Advancing UC San Diego’s Mission and Tradition of Excellence

Chancellor Pradeep K. Khosla Review

2017 – 2023

University of California San Diego
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Goal Achievement

UC San Diego has made considerable progress toward the long-term strategic goals in line with the first-ever Strategic Plan that we, as a community, created and implemented in 2014. My last review, for the period August 2012 to November 2016, included several accomplishments that we have continued to build upon. In addition, during the last seven-plus years, we have continued to enhance the strategic vision of the campus to keep up with changing times and refine the role and purpose of a leading public university like UC San Diego.

Our refreshed vision is to be a destination public university that is student centered, research driven, patient dedicated and service oriented. We have achieved this — and continue to achieve this — by transforming the campus intellectually through scholarly, artistic, pedagogical, health care and life science initiatives that draw on multiple disciplines and approaches; by transforming the campus physically to become a residential campus designed to support the needs of our increasingly diverse student body; and by transforming the campus culturally through renewing our entrepreneurial spirit of non-tradition, taking calculated risks, creating bold initiatives and connecting to our broader community.

Our campus’s unprecedented expansion has been designed to broaden access and affordability for all students and to support a more diverse and inclusive campus community. This requires increasing student enrollment, equipping students, faculty and staff with state-of-the-art infrastructure, technology and support, and creating strong connections with the region, California, the nation and the world.

Expressing the remarkable expansion of our campus and comprehensively detailing all our achievements is a challenging task; therefore, what follows is an effort to encapsulate the accomplishments of the past seven-plus years. This account utilizes both numerical data and descriptive language, and although neither is exhaustive individually, together they offer a glimpse into the campus’s achievements.

Although this review is structured as the Chancellor’s Stewardship Review, it is important to emphasize that the accomplishments highlighted below are collective accomplishments. Many of these achievements have been realized through collaboration with the Academic Senate and the senior administrative leadership of the campus, including the Chancellor’s Cabinet, deans, provosts and department chairs.

UC San Diego’s Physical, Cultural and Intellectual Transformation

UC San Diego continues to experience a significant and exciting transformation as we activate our campus. Multiple projects are underway across the region to enhance UC San Diego’s presence as a premier destination for students, employees, health personnel, patients and community members. As we look back over the last several years, it is important to highlight the significant advances of the university over the last decade since I began as Chancellor.
Transformation by the Numbers:

- **Faculty**
  - 21% increase in ladder-rank faculty (from 1,432 to 1,733)
  - 107% increase in endowed professorship funds (178 to 369)
  - 156 new endowed chairs
- **Diversity of faculty**
  - 43% increase in women faculty
  - 55% increase in Latinx/Chicanx faculty
  - 107% increase in Black faculty
- **18 new degree programs**
- **2 new departments:**
  - School of Computing, Information and Data Science (SCIDS)
  - Herbert Wertheim School of Public Health
- **4 new departments**
  - Department of Otolaryngology
  - Department of Astronomy and Astrophysics
  - Department of Urban Studies and Planning
  - Department of Neurological Surgery
- **2 departments with proposals under review**
  - Department of Pharmacy Practice and Sciences (Skaggs School of Pharmacy and Pharmaceutical Sciences)
  - Department of Pharmaceutical Sciences (Skaggs School of Pharmacy and Pharmaceutical Sciences)
- **Patents and companies**
  - 400 unique inventions
  - 229 patents worldwide
  - 153 licensed companies
  - 23 licensed startups – ranked 3rd in the nation for startup creation
- **Campaign donors & dollars**
  - $3.05 billion raised in the Campaign for UC San Diego – more than $1 billion above the initial goal of $2.0B
  - $374% increase in endowment ($555M to $2.63B)
  - 164,000 donors
  - 432% increase in average gift size (from $4k to $20.9k)
  - 335% increase in annual fundraising (from $130M to $566M)
- **Patients served**
  - 44% increase in inpatient care capacity (from 544 to 799 beds)
  - 34% increase in inpatient activity (from 27k to 36k discharges)
  - 205% increase in outpatient activity (from 662k to 1.4M visits)
  - 1st hospital in the nation to offer accredited geriatric emergency department care
Recently acquired Alvarado Hospital – renamed UC San Diego East Campus Medical Center – to expand our network of care

- Adds a 302-bed medical facility, an emergency department, a remodeled intensive care unit and expanded behavioral health services and connects more patients with high-quality care for the benefit of the region

- Students
  - 148% increase in first-year applications (from 61k to 151k) - 2nd most applied to university in the nation
    - 133% increase in total number of students from underrepresented groups
    - 130% increase in Latinx students
    - 181% increase in African American/Black students
    - 38% increase in Native American students
  - 49% increase in undergraduate students (from 22,676 to 33,792)
  - 2,577 Chancellor’s Associates Scholars (chancellor-initiated undergraduate scholarship program that guarantees debt-free graduation)
  - 500 new scholarships: 315 undergraduate scholarships, 184 graduate scholarships
  - 32% increase in 4-year graduation rate (from 56% to 74%)
  - 57% increase in 2-year graduation rate among community college transfers (from 35% to 55%)
  - 43% increase in graduate degrees awarded (from 1,914 to 2,731)

- Housing
  - Largest residential housing expansion in the country
  - 3rd in the nation for on-campus student housing
  - 2-year housing guarantee at 20% (or more) below market rate and moving toward goal of 4-year housing guarantee at 20% below market rate
  - 63% increase in total student beds (fall 2014: 14,700 to fall 2024: 24,000)

- Other Items
  - 129% increase in annual revenues (from $3.4B to $7.8B)
  - 74% increase in research funding (from $1.01B to $1.76B)
  - 144% increase in number of women in senior leadership roles (Chancellor’s Cabinet, college provosts, deans) (from 9 to 22)
  - 195% increase in number of women in management and senior professional (MSP) positions (from 424 to 1,250)
  - Added 10 million square feet of academic space for a total of 21 million square feet, effectively doubling capacity over the past decade.

