgrounds with access to a world-class education. Ken Kroner is one of several alumni who have given $1 million or more to the university in the past year for this purpose.

In a previous gift to Social Sciences, the Kroners helped to establish two endowed chairs in honor of economics professors emeriti and Nobel laureates Robert F. Engle and Clive W. J. Granger.
Scripps Oceanography graduate students survey small-scale fisheries worldwide

Artisanal or small-scale fisheries provide food and a livelihood for roughly five hundred million people—and bring in nearly half the global catch. They exist throughout the world—particularly in developing countries—and typically use traditional fishing methods and small boats.

Artisanal fishing practices often conflict with ecosystem health. Overfishing, habitat damage, and bycatch (the incidental capture of mammals, seabirds, and other nontargeted creatures) threaten the food supply and financial stability of coastal communities in developing countries. Understanding artisanal fisheries and reducing their negative impact is an emerging priority for marine conservation.

The Artisanal Fisheries Research Network (AFRN), founded in 2010 at the University of California, San Diego’s Scripps Institution of Oceanography, is studying how local populations around the world interact with small-scale fisheries. Scripps Oceanography professor Stuart Sandin is principal investigator for the project, which draws UC San Diego and Scripps Oceanography graduate students from diverse disciplines, including economics, anthropology, and marine biology.

A two-year, $100,000 grant from the Waitt Foundation is supporting fieldwork by eight graduate students—each operating in a different international location. The Waitt Foundation, which is committed to ocean conservation, views the AFRN project as novel, significant, and the first concerted attempt to study the cumulative effects of small-scale fisheries, which are difficult to monitor, observe, and understand.

AFRN aims to develop best practices for studying artisanal fisheries, design a survey methodology that seamlessly links the natural and social sciences, and standardize information collected from worldwide locations. The next step of the Scripps AFRN researchers plan is to create general management models that could be adapted, as needed, to local fishing communities.
“Field Expedition: Mongolia” is a joint UC San Diego and National Geographic-supported effort launched in June 2010. Citizen scientists were invited to help solve an eight hundred-year-old mystery: the whereabouts of Genghis Khan’s lost tomb. Logging onto a customized Internet portal, nearly 10,500 users have joined the expedition from the comfort of their own homes.

The overall project is headed by National Geographic Emerging Explorer Albert Yu-Min Lin—a three-time UC San Diego graduate in electrical engineering (’04, MS ’06) and materials science (PhD ’08). The expedition uses modern, noninvasive imaging tools to explore parts of Mongolia. The project is searching for archaeological sites that shed light on the country’s rich cultural heritage while maintaining respect for local customs and beliefs.

Crowdsourcing or human computation is the online component that encourages public participation. While human knowledge is powerful when it comes to spotting anomalies, it is difficult to write a computer program for distinguishing between something that is natural versus something that is man-made.

Human computation is an ongoing research focus at UC San Diego’s California Institute for Telecommunications and Information Technology (Calit2). Lin is affiliated with Calit2’s Center of Interdisciplinary Science for Art, Architecture and Archaeology (CISA3).

A team at Calit2 led by recent electrical engineering PhD Luke Barrington wrote the crowdsourcing software for “Field Expedition: Mongolia.” Using high-resolution satellite imagery made available by the GeoEye Foundation, citizen scientists have analyzed nearly 670,000 satellite images to mark anomalies that might represent archaeological ruins. During summer field expeditions in 2010 and 2011, Lin and his team used the information collected by the taggers to “groundtruth” the tagged sites, which guided them to places where they could employ noninvasive tools such as ground-penetrating radar, unmanned aerial vehicles, remote sensors, and on-site digital archaeology systems. The online expedition continues at http://exploration.nationalgeographic.com/mongolia.

The Jacobs School connects with industry

The Corporate Affiliates Program (CAP) at the Jacobs School of Engineering creates bridges between the Jacobs School and industry. More than fifty industry partners interface with the Jacobs School through CAP. Customized access to the best undergraduate and graduate students, and research partnerships with Jacobs School faculty are two of the benefits to companies that join CAP. Engaging with the Jacobs School through CAP also gives companies a voice in the future of engineering education. CAP also runs the successful Team Internship Program (TIP).
Four new master of advanced study engineering degrees at Jacobs School

Lifelong learning for engineering professionals fuels innovation and strengthens US competitiveness. New master of advanced study (MAS) degree programs at the Jacobs School of Engineering are designed primarily for mid-career professionals seeking cutting-edge workplace skills and academic rigor in advanced education.

Four new MAS offerings—Medical Devices Engineering, Wireless Embedded Systems, Simulation-Based Engineering, and Structural Health Monitoring—were launched recently. They join the successful Architecture-Based Enterprise Systems Engineering (AESE) program.

Students benefit from classroom schedules that are tailored to working professionals, and from networking opportunities with colleagues and mentors. The focus is on emerging interdisciplinary fields and industry-specific application areas that are not available through traditional master degree programs. Course content is closely aligned with research strengths of Jacobs School faculty and with industry workforce needs.

ViaSat, Inc. in Carlsbad, CA, which regularly sends high-potential employees to the Jacobs School AESE program, finds that participants quickly acquire a new set of skills they can apply on the job. ViaSat-1, the company’s new media-enabled satellite broadband system, was a complex project that required a new way of looking at things. After completing the AESE program, several engineers working on ViaSat-1 took a leadership role in thinking about the project from a systems approach, according to Steve Hart, MA ’80, the company’s chief technology officer.

Internship program helps students excel

Every summer, multidisciplinary teams of students tackle real engineering problems at companies through the Team Internship Program (TIP), which is run through the Corporate Affiliates Program (CAP) at the Jacobs School of Engineering. Each student team completes a significant project in as little as ten weeks. TIP projects often result in patents or prototypes for the corporate partner that hired the team. During summer 2011, 236 students worked on seventy-six on-site teams, including four international teams at thirty-six companies.

Being part of TIP is a once-in-a-lifetime opportunity, and prepares a student to succeed in the workplace, according to Jordan Barr, a senior and mechanical engineering major who participated in TIP as an intern at SAIC in San Diego in 2011. Students learn to work as a cohesive unit, are given significant responsibilities, exercise their problem-solving skills, and get to work in the field.
Setting the stage: Storyboard sketches for the opening scenes of “Drama in the Delta.”
Theatre professor’s video game is somber history lesson

Internment is a dark chapter in US history—and the basis of a video game being developed at the University of California, San Diego. During World War II, over one hundred thousand Japanese Americans were forced from their Pacific Coast homes into internment camps. Two of these camps, Rohwer and Jerome in the Arkansas Delta, imprisoned some fifteen thousand Japanese Americans in an area already rife with racial tensions. “Drama in the Delta,” a three-dimensional, role-playing game, will recreate the camps and allow players to experience the oppressive conditions for themselves.

UC San Diego theatre historian Emily Roxworthy learned of cultural activities at the Arkansas camps from former internees. Trapped behind the barbed-wire fences, detainees participated in Kabuki plays, blues concerts, judo exhibits, and blackface minstrel shows as a means of emotional survival.

Roxworthy and Amit Chourasia of the university’s San Diego Supercomputer Center are overseeing a team of student programmers and artists for the video game project, which is funded by the National Endowment for the Humanities. While the content is historically accurate, the format owes as much to the popular (and often controversial) “Grand Theft Auto” video games as to archival research.

The entertainment factor, including the use of avatars or digital personae, will keep players engaged and learning. Several missions will challenge players to creatively navigate and even resist the unjust systems of Jim Crow laws and anti-Japanese policies.

The free Internet game is slated for a 2013 completion date. Although some say that video gaming has made young people less empathetic, Roxworthy thinks “Drama in the Delta” will have the opposite effect.

Uplifting Music for Seniors

Planned gift supports community

The Gluck Series are monthly concerts that bring the joy of live music to senior adults throughout San Diego County and the opportunity for UC San Diego music students to perform their personal favorites. A $750,000 planned gift to the university’s Department of Music from Muriel Gluck, the late local arts patron, supports this community-minded program, which began in 2010.

Senior living communities, retirement homes, and community centers are venues for the concerts, which engage, uplift, and entertain adults who might not be able to travel to a formal concert hall. A recent performance featuring two graduate music students playing a selection of pieces by Bach for flute and violin. A seasonal, toe-tapping concert was an eclectic mix of Beethoven and familiar Christmas carols.

During her lifetime, Gluck also established an endowment to fund the Maxwell and Muriel Gluck Endowed Fellowship in Music Composition for UC San Diego graduate students. Experimentation is the DNA of the university’s music department, which is renowned for its innovative and collaborative performances and contemporary music compositions. Gluck’s generosity helps students pursue their research, share their knowledge and performance skills with the community, and continue to challenge the frontiers of music.
Commericalizing algae fuels—and growing the economy

San Diego is fast becoming an innovation cluster for algal biofuels research and development. Converting algae or “pond scum” into cheap, environmentally friendly power would wean the United States from dependence on foreign oil, lower carbon emissions, boost the Southern California economy, and build a new workforce.

The San Diego Center for Algae Biotechnology (SD-CAB) aims to provide a national and global model for the commercialization of algae fuels. The three-year-old consortium of local research institutions and commercial partners, headed by UC San Diego biologists, received a US Department of Energy award in 2010 of up to $9 million to conduct basic research over a three-year period. A group of biotechnology and energy companies is supplementing the federal funds with another $3 million.

California’s Alternative Fuel Plan mandates that 9 percent of conventional fuels be replaced by alternative fuels by 2012, 11 percent by 2017, and 26 percent by 2022. To help the state reach these targets, the California Energy Commission awarded $2 million to UC San Diego in 2011 to investigate a wide range of plant-based fuels. Heading up the three-year effort is Stephen Mayfield, a biology professor at UC San Diego and the director of SD-CAB.

