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Letter from the Chancellor

At the University of California San Diego, we envision the role of the university as an “intellectual port.” Throughout history, ports have been bustling centers for exchanging ideas and launching exploration, and UC San Diego takes on a similar role when it comes to solving global challenges and expanding the frontiers of our knowledge.

As you will see in this annual report, we are proud to launch new intellectual expeditions to enhance our world-class education, our global research endeavors, and our positive impact on the community. With the opening of the state-of-the-art Jacobs Medical Center and the arrival of the research vessel Sally Ride, we employ cutting-edge strategies to push the frontiers of knowledge and protect the health of people and our planet. Through our Campus Community Centers and our new Teaching + Learning Commons, we explore and implement innovative ways to cement diversity, inclusion, and collaboration at the center of the educational experience.

We see these achievements as starting blocks, not finish lines. An unparalleled track record of success in the five-and-a-half decades since our founding is a mandate for even greater achievements in the future. This mindset made us the flagship we are today, best positioned to expand the boundaries of human knowledge and capability. It demands that we break things better, as today’s complex problems require imagination and inquisitiveness, well beyond traditional thinking. This is why we have embarked on the ambitious and historic Campaign for UC San Diego, to continue our excellence and expand UC San Diego as a hub for expeditions that will redefine what we think is possible.

Thank you for joining us on our journey to make the world a better place.

With kind regards,

Pradeep K. Khosla
The Stuart Collection’s La Jolla Project by Richard Fleischner, commonly known on campus as “Stonehenge,” provides an informal studying and gathering space, giving meaning to the formerly undefined area on the Revelle College lawn.
From the beginning, the University of California San Diego has been a student-centered, research-focused, service-oriented public university, dedicated to providing opportunity.

But what most singularly positions us to take on today’s challenges is our willingness to mine unimaginable solutions by breaking with conventional wisdom. By doing something different.

We’re setting new educational standards. Looking inside and beyond to help solve social problems. And, of course, harnessing interdisciplinary collaboration to realize innovation that will affect everything from the environment to medicine.

Today, we’re perched on the cusp of revolutionary breakthroughs. Discoveries; technologies; cures; and inclusive, opportunity-fueling solutions that will help educate tomorrow’s innovators and address our most pressing challenges.

We often say that our most cherished tradition is challenging tradition.

In other words, while older universities may tout an adherence to historical practices, we prefer not being too bound to the past. Because overcoming today’s unique issues requires visionary solutions. It requires asking bold questions, taking risks, and taking things apart to find out what makes them tick.

The stories within these pages showcase just some of the ways in which we’re championing unparalleled changes. So we invite you to read on. Get inspired. Get involved. Become part of our next-generation band of risk-takers, innovators, and modern-day solution-makers.
Mission-Critical Gifts

As a public university, we are in partnership with the community. When we architect solutions, it is not for but with our local, national, and global constituents.

Under ideal circumstances, private support is fundamental to a public university. Today, as state and federal funding dwindle, private support from individuals, corporations, and foundations is absolutely essential.

The good news? In 2015–16, our donors, again, rose to the challenge.

Defined by their extraordinary sense of both altruism and vision, UC San Diego donors gave nearly 46,000 gifts totaling $212.9 million to help ensure our campus’s position as an academic and research powerhouse. To help fund advances that will positively impact our physical environment and humanity.

The campus, which is continuously ranked one of the world’s top-15 universities, received a 20 percent increase in private support over 2014–15. To achieve the type of transformative innovation we are on the brink of making—now more than ever—these gifts are mission critical.

PRIVATE SUPPORT
BY THE NUMBERS
UC San Diego students test a rocket with a 3-D printed engine.
Environmental Vessel
Setting sail to save the planet

In a move to improve the future, we’ve gone back to our roots. Specifically, to the shores of Scripps Institution of Oceanography—which, in 2016, was awarded operational privileges of the navy-owned research vessel Sally Ride.

Named for the former UC San Diego physics professor and first American woman in space, this mobile expanse of scientific muscle is the latest partnership in sixty-plus years of collaboration between Scripps Oceanography and the United States Navy. More than that, beating out major institutional players for what Scripps Oceanography’s associate director Bruce Appelgate calls a “once-in-forty-years opportunity,” it provides another example of rising to the challenge with our trademark mix of hard work, talent, and mad-scientist passion.

