



University of California  
San Francisco  
University of California  
San Francisco

# UCSF Financial Plan

## 2016-17

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Vice Chancellor and Chief Financial Officer

June 20, 2017

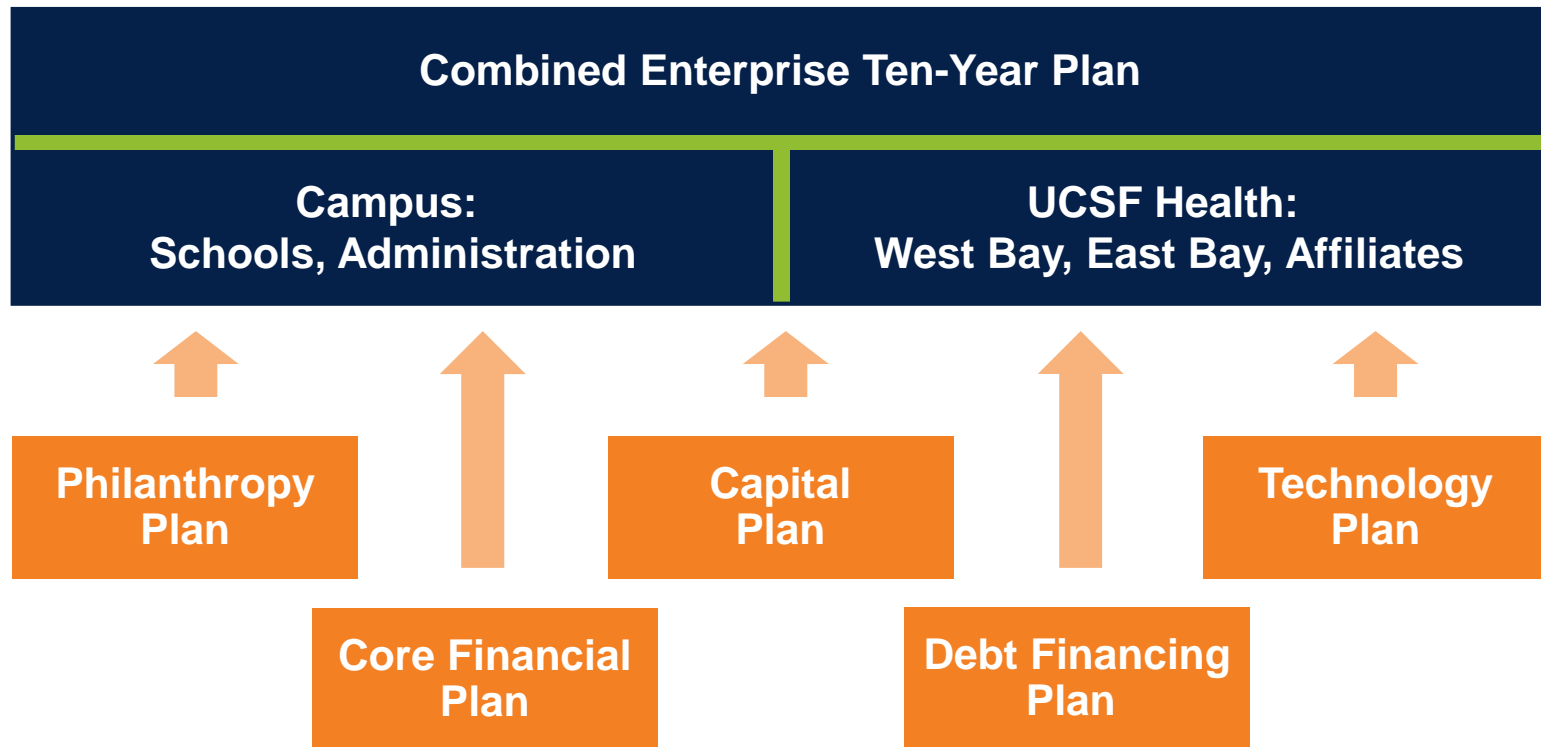
# Presentation Overview

- General Observations
- Business and Financial Planning at UCSF
- 2015-16 Financial Results
- Combined Enterprise Projections
  - Income Statement (Revenues, Expenses, and Net Income)
  - Balance Sheet (Cash, Capital, and Debt)
- Campus Segment Projections
- UCSF Health Segment Projections
- Campus Core Financial Plan
- Summary

# General Observations

- 2015-16 financial performance exceeded projections by \$56 million (excluding non-cash accounting adjustments for retirement benefit liabilities)
  - the Campus exceeded projections by \$41 million
  - UCSF Health exceeded its plan by \$15 million
  - UCSF Health remains at 60% of UCSF's revenues in 2015-16 (\$3.5 billion of \$5.9 billion total)
- The UCSF consolidated enterprise reflects positive net income starting in 2017-18, after a projected loss of \$18 million in 2016-17
  - For the campus, growth in salary and benefit costs is now expected to outpace revenue growth resulting in a modest loss in 2020-21 and 2021-22
  - A modest loss is still projected for UCSF Health in 2016-17, followed by steady annual increases in income
- Investment and focus on the role of philanthropy is critical to both the Campus and UCSF Health
- Campus cash reserves will be relatively flat in the ten-year projection, due to endowment transfers and investments in capital projects
- Cash reserves for UCSF Health will grow steadily over the ten-year plan, however, cash falls below the UCOP requirement of 60 days in 2016-17

# Enterprise-wide strategic priorities drive UCSF's business and financial planning efforts

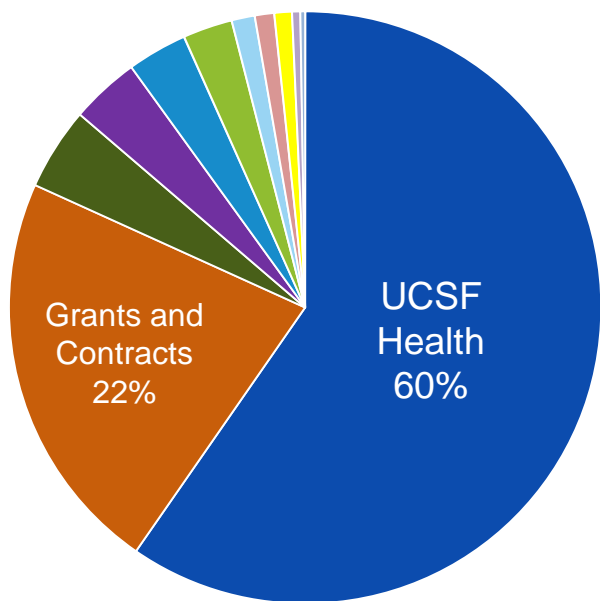


- The UCSF Combined Enterprise Ten-Year Plan serves as a strategic roadmap and helps drive optimal resource allocation
- Most control points provide a five-year operational plan; UCSF Health and the School of Medicine provide ten-year plans
- Our plan incorporates comprehensive projections for capital, information technology, external financing, philanthropy, and the Core Financial Plan

# Combined Enterprise: Campus + UCSF Health

More than 80% of our sources comes from competitive and rapidly changing markets – 60% from the clinical enterprise and 22% from research

2015-16 Combined Enterprise Revenue: \$5.90 billion

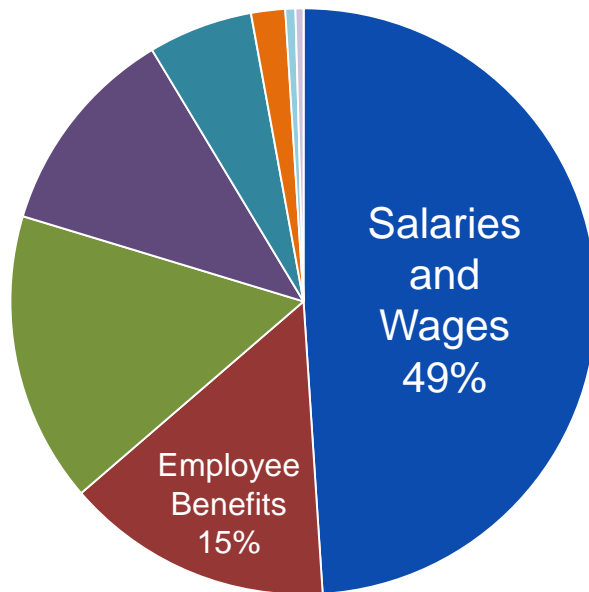


Sources	Revenue	Share
UCSF Health	\$3,521	60%
Grants and Contracts	1,306	22%
Other Clinical and Educational Activities	265	5%
Private Gifts	222	4%
State Funds	193	3%
Investment Income	159	3%
Other Revenue	75	1%
Auxiliary Enterprises	62	1%
Student Tuition and Fees (Net)	57	1%
State and Federal Financing Appropriations	26	<1%
Patent Income	15	<1%
<b>Total</b>	<b>\$5,902</b>	<b>100%</b>

Note: Dollars in millions. Capital gifts excluded. Tuition and Fees net of scholarship allowance.

# Personnel-related costs drive 64% of our combined enterprise expenses

2015-16 Combined Enterprise Expense: \$5.83 billion



Uses	Expense	Share
Salaries and Wages	\$2,852	49%
Employee Benefits	857	15%
Other Operating Expenses	934	16%
Supplies and Materials	680	12%
Depreciation	335	6%
Interest Expense	109	2%
Utilities	33	1%
Scholarships and Fellowships	26	<1%
<b>Total</b>	<b>\$5,826</b>	<b>100%</b>

Dollars in millions.

# Our 2015-16 results were better than planned for both the Campus and UCSF Health

2015-16 Results	Actual	Plan	Variance	
<b>Combined Enterprise</b>				
Revenues	\$5,902	\$5,629	\$273	5%
Expenses	<u>5,826</u>	<u>5,609</u>	<u>217</u>	4%
Net Income/(Loss)	76	20	56	280%
<b>Campus</b>				
Revenues	\$2,327	\$2,236	\$91	4%
PSA Transfer	<u>542</u>	<u>511</u>	<u>31</u>	6%
Total Revenues	2,869	2,747	122	4%
Expenses	<u>2,766</u>	<u>2,685</u>	<u>81</u>	3%
Net Income/(Loss)	103	62	41	66%
<b>UCSF Health</b>				
Revenues	\$3,601	\$3,393	\$208	6%
Expenses	<u>3,628</u>	<u>3,435</u>	<u>193</u>	6%
Net Income/(Loss)	(27)	(42)	15	-36%

Note: Dollars in millions. Results do not include effect of GASB 68 (Pension Liability) or GASB 75 (OPEB Liability), and other similar changes in net position. Professional Services Agreements (PSA) and other campus services provided to UCSF Health are recorded as Campus revenue and UCSF Health expense and are eliminated in UCSF consolidated financial statements.

Campus gained \$103m, better than projection by \$41m

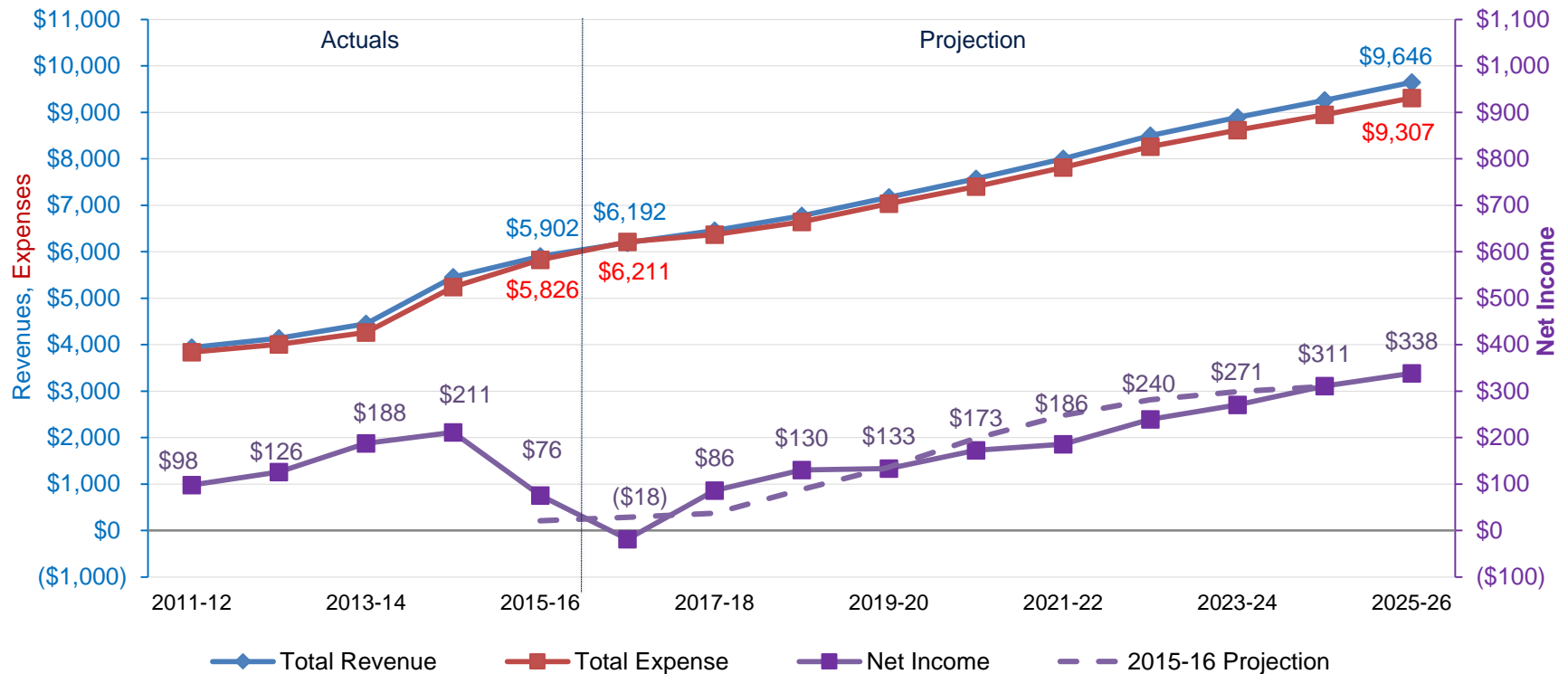
- Revenues exceeded projection by 4%, primarily due to a \$40m one-time TRIP distribution and higher private contract and grants, partially offset by unfavorable private gift transfer from the Foundation
- Expenses exceeded projection by 3%, primarily due to higher salaries and wages expenses, along with higher than expected professional and consulting services and sub-award expenses

UCSF Health losses of \$27m were less than plan by \$15m

- Higher than expected patient activity and acuity resulted in operational results exceeding the Plan by \$82m in West Bay
- Along with a \$13m loss on operations (driven by decreased volume), several significant events impacted end of year results at BCH Oakland:
  - \$38m of anticipated Supplemental Medi-Cal revenue was not approved by CMS in time for recognition in 2015-16
  - Unrealized investment losses of \$17m
  - Increased pension obligations of \$14m
- Noteworthy investments occurred in facilities, equipment, information technology, and strategic affiliations



# Combined Enterprise: Revenues, Expenses, and Net Income



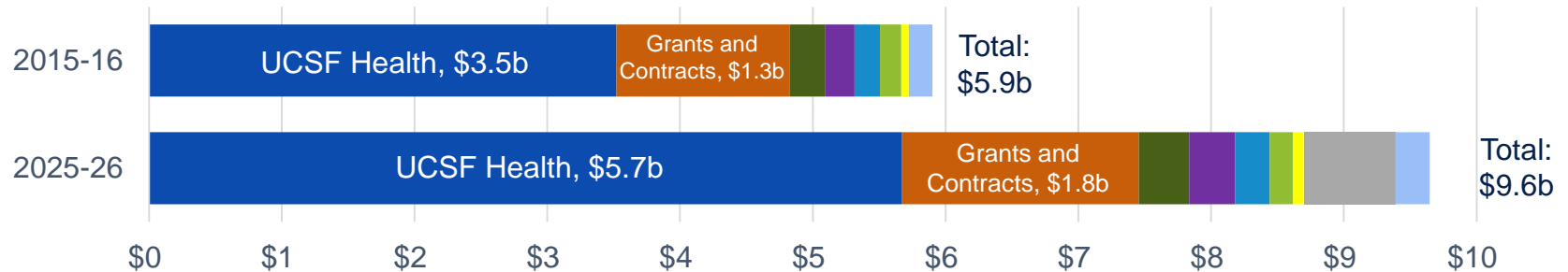
- UCSF reflects a combined positive net income for all years in forecast period, with the exception of 2016-17 (excludes non-cash accounting changes)
- 2011-12 to 2013-14 figures exclude Benioff Children’s Hospital Oakland (BCHO)

Note: Professional Services Agreements (PSA) and other campus services provided to UCSF Health are recorded as Campus revenue and UCSF Health expense and are eliminated in UCSF consolidated financial statements.

Dollars in millions.

# Revenue from competitive markets will continue to be our dominant source of funds

Combined Enterprise Revenues



Source	2015-16	2025-26
UCSF Health	\$3,521	\$5,668
Grants and Contracts	1,306	1,788
Educational Activities	265	379
Private Gifts	222	346
State Funds	193	260
Investment Income	159	175
Student Tuition and Fees (Net)	57	80
Insurance Premium Revenue (1)	0	691
Other Revenue	179	260
<b>Total</b>	<b>\$5,902</b>	<b>\$9,646</b>

(1) Assumes 250,000 lives covered by Canopy Health in 2025-26.  
Dollars in millions.

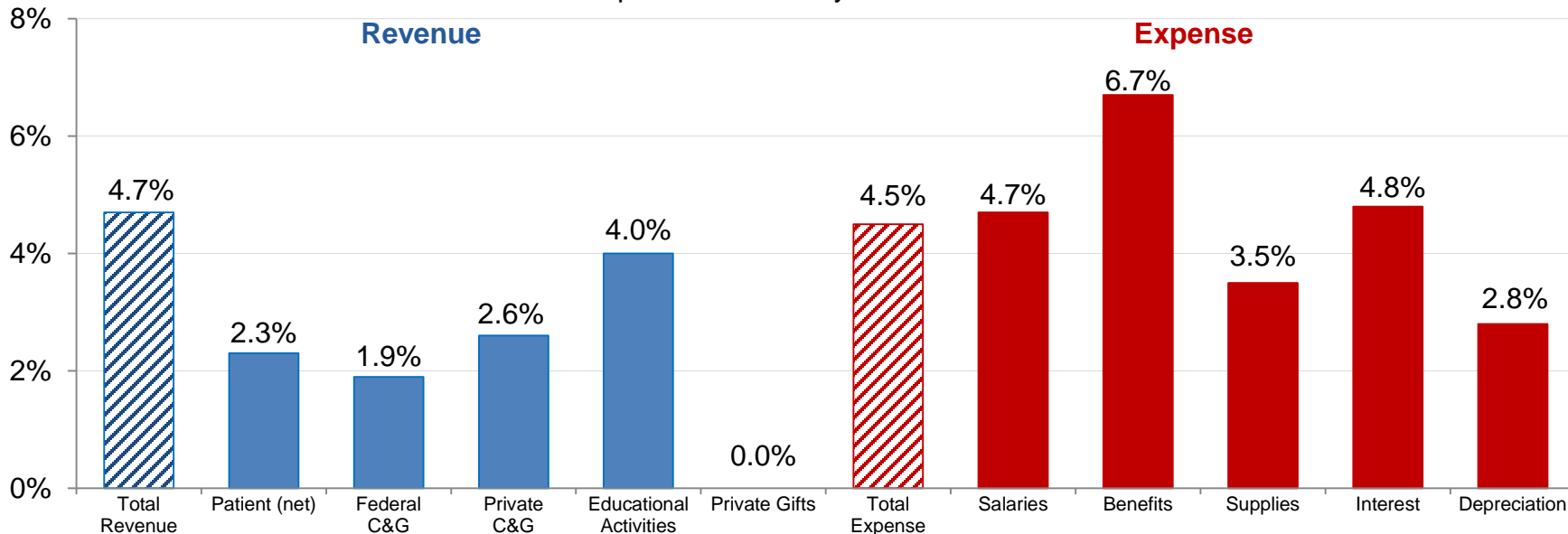
## UCSF Health provides support to the Campus in several ways

- Salary support for faculty serving as medical directors in the hospitals
- Support for the administrative infrastructure associated with resident and intern training
- Strategic support to the School of Medicine for programmatic activities, such as clinical program start-up costs and faculty recruitments
- Strategic support to the Chancellor for enterprise-wide investments
- The Schools of Medicine and Dentistry generate professional fee revenue through clinical services provided by their faculty
- Dean and department taxes on professional fee revenue support academic programs
- The clinical enterprise provides essential patient care and research experience for students

# Near term Compound Annual Growth Rates (CAGR) show total revenue growth outpacing total expense growth

- Total revenue grows faster than total expense growth over the next three years
- Research revenue growth is tempered in the near term, reflecting a rotation from federal to private sources
- Personnel-related costs continue to outpace modest revenue growth
- Interest and depreciation expense increases are driven by Campus renovation and new program project investments