Expanding Opportunity and Excellence

UC San Diego's dedication to excellence and expanding opportunity is the cornerstone of our positive community impact. We remain steadfast in our efforts to enhance access, opportunity and affordability through our ongoing development and growth. Through initiatives aimed at ensuring affordability and
expanding diversity, equity and inclusion, UC San Diego is actively shaping a workforce that mirrors our regional community and is equipped to navigate a dynamic global landscape. These efforts underscore the university’s commitment to preparing a diverse and capable generation of leaders poised to address the challenges of an ever-changing world. We continue to make progress as we advance the academic mission of the university while ensuring we work to create an environment in which our faculty, staff and students can flourish. Some of the examples include:

**Becoming a minority serving institution:** UC San Diego has doubled underrepresented students in the last 10 years, achieved AANAPISI status in 2022 and has reached 25% Latinx enrollment as of fall 2023.

**Expanding capacity:** We have significantly grown our undergraduate and graduate student population in the last 10 years, outpacing our infrastructure growth at times. We continue to expand learning opportunities, including building more distance learning, master's programs and summer capacity. We have added more California residents than any other UC campus, demonstrating our commitment to access.

**Debt-free pathways for UG:** We have continued to expand the Chancellor’s Associates Scholars to 2,577 students. The Chancellor’s Associates Scholarship Program (CASP) is an undergraduate scholarship I created in 2013 to support local, high-achieving students. The program ensures that students’ expenses are covered and they graduate loan-free. We emphasize full usage of work-study dollars for students and units.

To qualify, these are students who:

1) have been admitted to UC San Diego
2) are California residents
3) have demonstrated financial need and family incomes of less than $80,000

CASP provides a wide range of services and opportunities to ensure that scholars thrive as UC San Diego undergraduate students and are fully engaged in academics, student life and university experiences.

**Timely graduation without equity gaps:** The campus has taken on new initiatives to address this issue head on, including erasing equity gaps, developing program reviews targeting “equity in the major” and using curricular analytics tools assisting with streamlining curricula.

**Growing and diversifying graduate students:** We continue the growth of PhD programs commensurate with research expansion and participation in the California Consortium for Inclusive Doctoral Education (CCIDE) and The PhD Project, while at the same time putting our current focus on master’s and professional programs, including online.

**Growing and diversifying faculty:** In the last decade, our total faculty numbers have grown by 21%, with the addition of more than 300 new faculty positions. We have initiated three Advancing Faculty Diversity hiring clusters and UC’s only National Institutes of Health (NIH) FIRST hiring cluster. The implementation of these initiatives led to the successful recruitment of 20 new faculty members, all of whom are faculty
of color. Our 3-year faculty growth plan targets areas of enrollment growth and continues to build our Equity, Diversity and Inclusion Accountability Framework and full participation in the American Association for the Advancement of Science-initiated STEMM Equity Achievement Change Initiative (SEA Change).

Transformation and Community Connections

UC San Diego stands as a vital community asset in San Diego. Our campus serves as a hub of innovation, fostering collaboration and driving economic growth within the region and beyond. We are becoming a destination for pioneering research, health care excellence, and vibrant arts and culture. By prioritizing initiatives to enhance mobility and access to campus, we are actively working to bridge gaps and foster inclusivity. UC San Diego not only enriches the local community through educational and cultural offerings, but also thrives on the vibrant exchange of ideas and resources facilitated by engagement with the broader community. We have multiple construction projects completed and underway to further activate our campus and transform the university into a premier destination for students, patients, faculty, staff and the community.

Some recent projects include:

**Park & Market**: Park & Market opened in downtown San Diego in May 2022 and provides a mix of public, business, arts and educational space. It is conveniently positioned near the UC San Diego Blue Line trolley, linking the campus with the U.S.-Mexico border. Park & Market is strategically located in the heart of East Village, alongside educational institutions, firms and entrepreneurs specializing in innovation, technology and the creative arts. By bringing together a wide range of talent and resources at Park & Market and sharing all the benefits of UC San Diego with our neighbors, we aim to catalyze positive change in the community, economically, culturally and socially.

**Triton Center**: The Triton Center began construction in June 2023 and will stand as a central hub on our campus, offering an array of essential amenities and services to support our rapidly expanding and diverse student population. With its pedestrian-friendly design and inclusive atmosphere, the Triton Center will serve as a vibrant campus gateway, welcoming students, faculty, staff, alumni and visitors alike.

This state-of-the-art facility will house expanded student support services, including instructional support, mental health and well-being services, along with various academic resources. Highlights include the expansion of the Teaching + Learning Commons program, permanent facilities for the Transfer Student Success Hub and a new building dedicated to student and mental health services, integrating urgent care, primary care and Counseling and Psychological Services (CAPS) under one roof. Additionally, the Triton Center will feature an Alumni and Welcome Center, a versatile event space, and The Strauss Family Gallery for world-class, experiential art and campus programs. These are all designed to foster engagement and collaboration within the university community.
UC San Diego Blue Line Trolley: A new connection to our regional community — and to Mexico as well — opened on Nov. 21, 2021. The Mid-Coast Trolley extends the existing UC San Diego Blue Line from the San Ysidro port of entry directly into the heart of our campus in La Jolla, increasing the mobility of our binational region. The estimated time to travel from San Ysidro/International Border Station to Park & Market Station is 36 minutes, from Park & Market Station to Pepper Canyon Station on campus is 39 minutes, and from San Ysidro/International Border to Pepper Canyon Station is 75 minutes.