Lofty as it seems, the reward was nothing less than helming a state-of-the-art floating laboratory tasked with understanding the planet.

This requires the capacity to conduct research that’s vast, exacting, and not all that easy to access. Curious how we’ll make that happen? Step aboard R/V Sally Ride.

One of the world’s most technologically advanced research vessels, R/V Sally Ride is designed for oceanographic discoveries of every variety. Physical to chemical. Biological to geological. In short, it’s tailor-made to gather data, take samples, and enable up-close observation spanning entire ocean basins.

We’re talking advanced seafloor mapping equipment, Doppler sensors, imaging systems. A computer-controlled crane capable of hoisting 22,000 pounds. A dynamic positioning system to keep the ship fixed during high winds. Remotely operated, autonomous-underwater, and unmanned-aerial vehicles—all enabling a new depth of inquiry and innovation in earth, oceanic, and atmospheric exploration.

According to Chancellor Pradeep K. Khosla, R/V Sally Ride’s revolutionary tools “will allow us to address our planet’s most pressing challenges and ensure that our oceans and atmosphere are preserved and protected for generations.”

That’s our plan.

We’re working to understand the effects of climate change and ocean acidification. Marine populations and the continued safety of the ocean’s food supply. Mystery-packed hazards like earthquakes, rising sea levels, and pollution. The relationship between climate and maintaining naval operations.

But don’t be mistaken. The ship’s mission isn’t all environmentally centered. We’re setting goals that immediately and directly benefit our planet’s human inhabitants. Like inspiring today’s students to become the scientists of tomorrow. Like discovering new compounds to develop lifesaving drugs.

Sailing to save the world? In terms of technology and opportunity, we’re in uncharted waters. Luckily, this is just the way we like it.
UC SAN DIEGO
STRENGTH IN NUMBERS

With visionary research on the earth and environment, we’re setting the standard for studying our planet—and making an impact.

#1 in the United States for earth and environmental research¹
4th in the world for earth and environmental research¹
14th in the world for beneficial research²

¹ Nature, based on total contribution to studies published in major science journals, 2016
² Nature, 2017
UC SAN DIEGO
STRENGTH IN NUMBERS

Established in 1986, the Division of Social Sciences takes seriously its vision of research, teaching, and service in the public interest and is among the country’s most social-impact driven.

2nd in the United States among public universities for positive impact on social mobility, research productivity, and civic engagement¹

Top 10 in the United States for 8 social sciences and humanities graduate programs, including behavioral neuroscience (4th), econometrics (4th), international politics (4th), and cognitive psychology (8th)²

¹ Washington Monthly, 2017
² U.S. News & World Report’s 2017 America’s Best Graduate Schools guidebook
Social, Climbing

Tackling tough issues

What’s the link between wrongful convictions and upward mobility? They’re both pressing social issues. Trenchant, long-standing challenges. Issues with national impact. Issues our researchers are addressing.

An example? Improving our criminal justice system—by improving a critical component: witness identification.

Since 1989, 330 wrongful convictions have been overturned by DNA evidence. More than 70 percent involved the misidentification of suspects by eyewitnesses. Yet new findings show that eyewitness identifications may not be so unreliable. In fact, to assess the accuracy of eyewitnesses, it turns out we might only have to pick the right time, ask how confident they are in their decision—and actually listen.

Such are the conclusions discovered by John Wixted, UC San Diego social sciences professor and memory expert. An important feature of Wixted’s research: Rather than staging scenarios in a lab, he worked directly with the Houston Police Department, studying eyewitnesses and data (348 real-life robberies, to be exact).

In an issue of the Proceedings of the National Academy of Sciences published in 2015, the study found that, during the initial identification, eyewitnesses who expressed confidence in their decisions were more likely to correctly finger the perpetrator. Similarly, even if their confidence increased over time, eyewitnesses who were initially unsure of their identification were, indeed, more likely to be mistaken.

But this wasn’t Wixted’s only justice-boosting conclusion. His research also supports the superiority of presenting suspects in simultaneous (versus sequential) lineups.

With its real-world methodology, Wixted’s work is making people rethink positions and policy. In terms of industry opinion, a recent review found current research aligns with Wixted’s eyewitness confidence findings.

And on the ground, his research is causing a turning of the tide. In September 2016, the International Association of Chiefs of Police neutralized their support for sequential lineups (their new advice: Let police decide).

