A Word from Dean Kelsey Martin

I am pleased to share with you the 2019 Annual Report of the David Geffen School of Medicine at UCLA (DGSOM). Reflecting on the past academic year fills me with great admiration for our amazing staff, faculty, trainees and students – and for the profound impact that their contributions have on our mission to heal humankind through leading-edge care, research, education and community engagement. As Dean, I am fortunate to have a panoramic view of the DGSOM community and the way that each of your contributions come together, through great collaboration, determination and optimism, to transform our school, our community and our world.
In the last year alone, your passion for our mission has led to new and exciting breakthroughs that have uncovered the cause of human disease; your support and expertise have provided a generation of physicians with the knowledge and perspective they need to provide compassionate, evidence-based care; your commitment to open-minded scientific research has fostered the type of collaborative, data-driven environment that inspires our scientists and ensures biomedical discoveries well into the future; and your humanism has created new opportunities to engage with and improve the health and well-being of populations near and far.

I would also like to express my gratitude for the leadership and vision of John Mazziotta, MD, PhD, Vice Chancellor of UCLA Health Sciences and CEO of UCLA Health, and for the partnership of Johnese Spisso, MPA, President of UCLA Health and CEO of UCLA Hospital System. As a team, we are committed to achieving excellence across our clinical and academic enterprise, continuing to shape and redefine the future of academic medicine in service of our mission. I am equally appreciative of my leadership team in the DGSOM Dean’s Office and the many other leaders and colleagues whose talent, energy and collaboration have been a defining feature of our school’s success and impact. I also wish to express my gratitude for our patients, who put their trust in the work that we do, and our partner-affiliated institutions for their essential role in every aspect of our mission. Finally, I would like to thank our philanthropic donors and the DGSOM Board of Visitors for their dedication to the success of our school.

As Dean of the youngest top-10 medical school in the nation, I am inspired every day by the talent, scholarship and dedication of our community. Your efforts are at the heart of all that we’ve been able to accomplish – and all that is yet to come.

Looking ahead, I remain focused on six overarching goals, which you will find highlighted throughout this report:

1. **Ensuring that academic medicine continues to thrive at UCLA** as we face an evolving balance between today’s health care environment and the world of academic biomedical research and education.

2. **Fostering interdisciplinary efforts**, particularly activities that bridge clinical medicine with academic scholarship in the basic sciences, social sciences, data sciences and engineering, and efforts that benefit our local, national and global communities.

3. **Increasing the financial transparency** and health of the school by establishing a modern funds flow model for UCLA Health (UCLA health system and the DGSOM).

4. **Transforming our culture** at the DGSOM through the Cultural North Star, a shared framework that articulates our values and serves as a guide for the work we do and the way that we interact with one another to ensure that everyone in the DGSOM community feels welcome and valued.

5. **Enhancing our mentorship and leadership training programs** in a manner that promotes diversity inclusion and provides growth opportunities for all DGSOM employees.

6. **Elevating 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 highlight the many ways that each and every member of our DGSOM community contributes to our mission. The annual report is also designed to provide insight into the school’s strategic priorities and decision-making processes, as well as to raise awareness of all the resources that are available to DGSOM staff, faculty, students and trainees.
# Table of Contents

2  A Word from Dean Kelsey Martin

6  Highlights

8  Administration and Infrastructure
   8  Strategic planning
   10  Leadership updates
   10  Financial Affairs
   12  Human Resources
   12  Digital Technology (DGIT)
   13  Space
   15  Philanthropy
   16  Marketing & Communications

18  Educational Affairs
   18  Admissions
   19  Philanthropic support
   20  Highlights from the Class of 2019
   21  Medical student societies and volunteerism
   22  Pipeline programs for workforce diversity
   23  Outreach efforts
   23  Medical school curriculum

25  Graduate Medical Education

26  Graduate Programs in Bioscience

28  Specialty Training and Advanced Research Program

28  UCLA National Clinician Scholars Program

29  UCLA-Caltech Medical Scientist Training Program

31  Continuing Medical Education

31  Cultivating and sustaining physician-scientists

32  Postdoctoral fellows

33  Alumni Affairs

34  Research
   35  Research Themes
   36  Faculty recruitment
   37  Faculty awards and recognitions

39  Centers and Institutes
   39  Clinical and Translational Science Institute
   40  UCLA Institute for Precision Health
   44  UCLA Jonsson Comprehensive Cancer Center
   46  Behavioral Wellness Center
   47  Innovation and Entrepreneurship

49  Community Building
   49  Equity and Diversity Inclusion
   52  Cultural North Star
   55  Community Engagement
   59  Global Health Program

62  Looking Ahead
Highlights

This a lengthy report, consistent with the DGSOM’s many accomplishments. For a quick overview, you may refer to the bulleted highlights below.

- **The DGSOM and UCLA health system hosted their first joint UCLA Health Leadership Summit** in an effort to identify strategic priorities and align all parts of our organization in service of our mission.

- **The UCLA Institute for Precision Health launched two new centers:** the UCLA Center for SMART Health and the California Center for Rare Diseases at UCLA. The Institute also reached its goal of consenting more than 50,000 patients in the UCLA ATLAS biobanking and genotyping program by the end of 2019.

- **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 2019 U.S. News & World Report ranked the DGSOM #5 in primary care and #6 in research** (up from #8 in research the previous year).

- **The DGSOM launched the Cultural North Star:** three pillars and 12 purpose statements that unite us in our shared mission; set clear and high expectations for our actions and interactions; and help facilitate problem-solving, decision-making and collaboration. The initiative includes a new evidence-based recognition program, an ambassador program, an annual award and celebration, a Coffee with the Dean series, quarterly pulse surveys, professional development opportunities and more.

- **DGSOM faculty made many scientific breakthroughs,** including the identification of a biomarker that could lead to improved detection and treatment of early-stage lung cancer; the discovery that micro-electron diffraction (MicroED) can determine the structures of small molecules in just minutes, giving us greater insight into how biological molecules behave and how pharmaceuticals interact with them; the discovery of a family of proteins that mediate trafficking of cholesterol from the cell plasma membrane to the endoplasmic reticulum; the identification of a new therapeutic target for recovery from stroke and traumatic brain injury; and many others.
• Research award funding from the National Institutes of Health (NIH) remained steady, with DGSOM ranking 13th among US medical schools. Our contract and grant revenue increased in fiscal year 2019, with NIH revenue totaling $366 million, as well as an additional $280 million of non-NIH revenue.

• Dennis Slamon, MD, PhD, was awarded the 2019 Lasker-DeBakey Clinical Medical Research Award for his groundbreaking research on the development of trastuzumab (Herceptin), a lifesaving therapy for women with HER2-positive breast cancer. Of note, this is the second year in a row that a DGSOM faculty member has received a Lasker Award (Michael Grunstein won the 2018 Lasker Basic Medical Research Award). Dr. Slamon also received the Sjöberg Prize by the Royal Swedish Academy of Sciences and Sweden’s Sjöberg Foundation for his contributions to the clinical development of targeted cancer therapies.

• Linda Liau, MD, PhD, MBA, was inducted into the National Academy of Medicine and Denise Aberle, MD, and Carol Mangione, MD, MSPH, were elected into the 2020 class of the National Academy of Medicine. Patricia Johnson, PhD, was elected to the National Academy of Sciences. Jonathan Flint, MD, was inducted into the Royal Society of London. Election into these academies and societies are among the highest honors in medicine and science.

• Antoni Ribas, MD, PhD, was named the 2019-2020 President-Elect for the American Association for Cancer Research, the world’s oldest and largest scientific organization focused on cancer research.

• Zhijian “James” Chen, PhD, from the Howard Hughes Medical Institute and UT Southwestern Medical Center in Dallas, Texas, was awarded the 2019 UCLA DGSOM Switzer Prize for his numerous pioneering studies on the mechanisms underlying the cellular response to infection.

• Seven cross-disciplinary teams received grants ($250,000 each) from the DGSOM Seed Grant Program in 2018. The seven projects align with DGSOM’s Unified Research Themes and include researchers from medicine, engineering, life sciences, physical sciences and dentistry.

• DGSOM trainees received multiple awards, including the 2019 UC President’s Postdoctoral Fellowship and the Howard Hughes Medical Institute’s Gilliam Fellowship for Advanced Study.

• UCLA Health received $271 million in philanthropic support, including a $25-million gift from the Steven Gordon Family Foundation, a $15.2-million bequest from the late entertainer and philanthropist Garry Shandling, and a $20-million gift from the W.M. Keck Foundation.

• Of the 713 currently matriculating students, 88 percent received grants or scholarships, with one quarter of the student body receiving full tuition support.

• DGSOM’s student-led free clinic programs provided free care to more than 1,500 patients and more than 50 DGSOM students and faculty participated in the annual Care Harbor Los Angeles health fair, providing free medical, dental and vision care to nearly 1,700 uninsured, underinsured and at-risk community members.

• DGSOM’s medical school curriculum kicked off several exciting new activities, including Phase III of our curricular redesign.
Administration and Infrastructure

Strategic planning

Strategic Plan Refresh: To ensure that DGSOM and the UCLA health system are optimally aligned under the banner of UCLA Health, we are continuing our strategic plan refresh. As described in the Financial Affairs 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. “Funds flow” refers to how we allocate funds across our education, research, clinical care and public service missions. This means we’re evaluating how we approach revenue-sharing, billing, benefits, staffing payments, margin sharing and more with the goal of creating a funds flow model that sustainably supports all pillars of our shared mission. In doing so, we aim to deliver on the full potential of a top-rated medical school and health system working together to take care of patients today and create the cures of tomorrow.

Strategic committees: 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 all of our mission areas, ranging from faculty recruitments and departmental administrative support to the development of metrics for space utilization and academic productivity. The DGSOM Dean’s Office also holds monthly Research Executive Strategy Committee Meetings (chaired by Stephen Smale, PhD, Vice Dean for Research) and Education Executive Strategy Committee Meetings (chaired by Clarence Braddock III, MD, MPH, Vice Dean for Education) that focus on strategic priorities in the research and education mission areas, respectively. Dr. Smale also chairs an Innovation Committee that includes members from the UCLA Technology Development Group, DGSOM and UCLA health system. You can learn more about
the progress made in each of these areas in the “Educational Affairs” and “Research” sections of this report.

**Culture change:** In May 2019, DGSOM launched the Cultural North Star, a school-wide values system that is designed to unite us in our shared mission to heal humankind. The Cultural North Star comprises three overarching pillars – “Do what’s right,” “Make things better” and “Be kind” – and 12 purpose statements. These guiding principles were derived from 18 months of internal research on our organizational culture. Insights from this culture audit have helped codify our school’s identity and inform the design and implementation of new Cultural North Star initiatives, including a new evidence-based recognition program ([uclahs.fyi/recognition](uclahs.fyi/recognition)), medical curriculum, professional development strategy and recruitment process.

**Inaugural UCLA Health Leadership Summit:** The DGSOM and UCLA health system hosted their first joint UCLA Health Leadership Summit in an effort to identify strategic priorities and align all parts of our organization in service of our mission. The summit affirmed that we have far more in common than we hold differently. Among the lessons learned, the Summit highlighted that our ability to operate as a unified financial entity will be critical as we pursue our mission to deliver leading-edge care, research, education and community engagement.
Leadership updates

Over the past year, we’ve been fortunate to appoint several outstanding leaders to the following academic posts:

Sarah Dry, MD
as Interim Chair of Pathology and Laboratory Medicine

Stephen Cannon, MD, PhD
as Interim Chair of Molecular and Medical Pharmacology
(while continuing as Chair of Physiology)

Todd Yeates, PhD
as Director of the UCLA Institute for Genomics and Proteomics

Each of these 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.

I’d also like to recognize Theodore Hall, MD, our former Associate Dean for Admissions, and Neveen El-Farra, MD, who recently concluded her post as Associate Dean for Curricular Affairs, for their exceptional service to our school and our mission.

Financial Affairs

The DGSOM Financial Affairs Office provides reliable financial information and analyses in service of our mission. This past year, our financial affairs team has focused on advancing two key priorities: a funds flow redesign and the UCLA Ascend Project.

The goal of the funds flow redesign is to create an enterprise-wide funds flow model that closely aligns with the strategic priorities of UCLA Health (DGSOM and UCLA health system).

As a world class academic health system, our hospitals and clinics provide state-of-the-art care to hundreds of thousands of patients each year while our research and academic arms deliver the teaching and research that lead to breakthrough treatments and cures, advance standards of patient care, and train the next generation of physicians and scientists.
In order to inform the recommendations for a revised model, we launched four focus groups over the summer: Clinical, Education, Research and Strategic Support. The focus groups will provide input and expertise, evaluate alternative features, and develop recommendations for funds flow approaches specific to their areas of concentration. These efforts will be conducted within the parameters established by the Funds Flow Committee.

The second focus area – the UCLA Ascend Project – launched in April 2018 and is a business transformation effort aimed at replacing UCLA’s mainframe financial system with Oracle Financials Cloud. The transition will lead to the retirement of outdated financial applications used in Research and External Relations, and a migration to Oracle Cloud Enterprise Planning and Business Cloud Services for finance, budget and research activities.

As UCLA’s first major investment in its financial system in nearly 30 years, the Ascend project will modernize nearly every finance, research and budget business process at UCLA.