Other significant projects include: Epstein Family Amphitheater, Torrey Pines Fire Station, Birch Aquarium, Price Center West Food Court/Plaza Renovation, Ventanas

Academic Space

We actively are transforming our campus to accommodate the growing student population and foster interdisciplinary collaboration. Coinciding with the opening of the UC San Diego Blue Line, the university is undergoing a significant $7 billion construction initiative, aimed at expanding both classroom and research facilities while doubling student housing capacity, almost all of this done without any support from the state. To foster increased prominence for arts and humanities and social sciences, we built the first two buildings for humanities and social sciences. With nearly 34,000 undergraduate students enrolled as of Fall 2023, investing in expanded academic spaces underscores UC San Diego's commitment to nurturing the future leaders of our world.

Our unique eight-college system further enhances the student experience, providing personalized support services, residential communities and distinct traditions for each college. Emphasizing academic freedom and interdisciplinary cooperation, the college system approach cultivates a vibrant academic environment conducive to innovation and broader community engagement. We added two additional college – Seventh and Eighth – to further improve student experiences and outcomes.

Some recent projects include:

Design & Innovation Building (DIB): Completed in 2021 and spanning 74,000 square feet, the Design & Innovation Building serves as a campus hub aimed at fostering community partnerships, innovation and cross-disciplinary collaboration. DIB provides adaptable, multipurpose spaces and facilitates programs, meetings, studio and hands-on learning. This centralized facility consolidates design and innovation activities previously scattered across campus allowing our students to develop their ideas in our makers space with the possibility of taking them into translational application through our Entrepreneurship Center. Strategically located adjacent to the new Pepper Canyon Light Rail Transit (LRT) station, it not only enhances campus accessibility but also serves as a prominent entry point, symbolizing UC San Diego's commitment to fostering creativity and driving societal impact.

Franklin Antonio Hall: Franklin Antonio Hall, opened in 2022, serves as a hub for interdisciplinary collaboration by providing shared laboratories and workspaces to facilitate innovative research. Made possible by a $30 million donation from Franklin Antonio, it stands as the campus's first building named after an alumnus. Spanning 200,000 gross square feet, the hall includes laboratories, classrooms, faculty
offices, meeting spaces, an auditorium and a café. It also hosts the Institute for the Global Entrepreneur (IGE), dedicated to swiftly translating campus-generated ideas into market-ready innovations. Through fostering partnerships between academia and industry, IGE accelerates the innovation-to-market process, thereby enhancing the university's impact on the global entrepreneurial landscape.

Halıcıoğlu Data Science Institute (HDSI): The interdisciplinary Halıcıoğlu Data Science Institute (HDSI) was established in 2018 as the center for data science at UC San Diego. Leveraging the university's expertise in collaborative efforts across various fields and data science, HDSI serves as a robust platform for researchers campus-wide to integrate data science into their areas of study, enhancing their capacity to comprehend and forecast phenomena in our surroundings.

School of Computing, Information and Data Science (SCIDS)

In 2022, the UC San Diego Academic Senate voted to create an administrative home for HDSI and the San Diego Supercomputer Center (SDSC), approving the creation of a new School of Computing, Information and Data Science (SCIDS).

The broad mission of the proposed School of Computing, Information, and Data Sciences (SCIDS) will include student training and experience, research excellence, and development and sustenance of the next generation data infrastructure. The educational mission is manifold. The new School will provide a home for the increasing student population in the Data Science Undergraduate and Graduate Programs and serve as a nerve center for data and computational science-related educational activities bridging all academic units on campus. SCIDS will help bring all academic units on campus into a modern “big data” era and train next generation domain specialists who efficiently use emerging disciplinary data to engender new knowledge.

Halicioglu Data Science Institute (HDSI) will acquire a department status in SCIDS and be the primary data science unit in SCIDS reporting to the Dean of SCIDS. It will, in addition to its educational and research mission, continue to function as an interdisciplinary campus unit vis-à-vis bringing data sciences broadly to multiple disciplines on campus. In addition, as outlined in the proposal for the new school, several existing academic departments may establish dotted line relationships to SCIDS.

Ted and Jean Scripps Marine Conservation and Technology Facility: The Marine Conservation Technology Facility (MCTF) at UC San Diego, established in May 2023, is the central hub for the Center for Marine Biodiversity and Conservation. Built upon UC San Diego's longstanding commitment to ocean and climate science, MCTF is set to play a key role in global marine biodiversity and conservation efforts. With modern classrooms facilitating innovative training programs and a basement dedicated to a saltwater research aquarium supplied directly from the Pacific Ocean via the Scripps Pier system, MCTF enhances research and academic coursework in marine sciences for both undergraduate and graduate students.

Multidisciplinary Life Sciences Building: Set to begin construction in late 2024 as a 200,000 square-foot facility, this building will collocate research programs from the School of Medicine and School of
Biological Sciences. This also will house the Thermo Fisher Technology Sandbox, a state-of-the-art facility for collaborative research, education and entrepreneurship.