Another area in which we’re making a difference? Reclaiming upward mobility as a feasible reality.

Compared to decades past, people who are economically disadvantaged now have an even lower chance of entering the middle class. According to UC San Diego researchers, this shortfall in upward mobility is one of America’s most important economic problems.

Combine problem-solving research with a multimillion-dollar bequest from the late renowned social researcher and public opinion analyst Daniel Yankelovich. The result? UC San Diego’s Yankelovich Center.

The center has assembled a national Upward Mobility Commission tasked with examining proposed solutions (from infrastructure to preschool access), ranking them for policy makers, and even quantifying their impact.

Sociologist John Skrentny, director of the Yankelovich Center, plans to take the findings to the public and, in partnership with Public Agenda, a nonpartisan nonprofit in New York, test which solutions have the most political feasibility and public support.

More-just criminal justice. A more-reachable American Dream. Already, our commitment to social-service research is working.

Of course, there’s more to come. Because when we work together, we have the ideas, the drive, the heart, and the talent. Also because that’s just what happens when service-centered discovery is conducted with bold curiosity and unbridled passion.
From a distance, June 11, 2016, looked like any other sun-drenched SoCal commencement. But speak personally with the new UC San Diego graduates, and you’d realize the occasion was more than happy. It was historic.

Receiving bachelor’s degrees that day was the first class of Chancellor’s Associates Scholarship recipients. Established in 2013 by Chancellor Pradeep K. Khosla, this future-fueling program provides each eligible student $10,000 a year for four years, essentially removing financial constraints. Paired with other available aid, it’s effectively a full ride to a UC San Diego education. And it’s just one of the many ways we’re working diligently to advance diversity on campus.

A commitment to celebrate and value differences is encoded into our Principles of Community. But while this milestone commencement represents a giant step in support of diversity, as Becky Petitt, Vice Chancellor for Equity, Diversity, and Inclusion (EDI), notes, simply accepting differences is not the same as embracing them.

“Inclusion doesn’t happen spontaneously when an environment becomes more diverse,” she explains. “We have to be intentional in creating a welcoming environment in which all students, faculty, and staff can thrive and reach their full potential.”

And intentional we are.

Exhibit A: Campus Community Centers. These homes-away-from-home provide support for traditionally underrepresented students; encourage critical thinking and conversation; and boost unity for the entire campus of diverse students, staff, and faculty. As of 2016, they dispense additional resources. Identity-themed housing for LGBTQ, Black, and Chicano/Latino students. Mentoring programs for first-year, first-generation students and those from underresourced high schools. Workshops to teach life skills and tackle social issues, like workplace sexism and the wage gap between genders.

And then there’s the recently rejuvenated EDI Advisory Council. Comprising students, faculty, staff, and members of the community, this restructured advisory team is tasked with cocreating a shared vision and strategic plan for advancing diversity on campus.

So, as the first Chancellor’s Associates Scholars go forth into their futures, we, too, forge purposefully ahead. To strategize. Make plans. Take measurable action. Conscious that there’s no free ride from diversity to unity, we continue to intentionally pursue the most effective path for getting across the gap. [Cue cap toss.]
UC SAN DIEGO
STRENGTH IN NUMBERS

Ethnicity, economic background, sexual and gender orientation—we’re proud to be among the most diverse in the nation.

11th most ethnically diverse college¹

4th for providing access to low-income students²

9th most LGBTQ-friendly university³

¹ Best College Reviews, 2015
² The New York Times College Access Index, 2017
³ College Choice, 2017
Tutoring is one of the many resources provided at the Teaching + Learning Commons.

UC SAN DIEGO
STRENGTH IN NUMBERS

The caliber of our education has been consistently recognized.

15th best university in the world
and 4th best public college across the globe¹

Top 10 public university in the nation for more than a decade²

¹ 2017 Academic Ranking of World Universities, Center for World-Class Universities at Shanghai Jiao Tong
² 2017 U.S. News & World Report Best Colleges guidebook
At UC San Diego, we know that success today takes more than brains and head-in-the-books education. We want our graduates to maximize their potential in a world that’s diverse yet interconnected—and constantly being re-created. So, we prepare them to problem solve. To lead. To innovate. We prepare them to drive meaningful global change.

Enter the Teaching + Learning Commons.

