

# **Blueprint for Academic Excellence Arnold School of Public Health 2009**

## **I. Vision, Mission and Goals**

### **A. Executive Summary**

*We strive to be recognized nationally and internationally for our outstanding graduates and for research that impacts our understanding of and ability to improve the public's health through dissemination and outreach to and collaboration with communities, agencies and organizations.*

The Arnold School of Public Health is recognized for its productivity and advancement of knowledge in particular areas, based largely on the scholarship of individual faculty members and their research groups, and on successful and frequent teamwork initiated by our faculty. In addition, particular academic programs have gained national recognition. We believe that as the School develops more programs and activities earning these types of professional commendations, our reputation as a school of public health will continue to grow accordingly.

*The mission of the Arnold School of Public Health is to expand, disseminate and apply the body of knowledge regarding prevention of disease, disability and environmental degradation; promotion of health and well-being in diverse populations; and provision of effective, efficient and equitable health services.*

The vision statement affirms that we strive to maintain a level of excellence in teaching, research and outreach that yields national and international recognition for our efforts to improve the public's health. The mission statement also addresses these three fundamental areas of the academic triad through the action words of "expand, disseminate and apply the body of knowledge" with a more detailed description of the components of the public's health we are addressing; this description is intended to be comprehensive of the breadth of our activities. During the past year, we have continued to be a leading research unit on campus, as indicated by dissemination in both scientific and lay venues and by receipt of research funding. The increase from Fall 2007 to Fall 2008 in enrollment (6% for graduate programs, 19% for undergraduate programs) reflects our growing reputation for academic excellence and our ability to attract quality students. The growth in the Office of Public Health Practice (now partially supported by the Duke Endowment) and the development of the South Carolina Public Health Institute are but two indicators of our outreach to our local and state community.

### **Goals for the Arnold School of Public Health**

1. To provide educational programs of excellence for public health professionals and scholars to gain recognition as one of the top ten schools of public health in public institutions of higher education
2. To achieve and maintain research excellence as demonstrated by the creation of knowledge of high impact and importance to public health
3. To utilize available knowledge to address health and environmental issues that face South Carolina, the nation and the world community
4. To provide the infrastructure and resources to meet the goals of education, research, and professional service

B. Goals, Initiatives and Action Plans

*Goal 1: To provide educational programs of excellence for public health professionals and scholars to gain recognition as one of the top ten schools of public health in public institutions of higher education.*

The action portion of this goal is largely satisfied and will continue in its present form. We have met or exceeded most of our benchmarks for increasing our graduate and undergraduate enrollments and continue to expand our strategies to offer financial support for students. We continue to explore curricula and courses to offer public health education to an ever-broadening audience. The proposal for BA and BS programs in public health was approved through all University channels and began implementation in Fall 2008. Those departments offering the public health core disciplines are reviewing courses and curricula for inclusion of competencies developed by the Association of Schools of Public Health and the Institute of Medicine. Our faculty continue to support interdisciplinary instructional programs such as the Honors College, UNIV 101, Women's Studies, and School of the Environment.

The University of South Carolina is first an institution of higher education, so instructional activities must be at the forefront of our activities. The Arnold School of Public Health is preparing the next generation of public health professionals and scholars through a diverse curriculum, ranging from traditional baccalaureate programs in Exercise Science and Public Health to four DrPH and seven PhD programs. We have seven distinct Master of Public Health programs, preparing public health professionals for many components of the public health workforce, in addition to a variety of master's programs with a thesis as a culminating research project. For many years the School has enjoyed a reputation for excellence in teaching, in particular for the strong faculty-student interaction. As we continue to grow, we continually review our curricula to keep it current with the rapidly developing knowledge of public health and responsive to the workforce and community needs. In addition, with the recent and future potential growth in faculty, we intend to increase enrollments in several undergraduate and graduate programs and to explore development of new academic programs. One purpose for increasing our undergraduate teaching activity (*Initiative 1b*) is to promote more students from USC continuing at the graduate level in the Arnold School, while increasing our graduate teaching activity (*Initiative 1a*) will both nourish our doctoral programs and provide much-needed qualified individuals for the public health workforce. As we are an accredited school of public health, graduate education continues to be the highest priority of our academic initiatives, but we explicitly state our commitment to maintaining and improving the quality of instruction for all levels and types of teaching (*Initiative 1c*). In addition to ongoing internal reviews and evaluations, *Initiative 1d* reflects our commitment to respond to external expectations for our academic programs. As in the research domain, collaboration in educational initiatives is increasingly important in meeting the demands of students, their future employers, and our faculty colleagues (*Initiative 1e*). Finally, *Initiative 1f* represents our commitment to reporting requirements and institutional accountability.

*Initiative 1a: The School will increase its graduate enrollment in public health programs and in credit hours generated.*

Action Plan 1a1: The School will explore and develop alternatives for providing financial support for students, especially to make commitments to recruit new students into our programs, since this has been reported as a significant barrier by student applicants.

Indicator: Funding profile for student financial support (number and value of awards by type)

Target: 80% of doctoral students, 25% of master's students will have some financial support provided by the School

Progress: Over half of all doctoral students have some financial support; note that the denominator does include students in the HSPM international doctoral programs who do not receive support. Over half of master's students have some financial support, typically a GA, but including Ute Department of Education tuition support in COMD. The school has received and distributed traineeships in public health and industrial hygiene for many years. The departments regularly nominate students to Graduate School fellowships and other awards.

	COMD	ENHS	E/B	EXSC*	HPEB	HSPM	TOTAL
Total number (PT and FT)*	8	7	44	30	48	42	179
Number with any support	6	6	22	25	21	14	94
Number with no funding	2	1	22	5	27	28	85

\*Excludes DPT students, include MPH in PA/PH students

**Master's Students**

	COMD	ENHS	E/B	EXSC	HPEB	HSPM	TOTAL
Total number (PT and FT)	159	14	28	39	48	71	359
Number with any support	100	12	16	29	16	33	206

	COMD	ENHS	E/B	EXSC	HPEB	HSPM	TOTAL
Number with no funding	59	2	12	10	32	38	153

Indicator: Number of students offered financial support at time of admission

Target: 75% of doctoral students and 10% of master's students will be offered financial support at time of admission

Progress: Five departments (COMD, EPID/BIOS, ENHS, EXSC and HPEB) offer all (or essentially all) doctoral applicants financial support. One department (HSPM) offers support to most traditional doctoral students, through faculty-funded research assistantships two departments (EXSC and ENHS) consistently offer master's students financial support at the time of admission. COMD has a contract with the U.S. Department of Education to provide tuition support for a large number of their master's students.

Indicator: Total number of students enrolled in ASPH programs

Target: 580 graduate students in Fall 2008

Progress: 594 graduate students in Fall 2008

Updated target for Fall 2009: 600 graduate students

Indicator: Total graduate credit hours generated

Target: 13,000 graduate credit hours in CY 2008

Progress: 12,828 graduate credit hours in CY 2008

Updated target for CY 2009: 13,000 graduate credit hours in CY 2009

Action Plan 1a2: The School will continue to recruit at a variety of regional colleges and universities, with priority on HBCUs and those known for their strong undergraduate and academic programs. Departments will also be encouraged to implement targeted recruitment activities for their particular disciplines, especially for doctoral programs.

Indicator: Number of recruitment trips/schools visited

Target for 2008-2009: 15 schools

Progress: 13 graduate recruitment fairs in Fall 2008 and exhibits at the American Public Health Association annual meeting. Given recent budget/staff reductions we anticipate some reductions in travel for recruitment. The Department of Communication Sciences and Disorders visited five universities on recruitment days and sponsored one on-campus recruitment day. The Department of Environmental Health Sciences visited approximately ten academic institutions and provided seminars and overviews of graduate opportunities in the department.

Updated Target for 2009-2010: 12 schools for school-level recruiting

Indicator: Number of HBCUs visited

Target for 2008-2009: 5 HBCUs

Progress: 4 HBCUs in Fall 2008. The EXPORT Center, a partnership between the USC Institute for Partnerships to Eliminate Health Disparities and Claflin University, provides a pipeline for recruiting minority students to USC. In addition to undergraduate research opportunities, a 4+1 BS/MPH program is in development, targeting Claflin biology students with interests in health sciences.

Updated target for 2009-2010: 4 HBCUs

Indicator: Total number of applications to ASPH graduate programs

Target: 945 applications for Summer/Fall 2008

Progress: 859 graduate applications for Fall 2008 (from Office for Institutional Assessment and Compliance). This count excludes a large number of applicants for programs that start in the summer (Communication Sciences and Disorders).

Updated target for Fall 2009: 900 applications

Note: The IAC data count program transfers, change of term, etc. as new applications; we do not believe this represents an unduplicated count of applicants but are using this metric as a reliable, consistent benchmark.

Indicator: Race/ethnicity distribution of applicants, new enrollees, and total graduate student body

Target: 20% African-American race/ethnicity among US citizens/permanent residents

Progress: 16.8% of applicants; 17.5% of new enrollment; 17.5% total graduate enrollment in Fall 2008.

Action Plan 1a3: The departments will explore promotion of current courses and development of new courses that reflect current research interests and trends in public health and might have broad interest across ASPH departments, other Health Science units, and other units on campus.

Indicator: Enrollment by non-ASPH students

Target for CY 2008: 850 graduate credit hours and 2000 undergraduate credits hours by non-Public Health Students

Progress: For CY 2008, 1,594 graduate credit hours and 3,275 undergraduate credit hours were completed by non-Public Health Students. (Graduate hours include non-degree students)

Updated target for CY 2009: 1600 graduate credit hours and 3600 undergraduate credit hours

Indicator: New course and curricular proposals, especially those addressing health disparities, physical activity/nutrition/obesity issues, molecular science and neuroimaging, and environment and human health.

Target: 2 new course proposals per academic year

Progress: Four new graduate courses and three 500/600 level courses have been approved since April 2008. At least two of these address the above content areas.

Action Plan 1a4: The School will continue and expand distance education opportunities.

Indicator: Enrollment in distance education programs and classes

Target for CY 2008: 3,000 credit hours

Progress: 3,410 credit hours in CY 2008

Updated target for CY 2009: 3,600 credit hours

Indicator: Availability of public health core courses at least once per year

Target: BIOS 700, EPID 700, ENHS 660, HPEB 700 and HSPM 700 taught via distance at least once per year

Progress: BIOS 700 - every fall and summer I; EPID 700 - every spring and summer II; ENHS 660 - every summer; HPEB 700 - every summer; and HSPM 700 - every fall

Indicator: Sufficient number of courses available via distance education to complete the MPH in General Public Health

Target: At least 6 non-core courses in HPEB, EPID/BIOS and ENHS available via distance

Progress: From Summer 2008 through Spring 2009, one BIOS, three HPEB and numerous HSPM courses were taught in distance education.