How we allocate funding across all four of our mission areas – research, education, clinical care and public service – is referred to as a “funds flow model.” Our funds flow model includes a range of interlinked components, including billing, operational, educational and practice expenses; margin-sharing; strategic commitments; benefits; faculty recruitment and compensation; and more.

The funds flow redesign aims to create a more integrated, enterprise-wide model that ensures continued growth and innovation across all four mission areas. The new model will establish transparent, fair and clear expectations for faculty and staff. It will also enable high-priority initiatives that are high-impact, interdepartmental and cross-disciplinary.

John Mazziotta, MD, PhD, Vice Chancellor of UCLA Health Sciences and CEO of UCLA Health, Johnese Spisso, MPA, President of UCLA Health and CEO of UCLA Hospital System, and I, Dean of the DGSOM, have reconstituted a Funds Flow Committee to provide general project oversight and endorse recommendations for a revised model and transition/implementation plan. The committee members include department chairs, department chief administrative officers, central administration, and finance leaders of DGSOM and the UCLA health system.
in a true business transformation. The Ascend project aspires to achieve a fundamental shift in its business operations so that less time is spent acquiring data and more time is devoted to the critical evaluation and utilization of the data to inform decisions and support the overall mission of UCLA. The go-live date is slated for July 2021. To learn more, visit ascend.ucla.edu/faqs.

Human Resources
In September of 2018, UCLA officially transitioned to UCPath, our new Human Resources (HR) and payroll system. Users and administrators were required to complete more than 60 hours of training and participate in a number of cutover activities in preparation. Replacing a 35-year-old legacy system presented an array of challenges and DGSOM HR representatives worked diligently to resolve critical payroll and access issues. Although we have seen significant improvements since the transition, issues still exist. We continue to work closely with the UCPath Center and the Central Resource Unit at UCLA on ways to optimize the system and reach full capability.

During FY19, HR also launched a new applicant tracking and onboarding system through Cornerstone, replacing another legacy system and vastly improving the way we submit requisitions, post positions and select talent. The new system is designed to provide a more satisfying user experience for our more than 60,000 unique staff applicants each year. Cornerstone will also allow us to begin revamping our onboarding process as we aim to provide a consistent and positive new-hire experience across the organization.

Another exciting development is the inaugural DGSOM Executive Leadership Program that began in September 2019. In conjunction with the UCLA Anderson School of Management, and rooted in the principles of the Cultural North Star, the eight-month leadership development program for department chief administrative officers and other staff managers is designed to enhance fundamental business, strategy and leadership skills within a dynamic and highly matrixed organization.

Digital Technology (DGIT)
Over the last year, DGIT has continued to build and support a resilient foundation of technology across a growing number of school systems.

Highlights include:

- **Expansion to additional Health Sciences schools:** Earlier this year, Ben Nathan, DGSOM’s first Chief Information Officer, left UCLA; since his departure, Sherly Mosessian, PhD, has been serving as the Acting Chief Information Officer for DGSOM. We are in the midst of a national search for a new position of Deputy Chief Information Officer – who will report to me and Michael Pfeffer, MD, the Chief Information Officer for UCLA Health. This position will oversee DGIT’s expanded service portfolio: the David Geffen School of Medicine at UCLA, the UCLA Fielding School of Public Health, the UCLA School of Dentistry and the UCLA School of Nursing. As a result of this
transition, our growing community will gain 24/7 support and access to secure, HIPAA-compliant services.

- **A revamp of DGIT’s governance structure** to ensure representation from appropriate faculty and administrative stakeholders, as well as membership from all Health Sciences schools.

- **The development and implementation of UC Outside Activities Tracking System**, an online app that faculty can use to report outside activities and income, in accordance with UCOP conflict-of-commitment policies.

- **The roll-out of the Ad Astra room reservation system** across Health Sciences schools.

- **The launch of DGIT’s Research Enablement Initiative**, designed to unburden researchers by developing solutions that enhance research while minimizing obstacles.

- **The move of 541 IT applications** to the San Diego Supercomputing Center, a state-of-the-art facility that consolidates UCLA Health Sciences’ data and IT applications in a secure, reliable space.

In the coming year, DGIT will select and implement an enterprise student evaluation and assessment system; implement a centralized, remote management and monitoring solution; and lead a major conference room space redesign. They will also work to increase enterprise storage and network capacity to meet current demands and expand our disaster recovery and business continuity plans to provide a more productive computing environment for the DGSOM community.

**Space**

As our health care landscape continues to evolve and expand, so does our campus footprint. The 2018-2019 academic year included several notable moves and upgrades, including:
Lab relocations: We moved several administrative activities and well-funded DGSOM laboratories out of Warren Hall and the Larry L. Hillblom building in preparation for their demolition and conversion to student dormitories. We thank those impacted by these moves for their patience and for enduring numerous inconveniences, as well as the leadership and staff of UCLA Capital Programs, the UCLA Division of Laboratory and Animal Medicine, the UCLA Office of Environment, Health & Safety, and UCLA Facilities Management for their efforts coordinating the many moves.

Building management changes: We completed a major reorganization of our DGSOM building management, as well as our research safety, emergency planning and security operations.

- DGSOM security personnel will continue to be managed by the UCLA Health team, led by William Dunne, administrative director of emergency preparedness, safety and security, in collaboration with the UCLA Police Department.
- Research safety director Erin Quinn, who reports directly to Stephen Smale, PhD, Vice Dean for Research, has assumed management of all other DGSOM buildings, as well as research safety and emergency planning activities.
- Brenna Tam, who expertly coordinated the move of 33 UCLA
Philanthropy

UCLA Health Sciences Development entered the final year of the $4.2-billion Centennial Campaign in strong form. The campaign, which is set to conclude in December, has already exceeded its overall goal, raising more than $5 billion. In FY19, Development partnered with our faculty and staff to raise $271 million, 23 percent of which came from grants and 77 percent from gifts. Cumulative progress toward the Health Sciences’ $2-billion Centennial Campaign goal was at $1.825 billion at the end of FY19. During this period, philanthropic efforts yielded 43 gifts at or above $1 million each, as well as 14 new endowed chairs.

Five of these chairs comprised part of the $25-million UCLA Laurie and Steven Gordon Commitment to Cure Parkinson’s Disease at the David Geffen School of Medicine at UCLA. In addition to the endowed chairs, the gift from the Steven Gordon Family Foundation supports research in fields related to Parkinson’s and supports a new lab with PET scan and MRI technology, where scientists can closely examine the mechanisms of the disease. In recognition,

Fostering collaborative spaces: In the summer of 2018, we successfully moved 33 labs and hundreds of researchers into a renovated central location – the South Tower of CHS. As a result, we have seen robust inter-departmental interactions and collaborations. Four of the research pods that were not initially occupied last summer are currently being renovated for faculty and new recruits. With these additions, the South Tower will include labs from UCLA’s School of Dentistry, Division of Physical Sciences, Division of Life Sciences, and DGSOM, consistent with the goal of bringing labs together on the basis of thematic interests rather than departmental or school affiliations.

Café Med remodel: The extensive renovations to Café Med continue. A new ceiling, as well as new lights and furniture, are being installed and should be completed by the end of the year. Installation of new ceilings, flooring, lighting and furniture will also soon begin in the dining area west of Café Med.

Needless to say, each of these projects causes minor to major inconveniences and disruptions for a number of our staff, faculty, students and trainees. We appreciate everyone’s patience and cooperation in recognizing the importance of these changes for our current and future DGSOM communities.
UCLA’s Neuroscience Research Building was renamed the Laurie and Steven Gordon Neurosciences Research Building, and a new imaging laboratory will be named for the couple.

Additionally, the Garry Shandling Chair in Pancreatic Diseases was created from part of the late entertainer and philanthropist’s $15.2-million bequest benefitting the division of endocrinology, diabetes and hypertension; the division of infectious diseases; the UCLA Agi Hirshberg Center for Pancreatic Diseases; and general medical research. UCLA has named the Garry Shandling Learning Studio, a 6,400-square-foot multipurpose space located in Geffen Hall, in his honor.

Another significant contribution over the past year was the W.M. Keck Foundation’s $20-million gift to fund competitive biomedical research grants at UCLA and the renovation of the UCLA Medical Plaza, one of Southern California’s busiest outpatient care centers. The space that surrounds the three main plaza buildings has been named W.M. Keck Court.

Last fall, the DGSOM received a $10-million gift from philanthropist Iris Cantor. Of the new commitment, $8 million supports training and education in women’s health care at the medical school. The gift also funds a $2-million endowed chair, the Iris Cantor Endowed Chair in Women’s Health, an administrative chair to be held by the director of the Iris Cantor Women’s Health Center, currently Dr. Janet Pregler. In recognition of Cantor’s philanthropy, UCLA has named the Iris Cantor Auditorium on Level 1 of Geffen Hall.

Marketing & Communications

This year marks an exciting new chapter in marketing and communications for UCLA Health. We hired two phenomenal leaders: Rhonda Curry as the Chief of Communications and Tanya Andreadis as the Chief of Marketing. Ms. Curry and Ms. Andreadis are working tirelessly, in close collaboration with one another, to grow and enhance our brand, messaging, storytelling, internal communications and media coverage. They each bring impressive experience in the health and academic sectors and since arriving early this calendar year, have charted an exciting path forward for our marketing and communications operations. Among the team’s highlights:

Media coverage

DGSOM research, education and community service programs were covered by a wide variety of top-tier news media, from national broadcast networks to print and online publications such as The New York

Examples include:

- NBC’s “Today” show aired an in-depth segment about five DGSOM medical students who traveled to Peru to train at a remote hospital. Read more: nbcnews.to/2lR4IVl.
- *USA Today, Los Angeles Times* and others reported on research about the nature of emergency room injuries sustained by electronic-scooter riders. Read more: bit.ly/scooter-study-ERvisits.
- The *Los Angeles Times* and others published stories about a study showing that an immune checkpoint inhibitor drug can effectively treat patients with malignant brain tumors. Read more: uclahs.fyi/glioblastoma-immunotherapy.
- California Health Report published a story about training programs for psychiatry residents seeking to provide better care for the homeless. Read more: bit.ly/psychiatry-residents-homeless.

Marketing

This past year, the marketing team supported a variety of exciting initiatives, including the development of a website for searching and displaying all UCLA Health clinical trials. The site includes both oncology and non-oncology studies and will be updated by data pulled directly from UCLA’s Oncore System as well as ClinicalTrials.gov. In addition to developing a new online search application, the marketing team is working with leadership to operationalize a clinical trial navigation service. The project is expected to launch this year.

Other projects include the development or redesign of websites supporting many emerging programs:

- Precision Health: uclahealth.org/precision-health
- Cultural North Star: medschool.ucla.edu/cultural-north-star
- Global Health Program: medschool.ucla.edu/global-health-program
- Research Overview/Excellence: medschool.ucla.edu/research-overview
- Community Engagement: uclahealth.org/communityengagement
- Innovation: uclahealth.org/innovation

In the social media arena, DGSOM’s following (Facebook, Twitter, Instagram and YouTube) grew 27 percent. Among the best-performing posts were those related to Match Day, the Hippocratic Oath and the dedication of the Garry Shandling Learning Studio.

We welcomed two new leaders to UCLA Health earlier this year: Rhonda Curry (left) as Chief of Communications and Tanya Andreadis as Chief of Marketing.
Educational Affairs

I am proud to report that the David Geffen School of Medicine at UCLA continues to be one of the nation’s leading medical schools, ranking #5 in primary care and #6 in research, according to the latest U.S. News & World Report rankings. We also remain one of the most competitive, receiving more than 13,000 medical school applications last year with an acceptance rate of less than 2 percent. Under the leadership of Clarence H. Braddock III, MD, MPH, Vice Dean for Education, DGSOM offers students and trainees one of the most innovative medical education experiences in the nation. Highlights from the last year are outlined below.

Admissions

Thanks to the efforts of our education teams, we have made significant enhancements to our medical school admissions process. Most
importantly, we accelerated our admissions timeline, allowing candidates to receive offers of admission four months earlier than ever before. This new timeline has enabled candidates to make an early commitment to DGSOM, ensuring that students develop a strong connection to UCLA early on. Further enhancing our relationship with our applicants was the introduction of faculty engagement in recruitment efforts, with faculty interviewers reaching out to accepted candidates to provide information and support as the candidates determined their futures. In addition, our revised Second Look program provided a warm welcome to almost 100 MD candidates, with nearly 70 percent of accepted candidates choosing to visit campus to confirm their decision to attend DGSOM.

Philanthropic support

In the 2018-2019 academic year, our medical students continued to benefit from generous philanthropic support.

- Of the 713 currently matriculating students, 88 percent received grants or scholarships, with one quarter of the student body receiving full-tuition support. Of this 25 percent, the David Geffen Medical Scholarship generously provided a total of 157 students with full tuition and living expenses.

- In addition, the Leaders of Tomorrow Scholars Program provided full tuition for 17 students, and the L.A. Care Scholarship provided full-tuition scholarships for eight students. These generous scholarships enable us to recruit the best and brightest students to the DGSOM, while ensuring that they are able to matriculate without the burden of debt.

