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April 1, 2020

The Honorable Holly J. Mitchell  
Chair, Joint Legislative Budget Committee  
1020 N Street, Room 553  
Sacramento, California 95814

Dear Senator Mitchell:

Pursuant to Section 16(d) of the 2013 Budget Trailer Bill (AB 94, Chapter 50, Statutes of 2013), enclosed is the University of California's 2020 Progress Report to the Legislature on the School of Medicine at the University of California, Riverside.

If you have any questions regarding this report, Associate Vice President David Alcocer would be pleased to speak with you. David can be reached by telephone at (510) 987-9113, or by email at [David.Alcocer@ucop.edu](mailto:David.Alcocer@ucop.edu).

Yours very truly,

A handwritten signature in black ink that reads "Janet Napolitano".

Janet Napolitano  
President

Enclosure

cc: Senate Budget and Fiscal Review  
The Honorable Richard D. Roth, Chair  
Senate Budget and Fiscal Review Subcommittee #1  
(Attn: Ms. Anita Lee)  
(Attn: Ms. Jean-Marie McKinney)  
The Honorable Kevin McCarty, Chair  
Assembly Budget Subcommittee #2  
(Attn: Mr. Mark Martin)  
(Attn: Ms. Carolyn Nealon)

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Ms. Jennifer Troia, Joint Legislative Budget Committee

Ms. Erika Contreras, Secretary of the Senate

Ms. Tina McGee, Legislative Analyst's Office

Ms. Amy Leach, Office of the Chief Clerk of the Assembly

Mr. E. Dotson Wilson, Chief Clerk of the Assembly

Mr. Jeff Bell, Department of Finance

Mr. Chris Ferguson, Department of Finance

Ms. Rebecca Kirk, Department of Finance

Mr. Brian Rutledge, Department of Finance

Mr. Gabriel Petek, Legislative Analyst's Office

Ms. Jennifer Pacella, Legislative Analyst's Office

Mr. Jason Constantouros, Legislative Analyst's Office

Chancellor Kim A. Wilcox, UC Riverside

Vice Chancellor Gerry Bomotti, UC Riverside

Assistant Dean Kathy Barton, UC Riverside

Associate Vice Chancellor Matt Hull, UC Riverside

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Associate Vice President David Alcocer

Associate Vice President and Director Kieran Flaherty

**UNIVERSITY OF CALIFORNIA**

**2020 Progress Report on the School of Medicine  
at the University of California, Riverside**

Response to Item 6440-001-0001 of Section 2.00 of the Budget Act of 2013-14 states:

“On or before April 1 of each year, the University of California shall provide progress reports to the relevant policy and fiscal committees of the Legislature pertaining to funding, recruitment, hiring, and outcomes for the School of Medicine at the University of California, Riverside. Specifically, the report shall include, but not be limited to, information consistent with the published mission and vision for the School of Medicine at the University of California, Riverside, in all of the following areas:

- (1) The number of students who have applied, been admitted, or been enrolled, broken out by race, ethnicity, and gender.
- (2) The number of full-time faculty, part-time faculty, and administration, broken out by race, ethnicity, and gender.
- (3) Funding and progress of ongoing medical education pipeline programs, including the UCR/UCLA Thomas Haider Program in Biomedical Sciences.
- (4) Operating and capital budgets, including detail by funding source. The operating budget shall include a breakdown of research activities, instruction costs, administration, and executive management.
- (5) Efforts to meet the health care delivery needs of California and the inland empire region of the state, including, but not limited to, the percentage of clinical placements, graduate medical education slots, and medical school graduates in primary care specialties who are providing service within California’s medically underserved areas and populations.
- (6) A description of faculty research activities, including information regarding the diversity of doctoral candidates, and identifying activities that focus on high priority research needs with respect to addressing California’s medically underserved areas and populations.”

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**I. EXECUTIVE SUMMARY**

The School of Medicine at the University of California, Riverside (UCR SOM) opened in 2013 as the first public M.D.-granting medical school to open in California in over 40 years. It has a specific mission to train a diverse physician workforce to serve Inland Southern California and to deliver programs in clinical care and research that will address the needs of this medically underserved region, which according to the California Health Care Foundation has the greatest shortage of primary care and specialist physicians of any region in California<sup>1</sup>. In its first seven years, UCR SOM has been successful in recruiting and training a culturally competent and diverse student body, and in expanding residency programs in the region to encourage trainees to remain in the area upon completion of training. UCR SOM is engaging in research that is targeted toward improving the health of people living in the region, and has launched and expanded its clinical enterprise, UCR Health. Given the growing population in the region and the continuing physician shortage, there is significant opportunity to expand the M.D. student class

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<sup>1</sup> *Meeting the Demand for Health*, Report of the California Future Health Workforce Commission, February 2019.

size in the coming years, yet the UCR SOM continues to face significant financial challenges. The California Future Health Workforce Commission, co-chaired by Janet Napolitano, President of the University of California, and Lloyd Dean, CEO of CommonSpirit Health, and a review by the consultants Tripp Umbach<sup>2</sup>, both concluded that the UCR SOM is underfunded by approximately \$25 million annually. Additionally, the original \$15 million base funding provided to the SOM in the State Budget Act of 2013 to launch the first phase of the establishment of the medical school with an initial class size of 50 students, has not been adjusted for inflation or enrollment growth, and is not sustainable as a sole source of support. The School currently has 291 M.D. students and 34 Ph.D. students. In order to fully deliver on its mission, the UCR SOM aspires to increase enrollment to 500 medical students over the coming years.

