UC San Diego
Annual Report 2015

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Cover: Geisel Library
Left: Grammy Award winner Nathan East ’78 performs at Conrad Prebys Concert Hall.
Back cover: An aerial view of UC San Diego
Letter from the Chancellor

As a public research university, UC San Diego has a responsibility to serve the citizens of California by educating our future innovators, and conducting and translating research so that it benefits our community and world. Our track record of success spans more than five decades and is nothing short of extraordinary. UC San Diego has graduated more than 160,000 alumni, spun off 650-plus companies, and attracted an average of $1 billion in research funding each year over the last five years.

We will maintain our excellence and upward trajectory over the next five decades and well into the future with the goals, strategies, and research themes laid out in our first-ever Strategic Plan. The four research themes—understanding and protecting the planet; enriching human life and society; exploring the basis of human knowledge, learning, and creativity; and understanding cultures and addressing disparities in society—will enable our campus to draw on our deep and broad expertise. From medicine, engineering and oceanography, to the physical and social sciences, and the arts and humanities, we will continue to nurture a collaborative and interdisciplinary culture that advances the frontiers of knowledge, shapes new fields, disseminates discoveries that transform lives, and develops next-generation leaders who will address our world’s most pressing challenges.

As these themes guide our research endeavors, we will continue to pursue discoveries, technologies, cures, and creative works that fulfill our vision as a student-centered, research-focused, service-oriented public university.

With kind regards,

Pradeep K. Khosla
Defining the Future of the Public Research University

FIVE YEARS IN A ROW

1st in the nation based on positive impact on the country

Advancing the Frontiers of Knowledge

The University of California, San Diego has a transformative impact on the economic, social, cultural, and imaginative experiences of the communities it serves. The campus has deep and broad expertise in multidisciplinary areas that are rich with possibility for creation and innovation, education, and training.

At UC San Diego, a culture of collaboration, risk taking, and innovation emerged early on. Established in the 1960s as an experimental campus, the university benefited from pioneering faculty members who pursued new frontiers of knowledge, created new disciplines, and fostered the development of a comprehensive university where interdisciplinary research, inspired teaching, and creative expression quickly became hallmarks. Scripps Institution of Oceanography, founded in the early 1900s, served as a catalyst and an incubator for UC San Diego’s initial growth.

The campus today is a student-centered, research-focused, service-oriented public institution that provides opportunity for all. Its researchers excel at thinking and working across disciplines to solve complex problems in medicine, science, the arts and humanities, engineering, and the social sciences. The campus emphasis on transformative research has served the world well. Fundamental scientific studies led to the modern science of climate change. Members of the faculty developed the core technology for contemporary wireless communications networks. A focus on new health-care technologies helped transform the current health-care model into a system accessible by all the world’s populations.

Multidisciplinary efforts exist harmoniously with individual, discipline-specific research and creativity at UC San Diego, and both tracks will continue to be driving forces for scholarly activities. Research funding in 2014 surpassed $1 billion—the third time in the last five years the campus has achieved this milestone.
Setting the Stage for UC San Diego’s Future

UC San Diego launched its first-ever campuswide strategic planning effort in 2012 to establish a framework for sustainable excellence and shared aspirations, and to unify the campus.

To redefine its mission, vision, values, and goals, the campus engaged more than ten thousand stakeholders to gather ideas and insights, and benchmarked the university to peer institutions across multiple dimensions. The inclusive, collaborative effort required the commitment and bottom-up involvement of faculty, staff, students, alumni, university supporters, and community friends. Among the multiple avenues for participation were interviews, focus groups, workshops, on- and off-campus town hall meetings, division-level discussions, brainstorming sessions, and surveys.

The UC San Diego Strategic Plan articulates five transformational goals, thirteen strategies, and four grand research themes that will shape the university for the decades ahead. It is a living and flexible document with ample space for creative decision making at departmental, unit, and individual levels, and several key actions are already underway.

The five overarching goals are:

1. Delivering an educational and overall experience that develops students who are capable of solving problems, leading, and innovating in a diverse and interconnected world

2. Cultivating a diverse and inclusive university community that encourages respectful open dialogue, and challenges itself to take bold actions that will ensure learning is accessible and affordable for all

3. Nurturing and supporting a collaborative and interdisciplinary research culture that advances the frontiers of knowledge, shapes new fields, and disseminates discoveries that transform lives

4. Supporting and promoting just and sustainable forms of economic development, shared prosperity, and social and cultural enrichment regionally and globally

5. Creating an agile, sustainable, and supportive infrastructure by ensuring a dedication to service, people, and financial stewardship

Broadening University Access

A UC San Diego education is attainable and affordable for all young students from all backgrounds. In 2014, Chancellor Pradeep K. Khosla took to the road to deliver that message to several local communities, reaffirm the university’s commitment to equity and inclusion for low-income and first-generation college students, and announce the expansion of the Chancellor’s Associates Scholarship Program.

To bridge the demographic divides that sometimes make the campus seem remote, the chancellor and other campus leaders held off-campus town hall forums that focused on providing educational opportunities to local youngsters. Admitted students from across the region—from the South Bay to Imperial Valley—attended welcome receptions where the chancellor personally congratulated local high school and community college students who qualified as Chancellor’s Associates Scholars.

As of fall 2014, 113 students had received the Chancellor’s Associates Scholarship.

Khosla established the Chancellor’s Associates Scholarship Program in 2013 to ensure affordability and access to UC San Diego for qualified local students. Initially open to students from Gompers Preparatory Academy, Lincoln High School, and The Preuss School UCSD, the
The program has since been expanded to eligible community college transfer students from San Diego City College, Southwestern College, and Imperial Valley College. Other additions are eligible students enrolled in federally recognized Native American tribes, and students from Reality Changers, a nonprofit organization that provides inner city youth from disadvantaged backgrounds with the resources to become first-generation college students.

Through the Chancellor’s Associates Scholarship Program, the university provides $10,000 a year for four years at UC San Diego. When combined with the University of California’s Blue + Gold Opportunity Plan—which covers fees for California residents whose families earn less than $80,000 a year and qualify for financial aid—the scholarship provides a full ride to UC San Diego.

**Educating Students in the Twenty-First Century**

To improve the educational and overall experience of its students, the university has invested $3 million in undergraduate resources and services such as tutoring, advising, and teaching assistants. In addition, UC San Diego is establishing real and virtual next-generation classrooms and laboratories that offer interactive and immersive experiences. A $4 million annual investment over the next three years is earmarked for expanding instructional technology, upgrading classrooms and computer labs, and ensuring that faculty and teaching assistants have the resources, information, and training needed to use the appropriate educational technology in their courses.

UC San Diego recently established the Teaching and Learning Commons (the Commons) to help transform undergraduate and graduate education. Gabriele Wienhausen, associate dean for education and senior teaching professor of the cell and developmental biology section in the Division of Biological Sciences, has been appointed as the inaugural faculty director. The Commons will house a new Center for Engaged Teaching while a Center for Engaged Learning, currently in the planning stages, will promote a culture of learning for both undergraduate and graduate students. Another new initiative, the Office of Online Learning and Technologically Enhanced Education, was recently announced. The campus colleges also piloted a First-Year Experience course for one hundred students per undergraduate college. Faculty and staff engage with students to advise on academic offerings, investigate majors, and connect with campus resources. A similar program for transfer students will be launched in fall 2015.

Linking formal undergraduate classroom instruction with relevant, real-world experiences also enhances the learning process. Experiential learning opportunities outside the classroom include placement in cutting-edge laboratories and research facilities, opportunities to live and learn in other countries, and involvement in public service programs at home and abroad. Participants in such cocurricular activities have higher retention rates and shortened time-to-degree.
Study abroad is a life-changing experience that fosters cross-cultural competencies, global perspectives, and an appreciation for diversity. To expand participation in study abroad programs, UC San Diego is encouraging academic departments to develop global concentrations in undergraduate majors that do not increase a student’s time-to-degree.

UC San Diego is currently undertaking a significant expansion of its international program options for students at all levels through the development of new campus-based exchanges. By creating a strategic network of educational partnerships with peer international institutions around the globe, the university will dramatically increase the campus community’s prospects for future international exchanges, education, and research.

Global connections work both ways. In addition to sending more domestic students overseas, UC San Diego plans to increase the number of international students on its campus from underrepresented countries and regions. The university’s International Center is creating a comprehensive student services program to support this recruiting effort.

To launch a successful career, students need help finding jobs and making connections. Alumni are a rich source of academic and professional mentors, internships, and employment opportunities. The Career Services/Alumni and Community Engagement partnership, created in 2013, is helping students define and achieve their career goals.

Developing New Models for Service and Technology Support

Staff members support the student body, are integral to the institution’s research programs, and provide patient care in UC San Diego hospitals and clinics. A Standing Committee on Service- and People-Oriented Culture is assessing employee training and development; processes and policies; current technologies; financial systems and reporting; and organizational and performance controls. The committee is also examining

Campus Community Centers: Finding Common Ground

The Office for Equity, Diversity, and Inclusion (EDI) works to initiate programs and provide resources that increase understanding and awareness of social justice, remove barriers for historically underrepresented groups, improve cross-cultural relations, and contribute to a campus climate that is safe and welcoming to all.

Through partnership and collaboration, EDI directs UC San Diego’s efforts relative to diversity initiatives, including the work of the Campus Community Centers for students, faculty, and staff members. The resource centers build community among diverse campus populations and contribute significantly toward the evolution of a socially just campus climate. The centers include:

The Black Resource Center works to enhance the black experience on campus, cultivate community, and develop leaders.

The Cross-Cultural Center is a place of belonging and validation for underrepresented and underserved students, staff, and faculty.

The LGBT Resource Center provides the campus community a place to explore issues relating to sexual and gender identities, practices, and politics.

The Women’s Center offers education and support regarding gender issues, and offers programs that encourage critical engagement with gender, feminism, and social justice.

In alignment with the UC San Diego Strategic Plan, three additional centers include: the Inter-Tribal Resource Center focuses on Native American communities, culture, and issues; the Student Veterans Resource Center provides opportunities for student veterans to connect with various groups and resources; and the Undocumented Student Services Office offers support and a resource center for students who are undocumented, including mixed-status families and their affiliates.

The Raza Resource Centro offers people a place to connect around Chicano/a and Latino/a identity and culture.

Opening of the Raza Resource Centro
ways to centralize services in order to increase efficiencies.

Modernizing the university information systems is a top priority. The campus has allocated $6 million to enhance its IT administrative efforts and maintain a supportive campus infrastructure. Employing common standards and protocols will improve the ability to leverage and harness the potential of emerging technology.

Cultivating a Diverse and Inclusive University Community

Diversity is a core value in the campus Strategic Plan. The university is expanding its investment in equity, diversity, and inclusion programs and centers and has allocated $305,000 for four diversity pilot grants and training programs.

The STARS (Summer Training Academy for Research Success) program is a two-year effort to recruit underrepresented undergraduate students from Historically Black Colleges and Universities and Hispanic-Serving Institutions to participate in collaborative research projects on the UC San Diego campus during the summer. The aim is to attract students who will return for graduate study.

Locally, the university is increasing its already strong role in the California Student Opportunity and Access Program (CalSOAP) for San Diego and Imperial Counties to raise the achievement levels of low-income and first-generation students. In addition, the university is investing $1 million over three years in its Center for Research and Educational Equity, Access, and Teaching Excellence (CREATE) to support the STEM Success Initiative (science, technology, engineering, and mathematics), which links UC San Diego faculty, staff, and students and the San Diego education community in a shared effort to support K–20 STEM education in the region.

UC San Diego must also continue to attract and retain a diverse, top-quality faculty body of scholars and researchers in order to meaningfully address present and future research themes and challenges.

The campus has increased the number of underrepresented minorities and women in the faculty applicant pools, and the selection processes have dramatically increased the yield of these candidates. The practices being developed to improve outreach, recruitment, and selection of diverse faculty across disciplines include writing broader position descriptions; creating Excellence positions that present a candidate’s contributions to diversity, scholarly excellence, and future potential as essential criteria; requiring diversity statements from all candidates; establishing regular training for chairs and search committees on how to evaluate candidate portfolios and avoid unconscious bias; and creating a website that lists opportunities for faculty to find and participate in diversity activities.
The results are encouraging, and the campus is committed to further improvements in retention and tenure success rates. Faculty diversity needs to reach a critical mass at all levels of the university, from research to teaching and administration, and equity will be regularly reviewed in a data-driven process.

Faculty recruitment in 2014 at UC San Diego yielded a diverse group of new faculty members: fifty-four for the general campus, fourteen for the School of Medicine, and three for Scripps Institution of Oceanography. The general campus has been in an active faculty-hiring phase aimed at growing the faculty by a net of 150 by 2020. The target for the next three years is to add eighty faculty positions—including sixty to meet divisional needs and another twenty as investments in campuswide research themes.

Four Grand Research Themes

The university is committed to making significant investments in science and scholarship that will keep the campus at the forefront of basic and socially beneficial research. UC San Diego’s research enterprise is focused on four multidisciplinary areas in which the campus has broad and deep expertise. The four grand research themes are the focus of this year’s report:

1. Understanding and protecting the planet
2. Enriching human life and society
3. Exploring the basis of human knowledge, learning, and creativity
4. Understanding cultures and addressing disparities in society

New Academic Initiatives, Degrees, and Programs

In the interest of maximizing opportunities for outreach and recruitment and to better reflect its key role on campus, the UC San Diego Office of Graduate Studies has been renamed the Graduate Division. The rebranding effort underscores the importance of graduate education to the success of UC San Diego as a model public research university.

New graduate degrees established in the 2013–14 academic year include

- a PhD in bioinformatics and systems biology with a specialization in biomedical informatics
- a PhD and MS in electrical engineering (medical devices and systems)
- a PhD in structural engineering with a specialization in computational science
- a PhD in art history theory and criticism with a concentration in art practice and a specialization in anthropogeny
- a PhD in art history theory and criticism with a specialization in anthropogeny
- a master of finance at the Rady School of Management, and
- a PhD in quantitative biology.

New undergraduate degrees include

- a BS in public health, with three different specializations: epidemiology and biostatistics, social and behavioral sciences, and health policy. Alternatively, students can opt for an individually tailored program.
- a BA in global health, launched in fall 2014, is more policy oriented and provides students with an in-depth understanding of factors related to illness, health, and healing from a comparative and interdisciplinary perspective.

Academic year 2013–14 also saw the launch of the Biomaterials and Tissue Engineering Center in the Institute for Engineering in Medicine (IEM), and the Center for Hellenic Studies in Arts and Humanities.

Frontiers of Innovation Program

To support the primary research initiatives of the Strategic Plan, the Frontiers of Innovation program provides seed grants for large-scale, multidisciplinary applications. The program, created in 2014, is investing $7.2 million over a two-year period in two hundred seed grants to support multidisciplinary research fellowships for undergraduate students, doctoral
students, and postdoctoral scholars working with faculty mentors. The program promotes experiential learning through diverse research experiences and partnerships across fields, and exposes students to projects that will develop their ability to communicate and collaborate.