- Another important philanthropic gift supports 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, 20 students obtained an additional degree (MS, MBA, MPP, MPH), and 23 students engaged in one year of intense scientific inquiry, many with full-tuition support from this scholarship program.

- This year, I am excited to announce the addition of a very special medical student scholarship. Each year, approximately 20 students are inducted into the Gold Humanism Honor Society (GHHS). GHHS students are selected by their peers and GHHS faculty members based on the students’ demonstrated commitment to humanistic patient care and community service. This year, three GHHS students interested in primary care received the inaugural Greenberg Scholars Award.
Highlights from the Class of 2019

DGSOM medical students and our Global Health education programs received national prominence this year, highlighted by two inspiring news stories. Omar Viramontes, MD, DGSOM Class of 2019, and his twin brother, Octavio Viramontes, MD, Harvard Class of 2019, were featured on CBS News for their inspiring story of passion and determination. The brothers, who immigrated to the U.S. and worked as grape pickers as children to support their family, graduated from DGSOM and Harvard Medical School within one day of each other. To learn more about their story, visit cbsn.ws/2lAUI2i.

Earlier this summer, five of our medical students also received national media coverage for completing a clinical rotation at a remote location in the Amazon jungle. The students, along with Lee Miller, MD, Associate Dean of Student Affairs, and myself, were featured in a July segment of NBC’s “Today” show. To learn more and watch a clip of the NBC feature, visit nbcnews.to/2lR4IVl.

In May, we proudly celebrated the accomplishments and graduation of the class of 2019 at the 65th annual Hippocratic Oath Ceremony. Lisa Sanders, MD, an internist at Yale School of Medicine and author of The New York Times Magazine’s popular “Diagnosis” column, provided the
keynote address. In this graduating class:

• Almost 50 percent have begun graduate medical training in primary care — many choosing to work in Health Professional Shortage Areas, helping to improve access to care to some of our most vulnerable populations.

• The majority of students (75 percent) will pursue graduate education in California, helping to ensure the highest level of care for the residents of our state. Of these, more than 50 percent will remain in the University of California system, contributing to our academic health care mission.

Medical student societies and volunteerism

The class of 2019 was our first class to graduate in their “Societies,” which were officially named this year following an all-school naming competition. The winning names – Utilis, Caritas, Levamenthum and Accendo – represent some of the core ideals of our medical student family: helpfulness, charity, comfort and illumination.

Our students continue to excel in and out of the classroom, in areas spanning national and regional leadership, scientific research, community service and civic engagement:

• Medical student societies provided valuable service to communities in need, including planting trees after the devastating Sylmar fires and participating in a beach clean-up day.

• Three of our student organizations took on significant leadership responsibilities, hosting major conferences this year.

  > The Asian Pacific American Medical Students Association hosted a regional conference focused on overcoming stigma in Asian Pacific American health care.

  > Our Student National Medical Association chapter hosted the annual Regional Medical Education Conference: “Be the Mic: Amplifying the Voices of the Underrepresented Minority Physician Pipeline.”

  > The Pride Alliance at DGSOM and Charles R. Drew University of Medicine and Science collaborated with other regional medical and health professional students to organize the SoCal LGBTQIA Health Conference, entitled “Empowered We Stand: Uniting Communities, Providers, and Allies.” Between them, these groups provided meaningful professional development opportunities and valuable information to more than 500 medical students.

• One of our newest student organizations, the Los Angeles Human Rights Initiative, was responsible for teaching more than 225 area clinicians and students how to conduct forensic medical examinations. With this training as a foundation, this group was able to provide forensic medical examination services to nearly 40 victims of international human rights abuses.

• Continuing a history spanning more than two decades, DGSOM’s student-led free clinic programs continued their inspiring efforts to provide health care to some of our most vulnerable community members. Collectively, these programs provided care to more than 1,500 patients, while also offering medical
students valuable learning and leadership experiences.

• Our students continue to be actively engaged in scientific discovery. DGSOM provided funding to more than 100 students to present their research findings at national meetings this year, and 83 percent of the rising second year students participated in summer research projects, culminating in research presentations at the annual Josiah Brown Research Symposium.

Pipeline programs for workforce diversity

Our commitment to ensuring a diverse physician workforce continues through the work of our outstanding pipeline programs: the UCLA Pre-medical/Pre-dental Enrichment Program (PREP), the UCLA Re-application Program (RAP) and the UCLA Summer Health Professions Education Program (SHPEP). The PREP and RAP programs – designed to assist medical school applicants and aspiring applicants to realize their dream to become a physician – achieved tremendous success this year. Highlights include:

• Six PREP graduates and five RAP program graduates entered medical school in 2019. Of these 11 new medical students, five students joined us here at DGSOM!

• Our SHPEP program, which provides exposure to educational pathways that lead to a variety of health care professions (e.g., medicine, nursing and dentistry), provided 80 educationally and financially disadvantaged community college students with enriching educational experiences, including problem-based learning workshops, clinical casework, laboratory experiences and community-based health projects.

• In addition to our on-site pipeline programs, our outreach and engagement team traveled to 34 community colleges, universities and health professional fairs across the nation, engaging with more than 7,000 potential medical students and pre-med advisors.

“We remain firmly committed to continuing our efforts to advance equity and to create future opportunities for the next generations of medical professionals.
These and other efforts continue to work toward our goal of diversifying the physician workforce and ensuring that all interested students have the information and support they need to pursue their dreams.

Outreach efforts

DGSOM trainees continue to be actively engaged in impactful outreach activities in our community. These are too numerous to list all of them here, but they include: the Student-run Homeless Clinic, which provides compassionate health care services to homeless adults, children and families in the Greater Los Angeles area; the UCLA Mobile Clinic Project, which provides direct medical care, health promotion and disease prevention activities, legal advocacy and referrals to health and social services to the homeless and other vulnerable populations in Los Angeles; UndocuMed Students and Allies (UMSA), which provides support for undocumented students affiliated with UCLA and Charles R. Drew University of Medicine and Science who are interested in careers in health care; Project HEAL, a DGSOM student organization that travels to Esteban E. Torres High School in East Los Angeles to teach high school students about common health issues; and Project Brainstorm, a UCLA graduate student group that provides K-12 science education on the UCLA campus and in Los Angeles Unified School District classrooms.

This year, our outreach activities extended to include an important social issue: bullying. Our UCLA Simulation Center team helped develop and implement a Bullying Awareness Summit in collaboration with the Resnick Neuropsychiatric Hospital at UCLA. Summit participants included sixth-grade students from Compton, who attended workshops and lectures. Members of the Simulation Center’s Standardized Patient Program developed and facilitated an interactive experience involving bullying; the scenarios helped these youth identify bullying behaviors and practice effective responses.

Medical school curriculum

The 2018-2019 academic year brought a number of new and exciting activities into the medical school curriculum, including:

- **A guided tour of UCLA Health's clinical laboratory** for first-year students during their first month of medical school. After learning the important role of clinical laboratory medicine, students engage in activities designed to promote understanding of hematology, clinical chemistry and transfusion medicine. This program also serves as an important example of education across the continuum, with UCLA pathology residents actively engaged in teaching medical students, showcasing the important roles
pathologists play in the delivery of clinical care. Learn more about the tour – organized by Linda Baum, MD, PhD – at bit.ly/lab-tour-DGSOM.

- **Phase III of DGSOM’s curricular redesign:** During this phase, we focused on the creation of detailed design elements and the final structure of our new medical education program. This effort is grounded in a set of Guiding Principles and a Philosophy of Teaching, developed through a number of workgroups and vast stakeholder input. All suggestions were analyzed and a number of themes emerged, which have been distilled into the five principles that will guide our approach to teaching in the new curriculum:

1. DGSOM reflects UCLA “True Bruin” values and embodies the Cultural North Star.
2. DGSOM cultivates a spirit of inquiry and encourages critical thinking.
3. DGSOM promotes excellence over competence in learning.
4. DGSOM fosters meaningful partnership and engagement between teacher and learner.
5. DGSOM embraces pedagogy that empowers the learner and fosters active learning.

Several key features will inform the architecture of the new curriculum:

- Early authentic clinical experience.
- Flexibility in the pathway to degree completion.
- The ability to customize one’s educational experience and differentiate.
- The integration of basic science with clinical experience.

Using these building blocks as a foundation for discussions with DGSOM stakeholders, we have developed a schematic of the new curriculum, outlined below by year:

**Year 1**
- Boot Camp | Foundations of Science | Foundations of Practice | Early Authentic Clinical Experience

**Year 2**
- Intersession
- Clerkships

**Year 3**
- Discovery
- Longitudinal Clinical Experience

**Year 4**
- Electives
- Capstone

To learn more about the schematic outlined above, visit uclahs.fyi/curriculum-schematic.

To learn more about the curriculum redesign, visit medschool.ucla.edu/md-curriculum-redesign.
Graduate Medical Education

As part of an academic medical center, the DGSOM is committed to graduate medical education (GME) as a central component of excellence across our mission areas. Our 90 ACGME-accredited residency and fellowship programs are national leaders, a reputation bolstered by the fact that our residents and fellows receive training at UCLA Health, home to California’s top-ranked hospital system, according to U.S. News & World Report’s “Best Hospitals Honor Roll” list. With more than 1,200 residents and fellows, our graduate medical education program is one of the largest in the country.

This year, our GME team focused their efforts in three important areas: resident wellness; equity and diversity inclusion (EDI); and quality improvement.

- Resident wellness efforts were informed by a dynamic presentation given by Stuart Slavin, MD, MEd, a senior scholar for well-being at the Accreditation Council for Graduate Medical Education (ACGME).
- Equity and diversity inclusion activities included programs, events, mixers and workshops, as well as a special EDI open house reception in January 2019.
- Quality improvement efforts included a LEAN Academy project designed to improve resident onboarding and increase accuracy and efficiency. In addition, the GME team developed a new Program Director “refresh” training to provide the latest in clinical education and evaluation skills to our GME program directors.

Our GME innovation efforts were shared at the national level as well, with Kate Perkins, MD, PhD, Associate Dean for Graduate Medical Education, presenting at the ACGME Program Director Summit, where she shared the data and techniques gained through our work on enhancing the teaching and evaluation of Entrustable Professional Activities.

Our residency and fellowship programs are NATIONAL LEADERS, with our residents and fellows training at California’s top-ranked hospital system..."
Graduate Programs in Bioscience

Graduate education continued to thrive under Graduate Programs in Bioscience (GPB) and the 10 directors of the member “Home Areas,” each consisting of an interdepartmental group of faculty and students with shared interests in research areas and approaches. In the 2018-2019 academic year, GPB moved into Geffen Hall (joining colleagues in the UCLA/Caltech Medical Science Training Program and the Office of Postdoctoral Affairs) and received a record number of admission applications (1,500), leading to a cohort of 80 highly qualified students entering this fall. Of these, 29 percent are from backgrounds historically underrepresented in science and 21 percent are international. In addition, nine students from the UCLA-Caltech Medical Scientist Training Program entered GPB Home Areas for doctoral training.

Over the past year, bioscience graduate students have achieved notable recognition for their science and innovation. Of particular note are two student-advisor pairs who received the prestigious Howard Hughes Medical Institute’s Gilliam Fellowship for Advanced Study: Devin Gibbs and April Pyle, PhD, (Cell & Developmental Biology) and Gloria Hernandez and Luisa Iruela-Arispe, PhD, (Cell & Developmental Biology). The fellowship aims to foster a diverse and highly trained workforce prepared to assume leadership roles in science.

In addition, a number of students received prominent individual fellowships:

- Hector Navarro, Ana Sias and Peter Schuette received National Science Foundation Graduate Research fellowships
- Anthony Chau, Karen Cheng, Alison Fischer, Devin Gibbs, Zoe Guttman, Gloria Hernandez, Ashley Kim, Amy Lin and Vivian Lu received NIH National Research Service Award fellowships
- Gabriel Abril-Rodriguez received the Isabel & Harvey Kibel Fellowship for Melanoma Research
- Raymond Lim, Michael Kronenberg and Graham Read received California Tobacco-Related Disease Research Program fellowships

GPB students continued to play a key role in advancing our research mission, contributing as authors to more than 100 publications this year. Highlights include first-author papers from GPB students:

- Lyle Kingsbury with Weizhe Hong, PhD, as senior author of a *Cell* paper describing patterns of brain activity that occur during social interactions: [bit.ly/Socially-Interacting-Animals]
- Christine Olson with Elaine Hsiao, PhD, as senior author of a *Cell* paper showing that the gut microbiome mediates the anti-seizure effects of ketogenic diets: [bit.ly/Gut-Microbiota-Anti-Seizure]
- Katherine Sheu with Owen Witte, MD, and Thomas Graeber, PhD, as senior authors of a *Cancer Cell* paper showing that small-cell neuroendocrine cancers share molecular profiles and drug sensitivities with blood cancers: [bit.ly/small-cell-neuroendocrine-cancers]

GPB encourages students to develop professional skills and strive for creative excellence in a broad
array of careers. In the arena of research-inspired business innovation, Thea (Thanh) Pham from the Molecular, Cellular & Integrative Physiology Home Area, was listed in Los Angeles Business Journal’s “20 in their 20s” list of entrepreneurs to watch in 2019 for founding a company that formulates a skincare product tailored to an individual’s skin biomarkers.