Combined Enterprise Selected 3-year CAGRs 2015-16 to 2018-19

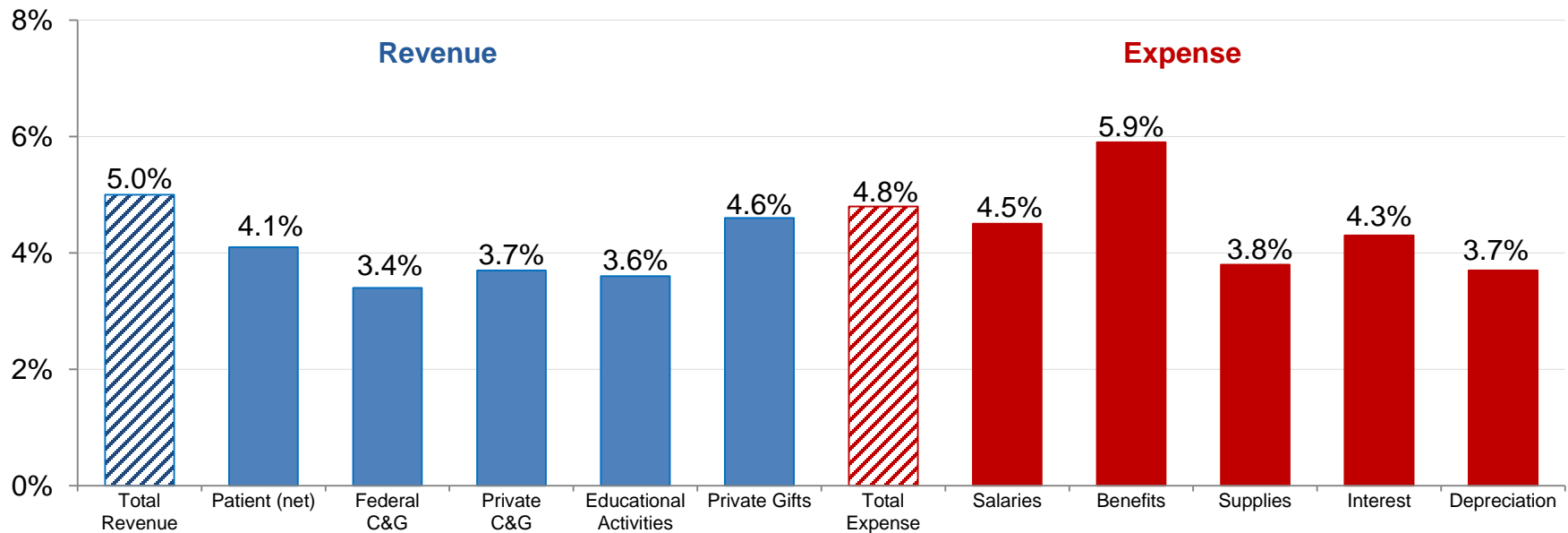


<b>2018-19</b>	\$6,775m	\$3,767m	\$740m	\$385m	\$298m	\$221m	\$6,644m	\$3,272m	\$1,040m	\$754m	\$126m	\$364m
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# In the long term, total revenue is expected to grow at a slightly higher rate than total expenditures

- Philanthropy is a major source of revenue growth, especially for the Campus
- Research revenue growth returns to traditional growth levels in the long term
- Expense growth aligns with revenue growth levels
- Personnel-related costs, in particular benefit costs, are outpacing modest revenue growth
- We must continue to exploit our strategic sourcing investment

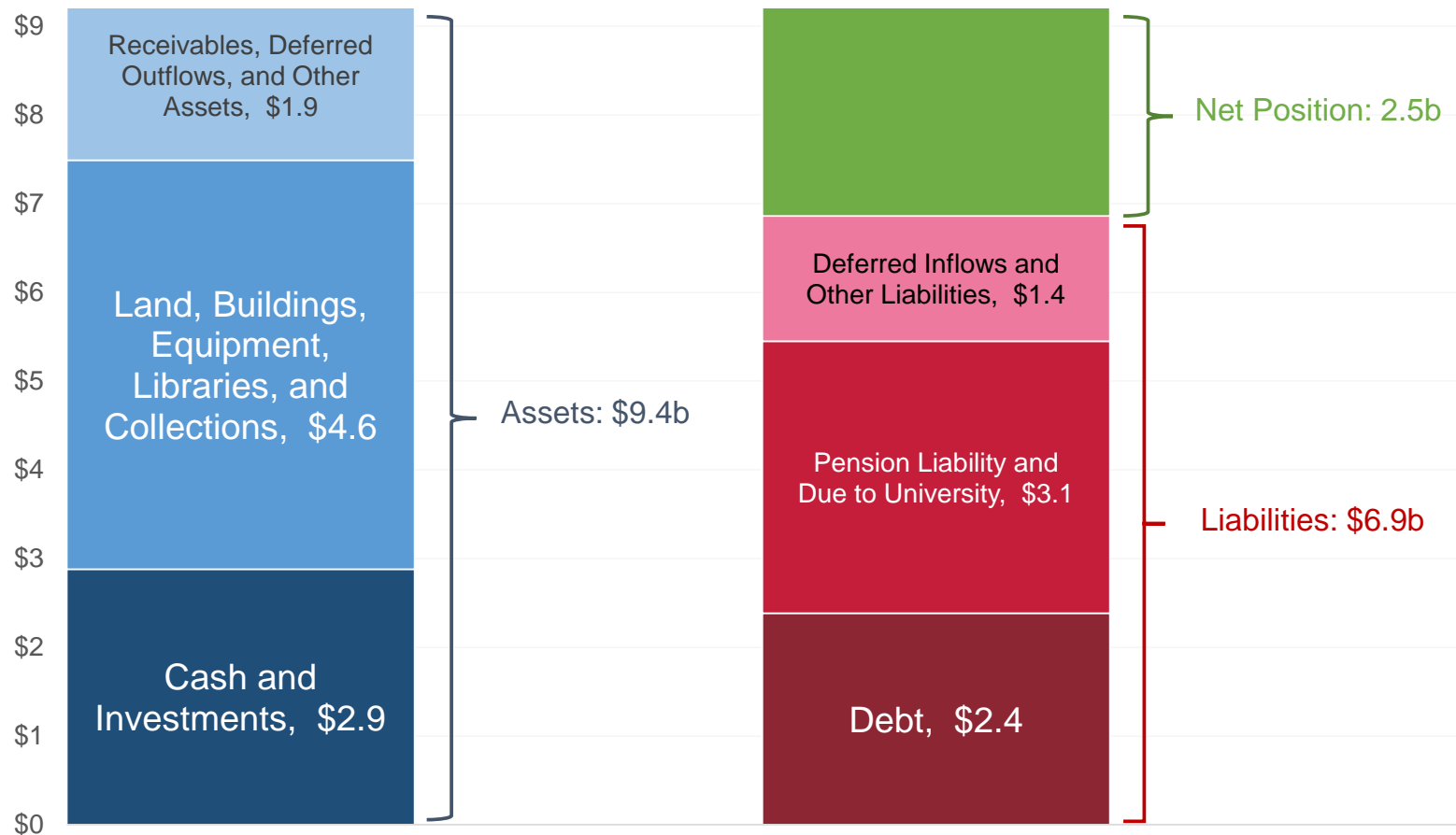
Combined Enterprise Selected 10-year CAGRs 2015-16 to 2025-26



<b>2025-26</b>	\$9,646m	\$5,266m	\$982m	\$513m	\$379m	\$346m	\$9,307m	\$4,437m	\$1,518m	\$992m	\$167m	\$482m
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# Making strategic capital investments, leveraging our cash, and being mindful of our debt remain key balance sheet focus areas

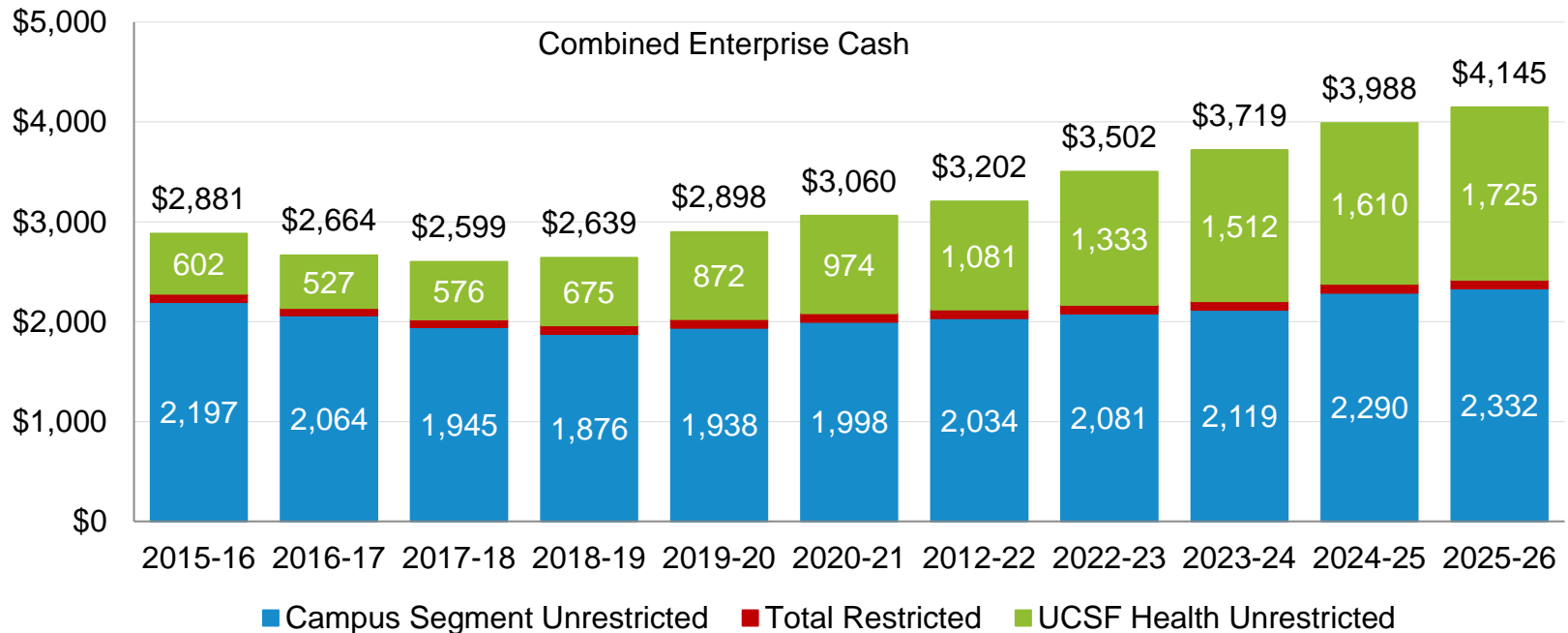
Statement of Net Position, June 30, 2016



Includes effect of GASB 68 (Pension Liability), resulting in a net liability of \$2.35 billion as of June 30, 2016

Dollars in billions.

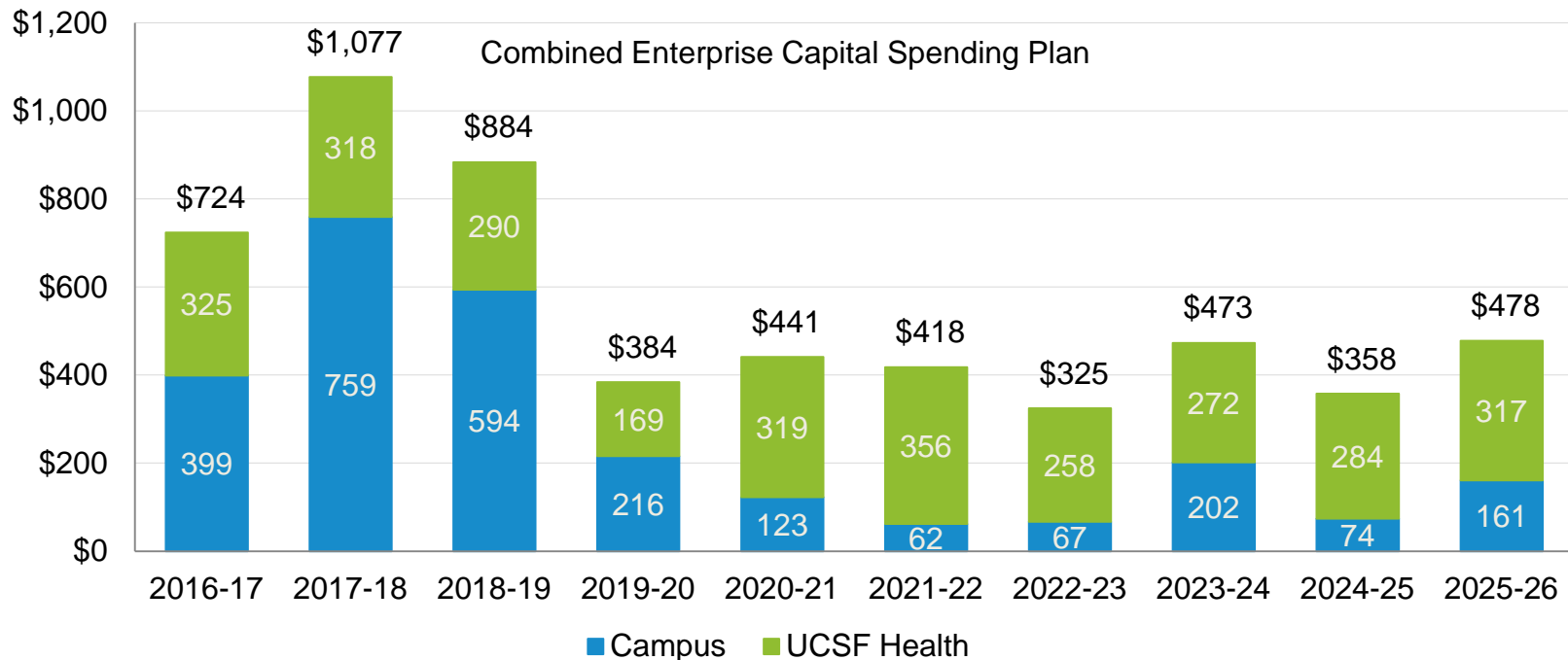
# UCSF's cash position is expected to grow through 2025-26



- Achieving this projected level of future cash is dependent on strong earnings driven by operating growth and expense management, including tight controls on capital outlays
- The projection assumes 65% of daily cash balances will be held in the Total Return Investment Pool (TRIP) instead of the Short Term Investment Pool (STIP)
- UCSF Health unrestricted cash improves as a result of strong earnings in West Bay. A slight decline is projected in 2016-17 driven by increased capital expenditures and planned operating losses at BCH Oakland and in our strategic affiliates.
- Significant cash holdings at BCH Oakland help bolster the overall cash position of UCSF Health

Dollars in millions.

# UCSF's ten year capital spending plan totals \$5.56 billion

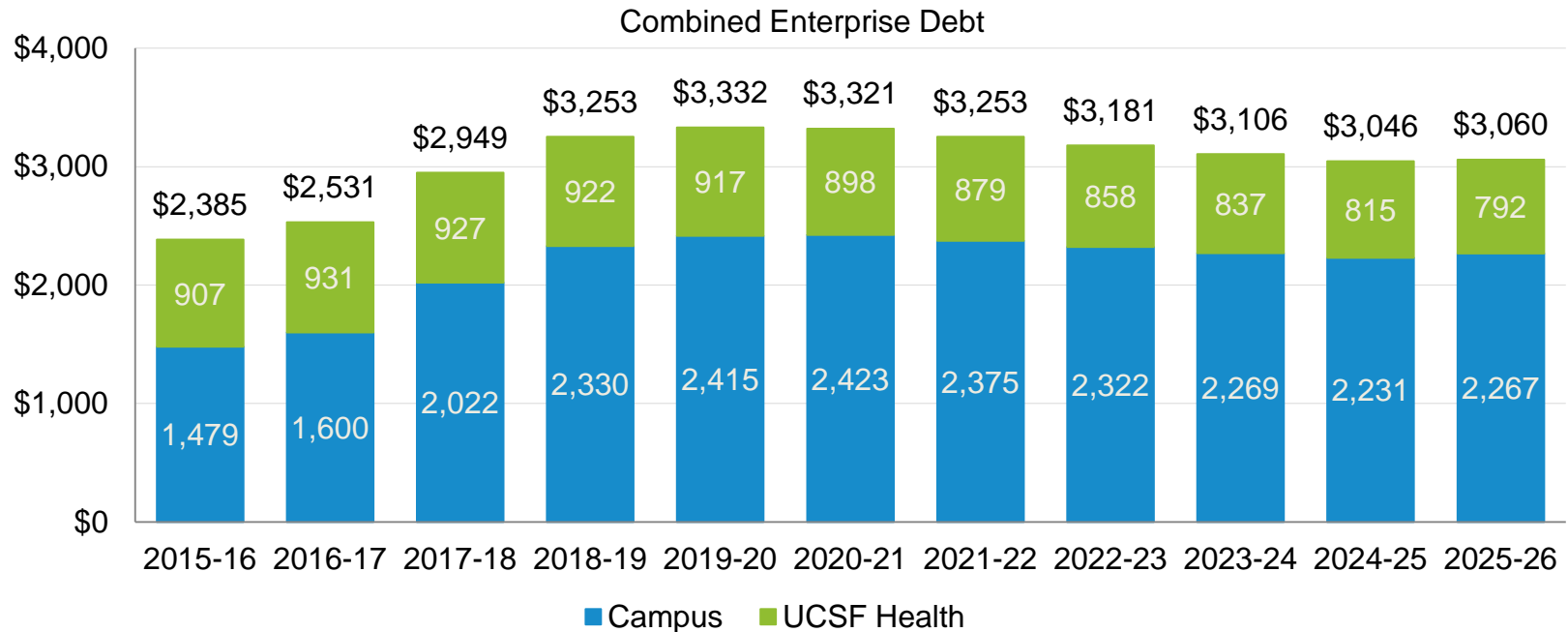


- UCSF Health: \$2.9 billion (\$2.5 billion West Bay, \$403 million East Bay)
  - West Bay capital includes the Precision Cancer Medicine Building (PCMB) and the new Langley Porter Psychiatric Hospital & Clinics (LPPH&C) outpatient project (TI's only)
  - East Bay capital includes the BCH Oakland facilities master plan, phase I
  - Current capital plan excludes Proton Beam; Mission Bay blocks 23A and 33; Moffitt hospital replacement, BCH Oakland Master Facilities Plan (MFP) Phase II, and replacement of the LPPH&C inpatient facility
- Campus Segment: \$2.65 billion
  - Increase of \$500 million over prior year plan primarily due to new program projects in Mission Bay

Dollars in millions.



# To fund the capital plan, total debt increases to \$3.3 billion during the ten-year projection period



- Campus additional debt includes CSB, UCH, and ZSFG projects, program projects, Mission Bay expansion projects, and auxiliary projects
- UCSF Health projections include debt issuance of \$50 million in 2015-16 to fund the Benioff Children’s Hospital Oakland Master Facilities Plan Phase I
- PCMB & LPPH&C Outpatient building(s) financing is planned through Campus equity and philanthropy, with no new debt issuance
- Debt issuance remains within UC coverage limits throughout the period
- Debt payments rise from \$135 million in 2015-16 to \$248 million in 2025-26

Dollars in millions.

In addition to regular activities, UCSF must record unfunded retirement benefit liabilities on our financial statements

- The Governmental Accounting Standards Board (GASB) has stated that governmental organizations need to reflect pension and retirement benefits liabilities on their financial statements
  - In 2013-14, we began to reflect the UCRP pension liability on our income statements and balance sheet per “GASB 68”
  - In 2016-17, we will start reflecting the Other Post Employment Benefit (OPEB) retiree-health liability on our financial statements per “GASB 75”
- In November, UCOP will estimate the current cost of the retirement system and retiree health benefits for all past and current employees
- Each year we will also show any changes in that liability as an expense or credit on our income statements
- Though our balance sheets already reflect the current liability for UCRP, we have not included a projected estimate for the OPEB liability

# Unfunded pension and retiree health liabilities affect our income statement, but “below the line”

<b>Income Statement</b>
Core Revenue
Core Expense
Employee Benefits
<b>Income from Core Activities</b>
<b>GASB 68: Incremental Pension Gain (Loss)</b>
<b>GASB 75: Growth in Retiree Health Liability</b>
Other Changes in Net Position
<b>Increase (Decrease) in Net Position</b>

The “Employee Benefits” line in the expense section of the income statement has traditionally included employer contributions to UCRP and the “pay-as-you-go” contribution we make for “OPEB.”



In a “below-the-line” section, we record the UCRP “true-up,” the year-over-year change in the UCRP pension liability that is not covered by actual contributions into the UCRP asset pool.

