



UCSF School of
Medicine

Our Mission

The UCSF School of Medicine strives to advance human health through a fourfold mission of education, research, patient care and public service.

Our Values

Professionalism

Respect

Integrity

Diversity

Excellence

Letter from the Dean

Dear Colleagues,

This booklet showcases why I am so proud of who we are. It provides an overview of our school and useful information about each of our mission areas.

What struck me when I first came to UCSF and continues to inspire me today is the ingenuity and passion of the people who work here and what I can learn from them. It is incredibly motivating to be at a place where you can find dedicated and inspiring people who bring their creative and diverse minds to collaborations that change the world.

Because we are a large and decentralized institution, we each do great work but are not always aware of the bigger picture – how it all fits together. My job as dean is to coordinate the work of the school, so we can all function to the best of our abilities. To this end, I want to be as transparent as possible and communicate useful information to you.

What lies in the pages of this book demonstrates that when we put our collective minds together, greatness results.

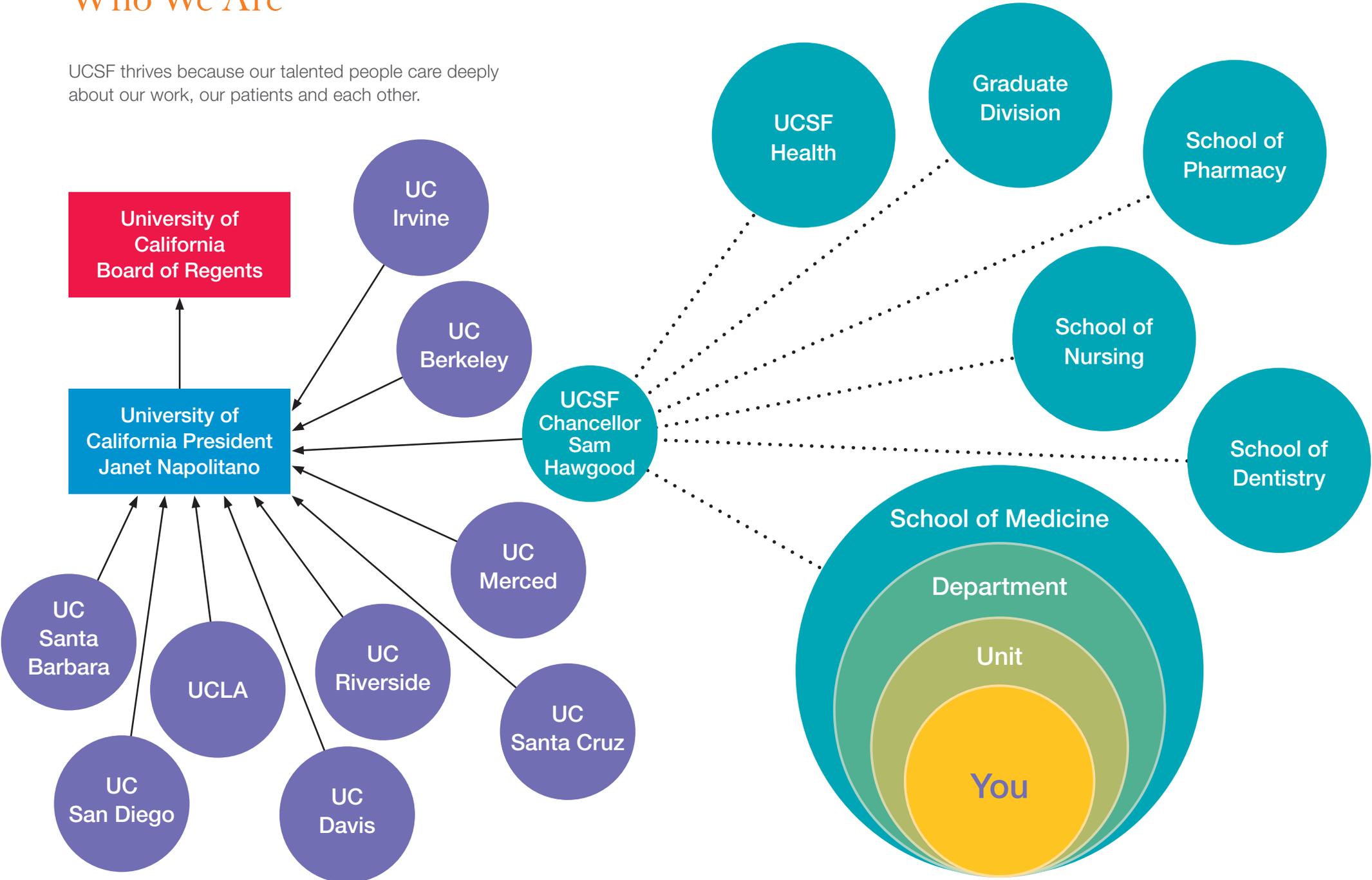


Talmadge E. King, Jr., MD
Dean, UCSF School of Medicine

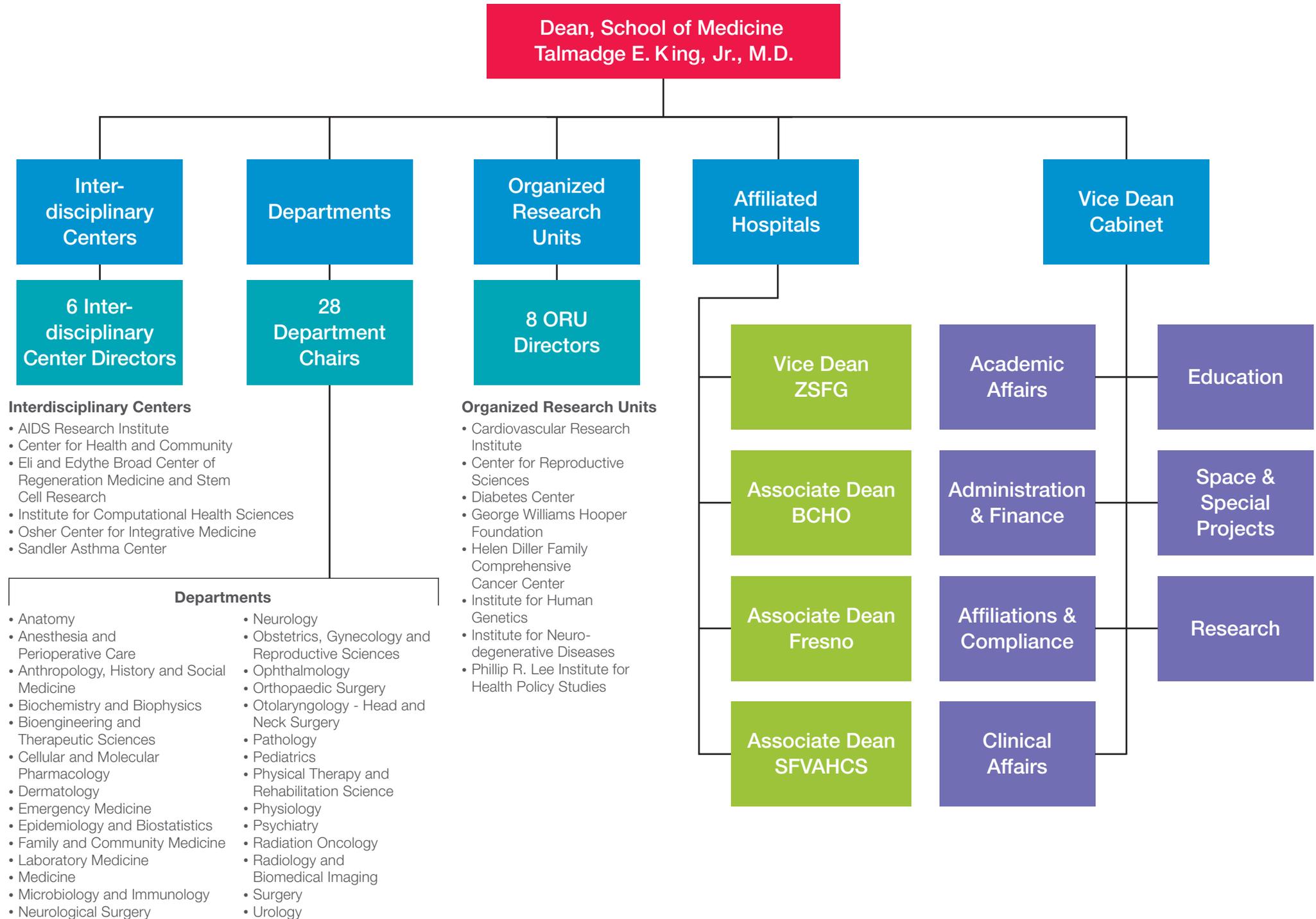


Who We Are

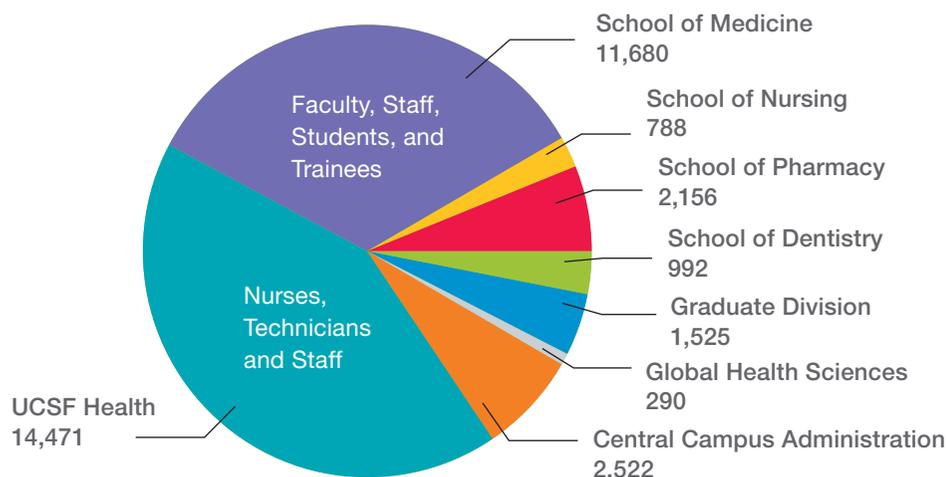
UCSF thrives because our talented people care deeply about our work, our patients and each other.



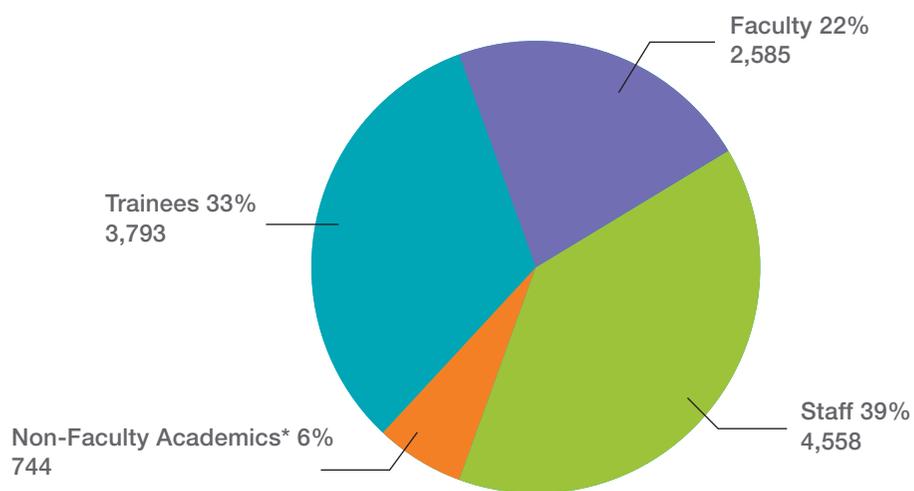
School of Medicine Leadership Structure



The School of Medicine and UCSF Health are the Largest Entities within UCSF



Our People



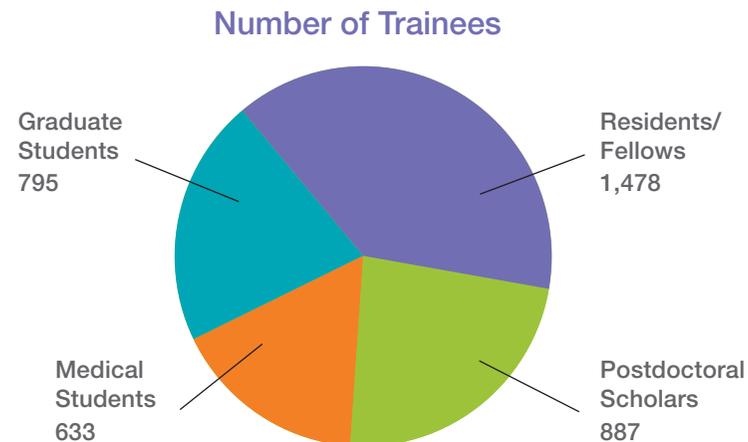
As of 1/17/2017

* Non-Faculty Academics are academic appointees who are engaged in research in specialized areas and who do not have any teaching responsibilities.

