



UNIVERSITY OF SOUTH CAROLINA

SCHOOL OF MEDICINE

Blueprint for Academic Excellence in the USC SOM

USC SOM Strategic Plan

2011-2012

25 March 2011

I. Executive Summary

- A. Identify the universities in the U.S. which have the top 10 colleges in your discipline and the five colleges at other U.S. universities which are considered to be your peers.

Top 10 Medical Schools (Primary Care) 2010 US News & World Report: University of Washington, University of North Carolina-Chapel Hill, Oregon Health Sciences University, University of Vermont, University of California-San Francisco, University of Colorado – Denver, Michigan State University College of Osteopathic Medicine, University of Pennsylvania, University of Massachusetts-Worcester, University of Iowa-Carver

5 Peer Institutions (*Teague-Cranston Act Medical Schools): East Carolina, East Tennessee State, Marshall, Texas A&M, Wright State

- B. Describe your college's top strengths and important accomplishments achieved in the last five years.

Strengths

- Strong, fully-accredited educational programs.
- Largest physician and provider practice in the Midlands
- Very good facilities (classrooms, laboratory, instrumentation resource facility, research and clinical space)

Important Accomplishments

- M.D. program received a full 8-year accreditation by the LCME in 2009, and Masters in Nurse Anesthesia program received a full 10-year accreditation.
- Creation of the first 4-year integrated ultrasound curriculum (iUSC) for medical students in the country and host of the First World Congress on Ultrasound in Medical Education.
- Establishment of a vertical curriculum in patient safety and quality in the M.D. program—one of the first in the country.
- Focused growth in research (neuroscience, inflammation, cardiovascular, healthcare delivery, and ultrasound). Extramural funding increased from \$25.7M in 2005 to \$41.4 million in 2010, and NIH research funding increased from \$6 million in 2005 to \$9.8 million in 2010.
- National NIH Center for Inflammation established.

- C. Discuss your college's weaknesses and your plans for addressing those weaknesses.

Weaknesses

- Loss of financial support from the state.
- Lack of minority faculty members and students

Plans to address weaknesses

- Develop an integrated clinical practice with Palmetto Health, continue to pursue new revenue streams (i.e., corporate medicine, international medicine (Saudi Arabia), expand/develop revenue generating practices).
- Develop revenue generating graduate programs, such as Certificate Program and PA Program.
- Seeking additional endowments for minority scholarships and institutional support through donors, grateful patients, and health systems.
- Established a Faculty Affairs committee to investigate ways to increase the number of minority faculty members.

II. Goals

- A. State your college's long-term, five-year goals and describe your five-year plans for each, either by writing a short paragraph or bulleted list for each goal.

Five-Year Goals

- Goal 1. Form an integrated clinical practice with Palmetto Health

A strategic planning group of high level administrators from the School of Medicine and Palmetto Health has been formed and are meeting every two weeks. Consultants have been engaged to help with the multiple components of the process (financial, legal, governance, etc.). An integration model should be determined this summer (2011) as well as an implementation plan.

- Goal 2. Expansion of medical class size in Columbia from 90 to 130 students.

A preliminary plan for expansion has been developed in collaboration with Palmetto Health. Financial support for the plan must await further progress on clinical integration as the integration model will in part determine the support needed (clinical faculty FTEs, teaching sites, financial support, etc.).

- Goal 3. Establish a Master's in Physician Assistant Program

Plan to establish a Master's in Physician Assistant program with a target date of summer 2013 for the first entering class. A letter has been sent to the Accreditation Review Commission on Education for the Physician Assistant requesting entry into the accreditation cycle with a planned site visit in fall 2012. Preliminary work has begun on a curriculum and search for a program director.

- Goal 4. Develop a progressive research agenda as part of USC SOM Strategic Plan.

Identify research focus areas with significant concentration and expertise so that these can be further developed. Develop and enhance the clinical research enterprise. Promote collaborations between basic science and clinical/translational research. Promote interdisciplinary program projects, center grants, and training grants through interactions with other colleges and units.

Develop state-of-the-art core facilities for faculty to pursue cutting-edge research.

- B. Enumerate your college's short-term goals for the upcoming academic year in writing, either in a short paragraph or bulleted list, identifying progress (if it is a goal continuing from previous years) or plans for the upcoming year.

2011-2012 Academic Year Goals

- Goal 1. Establish a stronger financial base and infrastructure in the School of Medicine

Move forward with Palmetto Health in clinical integration and class expansion. Establish a uniform electronic health record.

- Goal 2. Implement computer-based testing for National Board of Medical Examiners (NBME) clinical subject exams.

The NBME is converting their paper-based exams to on-line administration only by 2015—will begin a pilot program this fall by having all students on the Internal Medicine and Family Medicine clerkship take their NBME subject exams on-line.

- Goal 3. Develop and begin implementation of the vertical curriculum in patient safety and quality.

An ad-hoc committee has been formed to develop and implement a four-year vertical curriculum in patient safety and quality beginning with the incoming class for the fall of 2011. This curriculum will contain modular components developed by IHI Open School as well as refining portions of the curriculum already in place such as problem-based learning.

- Goal 4. To promote collaborations between SOM and the VA

Organized strategic planning meetings to promote research collaborations between SOM and VA. Invited VA research administration to discuss research opportunities with SOM faculty. Clinical material was made available from the VA hospital to Basic Science faculty. NIH R01 grant submitted has received high priority score and likely to be funded. Encourage faculty to submit applications for VA eligibility and for the VA merit awards.

- Goal 5. Foster research with USC SOM Research Development Fund as vehicle for dispersal of seed grant funds to faculty.

