

University of California, San Francisco

Institutional Proposal

Section A: Setting the Institution's Context and Relating the Proposal to the Standards

Institutional Context

The University of California, San Francisco (UCSF) is dedicated to advancing health worldwide. It is distinguished as the only campus in the 10-campus UC system devoted exclusively to the health sciences. Through its four missions – education, research, patient care, and community service – UCSF touches and enhances the lives of a wide spectrum of people on regional, national, and international levels. The campus currently enrolls about 3,000 students from California, the USA, as well as from 77 other countries. As both a public university and an academic medical center, UCSF has an active workforce of about 20,000 faculty and staff who focus on training the next generation of health care professionals, generating new knowledge, translating scientific research into therapies and cures for disease, providing compassionate patient care, and improving health care in all communities through access and policy initiatives (Appendix A-1, Campus Profile).

The UC system is governed by a Board of Regents. The Board consists of 26 members, including 18 appointed by the Governor and confirmed by the State Senate for 12-year terms. Seven are ex-officio members who serve by virtue of their office, and one is a UC student representative selected by the Regents. Two faculty representatives and two staff advisors sit as nonvoting members of the Board. The Board of Regents appoints a President of the UC system, who has overall administrative responsibility for the 10-campus system. Robert Dynes currently serves as UC President. The chief executive officer of each campus is a Chancellor. UCSF's Chancellor is J. Michael Bishop, MD, a distinguished researcher who was awarded the Nobel Prize in Medicine in 1989 (Appendix A-2, UC and UCSF organization charts).

While we are proud of UCSF's extraordinary successes, we look forward to even greater achievements that will benefit California and the world. The Strategic Planning Process, initiated by the Chancellor and the Executive Vice Chancellor in 2005, and the WASC accreditation process provide the campus community with opportunities to reflect on what has been achieved, what challenges exist, and how we can most effectively position the campus to address the challenges so that UCSF continues as the vibrant and successful institution it is today.

History

Toland Medical College opened its doors in San Francisco in 1864 with the goals of training physicians, healing the sick, and serving a rapidly growing population. In 1873, Toland joined the University of California, and the enterprise grew significantly over the next 20 years. In the ensuing years, the new Affiliated Colleges of Medicine, Dentistry, and Pharmacy were founded. An early example of institutional commitment to the community occurred in the aftermath of the 1906 earthquake, when the colleges set up temporary medical and dental

facilities in nearby Golden Gate Park to care for those injured and displaced by the earthquake and fire. In 1939, the School of Nursing became an important addition to the Affiliated Colleges. As the clinical and research achievements of the faculty grew, so did the reputation of the Affiliated Colleges. The Graduate Division was established in 1961 to offer opportunities for graduate study in academic and professional fields within the health sciences. The institution was renamed the University of California San Francisco in 1970, and from then on, it has operated as an independent UC campus.

Teaching and Learning

UCSF is renowned for its excellence in educating graduate and professional students in the health sciences. There are three core clinical teaching facilities: the UCSF Medical Center, the San Francisco Veteran's Administration Medical Center, and the San Francisco General Hospital. A fourth facility, to be located at the Mission Bay campus site, is being planned. The UCSF Schools of Dentistry, Medicine, Nursing, and Pharmacy and the Graduate Division are all considered to be at or near the top nationally in competitiveness of admissions and academic rankings of students and programs.

School of Dentistry: Dedicated to improving public health, the School of Dentistry offers a four-year predoctoral dental education program, a state-mandated international dentist program, and DDS/PhD and MS/PhD programs that enroll over 450 students annually. In 2006, the School established a concurrent DDS/MBA program with the University of San Francisco. Approximately 94% of the School's graduates over the past 20 years are in clinical practice, serving communities in Northern California and throughout the world. The School operates 14 clinics with 120,000 patient visits annually at two sites in San Francisco, and also maintains satellite clinics in underserved rural and urban areas throughout the state. Dental students receive their professional training in these clinics and provide services to a large proportion of indigent and working poor patients. The School contributes significantly to research and advancement in the dental sciences, ranking first among dental schools in National Institutes of Health (NIH) research funding for the past 14 years (Appendix A-3, School of Dentistry profile).