Located within UC San Diego’s Geisel Library, The Commons is much more than a “center,” or the ubiquitous “initiative.” It’s ground zero for advancing experiential education. Comprising a Center for Engaged Teaching and Center for Engaged Learning, The Commons delivers a suite of innovative educational resources.

“Like what?” you might wonder.

Like Engaged Learning Tools. These allow students to discover opportunities for developing transferrable skills. Skills prospective employers want. A key pillar is the Research Experience and Applied Learning (REAL) portal.

This holy grail of career head starts lets students search for internships, research engagements, international experiences, community-based learning programs, and other get-yourself-out-of-the-classroom-and-do-something-cool opportunities.

But what good are skills for killing it in the real world without a way to show them off? To address this, well, we simply redefined the academic record. Students can now showcase all sorts of cocurricular activities and real-world learning experiences. Not to mention contextual information about courses—even portfolios. At last, all those informal yet formative experiences have a (professionally appropriate) place.

While unequivocally cutting edge, The Commons is not all tech tools. Take the Supplemental Instruction program, one of the first in the University of California system. Here, peer-facilitated study groups help students succeed in traditionally challenging courses (we’re talking to you, calculus). This program not only helps counteract graduation delays due to a single difficult course, it builds confidence. It encourages collaboration.

On the faculty front, The Commons is a direct outcome of our Education Initiative. Programs have been crafted to help instructors access the best global thinking on educational strategies. In this inspiring environment, workshops, seminars—even casual water-cooler conversations—disseminate information, helping faculty better educate an increasingly diverse student population.

But why, you might ask, do we continue to tinker with teaching and learning that’s already top-notch?

We do it because we want to be the most student-centered campus possible. We do it because we want to set an example for other research universities. We do it because we want our students to not just make it in the world, but change it. Well, that and the fact that we simply can’t help ourselves.
Thanks to an unprecedented culture of support for entrepreneurship and invention, campus innovations are fueling the economy across the county and the nation.

**UC SAN DIEGO**

**STRENGTH IN NUMBERS**

2,900 inventions managed by the Office of Innovation and Commercialization¹

650+ companies launched by and/or utilizing technology produced by campus faculty, staff, and alumni

29,000 direct jobs attributable to active UC San Diego–spawned companies

¹ University of California Technology Commercialization Report, 2015
Since the beginning, the driving force behind our innovation has been the desire to make an impact. But in practice, there are roadblocks between idea and reality. Coming up with a groundbreaking theory is only half the battle. You need to make it practically applicable. You need to make it happen.

Defining customer needs, obtaining patents, uniting inventors with investors and capital—we’re providing the resources and connection necessary to help our campus community bring their ideas to life and, more important, to market.

We’re doing it through a network of spaces supporting on-campus student innovation. The latest? The EnVision Arts and Engineering Maker Studio at UC San Diego.

This hands-on, nearly 3,000-square-foot experiential education space launched in January 2016 enables the visual arts and engineering communities to converge. To collaborate. Design. Fabricate. Cocreate. Delivering a diverse arsenal of digital and analog design, fabrication, and prototyping tools, the EnVision Maker Studio offers more than twenty-five sections of lab classes, as well as open-access lab time for student teams and artists, and workshops to help students better utilize the tools for turning concept into product.

But EnVision isn’t alone on its mission.

It joins The Basement, a student collaboration space that provides resources and education in start-up basics. It also connects students with alumni mentors—and in some cases, actual seed money.

Then there’s the new UC San Diego Institute for the Global Entrepreneur. A joint effort between the Jacobs School of Engineering and the Rady School of Management, this launchpad helps bring discoveries to the marketplace—and educates, mentors, and trains the next generation of global tech leaders. A typical day: Engineering and MBA students working shoulder to shoulder in a Lab to Market Workshop building a business around a new technology.

There’s more: the Jacobs School’s von Liebig Technology Accelerator guides faculty and student inventors through the proof-of-concept process, positioning their technologies to attract entrepreneurial talent and capital.

Through the Rady School, there’s also StartR (delivering tools to help student and alumni innovators start and grow their businesses) and mystartupXX (providing mentorship, education, and funding for the female tech entrepreneurs of tomorrow).

And, of course, there’s the Office of Innovation and Commercialization. This one-stop idea-realization shop pairs cross-campus thinkers and makers with community entrepreneurs looking to build a business around a procreant service, product, or technology.