The SOM has funded 5 faculty members' innovative and exploratory grant applications as well as provided bridge funds.

The SOM plans to award up to \$90,000 to fund 5-6 grant applications to promote research and collaborations between basic science and clinical faculty this coming year.

Appendix

Unit Statistical Profile

1. Number of entering freshman for classes Fall 2008, Fall 2009, and Fall 2010 and their average SAT and ACT scores. **Not applicable to SOM.**
2. Freshman retention rate for classes entering Fall 2008, Fall 2009, and Fall 2010. **Not applicable to SOM.**
3. Number of majors enrolled in Fall 2008, Fall 2009, and Fall 2010 by level (headcount and FTE; undergraduate, certificate, first professional, masters, doctoral).

| | Headcount | | | FTE | | |
|--------------------|------------|------------|------------|------------|------------|------------|
| | Fall 2008 | Fall 2009 | Fall 2010 | Fall 2008 | Fall 2009 | Fall 2010 |
| Certificate | 6 | 13 | 33 | 0 | 0 | 0 |
| First Professional | 319 | 329 | 327 | 319 | 329 | 327 |
| Masters | 106 | 125 | 144 | 106 | 125 | 144 |
| Doctoral | 56 | 74 | 61 | 56 | 74 | 61 |
| Total | 487 | 541 | 565 | 481 | 528 | 532 |

4. Number of entering first professional and graduate students Fall 2008, Fall 2009, and Fall 2010 and their average GRE, MCAT, LSAT, scores etc.

| | Fall 2008 | | Fall 2009 | | Fall 2010 | |
|--------------------|-----------|------|-----------|------|-----------|------|
| | Number | MCAT | Number | MCAT | Number | MCAT |
| First Professional | 83 | 28.2 | 79 | 28.1 | 90 | 27.4 |

| | Fall 2008 | | Fall 2009 | | Fall 2010 | |
|----------|-----------|------|-----------|------|-----------|------|
| | Number | GRE | Number | GRE | Number | GRE |
| Doctoral | 26 | 1173 | 17 | 1205 | 15 | 1178 |

5. Number of graduates in Fall 2009, Spring 2010, and Summer 2010 by level (undergraduate, certificate, first professional, masters, doctoral) and placement of terminal masters and doctoral students.

| | Fall 2009 | Spring 2010 | Summer 2010 |
|--------------------|-----------|-------------|-------------|
| Certificate | 4 | 9 | 1 |
| First Professional | 0 | 78 | 0 |
| Masters | 2 | 37 | 0 |
| Doctoral | 2 | 3 | 4 |
| Total | 8 | 127 | 5 |

| Placement | Fall 2009 | Spring 2010 | Summer 2010 |
|-------------------|-----------|-------------|-------------|
| Terminal Masters | | 33 | |
| Terminal Doctoral | | 76 | |
| Total | | 109 | |

6. Four-, Five, and Six-Year graduation rates for the three most applicable classes (undergraduate only). **Not applicable to SOM.**

7. Total credit hours generated by your unit regardless of major for Fall of 2009, Spring 2010, and Summer 2010.

| | Fall 2009 | Spring 2009 | Summer 2010 |
|--------------|-----------|-------------|-------------|
| Credit Hours | 2,249 | 2,623 | 281 |

8. Number of undergraduate and graduate credit hours, stated separately, taught by tenured and tenure-track faculty, by instructors, by non-tenure-track faculty (clinical and research), and by temporary faculty (adjuncts).

| | Tenured/Tenure-Track | Instructors | Non-tenure track | Temporary |
|--------------|----------------------|-------------|------------------|-----------|
| Credit Hours | 1,557 | 8.5 | 2,951.5 | 20.5 |

9. Number of faculty by title (tenure-track by rank, research by rank, etc.), as of Fall 2008, Fall 2009, and Fall 2010.

| | Fall 2008 | Fall 2009 | Fall 2010 |
|-----------------------------|-----------|-----------|-----------|
| Tenure-Track Faculty | | | |
| Professor | 29 | 23 | 27 |
| Associate Professor | 24 | 22 | 24 |
| Assistant Professor | 13 | 9 | 10 |

| | Fall 2008 | Fall 2009 | Fall 2010 |
|-------------------------|-----------|-----------|-----------|
| Research Faculty | | | |
| Professor | 2 | 2 | 6 |
| Associate Professor | 6 | 7 | 4 |
| Assistant Professor | 16 | 17 | 5 |
| Instructor | | | 1 |

| | Fall 2008 | Fall 2009 | Fall 2010* |
|-------------------------|-----------|-----------|------------|
| Clinical Faculty | | | |
| Professor | 26 | 25 | 83 |
| Associate Professor | 39 | 41 | 199 |
| Assistant Professor | 69 | 69 | 658 |
| Instructor | 3 | 8 | 48 |

*Includes all salaried and unsalaried faculty. 2008 and 2009 numbers reflect salaried faculty only.