School of Medicine: The School of Medicine advances human health through a fourfold mission of medical education, biomedical research, patient care, and public service. Ranked fifth among the nation's medical schools, it enrolls about 1,100 M.D. and Ph.D. students annually. In Fall 2007, the School will increase its enrollment through the Program in Medical Education for the Urban Underserved (PRIME-US). This program will create a special track concentrating on care of urban underserved populations for up to 15 new medical students at UCSF each year, providing a 5 year combined medical education and a master's degree program. When the program is fully developed, a total of 44 students annually will participate at UC San Francisco and 12 students in the UCSF-UC Berkeley Joint Medical Program. Additional experiences will be offered to PRIME-US students in the UCSF Fresno Medical Education program. The School has residents and clinical fellows as well as 10,000 faculty and staff serving over a million patients annually in facilities at 11 UCSF sites throughout San Francisco and in Fresno. It is one of only three schools in the country ranked among the top 10 for both research and primary care training. The School ranks third in the nation in NIH research funding and first in the UC system for number of active patients (Appendix A-4, School of Medicine profile).

School of Nursing: The School of Nursing was founded in 1939 as the first autonomous school of its kind in any public university. The School enrolled 627 matriculated and degree-bound masters and doctoral students in Fall 2006. Its PhD program in nursing, currently enrolling 152 students, is the first of its kind in the western states. The School manages and/or practices in four community-based clinical facilities that address the needs of thousands of patients throughout San Francisco each year. The School ranks among the top two schools of nursing in five of seven specialty areas. It receives more funding from the NIH than any other school of nursing in the country (Appendix A-5, School of Nursing profile).

School of Pharmacy: The School of Pharmacy is internationally renowned as the first professional program to train pharmacists as patient-oriented drug therapy specialists. The School's mission is to maximize health worldwide through: professional and graduate education; research in the clinical, translational and basic sciences; clinical care; and, public service. Ranked as the nation's top institution based on academic quality, the School enrolls over 600 PharmD and PhD students annually. In partnership with other students in the health professions, pharmacy students serve over 150,000 patients annually in acute care, community, long-term care, and public service settings. The School administers programs that fulfill critical public needs including the California Poison Control System, the Center for Consumer Self-Care, and the Center for Drug Development Science. Research is a particular strength of the School, and since 1979, it has received more NIH funding than any other pharmacy institution. (Appendix A-6, School of Pharmacy profile).

Graduate Division: The Graduate Division supports graduate programs and enhances the educational experience of graduate students and postdoctoral scholars. It offers 18 graduate degree programs serving over 1,400 students across the campus. Many of these programs rank among the best of the nation in their respective fields. By many evaluation indices, UCSF is ranked in the top ten universities, both nationally and internationally. The Graduate Division draws on faculty from all of the Schools, so graduate students actively participate in funded research in all Schools. In addition, the Graduate Division receives NIH and National Science Foundation (NSF) grants that support diversity efforts for current and prospective graduate students (Appendix A-7, Graduate Division profile).

The University and the Community

UCSF faculty, staff, and students are active in a wide array of programs that serve the community. A few representative examples are provided here. In San Francisco, projects include the UCSF Science & Health Education Partnership, which focuses on supporting quality science education in the local public schools for students K through 12. In the Bay Area, UCSF sponsors the University Community Partnerships Program, which is dedicated to improving the health of Bay Area neighborhoods through collaboration between UCSF and community-based organizations. Regionally, the UCSF Center for Science and Educational Opportunity leads P-16 regional programming that serves many hundreds of educators, students, and families in more distant Lake and Mendocino Counties. Internationally, UCSF works with community partners to create and sustain programs that prevent and treat a wide range of diseases. Projects include tuberculosis, malaria, HIV/AIDS, tobacco use, maternal and child health, health care worker training, and vaccine development (Appendix A-8, UCSF Community Partnerships).

Response to Prior WASC Recommendations

UCSF has made substantial progress in addressing the recommendations made by WASC during the last review in 2000. The specific recommendations and progress in addressing them follow.