**Science Research Park:** Science Research Park will span 23 acres on the east side of campus and serve as a dynamic hub for corporate and academic partnerships aimed at advancing research, commercialization and student preparation for the workforce. Current tenants of Science Research Park include the La Jolla Institute for Immunology (operational since 2006) and the Center for Novel Therapeutics (operational since 2019). This project accommodates new buildings and parking structures strategically positioned to prioritize pedestrian accessibility and maximize daylight. Science Research Park will be a vibrant center of research development and commercialization in southern California, further solidifying our position as a global leader in research and startup creation. Construction begins in Fall 2024.

**Viterbi Family Vision Research Center:** The facility will provide approximately 100,000 gross square feet of new space for research on various ophthalmologic diseases as well as expand interdisciplinary collaborations across campus and the San Diego community to accelerate the pace of discovery and innovation for vision research. This is expected to open in 2025.

**Other significant projects:** Tata Hall (Chemistry and Biological Sciences building), Kendall-Frost Marsh Reserve Field Station (Mission Bay), Scripps Ocean-Atmosphere Research Simulator (SOARS)

### Arts and Culture

UC San Diego is deeply committed to the arts. We are the proud home of esteemed arts departments, degree programs and partnerships, positioning us as a champion of arts in San Diego. Our campus provides abundant opportunities for experiencing art, culture and entertainment in various formats and venues, further enhanced by the accessibility brought by the light rail system. Through ongoing development, UC San Diego continues to expand its offerings, ensuring inclusivity and reflecting campus priorities. Embracing a strategic vision, the university aims to become a welcoming hub for arts, culture and lifelong education, both for its campus and the wider San Diego community. This entails elevating arts programs as integral components of our identity, alongside science and engineering. We have integrated advisory groups and are developing a comprehensive strategy to enhance the arts, involving input from artists, students, faculty, alumni and the community to realize our vision of becoming a destination for art and culture.

Examples include:

**Craft Center**

The UC San Diego Craft Center, situated in the North Torrey Pines Living and Learning Neighborhood, spans 11,000 square feet and offers a variety of hands-on art classes. With a team of skilled artist instructors, the center provides instruction in ceramics, jewelry making, surfboard shaping, culinary arts
and more. The Craft Center serves as a dynamic space for artistic expression and community engagement on campus.

**Epstein Family Amphitheater**

The Epstein Family Amphitheater is a state-of-the-art 2,500 seat performance venue in the heart of UC San Diego that opened in 2022. The UC San Diego Blue Line conveniently connects Epstein Family Amphitheater to the broader San Diego community. The first in a series of transformational developments designed to create a grand entrance to the campus, the amphitheater invites all San Diegans to experience the unique interdisciplinary integration of art and entertainment, research and education that embodies the campus culture.

**Strauss Family Gallery (Triton Center)**

The Strauss Family Gallery at Triton Center, set to open in 2026, is a testament to the generosity of Matthew and Iris Strauss and the Strauss Family Foundation, who have donated more than 100 pieces of contemporary art to UC San Diego. The gallery will focus on the intersection of art, technology, science and culture.

Other significant projects: Conrad Prebys Music Center, La Jolla Playhouse, Mandeville Auditorium Renovation

**Division I Athletics**

Seven years ago, UC San Diego embarked on a transition to NCAA Division I. This transition was supported by both the Associated Students and the Representative Assembly of the Academic Senate. Additionally, students passed a referendum that fully paid for UC San Diego’s transition to D1. Despite challenges, including a pandemic-interrupted inaugural season, the university's commitment to athletic excellence remains steadfast. With 17 of our 23 sports competing in The Big West, we are in the final year of our NCAA-mandated four-year transition and poised to enter Fall 2024 eligible for postseason competition across all sports. UC San Diego already is competitive in the Big West conference, with our men’s baseball team winning the conference title in 2023.

Our transition to Division I athletics not only invigorates campus spirit but also enriches the student experience by providing exciting opportunities for engagement and connection through sports. This move to Division I has not only expanded scholarship opportunities for scholar-athletes but also spurred facility upgrades, benefiting both athletes and the broader campus community. UC San Diego scholar-athletes maintain high academic standards, with an average GPA of 3.38, outpacing the undergraduate average of 3.32. Furthermore, with 57% of scholar-athletes on athletic scholarships and a graduation rate surpassing that of any other public institution in Division I, UC San Diego continues to excel both on the field and in the classroom, ensuring a bright future for its athletes and community alike. By fostering a culture of athletic excellence alongside academic achievement, we position ourselves as a pillar of educational excellence and a premier destination for sports entertainment in San Diego.
Housing

As the third-largest provider of on-campus housing in the nation, with a two-year housing guarantee already in place, we remain steadfast in our mission to alleviate the housing burden for our community members, with aspirations of becoming the single largest on-campus housing provider by 2025.

In the face of escalating housing challenges for students, staff and faculty, UC San Diego has demonstrated an unwavering commitment to expanding on-campus housing accessibility. Over the past decade, as enrollment surged to meet the growing needs of Californians, the university experienced unprecedented undergraduate student growth, necessitating a strategic response to housing demands. Recognizing the urgency of the situation, we embarked on an ambitious endeavor to bolster our housing strategy, pledging to work toward a four-year housing guarantee at 20 percent below market rate or more for both graduate and undergraduate students.

The pandemic's onset exacerbated existing housing pressures, prompting the removal of triple-occupancy rooms for health concerns and a subsequent reduction of on-campus inventory by about 2,000 beds. This reduction, coupled with a staggering 30 percent increase in off-campus rental prices, created a surge in demand for on-campus housing. In response, we launched our first mixed-use, living and learning complex, North Torrey Pines Living and Learning Community. The six-building complex addressed our combined goals of enhancing internal and external campus connectivity, by integrating housing, student services, academics, entertainment and dining into one comprehensive community.

