A Word From Dean Kelsey Martin

I am pleased to share with you the 2018 Annual Report of the David Geffen School of Medicine (DGSOM). Reflecting on the past academic year fills me with appreciation for the amazing contributions of the DGSOM faculty, staff and trainees. As the youngest of the top 10 medical schools in our nation, the trajectory of our school has been nothing less than remarkable. I am inspired every day by the talent, scholarship and dedication of our community, and I look forward to what the year ahead will bring.
I am also inspired by the mission of our school to improve the health of our community. I cannot imagine a more compelling calling than being engaged in the type of fiercely open-minded scientific research that promises to uncover the causes of human disease, inspiring the next generation of scientists and physicians, creating opportunities to engage with and improve the health and well-being of our neighbors, and committing ourselves to healing humankind, one patient at a time.

I feel especially fortunate to serve as Dean of the DGSOM with such a dedicated team of colleagues and leaders. I am grateful to the leadership and vision of our Vice Chancellor for Health John Mazziotta and for the partnership of the President of UCLA Health and CEO of UCLA Hospitals Johnese Spisso. As a team, we are committed to achieving excellence and integration across all of our mission areas. I am equally appreciative of my leadership team in the DGSOM Dean’s Office, all of whom are highlighted in the sections below, and the many other leaders and colleagues who contributed to this annual report (see end of report for their names). Although I call out and recognize specific individuals below, I want to express my gratitude for the daily contributions of all of our faculty, staff and students, and to our patients, who put their trust in the work that we do. I also wish to recognize the critical importance of our partner-affiliated institutions and their essential role in every aspect of our mission.

Our major partners include the Greater Los Angeles Veterans Affairs Healthcare System, the County of Los Angeles, Cedars-Sinai Medical Center, and Kern Medical Center. Finally, I would like to thank the members of the DGSOM Board of Visitors for their dedication to the success of our school.

As Dean of the DGSOM, I am focused on five overarching goals during the coming year, which I do my best to highlight throughout this report: 1) fostering interdisciplinary efforts and, in particular, activities that bridge clinical medicine with academic scholarship in the basic sciences, social sciences, data sciences and engineering; 2) increasing the financial transparency and health of the school; 3) developing a strong shared culture for the DGSOM that articulates our values and serves as a north star for the work we do and the way that we work with one another; 4) enhancing our mentorship and leadership training programs in a manner that promotes diversity inclusion and that provides growth opportunities for all DGSOM employees; and 5) enhancing the school's internal and external communications. All of these goals are aimed at optimizing the impact of our collective work. This annual report itself is written in the spirit of enhancing internal communications, and is part of a larger effort to ensure that all members of the DGSOM community understand the mission of the school, understand how their contributions are critical to the school’s mission, know how priorities are set and decisions are made in the Dean’s Office, understand the school’s priorities, and are aware of all the resources that are available to them.
Highlights

This a lengthy report, consistent with the DGSOM’s many accomplishments. For a quick overview, I here provide bulleted highlights. We also provide a Table of Contents to facilitate navigation of the document.

• Michael Grunstein, Distinguished Emeritus Professor of Biological Chemistry, received the 2018 Albert Lasker Basic Medical Research Award.

• The CHS South Tower Research Space opened, with occupancy of floors 2 through 7 by the Metabolism, Cardiovascular Medicine, I3T, Cancer, Regenerative Medicine, and Neuroscience themes.

• The DGSOM received $242M in philanthropic support, including a $20M gift from Eugene and Maxine Rosenfeld to establish a state-of-the art simulation center to train health professionals.

• The 2018 U.S. News & World Report ranked the DGSOM #4 in primary care (up from #6 in 2017) and #8 in research (up from #11 in 2017).

• The DGSOM received $328.4M in funding from the National Institutes of Health (NIH) (an 8.4% increase over 2017), and was ranked #12 in NIH funding in the nation (up from #13 in 2017).

• Dr. Philippe Bourgois was elected to the American Academy of Arts and Sciences, and Dr. Utpal Banerjee was elected to the National Academy of Sciences.

• A new DGSOM master’s degree program in genetic counseling was approved by the University of California, and is scheduled to begin in fall 2020.

• The Institute for Precision Health consented more than 21,000 patients and is currently enrolling 1,000 patients a week in the UCLA AtLAs biobanking and genotyping program.

• Dr. Huda Zoghbi, Baylor College of Medicine and Howard Hughes Medical Institute, was awarded the 2017 UCLA DGSOM Switzer Prize for her research on neurodevelopmental disorders.

• DGSOM faculty made many scientific breakthroughs, including elucidating the genetic signatures of major psychiatric disorders, linking inflammatory pathways to diabetes and obesity, developing new tools for genetic editing, identifying factors that promote the growth of axons across a complete spinal cord injury, and solving the ultrastructure of a protein required for infectivity of the malarial plasmodium.

• DGSOM trainees received multiple awards, including the 2017 AAMC Nickens Award to Yvorn Aswad, a fourth-year medical student in the Charles R. Drew University/ DGSOM program, for his leadership efforts in addressing educational, societal and health care needs of minorities in the United States.

• Three new department chairs and 189 new faculty members were appointed.

• The DGSOM participated in the Diversity & Inclusion Toolkit Pilot Project sponsored by the Association of American Medical Colleges (AAMC) and Association of Public and Land-grant Universities (APLU).
...the trajectory of our school has been nothing less than REMARKABLE.”
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Administration & Infrastructure

In many ways, there has never been a more exciting and yet more challenging time to be in academic medicine. New technologies have empowered advances in clinical medicine and biomedical research that were unimaginable only a decade ago — from new imaging modalities, to the application of artificial intelligence approaches to clinical medicine, to breakthroughs in genetic sequencing and gene editing. The amount of data and the level of resolution of analysis are unprecedented, providing insights into human disease that promise to lead to new preventions and cures. At the same time, increasing disparities in wealth and in the cost of health care are generating increasing inequalities in health outcomes; our nation is facing significant uncertainty about health care policies and finances; funding for biomedical research has become hypercompetitive; and students are entering the fields of medicine and science with a sense of insecurity about their futures.

These challenges and opportunities require that we be strategically integrated and aligned to realize our potential, that we share a clear understanding of how individual activities contribute to our mission of improving health, and that we articulate a shared set of strategies for supporting all four critical pillars of our mission — clinical care, education, research and community engagement. An important imperative of alignment and integration is that we engage in multidisciplinary efforts. Such multidisciplinary efforts are at the heart of patient-centered care and are fundamental to the advances that are possible when the expertise of multiple disciplines is leveraged to address the most pressing problems in health and medicine. Since multidisciplinary efforts benefit from both depth and breadth of expertise, the DGSOM Dean’s Office is committed to providing the administration and developing the infrastructure that will support academic medicine by facilitating the work of individual scholars and departments while also supporting interdisciplinary team efforts and activities.
Strategic Planning

To ensure that the UCLA Health System and DGSOM are optimally aligned under the banner of UCLA Health, we are in our second year of a strategic plan refresh. As described in the Finance section below, our current efforts are focused on developing a funds-flow model that will allow us to increase our productivity and impact, be competitive in the current marketplace, and support all components of our mission as an academic medical school. Updates on the strategic planning process are available here (https://mednet.uclahealth.org/hubcap/strategic-planning/).

To be successful and impactful, the strategic plan refresh needs input from all departments and units, and from all members of the UCLA Health community. Toward this end, John C. Mazziotta, MD, PhD, chairs a monthly Executive Advisory Committee with all the department chairs and leaders from both the UCLA Health System and the DGSOM, at which strategic decisions are made. In addition to the Economic Model Design Advisory Group (described below), Johnese Spisso chairs a monthly President’s Council with all the clinical department chairs, and I chair a monthly Dean’s Council with all DGSOM department chairs. The Dean’s Council covers topics that impact the administration of school departments, ranging from faculty recruitments to departmental administrative support to the development of metrics for space utilization and for academic productivity. The DGSOM Dean’s Office also holds monthly Research Executive Strategy Committee Meetings, chaired by Vice Dean for Research Steve Smale, and Education Executive Strategy Committee Meetings, chaired by Vice Dean for...
Education Clarence Braddock, which focus on strategic priorities in the research and education mission areas, respectively.

In the past year, the school has held several open forums for discussion and townhalls that have provided opportunities for discussion of the DGSOM strategic priorities among all members of our community. In addition to continuing to host these and additional forums for discussion, Vice Chancellor Mazziotta, President Spisso and I will visit departmental faculty meetings to provide further updates on the UCLA Health Strategic Plan Refresh beginning in January, 2019.

Department Chairs, Institute & ORU Directors, and Dean’s Office Leadership

Over the past year, we’ve been fortunate to appoint several outstanding new leaders as department chairs, including Maie St. John, MD, PhD, Chair of Head and Neck Surgery, and Eleazar Eskin, PhD, Chair of Biomathematics. Barbara Van de Wiele, MD, was appointed as Interim Chair of Anesthesiology and Perioperative Medicine on July 1 and Felix Schweizer, PhD, was appointed Interim Director of the Brain Research Institute.

In the DGSOM Dean’s Office, we welcomed Emilie Marcus, PhD, as DGSOM Executive Strategy Officer, John Colicelli, PhD, as Assistant Dean for Academic Affairs, and Kathleen Brown, MD, and Valencia Walker, MD, MPH, as Assistant Deans for Diversity Inclusion. Each of these new leaders brings fresh energy, enthusiasm, insights and vision to the DGSOM and I look forward to partnering with them to realize our greatest potential as a school.