GPB also collaborated with the Science Policy Group at UCLA to sponsor two GPB neuroscience students – Zoe Guttman and Catherine Schweppe – to attend the annual American Association for the Advancement of Science workshop on Catalyzing Advocacy in Science and Engineering. GPB students also excelled in the 2019 UCLA Graduate Division “Grad Slam,” a campus-wide competition for three-minute talks aimed at communicating research to a lay audience. Of the 11 finalists, five were GPB students, including first-place winner Nyasha Maforo (Physics and Biology in Medicine). Nyasha went on to represent UCLA at the UC-wide competition in San Francisco.

GPB continued to make strides this past year to enhance research mentoring at multiple levels. To date, more than 260 students, postdoctoral scholars and faculty have participated in mentor development and “train-the-trainer” programs led by Diana Azurdia, PhD, GPB’s director for recruitment and inclusion. Dr. Azurdia was co-leader of a well-attended session at the annual Society for the Advancement of Chicanos/Hispanics and Native Americans in Science conference on becoming a resilient scientist.

Continuing efforts to provide research training resources for faculty, staff and trainees included launching a new research training database for training program administrators and faculty directors. The database, called Minerva, provides information and tools to prepare training grant data tables and manage training programs.

To learn more about UCLA Graduate Programs in Bioscience, visit bioscience.ucla.edu.
Specialty Training and Advanced Research Program

Young researchers starting in today’s competitive environment need rigorous scientific training. The Specialty Training and Advanced Research (STAR) Program at DGSOM offers a unique curriculum designed for optimal training of physician-scientists. The STAR Program combines clinical fellowship or residency training with formal, advanced research training that leads to a graduate degree. Fellows and residents admitted to the STAR Program complete clinical training toward board certification in internal medicine, a clinical subspecialty of medicine, or another clinical discipline. Fellows have enrolled in graduate programs in various disciplines, including biological sciences, bioengineering and public health at UCLA, the California Institute of Technology (Caltech), and the Pardee RAND Graduate School. The program is one of few opportunities in the country for physicians interested in research careers to pursue a PhD graduate program while participating in clinical training.

The 2018-2019 academic year marks 25 years since the program’s inception. To mention a handful of highlights over that period, 81 percent of STAR graduates have pursued research positions within academia or industry. In addition, 52 percent have obtained a career development award (e.g., from the National Institutes of Health) while 26 percent have obtained an NIH Research Grants (R) award. Graduates of the program include division chiefs, center and institute directors, and multiple individuals in leadership roles at UCLA Health and other leading institutions across the country. Based on publicly available data, graduates of the STAR program have secured more $250 million in grant funding since 2000. In 2019, the program reached another important milestone by graduating its 200th awardee. All 14 2019 graduates have secured faculty positions or are pursuing additional training at leading institutions. They have already demonstrated extraordinary accomplishments in research, achieving several career development awards, young investigator awards and other grant support. The past year also included a number of STAR curriculum redesign changes aimed at enhancing rigor in training and fostering scholarly accomplishments. Last fall, the STAR program also celebrated its 26th STAR Research Day Symposium, an annual celebration of the scientific contributions of STAR graduates and current STAR fellows. The event featured a reception and dinner, a poster session highlighting the work of current STAR fellows across multiple sub-specialties, and a keynote address by Nobel laureates Michael S. Brown and Joseph L. Goldstein.

UCLA National Clinician Scholars Program

The UCLA National Clinician Scholars Program (NCSP), led by Joann Elmore, MD, MPH, is a two-year health services research program designed to train physicians and nurses with doctorate degrees to become leaders committed to the improvement of health and health care. Founded in 2016, the consortium of NCSP training sites – which includes UCLA, Yale University, University of Michigan, University of Pennsylvania, Duke University and UCSF – continues the legacy of the
Robert Wood Johnson Clinical Scholars Program, training future leaders to address health care’s most pressing issues. A few program highlights from the last year include:

- An increase in applications, with many scholars seeking to work in a range of health care areas, from workforce diversity to emerging technology.
- A redesign of NCSP’s communication and leadership curriculum, which aims to better prepare scholars to disseminate their work beyond the academic setting and take on innovative leadership positions post-graduation.
- More than 50 peer-reviewed scientific papers published by UCLA’s NCSP scholars.

To learn more about NCSP, visit uclancsp.med.ucla.edu/about.

UCLA-Caltech Medical Scientist Training Program

The UCLA-Caltech Medical Scientist Training Program (MSTP) recruits, supports and mentors students with a passion for scientific knowledge and commitment to research and leadership. Established in 1983, this continually NIH-funded program is committed to diversity through its further recruitment and training of under-represented groups in the sciences, and students with disabilities. MSTP students complete medical training at DGSOM, and their PhD in one of many graduate training programs at UCLA and Caltech. Our students receive PhD degrees in traditional biomedical research fields (e.g., immunology, molecular biology and neuroscience), engineering, biomathematics and computational biology, as well as in anthropology or the humanities through the social sciences track established in 2014.

UCLA-Caltech MSTP students at the program’s biennial retreat at the Annenberg Community Beach House in Santa Monica.
On average, our students author five papers from their PhD research, including two to three in which they are primary authors. The vast majority of alumni who have completed postgraduate training remain actively involved in biomedical research as physician-scientists at outstanding research institutions across the country. The 2018-2019 academic year included a number of accomplishments, among them:

- UCLA-Caltech MSTP leadership secured a five-year renewal of the NIH T32 grant from the National Institute of General Medical Sciences.
- MSTP recruited 16 new students from top universities across the country (UC Berkeley, Johns Hopkins University, Columbia University and Stanford University), bringing the total number of enrolled students to 110 – the largest the program has ever been.
- The MSTP Annual Research Conference was held on September 7, 2018, with a thematic focus on biomedical engineering. Timothy Lu, MD, PhD, from the Massachusetts Institute of Technology, and Pamela Silver, PhD, from Harvard Medical School, gave the keynote lectures.
- The biennial student retreat discussed the future of medicine, precision health and big data with UCLA's Dan Geschwind, MD, PhD, and Eran Halperin, PhD, as well as Ross Cagan, PhD, from Icahn School of Medicine at Mount Sinai.
- In spring 2019, 16 of our graduating students matched into highly competitive residency programs, including Yale University, Stanford University, UCSF, Washington University and UCLA.
- Two MSTP students who founded...
biotechnology companies while on approved sabbaticals during the course of their training have gone on to continue work at these start-ups following their return and graduation from the program.

- A number of our students received prestigious awards and fellowships, including the Ruth L. Kirschstein National Research Service Award from the NIH.

To learn more about the program, please visit mstp.healthsciences.ucla.edu.

Continuing Medical Education

Under the leadership of Joyce Fried, Assistant Dean of Education and Co-director of the Office of Continuing Medical Education (CME), and Co-director Martin Quan, MD, more than 8,000 learners from across the country and within our UCLA community participated in 136 accredited CME activities, including 73 live courses, conferences and workshops (six of which also offered the American Board of Anesthesiology’s Maintenance of Certification in Anesthesiology credit and several which offered the American Board of Internal Medicine’s Maintenance of Certification credit); 25 grand rounds series; and 35 online on-demand lectures on clinical topics across specialties.

The portfolio included popular, long-standing courses in geriatrics, pediatrics, vascular surgery, urology, family practice, neurology and ophthalmology; new courses in nutrition, radiation oncology and psychiatry; and a continuing joint venture with the Graduate Medical Education Office and the Accreditation Council for Graduate Medical Education (ACGME) to serve as a regional hub to provide the ACGME-UCLA interactive workshop on Developing Faculty Competencies in Assessment.

A particular highlight this year was the Office of Continuing Medical Education’s partnership with solid organ transplant coordinators across UCLA Health to plan and organize a solid organ transplant symposium: “Celebrating the Past and Embracing the Future: UCLA’s Multidisciplinary Team Approach to Transplant.” The symposium provided a forum for UCLA’s multidisciplinary transplant teams to highlight trailblazing experiences, celebrate clinical accomplishments and identify current advancements and trends in pediatric and adult solid organ transplantation. This interprofessional effort brought together often siloed departments to discuss common successes and challenges and included patients and their families as speakers. The sold-out event included 240 participants, from physicians and transplant nurses to pharmacists and dietitians. The poster session included 26 posters describing studies conducted by the various participating services, including heart, lung, liver, kidney, pancreas and intestinal/multivisceral.

Cultivating and sustaining physician-scientists

The DGSOM was awarded a $2.5-million Burroughs Wellcome Fund (BWF) Physician-Scientist Institutional Award, with Deborah Krakow, MD, as PI of the grant. This awards funds efforts to increase the number of single-degree MDs who enter research. With the BWF grant, UCLA will develop a leadership structure and program within
the Dean’s Office to coordinate across and build on existing programs throughout the campus to support MDs in successfully pursuing research. The initiative will include:

- A dedicated point of contact for all medical students, interns, residents, fellows and MD junior faculty interested in or actively conducting research.
- A robust, highly personalized mentoring program, with expanded capacity for training in asking impactful questions, experimental design, writing grants and manuscripts, and presenting research publicly.
- Lecture series by leading MD research scientists.
- Networking opportunities.
- Leadership development training courses.

In addition to providing training in professional development, teaching, grant writing, and responsible conduct of research, the Office of Postdoctoral Affairs recently added mentorship training in recognition of the role postdocs play as mentors to DGSOM’s undergraduate and graduate research trainees.

A few highlights from the past year include:

- Alvaro Alvarado, PhD, (UCLA Jane & Terry Semel Institute for Neuroscience & Human Behavior) and Christina Termini, PhD, (Hematology-Oncology) were awarded the 2019 UC President’s Postdoctoral Fellowship.
- Jaison Omoto, PhD, (UCLA Department of Molecular, Cellular and Developmental Biology), was awarded the A.P. Giannini Postdoctoral Research Fellowship Award for his research training with Jeffrey Donlea, PhD.
- Navonil Banerjee, PhD, (UCLA Microbiology, Immunology, & Molecular Genetics Graduate Program), Samuel LoCascio, PhD, (Biological Chemistry), Megan McClintick, PhD, (UCLA Jane & Terry Semel Institute for Neuroscience & Human Behavior), Margaret Mohr, PhD, (Neurobiology), and Gokul Ramaswami, PhD, (Neurology) were awarded NIH Individual Postdoctoral Fellowships.
- The newly formed Postdoctoral Association at UCLA has prominent leaders from DGSOM, including Association Chair Johnny Saldate, PhD, (Head & Neck Surgery) and Vice Chair for Operations Leslie Sedgeman, PhD, (Cardiology). In its first year, the Postdoctoral Association successfully designed, funded and hosted the Inaugural Los Angeles Postdoctoral Research Symposium, in partnership with the postdoctoral associations of Caltech and USC. More than 150 postdocs attended the event, which included keynote speakers, presentations, academic and non-academic career panels, a poster session, and a networking mixer. DGSOM postdocs Emily Mankin, PhD, and Alexander Patananan, PhD, were awarded prizes for their presentations.

To learn more, visit biomedpostdoc.ucla.edu.

Postdoctoral fellows

More than 450 postdoctoral scholars contribute to research programs at the David Geffen School of Medicine at UCLA. Lynn Talton, PhD, director of postdoctoral affairs, leads a variety of training programs for postdocs in bioscience disciplines.
Alumni Affairs

Under the leadership of Dana Schmitz, DGSOM’s director of Alumni Affairs, and in partnership with UCLA Health Development, the Alumni Affairs Office (AAO) continues to roll out a revamped alumni program in support of our MD and resident alumni, along with current students and residents. In October 2018, we launched a new Alumni Reunion Weekend, a three-day event that welcomes back MD alumni from select class years (’58, ’68, ’78, ’88, ’93, ’98, ’08). Medical school graduates from as far as India made their way back to Westwood to reconnect with former classmates. The AAO continues to present at various student and resident events throughout the year, including at orientation, resident onboarding and graduation.

During the 2018-2019 school year, the AAO also piloted a new program called HOST, which connects current medical students with alumni nationwide. This past year, DGSOM medical alumni in San Francisco, New York and Boston hosted fourth-year students preparing for residency interviews.

This year also marked a significant growth in graduate giving. For the second time, the graduating medical school class chose to dedicate their fundraising to scholarships for undocumented students.
Research

In the 2018-2019 academic year, DGSOM’s U.S. News & World Report research ranking rose from #8 to #6, with UCLA researchers and their teams publishing scores of high-impact articles. Just a few examples include:

- **Tamir Gonen, PhD, along with Jose Rodriguez, PhD, and Hosea Nelson, PhD,** from the UCLA Division of Physical Sciences, showed the power of a cryo-electron microscopy diffraction method called MicroED in determining structures of small molecules. *Science* magazine named this discovery among its Scientific Breakthroughs of the Year for 2018 for its potentially “profound impact on fields ranging from the synthesis and discovery of new pharmaceuticals to the design of molecular probes to study and track diseases” ([bit.ly/Science-breakthroughs-MicroED](bit.ly/Science-breakthroughs-MicroED)).

- **Owen Witte, MD, Tom Graeber, PhD, and Siavash Kurdistani, MD,** identified common oncogenic drivers that reprogram distinct epithelial tissues to highly aggressive small-cell neuroendocrine carcinoma, a discovery with important implications for the development of novel therapies for these cancers.