Following the successful development of the North Torrey Pines Living and Learning Community, the university swiftly initiated three additional new housing projects — the Theatre District Living and Learning Neighborhood, Pepper Canyon West Living and Learning Neighborhood and Ridge Walk North Living and Learning Neighborhood. These projects collectively will add 5,700 new undergraduate beds to the campus inventory. By fall 2025, we anticipate accommodating nearly 22,000 students on campus, a significant step toward realizing our goal of offering a four-year housing guarantee at 20 percent below-market rates.

UC San Diego also prioritizes providing housing options for faculty and staff in response to the challenging local housing market. The university is actively developing housing projects, strategically located near the UC San Diego Blue Line. Completed projects like the La Jolla del Sol apartments near campus and Framework apartments, with 87 units downtown, underscore this commitment. Future endeavors like the Regents Road development comprising 1,600 units and the Morena Boulevard site, which includes faculty and staff housing alongside neighborhood-scale retail, highlight our dedication to providing accessible and sustainable housing solutions for our employees.

Housing projects currently underway include:

**Theatre District Living and Learning Neighborhood**: This project includes five buildings ranging in height from nine to 21 stories to provide approximately 2,000 new beds for undergraduate students, residential life and administration offices for a new college, general assignment classrooms, meeting
space, restaurants and retail space for approximately 900,000 gross-square-feet total. This project has partially opened and will be fully open in fall 2024.

**Pepper Canyon West Living and Learning Neighborhood**: This $600 million project will provide approximately 1,300 single-occupancy rooms for transfer and upper-division students in response to high demand for below-market, on-campus housing. The project will add 580,500 gross-square-feet in two 22- and 23-story towers, with connected five-story buildings featuring outdoor terrace seating. This is expected to open in fall 2024.

**Ridge Walk North Living and Learning Neighborhood**: This neighborhood will provide approximately 2,400 beds and provide space for Thurgood Marshall College, the School of Global Policy and Strategy and the Department of Economics in the School of Social Sciences. It will include 19 new classrooms and a 150-seat lecture hall for campus-wide academics as well as student dining, wellness programming, student support services, study lounges, co-working spaces, outdoor gathering spaces and public art.

**Other significant projects**: Mesa Housing Neighborhood, Nuevo West, Nuevo East

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**Health Enterprise and Patient Care**

UC San Diego Health has emerged as a leading destination for patient care and innovative health care solutions. We have grown significantly in the last seven years, ranking No. 1 in the San Diego region and securing a coveted spot on the National Honor Roll, recognized among the top 20 hospitals nationwide by U.S. News & World Report.

UC San Diego Health comprises a dedicated team of 13,500 health staff members and more than 1,100 licensed beds, allowing us to accommodate more than 36,000 annual hospital admissions and 1.3 million outpatient visits and surgeries each year. Facilities like the Gary and Mary West Emergency Department, opened in 2019, reflect our ongoing commitment to providing exceptional and personalized care. It is California’s first accredited senior emergency care unit, symbolizing our commitment to meeting patients’ needs with comfort and tailored treatment plans.

We continue to make long-term growth a priority by expanding and aligning our delivery network. To do this, growth must be supportive of the organizational mission, address inpatient capacity challenges and outpatient access priorities via initiatives that can be self-supporting, geographically expansive and accessible to maintain significance and support health equity.

Some key examples of this long term include:

**New Hillcrest Hospital**: We passed the midway point on the construction of the new McGrath Outpatient Pavilion. We also plan to increase the number of beds from 323 to 460 beds to serve the community. We will grow “anchor” programs in cancer, trauma, burn and neurosciences. In addition, we will expand critical care and intervention platforms, while providing a comprehensive environment for faculty.
New Rancho Bernardo Hub: Our future Rancho Bernardo Hub will span 150,000 square-feet and offer a comprehensive array of health care services. From primary care to advanced imaging, infusion, radiation oncology and outpatient surgery, this hub will cater to the diverse medical needs of the community. As a public-private project, with plans moving forward to select a developer, the Rancho Bernardo Hub represents a significant step toward providing cutting-edge health care services to the region.

New La Jolla Inpatient Tower and Outpatient Pavilion: Our initial planning includes building an outpatient pavilion to increase the capacity of the Koman Outpatient Pavilion, which opened 2018. Plans also include construction of a 250-bed tower that will provide additional capacity and elevate our distinction as a destination hospital in San Diego County. The expansion will target cardiac and transplant care capacity, adding 12 state-of-the-art operating rooms. Renovations will alleviate current patient flow challenges, reduce emergency department wait times and create a positive margin to support overall system growth.

Alvarado Hospital Acquisition: We purchased our first community hospital and are upgrading the 302-bed facility to meet state seismic requirements. The addition of UC San Diego Health East Campus is helping to manage high inpatient admissions and congested emergency departments at both of our academic medical centers in Hillcrest and La Jolla.

JPA with Tri-City Medical Center: Tri-City Health District selected UC San Diego Health as a health care partner, and we are now in the process of negotiating a joint powers agreement. Once completed and approved by the UC Regents, UC San Diego Health will take over the title of Tri-City Medical Center facilities in Oceanside, Carlsbad and Vista to provide administrative, clinical and operational management for their health services with direct input and guidance from a diverse community board.