Recommendation 1: “Current efforts to create community support for Mission Bay be continued and expanded to apply to other sites of operation, particularly in anticipation of the extensive rehabilitation of the Parnassus Heights site.”

Progress: UCSF officially opened the Mission Bay site in 2005. The opening of Mission Bay doubled UCSF’s space for research and education. About 1,700 students, scholars, faculty, and staff now study and work at Mission Bay, which includes three research buildings, a community center, student health services, a childcare center, two parking structures, and a large open green space. Construction of additional facilities will continue over the next 15 years to achieve plans for some 20 structures at full build-out and an estimated campus population of more than 9,000. Research at the Mission Bay site focuses on a variety of basic science disciplines including bioengineering, biomedical informatics, biophysics, developmental biology, genetics, molecular and cell biology, neuroscience, and structural and chemical biology. Much of the research endeavor involves applying mathematical and physical sciences to complex biomedical problems. Research programs and the physical layout of research buildings are designed to encourage collaboration among related disciplines, such as chemistry and biology. By 2014, the UCSF Medical Center plans to open a new facility for women and children, as well as a cancer hospital, adjacent to the existing 43-acre Mission Bay site.

The expected demolition of UC Hall, together with a Regental directive requiring each campus to develop consistent design guidelines, has produced a multi-year planning process to develop design guidelines and a campus master plan for the Parnassus Heights campus.

Because of the key role that neighbors have in the implementation of such a plan, UCSF has involved the community from the very beginning of the planning process. A focus group was conducted to enable us to pinpoint key community concerns. To date, two community meetings have been held on the design guidelines with additional meeting in the planning for the campus master plan.

The design guidelines and master plan are to be completed in 2008 and will serve as the basis for UCSF’s next Long Range Development Plan (LRDP). The planning process for the LRDP is expected to commence in 2010.

Recommendation 2: “Enhanced fundraising efforts to (1) increase the number of endowed chairs, and (2) meet the needs of construction at Mission Bay and Parnassus Heights.”

Progress: The Campaign for UCSF, which ended on June 30, 2005, was the most successful fundraising campaign in UCSF’s history. The campaign secured \$1.665 billion, including \$464.5 million for construction at the Mission Bay campus. The campus currently has 148 endowed chairs and 53 distinguished professorships. This represents a 150% increase in endowed chairs and a 66% increase in distinguished professorships since June 30, 2000.

Recommendation 3: “Enhanced support for the academic infrastructure and graduate student needs to strengthen the Center for Health and Community and other social science programs.”

Progress: The social sciences play an important role in the mission of our health science campus. The clinical, basic, and social sciences programs are highly complementary, and these relationships will be enhanced by the recent funding of a large NIH grant that focuses on clinical and translational science, to move discoveries from the bench to the bedside, and from the bedside to the community. In keeping with the UCSF vision statement (see below), the social sciences component of this new grant emphasizes the extension of best health practices to the community. See website: <http://ctsi.ucsf.edu/>.

The campus is dedicated to providing as much fellowship support as possible to its doctoral students, including those in the social sciences. To assist in recruiting the most talented social sciences students, the Graduate Division has early award dates for Graduate Deans Health Science Fellowships and the Humanities Fellowship to allow the social sciences programs to use these funds as part of their recruitment package. Nevertheless, social sciences students are too often under funded, and this is one of the focus areas for development activities sponsored by the Graduate Division. The School of Nursing, which enrolls many of the campus’s social sciences doctoral students, is also working to increase scholarship funding and research and teaching assistantships to address this need.

Recommendation 4: “Infrastructure services receive special attention and support to assure that educational programs at Laurel Heights and Mission Bay flourish. These services include, among others, internet/e-mail capabilities, library access, transportation and housing needs for students and faculty.”

Progress: All UCSF sites now have the same internet and e-mail capabilities. As a result of concerns expressed by students after the last WASC visit, Library staff consulted broadly to identify new journal subscriptions in social and behavioral sciences. In 2001, the Library received additional funding to add journals in these areas. Additionally, the Library established delivery services to Laurel Heights. The availability of electronic materials has greatly expanded this capacity. At Mission Bay, space has been allocated for branch libraries in Genentech Hall and in the Community Center. An Advisory Committee, composed of potential Mission Bay tenants, provided input on space configuration and design services, as well as the purchase of books and journals.