Education and Developing workers for the Green Economy (EDGE) was paid for with a $4 million grant from the California Department of Labor. UC San Diego and SD-CAB are among the local partners for EDGE training, which ranges from entry-level technician to a master of science degree. In 2011, the first fifty graduates received certification to work as general science technicians in the San Diego/Imperial County biofuels industry.
**Hands-on in the Labs**

**Gift from biology alumna offers life-changing research experience**

With a generous gift of $265,000 to her alma mater, biology alumna Wendy Kwok ’99, JD, will provide a life-changing research experience to highly motivated UC San Diego undergraduates majoring in biological sciences each year, in perpetuity. Her gift establishes the Wendy W. Kwok Research Scholarship Endowment, which provides scholarship funding for undergraduates to engage in hands-on, high-impact research through the Division of Biological Sciences’ Eureka! Scholars Program. The Eureka! Program empowers talented students—who might otherwise have to take on low-paying jobs unrelated to their studies—with $3,500 research scholarships so that they can spend their summer months in the lab, conducting invaluable research alongside leading research scientists.

Kwok, who graduated with a degree in neuroscience and animal physiology, designated a portion of her gift as a match to challenge fellow alumni and parents to follow her footsteps in supporting today’s students and tomorrow’s science leaders and innovators. With Kwok’s $25,000 matching gift, the Division of Biological Sciences raised $50,000 for much-needed summer research scholarships—a perfect tribute to UC San Diego’s 50th Anniversary.

**IR/PS student makes the most of Robertson fellowship**

For Chas Culverwell, a summer 2011 internship with the US State Department at the American Institute in Taiwan was a rich learning experience and a test run at living abroad with his wife, two-year-old son, and four-month-old daughter. A graduate student at the UC San Diego Graduate School of International Relations and Pacific Studies (IR/PS), he is one of six IR/PS students to qualify as a Robertson Fellow over the last two years, thanks to a $450,000 gift from the Robertson Foundation for Government (RFFG). The gift, pledged over four years, covers expenses for top students to complete their master’s degree at IR/PS.

Although Culverwell does not know if he will ultimately work for the State Department, he does know he will work for the US government for at least three of his first five years after graduation. This commitment is one of the requirements that participants in the Robertson Fellows Program must meet.

Established in 2010, RFFG will invest several million dollars annually to fund scholarships, graduate fellowships, mid-career training programs, and other initiatives to address the talent needs of the federal government. RFFG is one of the nation’s only private foundations that sponsor students interested in pursuing federal government careers.

**Students Honored as 2011 Robertson Fellows**

Sadé Diké, a graduate of Howard University, recently completed an internship with the Central Intelligence Agency on the economic development of Brazil, Russia, India, and China. She plans to work in public policy with a regional focus on China and is fluent in Mandarin Chinese.

Marian H. Nguyen is a graduate of California State University, Fullerton and served as a Peace Corps Volunteer in Peru from 2008 to 2010. She will work on international development with a regional focus in Latin America.

Adrián Pavía, an alumnus of UC Berkeley, worked as a business analyst for the Los Angeles Unified School District. He has also worked for the Center for Asian American Media in San Francisco. Pavía plans to concentrate in international development with a regional focus in Latin America.
Less than 5 percent of the world’s business schools have earned accreditation from AACSB International (Association to Advance Collegiate Schools of Business), which is considered the hallmark of excellence in business education. It took only two years for the Rady School of Management at the University of California, San Diego to gain initial AACSB accreditation—a remarkable achievement for the young institution.

Founded in 2003, the Rady School is the only new business school established during the past thirty years at a U.S. News & World Report top-ranked public research university. The Rady School is one of the youngest schools in the nation ever to achieve AACSB recognition.

The founding of the Rady School was the culmination of a partnership between UC San Diego and the business community. Its aim was to provide the region’s thriving science and technology industries with a continuous source of leaders possessing innovative management skills and an understanding of the discovery-to-market process.

The majority of funding came as a naming gift from philanthropists Ernest and Evelyn Rady. Additional gifts were...
Doing well by doing good is the mantra of clean tech entrepreneur Martin Sabarsky, MBA ’06. In 2011, the University of California, San Diego’s Rady School of Management alum became president and chief executive officer of Cellana, Inc.

Founded in 2004 as HR BioPetroleum, the company has trained its sights on commercial-scale production of biofuels, animal feeds, nutritional oils, and other sustainable bioproducts from saltwater algae—while simultaneously reducing CO2 emissions. Cellana’s six-acre demonstration facility in Kona, Hawaii, the result of a three-year joint venture with Royal Dutch Shell PLC, focuses on yield improvements and cost reductions through engineering research.

Although Sabarsky claims San Diego as his official home, he actually lives out of a suitcase. Perched on the bleeding edge of industrial biotechnology in a challenging economic environment, he relentlessly pursues private funding.

Sabarsky majored in biology and political science at Brown, studied law at Harvard, and launched his career as a transactional attorney before becoming an investment banker in the life sciences sector. A dealmaker par excellence, he worked on over $13 billion worth of transactions including Diversa (now known as Verenium) Corporation’s $200 million IPO in 2000—just before the tech bubble burst. The San Diego-based producer of environmentally friendly industrial enzymes subsequently hired him to head up corporate development. He kept his day job at Diversa while enrolled in the Rady School’s Flex-MBA program and joined his present company in 2008.

From operations, to cost management, to marketing, the prevailing theme of Sabarsky’s courses at the Rady School was market development—and the risks entrepreneurs face as they look at the technology landscape. Sabarsky welcomed the mix of formal classroom teaching and informal problem-solving with instructors, fellow students, UC San Diego researchers, and local industry professionals.

As a member of the Rady School’s first graduating class, Sabarsky forged a network of relationships that still endure. Despite his demanding travel schedule, he mentors classmates and more recent Rady School alums. He dotes on his daughters, ages five and nine, and is training for a triathlon event.

Achieving AACSB accreditation in 2011 was an important milestone for the Rady School. Another was its recent development of a health sciences-driven MBA curriculum for leaders in the rapidly changing health-care sector. The curriculum focuses on the application of innovative technologies to the delivery of health care, and the translation of new scientific and medical research to commercial viability.
With its longer school days and a longer school year, The Preuss School UCSD, on the University of California, San Diego campus, is bucking a growing national trend. As beleaguered school districts balance their budgets by cutting classroom hours, Preuss supports educational advancement with seven class hours a day instead of the typical six, and a 198-day school year. The result: when a Preuss student who has attended the school since sixth grade graduates, he or she will have benefited from almost an entire extra year of instructional time.

Preuss was named the top transformative school in the country by Newsweek magazine in its 2011 “America’s Best High Schools” list. The magazine lauded the school for producing high achieving graduates despite limited resources and ranks it at the top of all San Diego County high schools, third in California, and thirty-forth in the nation.

Preuss’ success is unmistakable. Ninety-five percent of the Preuss class of 2011 was accepted to four-year colleges or universities, and all of this year’s graduates are pursuing higher education. A record 81 percent of the class was accepted to at least one of the nine undergraduate UC campuses. Preuss was also honored by the US Department of Education with the 2010 National Blue Ribbon School Award. Only 5 percent of all public and private schools have received this distinction over the last twenty-eight years.

The Preuss School UCSD, opened in 1999 as a joint charter between the university and the San Diego Unified School District, is dedicated to providing a rigorous, single-track college preparatory curriculum to low income, highly motivated students striving to become the first in their families to graduate from college. Preuss consistently appears as one of America’s best high schools, according to Newsweek, the Washington Post, and U.S. News & World Report rankings.

Extension opens new facility in University City

In today’s challenging economy, continuing education certificates are a bridge to employment areas that are in higher demand than the overall job market. At University of California, San Diego Extension, certificate enrollment increased 59 percent over the last four years. New specialized certificates added in 2010 include biostatistics, Spanish/English translation, and information systems management.

To better accommodate adult learners and working students, Extension opened a new University City Center in 2011. Twice the size of the previous Sorrento Mesa Center,
The UC San Diego Libraries celebrated two landmark events in the 2010–11 academic year: the 40th Anniversary of its iconic flagship library building and the 50th Anniversary of the University of California, San Diego. The Central Library building, designed by world-renowned architect William Pereira, was dedicated in 1971 and named Geisel Library in 1995 for Audrey and Theodor Geisel (Dr. Seuss). The building, which houses the original art works of Dr. Seuss as well as numerous other collections, has long been the visual emblem for the campus.

In honor of the campus’ 50th Anniversary, UC San Diego’s Mandeville Special Collections Library presented Ansel Adams at UCSD, an exhibition of photographs shot by the visionary photographer and environmentalist in 1963. Ansel Adams, widely recognized as one of the greatest American photographers of the twentieth century, was best known for his black-and-white photographs of the American West. His work is defined by its clarity of focus, rich tonal range, and mythic sense of landscape.

The University of California commissioned him to photograph all its campuses for the upcoming UC centennial anniversary in 1968. Adams’ images of the fledgling UC San Diego campus include iconic shots of the Scripps pier (page 2), a sea turtle at Scripps Institution of Oceanography (next page), and popular campus gathering spots such as Revelle Plaza (below). Also included are photos of some of the university’s most prominent early faculty members: E. Margaret and Geoffrey Burbidge, Walter Munk, John Stewart, and Nobelist Harold Urey.