Action Plan 1a5: The School will pursue training grants (e.g., NIH T32 grants) to develop or enhance research training opportunities for individuals in specified areas.

Indicator: Number of training grants submitted and awarded

Target: 1 per fiscal year

Progress: No new T-32 applications were submitted through the School in FY 2008, however faculty PIs from the Exercise Science and Epidemiology/Biostatistics departments were successful as investigators on an NIH T-32 application submitted in FY 2007 through the Research Consortium on Children and Families. The *Biomedical-Behavioral Interface: Prevention and Developmental Sciences Training* T-32 was awarded \$1,093,495 for five years (2008 – 2013).

Action Plan 1a6: The School will continue and expand participation in centralized application systems such as SOPHAS for accredited schools of public health, and in developing systems for Communication Sciences and Disorders and for Physical Therapy.

Indicator: Use of SOPHAS for application to ASPH graduate programs in core public health disciplines

Target: Full implementation with efficient processing of all applications

Progress: Beginning with applications submitted in September 2008, the full application is available electronically and can be loaded into PHGrad, our internal data management system. This improvement has led to more efficiency in communication with the Graduate School, easier access to files for admission committees, and better responsiveness to graduate applicants.

Indicator: Development and implementation of centralized application systems for Physical Therapy and Communication Sciences & Disorders. DROPPED after 2009: both programs decided not to participate in respective CAS initiatives.

Target: Implementation of CAS for these programs

Progress: Implemented CAS in COMD in Fall 2008 (for Summer/Fall 2009 applications).

First round utilization has been limited, so the department has decided not to participate in the second round for 2010 applications. Based on discussion with and usage by other southeastern programs in physical therapy, the USC physical therapy program has elected not to participate in that CAS, at least until there is evidence that it would be beneficial in student recruitment.

Action Plan 1a7: The School will explore development of an MPH in Public Health Nutrition as a collaborative initiative between several departments with specific interest in various aspects of nutrition.

Indicator: New curriculum proposal for MPH in Public Health Nutrition or documentation of efforts in this direction

Target: Approval of new curriculum

Progress: The proposal is near completion; the department is currently seeking letters of support from nutrition programs at Clemson, Winthrop, and SC State, as well as other USC departments. A new course, Nutrition Across the Life Cycle, is under development. Faculty members are assessing possibilities of program offerings for dietetic interns.

*Initiative 1b: The School will increase its undergraduate presence as reflected by expanding enrollment in majors and minors and offering more general interest courses as undergraduate electives.*

Action Plan 1b1: The school will develop and implement BA and BS degree programs in Public Health.

Indicator: Status of proposal in approval/implementation process

Target: Implementation of program

Progress: First students were admitted in Fall 2008. As of January 15, 2009, 21 students have declared Public Health as a major, evenly divided between the BA and BS programs.

Action Plan 1b2: The School will develop and implement undergraduate courses of broad interest that can be offered strictly for undergraduate credit or for both undergraduate and graduate credit.

Indicator: New course proposal for PUBH 102 Introduction to Public Health COMPLETED

Target: Offering PUBH 102

Progress: PUBH 102 was offered in Spring 2008 (50 students) and will be offered again in Fall 2009.

Indicator: New course proposals for other undergraduate courses

Target: 2 new course proposals per academic year

Progress: Three content courses (PUBH 499, EPID 410, and HPEB 492) and four independent studies (BIOS, EPID, ENHS, and HSPM) have been approved since April 2008, in addition to three 500/600 level courses (HSPM 509, HSPM 513, HPEB 627). At least two additional undergraduate courses are currently in development. EPID 410 will be offered for the first time in Fall 2009.

Indicator: Total undergraduate credit hours generated  
Target for CY 2008: 7200 undergraduate credit hours  
Progress: 9060 undergraduate credit hours in CY 2008  
Updated target for CY 2009: 9600 undergraduate credit hours

Action Plan 1b3: The Departments of Communication Sciences & Disorders, Health Promotion, Education, & Behavior, and Health Services Policy & Management will publicize their undergraduate courses to increase the number of students in individual courses and with declared minors.

Indicator: Documentation of marketing efforts for programs and courses  
Target: Marketing activities targeted toward undergraduates  
Progress:

- COMD: continued marketing of minor (42 declared minors in Fall 2008)
- HPEB: Guest lecturers at SC colleges and universities; exhibit at USC undergraduate majors fair; targeted advertisement of HPEB courses to other departments (57 declared minors in Fall 2008)
- EXSC: University open houses, scholars day, and career fair
- HSPM offered HSPM 500, Introduction to Healthcare Management and Organization, for Spring 2009. HSPM 509, Introduction to Rural Health, was offered but was cancelled when only 2 students enrolled. The Department is currently developing plans for two undergraduate courses to be offered in Fall, HSPM 513, Issues in Healthcare Information Management, and HSPM 514, Introduction to Health Services Delivery & Policy.
- ENHS has marketed the new ENHS 221 course to undergraduates across campus via course description flyers. In particular they have focused on recruiting students from Marine Science, Biological Sciences, Geological Sciences, Geography as well as the new PH undergraduate program.

Action Plan 1b4: With the leadership of Dr. Tom Chandler for the transition of the School of the Environment into the College of Arts and Sciences, the Department of Environmental Health Sciences (ENHS) will collaborate to further develop and implement a BA/BS in Environmental Sciences/Environmental Studies. COMPLETED.

Indicator: New curriculum proposal for BA/BS in Environmental Sciences/Environmental Studies or documentation of efforts in this direction.  
Target: Implementation of new program  
Progress: The BS program in Environmental Sciences accepted first students in Spring 2009. ENHS offered ENVR 221 in Spring 2009.

Action Plan 1b5: The Department of Exercise Science will explore the feasibility of developing a BS program in Nutritional Science.

Indicator: New curriculum proposal for BS in Nutritional Science or documentation of efforts in this direction

Target: Approval of new curriculum

Progress: This proposal has been discussed by the chairs of HPEB and EXSC. They concluded that we should postpone advancement towards development of this proposal until winter 2009-2010. More investigation is needed about the challenges of developing this program with current budget cuts. Networking being done for the proposed MPH in Public Health Nutrition will help in this investigation.

*Initiative 1c. The School will explore strategies to maintain and improve quality of instruction for graduate and undergraduate, formal and informal teaching and mentoring.*

Action Plan 1c1: The School will encourage faculty to participate in activities provided through the Center for Teaching Excellence and other venues to improve the quality of instruction in particular areas.

Indicator: Number of faculty participating in CTE programs

Target: At least five faculty will report participation in CTE program

Progress: EPID/BIOS: Seven faculty, 1-2 events each; HPEB: 3 faculty

Action Plan 1c2: The School will include mentoring for instructional skills as well as research productivity for junior faculty. [See also Action Plan 2a3.]

Indicator: Number of active faculty mentoring relationships (Note: By policy, all new faculty are assigned faculty mentors; qualitative, anecdotal feedback from faculty mentees will be more valuable in assessing this indicator than a simple count.)

Target: All tenure track faculty hires and half of the clinical and research faculty hires will be assigned a faculty mentor or mentor group depending on departmental size and numbers of senior faculty available as mentors.

Progress: EPID/BIOS: all tenure-track and research faculty hired in the last several years have at least two faculty mentors; one of two clinical faculty has a faculty mentor.

ENHS: Each junior tenure-track faculty member is assigned a senior tenured faculty mentor. The role of the mentor is to provide advice, guidance and support in the professional development of the junior faculty member. All post-doctoral associates and junior research-track faculty are mentored by their respective faculty sponsors.

HPEB: All junior faculty are currently mentored by the department chair and now or soon will be mentored by at least one other senior USC faculty member.

COMD: Mentors are assigned to all new tenure-track faculty.

EXSC: All new tenure-track faculty are assigned three mentors, including one specifically focused on teaching.

*Initiative 1d: Faculty will assess and expand incorporation of the externally defined and recognized educational competencies in the various curricula.*

Action Plan 1d1: Departmental faculty in Environmental Health Sciences, Epidemiology & Biostatistics, Health Promotion, Education & Behavior, and Health Services Policy & Management will review their core courses (ENHS 660, EPID 700/701, BIOS 700/701, HPEB 700, and HSPM 700) for how well these courses address the respective core and cross-cutting competencies developed and adopted by the Association of Schools of Public Health and propose either revisions to address competencies more fully or provide justification that changes are not appropriate, as needed. Core competencies address the areas of biostatistics, environmental health sciences, epidemiology, health education/behavioral sciences, and health services administration. Crosscutting competencies address the areas of public health biology, communication, diversity and culture proficiency, leadership, professionalism and ethics, program planning and assessment, and systems thinking. NOTE: For accreditation, we are required to identify and evaluate program-level competencies, but compliance with the Association competencies is not required. However, these competencies have been developed after an extensive process involving faculty and practitioners across the country and therefore do reflect the state of the discipline. We therefore believe that assessing our current curricula in the context of these competencies is valuable to our educational mission.

Indicator: Documentation of department review of public health core curriculum with respect to core competencies, including any necessary course change proposals for public health core courses

Target: Completion of curriculum review in all departments offering the MPH degree

Progress:

- Health Promotion, Education, and Behavior: Completed earlier
- Epidemiology & Biostatistics: Competencies for public health core and for cross-cutting competencies have been reviewed. The student handbook lists these competencies and how they are addressed in the curricula.
- Environmental Health Sciences: This past fall the ENHS Graduate Director in consultation with departmental faculty undertook a review and revision of core curriculum with respect to core competencies for the MPH, MSPH, MS and PhD programs.
- Health Services Policy & Management: Completed earlier
- The advisory committee for the MPH in Physical Activity and Public Health is exploring the applicability of competencies developed by the National Society of Physical Activity Practitioners in Public Health. These competencies are being adopted by numerous state health departments to develop job descriptions for physical activity coordinators, so they are highly relevant to the curriculum; they also are useful for recruitment purposes since they explicitly present to prospective students the skills to be developed in the program.

*Initiative 1e: The School will develop new and maintain current educational partnerships with other units within the University and with partners outside the University.*

Action Plan 1e1: Faculty will continue collaborative teaching arrangements with the School of the Environment, Women's Studies, the Honors College, and other interdisciplinary programs as appropriate.

Indicator: Number of faculty teaching in Women's Studies, Honors College, or other interdisciplinary programs

Target: 4 faculty per academic year

Progress: At least 15 in AY 2008-2009: 1 EPID and 1 COMD in Honors College; six faculty in HPEB; three faculty in EXSC. Most faculty in ENHS are associated faculty with the Marine Science program and/or the School of the Environment in the College of Arts and Sciences; these associations often involve mentoring of both undergraduate and graduate students, through these programs and through the Honors College.