Equity, Diversity and Inclusion Progress

UC San Diego is firmly committed to fostering an environment in which every individual feels valued and empowered with a sense of belonging. Anchored in our Strategic Plan for Inclusive Excellence, we prioritize initiatives that promote diversity and ensure equitable access to opportunities for all members of our community. From robust faculty and staff recruitment endeavors to initiatives aimed at enhancing access and affordability for students, we actively work to dismantle barriers and promote inclusivity at every level. We recognize that embracing equity, diversity and inclusion enriches our campus culture, fosters innovative solutions and ensures that our community reflects the rich tapestry of California’s diverse population.

Cultivating equity, diversity and inclusion and promoting access are top priorities in UC San Diego’s Strategic Plan, and we are well on the way to achieving HSI status. This year, we have reached 25% Latinx enrollment. Our efforts include increased outreach, information, brand presence and Latinx affiliation. We created Mi Universidad, a program for prospective Latinx students and families to learn more about the pathway to college and the inclusive, supportive resources we offer and expanded the Raza Resource Centro. A new strategic initiative includes the Latinx/Chicanx Academic Excellence
Initiative, which is designed to ensure that California’s fastest growing student population feels welcome, supported and able to thrive at UC San Diego. This means attracting and supporting a diverse faculty, staff and student community, making UC San Diego a place where generations rise. We also continue our established programs such as the Black Academic Excellence Initiative and Leaders for Equity Advancement and Diversity (LEAD) Fellows.

Through three faculty hiring cluster initiatives, we added 20 new faculty of color to our community of scholars in 2023. The first initiative, “Bridging Black Studies and STEM,” explores the experiences of Black and African American communities across issues in STEM. The "Latinx/Chicanx Cluster Hire Initiative” bolsters our research focus on issues affecting the Latinx/Chicanx community. The third initiative, “Designing Just Futures,” focuses on interdisciplinary hiring at the cornerstone of design and social justice, for the advancement of Indigenous, Black and migrant futures. We also have benefited from the Faculty Institutional Recruitment for Sustainable Transformation (FIRST) program, funded by NIH. The FIRST program aims to increase faculty diversity in medicine, public health, pharmacy and the life sciences. Consistent, university-wide use of Faculty Equity Advisors, implicit bias training and contributions to diversity statements also have driven disproportionate growth in faculty from underrepresented groups.

In FY 2022, UC San Diego was designated as an Asian American and Native American Pacific Islander-serving institution. In 2023, 40% of our undergraduate student population identified as Asian American or Native Hawaiian and Pacific Islander.

In addition, we had the first of what will be many gatherings with Native American tribal leadership. We will work with these leaders to develop outreach and engagement opportunities for regional tribes with the goal of building pathways for their students. Additionally, we expanded the Intertribal Resource Center, created a Native American Culture Bearer position and implemented a Native American and Indigenous Studies program.

UC San Diego increased the percentage of underrepresented undergraduate students by 133% between 2012 and 2023, compared to 61% systemwide. From 2014 to 2023, our total faculty grew by 21%, but women faculty increased by 43%, Latinx/Chicanx faculty increased by 55%, and Black faculty increased by 107%.

Innovation

UC San Diego is deeply committed to fostering a culture of innovation, community partnership and cross-disciplinary collaboration. Recognized globally as an innovation leader driving social and economic prosperity, we are committed to accelerating the commercialization of UC San Diego innovations and contribute to a sustainable society. We strive to empower a diverse entrepreneurial culture on campus and continue to strengthen our world-class, dynamic innovation ecosystem. By bringing together experts from various fields and collaborating with regional community partners, we aim to create solutions to complex challenges and drive positive change. Our commitment to innovation is reflected in
our cutting-edge research, our state-of-the-art facilities, and our dedication to providing students and staff with the resources they need to thrive.

UC San Diego is among the top institutions in the country for patents, startups and idea generation as we forge a path to becoming the most innovative interdisciplinary university in the country. We are third in the nation for startup creation, based on a 2021 survey by the Association of University Technology Managers, and we have launched more than 1,000 start-ups — companies that utilize, or have utilized, technology created at UC San Diego. These startups have raised more than $4 billion in capital since 2012. Within the University of California system, one out of four inventions originate at UC San Diego, making it the most prolific inventor community in the system.

UC San Diego has a goal to double the number of high-impact companies that spin out of the university in 5 years. Currently, there are five proof of concept programs and 14 accelerators and incubators, and $4 billion has been raised by UC San Diego startups and companies.

In FY 2023, there were 390 unique disclosures of viable inventions, placing us among the world’s top innovation universities, and UC San Diego disclosures led to more than 200 patents (including both U.S. and non-U.S.), 15 licensed startups and more than $200 million in committed industry funding. Sixty-two percent of spinoffs in fiscal 2023 were in the life sciences, including biotech, medtech and pharmaceuticals. In summer 2023, UC San Diego became the first campus in the UC system to invest directly in one of its own spinoffs by providing seed funding to LIMBER Prosthetics and Orthotics, which was founded at UC San Diego by two alumni while they were still students at Jacobs School of Engineering.

We have a 10-year strategic partnership with Thermo Fisher Scientific, which was built on four programs that will enhance each organization’s existing pathways to develop novel technologies, reduce our carbon footprint and train a more diverse and equitable workforce. In August 2023, UC San Diego celebrated its new Thermo Fisher Technology Sandbox, a partnership designed to accelerate collaboration, discovery, technology transfer, workforce development and data analytics.

Our innovation ecosystem generates wide-ranging economic impact. Technologies invented by UC San Diego are being put into practice by companies in 30 states across the U.S., and more than 30,000 jobs and billions of dollars in sales are attributable to active UC San Diego-related companies.