So, while we use our collective imagination without restraint, we know that in order to drive meaningful change, high-fives for hypothetical ideas have no place. We are committed not only to collaboration, experimentation, and innovation, but to the necessary precursor of impact: realization.
Researchers Explore Scientific Frontiers

Searching for unprecedented human health benefits

In 2015, community outreach took on additional meaning. Our newest communities of focus? Microbiomes. In other words, communities of microbes, which are the bacteria, viruses, fungi, and other microorganisms that live in and on the human body (and pretty much everywhere else in our environment).

Yes, it’s the stuff research-geek dreams are made of. Consider this: Controlling the human microbiome may help better manage asthma, mental illness, diabetes, allergies, obesity, and other diseases—as well as provide a potential source for new drugs and a tool for precision medicine. Research on environmental microbiomes is primed to address global challenges to agricultural sustainability, biofuel development, and climate-change mitigation.

With such incredible potential, we’re proud to, again, help drive the cutting edge.

Launched in October 2015 by Chancellor Pradeep K. Khosla, the Microbiome and Microbial Sciences Initiative combines industry-leading research with precedent-setting education.

Its research-focused component, the Center for Microbiome Innovation, is helmed by Rob Knight, professor at the UC San Diego School of Medicine and the Jacobs School of Engineering. The center’s objective, Knight says, is nothing less than to “address some of the most important problems facing humanity today.”

For example, through the American Gut Project, the center’s interdisciplinary team is using a Knight-created genetic sequencing technique to identify microbes present in crowd-sourced samples. Since samples are submitted with lifestyle information, researchers can study the effect of lifestyle on microbial makeup and how this makeup affects health.

More? Microbiologist and UC San Diego assistant professor of biology Rachel Dutton is studying how microbial communities form and work together using—of all things—cheese. Dutton’s lab grows bacteria and fungi from artisanal cheese in order to observe interactions, how the microbes can be manipulated (for, say, the gut or skin microbiomes), and what happens when these ecosystems are eaten.

But ambitiously defining a field today means, tomorrow, we’ll need someone to lead it.

Headed by biology professor Kit Pogliano, the student-centered Microbial Sciences Graduate Research Initiative aims to train the next generation of cross-disciplinary researchers. Its goal: to groom a disruptive microbiome workforce for the future.

When it comes to leveraging this type of research and education, we look for every chance to help propel our nation. One perfectly suited opportunity? In 2016, our pioneering microbiome research provided a blueprint for the White House Office of Science and Technology Policy in developing the National Microbiome Initiative—of which UC San Diego is a key participant.

From cheese to crowd-sourced microbiome discoveries. If you’re looking to be amazed, you’ve come to the right place.
The microbiome is only the tip of the iceberg in terms of our industry-leading research.

6th in the nation for total research output

14th in the world for beneficial research

$1B+ research funding secured during 2016–17 fiscal year

1 Nature, 2016
2 Nature, 2017

Microbial samples from Rachel Dutton’s lab
#1
health system in San Diego, 6 consecutive years, and ranked highly in the nation in 8 specialty areas¹

Top 100
among nationwide hospitals: UC San Diego Medical Center³

100+
UC San Diego Health physicians named “Top Docs” in San Diego³

² Becker’s Hospital Review, “100 Great Hospitals in America,” 2017
³ San Diego Magazine, “Physicians of Exceptional Excellence,” 2017
Nationwide, there’s an emerging emphasis on translational research and academic medicine. After all, a life-saving therapy is only life saving if you can get it into the clinic.

That’s why we’re so committed to further synthesizing clinical treatment with scientific discovery and physician education: to transform the level of care available to patients and become a global health destination.

For starters, we’re the region’s sole academic medical center, as well as a leader in translational research (aka bench-to-bedside, lab-to-life, test-tube-to-treatment—you get the idea). But we’re not merely a campus of knowledge-hungry innovators bound and determined to make things better for patients. We’re uniquely positioned to spearhead this transformative health-care mission.

Why? Because as a hotbed for scientific discovery, clinical care, and experiential education, our groundbreaking treatments have a direct path to patients.

In 2016 our hotbed got hotter. It also got 245 more beds—and that’s just in Jacobs Medical Center. At a cost of $943 million, this sleek facility was realized via hundreds of individual donors appending an initial gift of $75 million from Joan and Irwin Jacobs.