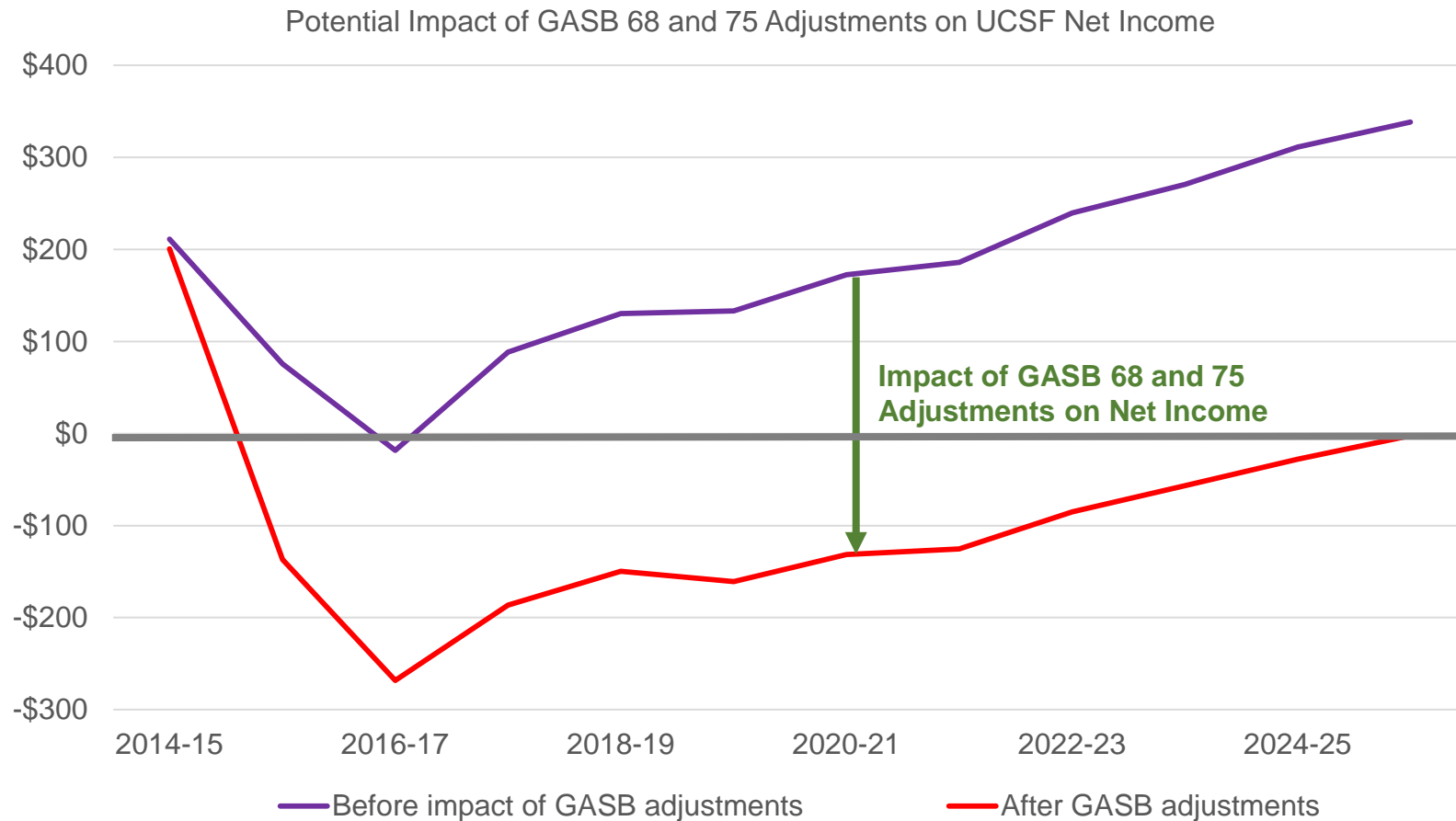


In addition, this year we will begin recording the growth in the OPEB liability, as current employees accrue benefits in excess of what retirees are currently drawing

## What this means:

The report we use as a measure of our financial well-being (both the campus and UCSF Health) will be put into a “loss” position for several years

# GASB 68 and 75 adjustments could reduce UCSF Combined Enterprise net income by \$200-350 million annually



Dollars in millions.

Unfunded pension and retiree health liabilities also affect our balance sheet, potentially reducing our debt capacity

Balance Sheet
<b>Assets</b>
Cash
Property, Plant and Equipment
Other Assets
<b>Liabilities</b>
Debt
<b>GASB 68: Unfunded Pension Liability</b>
<b>GASB 75: Unfunded Retiree Health Liability</b>
Other Liabilities
<b>Net Position</b>

Already on our balance sheet:

- The 2015-16 year-end balance sheet includes a total UCRP liability of \$2.35 billion which we project as remaining constant for 2016-17
- UC has a long-term plan to address the liability, but adjustments will be recorded every year

To be added this year:

- The 2016-17 year-end balance sheet may include a total OPEB liability in the range of \$3-4 billion
- This liability will grow each year because we fund less than what is being earned by current employees

What this means:

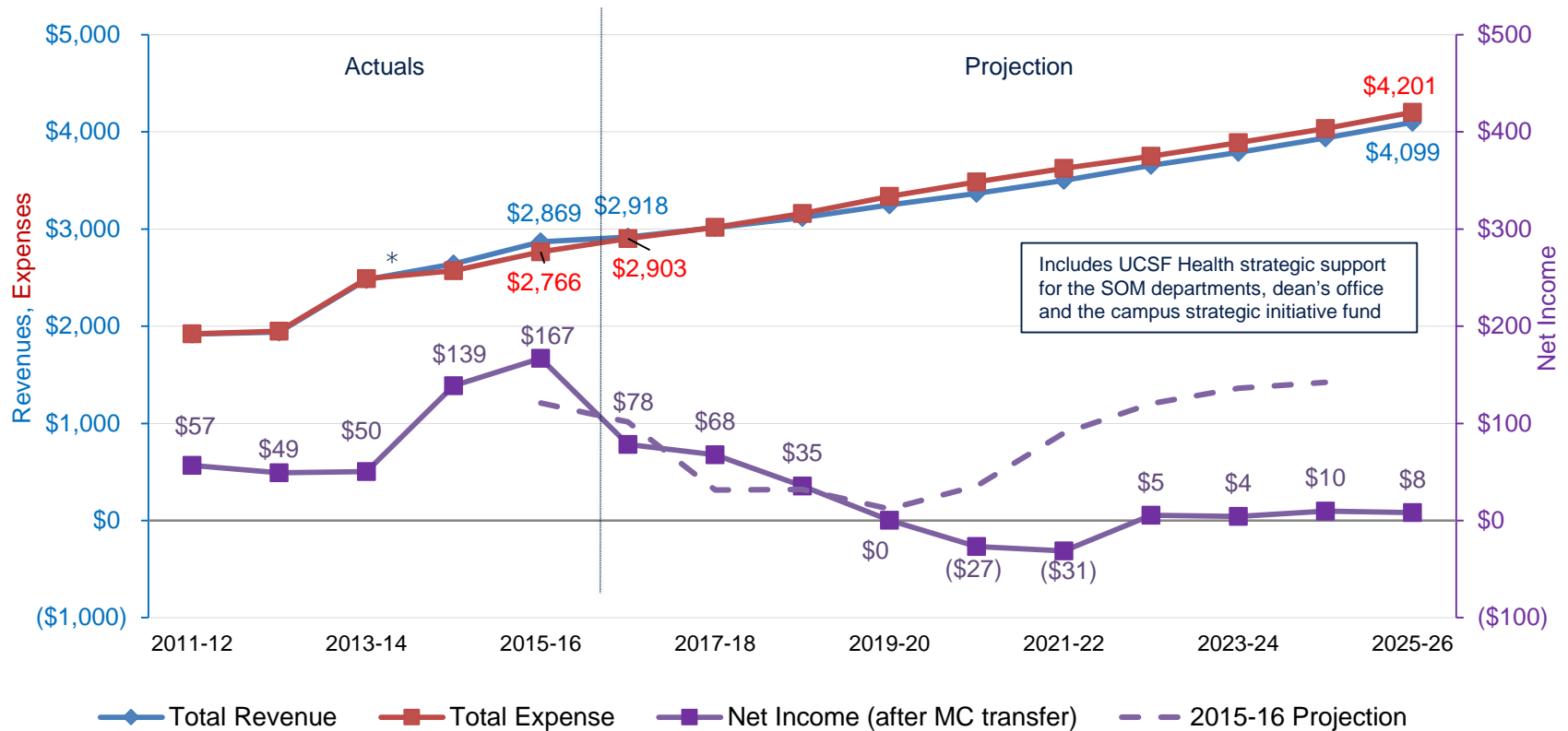
Our net position will go negative. However, one could argue that our assets are artificially low, as our endowment holdings are not included

The impact of the GASB requirements on our debt capacity is unclear

- The requirements will likely not impact the University's overall credit with ratings agencies, because they were aware of these liabilities when they set our credit ratings at the AA/AA- levels
- This accounting change may impact our overall campus debt capacity by reducing our expendable resources to debt ratio

# Campus Segment

# Campus Segment: Revenues, Expenses, and Net Income



- Net income goes negative in 2020-21 and 2021-22 due to unanticipated growth in personnel costs
- Philanthropy along with increased physician productivity are key elements in the forecast period, however, philanthropy growth reflects tempered assumptions in this plan

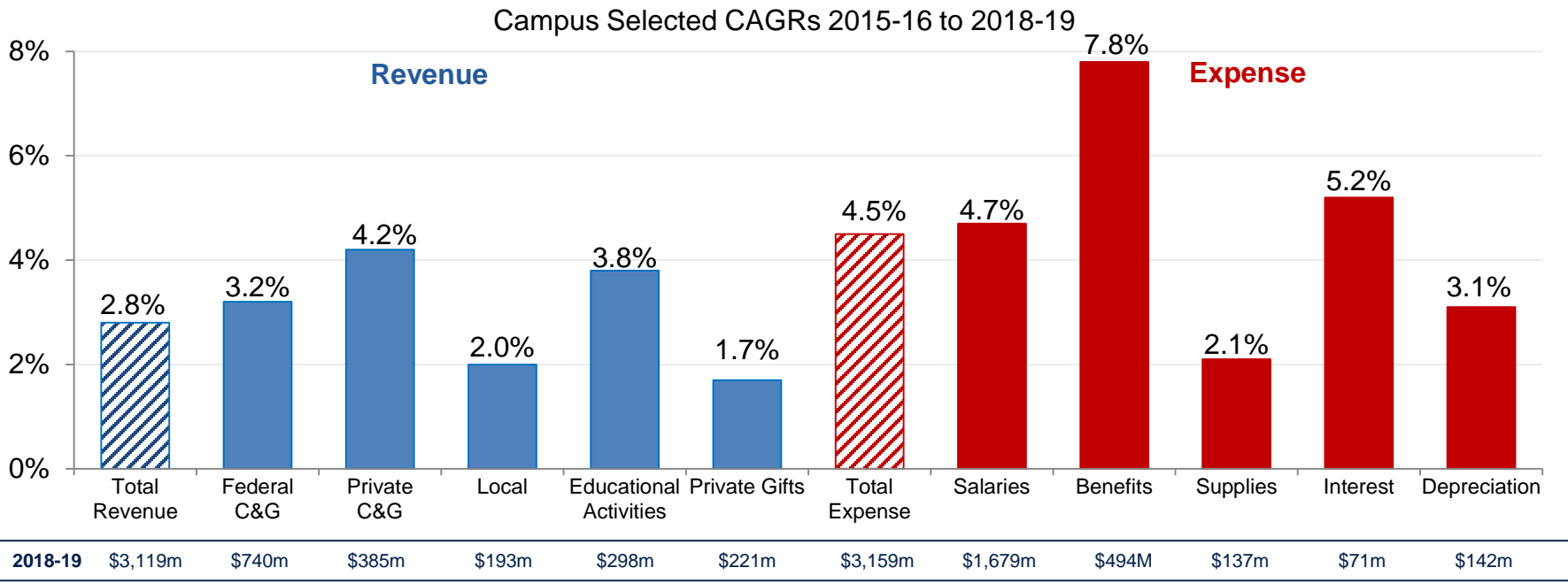
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Dollars in millions.

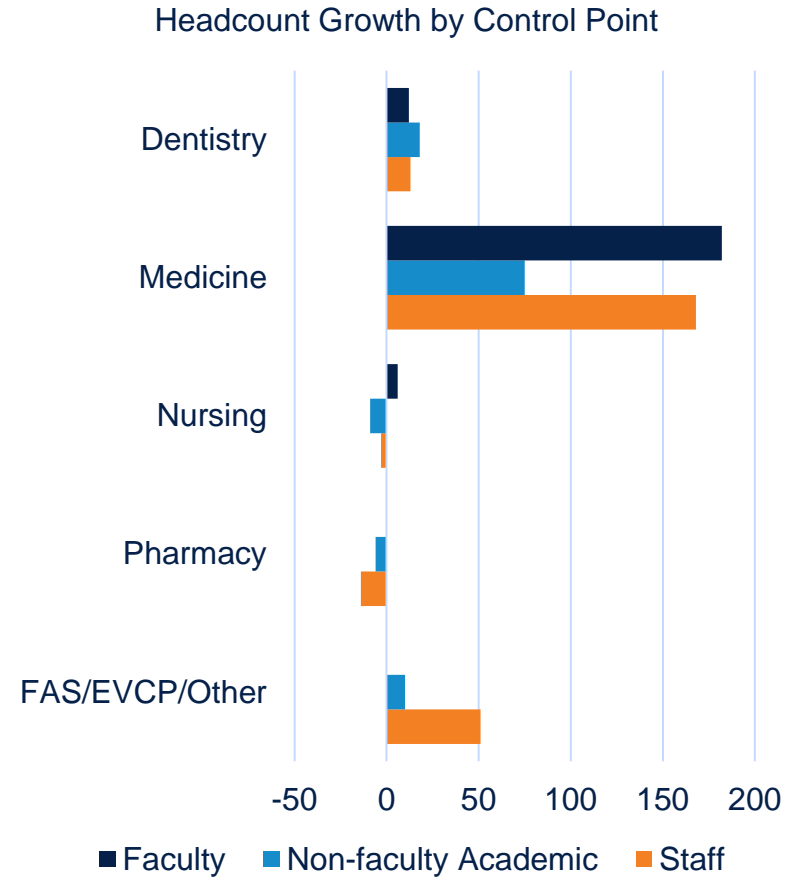
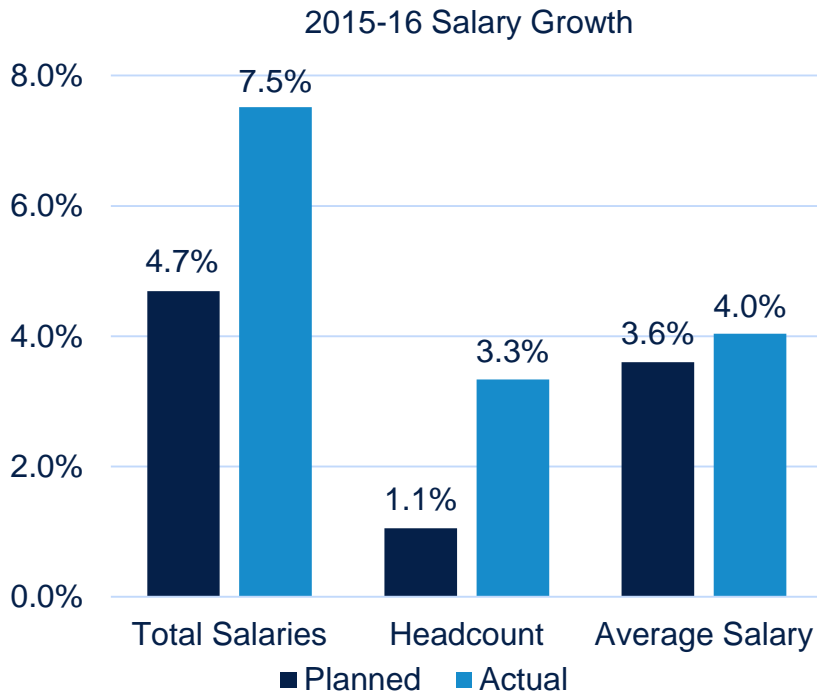


# Campus Segment Revenue and Expense 3-year CAGRs

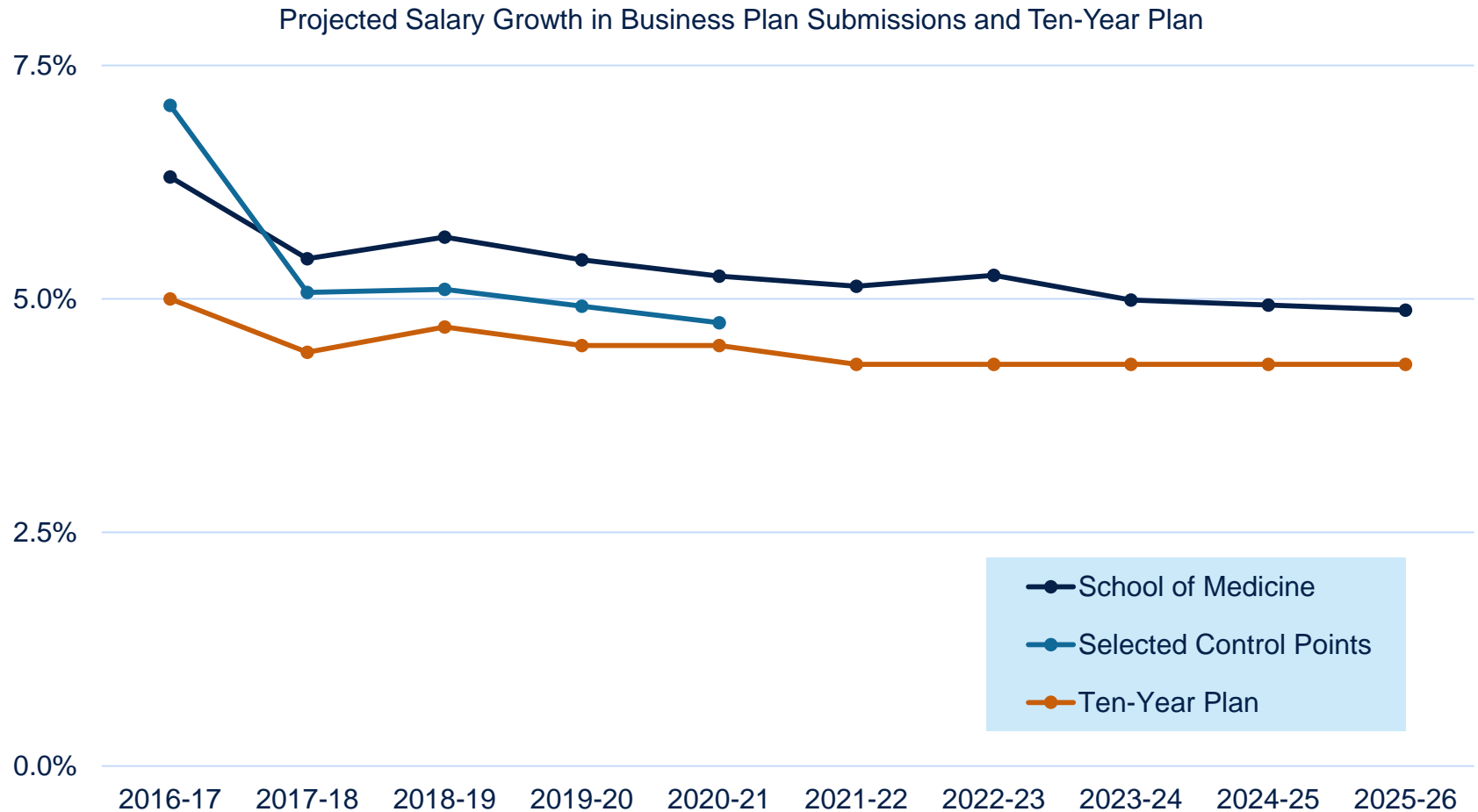
- Campus revenue growth does not keep pace with expense growth in the near-term
- Research revenue growth is tempered in the near term, reflecting a rotation from federal to private sources.
- Private gift revenue expected to slow from current growth rates
- Personnel-related costs continue to outpace modest revenue growth
- Strategic sourcing expected to limit supplies growth rate at ~2% through 2018-19
- Interest expense increases reflect campus renovation investments



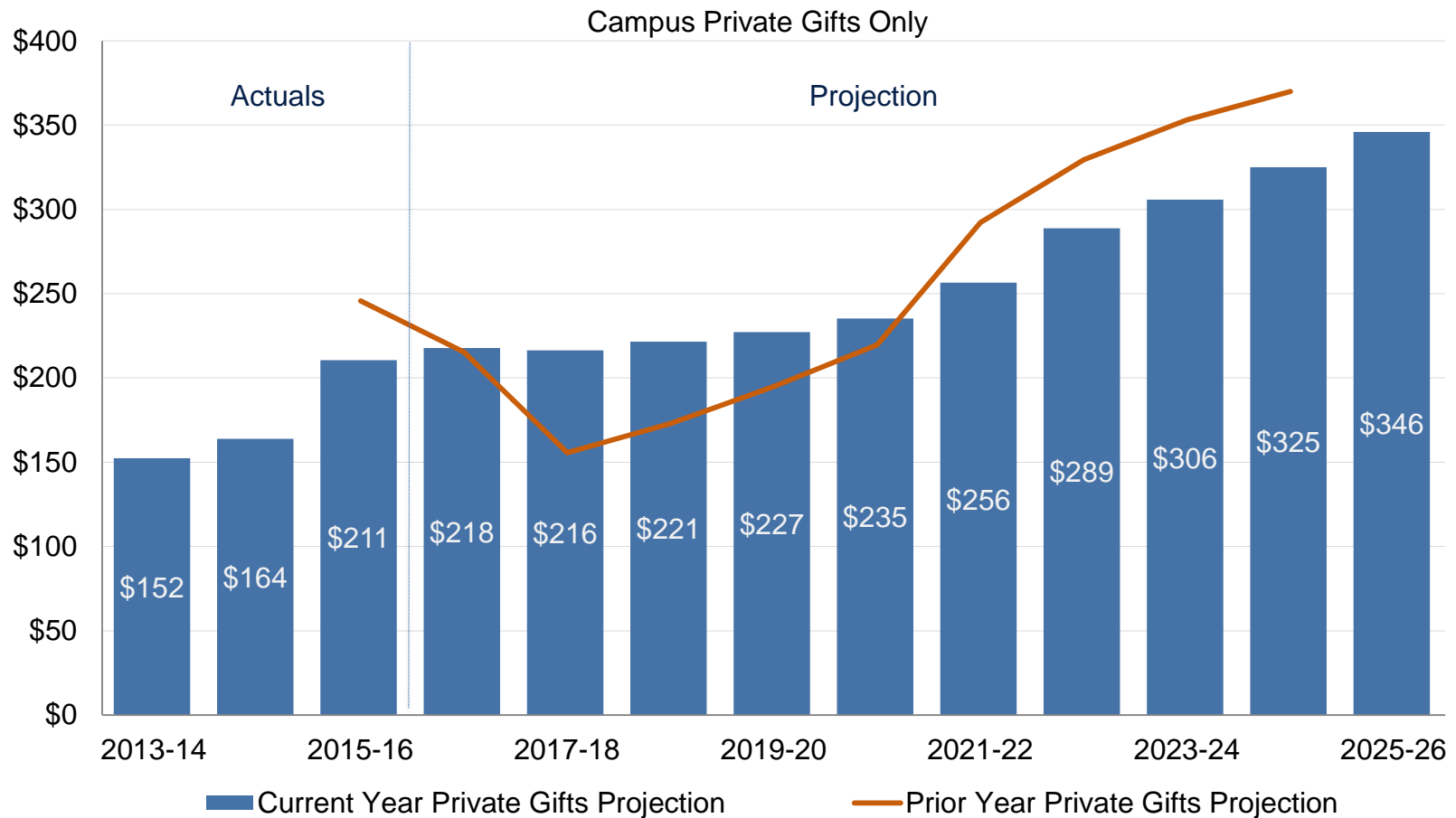
# Total salaries grew much faster than plan during 2015-16, largely due to headcount growth in SOM