Finances

Under the leadership of Anja Paardekooper, Senior Associate Dean for Finance and Administration, DGSOM’s finance and administration team has made great strides over the past year toward establishing a new paradigm of strategic and proactive financial and operational management.

As part of UCLA Health’s Strategic Plan Refresh, we articulated the need to update the UCLA Health System and DGSOM’s Economic (funds flow) Model, to ensure that we meet our clinical care, teaching, research and community engagement missions in a rapidly changing health care market. As a majority of our peer institutions have experienced, a new funds-flow model, in concert with implementation of our strategic plan, can facilitate meaningful strategic performance improvements across all missions and can enable the alignment of patient care, educational and research objectives through the support of multidisciplinary approaches.
To that end, we launched an Economic Model Design Advisory Group in May of this year. The Advisory Group, co-chaired by UCLA Health President Johnese Spisso and me, is tasked with providing input and expertise into the future economic model design, economic model transition, and administration of the future funds-flow model.

Advisory group members include department chairs, department chief administrative officers (CAOs), central administration and finance leaders of the Health System and DGSOM.

In the fall of 2017, Senior Associate Dean Paardekooper completed the reorganization of the Financial Affairs Office. One important goal for the new organization includes the development and implementation of an enterprise business data warehouse, business intelligence tools and consistent and transparent financial and managerial reporting. We are pleased to report that we are currently testing and validating the first phase of the data warehouse implementation for school-wide rollout in the fall of 2018.

As we did last year, the Dean’s Office held an annual budget meeting with each department and Organized Research Units (ORU). This year we invited Health System leadership to join the budget meetings with the clinical departments, with the goal of facilitating coordination of the departmental budget components directly related to the clinical enterprise. We look forward to working closely with the Health System to further integrate the budgets and budget process in the clinical departments in FY19.

We also continued the Quarterly Request for Dean’s Office Resources this year, using a process that is described here. Briefly, this process was designed to provide transparency to DGSOM resource allocations and to enable investments in strategic priority areas. Requests are submitted by departments, and are evaluated by an Advisory Committee to the Dean according to a clear set of criteria that are specifically aimed at advancing interdisciplinary research (including implementing a world class Precision Health and Genomic Medicine program), advancing health and health care for all through research, developing a diverse faculty, trainee and staff body, strengthening our education programs, and developing biomedical innovation and technology. In FY2018, $5,531,055 was allocated through this process.

**Human Resources**

During FY18, Human Resources, under the leadership of Chief HR Officer Susi Takeuchi and Senior Director of HR Shawn Kang, introduced a new performance evaluation tool. For the first time, all DGSOM and UCLA Health System non-represented staff and leaders followed a standard performance evaluation. The evaluation focused on a set of core attributes that included communication, professionalism, teamwork and accountability. In addition, the performance evaluation moved to an online platform, completely automating the process. More than 400 leaders attended live training courses, and, for the DGSOM, over 3,000 performance evaluations were processed. In FY19 we will look to continually
enhance the process and training tools to advance DGSOM’s ability to cultivate employee talents and to develop and inspire our workforce.

The DGSOM Human Resources, Academic Personnel and Financial Affairs offices have been working closely with our departments, the campus and Information Services and Solutions (ISS) on the rollout of the UCPath personnel and payroll system in September 2018. UCPath stands for “UC Payroll, Academic Personnel, Timekeeping and Human Resources,” and is a UC system-wide HR/Payroll software platform and service center. Roll out at UCLA means DGSOM employees will have 24/7 access to their employment information through the UCPath self-service portal. Employees may also see differences in the look and feel of their paychecks. Additionally, employees will be able to contact the UCPath Center to answer questions about their payroll and benefits.

Digital Technology - DGIT

DGIT is constructed to serve all DGSOM missions. Some recent implementations include an accelerated, cloud-based sequencing pipeline; a database to store and analyze hundreds of thousands of genomes; scalable, cloud-based computational systems to aid in analysis and discovery; new student admissions and room reservation systems; and new financial reporting and analytics services.

Under the leadership of Chief Information Officer Ben Nathan, DGIT continued efforts to establish integrated and comprehensive technologies. This year, DGIT installed 1,000 new wireless access points, distributing wireless networks to all DGSOM buildings; moved 400 applications to a secure and dependable data center in San Diego; helped 5,000 users store and share data in Box; hosted 900 HIPAA-compliant surveys in Qualtrics; and encrypted 9,000 desktop computers.

In unifying staff into a single support team, DGIT sought to simplify and harmonize many disparate processes. In the fall, DGIT staff were added to the CustomerCare call center (7CARE), providing 24/7/365 support for DGSOM. In the winter, desktop support teams were cross-trained and re-constituted to leverage department-specific expertise and awareness. As of spring, DGIT was addressing an average of 5,000 support tickets per month across the call center, desktop support, and IT Connect walk-up desk. More than 95% of those tickets were resolved in less than one business day.

In the coming year, and with particular emphasis on research support and enablement, DGIT will create new faculty, postdoc and grad student advisory boards that will guide and shape service offerings. Zoom secure video conferencing will bring a consistent experience to individual and room-based video conferencing. To reduce paper, DGIT will add document scanning capabilities to Box. Cloud services will expand to offer secure, scalable, compute clusters. These and other endeavors illustrate DGIT’s commitment to modern, scalable,
and secure services, and point to what’s possible when separate teams fuse into a unified whole.

**Space**

In terms of our physical footprint, a highlight of the 2017-2018 academic year was the completion and initial occupancy of the South Tower of the Center for Health Sciences (CHS). Each of the six floors on floors 2 through 7 was assigned to a research theme, starting with Metabolism on the second, then moving upward through Cardiovascular Medicine, I3T, Cancer, Regenerative Medicine and Neuroscience. The initial occupants include 33 labs, mostly from DGSOM clinical departments, with a small number from basic science departments, as well as one laboratory each from the schools of Dentistry and Physical Sciences. Approximately 25% of the space remains open for new recruits. The South Tower move required the vision of our VC for health, John Mazziotta, MD, PhD, and the diligent and collaborative effort by many members of our community. Theme leaders Orian Shirihai, MD, PhD, Yibin Wang, PhD, Steve Bensinger, VMD, PhD, Mike Teitell, MD, PhD, Tom Carmichael, MD, PhD, Owen Witte, MD, and Larry Zipursky, PhD, Vice Dean for Research Steve Smale, Robert Mahterin from UCLA Health, Erin Quinn and Brenna Tam from the School of Medicine, Joyce Iwamoto from Capital Programs and many others from the DGSOM and Capital Programs put in countless hours to bring this successful move to fruition in May and June of 2018. Thanks to their vision and commitment, we look forward to seeing the power of colocation and collaboration in advancing translational science in the coming year.

A second highlight was the completion of the CHS North Tower seismic retrofit. This two year
A major seismic retrofit of the Semel Institute will be initiated in the near future. Its completion over an 18-month period will represent one of the last seismic retrofits needed on the entire campus, in a process that has spanned more than two decades.

In early 2017, the Chancellor’s office announced a plan to demolish Warren Hall in late 2018 and replace it with undergraduate dormitories and facilities associated with the 2028 Olympic Village at UCLA. This required a collective effort over a short timeframe to identify suitable space for the relocation of the Warren Hall occupants, including the Larry L. Hillblom Islet Research Center, the Center for Human Nutrition, the Division of Endocrinology administrative offices, a vivarium, and several other research laboratories. Through this collaborative effort, space has been identified for all occupants and decommissioning of radioactivity in Warren Hall has been completed as an important step that must precede demolition. We plan to move the bust of Stafford Warren, the first dean of the DGSOM, to the lobby outside the Founder’s Room in CHS, and to rename this space Warren Lobby in honor of our founding dean.

Needless to say, each of these projects causes minor to major inconveniences and disruptions for a number of faculty and staff. We appreciate everyone’s patience and cooperation in recognizing the
The efficient and fair utilization of space is critical to our ability to successfully pursue our missions in research, education, clinical care, and community service. In order to identify space for new recruits, expand laboratories, develop new programs and initiatives, and to make the most efficient and impactful use of our research space, Vice Chancellor John Mazziotta worked with many DGSOM faculty and leaders to develop a policy for the evaluation and assignment of research space. Under the leadership of Vice Dean Steve Smale, a faculty committee recently finalized the policy and we are now beginning its implementation.

Finally, Café Med continues to be upgraded. The new kitchen, which will support an expanded menu as well as catering services, was completed earlier this year, and a new ceiling, flooring and lighting in the cafeteria will be installed later this year.

**Philanthropy**

I am happy to announce that after a national search, Lindsey Williams was appointed as the new Assistant Vice Chancellor for UCLA Health Development in December 2017. She has more than 17 years of higher education fundraising experience and previously served for five years as Associate Dean of Development for the UCLA School of Law. Private philanthropy is crucial to helping us achieve our mission, and I look forward to the upcoming year and the exciting advances made possible by our philanthropic partnerships.

UCLA Health Development leveraged its partnership with our faculty and staff to raise $242 million in FY18 toward its $2-billion share of the $4.2-billion Centennial Campaign goal. Cumulative progress toward the Health Sciences campaign goal was $1.55 billion at the end of FY18. In FY18, 23 percent of the dollars raised came from grants and 77 percent from gifts. UCLA Health logged nearly 13,000 gifts in FY18 — with more than 71 percent of the funds going to programs and research and to establish endowed chairs. I extend my thanks to each of you for your part in helping us inspire our philanthropic community.