Among the projects to receive this funding in 2015 are the:

- Center for Biological Timing in the 21st Century, for research in understanding and protecting the planet
- Center for Translational Computer-Aided Drug Discovery and Project Management, for research in enriching human life and society
- Institute for Integrative Science of the Developing Mind and Brain, for research in exploring the basis of human knowledge, learning, and creativity
- Center for Research on Gender in Science, Technology, Engineering, Mathematics, and Medicine (STEMM) for research in understanding cultures and addressing disparities in society

**Design Lab**

The goal of design is to produce products, services, and systems; it is the science and practice of making. The new Design Lab, located on the UC San Diego campus and managed by the Qualcomm Institute, offers a novel mix of practice and theory, of Thinking, Observing, and Making: TOM. The aim is to produce major works that advance the state of knowledge and leave a lasting heritage. TOM’s advisory board includes scholars from management, engineering, visual arts, theatre, and the social sciences. The director of the Design Lab, Donald Norman, is a professor emeritus of psychology and cognitive science at UC San Diego and the cofounder of the Nielsen Norman Group.

**Integrated Digital Infrastructure**

Integrated Digital Infrastructure (IDI) is being designed and staffed to support the campus Strategic Plan’s five goals and four grand research themes by providing infrastructure solutions for researchers’ needs. IDI’s student-centered support will help the faculty train students who can solve problems, lead, and innovate in their fields. In year one, in conjunction with campus partner organizations including the UC San Diego Library, the San Diego Supercomputer Center, and the Qualcomm Institute, IDI will develop workflows to apply, support, scale, and manage new technologies offered on and off campus.
New Leadership

UC San Diego recently named six new senior leaders: three new academic deans, the university’s first chief financial officer, the vice chancellor for Equity, Diversity, and Inclusion, and the vice chancellor for Student Affairs.

As the new dean of the Division of Arts and Humanities, Cristina Della Coletta holds the Chancellor’s Associates Chair in Italian Literature. Born in Italy, she comes to UC San Diego from the University of Virginia, where she was associate dean of humanities and the arts in the College and Graduate School of Arts and Sciences.

James H. McKerrow, the new dean of UC San Diego’s Skaggs School of Pharmacy and Pharmaceutical Sciences, was previously at UC San Francisco, where he served as professor of pathology and director of the Center for Discovery and Innovation in Parasitic Diseases. McKerrow, who earned his PhD in biology in 1973 at UC San Diego, brings a wealth of experience in natural product research and drug discovery and development.

Carol Padden, the new dean of the Division of Social Sciences, is an award-winning scholar of sign languages and a recipient of the MacArthur fellowship. She plays a central role in promoting research on sign languages around the world and in shaping policy and practices that promote the full participation of deaf people in society. She holds the Sanford I. Berman Chair in Language and Human Communication in the Department of Communication.

Juan González, a first-generation college graduate and the new vice chancellor for Student Affairs, is committed to expanding college access, opportunity, and success for all students. Over a twenty-two-year period, he was vice president of student affairs at a number of prestigious universities, including Arizona State University; Georgetown University; California Polytechnic State University, San Luis Obispo; and California State University, San Bernardino. Most recently, he held the position at the University of Texas at Austin.

Pierre Ouillet has extensive experience managing large budgets, building high-performance teams, and driving change in complex organizations. As UC San Diego’s first designated vice chancellor and chief financial officer, he will ensure that the university’s financial and human resources support institutional priorities articulated in the Strategic Plan. At the University of British Columbia in Vancouver, Canada, he was vice president of finance, resources, and operations, and previously served as vice president of finance for Best Buy International and Best Buy Canada.
As the new vice chancellor for Equity, Diversity, and Inclusion (EDI), Becky Petitt will take the lead in providing a holistic and integrated vision for all campus equity, diversity, and inclusion undertakings. At Texas A&M University she was associate vice president for diversity, and chief of staff to the Office of the Vice President and Associate Provost for Diversity. As an adjunct faculty member, she taught courses focused on educational administration, social justice, and organizational development.

**Campus Life**

In spring 2014, on the third annual Triton Day, hundreds of volunteers arrived on campus to welcome newly admitted freshmen to UC San Diego. The yearly event is designed to inspire admitted freshmen to envision themselves as future Tritons and accept their offer of admission from the campus. More than twenty thousand admitted students and their families participated in Triton Day. A similar event for transfer students, Triton Transfer Day, also featured information sessions, entertainment, and a showcase of student research.

UC San Diego’s annual Founders Celebration commemorates the day the campus was officially founded in November 1960. While Hullabaloo is a students-only, nightlife gathering with live music, free food, and games, daytime activities and an interactive evening symposium are open to the entire campus community and the public. The symposium and conversation with the current and a number of former UC San Diego chancellors were captured on video by UCSD-TV and made available for future viewing.

**CARE for All**

After twenty-five years of providing education and support to UC San Diego students, the university’s Sexual Assault and Violence Prevention Resource Center (SARC) expanded its scope recently to provide crisis intervention services and advocacy to faculty and staff in addition to students. In response to a call to action by University of California President Janet Napolitano for a systemwide, consistent model for the prevention and response to sexual assault and violence, SARC recently changed its name to CARE at SARC. The center is an independent confidential campus resource that provides education and support services for those affected by sexual assault, domestic violence, dating violence, and stalking.

The “It’s On Us” campaign launched by President Barack Obama to help put an end to sexual assault on college campuses was launched by President Barack Obama to help put an end to sexual assault on college campuses.
Within seventy-two hours of notification, limiting watering hours, and mandating the use of recirculating pumps for decorative water fountains. UC San Diego also identified 352,000 square feet of turf for conversion to low/no-water-use landscape using drought-tolerant plants and ground-cover. Once all areas are converted, the campus will save approximately 9 million gallons per year.

When it comes to electricity, the key to keeping the lights on is the campus microgrid, which is a small-scale version of a traditional power grid. One of the most advanced in the world, the microgrid at UC San Diego generates 92 percent of the electricity used on campus and annually saves more than $88 million.

The University of California Global Food Initiative addresses one of the world's most pressing problems: how to sustainably and nutritionally feed a world population expected to reach eight billion by 2025. As part of this initiative, in southeastern San Diego, people are gathering at the Ocean View Growing Grounds to grow food, socialize with their neighbors, and hold events. Local residents are transforming a twenty thousand square-foot vacant urban lot into a community focal point.

Keith Pezzoli, director of the Urban Studies and Planning Program at UC San Diego, is helping to build community-university partnerships at the site through science-based programs for public benefit. He and his research team are working with the City of San Diego and other groups to encourage cleanup and reinvestment in brownfields. These parcels of land can be developed as community gardens—a low-cost way to increase access to nutritious fruit and vegetables.

**Diversifying Revenue Sources**

UC San Diego's ongoing challenge is to maintain its excellence, reputation, and access despite declining state contributions to the University of California budget, indeterminate federal funding, and a nation that is still recovering economically. California currently provides only 7.6 percent of the university’s total revenues. Since academic year 2011–12,
students have been contributing more than the state to the cost of their education.

To sustain its excellence in all areas, UC San Diego continues to strengthen its community ties and diversify its revenue sources. In 2014, the campus’s total revenues were $3.8 billion, representing a 128 percent rise since 2001, and a 42.5 percent rise in the previous five years.

Health-care and grants and contracts revenues remain UC San Diego’s two largest funding sources. In 2014, UC San Diego Medical Center revenues were $1.29 billion, an increase of 13.6 percent over the previous year.

Most of the grants and contracts money comes from the federal government and is allocated for research. Grants and contracts revenue from all sources totaled $920.2 million, representing 24.4 percent of annual revenue and a one-year decrease of 4.2 percent.

For fiscal year 2013–14, a total of 32,755 donors raised $148 million in private support—comparable to the previous year.

**Technology Transfer**

The UC San Diego Technology Transfer Office (TTO) manages the university’s technology portfolio and is responsible for patenting and licensing intellectual property developed on campus. At fiscal year-end 2014, TTO was managing more than three thousand innovations and 439 active license agreements. The total portfolio consists of 859 US and 886 foreign active patents, with 99 US and 134 foreign patents issued in fiscal year 2013–14. During that period, sixteen new start-up companies were formed with licensed UC San Diego innovations.

To date, more than 650 companies—including many San Diego biotechnology and technology firms—have been launched by or use technology produced by UC San Diego faculty, staff, and alumni. Of this group, more than two hundred start-ups have licensed university technology from TTO to found their companies.

**Archival Wisdom: Telling It Like It Was**

The UC San Diego Library’s archival resources received a notable boost in 2014, with the donation of two significant archives, and the addition of exciting new items to the library’s world-famous Dr. Seuss Collection.

The library has become the official repository for the papers of Jonas Salk, who developed the world’s first successful polio vaccine. The papers—which constitute almost six hundred linear feet (or nearly nine hundred boxes)—were donated to the library’s Special Collections and Archives by Salk’s sons, Peter, Darrell, and Jonathan, who, like their father, trained as physicians and are involved in medical and scientific activities. While recognized worldwide for his significant contributions, Salk is particularly noted locally for his founding of the Salk Institute for Biological Studies, located adjacent to the UC San Diego campus.

A digital archive documenting the United Farmworkers (UFW) Movement in central California from 1962 to 1993 was also added to the library’s holdings and can be accessed from the library’s website. The Farmworker Movement Documentation Archive includes a wide variety of information on the activities, accomplishments, challenges, and work of UFW founding president Cesar Chavez, and the farmworkers who participated in the movement. The multimedia presentation includes thirteen thousand photos, a timeline of significant milestones, oral histories, manuscripts, and poetry penned by volunteers.

Fans of the whimsical collection of Dr. Seuss children’s books will one day soon be treated to new volumes in the wildly popular series. More than fifteen hundred new materials from the personal archive of author Theodor Seuss Geisel were donated by Audrey Geisel to the library, including several unpublished projects such as “Cat Ballooning,” “The Pet Shop,” “Bee Watches,” “How Welk Can You Spelk,” “The Clock Book,” and “Arabian Adventures.”
Understanding and Protecting the Planet

14th best research university in the world
Centre for Science and Technology Studies of Leiden University, 2014
The severe drought gripping the western United States is changing the landscape well beyond localized effects of water restrictions and browning lawns. Scripps Institution of Oceanography scientists at UC San Diego discovered that water loss is causing the entire western U.S. to rise up like an uncoiled spring. The water shortage is producing an “uplift” effect of more than half an inch in California’s mountains and on average 0.15 of an inch across the West. Using ground positioning data, researchers tracked this uplift caused by recent massive water loss, estimated at sixty-three trillion gallons. The study, which was supported by the US Geological Survey, demonstrates a new way to track water resources over a very large landscape—from the Sierra Nevada mountains and critical California snowpack, to changes in fresh water stocks in other regions around the world.

As Scripps Oceanography researchers pored over the GPS data, a consistent pattern emerged over the 2003–14 timeframe: all of the stations moved upwards in the most recent years, coinciding with the timing of the current drought. The data can only be explained by rapid uplift of the tectonic plate upon which the western U.S. rests, according to the scientific team. The uplift has virtually no effect on the San Andreas Fault and does not increase the risk of earthquakes.
Political gridlock is a stubborn bottleneck—and time is running out. Average annual greenhouse gas emissions grew faster from 2000 to 2010 than during the previous three decades, according to a 2014 report from the Intergovernmental Panel on Climate Change (IPCC). A major finding of the report is that the strategies are at hand to begin controlling emissions, but at an estimated 1 or 2 percent of annual global economic output by midcentury, mitigation costs will not be cheap.

Nevertheless, David Victor, professor at the UC San Diego School of International Relations and Pacific Studies (IR/PS), director of the school's new Laboratory on International Law and Regulation, and a leading contributor to the IPCC, remains optimistic. New US and international policy strategies can help to fix the problem—by spurring governments, grassroots organizations, and the general public to take the necessary mitigation steps. That was his message to the San Diego community when he delivered the fifth annual Keeling Lecture in 2014 at UC San Diego’s Scripps Institution of Oceanography. The lecture series honors the memory of Scripps geochemist Charles David Keeling, who established the Keeling Curve in 1958 that continues to measure carbon dioxide concentrations in the atmosphere. His son Ralph Keeling, also a Scripps geochemist, is currently in charge of the project.

On May 9, 2013, for the first time since Keeling Curve measurements began, the daily mean concentration of carbon dioxide (CO₂) in the atmosphere of Mauna Loa, Hawaii, surpassed 400 parts per million (ppm). In 2014, it happened two months earlier—in March, and on January 1, 2015, concentrations ushered in the New Year at the 400 mark. The earlier occurrence of this benchmark number each year is yet another ominous sign that humans are changing Earth’s climate at an accelerated rate.
Graduate Students Bring Science to Life in Local Classrooms

ASk any young student what a scientist looks like and answers typically involve descriptions of older, frizzy-haired, bearded men wearing lab coats. An unusual partnership between Scripps Institution of Oceanography at UC San Diego and the San Diego Unified School District has challenged this notion by bringing Scripps graduate students and cutting-edge science into local K–12 classrooms.

In 2009, the National Science Foundation's outreach program, Graduate Teaching Fellows in K–12 Education (GK–12), awarded a five-year, $2.5 million grant to fund the Scripps Classroom Connection fellowship. Each year for the past five, Scripps Classroom Connection partnered nine Scripps graduate students with nine teachers in K–12 classrooms across San Diego County. During a four-week summer workshop, the graduate students collaborated with seasoned teachers to create yearlong lesson plans for earth science students.

For some public-school students, including those from socially and economically disadvantaged backgrounds, the program has changed their thinking about their own academic potential, and the possibilities of pursuing a science career. When Moira Décima participated in the program as a Scripps graduate student, she found that some of her ninth- and tenth-grade earth science students at San Diego High School—many of them San Diego natives—had never been to the beach. She and her partner, high school teacher Stephen Halpern, organized a classroom field trip to the tide pools in La Jolla. This hands-on research involvement was a thrilling “first” for many of the students.

In addition to improving earth science literacy in local classrooms and fostering connections between Scripps and the K–12 community, the program has helped early-career Scripps scientists learn communications skills that are critical for explaining their scientific work to congressmen, donors, and the public at large. The experience of Scripps students in local classrooms has also broadened their perspective on US education regarding the challenges faced by K–12 teachers, the schools, the districts, and the nation as a whole.
Enriching Human Life and Society

UC SAN DIEGO HEALTH SYSTEM

#1 among San Diego’s adult hospitals

DONORS enthusiastically rose to the challenge when a supporter, in 2013, offered to match new donations and pledges to UC San Diego’s Jacobs Medical Center, dollar-for-dollar, up to $25 million. By fall 2014, more than a thousand givers had contributed $131 million to the center, which is the largest hospital project currently underway in southern California. The total includes gifts that matched the initiative’s $25 million challenge goal.

The challenge donation, originally anonymous, was made by Joan and Irwin Jacobs, who also provided a $75 million lead gift for the new facility in 2010. Leadership gifts for the medical center included $8.5 million from Carol Vassiliadis and $7.5 million from Pauline Foster.

The $839 million construction project, at the nexus of the area’s biomedical research centers, is part of a multi-billion-dollar university investment in future health care for the region.

Projected to open in 2016, the facility will house 245 patient beds and include three new clinical care units for advanced surgery, cancer care, and women and infants care. The 509,500-square-foot addition will connect on multiple floors with the existing Thornton Hospital on UC San Diego’s La Jolla campus.

The A. Vassiliadis Family Pavilion for Advanced Surgery will have more than two hundred surgeons who specialize in complex procedures, including MRI-guided gene therapy for brain cancer, and complex spine and joint reconstruction. The hospital will house the region’s only intraoperative magnetic resonance imaging (MRI) machines, enabling surgeons to image tumors in real time during surgery without ever having to leave the operating room.

With 108 dedicated beds, the Pauline and Stanley Foster Pavilion for Cancer Care will double UC San Diego Health System’s capacity to treat patients and, as an inpatient component, will complement UC San Diego Moores Cancer Center, the only National Cancer Institute-designated comprehensive cancer center in San Diego.

