



Opportunity and Challenge Profile

Search for the Vice Dean

University of California, San Francisco School of Medicine, Regional Campus at Fresno
Fresno, California

The University of California, San Francisco (UCSF) School of Medicine seeks an outstanding physician executive and medical education leader to serve as the next Vice Dean for the Regional Campus at Fresno (Vice Dean). The Vice Dean will lead UCSF Fresno as the premier hub of world-class academic medical training for California's San Joaquin Valley, advancing health in the region through teaching, patient care, research, and community partnerships.

UCSF Fresno was created as a graduate medical education campus of the UCSF School of Medicine in 1975 with support from the California Legislature and the Veteran's Administration to address the severe shortage of physicians in the San Joaquin Valley. UCSF Fresno is the San Joaquin Valley's largest physician training program, now expanded to provide high quality education. More than 600 medical students, residents, and fellows from around the United States train on a rotating basis each year in nine medical specialties and 21 sub-specialties. More than 650 UCSF core and volunteer faculty at UCSF Fresno care for thousands of patients annually and train the next generation of outstanding clinicians and patient advocates. UCSF Fresno plays a key role in recruiting UCSF-quality academic physicians to Fresno to achieve increases in services and direct patient care in the region.

UCSF Fresno emphasizes training students, residents, and fellows who are originally from the San Joaquin Valley and will remain in the region to deliver care and address the severe shortage of physicians. With UCSF LCME reaccreditation scheduled for 2027, the Vice Dean will provide leadership in ensuring equivalency of educational and clinical experiences at Fresno to those in the San Francisco Bay Area. In addition to medical education, UCSF Fresno conducts medical research and clinical trials specific to San Joaquin Valley health issues including diabetes, heart failure, lung cancer, and Valley fever. Through a variety of pathway programs, UCSF Fresno prepares students from disadvantaged backgrounds for careers in health and medicine. UCSF School of Medicine ensures that every UCSF graduate is prepared for careers providing compassionate, patient-centered care, grounded in scientific and scholarly inquiry, social justice, anti-racism, and interprofessional teamwork.

The Vice Dean will bring skill and creativity in fostering and managing partnerships with affiliate organizations in complex clinical landscapes. UCSF Fresno is a medical education campus, and none of the healthcare delivery systems in the San Joaquin Valley are owned or operated by UCSF Health. As such, the success of UCSF Fresno is dependent on the adroit management and stewardship of key partnerships, including Community Health Systems, Central California Faculty Medical Group, Fresno VA, Family HealthCare Network, Fresno State, and UC Merced. The structure requires a high degree of centralized oversight in order to achieve learning objectives.

This position presents a critical opportunity to galvanize and expand the number of physicians seeking to fill the immense need facing the incredibly diverse, underserved population in the San Joaquin Valley. There is a clear moral imperative to address the disparities in access to high quality care that exist between the coast and the Valley of California. The civic and business leadership of the Valley has laid the groundwork, and now is a pivotal moment with broad regional buy-in and political will statewide to address these needs and fully achieve the mission of the University of California.

The Vice Dean will be a collaborative, strategic leader of great integrity, bring experience navigating complex clinical landscapes, have demonstrated experience leading educational programs, and demonstrate the ability to create a sense of shared purpose and community within the learning and care delivery environment. The Vice Dean must also be a visionary institutional thinker who can strategically anticipate global trends and align the educational and clinical missions with those of the many partners who share the collective goal of advancing health in the region. In doing so, the Vice Dean will address a number of key opportunities and challenges:

- Coalesce and develop the constellation of strategic relationships necessary to provide the foundation of robust training experiences
- Enhance a unique set of protocols, processes, and systems that seamlessly sync with UCSF
- Advance a culture and climate of collaboration, diversity, equity, belonging, and anti-oppression
- Harness the ambition and purpose of UCSF Fresno to further develop a world-class team
- Lead by example in setting appropriate tone of professionalism, transparency, leadership, and aspiration

A complete list of the desired qualifications and characteristics can be found at the conclusion of this document, which was produced with the support of Isaacson, Miller, a national executive search firm.