A significant part of these contributions was the critical importance of safety for our current and future DGSOM communities.

This year we also converted the former “Faculty Lounge” in CHS, across from the Founder’s Room into the “Equity Hub.” The Health Equity Hub is open, from noon to 9 pm, to all trainees in the Health Sciences schools (DGSOM, Fielding School of Public Health, School of Nursing, School of Dentistry, and Graduate Program in Biosciences), residents, post-doctoral fellows and clinical fellows. The hub serves as a visible embodiment of our commitment to inclusion and our dedication to medicine and science as endeavors intended to improve the health and well-being of all individuals and all communities. I am very grateful to the trainees who conceived of this plan, and to Vice Dean Clarence Braddock and Senior Associate Dean Lynn Gordon for working with the trainees to realize its implementation. While the faculty lounge remains available to faculty every morning until noon, we also furnished the B-level south-facing “living room” of Geffen Hall to serve as a welcoming faculty lounge for our faculty not only on the Westwood campus, but also from all of our affiliate sites.
$20-million commitment from Eugene and Maxine Rosenfeld to renovate the learning resource center, which includes the UCLA Simulation Center and the new home of the Center for Advanced Surgical and Interventional Technology (CASIT). The building will be named Eugene & Maxine Rosenfeld Hall; its state-of-the-art training space will give the DGSOM a competitive advantage benefiting faculty, trainees and students.

Marketing & Communications

We are in the midst of a national search for a new Chief Communications and Marketing Officer (CCMO) to take the helm of the UCLA Health Marketing & Communications organization. Our former CCMO, Nancy Jensen, retired in May 2018. Since then, Joseph Earnest, from Strong-Bridge Consulting, has skillfully served as the Interim Chief Communications and Marketing Officer for UCLA Health.

The CCMO search advisory committee is being co-chaired by Emilie Marcus, PhD, DGSOM Executive Strategy Officer, and Richard Azar, Chief Operating Officer for UCLA Health. John C. Mazzotta, MD, PhD, Ms. Spisso and I recently began the process of interviewing candidates and we have a shared optimism and enthusiasm for the quality and diversity of candidates. I hope to be able to share CCMO hiring news with you in the coming months.

To mention just a handful of communications and marketing highlights from the year: the Media Relations team, led by Tami Dennis and David Olmos, hosted an all-day SoCal Science Writing symposium in May that was attended by more than 100 science journalists from throughout Southern California and featured talks by DGSOM researchers; Kristen Lineberger and Anita Bilan have launched the use of the large electronic monitors at the old entrance to CHS (in the 1-2 corridor, near the Founders Room) to tell compelling stories about our school, rotating on a quarterly basis; Elaine Schmidt in the Media Relations department partnered with Mashable’s “How She Works” series to feature Dr. Rachelle Crosbie-Watson’s research on Duchenne’s Muscular Dystrophy; Tami Dennis worked with Senior Associate Dean for Diversity Lynn Gordon and Black Men in White Coats to create videos featuring DGSOM physicians Stanley Frencher Jr., MD, and Olawale Amubiya, MD; Phil Hampton and Tami Dennis in Media Relations coordinated internal and external communications about the Switzer Prize and the Lasker Prize, respectively; research on memory allocation from the lab of Alcino Silva, PhD, was featured in a special Scientific American issue on Revolutions in Science: 13 Discoveries that Could Change Everything; Antoni Ribas, MD, PhD, was profiled by the New York Times for his work on cancer immunotherapy in a piece titled “Using Medicine and Empathy”; Deborah Krakow, MD, represented the DGSOM in an event sponsored by the National Academies of Sciences, Engineering and Medicine to discuss their recent report on sexual harassment of women in academic science, engineering and medicine; and DGSOM Facebook, Twitter, Instagram and LinkedIn accounts have reached 14,317, 1,146, 2,671 and 7,102 followers respectively. I am grateful to the Marketing and Communications team for these and for many, many more efforts that so effectively tell the stories of the remarkable individuals and accomplishments of the DGSOM.
Education

Under the leadership of Vice Dean Clarence Braddock, DGSOM continues to maintain a strong and diverse portfolio of educational activities. One of the most competitive medical schools in the country, with more than 14,000 applications last year and an acceptance rate of less than 3%, the school now ranks #4 in primary care and #8 in research in the U.S. News & World Report “Best Medical School” rankings. Our 90+ residency and fellowship programs are national leaders, including new areas ranging from a residency program in Clinical Informatics to a Master's Program in Genetic Counseling. Our Graduate Program in Bioscience continues to train the next generation of scientists to develop new breakthroughs that will change the face of medicine and health. Continuing education programs help translate the latest advances in medicine into outstanding, patient-centered care, both for UCLA physicians and for many others in the surrounding community.

Undergraduate Medical Education

In the 2017-2018 academic year, we enjoyed continued success in medical student scholarships. Of the current almost 750 students, one-quarter are substantially supported by scholarships, with the David Geffen Medical Scholarship providing full tuition and stipend and with the Leaders of Tomorrow Scholarship providing full tuition for all four years. These generous scholarships are enabling us to bring the best and brightest students to DGSOM. Another important philanthropic gift continues to support the Dean’s Leadership in Health and Science Scholarship, which fully supports an extra year of education for medical students, enabling them to earn a second degree or engage in a productive year of full-time
research. This year alone, 28 students obtained an additional degree (MS, MBA, MPP, MPH) with full tuition support. In addition to the tremendous financial support provided by these scholarships, we are thrilled to announce the addition of a fabulous new medical student scholarship: The LA Care Scholarship. This generous gift will provide full scholarships for an additional eight medical students — four from our Charles R. Drew/UCLA program and four from the UCLA Westwood program. This gift marks the beginning of our meaningful new partnership with LA Care, an independent public agency created by the state of California to provide health coverage to low-income Los Angeles County residents.

The class of 2018 celebrated its graduation at the 64th annual Hippocratic Oath ceremony. We were honored to have a very special commencement speaker: renowned surgeon, author and public health researcher Atul Gawande, MD, MPH. In remarks subsequently published as an essay in the June 2 issue of the New Yorker, Gawande, MD, MPH, challenged our graduates to maintain their curiosity and to hold fast to the principle that all lives are of equal worth. Of this graduating class, almost half (48%) have begun graduate medical training in primary care — ultimately helping to address the expected physician shortage of up to 120,000 primary care physicians by 2030. The majority of students (70%) will pursue graduate education in California, helping to ensure the highest level of care for the residents of our state. Of these, 40% will remain in the University of California system, contributing to our academic health care mission.

The DGSOM Class of 2018 came together to organize a fundraiser for scholarship funds for undocumented students, establishing the Class of 2018 Dream Campaign aimed at continuing “to cultivate and foster an environment of diversity, inclusivity, and equality at our medical school.” The Dean’s Office was also honored to provide more than $200,000 in scholarship support for undocumented students, joining the Class of 2018 in our commitment to an inclusive and diverse DGSOM. In further support of this important cause, Vice Dean Clarence Braddock and I co-authored an article in U.S. News & World Report titled “DACA Students Represent the Students We Want, the Doctors We Need,” to articulate our support for our exceptional group of undocumented trainees and for all undocumented physicians-in-training across our country.

Our students continue to excel in and out of the classroom, including research, community service and civic engagement. For example, medical student-led free-clinic and health education outreach efforts provided health care, education and medical referrals to more than a thousand homeless and under-resourced Los Angeles residents. Anatomy Academy, a student organization providing health education to homeless children, wrote and illustrated a children’s book, which has been distributed in rural settlements of Haitian migrants living in the Dominican Republic. One of our exceptional fourth-year medical students, Yvorn Aswad, received the Nickens Medical Student Scholarship, presented at the American Association of Medical Colleges (AAMC) Annual Meeting. This national award is given to outstanding students who have shown...

Under the leadership of Associate Dean for Medical Student Research and Scholarship Linda Baum, MD, PhD, an unprecedented 80% of DGSOM students engaged in research in the summer between their first and second year of medical school, demonstrating our deep commitment to promoting scholarship and discovery. These research efforts have been highly
fruitful, with the majority of students publishing and presenting their work at professional conferences. This year, we supported 80 of these students to attend national meetings to present their research.

Our engagement in the national community of medical education has been robust, with DGSOM leaders and staff attending or presenting at more than 35 conferences, and with members of our team attending numerous health professions fairs and events at colleges and community colleges all over the region. In these visits, we engaged with more than 7,000 pre-medical students and advisors, helping to empower students underrepresented in medicine toward our goal of diversifying the physician workforce. For example, our Diversity, Inclusion and Outreach office conducts pipeline efforts that have resulted in graduates from our UCLA PREP (Pre-Medical/Pre-Dental Enrichment Program) [http://medschool.ucla.edu/current-ucla-prep](http://medschool.ucla.edu/current-ucla-prep) and RAP (Re-Application Program) [http://medschool.ucla.edu/current-ucla-rap](http://medschool.ucla.edu/current-ucla-rap) programs being accepted to medical schools across the country, including here at UCLA. Our Summer Health Professions Education Program (SHPEP) [http://medschool.ucla.edu/current-ucla-shpep](http://medschool.ucla.edu/current-ucla-shpep), supported in part by a grant from the Robert Wood Johnson Foundation, successfully launched a new expansion of this interprofessional program that now includes medicine, dentistry and nursing. SHPEP recruits 80 pre-health students from disadvantaged
and underrepresented backgrounds into a six-week program of academic enrichment in biomedical and quantitative sciences and health disparities.