The Rady Pavilion for Women and Infants will care for every kind of birth. From the mother whose baby is delivered by a certified midwife, to a mother who requires a planned Caesarean hysterectomy, all births will be treated with a high level of care according to the mother’s birth wishes. The Level III Neonatal Intensive Care Unit (NICU) will care for the most premature and critically ill newborns. An MRI in the NICU will be custom-designed to examine the newborn brain and serve as the region’s only “Neuro-NICU.”
Wearable Sensors
A Lifesaving Fashion Statement

Today’s passenger car is loaded with sensors that constantly monitor its “health.” Wearable sensors have the potential to do for human health what automobile sensors have already done for car owners: make unobtrusive health monitoring the norm.

At the new Center for Wearable Sensors at the UC San Diego Jacobs School of Engineering, researchers are developing advanced wearable sensor systems for a wide range of preventive-health, security, and fitness applications. Launched in 2014, the center harnesses expertise in sensors, low-power circuits, materials, electrochemistry, bioengineering, wireless network technologies, preventive medicine, and the life sciences.

Most of today’s wearable health-sensing technology is invasive, time consuming to use, and captures data from a single moment in time, such as when someone with diabetes pricks a finger to draw blood for a glucose test. Pregnant mothers are often wired up to hulking machines to monitor fetal heart rate or contractions.

A preferable solution would be small, wearable sensors that continuously monitor important health data and wirelessly transmit it to the cloud for analysis and review by a physician on a computer or smartphone. Continuous monitoring would provide a richer data set for assessing a patient’s health, and the ability to move about freely would improve the patient’s quality of life.

This technology could also be a boon to researchers studying the origins of disease and how disease progresses in the body. Over the long term, such monitoring could serve as an alert system for an individual’s impending illness, or be used to identify public health issues and epidemics by mapping indicators of infectious disease collected from individual wearable sensors.

As a global leader in wireless technologies and digital health, San Diego aims to carve out a generous slice of the emerging market for wearable electronics. It is a market that is expected to grow from $14 billion in 2014 to more than $70 billion in 2024, according to the technology consulting firm IDTechEx. Engineering faculty affiliated with the Center for Wearable Sensors have close working partnerships with the UC San Diego School of Medicine, and a number of clinical trials and studies that focus on mobile devices are already underway. Collaborations between the center, industry partners, and neighboring research institutions offer unrivaled potential for research partnerships and innovation that will improve the lives of people everywhere.
**MUCH** of America’s youth are out of shape and sedentary, having replaced playtime with screen time. Roughly one in three is overweight or obese. Since shedding pounds is extremely difficult, the most effective strategies are on the prevention side. Both diet and exercise are keys to good health—and a growing body of evidence suggests that health habits are formed early in life.

An abnormal response to food cues may lead to obesity. The brain becomes wired to seek—and expect—greater rewards from food, which leads to unhealthful overeating. At UC San Diego School of Medicine’s Center for Healthy Eating and Activity Research (CHEAR), a multidisciplinary team is focused on translating effective therapies and treatments from other domains and applying them to unhealthy eating behaviors. Attentional bias programs, which train a person to ignore specific cues or triggers, have been used effectively to treat anxiety and substance abuse. Training kids to pay less attention to food might help them eat less.

In a novel pilot study, CHEAR founder and School of Medicine professor of pediatrics and psychiatry Kerri Boutelle and her colleagues used a single session of attention modification to decrease overeating in obese children. Assuming attentional bias training is effective in larger studies, it could be provided in the form of a computer game that decreases the sensitivity to food cues.

The brains of obese children literally light up differently when sugar is tasted, according to recent School of Medicine-led research. The study, which scanned the brains of children as young as eight years old, is a wake-up call for early prevention. This elevated sense of “food reward”—which involves being motivated by food and deriving a good feeling from it—could mean some children have brain circuitries that predispose them to crave more sugar throughout life. Some children may even be born with a hypersensitivity to food rewards.

Another School of Medicine study suggests that parents of obese children often do not recognize the potentially serious health consequences of childhood weight gain or the importance of daily physical activity. More than half of parents either ranked their obese children as “very healthy,” or did not view their children’s weight as a health concern. Participants were also more interested in helping their child eat a healthy diet than in encouraging a pediatrician-recommended hour of daily physical activity.

Parents with children fourteen or older were much less likely to succeed in persuading their child to exercise on a regular basis. Poverty may also play a role. Those with annual incomes of under $40,000 were less likely to be engaged in ensuring their child got regular exercise.
Implanted immature pancreatic cells derived from human embryonic stem cells could develop into full-fledged insulin producers, offering a new treatment for diabetes.

UC San Diego researchers have used neural precursor cells (red and green) from human embryonic stem cells to promote regeneration and improvement of function in rats impaired by an acute spinal cord injury. Martin Marsala/UC San Diego

**Bold Step**

**First-in-Human Trials for Stem Cell Treatments**

**STEM** cell therapies are a provocative new way of treating incurable diseases. Instead of managing symptoms, cellular medicine has the potential to replace or regenerate damaged tissues and organs.

Clinical trials are mandatory before any new drug or treatment can be approved for patient use. In 2014, three groundbreaking stem cell efforts at UC San Diego made the significant leap from laboratory to first-in-human clinical trials. A twenty-six-year-old woman, paralyzed after a motor vehicle accident, successfully underwent a procedure to test whether injecting neural stem cells at the site of a spinal cord injury is safe and could be an effective treatment. The hope is that the transplanted neural stem cells will develop into new neurons that bridge the gap created by the injury, replace severed or lost nerve connections, and restore at least some motor and sensory function.

Another stem cell effort was the launch of a Phase I trial to assess the safety of a monoclonal antibody treatment that targets lymphocytic leukemia, the most common form of blood cancer. The third trial was an unprecedented stem cell-based therapy designed to treat Type 1 diabetes.

To speed the development of treatments, the Sanford Stem Cell Clinical Center at UC San Diego Health System was launched in 2013. The center integrates operations at four locations: the UC San Diego Jacobs Medical Center and a nearby proposed clinical space, both scheduled to open in 2016; the UC San Diego Center for Advanced Laboratory Medicine; and the Sanford Consortium for Regenerative Medicine. This “collaboratory” of scientists hail from UC San Diego, the Sanford-Burnham Medical Research Institute, the Salk Institute for Biological Studies, The Scripps Research Institute, the La Jolla Institute for Allergy & Immunology, and other contributing institutions on the Torrey Pines mesa, such as the J. Craig Venter Institute.

In 2014, the Sanford Center was named an “alpha clinic” by the California Institute for Regenerative Medicine (CIRM), the state’s stem cell agency. This designation included an $8 million grant to create a long-term, networked infrastructure for extensive clinical trials of stem cell-based drugs and therapies in humans, including some developed by independent California-based investigators and companies. The state’s three alpha clinics will emphasize public education—in part to combat the marketing of unproven, unregulated, and potentially dangerous therapies. The clinics will also help establish sustainable business models for future approved treatments.
School for Start-Ups

Thinking Big and Small

UC SAN DIEGO’s Rady School of Management finished up its tenth anniversary year on a lucrative note. In academic year 2013–14, the school’s graduates had a nearly $2 billion impact on the state of California and the San Diego region—from partnership agreements, to acquisitions, to funding events, to the first IPO by a Rady alum. Notable accomplishments included the acquisition of ecoATM by Outerwall for $350 million, the acquisition of Lumena Pharmaceuticals by Shire for $260 million, Inogen’s IPO for $70.5 million, and the partnering agreement between CytomX and Bristol-Myers Squibb for up to $1.2 billion.

Rady’s MBA program is tailored to professionals, often with science and technology backgrounds and an interest in innovation. Many go on to create viable start-up ventures, transform established firms, or work with small, entrepreneurial companies. In the school’s signature Lab2Market series of courses, entrepreneurs learn how to turn fledgling ideas into market opportunities.

The Bloomberg Businessweek’s 2014 full-time MBA ratings ranked the Rady School first nationally in the Intellectual Capital category. Intellectual capital is a measure of all articles published by faculty in twenty top business journals from 2009 to 2013.

Founded in 2003 as a start-up business school, Rady has already helped to launch eighty-two other start-ups. By thinking far beyond the scope of what is to what may be, the school’s graduates are shaping the innovation economy of the San Diego region and beyond, working on lifesaving medical advances and leveraging technology to enrich human life.
Brain model used for instruction in UC San Diego's Medical Teaching Laboratories. The laboratories provide medical and pharmacy students support throughout their careers.

GRADUATE PROGRAMS

#1 behavioral neuroscience graduate program in the U.S.

“America’s Best Graduate Schools” guidebook, U.S. News Media Group, 2015

Exploring the Basis of Human Knowledge, Learning, and Creativity
**BIG-SCIENCE** programs are costly, and the road to transformative technology is riddled with unexpected twists and turns. But the potential is enormous, and there are economic benefits along the way. Think 1960s moon shot and Human Genome Project. The latter, completed in 2003, helped launch today’s multi-billion-dollar, global DNA sequencing industry.

The BRAIN Initiative (Brain Research through Advancing Innovative Neurotechnologies), like those earlier research programs, is an audacious undertaking with a potentially huge payoff. Launched by President Barack Obama in 2013, the initiative is designed to advance the science, tools, and technologies needed to map and decipher brain activity. Cal-BRAIN (California Blueprint for Research to Advance Innovations in Neuroscience), created in 2014, is the first statewide effort to complement the federal program.

Big-brain science is a good fit for UC San Diego, where neuroscience, biology, cognitive science, and nanoengineering are core institutional strengths. The university’s Center for Brain Activity Mapping (CBAM), established in 2013 as the nation’s first academic center dedicated to the brain mapping effort, aims to develop a new generation of tools for obtaining a full picture of the brain’s signaling activities.

Charting brain functions in unprecedented detail could lead to new prevention strategies and therapies for disorders such as Alzheimer’s disease, schizophrenia, autism, epilepsy, and traumatic brain injury. The marriage of nanoscience and neuroscience for mapping the human brain’s trillions of connections in real time will spawn neurotechnology as a new academic discipline and a new industry cluster.

Ralph Greenspan, director of CBAM and associate director of UC San Diego’s Kavli Institute for Brain and Mind, was among the original authors of the white paper that sparked the federal BRAIN Initiative. He also coauthored a proposal to the University of California Office of the President and the state legislature that served as a blueprint for Cal-BRAIN.

**Neuroscience Gateway**

Computational modeling of cells and networks is an essential part of neuroscience research, and investigators are using models to address problems of ever increasing complexity. To facilitate access to high-performance computing resources, the National Science Foundation is funding a collaborative effort by the San Diego Supercomputer Center at UC San Diego and the Yale School of Medicine to develop a Neuroscience Gateway. The web-based portal, http://www.nsgportal.org, will provide users with free supercomputer time for research and instruction, a streamlined process for uploading models, and a community forum for collaborating and sharing data. Computational modeling enables students and researchers at institutions with limited resources for wet lab or experimental infrastructure to participate in leading-edge science.
Researchers have been debating for years whether jealousy, the third leading cause of nonaccidental homicide, requires complex cognitive abilities. Some scientists have described jealousy as an entirely social construct—not seen in all human cultures and not fundamental or hard-wired in the way that fear and anger are. Not so, according to UC San Diego alumnus and psychology professor Christine Harris and former honors student Caroline Prouvost, who recently performed the first experimental test of jealous behaviors in dogs. Harris, who earned her bachelor’s degree and doctorate at UC San Diego, has shown through her research with dogs that there may be an innate form of jealousy that does not require complicated reasoning and did not evolve to protect social bonds from interlopers.

Adapting a test used with six-month-old human babies, the researchers worked with thirty-six dogs and videotaped the owners, who ignored their pets by favoring either a stuffed dog that barked, whined, and wagged its tail; or a plastic jack-o-lantern. The owners were instructed to treat the objects as though they were real dogs—by petting them and talking to them affectionately. The third scenario involved reading aloud from a pop-up children’s book that played songs. The pets exhibited more jealous behaviors, such as snapping and pushing at their owner or their rival, when the owner showed affection to what appeared to be another dog. Dogs were about twice as likely to push or touch the owner who was interacting with the faux dog (78 percent) as when the owner was attending to the jack-o-lantern (42 percent). Only 22 percent did this in the book scenario. While 25 percent snapped at the “other dog,” only one dog snapped at the jack-o-lantern and book. During the experiment or post-experiment phase, about 85 percent of the dogs sniffed the fake dog’s rear end, which suggests they viewed the stuffed animal as a true rival.

Many people have assumed that jealousy is a social invention of human beings—or an emotion specifically tied to sexual and romantic relationships. The findings of the current study challenge these ideas—by showing that nonhumans may display strong distress when a rival usurps a loved one’s affection.
Composing the Future, Preserving the Past

**XIAOXIANG** refers to the region in China’s Hunan Province where the rivers Xiao and Xiang intersect. It is also the title of a concerto for alto saxophone and orchestra by UC San Diego music professor and Qualcomm Institute composer in residence Lei Liang. The work was one of three finalists for the 2015 Pulitzer Prize for Music.

The concerto commemorates a tragic event that took place in the Xiaoxiang region during the Cultural Revolution. A woman’s husband was killed by a local official. With no way to seek justice, she retaliated by wailing like a ghost in the forest behind the official’s residence every evening. Months later, both the official and the woman went insane.

Liang, a Chinese-born American composer, used electronically transformed sounds to echo the ghostly wailing. *Xiaoxiang* had its original premiere at the World Saxophone Congress XV in Bangkok, Thailand, and a major revision of the concerto was performed by the Boston Modern Orchestra Project in 2014.

At the Qualcomm Institute Liang is seeking new ways—both technically and artistically—of bringing past sensibilities to modern audiences. He is also collaborating with scientists and engineers on creating databases and multimedia software tools to explore and safeguard recordings, and compose works to showcase these cutting-edge, digital technologies.

Recently he premiered some of his new work as *Hearing Landscapes* at the university’s Calit2 Theater. A standing-room-only crowd listened and watched the big-screen journey into twelve Chinese watercolor paintings by Huang Binhong (1865–1955). The music was accompanied by high-resolution images of the landscapes, captured by a team of cultural heritage engineers led by professor Falko Kuester, director of UC San Diego’s Center of Interdisciplinary Science for Art, Architecture, and Archaeology (CISA3). The multispectral imaging of the paintings provided insights into the artist’s creative process, which Liang then used to compose the music.

*Hearing Landscapes* included a piece by doctoral student Greg Surges, who developed audio software that translated visual cues from the images to the sound environment. Scholars in materials science, computer programming and analysis, and robotics engineering also assisted with the project.
Understanding Cultures and Addressing Disparities in Society

GLOBAL RECOGNITION

14th best university in the world
Center for World-Class Universities at Shanghai Jiao Tong University, 2014
The UC San Diego School of International Relations and Pacific Studies is dedicated to the advancement of knowledge through education and research, with an eye to building a Pacific community and addressing some of the world’s most pressing problems. By providing timely and in-depth analysis of China’s economic, political, and societal transformation, the school’s 21st Century China Program helps inform policy discussions on China and U.S.-China relations.

In Northeast Asia, finding credible approaches to mitigate tensions and promote dialogue is a critical need. The unpredictability in the Democratic People’s Republic of Korea, escalating territorial disputes, and frosty relations between some of the region’s major powers have all contributed to heightened tensions and unease regarding long-term prospects for stability and security in the area.

