



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
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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

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- 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	32,486,087	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	10,332,002	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	15,277,035	12,724,916	12,169,462
Notes:								
1) In prior years, all accrued annual leave was charged to "A" funds. In FY 2009, 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 2/28/2011
33 - MEDICAL SCHOOL								
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.