Updated target: 8 faculty teaching formal courses in interdisciplinary programs

Action Plan 1e2: Faculty and staff will continue to teach sections of UNIV 101.

Indicator: Number of sections of UNIV 101 taught by ASPH faculty and staff

Target: 6 sections per year

Progress: 7 sections (EPID/BIOS: 1 staff, 2 sections; EXSC 2 faculty, 3 sections; HPEB: 2 faculty, 2 sections)

Action Plan 1e3: The School will participate in academic initiatives associated with the Health Sciences South Carolina collaborative, specifically with educational opportunities at the Greenville Hospital System.

Indicator: Number of educational activities with HSSC and GHS

Target: Documentation of continued planning and early implementation

Progress: Faculty met with representatives from GHS multiple times to address potential opportunities and physical resources in the building currently under construction. Current plans include some distance education activity for the generalist MPH, Master of Health Administration, and Master of Communication Disorders degrees. Faculty (McKeown) from EPID/BIOS made several seminar presentations.

Action Plan 1e4: The School will continue participating in the USC School of Medicine Clinical Research Institute to establish new collaborations and to mentor junior faculty researchers.

Indicator: Number of collaborations resulting from SOM CRI involvement

Target: 2 new collaborations per year

Progress: Epidemiology & Biostatistics: collaborative project; teaching CRI courses

See also Action Plan 1b4 (B.S. in Environmental Science).

*Initiative 1f: The School will increase contact with graduates to support better tracking of employment patterns of graduates for CHE, school accreditation etc.*

Action Plan 1f1: Departments will maintain regular contact with graduates and will share most current contact information for input into the Millennium and/or internal systems.

Indicator: Documentation of departmental effort to contact graduates

Target: Every department will systematically contact graduates at least once per year

Progress:

- The Department of Health Promotion, Education, and Behavior regularly requests employment and other information from alumni, including asking alumni to provide updated information about other alumni. The department maintains a data base of our graduates in cooperation with the school development office.
- The Department of Communication Sciences and Disorders has a regular newsletter distributed to all alumni. Contact is also maintained through a social event at the state professional organization convention. Alumni were included in the program accreditation site visit earlier this year.
- The Department of Exercise Science publishes a departmental newsletter and sponsors a social at the annual ACSM conference
- The Department of Environmental Health Sciences completed a thorough updating of Occupational Hygiene Program graduates in June 2008. Annual reception for Occupational Hygiene Program graduates at the American Industrial Hygiene Conference and Exhibition each June attracts 15-20 alumni. The ENHS departmental newsletter was mailed to ENHS graduates having contact information on file with the ASPH Office of Student and Alumni Services

Action Plan 1f2: The School will expand its applicant/student database to include contact and career information about graduates.

Indicator: Addition of post-graduate/employment fields to database **DROPPED**

Target: Changes to PHGrad data system

Progress: Because of the extensive changes in our student database related to SOPHAS implementation, we have postponed this expansion indefinitely. However, we are utilizing Millennium more fully. The alumni pages of our school website have been substantially updated in 2008 including addition of a web-based contact information update submission page.

*Goal 2: To achieve and maintain research excellence as demonstrated by the creation of knowledge of high impact and importance to public health.*

This goal is satisfied but we continue to strive for growth in research and scholarly activity. We have achieved a significant increase in research grant proposals, research awards, NIH awards and dissemination of research results through peer-reviewed publications and presentations in national venues. Increasing numbers of faculty involve undergraduate students in their research programs although traditionally only one department has had an undergraduate program. A few specific action plans will change for this goal as the Office of Research in the Arnold School evolves in its understanding of how best to serve our faculty researchers.

This goal emphasizes the centrality of research to our mission. While great progress has been made in understanding diseases that cause pain and suffering in our community, significant challenges and opportunities for discovery remain. Among the challenges faced by public health professionals today are globalization, global-scale environmental change, accelerating scientific and technologic advances and demographic change. Determinants of health include broad social, economic, cultural, health, and environmental conditions; living and working conditions; social, family and community networks; individual behavior; individual traits such as age, sex, race and biological factors; and the biology of disease and disease vectors. The complex linkages and interactions among these determinants affecting health can be represented in an ecologic model. The Institute of Medicine has recommended that education provided by schools of public health (along with other health-related programs) be based upon an ecological model of health. Without a dynamic research program and the ongoing expansion of knowledge, the teaching and service components of our mission would become ineffective and the development of an integrated ecological model would be impossible.

Five initiatives are presented for the broad research goal. Fundamental to any success in research is recruitment and retention of qualified and productive faculty (*Initiative 2a*). Beyond this, the most significant initiative is *Initiative 2b*, to increase extramural funding to support the research agenda. Recognizing both the nature of our current research and the growing emphasis by funding agencies on interdisciplinary activities, we have included building intra- and inter-institutional collaborations separately as *Initiative 2c*. Dissemination of results through publications and presentations (*Initiative 2d*) is a primary criterion for faculty evaluation but is typically a direct result of research activities. *Initiative 2e* (undergraduate research) is currently last because only one department (Exercise Science) traditionally has had an undergraduate major. As our public health baccalaureate majors increase in number, this initiative will grow in importance within the school and across departments. For several years, we have identified four broad content areas in which we have existing strengths and high potential for further development as separate goals; this year we are blending content-specific initiatives and indicators primarily into the broad research goal but also into teaching and outreach as appropriate.

*Initiative 2a: The School will recruit and retain faculty with outstanding academic and experiential credentials and potential to contribute to the School's mission of scholarship.*

Action Plan 2a1: Recruitment

Indicator: Number of faculty hires through replacement searches and FEI and CP positions.

Target for AY 2008-2009: Completion of six tenure-track/tenured faculty hires

Progress: Seven tenure-track assistant professors were hired effective either August 2008 or January 2009; six of these recruits fill FEI positions. One clinical instructor also started in January 2009. In addition, one clinical assistant professor was recruited to start in January 2009 but deferred to summer due to spouse's unsuccessful job search. These faculty and their department affiliations are provided in the Statistical Profile section. Listed below are current faculty vacancies and status of the searches in the current financial climate. We hope to fill those underlined for AY 2009-2010.

Updated target for AY 2009-2010: Successful completion of hires for dean, department chair for HSPM, and three tenure-track faculty.

Dean: Open department, active search (3 interviews scheduled for Spring 2009)

COMD: Replacement for Associate Professor Eric Healy, search not yet authorized

ENHS: Replacement for Professor Dwight Underhill, request pending to invite candidates to campus

Replacement for Professor Marj Aelion, search authorized within school

Replacement for Asst. Professor Lee Newman, search not yet authorized

EPID/BIOS: Replacement for two senior biostatisticians (Professors Andrew Lawson and Wanzer Drane). One position searched unsuccessfully. Currently neither search is authorized due to budgetary constraints.

Replacement for Asst. Professor Ivo Foppa, search not yet authorized

Replacement for Professor Beth Mayer-Davis, search not yet authorized

Replacement for Professor John Vena, search not yet authorized

EXSC: No current vacancies (final brain health/brain plasticity FEI hire –August 2009 start for Roger Newman Norland)

HPEB: African Policy FEI: search unsuccessful in AY 2007-2008. Agreed to return position to Provost's office due to budgetary constraints.

Latino health disparities FEI: authorized to replace original recruit who resigned after one year. Currently have qualified candidates but have not conducted any interviews. Pending request to invite candidates for campus interviews.

Replacement for Assoc. Professor Deb Parra-Medina (joint with Women's Studies), search not yet authorized

HSPM: Department chair, search authorized, commencing February 2009

Replacement for Assoc. Professor Sarah Laditka (MHA director), search not yet authorized

Health policy FEI search: authorized but no activity. Request to search

Action Plan 2a2: The School will recruit and retain a diverse faculty.

Indicator: Recruitment of minority faculty

Target for AY 2008-2009: Two minority faculty hires

Progress: None of the 2008-2009 faculty hires is African-American; one hire is Asian.

Updated Target for AY 2009-2010: Two minority faculty hires

Action Plan 2a3: The School will provide faculty mentors for all new faculty, especially tenure-track faculty.

Indicator: Number of mentoring relationships

Target: All tenure-track faculty and 50% of research and clinical faculty will be assigned mentors when hired

Progress: Currently all tenure-track faculty are assigned at least one mentor by policy; most departments do the same at least informally for clinical and research faculty.

However, the better measure of effectiveness of mentoring is qualitative, based on the anecdotal feedback of both junior faculty and of mentors.

EPID/BIOS: all tenure-track and research faculty hired in the last several years have at least two faculty mentors; one of two clinical faculty has a faculty mentor.

ENHS: Each junior tenure-track faculty member is assigned a senior tenured mentor. All post-doctoral associates and junior research-track faculty are mentored by their respective faculty sponsors.

HPEB: All junior faculty are currently mentored by the department chair and now or soon will be mentored by at least one other senior USC faculty member.

COMD: Mentors are assigned to all new tenure-track faculty.

EXSC: All new tenure-track faculty are assigned three mentors, including one specifically focused on teaching.

Indicator: Success of faculty in earning tenure and/or promotion in respective tracks.

Target: 90% of tenure-track assistant professor hires will earn tenure at USC

Progress: In academic year 2002-2003, four tenure-track assistant professors were hired.

(penultimate year 2006-2007). Two received tenure and promotion to associate professor at USC (Angela Liese in EPID/BIOS and Dimitar Deliyski in COMD) and two resigned from the School prior to their penultimate year (Stuart Usdan in HPEB and Ivo Foppa in EPID/BIOS)

Action Plan 2a4: The School will review current incentive policy to encourage individual faculty members who are successful in obtaining extramural funding for their research programs to do more. These incentives may include partial return of indirect cost recovery, teaching buyout, and partial return of funds made available by salary release.

Indicator: Incentive policy

Target: Reinstate incentive programs

Progress: Because of budgetary restrictions, application incentives and partial return of IDC recovery were suspended for FY 2008. However, departments have the discretion to continue approval of teaching buyout and partial return of funds made available by salary release.

ENHS: Salary supplements are paid by salary release (SR at least 1.5 times the requested salary supplement). Teaching buyout is 20% of 9-month base per course.

EPID/BIOS have a policy for reducing teaching load with sufficient salary release.

HPEB: HPEB has a policy for return of salary release and reduction of teaching load. External salary support is first applied directly to summer salary, then to release salary to the department, with a portion thereafter returned to the investigator. This incentive has benefitted several faculty members. HPEB is reviewing its policy for reduction of teaching load. No faculty member has triggered this policy recently, but one will in the next academic year.

