

APPENDIX C: ACADEMIC MISSION STATEMENT

The University of California, San Francisco shares the University's mission of achieving excellence in education, research, and public service. As a graduate campus devoted solely to the health sciences, its purposes and goals are unique. UCSF reaffirms its primary goal of maintaining and improving the quality of its educational opportunities, research programs, patient care, and services to the community.

To this end, it is imperative that UCSF continue to:

- attract and educate the nation's most promising students for future careers in the health sciences and health care professions, with continuing emphasis on open access and diversity;
- encourage and support research and scholarly activities in the relevant disciplines that will improve our basic understanding of the causes, mechanisms, treatment and prevention of disease, and the social interactions related to human health;
- bring to our patients the best in health care, from primary care to the most advanced available technologies;
- serve the community at large through education and service programs which take advantage of the unique talents of UCSF faculty, students, and staff.

UCSF consists of four top-ranked professional schools (Dentistry, Medicine, Nursing, Pharmacy), graduate programs in biological and behavioral sciences, the UCSF Medical Center, and associated hospitals. It is a multi-site campus, with activities at ten locations in San Francisco and nearby communities. For the foreseeable future, small increases in enrollment in graduate and professional programs are expected; however, teaching, research and patient care activities are acutely cramped at present and are expected to expand, creating demand for new space. The current planning effort will assess the space needs for the next fifteen years and identify strategies for meeting those needs.

The University of California, San Francisco intends to remain among the leading academic health sciences institutions in the world, highly respected for the quality and scope of its educational programs, scientific activities, and patient care. To fulfill this mission, the campus must build on its current successes, and maintain the flexibility to respond to new opportunities and challenges as they arise. The recruitment and retention of a diverse faculty who are creative scholars, innovative teachers and outstanding clinicians is crucial to this task. Currently, our efforts are seriously compromised by a lack of space for instruction, faculty offices, laboratories, clinical activities, and support services. An acute space deficit has existed at the primary Parnassus site for many years, and is exacerbated by the inadequacy of its aging buildings. To remain competitive, UCSF must provide a physical environment which matches the intellectual richness and vigor of its students, faculty and staff.

EDUCATION OF HEALTH SCIENCE PROFESSIONALS

One of the primary functions of each of the schools is the education of the next generation of health care practitioners. Each seeks to prepare individuals who are well versed in scientific fundamentals, technically proficient, and socially sensitive, and who can assume leadership positions in the professions. Each strives to provide a curriculum and environment which fosters the attitudes and skills necessary to adapt to changes in health care over a lifetime. The schools share a sense of common purpose and partnership. Students and faculty, working side by side in the high density environment that characterizes the campus, have quite naturally initiated interdisciplinary collaboration across department and school lines. This interdependence enriches academic life at UCSF.

DENTISTRY

The UCSF School of Dentistry is widely recognized as one of the top dental schools in the nation. During its first 100 years, the educational focus of the school was on developing clinical excellence. In recent years, influenced by changing demographics, technological advances, new research findings, and changing disease patterns, dentistry has been undergoing substantial change. In the early 1980s, the school embarked on an effort to upgrade its research program, strengthen the basic and clinical science curriculum, and enhance the clinical preparation of dental practitioners. The school proposes to further improve the quality of its educational programs over the next decade, striving for excellence and balance in both academic and clinical programs. Its educational programs include the following components:

- recruiting and admitting an ethnically and culturally diverse and academically superior student population;
- offering programs to accommodate a variety of career goals, including general practice, teaching and research, and public health;
- providing an intellectually challenging, scientifically current, biomedically oriented curriculum that successfully integrates biological and behavioral sciences with clinical skills, that teaches students to think as well as to do, and that prepares students to assume leadership roles in teaching, research, and practice;
- offering top quality postdoctoral professional programs in the dental specialties (orthodontics, pediatric dentistry, periodontics, prosthodontics, endodontics, dental public health, oral medicine, oral pathology, and oral and maxillofacial surgery) that will produce future leaders in the profession;
- offering a continuing education program with depth and quality that assists dental practitioners to change and grow throughout their careers, promoting lifelong learning.