UCSF Regional Campus at Fresno

The School of Medicine Dean's Office at UCSF Fresno oversees, develops and sustains clinical partnerships, infrastructure and resources that support teaching, research and administrative activities of the UCSF faculty, residents, students and staff at UCSF Fresno and its affiliate sites. As a Regional Campus, UCSF Fresno functions under the LCME Accreditation of the School of Medicine (sometimes

referred to as the Main or Administrative Campus). Students and trainees at UCSF Fresno and any other Regional Campus must have equivalent experiences and support to those at San Francisco main campus in all facets of their medical education.

UCSF Fresno has grown significantly over the past four decades. Today, UCSF Fresno is the San Joaquin Valley's largest academic physician training program, providing high quality education for medical students from several University of California campuses, training residents in eight medical specialties as well as residents in oral and maxillofacial dental surgery. In addition, UCSF Fresno offers training for fellows in 18 sub-specialties. Currently, UCSF Fresno annually trains approximately 250 medical residents and 50 subspecialty fellows. More than 300 medical students also spend time learning from the faculty at UCSF Fresno.

San Joaquin Valley Programs in Medical Education (PRIME)

UCSF Fresno is a key site for both the San Joaquin Valley PRIME (SJV PRIME) and SJV PRIME+ programs.

SJV PRIME -- SJV PRIME is a tailored track at UCSF School of Medicine for medical students who are committed to ensuring high quality and well distributed medical care to improve health for highly underserved populations, communities, and individuals in California's San Joaquin Valley. It incorporates the unique expertise of UCSF and UCSF faculty at UCSF Fresno, as researchers, educators, and leaders in the field of health care in the Valley. Applicants to the SJV PRIME program must meet all the requirements of the UCSF School of Medicine and apply through the regular UCSF admissions process. Students accepted into the SJV PRIME spend their first 18 months at the main campus in San Francisco. They then spend the next two and a half years at the UCSF Fresno campus.

For more information, visit: <https://meded.ucsf.edu/ucsf-san-joaquin-valley-prime-sjv-prime>.

SJV PRIME+ -- UCSF Fresno is a key site hosting the newly launched SJV PRIME+ program, a multi-campus baccalaureate/MD program designed to expand high-quality medical education in the San Joaquin Valley. This program, a collaboration between UCSF, UCSF Fresno, and UC Merced, aims to recruit, educate, and support future physicians dedicated to serving the Valley's communities.

The program includes a four-year baccalaureate component, followed by the UCSF Doctor of Medicine curriculum. All program elements focus on preparing a physician workforce to address unmet health and health care needs in the San Joaquin Valley. High school graduates accepted into the program enter the eight-year program directly from high school, earning their baccalaureate degree at UC Merced and Doctor of Medicine through UCSF.

With SJV PRIME+ now in its second year, students will complete their college education at UC Merced and their medical school training at both UC Merced (preclerkship) and UCSF Fresno (clinical clerkships). The eight-year program takes place entirely in the San Joaquin Valley with the goal of increasing the

likelihood graduates will enter residency programs in the region and remain to practice and care for Valley community members.

For more information, visit: <https://meded.ucsf.edu/san-joaquin-valley-prime-plus>.

UCSF School of Medicine

Consistently ranked among the nation's top medical schools, the UCSF School of Medicine (SOM) is known for its influential basic science and clinical research and for excellence and innovation in patient care and medical education.

The school comprises 28 academic departments, eight organized research units, and seven interdisciplinary research centers at seven major sites throughout San Francisco, Oakland, and Fresno. Its primary clinical training sites are located at the UCSF Health, Zuckerberg San Francisco General Hospital, the San Francisco Veterans Affairs Medical Center, and UCSF-Fresno.

The SOM is the academic home to approximately 5,000 faculty and 3,700 trainees, students, and fellows. The School employs about 5,300 staff and non-faculty academics, with an annual operating budget of over \$3 billion. The Dean's Office provides leadership to the School and also serves as a central resource for its many diverse components.

For more information on the University of California, San Francisco and the University of California, please see Appendix I.