10. Total continuing education units (standard University CEUs or Institutional CEUs) generated for Fall 2009, Spring 2010, and Summer 2010. Percent of credit hours, by undergraduate major, taught by faculty with highest terminal degree.

| | Fall 2009 | Spring 2010 | Summer 2010 |
|-----|-----------|-------------|-------------|
| CME | 252 | 247 | 153.75 |

11. Percent of credit hours by undergraduate major, taught by full-time faculty. **Not applicable to SOM.**

Scholarship, Research, and Creative Accomplishments

1. Numbers of publications in calendar years 2008, 2009, and 2010 by category (e.g., books, book chapters, refereed articles, non-refereed publications).

| Year | Books and Book Chapters | Books/Book Chapters | Articles(Refereed and Non-Refereed) | Refereed /Non-Refereed Articles | National and International Research Paper Presentations | National /International Research Paper Presentations |
|------|-------------------------|---------------------|-------------------------------------|---------------------------------|---|--|
| 2010 | 24 | 2/22 | 212 | 208/4 | 192 | 173/19 |
| 2009 | 23 | | 203 | | 178 | |
| 2008 | 40 | | 210 | | 240 | |

2. Number of research paper presentations at national or international conferences in calendar year 2010.

| Year | National Research Paper Presentations | International Research Paper Presentations |
|------|---------------------------------------|--|
| 2010 | 173 | 19 |

3. List the national awards, scholarships, and fellowships awarded to faculty in calendar year 2010.

Cell Biology and Anatomy

Charles A. Blake - named Distinguished Scientist of SEBM in recognition of outstanding contributions to biomedicine and to the society on April 25, 2010.

Pathology, Microbiology and Immunology

Mitzi Nagarkatti – Board of Scientific Counselors, National Toxicology Program, National Institutes of Environmental Sciences.

Mitzi Nagarkatti – American Council of Education Faculty Development Program to train a junior faculty from Kazakh National Medical University.

Prakash Nagarkatti – Selected for “College of Reviewers” by Center for Scientific Review, NIH.

Prakash Nagarkatti – Japanese Government Fellowship to train Dr. Shunsuke Kanada, a Visiting Scholar from Japan.

Venkatesh Hedge – AAI Junior Faculty Travel Award and Biotex Laboratories-ASIOA Young Investigator Award in Immunology

Jennifer Nyland – 2010 Science Communication Fellow-Environmental Health Sciences

Udai Singh – AAI (American Association of Immunologists) Junior Faculty Travel Award- for the study entitled “Resveratrol induces myeloid derived suppressor cells (MDSCs), down-regulates CXCR3⁺ T cells and NF-κB activity to abrogate chronic colitis in IL-10^{-/-} mice”. Baltimore, USA

Juhua Zhou – 2010 AAI (American Association of Immunologists) Travel Grant for the 14th International Congress of Immunology in Japan, \$1500.00, March 1, 2010

Juhua Zhou – 2010 AAI (American Association of Immunologists) Junior Faculty Travel Grant for AAI 97th Annual Meeting in Baltimore, \$700.00, February 23, 2010

Family and Preventive Medicine

Department – Level 3 Physician Practice Connections-Patient Centered Medical Home by the National Committee for Quality Assurance

Elizabeth Baxley – Recognition for Delivery of Quality Diabetes Care by the American Diabetes Association and National Committee for Quality Assurance

Elizabeth Baxley – American Council on Education Fellows Program

Kevin Bennett – Elected Representative to the National Rural Health Association Rural Health Congress

Kevin Bennett – Elected Representative to the National Rural Health Association Finance Committee

Chuck Carter -Program Recognition Award by the American Academy of Family Physicians (bronze level)

Chuck Carter – Recognition for Delivery of Quality Diabetes Care by the American Diabetes Association and National Committee for Quality Assurance

Scott Lamar – Clinician Educator Skills in Geriatric Palliative Care

Scott Lamar – Certification Exam in Palliative Hospice and Medicine

Tan Platt – SC Family Physician of the Year presented by the SC Academy of Family Physicians

Tan Platt – Recognition for Delivery of Quality Diabetes Care by the American Diabetes Association and National Committee for Quality Assurance

Patricia Witherspoon – Recognition for Delivery of Quality Diabetes Care by the American Diabetes Association and National Committee for Quality Assurance

Ramon Ylanan – Sports Medicine Clinic in Shanghai awarded by Advance China HealthCare

Internal Medicine

G. Paul Eleazer – American Geriatric Society Dennis W. Jahnigen Memorial Award, presented 2010

Mary Beth Poston – American College of Physicians James A. McFarland Award, awarded at 2010 ACP SC Chapter Meeting

Library

Christine Whitaker – Robert V. Williams Founder's Award from the South Carolina Chapter of Special Libraries Association. This award is given in recognition of continued outstanding service to the chapter.

Neuropsychiatry and Behavioral Science

William Green – Distinguished Fellow, American Psychiatric Association

Ophthalmology

Kristiana Neff – selected for the Young Physician Leaders Institute by the Eye Bank Association of America

Orthopaedic Surgery

John Walsh – Inducted into the AQA Orthopaedic Honor Society

Pediatrics

James Stallworth – AAMC (Association of American Medical Colleges) Robert Glaser Alpha Omega Alpha National Teaching Award

Pharmacology, Physiology, and Neuroscience

Jeffrey Parrilla-Carrero, Terika Smith, and Sherika Smith – (graduate research assistants in the laboratories of PPN) Sloan Foundation Fellowships for Fall 2010

Denise K. Grosenbaugh – (graduate research assistant in PPN) 2010 Julius Axelrod Travel Award for the Society for Neuroscience from the National Institute of Mental Health at the NIH

Surgery

Raymond Bynoe – 2010 Lincoln C. Jenkins Leadership Award, presented by the Columbia Urban League which honors a trailblazer who promotes equal opportunity and social justice

Stephen Fann – Fellow, American College of Surgeons

Continuous Professional Development and Strategic Affairs

Morris Blachman - President’s Award – January 2010, Alliance for Continuing Medical Education (In recognition of outstanding leadership and contributions to the Alliance as Medical Schools Member Section Leader 2008-2010)

4. Number of performances and/or juried exhibitions at national or international venues in calendar year 2010.

Performances/Juried Exhibitions – None

5. Summary of sponsored research activity to include grant applications submitted and awarded, arranged by sponsoring agency.