Mission: Education

UCSF is an institution of higher learning where tomorrow's leaders in the life sciences, health care and health policy receive their education and training. As a magnet for the world's top faculty members, students, residents, postdoctoral scholars, and staff, UCSF – a community of the best and the brightest – is able to sustain its reputation for excellence in education, discovery and clinical care.

What Comprises our Education Enterprise



Medical Students

School of Medicine 2016 Admissions



Only Medical School in the Top 5 for Both Research and Primary Care

Research		Primary Care	
#1	Harvard University Boston, MA	#1	University of Washington Seattle, MA
#2	Stanford University Stanford, CA	#2	University of North Carolina—Chapel Hill Chapel Hill, NC
#3 Tie	Johns Hopkins Hospital Baltimore, MD	#3	University of California—San Francisco San Francisco, CA
#3 Tie	University of California—San Francisco San Francisco, CA	#4	University of Michigan Ann Arbor, MI
#3 Tie	University of Pennsylvania (Perelman) Philadelphia, PA	#5	University of Nebraska Medical Center Omaha, NE

Source: 2017 US News & World Report

About Our Medical School Graduates

UCSF leads the nation in the percentage of graduates who intend to care for the underserved*

UCSF School of Medicine is in the top 10 of medical schools for the number of Hispanic/Latino and Native American graduates between 2003 and 2015**

45%

of our 2016 graduating class pursued a residency in a primary care specialty

62%

of our 2016 graduating class selected a residency in California

86%

of all graduates between 2013 and 2015 participated in research during medical school

27%

stayed at UCSF

* Source: AAMC Missions Management Tool 2016 ** Source: AAMC Diversity Facts and Figures 2016

Our Teaching Faculty

75

faculty play a high intensity teaching role, for example as a course or clerkship director, committing more than 10% of their professional effort to educational responsibilities for the medical school

57

faculty serve as SOM Coaches providing one-on-one academic guidance for students throughout their medical school curriculum

more than
2,000

faculty teach, mentor, supervise and guide medical students, residents and post doctoral scholars to excellence in their fields

Residents and Fellows

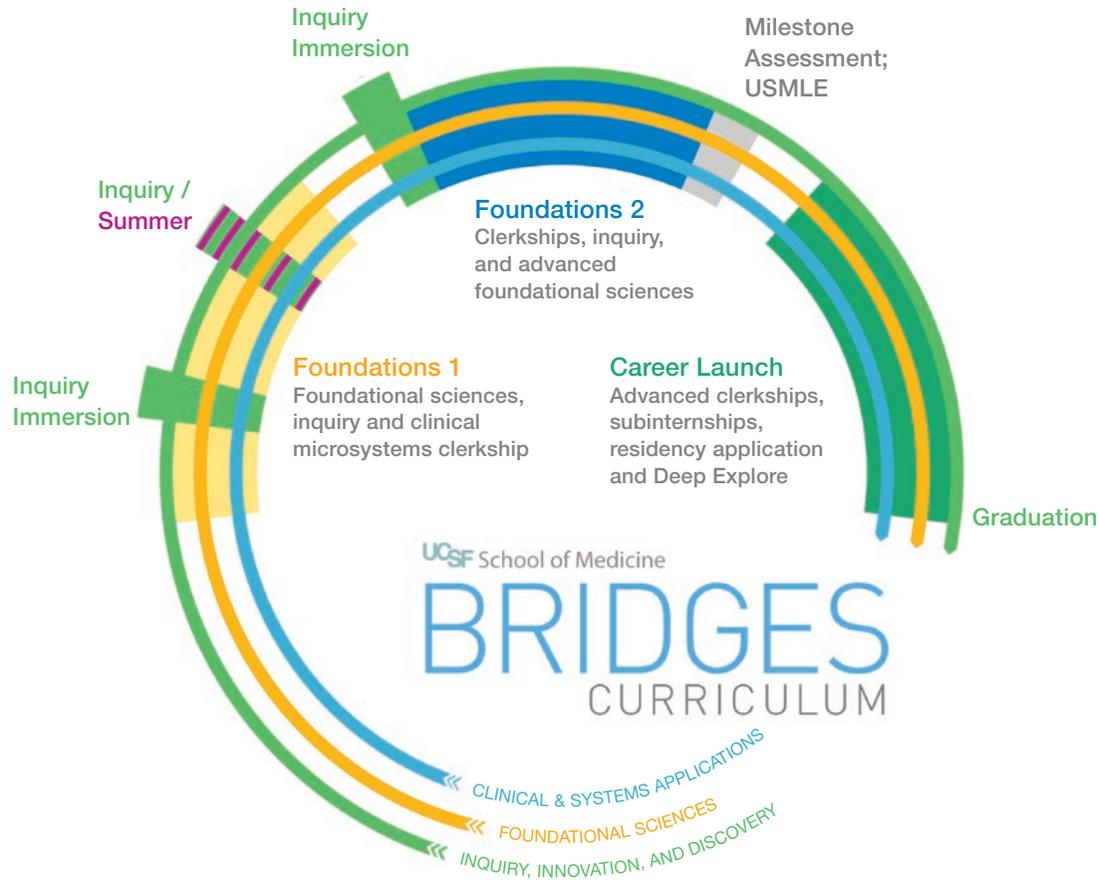
- The School of Medicine has 1,478 residents and fellows in approximately 170 accredited and non-accredited programs.
- Doximity, in partnership with *US News & World Report*, ranked US residency programs in 20 specialties. UCSF ranked in the top 20 in all 20 of the ranked specialties, and in the top 10 for 15 of the specialties.
- UCSF ranked 1st in anesthesiology, dermatology, neurological surgery, neurology and radiology.

Graduate Students and Postdoctoral Scholars

- Our graduate students are enrolled in 14 graduate degree programs in basic and translational sciences, social and population sciences and clinical sciences. Most graduate programs are interdepartmental, harnessing the power of cross-disciplinary collaboration to bring about innovation and foster scientific discovery. Our award-winning faculty members in all disciplines deliver courses and mentor students.
- Postdoctoral scholars do much of the everyday, hands-on work of science; the pace of discovery would be drastically slowed without the efforts of postdoctoral scholars.
- Over half of UCSF's postdocs are from other countries, bringing welcome cultural diversity to our campuses and affording our students and faculty opportunities to expand their network of scientific colleagues across the globe.

New Bridges Curriculum

UCSF's Bridges Curriculum, launched in August 2016, is preparing students for a changing health care environment of rapidly expanding knowledge, new science domains and new technology. In Bridges, education foundational scientific concepts is integrated with teaching clinical skills and scientific methods throughout the four years. With this strategy, the art and science of medicine continuously reinforce one another.