**Philanthropy**

Our highly successful Campaign for UC San Diego was launched in 2012 with a goal of $2 billion. The Campaign concluded in 2022 with more than $3.05 billion in contributions – more than $1 billion above the initial goal – from more than 164,000 donors, including 46,000 alumni and 122,000 new contributors. The accomplishment earned us the distinction as the youngest university in the country to reach a multibillion-dollar milestone in a single campaign. Notable achievements include surpassing the
$3.05 billion mark, with more than $1.57 billion allocated to campus development, including support for the Scripps Institution of Oceanography, and $1.48 billion directed toward UC San Diego Health and medical education. The Campaign also saw a significant increase in alumni engagement, with contributions soaring by over 1,300% compared to the previous campaign. Key gifts included the first major alumni gift of $75 million from Taner Halıcıoğlu to establish the Halıcıoğlu Data Science Institute. This success reflects UC San Diego's dedication to enhancing accessibility to higher education, driving innovative research and serving the community.

We are continuing our fundraising momentum as we set our sights on another ambitious comprehensive fundraising campaign.

Key gifts since the close of the last campaign include:

- **McGrath Outpatient Pavilion, $25 Million**: This gift from the McGrath Family Foundation supports the new outpatient pavilion at UC San Diego Health – Hillcrest Medical Campus, slated to open in 2025. The six-floor, 250,000-square-foot McGrath Outpatient Pavilion will address the growing demand for specialized diagnostic, treatment and surgical services in areas including oncology, neurosurgery, urology, ear nose and throat and orthopedics.

- **Strauss Family Meta Gallery, $12.3 Million**: Matthew and Iris Strauss and the Strauss Family Foundation donated a world-class collection of contemporary art to UC San Diego. The collection, which will be exhibited in the Strauss Family Meta Gallery at Triton Center, comprises more than 100 pieces by renowned artists from around the globe.

- **Brian C. Malk Hall and Sunset Overlook, $11 Million**: A $10 million donation, recognized with the naming of Brian C. Malk Hall, supports the programmatic expansion of the nationally ranked UC San Diego Department of Economics. The gift also provides $1 million in funding for a new Sunset Overlook, which will offer public access to sweeping views of the coast and Pacific Ocean above Scripps Institution of Oceanography.

- **UC San Diego Gene Therapy Initiative, $5 Million**: The Nancy and Geoffrey Stack Foundation helped launch the Gene Therapy Initiative at UC San Diego, with the goal of meeting the vast need for treatments for genetic disorders, including those that are rare. The donation is fueling research and gene-based therapies to benefit children and adults.

- **UC San Diego Sanford Stem Cell Institute, $150 million**: This gift positions the campus as a leader in developing and delivering the therapeutic promise of human stem cells, which have the potential to treat, remedy or cure a vast array of conditions and diseases.

- **Shu Chien-Gene Lay Department of Bioengineering, $25 million**: This naming gift provides sustained support for students, faculty and teaching facilities in the bioengineering department at the UC San Diego Jacobs School of Engineering.

- **Center for Health Innovation, $20 million** The goal is to develop AI algorithms and models that proactively improve personalized treatment, health equity and patient experience, person by person.

- **Meta-Institute for Airborne Disease in a Changing Climate, $15 million**, This cross-campus collaboration focuses on research to better understand aerosolized pathogens and their impact,
which could include health issues such as allergies, asthma and systemic diseases spread by aerosol transmission, such as COVID-19.

Additionally, alumni have come together to support Triton Center, the new heart of campus currently under construction, which will be home to the Triton Alumni and Welcome Center. Taner Halicioğlu ‘96, donated $25 million to the project, while other significant alumni donors include Sandra Timmons ‘81, and Richard Sandstrom ‘72, Ph.D. ‘79 and Jim Kaplan ‘84.

Research Progress and Rankings

UC San Diego continues to elevate our prestige and distinction through a dual focus on climbing national and global rankings and expanding our sponsored research portfolio. As we climb in rankings, we solidify our reputation as a world-class institution, attracting top talent and investment. Our commitment to groundbreaking research and innovation drives an increase in sponsored research dollars, further enhancing our academic excellence and impact on society. This dynamic combination of academic achievement and research prowess cements UC San Diego’s position as a leader in higher education, propelling us into the global community as a destination for innovation and discovery.

Over the last decade, UC San Diego’s research enterprise has grown 74% from $1.01 billion to $1.76 billion in sponsored research. This is the 14th consecutive year that we have surpassed $1 billion in sponsored research.

The most recent Clarivate Highly Cited Researchers list includes 71 of our researchers and scientists, ranking UC San Diego 7th in the world and 1st among all University of California campuses. The list includes at least a dozen faculty who have launched companies with patents started at UC San Diego.

UC San Diego was ranked No. 6 best public university by U.S. News & World Report and No. 3 best public university by Forbes. We earned 5 stars — the highest ranking available — in Money’s Best Colleges in America list, which recognizes colleges that provide both quality and affordability.