Source: USCERA

| Number Grant Applications Submitted | Federal NIH | Federal NSF | Federal OTHER | State | Local | Foundation | Commercial |
|-------------------------------------|-------------|-------------|---------------|-------|-------|------------|------------|
| 245 | 101 | 5 | 51 | 10 | 2 | 61 | 17 |

| Number Grant Applications Awarded | Federal NIH | Federal NSF | Federal OTHER | State | Local | Foundation | Commercial |
|-----------------------------------|-------------|-------------|---------------|-------|-------|------------|------------|
| 78 | 9 | 0 | 28 | 10 | 2 | 19 | 10 |

6. Total extramural funding processed through SAM in FY 2010 and Federal extramural funding processed through SAM in FY 2010. (Provided by SAM at <http://sam.research.sc.edu/awardrpt.html> or <https://sam.research.sc.edu/uscera>. Contact SAM Office at 777.7093 for guidance if needed).

| Total Extramural Funding FY 2010 | Total Federal Extramural Funding FY 2010 | Total NIH Funding FY 2010 |
|----------------------------------|--|---------------------------|
| \$41,442,548 | \$21,512,501 | \$9,805,352 |

7. Total research expenditures per tenured/tenure-track faculty for FY 2010 by rank and department if applicable.

Assistant Professors:

| Department | Funding FY 2010 | Total Tenured/Tenure-Track Faculty FY 2010 | Funding per Tenured/Tenure-Track Faculty FY 2010 |
|--|-----------------|--|--|
| Cell Biology & Anatomy | \$1,037,991 | 3 | \$345,997 |
| Pathology, Microbiology, & Immunology | \$378,546 | 4* | \$94,637 |
| Pharmacology, Physiology, & Neuroscience | \$456,564 | 1 | \$456,564 |
| Family & Preventive Medicine | \$125,000 | 1 | \$125,000 |

*2 Assistant Professors were added in FY 2010 however their grants were not transferred in FY 2010.

Associate Professors:

| Department | Funding FY 2010 | Total Tenured/Tenure-Track Faculty FY 2010 | Funding per Tenured/Tenure-Track Faculty FY 2010 |
|--|-----------------|--|--|
| Cell Biology & Anatomy | \$1,696,674 | 9 | \$188,519 |
| Pathology, Microbiology, & Immunology | \$174,268 | 3 | \$58,089 |
| Pharmacology, Physiology, & Neuroscience | \$1,072,139 | 8 | \$134,017 |
| Family & Preventive Medicine | \$0 | 1 | \$0 |
| Ob/Gyn | \$0 | 1 | \$0 |
| Pediatrics | \$0 | 1 | \$0 |

Professors:

| Department | Funding FY 2010 | Total Tenured/Tenure-Track Faculty FY 2010 | Funding per Tenured/Tenure-Track Faculty |
|--|-----------------|--|--|
| Cell Biology & Anatomy | \$1,096,070 | 3 | \$365,357 |
| Pathology, Microbiology, & Immunology | \$2,772,023 | 5 | \$554,405 |
| Pharmacology, Physiology, & Neuroscience | \$1,068,722 | 2 | \$534,361 |
| Family & Preventive Medicine | \$375,253 | 3 | \$125,084 |
| Internal Medicine | \$104,620 | 2 | \$52,310 |
| Neurology | \$38,364 | 1 | \$38,364 |
| Neuropsychiatry | \$1,037,517 | 1 | \$1,037,517 |
| Ob/Gyn | \$0 | 2 | \$0 |
| Office of the Dean | \$0 | 1 | \$0 |
| Ophthalmology | \$0 | 1 | \$0 |
| Surgery | \$0 | 2 | \$0 |

Total School of Medicine Funding FY 2010, All Ranks, Tenured/Tenure-Track Faculty:

| | | |
|-----------------|--|--|
| Funding FY 2010 | Total Tenured/Tenure-Track Faculty FY 2010 | Funding per Tenured/Tenure-Track Faculty |
| \$12,863,736 | 62 | \$207,480 |

8. Amount of sponsored research funding per faculty member (by rank, type of funding, and by department if applicable).

Assistant Professors:

| Department | Total Funded in Rank | Total Funding | Fed NIH | Fed NSF | Fed OTHER | Foundation | Commerical | Total check | Total # Faculty in Rank* | Amount Funded in Department per Rank |
|--------------|----------------------|------------------|------------------|----------------|-----------|----------------|----------------|------------------|--------------------------|--------------------------------------|
| CBA | 4 | 1,037,991 | 443,432 | 423,559 | - | 171,000 | - | 1,037,991 | 6 | 259,498 |
| PMI | 2 | 378,546 | 378,546 | - | - | - | - | 378,546 | 11 | 189,273 |
| PPN | 1 | 456,564 | 304,604 | - | - | - | 151,960 | 456,564 | 5 | 456,564 |
| FAMILY MED | 1 | 125,000 | - | - | - | 125,000 | - | 125,000 | 14 | 125,000 |
| INTERNAL MED | 4 | 92,244 | - | - | - | 68,801 | 23,443 | 92,244 | 19 | 23,061 |
| NEUROLOGY | 2 | 13,350 | - | - | - | - | 13,350 | 13,350 | 2 | 6,675 |
| PEDIATRICS | 4 | 99,258 | 30,810 | - | - | 26,630 | 41,818 | 99,258 | 27 | 24,815 |
| Total | 21 | 2,202,953 | 1,157,392 | 423,559 | - | 391,431 | 230,571 | 2,202,953 | 129 | 104,903 |

*Of the 129 Assistant Professors, 9 are on tenure-track. Spreadsheet has been collapsed to only show those funded.