Examples of Excellence

- **Pioneering Medical Curriculum:** One of only 11 medical schools nationwide selected by the American Medical Association (AMA) to develop and implement innovative curricula around the best medical practices.
- **Exceptional Diversity:** Over 30% of our medical students come from racial and ethnic groups that are underrepresented in medicine (UIM), which is among the highest percentages among all of the top medical schools in the country.
- **Excellence in Graduate Medical Education:** One of only eight resident training sites nationwide to be included in the Pursuing Excellence in Clinical Learning Environments initiative.
- **Renowned Educators:**
 - UCSF is home to the nation's premier Academy of Medical Educators, with more than 140 members selected through rigorous internal and external review.
 - One of only two schools worldwide to receive the 2016 ASPIRE to Excellence in Faculty Development Award from the Association for Medical Education in Europe (AMEE).
- **Interprofessional Education Hub:** The UCSF-affiliated San Francisco VA Medical Center is nationally recognized as one of only five Centers of Excellence in Primary Care Education, with a focus on interprofessional teamwork.
- **Innovative Partnerships:** Founding Partner with UC Hastings to launch a first-of-its-kind online Masters of Science in Health Policy and Law.

Mission: Research & Discovery

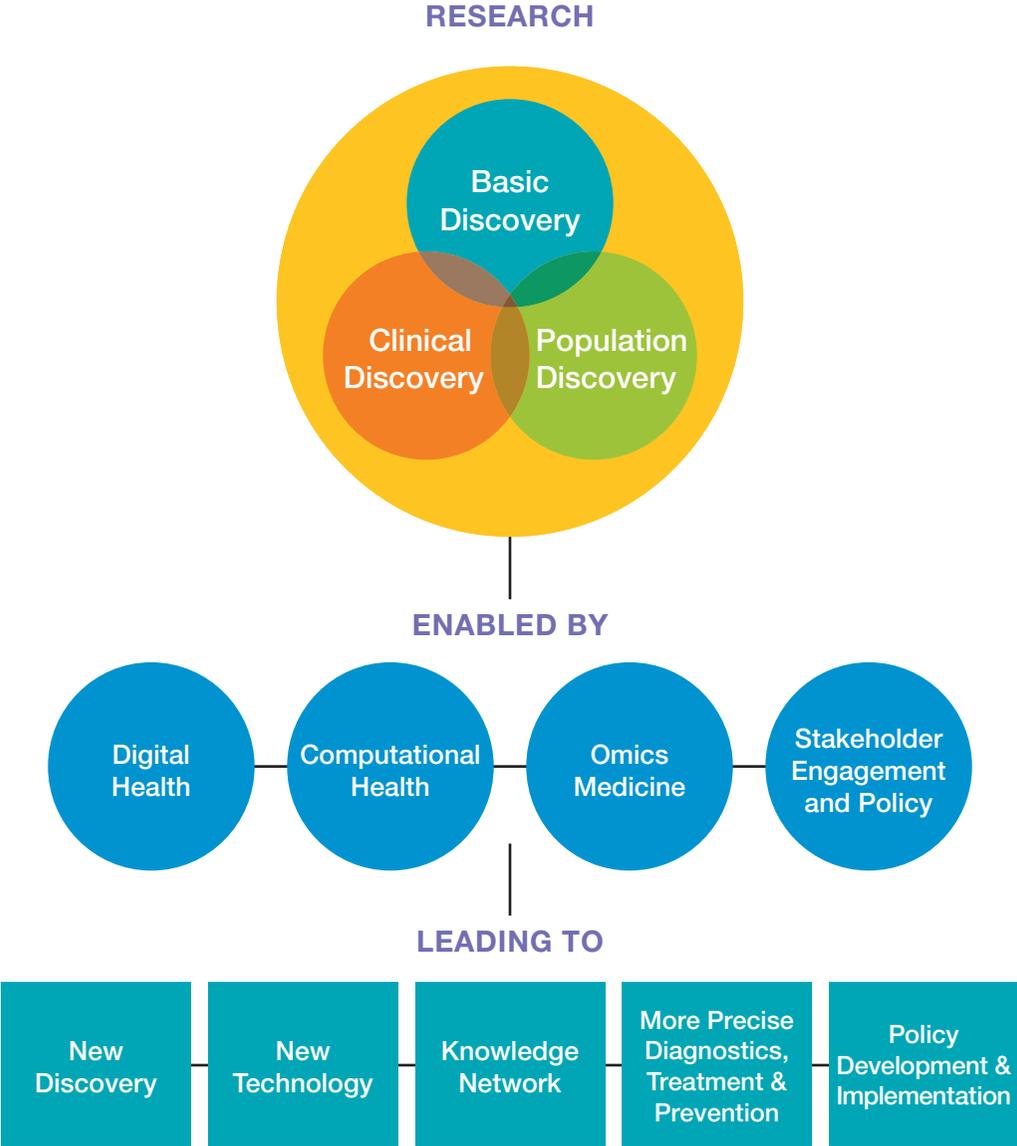
UCSF is renowned for its pioneering work in early-stage biomedical discovery and translation. By revealing the fundamental mechanisms of biology, UCSF researchers unlock the secrets of health and disease, forging new paths of investigation and developing innovative technologies to better prevent, treat, and cure even the most intractable illnesses.

We are deeply committed to a culture of data sharing, the exchange of creative ideas and the development of cross-sector, innovative collaborations. This mix of diverse expertise, technology development, collaboration and entrepreneurial spirit, is leading the way in scientific breakthroughs, discovery and translation to therapies, and is transforming prevention and patient-centered care.

UCSF is rapidly emerging as the nexus of a new Bio-Silicon Valley and leader in Precision Medicine. This is where the best and brightest innovators in science, medicine and tech are coming together to redefine possible and improve health worldwide.