- **Heather Christofk, PhD,** with a large team of UCLA collaborators, described a key mechanism by which extracellular matrix remodeling regulates glucose metabolism.

- **Peter Tontonoz, MD, PhD,** elucidated a nonvesicular pathway for plasma membrane to endoplasmic reticulum (ER) sterol trafficking in mammals.

- **Weizhe Hong, PhD,** showed that the medial amygdala governs sexually dimorphic parental/infanticidal behaviors in mice.

Research award funding from the National Institutes of Health (NIH) remained steady, with DGSOM ranking 13th among US medical schools in the latest rankings. Our contract and grant revenue increased in fiscal year 2019, with NIH revenue totaling $366 million, as well as an additional $280 million of non-NIH revenue. Notably, UCLA’s long-standing Prostate Cancer SPORE grant was successfully renewed under the leadership of Robert Reiter, MD, and a new NIH program project (PO1) grant on “New approaches for understanding lipid movement in health and disease” was funded, with Stephen Young, MD, as PI and Peter Tontonoz, MD, PhD, Steven Bensinger, VMD, PhD, Loren Fong, PhD, and Keriann Backus, PhD, as project PIs and
key participants. In addition, the Leadership and Operations Center for the AIDS Clinical Trials Group, which receives more than $30 million of annual NIH funding, was relocated to UCLA in late 2018 under the leadership of Judith Currier, MD.

Research Themes

Our six “Research Themes” – Cancer, Cardiovascular Medicine, Immunity/Inflammation/Infection/Transplantation, Metabolism, Neuroscience, and Regenerative Medicine – are designed to foster interdepartmental collaboration while providing an institutional perspective of thematic research activities.

Two of the themes – Cancer and Regenerative Medicine – are synonymous with the UCLA Jonsson Comprehensive Cancer Center and the Broad Stem Cell Research Center, respectively. The other four themes aim to serve the unique needs of their research communities by 1) coordinating fundraising activities, 2) coordinating research seminar series and intramural presentation series to catalyze interaction and exchange, 3) coordinating faculty searches, and 4) helping to expose new recruits to the breadth of UCLA research in their area of interest.

Each theme has a leader and leadership structure, with the theme leaders meeting regularly with other research leaders from the DGSOM for discussions of key strategies to enhance research support and accomplishments for our researchers.

The six Research Themes leaders, along with the UCLA Institute of Precision Health, are also responsible for the DGSOM Seed Grant Program, which currently focuses on large awards aimed at the establishment of potentially transformative inter-disciplinary teams of researchers. For the 2018 competition, seven awards of $250,000 each (funded in collaboration with the UCLA Clinical and Translational Science Institute and the Spitzer Family Foundation) were given to teams with researchers from medicine, engineering, life sciences, physical sciences and dentistry (uclahs.fyi/seed-grants):

1. Development of a central nervous system metastasis program at UCLA: Robert Prins, PhD, Won Kim, MD, and Siwen Hu-Lieskovan, MD, PhD.
2. Using stem cell modeling and optical approaches to identify therapeutic strategies for heart failure: Arjun Deb, MD, Eric Chiou, PhD, Michael Teitell, MD, PhD, and Michael Jung, PhD.
3. Combating infection in the bone microenvironment: A multi-faceted approach to subvert antimicrobial resistance: Nicholas Bernthal, MD, Jeff Miller, PhD, John Adams, MD, and Gerard Wong, PhD.
4. Multi-omics approaches to understand non-alcoholic fatty liver disease: Jake Lusis, PhD, Adriana Huertas-Vazquez, PhD, Jussi Pihlajamäki, MD, PhD, and Samuel Canizales-Quinteros, PhD.
5. Unraveling astrocyte contributions to epilepsy in humans: Ye Zhang, PhD, Gary Mathern, MD, and Baljit Khakh, PhD.
6. Diet and development: impact of diet-regulated nutrients on stem cell metabolism, cell fate, and the chromatin and transcriptional state: Kathrin Plath, PhD, Heather Christofk, PhD, and Bill Lowry, PhD.
7. Machine learning models for the prediction of adverse outcomes after surgery using electronic medical records and genetic data: Eran Halperin, PhD, Sriram Sankararaman, PhD, Ira Hofer, MD.

The 2019 seed grant competition continued to focus on team science awards, with the following two changes: a requirement for inclusion of at least one junior faculty member among the multi-PI team and an enhanced emphasis on newly emerging collaborative teams and projects (as opposed to established collaborations).

The DGSOM was also fortunate to receive substantial seed grant funding from the Keck Foundation as a component of a large gift to promote and support high-impact biomedical research. The Keck gift will be used to support...
young faculty ($250,000 per year for two years for each successful applicant) who have been in independent faculty positions for just four to six years, a time when their start-up funds and first grants are just beginning to end and they have a pressing need for resources to allow their research programs to grow.

The recipients of these awards will be announced in January 2020. To learn more, visit:

- medschool.ucla.edu/unified-research-themes
- medschool.ucla.edu/research/w-m-keck-foundation-awards
- medschool.ucla.edu/seed-grant-program

**Faculty recruitment**

The biomedical research community at DGSOM has been enriched through the recruitment of excellent faculty over the past year. As in recent years, our recruitment strategy continues 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. This collaborative approach has greatly strengthened our ability to recruit the best candidates and apply our resources in the most efficient and cost-effective ways.

In total, the DGSOM recruited 152 new faculty members during FY18:

- Adjunct faculty: 17
- Health sciences (clinical): 112
- In residence: 14
- Regular series: 9

In addition to the faculty appointments of many of our own physicians, physician-educators and physician-scientist trainees, we also recruited talented scientists and clinicians from other institutions and schools:

- Yvonne Chen, PhD, joined Microbiology, Immunology, and Molecular Genetics from the UCLA Samueli School of Engineering.
- Neil Ford Jones, MD, joined Orthopaedic Surgery from UC Irvine.
- Beth Karlan, MD, joined OB/GYN from Cedars-Sinai.
- Miklos Sahin-Toth, MD, PhD, joined Surgery from Boston University.
- Kymora Scotland, MD, PhD, joined Urology following fellowship training at the University of British Columbia.
- Lindsay De Biase, PhD, and Laura DeNardo, PhD, from the National Institute of Drug Abuse and Stanford University, respectively, joined the UCLA Department of Physiology.
- Chongyuan Luo, PhD, will join Human Genetics from the Salk Institute for Biological Studies.
- Yi Yin, PhD, will join Human Genetics from the University of Washington.
- Nanibaa’ Garrison, PhD, will join the UCLA Institute for Society and Genetics and Department of Medicine from University of Washington.
• Daniel Tward, PhD, will join Computational Medicine and Neurology from Johns Hopkins University.

• Claudio Villanueva, PhD, will join Integrative Biology and Physiology in the UCLA College, with his laboratory in the CHS South Tower.

Please join me in welcoming these and all of our new faculty members to our DGSOM community.

Faculty awards and recognitions

Many DGSOM faculty members have been elected to national societies and academies, and even more have been recognized with prominent awards in the fields of science and medicine. A few include:

• Dennis Slamon, MD, PhD, professor and chief of hematology/oncology at the David Geffen School of Medicine at UCLA, was awarded the 2019 Lasker-DeBakey Clinical Medical Research Award for his groundbreaking research on the development of trastuzumab (Herceptin), a lifesaving therapy for women with HER2-positive breast cancer. Dr. Slamon also received the Sjöberg Prize by the Royal Swedish Academy of Sciences and Sweden’s Sjöberg Foundation for his contributions to the clinical development of targeted cancer therapies. Of note, this is the second year in a row that a DGSOM faculty member has received a Lasker Award (Michael Grunstein, PhD, won the 2018 Albert Lasker Basic Medical Research Award).

• Linda Liau, MD, PhD, MBA, a scientist at UCLA’s Jonsson Comprehensive Cancer Center and chair of neurosurgery, was inducted into the National Academy of Medicine. Denise Aberle, MD, professor of radiological sciences, and Carol Mangione, MD, MSPH, professor of internal medicine and chief of the division of general internal medicine, were elected into the 2020 class of the National Academy of Medicine. Patricia Johnson, PhD, professor of microbiology, immunology and molecular genetics, was inducted into the National Academy of Sciences. Jonathan Flint, MD, a professor-in-residence of psychiatry and biobehavioral sciences and a senior scientist at the Center for Neurobehavioral Genetics at the Jane and Terry Semel Institute for Neuroscience and Human Behavior at UCLA, was named a fellow of the Royal Society, the national science academy of the United Kingdom. Siavash Kurdistani, MD, Maureen Su, MD, and Reza Ardehali, MD, PhD, were elected to the American Society for Clinical Investigation. Deborah Krakow, MD, chair of obstetrics and gynecology and professor of human genetics, pediatrics and orthopaedic surgery, was inducted into the Association of American Physicians. Election into these academies and societies are among the highest honors in medicine and science.

• Lawrence Zipursky, PhD, distinguished professor of biological chemistry, received the Perl-UNC Neuroscience Prize from the University of North Carolina School of Medicine for the discovery of cell-surface proteins that
control circuit assembly in the visual system.

- **Baljit Khakh, PhD**, professor of physiology and neurobiology, was named one of nine 2018 Allen Distinguished Investigators by the Allen Institute to support his research on astrocytes.

- **Jody Kreiman, PhD**, professor of head and neck surgery and linguistics, was the inaugural recipient of the 2018-2019 UCLA Academic Senate Service Award for her impressive record of service to UCLA and the Academic Senate.

- **Keriann Backus, PhD**, was selected as a 2019 Beckman Young Investigator by the Arnold and Mabel Beckman Foundation and awarded the prestigious 2019 Young Faculty Award from the US Defense Advanced Research Projects Agency.

- **Weizhe Hong, PhD**, was one of six scientists chosen for a 2019 McKnight Scholar Award for his research project titled, “Neural Circuit Mechanisms of Maternal Behavior.” Dr. Wong was also awarded the Packard Fellowship in Science and Engineering by the David and Lucile Packard Foundation and the Klingenstein-Simons Fellowship Award in 2018.

- **Kenneth Wells, MD**, received the 2018 Rhoda and Bernard Sarnat International Prize in Mental Health by the National Academy of Medicine.

DGSOM is deeply proud of the faculty named above for their outstanding contributions to their fields, and of the many other faculty members whose contributions have been recognized by prominent societies and awards.

In addition, a DGSOM committee chaired by Kathrin Plath, PhD, awarded our 2019 Switzer Prize for breakthroughs in basic research in the biological and biomedical sciences to Zhijian “James” Chen, PhD, from the Howard Hughes Medical Institute and UT Southwestern Medical Center in Dallas, Texas. Dr. Chen is an accomplished biochemist who has performed numerous pioneering studies on the mechanisms underlying the cellular response to infection. Dr. Chen delivered the 2019 Switzer Prize lecture on November 19 at UCLA. The 2018 Switzer Prize was awarded to 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.
Centers and Institutes

Clinical and Translational Science Institute

The UCLA Clinical and Translational Science Institute (CTSI) – a hub for biomedical education, training and research – provides the infrastructure to bring UCLA innovations and resources to bear on the greatest health needs of Los Angeles and the nation. Under the leadership of Steven Dubinett, MD, CTSI has continued to catalyze research that translates discoveries into tangible improvements in health care, disease prevention and treatment. Highlights from the last year include:

- Investigators supported by CTSI’s infrastructure, including core vouchers and seed grants, clinical research support, biostatistical consults, and the Grant Submission Unit, received more than $65 million in new extramural funding and authored more than 320 publications.

- Daniel Lu, MD, PhD, and colleagues demonstrated how magnetic stimulation can improve bladder control in men with spinal cord injuries.

- Claudio Scafoglio, MD, PhD, David Shackelford, PhD, and others discovered a biomarker that could lead to improved detection and treatment of early-stage lung cancer.

- Based on results of a multisite study led at UCLA by Noah Federman, MD, the FDA approved use of larotrectinib for children and adults with cancers that have an NTRK gene fusion. This marked the second tissue-agnostic drug ever approved by the FDA. The CTSI’s study activation team helped Dr. Federman with the initiation and regulatory, financial and compliance-related components of the study at UCLA. Learn more: youtu.be/gcm7JdXewzK

- The CTSI-supported “barbershop” study, in which 52 black-owned barbershops in Los Angeles served as health care hubs for
African American men with uncontrolled hypertension, received the Herbert Pardes Clinical Research Excellence Award, the highest honor bestowed by the Clinical Research Forum. The research was led by the late Ronald Victor, MD, of Cedars-Sinai, with biostatistical support from UCLA’s Robert Elashoff, PhD.

The CTSI opened its K Scholars Society – formerly restricted to recipients of CTSI K awards – to all junior faculty with a career development award. The K Scholars Society helps advance scholars toward independent careers through mentorship, as well as monthly seminars on grant writing, leadership, communication of science, career development, team science and more. Enrollment more than doubled to 35 in the fall of 2018 and continued to grow in fall 2019. CTSI’s Lisa Chan coordinates the program, which is led by Mitchell Wong, MD, PhD.