Professor Susan Shirk, director emeritus of the UC Institute on Global Conflict and Cooperation (IGCC) and chair of the 21st Century China Program, founded the Northeast Asia Cooperation Dialogue (NEACD) in 1993. This unofficial “track-two” forum meets annually for discussions of security issues among defense and foreign ministry officials, as well as academics from the United States, Japan, China, Russia, and the Koreas.

Private support helps both the school and institute produce collaborative research on security, diplomacy, and foreign policy, build bridges between the theory and practice of international policy, and pursue ways to prevent global conflict while promoting cooperation.

During the 2013–14 fiscal year, UC San Diego received three significant gifts and grants totaling $2.1 million for research on domestic and foreign policy, as well as security issues in China and Northeast Asia. An anonymous donor gave $1 million to support the 21st Century China Program, marking the largest gift to this program in its history. In addition, the Carnegie Corporation of New York awarded a $600,000 grant to the 21st Century China Program and a $500,000 grant to IGCC to fund NEACD’s annual meetings through 2016.
WOMEN are seriously underrepresented in philosophy. The whys range from all-male reading lists that turn female students off, to philosophy’s aggressive discussion style, to blatant discrimination.

Despite popular beliefs to the contrary and frequent family pressure to pursue a more pragmatic course of study, a bachelor’s degree in philosophy is actually not a bad bet. By mid-career, according to PayScale, Inc., those holding a philosophy bachelor’s degree are in the top third of salaries, ahead of such fields as microbiology or business administration.

Typically about 30 percent of undergrad philosophy majors are women. There are even fewer female graduate students, and only about 20 percent become faculty, according to the American Philosophical Association.

Philosophers at UC San Diego are focused on improving those numbers. For the last two years, the university’s incoming philosophy graduate students have been nearly 40 percent women—well above the discipline average of about 25 percent. Although admission standards and policies have not changed, department members are meeting with the women admitted to the doctoral program and assuring them that they are welcome.

At the undergraduate level, the university’s new Summer Program for Women in Philosophy (SPWP) combines a rich philosophical learning experience with training in applying to graduate school. The only program of its kind for philosophy undergrads, SPWP attracted more than two hundred applicants in 2014. Of those, eighteen aspiring philosophers (primarily juniors) came to campus for the two-week academic boot camp featuring courses, workshops, social activities, and bonding opportunities. Childcare was also available throughout the session. All eighteen have agreed to be part of a long-term study that tracks their careers to assess the effect of the intervention.

Courses were taught by a senior and a junior faculty member, both female, from outside universities. The all-woman environment served as inspiration and provided the students—both the undergrads and UC San Diego’s own doctoral candidates—with networking opportunities.

The project leader was philosophy professor Rick Grush, and funding came from an Innovation Grant from UC San Diego’s Office of Equity, Diversity, and Inclusion along with support from the university’s Graduate Division, the Division of Arts and Humanities, and the Department of Philosophy. Since housing, meals, transportation, and course materials were covered and each participant received a $600 stipend, the program was available to a broad demographic.

New Innovation Grants Promote Inclusive UC San Diego Climate

The Office for Diversity, Equity, and Inclusion (EDI) in academic year 2014–15 funded new projects that will advance systemic changes that exert a sustained and powerful influence on fostering an inclusive and equitable climate in the UC San Diego faculty, staff, and student ranks. The proposals and project leaders include:

Black Studies Research Collaborative
Professors Dayo Gore and Sara Kaplan

Peer EDI Educators for Greek Life
Emily Marx and Colin Gerker

Increasing the Participation of Women of Color in the Physical Sciences: The UC San Diego-Morehouse-Spelman Physics Bridge
Professor Adam Burgasser

Community College Partnership in Bioengineering
Professor Todd Coleman and Michelle Ferre

Militarism and Migration Research Center
Professors Wayne Yang and Yen Espiritu

Graduate Student Climate Intern (GSCI)
April Bjornson and Professor Kim Barrett

UC San Diego-Intertribal Youth Writing Program
Professor Olga Vasquez

REACH and BioChemCore 2015
Professors Olivia Graeve and Rommie Amaro
Phoning It In
Using Telecom Data to Map Social Distance

Humans society fractures along lines defined by politics, religion, ethnicity, and language. These cracks can lead to conflict and stifle efforts to advance social justice and economic development.

David Meyer, UC San Diego professor of mathematics and faculty affiliate with the University of California Institute on Global Conflict and Cooperation, leads an interdisciplinary team that develops new ways to understand social systems based on patterns they extract from large sets of data, such as cell phone records.

Phone traffic can reveal connections that other surveys miss and provide a measure of human density and distribution at a scale far finer than the size of a census tract, for example. Urban planners, social service agencies, human rights organizations, and health-care workers could use this type of information to identify neighborhoods where help is most needed.

In 2014, when Telecom Italia made available records for six hundred million calls placed in metropolitan Milan as part of a big-data competition, Meyer’s team used the information to paint a picture of immigrant populations in the city. “(Dis)assembling Milan,” their contest entry, made it into the top ten of 652 submissions.

Meyer’s team previously showed that mobile phone data could provide critical information about language communities and social divisions in regions where such divisions haven’t been well described. Their demonstration won first prize for best scientific project in the Data for Development Challenge, a competition held by the French telecommunications company Orange in 2013. They validated their approach in Côte d’Ivoire, where French is the national language, but more than seventy regional languages are also spoken.

Connections mapped among 1,216 cell phone towers for five months revealed “communities” of antennas—a kind of map depicting who talks with whom throughout the West African country.

Right: Cellphone calls map the population of Milan in near real time and at a finer scale than a traditional census. The ability to track shifts in density and distribution of people over the course of a day could help the city address problems with traffic and air quality, for example. Telecom data can be resolved to the size of a city block—the many blue squares shown on this map that fall within broader census tracts, outlined in black.
GIGANTIC corpse flowers take their name from the rotting stench they emit when they bloom—a two-day spectacle that happens once every few years. As for seeing or smelling one of these blooms in person, the likelihood is slim. Meanwhile, in a UC San Diego Department of Visual Arts research lab, an artist is creating life-size models of two varieties of the plant, which can grow to ten feet tall or more.

The purpose of this project is to explore ways of using emerging technologies to represent nature. This included the creation of two highly detailed, computer-processed, 1:1 reproductions of *Amorphophallus titanum* and *Rafflesia arnoldii*, which are both endangered species. To produce these models, the artist used a KUKA robotic mill that is guided by 3-D computer design and can carve complex forms.

The corpse flower project is one of many hybrids that have blossomed since the opening in 2012 of the Structural and Materials Engineering Building (SME) at UC San Diego. Equipped with cutting-edge technologies, SME is shared by the visual arts department and the Jacobs School of Engineering. In the months and years ahead, collaborations among engineers, visual artists, urban planners, computer scientists, and other specialists are likely to produce surprising new forms of art, analysis, and cultural intervention. A historical precedent is the famed Bauhaus movement in Germany in the early 1900s that brought artists, engineers, and architects under one roof. The result was modern architecture.

*Planetaria*, another hybrid effort at UC San Diego, relied on scholarly input from the Departments of Physics, Theatre and Dance, and Visual Arts for “Our Star Will Die Alone,” a multimedia presentation at the Without Walls (WoW) immersive theatre festival on campus in 2013. The musical score was composed in response to data derived from the wavelengths of light from a dying star.

In more terrestrial realms, interdisciplinary research in the visual arts department addresses the conditions and challenges of modern cities. At SME’s Center for Urban Ecology, architect, artist, and UC San Diego professor of visual arts Teddy Cruz is exploring how new synergies across engineering, architecture, urbanism, visual arts, and humanities can tackle global, socioeconomic, urban, and environmental issues through the lens of local and regional conditions. A recent workshop focused on waste and adaptive urbanization at informal settlements in Tijuana. Field trips on both sides of the border enabled participants to engage key community-based nonprofit organizations on issues of poverty, environmental degradation, and socioeconomic injustice.
From the moment a student steps on campus, to long after he or she has graduated, Alumni and Community Engagement (ACE) fosters a spirit of philanthropy and engagement. ACE provides extensive programming in four areas: Alumni Relations, Career and Professional Development, Regional Outreach and Engagement, and Philanthropy. The Career Services Center is among only a handful of US centers to provide alumni with lifetime access to free job search and career planning resources. The Alumni Advisor Network (AAN), launched in 2013, helps UC San Diego students and graduates connect with alumni online or by phone for resume review, interview advice, and general career conversations.

The Alumni Relations team works to boost program participation, regional outreach, volunteer service, and leadership opportunities. It recognizes outstanding alumni, assists the university with legislative advocacy, and brings alumni together in San Diego, across the nation, and around the world. At the conclusion of academic year 2013–14, these efforts resulted in nearly twenty-three thousand engaged alumni and friends.

Alumni endowments grew 18 percent during academic year 2013–14 to achieve a total market value of $8.5 million. During that time period, thirty-five hundred student donors—the most in UC San Diego history—supported student scholarships.
Alumni Have a Triton Day in China

While UC San Diego was celebrating Triton Day on the La Jolla campus in 2014, on the Asian continent, Triton Day China was helping to raise the institution’s profile on a global scale. Domestically, Triton Day showcases the benefits of UC San Diego enrollment to admitted students. Triton Day China, which took place in Beijing, Shanghai, Guangzhou, and Hong Kong, aimed to increase the enrollment of admitted Chinese students, strengthen the UC San Diego brand in the region, familiarize Chinese families with the advantages of a UC San Diego education, and provide networking opportunities for alumni living abroad. UC San Diego currently has more than six thousand alumni in and from the Greater China region, including Mainland China, Hong Kong, Macau, and Taiwan.

Triton Day China was developed in partnership with the undergraduate Admissions Office and UCSD Alumni, the university’s alumni association. Peter Cowhey, dean of the School of International Relations and Pacific Studies, and Armin Afsahi, associate vice chancellor for Alumni and Community Engagement, led the delegation to China to strengthen relationships between UC San Diego and its partner businesses and beacons of higher education, including Tsinghua University and Fudan University. Most importantly, the delegation celebrated Triton Day with newly admitted Chinese students and their families, visiting scholars and parents of UC San Diego students currently enrolled. This was the third UCSD Alumni trip to China.

Riding the Business Wave

Surf’s Up for GoPro Founder

FOR thrill-seeking surfer and GoPro founder Nick Woodman, Muir ’97, UC San Diego was a catalyst for creativity. At age eight he decided to become a surfer. When college beckoned, UC San Diego—with its surfing lifestyle and academic excellence—was his number-one choice.

Woodman received the UC San Diego Outstanding Alumnus Award in 2014. In June, during Alumni Weekend, he delivered a rousing two-hour chat that included hard-earned lessons on how to succeed in life and business. Never give up, follow your passion, be yourself, and work hard, he told a wildly cheering audience composed mostly of UC San Diego students. The shouting got even louder a few weeks later, when the company’s initial public offering (IPO) on Wall Street was one of the largest consumer electronics IPOs on record.

Woodman came to UC San Diego to study economics, realized he wasn’t interested in it, and switched to liberal arts. His classes in writing, acting, and visual arts delighted him—and helped him learn how to engage an audience and use a visual medium to persuade people to share his vision.

In 2002, as he and his friends prepared for a surfing trip to Indonesia, Bali, and Australia, an entrepreneurial light bulb went off. Woodman had a concept for a durable, wrist-mounted camera that would allow him to shoot photographs of his friends while they were surfing. The trip became an R&D mission to develop the idea. In 2004, Woodman released the first GoPro Hero film camera and wrist strap at the Action Sports Retailer convention in San Diego. By 2010, the operation Woodman had started with a handful of college buddies was the fastest-growing digital capture company in the world.

GoPro, with revenues of $1.3 billion in 2014, makes wearable HD camcorders or action cameras and accessories, curates videos shot on its cameras, and broadcasts these videos. The palm-sized cameras can be fastened to helmets, handlebars, ski polls, and surfboards.
WHEN alumni Richard Sandstrom, cofounder of Cymer, Inc., and his wife, Sandra Timmons, attended UC San Diego, the cost of a university education was considerably less than it is today. To help ensure that future students achieve the same world-class education they received, the couple pledged $1.2 million to the campus for student support. The gift, made through their charitable Timmstrom Family Fund, will be split per the donors’ wishes to support graduate students at the Jacobs School of Engineering and assist undergraduates through the Chancellor’s Associates Scholars Program.

Timmons, who earned her undergraduate degree in psychology in 1981, went on to work as a television producer and writer, prior to dedicating herself full-time to community service. Sandstrom completed his entire university education in applied mathematics and engineering science at UC San Diego—receiving his undergraduate degree in 1972, master’s in 1976, and PhD in 1979. Cymer Inc., launched by Sandstrom and fellow alumnus Bob Akins, PhD ’83, develops light sources used by chipmakers worldwide to pattern advanced semiconductor chips.

Sandstrom and Timmons designated $700,000 of their gift to establish the Sandstrom Graduate Fellowship in Engineering, an endowed fund to provide support for graduate students at the Jacobs School of Engineering in perpetuity. The $500,000 used to establish the Timmstrom Scholars endowed fund will augment the Chancellor’s Associates Scholars Program by supporting undergraduate scholarships.

CASP covers the cost of education, including housing and textbooks, making it possible for families and students to avoid borrowing. Scholarships are renewed each year if the student remains in good academic standing and participates in CASP programs and activities.
Private Support

PRIVATE GIVING

$148.3 MILLION

total gifts raised in fiscal year 2013-14
In fiscal year 2013–14, UC San Diego raised $148.3 million in private support from thirty thousand donors, who designated 55 percent of the total or $81.8 million for research funding. Other purposes, including capital, accounted for the remaining $66.5 million. Nearly $92 million was from charitable gifts, with another $56 million from private grants. Of the total support, $80.2 million was designated to benefit UC San Diego Health Sciences, and $68.1 million was for the general campus and Scripps Institution of Oceanography.

As a public university and one of the top fifteen research universities worldwide, UC San Diego aims to transform California and a diverse global society by educating students, generating and disseminating knowledge and creative works, engaging in public service, and driving economic development. Increasingly, the university must rely on private support to achieve its mission and fulfill its commitment to the campuswide Strategic Plan.

Donors designated 55 percent of the total private support to research.

Building Relationships through Philanthropy and Engagement

Private Support Changes Lives

UC San Diego Health System provides compassionate state-of-the-art care to patients from around the corner and around the world. A one-to-one matching opportunity created from a $25 million challenge grant made by Joan and Irwin Jacobs advanced the university’s fundraising efforts for the new Jacobs Medical Center. Businessman and philanthropist T. Denny Sanford committed
$100 million for the creation of the Sanford Stem Cell Clinical Center.¹ An anonymous donor created the Richard C. Atkinson Laboratory for Regenerative Ophthalmology at the Shiley Eye Center with a $6.5 million commitment.²

Endowed gifts totaled $12.6 million, including a $2 million bequest from the late Professor Emeritus Devendra Lal to create an endowed fund for academic excellence at Scripps Institution of Oceanography; more than $2 million from an anonymous donor for surgical breast health; and a $1 million endowed gift from Carol Lazier and Family to establish a center and endowed chair for social innovation at the Rady School of Management. UC San Diego alumni Sandra Timmons and Richard Sandstrom, co-founder of Cymer, Inc., committed an endowed gift of $1.2 million to support graduate students in the Jacobs School of Engineering and undergraduates through the Chancellor’s Associates Scholars Program.