# SOM and other control points projected high rates of salary growth; the Ten-year Plan tempers that growth

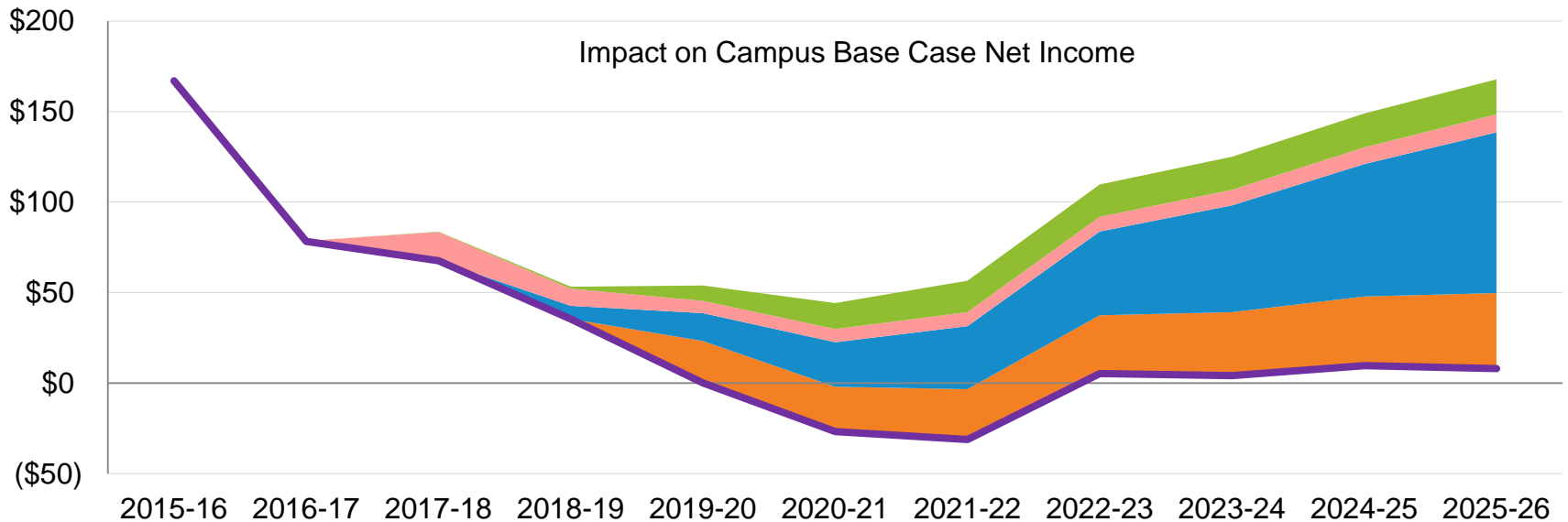


The new projection assumes steady levels of private gifts for several years before slower increases in the outer years



Dollars in millions.

# Potential upside opportunities for the Campus could collectively contribute up to \$771 million over the forecast period

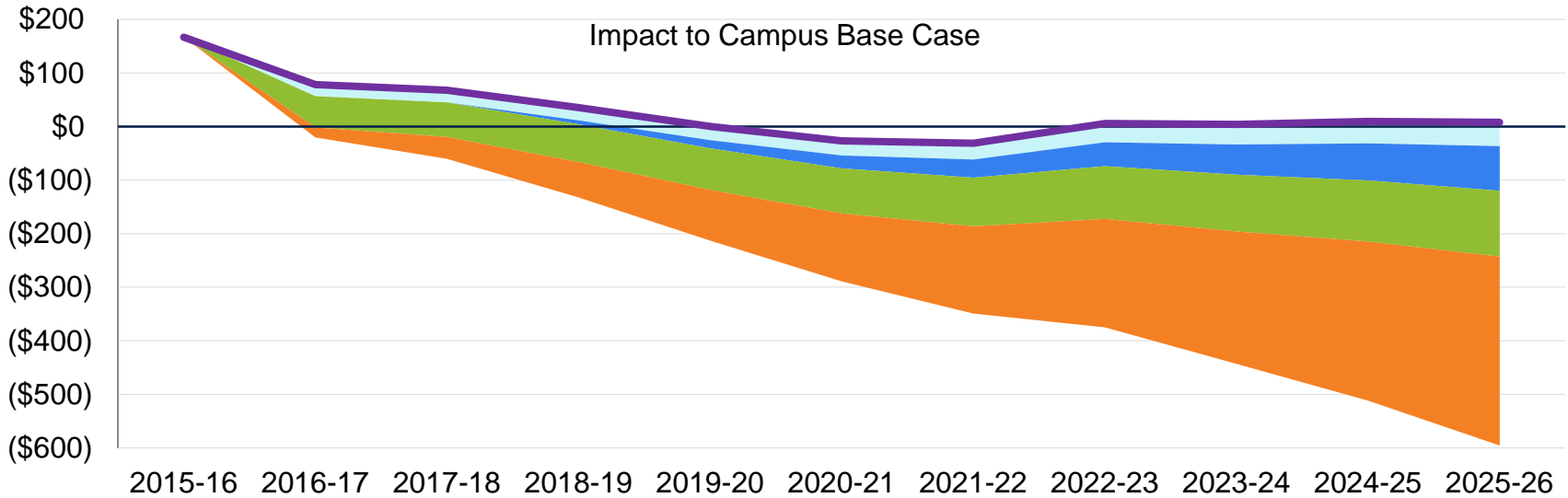


Upside Opportunities		Cumulative Impact
<b>Revenue Measures</b>		
■	Private Current Gifts outperform base case by 10% starting in 2019-20*	\$223
■	Federal Directs increase by an additional 1% starting in 2018-19 (in line with SOM assumptions)	349
■	TRIP payout increases to 4.75% starting in 2016-17 (base case range is 3% to 4.25%)	83
<b>Expense Measures</b>		
■	Borrowing rates continue to be favorable (4.5% to 6% vs. 6% planning rate), starting 2016-17	116
<b>Total</b>		<b>\$771</b>

\* Note: a substantial portion of this increment would likely be invested in programs

Dollars in millions.

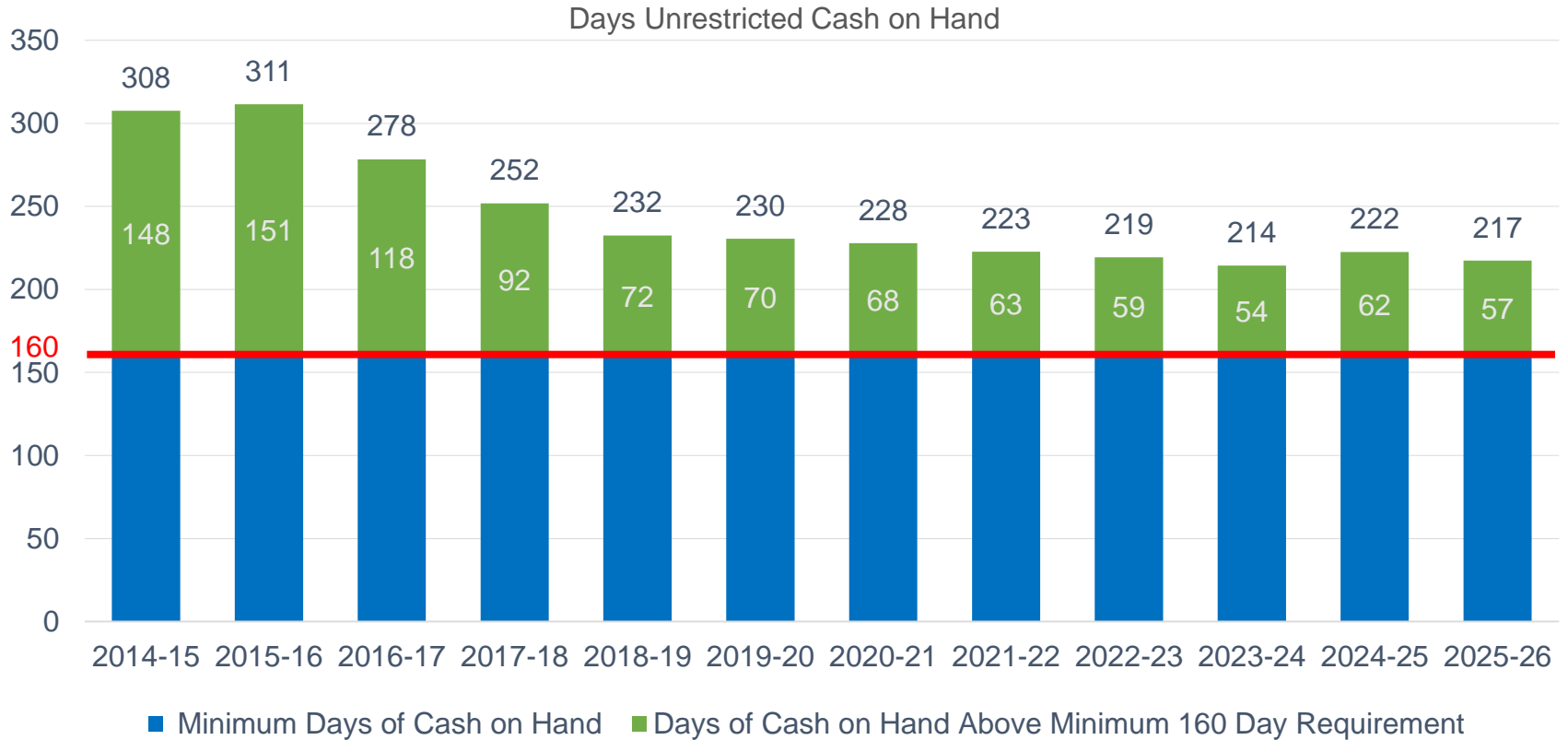
# Potential downside risks for the Campus could cost the campus \$3.1 billion over ten years



Downside Risks	Cumulative Impact
<b>Revenue Shortfalls</b>	
Private Current Gifts goal not met, only 90% of Private Gift Base starting in 2016-17	\$(310)
Federal Directs decrease by 1% starting in 2018-19	(334)
Professional Service Agreements (PSA) and Other MC Transfers 10% below plan	(887)
<b>Expense Increases</b>	
Increase salary by 1% starting in 2016-17 (base case range is 4.3% to 5%)	(1,609)
<b>Total</b>	<b>\$(3,140)</b>

Dollars in millions.

# Campus days of cash on hand above the recommended 160-day target provides an opportunity for self-borrowing

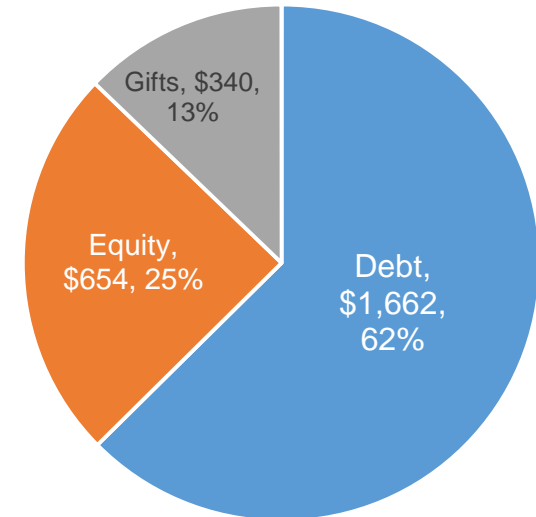


- Net expense per day for the Campus rises from \$7.4 million in 2016-17 to \$10.7 million in 2025-26; 50 days represents approximately \$450 million of potential borrowing
- Any self-borrowing (up to \$538 million) must also have a source of funds for repayment

# Campus capital spending over ten years will be \$2.66 billion

## 2016 Campus Capital Plan Projects and Funding Assumptions

Project Type	Debt	Equity	Gifts	Total
Program Projects	\$702	\$60	\$340	\$1,102
Seismic and Decant Projects	438	108	-	546
Departmental Projects	-	286	-	286
Auxiliary/Housing/Parking	252	17	-	269
Scheduled Renewal and Other	116	124	-	240
Facility Investment Needs (FIN)	154	58	-	212
<b>Total</b>	<b>\$1,662</b>	<b>\$653</b>	<b>\$340</b>	<b>\$2,655</b>

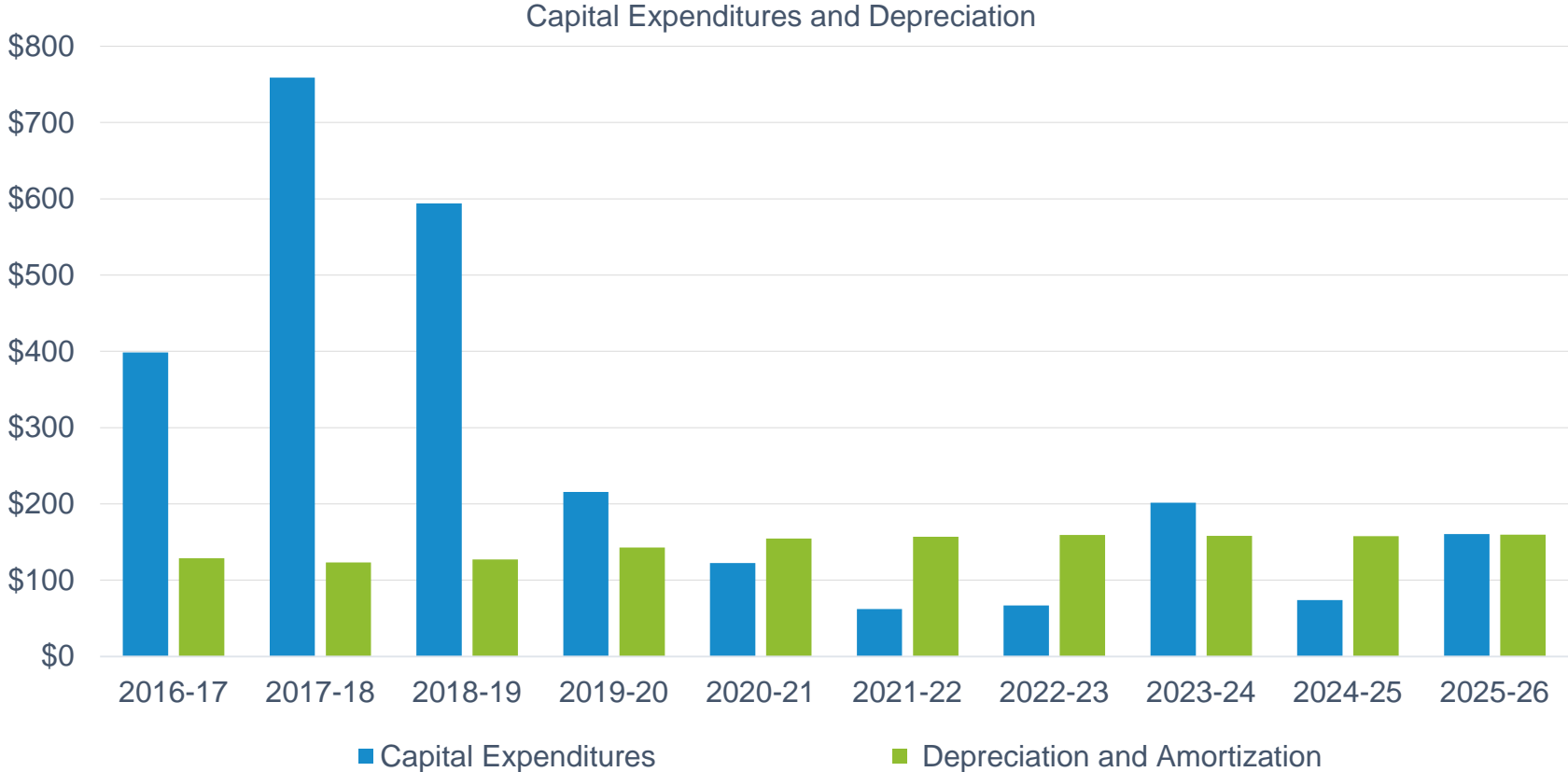


- Cost escalations are included in the model
- Funding assumptions are integrated into the Core Financial Plan
- Gifts assumption remained relatively flat at \$340 million versus \$324 million in last year's plan
- This year's plan reflects the addition of \$500 million in total capital vs prior year plan, primarily due to new program projects in Mission Bay

Dollars in millions.



# Capital expenditures for the Campus drop below projected depreciation in 2020-21 suggesting a need for additional investment



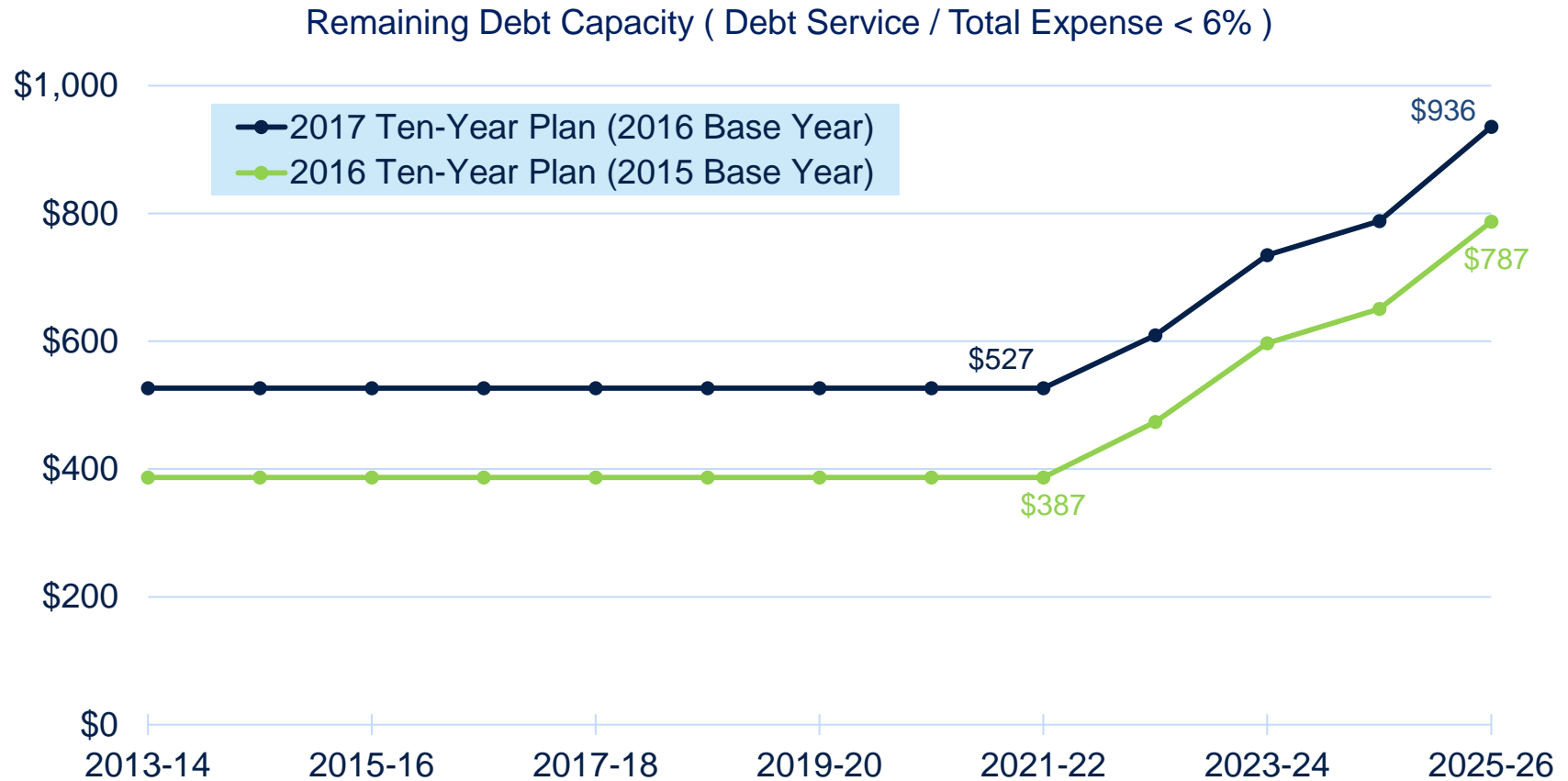
Dollars in millions.