The CTSI Research Associates Program (CTSI-RAP), which celebrated its five-year anniversary in 2018, has continued to provide hands-on experience to undergraduates at the earliest stage of their careers. Under the guidance of faculty mentors, undergraduate students are placed on clinical research teams and trained to assist with patient recruitment, data collection and maintenance, authorship of research protocols and statistical analyses. Students also serve as co-authors on abstracts and papers. Of the 48 participants who have graduated from UCLA during the program’s first five years, 22 are in medical school and 24 are either preparing for medical school, attending graduate school or working in research or health care. The program also serves as an important gateway to the health profession for underrepresented students. In the 2018-19 cohort of 20 students, 25 percent were from underrepresented groups and more than 25 percent came from disadvantaged backgrounds. Dr. Federman and Laurie Shaker-Irwin, PhD, lead the program. To learn more, visit ctsi.ucla.edu/pages/rap.

UCLA Institute for Precision Health

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

The UCLA Center for SMART Health: This year, thanks to a $500,000 investment from a generous donor, the UCLA Institute for Precision Health launched the new UCLA Center for SMART Health (the acronym “SMART” stands for Systematic, Measurable, Actionable, Resilient and Technology-driven). Co-led by Arash Naeim, MD, and Alex Bui, PhD, the Center is dedicated to the research, evaluation and application of digital health technologies and data-driven analyses that advance human health by predicting and reducing risk, improving decision-making and optimizing the spectrum of clinical care activities. Scientists and engineers at the UCLA Center for SMART Health are currently evaluating mobile devices,
As part of a collaboration with the UCLA Center for SMART Health, computer science student Sunnie So worked with UCLA researchers to create a robot programmed to lead exercise routines.

Dr. Arash Naeim, co-director of the UCLA Center for SMART Health.

• The California Center for Rare Diseases at UCLA: The UCLA Institute for Precision Health opened a second center this past year thanks to another $500,000 investment by the same donor who supported the UCLA Center for SMART Health. Led by Stanley Nelson, MD, the California Center for Rare Diseases at UCLA brings together leading experts in genetics and genomic medicine to provide greater insight into rare and undiagnosed diseases affecting millions of people globally, and nearly 7 percent of UCLA patients. The Center is a virtual research center that provides key infrastructure to support clinical trials and other cutting-edge translational research projects across a variety of disorders, including Duchenne muscular dystrophy, Familial Mediterranean fever, autism and other severe neurodevelopmental disorders and immunologic conditions. Advances in genetically targeted therapies position this center for leadership in clinical trials and substantial industry collaborations. Learn more at uclahealth.org/precision-health/california-center-for-rare-diseases.

• The ATLAS Project: ATLAS is the umbrella under which the UCLA Institute for Precision Health has organized and implemented patient consent and bio-banking of UCLA Health patients. The universal iPad consent – developed in partnership with the UCLA Clinical and Translational Science Institute (CTSI) – is the vehicle used to enroll patients. This year, the universal consent was translated into Farsi, Arabic, Korean and Mandarin to ensure inclusion of diverse populations. A pediatric video was also developed and is in the pilot phase of testing. The consent is live in 22 clinical sites in Westwood, Santa Monica, Burbank and Santa Clarita, leveraging the reach of UCLA Health’s community clinics. To date, more than
50,000 patients have agreed to contribute their biospecimens and share de-identified clinical data from their medical record for research. This year, we genotyped 20,000 patients, which has been a major milestone for the program. The power of this resource has attracted industry partners that value the role of academic partnerships to advance drug discovery and translational medicine more broadly.

Mobilizing the electronic health record (EHR): The UCLA Institute for Precision Health has led a partnership with CTSI, DGIT and the UCLA Health 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. A governance structure has been established in order to create an equitable and transparent mechanism for prioritization of projects across the enterprise. Drs. Lajonchere and Bui co-chair the clinical research prioritization workgroup and both serve on the larger prioritization committee with Dr. Geschwind. However, creating efficient, dedicated, high-performance research computing that allows combining EHR with genomic data remains a challenge that requires additional team building over the next six months.

The UCLA Institute for Precision Health is also building models to determine whether someone is at risk for breast cancer and other diseases like depression. Doctors can empower patients with this knowledge much earlier, recommending behavioral changes that may help prevent illness and disease. The key is to 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.
As UCLA builds capacity in this area, we have the opportunity to join other leaders in this area, such as the Electronic Medical Records and Genomics Network (EMERGE), an NIH consortium of medical research institutions from across the nation. Dr. Geschwind has recently brokered UCLA’s inclusion in a specific component of the EMERGE network related to psychiatric disorders (PsycheMERGE), which we hope will serve as a gateway for UCLA’s involvement in broader national precision health efforts.

- **New Master of Science in genetic counseling**: In December 2018, UCLA received candidacy status from the Accreditation Council for Genetic Counseling (ACGC) for its new genetic counseling training program. Less than a year later, in November 2019, the program received full accreditation from ACGC. We look forward to enrolling our first cohort of 10 students in fall 2020.

- **UCHealth Sequencing Consortium**: In spring 2018, Dr. Geschwind and Paul Boutros, PhD, the Institute’s associate director of cancer informatics and professor of urology and human genetics, were tasked by John Mazziotta, MD, PhD, Vice Chancellor of UCLA Health Sciences and CEO of UCLA Health, to develop a plan for genome sequencing across UCHC Health. Drs. Boutros and Geschwind brought together leaders in genetics and sequencing from across the UCHC Health system to develop a plan for cross-UCHC Health sequencing. The consolidated efforts provide an unprecedented and unique opportunity for discovery and leadership in this area by providing a large and diverse population that will help enhance our ability to predict and prevent disease. In addition to attending several virtual meetings, representatives from each of the UCHC campuses came together at the UCLA Luskin Conference Center for a full-day working meeting to discuss key issues in this area.

- **California Precision Medicine Advisory Committee**: UCLA remains a leader in helping to shape precision health activities for the state. In October 2017, I (Dr. Martin) was named to then-Gov. Jerry Brown’s state Advisory Committee on Precision Medicine, a 16-member committee tasked with providing concrete recommendations for actions to improve health and health care through precision medicine in California. In December 2018, as the committee’s co-chair, I delivered the committee’s report to then-Gov. Jerry Brown. Entitled “Precision Medicine: An Action Plan for California,” the report outlines several recommendations to accelerate the transition from our current system of care to precision medicine, focusing on near-term practical actions the state and others can take. To read the report, visit [opr.ca.gov/docs/20190107-Precision_Medicine_An_Action_Plan_for_California.pdf](opr.ca.gov/docs/20190107-Precision_Medicine_An_Action_Plan_for_California.pdf).

Concurrently, Dr. Lajonchere has been working closely with the Governor’s Office of Planning and Research as an advisor, and will be working with the Offices of the Governor and Surgeon General to develop requests for research proposals in key areas of precision medicine.
UCLA Jonsson Comprehensive Cancer Center

The UCLA Jonsson Comprehensive Cancer Center (JCCC) has more than 500 scientists and physicians dedicated to the Center’s mission of accelerating discoveries that prevent and cure cancer. As one of only 51 NCI-designated Comprehensive Cancer Centers, the JCCC is at the forefront of cancer research and patient care. The Center’s discoveries improve the lives of individuals and families affected by cancer. During the last five years, studies led by JCCC faculty contributed to 11 new FDA-approved therapies that advance the treatment of certain cancers, improve health outcomes and enhance quality of life.

As a testament to this work, many of our faculty members received top recognitions and honors.

In February 2019, Dennis Slamon, MD, PhD, professor and chief of hematology/oncology at the David Geffen School of Medicine at UCLA, was awarded the Sjöberg Prize by the Royal Swedish Academy of Sciences and Sweden’s Sjöberg Foundation for his contributions to the clinical development of targeted cancer therapies. Dr. Slamon shares the award with Brian Druker, MD, of Oregon Health & Science University. In September, Dr. Slamon’s research earned him the 2019 Lasker-DeBakey Clinical Medical Research Award for the groundbreaking development of breast cancer drug trastuzumab (Herceptin), a lifesaving therapy for women with HER2-positive breast cancer. He shares the award with H. Michael Shepard, PhD, an American cancer researcher honored for work he completed at biotechnology company Genentech; and Axel Ullrich, PhD, a German cancer researcher from the Max Planck Institute of Biochemistry. The Albert and Mary Lasker Foundation honored Slamon and colleagues for demonstrating that monoclonal antibodies — proteins that bind to specific invader organisms or abnormal cells — were a viable and effective strategy to treat solid tumors, opening a new path to develop and deploy antibodies to treat cancer. The honor marks the second year in a row that a UCLA scientist has won the Lasker Award, one of
America’s most prestigious biomedical research awards. Michael Grunstein, PhD, a distinguished professor of biological chemistry at the DGSOM, was awarded the 2018 Albert Lasker Basic Medical Research Award for his breakthrough research on gene expression.

Earlier this year, Antoni Ribas, MD, PhD, was named the 2019-2020 President-Elect for the American Association for Cancer Research, the world’s oldest and largest scientific organization focused on cancer research. Dr. Ribas is known for his work in immunology and understanding how the immune system can effectively be used to fight cancer in order to develop more effective and less toxic therapies for people with cancer. He led the clinical program that demonstrated the effectiveness of the drug pembrolizumab, which has been a significant advancement in the treatment of melanoma. Dr. Ribas and his laboratory continue to develop new immunotherapies for this disease.

In addition, the Center has successfully recruited several eminent senior leaders to advance its mission and further elevate its impactful research. Beth Karlan, MD, joined as the director of cancer population genetics. Her expertise in genetic predisposition and cancer inheritance will guide work in building new capabilities in clinical cancer genomics. The Center also welcomed Paul Boutros, PhD, as the director of cancer data science. In this role, Dr. Boutros will apply his internationally recognized big-data expertise to help optimize treatment for patients and stimulate new research campus-wide.

Center investigators continued to produce cutting-edge research that has had significant impacts on cancer care and treatment. Two selected highlights include a study from Sara Hurvitz, MD, that showed ribociclib in combination with hormone therapy improves outcomes for women with the most common type of breast cancer, allowing them to live longer than those only receiving hormone therapy. Edward Garon, MD, also showed that pembrolizumab helped 15 percent of people with advanced non-small cell lung cancer live for at least five years. Both of these advances were highlights
at the influential American Society of Clinical Oncology annual meeting in Chicago and received broad national and international media coverage.

Always looking toward the future, the UCLA Jonsson Comprehensive Cancer Center, led by Michael Teitell, MD, PhD, finalized a 2019-2023 Strategic Plan in collaboration with key stakeholders and leaders from UCLA Health. The Strategic Plan aims to enhance JCCC’s organizational integration and sustainability efforts while leveraging our strengths as a leader in patient-centered care and innovative science that builds healthy communities. This new strategy positions the JCCC at the forefront of cancer research while working with and educating diverse communities to deliver the best cancer therapies to patients worldwide. The Strategic Plan was highlighted in the renewal application for the JCCC National Cancer Institute Cancer Center Support Grant, which was submitted in May 2019 and site-visited in September 2019.

Behavioral Wellness Center

Three years after its launch, the Behavioral Wellness Center (BWC) at DGSOM continues to expand its services and offerings in an effort to ensure that trainees and students remain mentally healthy while completing their training programs. With a diverse team of psychiatrists, psychologists and social workers, the BWC is committed to reducing the stigma associated with mental health care, as well as any barriers to care.

Under the leadership of Karen Miotto, MD, and with the support of DGSOM leadership, the BWC has expanded its outreach, early intervention and prevention efforts, and enhanced mental health treatment options for physicians-in-training and graduate students. The BWC’s outreach efforts and educational programming have resulted in increased utilization of BWC services, including new telehealth services.

Additionally, the BWC has co-located with the UCLA Counseling and Psychological Services in the Center for Health Sciences, resulting in the creation of a distinct mental health center that can effectively serve the mental health needs of medical students, residents and fellows, together with graduate, dental, nursing and public health students.

“

Our expanded WELLNESS SERVICES are designed to further reduce the stigma associated with mental health care, as well as barriers to care.”
In the coming academic year, the BWC will also offer group therapy sessions to facilitate peer support. To stay up to date with BWC developments throughout the year, visit medschool.ucla.edu/bwc.

**Innovation and Entrepreneurship**

The 2018-2019 academic year has been another groundbreaking year for UCLA, with staff, faculty, students and trainees across our clinical and academic enterprise working together to find new and exciting ways to advance our mission.

The David Geffen School of Medicine at UCLA continued to develop collaborative efforts with the UCLA Technology Development Group (TDG), led by Amir Naiberg, Associate Vice Chancellor for Intellectual Property and Industry Sponsored Research and CEO and President of the UCLA Technology Development Corporation. With the completion of the second UCLA Innovation Fund competition, several projects were selected for support (funded primarily by TDG and DGSOM, with contributions from other schools). These projects were in the areas of therapeutics and medical devices/diagnostics. Selection of projects involves both a scientific review, coordinated by Judy Gasson, senior advisor for research and innovation at DGSOM, and an intellectual property review by TDG. After this review period, a small number of projects are selected for an oral pitch session, where a group of leaders in venture capital and the pharmaceutical/biotechnology industries review the pitch. Projects selected for support are closely guided by TDG toward carefully defined milestones.