Our Research Enterprise

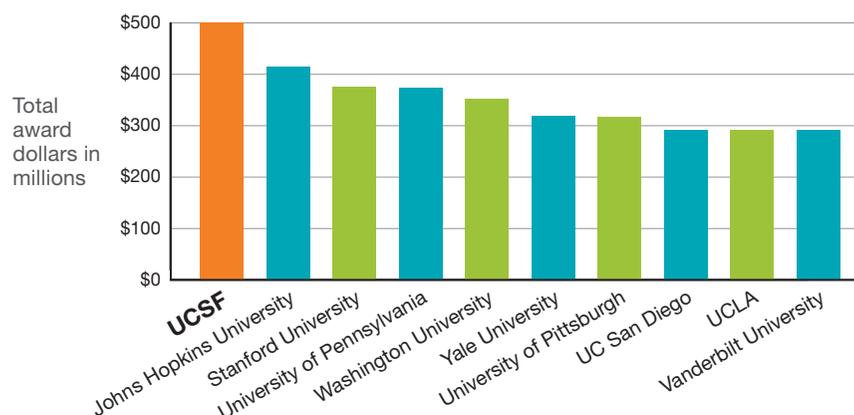
Our research enterprise spans departments and disciplines, across basic, clinical and population approaches. The connections and collaborations that we forge yield new discoveries, drive technology, accelerate the delivery of diagnostics and preventative interventions and improve clinical care. Our level of collaboration with internal and external partners makes us unique and is a source of our excellence.



National Institutes of Health Funding: 2016

UCSF ranks first among schools of medicine for funding from the National Institutes of Health, with 17 of 22 departments ranked in the top 10.

UCSF Ranks First Among Schools of Medicine for Funding



NIH Funding: 17 of 22 Departments Ranked in the Top 10

RANK	UCSF DEPARTMENT	RANK	UCSF DEPARTMENT
1	Internal Medicine	6	Psychiatry
1	Neurology	6	Radiation-Diagnostic/Oncology
1	Otolaryngology	6	Anatomy/Cell Biology
1	Neurosurgery	7	Cellular & Molecular Pharmacology
1	Obstetrics & Gynecology	9	Ophthalmology
1	Urology	12	Physical Medicine & Rehabilitation
2	Biochemistry	14	Pediatrics
2	Orthopedics	14	Dermatology
3	Surgery	16	Pathology
3	Anesthesiology	23	Microbiology/Immun/Virology
4	Physiology		
4	Family Medicine		

In addition, UCSF is one of the top recipients of NIH T32 training grants in the country.

Pioneers in Graduate Training & Research Support

- Program for Breakthrough Biomedical Research (PBBR)** finances bold projects that challenge conventional wisdom and do not fit within the constraints set by traditional grant makers.
- UCSF Sandler Fellows Program** brings exceptionally promising young scientists to UCSF in a special capacity, in which they establish independent research programs with the sole mandate to do their best science.
- Marcus Program in Precision Medicine Innovation** seeks to fuel innovation in precision medicine by fostering creative, high-risk, high-impact team science projects anchored in basic science and extending into the Precision Medicine continuum toward improved patient outcomes.
- The **UCSF Weill Institute for Neurosciences**, established in 2016, provides Innovation and Scholar Awards to leverage UCSF's unrivaled bench-to-bedside excellence in the neurosciences, enabling investigators to pursue ideas that might not be easily fundable by other mechanisms.
- The **Chan Zuckerberg Biohub**, hosted by UCSF in collaboration with Stanford and UC Berkeley, supports transformative research aimed at uncovering and countering fundamental mechanisms of disease.
- UCSF's Discovery Fellows Program** is the largest endowed program for PhD students across the UC system.
- The **MIND Program**, funded by an NIH Broadening Experiences in Scientific Training (BEST) award, aims to deliver a comprehensive career exploration and development curriculum for early-stage PhD students and postdoctoral scholars and their mentors.
- UCSF Research Development Office** enables diverse teams of UCSF investigators to assemble and compete successfully for high yield research and training support from federal and private agencies.

Examples of Excellence

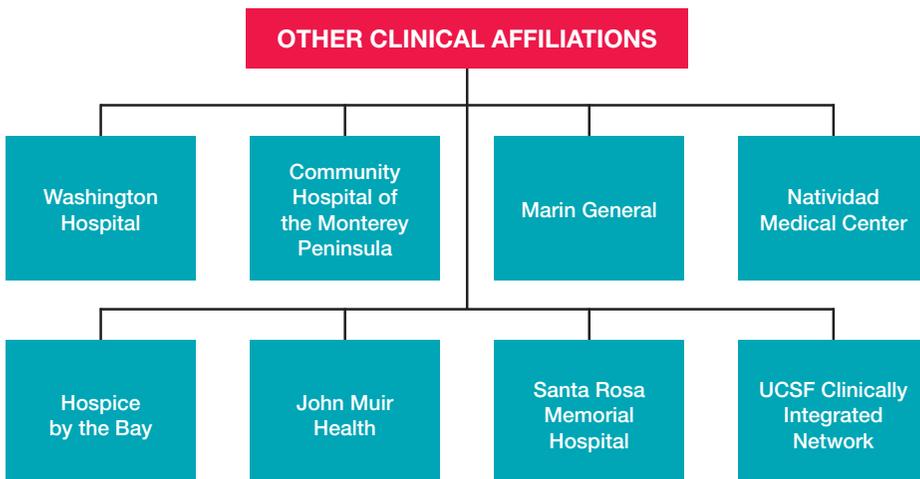
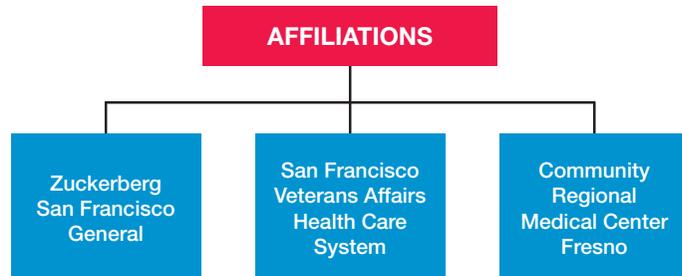
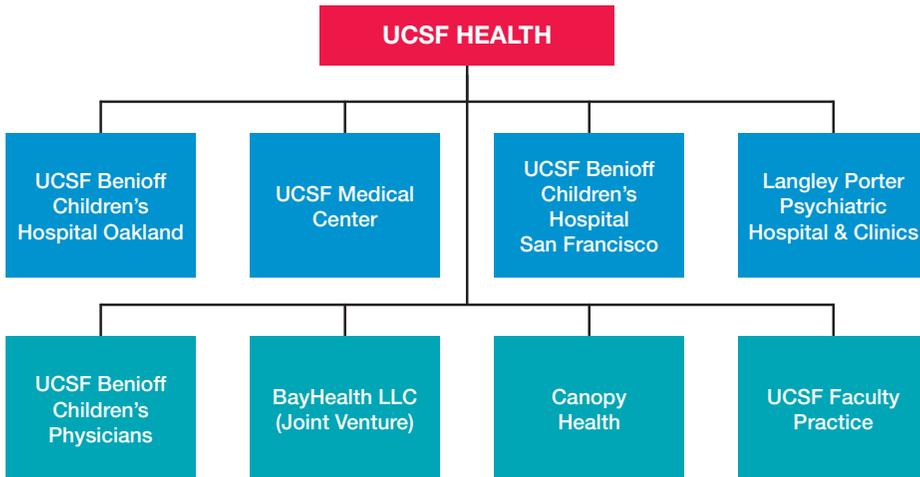
- **World-changing Discoveries:** UCSF repeatedly has upended the status quo with transformative scientific discoveries, including:
 - Developed the recombinant DNA technology that spawned the biotechnology industry.
 - Transformed cancer therapy by identifying causative oncogenes.
 - Discovered a new infectious agent, the prion, which has been implicated in the cause and spread of brain diseases such as Alzheimer's and Parkinson's.
 - Discovered telomerase, the mechanism by which the genome is stabilized, as well as the link between shortened telomeres and conditions ranging from aging to cancer.
- **Renowned Scientists:** UCSF has been home to 5 Nobel Laureates, 5 Shaw Prize awardees, 5 National Medal of Science awardees, and 11 Lasker Award recipients.
- **Gold-standard Science:**
 - UCSF produces the 5th most cited research output in the world.
 - Our biomedical research programs in basic science, including cell biology, biochemistry, immunology, and neuroscience, consistently rank among the best in the US.
 - Our stem cell research program is among the oldest and largest in the country, supported by more than 1,000 scientists in approximately 125 labs.
- **Multidisciplinary Collaborations:** We've established cross-cutting Institutes to drive research innovation, including:
 - Institute for Human Genetics (IHG)
 - Center for Digital Health Innovation (CDHI)
 - Institute for Computational Health Sciences (ICHHS)
 - Clinical & Translational Science Institute (CTSI)
- **Leading Precision Medicine:** UCSF continues as a national leader in Precision Medicine. We aim to harness vast amounts of biomedical data and health information – from basic, translational, clinical, population, to mobile health – to define biological processes and disease mechanisms, and to reach toward precise, predictive and preventative medicine.