Associate Professors:

| Department | Total Funded in Rank | Total Funding | Fed NIH | Fed NSF | Fed OTHER | Foundation | Commerical | Total check | Total # Faculty in Rank* | Amount Funded in Department per Rank |
|--------------|----------------------|------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------------------|--------------------------------------|
| CBA | 6 | 1,696,674 | 1,382,126 | - | - | 66,000 | 248,548 | 1,696,674 | 13 | 282,779 |
| PMI | 2 | 174,268 | 15,119 | 159,149 | - | - | - | 174,268 | 5 | 87,134 |
| PPN | 5 | 1,072,139 | 772,505 | - | - | - | 299,634 | 1,072,139 | 9 | 214,428 |
| INTERNAL MED | 3 | 748,589 | 341,579 | - | 400,000 | - | 7,010 | 748,589 | 9 | 249,530 |
| OB/GYN | 3 | 31,000 | 11,000 | - | - | 20,000 | - | 31,000 | 4 | 10,333 |
| PEDIATRICS | 1 | 40,401 | 37,901 | - | - | - | 2,500 | 40,401 | 14 | 40,401 |
| SURGERY | 1 | 296,408 | 34,916 | - | - | 120,000 | 141,492 | 296,408 | 3 | 296,408 |
| Total | 23 | 4,059,479 | #REF! | #REF! | #REF! | #REF! | #REF! | #REF! | 86 | 176,499 |

*Of the 86 Associate Professors, 23 are on tenure-track or tenured. Spreadsheet has been collapsed to only show those funded.

Professors:

| Department | Total Funded in Rank | Total Funding | Fed NIH | Fed NSF | Fed OTHER | Foundation | Commerical | Total check | Total # Faculty in Rank* | Amount Funded in Department per Rank |
|-----------------|----------------------|------------------|------------------|----------|---------------|----------------|----------------|------------------|--------------------------|--------------------------------------|
| CBA | 3 | 1,096,070 | 575,476 | - | - | 520,594 | - | 1,096,070 | 5 | 365,357 |
| PMI | 7 | 2,772,023 | 2,771,023 | - | - | 1,000 | - | 2,772,023 | 6 | 396,003 |
| PPN | 3 | 1,068,722 | 1,068,722 | - | - | - | - | 1,068,722 | 4 | 356,241 |
| FAMILY MED | 2 | 375,253 | 375,253 | - | - | - | - | 375,253 | 4 | 187,627 |
| INTERNAL MED | 7 | 104,620 | - | - | - | 18,417 | 86,203 | 104,620 | 13 | 14,946 |
| NEUROLOGY | 1 | 38,364 | - | - | - | 38,364 | - | 38,364 | 2 | 38,364 |
| NEUROPSYCHIATRY | 3 | 1,037,517 | 708,381 | - | - | 13,922 | 315,214 | 1,037,517 | 9 | 345,839 |
| PEDIATRICS | 3 | 37,307 | - | - | 37,307 | - | - | 37,307 | 6 | 12,436 |
| Total | 34 | 6,529,876 | 5,498,855 | - | 37,307 | 592,297 | 401,417 | 6,529,876 | 62 | 192,055 |

*Of the 62 Professors, 23 are on tenure-track or tenured. Spreadsheet has been collapsed to only show those funded.

| | | | | | | | | | | |
|------------------|-----------|-------------------|--------------|--------------|--------------|--------------|--------------|--------------|------------|----------------|
| TOTAL SOM | 81 | 12,863,736 | #REF! | #REF! | #REF! | #REF! | #REF! | #REF! | 284 | 158,812 |
|------------------|-----------|-------------------|--------------|--------------|--------------|--------------|--------------|--------------|------------|----------------|

9. Percentage of unit faculty with sponsored research activity for FY 2010 (by rank and type of activity).

| Rank | Number of Funded Faculty | Total Number Faculty in Rank | Percentage Faculty Funded |
|--------------------------|--------------------------|------------------------------|---------------------------|
| Assistant Professor | 21 | 129 | 16% |
| Associate Professor | 23 | 86 | 27% |
| Professor | 35 | 62 | 56% |
| Librarian | 3 | 7 | 43% |
| Total School of Medicine | 82 | 284* | 29% |

*Of the 284 faculty, only 62 are on tenure-track or tenured slots.

10. Number of patents, disclosures, and licensing agreements in calendar years 2008, 2009, and 2010.
- 2008 Patents (PPAs - 2, Applications – 1, Issued – 6); Disclosures – 0; Licensing Agreements – 0
- 2009 Patents (PPAs - 7, Applications – 2, Issued – 6); Disclosures – 12; Licensing Agreements – 1
- 2010 Patents (PPAs - 4, Applications – 3, Issued – 1); Disclosures – 12; Licensing Agreements – 2
11. Number of proposals submitted to external funding agencies during calendar year 2010 (by type and by department if applicable).

| Department | Federal NIH | Federal NSF | Federal OTHER | State | Local | Foundation | Commercial |
|--|-------------|-------------|---------------|-----------|----------|------------|------------|
| Cell Biology & Anatomy | 32 | 2 | 0 | 0 | 0 | 26 | 0 |
| Pathology, Microbiology & Immunology | 32 | 3 | 4 | 0 | 0 | 9 | 0 |
| Pharmacology, Physiology, & Neuroscience | 17 | 0 | 3 | 0 | 0 | 7 | 6 |
| Office of the Dean | 0 | 0 | 3 | 0 | 0 | 1 | 0 |
| Family & Preventive Medicine | 1 | 0 | 5 | 3 | 0 | 1 | 0 |
| Genetics | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| Internal Medicine | 5 | 0 | 15 | 0 | 2 | 4 | 4 |
| Medical Library | 0 | 0 | 3 | 0 | 0 | 0 | 0 |
| Neurology | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| Neuropsychiatry | 6 | 0 | 2 | 4 | 0 | 1 | 4 |
| Ob/Gyn | 1 | 0 | 0 | 0 | 0 | 7 | 0 |
| Pediatrics | 2 | 0 | 15 | 2 | 0 | 3 | 2 |
| Radiology | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Special Projects | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Surgery | 3 | 0 | 1 | 0 | 0 | 0 | 1 |
| Total | 101 | 5 | 51 | 10 | 2 | 61 | 17 |

Faculty Hiring

1. Number of faculty hired and lost for AY 2008, AY 2009, and AY 2010 (by department, if applicable, and by rank). Give reason for leaving, if known.