To some extent, America’s current and future job gap is the disparity between good jobs being created by innovation and the lack of workers with the requisite skills to fill those jobs, according to Closing America’s Job Gap, a 2011 book by UC San Diego Extension dean Mary Walshok, economics advisor Tapan Munroe, and Extension assistant dean Henry DeVries. The authors cite top innovation areas with job-creating potential, including embedded engineering, clinical trial design and management for oncology, data mining, mobile media, occupational health and safety, English translation and foreign languages, renewable energy and the greening of all jobs, teaching English as a foreign language, and geriatric health care.
Economic Impact

Ranked one of the nation’s top ten public research universities by U.S. News & World Report, UC San Diego is a catalyst for innovation and a force for economic growth. Located on the thriving Torrey Pines Mesa, the campus has built San Diego’s reputation as a hotbed of activity in science, biotechnology, and medicine.

Featured in this supplement to the UC San Diego Annual Report 2012 are active spin-off companies founded by UC San Diego’s entrepreneurial faculty, staff, and alumni.

Data shown is current as of 2009.
UC San Diego Spin-off Companies

UC San Diego is an economic engine that is driving the future of the region via these active spin-off ventures—through sales and growing workforces—which amount to an economic impact of over $20 billion in San Diego County alone.

156 Active Companies in San Diego County Founded by UC San Diego Alumni, Faculty, and Staff

Generating an Estimated $15.3 Billion in Annual Sales

And Providing Jobs for 18,400 Employees

That's over $20 Billion in Economic Impact in San Diego County

Top Five in Sales

1. Qualcomm Inc. $10.4 Billion
2. Life Technologies Corporation* $3.3 Billion
3. ViaSat, Inc. $628 Million
4. Cymer, Inc. $308 Million
5. Genoptix, Inc. $184 Million

Based on Annual Sales 2009–10

*Life Technologies Corporation began as Invitrogen in 1987
The UC San Diego Connection

- Start-ups Founded by Alumni: 64%
- Start-ups Founded by Faculty*: 30%
- Start-ups Using Technology Licensed by UC San Diego: 9.6%

* Faculty status includes various staff and graduate student titles as well. There is crossover in categories of those who have founded UC San Diego spin-offs; therefore the total is not 100 percent.

It's All about Location

Number of UC San Diego Spin-off Companies by City*

Spin-off companies originated at UC San Diego in La Jolla have a strong presence and economic impact throughout San Diego County and beyond.

- Carlsbad: 12
- Chula Vista: 2
- Coronado: 5
- Del Mar: 1
- Encinitas: 31
- La Jolla: 96
- La Mesa: 1
- Poway: 1
- San Diego: 1
- San Marcos: 1
- Solana Beach: 1

* La Jolla is a designated community within the city of San Diego.
## Companies by Industry

Annual sales and employees shown for 2009. All sales and staffing estimates (except for publicly traded companies) provided by Hoover’s Inc.

*Data source for annual report reproduction: Office of Research Affairs, UC San Diego*

### Retail

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### Computing

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### BioTechnology

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<td>Synthetic Genomics</td>
<td>27</td>
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<tr>
<td>Vical, Inc.</td>
<td>113</td>
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*Life Technologies Corporation began as Invitrogen in 1987*

### Other

<table>
<thead>
<tr>
<th>COMPANY NAME</th>
<th>EMPLOYEES</th>
<th>ANNUAL SALES</th>
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</thead>
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<tr>
<td>AEC One Stop Group (formerly MP3.com)</td>
<td>—</td>
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<td>Craftsman Wood Refinishing</td>
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<tr>
<td>Crystal Pyramid Productions</td>
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<td>Kereshmeh Records</td>
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<tr>
<td>M Ship Co., LLC</td>
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<tr>
<td>Martinez + Cutri Architects</td>
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<td>Music Search, Inc.</td>
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<td>Reality Changers</td>
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<td>SanTech Inc</td>
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<td>Villa Musica</td>
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<tr>
<td>WaveLoch</td>
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<tr>
<td>Western Mineral Appraisers</td>
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### Financial, Management & Consulting Services

<table>
<thead>
<tr>
<th>COMPANY NAME</th>
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<tbody>
<tr>
<td>Active Motif, Inc.</td>
<td>40</td>
<td>$4,600,000</td>
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<tr>
<td>Airsis, Inc.</td>
<td>25</td>
<td>$3,600,000</td>
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<tr>
<td>Andrews, Lagasse, Branch and Bell, LLP</td>
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<td>Aspire Independent Review Board</td>
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<tr>
<td>BatesnoWhite</td>
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<td>—</td>
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<tr>
<td>Better Business Funding, LLC</td>
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<td>—</td>
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<tr>
<td>Carlton Disante &amp; Freudenberger</td>
<td>10</td>
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<tr>
<td>Cerian Technology Ventures</td>
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<tr>
<td>Covario, Inc.</td>
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<tr>
<td>Delphi Private Advisors</td>
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<tr>
<td>Domani Investments LLC</td>
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<tr>
<td>eProcesses Consulting</td>
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<tr>
<td>Forward Ventures</td>
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<td>Integrity Capital, Inc.</td>
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<tr>
<td>JorgeCruise.com, Inc.</td>
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<tr>
<td>Phoenix Flow Systems, Inc</td>
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<td>Pysonomics, Inc.</td>
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<td>Regent Partners, LLC</td>
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<tr>
<td>Roger Bradley Consulting</td>
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<tr>
<td>Roe Inc</td>
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<tr>
<td>Sandra Dijkstra Literary Agency</td>
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<tr>
<td>Schwartz, Senerdijan, Halie, Ballard &amp; Cauley LLP</td>
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<tr>
<td>Sovereign Capital</td>
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<tr>
<td>Talentsmart, Inc.</td>
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<tr>
<td>Tom Shepard &amp; Associates, Inc.</td>
<td>7</td>
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<tr>
<td>Traversa Therapeutics</td>
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<tr>
<td>WebPRpro</td>
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### Medicine & Health

<table>
<thead>
<tr>
<th>COMPANY NAME</th>
<th>EMPLOYEES</th>
<th>ANNUAL SALES</th>
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<tr>
<td>American Specialty Health Networks</td>
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<tr>
<td>Billups Rothenberg, Inc</td>
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<td>$500,000</td>
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<tr>
<td>Biological Dynamics</td>
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<tr>
<td>Celladon Corp.</td>
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</tr>
<tr>
<td>Dance Or Die</td>
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</tr>
<tr>
<td>David L. Christopher, A Psychotherapy Corporation</td>
<td>—</td>
<td>—</td>
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<tr>
<td>DR Systems Inc</td>
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<td>—</td>
</tr>
<tr>
<td>Dynamic Behavioral Solutions</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Fit &amp; Giggles</td>
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<tr>
<td>Genoptix, Inc.</td>
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<td>GlySens, Inc.</td>
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<td>Minnow Medical</td>
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<tr>
<td>Nicolas Conor Institute</td>
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<tr>
<td>PlanetX</td>
<td>—</td>
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<tr>
<td>Protein Vision, Inc.</td>
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<td>Proveri, Inc.</td>
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<td>Pulmosense</td>
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<td>SanDiegoTherapist.com</td>
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<tr>
<td>Sonicoomwellness.com</td>
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<td>TDAK Medical Inc</td>
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<td>Timeless Age Defying Laser Clinic</td>
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<td>Tritonics</td>
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<tr>
<td>Zacharon Pharmaceuticals, Inc.</td>
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</table>

### Sustainability Technology & Services

<table>
<thead>
<tr>
<th>COMPANY NAME</th>
<th>EMPLOYEES</th>
<th>ANNUAL SALES</th>
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<tbody>
<tr>
<td>San Diego EarthWorks</td>
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<td>Sapphire Energy</td>
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<tr>
<td>Silver Wood Energy Inc.</td>
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### Hi-Technology

<table>
<thead>
<tr>
<th>COMPANY NAME</th>
<th>EMPLOYEES</th>
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</tr>
</thead>
<tbody>
<tr>
<td>AwarePoint</td>
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<td>$5,100,000</td>
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<tr>
<td>CardioSync Technologies</td>
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<tr>
<td>Cognionics</td>
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<td>Cymer, Inc.</td>
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<td>Direct Electron, L.P.</td>
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<tr>
<td>Elintrix</td>
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<td>$440,000</td>
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<td>Entropic Communications</td>
<td>262</td>
<td>$116,310,000</td>
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<tr>
<td>Insilicumed, Inc.</td>
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<tr>
<td>IQ Analog</td>
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<tr>
<td>La Jolla Networks</td>
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<td>$260,000</td>
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<tr>
<td>Machine Perception Tech., Inc.</td>
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<tr>
<td>Mushroom Networks</td>
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<tr>
<td>NeuroVigil</td>
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<td>$640,000</td>
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<tr>
<td>Qualcomm, Inc.</td>
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<td>$10,416,000,000</td>
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<td>SciVee</td>
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<td>Sotera Wireless, Inc.</td>
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<td>Synervate Inc.</td>
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<tr>
<td>Tempest Microsystems</td>
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<tr>
<td>Togabi Technologies, Inc.</td>
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<tr>
<td>ViaSat, Inc.</td>
<td>1,110</td>
<td>$628,200,000</td>
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</table>
Management’s Discussion and Analysis (unaudited)

The objective of Management’s Discussion and Analysis is to help readers of the University of California, San Diego’s financial statements to understand better the financial position and operating activities for the fiscal year ended June 30, 2011, with selected comparative information for the year ended June 30, 2010. UC San Diego’s financial report communicates financial information for the university through three primary financial statements. The statement of net assets; the statement of revenues, expenses, and changes in net assets; and the statement of cash flows present the financial position, changes in financial position, and cash flows for the university. The financial statements should be read in conjunction with the management’s discussion and the notes to the financial statements to gain a more complete understanding of the university’s financial information.