Giving Highlights

Following is a sampling of the other generous donors who provided support through leadership and legacy gifts and grants in fiscal year 2013–14:

$7.5 million – Grants from The Leukemia & Lymphoma Society to support UC San Diego Moores Cancer Center, Biological Sciences, and Cellular and Molecular Medicine;

$3.8 million – Grants from the Robert Wood Johnson Foundation to support the Department of Family Medicine and Public Health and the Qualcomm Institute;

$3 million – Pledge from the Gordon Foundation to fund the Bernard and Sophia Gordon Engineering Leadership Center at the Jacobs School of Engineering;

$2.6 million – Grants from the American Heart Association to support research in Medicine, Pharmacy and Pharmaceutical Sciences, Jacobs School of Engineering, Biological Sciences, and Physical Sciences;

$1.9 million – Gift in kind for the papers of noted physician, virologist, and humanitarian Jonas Salk donated by his sons Peter, Darrell, and Jonathan;

$1.1 million – Grants from the Carnegie Corporation of New York Foundation to the Institute on Global Conflict and Cooperation; and

$500,000 – Pledge from San Diego Chargers chairman and president Dean Spanos to support a new Athletic Performance Center.

1. $3 million of which is included in private support
2. $500,000 of which is included in private support
UC San Diego students have plenty to cheer about.

Dean Spanos, chairman of the board and president of the San Diego Chargers, pledged $500,000 for a new athletic performance center, while the campus also completed the new Triton Ballpark, thanks to generous community donors and alumni. Both new facilities will benefit UC San Diego student-athletes as well as the entire campus and local community.

UC San Diego Athletics consistently ranks as the top NCAA Division II program in the nation, according to the National Collegiate Scouting Association. Over the years, the Tritons have garnered 30 national championships in eight different team sports and 138 individual national championships. Yet, their prowess extends beyond the court and field. The average UC San Diego student-athlete GPA meets or exceeds that of the student body at-large; consistently, more than 55 percent of student-athletes record GPAs of 3.0 or higher, placing them on the Athletics Director’s Honor Roll.

Although they no longer practice on campus, for many years the San Diego Chargers had an agreement to hold their annual summer training camp at UC San Diego. In 1988, Chargers owner Alex Spanos offered to construct and donate a locker room and training facility in the north campus recreation area—an in-kind donation that was valued at $1.1 million. With gifts totaling $1.6 million since 1976, the Spanos family has given more to the intercollegiate athletics program than any family or single donor.

UC San Diego does not have a football team, but its intercollegiate baseball program is one of the most successful in NCAA Division II. Yet, the players competed on a field without the basic amenities that many of their competitors take for granted—from showers to permanent restroom facilities. Lead donors supporting the new Triton Ballpark—including Bill Scripps; Gary Jacobs, ’79; John Moores; Malin Burnham; and Richard Atkinson, UC San Diego’s fifth chancellor—have changed that.

The state-of-the-art facility includes sunken team dugouts, a press box, an area for food trucks, restroom facilities, permanent spectator seating, and the Marye Anne Fox Clubhouse, named for UC San Diego’s seventh chancellor. Two award-winning architectural firms, Gensler and Populous, worked on the ballpark’s design. Populous helped create Petco Park, which is home to the San Diego Padres.

Fields of Dreams: Generous Support for Student-Athletes

Left: UC San Diego Tritons baseball
Below: Jim Morris (left), chair and cofounder of the UC San Diego Athletics Board, and Chancellor Pradeep K. Khosla at the Triton Ballpark groundbreaking
2014 Medalists

The Chancellor’s Medal—one of the highest honors bestowed by UC San Diego—was given in 2014 to one alumni couple, Sue and Steve Hart, and one individual, T. Denny Sanford, in recognition of their outstanding support of the university’s mission. Conceived in 2000, the Chancellor’s Medal recognizes long-standing involvement with the campus and multiple contributions to university life.

Sue and Steve Hart

Alumni Sue and Steve Hart met as graduate students in mathematics at UC San Diego, where Steve received his master’s degree in 1980 and Sue earned her doctorate in 1986. That same year, Steve cofounded ViaSat, Inc., a leading manufacturer of satellite and wireless technology, and has since played an essential role in recruiting UC San Diego graduates to work there. Recently, the company gave a $1 million gift to the UC San Diego Arthur C. Clarke Center for Human Imagination. The Harts were the first donors to the Alumni Leadership Scholarship Endowment in the early 2000s, providing the catalyst for more than thirty alumni donors to create scholarship endowments. They also established the Kevin T. Hart Memorial Scholarship in honor of their late son.

T. Denny Sanford

Businessweek magazine has listed T. Denny Sanford among its fifty most generous philanthropists. He made his fortune as the owner of First Premier Bank and Premier Bankcard, and is currently chairman and CEO of United National Corp. His $100 million pledge in 2013 to establish the UC San Diego Sanford Stem Cell Clinical Center was the second largest gift in the university’s history. Designed to accelerate the movement of stem cell research into human clinical trials and therapies, the center will build on the science that Sanford facilitated with a $30 million gift to the Sanford Consortium for Regenerative Medicine in 2008. Sanford also supports The Preuss School UCSD and Scripps Institution of Oceanography.

Shu Chien

Shu Chien received the National Medal of Science from President Barack Obama in 2011 for his contributions in cardiovascular physiology and bioengineering. A UC San Diego professor of bioengineering and medicine, and director of the UC San Diego Institute of Engineering in Medicine, his studies of how blood flow and pressure affect blood vessels have furthered the development of better diagnostic tests and treatments for atherosclerosis and other diseases. Chien played a crucial role in forming the Department of Bioengineering at the Jacobs School of Engineering, which is ranked number one for biomedical engineering by the National Research Council. He is a member of all three US national institutes: the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine.

Peter Gourevitch

Distinguished professor emeritus of the School of International Relations and Pacific Studies, Peter Gourevitch joined UC San Diego in 1979 and served as department chair of political science from 1980–83. In 1986, he was appointed founding dean of the school. Gourevitch revolutionized the study of international relations and comparative politics by conceptualizing how the international economy shapes domestic politics and vice versa. He was elected in 1995 to the American Academy of Arts and Sciences and served as coeditor of International Organization, the premier journal in international relations. He also played a key role with fellow UC San Diego professors Cecil Lytle and Bud Mehan in establishing The Preuss School UCSD, recognized by Newsweek as the top transformative high school in the nation.
The UC San Diego Foundation is proud to partner with the university in its vision to be a student-centered, research-focused, service-oriented public institution. During the past year, our young campus continued to propel upward in recognition and stature—UC San Diego regularly surpasses many of our peer universities in prestigious national and international rankings. Donors, alumni, and community members tirelessly and generously provide their time, talent, and treasure to ensure we are nimble and creative in maintaining academic excellence and reaching our goals.

The UC San Diego Foundation raises and manages philanthropic support in the form of new gifts for endowment and expendable purposes to benefit this magnificent campus. In fiscal year 2014, more than forty-five thousand gifts totaling $148.3 million enhanced our ability to perform important research and instruction, provide greatly needed scholarship and fellowship support, and fund the Jacobs Medical Center Challenge initiative. The foundation’s endowment grew by more than $74 million in value, and the foundation transferred more than $79 million in charitable funding to the campus during fiscal 2014. Total assets of the foundation are now in excess of $700 million.

As part of the university’s Strategic Plan, four themes have been defined to direct UC San Diego studies and exploration in the decades ahead. Potentially life-changing research occurs here every day, not only in our traditional labs, but also by encouraging students to fuel ideas for products and businesses. Charitable support is often the catalyst for innovation and discovery, and your gifts do make a difference.

UC San Diego is truly an exciting place. As an alumnus of the first graduating class of Revelle College, I am extremely proud of the advances we’ve accomplished and the changes on our horizon.

Thank you for a fantastic year!

Peter G. Preuss ’67
UC San Diego Foundation 2014–15 Board of Trustees

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University of California, San Diego

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Former Congresswoman
Attorney at Law

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Trustee
Leo Spiegel ’83
Managing Partner, Mission Ventures

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Junling Sun, PhD ’93
President & CEO, Sun Engineering Consultants International, Inc.

Trustee
Jerome Swartz, PhD (not pictured)
Co-Founder, Chairman and Former CEO, Symbol Technologies, Inc.

Trustee
Sandra Timmons ’81
Community Leader

Trustee
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President, Laki Real Estate Corporation

Trustee
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Chair, Christopher Weil & Company, Inc.

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Retired Partner, Beamer, Lauth, Steinley & Bond, LLP

Chair Emeritus
Malin Burnham
President, The Burnham Foundation

Chair Emeritus
Pauline Foster
President, Foster Investments/Community Leader

Chair Emeritus
Elaine Galinson
Community Leader

Chair Emeritus
R. Barry McComic (not pictured)
Chairman/CEO, McComic Consolidated, Inc.

Chair Emeritus
Ronald R. Taylor
Chairman of the Board, EMN8

Chair Emeritus
Monroe E. Trout, MD, JD
Retired Chairman, American Health Care Systems
Financial Overview

**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 better understand the financial position and operating activities for the fiscal year ended June 30, 2014, with selected comparative information for the year ended June 30, 2013. UC San Diego’s financial report communicates financial information for the university through three primary financial statements. The statement of net position; the statement of revenues, expenses, and changes in net position; 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 financial statements of the San Diego campus are subject to limited-scope procedures as part of the annual audit of the financial statements of the entire University of California. The audited, consolidated financial statements of the University of California are available at http://www.ucop.edu/financial-accounting/financial-reports/annual-financial-reports.html.

**The University’s Financial Position**

The statement of net position presents the financial position of the university at the end of each fiscal year. At June 30, 2014, the university’s net position was $1.31 billion, with assets and deferred outflows of resources of $6.50 billion and liabilities and deferred inflows of resources of $5.19 billion. The major components of the assets, liabilities, and net position as of 2014 and 2013 are as follows (in thousands).

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2014</th>
<th>2013</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and equity in treasurer's investments</td>
<td>$1,675,288</td>
<td>$1,561,527</td>
<td>$113,761</td>
</tr>
<tr>
<td>Receivables</td>
<td>497,531</td>
<td>453,260</td>
<td>44,271</td>
</tr>
<tr>
<td>Inventories</td>
<td>27,857</td>
<td>28,310</td>
<td>(453)</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>3,760,275</td>
<td>3,480,976</td>
<td>279,299</td>
</tr>
<tr>
<td>Other assets</td>
<td>90,203</td>
<td>107,191</td>
<td>(16,988)</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$6,851,384</td>
<td>$5,830,664</td>
<td>$1,020,720</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th>2014</th>
<th>2013</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt</td>
<td>$2,182,267</td>
<td>$1,734,465</td>
<td>$447,802</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>2,001,438</td>
<td>828,429</td>
<td>1,173,009</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>$4,183,705</td>
<td>$2,562,893</td>
<td>$1,620,812</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET POSITION</th>
<th>2014</th>
<th>2013</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserved for minority interests</td>
<td>$43,543</td>
<td>$46,654</td>
<td>(3,111)</td>
</tr>
<tr>
<td>Invested in capital assets, net of related debt</td>
<td>1,577,582</td>
<td>1,745,545</td>
<td>(167,963)</td>
</tr>
<tr>
<td>Restricted</td>
<td>123,816</td>
<td>113,963</td>
<td>9,853</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>(431,765)</td>
<td>1,161,619</td>
<td>(1,593,384)</td>
</tr>
<tr>
<td><strong>Total net position</strong></td>
<td>$1,922,797</td>
<td>$1,067,771</td>
<td>(854,796)</td>
</tr>
</tbody>
</table>

**The University’s Assets**

UC San Diego’s total assets and deferred outflows of resources increased by $871.89 million to $6.50 billion in 2014, compared to $5.63 billion in 2013. The primary reasons are noted below.

**Cash and equity in treasurer’s investments—**The university’s cash and equity in treasurer’s investments totaled $1.68 billion at the end of 2014 and $1.56 billion at the end of 2013. The net increase of $114.85 million is primarily due to an increase in the short-term investments component of $114.06 million.

**Accounts receivable, net—**Accounts receivable in total increased by $44.27 million to $497.53 million in 2014 from $453.26 million in 2013. An increase in the Medical Centers account receivables contributed to the majority of the increase. The increase is offset slightly by a decrease in the state and federal government account receivables, reflecting the lower level of federal grant and contract activity in the fiscal period.

**Capital assets, net—**Investments in capital assets continue to increase in order to provide the facilities necessary to support UC San Diego’s teaching, research, and public service mission and for patient care. These facilities include core academic buildings, libraries, student services, housing and auxiliary enterprises, health science centers, utility plants, and infrastructure. Capital assets, net of accumulated depreciation, increased by $279.84 million to $3.76 billion in 2014. The increase reflects current year capitalizations for new structures: Jacobs Medical Center, $222.35 million; Clinical and Translational Research Institute, $55.79 million; and Health Sciences Biomedical Research Facility—Phase 2, $16.28 million.

**Investments—**Investments classified as current assets are generally fixed or variable income securities in the Short-Term Investment Pool (STIP) and Total Return Investment Pool (TRIP) with a maturity date within one year. Noncurrent investments include securities in the General Endowment Pool (GEP) or other pools, in addition to fixed or variable income securities in STIP and TRIP with a maturity date beyond one year. The TRIP investment pool, established in 2009, is managed to a total return objective and is intended to supplement STIP. The financial markets, both domestically and internationally, have been volatile in recent times and this has affected the valuation of investments. The Board of Regents utilizes asset allocation strategies that are intended to optimize investment returns over time in accordance with their investment objectives, while maintaining an acceptable level of risk. The GEP portfolio return was a positive return of 16.5 percent in 2014 and a positive return of 12 percent in 2013. TRIP had positive returns of 18.9 percent in 2014 and 8.3 percent in 2013. STIP had positive returns of 1.6 percent and 2.1 percent in 2014 and 2013, respectively.

**Deferred outflows of resources—**As result of the July 1, 2013, adoption of GASB Statements No. 65, Items Previously Reported as Assets and Liabilities, and No. 68, Accounting and Financial Reporting for Pensions, $451.17 million in deferred outflows associated with the pension liability was recorded in 2014. As with the pension liability and deferred inflows of resources, 2014 is the first year that deferred outflows have been reported. Fiscal year 2013 has not been adjusted.

**The University’s Liabilities**

The university’s liabilities and deferred inflows of resources totaled $5.19 billion in 2014, an increase of 102.5 percent over 2013. This total includes liabilities of $1.41 billion for capital projects accounted for centrally at the UC Office of the President (UCOP). These UCOP recorded liabilities represent the San Diego campus’s obligation for bonds that provide financing for projects on more than one campus.
The total also includes pension liabilities and pension related deferred inflows of resources for both the campus and the Medical Center of $1.52 billion.

**Debt**—Capital assets are financed from a variety of sources, including university equity contributions, federal and state support, revenue bonds, bank loans, leases, or structures that involve separate legal entities. Total debt increased by $446.21 million to $2.12 billion in 2014. The major increase in 2014 is the addition of a $500.15 million revenue bond partially financing the construction of the Jacobs Medical Center. This is offset by a $35.63 million reduction in capital lease obligations. This reduction is a result of a refinancing of State Public Works Board capital leases and the recording of the new liabilities at UCOP rather than at the campus.

**Other liabilities**—Other liabilities increased by $48.08 million to $876.51 million in 2014 from $828.43 million in 2013. This is the result of an increase in accrued salaries of $5.92 million (timing related) and accounts payable $31.66 million (increased purchasing activity, coupled with inflation related price increases).