Indicator: Number of faculty receiving application and IDC incentive

Target: Reinstate incentive program

Progress: Incentive program suspended for FY 2008 and FY 2009

*Initiative 2b: The School will increase submission and receipt of high quality proposals for extramural funding, especially targeting NIH, NSF and comparable federal and nonfederal funding sources with full IDC rates.*

Action Plan 2b1: The School Office of Research will provide administrative support for grant planning; technical support for grant preparation, including assistance with budgets and logistics of collecting and assembling components; facilitation of pre-review of grants; coordination of the School's Research Advisory Council; and periodic meetings for faculty and staff with SAM liaison and others to discuss grant-related issues and concerns or to be updated on research-related developments. Similar services for grant preparation will be provided by school research centers as needed.

Indicator: Applications for extramural research funding (number of submissions and total amount requested)

Target: 15% increase for FY 2008

Progress: Research submissions increased 8% despite loss of many senior faculty, but total first-year amount requested decreased 8% in FY 2008 (reflects junior level salaries and programmatic cuts/caps at the federal level).

Updated target: 15% increase for FY 2009

<b>Indicator</b>	<b>Data Source</b>	<b>FY 07</b>	<b>FY 08</b>	<b>Difference</b>	<b>% Difference</b>
Research Apps #	USCeRA	181	195	+14	+7.7%
Research Apps \$ Amt	USCeRA	\$41,723,577	\$38,357,607	-3,3365,970	-8.0%

Indicator: Extramural research funding receipts (number of awards and total amount)

Target: 15% increase for FY 2008

Progress: Number of research awards increased by 5.4% in FY 2008. Total \$ amount of research awards received increased by 9% in FY 2008 (awards = all open award accounts).

Updated target: 15% increase for FY 2009

<b>Indicator</b>	<b>Data Source</b>	<b>FY 07</b>	<b>FY08</b>	<b>Difference</b>	<b>% Difference</b>
Extr Res Awards #	USCeRA	147	155	+ 8	+ 5.4%
Extr Res Awards \$ Amt	USCeRA	\$20,568,164	\$22,410,672	+ 1,842,508	+ 8.9%

Indicator: NIH research funding (number of awards and total amount)

Target: 15% increase for FY 2008

Progress: Number of NIH research awards increased by 2% in FY 2008. Total \$ amount of research awards received from NIH decreased by 16%. Note that some of the decrease can be attributed to reductions from requested budget to actual award rather than smaller applications.

Updated target: 15% increase for FY 2009

<b>Indicator</b>	<b>Data Source</b>	<b>FY 07</b>	<b>FY08</b>	<b>Difference</b>	<b>% Difference</b>
NIH Res Awards #	USCeRA	57	58	1	+1.8%
NIH Res Awards \$ Amt	USCeRA	\$8,686,559	\$7,319,889	-\$1,366,670	-15.7%

Indicator: Number of faculty using proposal pre-review service from School Office of Research

Target: 4 faculty in FY 2008

Progress: 1 faculty participated in FY2008. Note: At least 3 additional faculty members expressed interest in using the service but did not have enough time prior to submission to do so.

Action Plan 2b2: The School will continue the seed grant program with the goal that each seed project generate at least one competitive R01 or comparable grant proposal.

Indicator: Number of internally funded seed grant projects funded

Target: 4 projects in FY 2008

Progress: 12 applications were received for the FY 2008 seed grant program; 5 were selected for funding in April 2008 for a total of \$40,000. In addition, the Nutrition Center has a separate seed grant program (2 awards in FY 2008). Previous awards will be honored but no new seed grants will be awarded for FY 2009 due to budgetary constraints.

Indicator: Number of internally funded seed grant projects resulting in an R01 (or equivalent) grant proposal in the specified time period

Target: 3 submissions in FY 2008

Progress: 3 new submissions: In FY 2008, the first round (2006) ASPH Seed Grants for Research Support resulted in a revised R21 submission, a resubmission to NSF, and an award from AHA for \$308,000. The second round (2007) resulted in 2 new NIH R21 submissions, 1 new CDC submission, and contributed to a resubmission and consequent NIH R01 award (4 years \$1,117,588). Reports for the third round of Seed Grants (2008) are not due until summer 2009.

Action Plan 2b3: The School will offer workshops and seminars on issues and skills related to grant applications and will send faculty to regional NIH meetings to network and develop grant-writing skills.

Indicator: Number of School-sponsored (or co-sponsored) workshops and seminars

Target: 2 per year

Progress: 6 workshops: In CY 2008, the SPH Office of Research sponsored 6 grant-related workshops: NIH Nuts & Bolts; Research Application Success; Duke Endowment Strategies; F/K/&T Awards; new EIRB system; & Collexis update.

Indicator: Number of faculty attending NIH regional meetings

Target: 1 per year

Progress: 3 SPH faculty members attended the NIH Regional Seminar in Chicago in June 2008.

Action Plan 2b4: The School will encourage and support research activities related to areas of particular strength in the School or identified for focused development.

Indicator: Number of research projects addressing health disparities

Target: 20 project awards in FY 2008

Progress: 29 research project awards in FY 2008 (Data Source: USCeRA)

- A Multilevel HIV Prevention Strategy for High Risk Youth (Valois)
- A Partnership to Promote Physical Activity and Healthy Eating in AME Churches (Wilcox)
- A Pilot Investigation of Ethnic Differences in Patient-Initiated Premature Treatment of Discontinuation Among Colon Cancer Patients (Adams)
- Behavioral/Support Intervention for Diet and Exercise Among Underserved Women (Sharpe)
- Bridging Barriers to Diabetes Care with Telemedicine (Mayer-Davis)
- Diabetes Prevention Program Outcomes Study (DDPOS) (Mayer-Davis)
- Diet & Activity Community Trial: High-Risk Colon Polyps (Hebert)
- EXPORT Center for Partnerships to Eliminate Health Disparities in Cancer and HIV/AIDS-Research Year 3(Glover/H and)
- Factors Influencing Physical Activity in Older African American Men (Hooker)
- Healthy Outcomes of Healthy Weight Loss--LOOK Ahead (Mayer-Davis)
- HHER Lifestyle Program for CVD Risk Reduction (Parra-Medina)
- Informed Decision Making for Prostate Cancer (Hebert)
- Institute for HIV Prevention Leadership (Richter)
- Long-term Effect of Social Environments on Activity Patterns and Overweight among U.S. Adolescents (Liu)
- Minority HIV/AIDS Research Initiative - Empowering Latinas to Lash Out Against AIDS/STIs (Torres)
- Nutrition and Metabolic Status in Youth with Type 1 DM: SEARCH Ancillary Study (Liese)
- SCCDCN: HPV Vaccine Acceptability and Promotion in Faith-Based Settings (Hebert)
- SCCDCN: Impact of Colonoscopies Performed by Primary Care Physicians (Hebert)
- SEARCH for Diabetes in Youth 2: South Carolina Center (Mayer-Davis)
- Soldier Health Promotion to Examine and Reduce Health Disparities (Davis, Glover, Jones, McKeown)
- South Carolina Cancer Disparities Community Network (Hebert)

- South Carolina Cancer Disparities Community Network: Minority Supplement (Hebert)
- South Carolina Rural Health Research Center (Probst)
- Spatial Epidemiology of Diabetes in the SEARCH for Diabetes in Youth Study (Liese)
- Still Separate and Unequal: The Impact of School Inequality on the Mental Health and Health Behaviors of Adolescents (Walsemann)
- Translating an Efficacious HPV Vaccine into the Control of Cervical Cancer (Brandt)
- Treatment of Options for Type 2 Diabetes in Adolescents and Youth -TODAY (Mayer-Davis)
- Understanding Social and Personal Aspects of Faith and Practice Related to Health (McKeown)
- ZestQuest: Development of a Research and Evaluation Plan (Jones)

Updated target: 30 awards in FY2009 (including non-competing continuations)

Indicator: Number of research projects addressing physical activity, nutrition and obesity

Target: 36 awards in FY2008 (including non-competing continuations)

Progress: 43 funded research projects in FY 2008 (Data Source: USCeRA)

- A Partnership to Promote Physical Activity and Healthy Eating in AME Churches (Wilcox)
- Assessing Alternative Policies for Improving the School Food Environment (Jones)
- Behavioral/Support Intervention for Diet and Exercise Among Underserved Women (Sharpe)
- Bridging Barriers to Diabetes Care with Telemedicine (Mayer-Davis)
- Developing Measures of the Built Nutrition Environment (Liese)
- Development of a National Strategic Plan for Physical Activity (Pate)
- Diabetes Prevention Program Outcomes Study - DDPOS (Mayer-Davis)
- Diet & Activity Community Trial: High-Risk Colon Polyps (Hebert)
- ENRICH: Duke Endowment Wellness Initiative (Saunders)
- Evaluation of Active for Life: 2007 Supplemental Funding (Wilcox)
- EXPORT Center for Partnerships to Eliminate Health Disparities in Cancer & HIV/AIDS (Glover)
- Factors Influencing Physical Activity in Older African American Men (Hooker)
- Gene-Nutrient Interactions and Breast Cancer (Steck)
- Health Promotion and Disease Prevention Research Centers (Hooker)
- HEALTH Study: Sub-contract with RTI International (Blair)
- Healthy Outcomes of Healthy Weight Loss--LOOK Ahead (Mayer-Davis)
- Heart, Soul, Mind and Strength Program (McKeown)
- HHER Lifestyle Program for CVD Risk Reduction (Parra-Medina)
- Impact of an Urban Rail-trail Conversion in Spartanburg (Hooker)
- LIFE Pilot Study (Blair)
- Long-term Effect of Social Environments on Activity Patterns and Overweight among U.S. Adolescents (Liu)
- Mainstreaming Nutrition in MCH (Frongillo)
- Multi-Component Intervention to Increase Physical Activity in Preschool Children (Pate)

- National Physical Activity and Nutrition Survey of High School Students (Pate)
- Nutrition and Metabolic Status in Youth with Type 1 DM: SEARCH Ancillary Study (Liese)
- Objectively Measuring Physical Activity Space and Food Environments (Colabianchi)
- Physical Activity and Childhood Obesity (Blair)
- Physical Activity in Preschool Children (Pate)
- Physical Activity Training for Public Health Professionals (Pate)
- Prevention Research Center's Healthy Aging Network (Wilcox)
- Prevention Research to Promote and Protect Brain Health - SIP 8-06 (J. Laditka)
- SEARCH for Diabetes in Youth 2: South Carolina Center (Mayer-Davis)
- Soldier Health Promotion to Examine and Reduce Health Disparities (Davis, Glover, Jones, McKeown)
- South Carolina Food Stamp Nutrition Education Demonstration (Jones)
- Still Separate and Unequal: The Impact of School Inequality on the Mental Health and Health Behaviors of Adolescents (Walsemann)
- The Health Benefits of Swimming: A Prospective Study of Morbidity and Mortality in the Aerobics Center Longitudinal Study (Blair)
- Still Separate and Unequal: The Impact of School Inequality on the Mental Health and Health Behaviors of Adolescents
- The Role of FTO-Gene in Development of Obesity and Insulin Resistance: Interaction with Diet and Physical Activity (Bortsov)
- Total Parenteral Nutrition: Determination of Utilization and Appropriateness Among Hospitalized Adults in South Carolina's Leading Medical Centers (Nichols)
- Treatment of Options for Type 2 Diabetes in Adolescents and Youth –TODAY (Mayer-Davis)
- Trial of Activity for Adolescent Girls - Field Center (Pate)
- Use of Electronic Feedback on Diet and Physical Activity to Enhance Weight Management (Blair)
- ZestQuest: Development of a Research and Evaluation Plan (Jones)