Leadership

Dr. Talmadge E. King, Jr. has been dean of the UCSF School of Medicine and vice chancellor for medical affairs since July of 2015. He began his career at UCSF in 1997 as chief of Medical Services at Priscilla Chan and Mark Zuckerberg San Francisco General Hospital and Trauma Center. From 2006 to 2015, he served as chair of the UCSF Department of Medicine, the largest department in the school, with approximately 29 percent of the school's full-time faculty. A physician-scientist, King's research has focused on inflammatory and immunologic lung injury. He is best known for his pioneering work in the management of the interstitial pneumonias, a scarring process that often leads to death. His bibliography comprises more than 300 publications and he has co-edited eight books, including the acclaimed reference book, "Interstitial Lung Disease," now in its fifth edition. He is a member of the National Academy of Medicine, Institute of Medicine of the National Academy of Sciences, American Academy of Arts and Sciences, Association of American Physicians, American Clinical and Climatological Association and the Fleischner Society. He is a master of the American College of Physicians and fellow of the American College of Chest Physicians. He won the 2007 Trudeau Medal, the highest honor of the American Lung Association and American Thoracic Society.

Role of the Vice Dean

Reporting to the Dean, the Vice Dean of the Regional Campus at UCSF Fresno will be the Dean's representative ensuring that UCSF Fresno is a world-class site for faculty providing clinical care, for the teaching and learning of trainees, and for research (primarily clinical, translational, and population health). To accomplish these activities the Vice Dean will collaborate with the Dean, the leadership of clinical affiliates, the Vice Deans, the Department Chairs and Chiefs of Service at UCSF Fresno. The Vice Dean leads the Dean's Office at UCSF Fresno, which includes approximately one hundred staff and is responsible for operations such as risk management, IT, and facilities. The Vice Dean is responsible for administering an operational budget of approximately \$70M.

The Vice Dean will play a critical role in ensuring the academic mission of the School of Medicine is upheld by coalescing a sensibly arranged network of partnerships, ensuring effective implementation of past and present programs, thoughtfully engaging, and supporting all faculty and staff, and fostering a culture of continuous improvement all within an anti-oppressive framework supportive of diversity and belonging. Central to this work will be sustainably strengthening the financial and operational systems for all training programs, ensuring academic and clinical education space for learners, and strategically aligning resources to expand access and ensure equivalency. The Vice Dean will help to nurture a community that seeks, welcomes, and supports diversity in the broadest sense.

For an organizational chart of the UCSF Regional Campus at Fresno, please see Appendix II.

Key Opportunities and Challenges for the Vice Dean

The Vice Dean must be innovative, entrepreneurial, and collaborative in stewarding the operations of the Fresno regional campus and advancing the educational, clinical, and research missions of the UCSF School of Medicine. In doing so, they will be responsible for addressing the following key opportunities and challenges:

Coalesce and develop the constellation of strategic relationships necessary to provide the foundation of robust training experiences

- Establish and continuously improve the partnerships required to fulfill the academic mission, including managing, implementing, and monitoring the affiliation agreements with key partners such as Community Health Systems, Central California Faculty Medical Group, Fresno VA, Family HealthCare Network and Fresno State.
- Prepare, negotiate, and administer final contract budgets.
- Ensure the UCSF Fresno Graduate Medical Education (GME) and Undergraduate Medical Education (UME) programs adhere to the affiliation agreements and function in compliance with all accreditation standards.

- Maintain regular meetings with the major UME and GME affiliate partners and with future affiliates.
- Identify and evaluate new partner sites.
- Serve as a key leader on the SJV Prime+ program with the goal of developing a new medical school in the San Joaquin Valley in the coming decade.

Enhance a unique set of protocols, processes, and systems that seamlessly sync with UCSF

- Build upon and strengthen the systems in place to provide consistent coordination with UCSF School of Medicine Administrative Campus in San Francisco, ensuring alignment of mission, resources, and strategic direction in the operations of UCSF Fresno.
- Ensure that all Assistant Deans align and integrate their work with the respective UCSF Medical Education Associate Deans.
- Lead with an ethos of strong communication, innovative problem-solving, leadership in change, teamwork, flexibility, adaptability, and proficiency in navigating complex systems.
- Manage complex financial budgets and resources with a commitment to continuous process improvement.