With the continued growth of population in California, it will be necessary to monitor access to dental care closely with the intent to adjust class size in dentistry and dental hygiene as indicated. Because of the increased need for dental graduates with advanced training, the number of graduate professional students in, for example, the Advanced Education in General Dentistry program, is expected to increase. This will prepare the way for the anticipated requirement of a year's residency following the D.D.S. degree.

MEDICINE

During the last 25 years, the UCSF School of Medicine has emerged at the very forefront of academic medicine in the United States. Many factors contributed to its rapid rise to eminence, particularly its broad strength in the biomedical sciences and social sciences related to health, and the integration of biological science with its clinical applications. The school is one of the two most competitive medical schools in the country for both student and housestaff admissions. In its medical curriculum, the school attempts to teach its students to become scholars in medicine, competent and motivated toward self education, able to adapt to the rapid changes in medical practice.

The school also sponsors thirty-one residency training programs, where medical graduates learn to become physicians during intensive training in the hospitals and clinics. Most of these programs are highly sought after in national competition and bring to the campus the most outstanding graduates of medical schools throughout the nation.

The School of Medicine's commitment to educational excellence in training the next generation of physicians includes the following components:

- recruiting and admitting the most promising students for future careers in medicine, with continuing emphasis on open access and diversity;
- offering a curriculum grounded in the biomedical and social sciences, which offers opportunities to pursue topics in depth through individual study and research, and introduces students to the sociological, psychological, economic, and ethical issues that will face them in medical practice;
- bringing the campus the nation's most outstanding medical graduates for residency training in medical specialties across the spectrum of medical care;
- providing extensive and diverse programs in continuing education which offer practicing physicians the opportunity to remain knowledgeable and technically proficient in their professional careers.

With continued growth of California's population, the university may have to consider increasing the number of positions in the UCSF medical school class. Increases in resident positions are projected over the next fifteen years, to accommodate the integration of Mount Zion Hospital and growth in clinical programs. Changing patterns in medical practice away from the in-patient setting to ambulatory care facilities, as well as the increasing complexity of care for hospitalized patients, will also affect residency training.

NURSING

The nationally recognized excellence of the School of Nursing, one of only two in the UC system, reflects a long and illustrious history of innovation in nursing education and research. It consistently ranks among the top three schools in the country in national surveys, and the faculty is recognized nationally and internationally for its contributions to nursing research. Important social and economic trends, such as changes in demographic composition of the population, changing patterns of demand for health care services, and the nationwide shortage of nurses will continue to have substantial impact on the educational programs in the school. The School of Nursing intends to maintain and increase the activities that have earned it a local, national and international reputation as a leading institution for nursing science, education and research.

The School of Nursing will continue to develop programs to meet the constantly changing needs of clinical practice. Its commitment to excellence in nursing education includes the following:

- recruiting and retaining an academically superior, culturally and ethnically diverse student body in all of its programs;
- offering a new Master's Entry Program in Nursing, which will enable students with bachelor's degrees in other fields to enter nursing practice;
- preparing nurses for advanced clinical practice in a wide variety of settings, including nurse practitioners and specialists in the care of patients with acute or chronic illness or injury;
- providing doctoral education for nurses and social scientists who will contribute to nursing education and research.

As the population of California increases, it may become necessary to increase enrollments accordingly to respond to the existing and projected shortages of nurses and faculty in nursing schools.

PHARMACY

UCSF has the only School of Pharmacy in the University of California system. It is ranked first by its peers among schools of pharmacy in the U.S. and is a pioneer in clinical pharmacy education. Its faculty has played a preeminent role in the discovery, design and evaluation of new drugs and innovative drug delivery systems. The school intends to continue its position of leadership in the pharmacy profession by continually refining and improving its education programs. Its students are educated to take active roles in shaping policies, practices and future directions for the profession.

To provide California and the nation with pharmacists who are scientifically trained and clinically competent to deliver the full spectrum of pharmaceutical services required in modern health care, the school has established the following goals:

- recruiting students with outstanding backgrounds and demonstrated leadership potential, who are diverse with regard to minority representation and gender;
- offering a curriculum which will provide students with scientific fundamentals and the skills necessary to adapt to changes in health care over a lifetime, and which will inculcate students with the values necessary to serve society as ethical, caring professionals;
- providing the nation with pharmacy practitioners whose expertise is second to none.