In the words of UC San Diego Health CEO Patty Maysent, the new center represents “the pinnacle of modern medicine.” Physicians and surgeons, scientists, and nurses collaborate to create a profound healing experience for patients. And through “our unique prescription of university experts, stem cell and immunotherapies, healing views, and advanced technologies, patients have access to world-class care in San Diego.” The world-class care Maysent speaks of is administered through three ultramodern interior pavilions: Advanced Surgical Care, Cancer Care, and Women and Infants Care.

A bridge from Jacobs Medical Center leads to another transformative move forward: the Altman Clinical and Translational Research Institute (ACTRI). Like the medical center, it was born from private giving—in the form of a $10 million development-and-construction donation from San Diego philanthropists Lisa and Steve Altman. ACTRI was created to energize bench-to-bedside efforts—actively developing, promoting, and supporting scientific research and the hundreds of clinical trials conducted at UC San Diego Health—as well as to educate.

“There really is nothing else like it in the country,” remarked Associate Vice Chancellor of Translational Medicine Gary Firestein at the 2016 ribbon-cutting ceremony. “Inside this building will work scientists, doctors, engineers, and others, across all disciplines,” he said, “to develop new drugs, therapies, devices, and technologies for patient care.”

A high concentration of curious minds in service of community. A direct path from innovation to patient care. We’re breaking boundaries to make connections.
For public institutions, fundraising is a given. Private support is needed for UC San Diego to educate, innovate, and facilitate positive change. There’s educational, economic, and societal work to be done, environmental and medical battles to be won. But we’ve also been given a specific mission: a growth mandate to expand our student base. Which, of course, requires more faculty, staff, and student resources; and physical space.

We believe in being strategic. We believe in being transparent. Our donors deserve to know how money is helping and where it’s going—and that it is stewarded appropriately.

So, to support UC San Diego as we evolve our campus and change the world, we have embarked on the public phase of the Campaign for UC San Diego.

With a monetary goal of $2 billion, this fundraising campaign is strategic, specific, and ambitious. It is also self-perpetuating. In addition to the monetary goal, we’re taking what has been a loyal donor base and working to expand it. Specifically, we’re nurturing our connection with alumni to propel them to not just give, but to become campus ambassadors.

We’re integrating philanthropy into our culture in a way that’s sustainable. Because to both achieve our goals and meet our challenges, it takes more than immediate capital. It requires an underlying culture that will continue to foster private support.

Want to know more? Here, three key leaders of the Campaign for UC San Diego share their candid thoughts on the importance of fundraising today.
What will UC San Diego achieve with the Campaign?

There are three goals of the Campaign. Number one is reaching our ambitious fundraising goal of $2 billion to support our role as a public university, reimagine our connection with the broader San Diego community, and transform our campus and our world.

An example: We are creating a living and learning campus infrastructure—by building mixed-use facilities that incorporate a wide range of campus needs from student housing, classrooms, and laboratories to multidisciplinary research centers—to promote collaboration and community across the university. This will enhance the student experience, modernize our campus, and spark research and innovation.

Additionally, as a student-centered university, our mission is to provide access to everybody, regardless of their means. For students who are smart, have the means, and are admitted to UC San Diego—no problem. The students of concern to me are the ones who are smart—who have the ability to come here—but don’t have the means. Those are the people who we, as an institution, should be finding ways to support through philanthropy.

The Chancellor’s Associates Scholarship Program is aimed at helping that group. We guarantee 600 students a year a loan-free education. And I plan to expand it to 800. The Campaign will support this sort of increased college access through direct scholarships.

Goal number two is expanding the donor base. And this is strategically a nontrivial goal. In the last campaign, we raised $1 billion, but we did not expand the donor base. Part of expanding the donor base will be establishing an intellectual and social connection with alumni. An institution of our caliber and our age has to be owned by the alumni, but we currently have a transactional relationship with our students: They come here, get a great education, graduate, and get great jobs. We’re trying to bring them back home.

The third goal of this Campaign is building a sustainable culture of philanthropy. What that means is chancellors come, chancellors go; administrations come, administrations go. But the underlying organization for advancement and development should keep on perpetuating itself, keep on supporting the campus, and continually look at ways to improve support for the campus.