# UCSF current results for UCOP's campus debt service tests

## Campus Segment Debt Requirements

Ratio	Description	Test	Dashboard	Status
Modified Cash Flow Margin (must meet)	Net income / Operating revenues	$\geq 0\%$	<p>Modified Cash Flow Margin</p> <p>Lower Limit</p>	✓
Debt Service to Operations	Debt service / Operating expenses	$\leq 6\%$	<p>Debt Service to Operations</p> <p>Upper Limit</p>	✓
Expendable Resources to Debt	Expendable resources / Total debt	$\geq 1$	<p style="text-align: center;"><b>1.20*</b></p> <p>* Estimate subject to revision following pension and OPEB liability updates</p>	✓

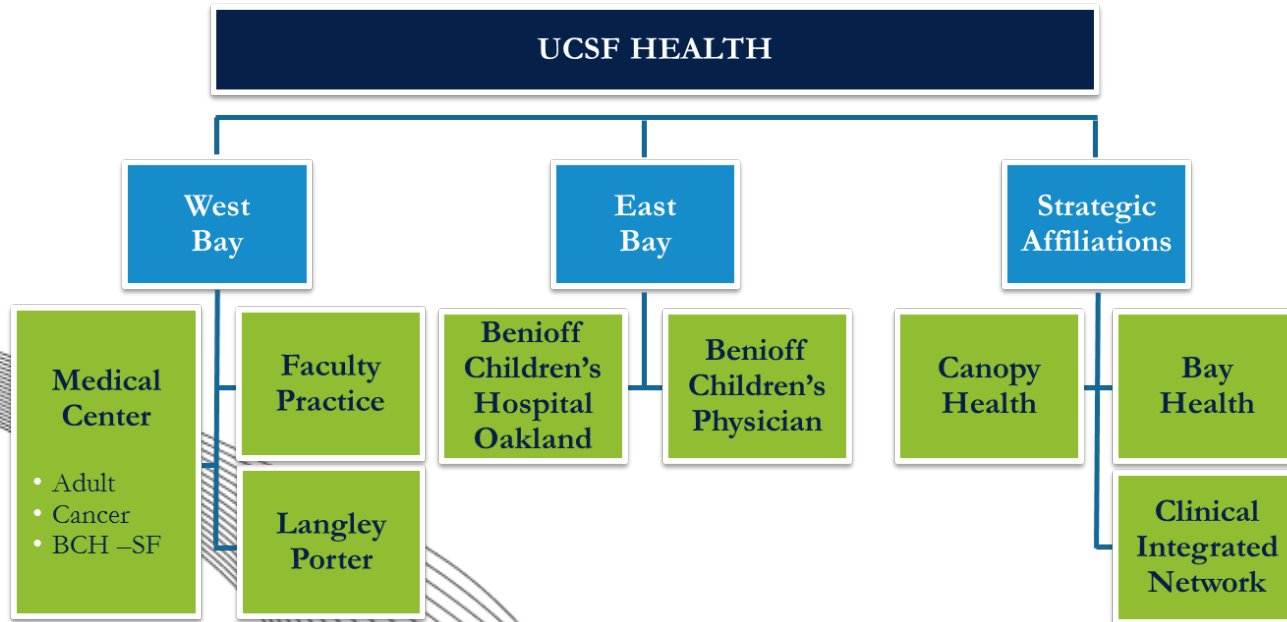
Remaining ability to borrow for the campus is ~\$525 million through 2021-22



Dollars in millions.

# UCSF Health Segment

# Redefining Possible.

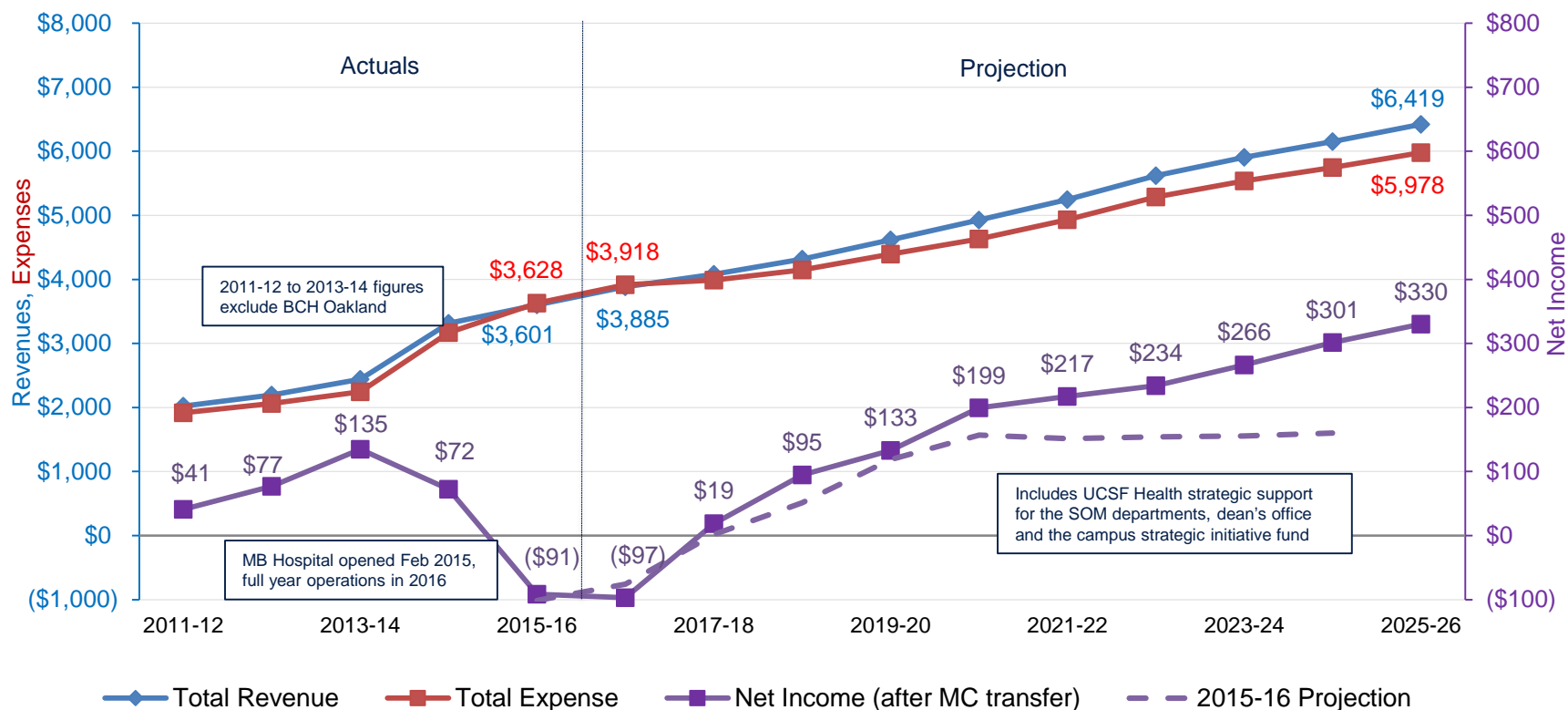


Strategic investments coupled with our value improvement plans create a strong future for UCSF Health

# UCSF Health Executive Summary

- Over the next 2-3 years, UCSF Health's operating performance is challenged by slower volume growth than in years past, an expanded government sponsor mix, and labor cost escalation in excess of commercial payer rate increases
- Planned volume growth is concentrated in high-margin destination programs
- Network development creates the foundation for Canopy Health, expands primary care, and enables population health management via risk-bearing contracts
- Deliberate efforts using Continuous Process Improvement (CPI) and LEAN methodologies improve operational efficiency, facilitate integration, optimize patient flow and reduce the cost of care; these improvements, planned over a 5-year period, enhance the value delivered to consumers of healthcare and move our operating cost per case close to Medicare reimbursement
- Implementation of these strategic initiatives and achieving our True North metric targets will be key to restoring earnings and cash to pre-Mission Bay levels and accelerating capital and program investments for UCSF Health

# UCSF Health: Revenues, Expenses, and Net Income



- Strong historical financial performance positioned UCSF Health to absorb the incremental cost associated with the new Mission Bay hospital; modest loss is expected in 2016-17, followed by positive returns in each consecutive year
- With the exception of 2016-17, net income exceeds prior year model's levels
- Continued value improvements and strategic growth will be required to achieve earnings targets
- Investment in strategic affiliations (Canopy & BayHealth and the clinically integrated network) exceeds last year's Ten-Year plan levels; 2017-18 and beyond are represented at 50% of the loss

\* From 2014, Professional Services Agreements (PSA) and other campus services provided to UCSF Health are recorded as Campus revenue and UCSF Health expense and are eliminated in UCSF consolidated financial statements

Dollars in millions.

# UCSF Health Segment Revenue and Expense 3-year CAGRs

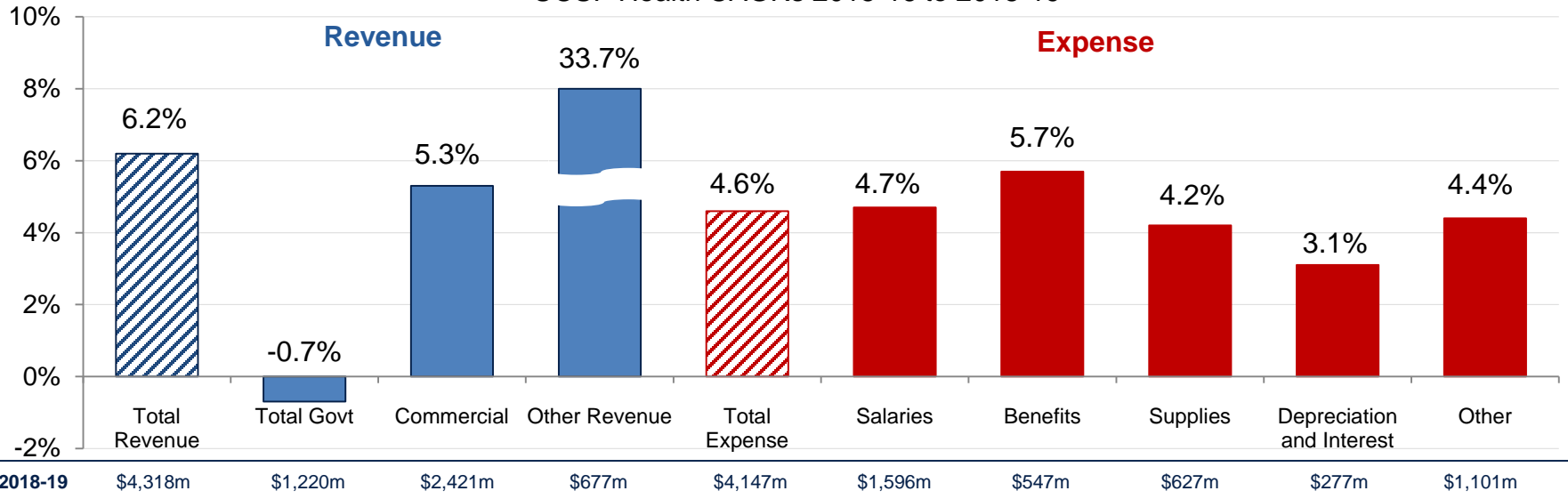
Revenue growth is vital to achieve our financial performance targets.

- Inpatient volume CAGR of 3.3% driven by Cancer and Destination Program expansion, improved access, physician productivity as well as the launch of Canopy Health
- Volume, reimbursement rate growth and shifts in sponsor mix contribute to a 5.3% annual increase in commercial revenue and slight decrease in government revenue in 2015-16 to 2018-19
- Medi-Cal Provider Fee revenue is \$89 million annually (BCH Oakland only); no Provider Fee revenue is modeled for other entities
- \$500 million other revenue is projected higher due to Canopy Health and expansion of the outpatient pharmacy program

Total cost structure has increased substantially due to the expanded operational footprint

- Expense inflation in excess of reimbursement rate growth requires focused attention to lower the cost structure. UCSF Health has initiated programs to improve productivity, reduce harm, and eliminate waste
- This 5 year value improvement plan of \$307 million (46% higher than the prior year's plan) is required to achieve earnings targets and approximates break-even on Medicare reimbursement by 2021-22

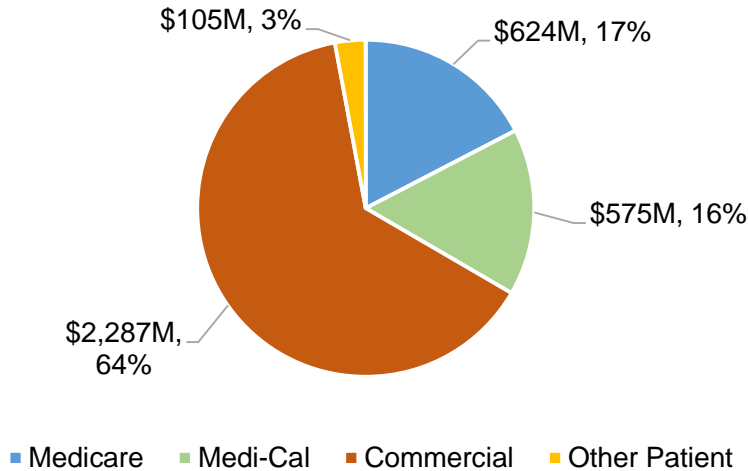
UCSF Health CAGRs 2015-16 to 2018-19



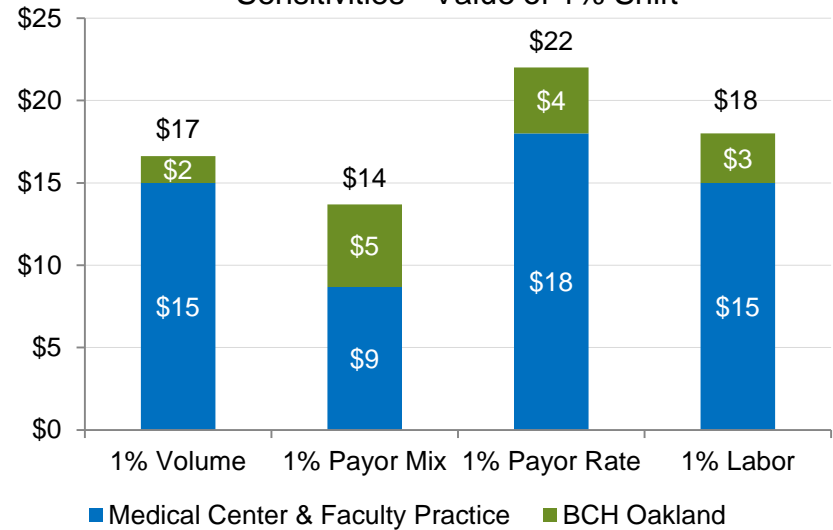


# UCSF Health Sensitivities

2017-18 Patient Revenue \$3.6 billion



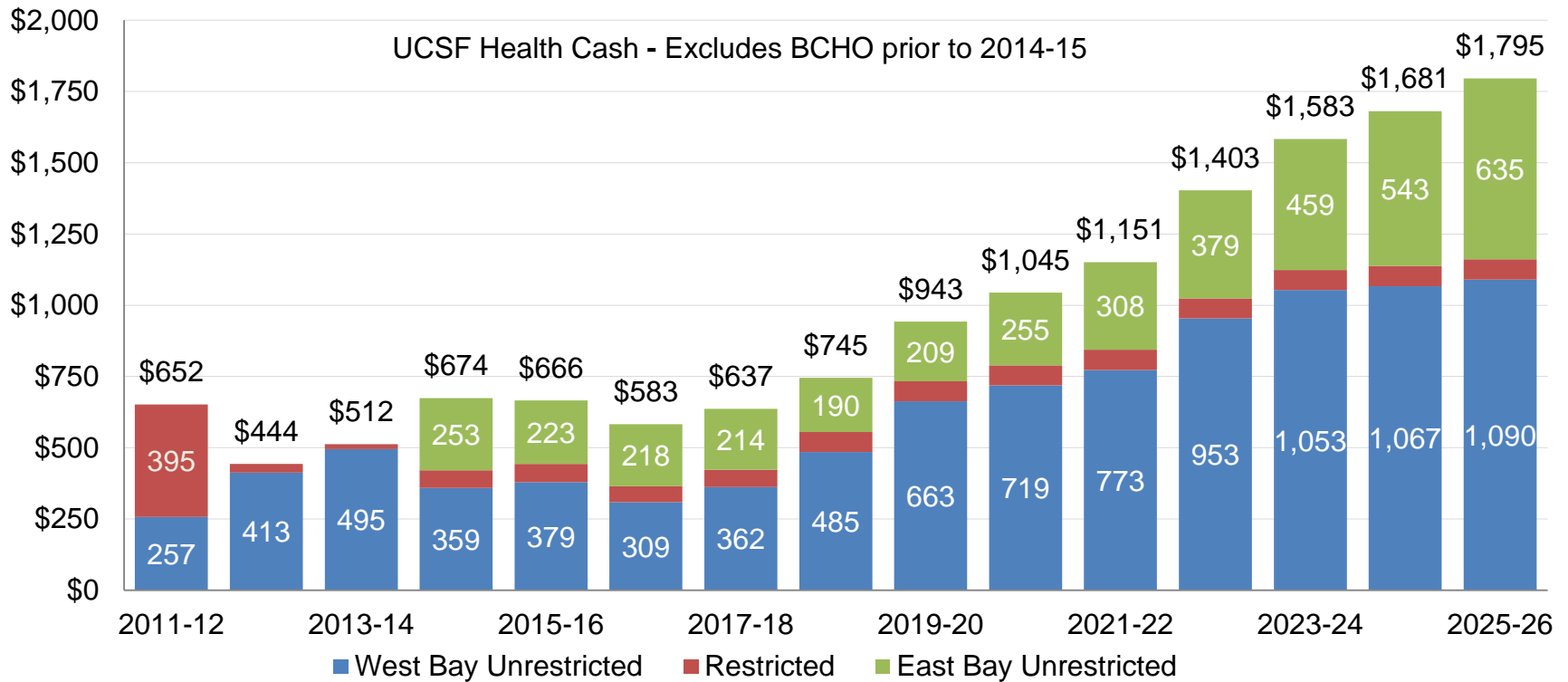
Sensitivities - Value of 1% Shift



- Despite representing only 38% of the volume in the West Bay and 33% in the East Bay, commercial insurance payments account for almost two-thirds of UCSF Health’s revenue
- Sponsor mix committee is developing strategies to shift 2% of the West Bay activity to Commercial and Medicare by 2018-19
- Commercial payor rates increase 3.3% in the West Bay and 5% at BCH Oakland
- Labor costs rise 4% annually; collective bargaining agreements will be negotiated this year with key represented employee groups
- Small shifts in these assumptions have large impacts on earnings

Dollars in millions.