Notably, the State Budget Act of 2019 authorized funding to build a new School of Medicine education and administration building on the UCR campus to accommodate this increased enrollment. In addition, Governor Gavin Newsom has included \$25 million in increased new annual operating funding for the UCR SOM in the proposed 2020 State Budget. The availability of additional state resources will help secure the future of the UCR SOM and its long-term impact on addressing the physician shortage in the region.

## II. BACKGROUND AND APPROACH

UCR SOM has a mission distinctive among U.S. medical schools: to expand and diversify the physician workforce in Inland Southern California and to develop research and health care delivery programs that will improve the health of the people living in the region. Inland Southern California – a geographically large, ethnically diverse, and rapidly growing region of 4.4 million people – has barely half of the primary care doctors it needs – a ratio of 35 primary care physicians for every 100,000 people, according to the California HealthCare Foundation, and is underserved in many medical specialties as well. In 2018, Riverside County had the largest population growth in the state and was the fourth most populous county in California. The Inland Empire is expected to become one of the ten most populous metro areas in the United States over the next 30 years. The region performs poorly in relation to most other California regions in many measurable health outcomes, such as diabetes and coronary heart disease.

Unlike the five other academic medical centers in the University of California system, UCR SOM does not own a hospital, and does not have access to a robust clinical funds flow to help support its educational mission. Instead, as a community-based school of medicine, UCR SOM partners with community hospitals and other medical providers across the Inland Southern California area to provide training locations for medical students and residents. The School has also established a clinical enterprise – UCR Health – which provides an additional training platform for students and residents, while also increasing the numbers of physicians in primary care and other medical subspecialties that are lacking in the region.

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<sup>2</sup> *Analysis of Funding Associated with Public, Community-Based Medical Schools*, Tripp Umbach, January 2019.

In order to fully respond to the physician shortage and health care needs in Inland Southern California, the UCR School of Medicine developed a focused approach to its student recruitment and admissions, curricula, research activities, and clinical enterprise, integrating a community-based foundation into each area:

- 1) **Student recruitment focused on the Inland Southern California region.** Students with ties to the Inland Empire community are much more likely to remain in the area to practice upon completion of training. In addition, the Thomas Haider Program reserves up to 24 seats in each entering class for students who are undergraduates at UC Riverside.
- 2) **Medical education highlights issues that are relevant to and prevalent in the community.** The curricula focus on care for the underserved, ambulatory settings, prevention, wellness, chronic disease management, health disparities, and cultural competence.
- 3) **Expansion of graduate medical education (GME) opportunities in the region in partnership with community providers.** The best predictor of a physician's ultimate practice location is where they go to medical school and where they complete residency training. The first UCR SOM GME programs to be developed were in primary care and other short-supply specialties – family medicine, general internal medicine, pediatrics, general surgery and psychiatry.
- 4) **Award programs that provide access to medical education and encourage physicians to remain in the region.** UCR SOM's Mission Scholarship Award program provides an enrollment incentive for students by alleviating medical school debt provided students remain in Inland Southern California (Riverside, San Bernardino and Imperial counties) following medical school education and residency training. Mission Scholarship Awards are granted solely to students with a commitment to practice medicine in one of the following disciplines - Pediatrics, Family Medicine, General Internal Medicine, OB/GYN, General Surgery, Emergency Medicine or Psychiatry. For recipients who meet the above requirements, their Mission Scholarship Award becomes final after the individual practices medicine in the Inland Empire for five years (following residency training), in one of the aforementioned disciplines. Failure to meet these requirements automatically results in the conversion of the Mission Scholarship Award into a loan that must be repaid. Forty currently enrolled students are recipients of these scholarships, which are funded by the School of Medicine, private individuals, and various philanthropic foundations. The medical school is continuing to raise external funds to establish additional scholarships.
- 5) **Pipeline programs that increase access to medical school to students who may be educationally or economically disadvantaged.** A robust set of programs that span middle school to undergraduate levels are designed to help more of the region's students become eligible for medical school. These programs have served over 1,200 students in 2018-19 in Riverside and San Bernardino counties.
- 6) **Research programs that prioritize community-engaged research and address issues that are relevant to the community.** The School of Medicine's Department of Social Medicine, Population and Public Health, and the Center for Healthy Communities are actively engaged with research that is co-led and co-developed by community members.
- 7) **Expansion of the UCR Health clinical enterprise.** UCR Health now has six clinic locations, located from Downtown Riverside to La Quinta in the eastern Coachella Valley. In addition to expanding access to primary care, UCR Health has added specialty

physicians in areas such as neurology/multiple sclerosis, minimally invasive gynecologic surgery and pain management, increasing access to care that was previously limited in the community.