**Pension obligations**—The reported pension obligations are the campus’s proportionate share of the university’s total pension obligations. The university records pension obligations equal to the net pension liability for its defined benefit plans. The net pension liability is measured as the total pension liability, less the amount of the pension plan’s fiduciary net position. The fiduciary net position and changes in the net positions of the defined benefit plans have been measured consistent with the accounting policies used in the plans. The total pension liability is determined based upon discounting projected benefit payments based on the benefit terms and legal agreements existing at the pension plan’s fiscal year end. Projected benefit payments are discounted using a single rate that reflects the expected rate of return on investments, to the extent that plan assets are available to pay benefits, and a tax-exempt, high-quality municipal bond rate when plan assets are not available.

Pension expense is recognized for benefits earned during the period, interest on the unfunded liability, and changes to benefit terms. The differences between expected and actual experience and changes in assumptions about future economic or demographic factors are reported as deferred inflows or outflows and are recognized over the average expected remaining service period for employees eligible for pension benefits. The differences between expected and actual returns are reported as deferred inflows or outflows and are recognized over five years.

**The University's Net Position**

Net position represents the residual interest in the university’s assets after all liabilities are deducted. Net position is reported in four major categories: reserved for minority interests; invested in capital assets, net of related debt; restricted expendable; and unrestricted. The university’s net position decreased by $1.75 billion to $1.31 billion in 2014.

**Invested in capital assets, net of related debt**—The portion of net position invested in capital assets, net of accumulated depreciation, and the related outstanding debt used to finance the acquisition, construction, or improvement of these capital assets is $1.58 billion in 2014, compared to $1.75 billion in 2013.

**Restricted expendable**—Restricted, expendable net position is subject to externally imposed restrictions governing the funds’ use. Net position may be spent only in accordance with the restrictions placed upon them and may include endowment income and gains, subject to the university’s spending policy; support received from gifts, state appropriations, or capital projects; or other third-party receipts. In 2014, the increase of $9.86 million in restricted, expendable funds principally reflects an increase of $11.68 million in gift funding.

**Unrestricted**—Under generally accepted accounting principles, net position that is not subject to externally imposed restrictions governing its use must be classified as unrestricted for financial reporting purposes. Although unrestricted net position is not subject to externally imposed restrictions, substantially all of the net position is allocated for academic research and health-care initiatives or programs, for capital purposes, and for other purposes. Unrestricted net position decreased $1.59 billion to $(431.77) million in 2014. The decrease
primarily reflects a $368.28 million decrease in the Medical Center’s reserves and the recording of the pension liability and pension related deferred outflows and inflow of resources. Fiscal year 2014 is the first year the pension related items have been reported. Fiscal year 2013 statements have not been adjusted to reflect these items.

The University’s Results of Operations

The statement of revenues, expenses, and changes in net position is a presentation of the university’s operating results. It indicates whether the financial condition has improved or deteriorated in the current fiscal year. In accordance with Governmental Accounting Standards Board (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 $3.77 billion and $3.56 billion in 2014 and 2013, respectively. This diversified source of revenue increased by $215 million in 2014. Student tuition and fees, in conjunction with State of California educational appropriations, 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. Sales and service revenues are from the Medical Center, the Medical Group, and auxiliary enterprises such as student housing, food service operations, parking, and the UC San Diego Bookstore.

A major financial strength of UC San Diego is its diverse source of revenues, including those from the State of California, student fees, sponsored grants and contracts, medical centers, private support, and self-supporting enterprises. The variety of fund sources has become increasingly important over the past several years given the effects of the state’s financial challenges that required reductions in both instructional and noninstructional programs.

The following chart displays the categories of both operating and nonoperating revenues that support core activities as of June 2014:

Student tuition and fees, net—Student enrollment decreased 1 percent on a year-over-year basis with enrolled students of 30,310 and 29,052 in the fall of 2013 and 2012, respectively. Net student tuition and fees were $463.46 million and $414.53 million in 2014 and 2013, respectively. Student tuition and fees, net of scholarship allowances, increased by $2.90 million and $2.97 million in 2014 and 2013, respectively. The increases in student tuition and fees revenue in the current period reflected the goal of the university to increase the proportion of foreign and out-of-state students, as most tuition and fees remained unchanged in the period. Consistent with past practices, approximately one-third of the revenue generated from these fee increases was used for financial aid to mitigate the impact on low-income students.

Grants and contracts—Revenues from grants and contracts decreased $40.75 million in 2014 to $920.2 million. This revenue represents support from a variety of federal, state, private, and local agencies, with funding from the federal government and private corporations being the major contributors. The decrease in 2014 reflected a $1.21 million decrease in the State of California category, coupled with a $40.75 million decrease from federal contracts and grants in the period.

The following table details awarded grants and contracts for fiscal year 2014 and 2013 (in thousands). Awarded grants and contract revenue may be reflected in the current fiscal year or in future periods as work is completed and billed.

NEW AWARDS RECEIVED (in thousands)

<table>
<thead>
<tr>
<th>CAMPUS AREA</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>General campus</td>
<td>$ 286,715</td>
<td>$ 283,116</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>625,983</td>
<td>547,604</td>
</tr>
<tr>
<td>Scripps Institution of Oceanography</td>
<td>144,368</td>
<td>154,203</td>
</tr>
<tr>
<td>Total</td>
<td>$ 1,057,068</td>
<td>$ 984,923</td>
</tr>
</tbody>
</table>

Sales and Services net—represents revenue from UC San Diego Health System, educational activities, and auxiliary enterprises.

SALES AND SERVICES (in millions)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>UC San Diego Health System</td>
<td>$1,288</td>
<td>$1,133</td>
<td>$154</td>
</tr>
<tr>
<td>Educational activities</td>
<td>422</td>
<td>402</td>
<td>20</td>
</tr>
<tr>
<td>Auxiliary enterprises net</td>
<td>164</td>
<td>157</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>$1,874</td>
<td>$1,692</td>
<td>$181</td>
</tr>
</tbody>
</table>

Medical Center—Revenues of $1.29 billion in 2014 reflect an increase of $154.34 million from 2013. Net patient service revenue of $1.23 billion for 2014 increased by $140.50 million over 2013. The increase in 2014 over 2013 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, and the County of San Diego, as well as other third-party payers, 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 increased by $19.9 million to $422.13 million in 2014 compared to $402.23 million in 2013. The increase in this category reflects the Medical Group’s activities.

State educational appropriations—Educational appropriations from the State of California increased by $34.74 million to $287.21 million in 2014.
**Private Gifts**

Private gifts revenue, which is considered nonoperating revenue, either comes directly from the donor or is held by the UC San Diego Foundation until transferred to the campus for use.

These funds generally are restricted to uses designated by the donor. In 2014 this category increased by $21 million to $74.71 million. While no single gift accounts for the increase, the revenue is somewhat unpredictable in nature.

**Expenses Associated with Core Activities**

Expenses associated with the university’s core activities, including those classified as nonoperational expenses, increased by $196.52 million, from $3.51 billion to $3.71 billion in 2014.

The following chart displays the categories of both operating and nonoperating expenses that support core activities as of June 2014:

**Salaries and wages**—More than 60 percent of the university’s expenses are related to salaries and wages and cover 29,295 employees, a 2 percent increase over prior years. During 2014, salaries and wages increased by $84.10 million. This increase reflected programmed faculty merits, necessary new hiring, and union contract wage implementations.

**Benefits**—These costs comprise 14 percent of the university’s expenses, and increased by $64.40 million to $558.98 million in 2014, principally due to a 2 percent increase in the employer contribution to the UC Retirement Plan (UCRP). Beginning in May 2010 and for subsequent years, the employer and employee contributions to UCRP have been set to incrementally increase as a percent of covered salary and wages. Prior to 2010, either no contribution or a limited contribution was made to UCRP, resulting in the current underfunded position. The current period 25.7 percent increase resulted in a $30.30 million increase in 2014 over 2013.

**Utilities**—In the 2014 period, utility expenses were $43.3 million, level with fiscal year 2013, primarily as a result of ongoing energy-saving steps taken by the university, despite the added facilities that came online in the period.

**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 totaled $79.96 million, an increase of $2.90 million over 2013. However, scholarship allowances, representing financial aid and fee waivers awarded by the university, also forms of scholarship and fellowship costs, increased by $1.14 million to $162.52 million in 2014 as opposed to $161.38 million in 2013. Scholarship allowances are reported as an offset to revenue, not as an operating expense. On a combined basis, as the university continues its commitment to provide financial support for low-income students. The university’s financial aid, in all forms, grew to $236.30 million in 2014 from $228.33 million in 2013, an increase of 3 percent.

**Supplies and materials**—These expenses increased by $13.28 million or 3 percent during 2014, primarily due to increased purchasing activity by the Medical Center and increased patient volumes.

**Other operating expenses**—Other operating expenses consist of a variety of expense categories, including travel, rent, insurance, legal settlements, and repairs and maintenance. Expenses in this category were $550.04 million in 2014, or an increase of $37.21 million over 2013. The key contributor was funding for the Office of the President by the campus, primarily related to a multiyear project to replace the university’s payroll system.

**Other nonoperating activities**—UC San Diego's other nonoperating activities are noncash transactions and are therefore not available to be used to support operating expenses. They include any gain or loss on disposals of capital assets and other nonoperating expenses. In 2014 UC San Diego realized a loss on the disposal of capital assets net of $8.06 million, a 38 percent increase from 2013.

**Other Changes in Net Position**

Similar to other nonoperating activities discussed above, these amounts are also 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 $308.91 million in 2014 and $293.16 million in 2013. 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: $375.01 million in 2014 and $341.02 million in 2013. 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 2014, there was a net cash inflow from operating activities of $164.62 million, which is coupled with a net cash inflow of $442.58 million that was provided by noncapital financing activities. By comparison, in 2013 the net cash outflow from operating activities was $63.63 million, with $365.31 million of cash inflow provided by noncapital financing activities.

The net cash outflow from capital and related financing activities was $87.60 million in 2014 and $386.70 million in 2013. 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 Net Position (Unaudited)
For the Fiscal Years Ended June 30, 2014, and June 30, 2013 (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>FOUNDATION 2014</th>
<th>FOUNDATION 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and equity in treasurer’s investments</td>
<td>$1,677,466</td>
<td>$1,562,617</td>
<td>$1,612</td>
<td>$1,000</td>
</tr>
<tr>
<td>Investments held by trustees</td>
<td>(2,178)</td>
<td>(1,909)</td>
<td>71,674</td>
<td>103,266</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State and federal government</td>
<td>57,261</td>
<td>66,637</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Medical Center</td>
<td>306,812</td>
<td>256,730</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Other</td>
<td>133,409</td>
<td>129,893</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Pledges receivable, net (1)</td>
<td>708</td>
<td>1,095</td>
<td>23,887</td>
<td>18,818</td>
</tr>
<tr>
<td>Notes receivable, net</td>
<td>9,242</td>
<td>3,746</td>
<td>—</td>
<td>470</td>
</tr>
<tr>
<td>Inventories</td>
<td>27,857</td>
<td>28,310</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Other current assets</td>
<td>18,307</td>
<td>29,574</td>
<td>110</td>
<td>37</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>2,228,934</strong></td>
<td><strong>2,077,512</strong></td>
<td><strong>97,283</strong></td>
<td><strong>123,610</strong></td>
</tr>
<tr>
<td><strong>Noncurrent Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments and investments held by trustees (1)</td>
<td>6,542</td>
<td>15,728</td>
<td>584,985</td>
<td>474,746</td>
</tr>
<tr>
<td>Pledges receivable (1)</td>
<td>259</td>
<td>650</td>
<td>48,039</td>
<td>55,354</td>
</tr>
<tr>
<td>Notes and mortgages receivable</td>
<td>34,312</td>
<td>35,895</td>
<td>282</td>
<td>—</td>
</tr>
<tr>
<td>Land, buildings, equipment, libraries, and special collections</td>
<td>6,655,662</td>
<td>6,260,419</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Less: Accumulated depreciation</td>
<td>(2,895,447)</td>
<td>(2,780,043)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Other noncurrent assets</td>
<td>21,122</td>
<td>20,503</td>
<td>290</td>
<td>563</td>
</tr>
<tr>
<td><strong>Total noncurrent assets</strong></td>
<td><strong>3,822,450</strong></td>
<td><strong>3,553,152</strong></td>
<td><strong>633,596</strong></td>
<td><strong>530,663</strong></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$6,051,384</strong></td>
<td><strong>$5,630,664</strong></td>
<td><strong>$730,879</strong></td>
<td><strong>$654,273</strong></td>
</tr>
</tbody>
</table>

**DEFERRED OUTFLOWS OF RESOURCES**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>FOUNDATION 2014</th>
<th>FOUNDATION 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Deferred Outflows from Pension</strong></td>
<td><strong>$451,172</strong></td>
<td><strong>$—</strong></td>
<td><strong>$—</strong></td>
<td><strong>$—</strong></td>
</tr>
<tr>
<td><strong>Total deferred outflows of resources</strong></td>
<td><strong>$451,172</strong></td>
<td><strong>$—</strong></td>
<td><strong>$—</strong></td>
<td><strong>$—</strong></td>
</tr>
</tbody>
</table>

**LIABILITIES**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>FOUNDATION 2014</th>
<th>FOUNDATION 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$213,619</td>
<td>$181,957</td>
<td>$1,361</td>
<td>$920</td>
</tr>
<tr>
<td>Accrued salaries and benefits</td>
<td>172,924</td>
<td>170,365</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>166,064</td>
<td>186,557</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Current portion of long-term debt</td>
<td>63,408</td>
<td>61,812</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Funds held for others</td>
<td>2,175</td>
<td>2,331</td>
<td>177</td>
<td>47</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>841,556</strong></td>
<td><strong>804,224</strong></td>
<td><strong>3,334</strong></td>
<td><strong>3,101</strong></td>
</tr>
<tr>
<td><strong>Noncurrent Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal refundable loans</td>
<td>28,365</td>
<td>28,242</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Annuities payable</td>
<td>—</td>
<td>—</td>
<td>926</td>
<td>834</td>
</tr>
<tr>
<td>Liabilities to life beneficiaries</td>
<td>—</td>
<td>—</td>
<td>810</td>
<td>1,300</td>
</tr>
<tr>
<td>Pension payable to university</td>
<td>235,366</td>
<td>221,202</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total noncurrent liabilities</strong></td>
<td><strong>3,444,149</strong></td>
<td><strong>1,758,672</strong></td>
<td><strong>12,495</strong></td>
<td><strong>14,328</strong></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$4,285,705</strong></td>
<td><strong>$2,562,896</strong></td>
<td><strong>$16,229</strong></td>
<td><strong>$17,429</strong></td>
</tr>
</tbody>
</table>

**DEFERRED INFLOWS OF RESOURCES**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>FOUNDATION 2014</th>
<th>FOUNDATION 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Deferred inflows noncurrent</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred inflows pension</td>
<td>$903,875</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total deferred inflows of resources</strong></td>
<td><strong>$903,875</strong></td>
<td><strong>$—</strong></td>
<td><strong>$—</strong></td>
<td><strong>$—</strong></td>
</tr>
</tbody>
</table>