Chancellor Pradeep K. Khosla on the ways the Campaign for UC San Diego will change our campus
Why is philanthropic investment so important to supporting nontradition at UC San Diego?

UC San Diego cannot meet its goals without significant private philanthropy.

Funding from the state has continued to erode over the years, and there is no reason to believe that will change anytime in the future. There is no longer state funding for the development and construction of buildings. UC San Diego’s recent planning and construction of the Jacobs Medical Center was only possible due to the contribution of private donors, led by Joan and Irwin Jacobs, who set the stage for major private donations from many individuals in the community. And while federal grant support is strong, it is not necessarily a guarantee due to changes in political policy.

Developing successful partnerships with our donor community is critical to our ability to continue to grow and thrive.

How does the UC San Diego Foundation Board of Trustees help to strengthen the partnership between the campus and our philanthropic community?

Our trustees are key to identifying members of the community who have demonstrated a potential interest in UC San Diego. They are a diverse group of advocates who are typically well known and respected leaders in the community. They have relationships through business, volunteer efforts, alumni activities, and strong social networks that enable them to identify and introduce a broad range of colleagues and friends to UC San Diego and to encourage involvement and support.

And we have a robust recruitment program to engage those community folks to join in by serving on committees, joining other support boards within UC, and ultimately serving on our board of trustees.

Carol Chang, UC San Diego Foundation chair, on philanthropy’s role in supporting UC San Diego
You see a vision of the campus from the perspective of an alumnus. How do you think others see UC San Diego?

Some people see us as this geeky little science school on the beach that is tucked down in the corner of USA and Mexico. Other people see a surfing school. But the word that people seem to use, the word that people gravitate toward, is sleepy. That is so contrary to the reality of what UC San Diego actually is.

We're not a sleepy school. We're one of the world's best.

What role can alumni play as part of the community that supports UC San Diego?

One is give!

The second one—probably just as important—is that alumni need to get much more involved in evangelizing the successes of UC San Diego. We are a top-15 research university in the world. Let's tell people that. We are top 20 for scientific impact, a top-10 public university in the nation ... we're really, really good.

As alumni, we need to shout our accomplishments from the rooftops because people don't know how good we are. When we are having conversations with friends, the media, or potential students, we need to talk about how great a university UC San Diego is. And that will lead to donations that will have a financial impact. And everything else is going to fall into place from there.

Ken Kroner, International Leadership Committee chair, on engaging alumni to support UC San Diego
Universities today face a slew of modern obstacles. State dollars are less dependable. Students are more discriminating. Research partnerships are more difficult to win. So how do we capture and retain the attention of constituencies as varied as legislators, donors, and families?

Well, for UC San Diego, a large part of securing that attention is communicating our uniqueness, drawing upon the connections among our wildly diverse educational and research efforts. We began by defining our campus. We looked at our critical mass of inspired innovators, edgy creatives, and experimental risk-takers. And we discovered that we’re united by a desire to take things apart, learn what makes them tick, and put them back together—in an attempt to make the world better. That’s our central brand identity.

In 2016, we rolled out our reimagined UC San Diego brand, complete with a set of tools to help campus marketers support our new identity. Conceived to unite the many voices of our institution, our new brand identity is no one-size-fits-all solution. It’s flexible and dynamic. In other words, par for the course on our campus.

The most public expression of our unified brand is our new advertising campaign—with its break things better call to action. Presented in a manner that’s impossible to miss, it showcases real-life examples of our take-it-apart-to-make-it-better strategy, featuring cutting-edge breakthroughs from cross-campus faculty. Developed through campus testing and an event-focused soft launch, this full-on print and digital ad campaign is aimed at recruiting the most mercilessly curious students. Other Breakers who will be at home in our community.

Consistency. Sophistication. No-holds-barred differentiation. Leveraging an attention-grabbing identity, we look forward to our conversation with the community in the months and years ahead.

Get ready to break things better.
Curiouser and curiouser and curiouser and curiouser.
And so on and so forth.