### III. STUDENT RECRUITMENT AND MATRICULATION

#### A. Recruitment and Application Process

Recruitment activities focus heavily on schools located within Inland Southern California, including high schools and community colleges involved in the school's student pipeline programs and four-year institutions such as California State University, San Bernardino. Medical school staff yearly attend a variety of medical student recruitment events, mostly in Southern California, such as the local Medical and Pre-Health Conference held annually at California State University, San Bernardino. Additionally, up to 24 of the medical school seats are reserved for students who earn their bachelor's degree at UC Riverside – a federally designated Hispanic Serving Institution – maintaining the original charter of UCR's former UCLA/UCR Thomas Haider two-year medical education program to recruit, admit, and support students from UCR who aspire to become physicians.

The medical school admissions process uses a holistic review of applicants to select outstanding future physicians who are most likely to fulfill the school's mission. Applicants to the UCR School of Medicine apply through the American Medical College Application Service (AMCAS). For the seventh class of 77 medical students (Class of 2023), application statistics can be found below:

#### Academic Year 19/20 Admissions Statistics

Total Applications Received	5,902
Completed Secondary Applications Received	2,827
Candidates Interviewed	288
Offers of Admission	155
Matriculants	77

The School of Medicine has a Conditional Admission Program for promising UCR undergraduates who would benefit from an extra year of preparation prior to medical school. There is also an Early Admissions Program that is only available for applicants to the Thomas Haider Program at the UCR School of Medicine (the aforementioned 24 reserved seats). The latter program is designed to accept the top applicants before they apply to other medical schools and commit them to UCR SOM.

#### B. Medical Student Enrollment

In its first seven years of operation, the medical school has recruited seven classes of high-quality, diverse students. The current first-year class is composed of 77 students: 60% are female, 39% self-identify as being underrepresented in medicine, 69% are from socioeconomically and/or educationally disadvantaged backgrounds, approximately 52% of the class has ties to Inland Southern California, and 42% are the first in their family to complete a bachelor's degree. Further demographic characteristics are illustrated in the following table.

<b>Race and Ethnicity for 2019 Entering Class of the UCR School of Medicine (Self-Reported)</b>				
	<b>Admits Female</b>	<b>Matriculants Female</b>	<b>Admits Male</b>	<b>Matriculants Male</b>
American Indian/Alaska Native	2	1	0	0
Cuban	0	0	0	0
Asian	20	12	16	6
Mexican American/Hispanic	32	13	15	7
African American	20	6	6	0
Native Hawaiian/Pacific Islander	0	0	1	0
White	7	3	11	7
No response	3	2	6	5
Other	10	9	6	6
<b>Totals</b>	<b>94</b>	<b>46</b>	<b>61</b>	<b>31</b>
<b>TOTAL ENROLLMENT CLASS OF 2023: 77 Students</b>				

Notes: Admission and matriculation data were analyzed from students' self-reported application information; "Filipino" identification was included in "Asian".

#### IV. FACULTY AND ADMINISTRATION

The Associate Dean for Academic Affairs provides leadership for faculty recruitment with the support and collaboration of all of the medical school's executive leadership and academic personnel unit. The Associate Dean oversees the advancement and timely completion of academically-related diversity and affirmative action initiatives and coordinates with the UCR Vice Provost for Academic Personnel. Achieving diversity among its faculty is crucial to the success of the School of Medicine and the attainment of its mission. The School of Medicine also seeks to recruit and retain faculty who are from disadvantaged backgrounds (socioeconomically and/or educationally), speak English as a second language, completed high school in the region (San Bernardino, Riverside or Imperial counties, preferably from medically underserved areas), and/or are first-in-family to attend college. Demonstrated scholarly, educational, or service contributions to diversity is also built into the recruitment process and evaluated as part of the academic hiring process. Guidelines from the University of California Office of the President enable search committees to give special consideration to a number of factors in faculty and academic appointments. These include, but are not limited to:

- A candidate's exceptional service to increase science participation by underrepresented groups;
- Acknowledging barriers facing individuals underrepresented in science careers as evidenced by a candidate's life experiences and educational background;
- A candidate's significant experience teaching students who are underrepresented in the sciences; and

- An individual’s potential to bring to their research the creative critical discourse that comes from their non-traditional educational background or training, and/or their experience as a member of a group underrepresented in science.