In response to the growing shortage of pharmacists in the state of California, the school proposes to increase enrollment in the Doctor of Pharmacy program; a similar expansion in specialty residencies is also projected.

GRADUATE EDUCATION

UCSF plays a major role in the education of the next generation of scientists in the disciplines relevant to human health. Graduate study at UCSF has a special and unique focus. Based in a health sciences

university, its graduate programs provide a concentration of research in the biological and behavioral sciences unmatched by its sister campuses. These programs offer a broad range of opportunities for investigation into the biological forces which shape the health of human beings, and the social consequences of how our society cares for those who are ill. Students have the opportunity to work on the direct relationship between basic sciences and clinical problems in many developing areas.

Several of our graduate programs are among the most sought after and competitive in the nation. Of note is the innovative Program in Biological Sciences (PIBS), in which graduate students receive broad interdisciplinary instruction in the basic biomedical sciences before engaging in research in a laboratory of their choice. A similar integrated program in pharmaceutical and pharmacological sciences (PIPPS) is also being planned.

In addition to the programs in the laboratory-based sciences, the campus also has a number of programs in the social and behavioral sciences. Graduate education in nursing prepares students to be academic scientists and clinical scholars whose careers focus on advancing knowledge for practice in their area of specialization. The master's degree program in physical therapy develops clinical scholars who are prepared for advancing knowledge through collaborative research and clinical specialization. All of these programs are characterized by an emphasis on interdisciplinary study, which transcends traditional departmental boundaries and enables students to benefit from interaction and collaboration with members of the scientific community in all of the schools.

Increases in graduate academic enrollments are planned for the basic biological sciences, such as cell and developmental biology, human genetics, oral biology, neuroscience, and immunology, and for graduate nursing programs. Doctoral education in pharmaceutical chemistry is also expected to increase in response to growing demand for research scientists in drug design and delivery and pharmacological and toxicological sciences. Increasing recognition of the importance of the behavioral, social and cultural components of health will require strengthening and expansion of graduate programs in these areas, and initiation of an integrated Program in Behavioral and Social Sciences.

In fulfilling its mission to educate the next generation of scientists and scholars, UCSF will continue to promote excellence in graduate education by:

- recruiting talented students with outstanding academic backgrounds, with a continuing emphasis on increasing enrollment of students from underrepresented ethnic groups;
- building the broadest possible programs in the biological and social and behavioral sciences pertaining to human health, with emphasis on integrative approaches to new disciplines;
- promoting and supporting excellence in research among the UCSF faculty.

TRAINING OF POSTDOCTORAL SCHOLARS

UCSF has made a substantial commitment to training young investigators for productive careers in biomedical, social and behavioral research. Of exceptional importance are the postdoctoral scholars, recent recipients of the Ph.D. or professional doctorate, who develop their abilities as independent scientists during a period of training in the laboratories and research programs of UCSF faculty members. These young scientists and scholars not only benefit from our educational programs, they also are vital to the execution of all phases of campus research programs. As part of its commitment to training the next generation of health sciences researchers, UCSF will:

- provide postdoctoral education in the research-based disciplines relevant to human health, including basic, clinical and health services research;
- offer programs which provide first-rate scientific training to enable physician-scientists and other clinician-scientists to pursue productive careers in health sciences research.

RESEARCH

A central mission of the campus is to increase the fund of knowledge applicable to human health in its broadest dimensions -- from fundamental biological science to the most effective and efficient systems for delivering health care. Increasingly, much of the progress in the treatment of disease has come about as a direct byproduct of advances in the basic sciences. Improving our basic understanding of disease mechanisms, and applying that knowledge in clinical investigations of specific diseases inevitably leads to advances in their prevention and treatment. Many collaborative relationships between departments in the various schools enhance interdisciplinary efforts and improve linkages between scientific discovery and application to patient care.

No less important to our ability to improve human health is an understanding of its behavioral, social, cultural and economic factors. The dramatic advances in biomedical knowledge have not always been accompanied by an understanding of how these factors relate to health. In its research mission, therefore, UCSF will attempt to contribute to the vigor and security of human society by improving knowledge of the causes of inequities in health and health care, and by developing effective methods to eliminate those inequities.