Mission: Patient Care

School of Medicine faculty and leadership are integral to UCSF Health, our clinical enterprise. We share governance of UCSF Health and through the health system, provide care, conduct research and teach the next generation of providers. UCSF Health is recognized internationally for its leading health care providers, who work together and partner with colleagues across the campus and around the world to develop new treatment approaches and achieve the best clinical outcomes.

Our providers are among the nation's leading experts in virtually all specialties, including cancer, heart disease, neurological disorders, immunological disorders, HIV/AIDS and organ transplantation, as well as specialty services for women and children. People from all parts of the US and around the world come to UCSF to receive lifesaving health care services.

What Comprises our Clinical Enterprise



UCSF Health

The UCSF Health system provides innovative, high-quality, clinical services and delivers an unparalleled patient experience across the entire care continuum.

UCSF Health currently encompasses:

- UCSF Medical Center
- UCSF Benioff Children's Hospitals, Oakland and San Francisco
- UCSF Faculty Practice Group
- Langley Porter Psychiatric Hospital and Clinics
- UCSF Benioff Children's Physicians
- BayHealth, a UCSF Health/John Muir Health joint venture
- Canopy Health, a Bay Area accountable care network

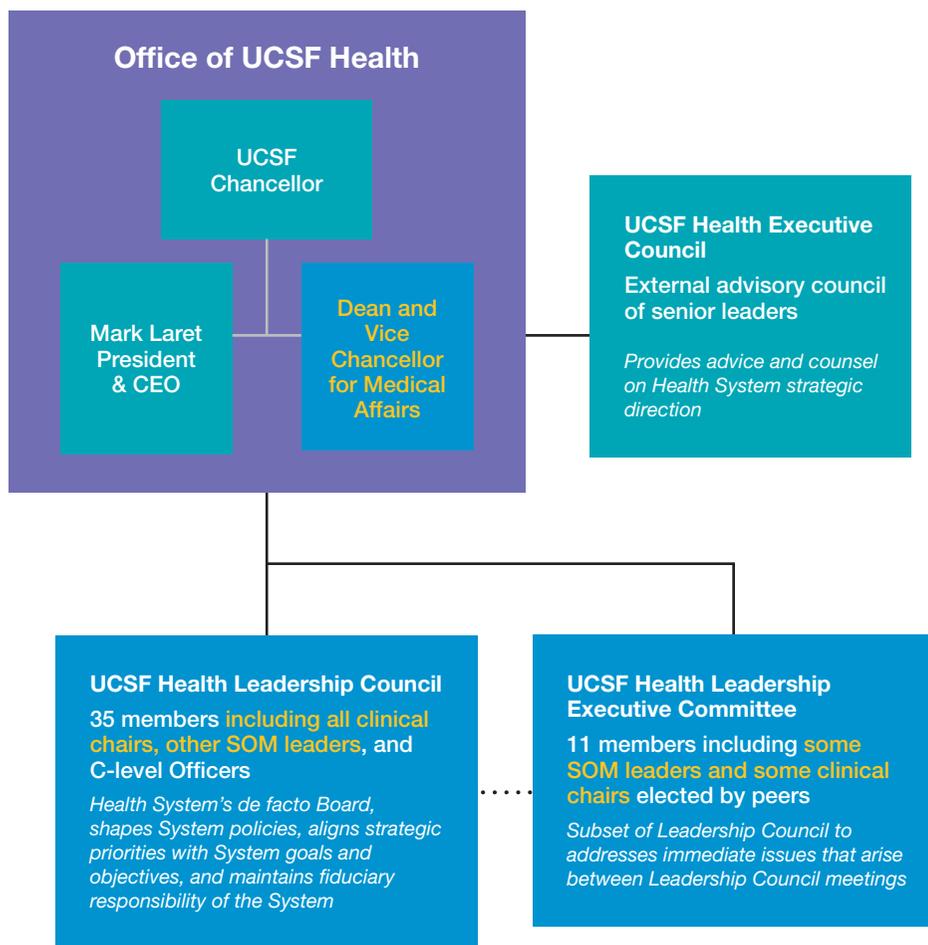
Other affiliations, professional service agreements and relationships:

- John Muir Health
- Washington Hospital
- Community Hospital of the Monterey Peninsula
- Marin General
- Natividad Medical Center
- Hospice by the Bay
- Santa Rosa Memorial Hospital

2,930	42,439	100,939	1,242,265
Babies delivered at the UCSF Center for Mothers and Newborns	Surgical Procedures (inpatient + outpatient)	Emergency Department Visits	Outpatient Visits