Once recruited and appointed to the faculty, the School of Medicine strives to provide a supportive and collegial environment, in part through mentorship by peers both within and outside of the medical school. Both academic divisions in the medical school, Biomedical Sciences and Clinical Sciences, provide newly appointed and junior faculty members mentorship to assist them in navigating university systems and culture and to support their scholarly success. Newly appointed faculty are also encouraged to participate in the campus-wide UCR’s Faculty Mentorship Program as a supplement to the guidance provided within the School of Medicine. The School of Medicine also provides a new faculty orientation on a bi-annual basis and an extensive array of faculty development workshops. Faculty development workshops cover a variety of topics such as teaching professionalism, teaching in a flipped classroom environment, navigating the advancement process, creating an inclusive working environment, and interpreting teaching evaluations.

The School of Medicine aims to attract and retain a diverse and talented staff workforce that will contribute to the university’s goals, mission and vision. The UCR School of Medicine’s hiring practices include the utilization of a number of internal and campus wide resources that ensure that equal employment opportunity principles are embedded into the school’s recruitment, selection, retention and advancement practices.

The following table illustrates the demographics of the faculty and administrative staff.

UCR School of Medicine								
Faculty and Staff Headcounts by Ethnicity and Gender (Self-Reported)*								
Ethnicity	Faculty**				Non-Faculty Academic & Administrative Staff			
	Male	Female	Decline to state	Total	Male	Female	Decline to State	Total
American Indian or Alaskan Native	2			2		2		2
Asian	52	28		80	44	40		84
Black/African-American	8	7	1	16	6	21		27
Decline to State	31	14	10	55	13	17	2	32
Hispanic	12	3		15	18	79	3	100
Native Hawaiian or Pacific Islander	0	0		0		1		1
White	68	36	1	105	35	59	1	95
<b>TOTAL</b>	<b>173</b>	<b>88</b>	<b>12</b>	<b>273</b>	<b>116</b>	<b>219</b>	<b>6</b>	<b>341</b>

\*Statistics current as of January 17, 2020. These figures do not include community-based clinical teaching faculty or student employees.

\*\*Includes administrative leaders who also hold faculty appointments.

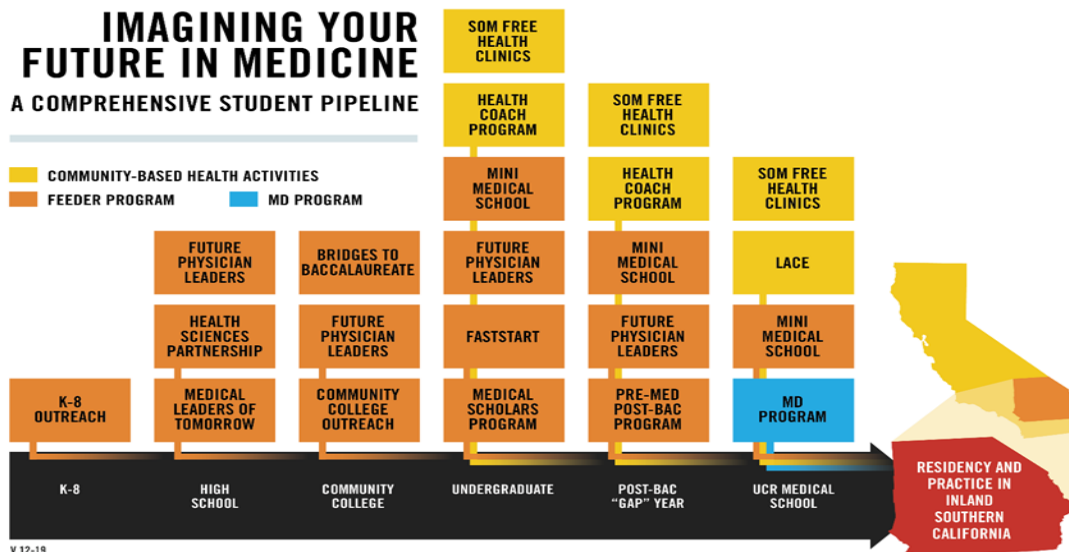


Additionally, the School of Medicine has more than 1,000 community-based clinical teaching faculty. These community faculty members serve as attending physicians in residency training, deliver lectures, and teach clinical skills to medical students.

## V. MEDICAL EDUCATION OUTREACH AND PIPELINE PROGRAMS

Working in partnership with community stakeholders, the UC Riverside School of Medicine’s goal is to produce culturally responsive, service-minded physicians who are drawn largely from Inland Southern California and thus more likely to remain in the region to practice. As previously noted, the UCR School of Medicine is continuing the tradition of providing a unique pathway into medical school for UCR students, similar to the former UCR/UCLA Thomas Haider Program in Biomedical Sciences, the precursor to UCR’s four-year independent medical school. The Thomas Haider Program at the UCR School of Medicine maintains the charter of its predecessor to recruit, admit, and support students from disadvantaged backgrounds who attend UC Riverside. Up to 24 of the medical school seats each year are filled by students who attend UCR for at least six consecutive academic quarters and complete their bachelor’s degree at UCR.