If you were that kid who took apart toys instead of playing with them, then maybe you’re one of us. Of course, our toy just happens to be the entire world. No, really. There’s just something in the air here at the University of California San Diego—besides the distinct whiff of Pacific sea salt—that demands we not only examine the world, but gleefully pick it apart. Because what makes us tick is finding out what makes everything else in the world tick. Want proof? Start by examining how our collective, sun-soaked, SoCal heads have been tackling some of the world’s darkest problems for decades. Take our approach to global warming. We have a scientist who hypothesized that spiritual leaders will have a greater influence on solving it than science alone. Intrigued? Good. Now, here’s what else a few of our mischievous minds have been thoughtfully reassembling. We’re using cell phones to bypass outmoded charity models in developing nations and providing cash directly to their citizens. And we’re challenging the prevailing views of feminism using storytelling more along the lines of comic books, of all things. Black freedom struggle? One of our professors unearthed a network of radical African-American female activists dating back to the 1930s, providing a much-needed woman’s touch to what was thought of as a male-dominated history. It’s perpetual puzzles like these that our academic community embraces with childlike fervor. And it’s all part of our save-the-world-with-a-whole-lot-of-curious game plan. Okay, what’s next? ucsd.edu/breakthingsbetter
Top: The UC San Diego Blue Line, launched in partnership with the San Diego Metropolitan Transit System on October 15, 2016, takes our research into the community. Three trolley wraps feature how we look at the world in a different way in order to effect change, save lives, and build minds.

Bottom: As part of our brand rollout, incoming students interacted with breakthrough research via Shakeboarding. Transported to Black’s Beach in La Jolla, California, via virtual reality goggles, they rode riding a unique algae-based sustainable surfboard atop a high-performance shake table that simulated a 9.9 earthquake.
Undergrad Fields of Study
As of Fall 2016

- Arts: 2% (677)
- Social Sciences: 23% (6,347)
- Biology: 23% (6,343)
- Science/Math: 14% (3,973)
- Humanities: 2% (454)
- Special/Undeclared: 17% (4,457)
- Engineering: 20% (5,666)
- Advanced Degree Enrollment:
  - Total Undergraduate Students: 28,127
  - Total Advanced Degree Enrollment: 7,689

Graduate Students on General Campus: 79% (6,784)

- Skaggs School of Pharmacy and Pharmaceutical Sciences: 4% (289)
- School of Global Policy and Strategy: 2% (677)
- Rady School of Management: 21% (1,616)
- School of Medicine: 23% (1,475)
- School of Global Policy and Strategy: 23% (6,347)
- Rady School of Management: 23% (6,347)
- School of Medicine: 23% (6,347)
- Skaggs School of Pharmacy and Pharmaceutical Sciences: 23% (6,347)

Student Fees and Tuition
As of Fall 2016

- Mandatory Resident Fees
  - Undergraduate: $15,683
  - Graduate: $16,630

- Nonresident Tuition and Fees
  - Undergraduate: $42,365
  - Graduate: $31,732

- Professional Mandatory Resident Fees
  - School of Global Policy and Strategy: $25,006
  - Rady School of Management: $46,675
  - School of Medicine: $36,986
  - Skaggs School of Pharmacy and Pharmaceutical Sciences: $36,660

- Professional Nonresident Tuition and Fees
  - School of Global Policy and Strategy: $37,251
  - Rady School of Management: $50,808
  - School of Medicine: $49,231
  - Skaggs School of Pharmacy and Pharmaceutical Sciences: $48,905

Undergraduate Financial Aid and Scholarships
Received by students from all sources (2015–16)

- Grants: $268,280,000
- Loans: $85,900,000
- Scholarships: $14,900,000
- Work-Study: $4,150,000

Fiscal Year 2015–16

- Revenue: $4,253,769,000
- Expenditures: $4,331,816,000

Grants and Contracts (Awarded)

- Health Science: $615,734,000
- Campus: $305,863,000
- Scripps Institution of Oceanography: $148,492,000

Private Support 2015–16

- Total Amount Raised: $212,929,199
- UC San Diego Foundation, Total Net Position Market Value as of 6/30/16: $721,079,000
- Endowed Chairs as of July 2016: 195

Employees
As of June 2016

- Total Full- and Part-Time: 31,648
  - Academic: 9,600
  - Staff: 22,048
- Average Monthly Payroll FY 2015–16: $163,902,854

Student Statistics

- Total Number of Students: 35,816
- Total Undergraduate Students: 28,127
  - Men (51.7%): 14,554
  - Women (48.0%): 13,507
  - Other (0.2%): 66
- Average High School GPA: 2016 Freshmen: 4.05
- Average SAT Score: 2016 Freshmen: 1271