* FY 2016

UCSF Health Leadership



UCSF Medical Center Ranked 7th Best Hospital in the US for 2016-17

Only Northern California Hospital to Rank in Top 10 Nationwide

U.S. News Best Hospitals 2016-17		UCSF Medical Center's Specialty Rankings	
1	Mayo Clinic Rochester, MN	#10	Cancer
2	Cleveland Clinic Cleveland, OH	#45	Cardiology & Heart Surgery
3	Massachusetts General Hospital Boston, MA	#6	Diabetes & Endocrinology
4	Johns Hopkins Hospital Baltimore, MD	#11	Ear, Nose & Throat
5	UCLA Medical Center Los Angeles, CA	#15	Gastroenterology & GI Surgery
6	New York-Presbyterian University Hospital New York, NY	#15	Geriatrics
7	UCSF Medical Center San Francisco, CA	#4	Gynecology
8	Northwestern Memorial Hospital Chicago, IL	#3	Nephrology
9	Hospitals of UPenn-Penn Presbyterian Philadelphia, PA	#5	Neurology & Neurosurgery
10	NYU Langone Medical Center New York, NY	#12	Ophthalmology
		#10	Orthopedics
		#12	Psychiatry
		#19	Pulmonology
		#10	Rheumatology
		#7	Urology

Source: 2016-2017 US News & World Report Best Hospitals survey

Examples of Excellence

- First in Cancer Care:** The UCSF Helen Diller Family Comprehensive Cancer Center ranks as the leading provider of cancer care in Northern California, according to *US News & World Report*.

- **Transplant Pioneers:** Since 1963, more than 15,000 successful organ transplant operations have taken place here. More kidney transplants have been performed here than at any other institution in the country.
- **Brain Tumor Expertise:** Home to one of the largest brain tumor centers in the nation, the hospital treats nearly 1,000 brain tumors in adults and children and more than 2,500 patients in clinics each year.
- **Musculoskeletal Experts:** The 50,000-square-foot UCSF Orthopaedic Institute offers outpatient services and surgery and features the only Human Performance Center in San Francisco.
- **Premier Women's Health Center:** UCSF is home to Northern California's only nationally designated Center of Excellence in Women's Health.
- **First in Fetal Surgery:** UCSF physicians performed the first successful surgery on a baby in the womb and continue to be leaders in the field of fetal diagnosis and treatment.

Zuckerberg San Francisco General Hospital (ZSFG)

- Considered one of the finest US public hospitals, ZSFG offers humanistic, cost-effective and culturally competent care to an international community of patients, regardless of their ability to pay.
- ZSFG has partnered in public health with UCSF since 1873. All physicians at the hospital hold UCSF faculty appointments and provide patient-care treatment and services, conduct research, and teach. The ZSFG workforce includes almost 2,000 UCSF employees who work side by side with 3,500 city employees. In addition, about 300 residents, 75 students and 42 clinical fellows train at the hospital daily.
- ZSFG is the only Level 1 trauma center serving more than 1.5 million people living and working in SF and Northern San Mateo County.

- ZSFG has approximately 600,000 primary care and specialty clinics visits per year and provides about 20% of all of the health care for the City. ZSFG's patients are 72% nonwhite and speak 70 different languages.
- ZSFG excels in providing care for traumatic brain injury, is the only Joint Commission certified TBI service, and is Stroke and STEMI certified.

San Francisco Veterans Affairs Health Care System (SFVAHCS)

- SFVAHCS is owned by the US Department of Veterans Affairs and is affiliated with all four UCSF schools. The two institutions began their affiliation in 1968. More than 240 full- and part-time UCSF physicians are on staff at SFVAHCS and provide patient care. SFVAHCS serves as a major teaching hospital for UCSF residents and fellows. SFVAHCS funds 171 positions for UCSF residents who train there and provides clinical training for one-third of UCSF medical students.
- SFVAHCS has the largest research program in the VA system.

UCSF Fresno

- UCSF Fresno was created as a regional campus of UCSF in 1975 to address the severe shortage of physicians in California's San Joaquin Valley. Today, UCSF Fresno is the San Joaquin Valley's largest physician training program, providing high quality education for medical students from several University of California campuses, training residents in eight medical specialties and training fellows in 17 sub-specialties. Faculty members at UCSF Fresno provide direct patient care to thousands of San Joaquin Valley community members which enables patients to receive specialty medical care locally instead of traveling to Sacramento, the Bay Area or Los Angeles.

UCSF faculty members staff ZSFG and SFVAHCS, but UCSF neither owns nor operates these facilities.

Mission: Public Service

Serving the local community has been ingrained in the ethos of UCSF since the 1906 earthquake. UCSF cemented its central role in the city's health care when the earthquake and subsequent fires destroyed many downtown facilities. The Parnassus Heights campus was vital in treating the injured, with many taking refuge in tents in Golden Gate Park.

For more than 150 years, UCSF has been an important member of the community as a public university, primary health care provider and leader in life-sciences research. UCSF forges many beneficial partnerships in the San Francisco Bay Area and beyond to further our mission of advancing health worldwide.

As the second largest employer in San Francisco, UCSF has an \$8.9 billion economic impact that sustains nearly 43,000 jobs throughout the region.

Each one of us in the School of Medicine plays a role in public service:

- Provide and support high-quality patient care at local hospitals and neighborhood clinics.
- Educate physicians to work with diverse populations through programs in SF, Oakland and Fresno.
- Conduct life sciences research in cooperation with partners across the City and around the globe.
- Reach out to students at all educational levels to advance knowledge and promote higher education.
- Partner with institutions and organizations of all kinds to promote health, wellness and quality of life.

How We Serve Our Community

As a key part of the fabric of the city for more than 150 years, UCSF continues to care for our neighbors in San Francisco and the Bay Area every day through numerous local outreach efforts. Our public service mission impacts a broad cross-section of populations and causes. Some examples:

- **Caring for Women and Babies:** Centering Pregnancy is an alternative to the traditional individual model of pregnancy care and is designed to build community by taking women out of the exam room and putting them into group spaces for their prenatal care and education. The program was conceived as a way to improve outcomes by increasing access to prenatal education and community and empowering women to take an active role in their prenatal care.
- **Educating for Science:** Education Science and Health Education Partnership (SEP) was initiated in 1987 and is recognized nationally and internationally as a model organization that promotes partnership between scientists and educators in support of high quality science education for K-12 students.
- **Achieving Health Equity:** Children's Health Equity Partnership (CHEP) is a collaboration between BCHO's Center for Community Health and Engagement and the UCSF's Children's Health Equity Collaborative. Its vision is to make the Bay Area a national model for a regional approach to addressing health disparities and ensuring that all our children achieve optimal health and wellness.
- **Caring for Vulnerable Populations:**
 - UCSF students, residents, and physicians, as well as undergraduate volunteers from University of San Francisco, serve a diverse group of vulnerable people, including homeless and immigrant populations and children, through a number of outreach clinics, including:
 - UCSF Homeless Clinic
 - Mabuhay Health Center
 - The Children's Hut
 - Clínica Martín-Baró