The UCR School of Medicine also offers a series of student pipeline and outreach programs to increase medical school access for socio-economically and/or educationally disadvantaged students. External funders support these initiatives, including the National Institutes of Health (NIH), The California Wellness Foundation, Office of Statewide Health Planning and Development (OSHPD), and Riverside Community Health Foundation, as well as a number of generous private donors. UCR SOM also devotes core personnel resources to coordinating these programs. The current programs are organized into 10 major initiatives (each described below) which create a comprehensive pipeline program addressing the needs of aspiring physicians at each stage of their educational pathways.



### UCR SOM Signature Pipeline Programs

The programs described below are designed to prepare prospective applicants for admission into medical school, and are focused on students who are socio-economically disadvantaged, from

medically-underserved communities, attend low-performing high schools, were raised by single parents, speak English as a second language, and/or are underrepresented in medicine (URiM).

- 1) **FastStart** is an intensive summer program for 30 UCR freshmen who aspire to medical and other science-based careers. The program seeks to improve participants' performance in college math, biology, and science courses and increase students' knowledge and interest in careers in medicine/health. FastStart participants may then participate in the Medical Scholars Program for the remainder of their undergraduate studies. Over 500 students have participated in FastStart since 1999, of which 65% are URiM. The overall BS/BA graduation rate for all *FastStart* students is 83% and the URiM graduation rate for this cohort is 79%.
- 2) **Medical Scholars Program (MSP)** is a comprehensive learning community designed to provide academic, personal, and professional development support for 150 socio-economically and/or educationally disadvantaged students per year. The academic focus is in the sciences, with the goal of increasing students' graduation rates and promoting their entrance into medical school, graduate school, or other health profession postgraduate programs. Over its 15-year history, 830 students have participated in MSP, of which 62% are URiM. The program graduates 88% of students; and 42% of graduates have enrolled in health professions or research-based graduate programs, including 132 students in medical school.
- 3) **Pre-Medical Post-Baccalaureate Program (PPP)** is a one-year science enhancement and medical school application program for dedicated college graduates from educationally and/or socio-economically disadvantaged backgrounds. In addition to full-time enrollment in upper-division science courses, PPP provides classes to enhance critical thinking, test-taking, and study skills; a structured MCAT preparation course; and seminars on health disparities and the health system. Over the past 11 years, the program has trained 85 post-baccalaureate students, of which 68% are URiM. More than 98% of participants completed the program and 87% of the students met the program's academic contract to achieve a GPA greater than or equal to 3.50. Sixty-three of the graduates applied to medical school and 55 of those (87%) have completed, are currently enrolled, or were recently accepted into medical school. Eighty-one percent of these admitted students are URiM. The remaining participants are either studying for the MCAT, applying for medical school in the next cycle, or enrolled in other graduate professional programs.

### **Outreach Programs**

The School of Medicine has the following outreach programs designed to attract socio-economically disadvantaged students to one of UCR SOM's pipeline programs.

- 1) **Medical Leaders of Tomorrow** is a one-week summer residential program for 40 incoming tenth graders. The program seeks to: 1) increase students' awareness and interest in careers in the healthcare field; 2) increase students' awareness and interest in higher education; and 3) inform students' parents about the significance, affordability, and accessibility of a college education. Established in 2013, the program offers two one-week sessions in collaboration with the Riverside County Office of Education and the San Bernardino County Superintendent of Schools.

- 2) **Health Sciences Partnership (HSP)** is a mentoring program in which 15 UCR undergraduate pre-health students (mostly science majors) provide monthly presentations to high school students to promote medical career pathways for students. Established in 2001, the program has grown to serve three regional areas: Coachella Valley, Riverside, and San Bernardino.
- 3) **Future Physician Leaders** is a summer internship program providing mentorship for 150 pre-health high school seniors, community college students, and university students. The seven-week program has three components: a team-based community health project supervised by public health professionals, a Leadership Lecture Series with industry professionals, and shadowing physician rotations.
- 4) **Community College Outreach Program (CCOP)** is a regional outreach program through which SOM staff provide presentations at local community colleges to encourage pre-health students to transfer to UCR to complete their BS/BA degree.
- 5) **Bridges to the Baccalaureate (B2B)** is a NIH-funded partnership between the UCR SOM and Riverside City College (RCC) providing information sessions and guest speakers at RCC and a ten-week summer research program. Research students have a UCR faculty mentor and earn a stipend.
- 6) **Mini-Medical School** allows UCR students develop faculty supervised health education projects to raise awareness in the community about important health issues. Over 200 students each year present on 25 different topics at K-12 schools, churches, shelters, and health fairs.
- 7) **Health Coach Program** is a partnership with Riverside University Health System that trains 35 undergraduate volunteers each year as health coaches to support patients with chronic conditions (diabetes, hyperlipidemia, and hypertension). Health coaches volunteer eight hours per week in clinics and Community Health Centers operated by the county hospital.

While not a specific program, the School of Medicine partners closely with the campus Health Professions Advising Center, which serves all UCR undergraduate students and alumni interested in careers in the health professions. Professional staff and peer mentors are available to guide students and graduates in planning pre-health professions course work, gaining health-related experiences, completing service work, and preparing to apply for admission to graduate and professional programs. Approximately 2,000 UCR undergraduates are served by the center each year.