The DGSOM also participated in TDG’s second annual UCLA Biomedical and Life Science Innovation Day held at the UCLA Luskin Conference Center in May 2019. The two-day event attracted more than 850 attendees, including representatives from 30 venture capital and biotech companies, and featured a variety of innovation opportunities at UCLA. Highlights included a focus on the California Center for Rare Diseases at UCLA, as well as a dozen “PI Spotlight Presentations,” many of which were from the
DGSOM. Next year’s event will take place on May 20 and 21 at the UCLA Luskin Conference Center.

In March, UCLA Health launched its first Innovation Challenge under the direction of Desert Horse-Grant, senior director of UCLA Health Research and Innovation. The community-wide competition welcomed applications from faculty, staff, trainees, patients, caregivers and UCLA students. The new seed-funding opportunity recognized innovative therapeutic, digital and device solutions, as well as patient experience and performance excellence efforts, with the potential to scale across the health system. The Challenge garnered 300 submissions, representing hundreds of team participants. In total, 39 peer- and committee-reviewed projects were awarded more than $1.1 million from health system funds and philanthropic gifts. In addition, a new innovation website – uclahealth.org/innovation – and several pilot programs also launched this past year.

UCLA also received a federal i6 Challenge Grant earlier this year from the U.S. Department of Commerce to create the UCLA Biodesign Hub for Medical Technology and Digital Health Innovation with support from DGSOM, UCLA Health, CTSI, TDG, the UCLA Anderson School of Management, the UCLA Samueli School of Engineering, the California NanoSystems Institute, the Los Angeles mayor’s office, and industry partners in Southern California. Horse-Grant and Jennifer McCaney, PhD, executive director of the UCLA Biodesign Program and associate director of UCLA CTSI, serve as co-principal investigators on the grant. (To read more, visit uclahs.fyi/i6-grant.) The UCLA Biodesign Hub is an extension of the new UCLA Biodesign Program, which is co-led by Horse-Grant and Dr. McCaney. In August, the program welcomed its inaugural cohort of 10 interdisciplinary fellows from medicine, business, engineering and design. The UCLA Biodesign fellows will receive training through a core entrepreneurial curriculum and will spend one year working with faculty and industry mentors to transform medicine through the development of novel technologies. To learn more, visit biodesign.ucla.edu.
Community Building

Equity and Diversity Inclusion

Equity and Diversity Inclusion (EDI) at DGSOM is led by Lynn Gordon, MD, PhD, Senior Associate Dean, and Assistant Deans Valencia Walker, MD, MPH, and Kathleen Brown, MD. As of August 2018, EDI activities now span the learning environment (students, trainees and faculty) and continue to interface with and advance all four of our mission areas. Over the past year, we have worked to more rapidly respond to needs and concerns while enhancing access to and availability of EDI services for our DGSOM community.

Highlights include:

- **New weekly office hours:** Weekly office hours have given our assistant deans of Equity and Diversity Inclusion an opportunity to meet with medical students, graduate students and residents to discuss issues of importance.

- **Medical school curriculum:** We created new training modules (e.g., Racism in Medicine) and hosted workshops with medical students, residents and fellows. Through a medical student-led initiative, a new group was established to review the MD curriculum and make recommendations to increase and enhance inclusivity. EDI student representatives were added and now have membership in the medical school student council governance.

- **Supporting first-generation students:** We’ve had the privilege to support the “First-Generation Students at UCLA” group at DGSOM, which provides networking opportunities for first-generation medical students and turns small groups of faculty and trainees into “family” units for longitudinal support. The first-generation group, under student leadership and with support from Alejandra Casillas, MD, recently held their second annual Welcome Dinner for new medical students. This year, they also developed an innovative special session for guardians and families of first-year, first-generation medical students during the White Coat Ceremony in order to provide their families and significant others with information about the trajectory, rewards and demands of medical training.

- **Graduate medical education:** We have continued to collaborate with our graduate medical education (GME) programs to ensure a diverse and inclusive community for all of our trainees. Christina Harris, MD, is the faculty lead advisor for the resident-led GME-EDI group, which created DGSOM’s first “Road to Residency Program” for medical students. The program exposes medical students to different residency programs at UCLA and connects students with leadership from various departments, as well as with residents and faculty from historically underrepresented backgrounds. In the coming year, there will also be added opportunities for networking.
with faculty and trainees. We have also provided ongoing support for the Scientific Excellence through Diversity Lecture Series (SEDS). The general research seminar series brings successful professionals in biomedical, life and physical science fields to UCLA to give a presentation about their research and meet with students and postdoctoral trainees to discuss how they have succeeded in their careers and contributed to increasing diversity in science.

- **Opportunities for faculty:** Over the past year, we continued to support and create opportunities for faculty networking and faculty development. Through collaboration with Jonathan Hiatt, MD, DGSOM’s Vice Dean for Faculty, we continued the Junior Faculty Lecture Series. We also worked with Sarah Kilpatrick, MD, to continue the joint DGSOM-Cedars Sinai Women’s Leadership Program, which supports and promotes female faculty careers through group learning and discussion. We also helped develop and participated in the UCLA Faculty Leadership Academy, UCLA’s campus-wide leadership program; hosted lecture series with Hannah Valantine, MD, the Chief Officer for Scientific Workforce Diversity at the National Institutes of Health, and David Acosta, MD, the Chief Diversity and Inclusion officer for the American Association of Medical Colleges; and launched our first annual EDI Faculty Networking Mixer.

- **Workforce diversity:** While medical school faculty nationwide are becoming more diverse across race, ethnicity and gender, significant opportunities remain. According to a 2018 AAMC report on US medical school faculty ([bit.ly/AAMC-medical-faculty](bit.ly/AAMC-medical-faculty)), 64 percent of full-time faculty identify as white and 58 percent as male. In leadership, women make up 16 percent of medical school deans, 18 percent of department chairs and 25 percent of full-time professors.

At the DGSOM, we remain firmly committed to continuing our efforts to advance equity and to create future opportunities for the next
generations of medical professionals. Over the past decade, DGSOM has worked to improve and implement policies and practices that support efforts to improve diversity, equity and inclusion across our academic enterprise. We have paid increasingly careful attention to the processes of recruitment of outstanding new faculty in the basic sciences and it is my expectation that significant changes will be observed in the diversity of our basic science faculty over the next several years. In the last two years, DGSOM has increased the representation of women in basic-science and clinical department chair positions from 4 percent to 25 percent. Drs. Gordon, Brown and Walker, along with Isadora Avendaño, Melanie Bonilla and numerous student affinity groups, have been working tirelessly to develop and support programs that promote an inclusive climate and welcoming culture for all trainees affiliated with our medical school.

Finally, I’d like to thank the DGSOM EDI Committee for their guidance on our goals and strategies, as well as the countless individuals who help focus and advance our efforts. Together, we will continue to further develop our matrix of relationships across the institution to improve equity and diversity inclusion, and in accordance with our guiding values, to “Do what’s right,” “Make things better” and “Be kind.”

“In the last two years, DGSOM has increased the representation of **women** in basic-science and clinical department chair positions from 4 percent to 25 percent.”
Cultural North Star:
The values that guide us

In May 2019, the David Geffen School of Medicine at UCLA launched the Cultural North Star, a school-wide initiative that is designed to guide our decision-making, problem-solving and collaboration in service of our mission.

The Cultural North Star comprises three overarching pillars: “Do what’s right,” “Make things better” and “Be kind.” Each of those pillars is buoyed by four unique purpose statements, among them: “We seek out diverse voices,” “We are grounded in ethics and data,” and “We have the courage to be honest.” These and nine other guiding principles emerged from 18 months of internal research on our organizational culture, including a school-wide survey, focus groups and one-on-one interviews. Insights from the culture audit have helped codify our school’s identity and inform the design and implementation of new Cultural North Star initiatives, including a new evidence-based recognition program, annual award and celebration, quarterly pulse survey, professional development strategy and recruitment process. Here are a few highlights:

- On May 2, 2019, I hosted our first Cultural North Star Town Hall and had the opportunity to engage with more than 350 staff, faculty, students and trainees on DGSOM’s culture journey. A few days after the Town Hall, the Cultural North Star officially launched school-wide. Since then, the program has inspired a stunning display of engagement across our academic enterprise – a moving and contagious phenomenon that has made me deeply proud to witness.

- A Cultural North Star Steering Committee formed in April 2019 with representatives from Equity, Diversity and Inclusion; Legal Affairs; Finance; Student Affairs; Graduate Medical Education; Human Resources; IT; Postdoctoral Affairs; and several clinical and basic-science department chairs. The committee is tasked with providing feedback and subject-matter expertise on Cultural North Star strategies and programs. I’d like to express my deep gratitude for the time, energy and creativity devoted to this effort by each and every member of our Steering Committee.

- A new evidence-based recognition program (uclahs.fyi/recognition) launched in May as part of the Cultural North Star’s mission to build a positive, team-oriented culture. The unique recognition platform provides members of the DGSOM community a simple but impactful way to recognize one another for embodying the Cultural North Star in their work, actions and interactions. Since its launch, the program has garnered more than 1,700 exchanges. Several recognition stories about members of our DGSOM community have been featured on the digital screens around our campus.

- A new Cultural North Star website was developed as part of a comprehensive marketing and communications campaign, complete with downloadable Cultural North Star resources, including desktop wallpapers,
email signatures and more (medschool.ucla.edu/cultural-north-star/downloads).

- **My monthly “Coffee with the Dean”**
  Cultural North Star series kicked off in June, providing a new forum for staff, faculty, students and trainees to come together and discuss their ideas, feedback and observations about our school’s culture. As Dean, I appreciate hearing about the individual experiences of members of the DGSOM. Not only have our conversations been the source of new ideas for the Cultural North Star, but they have also engendered a stronger sense of community among the participants.

- **In July, my Office fielded its first of four quarterly culture surveys** to measure perceptions of DGSOM culture using several key indicators of strong organizational culture (referrals, a sense of shared purpose and a feeling of belonging). Longitudinal data from quarterly surveys will allow us to identify strengths and gaps, assess change over time and pivot Cultural North Star programming in response to trends. As the Cultural North Star gains awareness and traction, we expect these metrics to indicate movement toward a more positive and inclusive culture.

**Survey highlights:**
[uclahs.fyi/CNS-survey-1-results]

A. More than 2,300 DGSOM staff, faculty, students and trainees participated in the survey.
B. 51% of respondents reported feeling connected or very connected to DGSOM’s mission.
C. 65% of respondents agreed that their work/learning environment was positive and team-oriented and that DGSOM was a respectful and inclusive place to work/learn.
D. 41% of respondents indicated that they had recommended DGSOM to a friend or family member as a place to work or learn in the past 12 months.

- **A Cultural North Star Ambassador Program was formalized in July,** with 30 members of our DGSOM community serving in ambassador roles.

- **I announced a new Cultural North Star Award in August** designed to recognize an individual who has gone above and beyond to exemplify and champion our Cultural North Star values in their work, actions or interactions. This year’s award recipient was DGSOM staff member Kauser Ahmed, PhD, director of the Simms/Mann-UCLA Center for Integrative Oncology, who was nominated by her colleagues and recognized at our inaugural Cultural North Star Day event in November.
In selecting the Awardee, the 2019 Cultural North Star Award Review Committee evaluated nominees across six Cultural North Star criteria. The names and pronouns of all nominees and nominators were redacted as part of a blind review process and the nominee with the highest cumulative score was selected as the winner. I’d like to congratulate all our exceptional nominees for their contributions to our mission, and thank the 87 peer nominators who took the time to recognize their colleagues and celebrate the best of us! Learn more: medschool.ucla.edu/cultural-north-star/award

- The first annual Cultural North Star Day event took place at Switzer Plaza on Friday, November 1, in honor of our medical school’s inauguration on Friday, November 2, 1951. Cultural North Star Day is a celebration of the DGSOM community, our commitment to our mission and each other, and the exciting possibilities that lie ahead when we come together. Thank you to everyone who attended and joined me in recognizing Dr. Ahmed, DGSOM’s first Cultural North Star Awardee. To view event photos, visit medschool.ucla.edu/cultural-north-star/events.

- In September, we hosted our first Cultural North Star workshop for faculty: “Dialogue, Active Listening and De-escalating Strategies.” Facilitated by the UCLA Intergroup Dialogue Program, the customized communication workshop combined experiential learning and dialogic discussions to explore issues of social identity, intergroup conflict, social action and alliance building. Additional Cultural North Star skill-building opportunities will be developed and offered for faculty, staff, students and trainees in the coming year.

While building a more collaborative culture is a slow and organic process, it’s critical to our ability to achieve our mission. Looking ahead, my office will continue to work with stakeholders from across our academic enterprise to develop and pilot a range of Cultural North Star programs and strategies, including:

- Orientation and on-boarding
- HR and Academic Affairs assessments
- Hiring, recruitment and search committees
- Leadership promotions
- MD curriculum
- Partnership opportunities with campus

As the program develops, I look forward to updating you on our progress. In the spirit of “making things better,” I also encourage you to get involved by practicing the Cultural North Star (medschool.ucla.edu/cultural-north-star/get-involved) or submitting any ideas or feedback you may have to culturalnorthstar@mednet.ucla.edu.