Updated target: 40 projects in FY 2009

Indicator: Number of research grants related to molecular science and neuroimaging

Target: 4 awards in FY 2008 (including non-competing continuations)

Progress: 4 awards in FY 2008 (Data Source: USCeRA)

- CRC: Characterization of Changes in Molecular Structure and Activity of Autoinducer Molecules Relevant to Bacterial Chemical Communication (Decho)
- Dissociating Components of the Attentional Network in Neglect (Rorden)
- Mechanisms of Asbestos-Induced Clca1 and Mucin in Lung Epithelium (Sabo-Attwood)
- Neural Predictors of Anomia Recovery in Aphasia (Fridriksson)

Updated target: 4 projects in FY 2009

Indicator: Number of research grants related to environment and human health

Target: 5 awards in FY 2008 (including non-competing continuations)

Progress: 8 awards in FY 2008 (Data Source: USCeRA)

- Analysis of Data of the OSSM project at Michigan State University (Karmaus)
- Copper Air Quality Program (Feigley)

- Environmental Determinants of Pulmonary Disease: A New Approach to an Old Problem (Svendsen)
- Genetic & Epidemiologic Cohort Study on Asthma and Allergy (Karmaus)
- Heart Disease, Inflammatory Markers and Particulates (Puett)
- Mechanisms of Asbestos-Induced C1ca1 and Mucin in Lung Epithelium (Sabot-Attwood)
- Methods to Detect Maternal Exposures and Child Outcomes (Aelion)
- Organochlorine Exposure and Gene Expression of Sex Steroids in a Multigenerational Cohort of Michigan Fish Eaters (Karmaus)

Updated target: 8 projects in FY 2009

*Initiative 2c: The School will leverage both physical resources and intellectual capital accessible through collaborations with institutional centers and institutes, community resources and external collaborations such as with MUSC and the Health Sciences South Carolina collaborative.*

Action Plan 2c1: The School and the Department of Epidemiology and Biostatistics in particular will support development of the Health Sciences Research Core, biostatistical consulting unit and data management unit.

Indicator: The School will establish a Biostatistical Collaborative Unit (BCU) to work with all health science units and programs and to establish a core component of the Health Sciences Research Core. COMPLETED

Target: Establishment of BCU

Progress: Robert McKeown is director of the Health Sciences Research Core (HSRC).

James Hardin is director of the BCU and Bob Moran is director of the Data Support Services Unit, both within the HSRC. The HSRC has a variety of projects across the school, University and community with services ranging from simple consultation to data management to broad collaboration on grant submissions and awards.

Action Plan 2c2: Promote collaborations with existing school centers (Nutrition, RHRC, PRC, IPEHD, EnGenCore)

Indicator: Number of projects involving both departmental faculty and center/institute-based faculty

Progress: Representative list of collaborations

- Rural Health Research Center (Merchant, Liu)
- Center for Research on Nutrition and Health Disparities (Steck, Liu)
- Cancer Prevention and Control Program (Blair)
- Prevention Research Center (Colabianchi)
- Institute on Latino Immigration (Torres)
- SC Public Health Institutg (Torres)
- Center for Health Services Policy and Management (Hardin)
- Office for the Study of Aging (McKeown)
- Center for Public Health Preparedness

- Children's Physical Activity Research Group
- South Carolina Public Health Consortium
- Speech and Hearing Center (Fridriksson, Bonilha)
- Environmental Genomics Core Laboratory (Carson, Decho, Norman, Sabo-Attwood, Chandler)

Action Plan 2c3: Promote collaborations with new and continuing University initiatives, e.g., CTSA, neuroimaging, NanoCenter, Institute for Families in Society

Indicator: Number of projects involving inter-disciplinary University initiatives/entities

Progress: Representative list of collaborations

- Baruch Institute for Marine and Coastal Sciences (several ENHS faculty)
- School of the Environment (several ENHS faculty)
- Nursing (Hussey)
- Greenville Hospital System (McKeown)
- Research Consortium on Children and Families (McKeown, Liu)
- Institute on Families in Society (Hardin)
- McCausland Center (Rorden, Fridriksson, Frank)
- Forty-four ASPH faculty members (unduplicated number) were listed as investigators on grant and contract applications that were developed and submitted in collaboration with investigators from other USC units, including Anthropology, Baruch Institute, Biology, Chemistry, Engineering, Institute for Families in Society, Mathematics, Nursing, Psychology, School of Medicine, Social Work, Women's Studies, and USC's Institute for Public Service and Policy Research. Data Source: USCeRA.
- Twenty-two ASPH faculty members (unduplicated number) were listed as investigators on externally funded projects in collaboration with investigators from other USC units, including Baruch Institute, Biology, Chemistry, Engineering, Institute for Families in Society, Mathematics, Psychology, School of the Environment, School of Medicine, and USC's Institute for Public Service and Policy Research. Data Source: USCeRA. (Note that the list of continuing funded projects is possibly incomplete since USCeRA has not always recorded names of co-investigators.)

*Initiative 2d: The School will promote research productivity by maintaining the requirement for peer-review publication and other dissemination in the faculty review protocols (both tenure and promotion criteria and research faculty protocol).*

Action Plan 2d1: The School Tenure & Promotion Committee will complete revisions to the current criteria, including expectations for research publication and dissemination.

Indicator: Revised T&P criteria for research; inclusion of publications as key metric for success

Target: Approval of criteria revision

Progress: The ASPH T&P criteria and procedures document (second revision) was approved by the provost's office in January 2009; we are awaiting approval by the UCTP.

Indicator: Number of peer-reviewed publications with at least one ASPH author

Target for calendar year 2008: 275 publications

Progress: 223 in calendar year 2008 (Note that this number does not include most publications for faculty who left the university during 2008: Professors Aelion, Lawson, Vena; Associate Professors Healy, S. Laditka, Parra-Medina; Assistant Professors Newman, Barrington; Research Associate Professor J Laditka)

Updated target for calendar year 2009: 275 publications

Indicator: Number of presentations at national/international meetings with at least one ASPH author

Target for calendar year 2008: 200 presentations

Progress: 315 presentations [Anecdotally, several faculty do not report all presentations at professional meetings, especially if co-author rather than presenter, or of full professor rank.]

Updated target for calendar year 2008: 300 presentations

Action Plan 2d2: The School's Administrative Council will approve revisions to the research and clinical faculty protocols that include emphasis on the requirement for publication as evidence of scholarly productivity.

Indicator: Approval of revised criteria for research and clinical faculty

Target: Approval of protocols

Progress: Protocols have substantive approval by Administrative Council. Revisions still in progress to address various issues related to human resource and other USC policies and to be in compliance with developing University policies and procedures.

*Initiative 2e: The School will engage undergraduate students in research activities.*

Action Plan 2e1: Faculty will mentor undergraduate students in Honors College thesis projects.

Indicator: Number of faculty mentoring USC Honors College students for Honors thesis

Target: 2 per year

Progress: 2 in ENHS, 2 in COMD, 6 in HPEB, 1 in EPID, 2 in EXSC

Updated target: 10 per year

Action Plan 2e2: Faculty will mentor undergraduate students through engagement in research opportunities, including the USC Magellan program.

Indicator: Number of faculty mentoring USC undergraduate students through programs such as the Magellan program or individual research projects

Target: 2 per year

Progress: At least six faculty from four departments report mentoring a Magellan scholar. Several faculty reported mentoring other USC students and/or students from neighboring colleges including Allen University, Claflin, and Benedict College.

Updated target: At least 8 per year

Action Plan 2e3: Faculty will mentor Claflin undergraduate students supported by the EXPORT initiative

Indicator: Number of faculty mentoring Claflin students

Target: 3 per year

Progress: Two ASPH faculty mentored three Claflin students during the Summer 2008 undergraduate research program; one non-ASPH faculty also mentored a Claflin student. Several other faculty also reported working with Claflin students.

*Goal 3: To utilize available knowledge to address health and environmental issues facing South Carolina, the nation and the world community.*

This goal is satisfied and will continue in its present form. The Office of Public Health Practice has greatly expanded its staff and support of the Public Health Consortium. The South Carolina Public Health Institute offers a new dimension to our outreach mission. Several centers offer continuing education, training and clinical service opportunities that have greatly exceeded our expectations for level and impact of outreach. Faculties in the Arnold School serve as consultants or officers for many statewide health programs and initiatives.

Public health is inherently a service discipline by virtue of its mission to “fulfill society's interest in assuring conditions in which people can be healthy”, so the lines are often blurred between traditional community service activities and our teaching and research missions. Because much of our research is community-based and we are training our students to go into the community, we must build relationships with entities throughout the community for many specific purposes (*Initiatives 3a and 3c*). However, all of these partnerships, whether established for our research objectives or for an agency’s expressed needs, ultimately serve to address the health and environmental issues of our local, national or international community. In addition, much of the public health workforce has minimal formal training in public health, so continuing education opportunities (*Initiative 3b*) make a critical contribution to workforce development for individuals who are not willing or able to complete a degree program.

*Initiative 3a: The School will develop partnerships with various agencies and organizations to provide a variety of services in the community and to promote effective community-based participatory research.*

Action Plan 3a1: Departments and centers will provide clinical and other outreach programs for community participation

Indicator: Number of client visits at the Speech and Hearing Center

Target: 5,600 client visits

Progress: 6,300 client visits

Updated target: 6000 client visits

Indicator: Number of support group visits facilitated by the Speech and Hearing Center

Target: 95 support group visits

Progress: 510 support group visits

Updated target: 500 support group visits

Indicator: Number of faculty involved with and patients seen through the Cochlear Implant program

Target: 5 faculty; 145 patient visits

Progress: Faculty involved is 5 with 50 patients referred to the program for implantation, 32 implanted, and approximately 930 patient visits for therapy. (Note: patient visit count expanded to follow-up verbal therapy for speech development)  
Updated target: 5 faculty, 900 patient visits including verbal therapy follow-up

Indicator: Number of participants in programs offered by Exercise Science (e.g., FitPlace, GoodBodies, physical therapy)

Target: 1500 participants

Progress: 2322 participants in Clinical Exercise Research Center; 245 participants in Perceptual Motor Development Lab; 20 evaluations/diagnostics, 50 individual enrichment programs; 60 JUMP program for preschool children; 25 Stay in Balance fall prevention program for seniors, 90 in GoodBodies

Updated target: 2800 participants

Action Plan 3a2: The Arnold School will support the development of the South Carolina Public Health Institute to fulfill its mission in promoting informed policies, effective leadership, and strategic prevention efforts designed to improve the public's health now and in the future.