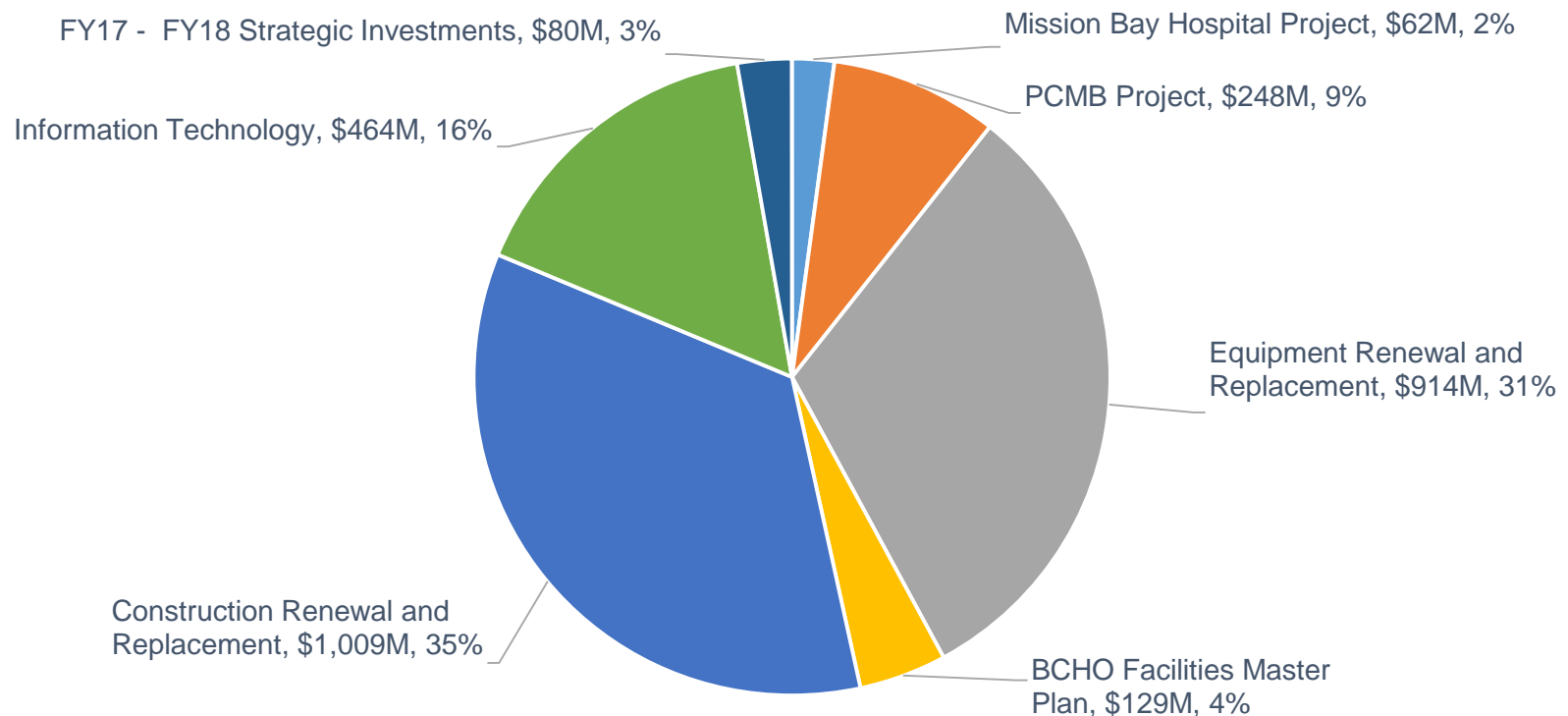
# UCSF Health cash shows growth through 2025-26



- Cash balances are slightly more favorable than last year's model until 2020-21 after which cash is used to fund an increased level of capital investments in core facilities
- In 2016-17, increased capital spending in the West Bay and lower projected earnings at BCH Oakland decrease cash
- Cash exceeds the 60 day target beginning in 2018-19

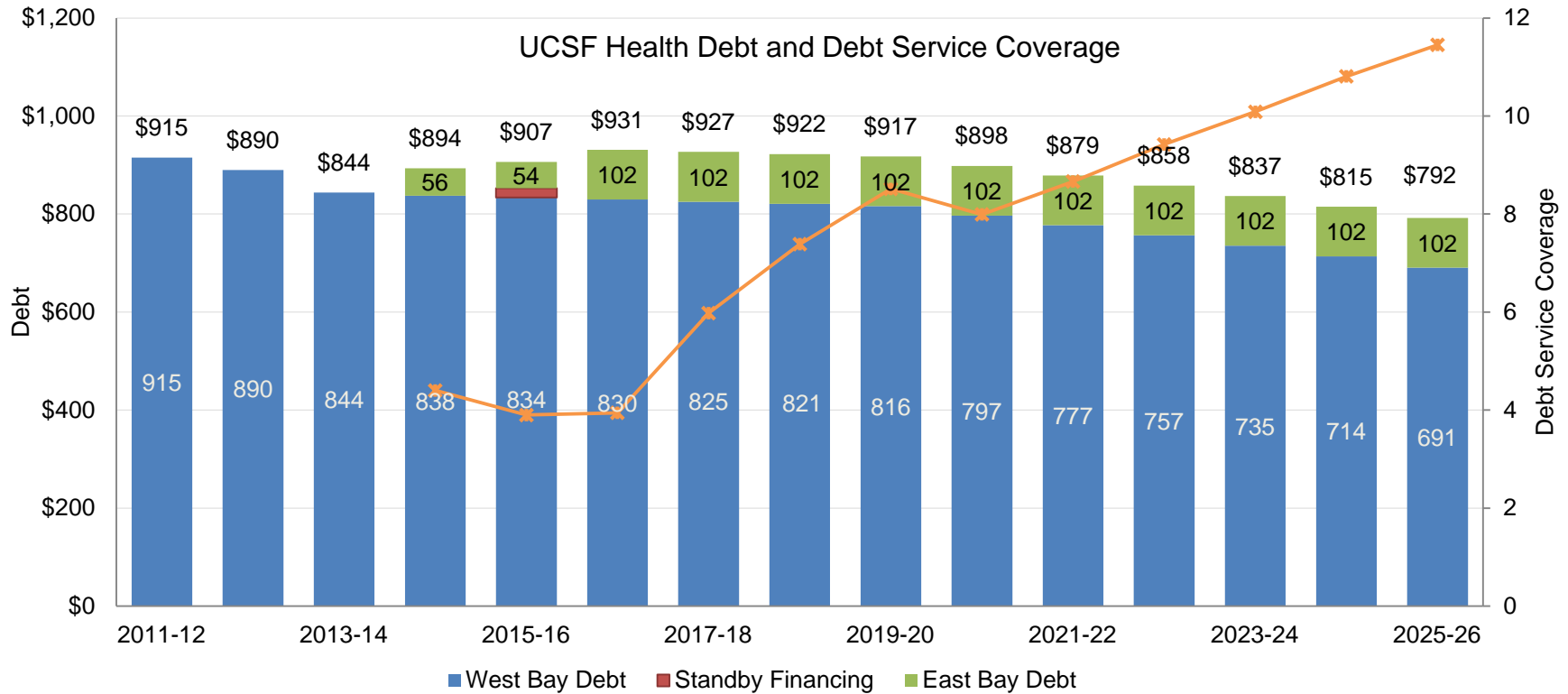
Dollars in millions.

# UCSF Health Ten-Year Capital Plan: Project Priorities, \$2.9 billion



- Critical decisions are required to address significant investments in Ambulatory Care space, a Proton Beam therapy facility and various projects at Mission Bay (blocks 23A and 33); these projects are excluded from the current plan pending the development of associated funding strategies
- The capital plan also excludes: BCH Oakland Master Facility Plan Phase II, Moffitt hospital replacement (by 2030) and replacement of the Langley Porter inpatient facility
- Strategic investment of total capital beyond 2019 has yet to be determined

# UCSF Health Debt



- \$50 million debt issuance planned in 2016-17 for Phase I of the BCH Oakland Master Facility Plan
- Interim financing of \$19 million is used to cover the timing difference between pledge collections and construction costs for the Mission Bay hospital project
- Debt Service Coverage is 3.9 in 2016-17 and grows to 11.5 in 2025-26

Dollars in millions.

# UCSF Health Opportunities & Risks

## Opportunities

- Cash and annual operating earnings exceed planned levels
- Expanded partnerships with high-quality partners strengthens our market presence and leverages available capital
- Sponsor mix committee initiatives improve reimbursement rates
- Creating Epic interface between current disparate organizations could provide for substantial future efficiencies and significant additional partnership opportunities
- Improve Medi-Cal payments under the waiver program.
- Accelerate Value Improvement initiatives:
  - ✓ Asset utilization & productivity improvements
  - ✓ Increased clinician involvement
  - ✓ Reduce overhead & clinical waste
- Continue to pursue integration within the Benioff Children's Hospitals to develop programs that optimize strengths on both sides of the Bay (e.g., program replication, administrative streamlining, leveraging scale and expertise)

## Risks

- Cash flow generated from operations is inadequate to fund strategic investments and on-going operational needs. Low days cash on hand invites additional scrutiny from UCOP
- Affiliates require additional cash flow in advance of return on investment
- Capacity constraints limit ability to grow high-margin services
- Labor: upcoming union negotiations, rising benefit costs
- Payer mix continues to deteriorate
- Value improvement initiatives do not deliver at budgeted levels; inability to grow without adding cost
- Provider Fee and Supplemental Revenues come in under budget or are not approved in a timely manner by CMS
- Challenges locating space for an outpatient center. Speed to market with product will be slow
- Shift of "commodity care" for routine/common cases to lower cost settings
- Inability to quickly adapt to effectively respond to evolving payment models

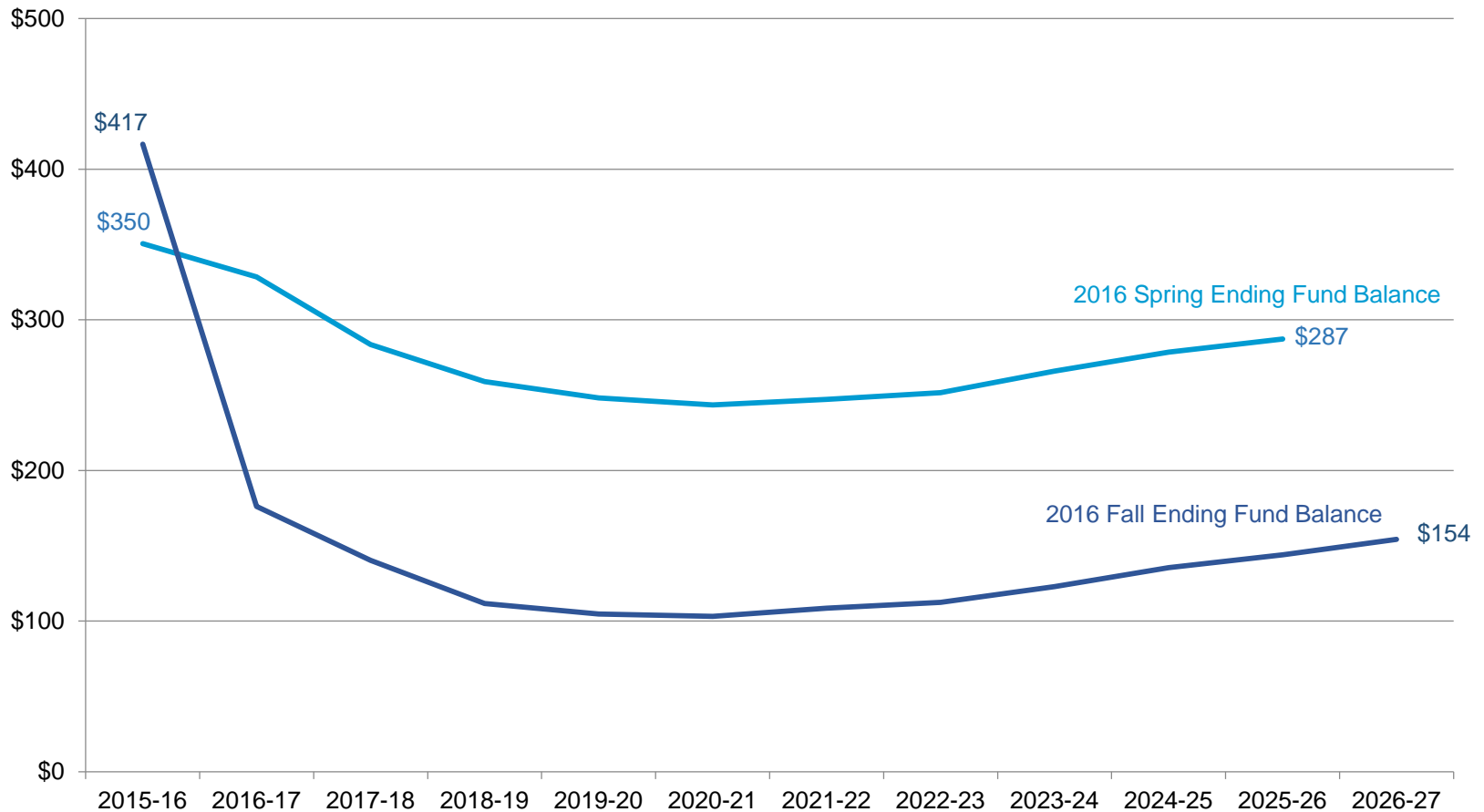
# Core Financial Plan Summary

## Fall 2016

# The Core Financial Plan (CFP) reflects unrestricted resources available to support UCSF operating and capital needs

- The CFP is a business plan
  - Reflects best projections of all sources, recurring allocations, and one-time commitments
  - Ten-year projection allows for long-term strategic approach
  - Strategies inform allocation decisions
- We use the CFP to communicate choices and rationale for decisions
  - Biannual CFP updates are communicated to control point leadership and faculty
  - The Chancellor and B&I Committee make decisions
  - Recipients of CFP funding understand that resources are limited
- Results indicate that we must remain vigilant in controlling costs and steering limited resources in strategic directions
  - Facilities and IT needs remain underfunded
  - Operating cost increases must be carefully managed
  - Further new revenue and balance sheet strategies are essential

# During 2016-17, \$200 million of CFP reserves will be transferred to the General Endowment Pool to improve investment returns



Assumes a 2016-17 \$200M investment in new Core Financial Plan Reserves FFE

Dollars in millions.



# Summary

# What this means for UCSF

- We have made excellent progress and we are planning for the future
- Our competitive landscape continues to change and we must:
  - Continue to make strategic capital and programmatic investments
  - Promote cultural and organizational changes to support effective, nimble approaches
  - Align strategy with operations
  - Empower people to execute strategies
  - Adapt to a dynamic and uncertain marketplace
- Solutions will continue to require a comprehensive focus on:
  - Revenue growth and protection of cost-effective revenue-generating programs
  - Continued expense control – aggressively remove structural costs
  - Enterprise-wide solutions that leverage talent, capital, space, etc.
- What is best for UCSF is paramount – we cannot let our attention be diverted from our priorities and execution

# Appendix

1 Combined Enterprise												
2 Income Statement (\$Millions)												
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
3 REVENUES												
4 Student Tuition and Fees	57	57	59	61	63	65	67	69	72	74	77	80
5 Grants and contracts, net												
6 Federal Contracts and Grants	658	700	694	715	740	767	800	833	869	905	942	982
7 State Contracts and Grants	68	66	63	62	62	63	64	66	67	68	69	71
8 Private Contracts and Grants	300	356	356	371	385	401	418	435	453	472	492	513
9 Local Government	166	185	186	189	193	197	201	205	209	214	218	222
10 Subtotal Grants and Contracts	1,192	1,308	1,299	1,338	1,380	1,429	1,483	1,539	1,598	1,658	1,721	1,788
11 Medical Center Operating Revenue (net)	3,265	3,521	3,400	3,607	3,767	3,968	4,163	4,345	4,554	4,778	5,015	5,266
12 Educational Activities	263	265	277	287	298	309	319	331	342	354	367	379
13 Auxiliary enterprises	55	62	69	68	72	92	97	102	109	113	118	123
14 PSA and other campus services - Campus	-	-	-	-	-	-	-	-	-	-	-	-
15 State Support:												
16 State Educational Appropriations	186	193	199	205	211	218	224	231	238	245	252	260
17 State Funds dedicated for UCOP Assessment	-	-	-	-	-	-	-	-	-	-	-	-
18 Subtotal - State Support	186	193	199	205	211	218	224	231	238	245	252	260
19 State & Federal Financing Appropriations	23	26	29	27	27	27	27	26	26	26	25	25
20 Private Gifts	178	222	218	216	221	227	235	256	289	306	325	346
21 Investment Income:												
22 Investment Income - STIP and TRIP	137	117	64	65	72	78	82	85	89	93	99	105
23 Endowment Income - Distribution from Regents End.	42	43	51	54	56	58	59	61	63	65	68	70
24 Subtotal - Investment Income	180	159	115	119	128	135	141	146	152	159	167	175
25 Patent Income	8	15	13	12	12	11	13	12	13	11	12	13
26 Other Revenue	46	73	514	517	596	691	805	943	1,108	1,167	1,178	1,191
27 <b>Total Revenues</b>	<b>5,453</b>	<b>5,902</b>	<b>6,192</b>	<b>6,456</b>	<b>6,775</b>	<b>7,172</b>	<b>7,574</b>	<b>8,001</b>	<b>8,501</b>	<b>8,891</b>	<b>9,257</b>	<b>9,646</b>
28 EXPENSES												
29 Personnel Related Costs												
30 Salaries and Wages	2,585	2,852	2,981	3,125	3,272	3,428	3,576	3,733	3,897	4,069	4,249	4,437
31 Employee Benefits	755	857	922	971	1,040	1,105	1,158	1,222	1,281	1,355	1,433	1,518
32 Subtotal - Personnel Related Costs	3,340	3,710	3,903	4,096	4,313	4,533	4,735	4,954	5,179	5,424	5,682	5,954
33 Supplies and Materials	650	680	695	726	754	784	813	844	877	916	953	992
34 PSA and other transfers	-	-	-	-	-	-	-	-	-	-	-	-
35 UC Path	-	-	6	9	9	5	5	6	7	7	7	7
36 Utilities	33	33	31	32	34	38	41	43	48	50	53	56
37 Scholarships and Fellowships	24	26	26	27	28	29	30	31	32	33	34	35
38 Interest Expense	83	109	121	123	126	163	174	182	177	173	170	167
39 Loss on Disposal of capital assets	8	2	1	1	1	1	1	1	1	1	1	1
40 Depreciation	289	335	340	355	364	395	408	430	445	452	461	482
41 UCOP Fees	21	22	24	24	24	25	25	26	26	27	27	28
42 Other Operating Expenses	793	910	1,064	977	992	1,068	1,171	1,299	1,470	1,538	1,559	1,586
43 <b>Total Expenses</b>	<b>5,242</b>	<b>5,826</b>	<b>6,211</b>	<b>6,370</b>	<b>6,644</b>	<b>7,039</b>	<b>7,401</b>	<b>7,815</b>	<b>8,261</b>	<b>8,620</b>	<b>8,946</b>	<b>9,307</b>
44 <b>Income before Other Changes in Net Position</b>	<b>211</b>	<b>76</b>	<b>(18)</b>	<b>86</b>	<b>130</b>	<b>133</b>	<b>173</b>	<b>186</b>	<b>240</b>	<b>271</b>	<b>311</b>	<b>338</b>
45 Health System investment in clinical practices (net)	-	(0)	-	-	-	-	-	-	-	-	-	-
46 <b>TOTAL INCOME BEFORE CHANGES IN NET POSITION</b>	<b>211</b>	<b>76</b>	<b>(18)</b>	<b>86</b>	<b>130</b>	<b>133</b>	<b>173</b>	<b>186</b>	<b>240</b>	<b>271</b>	<b>311</b>	<b>338</b>
47 Extraordinary Items												
48 GASB 68 pension (expense)/gain	(11)	(212)	-	-	-	-	-	-	-	-	-	-
49 GASB 75 OPEB (expense)/gain	-	-	-	-	-	-	-	-	-	-	-	-
50												
51 Capital gifts and grants	115	45	100	55	56	54	50	35	32	38	159	34
52 Transfers to Regents' Endowment	(55)	(53)	(200)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)
53 State Capital Appropriations and Other Changes	(198)	9	46	20	23	12	13	2	(3)	(6)	(6)	(6)
54 <b>Increase in Net Position</b>	<b>62</b>	<b>(136)</b>	<b>(72)</b>	<b>136</b>	<b>185</b>	<b>175</b>	<b>211</b>	<b>198</b>	<b>244</b>	<b>278</b>	<b>439</b>	<b>341</b>

Note: Professional Services Agreements (PSA) and other campus services provided to UCSF Health are recorded as Campus revenue and UCSF Health expense and are eliminated in UCSF consolidated financial statements.