## VI. OPERATING AND CAPITAL BUDGETS

### A. Operating Budget

The 2013-14 State Budget Act included \$15 million in State funding as part of UC's budget augmentation, providing initial ongoing support to the UCR SOM. This funding has been crucial to the start-up; however, it is not sufficient to fully develop the school's infrastructure or to expand medical student enrollment to a level that will measurably reverse the region's severe physician shortage. It has also never been adjusted for inflation. In its first five years of operation, the School of Medicine received subsidy funding from the UC Office of the President and substantial subsidy funding from the UCR campus. The investment from the Office of the

President was time-limited and has been completed. The campus investment is not sustainable because further subsidization will impact other UCR programs.

The school has reached a capacity which requires more funding to fully meet the requirements of the Liaison Committee on Medical Education (LCME), the accrediting body for medical schools in the U.S. and Canada, and to expand its class size. The School of Medicine has steadily increased class size over the last 7 years, growing from 50 in its first year to 77 students in FY20. This is being done without additional State funding for the School of Medicine as a result of the continued campus subsidy, but is nevertheless necessary to fulfill its mission.

In the 2019-20 legislative session, Senator Richard Roth (with co-authors Assembly Members Jose Medina and Sabrina Cervantes) introduced Senate Bill 56, and Assembly Member Medina introduced Assembly Bill 1740 in efforts to provide augmented operating support for the UCR SOM and to provide funding for a new education building, which would allow the school to grow to 500 students. While these bills were not enacted, the State Budget Act of 2019 authorized \$100 million for a new building that will fully meet the growth needs for medical and Ph.D. student education, academic office space, student services, and school administration. However, the increase in operating support necessary for expansion remains unaddressed.

As of this writing, Governor Gavin Newsom has included an additional \$25 million in new annual operating support for the UCR SOM in the proposed 2020-21 State Budget. The proposed \$25 million is needed to support existing programs and to expand enrollment. The funding would enable the School to eliminate its operating deficit, sustain current operations, ensure sufficient personnel and infrastructure for teaching and learning activities, replace depreciated equipment, and permit an increase in enrollment to 500 students. The UC Board of Regents' formal funding request to the State for 2020-21 seeks the same proposed operating increase amount.

The FY19/20 operating budget appears below, showing a net loss of \$9.0 million before one-time revenue inflows and one-time expenses. After these one-time inflows, the adjusted net loss is \$4.6M.

<b>SCHOOL OF MEDICINE</b>	
<b>OPERATING BUDGET FY19/20 - PROJECTED</b>	
<i>(\$ In Millions)</i>	
<b>Classification</b>	<b>Projected \$ Amount</b>
<b>Revenues</b>	
<b>Core Funds</b>	
State Funds - Start Up <sup>1</sup>	15.0
State Funds - UCR Support <sup>2</sup>	6.6
PDST (Gross)	5.8
ICR	.9
Other Student Fees	.4
<b>Core Funds Total</b>	<b>28.7M</b>
<b>Non-Core Funds</b>	
Clinical - Patient Billing	11.2
Clinical - PSA	12.0
GME	11.5
Contracts & Grants (C&G) <sup>3</sup>	9.5
Gifts & Endowments	.9
Sales & Service	.3
Other	.8
<b>Non-Core Funds Total</b>	<b>46.1M</b>
<b>Total Revenue</b>	<b>74.8M</b>
<b>Expenses</b>	
Academic Salaries	33.1
Staff Salaries	15.5
Employee Benefits	15.9
<b>Salaries and Benefits Total</b>	<b>64.5</b>
General Supplies and Expenses	24.7
Equipment/Other Inventorial	.7
Facilities	1.2
Financial Aid <sup>4</sup>	2.9
Recharge	-10.3
<b>Non-Salary Support Total</b>	<b>19.3</b>
<b>Total Expenses</b>	<b>83.8M</b>
<b>Net Operating Income/(Loss)</b>	<b>-9.0M</b>
<b>Other One-time Inflows</b>	
Ladder Rank Faculty Start-up Reserve <sup>5</sup>	1.5
UCOP Start-up <sup>6</sup>	2.0
Yr 2 Telemedicine Funding (Partial) <sup>7</sup>	.8
<b>Adjusted Operating Net Income/(Loss)</b>	<b>-4.6M</b>
<b>Footnotes:</b>	
<sup>1</sup> Original \$15M State allocation approved in FY12-13.	
<sup>2</sup> Includes UCR State Support for new ladder rank faculty, Tuition and annual fixed costs augmentations.	
<sup>3</sup> Excludes Indirects.	
<sup>4</sup> Includes 1/3 UC required set-aside, plus a \$1M SOM Mission Scholarship.	
<sup>5</sup> UCR State Support start-up funding for this year's ladder-rank hires.	
<sup>6</sup> UCOP Start-up for FY20 allocated in FY19.	
<sup>7</sup> Year 2 of 5 portion of Telemedicine grant allocated in FY19.	