Other notable rankings:

- #1 Top “Golden Age” University, Times Higher Education
- #4 University in the nation, #19 University in the world, Academic Ranking of World Universities (ARWU)
- Second-most applied to university in the country, U.S. News & World Report
- #1 Largest non-federal employer in San Diego County, Indeed
Return to Learn: UC San Diego’s Award-Winning Pandemic Response

In response to the COVID-19 pandemic, UC San Diego made national headlines in 2020 and 2021 for our innovative Return to Learn plan. We brought together UC San Diego physicians, clinicians, public health experts, molecular biologists, infectious disease experts, bioinformatics specialists, disease modelers and technologists to incrementally redensify campus as safely as possible. UC San Diego was first in the nation to announce such plans and was successful at bringing back 25% of the campus’s regular population of students and employees. Led by the plan’s three main pillars of viral detection, intervention and risk mitigation, the campus set the standard for data modeling during a pandemic, developed cutting-edge innovations in indoor airflow reconfiguration, successfully piloted Apple and Google’s CA Notify mobile notification technology and created convenient self-administered testing kit vending machines for students and employees.

The goal of Return to Learn was simple: return to what we do best — teaching, learning, conducting pioneering research and serving our communities — in the safest way possible. The strategy was made possible by the breadth and depth of our scholars’ expertise in immunology, microbiology, data science and public health, along with the heroic actions of UC San Diego Health, our students, staff, faculty and community partners. We utilized a science-based, real-time approach to maintain low infection rates among the campus community and keep our staff, students and faculty as safe as possible. Throughout the pandemic, we served as a model of best practices for other institutions and K-12 systems regionally and globally.

UC San Diego continued to augment campus operations to meet its mission during the COVID-19 pandemic. Through quick action and in partnership with UC San Diego Health, we were able to make significant changes to meet our academic and clinical mission while minimizing financial impacts. We successfully increased our campus population in the 2020 fall quarter with a hybrid approach to instruction and our ACE Award-winning Return to Learn program.

Through distancing, masking, daily screening, weekly asymptomatic testing, wastewater testing and the use of predictive modeling developed by our faculty and health teams, we maintained an infection positivity rate between 0.7 to 1.8% throughout the second wave of the pandemic (Dec. 22, 2020 – Jan. 19, 2021), while San Diego County ranged from 9.7 to 14.4%.

Campus Operations

Faculty and researchers returned to campus, staying within capacity limits set by San Diego County and CDPH. Our then-$1.4 billion research enterprise continued to progress through our thoughtful Continuity of Research strategy. Staff incrementally re-densified campus with the help of our Return to Campus strategy. Taking what we have learned about remote work during the pandemic, we have increased options for flexible work agreements when business models permit. UC San Diego
implemented a full return to in-person operations for the 2021 fall quarter, with remote modality options for international students who were unable to enter the U.S. due to visa and/or travel restrictions imposed because of their local pandemic conditions.

**COVID-19 Vaccinations**

UC San Diego’s COVID-19 response was widely recognized for its science-based, real-time approach to maintaining a low infection rate, ensuring educational continuity and offering student support. Our innovative plan brought students back to campus in a strategic and safe manner guided by risk mitigation, virus detection and intervention. When it was determined that vaccines were available but the infrastructure and mechanism to deliver them to patients was not in place, UC San Diego Health took swift action and partnered with the San Diego Padres, the City of San Diego and the County of San Diego to create the state’s first vaccination superstation at Petco Park. In February 2021, we opened a second vaccination station on campus, and in March 2021, we launched a mobile vaccine unit to better reach underserved communities. As reported in April 2021, UC San Diego delivered 400,000 of the one million vaccines delivered by the UC system (40%).

Return to Learn officially ended on May 11, 2023, as the acute phase of the pandemic faded and the federal government ended the COVID-19 public health emergency.

**Future of UC San Diego: Strategic Plan Refresh**

The cultivation of a vibrant and inclusive campus community, reflective of the diverse perspectives and backgrounds in California, is central to our vision. With a focus on becoming a destination campus, UC San Diego aims to attract top talent from around the world, creating an environment rich in innovation, collaboration and creativity. We seek to enrich the campus experience for all members of our community by embracing the arts and culture as integral components of our identity.

In 2023, we began the process of refreshing the Strategic Plan to reflect the current context and continue the momentum built over the last decade. As we embark on the this 2024 refresh, we will advance our reputation as a global leader in education, research, arts and culture and patient care and prepare for the next decade of prestige and distinction. Through this collaborative effort with stakeholders across campus and in the community, we will redouble our commitments to successful programs and operations, infuse new resources into the system and drive future strategic investments. The process will inform fundraising priorities, increase reputational awareness, elevate brand recognition and provide an opportunity to reconnect as a community as we refine our plan.

**2024 Strategic Plan Refresh Updated Mission**
UC San Diego will transform California and a diverse global society by educating, generating and disseminating knowledge and creative works, providing high-quality health care and engaging in public service.

**2024 Strategic Plan Refresh Updated Vision**

To be a destination public university that is student centered, research driven, patient dedicated and service oriented.

**2024 Strategic Plan Refresh Updated Goals**

Through the pursuit of seven distinct yet interrelated goals, we will collectively push boundaries in all we do, striving always to make a meaningful positive difference in our world and the world around us.

**Student experience**: Transforming the educational experience to develop learners who lead and innovate in a complex world.

**High-impact research**: Enabling a collaborative culture of scholarship and discovery that extends the frontiers of knowledge and improves lives.

**Health-care excellence**: Expanding a world-class academic health system to deliver innovative, accessible and compassionate care.

**Diversity and access**: Building a university that embeds diversity, equity and inclusion; encourages open dialogue; and provides affordable access.

**People and purpose**: Creating an experience that attracts and develops academics and staff who work together in the continuous pursuit of excellence.

**Community partnership**: Forging two-way connections that promote social equity and shared prosperity regionally and globally.

**Sustainable infrastructure**: Optimizing operations to establish sustainable financial and physical infrastructure in support of our vision.