This year marked the successful launch of an initiative to redesign the medical school curriculum [http://medschool.ucla.edu/md-curriculum-redesign](http://medschool.ucla.edu/md-curriculum-redesign). The first phase consisted of a series of campus-wide discussions about the core purpose of our medical student program, built on the work of management theorist Simon Sinek. In this phase, we sought the “why” of our program as an important prelude to the “what” and “how.” The annual Medical Education Retreat marked the culmination of this phase, resulting in this provisional statement of our purpose which will guide the work that follows: “To empower students to become physicians committed to excellence and leaders in innovation and research, health, education, advocacy and humanistic care.” In Phase 2, we are forming working groups composed of faculty, staff and students, developing ideas for the design elements needed in a new curriculum to align with this “why” and seen through the lens of “Mindset,” “Skillset,” “Foundational Knowledge” and “Leadership and Engagement.” We anticipate that the new curriculum will be launched in the fall of 2020.

While we move forward with our curricular redesign efforts, our current curriculum, under the leadership of Associate Dean for Curricular Affairs Neveen El-Farrah, continues to benefit from teaching and learning innovations. This year marked the second year of a new, week-long capstone course titled “Foundations for Internship,” which is designed to develop core clinical skills for senior medical students preparing for residency. Providing this high-level training to our graduating students ensures their successful transition to graduate medical education. Exciting teaching methodologies have been sparked by the creative utilization of our new, high-tech home in Geffen Hall. Our work was highlighted at a session on innovative teaching spaces at the 2017 American Association of Medical Colleges (AAMC) Annual Meeting in Boston. The presentation featured a video that demonstrated how the teaching lab, learning studio and lecture hall foster new instructional methods and enhance the learning of DGSOM students. [https://news.aamc.org/medical-education/article/new-schools-thought/](https://news.aamc.org/medical-education/article/new-schools-thought/).

Our medical school benefits from inclusion of multiple programs, including the affiliation and partnership with Charles R. Drew University of Medicine and Science, led by Dean Deborah Prothrow-Stith; the PRIME program, led by Gerardo Moreno, MD, MSHS; and the UCLA-Caltech Medical Scientist Training Program, co-led by Carlos Portera-Cailliau, MD, PhD, and Leanne Jones, PhD. These programs enrich our school through their commitment to training the next generation of physicians committed to transforming the health of diverse and underserved communities, to addressing healthcare disparities in medically underserved populations in California and the United States, and to advancing medicine and health care as physician-scientists. This year, the MSTP held a symposium at Caltech to celebrate the 20th anniversary of its affiliation with Caltech. The symposium featured talks from UCLA and Caltech faculty who collaborate with one another — Kathrin Plath, PhD (UCLA) and Mitchell Guttman,
PhD (Caltech) and Antoni Ribas, MD (UCLA) and James Heath, PhD (Caltech) — as well as talks from three alumni of the UCLA-Caltech MSTP — Thomas Leung, MD (now at the University of Pennsylvania), Jessica Rexach, MD, PhD (now at UCLA) and Stacey Maskarinec, MD, PhD (now at Duke University).

All medical students at the DGSOM continue to benefit tremendously from the guidance and care they receive from the DGSOM Student Affairs office, led by Associate Dean Lee Miller. Each entering medical student is assigned to one of four societies, led by four Assistant Deans — Ilije Fitzgerald, MD, Deborah Lehman, MD, Holly Middlekauff, MD, and Jason Napolitano, MD — who work closely with Miller, MD, to provide support to students. Members of the class of 2019 will be the first to have benefitted from the longitudinal advising system and societies throughout all four years of their training.

**Graduate Medical Education**

Our Graduate Medical Education (GME) program continues to grow with Associate Dean Kate Perkins at its helm, with 89 ACGME-accredited training programs and more than 1,200 residents and fellows. Like our medical student population, our residents and fellows are actively engaged in research and in the community. More than half of our training programs require research experiences for trainees, with work spanning the continuum from basic science to translational research through health services and community-based research. Our trainees also play an important role in helping DGSOM meet our mission of providing care to our most vulnerable populations. Primary care tracks in both the Internal Medicine and Pediatrics training programs, along with both Family Medicine and Med/Peds training programs, involve the delivery of patient care to underserved populations through our affiliations with Federally Qualified Health Centers, LA County hospitals and clinics, and the Veterans Affairs Greater Los Angeles Healthcare System (GLAVAH). Our GME efforts, with the Office of Equity and Diversity Inclusion, expanded to include an Open House for Intern Applicants, Quarterly Resident/Fellow equity and diversity mixers, and the initiation of Faculty/Housestaff diversity dinners. These efforts have yielded positive change in diversity for several of our training programs.

Among the many amazing residency and fellowship programs, I’d like to feature two in this report. The first is the STAR program, or Specialty Training in Academic Research program, co-led by Mitchell Wong, MD, PhD, and Linda Demer, MD, PhD, which trains residents and fellows for careers as physician-scientists. This fall, the STAR program will be celebrating its 25th Annual STAR Research Day Symposium. The second is the National Clinical Scholars Program (NCSP), a two-year program designed to train nurses and physicians with doctorate degrees to become physician-leaders committed to the improvement of health and healthcare. The NCSP was founded in 2016 to replace the Robert Wood Johnson Clinical Scholars Program, as a joint program with UCLA, Yale, University of Michigan and University of Pennsylvania. This year, Duke University joined the consortium of NCSP training sites. We were also fortunate this year to recruit Joann Elmore, MD, PhD, from the University of Washington to co-direct the UCLA NCSP Program with Linda Sarna, RN,
PhD, FAAN, dean of the UCLA School of Nursing. Of note, UCLA will host the annual NCSP meeting at the Luskin Center, October 17-19, 2018.

**Continuing Medical Education**

Under the leadership of Martin Quan, MD, and Assistant Dean Joyce Fried, 8,479 learners from across the country and within our UCLA community participated in one or more accredited CME activity, which, for the 2017-2018 academic year, included 63 live courses, conferences and workshops (seven of which also offered American Board of Anesthesiology Maintenance of Certification in Anesthesiology credit); 26 grand rounds series; and 22 online on-demand lectures on clinical topics across specialties available to the UCLA Health community free of charge. These activities were planned with course chairs not only from the UCLA and Santa Monica campuses, but also from Harbor-UCLA Medical Center, the VA, and community practices to serve these varied communities.

Highlights include successful long-standing popular courses in geriatrics, pediatrics, vascular surgery, urology, family practice, rheumatology and ophthalmology; new courses in neurosurgery, radiology, and cardiology; a continuing joint venture with the Graduate Medical Education Office to organize the ACGME-UCLA interactive workshop on Developing Faculty Competencies in Assessment; and the 91st annual meeting of the American Association for the History of Medicine held on the UCLA campus in May.

**Graduate Programs in Bioscience**

Graduate education continued to shine under the leadership of Greg Payne, PhD, senior associate dean of Bioscience Graduate Education and Director of Graduate Programs in Bioscience (GPB) and the 10 directors of the associated degree-programs and Home Areas. The program received a near-record number of admission applications (1,300), leading to a cohort of 66 highly qualified students entering this fall. Of these, 23% are international and 20% are from backgrounds historically underrepresented in science.

Over the past year, bioscience graduate students have achieved notable recognition for their science and innovation. Of particular note are the following five student-advisor pairs who received the prestigious Howard Hughes Medical Institute Gilliam Fellowship for Advanced Studies awarded this year: Marcus Alvarez and Paivi Pajukanta, MD, PhD (Genetics and Genomics), Raquel Aragon and Luisa Iruela-Arispe, PhD (Cell & Developmental Biology), Taylor Brown and Elissa Hallem, PhD (Immunity, Microbes & Molecular Pathogenesis), Jessica Ochoa and Todd Yeates, PhD (Biochemistry,
The David Geffen School of Medicine at UCLA

Biophysics & Structural Biology), and Lauren Thurlow and Tracy Johnson, PhD (Biochemistry, Biophysics & Structural Biology). The fellowship aims to foster a diverse and highly trained workforce prepared to assume leadership roles in science; the GPB awards represent over 10% of all Gilliam fellowships awarded this year.

In addition, a number of students received the following prominent individual fellowships: NSF Graduate Research Fellowship (Arun Kumar Durvasula, Michael Emami, Brandon Jew, Nyasha Maforo, Megan Massa and Lauren Thurlow), NIH National Research Service Award (F30/F31) (Kadidia Adula, James Asuncion, Kristina Garske, Lyle Kingsbury, Anastasia Lomova, Cynthia McKee and Cassandra Meyer), Ford Foundation Fellowship (Taylor Brown), and an American Heart Association Predoctoral Fellowship (Kiro Bechay).

GPB encourages students to strive for creative excellence in a broad array of careers. In the arena of research-inspired business innovation, two bioscience students won first prize in the UCLA Anderson School of Management 2018 Knapp Venture Competition. Cynthia (Cyn) McKee and Thanh Pham from the Molecular, Cellular & Integrative Physiology Home Area, along with two students in the Anderson school, created a scientifically formulated skin care product tailored for an individual's skin biomarkers. The team received $15,000 and has been selected for the Pritzker Group Fellows Program, a three-month program for student entrepreneurs, including a $20,000 investment in their company and co-working space in the Anderson Venture Accelerator.