The audited, consolidated financial statements of the University of California are available at http://www.ucop.edu/ucophome/busfin/reports.html.

The University’s Financial Position

The statement of net assets presents the financial position of the university at the end of each fiscal year. At June 30, 2011, the university’s net assets were $2.52 billion, with assets of $4.88 billion and liabilities of $2.36 billion. The major components of the assets, liabilities, and net assets as of 2011 and 2010 are as follows (in thousands).

### Assets

UC San Diego’s total assets increased by $560.69 million to $4.88 billion in 2011, compared to $4.32 billion in 2010, primarily due to capital assets net of depreciation increasing by $311.84 million.

### Cash and equity in treasurer’s investments

The university’s cash and equity in treasurer’s investments totaled $1.34 billion at the end of 2011 and $1.14 billion at the end of 2010. The increase in the short-term investments component of $205.29 million is primarily due to cash from operations and investing exceeding cash used for operations, capital investments, and noncapital financing, offset by a decrease in cash of $6.06 million.

### Accounts receivable, net

Accounts receivable in total increased by $66.13 million to $371.87 million in 2011 from $305.74 million in 2010. The increase is in the State and Federal Government category, where receivables for state funded construction of the Structural and Materials Engineering Bldg. increased $28.50 million, and the receivables for the Rady School of Management Phase 2 increased $12.60 million.

### Capital assets, net

Capital assets, net of accumulated depreciation, increased by $331.84 million to $3.01 billion in 2011. The increase reflects current year capital construction expenditures for the Sanford Consortium for Regenerative Medicine building, $96.90 million; the Sulpizio Cardiovascular Center, $37.50 million; the Telemedicine Education facility, $36.70 million; the Thornton Hospital Bed Tower, $30.40 million; and the Structural and Materials Engineering Building, $30.40 million.

### Liabilities

Debt increased by $51.36 million to $1.739 billion at the end of 2011 and $1.14 billion at the end of 2010. The increase in the short-term investments component of $205.29 million is primarily due to cash from operations and investing exceeding cash used for operations, capital investments, and noncapital financing, offset by a decrease in cash of $6.06 million.

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### Net Assets

Reserved for minority, interests increased by $31.418 million to $31.418 million in 2011 from $0 million in 2010. The increase reflects current year capital construction expenditures for the Sanford Consortium for Regenerative Medicine building, $96.90 million; the Sulpizio Cardiovascular Center, $37.50 million; the Telemedicine Education facility, $36.70 million; the Thornton Hospital Bed Tower, $30.40 million; and the Structural and Materials Engineering Building, $30.40 million.

### Total Assets

<table>
<thead>
<tr>
<th>2011</th>
<th>2010</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash and equity in treasurer’s investments</strong></td>
<td>$1,338,619</td>
<td>$1,139,382</td>
</tr>
<tr>
<td><strong>Receivables</strong></td>
<td>371,873</td>
<td>305,744</td>
</tr>
<tr>
<td><strong>Inventories</strong></td>
<td>26,727</td>
<td>24,347</td>
</tr>
<tr>
<td><strong>Capital assets, net</strong></td>
<td>3,009,588</td>
<td>2,677,751</td>
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<tr>
<td><strong>Other assets</strong></td>
<td>133,603</td>
<td>172,498</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$4,880,410</td>
<td>$4,319,722</td>
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</tbody>
</table>

### Total Liabilities

Debt increased by $51.36 million to $1.739 billion at the end of 2011 and $1.14 billion at the end of 2010. The increase in the short-term investments component of $205.29 million is primarily due to cash from operations and investing exceeding cash used for operations, capital investments, and noncapital financing, offset by a decrease in cash of $6.06 million.

### Total Net Assets

<table>
<thead>
<tr>
<th>2011</th>
<th>2010</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reserved for minority, interests</strong></td>
<td>$31,418</td>
<td>$31,418</td>
</tr>
<tr>
<td><strong>Invested in capital assets, net of related debt</strong></td>
<td>$1,269,933</td>
<td>$1,037,675</td>
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<tr>
<td><strong>Expendable</strong></td>
<td>147,954</td>
<td>140,788</td>
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<tr>
<td><strong>Unrestricted</strong></td>
<td>1,072,114</td>
<td>868,741</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td>$2,521,419</td>
<td>$2,047,204</td>
</tr>
</tbody>
</table>
The university’s liabilities totaled $2.36 billion in 2011. This total includes the liabilities of $1.42 billion for capital projects that provide financing for projects on more than one campus and are accounted for centrally at the UC Office of the President (UCOP).

**Long-term debt**—This debt, principally recorded at the Office of the President, increased by $51.36 million to $1.74 billion in 2011. The major increase in 2011 was for several revenue bonds for a total of $40.10 million for several building construction projects.

**Other liabilities**—Other liabilities increased by $35.11 million to $619.71 million in 2011 from $584.60 million in 2010. This increase is principally the result of other liabilities, $19.63 million, with the vacation leave accrual being the major component at $7.00 million.

**Net Assets**

Net assets represent the residual interest in the university’s assets after all liabilities are deducted. Net assets are reported in four major categories: invested in capital assets, net of related debt; restricted, nonexpendable; restricted expendable; and unrestricted. The university’s net assets grew by $474.22 million to $2.52 billion in 2011.

**Invested in capital assets, net of related debt**—This category increased to $1.27 billion in 2011, compared to $1.04 billion in 2010. The increase represents the university’s continued investment in its physical facilities. Principal projects financed and capitalized in 2011 were the Sulpizio Cardiovascular Center, the Medical Education and Telemedicine Center, the Thornton Hospital Bed Tower, and the Structural and Materials Engineering Building.

**Restricted expendable**—The increase of $7.17 million in 2011 to $147.95 million reflects an increase of $10.88 million in capital projects, and an increase of $4.71 million in debt service offset in part by a decrease in gifts of $8.41 million. The overall increase in nonexpendable net assets was principally due to investment performance in excess of income distribution.

**Unrestricted**—Under generally accepted accounting principles, net assets that are not subject to externally imposed restrictions governing their use must be classified as unrestricted for financial reporting purposes. Unrestricted net assets increased by $203.37 million to $1.07 billion in 2011. The increase reflects a $98.44 million increase in general funds and a $30.56 million increase in other state funds, which reflect a change in the accounting treatment for these funds between UC San Diego and the UC Office of the President, and a $69.12 million increase in unexpended funds for capital projects.

**Governmental Accounting Standards Board (GASB) 14 entities**—For the period ended June 30, 2011, the inclusion of the Sanford Consortium for Regenerative Medicine included third-party debt of $62.00 million and gift revenues of $0.68 million.

**The University’s Results of Operations**

The statement of revenues, expenses, and changes in net assets is a presentation of the university’s operating results. It notes the fiscal year 2011 changes in the university’s financial condition. In accordance with GASB requirements, certain significant revenues relied upon and budgeted for fundamental operational support of the core instructional mission of the university are required to be recorded as nonoperating revenues, including: state educational appropriations, private gifts, and investment income.

**Revenues Supporting Core Activities**

Revenues to support the university’s core activities, including those classified as nonoperating revenues, were $3.23 billion and $2.95 billion in 2011 and 2010, respectively. This diversified source of revenue increased by $275.59 million in 2011. State of California educational appropriations, in conjunction with student tuition and fees, are the core components that support the instructional mission of the university. Grants and contracts provide opportunities for undergraduate and graduate students to participate in basic research alongside some of the most prominent researchers in the country. Gifts to the university allow crucial flexibility for support of its fundamental activities or new academic initiatives. Other significant revenues are from the Medical Center, educational activities, and auxiliary enterprises such as student housing, food service operations, parking, and the Bookstore.

**Student tuition and fees, net**—Student tuition and fees revenue, net of scholarship allowances, grew in 2011 by $37.80 million to $150.45 million. The increase reflects continued annual increases in fees during the fiscal period for all categories of students.

**Grants and contracts**—Revenues from grants and contracts increased by $77.75 million in 2011 to $959.87 million. This revenue represents support from a variety of federal, state, private, and local agencies, with funding from the American Recovery and Reinvestment Act (ARRA) being a major contributor in 2011. Funding from private corporations and local governments showed a 6.2 percent increase in fiscal 2011.
The following table details awarded grants and contracts for fiscal year 2011 and 2010 (in thousands). Awarded grants and contracts revenues may be reflected in the current fiscal year or in future periods as work is completed and billed.

<table>
<thead>
<tr>
<th>CAMPUS AREA</th>
<th>2011</th>
<th>2010</th>
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</thead>
<tbody>
<tr>
<td>General campus</td>
<td>$313,198</td>
<td>$303,888</td>
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<tr>
<td>Health Sciences</td>
<td>$177,951</td>
<td>$197,428</td>
</tr>
<tr>
<td>Scripps Institution of Oceanography</td>
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<td>$158,010</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$960,241</strong></td>
<td><strong>$1,059,326</strong></td>
</tr>
</tbody>
</table>

**Medical Center**—Revenues of $959.59 million in 2011 reflect an increase of $104.83 million from 2010. Net patient service revenue for 2011 increased by $79.80 million over 2010. The increase in 2011 over 2010 in this category was due to patient volumes, contract price increases, and improved collections. Net patient service revenue is reported net of estimated allowances under contractual arrangements with Medicare, Medi-Cal, the county of San Diego, and other third-party payors, and has been estimated based upon the principles of reimbursements and terms of the contracts currently in effect.