Indicator: Complete a statewide strategic planning process with Institute stakeholders  
COMPLETE

Target: Completion of strategic plan

Progress: The strategic plan was finalized in August of 2008. Development of the South Carolina Public Health Institute is supported by funding from the Robert Wood Johnson Foundation and The Duke Endowment and the University of South Carolina. The strategic plan for the Institute establishes three fundamental goals: 1) to communicate compelling, evidence-based information that addresses important health issues in the state; 2) to engage state and local leaders throughout South Carolina in the development of effective policies that improve health; and 3) to enhance comprehensive and collaborative prevention efforts that address the health needs of the state. One additional goal for the Institute is to create and sustain a lasting infrastructure for the SCPHI to thrive as it works to accomplish its mission.

Indicator: Assemble an advisory board COMPLETE

Target: Complete membership for advisory board

Progress: All board members were identified by December 2008, and the first meeting of the board will be on February 25, 2009.

Indicator: Pursue external funding support

Target: Two new external sources of funding

Progress: The Duke Endowment, March of Dimes

Indicator: Formalize Institute partnerships

Target: Five partnerships established

Progress: Active partnerships have been established with numerous traditional and non-traditional partners including (but not limited to): American Heart Association-Midlands Chapter, Francis Marion University, the Partnership to Fight Chronic Disease, SC Department of Transportation, and United Way of the Midlands

Indicator: Enhance the visibility and efficacy of Institute communications

Target: Completion of a comprehensive communications plan

Indicator: Expand the capacity of the Institute

Target: Establish a cadre of Institute colleagues and affiliate faculty to augment existing capabilities

Indicator: Diversify sources of external funding support

Target: Secure two new external funders

Indicator: Enhance collaboration with Institute partners

Target: Conduct three joint projects with partners

Action Plan 3a3: The School will foster partnerships with community agencies and groups that address health disparities, promote better nutrition and physical activity, or have other missions related to some aspect of public health.

Indicator: Activities and partnerships with various local, state and national entities.

Target: 30 partnerships

Progress: Any list of community partnerships is only representative of those groups and agencies with which we work, especially with the growing interest and involvement in community-based research; this is only a partial list of those partners identified by our department and centers.

- Engaged Institutions Initiative (EII) Focused on Eliminating Health Disparities
- Graniteville community after chlorine incident
- DASH of Faith Nutrition Program
- SC Cancer Alliance
- SCANA Corporation: Employee health and wellness
- Mexico National Institute of Public Health
- Center for Health Economic and Policy Studies
- SC Area Health Education Consortium
- Telemedicine and Advanced Technologies Research Center
- SC Department of Health and Environmental Control
- Palmetto Health Alliance
- Sumter County Active Lifestyles
- South Carolina Coalition to Promote Physical Activity
- PRC Physical Activity Policy Research Network
- PRC Health Aging Research Network
- Health and the Built Environment Research Consortium
- Sumter County Active Lifestyles

- Sumter County Department of Recreation and Parks
- Mary Black Foundation, Spartanburg
- Palmetto Conservation Foundation (statewide)
- Eat Smart, Move More South Carolina (a merger of the SC Coalition for Promoting Physical Activity and the SC Coalition for Obesity Prevention Efforts)
- SC Healthy Schools Program at SC Department of Education
- SC Department of Transportation in Columbia
- SC Governor's Council on Physical Fitness
- SC Coalition for Obesity Prevention Efforts
- SC Department of Social Services, Food Stamp Program
- Family Health Centers
- Eau Claire Cooperatives Health Centers
- Richland Community Health Care Association
- NOAA Center for Coastal Environmental Health and Biomolecular Research
- Federal National Disaster Medical System
- National Association of County and City Health Officials (NACCHO)
- SC Nurses Association
- SC Healthcare Emergency Amateur Radio Team (SCHEART)
- Greenville Hospital System
- Mary Black Rehabilitation, Spartanburg
- McLeod Regional Medical Center
- Steering committee for research and evaluation for Healthy Learners
- Partnership with east Lower Richland (Eastover)
- Evaluation advisor for South Carolina Institute for Childhood Obesity and Related Disorders
- SC HIV Planning Council
- Palmetto AIDS Life Support Services
- SC Campaign to prevent teen pregnancy
- State Alliance for Adolescent Sexual Health/SC DHEC/SC DOE
- Carolina Community-Based Health Supports Network
- SC Tobacco Control Coalition
- SC Disparities Community Network
- Lexington One Community Coalition
- Project Readiness (partnership with law enforcement agencies to encourage physical activity to stay fit for the arduous job they do)

*Initiative 3b: The School will provide training and capacity building opportunities for public health professionals and others with interest in public health, including formal continuing education activities.*

Action Plan 3b1: The School will utilize the Winona B. Vernberg and James F. Clyburn lecture programs to bring public health leaders to campus to share their experiences and vision for public health.

Indicator: Attendance at Clyburn and Vernberg lectures

Target: 75 in attendance per lecture

Progress: The 2008 Clyburn Lecture attracted > 100 attendees including Congressman Clyburn. The 2008 Vernberg lecture was cancelled due to a federal moratorium on travel by NIH officers (i.e., the speaker was from NIH). The 2009 Vernberg Lecture is scheduled for March 25, 2009.

Action Plan 3b2: The School will develop a continuing education certificate in public health.

Indicator: Implementation of continuing education certificate in public health

Target: Implementation

Progress: The Arnold School received a grant from the Duke Endowment to fund personnel with instructional design and multimedia skills to produce courses that effective and engage professionals. The grant is hqt"y q years. The Introduction to Public Health course has been developed and piloted and (DHEC) will launch in March 2009. The course will be required for all Health Services employees. Due to the budget crisis in state government, the number of participants has decreased to 3200. Partners have funded a post doctoral fellow and graduate assistant to evaluate the program. Other agencies have requested access to this training.

Action Plan 3b3: The Center for Public Health Preparedness will provide training related to public health preparedness.

Indicator: Number of public health preparedness training events and number of participants

Target for FY 2008: 25 events with 1500 participants

Progress: 24 events with 764 participants projected for project year 2008-2009

Updated target for project year 2008-2009: 45 events with 984 participants (substantial decrease from earlier years because CDC funding for PHP centers will be cut 50% relative to earlier years of funding)

Action Plan 3b4: The Prevention Research Center will offer continuing education courses for researchers and practitioners in Physical Activity and Public Health.

Indicator: Number of participants in Physical Activity and Public Health

Target: 25 researchers and 25 practitioners

Progress: In August 2008, 28 researchers and 18 practitioners participated in the PA/PH program.

Action Plan 3b5: The Office of Student and Alumni Services will provide professional development seminars for students and alumni.

Indicator: Number of professional development events and number of participants

Target: 4 events per academic year with an average attendance of at least10

Progress: Four events were held in Spring 2008. Because of staffing changes in OSAS, no events were held in Fall 2008, but several are planned for Spring 2009.

*Initiative 3c: The School will continue to collaborate with the SC Department of Health and Environmental Control (SC DHEC) to further the development of the SC Public Health Consortium (Consortium).*

Action Plan 3c1: The School and SC DHEC will jointly appoint post-doctoral fellows.

Indicator: Number of post-doctoral fellows appointed

Target: 4 appointments in AY 2007-2008

Progress: The Public Health Practice Post-Doctoral Program changed to a Post Graduate Program with the partners agreeing to open the program to scholars who had recently completed a MPH. The current cohort includes one post graduate and three post doctoral scholars. All scholars are placed in the Bureau of Community Health and Chronic Disease Prevention.

Updated target for AY 2008-2009: Continue and/or appoint three post-doctoral fellows

Action Plan 3c2: The School and SC DHEC will develop a formal system of research collaboration.

Indicator: Shared listing of research collaborators; joint research agenda

Target: Joint research agenda

Progress: The joint research agenda was updated and clarified. The partners unsuccessfully applied for a Practice-Based Research Network grant from Robert Wood Johnson Foundation, but were invited to resubmit in February 2009. Planning has begun on how to better facilitate collaborative research applications with practitioners.

Action Plan 3c3: The School and SC DHEC will implement web-based access to information about education, research, and outreach activities.

Indicator: Status of development of Public Health Dome website

Target: Completion of feasibility study by August 2006, Prototype piloted in Summer 2008, first phase of launch in Spring 2008.

Indicator: Status of development of the *Public Health Dome* website

Target: Completion of feasibility study by August 2006, Prototype piloted in Summer 2008, first phase of launch in Spring 2008.

Progress: The Prototype has been fully developed and initial piloting will begin in Spring 2009. Development of the Prototype included testing with a small group of practitioners, faculty, staff, students, and administrators using the graduate assistantships at DHEC. This proved very helpful in identifying timing issues as well as technology concerns. Those who participated reported that the process went as smoothly and as well as anyone could remember.

*Goal 4: To provide the infrastructure and resources to meet the goals of education, research, and professional service.*

The initiatives within this goal are the most diverse among the set of goals, so not surprisingly, the success is more variable. Successful completion of our administrative searches is a continuing initiative (*Initiative 4a*) that is critical to progress in all other areas. *Initiatives 4b, 4c, and 4d* are closely inter-related. We have made no substantive progress in relieving the pressure to provide adequate facilities for our faculty, staff and students. The new PHRC building is fully functional now, but it houses only approximately half of the Arnold School faculty, staff and graduate students. We fully recognize that we may not be allowed to construct a new facility until external financial resources are identified. Financial resources are closely related to both ongoing development activities and to the general budget of the Arnold School. The general budget also relates to our ability to support faculty and staff to meet our mission, to teach our classes, mentor our students, to develop and implement research strategies, and to share our knowledge with the community at large. We must have qualified faculty and staff to support all of these activities (*Initiative 4e*). As the School grows, we have an increased need for infrastructure, staff support, and documented policies and procedures (*Initiative 4f*) to facilitate our programs' operations as efficiently as possible. If left unaddressed, inadequate infrastructure and resources will continue to erode the School's ability to recruit and as importantly retain high quality faculty in the extremely competitive field of academic public health.

*Initiative 4a: The school will successfully complete searches for administrative vacancies (dean, two department chairs)*

Action Plan 4a1: The School will recruit a permanent dean to arrive in early Fall 2009. The successful candidate will bring a vision of how to lead and grow the Arnold School and will negotiate for the major resources to make this happen.