To learn more about the Cultural North Star program, visit medschool.ucla.edu/cultural-north-star.
Community Engagement

Several community engagement projects across the DGSOM and UCLA health system have celebrated significant milestones this year as we continue to build on the transformative impact of community-based care, research and education. For the past seven years, the DGSOM/UCLA Health Community Engagement Program, directed by Carol Mangione, MD, has been implementing strategies to support community engagement – one of our four mission pillars – through a variety of outreach and engagement activities. To watch a video highlighting some of our efforts, please visit uclahealth.org/communityengagement.

Recent accomplishments:

- **Allied Healthcare Careers Program**: The program, which celebrated its five-year anniversary this year, encourages young adults to pursue careers in allied health professions that require as little training as a six-month certification with a high school diploma. Since 2014, our UCLA Community Engagement Program has presented at more than 85 high schools and non-profit organizations, including Heart of Los Angeles, Kid City, the Social Justice Learning Institute and others. UCLA staff and clinicians have provided more than 52,000 students with education, mentorship and resources. To learn more, visit uclahealth.org/communityengagement/allied-health-program.
• Turner-UCLA Allied Health Internship Program: This summer, the program offered five recent high school graduates full scholarships toward allied health training programs at the UCLA Center for Prehospital Care, where students train to become emergency medical technicians, phlebotomists or paramedics. Entry into these professions will help address projected workforce shortages in our region and bring resources back to underserved communities in the form of employment and health services. To learn more and volunteer as mentors, visit uclahealth.org/communityengagement/turner-ucla-program.

“
Our student-led free clinic programs provided free care to more than 1,500 community members.

”

• UCLA Health Sound Body Sound Mind: The Sound Body Sound Mind program is dedicated to fighting childhood obesity by installing state-of-the-art physical education programs in underserved middle and high schools throughout Los Angeles. The program celebrated its 20th anniversary in October 2018, marking the culmination of a two-year fundraising campaign and two decades of service to Los Angeles area youth. The $3-million campaign will be instrumental in supporting key initiatives in the coming years, including a push to implement 150 fitness centers by 2020. This year, Sound Body Sound Mind worked closely with city partners, including the City of Huntington Park and the Sustainable Economic Enterprises of Los Angeles, to bring health and wellness resources to our community. To learn more, visit uclahealth.org/communityengagement/sound-body-sound-mind.

• The UCLA Mobile Clinic Project: Volunteerism in our undergraduate and medical student community remains strong. This past year, the UCLA Mobile Clinic Project, which provides free health care and social services to homeless and indigent populations, served 861 patients through community partnerships with the Salvation Army in Hollywood and the Ocean Park Community Center in Santa Monica. In an effort to
provide more lasting health care solutions, alleviate obstacles to care and improve health equity for our patients, the UCLA Mobile Clinic also partnered with Companion Care to establish primary care services for underserved communities. In addition, UCLA Mobile Clinic Project volunteers support the Hollywood Food Coalition, offering weekly medical clinics and connecting patients to existing continuum-of-care services. More information on the UCLA Mobile Clinic Project can be found at [uclahealth.org/communityengagement/the-mobile-clinic-project-at-ucla](http://uclahealth.org/communityengagement/the-mobile-clinic-project-at-ucla).

- **Care Harbor Los Angeles:** Nearly 200 UCLA volunteers, including DGSOM students and faculty, participated in the annual Care Harbor Los Angeles health fair this year. The event, held from October 13 to 15 at The Reef in Los Angeles, provided medical, dental and vision care to nearly 1,700 uninsured, underinsured and at-risk community members. The Community Engagement team recruited 28 medical student volunteers, 12 family medicine physicians, seven internal medicine physicians and several medical specialists, as well as nursing, dental, vision and general volunteers from across UCLA. To learn more, visit [uclahealth.org/communityengagement/care-harbor-health-clinic](http://uclahealth.org/communityengagement/care-harbor-health-clinic).

- **The UCLA Mobile Eye Clinic:** The UCLA Mobile Eye Clinic and its staff of ophthalmologists, ophthalmology residents, technicians and volunteers made 403 trips throughout Los Angeles County this past year. Directed by Anne Coleman, MD, PhD, the clinic served 9,675 patients and diagnosed more than 1,400 patients with ocular abnormalities. In the fall of 2018, the UCLA Mobile Eye Clinic also launched a Student Leadership Club ([uclahs.fyi/SLC](http://uclahs.fyi/SLC)) to train undergraduate volunteers to assist the clinic with the provision of free vision care to underserved Angelinos. The new leadership club has made a significant impact on our students and community, reaching more patients by way of innovative service learning projects. A recent partnership between UCLA Health and the Los Angeles Dodgers also provided a new platform for free eye screenings at community events and home games this season. To learn more about the UCLA Mobile Eye Clinic and watch its new marketing video, visit [uclahealth.org/communityengagement/ucla-mobile-eye-clinic](http://uclahealth.org/communityengagement/ucla-mobile-eye-clinic).

- **UCLA Health Project SEARCH:** This year, we celebrated Project SEARCH’s 10-year anniversary. The 12-month training program – a partnership between UCLA Talent Acquisition and Community Engagement – places young adults with developmental disabilities in jobs that help build their skills, confidence and professional development. Participants rotate through a variety of UCLA Health departments, including nursing, nutrition, materials management, ISS, human resources and others. To date, 69 students have completed the program, with 17 employed at UCLA Health. To learn more and get involved, visit: [uclahealth.org/communityengagement/project-search](http://uclahealth.org/communityengagement/project-search).

- **The Community Engagement and Research Program (CERP) at the UCLA Clinical and Translational Science Institute:** Led by Arleen Brown, MD, PhD, and Keith Norris,
MD, PhD, CERP partners with community members, organizations, policymakers, academia and other entities to identify and research public health priorities, with the goal of improving health equity in Los Angeles County. In May 2019, CERP received the inaugural UCLA Chancellor’s Award for Community-Engaged Research to develop a new undergraduate research course on community engagement. The course will teach methods and strategies for community-engaged research while partnering students with local community organizations throughout Los Angeles County to reduce chronic disease disparities. The course will be developed and co-taught by CERP community partners from across LA County. To learn more, visit ctsi.ucla.edu/about/programs/pages/cerp_prog.

- **Technical support:** In addition to the program’s core projects highlighted above, the Community Engagement program has also provided a range of technical support to DGSOM students and faculty throughout the year, including assistance with volunteer recruitment, grant writing and resource coordination. For a list of comprehensive serves the team provides, please visit uclahealth.org/communityengagement/leadership and contact the community engagement team.

As we continue to support and heal our community, we strive to capture the numerous community engagement projects that our faculty, staff, students and trainees are involved in. Every three years, the UCLA Community Engagement Program surveys our academic and medical community to capture our collective involvement in community-based projects and research. In our 2017 survey, 719 individuals reported that they were participating in community-partnered projects, many of which have helped advance our mission and provide high-quality resources to those in greatest need. With the next community engagement survey fielding, we look forward to seeing the number of community-partnered projects grow as we celebrate our profound contribution to the community.
Global Health Program

The last year has been an exciting time of transition and opportunity for global health at the David Geffen School of Medicine at UCLA. In November 2018, the UCLA Center for World Health became the medical school’s Global Health Program, with an enhanced focus on building clinical and research partnerships in low- and middle-income countries.

Medical student participation in the Global Health Program reached a record high this past year. Forty-two senior students took part in clinical electives in nine countries, representing almost one-fourth of the graduating medical school class. We are very proud that one of these clinical elective experiences in the Amazon region of northern Peru was featured on NBC’s “Today” show in July of 2019. The story follows five of our medical students during their three-week experience in Peru, immersed in an entirely new culture and health care system, encountering tropical diseases, extremely limited resources, and the challenges of health access in a region where people travel hours to days by boat on the Amazon River to seek health services. Our students gained valuable lessons about
providing medical care with limited resources, cultural humility and health care disparities. Read more and watch a clip of the “Today” show feature: [nbcnews.to/2IR4IVI](http://nbcnews.to/2IR4IVI).

We also had a record number of 12 students in the graduating class who completed the Global Health Pathway. This is a longitudinal commitment to pursuing global health throughout the medical school years and reflects a student’s passion for addressing health inequities both at home and abroad. In addition, 20 rising second-year students conducted summer research in 10 countries under the mentorship of medical school faculty. They also presented their work at the annual Josiah Brown Poster Fair.

The Global Health Program values the connection between local and global health and continues to support the annual Los Angeles Global Health Conference. This student-run and faculty-mentored conference engages undergraduate and medical students from across Southern California,
as well as global health professionals from around the globe. This year, nearly 400 attendees from approximately 10 institutions participated in lively discussions on topics such as climate change, immigration and global health policy.

The Global Health Program is also dedicated to supporting residents and fellows in their global health pursuits, and to helping faculty achieve their professional global health goals. Our new Travel Grant and Global Health Seed Grant programs, for example, are designed to help individuals cultivate clinical and research collaborations. We have also developed two new programs to help grow our global health community across UCLA and increase information-sharing, networking and opportunities for partnering. These include the Faculty and Staff Associates Program for those within DGSOM engaging in global health, and the Faculty and Staff Affiliates Program for those within the other health sciences schools and across campus departments. Improvements in health equity globally will only be possible through multidisciplinary collaborations that address determinants of health and well-being from a broad perspective. We hope these new programs will foster exciting partnerships and encourage innovative, multidisciplinary global health programs.

Finally, I want to thank Lee Miller, MD, Associate Dean for Student Affairs and Global Health’s director of medical student clinical education, and Risa Hoffman, MD, MPH, the program’s interim director, for their leadership, and our countless faculty and students whose outreach activities enrich the lives of those we serve – in Los Angeles and around the world.

To learn more, visit our new Global Health website: worldhealth.med.ucla.edu.
Looking Ahead

In the span of a single year, our faculty, staff and trainees have worked together to write a new chapter in the history of DGSOM – one marked by a renewed commitment to our defining values and our public responsibility as a national leader in academic medicine.

As Dean of the David Geffen School of Medicine at UCLA, I focus much of my energy on advocating for the value of the academic missions of research, education and community service in clinical medicine and I consider it my most important responsibility to ensure that academic medicine thrives at UCLA. I believe that we are at an incredible period in history in which discovery research has unprecedented potential to significantly impact clinical care, and, at the same time, in which the clinical sciences have a similarly unparalleled potential to guide and influence biomedical science. In addition to being inspired by the tremendous potential of academic medicine, I also am motivated by what I see as an existential threat confronting academic medicine. That threat concerns the evolving balance between today’s health care environment and the world of academic biomedical research and education. How do we continue to advance our research and education missions in an increasingly competitive funding landscape? How do we balance the culture of a market-driven health care business with the deeply analytical culture of a university?

One way to achieve this balance is by optimizing funding allocations across our education, research, clinical care and public service missions. Creating a more integrated, transparent and nimble funds flow model has been a years-long effort for UCLA Health (the DGSOM and UCLA health system) – as well as for academic medical systems nationwide – and will continue to be a top priority for our leadership team in the coming year. As we move toward a more integrated funds flow model across our academic and medical enterprise, the role of department chairs will also need to co-evolve, pivoting to a more collective-minded leadership strategy that focuses on overall institutional success (as opposed to individual success at the departmental level).

A longer-term strategy for realizing the potential of academic medicine is by leading a deeper and more challenging transformation – culture change. Through the Cultural North Star, the DGSOM is doubling down on our unique identity and noble purpose: a
community of scholars, learners, educators, healers and problem solvers united in a shared mission to improve the health and well-being of those we serve today, tomorrow and centuries from now. As part of a multi-year implementation strategy, phase 2 of the Cultural North Star will begin in 2020 with a focus on scaling successful pilots (such as our new ambassador program), developing new HR and Academic Affairs strategies (e.g., orientation, recruitment and evaluations), developing new accountability components and launching an external marketing and communications campaign.

By elevating our defining values – to do what’s right, make things better and be kind – we are not only differentiating ourselves from our peers and market competitors, but more important, we are investing in our ability to imagine and deliver the future of biomedical science. A future that conquers cancer by understanding the immune system and reprogramming it to combat disease. That beats emerging viruses by understanding virus biology. That uncovers the workings of the brain so that we can live in a world that doesn’t suffer from psychiatric illness. That develops cures for each and every individual. And that empowers us to dedicate the very best part of ourselves to transforming the world into the place we believe it can be.

To our next chapter,

**Kelsey Martin, MD, PhD**  
Dean, David Geffen School of Medicine at UCLA

---

I want to thank the following individuals for contributing to the writing of this annual report:

Emily Rose, Emilie Marcus, Shadee Ashtari, Steve Smale, Jonathan Hiatt, Clarence Braddock, Sharon Younkin, Lynn Gordon, Anja Paardekooper, Shawn Kang, Sherly Mosessian, Lindsey Williams, Judy Gasson, Lee Miller, Risa Hoffman, Kate Perkins, Joyce Fried, Greg Payne, Lynn Talton, Karen Miotto, Clara LaJonchere, Desert Horse-Grant, Mike Teitell, Melissa Fitzmaurice Neligan, Steve Dubinett, Anne Skinner, Tanya Andreadis, Rhonda Curry, Carol Mangione, Joann Elmore, Carlos Portera-Cailliau, Linda Demer, May Folasade, Dana Schmitz, and Anita Bilan for her design work.
By elevating our **DEFINING VALUES** – to do what’s right, make things better and be kind – we are investing in our ability to imagine and deliver the future of biomedical science.”