In AY 2009-2010, year to date hires by department are:

| Department | Number of New Hires | Professor | Associate Professor | Assistant Professor | Instructor |
|------------------------------|---------------------|-----------|---------------------|---------------------|------------|
| Family & Preventive Medicine | 1 | | | 1 | |
| Internal Medicine | 4 | | 1 | 3 | |
| Neurology | 1 | 1 | | | |
| Neurosurgery | 1 | 1 | | | |
| OB/Gyn | 1 | | | 1 | |
| Ophthalmology | 2 | | | 2 | |
| Surgery | 1 | | | 1 | |
| Cell Biology & Anatomy | 1 | | | 1 | |
| Total | 12 | 2 | 1 | 9 | |

In AY 2009-2010, terminations by department/rank are:

| Department | Number of Terms | Professor | Associate Professor | Assistant Professor | Instructor/ Librarian |
|---|-----------------|-----------|---------------------|---------------------|-----------------------|
| Family & Preventive Medicine | 3 | | 1d | 1d | 1g |
| Internal Medicine | 4 | 1c | 1e | 2d,d | |
| Neurology | 1 | | | 1d | |
| Neuropsychiatry | 5 | 2a,a | | 2g,e | 1f |
| OB/Gyn | 2 | | | 2i,c | |
| Pediatrics | 3 | | | 3g,d,d | |
| Cell Biology & Anatomy | 2 | 1a | | 1c | |
| Pathology, Microbiology, & Immunology | 5 | 3b,a,c | 1a | 1c | |
| Pharmacology, Physiology & Neuroscience | 1 | | 1a | | |
| Surgery | 2 | 1a | | 1c | |
| Total | 28 | 8 | 4 | 14 | 2 |

- a. Full retirement
- b. Different job with the state/same agency
- c. Moved out of job area
- d. Better opportunity – non-state
- e. Different job with state/different agency
- f. Termination of TFAC or temporary contract status
- g. Personal reasons
- h. Unknown
- i. Deceased

In AY 2008-2009, hires by department/rank are:

| Department | Number of New Hires | Professor | Associate Professor | Assistant Professor | Instructor |
|---|---------------------|-----------|---------------------|---------------------|------------|
| Family & Preventive Medicine | 2 | | 1 | 1 | |
| Internal Medicine | 2 | | | 2 | |
| Neurology | 1 | | | 1 | |
| Neuropsychiatry | 1 | | | 1 | |
| Neurosurgery | 2 | | | 2 | |
| OB/Gyn | 3 | | 1 | 2 | |
| Orthopedics | 1 | | | 1 | |
| Pediatrics | 2 | | | 2 | |
| Cell Biology & Anatomy | 1 | | 1 | | |
| Pathology, Microbiology, & Immunology | 1 | | | 1 | |
| Pharmacology, Physiology & Neuroscience | 1 | 1 | | | |
| Surgery | 1 | | | 1 | |
| Total | 18 | 1 | 3 | 14 | |

In AY 2008-2009, terminations by department/rank are:

| Department | Number of Terms | Professor | Associate Professor | Assistant Professor | Instructor/ Librarian |
|---------------------------------------|-----------------|-----------|---------------------|---------------------|-----------------------|
| Family & Preventive Medicine | 1 | 1a | | | |
| Internal Medicine | 6 | 2a,a | 1g | 2e,d | 1c |
| Neuropsychiatry | 6 | 2a,g | 1a | 2 d,e | 1c |
| OB/Gyn | 1 | | | 1d | |
| Ophthalmology | 6 | 1c | 1d | 4g,f,f,c | |
| Pediatrics | 2 | | 1c | | 1a |
| Cell Biology & Anatomy | 1 | | | 1c | |
| Pathology, Microbiology, & Immunology | 1 | 1c | | | |
| Medical Library | 2 | | | | 2 d,g |
| Non USCSOM - SCCC | 2 | | | 1f | 1f |
| Total | 28 | 7 | 4 | 11 | 6 |

- a. Full retirement
- b. Different job with the state/same agency
- c. Moved out of job area
- d. Better opportunity – non-state
- e. Different job with state/different agency
- f. Termination of TFAC or temporary contract status
- g. Personal reasons
- h. Unknown
- i. Deceased

In AY 2007-2008, hires by department/rank are:

| Department | Number of New Hires | Professor | Associate Professor | Assistant Professor | Instructor |
|---------------------------------------|---------------------|-----------|---------------------|---------------------|------------|
| Family & Preventive Medicine | 1 | | | 1 | |
| Internal Medicine | 2 | | | 2 | |
| Neurology | 1 | | | 1 | |
| OB/Gyn | 1 | | | 1 | |
| Pediatrics | 3 | | | 3 | |
| Cell Biology & Anatomy | 3 | 1 | 1 | 1 | |
| Pathology, Microbiology, & Immunology | 5 | 1 | 2 | 2 | |
| Office of the Dean | 1 | 1 | | | |
| Total | 17 | 3 | 3 | 11 | |