**NET POSITION**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>FOUNDATION 2014</th>
<th>FOUNDATION 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reserved for minority interests</strong></td>
<td><strong>$43,343</strong></td>
<td><strong>$46,654</strong></td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Invested in capital assets, net of related debt</strong></td>
<td>$1,577,582</td>
<td>$1,745,545</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Restricted</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nonexpendable</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowments</td>
<td>—</td>
<td>—</td>
<td>326,261</td>
<td>312,617</td>
</tr>
<tr>
<td>Annuity and life income funds</td>
<td>—</td>
<td>—</td>
<td>6,374</td>
<td>5,061</td>
</tr>
<tr>
<td>Expendable</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowments</td>
<td>—</td>
<td>—</td>
<td>166,024</td>
<td>111,664</td>
</tr>
<tr>
<td>Endowment income</td>
<td>9,528</td>
<td>10,373</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Annuity and life income funds</td>
<td>—</td>
<td>—</td>
<td>4,312</td>
<td>6,763</td>
</tr>
<tr>
<td>Funds functioning as endowments (1)</td>
<td>—</td>
<td>—</td>
<td>31,941</td>
<td>27,426</td>
</tr>
<tr>
<td>Loans</td>
<td>4,075</td>
<td>4,102</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Gifts (1)</td>
<td>96,681</td>
<td>83,002</td>
<td>166,575</td>
<td>161,614</td>
</tr>
<tr>
<td>Capital projects</td>
<td>10,739</td>
<td>11,136</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Debt service</td>
<td>2,781</td>
<td>2,809</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Appropriations</td>
<td>—</td>
<td>—</td>
<td>531</td>
<td>—</td>
</tr>
<tr>
<td>Other</td>
<td>120</td>
<td>135</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Unrestricted</strong></td>
<td>(431,765)</td>
<td>1,161,619</td>
<td>13,163</td>
<td>11,699</td>
</tr>
<tr>
<td><strong>Total net position</strong></td>
<td><strong>$1,312,976</strong></td>
<td><strong>$3,067,771</strong></td>
<td><strong>$714,850</strong></td>
<td><strong>$636,844</strong></td>
</tr>
</tbody>
</table>

Financial statements for the University of California, San Diego are unaudited. Financial statements for the UC San Diego Foundation are audited. Financial statements for the University of California, San Diego contain selected GASB 14 entities. See accompanying Notes to the Financial Statements. (1) UC San Diego Foundation 2013 restated
## Statement of Revenues, Expenses, and Changes in Net Position (unaudited)

For the Fiscal Years Ended June 30, 2014, and June 30, 2013 (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>CAMPUS 2014</th>
<th>CAMPUS 2013</th>
<th>FOUNDATION 2014</th>
<th>FOUNDATION 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student tuition and fees, net</td>
<td>$463,455</td>
<td>$414,526</td>
<td>$—</td>
<td>$—</td>
</tr>
<tr>
<td>Grants and contracts</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal</td>
<td>643,812</td>
<td>690,218</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>State</td>
<td>43,131</td>
<td>44,444</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Private</td>
<td>221,518</td>
<td>215,758</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Local</td>
<td>11,745</td>
<td>10,533</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Sales and services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical Center</td>
<td>1,287,734</td>
<td>1,333,397</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Educational activities</td>
<td>422,129</td>
<td>402,229</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Auxiliary enterprises, net</td>
<td>163,860</td>
<td>157,233</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Contributions revenue (1)</td>
<td>—</td>
<td>—</td>
<td>61,126</td>
<td>47,976</td>
</tr>
<tr>
<td>Other operating revenues, net</td>
<td>69,814</td>
<td>64,875</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total operating revenues</strong></td>
<td>3,327,196</td>
<td>3,133,213</td>
<td>61,126</td>
<td>47,976</td>
</tr>
<tr>
<td><strong>OPERATING EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and wages</td>
<td>1,708,778</td>
<td>1,624,680</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Benefits</td>
<td>558,976</td>
<td>494,574</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Scholarships and fellowships</td>
<td>79,960</td>
<td>77,065</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Utilities</td>
<td>45,296</td>
<td>45,282</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Supplies and materials</td>
<td>454,580</td>
<td>441,303</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>240,473</td>
<td>232,636</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Grants to campus</td>
<td>—</td>
<td>—</td>
<td>79,324</td>
<td>68,307</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building maintenance</td>
<td>19,003</td>
<td>178,973</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Travel</td>
<td>57,661</td>
<td>38,065</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>34,719</td>
<td>34,362</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Other</td>
<td>286,659</td>
<td>265,428</td>
<td>64</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>3,636,105</td>
<td>3,426,368</td>
<td>79,388</td>
<td>68,367</td>
</tr>
<tr>
<td><strong>Operating income (loss)</strong></td>
<td>(308,909)</td>
<td>(293,155)</td>
<td>(18,262)</td>
<td>(20,391)</td>
</tr>
<tr>
<td><strong>NONOPERATING REVENUES (EXPENSES)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State educational appropriations</td>
<td>287,207</td>
<td>252,469</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>State financing appropriations</td>
<td>66</td>
<td>22,414</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Federal financing appropriations</td>
<td>6,327</td>
<td>7,144</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Federal Pell Grants</td>
<td>43,571</td>
<td>43,945</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Private gifts</td>
<td>74,707</td>
<td>53,791</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Investment income</td>
<td>34,460</td>
<td>40,189</td>
<td>6,434</td>
<td>6,639</td>
</tr>
<tr>
<td>Net appreciation (depreciation) in fair value of investments</td>
<td>—</td>
<td>—</td>
<td>79,835</td>
<td>42,339</td>
</tr>
<tr>
<td>Interest expense</td>
<td>(61,750)</td>
<td>(78,641)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Change in value of annuity and life income liabilities</td>
<td>(8,059)</td>
<td>(5,839)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Loss on disposal of capital assets, net</td>
<td>(1,138)</td>
<td>(729)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Other nonoperating revenues (expenses)</td>
<td>(1,455)</td>
<td>5,547</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total net nonoperating revenues (expenses)</strong></td>
<td>375,094</td>
<td>341,019</td>
<td>85,132</td>
<td>48,250</td>
</tr>
<tr>
<td><strong>Income (Loss) before other changes in net position</strong></td>
<td>66,185</td>
<td>47,864</td>
<td>66,870</td>
<td>27,859</td>
</tr>
<tr>
<td><strong>OTHER CHANGES IN NET POSITION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State capital appropriations</td>
<td>3,850</td>
<td>(6,079)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Capital gifts and grants</td>
<td>28,032</td>
<td>81,330</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Permanent endowments</td>
<td>—</td>
<td>—</td>
<td>10,936</td>
<td>30,471</td>
</tr>
<tr>
<td>Changes in allocation for pension payable to university</td>
<td>5,035</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Transfers</td>
<td>(179,970)</td>
<td>154,406</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total other changes in net position</strong></td>
<td>(44,025)</td>
<td>285,631</td>
<td>10,936</td>
<td>30,471</td>
</tr>
<tr>
<td><strong>Increase (Decrease) in net position</strong></td>
<td>(75,844)</td>
<td>337,265</td>
<td>77,806</td>
<td>58,330</td>
</tr>
<tr>
<td><strong>NET POSITION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net position, beginning of year</td>
<td>3,067,771</td>
<td>2,790,250</td>
<td>644,615</td>
<td>586,285</td>
</tr>
<tr>
<td>Restatement of beginning of year net position</td>
<td>(1,677,927)</td>
<td>(1,771)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Net position, end of year</strong></td>
<td>$1,312,876</td>
<td>$3,067,771</td>
<td>$714,650</td>
<td>$644,615</td>
</tr>
</tbody>
</table>

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

Financial statements for the University of California, San Diego contain several GASB 14 entities.

(1) UC San Diego Foundation 2015 restated contributions revenue
## Statement of Cash Flows (unaudited)

For the Fiscal Years Ended June 30, 2014, and June 30, 2013 (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CASH FLOWS FROM OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student tuition and fees</td>
<td>$463,596</td>
<td>$403,739</td>
<td>$—</td>
<td>$—</td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>920,312</td>
<td>990,124</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Receipts from sales and services of:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical Center</td>
<td>1,237,842</td>
<td>1,135,460</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Educational activities</td>
<td>419,658</td>
<td>401,123</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>163,994</td>
<td>156,255</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Receipts from contributions</td>
<td>—</td>
<td>—</td>
<td>53,982</td>
<td>53,352</td>
</tr>
<tr>
<td>Collections of loans to students and employees</td>
<td>4,709</td>
<td>4,830</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Payments to employees</td>
<td>(1,695,954)</td>
<td>(1,555,757)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Payments to suppliers and utilities</td>
<td>(1,010,221)</td>
<td>(949,377)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Payments for benefits</td>
<td>(289,502)</td>
<td>(481,957)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Payments for scholarships and fellowships</td>
<td>(7,960)</td>
<td>(77,065)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Payments to campuses (1)</td>
<td>—</td>
<td>—</td>
<td>(78,794)</td>
<td>(67,450)</td>
</tr>
<tr>
<td>Payments to beneficiaries</td>
<td>—</td>
<td>—</td>
<td>(2,115)</td>
<td>(2,338)</td>
</tr>
<tr>
<td>Loans issued to students and employees</td>
<td>(7,456)</td>
<td>(5,640)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Other receipts (payments) (1)</td>
<td>37,203</td>
<td>43,879</td>
<td>557</td>
<td>767</td>
</tr>
<tr>
<td><strong>Net cash provided (used) by operating activities</strong></td>
<td>$164,621</td>
<td>$63,634</td>
<td>($26,370)</td>
<td>($15,669)</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State educational appropriations</td>
<td>287,207</td>
<td>252,469</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Federal Pell Grants</td>
<td>43,612</td>
<td>44,015</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Private gifts for endowment purposes (1)</td>
<td>—</td>
<td>—</td>
<td>8,207</td>
<td>11,925</td>
</tr>
<tr>
<td>Private gifts received for other than capital purposes</td>
<td>75,486</td>
<td>58,311</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Other receipts (payments)</td>
<td>36,279</td>
<td>10,518</td>
<td>(8)</td>
<td>2</td>
</tr>
<tr>
<td><strong>Net cash flows from noncapital financing activities</strong></td>
<td>$442,584</td>
<td>$365,313</td>
<td>$8,199</td>
<td>$11,927</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State capital appropriations</td>
<td>9,829</td>
<td>7,009</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>State financing appropriations</td>
<td>1,059</td>
<td>19,321</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Federal financing appropriations</td>
<td>6,362</td>
<td>7,171</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Capital gifts and grants</td>
<td>24,128</td>
<td>70,834</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Proceeds from debt issuance</td>
<td>275,342</td>
<td>24,084</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Proceeds from the sale of capital assets</td>
<td>560</td>
<td>465</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Purchases of capital assets</td>
<td>(558,010)</td>
<td>(474,147)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Refinancing/prepayment outstanding debt</td>
<td>(2,124)</td>
<td>(18,481)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Principal paid on debt and capital leases</td>
<td>(66,744)</td>
<td>(84,952)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Interest paid on debt and capital leases</td>
<td>(66,004)</td>
<td>(84,952)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Net cash provided (used) by capital and related activities</strong></td>
<td>($87,602)</td>
<td>($386,696)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM INVESTING ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sale and maturities of investments (1)</td>
<td>(87)</td>
<td>487</td>
<td>100,154</td>
<td>79,313</td>
</tr>
<tr>
<td>Purchase of investments</td>
<td>—</td>
<td>—</td>
<td>(87,738)</td>
<td>(84,270)</td>
</tr>
<tr>
<td>Other receipts</td>
<td>34,474</td>
<td>40,187</td>
<td>6,367</td>
<td>6,607</td>
</tr>
<tr>
<td><strong>Net cash provided (used) by investing activities</strong></td>
<td>$34,387</td>
<td>$40,674</td>
<td>$18,783</td>
<td>$1,650</td>
</tr>
<tr>
<td><strong>CHANGE IN ACCOUNTING PRINCIPLES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cumulative effect of change in accounting principles</td>
<td>(264,715)</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Net change due to GASB Pronouncements</strong></td>
<td>(264,715)</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM TRANSFERS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intercampus</td>
<td>28,049</td>
<td>27,322</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Interfund</td>
<td>—</td>
<td>(1)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Net adjustments</td>
<td>—</td>
<td>(35)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Unexpensed plant</td>
<td>(191,785)</td>
<td>128,538</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Retirement of indebtedness</td>
<td>(9,922)</td>
<td>(48,121)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Investment in plant</td>
<td>(466)</td>
<td>490</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Net cash flows from transfers</strong></td>
<td>($14,524)</td>
<td>$100,154</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total and net increase in cash</strong></td>
<td>(14,524)</td>
<td>100,154</td>
<td>612</td>
<td>(2,094)</td>
</tr>
<tr>
<td>Cash beginning of year</td>
<td>1,560,604</td>
<td>1,369,486</td>
<td>1,000</td>
<td>3,094</td>
</tr>
<tr>
<td><strong>Cash and cash equivalent</strong></td>
<td>$1,719,125</td>
<td>$1,469,644</td>
<td>$1,612</td>
<td>$1,000</td>
</tr>
<tr>
<td><strong>RECONCILIATION OF OPERATING LOSS TO NET CASH USED BY OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating income (loss) (1)</td>
<td>($309,908)</td>
<td>($295,556)</td>
<td>($18,262)</td>
<td>($20,639)</td>
</tr>
<tr>
<td>Depreciation and amortization expense</td>
<td>240,473</td>
<td>232,636</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Noncash gifts</td>
<td>—</td>
<td>—</td>
<td>(9,576)</td>
<td>(9,563)</td>
</tr>
<tr>
<td>Allowance for doubtful accounts</td>
<td>8,870</td>
<td>(32,833)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Allowance for uncollectible receivables (1)</td>
<td>—</td>
<td>—</td>
<td>(173)</td>
<td>(170)</td>
</tr>
<tr>
<td>Loss of impairment of capital assets</td>
<td>778</td>
<td>782</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 (1)</td>
<td>(63,287)</td>
<td>9,111</td>
<td>2,605</td>
<td>15,356</td>
</tr>
<tr>
<td>Inventories</td>
<td>453</td>
<td>462</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Deferred charges</td>
<td>11,100</td>
<td>(1,235)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Other assets</td>
<td>(3,173)</td>
<td>(3,508)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>(5,442)</td>
<td>32,063</td>
<td>460</td>
<td>545</td>
</tr>
<tr>
<td>Accrued salaries and benefits</td>
<td>2,560</td>
<td>81,546</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Unearned revenue</td>
<td>(505)</td>
<td>34,030</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Annuities payable</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Self-insurance</td>
<td>2,880</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Obligations to retirement plan</td>
<td>271,458</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Other liabilities (1)</td>
<td>7,565</td>
<td>(15,290)</td>
<td>(1,424)</td>
<td>(1,198)</td>
</tr>
<tr>
<td><strong>Net cash used by operating activities</strong></td>
<td>$164,621</td>
<td>$63,634</td>
<td>($26,370)</td>
<td>($15,669)</td>
</tr>
</tbody>
</table>

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

Financial statements for the University of California, San Diego contain selected GASB 14 entities.

See accompanying Notes to the Financial Statements.

(1) UC San Diego Foundation 2013 restated
Notes to the Financial Statements (Unaudited)

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 statements 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 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 UC San Diego 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.

Cash and cash equivalent—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 University of California Office of the President (UCOP)/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 market 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 the present value of expected cash flows. 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.

Pledges receivable, net—Unconditional pledges of private gifts to the university or to the campus foundations in the future, net of allowance for uncollectible 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, 2014, and 2013 is summarized as follows (in thousands of dollars).