GPB continued to make strides this past year to enhance research mentoring at multiple levels. More than 25 UCLA faculty mentors and 50 predoctoral and postdoctoral trainees participated in mentor development programs led by GPB Associate Director Diana Azurdia, PhD. Dr. Azurdia herself became certified as Master Facilitator by the National Research Mentoring Network, which qualifies her to train other facilitators to lead mentoring activities for their departments and programs.

Another highlight are two new research training resources for faculty, staff and trainees. The first is a trainee...
funding website that catalogs funding opportunities and resources for predoctoral and postdoctoral fellowships and training grants, including a listing of active training grants at UCLA, guidance for trainees on writing individual fellowship applications, and pointers for faculty on preparing institutional training grant applications. The second is a research training database for training program administrators and faculty directors that provides information and tools to prepare training grant data tables and manage training programs. The new system, named Minerva in reference to the Roman goddess of wisdom, will launch in Fall 2018 to replace the Bioscience Graduate and Postdoctoral Database.

Postdoctoral Fellows

More than 450 postdoctoral scholars contribute to research programs in the DGSOM, mentored by individual faculty members within departments. Lynn Talton, PhD director of postdoc affairs, provides support for postdocs in the DGSOM through the Office for Postdoctoral Affairs (http://www.biomedpostdoc.ucla.edu/).

Over the past year, the office has added a variety of new programs to expand professional development options for our postdocs. To provide new leadership development opportunities, the office co-sponsors and advises the new Postdoctoral Association at UCLA and the affiliated Postdoctoral Leadership Development Program, which was inaugurated in June 2018. To develop funding opportunities and grant-writing skills, a new workgroup cohort system was introduced this year for postdocs applying for individual NIH fellowships. And finally, to promote healthy social engagement for postdocs, the office is partnering with the Healthy Campus Initiative’s EngageWell Pod to develop a new slate of social activities and opportunities for postdocs to engage with the greater UCLA community.

I would like to highlight a few of the accomplishments of the postdoctoral fellows in the DGSOM: Jaison Omoto, PhD, from the lab of Jeffrey Donlea, PhD in the Department of Neurobiology, received a 2018 A.P. Giannini Foundation Postdoctoral Research Fellowship; Catera Wilker, PhD, from the lab of Alex Hoffman, PhD, in MIMG, was awarded a 2018 UC Presidential Postdoctoral Fellowship, and at least six new NIH individual postdoctoral fellowships (F32) were initiated in the last year to DGSOM-affiliated postdoctoral fellows.

Alumni Affairs

This past year marked the start of our alumni affairs program refresh, led by Director of Alumni Affairs Dana Schmitz, designed to strengthen our alumni relationships and increase student engagement http://medschool.ucla.edu/current-alumni. The Alumni Affairs Office (AAO) co-hosted an All-UC Medical Schools reception at the AAMC meeting in Boston this past fall and hosted three class reunions that included interactive, student-guided tours of the new facilities in Geffen Hall. Active efforts to connect medical students to alumni and faculty resulted in a very successful career mentoring event for first- and second-year medical students. Going digital, the AAO worked with graduating students...
The impact and quality of research done at the DGSOM has been recognized by an increase in research funding to the school. DGSOM NIH funding increased 8.4% last year, reaching $328.4M in 2017, with an additional $215M in federal non-NIH funding. This corresponded to an increase in the NIH medical school funding ranking from #13 to #12, and an increase in the DGSOM U.S. News & World Report Research rankings from...
#11 to #8 in the nation. To highlight a handful of the many new grants awarded to our faculty received this year: The NCI awarded a new UCLA SPORE in Brain Cancer to a team led by Linda Liau, MD, PhD; Jerry Zack, PhD and team received a new NIH Program Project grant aimed at defining the factors controlling HIV rebound; Jerzy Kupiec-Weglinski, PhD and colleagues were awarded an NIH Program Project grant to study innate-adaptive immunoregulation in liver transplant ischemia/reperfusion injury; Elaine Reed, PhD and team received a new NIH Program grant to map the immune responses to CMV in renal transplant recipients; and Joseph Ladapo, MD, PhD and William Cunningham, MD, MPH were awarded a new NIH U01 grant on behavioral economics and implementation research to reduce cardiovascular risk in HIV-infected adults.

DGSOM faculty were also successful in competing for foundation and California state grants to support their research. To highlight, Steve Dubinett, professor of medicine and director of the CTSI, was awarded a $12 million grant from the California Institute for Regenerative Medicine (CIRM) to initiate a phase 1 clinical trial to test a combinatorial immunotherapy approach to treat advanced-stage lung cancer.

DGSOM faculty have also been honored by election to national societies and academies. Among these, Utpal Banerjee, PhD was elected to the National Academy of Sciences, and Philippe Bourgois, PhD was elected to the American Academy of Arts and Sciences. Arjun Deb, MD was elected to the American Society for Clinical Investigation.
In recognition of his groundbreaking work on histone modifications and chromatin structure, Michael Grunstein, PhD professor emeritus of biological chemistry, received the 2018 Albert Lasker Basic Medical Research Award, together with C. David Allis, PhD, of Rockefeller University. The Lasker Award is widely considered to be the most important biomedical research prize in the United States; nearly half of Lasker Basic Medical Research awardees have subsequently received the Nobel Prize. Dr. Grunstein’s research on the fundamental question of how chromatin structure affects gene expression has opened an entire field of biology and has provided insights into the pathophysiology of diverse human diseases, including cancer. As dean of the DGSOM, I am especially proud to see the pioneering basic science work of one of our faculty members celebrated as an example of the powerful impact
Our basic science research can have on clinical medicine.

The DGSOM also celebrated the power of basic science research to transform medicine through the awarding of the 2017 Switzer Prize to Huda Zoghbi, MD, professor at the Baylor College of Medicine and Investigator of the Howard Hughes Medical Institute. Dr. Zoghbi visited the DGSOM in February 2018 and gave a lecture titled “Genetic and Neurophysiological Approaches to Tackle Neurodevelopmental Disorders.” The 2018 Switzer Prize recipient will be David Sabatini, MD, PhD, an MIT biologist and associate director of the Whitehead Institute for Biomedical Research. Dr. Sabatini’s discoveries of mechanisms that regulate cell growth have spurred the development of new classes of drugs with exciting potential to treat cancer and other diseases. Dr. Sabatini will deliver the 2018 Switzer Prize lecture and accept our medical school’s annual award for excellence in basic science research on December 13, 2018. I am grateful to the Switzer Prize selection committee, chaired by Kathrin Plath, PhD, for conducting the international searches that led to the selection of Drs. Zoghbi and Sabatini.

Faculty Recruitment

The biomedical research community at DGSOM has been enriched through the recruitment of many outstanding faculty over the past year. In total, the DGSOM recruited 189 new faculty members during FY18, including 19 Adjunct, one Clinical X, 140 Health Sciences Clinical, 22 In Residence, and 7 Regular series. In addition to the appointment of many of our own physicians, physician-educators and physician-scientist trainees to faculty positions, we also recruited talented scientists and clinicians from other institutions. Maureen Su, Melody Li and Timothy O’Sullivan joined the Department of Microbiology, Immunology, and Molecular Genetics (MIMG) from the University of North Carolina, Rockefeller University and Memorial Sloan Kettering Cancer Center, respectively; Suhas Kallapur joined Pediatrics from the University of Cincinnati as chief of neonatology; Ali Khaddemhosseini joined Radiology (with joint appointments in the CNSI and Bioengineering in HSSEAS) from Harvard/Broad Institute; Hans David Ulmert joined Molecular and Medical Pharmacology from Memorial Sloan-Kettering Cancer Center; Joanne Elmore joined the Department of Medicine from the University of Washington; Zhengfeng Duan joined Orthopedics from Harvard MGH; Deborah Prothrow-Stith, Dean of Charles Drew University College of Medicine, joined the faculty of the Department of Medicine; Paul Boutros joined Human Genetics and Urology from the University of Toronto; Brian Shuch and Renea Sturm joined Urology from Yale University and Northwestern University, respectively; and Emilie Marcus, formerly CEO of Cell Press and Editor in Chief of the journal Cell, joined Biological Chemistry and also serves as Executive Strategy Officer for the DGSOM. In the coming year, Frank Alber will join MIMG from the University of...
Southern California, Yuhua Zhang will join Ophthalmology from the University of Alabama, Birmingham, Huihe Ye will join Pathology from Harvard University, Lindsay DiBiase and Laura DeNardo will join Physiology from the National Institute of Drug Abuse and Stanford respectively, Noah Zeitlin will join Neurology and Biostatistics from UCSF, Catherine Lord will join Psychiatry and Biobehavioral Sciences from Weill Cornell Medical College, Glen Van Arsdell of the University of Toronto will join Surgery as Chief of Congenital Surgery, Brian Shuch and Renea Sturm will join Urology from Yale University and Northwestern University respectively, and Victor Nitti will join Urology, with a joint appointment in Ob-Gyn, as Chief of Female Pelvic Medicine and Reconstructive Surgery. Please join me in welcoming these new faculty, and all our outstanding new faculty recruits, to the DGSOM.

As in recent years, our recruitments continue to include joint searches and appointments between departments and other schools, use of on-campus symposia in the recruitment process, and substantial participation of Research Themes. These collaborative strategies have greatly strengthened our ability to recruit the best candidates and use our resources in the most efficient and cost-effective ways. As one example, with the support of multiple departments, the Neuroscience Research Theme coordinated a broad faculty search toward the goal of identifying the strongest young neuroscientists in the country, with the departmental appointment then determined on
The search led to the recruitment of Noah Zeitlen, who will join the departments of neurology and biomathematics as an Associate Professor in the fall. Looking forward, as Dean, I will be considering ways in which the Dean’s Office can provide additional support for these sorts of multi-disciplinary recruits, and for recruitments that increase the diversity of our faculty.