Indicator: Recruitment of dean

Target: Arrival of new dean

Progress: Three campus interviews were conducted in spring 2008, but none resulted in the successful recruitment of a dean for the Arnold School. New advertisements were published in print and on various websites beginning in late summer 2008. Some applications have been received and we anticipate interviews will proceed in the spring 2009 semester.

Action Plan 4a2: The School will recruit a highly qualified department chair for Health Services Policy & Management after a permanent dean has been identified.

Indicator: Department chair searches

Target: Arrival of new department chairs

Progress: After much discussion, the Department of Epidemiology and Biostatistics chose to conduct an internal search rather than appoint an interim department chair pending authorization to proceed with an external search. Robert McKeown, professor of epidemiology, was appointed chair for a three-year term, effective July 1, 2008. We have received approval to proceed with advertisement for chair of the Department of

Health Services Policy and Management, in anticipation of a new appointment there during the 2009-2010 academic year. This department is in critical need of permanent leadership, and its tenure-track faculty size has declined to five, mostly through faculty departures and budget related attrition. The former HSPM chair departed in July 2007 and left several A and E-accounts in significant deficit.

Updated target: Successful recruitment of chair for HSPM

*Initiative 4b: The School will continue efforts to consolidate faculty and staff in a single geographic location with adequate facilities, space and equipment for the comprehensive academic, research and clinical programs of the school and to minimize use of off-campus leased space.*

Action Plan 4b1: Complete a comprehensive needs assessment that identifies priorities and allows adequate room for growth of our teaching and research agendas.

Action Plan 4b2: Work with higher administration to strategize about funding, programming and location of a new building, including aggressive pursuit of development opportunities

Indicator: Production of a needs assessment

Target: Completion of needs assessment

Indicator: Status of Public Health Academic Building programming and construction

Target: Affirmation of University commitment to footprint on same or nearby block as the Public Health Research Center and commitment to construct an adequate building for our needs.

Indicator: Pursuit of creative development opportunities to finance new building

Target: Commitment of funding or business plan for completion of new building including furnishings and equipment

Indicator: Pursuit of creative development opportunities to finance a new building

Target: Commitment of funding or a business plan for completion of new building including furnishings and equipment

Progress: The Board of Trustees has approved funding for the planning of comprehensive renovations to the Health Sciences building, but designed for the College of Journalism and Mass Communications. This project is currently out to bid. This action makes it acutely urgent that the University provide appropriate space for the Arnold School departments and programs presently housed in the Health Sciences building. Currently in discussion is allocation of significant space in Discovery I, since no other units have been able to identify funding to upfit that space for the originally intended wet laboratories. Based on the most recent information, the available space in Discover I would likely accommodate those faculty and staff currently in HESC and possibly those from the Department of Communication Sciences and Disorders currently in the Williams-Brice nursing building, but not those housed in other campus or leased off-campus spaces. In addition, the potential space at Discovery I would apparently not include any classroom space. Since

classroom space is already restricted on campus, this would be a significant limitation to adequate delivery of our educational programs. A few small classes could be accommodated in the seminar rooms in PHRC, but this would only be a small proportion of the overall need, especially if COMD is moved. We are unaware of any other potential classroom space proximal to PHRC or Discovery I.

Action Plan: Reduce reliance on leased space

Indicator: Leased space

Target: Avoid any increase in leased off-campus space not paid by direct cost funding

Progress: There has been no change in leased space since the 2008 Blueprint. However, there have been recent, very preliminary discussions of moving the remainder of the Nutrition Center faculty and staff to 730 Devine Street, which would significantly reduce one of four leases.

*Initiative 4c: The School will work both internally and with higher administration to develop a budget system that includes alignment of budget revenue with all aspects of faculty productivity*

Action Plan 4c1: Continue to advocate for a budgeting system that does not penalize for faculty-intensive graduate education and that awards research productivity as well as credit hour generation.

Indicator: Budgeting system

Target: New budget system that is more responsive to faculty/staff productivity

Progress: The University's higher administration has honored its commitment to repair the damage to our budget when the PHRC was initially added to our square footage for determination of our annual assessments. However, the budgeting system still rewards graduate and undergraduate credit hour production equally, although graduate education is much more expensive to deliver (largely because of smaller student:faculty ratios, smaller classes, required laboratory exercises and equipment sophistication, and more intensive individual mentoring). This system does not reward research productivity adequately. We are encouraged that there has been a public affirmation from the President that the budgeting system will be revised to reflect the limitations of the current tuition-based model. Within the Arnold School, we have developed a needs-based allocation system for A funds across the six academic departments. As an incentive, each department received at least a portion of any tuition increase over the prior year. The current IDC allocation protocol already rewards departments for research productivity.

*Initiative 4d: The School will pursue development opportunities for fellowship and professorship endowments and program enhancement funds.*

Action Plan 4d1: The School will cultivate interest through emails, targeted mailings, publications, website information, personal visits and small group seminars.

Indicator: Number of donors to school

Target: 4 new donors

Progress: 353 donors in FY 2008, compared with 456 donors in FY 2007. Although donor numbers decreased, total dollars increased.

Updated target for FY 2009: 10% increase in donors (includes all types – faculty/staff, alumni, individuals, corporations, foundations, etc.)

Indicator: Total dollars received and pledged

Updated target: Maintain level of giving despite economic downturn

Action Plan 4d2: The School will encourage increased alumni giving.

Indicator: Number of alumni donating to school and total dollars committed

Target: 10% increase in number of alumni donating/pledging

Progress: 184 alumni contributed in FY 2008, a reduction from 231 alumni in FY 2007

Updated target for FY 2009: 200 donors. Use a segmented approach to our school's varied constituents. Maximize efforts through email solicitations.

Action Plan 4d3: The School will encourage increased faculty/staff participation in the USC Family Fund.

Indicator: Number of faculty and staff donating to school through Family Fund and total dollars committed

Target: 10% increase in faculty and staff participation

Progress: Participation is flat. This trend may be related to a combination of general concerns about the economy.

Updated target for FY 2009: 10% increase in faculty and staff participation.

Action Plan 4d4: The School will identify new prospects through personal visits, targeted emails, updated website information and small group seminars. DROPPED – difficult to identify and enumerate new prospects consistently; we believe the number of donors and amount of gifts/pledges adequately captures this intent.

Indicator: Number of prospects to school  
Target: 4 new donor/prospects

Action Plan 4d5: The School will identify new corporate and foundation prospects through discussions with faculty, university leadership, donors and friends.

Indicator: Number of corporation/foundation donors to the school  
Target: 1 new donor  
Progress: 16 new donors in FY 2008, compared with 2 new donors in FY 2007  
Updated target for FY 2009: 3 new donors. Although this is a strong focus for development efforts in our school, economic conditions may be a factor in receiving funds from corporate sources.

Indicator: Number of planned gifts and bequests  
Target: 1 planned gift/bequest  
Progress: The school's first ever planned gift was executed in FY 2008.  
Updated target for FY 2009: Continued focus on planned gifts with 2 new gifts identified.

*Initiative 4e: The School will encourage faculty and staff to participate in professional development activities, include intra- and extra-University opportunities.*

Action Plan 4e1: The School will encourage staff to attend appropriate campus and off-campus professional development programs (e.g., GRANT program, Midlands Tech software training)

Indicator: Number of staff participating in campus and off-campus professional development opportunities  
Target: 10% of administrative and research staff will participate in at least one professional development activity  
Progress: Difficult to assess percentage since some participants are temporary research employees with good participation. This report does not include professional development for staff in various non-departmental center and offices.

- COMD – none reported
- ENHS – 2 staff
- EPID/BIOS – none reported
- HPEB – 8 staff
- HSPM – 1 staff (GRANT training)
- EXSC – none reported

Opportunities through Human Resources and SAM are widely publicized with participation encouraged.

Action Plan 4e2: The School will encourage faculty to participate in appropriate campus professional development programs (e.g., teaching seminars, grant writing seminars) and in appropriate professional development activities available through professional, academic and government organizations (e.g., short courses at professional meetings, extramurally funded research sabbaticals, summer schools at other institutions, NCHS data users' conference).

Indicator: Number of faculty participating in campus and off-campus opportunities

Target: 10% of tenure-track and non-tenure-track faculty will participate in at least one professional development activity

Progress:

- COMD – 23 faculty
- ENHS: none reported
- EPID/BIOS – anecdotally, many have participated but specific number unknown; at minimum, seven participated in CTE programs.
- EXSC 1 reported
- HPEB 12 faculty
- HSPM: none reported

In addition, faculty submitting seed grant proposals are encouraged to attend the NIH regional workshop (Research Triangle, NC in April 2007).

*Initiative 4f: The dean's office will formalize and document internal structure, policies and procedures.*

Action Plan 4f1: The School will gather current written policy and procedures into a single organized format and will document unwritten policies as appropriate.

Indicator: Policy and Procedures Manual

Target: Completed manual

Progress: Do not yet have a formal manual, but continuing effort to be intentional about codifying policies. One specific initiative has been to revise our protocols for research faculty and clinical/instructional faculty to be more explicit about what qualifies for either position/track and to clarify criteria for evaluation.

### C. Summary of International Dimension

The Department of Health Services Policy and Management offers two doctoral programs internationally. The PhD program in Taiwan has been very successful for many years, although it is currently in a hiatus, finishing dissertations for one cohort without another planned and recruited for the immediate future. This program has an unusual delivery in that at least 51% of the curriculum is delivered on the Columbia campus. Most courses are taught on a unique schedule of intense delivery in Taiwan followed by a lengthy break during which the students have substantial reading and project responsibilities before a period of instruction in Columbia. The DrPH program in Korea is newer, with only two cohorts in progress and is delivered in Korea by a combination of modalities; assuming all the current applicants will join the program, the third cohort will start this summer.

The Arnold School faculty is diverse with respect to country of origin. Some of our faculty are from Italy, Germany, Scotland, Iceland, China, Canada and Romania, among other countries. Students represent even wider geographic diversity. Many of our international collaborations reflect relationships built by faculty before coming to USC. Others represent individual interests and experience in public health issues in a particular region. For several years, the School used the motto “Improving people’s health – statewide and worldwide”. Many research and outreach activities in South Carolina or in the southeast can be generalized to other parts of the world, but increasingly we see faculty directly involved in international work. For example:

- James Hebert (EPID and CPCP) has proposed a vast cohort study in Mumbai, India and is currently on sabbatical there.
- Ed Frongillo, department chair in HPEB, is actively involved with international nutrition research. The Mainstreaming Nutrition Initiative is funded by the World Bank to catalyze the integration of priority nutrition actions into health sector policies and programs worldwide. It is a collaborative effort among the International Centre for Diarrhoeal Disease Research, Bangladesh (ICDDR,B), the Program in International Nutrition at Cornell University, and other partners. Dr. Edward Frongillo at USC is the Principal Investigator for the US-based portion of the effort. He also received funding from the USAID and WHO.
- Jim Thrasher, also in HPEB, studies tobacco use prevention-related interventions, cultural perceptions of smoking and the impact of media and policies on tobacco use in Mexico as well as other countries. He has been funded by the Instituto Nacional De Salud Publica (Mexico).
- The School has been in recent discussions with MUSC to deliver collaboratively the MUSC Master of Clinical Research degree to the India Clinical Research Institute (McKeown, EPID)
- Eric Brenner (EPID) works with WHO and provides a global perspective for infectious diseases to our students.