In AY 2007-2008, terminations by department/rank are:

| Department | Number of Terms | Professor | Associate Professor | Assistant Professor | Instructor/ Librarian |
|---|-----------------|-----------|---------------------|---------------------|-----------------------|
| Family & Preventive Medicine | 5 | 1a | 2a | 2a,d | |
| Internal Medicine | 2 | 1h | | 1c | |
| Neuropsychiatry | 4 | | 2a,e | 2c,e | |
| OB/Gyn | 4 | | 1c | 3 e,d,f | |
| Ophthalmology | 2 | | | 2d,f | |
| Pediatrics | 3 | 1g | | | 2g,g |
| Cell Biology & Anatomy | 3 | 1a | 1b | 1c | |
| Pathology, Microbiology, & Immunology | 1 | | 1a | | |
| Pharmacology, Physiology & Neuroscience | 3 | 2a,a | 1c | | |
| Surgery | 2 | 2a,a | | | |
| Medical Library | 1 | | | | 1e |
| Total | 30 | 7 | 7 | 11 | 3 |

- a. Full retirement
- b. Different job with the state/same agency
- c. Moved out of job area
- d. Better opportunity – non-state
- e. Different job with state/different agency
- f. Termination of TFAC or temporary contract status
- g. Personal reasons
- h. Unknown
- i. Deceased

2. Number of post-doctoral scholars (Ph.D., non-faculty hires) in FY 2008, 2009, 2010.

In FY 2009-2010, we had approximately FTE 10 post-docs.

In FY 2008-2009, we had 8 post-docs (source LSSR 2010 AAMC).

In FT 2007-2008, we had 10 post-docs (source LSSR 2010 AAMC).

Note this section does not include clinical residents or fellows, and may not include short-term visiting post-doctors – only those designated post doctoral and excludes non-tenure track RGF and other faculty.

3. Anticipated losses of faculty by year for the next five years. Supply reasons for departure if known (e.g., TERI period end, conventional retirement, resignation, etc.). Describe planned hiring over the next five years by department (if applicable).

The School of Medicine has no specific planned/anticipated losses other than those at the end of the TERI process and known planned resignations/relocations.

AY 2009-2010 – 28 – TERI/Retired/Terminated)

AY 2010-2011 – 1* (TERI/Retired)

AY 2011-2012 – 0* (TERI/Retired – Note that Linda Moore Retired early in 2010 as compared to last year's report)

AY 2012-2013 – 1* (TERI/Retired)

AY 2013-2014 – 0* (TERI/Retired)

AY 2014-2015 – 0* (TERI/Retired)

*Known TERIs based upon December 2009 and March 2011 TERI summary.

In general the School of Medicine does not intend to net hire (hire more faculty than leaves) in the next few years unless it can be shown that there are adequate external funds for such positions from grants and or other external sources, and or should additional "A" funds become available.

Depending upon changes in clinical productivity expectations and or other funding available for compensation, there may be a few unanticipated departures of clinical and or basic science faculty within the current AY 2010-2011 and the next the few years.

Funding Sources

1. All funds budget (total, A-funds, E-funds, etc.) as of July 1, 2008, 2009, and 2010.

| USC School of Medicine A and E Fund Combined | | | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | FY2010 | FY2009 | FY2008 | FY2007 | FY2006 | FY2005 | FY2004 | FY2003 |
| TOTAL REVENUE | 36,450,010 | 32,478,529 | 36,702,139 | 34,455,895 | 32,486,007 | 29,864,639 | 28,948,302 | 31,190,584 |
| TOTAL EXPENDITURES | (33,182,158) | (33,398,681) | (37,954,105) | -33,801,151 | (32,740,938) | (30,496,784) | (30,884,470) | (29,130,524) |
| TOTAL TRANSFERS | 3,996,162 | 1,270,011 | 1,123,685 | 303,424 | (37,449) | 211,672 | 84,466 | 87,423 |
| TOTAL EXPENDITURES AND TRANSFERS | (29,185,996) | (32,128,670) | (36,830,420) | (33,497,727) | (32,778,387) | (30,285,112) | (30,800,004) | (29,043,101) |
| CHANGE IN FUND BALANCE - FISCAL YEAR | 7,264,014 | 349,859 | (128,281) | 958,168 | (292,300) | (420,473) | (1,851,702) | 2,147,483 |
| BEGINNING FUND BALANCE | 940,519 | 590,660 | 718,941 | (239,227) | 53,073 | 473,546 | 2,325,248 | 177,765 |
| Prior Period Adjustment -Annual Leave ⁽¹⁾ | | | | | | | | |
| ENDING FUND BALANCE | 8,204,533 | 940,519 | 590,660 | 718,941 | (239,227) | 53,073 | 473,546 | 2,325,248 |
| Prior Year Adjustment for Accrued Annual leave adjustment for Practice Plan | | | | | | | | |
| TOTAL RESOURCES | 40,446,172 | 33,748,540 | 37,825,824 | 34,759,319 | 32,448,638 | 30,076,310 | 29,032,768 | 31,278,007 |
| TOTAL USES | (33,182,158) | (33,398,681) | (37,954,105) | (33,801,151) | (32,740,938) | (30,496,784) | (30,884,470) | (29,130,524) |
| CHANGE IN FUND BALANCE - FISCAL YEAR | 7,264,014 | 349,859 | (128,281) | 958,168 | (292,300) | (420,473) | (1,851,702) | 2,147,483 |
| Practice Plan Ending Net Assets | | | | | | | | |
| Invested in Capital assets, net of related debt | 5,921,787 | 5,801,072 | 5,648,834 | 5,544,869 | 5,241,415 | 4,945,033 | 5,159,526 | 5,049,463 |
| Unrestricted | 9,061,396 | 10,819,937 | 11,409,365 | 6,148,607 | 8,829,513 | 10,332,802 | 7,565,390 | 7,119,999 |
| Total Practice Plan Ending Net Assets | 14,983,183 | 16,621,009 | 17,058,199 | 11,693,476 | 14,070,928 | 15,277,835 | 12,724,916 | 12,169,462 |