We have also improved transportation and housing support for faculty and students at UCSF. A shuttle service connects all major campus sites, including Laurel Heights and Mission Bay. Shuttles depart every 15-20 minutes, and travel time averages 20-25 minutes between major sites. Annual shuttle ridership is 2.2 million boardings. The campus provides incentives for students, staff, and faculty to use alternative modes of transportation to campus, including vanpool and bus club commuter programs, local car shares, and expanded bicycle support programs.

In October 2006, UCSF opened a 430-unit (750 beds) housing complex at Mission Bay, thereby nearly tripling the amount of available housing for students and faculty to a total of over 1,000 beds. A variety of housing options, ranging from single rooms to 3- bedroom

apartments, are now available at the Mission Bay and Parnassus sites. These housing facilities are connected to other UCSF campus sites via the shuttle system, as well as by public bus and light rail lines.

Recommendation 5: “Continual attention to assure that the UCSF Stanford merger is supportive of the educational programs and enjoys faculty support.”

Progress: Despite considerable effort by both UCSF and Stanford University, the merger was officially dissolved in 2000.

Recommendation 6: “That the issue of proliferation of specialized accreditation with its increasing burden on limited resources be raised at the highest levels as a concern of national importance.”

Progress: UCSF continues to comply with the requirements of all accrediting bodies, and sees this accreditation as instrumental to our success, recognition, and ability to demonstrate outcomes for our learners. We are committed to streamlining and enhancing our data collection mechanisms to help our accreditation processes.

Preliminary Self-Review – Strategic Planning Process

UCSF is engaged in a campuswide strategic planning process. The Chancellor established a Strategic Planning Board, which is co-chaired by the Executive Vice Chancellor and Provost, and a senior faculty member. Its membership includes students, faculty, and staff representing the four professional schools and the Graduate Division (Appendix A-9, Membership, Goals, and Process for Strategic Planning Board). The Board is charged with developing a comprehensive, integrated strategic plan based on academic priorities, and with engaging the UCSF community in the process. The Board established six design teams to develop plans for the following:

- a) Recruitment and retention;
- b) Research enhancements;
- c) Education and training for the future;
- d) Clinical care – quality, safety, access, and patient satisfaction;
- e) Infrastructure and resources; and
- f) Leadership and governance.

The strategic plan was shaped through a collaborative process that engaged faculty, students and staff from across the campus. It is scheduled to be completed in May 2007. Members of the WASC Steering Committee also serve on the Strategic Planning Board and on each Design Team so efforts can be closely coordinated.

The new campus mission statement that guides our current strategic planning process is *Advancing Health Worldwide*. The broader vision statement is:

“In advancing health worldwide, we will:

- Be a world leader in scientific discovery and its translation into exemplary health care;
- Deliver first-rate patient-centered care;
- Develop the world’s future leaders in health care delivery, research and education;

- Develop innovative, collaborative approaches for education, health care and research that span disciplines within and across the health sciences;
- Build upon our commitment to diversity;
- Provide a supportive and effective work environment to retain the best people and position UCSF for the future; and
- Serve our local, regional and global communities and eliminate health disparities”

Process for Proposal Development and Leadership Involvement

The campus initiated the process to develop this proposal in early 2006. The Chancellor and the Executive Vice Chancellor and Provost appointed a WASC Accreditation Steering Committee to design the proposal, generate broad institutional support, and help guide the process. The Steering Committee includes faculty and administrative leaders from across the campus, including representatives from the Academic Senate, each of the four professional schools, and the Graduate Division. The Committee is co-chaired by the Associate Vice Chancellor of Student Academic Affairs and the Vice Provost for Academic Affairs (Appendix A-10, Members of the WASC Accreditation Steering Committee and their affiliations).

To ensure transparency and a broad spectrum of input, this proposal was circulated for review and comment to several Academic Senate committees, in addition to those represented on the Steering Committee, and to the Deans and Faculty Councils of all four professional schools, two official student organizations, two staff organizations, and some of the Chancellor’s advisory committees (Appendix A-11, List of Reviewing Constituencies).