## **B. Capital Budget**

Prior to the school's opening, the UCR campus made a significant investment in two necessary facilities – the School of Medicine Education Building and the School of Medicine Research Building. The budget for these two buildings totaled approximately \$58 million, with funding comprised of campus equity funds (\$24 million from campus discretionary funds and indirect cost recovery), external financing (\$30 million with debt service provided by the campus), and Federal Grant Funds (\$4 million).

The current School of Medicine Education Building, which originally housed the Statistics Department and Campus IT services, provides educational and administrative space, including a remodeled anatomy lab, a small medical simulation laboratory, and space for small-group problem-based learning sessions and Objective Structured Clinical Examinations (OSCEs). The School of Medicine has a Memorandum of Understanding with the UCR Libraries to provide additional classroom and study space for medical student education. In 2018, the UCR campus completed a minor capital project at a cost of \$2.3 million to replace the modular units serving as medical student study and lounge space, as well as space for the school's student pipeline programs. The project was necessary in order to fully comply with accreditation standards.

The School of Medicine Research Building (a \$37 million project) is a three-floor, 58,000-square-foot building. This building served as the initial research platform for the medical school, enabling the recruitment of additional faculty needed to deliver the curriculum to an expanded medical student body at UCR (pre-existing faculty have their laboratories in Webber Hall on the UCR campus). Additional laboratory space for medical school faculty was provided in 2019 in the recently completed Multidisciplinary Research Building (MRB) on campus. Construction of the 180,000 gross square foot, five-floor building provides wet and dry research laboratories, shared instrumentation, a vivarium, and faculty and administrative support. The MRB building is shared among several UCR schools and colleges, and will help accommodate planned growth of the medical school's basic science faculty into the next decade.

Growth in the Division of Clinical Sciences faculty, UCR Health, and of administrative staff has required the medical school to utilize a sizeable portion of the UC Intellicenter Building, located approximately six miles from UCR. This is a University of California-owned building that is also the headquarters of the UCPath Center, the University's initiative to streamline and centralize human resources and payroll functions. While this space has been much-needed in the short term, the distance from the School of Medicine and teaching space creates barriers for students, staff, and fragments the overall local learning environment. There is also further existing unmet need for academic office space for clinical department chairs and clinical faculty.

Unfortunately, the spaces detailed above are still insufficient for the current medical student enrollment and planned future growth, and for the School of Medicine to meet its goal of enrolling 125 medical students each year. In order to meet these needs, a project is underway to expand education space in the Orbach Science Library. This space is urgently needed to expand medical simulation and clinical skills training facilities, and provide one additional large classroom to accommodate the growing enrollment. The project budget is approximately \$7.4 million and is funded by Century Bonds. Construction will begin in March 2020 and will be completed by December 2020.

In the 2018-19 legislative year, the State Budget Act of 2019 authorized UCR SOM to construct a new, dedicated education and administration building that will fully meet the growth needs for medical and Ph.D. student education, academic office space, student services, and school administration. The project budget for the new facility is \$100 million. UCR Campus and UCR SOM received approval to initiate planning for this building from the Regents Health Services Committee in October 2019 and from the Finance and Capital Strategies Committee in January 2020. As of this writing, program planning is underway. The project is expected to be delivered through design-build, with the award of that construction contract in spring 2021 and with occupancy planned in 2023.

## **VII. RESIDENCY TRAINING AND MEETING HEALTH CARE DELIVERY NEEDS**

### **A. Residency Training**

In addition to expanding its student pipeline programs, another key strategy for physician retention is creating a broad range of residency training programs.

The UCR medical school concentrated initially on developing Graduate Medical Education (GME) in the primary care and short-supply specialties of general internal medicine, family medicine, primary care pediatrics, psychiatry, and general surgery. Programs in all of these specialties have been established – sponsored either directly by the School of Medicine or by hospital affiliates in the region. In addition, fellowship programs have been established and are operating in child and adolescent psychiatry, gastroenterology, cardiovascular medicine, and interventional cardiology. One medical center partner, Riverside Community Hospital, is also sponsoring new programs in internal medicine, family medicine, and neurology. There are a total of 281 resident physicians and fellows across 15 residency training and fellowship programs either sponsored by or in partnership with the UCR School of Medicine in 2019-20.

The medical school continues to be successful in securing extramural funding to partially support the start-up of several GME programs. First 5 Riverside is partially supporting the primary care pediatrics track and the Office of Statewide Health Planning and Development (OSHPD) is partially supporting the psychiatry residency. The family medicine program located in Palm Springs and the internal medicine program in partnership with Riverside University Health System-Medical Center have been awarded funding from the Song-Brown Program administered by OSHPD. The medical school also received support in the State Budget Act of 2018 to expand the psychiatry residency program and psychiatric telemedicine in underserved areas. In October of 2019, the medical school received approval from the ACGME to expand the psychiatry residency by two positions per year.