In closing this section, I would like to pay tribute to Frank Kuo, MD, who was recruited to Pathology and Laboratory Medicine as Director of Molecular Diagnostics and Clinical Genomics in January 2018, and died in an accident on August 7, 2018. Dr. Kuo joined the faculty after a very successful career in hematopathology and molecular diagnostics at the Brigham and Woman’s Hospital at Harvard. He was highly admired and beloved as a mentor, colleague and leader at Harvard and at UCLA, and will be sorely missed.

Research Themes

The Research Themes were established just five years ago with the goal of fostering impactful interdepartmental collaborations. More information about each theme can be found at https://medschool.ucla.edu/unified-research-themes. While the occupancy of the CHS South Tower theme floors provided a brick-and-mortar reality to the themes, the themes have also flourished beyond these walls. One major initiative of the Research Themes during the past year was their organization of a seed funding competition that resulted in the distribution of $3M of support for 41 projects, selected from well over 200 applications. The competition included a category for the consideration of applications that did not fit into one of the six established themes, making it possible for applications to be considered on any topic. This funding, provided in collaboration with the CTSI, JCCC and Broad Stem Cell Research
Center, supported innovative new projects not only in the DGSOM but across the UCLA campus.

This year’s Research Services Fund (RFA) focused exclusively on team science awards, with the view that, to address many of the most important unanswered questions in biology and the most significant unmet needs in medicine, the diverse expertise found in multidisciplinary teams of investigators is required. The assembly of outstanding, multidisciplinary teams is challenging because investigators often must reach outside of their comfort zones and interact effectively with very different areas of expertise, or across the basic/translational/clinical/community research spectrum.

The themes have also proven to be of great value for our efforts to recruit faculty to a variety of departments, as they have facilitated efforts to expose recruits to the broad range of faculty throughout the university who work within their areas of interest and expertise. In another activity aimed at creating strong theme-based intellectual homes, the CTSI seminar series is also now organized in consultation with the theme leaders, with each theme selecting a handful of speakers to invite for this school-wide seminar series. The themes have also hosted a number of successful public outreach events in collaboration with UCLA Health Development. We anticipate that the recent occupancy of the South Tower will inspire new interdepartmental/interdisciplinary research efforts, cross-theme initiatives, and the development of additional theme and cross-theme research cores.
Centers and Institutes

The DGSOM is home to many research institutes and centers, including the UCLA AIDS Institute, Brain Research Institute, Clinical and Translational Science Institute (CTSI), Crump Institute for Molecular Imaging, Institute for Precision Health (IPH), UCLA Stein Eye Institute, Semel Institute for Neuroscience and Human Behavior, UCLA-Department of Energy (DOE) Institute, Intellectual and Developmental Disabilities Research Center, Jonsson Comprehensive Cancer Center (JCCC) and UCLA Center for World Health. DGSOM faculty also benefit tremendously from inclusion in other UCLA institutes and centers, including the Molecular Biology Institute (MBI) and Broad Stem Cell Research Center (BSCRC). Each of these institutes and centers provides critical resources for our scholars and each leverages the collective power of scholarship across our campus to increase the impact of our work. In this section, I highlight activities of only three of these units — the CTSI, IPH, and the JCCC — but acknowledge and value the contributions and accomplishments of all of our institutes and centers.

Clinical and Translational Science Institute (CTSI)

The UCLA CTSI, under the leadership of Steven Dubinett, MD, is a hub for research and education. Since September 2017, investigators supported by CTSI’s infrastructure, including core vouchers and seed funding, biostatistical consults, and the Grant Submission Unit, received $56 million in new extramural funding and authored more than 300 publications. A few highlights: Thomas Graeber, PhD, and colleagues discovered that melanomas could be divided into four distinct subtypes, some of which are highly sensitive to drugs that inflict a form of cell death called ferroptosis; April Pyle, PhD, and colleagues created functional skeletal muscle cells in the laboratory and used them in animal models of Duchenne muscular dystrophy to restore dystrophin, the protein missing in the muscle-wasting disease; a team led by Juli Feigon, PhD, produced the most detailed blueprint yet of telomerase, an enzyme that plays a role in cancer
and aging, and became the first to capture the enzyme in the process of making DNA.

The CTSI has also worked to improve health care delivery. In collaboration with the Los Angeles County Department of Health Services, CTSI created the Implementation Science Awards to bring academic rigor to the study of public health interventions. Awardee Dong Chang, MD, of Harbor-UCLA Medical Center is testing an intervention to reduce non-beneficial ICU care by bringing families and patients into the treatment-planning process; preliminary results are encouraging. Other awardees are piloting interventions to prevent opioid abuse and the inappropriate use of antibiotics.

Another patient-centered initiative, the Patient Portal Project led by Peter Szilagyi, MD, MPH, in collaboration with the UCLA Health System, will assess the portal as a platform for engaging patients in their own health care. The initial project, supported by the CTSI and an NIH R01, will randomize patients to receive reminders about getting flu shots and measure the impact of the reminders on patients’ behavior.

As part of its commitment to supporting young investigators, CTSI continued its K and R grant workshops for junior faculty. More than 160 investigators attended three daylong sessions last year, during which they received general advice and had the opportunity to participate in study section-like workshops to receive feedback on their proposals from senior faculty. The K grant and R grant workshops were started in 2010 and 2013, respectively. To date, senior faculty have reviewed 119 K grant proposals and 29 R grant proposals; 68% of the K proposals and 24% of the R proposals have been funded. The CTSI’s eight-week summer TL1 fellowship, led by William Cunningham, MD, MPH, provides medical, dental and nursing students with mentored research and a seminar series focused on health disparities; 98 students, including eight during the summer of 2018, have participated in the program since it was founded in 2012.

**UCLA Jonsson Comprehensive Cancer Center**

Since its inception as an NCI-designated comprehensive cancer center in 1976, the UCLA Jonsson Comprehensive Cancer Center (JCCC) has made remarkable contributions to cancer research. A leader in the development of new cancer drugs, the study of basic mechanistic pathways, and in prevention and survivorship research, JCCC members are truly changing the way we prevent, diagnose, treat and ultimately survive cancer.

Among the major scientific accomplishments made by JCCC members in the past year, two new investigator-initiated clinical trials that involve immune system engineering, both led by Antoni Ribas, MD, PhD, recently obtained FDA approval to proceed with new patient enrollment: One combines adoptive cell therapy with an immune checkpoint inhibitor, and the second combines adoptive cell therapy with engineered hematopoietic stem cells. Another study, led by Cun-Yu Wang, DDS, PhD, (UCLA School of
Dentistry), determined that BMI1 overexpressing cancer stem cells mediate invasive growth and cervical lymph node metastasis in a small animal model of head and neck cancer. Dr. Wang and colleagues also found that inhibiting the AP-1 protein eliminated lymph node metastases in head and neck cancer modeling by targeting cancer stem cells and the other tumor cells, thereby sensitizing cells to cisplatin and providing a strategy to bypass chemo-resistance. Julienne Bower, PhD, is leading, with Patricia Ganz, MD, as co-investigator, a study of newly-diagnosed breast cancer patients before radiation, chemotherapy or endocrine therapy to track the course of fatigue in a two-year observational cohort study that focuses on the biological and behavioral predictors of fatigue and seeks to complement research on longer-term cancer survivors.

Under the leadership of JCCC Director Mike Teitell, the JCCC is developing impactful approaches to continue leading the way in preventing and curing cancer. Toward this end, the center has embarked on a formal strategic planning effort. One critical goal of this effort involves further integration of cancer research and cancer care. A new Council of Oncology Chiefs has been formed and charged with identifying and setting priorities for UCLA’s clinical cancer care services and aligning strategies, vision and operations for those priorities. The council serves as an important step in aligning our research and clinical activities in cancer to develop approaches that are patient-centered and in conjunction with paradigm-changing research being performed in the JCCC.

This past year has welcomed two new JCCC senior leaders. Our new Chief administrative officer, Melissa Fitzmaurice Neligan, held prior leadership positions at the University of New Mexico Comprehensive Cancer Center and the Perlmutter Cancer Institute at NYU. In her role, she is responsible for JCCC administrative operations, strategic planning, and development of the center’s NCI Cancer Center Support Grant renewal. Meghan Brennan, RN, ONP, PhD, assumed the role of senior director of oncology clinical research within the JCCC, having previously overseen the clinical research unit within the Division of Hematology-Oncology and the TRIO-US network.

**Institute for Precision Health**

The UCLA Institute for Precision Health (IPH) continues to serve as a nexus for interdisciplinary collaboration across the DGSOM, UCLA Health System and the university. Led by Director Daniel Geschwind, MD, PhD, and Deputy Director Clara Lajonchere, PhD, the IPH has made substantial progress on several signature programs in the last year, as outlined below.