**Sales and services, educational activities**—Revenues from educational activities grew by $51.70 million to $311.96 million in 2011 compared to $260.26 million in 2010. The increase is due to a $51.70 million increase in the medical group’s patient revenue, primarily reflecting a full year’s results from the affiliation with Rady Children’s Hospital.

**State educational appropriations**—Educational appropriations from the state of California increased by $15.68 million to $298.03 million in 2011. The state’s continued fiscal crisis in 2011 resulted in further reductions in overall state funding by the legislature and the governor. However, this decrease was offset by federal pass-through stimulus funds. Because of the complexity and timing of these actions, it is important to look at year-over-year changes over a four-year period—rather than one-year period. While the one-year change between 2011 and 2010 appears to reflect an increase in state educational appropriations when compared to 2008, there was actually a decline of $3.28 million over the four-year period.

**Private Gifts**

Private gifts decreased by $34.32 million in 2011 to $51.28 million. In 2010, UC San Diego recorded $27.45 million for the Sanford Consortium for Regenerative Medicine, a one-time event, to comply with GASB 14 requirements. This gift was for the construction of the building to house the consortium. Private gifts in general are down slightly from historic levels due to the current economic environment.

**Expenses Associated with CORE Activities**

Expenses associated with the university’s core activities, including those classified as nonoperating expenses, increased by $166.34 million, from $2.81 billion to $3.01 billion in 2011.

**Salaries and benefits**—More than 60 percent of the university’s expenses are related to salaries and benefits. During 2011, salaries and benefits increased to $1.86 billion. The increase of $156.79 million reflected programmed faculty merit, necessary new hiring, seventeen union contract wage implementations, and benefit cost increases.

**UCRP benefits**—Beginning in May 2010 and for subsequent months, the employer contribution was increased to 4 percent of covered salary and wages. In the previous years, either no contribution or a limited contribution was made to UCRP. This resulted in a $31.89 million increase in 2011 over 2010.

**Utilities**—During 2011, utility expenses were $46.76 million, a decrease of $0.32 million from fiscal 2010, primarily as a result of an aggressive solar panel installation program and other energy-saving steps taken by the university.

**Scholarships and fellowships**—The university places a high priority on student financial aid as a part of a commitment to affordability. Scholarships and fellowships, representing payments for financial aid made directly to students, are reported as an operating expense and were higher by $11.3 million in 2010. In addition, scholarship allowances, representing financial aid and fee waivers awarded by the university, are also forms of scholarship costs that increased by $40.8 million. However, scholarship allowances are reported as an offset to revenue, not as an operating expense, resulting in the apparent decrease of $9.45 million.

**Other expenses**—Other expenses consist of a variety of expense categories, including travel, rent, insurance, legal settlements, and repairs and maintenance, plus any gain or loss on disposals of capital assets and other nonoperating expenses. Expenses in this category were $379.08 million in 2011, or an increase of $50.76 million over 2010. Key contributors were subcontractor costs (federal grants and contracts related) for an increase of $24.36 million, and repairs and maintenance costs of $11.97 million.

**Other Changes in Net Assets**

Other changes in net assets are not available to support the university’s operating expenses in the current year. State capital appropriations and capital gifts and grants may only be used for the purchase or construction of the specified capital assets. Only income earned from gifts of permanent endowments is available in future years to support the specified program.

In accordance with GASB reporting standards, operating losses were $160.93 million in 2011 and $252.52 million in 2010. These operating losses were more than offset by net revenues and expenses that are required by GASB to be classified as nonoperating, but which remain available to support operating activities of the university: $379.97 million in 2011 and $395.31 million in 2010. This income is restricted by either legal or fiduciary obligations, allocated for academic and research initiatives or programs, necessary for debt service, or required for capital purposes.

**The University’s Cash Flows**

In 2011, net cash inflow from operating activities was $21.20 million, and an additional $407.38 million was provided by noncapital financing activities. By comparison, in 2010 the net cash inflow from operating activities was $7.14 million, with $404.96 million of cash provided by noncapital financing activities.

The net cash outflow from capital and related financing activities was $461.35 million in 2011 and $301.15 million in 2010. The primary uses of cash were payments to employees, suppliers, utilities, and capital asset purchases. Cash sources include grants and contracts, receipts from the Medical Center, and student tuition.
Statement of Revenues, Expenses, and Changes in Net Assets
For the fiscal years ended June 30, 2011, and June 30, 2010 (in thousands)

Financial statements for the University of California, San Diego are unaudited. Financial statements for the UC San Diego Foundation are audited.

See accompanying “Notes to the Financial Statements.”

OPERATING REVENUES
Student tuition and fees, net
Grants and contracts
Federal
State
Private
Local
Sales and services
Medical Center
Educational activities
Auxiliary enterprises, net
Contributions revenue
Other operating revenues, net
Total operating revenues

OPERATING EXPENSES
Salaries and wages
Benefits
Scholarships and fellowships
Utilities
Supplies and materials
Depreciation and amortization
Grants to campus
Other operating expenses
Building maintenance
Travel
Telecommunications
Other
Total operating expenses
Operating income (loss)

NONOPERATING REVENUES (EXPENSES)
State educational appropriations
State financing appropriations
Federal financing appropriations
Federal Pell Grants
Private gifts
Investment income
Realized gain on sale of investments
Unrealized appreciation/depreciation on investments
Interest expense
Change in value of annuity and life income liabilities
Loss on disposal of capital assets, net
Other nonoperating revenues (expenses)
Total net nonoperating revenues (expenses)
Income before other changes in net assets

OTHER CHANGES IN NET ASSETS
State capital appropriations
Capital gifts and grants
Permanent endowments
Transfers
Total other changes in net assets
Increase in net assets

NET ASSETS
Net assets, beginning of year
Cumulative effect of a change in accounting principle
Net assets, end of year

Financial statements for the University of California, San Diego are unaudited. Financial statements for the UC San Diego Foundation are audited. See accompanying “Notes to the Financial Statements.”

2% Federal Pell Grants
2% Other Revenues
4% Auxiliary Enterprises
9% State Educational Appropriations
10% Educational Activities
11% Student Tuition and Fees
1% Private Gifts
1% Investment Income
30% Grants and Contracts
30% Medical Center
12% Supplies and Materials
13% Benefits
49% Salaries and Wages
3% Interest Expense
2% Utilities
4% Building Maintenance
6% Depreciation and Amortization
8% Other Expenses
11% Scholarships and Fellowships
Statement of Net Assets
For the fiscal years ended June 30, 2011, and June 30, 2010 (in thousands)

<table>
<thead>
<tr>
<th>CAMPUS</th>
<th>FOUNDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
</tr>
<tr>
<td>Cash and equity in treasurer’s investments</td>
<td>$1,338,619</td>
</tr>
<tr>
<td>Investments held by trustees</td>
<td>—</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td></td>
</tr>
<tr>
<td>State and federal government</td>
<td>102,679</td>
</tr>
<tr>
<td>Medical Center</td>
<td>171,930</td>
</tr>
<tr>
<td>Other</td>
<td>97,264</td>
</tr>
<tr>
<td>Pledges receivable, net</td>
<td>3,483</td>
</tr>
<tr>
<td>Notes receivable, net</td>
<td>3,161</td>
</tr>
<tr>
<td>Inventories</td>
<td>26,727</td>
</tr>
<tr>
<td>Other current assets</td>
<td>47,385</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>1,791,248</td>
</tr>
<tr>
<td><strong>Noncurrent Assets</strong></td>
<td></td>
</tr>
<tr>
<td>Investments held by trustees</td>
<td>20,675</td>
</tr>
<tr>
<td>Pledges receivable</td>
<td>6,425</td>
</tr>
<tr>
<td>Notes and mortgages</td>
<td>—</td>
</tr>
<tr>
<td>Land, buildings, equipment, Libraries, and special collections</td>
<td>5,471,803</td>
</tr>
<tr>
<td>Less: Accumulated depreciation</td>
<td>(2,462,216)</td>
</tr>
<tr>
<td>Other noncurrent assets</td>
<td>17,770</td>
</tr>
<tr>
<td><strong>Total noncurrent assets</strong></td>
<td>3,089,162</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$4,880,410</td>
</tr>
</tbody>
</table>

| LIABILITIES | | |
| **Current Liabilities** | | | | |
| Accounts payable | $154,528 | $161,124 | $1,320 | $1,250 |
| Accrued salaries and benefits | 151,839 | 139,353 | — | — |
| Deferred revenue | 126,049 | 114,017 | — | — |
| Current portion of long-term debt | 57,267 | 50,563 | — | — |
| Funds held for others | 1,691 | 1,677 | 109 | 123 |
| Annuities payable | — | — | 8,422 | 1,104 |
| Liabilities to life beneficiaries | — | — | 1,421 | 1,205 |
| Other current liabilities | 99,431 | 82,591 | — | — |
| **Total current liabilities** | 590,805 | 549,325 | 3,692 | 3,682 |
| **Noncurrent Liabilities** | | | | |
| Federal refundable loans | 27,758 | 24,635 | — | — |
| Annuities payable | 5,992 | 6,785 | — | — |
| Liabilities to life beneficiaries | 8,954 | 8,143 | — | — |
| Long-term debt | | | | |
| Revenue bonds | 1,258,587 | 1,297,389 | — | — |
| Certificates of participation | — | — | — | — |
| Mortgages and other borrowings | 111,525 | 21,955 | — | — |
| Capital lease obligations | 248,356 | 253,155 | — | — |
| Third-party debt | 6,552 | 64,862 | — | — |
| Other noncurrent liabilities | 58,408 | 61,197 | — | — |
| **Total noncurrent liabilities** | 1,768,186 | 1,723,193 | 14,946 | 14,928 |
| **Total liabilities** | $2,358,991 | $2,272,518 | $18,638 | $18,610 |
| **NET ASSETS** | | | | |
| Reserved for minority interests | $31,418 | $— | $— | $— |
| Invested in capital assets, net of related debt | 1,269,933 | 1,037,675 | — | — |
| **Restricted** | | | | |
| Nonexpendable | | | | |
| Endowments | — | — | 279,478 | 254,220 |
| Annuity and life income funds | — | — | 5,257 | 3,862 |
| Expendable | | | | |
| Endowments | — | — | 106,044 | 66,858 |
| Endowment income | 12,444 | 12,743 | — | — |
| Annuity and life income funds | — | — | 7,201 | 5,104 |
| Funds functioning as endowments | — | — | 12,732 | 10,650 |
| Loans | 4,035 | 3,700 | — | — |
| Gifts | 86,216 | 94,624 | 187,072 | 110,327 |
| Capital projects | 35,687 | 24,809 | — | — |
| Debt service | 9,499 | 4,787 | — | — |
| Other | 73 | 125 | — | — |
| **Unrestricted** | 1,072,114 | 868,741 | 4,492 | 3,994 |
| **Total net assets** | $2,521,419 | $2,047,204 | $602,276 | $455,015 |