UCSF has many exceptionally strong research programs at each of its sites. These programs are absolutely crucial to the quality of our educational programs and our ability to provide the best in clinical care. UCSF has been extraordinarily successful in attracting creative and productive faculty, who continue to pioneer new methods and applications. The continued pursuit of excellence in this arena depends on meeting the tremendous demand for adequate space for research activities.

The course of research, by its very nature, cannot be accurately predicted. In the next decade, some of the major programmatic thrusts will occur in the following areas:

- molecular, cell and developmental biology, human genetics, immunology, neurosciences, biostatistics, theoretical, computational and structural biology, and molecular medicine;
- pharmaceuticals and drug delivery, pharmacology and toxicology, molecular parasitology, clinical pharmacology and therapeutics, pharmaceutical chemistry and biotechnology, and drug design;
- AIDS/HIV, including prevention, basic research on retroviruses, oral manifestations of AIDS, structural biology and design of antiviral drugs, treatment and management of the care of persons with AIDS/HIV;
- aging and gerontology, children's health and disease, cancer, heart disease, genetic diseases;
- epidemiology and health services research, including risk factors for disease, clinical treatment effectiveness and patient outcomes, health policy and health economics, ethical problems in the delivery of health care, and psychosocial factors in the etiology and progression of disease;

- health promotion and disease prevention.

PATIENT CARE

Patient care is the largest component of the campus public service mission. UCSF is responsible for both inpatient and ambulatory care at university hospitals and clinics (Moffitt-Long and Mount Zion), the San Francisco General Hospital, the San Francisco VA Medical Center, as well as a number of affiliated sites around the state. Professional services extend from preventive medicine in the community to the latest and most advanced technologies for diagnosis and treatment. All four schools on the campus contribute to innovative and comprehensive health care. The UCSF Medical Center is a major referral center for the most complicated cases from around the world; the dental clinics provide basic care as well as treatment of the most complex oral health problems; clinical pharmacy services include drug information services, home therapy services and the Bay Area Regional Poison Control Center; nursing services include the symptom management clinic and the young women's health clinic. The campus also contributes significantly to patient care through its extensive programs of continuing education for health care practitioners in the community, and by providing consultation to others in the professions.

In fulfilling its mission of providing patient care, UCSF is committed to:

- providing the best possible care to all who seek treatment at university facilities, within the context of clinical teaching and available resources;
- responding to gaps in patient care in the Bay Area by developing appropriate programs to provide services which are not currently available.

Changing patterns in health care have had an extraordinary impact on utilization of hospitals and ambulatory care settings. These include a shift of less acutely ill patients to the ambulatory setting, an increasing level of acuity and illness of hospitalized patients, a shortened average length of stay, and increasingly complex technological support and therapeutic modalities for a variety of acute and chronic diseases. Some patient care facilities are seriously overloaded and often inadequate to meet current needs. The shortcomings of these facilities must be overcome if UCSF is to continue to provide patients with the best in modern health care.

PUBLIC SERVICE

In addition to providing patient care, the campus also participates in a large number of other community services, such as improving the teaching of science in the public schools through its Science and Health Education Partnership Program, training students and citizens in cardiopulmonary resuscitation, holding health fairs, providing young people with the opportunity to learn more about potential careers in science and the health profession, and public lectures. UCSF also joins with other agencies and institutions in cooperative attempts to meet critical public health needs.

The faculty and staff at UCSF are a tremendous resource to the larger health sciences community. Many individuals serve the public and the professions by serving as members of governmental advisory committees, editorial boards of journals, review panels and other similar bodies.

In fulfilling its public service mission, UCSF is committed to:

- in partnership with the public and private sectors, seeking solutions to problems in health care utilizing the unique talents of the UCSF faculty and staff;
- seeking opportunities to extend the benefits of its instruction and research to the community at large.

SUMMARY

As one of the nation's preeminent health sciences universities, UCSF is prepared to confront the challenges of the 21st century. It will remain at the forefront of scientific research and health care, and will use its resources to develop imaginative approaches to the problems of human health. Our primary goal is to preserve and enhance the quality that has been achieved. Developing adequate space, facilities and resources to maintain our vitality and intellectual currency is the central challenge of the future. The Long Range Development Plan will comprehensively address the burgeoning space needs of the campus and establish the strategies which will guide its development in the next fifteen years and beyond.