<b>Campus Segment</b>												
<b>Income Statement (\$Millions)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>REVENUES</b>												
Student Tuition and Fees	57	57	59	61	63	65	67	69	72	74	77	80
Grants and contracts, net												
Federal Contracts and Grants	658	674	694	715	740	767	800	833	869	905	942	982
State Contracts and Grants	68	65	63	62	62	63	64	66	67	68	69	71
Private Contracts and Grants	300	340	356	371	385	401	418	435	453	472	492	513
Local Government	166	182	186	189	193	197	201	205	209	214	218	222
Subtotal Grants and Contracts	1,192	1,261	1,299	1,338	1,380	1,429	1,483	1,539	1,598	1,658	1,721	1,788
Medical Center Operating Revenue (net)	-	-	-	-	-	-	-	-	-	-	-	-
Educational Activities	263	267	277	287	298	309	319	331	342	354	367	379
Auxiliary enterprises	55	62	65	68	72	92	97	102	109	113	118	123
PSA and other campus services - Campus	481	542	583	610	633	661	686	712	743	770	800	835
State Support:												
State Educational Appropriations	186	193	199	205	211	218	224	231	238	245	252	260
State Funds dedicated for UCOP Assessment	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal - State Support	186	193	199	205	211	218	224	231	238	245	252	260
State & Federal Financing Appropriations	8	11	12	12	12	12	12	12	12	11	11	11
Private Gifts	164	211	218	216	221	227	235	256	289	306	325	346
Investment Income:												
Investment Income - STIP and TRIP	118	115	49	57	63	68	70	71	73	74	78	82
Endowment Income - Distribution from Regents End.	42	43	51	54	56	58	59	61	63	65	68	70
Subtotal - Investment Income	160	158	100	111	120	125	129	132	136	140	146	152
Patent Income	8	15	13	12	12	11	13	12	13	11	12	13
Other Revenue	66	92	93	95	97	99	101	103	105	107	110	112
<b>Total Revenues</b>	<b>2,640</b>	<b>2,869</b>	<b>2,918</b>	<b>3,015</b>	<b>3,119</b>	<b>3,248</b>	<b>3,366</b>	<b>3,499</b>	<b>3,656</b>	<b>3,790</b>	<b>3,938</b>	<b>4,099</b>
<b>EXPENSES</b>												
Personnel Related Costs												
Salaries and Wages	1,360	1,462	1,535	1,603	1,679	1,755	1,835	1,914	1,997	2,083	2,173	2,267
Employee Benefits	362	394	427	459	494	527	561	596	623	662	705	750
Subtotal - Personnel Related Costs	1,723	1,856	1,962	2,062	2,173	2,283	2,396	2,510	2,620	2,745	2,878	3,017
Supplies and Materials	124	129	132	135	137	140	143	146	149	152	155	158
PSA and other transfers	-	-	-	-	-	-	-	-	-	-	-	-
UC Path	-	-	6	9	9	5	5	6	7	7	7	7
Utilities	25	24	22	23	24	27	30	31	35	37	39	42
Scholarships and Fellowships	24	26	26	27	28	29	30	31	32	33	34	35
Interest Expense	59	61	68	68	71	108	119	128	125	122	119	117
Loss on Disposal of capital assets	7	1	1	1	1	1	1	1	1	1	1	1
Depreciation	125	130	129	130	142	159	165	165	162	159	158	167
UCOP Fees	21	22	24	24	24	25	25	26	26	27	27	28
Other Operating Expenses	466	517	532	538	549	560	571	583	594	606	618	631
<b>Total Expenses</b>	<b>2,572</b>	<b>2,766</b>	<b>2,903</b>	<b>3,018</b>	<b>3,159</b>	<b>3,337</b>	<b>3,485</b>	<b>3,626</b>	<b>3,750</b>	<b>3,889</b>	<b>4,035</b>	<b>4,201</b>
<b>Income before Other Changes in Net Position</b>	<b>68</b>	<b>103</b>	<b>14</b>	<b>(3)</b>	<b>(41)</b>	<b>(89)</b>	<b>(119)</b>	<b>(127)</b>	<b>(94)</b>	<b>(99)</b>	<b>(97)</b>	<b>(103)</b>
Health System investment in clinical practices (net)	71	64	64	70	76	89	92	96	99	103	107	111
<b>TOTAL INCOME BEFORE CHANGES IN NET POSITION</b>	<b>139</b>	<b>167</b>	<b>78</b>	<b>68</b>	<b>35</b>	<b>0</b>	<b>(27)</b>	<b>(31)</b>	<b>5</b>	<b>4</b>	<b>10</b>	<b>8</b>
Extraordinary Items												
GASB 68 pension (expense)/gain	3	(104)	-	-	-	-	-	-	-	-	-	-
GASB 75 OPEB (expense)/gain	-	-	-	-	-	-	-	-	-	-	-	-
Capital gifts and grants	12	1	17	24	24	24	24	10	4	4	128	3
Transfers to Regents' Endowment	(55)	(53)	(200)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)
State Capital Appropriations and Other Changes	15	10	(16)	(121)	(61)	19	20	8	3	-	-	(0)
<b>Increase in Net Position</b>	<b>114</b>	<b>21</b>	<b>(121)</b>	<b>(55)</b>	<b>(27)</b>	<b>18</b>	<b>(8)</b>	<b>(38)</b>	<b>(13)</b>	<b>(17)</b>	<b>112</b>	<b>(14)</b>

<b>UCSF Health Segment</b>												
<b>Income Statement (\$Millions)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>REVENUES</b>												
Student Tuition and Fees	-	-	-	-	-	-	-	-	-	-	-	-
Grants and contracts, net												
Federal Contracts and Grants	-	-	-	-	-	-	-	-	-	-	-	-
State Contracts and Grants	-	-	-	-	-	-	-	-	-	-	-	-
Private Contracts and Grants	-	-	-	-	-	-	-	-	-	-	-	-
Local Government	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal Grants and Contracts	-	-	-	-	-	-	-	-	-	-	-	-
Medical Center Operating Revenue (net)	3,265	3,521	3,400	3,607	3,767	3,968	4,163	4,345	4,554	4,778	5,015	5,266
Educational Activities	-	-	-	-	-	-	-	-	-	-	-	-
Auxiliary enterprises	-	-	5	-	-	-	-	-	-	-	-	-
PSA and other campus services - Campus	-	-	-	-	-	-	-	-	-	-	-	-
State Support:												
State Educational Appropriations	-	-	-	-	-	-	-	-	-	-	-	-
State Funds dedicated for UCOP Assessment	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal - State Support	-	-	-	-	-	-	-	-	-	-	-	-
State & Federal Financing Appropriations	15	15	17	15	15	15	15	15	15	14	14	14
Private Gifts	14	11	-	-	-	-	-	-	-	-	-	-
Investment Income:												
Investment Income - STIP and TRIP	20	2	15	8	9	10	12	14	16	19	21	23
Endowment Income - Distribution from Regents End.	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal - Investment Income	20	2	15	8	9	10	12	14	16	19	21	23
Patent Income	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	0	52	448	450	528	622	735	872	1,036	1,094	1,104	1,116
<b>Total Revenues</b>	<b>3,314</b>	<b>3,601</b>	<b>3,885</b>	<b>4,079</b>	<b>4,318</b>	<b>4,615</b>	<b>4,925</b>	<b>5,246</b>	<b>5,621</b>	<b>5,905</b>	<b>6,154</b>	<b>6,419</b>
<b>EXPENSES</b>												
Personnel Related Costs												
Salaries and Wages	1,225	1,390	1,446	1,522	1,593	1,672	1,741	1,818	1,900	1,986	2,076	2,169
Employee Benefits	393	463	495	512	547	578	597	625	659	693	728	768
Subtotal - Personnel Related Costs	1,618	1,853	1,940	2,033	2,140	2,250	2,339	2,444	2,559	2,679	2,804	2,937
Supplies and Materials	527	553	565	593	619	646	672	701	731	767	801	837
PSA and other transfers	481	542	583	610	633	661	686	712	743	770	800	835
UC Path	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	16	17	17	18	19	21	22	23	24	25	27	28
Scholarships and Fellowships	-	-	-	-	-	-	-	-	-	-	-	-
Interest Expense	25	48	52	55	55	55	55	54	52	51	50	49
Loss on Disposal of capital assets	1	1	-	-	-	-	-	-	-	-	-	-
Depreciation	165	205	212	225	222	236	243	265	283	293	303	316
UCOP Fees	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expenses	337	409	548	456	460	525	618	735	895	951	961	975
<b>Total Expenses</b>	<b>3,170</b>	<b>3,628</b>	<b>3,918</b>	<b>3,990</b>	<b>4,147</b>	<b>4,393</b>	<b>4,634</b>	<b>4,933</b>	<b>5,288</b>	<b>5,536</b>	<b>5,746</b>	<b>5,978</b>
<b>Income before Other Changes in Net Position</b>	<b>144</b>	<b>(27)</b>	<b>(33)</b>	<b>89</b>	<b>171</b>	<b>222</b>	<b>292</b>	<b>313</b>	<b>334</b>	<b>369</b>	<b>408</b>	<b>441</b>
Health System investment in clinical practices (net)	(71)	(64)	(64)	(70)	(76)	(89)	(92)	(96)	(99)	(103)	(107)	(111)
<b>TOTAL INCOME BEFORE CHANGES IN NET POSITION</b>	<b>72</b>	<b>(91)</b>	<b>(97)</b>	<b>19</b>	<b>95</b>	<b>133</b>	<b>199</b>	<b>217</b>	<b>234</b>	<b>266</b>	<b>301</b>	<b>330</b>
Extraordinary Items												
GASB 68 pension (expense)/gain	(13)	(109)	-	-	-	-	-	-	-	-	-	-
GASB 75 OPEB (expense)/gain	-	-	-	-	-	-	-	-	-	-	-	-
Capital gifts and grants	103	44	83	31	33	30	26	25	29	34	31	31
Transfers to Regents' Endowment	-	-	-	-	-	-	-	-	-	-	-	-
State Capital Appropriations and Other Changes	(213)	(1)	62	141	85	(6)	(6)	(6)	(6)	(6)	(6)	(6)
<b>Increase in Net Position</b>	<b>(51)</b>	<b>(157)</b>	<b>49</b>	<b>192</b>	<b>212</b>	<b>157</b>	<b>219</b>	<b>236</b>	<b>257</b>	<b>295</b>	<b>327</b>	<b>356</b>

<b>Combined Enterprise</b>												
<b>STATEMENT OF NET POSITION (\$M)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>ASSETS</b>												
Cash and investments	2,667	2,863	2,646	2,582	2,621	2,881	3,043	3,185	3,484	3,702	3,971	4,127
Trusteed Assets	171	17	17	17	17	17	17	17	17	17	17	17
Accounts Receivable Net of Reserves	640	751	693	733	764	805	843	880	921	964	1,010	1,058
Pledges Receivable	0	0	0	0	0	0	0	0	0	0	0	0
Current Portion of notes and mortgages receivable	3	3	3	3	3	4	4	4	4	4	4	4
Funds Held for Others	-	-	-	-	-	-	-	-	-	-	-	-
Supply Inventories, at cost	45	50	51	54	56	58	61	63	66	69	72	75
Other current assets	56	73	84	85	86	87	88	89	90	91	93	94
Current assets	3,583	3,759	3,495	3,474	3,549	3,852	4,056	4,238	4,583	4,848	5,167	5,376
Pledges Receivable	1	0	0	0	0	0	0	0	0	0	0	0
Notes and Mortgages Receivable	39	39	40	41	42	43	44	44	45	46	197	248
Notes Receivable - PCMB	-	-	-	-	-	-	-	-	-	-	-	-
Land, Buildings, Equipment, Libraries	4,580	4,607	4,942	5,531	5,960	5,944	5,971	5,952	5,825	5,709	5,605	5,600
<b>Noncurrent Deferred Outflows</b>	936	978	924	925	927	928	929	930	932	934	935	937
Other Non Current Assets	22	24	19	20	20	20	21	21	21	72	78	172
Noncurrent assets	5,578	5,648	5,925	6,517	6,949	6,935	6,964	6,948	6,824	6,760	6,815	6,957
<b>Total Assets</b>	<b>9,161</b>	<b>9,407</b>	<b>9,420</b>	<b>9,990</b>	<b>10,498</b>	<b>10,787</b>	<b>11,020</b>	<b>11,186</b>	<b>11,407</b>	<b>11,608</b>	<b>11,982</b>	<b>12,334</b>
<b>LIABILITIES</b>												
Notes Payable - Line of Credit	-	-	-	-	-	-	-	-	-	-	-	-
Accounts Payable	263	286	485	498	512	533	552	574	598	625	652	681
Accrued Salaries and Benefits	377	372	201	210	219	229	240	250	262	273	286	298
Deferred Revenue	94	113	112	111	110	109	108	107	107	106	105	104
Funds Held for Others	4	2	2	2	2	2	2	2	2	2	2	2
Current Maturities of Debt	26	52	30	32	34	65	68	73	75	79	81	85
Other current liabilities	181	203	166	168	170	173	175	177	179	181	184	186
Current liabilities	945	1,028	997	1,021	1,049	1,111	1,145	1,183	1,222	1,266	1,309	1,356
Federal Refundable Loans	29	30	30	30	30	30	30	30	30	30	30	30
<b>Deferred Inflows</b>	906	267	555	553	548	548	548	548	548	548	548	548
<b>Due to University</b>	461	572	512	512	512	512	512	512	512	512	512	512
<b>Pension Liability</b>	1,707	2,492	2,097	2,090	2,088	2,088	2,088	2,088	2,097	2,103	2,104	2,104
<b>OPEB Liability</b>	-	-	-	-	-	-	-	-	-	-	-	-
Note Payable - PCMB	-	-	-	-	-	-	-	-	-	-	-	-
Other Long-Term Liabilities	132	141	257	259	261	264	266	269	271	224	176	129
Long-Term Debt	2,301	2,333	2,500	2,917	3,218	3,268	3,253	3,181	3,106	3,027	2,965	2,975
Noncurrent liabilities	5,536	5,835	5,951	6,360	6,656	6,708	6,696	6,625	6,563	6,442	6,334	6,297
<b>Total Liabilities</b>	<b>6,481</b>	<b>6,863</b>	<b>6,948</b>	<b>7,382</b>	<b>7,705</b>	<b>7,819</b>	<b>7,841</b>	<b>7,809</b>	<b>7,785</b>	<b>7,709</b>	<b>7,643</b>	<b>7,653</b>
<b>NET ASSETS</b>												
Invested in Capital Assets, Net of Related Debt	2,405	2,359	2,435	2,611	2,740	2,651	2,695	2,749	2,699	2,660	2,618	2,600
Restricted Expendable Fund Balance	438	401	388	393	403	403	403	403	403	403	403	403
Unrestricted Fund Balance	(163)	(215)	(351)	(395)	(349)	(85)	81	225	520	837	1,318	1,678
<b>Total Net Assets</b>	<b>2,680</b>	<b>2,544</b>	<b>2,472</b>	<b>2,609</b>	<b>2,793</b>	<b>2,968</b>	<b>3,179</b>	<b>3,377</b>	<b>3,622</b>	<b>3,899</b>	<b>4,339</b>	<b>4,680</b>
<b>Total Liabilities and Net Assets</b>	<b>9,161</b>	<b>9,407</b>	<b>9,420</b>	<b>9,990</b>	<b>10,498</b>	<b>10,787</b>	<b>11,020</b>	<b>11,186</b>	<b>11,407</b>	<b>11,608</b>	<b>11,982</b>	<b>12,334</b>

<b>Campus Segment</b>												
<b>STATEMENT OF NET POSITION (\$M)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>ASSETS</b>												
Cash and investments	2,013	2,197	2,064	1,945	1,876	1,938	1,998	2,034	2,081	2,119	2,290	2,332
Trusted Assets	151	17	17	17	17	17	17	17	17	17	17	17
Accounts Receivable Net of Reserves	125	199	137	141	146	152	158	164	170	176	183	190
Pledges Receivable	0	0	0	0	0	0	0	0	0	0	0	0
Current Portion of notes and mortgages receivable	3	3	3	3	3	4	4	4	4	4	4	4
Funds Held for Others	-	-	-	-	-	-	-	-	-	-	-	-
Supply Inventories, at cost	1	1	1	1	1	1	1	1	1	1	1	1
Other current assets	5	5	5	5	5	5	5	5	5	5	6	6
<b>Current assets</b>	<b>2,298</b>	<b>2,423</b>	<b>2,227</b>	<b>2,113</b>	<b>2,049</b>	<b>2,118</b>	<b>2,184</b>	<b>2,225</b>	<b>2,279</b>	<b>2,323</b>	<b>2,501</b>	<b>2,550</b>
Pledges Receivable	1	0	0	0	0	0	0	0	0	0	0	0
Notes and Mortgages Receivable	39	39	40	41	42	43	44	44	45	46	47	48
Notes Receivable - PCMB	-	-	-	-	-	-	-	-	-	-	-	-
Land, Buildings, Equipment, Libraries	2,175	2,225	2,446	2,943	3,304	3,355	3,306	3,197	3,095	2,999	2,915	2,909
<b>Noncurrent Deferred Outflows</b>	<b>438</b>	<b>436</b>	<b>423</b>	<b>423</b>	<b>423</b>	<b>423</b>	<b>423</b>	<b>423</b>	<b>423</b>	<b>423</b>	<b>423</b>	<b>423</b>
Other Non Current Assets	16	15	15	15	16	16	16	17	17	17	18	18
<b>Noncurrent assets</b>	<b>2,668</b>	<b>2,715</b>	<b>2,925</b>	<b>3,422</b>	<b>3,784</b>	<b>3,836</b>	<b>3,789</b>	<b>3,681</b>	<b>3,580</b>	<b>3,486</b>	<b>3,403</b>	<b>3,398</b>
<b>Total Assets</b>	<b>4,966</b>	<b>5,138</b>	<b>5,152</b>	<b>5,535</b>	<b>5,833</b>	<b>5,954</b>	<b>5,972</b>	<b>5,906</b>	<b>5,860</b>	<b>5,809</b>	<b>5,904</b>	<b>5,948</b>
<b>LIABILITIES</b>												
Notes Payable - Line of Credit	-	-	-	-	-	-	-	-	-	-	-	-
Accounts Payable	62	84	86	89	94	99	103	108	112	116	121	126
Accrued Salaries and Benefits	224	192	201	210	219	229	240	250	262	273	286	298
Deferred Revenue	94	113	112	111	110	109	108	107	107	106	105	104
Funds Held for Others	4	2	2	2	2	2	2	2	2	2	2	2
Current Maturities of Debt	19	26	26	27	30	46	48	52	53	58	58	61
Other current liabilities	96	98	100	102	104	106	108	110	112	114	117	119
<b>Current liabilities</b>	<b>499</b>	<b>516</b>	<b>527</b>	<b>541</b>	<b>558</b>	<b>591</b>	<b>609</b>	<b>630</b>	<b>647</b>	<b>669</b>	<b>688</b>	<b>711</b>
Federal Refundable Loans	29	30	30	30	30	30	30	30	30	30	30	30
<b>Deferred Inflows</b>	<b>483</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>148</b>
<b>Due to University</b>	<b>245</b>	<b>296</b>	<b>296</b>	<b>296</b>	<b>296</b>	<b>296</b>	<b>296</b>	<b>296</b>	<b>296</b>	<b>296</b>	<b>296</b>	<b>296</b>
<b>Pension Liability</b>	<b>878</b>	<b>1,254</b>	<b>1,254</b>	<b>1,254</b>	<b>1,254</b>	<b>1,254</b>	<b>1,254</b>	<b>1,254</b>	<b>1,254</b>	<b>1,254</b>	<b>1,254</b>	<b>1,254</b>
<b>OPEB Liability</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Note Payable - PCMB	-	-	-	-	-	-	-	-	-	-	-	-
Other Long-Term Liabilities	97	99	102	104	106	109	111	114	116	119	121	124
Long-Term Debt	1,414	1,452	1,573	1,994	2,301	2,369	2,375	2,322	2,269	2,212	2,172	2,206
<b>Noncurrent liabilities</b>	<b>3,145</b>	<b>3,280</b>	<b>3,403</b>	<b>3,827</b>	<b>4,135</b>	<b>4,206</b>	<b>4,214</b>	<b>4,164</b>	<b>4,114</b>	<b>4,059</b>	<b>4,022</b>	<b>4,059</b>
<b>Total Liabilities</b>	<b>3,645</b>	<b>3,796</b>	<b>3,930</b>	<b>4,368</b>	<b>4,694</b>	<b>4,797</b>	<b>4,824</b>	<b>4,795</b>	<b>4,761</b>	<b>4,728</b>	<b>4,711</b>	<b>4,769</b>
<b>NET ASSETS</b>												
Invested in Capital Assets, Net of Related Debt	894	883	864	938	991	957	900	839	790	748	701	659
Restricted Expendable Fund Balance	406	337	337	337	337	337	337	337	337	337	337	337
Unrestricted Fund Balance	22	122	20	(109)	(189)	(137)	(89)	(65)	(29)	(3)	155	183
<b>Total Net Assets</b>	<b>1,322</b>	<b>1,342</b>	<b>1,222</b>	<b>1,167</b>	<b>1,139</b>	<b>1,157</b>	<b>1,149</b>	<b>1,111</b>	<b>1,098</b>	<b>1,081</b>	<b>1,194</b>	<b>1,179</b>
<b>Total Liabilities and Net Assets</b>	<b>4,966</b>	<b>5,138</b>	<b>5,152</b>	<b>5,535</b>	<b>5,833</b>	<b>5,954</b>	<b>5,972</b>	<b>5,906</b>	<b>5,860</b>	<b>5,809</b>	<b>5,904</b>	<b>5,948</b>