Financial statements for the University of California, San Diego are unaudited. Financial statements for the UC San Diego Foundation are audited. See accompanying “Notes to the Financial Statements.”
# Statement of Cash Flows

For the fiscal years ended June 30, 2011, and June 30, 2010 (in thousands)

Financial statements for the University of California, San Diego are unaudited. Financial statements for the UC San Diego Foundation are audited. See accompanying “Notes to the Financial Statements.”

## CASH FLOWS FROM OPERATING ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student tuition and fees</td>
<td>$350,585</td>
<td>$311,457</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>963,774</td>
<td>874,895</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Receipts from sales and services of Medical Center</td>
<td>—</td>
<td>—</td>
<td>5,628</td>
<td>2,788</td>
</tr>
<tr>
<td>Educational activities</td>
<td>337,009</td>
<td>262,786</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>137,448</td>
<td>135,040</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Receipts from contributions</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>44,866</td>
</tr>
<tr>
<td>Collections of loans to students and employees</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>36,086</td>
</tr>
<tr>
<td>Payments to employees</td>
<td>(1,459,775)</td>
<td>(1,315,300)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Payments to suppliers and utilities</td>
<td>(784,582)</td>
<td>(739,598)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Payments for benefits</td>
<td>(386,481)</td>
<td>(309,318)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Payments for scholarships and fellowships</td>
<td>(80,811)</td>
<td>(90,265)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Payments to campuses</td>
<td>—</td>
<td>—</td>
<td>(46,310)</td>
<td>(46,060)</td>
</tr>
<tr>
<td>Payments to beneficiaries</td>
<td>—</td>
<td>—</td>
<td>(2,416)</td>
<td>(2,303)</td>
</tr>
<tr>
<td>Loans issued to students and employees</td>
<td>(8,183)</td>
<td>(5,576)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Other receipts (payments)</td>
<td>25,614</td>
<td>41,136</td>
<td>(4,189)</td>
<td>(5,007)</td>
</tr>
</tbody>
</table>

**Net cash provided (used) by operating activities** | 21,197  | 7,140   | (7,869)  | (17,284) |

## CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>State educational appropriations</td>
<td>298,025</td>
<td>282,346</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Federal Pell Grants</td>
<td>53,420</td>
<td>44,385</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Private gifts for endowment purposes</td>
<td>—</td>
<td>—</td>
<td>9,281</td>
<td>9,914</td>
</tr>
<tr>
<td>Private gifts received for other than capital purposes</td>
<td>56,804</td>
<td>76,964</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Other receipts (payments)</td>
<td>(512)</td>
<td>1,261</td>
<td>1,025</td>
<td>8</td>
</tr>
</tbody>
</table>

**Net cash flows from noncapital financing activities** | 407,737  | 404,956  | 10,306   | 9,922    |

## CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>State capital appropriations</td>
<td>869</td>
<td>15,408</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>State financing appropriations</td>
<td>16,571</td>
<td>13,676</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Federal financing appropriations</td>
<td>6,698</td>
<td>4,325</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Capital gifts and grants</td>
<td>50,251</td>
<td>11,496</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Proceeds from debt issuance</td>
<td>69,001</td>
<td>253,417</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Proceeds from the sale of capital assets</td>
<td>252</td>
<td>157</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Proceeds from insurance recoveries</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Purchases of capital assets</td>
<td>(466,561)</td>
<td>(525,810)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Refinancing/prepayment of outstanding debt</td>
<td>(41,263)</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Principal paid on debt and capital leases</td>
<td>(10,704)</td>
<td>(11,926)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Interest paid on debt and capital leases</td>
<td>(9,859)</td>
<td>(9,859)</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>

**Net cash provided (used) by capital and related activities** | (461,345) | (249,116) | 10,306   | 9,922    |

## CASH FLOWS FROM INVESTING ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from sale and maturities of investments</td>
<td>26</td>
<td>42</td>
<td>58,527</td>
<td>45,945</td>
</tr>
<tr>
<td>Purchase of investments</td>
<td>—</td>
<td>—</td>
<td>(68,205)</td>
<td>(47,577)</td>
</tr>
<tr>
<td>Other receipts (payments)</td>
<td>9,092</td>
<td>5,073</td>
<td>7,747</td>
<td>6,950</td>
</tr>
</tbody>
</table>

**Net cash provided (used) by investing activities** | 9,188    | 5,115    | (1,931)  | 5,318    |

## CHANGE IN ACCOUNTING PRINCIPLES

Cumulative effect of change in accounting principles | —        | —        | —        | —        |

**Net change due to GASB pronouncements** | —        | —        | —        | —        |

## CASH FLOWS FROM TRANSFERS

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Intercampus</td>
<td>29,784</td>
<td>352,242</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Interfund</td>
<td>18,669</td>
<td>118,926</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Net revenue of bonds and other indebtedness programs</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Unexpended plant</td>
<td>181,625</td>
<td>121,852</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Retirement of indebtedness</td>
<td>(7,870)</td>
<td>(71,077)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Investment in plant</td>
<td>192</td>
<td>62</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Loan</td>
<td>102</td>
<td>69</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Indirect cost recovery</td>
<td>(191,428)</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>

**Net cash flows from transfers** | 222,502  | 92,764   | —        | —        |

Total net increase in cash | 199,209  | 260,859  | 506      | 2,044    |

Cash beginning of year | (1,138,647) | 877,788  | 980      | 3,024    |

**Cash end of year** | $1,337,856 | $1,138,647 | $1,486   | $980     |

## RECONCILIATION OF OPERATING LOSS TO NET CASH USED BY OPERATING ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income (loss)</td>
<td>$160,926</td>
<td>$252,515</td>
<td>$58,667</td>
<td>$12,197</td>
</tr>
<tr>
<td>Depreciation and amortization expense</td>
<td>195,303</td>
<td>188,641</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Noncash gifts</td>
<td>—</td>
<td>—</td>
<td>(1,358)</td>
<td>(7,954)</td>
</tr>
<tr>
<td>Allowance for doubtful accounts</td>
<td>46,945</td>
<td>32,134</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Allowance for uncollectible receivables</td>
<td>—</td>
<td>—</td>
<td>181</td>
<td>(206)</td>
</tr>
<tr>
<td>Loss on impairment of capital assets</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Change in assets and liabilities</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Receivables, net</td>
<td>(75,701)</td>
<td>(59,242)</td>
<td>(65,177)</td>
<td>4,309</td>
</tr>
<tr>
<td>Inventories</td>
<td>(2,380)</td>
<td>(249)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Deferred charges</td>
<td>(16,428)</td>
<td>(10,279)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Other assets</td>
<td>(1,875)</td>
<td>(4,399)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>(5,915)</td>
<td>20,825</td>
<td>(116)</td>
<td>272</td>
</tr>
<tr>
<td>Accrued salaries and benefits</td>
<td>12,488</td>
<td>74,561</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>12,259</td>
<td>4,735</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Annuities payable</td>
<td>(740)</td>
<td>—</td>
<td>(869)</td>
<td>—</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>17,427</td>
<td>12,928</td>
<td>674</td>
<td>(638)</td>
</tr>
</tbody>
</table>

**Net cash used by operating activities** | $213,197 | $7,140   | (7,869)  | (17,283) |
Summary of Significant Accounting Policies

The accompanying financial statements of the University of California, San Diego campus, including the UC San Diego Medical Center, have been prepared in accordance with generally accepted accounting principles, including all applicable effective statements of the Financial Accounting Standards Board through November 30, 1989, and generally adhering to the standards of the Governmental Accounting Standards Board (GASB), using the accrual basis of accounting. The accounts of the San Diego campus are subject to limited-scope procedures as a part of the annual audit of the financial statements of the entire University of California. The financial statements of the San Diego campus have not been individually audited. The significant accounting policies of the university, not including the campus Foundation, are summarized below.

The UC San Diego Foundation is a nonprofit, public-benefit corporation organized for the purpose of accepting and administering the full range of private contributions for the campus. It is qualified as a tax-exempt organization under the provision of Section 501(c)(3) of the Internal Revenue Code and is exempt from federal and state income taxes on related income.

Use of estimates—The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the reporting period. Actual amounts could differ from those estimates.