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total pledges receivable outstanding (1)</td>
<td>1,025</td>
<td>1,898</td>
</tr>
<tr>
<td>Unamortized discount to present value</td>
<td>(7)</td>
<td>(27)</td>
</tr>
<tr>
<td>Allowance for uncollectible pledges</td>
<td>(31)</td>
<td>(126)</td>
</tr>
<tr>
<td><strong>Total pledges receivable, net</strong></td>
<td><strong>967</strong></td>
<td><strong>1,745</strong></td>
</tr>
<tr>
<td>Less: Current portion of pledges receivable</td>
<td>708</td>
<td>1,095</td>
</tr>
<tr>
<td><strong>Noncurrent portion of pledges receivable</strong></td>
<td><strong>259</strong></td>
<td><strong>650</strong></td>
</tr>
</tbody>
</table>

Notes and mortgages receivable—Loans to students are provided from federal student loan programs and from university sources. Home mortgage loans, primarily for faculty, are provided by the Short-Term Investment Pool and from other university sources. Notes receivable at June 30, 2014, and 2013, along with the allowance for uncollectible amounts, are as follows (in thousands of dollars).

<table>
<thead>
<tr>
<th></th>
<th>CURRENT PORTION</th>
<th>NONCURRENT PORTION</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AT JUNE 30, 2014</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Notes and mortgages receivable</td>
<td>$10,438</td>
<td>$35,911</td>
<td>$46,349</td>
</tr>
<tr>
<td>Allowance for uncollectible amounts</td>
<td>(1,096)</td>
<td>(1,599)</td>
<td>(2,725)</td>
</tr>
<tr>
<td><strong>Notes receivable, net</strong></td>
<td><strong>$9,342</strong></td>
<td><strong>$34,312</strong></td>
<td><strong>$43,554</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>CURRENT PORTION</th>
<th>NONCURRENT PORTION</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AT JUNE 30, 2013</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Notes and mortgages receivable</td>
<td>$4,993</td>
<td>$38,461</td>
<td>$43,454</td>
</tr>
<tr>
<td>Allowance for uncollectible amounts</td>
<td>(1,247)</td>
<td>(2,566)</td>
<td>(3,813)</td>
</tr>
<tr>
<td><strong>Notes receivable, net</strong></td>
<td><strong>$3,746</strong></td>
<td><strong>$35,895</strong></td>
<td><strong>$39,641</strong></td>
</tr>
</tbody>
</table>
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.

Fixed 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.

Capital assets acquired through federal grants and contracts where the federal government retains a reversionary interest are capitalized and depreciated. Inexhaustible capital assets such as land or special collections that are protected, preserved, and held for public exhibition, education, or research, including art, museum, scientific, and rare book collections, are not depreciated.

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 UCOP. For financial statement presentation, selected statements have been adjusted to include long-term debt recorded at UCOP. In the statement of net position, 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 position for 2014 has been adjusted by $5.553 million, the change in UCOP-held debt from $1.40 billion in 2013 to $1.41 billion in 2014. 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 student 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 position when the related expenditures are incurred. Special state appropriations for AIDS, tobacco, and breast cancer research are reported as grant operating revenue.

Commitments and contingencies—Substantial amounts are received and expended by the university, including its Medical Center, under federal and state programs, and are subject to audit by cognizant governmental agencies. This funding relates to research, student aid, Medical Center operations, and other programs. University management believes that any liabilities arising from such audits will not have a material effect on the university’s financial position.

Adoption of New Accounting Standards

In March 2012, GASB issued Statement No. 65, Items Previously Reported as Assets and Liabilities, effective for the university’s fiscal year beginning July 1, 2013. This statement reclassifies, as deferred outflows of resources or deferred inflows of resources, certain items that were previously reported as assets and liabilities and recognizes, as expenses, certain items that were previously reported as assets and liabilities.

In June 2012, GASB issued Statement No. 67, Financial Reporting for Pension Plans, effective for the university’s fiscal year beginning July 1, 2013. This statement revises existing standards for financial reporting for pension plans by changing the approach to measuring the net pension liability. The net pension liability is measured as the total pension liability, less the amount of the pension plan’s fiduciary net position. The total pension liability is determined based upon discounting projected benefit payments based on the benefit terms and legal agreements existing at the pension plan’s fiscal year end. Projected benefit payments are required to be discounted using a single rate that reflects the expected rate of return on investments, to the extent that plan assets are available to pay benefits, and a tax-exempt, high-quality municipal bond rate when plan assets are not available. Statement No. 67 had no effect on the UC San Diego financial statements, as prior to 2014, all UC pension data was reported by the University of California Retirement Plan (UCRP).

In June 2012, GASB issued Statement No. 68, Accounting and Financial Reporting for Pensions, effective for the university’s fiscal year beginning July 1, 2014. The University has elected to early implement this statement, effective July 1, 2013. This statement revises existing standards for measuring and reporting pension liabilities for pension plans provided by the university to its employees. This statement requires recognition of a liability equal to the net pension liability, which is measured as the total pension liability, less the amount of the pension plan’s fiduciary net position. The total pension liability is determined based upon discounting projected benefit payments based on the benefit terms and legal agreements existing at the pension plan’s fiscal year end.

Projected benefit payments are required to be discounted using a single rate that reflects the expected rate of return on investments, to the extent that plan assets are available to pay benefits, and a tax-exempt, high-quality municipal bond rate when plan assets are not available. This statement requires that most changes in the net pension liability be included in pension expense in the period of the change.

To implement Statement No. 68, the university recorded the net pension liabilities for its defined benefit plans. The cumulative effect on the campus net position as of June 30, 2014, as a result of the adoption of Statement No. 68 was a reduction of $1.68 billion.

Retiree Health Benefit Costs and Obligations

The University of California (university) administers single-employer health and welfare plans to provide health and welfare benefits, primarily medical, dental, and vision, to eligible retirees and their eligible family members (retirees) of the University of California and its affiliates. The Board of Regents has the authority to establish and amend the plans. Additional information can be obtained from the 2013–14 annual report of the University of California Retiree Health Benefit Trust. Membership in the University of California Retiree Health Benefit Plan (UCRP) is required to become eligible for retiree health benefits.

Contribution policy—The contribution requirements of the university and eligible retirees are established and may be amended by the university. The contribution requirements are based upon projected pay-as-you-go financing. University and retiree contributions toward premiums made under purchased plan arrangements are determined by applying the health plan contract rates across the number of participants in the respective plans. Premium rates for the self-insured plan contributions are set by the
The total funding policy contribution rates as of July 1, 2013, are based on all of the plan data, the actuarial assumptions, and the plan provisions adopted at the time of preparation of the actuarial valuation. University contributions were $147.30 million during the year ended June 30, 2014.

UCRP benefits and obligation to UCRP—The university’s annual UCRP benefit expense is independently calculated for the campuses and medical centers based upon the actuarially determined annual required contributions. The annual required contribution represents the level of funding that, if paid on an ongoing basis, is projected to cover the normal cost each year and amortize unfunded actuarial liabilities or surplus over a period of up to thirty years.

Funded status—Actuarial valuations represent a long-term perspective and involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Actuarially determined amounts are subject to periodic revisions as actual results are compared with past expectations and new estimates are made about the future. All UCRP assets are available to pay any member’s benefit.

University of California Retirement Savings Program—The University of California Retirement Savings Program includes four defined contribution plans providing retirement savings incentives that are generally available to all university employees. Participants’ interests in the plans are fully and immediately vested and are distributable at retirement, termination of employment, or death.

Defined Contribution Plans—The Defined Contribution Plan (DC Plan) accepts both after-tax and pretax employee contributions that are fully vested. Pretax contributions are mandatory for all employees who are members of UCRP. For UCRP members, monthly employee contributions range from approximately 2 percent to 4 percent of covered wages depending upon whether wages are below or above the Social Security wage base. For Safe Harbor participants, monthly employee contributions are 7.5 percent of covered wages.

Employer contributions are fully vested and there is no provision for employee contributions. There were no employer contributions to the SDC Plan for the years ended June 30, 2014.

Tax Deferred 403(b) Plan—The university’s Tax-Deferred 403(b) Plan accepts pretax employee contributions. The university may also make contributions on behalf of certain members of management.

457(b) Deferred Compensation Plan—The university’s 457(b) Deferred Compensation Plan accepts pretax employee contributions. The university may also make contributions on behalf of certain members of management. There were no employer contributions to the 457(b) Plan for the years ended June 30, 2014, and 2013. Participants in the DC Plan, the SDC Plan, the 403(b) Plan, and the 457(b) Plan may direct their elective and nonelective contributions to investment funds managed by the chief investment officer. They may also invest account balances in certain mutual funds. The participants’ interests in mutual funds are shown separately in the statement of plans’ fiduciary net position.

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 Board of 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.
Officers and Regents

UC San Diego Academic and Administrative Officers

Chancellor
Pradeep K. Khosla

Executive Vice Chancellor for Academic Affairs
Suresh Subramani

Vice Chancellor for Advancement
Steve Gamer

Vice Chancellor for Equity, Diversity, and Inclusion
Becky Petitt

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
Margaret S. Leinen

Vice Chancellor for Research
Sandra A. Brown

Vice Chancellor for Resource Management and Planning
Gary C. Matthews

Vice Chancellor for Student Affairs
Juan C. González

Vice Chancellor and Chief Financial Officer
Pierre Ouillet

Officers of the University of California

President
Janet Napolitano

Provost and Executive Vice President – Academic Affairs
Aimée Dorr

Executive Vice President – Business Operations; Chief Financial Officer
Nathan Brostrom

Senior Vice President – Government Relations
Nelson Peacock

Senior Vice President – Public Affairs
Julie Henderson

Vice President – Laboratory Management
Kimberly S. Budil

Vice President – Legal Affairs and General Counsel
Charles F. Robinson

Executive Vice President – UC Health
John D. Stobo

Senior Vice President – Chief Compliance and Audit Officer
Sheryl Vacca

Chief Investment Officer; Vice President of Investments
Jagdeep Singh Bachher

Regents Ex-Officio

Governor of California
Jerry Brown

President of the University of California
Janet Napolitano

Lieutenant Governor of California
Gavin Newsom

Speaker of the Assembly
Toni G. Atkins

State Superintendent of Public Instruction
Tom Torlakson

President of the Alumni Associations of the University of California
Yolanda Gorman

Vice President of the Alumni Associations of the University of California
Rodney Davis

Appointed Regents

Richard C. Blum (2026)
William De La Peña (2018)
Gareth Elliott (2025)
Russell S. Gould (2017)
Eddie Island (2017)
George Kieffer (2021)
Sherry L. Lansing (2022)
Monica Lozano (2022)
Hadi Makarechian (2020)
Eloy Ortiz Oakley (2024)
Norman J. Pattiz (2026)
John A. Pérez (2024)
Bonnie Reiss (2020)
Frederick Ruiz (2016)
Richard Sherman (2025)
Bruce D. Varner (2018)
Paul Wachter (2016)
Charlene Zettel (2021)

Student Regent
Abraham (Avi) Oved (2016)

Alumni Regents Designate (Nonvoting)
Harvey Brody (2016)
Cynthia So Schraeder (2016)

Student Regent Designate (Nonvoting)
Marcela Ramirez (2017)

Faculty Representatives (Nonvoting)
Mary Gilly (2015)
Dan Hare (2016)

Staff Advisor to the Regents
Deidre Acker (2016)

Staff Advisor-Designate
LaWana Richmond (2016)
About UC San Diego

For more information, visit ucpa.ucsd.edu/resources/campus-profile.

Fiscal Year 2013–14

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$3,773,554,000</td>
</tr>
<tr>
<td>Expenditures</td>
<td>$3,707,369,000</td>
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Grants and Contracts (Received)

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Health Sciences</td>
<td>$625,983,000</td>
</tr>
<tr>
<td>General Campus</td>
<td>$286,715,000</td>
</tr>
<tr>
<td>Scripps Institution of Oceanography</td>
<td>$144,368,000</td>
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</table>

Private Support 2013–14

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Total Amount Raised</td>
<td>$148,309,000</td>
</tr>
<tr>
<td>UC San Diego Foundation, Total Net Position</td>
<td>$714,650,000</td>
</tr>
</tbody>
</table>

Endowed Chairs

AS OF JULY 2015 183

Employees

AS OF JUNE 2014

Total, Full- and Part-time 29,986

Academic 9,183

Staff 20,803

Average Monthly Payroll salaries only $142,224,812

Student Statistics

AS OF FALL 2013

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Students</td>
<td>30,310</td>
</tr>
<tr>
<td>Total Undergraduate Students</td>
<td>23,805</td>
</tr>
<tr>
<td>Men (51.5%)</td>
<td>12,270</td>
</tr>
<tr>
<td>Women (48.5%)</td>
<td>11,535</td>
</tr>
<tr>
<td>Average High School GPA 2013 Freshmen</td>
<td>4.06</td>
</tr>
<tr>
<td>Average SAT Score 2013 Freshmen</td>
<td>1282</td>
</tr>
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</table>

Undergraduate Financial Aid and Scholarships

RECEIVED BY STUDENTS FROM ALL SOURCES (2013–14)

Grants $252,130,000

Loans $86,920,000

Scholarships $11,980,000

Work-Study $4,370,000

Student Fees and Tuition

AS OF FALL 2013

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory Resident Fees</td>
<td></td>
</tr>
<tr>
<td>Undergraduate</td>
<td>$14,723</td>
</tr>
<tr>
<td>Graduate</td>
<td>$15,650</td>
</tr>
<tr>
<td>Nonresident Tuition</td>
<td></td>
</tr>
<tr>
<td>Undergraduate</td>
<td>$37,601</td>
</tr>
<tr>
<td>Graduate</td>
<td>$30,752</td>
</tr>
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</table>

Professional Mandatory Resident Fees

School of International Relations and Pacific Studies $23,576

Rady School of Management $42,917

School of Medicine $35,619

Skaggs School of Pharmacy and Pharmaceutical Sciences $35,288

Professional Nonresident Tuition

School of International Relations and Pacific Studies $35,821

Rady School of Management $47,807

School of Medicine $47,864

Skaggs School of Pharmacy and Pharmaceutical Sciences $47,533

Undergraduate Fields of Study

Total Undergraduate Students: 23,805

As of Fall 2013

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special/Undeclared</td>
<td>(1,844)</td>
</tr>
<tr>
<td>Biological Sciences</td>
<td>(5,018)</td>
</tr>
<tr>
<td>Science/Math</td>
<td>(2,269)</td>
</tr>
<tr>
<td>Arts</td>
<td>(568)</td>
</tr>
<tr>
<td>Engineering</td>
<td>(6,032)</td>
</tr>
<tr>
<td>21% Engineering</td>
<td>(5,018)</td>
</tr>
<tr>
<td>32% Social Sciences</td>
<td>(7,569)</td>
</tr>
<tr>
<td>2% Humanities</td>
<td>(505)</td>
</tr>
<tr>
<td>10% Science/Math</td>
<td>(2,269)</td>
</tr>
</tbody>
</table>

Advanced Degree Enrollment

Total Advanced Degree Enrollment: 5,712

As of Fall 2013

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>School of Medicine</td>
<td>(502)</td>
</tr>
<tr>
<td>Skaggs School of Pharmacy and Pharmaceutical Sciences (232)</td>
<td></td>
</tr>
<tr>
<td>Graduate Students on General Campus</td>
<td>(4,978)</td>
</tr>
<tr>
<td>2% Accounting</td>
<td>(47,807)</td>
</tr>
<tr>
<td>87% Graduate Students on General Campus</td>
<td>(4,978)</td>
</tr>
<tr>
<td>4% Skaggs School of Pharmacy and Pharmaceutical Sciences</td>
<td>(232)</td>
</tr>
</tbody>
</table>