Notes:
 1) In prior years, all accrued annual leave was charged to "A" funds. In FY 2000, management made a decision to charge accrued annual leave to the Practice Plan (18000K831). The prior period adjustment represents the retroactive adjustment for this charge for all prior years. The current balance in the accrued annual leave in 18000K831 as of 6/30/06 is \$1,360,419.

| | 6/30/2004 | 6/30/2005 | 6/30/2006 | 6/30/2007 | 6/30/2008 | 6/30/2009 | 6/30/2010 | BUDGET |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------------|
| 33 - MEDICAL SCHOOL | | | | | | | | 2/28/2011 |
| TOTAL REVENUE | 27,064,973 | 28,351,072 | 30,220,479 | 32,036,069 | 34,250,545 | 29,267,086 | 33,051,539 | 26,802,790 |
| TOTAL TRANSFERS IN | 15,000 | 480,923 | 29,000 | 521,892 | 1,686,219 | 2,076,098 | 6,239,215 | 1,251,932 |
| TOTAL TRANSFERS OUT | (25,100) | (425,403) | 0 | (188,463) | (364,824) | (419,887) | (2,252,763) | (71,800) |
| TOTAL RESOURCES | 27,054,873 | 28,406,592 | 30,249,479 | 32,369,498 | 35,571,940 | 30,923,297 | 37,037,991 | 27,982,922 |
| EXPENDITURES | | | | | | | | |
| TOTAL PERSONNEL AND FRINGE | 20,175,138 | 21,957,404 | 23,130,365 | 24,375,690 | 27,476,954 | 22,858,214 | 21,228,022 | 17,244,039 |
| TOTAL NON-PERSONNEL EXPENDITURE | 6,901,374 | 6,984,696 | 7,975,198 | 7,971,801 | 8,669,722 | 8,281,106 | 10,004,979 | 10,738,883 |
| TOTAL EXPENDITURES | 27,076,512 | 28,942,100 | 31,105,563 | 32,347,491 | 36,146,676 | 31,139,320 | 31,233,001 | 27,982,922 |
| CONTRA-EXPENDITURES | | | | | | | | |
| TOTAL IIT's | (130,944) | (102,387) | (128,114) | (86,436) | (94,392) | (99,865) | (66,299) | 0 |
| TOTAL USES | 26,945,568 | 28,839,713 | 30,977,449 | 32,261,055 | 36,052,284 | 31,039,455 | 31,166,702 | 27,982,922 |
| CHANGE IN FUND BALANCE | 109,305 | (433,121) | (727,970) | 108,443 | (480,344) | (116,158) | 5,871,289 | 0 |
| BEGINNING FUND BALANCE | (2,365,436) | (2,256,131) | (2,689,252) | (3,417,222) | (3,308,779) | (3,789,123) | (3,905,281) | 1,966,008 |
| ENDING FUND BALANCE | (2,256,131) | (2,689,252) | (3,417,222) | (3,308,779) | (3,789,123) | (3,905,281) | 1,966,008 | 1,966,008 |

Note that the A and E fund analysis for the 5-year strategic planning blueprint under development are based on December 31, 2010 balances and are updated for key substantive changes noted through February 15, 2011. Note that the prepared 5-year financial plan due at the first of next month does include some general estimates for budget reductions anticipated based upon the recent February & March meeting of the BEA, increases for certain inflation costs associated with goods and services, estimates of student base and related tuition and fees, etc. Please refer to the Excel Spreadsheet and other information detailing the financial projections and related assumptions within the FY 2011-

2012 Blueprint Financial Analysis to be provided by the by the April 1, 2011 deadline.

In FY 2009-2010, the USC SOM A Funds have a positive net margin for the year of \$5,871,289 based upon a \$5,000,000 transfer of funds by the main University to reinvest into the School for past undercapitalization and to provide capital for operational and organizational changes, and an actual net margin of \$871,289 created from a combination of savings related to expenses being properly pushed to grants and early enacted budget reductions in anticipation of then current and future reductions. We are targeting the A Funds in aggregate for FY 2010-2011 to be breakeven to slightly positive with a 1%-3% margin similar to FY 2009-2010.

The E funds have continued to be strong and have a total balance at December of \$6.5 million. Some increases in the E funds have been noted due to increased volume of grants and other transfers, but we are beginning to recognize the decline in general indirects due to the change in the indirect rate from approx \$42% to 37% the prior periods.

In general, the USC SOM expectations are to meet the continued decreases in funding through a variety of means including increasing productivity of basic science and clinical units, deferring costs and projects unless mission critical and or at point of critical failure, decreasing costs (through termination of employees, terminating select operations & collaborations, limiting approval for hiring, and by not allowing travel and other items, etc.), and by transferring appropriate and allowable costs into clinical operations which likely in turn will be financed through the applicable K102 funds where clinical units are billed for payroll and certain cost items; also expect more costs to continue to be transferred to E and grant funds as allowable.

2. Gifts and pledges received in FY 2010

Per the USC SOM Development Office, the gifts and pledges received in FY 2009-2010 was \$2,626,414.

The amount for gifts and pledges in FY 2008-2009 was \$3,540,559.