The AtLAs Project: AtLAs is the umbrella under which the IPH has organized and implemented patient consent and bio-banking of patients enrolled in UCLA Health. This year we have reached a major milestone by implementing Universal Consent across UCLA Health (https://
www.uclahealth.org/precision-health/universal-consent) for the first time. Using this iPad-based video consent, patients are invited to share biological samples (remnant blood or additional tube of blood) that are collected through the course of routine care, and clinical information from their electronic health record, to create a robust big-data research engine that will accelerate novel discoveries and new personalized treatments for patients. The consent process utilizes a short video, currently available in English and Spanish, available at kiosks and on iPads at locations throughout the UCLA Health hospitals in Westwood and Santa Monica. More than 30,000 patients to date have agreed to view the video consent, and consent rates of 65-70% remain at approximately 1,000 new patients per week. We have collected more than 13,000 blood samples and have genotyped more than 11,000 samples. By the end of 2018, we aim to have close to 25,000 genotyped samples available for research.

Mobilizing the electronic health record (EHR) for research: The IPH has led a partnership with our Clinical and Translational Science Institute (CTSI), DGiT and Office of Health Informatics and Analytics (OHIA) to develop secure HIPAA-compliant, cloud-based environments for secure data access, storage and analysis of clinical and genetic/genomic data. Through CTSI and DGSOM funding, this infrastructure will provide researchers across our campus with the tools and resources for a variety of cutting edge and innovative research projects involving an abstracted dataset from the electronic health records of UCLA patients.

MS Program in Genetic Counseling: In June of 2017, I convened a steering committee, led by Christina Palmer, CGC, PhD, and Clara Lajonchere, PhD, to develop an accredited Master of Science Program in Genetic Counseling in the department of human genetics. The program was vetted and approved by the Coordinating Committee on Graduate Affairs and UCOP in June 2018. The overall goal of the master’s program is to train well-rounded genetic counselors in clinical genomic medicine who are equipped with the critical thinking skills to guide the evolving field of genetic counseling in this new era of precision health. A core strength of the program is the emphasis on health disparities; students will further benefit from the ethnocultural diversity of Los Angeles. Leveraging our resources in clinical research and academic medicine will position our program among the top tier of training programs for genetic counseling and will serve as a cornerstone of our Institute for Precision Health. We expect to enroll our first cohort of 10 first-year students in Fall 2020. I am incredibly grateful to Drs. Lajonchere and Palmer and their colleagues for bringing our community together to design such an outstanding program.

Precision Medicine Advisory Committee: In October 2017, Governor Brown convened a precision medicine advisory committee (PMAC), which I was asked to co-chair with my colleague Atul Butte, MD, PhD, director of the institute for computational research at UCSF. The group is tasked with making concrete recommendations on actions that can improve health and health care through precision medicine. These actions may pertain to federal, state, local, public,
private or private nonprofit sectors. PMAC brings together precision medicine thought leaders and stakeholders to discuss points of synergy, opportunities for collaboration and growth, and challenges that need special attention to ensure success in advancing precision medicine in California. The committee is charged with developing a set of policy recommendations by December 2019 that will shape the way precision medicine is implemented in California.

UCLA hosted the fourth PMAC meeting on June 22, 2018, at the Luskin Center where PMAC members came together to discuss key topics around health care outcomes, specifically access to care, data ownership and the importance of diversity and inclusion for precision health research both from the patient and payor perspectives. Clara Lajonchere, PhD, deputy director of the IPH and staff member of Governor Brown’s Precision Health Advisory Committee, took a lead in organizing this successful meeting.

**Innovation and Entrepreneurship**

During the 2017-2018 academic year, the DGSOM’s collaboration with the Technology Development Group, led by Associate Vice Chancellor and CEO & President of the UCLA Technology Development Corporation Amir Naiberg, continued to mature. With the completion of the first UCLA Innovation Fund competition, several projects were selected for support (funded primarily by TDG and DGSOM, with contributions from other schools when appropriate). These projects were in the areas of therapeutics, medical devices/diagnostics and digital health. Selection of projects involves both a scientific review, coordinated by Judy Gasson, and an intellectual property review, coordinated by TDG. Following these reviews, a small number of projects are selected for an oral pitch session to a group of leaders in venture capital and the pharmaceutical/biotechnology industries. Projects selected for support are closely guided by TDG toward carefully defined milestones.
The DGSOM was also pleased to participate in TDG’s first annual UCLA Biomedical and Life Science Innovation Day held at the Luskin Conference Center on June 13, 2018. This event attracted more than 500 attendees, including representatives from 30 venture capital and biotech market leaders, and highlighted the many opportunities for innovation at UCLA. The second annual TDG UCLA Biomedical and Life Science is scheduled for May 22 and 23, 2019, at the Luskin Conference Center.

The DGSOM is also fortunate to partner with Desert Horse-Grant, senior director of research and innovation for UCLA Health, who has spearheaded innovation activities focused on opportunities in the health system. This year she launched a new program that advises UCLA-affiliated start-ups on their most pressing questions about entry or integration with a health system. UCLA Health now joins institutions and companies offering free or low-cost assistance to start-ups under the umbrella program “Start-up In A Box” hosted by TDG. In the past year, Desert Horse-Grant has sought to identify UCLA Health innovation activities and categorized them either (1) Patient and System Services, (2) Learning Health System, or (3) Biomedical Breakthroughs, in order to develop a communication plan and website (launching in 2019) for UCLA Health innovation. You can read more about our innovation activities in her newsletters, which are available at https://www.uclahealth.org/contact-innovation-technology.

The School of Medicine has also recruited Peter Bowers, PhD, and Bill Boyle, PhD, two experts in the therapeutic antibody field, with strong track records of success in both industry and academia, to establish a Therapeutic Antibody Laboratory aimed at the development of high-quality antibodies directed against potential therapeutic targets relevant to any of a variety of diseases. The goal is to enhance our ability to develop novel therapies that make it to the clinic as rapidly and effectively as possible. The Therapeutic Antibody Laboratory occupied its renovated lab space during the 2017-2018 academic year and will provide further information to the research community in the fall, in an effort to identify attractive targets to pursue.
Community, Culture, Equality and Diversity Inclusion

Community Engagement

Community Engagement continues to be one of David Geffen School of Medicine’s and UCLA Health’s core mission areas, with more community projects expanding beyond the confines of Westwood into our Los Angeles community. Together we are strengthening partnerships internally and externally to provide the most engaged, collaborative resources and services to those in need. Community-engaged programs at UCLA have had a very successful year. In a recent survey of DGSOM and UCLA Health faculty, student and staff, 719 individuals reported participating in a community-partnered project within the last year. Of the 225 unique projects, a handful are highlighted below to illustrate the breadth of transformative work underway.

The UCLA Turner Allied Healthcare Careers Program, led by Carol Mangione, MD, MSPH, and supported by the visionary philanthropy of Bobbie and Lauren Turner, was awarded the UCLA Community Program of the Year-Catalyst Award and continues to address projected workforce shortages by educating and encouraging youth to pursue careers in the allied health professions. This summer, 46 local high school students from 19 schools in underserved areas were hosted on campus for one of three rigorous week-long hospital internships, where they learned about a number of health careers. This program reaches beyond the students enrolled in the program to their families and high school communities and gives UCLA a high level of positive visibility.

The Community Engagement Program played a key role in recruiting faculty, staff and trainees as volunteers at the annual 2017 Care Harbor LA Health Fair. UCLA volunteers provided health care to 2,151 uninsured, underinsured and vulnerable individuals. In recognition of our participation and financial support, event organizers identified UCLA as a platinum level partner, the highest tier of partnership.

UCLA TIES for Families, under the leadership of Executive Director Audra Langley, PhD, is a nationally recognized model of university-community collaboration, serving children in foster care or adopted from foster care and their families. For 23 years, UCLA TIES for Families has partnered with the Los Angeles County Department of Children and Family Services and Department of Mental Health to optimize

"Culture is an invisible \textbf{FORCE} that can make or break an organization’s ability to achieve its mission."
the development of these resilient children and families. The program provides a range of multidisciplinary mental health and auxiliary services, develops unique programs for this population, supplies high-quality local and national training to professionals and families, and develops research to help understand the consequences of multiple risk factors and the healing power of intervention and family support for some of our county’s most vulnerable children and young people. In late 2017, the U.S. Department of Health and Human Services awarded the Adoption Excellence Award to UCLA TIES Infant Mental Health Director and co-founder Jill Waterman, PhD, for service in adoption through foster care. Dr. Waterman and UCLA TIES for Families were also honored with a scroll from the Los Angeles County Board of Supervisors in February 2018.

The Student Run Homeless Clinic (SRHC) is entering its 30th year of operation with more than 30,000 patients seen. It has provided a longitudinal community service learning experience for more than 2,000 students. Recently, SRHC and other student-run clinics have been granted access to Care Connect by UCLA Health, which will greatly enhance the tracking and coordination of care for the extremely vulnerable patients who are cared for in these settings.

The UCLA Mobile Eye Clinic (UMEC), directed by Anne Coleman, MD, PhD, completed a collaborative project with First 5 LA and provided vision screening for 90,000 preschool-aged children. A second 40-foot long bus that runs on environmentally friendly natural gas and hosts one pre-examination room, two exam rooms and computer-networking infrastructure has been added to the project. UMEC also established a successful partnership with the School of Dentistry to provide a joint dental and vision screenings at Head Start preschools. The goal is to alleviate stress on school staff and students by having one coordinated screening for both dental and vision on the same day.

We continued to strengthen relationships with key community partners and organizations. In one example, the Community Engagement Program collaborated with a local non-profit organization Heart of Los Angeles (HOLA), to strategize the scope and direction of community resource development. Tony Brown, chief executive officer of HOLA, and the executive team have been pivotal partners in the successful identification and allocation of resources for students participating in our UCLA Turner Allied Health Internship Program. Qualified students who complete the program are offered scholarships to their selected training programs.