Thirty-eight of 39 Class of 2019 graduates matched into residency training programs. Statistics for the Class of 2020 are not so straightforward, as some students in the entering class of 2015 deferred completion of their M.D. degree for various reasons. However, the majority (70) will graduate in 2020. The UCR SOM graduation rate for the first four classes is 98%. This exceeds the national average, which is 96% over six years<sup>3</sup>. For the Class of 2019, nine medical school

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<sup>3</sup> AAMC Data Snapshot: Graduation and Attrition Rates of U.S. Medical Students, Association of American Medical Colleges, October 2018

graduates secured residency training in Inland Southern California, including three in UCR internal medicine and psychiatry programs. Twenty-nine graduates remained in California to complete their residency training.

In 2019, UCR SOM-sponsored residencies graduated a total of 29 residents and fellows in Internal Medicine, Family Medicine, Psychiatry, and inaugural fellows in Cardiology and Child & Adolescent Psychiatry. Among these, 34% chose to stay in Inland Southern California to practice, and another 45% remained in California. Since 2016, 72 residents have completed UCR SOM-sponsored residencies, and 42% of these graduates have remained in Inland Southern California.

### **B. UCR Health**

UCR Health, the clinical enterprise of the UCR SOM is a critical component of both the training platform and resource for meeting regional health care needs. UCR Health now comprises six separate clinics in locations across Riverside, Apple Valley, and the Coachella Valley. In calendar year 2019, UCR Health clinics saw 22,145 patient visits, a 23% increase over the previous year. In October of 2019, UCR Health opened its first stand-alone pediatrics clinic in La Quinta, addressing the shortage of pediatric providers in the eastern Coachella Valley.

## **VIII. FACULTY RESEARCH ACTIVITIES**

The UCR School of Medicine continues to build on the current research strengths at UCR through recruitment and retention of clinical and basic science faculty and an enhanced support infrastructure. Faculty are pursuing new medical discoveries and healthcare innovations to serve the needs of the region while training physicians in basic principles of evidence-based medical research and practice. School of Medicine faculty demonstrate success in a broad range of scholarship, from traditional “wet-lab” biomedical research to securing grants that support innovation in teaching and health care delivery.

Many research activities are focused in research centers that align with the School’s unique mission:

- The Center for Healthy Communities, established in 2014, pursues research to improve the health of the culturally and economically diverse community in Inland Southern California.
- The Center for Molecular and Translational Medicine is a multi-disciplinary center that translates basic science findings into diagnostic therapeutics and tools.
- The BREATHE Center (Bridging Regional Ecology, Aerosolized Toxins, and Health Effects) focuses on regional climate modeling, culture and policy studies on air quality and health, environmental justice and health disparities, and health impacts.
- The Center for Glial-Neuronal Interactions is a “brain health” center that focuses on prevention and therapeutic intervention of neurodevelopmental, neurologic, and neurodegenerative diseases, such as Alzheimer’s disease, autism spectrum disorders and epilepsy, among others.
- The Center for Health Disparities Research was established in July 2019 with a five-year, \$16 million grant from the National Institute of Health. One of only 13 centers in the



nation, this Center brings together environmental scientists, biomedical scientists, and social scientists to study health disparities. In addition, the Center offers pilot grants to UCR researchers interested in working on health-disparity projects, and provides training and support to the next generation of investigators seeking to develop community-engaged research projects.

Medical school faculty have been successful in competing for research funding from diverse sources including the National Institutes of Health, the Patient-Centered Outcomes Research Institute (PCORI), and private foundations. Examples of grant awards from this academic year include:

- A \$250,000 PCORI award to address the marginalization of student in recovery from substance-use disorders,
- A \$1.2 million four-year grant from the National Institutes of Health for two projects to study racial disparities in the treatment of breast cancer, and
- A \$2.2 million grant from the National Cancer Institute of the National Institutes of Health to study and target oncogenes – genes that have the potential to cause cancer.

The school supports a Ph.D. graduate program in Biomedical Sciences with a mission to bridge the gap between basic research and new clinical innovations. To this end, Ph.D. students are embedded in the first-year medical curriculum so that they can learn the same human pathophysiology required to do medically translational research. These students are also preparing to be the liaisons between practicing clinicians, experimental clinical trials, patient advocates, and basic researchers. The program currently enrolls 34 students, 53% of whom are from underrepresented minority groups.

## IX. CONCLUSION

With \$15 million in ongoing state funding for the UCR School of Medicine originally provided in the State Budget Act of 2013, significant subsidies from the UCR campus and the UC Office of the President, and additional grant and contract revenues, UC Riverside has been successfully established as the state's first public medical school in more than four decades. With the funding authorized in the State Budget Act of 2019 and proposed in 2020, the UCR School of Medicine is now poised for expansion to a total enrollment of 500 medical students, which in turn will expand medical education opportunities for California students and increase the school's capacity to fulfill its mission of improving the health of people living in the region.

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