Advance a culture and climate of collaboration diversity, equity, belonging, and anti-oppression

- Build on anti-racist and anti-oppressive principles in curriculum and permeate these values through all facets of the enterprise.
- Develop systems of financial, learning, emotional, and social support for all learners, including those from groups that have been historically excluded in medicine.
- Critically analyze all educational content and systems for equity and revise to advance anti-oppressive constructs.
- Support faculty in developing skills in teaching, leading, and thriving in an effective, equitable, and anti-oppressive learning environment.

Harness the ambition and purpose of UCSF Fresno to further develop a world-class team

- Foster a thriving medical education community that focuses on employee engagement, professional development, and retention of talent across all units.
- Oversee the design and implementation of a comprehensive onboarding and continuing educational program to optimize faculty, resident, and fellow development in support of high-quality medical education.
- In collaboration with the UCSF Department Chairs, recruit, select and provide ongoing performance evaluations of Service Chiefs in their roles in ensuring the quality of the educational experiences for students and preparation of faculty and residents for their teaching roles.

- Set strategic vision for the UCSF Fresno research enterprise. Provide oversight and direction of the research programs at UCSF Fresno, seeking opportunities to build institutional capacity with appropriate NIH funding and philanthropy. Identify appropriate opportunities to conduct collaborative research with UC Merced.

Lead by example in setting appropriate tone of professionalism, transparency, leadership, and aspiration

- Serve as a stalwart example of infusing the highest ethical standards into practice.
- Be accountable for review and continuous improvement of metrics that address student, trainee and faculty satisfaction and the quality of educational programs.
- Create communication strategy that includes regular meetings with Service Chiefs, faculty, and staff to ensure ongoing alignment with strategic vision and UCSF academic mission.
- Champion the ambitious collective goal of all involved parties as the primary guiding principle: advancing health in the San Joaquin Valley by training the next generation of the healthcare workforce.
- Serve as a leading voice interfacing with public officials and community leaders locally, regionally, and statewide, articulating the impact of and cultivating support for the mission and programs at UCSF Fresno.

Qualifications and Characteristics

This position requires a leader with vision, breadth, drive, integrity, and an entrepreneurial spirit. A compelling combination of organizational leadership skills and the interpersonal ability to lead and inspire confidence in diverse constituents working across a vast, matrixed environment is needed. The Vice Dean role is required to be on-site in Fresno.

The successful candidate must demonstrate, through ideas, words, and actions, a strong commitment to UCSF's common set of values: professionalism, respect, integrity, diversity, and excellence ([PRIDE values](#)). The desired qualifications and experience of an ideal Vice Dean include the following:

- An MD or equivalent degree and a faculty rank of associate or full professor.
- Academic record compatible with appointment at the rank of associate or full professor.
- Experience managing affiliate partnerships.
- Experience in overseeing educational programs in UME or GME and a demonstrated track record of leadership in medical education, and the ability to articulate and implement a vision for the future of medical education.
- Excellent interpersonal and communication skills, organizational leadership skills, and financial management skills.
- Adept at developing and executing strategic plans, ensuring accountability, setting goals,

and building trust.

- Demonstrated experience in advancing and strong commitment to diversity, equity, belonging, and anti-oppression.
- Commitment to advancing health in a medically underserved region.
- Experience in change management and continuous process improvement.
- Service to local or national educational boards, organizations, and/or journals.
- Experience in meeting accreditation requirements.
- Proven capacity to partner and collaborate with other leaders at both the strategic and operational level.
- Space and budget management experience in an academic environment.
- Highest standards of ethics and integrity, with a deep commitment to transparency and accountability in policy and strategy.
- Commitment to promoting a culture that nurtures diverse inquiry, scholarship, and instruction.
- Commitment to using education to connect, enhance and support the clinical care, research and diversity missions of the school.

Compensation and Location

The salary for this role will be highly competitive, with the total compensation starting at \$500,000. When extending an offer of employment, UCSF considers factors such as (but not limited to) the scope and responsibilities of the position, the candidate's work experience, education/training, key skills, internal peer equity, federal, state, and local laws, contractual stipulations, grant funding, as well as external market and organizational considerations. This position includes membership in the [health sciences compensation plan](#) which provides for eligibility for additional compensation.

Fresno is the fifth largest city in California with a population of over one million at the geographic center of the state. Fresno is rich with a variety of arts and entertainment experiences ranging from cultural and local options to Broadway performances and big-name performers. The surrounding San Joaquin Valley is one of the richest agricultural areas in the world, representing a major pillar of California's economy.