<b>UCSF Health Segment</b>													
<b>STATEMENT OF NET POSITION (\$M)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	
<b>ASSETS</b>													
Cash and investments	654	666	583	637	745	943	1,045	1,151	1,403	1,583	1,681	1,795	
Trusted Assets	20	-	-	-	-	-	-	-	-	-	-	-	
Accounts Receivable Net of Reserves	515	552	556	591	618	652	685	716	751	788	827	868	
Pledges Receivable	-	-	-	-	-	-	-	-	-	-	-	-	
Current Portion of notes and mortgages receivable	-	-	-	-	-	-	-	-	-	-	-	-	
Funds Held for Others	-	-	-	-	-	-	-	-	-	-	-	-	
Supply Inventories, at cost	45	49	50	53	55	57	60	62	65	68	71	74	
Other current assets	52	69	79	80	81	82	83	84	85	86	87	88	
<b>Current assets</b>	<b>1,285</b>	<b>1,336</b>	<b>1,268</b>	<b>1,361</b>	<b>1,500</b>	<b>1,735</b>	<b>1,872</b>	<b>2,013</b>	<b>2,304</b>	<b>2,525</b>	<b>2,666</b>	<b>2,826</b>	
Pledges Receivable	-	-	-	-	-	-	-	-	-	-	-	-	
Notes and Mortgages Receivable	-	-	-	-	-	-	-	-	-	-	150	200	
Notes Receivable - PCMB	-	-	-	-	-	-	-	-	-	-	-	-	
Land, Buildings, Equipment, Libraries	2,405	2,382	2,495	2,589	2,657	2,589	2,665	2,756	2,730	2,709	2,690	2,691	
<b>Noncurrent Deferred Outflows</b>	<b>499</b>	<b>542</b>	<b>501</b>	<b>502</b>	<b>504</b>	<b>505</b>	<b>506</b>	<b>508</b>	<b>509</b>	<b>511</b>	<b>512</b>	<b>514</b>	
Other Non Current Assets	6	9	4	4	4	4	4	4	4	54	60	154	
<b>Noncurrent assets</b>	<b>2,910</b>	<b>2,933</b>	<b>3,000</b>	<b>3,095</b>	<b>3,165</b>	<b>3,098</b>	<b>3,175</b>	<b>3,267</b>	<b>3,243</b>	<b>3,274</b>	<b>3,412</b>	<b>3,559</b>	
<b>Total Assets</b>	<b>4,195</b>	<b>4,269</b>	<b>4,268</b>	<b>4,456</b>	<b>4,665</b>	<b>4,833</b>	<b>5,048</b>	<b>5,281</b>	<b>5,547</b>	<b>5,799</b>	<b>6,078</b>	<b>6,385</b>	
<b>LIABILITIES</b>													
Notes Payable - Line of Credit	-	-	-	-	-	-	-	-	-	-	-	-	
Accounts Payable	201	202	399	409	418	434	449	466	487	508	531	555	
Accrued Salaries and Benefits	153	180	-	-	-	-	-	-	-	-	-	-	
Deferred Revenue	-	-	-	-	-	-	-	-	-	-	-	-	
Funds Held for Others	-	-	-	-	-	-	-	-	-	-	-	-	
Current Maturities of Debt	6	25	4	4	5	19	20	20	21	22	23	24	
Other current liabilities	86	105	67	67	67	67	67	67	67	67	67	67	
<b>Current liabilities</b>	<b>446</b>	<b>512</b>	<b>470</b>	<b>480</b>	<b>490</b>	<b>521</b>	<b>536</b>	<b>553</b>	<b>575</b>	<b>597</b>	<b>621</b>	<b>646</b>	
Federal Refundable Loans	-	0	-	-	-	-	-	-	-	-	-	-	
<b>Deferred Inflows</b>	<b>424</b>	<b>118</b>	<b>407</b>	<b>405</b>	<b>399</b>	<b>399</b>	<b>399</b>	<b>399</b>	<b>399</b>	<b>399</b>	<b>399</b>	<b>399</b>	
<b>Due to University</b>	<b>216</b>	<b>276</b>	<b>216</b>	<b>216</b>	<b>216</b>	<b>216</b>	<b>216</b>	<b>216</b>	<b>216</b>	<b>216</b>	<b>216</b>	<b>216</b>	
<b>Pension Liability</b>	<b>829</b>	<b>1,237</b>	<b>843</b>	<b>836</b>	<b>833</b>	<b>833</b>	<b>833</b>	<b>833</b>	<b>842</b>	<b>849</b>	<b>850</b>	<b>850</b>	
<b>OPEB Liability</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Note Payable - PCMB	-	-	-	-	-	-	-	-	-	-	-	-	
Other Long-Term Liabilities	35	41	155	155	155	155	155	155	155	105	55	5	
Long-Term Debt	887	881	927	922	917	898	879	858	837	815	792	769	
<b>Noncurrent liabilities</b>	<b>2,390</b>	<b>2,555</b>	<b>2,547</b>	<b>2,534</b>	<b>2,520</b>	<b>2,501</b>	<b>2,482</b>	<b>2,461</b>	<b>2,449</b>	<b>2,384</b>	<b>2,312</b>	<b>2,239</b>	
<b>Total Liabilities</b>	<b>2,836</b>	<b>3,067</b>	<b>3,017</b>	<b>3,013</b>	<b>3,011</b>	<b>3,022</b>	<b>3,017</b>	<b>3,014</b>	<b>3,024</b>	<b>2,981</b>	<b>2,933</b>	<b>2,884</b>	
<b>NET ASSETS</b>													
Invested in Capital Assets, Net of Related Debt	1,511	1,475	1,571	1,673	1,749	1,694	1,795	1,910	1,909	1,912	1,916	1,941	
Restricted Expendable Fund Balance	32	64	51	56	66	66	66	66	66	66	66	66	
Unrestricted Fund Balance	(185)	(337)	(371)	(287)	(161)	52	170	290	548	840	1,163	1,494	
<b>Total Net Assets</b>	<b>1,359</b>	<b>1,202</b>	<b>1,251</b>	<b>1,442</b>	<b>1,654</b>	<b>1,811</b>	<b>2,030</b>	<b>2,266</b>	<b>2,523</b>	<b>2,818</b>	<b>3,145</b>	<b>3,501</b>	
<b>Total Liabilities and Net Assets</b>	<b>4,195</b>	<b>4,269</b>	<b>4,268</b>	<b>4,456</b>	<b>4,665</b>	<b>4,833</b>	<b>5,048</b>	<b>5,281</b>	<b>5,547</b>	<b>5,799</b>	<b>6,078</b>	<b>6,385</b>	

# 10-Year Plan FY17 Base Summary Assumptions

UCSF Campus Segment updated 10/21/16

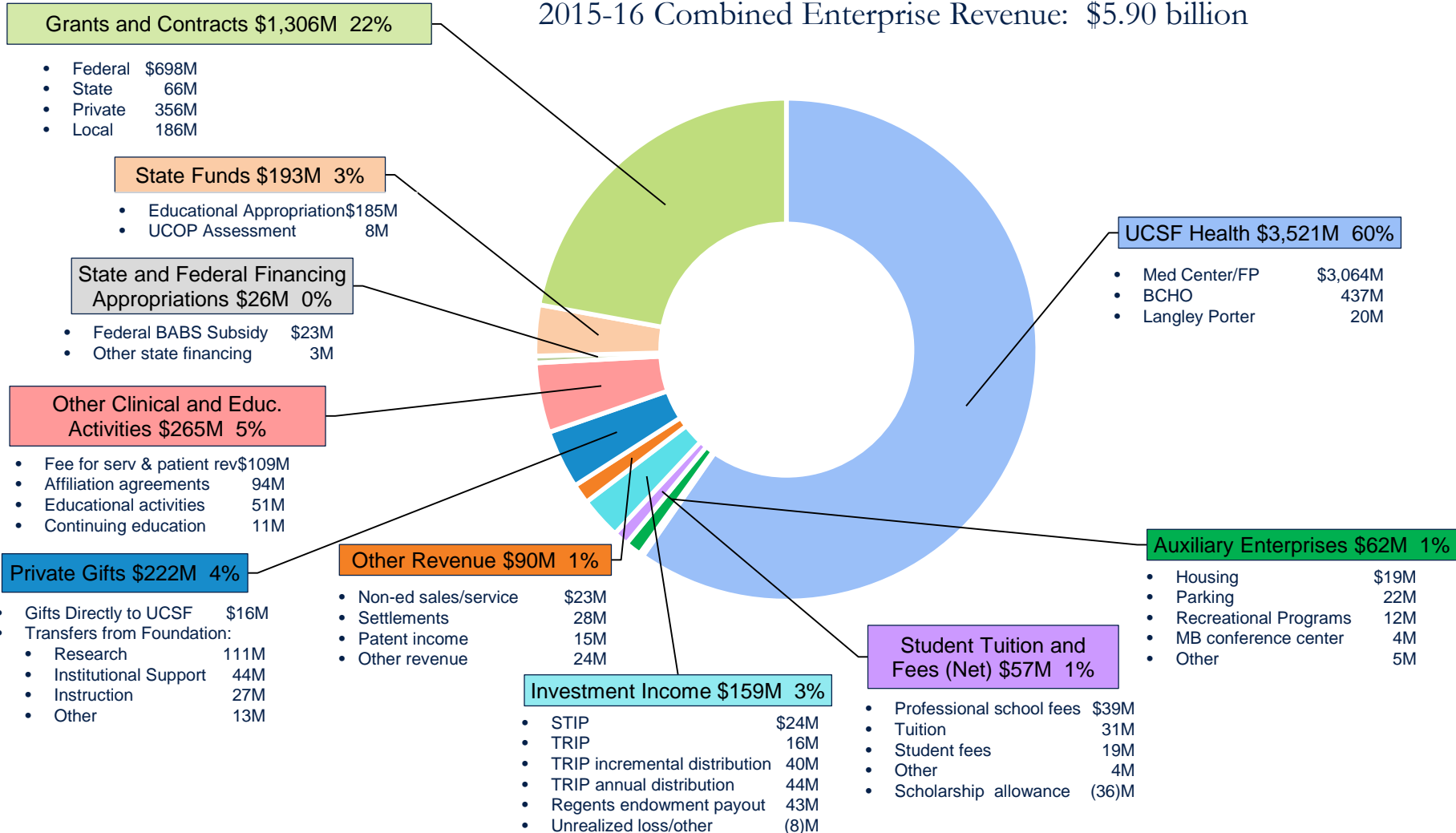
UCSF Health updated 10/17/16

	Comments	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
<b>REVENUES</b>											
1	Student Tuition and Fees Effective Rate PDST blended rate of programs, 1.85% growth in FY17, avg. growth rate of 4.24% FY18 through FY26. Tuition (Ed Fee) - no increase in FY17; 2.5%/yr growth thereafter. Non-Resident Fee - no increase. Other Fees and Scholarship Allowance - 2%/yr growth, tied to inflation. SSDP - follows PDST growth rate	2.70%	3.36%	3.48%	3.28%	3.36%	3.45%	3.54%	3.63%	3.73%	3.83%
2	Federal Contracts & Grants Federal Direct Effective Rate (Same as Global Rate)	2.97%	3.00%	3.50%	3.50%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
	Indirect Cost Recovery rate starting in FY17: 1) Traunch #1 FY18-FY19, anticipated 50 basis points increase from FY17 2) 2 year tranches thereafter, with anticipated 50 basis points increase/yr until FY24	58.5%	59.5%	60.0%	60.5%	61.0%	61.5%	62.0%	62.5%	62.5%	62.5%
3	State Contracts & Grants Effective rate, same as global rate.	-2.44%	-1.20%	-0.70%	0.60%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
4	Private Contracts & Grants Effective rate, same as global rate.	4.40%	4.00%	4.00%	4.00%	4.10%	4.10%	4.20%	4.20%	4.30%	4.30%
5	Local Government Effective rate, same as global rate.	1.98%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6	Sales & Services - Other Clinical and Educational Activities Global Rate This category also includes CME activities.	3.80%	3.75%	3.75%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
7	Sales & Services - Auxiliary Enterprises Effective rate, includes \$19M of revenues starting in FY20 for occupancy of Student Housing, MB	4.00%	5.30%	5.10%	28.70%	5.40%	5.40%	6.40%	4.10%	4.10%	4.10%
8	State Educational Appropriations Effective rate, same as global rate	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
9	State funds for UCOP Assessment	6.82%	1.81%	1.84%	1.87%	1.89%	1.93%	1.95%	1.98%	2.02%	2.05%
10	State Financing Appropriations SPWB	0.85%	-0.65%	0.00%	-0.19%	-5.86%	-0.01%	0.00%	-9.66%	-4.88%	-0.01%
11	Federal Financing Appropriations BABs	7.29%	0.00%	0.00%	0.00%	0.00%	-0.07%	-0.11%	-0.06%	0.00%	0.00%
12	Private Gifts 1) FY18 based on the FY12 base reset to 5% growth annually 2) Current Gifts are impacted by \$260M of additional Capital Gifts projected in FY17-26 Foundation Endowment Corpus Growth in base Payout to UCSF (1 yr endowment performance)	3.41%	-0.68%	2.38%	2.57%	3.55%	9.03%	12.63%	5.85%	6.27%	6.45%
		\$121,405	\$54,000	\$56,700	\$59,535	\$62,512	\$65,637	\$68,591	\$71,678	\$74,903	\$78,274
		5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
13	Investment Income - STIP and TRIP Blended rate; allocation between STIP and TRIP split 35%/65% starting FY17 STIP earnings assumption based on 2015 Spring CFP Update TRIP earnings assumption	2.39%	2.89%	3.39%	3.64%	3.64%	3.64%	3.64%	3.64%	3.64%	3.64%
		1.25%	1.75%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
		3.00%	3.50%	4.00%	4.25%	4.25%	4.25%	4.25%	4.25%	4.25%	4.25%
	Endowment Income - Distribution from Regents Endowment Payout to UCSF from endowment held by Regents Corpus Growth - Transfers to Regents Endowment Payout from \$200M transfer remains in GEP over the 10 year period Payout to UCSF (1 yr endowment performance)	-\$200,000	-\$25,000	-\$25,000	-\$25,000	-\$25,000	-\$25,000	-\$25,000	-\$25,000	-\$25,000	-\$25,000
		5.00%	5.00%	5.00%	5.00%	5.00%	6.00%	6.00%	6.00%	6.00%	6.00%
14	Patent Income Reflects patents expiring, offset with updated placeholders for future success. Biosense Settlement of \$7.9M in FY16 is in Other Oper Rev.	-14.24%	-11.14%	1.79%	-4.31%	12.17%	-4.71%	7.23%	-14.61%	6.86%	6.90%

EXPENSES		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
15	Salaries and Wages	Effective rate	4.97%	4.44%	4.74%	4.53%	4.53%	4.32%	4.32%	4.32%	4.32%
		Includes programmatic adjustments e.g., IT Sourcing, net new faculty, etc.									
		Global rate	4.97%	4.74%	4.74%	4.53%	4.53%	4.32%	4.32%	4.32%	4.32%
16	Employee Benefits	Effective rate	8.48%	7.40%	7.56%	6.79%	6.41%	6.25%	4.45%	6.36%	6.40%
		Active Health	5.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
		UCRP (as a percent of eligible salary)	15.19%	15.52%	15.79%	15.96%	15.95%	15.95%	15.10%	15.10%	15.10%
		Retiree Health	-1.59%	6.13%	6.69%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
		Worker's Comp	6.67%	5.00%	4.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
		Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
17	Supplies and Materials	Global rate, FY18-on, rate of inflation	2.25%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
	Other Operating Expenses	Global rate, excludes IT sourcing	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
18	Professional Services Agreements (PSA) Transfer & Other MC Transfers	PSA and other Medical Center transfers aligned with Medical Center projections.	7.57%	4.67%	3.77%	4.46%	3.77%	3.78%	4.39%	3.63%	3.88%
19	Utilities	Effective Rate - Assumptions aligned with CCP and FAS Utilities Unit 10-year Financial Plan Increase in FY20 due to completion and occupancy of MB buildings Block 23A & Block 33	-6.88%	5.21%	2.70%	14.59%	8.40%	5.35%	12.99%	5.22%	4.82%
20	Scholarships and Fellowships	Aligns with ~25% of Gross Tuition	2.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
21	Interest Expense		12.53%	-0.13%	3.73%	52.21%	10.61%	6.96%	-1.87%	-2.69%	-1.67%
22	Depreciation and Amortization		-1.10%	1.27%	9.32%	11.51%	3.68%	0.10%	-2.02%	-1.35%	-0.87%
23	UCOP Fees		6.82%	1.81%	1.84%	1.87%	1.89%	1.93%	1.95%	1.98%	2.02%
<b>OTHER</b>											
24	Medical Center investment in clinical	Aligns with the Medical Center.	-0.09%	9.85%	8.14%	16.88%	3.86%	3.84%	3.82%	3.58%	3.62%
25	Capital Expenditures - Campus segment	Informed by approved CCP of \$2.65B  \$1.1B for Program Projects, mostly Mission Bay; \$546.1M for seismic projects (ZSFG/New Research Facility, UC Hall, Clinical Sciences Bldg., etc.); \$268.3M for MB housing (590-600 Minnesota), parking/garage;\$286.3M for Departmental Projects;\$204.6M for Other; Projects including scheduled renewal and remediation; \$212M for FIN; \$5.6M for Studies; \$30M for Work in Progress	359,671	631,064	508,460	209,877	116,450	55,700	60,240	63,850	73,750
26	Capital Expenditures - UCSF Health	\$2.6B over ten years (2017 - 2026) for facilities master plan, strategic initiatives, backfill projects, IT, renovation, replacement and equipment. Mission Bay hospital spending \$62M for the completion of the \$1.5B Mission Bay Hospital Project Precision Cancer Medical Building	\$ 280,272	\$ 169,029	\$ 188,598	\$ 153,529	\$ 318,853	\$ 355,888	\$ 257,949	\$ 271,620	\$ 283,835
			\$ 17,000	\$ 11,000	\$ 19,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ 27,952	\$ 138,048	\$ 82,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
27	Capital Gifts & Other - Campus segment	Capital Gifts and other contributions of \$260M to fund approved Capital Projects in CCP.	\$17,270	\$23,750	\$23,750	\$23,750	\$23,750	\$10,230	\$3,750	\$3,750	\$127,500
28	Philanthropy (Other Revenue) - UCSF Health	Benioff Children's Hospital philanthropic funds included in Other Revenue	11,578	25,332	22,221	23,311	24,357	23,615	24,632	25,293	23,844
	Donations - UCSF Health - West Bay	Philanthropic support included in Other Changes in Net Position is comprised of various donations and contributions.	12,000	15,575	18,575	18,575	19,575	19,577	21,575	25,575	25,575
	Donations - UCSF Health - BCHO	Philanthropic support included in Other Changes in Net Position is comprised of various donations and contributions for Benioff Children's Hospital.	7,341	8,198	7,567	7,109	7,030	5,719	7,680	8,980	6,369
	Donations - UCSF Health - PCMB	Philanthropic support included in Other Changes in Net Position is comprised of various donations and contributions for the Precision Cancer Medicine Building	11,650	16,653	20,572	18,828	19,700	8,300	3,300		
	Donations - UCSF Health - Mission Bay	2017 - 2021 Philanthropic support for the Mission Bay Project are included in Other Changes In Net Position.	59,063	8,283	7,175	5,125	104	-	-	-	-
29	Additional Debt - Campus segment	Additional debt of \$1.1B primarily for Facility Investment Needs (FIN), seismic projects, program projects such as Mission Bay and classroom renovations, and auxiliary projects.	-	12,500	57,752	684,388	168,900	175,700	-	-	-
30	Additional Debt - UCSF Health	Includes \$718M of interim financing required to offset the timing of Mission Bay pledge collections and \$50M required to support the BCH Oakland facilities master plan	50,000	-	-	-	-	-	-	-	-

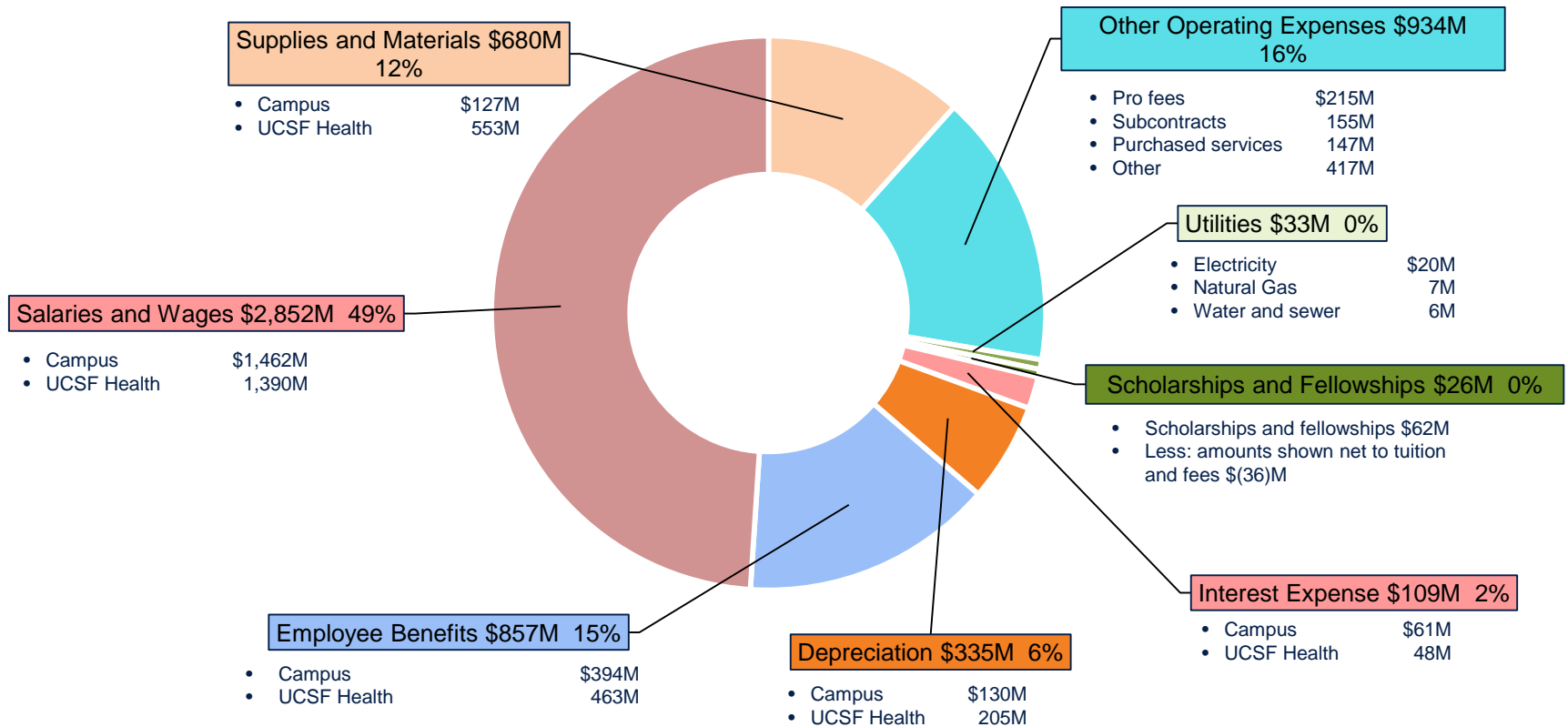
# Combined Enterprise Revenue Detail

2015-16 Combined Enterprise Revenue: \$5.90 billion



# Combined Enterprise Expense Detail

2015-16 Combined Enterprise Expense: \$5.83 billion





University of California  
San Francisco