The Sound Body Sound Mind (SBSM) Group opened 10 additional new state-of-the-art fitness centers in Los Angeles County this year to increase accessibility for students and families in low-income communities. SBSM has reached more than 750,000 students at 127 local schools with organizations such as Youth Policy Institute and the Lakers Youth Foundation. SBSM has also established partnerships with organizations like Verizon to provide a Science, Technology, Engineering and Mathematics (STEM) component in physical education (PE). Heart monitors were
introduced to Glenn Hammond Curtiss Middle School PE class to integrate new technology to improve physical health. UCLA Health and DGSOM faculty and staff supported the SBSM group at these launch events.

Each year, approximately 150 DGSOM faculty and housestaff and more than 200 DGSOM and UCLA undergraduate students volunteer at the Venice Family Clinic, the largest free clinic in the nation. The Venice Family Clinic provides primary care for more than 25,000 patients annually, and is a deeply valued partner to the DGSOM.

In summary, community-engaged programs at DGSOM and UCLA Health continue to provide compassionate, comprehensive care and services for a number of communities that have the greatest health and employment needs.

Culture

Culture is an invisible force that can make or break an organization's ability to achieve its mission. As dean, I am deeply committed to enhancing DGSOM's culture in order to improve our strategic impact, our wellbeing and our cohesion as a community.

This year we kicked off a long-term project to establish a Cultural North Star for the David Geffen School of Medicine at UCLA. This
The David Geffen School of Medicine at UCLA

The Cultural North Star project is a vital step toward unifying DGSOM faculty, staff and trainees through workplace culture in order to help us more effectively achieve our mission. The Cultural North Star will serve to guide the decisions we make, the goals we set and the work we do.

We heard more than 1,000 voices, through a DGSOM-wide survey, focus groups and 1-1 interviews, and garnered incredibly valuable insights about the strengths of our current culture as well as our opportunities for improvement. Thank you to each and every one of you who took the time to fill out the survey or provide feedback; we had a great diversity of voices and a fantastic mix of faculty, trainees and staff.

Some examples of the key themes that emerged from our data collection phase as being of central importance to you in our workplace culture include integrity, kindness, always learning and improving, inclusion, honesty, excellence and curiosity. We are currently honing the language on the Cultural North Star and creating a strategy for implementation and rollout over the next 12 months. I look forward to sharing more with you during this upcoming academic year.

Equity and Diversity Inclusion

Over the past year, under the leadership of Senior Associate Dean Lynn Gordon, we continued to support opportunities for interaction and networking through the annual summer family picnic, new faculty welcome reception, diversity open house for resident applicants, and the first resident, fellow and faculty diversity dinner. Together with Vice Dean Jonathan Hiatt, we support the Junior Faculty Lecture Series. In January, we welcomed Joan Reede, MD, MPH, MBA, from Harvard Medical School as a visiting scholar and continued to support faculty participation in educational and networking programs at DGSOM and nationally through leadership programs offered by the AAMC.

Through the efforts of one of our own faculty members, Alejandra Casillas, MD, along with the DGSOM education group and the UCLA campus,
we initiated a “First Gen; First to Go” medical school community. This community is made up of medical students, residents and faculty who identify as first generation college graduates, and brings them together with the goal of supporting career trajectories in medicine for first-generation trainees. We believe that this is the inaugural program for first-generation medical students in the country.

The annual leadership summit of DGSOM concentrated on culture and diversity inclusion as these are targeted as critical elements to enhance the climate at DGSOM. Through introspection and evaluation of the data and five-year trends, as well as guided discussion, we were able to define a number of areas for change. In addition to the leadership summit, DGSOM participated, as one of only four sites, in the Diversity & Inclusion Toolkit Pilot Project sponsored by the AAMC and the APLU. This project involved both self-reflection and numerous meetings with a variety of leaders and stakeholders to answer more than 100 questions about the practices, history and procedures regarding diversity inclusion at DGSOM. This review resulted in more than a dozen new or modified objectives to be initiated in the next 18 months to improve equity and diversity inclusion. As a first step toward this goal, we changed the name of the DGSOM Diversity Affairs Office to “Office of Equity and Diversity Inclusion” to better reflect our activities. This summer, we were also fortunate to recruit two new assistant deans, Kathleen Brown, MD, from Radiology and Valencia Walker, MD, MPH, from Pediatrics, who will focus on the experience of trainees throughout their experiences at DGSOM. The addition of talented individuals to the team will allow us to expand and focus our efforts for the 2018-2019 academic year in order to address some of the identified areas for expansion or change.

Open Forums

DGSOM Open Forums were initiated in 2016 by Senior Associate Dean for Diversity Lynn Gordon and Vice Dean for Education Clarence Braddock
to provide a space to discuss issues of importance to the entire DGSOM community. Topics for discussion are determined and led by attendees. Senior leadership of DGSOM are present at the forums to listen to the voices of our community. The willingness of our students, faculty and staff to share their experiences is greatly appreciated. Ideas that have been discussed are critical to many of the initiatives we are undertaking and have led to changes in our activities. Open Forums will continue to be held on a bimonthly basis in the coming year, and I hope you all will take the time to join in the discussion.

Center for World Health

The DGSOM has continued to strengthen its role as a leading academic medical center engaged in global health and the international community through the Center for World Health (CWH, http://worldhealth.med.ucla.edu/), led by Thomas Coates, PhD, who retired in June 2018. The vision of CWH is “a world in which all people achieve their right to high-quality, compassionate, and affordable health care.”

During FY17, a significant proportion of DGSOM medical students participated in global health educational activities. Twenty-eight senior students completed international clinical electives at nine sites in seven countries, while 15 students between their first and second years of medical school worked with faculty mentors on international research projects. In addition, 29 DGSOM students took the Global Health Selective course, and five students graduated from the Global Health Pathway, a longitudinal experience for those who are considering a career in global health. These are transformative experiences that not only orient students to the challenges of working in resource-poor settings abroad, but also strengthen their commitment to working with underserved populations locally.

CWH was also very pleased to bring two South African clinicians to UCLA’s Department of Neurology for a two-month observership, through generous support from the Brenda Lucille Miller UCLA-South African Education Fund for Movement Disorders.

“ The DGSOM has continued to make discoveries that transform medicine and health.”
Under the direction of Jeff Bronstein, MD, PhD, these clinicians learned about state-of-the-art care for multiple sclerosis and Parkinson’s disease. Since returning to South Africa and due to his experience at UCLA, one of these physicians is now the movement disorder neurologist at four hospitals in South Africa, is recognized as an up-and-coming movement disorder neurologists, and is working to create a movement disorder center in South Africa’s KwaZulu-Natal province.

The UCLA Mattel Children’s Hospital was privileged to partner with Futang Research Center of Pediatric Development (FRCPD) on its first year of collaborative programs through funding from Mattel Inc. and the Mattel Children’s Foundation. FRCPD is a network of 22 hospitals providing care to children throughout China. UCLA faculty, including Sherin Devaskar, MD, Ted Moore, MD, Uday Devaskar, MD, and Joyce Wu, MD, have hosted physicians from FRCPD in three pediatric subspecialties – oncology, neonatology, neurology – for highly structured observerships of one to six months at UCLA. These partnerships have led to research collaborations that will leverage data from both China and UCLA that can lead to new discoveries for treating complex and rare childhood diseases around the world.

CWH continues to work very closely with UCLA Health International Services (led by Michael Burke) to ensure a well-coordinated and seamless engagement with our numerous academic, government, civil society, and business partners.
Final Reflections and a Look Forward

Reflecting on the accomplishments of the faculty, staff and trainees of DGSOM over the past year is both rewarding and inspiring. While progress on a day-to-day or a week-to-week basis can seem imperceptible, taking stock of what we have accomplished together over a 12-month period paints a powerful picture of the impact of our work. With each class of medical students and graduate students that embarks on the next phase of their training, each post-doctoral fellow, resident and medical fellow that transitions to the next step of their career, the DGSOM is positively impacting the future of medicine and biomedicine. The discoveries made by our faculty, staff and trainees — from fundamental biology, exemplified by Dr. Michael Grunstein’s Lasker Award-winning discovery of how histone modifications regulate chromatin to alter gene expression in health and disease, through translational biomedicine, exemplified by Dr. Antoni Ribas’ discovery of new effective combinatorial therapies to treat advanced melanoma — are saving lives and creating the medicine of the future. The work of DGSOM faculty, staff and trainees in caring for patients, and in reaching out to improve the health of Los Angeles, transforms the lives of individuals and communities on a daily basis.

I often think of the DGSOM as a microcosm of Los Angeles, the city we live in and serve. Just as L.A. can be seen as a collection of neighborhoods, the DGSOM can also be viewed as a collection of departments, centers, themes and institutes. We may live in Westwood, Studio City, West Hollywood, Silver Lake, South Central, Downtown or in one of the myriad of other Los Angeles neighborhoods, and have deep ties to our local communities, but we are also all Angelenos tied together by our interests in the ethos, well-being and future of our city. And just as the L.A. transit and subway expansion promises to unify outspread neighborhoods to create a deeply connected yet diverse Los Angeles of the future, my hope is that the next era of the DGSOM will be one in which our various units are united in a way
that at once supports the depth of expertise of our scholars and at the same time brings all units together to most impactfully achieve our mission of improving health. This is the promise and the goal of academic medicine, and I feel honored to work with all of you to ensure that the DGSOM leads the way forward.

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