The Fresno/Clovis area offers thriving K-12 educational systems with public and private education options. Fresno Unified School District is California's fourth largest school district and with 76 different languages represented emulates the community's rich diversity. Clovis Unified schools have been honored more than 100 times as California Distinguished Schools (Currently California Blue Ribbon Schools). Aside from the consistently top-ranked UCSF School of Medicine's regional campus in Fresno, Fresno State, Fresno Pacific University, and the University of California, Merced offer opportunities for outstanding post- secondary education and academic partnerships.

Fresno families have lots to do in the area. Plenty of family-friendly events occur in North Fresno at Woodward Park with a nice lake view. The local water parks are also great for families to enjoy during the summer and for over 75 years, Fresno residents have enjoyed the splendor of Christmas Tree Lane in Old Fig Garden. The Chaffee Zoo has also become a fantastic family spot with their year-round events and newly added Safari Adventure. Fresno is within an easy drive of national parks such as Yosemite, Kings Canyon, and Sequoia, lake resorts, and within a three- or four-hour drive of both Los Angeles and San Francisco.

More information about living in Fresno may be found here: <https://fresno.ucsf.edu/fresno-living>.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, and referrals may be submitted via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/university-california-san-francisco-fresno-regional-campus/vice-dean>.

Complete applications will include: CV, cover letter, statement of research, statement of teaching, and a statement of contributions to diversity, equity, and inclusion. Applications must be submitted via the UC website: <https://aprecruit.ucsf.edu/JPF04987>. Electronic submission of materials is required.

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UC San Francisco seeks candidates whose experience, teaching, research, or community service has prepared them to contribute to our commitment to diversity and excellence. The University of California is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, disability, ancestry, marital status, age, citizenship, pregnancy or service in the uniformed services.

Appendix I

Overview of the University of California, San Francisco and the UC System

About the University of California, San Francisco

The roots of UCSF can be traced to the 1864 establishment of the Toland Medical College, which later became the Medical Department of the University of California, located across San Francisco Bay, in Berkeley. From the beginning, the University's leaders envisioned more than just a medical school, and they combined the school of medicine with schools of pharmacy and dentistry, creating a campus on a hill overlooking Golden Gate Park donated by San Francisco Mayor Adolph Sutro. In 1907, the campus built a hospital and a clinics building that would serve the city and eventually people from all over the world. The original nucleus of schools grew, adding a school of nursing in 1939 and a graduate division in 1961. In 1964, the institution, operating under the name University of California, San Francisco Medical Center, was launched as the ninth campus in the UC system and the only one devoted exclusively to the health sciences.

In the ensuing decades, UCSF has become one of the world's leading centers of health sciences research, patient care, and education. A relatively small institution, UCSF is known for a culture of collaboration, and faculty work together to translate new discoveries into treatments that have, on multiple occasions, changed the practice of medicine. As the only University of California campus dedicated solely to graduate health science education, UCSF also has developed a strong reputation for excellence in teaching and integrated clinical practice. UCSF is first among public institutions nationwide in research support from the NIH, garnering a total of \$823 million in 2022 for research and training grants. The School of Medicine, School of Dentistry, and School of Pharmacy are all ranked No. 1 in NIH funding in their respective fields, with the School of Nursing ranked No. 4. Additionally, the School of Medicine, School of Pharmacy, School of Nursing, and departments within the Graduate Division consistently rank among the top in the nation by U.S. News & World Report and other national and international ranking organizations.

About UCSF Health

UCSF Health unites clinical service capabilities into a unified management structure and single operating unit, achieving strategic, operational and financial alignment between the School of Medicine, Medical Group, and the Medical Center as well as provider affiliates. This model allows UCSF to continue to build on its longstanding tradition as a leader in specialized care, while also providing opportunities to train all faculty, staff, and students in the skills of continuous process improvement and to partner with other health care organizations with complementary services.