- SFVAHCS has extensive Homeless programs including a dedicated clinic in downtown San Francisco, participation in the San Francisco veterans court, and a housing program in conjunction with the Department of Housing and Urban Development which is housing over 1,300 formerly homeless veterans.
- **Impact Public Policy:** UCSF's Healthy Beverage Initiative was launched in 2015 as a result of research assessed by the UCSF-led Sugar Science project, an educational initiative and a comprehensive review of more than 8,000 scientific papers studying added sugar and its impact on health. Currently, UCSF no longer sells sugar-sweetened beverages at its onsite cafeterias and food vendors, vending machines, campus catering and retail locations.

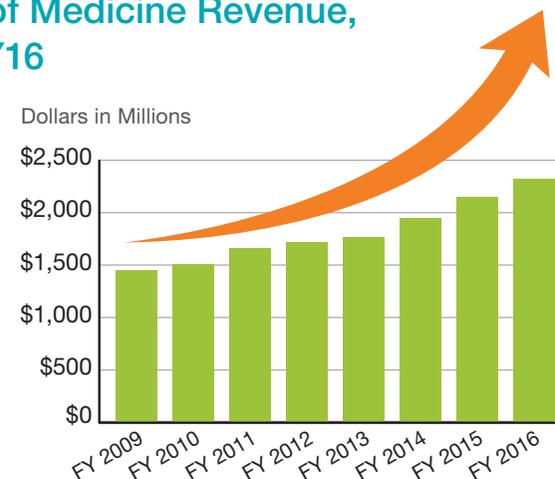
UCSF researchers working at ZSFG conducted over \$89 million in research benefiting vulnerable populations in 2015

UCSF Health provided more than \$197 million in uncompensated care in 2015

Finance and Philanthropy

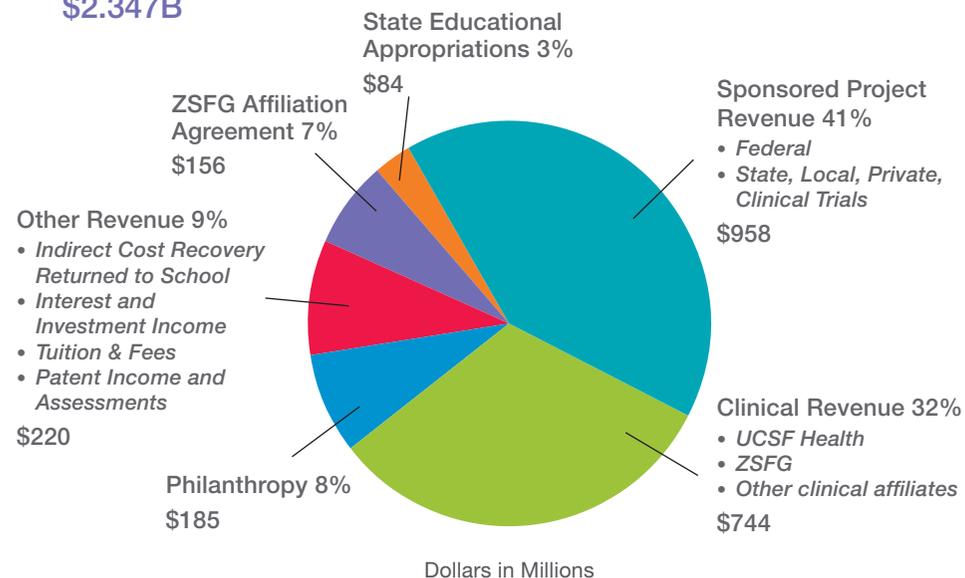
For the last 10 years the School collectively has operated on a positive margin.

School of Medicine Revenue, FY09-FY16



FY17 Planned Revenue

\$2.347B



Notable Recent Gifts

3 Leading Bay Area Research Universities to Partner in \$600M Chan Zuckerberg Biohub

Helen Diller Foundation Gives \$500M

Largest single donation in UCSF history provides unprecedented funding for the University's world-class faculty and talented students.

\$185M Gift Launches UCSF Weill Institute for Neurosciences

Unifies scientists, physicians, students in search for new treatments for brain diseases.

Biotech Pioneer Bill Bowes Gives \$50M to Support Young Biomedical Investigators

Atlantic Philanthropies Gives \$177M to Establish Global Brain Health Institute to Fight Dementia

The School of Medicine raised a record \$228 million in gifts and endowments in 2016.

Endowed Chairs

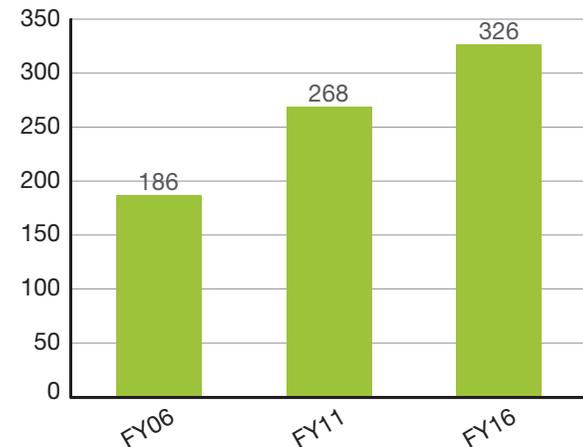
In academic medicine and health sciences, where scientists and clinicians must raise their own salaries and research budgets through clinical revenue and research grants, the amount of funding a faculty member receives equates to opportunity – opportunity to pursue research and to initiate new lines of inquiry, to teach and mentor students and younger colleagues, to spend more quality time with patients and to take on the most difficult cases that have baffled other, less highly trained physicians.

Endowing a faculty position opens up these avenues of possibility.

As one of the top professional honors bestowed on faculty, endowed professorships are a critical tool in UCSF's efforts to both retain our top faculty and recruit world-renowned health care leaders.

The SOM's 326 endowed chairs and distinguished professorships are supported by a \$549 million endowment.

Number of SOM Endowed Chairs, FY06-FY16





This booklet is an evolving document and subject to change.
The most recent version will live on the Dean's Page:
<http://medschool.ucsf.edu/deans-page>.