New accounting pronouncements—In November 2010, the GASB issued Statement No. 60, Accounting and Financial Reporting for Service Concession Arrangements, effective for the university’s fiscal year beginning July 1, 2011. This statement requires the university to report the activities for certain public-private partnerships as service concession arrangements in the financial statements. Service concession arrangements are recorded when the arrangements meet certain criteria, which include building and operating a facility, obtaining the right to collect fees from third parties, and transferring ownership of the facility to the university at the end of the arrangement. The university is evaluating the effect that Statement No. 60 will have on its financial statements.

In November 2010, the GASB issued Statement No. 61, The Financial Reporting Entity: Omnibus, effective for the university’s fiscal year beginning July 1, 2011. This statement modifies the existing requirements for the assessment of component units that should be included in the financial statements of the university. The university is evaluating the effect that Statement No. 61 will have on its financial statements.

Comparative information—The university determined that certain cash flows for accounts receivable and doubtful accounts were being reported on a net basis. Management elected to revise the cash flows reported for changes in accounts receivable and allowance for doubtful accounts to report the cash flows on a gross basis. This revision had no effect on the statement of net assets, statement of revenues, expenses, and changes in net assets and cash used by operating activities.

Cash and cash equivalents—The university considers all balances in demand deposit accounts to be cash. The university classifies all other highly liquid cash equivalents as short-term investments. The Office of the President/Treasurer’s Office maintains centralized management for substantially all of the university’s cash. Cash in demand deposit accounts is minimized by sweeping available cash balances into investment accounts on a daily basis.

Short-term investments—UC San Diego participates in a temporary investment pool that is administered by the Office of the President. This pool invests primarily in US Treasury securities, commercial paper, and short-term corporate notes with cost approximating market value. These temporary investments are considered cash equivalents for the purposes of the statement of cash flows.

Investments—Investments are recorded at fair value. Securities, including derivative investments, are generally valued at the last sale price on the last business day of the fiscal year, as quoted on a recognized exchange or an industry standard pricing service, when available. Securities for which no sale was reported as of the close of the last business day of the fiscal year are valued at the quoted bid price of a dealer who regularly trades in the security being valued. Certain securities may be valued on a basis of a price provided by a single source.

Endowments—The campus endowment funds are invested and administered by the Endowment and Investment Accounting unit of the Office of the President and are not included in these financial statements. Income from campus endowment funds is recorded at UCOP and transferred to the campus annually. The university’s endowment income distribution policies are designed to preserve the value of the endowment and to generate a predictable stream of spendable income.

Accounts receivable, net—Accounts receivable, net of allowance for uncollectable accounts, include reimbursements due from state and federal sponsors of externally funded research, patient billings, and other receivables. Other receivables include local government and private grants and contracts, educational activities and amounts due from students, employees, and faculty for services.

Pledges receivable, net—Unconditional pledges of private gifts to the university or to the campus foundations in the future, net of allowance for uncollectable amounts, are recorded as pledges receivable and revenue in the year promised at the present value of expected cash flows. Conditional pledges, including all pledges of endowments and intentions to pledge, are recognized as receivables and revenues when the specified conditions are met. The composition of pledges receivable at June 30, 2011, and 2010 is summarized as follows (in thousands).

<table>
<thead>
<tr>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total pledges receivable outstanding</td>
<td>$10,953</td>
</tr>
<tr>
<td>Unamortized discount to present value</td>
<td>(704)</td>
</tr>
<tr>
<td>Allowance for uncollectible pledges</td>
<td>(341)</td>
</tr>
<tr>
<td>Total pledges receivable, net</td>
<td>9,908</td>
</tr>
<tr>
<td>Less: Current portion of pledges receivable</td>
<td>3,483</td>
</tr>
<tr>
<td>Noncurrent portion of pledges receivable</td>
<td>$6,425</td>
</tr>
</tbody>
</table>
Notes and mortgages receivable—Loans to students, net of allowance for uncollectable amounts, are provided from federal student loan programs and from university sources. Home mortgage loans, primarily to the faculty, are provided by the Short-Term Investment Pool and from other university sources. Mortgage loans provided by the Short-Term Investment Pool are classified as investments, and loans provided by other sources are classified as mortgages receivable in the statement of net assets.

Inventories—Inventories, consisting primarily of supplies and merchandise for resale, are valued at cost, typically determined using the weighted average method, which is not in excess of net realizable value.

Capital assets—Land, infrastructure, buildings and improvements, equipment, libraries, and special collections are recorded at cost at the date of acquisition or fair value at the date of donation in the case of gifts. Capital leases are recorded at the present value of future minimal lease payments. Significant additions, replacements, major repairs, and renovations are generally capitalized if the cost exceeds $35,000 and if they have a useful life of more than one year. Minor renovations are charged to operations. Equipment with a cost in excess of $4,999 and a useful life of more than one year is capitalized.

Interest on borrowings to finance facilities is capitalized during construction, net of any investment income earned during the temporary investment of project-related borrowings.

Depreciation is calculated using the straight-line method over the estimated economic life of the asset. Leasehold improvements are amortized using the straight-line method over the shorter of the life of the applicable lease or the economic life of the asset.

Capital assets acquired through federal grants and contracts where the applicable lease or the economic life of the asset.

Capital assets acquired through federal grants and contracts where the applicable lease or the economic life of the asset.

Deferred revenue—Deferred revenue primarily includes amounts received from grant and contract sponsors that have not been earned under the terms of the agreement and other revenue billed in advance of the event, such as student tuition and fees, and fees for housing and dining services.

Funds held for others—Funds held for others result from the university or the campus foundations acting as an agent, or fiduciary, on behalf of organizations that are not significant or financially accountable to the university or campus foundations.

Federal refundable loans—Certain loans to students are administered by the university with funding primarily supported by the federal government. The university’s statement of net assets includes both the notes receivable and the related federal refundable loan liability representing federal capital contributions owed upon termination of the program.

Pollution remediation obligations—Upon an obligating event, the university estimates the components of any expected pollution remediation costs and recoveries from third parties. The costs, estimated using the expected cash flow technique, are accrued as a liability.

Self-insurance programs—The university is self-insured for medical malpractice, workers’ compensation, employee health care, and general liability claims. These risks are subject to various claim and aggregate limits, with excess liability coverage provided by an independent insurer. Liabilities are recorded when it is probable a loss has occurred and the amount of the loss can be reasonably estimated. These losses include an estimate for claims that have been incurred, but not reported. The estimated liabilities are based upon an independent actuarial determination of the present value of the anticipated future payments.

Debt—Long-term financing includes bonds, certificates of participation, loans and other borrowings, and capital lease obligations. Some loans, bonds, and certificates of participation provide financing for projects on more than one campus and are accounted for centrally at the University of California Office of the President (UCOP). For financial statement presentation, selected statements have been adjusted to include long-term debt recorded at UCOP. In the statement of net assets, the totals for long-term debt, including the current portion of long-term debt, and the total for invested in capital assets, net of related debt totals have been adjusted to reflect the UCOP-held debt. Similarly, the transfers total in the statement of revenues, expenses, and changes in net assets for 2011 has been adjusted by $2.28 billion, the change in UCOP-held debt from $1.12 billion in 2010 to $1.39 billion in 2011. The statement of cash flows has not been adjusted.

Student tuition and fees—Substantially all of the student tuition and fees provide for current operations of the university. A small portion of the student fees, reported as capital gifts and grants, is required for debt service associated with the student union and recreational centers. Certain waivers of student tuition and fees considered to be scholarship allowances are recorded as an offset to revenue.

State appropriations—The state of California provides appropriations to the university on an annual basis. State educational appropriations are recognized as nonoperating revenue; however, the related expenses are incurred to support either educational operations or other specific operating purposes. State financing appropriations provide for principal and interest payments associated with lease-purchase agreements with the State Public Works Board and are also reported as nonoperating revenue. State appropriations for capital projects are recorded as revenue under other changes in net assets when the related expenditures are incurred. Special state appropriations for AIDS, tobacco, and breast cancer research are reported as grant operating revenue.

Grant and contract revenue—The university receives grant and contract revenue from governmental and private sources. The university recognizes revenue associated with the direct costs of sponsored programs as the related expenditures are incurred. Recovery of facility and administrative costs of federally sponsored programs is at cost reimbursement rates negotiated with the university’s federal cognizant agency, the US Department of Health and Human Services.

Medical Center revenue—Medical Center revenue is reported at the estimated net realizable amounts from patients and third-party payers, including Medicare, Medi-Cal, and others, for services rendered, as well as estimated retroactive adjustments under reimbursement agreements with third-party payers. Laws and regulations governing Medicare and Medi-Cal are complex, and subject to interpretation. Retroactive adjustments are accrued on an estimated basis in the period the related services are rendered and adjusted in future periods, as final
The university administers single-employer health plans to provide health and welfare benefits, primarily medical, dental, and vision benefits, to eligible retirees of the University of California and its affiliates. The Board of Regents has the authority to establish and amend the benefit plans.

The university determines the employer’s contribution. Retirees are required to pay the difference between the employer’s contribution and the full cost of the health insurance. The contribution requirements of the eligible retirees and the participating university locations, such as the University of California, San Diego, are established and may be amended by the university. Membership in the University of California Retirement Program (UCRP) is required to become eligible for retiree health benefits. Contributions toward benefits are shared with the retiree. Retirees employed by the campus prior to 1990 are eligible for the maximum employer contribution if they retire before age fifty-five and have at least ten years of service, or if they retire at age fifty-five or later and have at least five years of service. Retirees employed by the campus after 1989 and not retired after that date are subject to graduated eligibility provisions that generally require ten years of service before becoming eligible for 50 percent of the maximum employer contribution, increasing to 100 percent after twenty years of service.