About UCSF Partnerships in Health

Critically important to achieving our mission of advancing health worldwide are our longstanding affiliations with the Priscilla Chan and Mark Zuckerberg San Francisco General Hospital (ZSFG), San Francisco VA Health Care System, and UCSF Fresno. UCSF also has an affiliation agreement with Kaiser Permanente Northern California, providing UCSF students with access to clinical rotations at 21 hospitals and outpatient clinics located in 13 patient service areas in Northern California. The medical school has affiliation agreements with all inpatient clinical sites and outpatient practices for core clerkships, and there is a structured process for ensuring that these agreements remain up to date. The vice dean for education is responsible for reviewing all affiliation agreements.

Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG)

ZSFG has been an essential part of San Francisco's health care system since 1872 and is considered one of the finest public hospitals in the US. ZSFG is the sole provider of trauma and psychiatric emergency services for the City and County of San Francisco. A comprehensive medical center, ZSFG serves some 100,000 patients per year and provides 20 percent of the city's inpatient care. Since 1873, ZSFG has been a partner in public health with UCSF. UCSF provides faculty from all four schools — dentistry, medicine, nursing and pharmacy — who provide patient care services, conduct research and teach at ZSFG. All physicians at the hospital hold UCSF faculty appointments and provide patient-care treatment and services, conduct research, and teach. The ZSFG workforce includes over 2,000 UCSF employees who work side by side with more than 3,500 city employees. In addition, nearly 1,100 medical, dental, nursing, pharmacy, and physical therapy students train at the hospital at a given time. Unique programs for training at ZSFG include trauma care, family and community medicine, pediatric and adult care for the underserved, and care for immigrant populations.

San Francisco Veterans Affairs Health Care System (SFVAHCS)

SFVAHCS is owned by the US Department of Veterans Affairs (VISN 21) and provides primary through tertiary care to veterans in Northern California. SFVAHCS is a major regional and national referral center for specialized care. The two institutions began their affiliation in 1968. More than 240 full- and part-time UCSF physicians are on staff at SFVAHCS and provide patient care. SFVAHCS serves as a major teaching hospital for UCSF residents and fellows. SFVAHCS funds 210 positions for UCSF residents who train there and provides clinical training for approximately 800 UCSF trainees annually. SFVAHCS has the largest research program in the VA system.

About UC Health and the UC System Medical Centers

The UC System operates the nation's largest health science and medical training program, known as UC Health, with more than 14,000 students annually enrolled in 17 health sciences professional education

programs. UC trains nearly one-half of the medical students in California. As a vital complement to its academic mission, the UC System operates five medical centers, on the Davis, Irvine, Los Angeles, San Diego, and San Francisco campuses; UC Riverside has recently launched a community-based medical school and UC Merced has leveraged partnerships to bring health education opportunities to its students dedicated to serving the Central Valley. Together, the UC medical centers comprise the fourth-largest health care system in California, and deliver more than 147,000 inpatient discharges, 297,000 emergency room visits, and 3.9 million outpatient visits each year. With more than 40,000 employees, these centers provide a working laboratory for the development and testing of a wide range of diagnostic and therapeutic techniques. Four of the UC medical centers (including UCSF San Francisco General Hospital) include Level-I trauma centers. Additionally, the UC System maintains relationships with more than 100 affiliated Veterans Affairs, county, and community-based health facilities and is a major provider to uninsured and underinsured patients across the state. To learn more about the UC System's medical centers, please see <http://health.universityofcalifornia.edu>.

About the University of California System

Founded in 1869, the UC System is one of the world's largest and most successful university networks, with an annual operating budget of more than \$24 billion. Currently employing more than 208,000 faculty and staff, the ten campuses that make up the UC System – Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Cruz, and Santa Barbara – collectively enroll more than 234,000 students and are supported by more than 1.6 million living alumni around the world. Another half million people annually benefit from UC continuing education courses, as well as from research centers and educational programs operating throughout the state. To learn more about the UC system, please see <http://universityofcalifornia.edu>.

In August 2020, Michael V. Drake, M.D., became the 21st president of the University of California. President Drake served as the 15th president of The Ohio State University from 2014 through June 2020. Prior to his six years at OSU, his entire academic career had been at the University of California, including nine years as chancellor of UC Irvine (2005–2014) and five years as UC systemwide vice president for health affairs (2000–2005). To learn more about President Drake, visit <https://www.ucop.edu/president/about/index.html>.

Appendix II

Organizational Chart, UCSF Regional Campus at Fresno