Participating university locations, such as the campus, are required to contribute at a rate assessed each year by the University of California Retiree Health Benefit Trust (UCRHBT). The contribution requirements are based upon projected pay-as-you-go financing requirements. The assessment rates resulted in campus contributions of $43.34 million and $9.08 million for the years ended June 30, 2011, and 2010, respectively.

The actuarial value of UCRHBT assets and the actuarial accrued liability associated with the university’s campuses and medical centers using the entry age normal cost method as of July 1, 2010, the date of the latest actuarial valuation, were $0.74 million and ($16.05) billion, respectively. The net assets held in trust for pension benefits attributable to the campuses and medical centers included in the UCRP Statement of Plan’s Fiduciary Net Assets, were $33.7 billion and $39.1 billion, respectively, at the latest actuarial valuation.

Information related to plan assets and liabilities, as they relate to individual campuses and medical centers is not readily available. Additional information on the retiree health plans can be obtained from the 2010–11 annual reports of the University of California and the University of California Health and Welfare Program.

Retirement plans—Substantially all full-time employees of the University of California, San Diego participate in the University of California Retirement System (UCRS) that is administered by the university. The UCRS consists of the University of California Retirement Plan (UCRP), a single employer defined benefit plan, and the University of California Retirement Savings Program (UCRSP) that includes four defined contribution plans with several investment portfolios generally funded with employee nonelective and elective contributions. The regents have the authority to establish and amend the benefit plans.

UCRP provides lifetime retirement income, disability protection, and survivor benefits to eligible employees. Benefits are based on the average of the highest three years’ compensation, age, and years of service and are subject to limited cost-of-living increases.

Contributions to UCRP may be made by the campus and the employees. The rates for contributions as a percentage of payroll are determined annually pursuant to the regents’ funding policy and based upon recommendations of the consulting actuary. The regents determine the portion of the total contribution to be made by the campus and by the employees. Employee contributions by represented employees are subject to collective bargaining agreements.

The actuarial value of UCRP assets and the actuarial accrued liability associated with the university’s campuses and medical centers using the entry age normal cost method as of July 1, 2010, the date of the latest actuarial valuation, were $3.7 billion and $39.1 billion, respectively, resulting in a funded ratio of 86.2 percent. The net assets held in trust for pension benefits attributable to the campuses and medical centers included in the UCRP Statement of Plan’s Fiduciary Net Assets were $58.22 billion and $48.69 billion at June 30, 2011, and June 30, 2010, respectively.

For the years ended June 30, 2011, and 2010, the university’s campuses and medical centers contributed a combined $2.69 billion and $1.11 billion, respectively. The university’s annual UCRP benefits expense for its campuses and medical centers was $1.6 billion for the year ended June 30, 2011.

The UCRSP plans [DC Plan, Supplemental DC Plan, 403(b) Plan and 457(b) Plan] provide savings incentives and additional retirement security for all eligible employees. The DC Plan accepts both pre-tax and after-tax employee contributions. The Supplemental DC Plan accepts employer contributions on behalf of certain qualifying employees. The 403(b) and 457(b) plans accept pre-tax employee contributions, and the campus may also make contributions on behalf of certain members of management. Benefits from the plans are based on participants’ mandatory and voluntary contributions, plus earnings, and are immediately vested.

Information related to plan assets and liabilities, as they relate to campus employees, is not readily available. Additional information on the retirement plans can be obtained from the 2010–11 annual reports of the University of California Retirement Plan, the University of California Retirement Savings Plan, and the University of California PERS–VERIP.

Compensated absences—The university accrues annual leave for employees at rates based upon length of service and job classification and compensatory time based upon job classification and hours worked.

Tax exemption—The Regents of the University of California is recognized as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code (IRC). Because the university is a state institution, related income received by the university is also exempt from federal tax under IRC Section 115(a). In addition, the university is exempt from state income taxes imposed under the California Revenue and Taxation Code.
Regents and Officers

Regents Ex-Officio

- Governor of California and President of the Board of Regents
  - Jerry Brown

- President of the University of California
  - Mark G. Yudof

- Lieutenant Governor of California
  - Gavin Newsom

- Speaker of the Assembly
  - John Pérez

- State Superintendent of Public Instruction
  - Tom Torlakson

- President of the Alumni Associations of the University of California
  - Bruce Hallett

- Vice President of the Alumni Associations of the University of California
  - Lori Pelliccioni

Appointed Regents

- Richard C. Blum (2014)
- David Crane (2022)
- William De La Peña (2018)
- Russell S. Gould (2017)
- Eddie Island (2017)
- Odessa P. Johnson (2012)
- George Kieffer (2021)
- Sherry L. Lansing (2022)
- Monica C. Lozano (2013)
- Hadi Makarechian (2020)
- George M. Marcus (2012)
- Alfredo Mireles, Jr. (2012)
- Norman J. Pattiz (2014)
- Bonnie Reiss (2020)
- Frederick Ruiz (2016)
- Leslie Tang Schilling (2013)
- Bruce D. Varner (2018)
- Paul D. Wachter (2016)
- Charlene Zettel (2021)

- Alumni Regents Designate
  - (Non-Voting)
  - Alan Mendelson (2012)
  - Ron Rubenstein (2012)

- Student Regent Designate
  - (Non-Voting)
  - Jonathan Stein (2012)

- Faculty Representatives
  - (Non-Voting)
  - Robert Anderson (2012)
  - Robert Powell (2013)

- Staff Advisor to the Regents
  - Penny Herbert (2012)

- Staff Advisor-Designate
  - Kevin Smith (2012)

Officers of the University

- President
  - Mark G. Yudof

- Provost and Executive Vice President – Academic Affairs
  - Lawrence Pitts

- Vice President – Laboratory Management
  - Bruce B. Darling

- Executive Vice President – Business Operations
  - Nathan Brostrom

- Executive Vice President – Chief Financial Officer
  - Peter J. Taylor

- Senior Vice President – External Relations
  - Daniel M. Dooley

- Senior Vice President/Chief Compliance Officer and Audit Officer
  - Sheryl Vacca

- Vice President – Investments and Chief Investment Officer
  - Marie N. Berggren

- Senior Vice President – Health Sciences and Services
  - John D. Stobo

- Vice President – Legal Affairs and General Counsel of the Regents
  - Charles F. Robinson

Officers of the University – California

- Chancellor
  - Marye Anne Fox

- Executive Vice Chancellor for Academic Affairs
  - Suresh Subramani

- Vice Chancellor for External and Business Affairs
  - Steven W. Relyea

- Vice Chancellor for Health Sciences and Dean, School of Medicine
  - David A. Brenner

- Vice Chancellor for Marine Sciences; Director, Scripps Institution of Oceanography; and Dean, Graduate School of Marine Sciences
  - Tony Haymet

- Vice Chancellor for Research
  - Sandra A. Brown

- Vice Chancellor for Resource Management and Planning
  - Gary C. Matthews

- Vice Chancellor for Student Affairs
  - Penny Rue

- Assistant Vice Chancellor for Business and Financial Services; Controller
  - Donald Larson
The University of California, San Diego's rich academic portfolio includes six undergraduate colleges, five academic divisions, and five graduate and professional schools. The campus's award-winning scholars are experts at the forefront of their fields with an impressive track record for achieving scientific, medical, and technological breakthroughs. Renowned for its collaborative, diverse, and cross-disciplinary ethos that transcends traditional boundaries in science, arts, and the humanities, UC San Diego attracts exceptional faculty, stellar students, and outstanding staff.

**Fiscal Year 2010–11**

**Grants and Contracts (Received)**
- Health Sciences: $517,951,000
- General Campus: $313,198,000
- Scripps Institution of Oceanography: $129,092,000

**Private Support 2010–11**
- Total Amount Raised in FY 2010–11: $120,704,871
- UC San Diego Foundation, Total Net Assets: $602,276,068
- Number of Endowed Chairs: 155

**Employees**
- Total, Full- and Part-time: 28,071
  - Academic: 8,787
  - Staff: 19,284
- Average Monthly Payroll: $128,621,439

**Student Statistics**
- AS OF FALL 2010
  - Total Number of Students: 29,899
  - Total Undergraduate Students: 23,663
    - Women (51%): 12,068
    - Men (49%): 11,595
  - Average High School GPA: 3.98
  - Average SAT Score: 1265

**Undergraduate Fields of Study**
- AS OF FALL 2010
  - Social Science (38%)
  - Business, Management, and Marketing (18%)
  - Biological Sciences (18%)
  - Engineering (22%)
  - Science, Technology, and Related Fields (9%)
  - Humanities and Arts (4%)
  - Social Science (38%)

**Advanced Degree Enrollment**
- AS OF FALL 2010
  - 51% Skaggs School of Pharmacy and Pharmaceutical Sciences (2152)
  - 24% School of Medicine (1,483)
  - 7% Graduate Students on General Campus (4,461)

**Student Fees And Tuition**
- AS OF FALL 2010
  - Mandatory Resident Fees
    - Undergraduate: $12,176
    - Graduate: $12,486
  - Nonresident Tuition
    - Undergraduate: $35,055
    - Graduate: $27,588

**Professional Mandatory Resident Fees**
- Rady School of Management: $34,926
- School of Medicine: $30,111
- Skaggs School of Pharmacy and Pharmaceutical Sciences: $29,553

**Professional Nonresident Tuition**
- Rady School of Management: $40,833
- School of Medicine: $42,357
- Skaggs School of Pharmacy and Pharmaceutical Sciences: $41,799

**Undergraduate Financial Aid and Scholarships**
- RECEIVED BY STUDENTS FROM ALL SOURCES (2010–11)
  - Grants: $230,555,000
  - Loans: $92,736,000
  - Scholarships: $18,742,000
  - Work-study: $3,579,000