- Angela Liese, director of the Center for Research in Nutrition and Health Disparities and faculty member in the Department of Epidemiology and Biostatistics, is actively involved in research with scientists at the Research Institute on Child Nutrition, Dortmund, Germany. The focus of her research is on the overweight in Germany and the prevalent differences between East and West German children.
- Matteo Bottai teaches short courses, supervise graduate students, and is actively involved in research with scientists, at the Karolinska Institutet, Stockholm, Sweden; he has ongoing research collaborations with the Institute of Clinical Physiology of the National Research Council of Italy, and is consulting editor of the international journal *Biometrical Statistics and Clinical Epidemiology*.
- The Prevention Research Center reaches out to international colleagues through its listserv and bi-monthly electronic newsletter with 12% international subscribers each. The annual Physical Activity and Public Health Course averages seven participants each year from foreign countries.

## II Funding

In the context of these considerations and heavy faculty attrition over the past two years, we are currently managing the budget reductions by not replacing most faculty and staff vacancies. For example, there are sixteen current tenure-track faculty vacancies (two new FEI positions, the remaining positions are the result of resignations). In the dean's office we have not filled several staff vacancies: receptionist for the dean's office (currently using a graduate assistant), grants coordinator in school office of research (some responsibilities delegated to another full-time staff person), director of student and alumni services (hired post-TERI for 15 hours/week) to continue human resources functions, but this leaves one FTE for all school-level graduate student services; we have hired a part-time temporary employee to help through June 2009, and one information resource consultant (IT manager has retired; we are reclassifying one staff into the manager position but not replacing the lower position). These vacancies and shared responsibilities occur at a time when the school is already under-resourced with respect to staff for the size of our faculty, students and overall program. The Arnold SPH is heavily understaffed relative to our peer aspirant Schools of Public Health (e.g., UNC Chapel Hill).

For the past several years, we have seen an increase in both undergraduate and graduate enrollment. At the undergraduate level, we anticipate continued growth with the maturing of the BA and BS programs in public health. Halfway through the first year of implementation with minimal marketing beyond word of mouth, we already have 21 students in these programs. In addition, the BS in Exercise Science continues to grow. At the graduate level, we have two programs probably functioning at or very close to maximum enrollment for current faculty resources: physical therapy and communication sciences and disorders (masters level). However, most of our other programs have the capacity to increase numbers of students by increases in class sizes and teaching loads. The challenge of finding sufficient graduate assistantship resources to recruit increased numbers of students (especially M.S. and Ph.D.) remains high. All departments are being encouraged and rewarded both to increase program enrollment and to develop or market courses of interest to students outside the department/school. In particular, we have explored several collaborative arrangements with the College of Nursing to encourage the enrollment of nursing students in public health courses, with similar initiatives for undergraduates in the Honors College. We are co-sponsoring a Maymester course with the

J qpqtu'Eqmgi g'gpvkngf. "Environmental Effects and Implications of Nanotechnology" and have recruited an instructor who is director of the USEPA's nanotechnology initiative (Dr. Barbara Karn) housed in their Office of Science.

We continue to encourage departments to explore entrepreneurial opportunities that might generate revenue. For example, the biostatistics faculty have just submitted a proposal for funding to host a six-week biostatistics summer institute for undergraduate students, which will both generate registration revenue and develop a "pipeline" of potential graduate students. Although recruitment of students has recently been a challenge, offering the doctoral programs in Health Services Policy and Management in Korea and Taiwan has historically been a lucrative initiative and can be again with only a small increase in enrollment and resources to replace lost faculty in HSPM.

With current budget projections based on conservative estimates of growth, we will have not yet recovered from the current vacancies within five years. Unfortunately the attrition has not been uniform or strategic across the school. We currently have two departments with critical faculty mass issues. Health Services Policy and Management has five tenure-track faculty members, one who is nearing retirement and another who has substantial responsibilities outside the school; this department currently has a large number of students but has noticed disturbing decreases in applications and enrollment recently due to the faculty deficits and a diminished regional reputation. Environmental Health Sciences currently has 5.5 FTE tenure-track faculty members, including interim dean Chandler. While the number of students is currently small, it is difficult for a faculty of this size to maintain the scope of activity necessary for a healthy academic department; the department has already declined to apply for ABET re-accreditation of its industrial hygiene program due to limited faculty resources (n=2) in this area. With any additional losses, the faculty complement in either of these departments could endanger our school accreditation, which is critical to faculty and student recruitment as well as required for a wide variety of extramural funding streams. Loss of accreditation, or significantly reduced performance in our re-accreditation review relative to our excellent performance 7 years ago, will mean a sharp and significant drop in our formal and informal rankings nationally as a School of Public Health.

III. Unit Statistical Profile

A. Instructional

1. Number of applications

	<b>Fall 2005</b>	<b>Fall 2006</b>	<b>Fall 2007</b>	<b>Fall 2008</b>
<b>**Applications</b>				
Undergraduate	335	314	367	378
Masters	526	536	596	572
Certificate	1	0	9	6
First Professional	0	0	0	0
Doctoral	166	221	274	281
<b>Total</b>	<b>1,028</b>	<b>1,071</b>	<b>1,246</b>	<b>1,237</b>

2. Number of admissions

	<b>Fall 2005</b>	<b>Fall 2006</b>	<b>Fall 2007</b>	<b>Fall 2008</b>
<b>**Admissions</b>				
Undergraduate	232	211	230	253
Masters	243	299	304	337
Certificate	0	0	6	4
First Professional	0	0	0	0
Doctoral	68	89	77	95
<b>Total</b>	<b>543</b>	<b>599</b>	<b>617</b>	<b>689</b>

3. Freshman retention rate

	<b>2004 Cohort</b>	<b>2005 Cohort</b>	<b>2006 Cohort</b>	<b>2007 Cohort</b>
	<b>Returned 05</b>	<b>Returned 06</b>	<b>Returned 07</b>	<b>Returned 08</b>
Same School	55.8%	73.3%	68.8%	68.8%
Other School	27.9%	16.3%	19.5%	19.8%
<b>TOTAL</b>	<b>83.7%</b>	<b>89.6%</b>	<b>88.3%</b>	<b>88.5%</b>

4. Number of majors (student headcount and FTE)

	<b>Fall 2005</b>	<b>Fall 2006</b>	<b>Fall 2007</b>	<b>Fall 2008</b>
<b><u>Student Headcount</u></b>				
Undergraduate	414	484	531	632
Masters	311	335	345	353
Certificate	0	0	8	10
First Professional	0	0	0	0
Doctoral	170	199	207	231
<b>Total</b>	<b>895</b>	<b>1,018</b>	<b>1,091</b>	<b>1,226</b>

	<b>Fall 2005</b>	<b>Fall 2006</b>	<b>Fall 2007</b>	<b>Fall 2008</b>
<b><u>FTE Students</u></b>				
Undergraduate	338	173	204	248
Masters	265	271	289	311
First Professional	0	0	0	0
Doctoral	133	156	161	178
<b>Total</b>	<b>736</b>	<b>600</b>	<b>654</b>	<b>737</b>

5. Number of graduates

	<b>Fall 2007</b>	<b>Spring 2008</b>	<b>Summer 2008</b>
<b><u>Degrees Awarded</u></b>			
Undergraduate	31	67	23
Masters	38	48	62
Certificate	0	0	0
First Professional	0	0	0
Doctoral	17	5	5
<b>Total</b>	<b>86</b>	<b>120</b>	<b>90</b>

6. Four-, five- and six-year graduation rates

	2000 Cohort			2001 Cohort			2002 Cohort		
<i>Starting in Public Health</i>	4-Year Grad	5-Year Grad	6-Year Grad	4-Year Grad	5-Year Grad	6-Year Grad	4-Year Grad	5-Year Grad	6-Year Grad
<b>Ending in:</b>									
Same School	38.5%	43.6%	43.6%	37.2%	44.2%	44.2%	46.9%	53.1%	53.1%
Other School	18.0%	28.2%	30.8%	9.3%	18.6%	18.6%	10.2%	20.4%	20.4%
<b>TOTAL</b>	<b>56.4%</b>	<b>71.8%</b>	<b>74.4%</b>	<b>46.5%</b>	<b>62.8%</b>	<b>62.8%</b>	<b>57.1%</b>	<b>73.5%</b>	<b>73.5%</b>

7. Total credit hours

	Fall 2007	Spring 2008	Summer 2008
<b><u>Student Credit Hours</u></b>			
Undergraduate	3,073	4,244	1,058
Masters	3,472	3,058	2,479
First Professional	0	0	0
Doctoral	1,446	1,391	617
<b>Total</b>	<b>7,991</b>	<b>8,693</b>	<b>4,154</b>

8. Number of faculty

	Fall 2005	Fall 2006	Fall 2007	Fall 2008
<b><u>Tenure Track Faculty</u></b>				
Professor	18/20	22/21	19/20	15/16
Associate Professor	14	15	17/16	16/15
Assistant Professor	15	17/16	22	21/25

<b><u>Research Faculty</u></b>				
Professor	2/3	3	2	2
Associate Professor	0/3	1/3	2/3	2
Assistant Professor	11/16	16/15	10	14/15

<b><u>Clinical Faculty</u></b>				
Professor	0	0	0	0/1*
Associate Professor	4	5	5	5
Assistant Professor	10/13	10/13	13/14	11/15
Instructor	0	4	4/5	5

	Fall 2005	Fall 2006	Fall 2007	Fall 2008
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**Instructors**

	8/9	4	4/3	3/2
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**Visiting Faculty**

Professor	0	0	0	0
Associate Professor	0	0	0	0
Assistant Professor	0	0	0	0

**Adjunct Faculty**

189	189	167	202
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\*Post-TERI hire of professor emeritus

First faculty count in each cell is as reported by Institutional Assessment and Compliance, second number is based on internal records. Some discrepancies are due to temporary grant appointments; several may reflect fall hires or promotions. Adjunct faculty count is based on internal records and includes USC faculty in units other than Public Health.

9. Continuing education units  
None reported.

**B. Research and Creative Accomplishments**

10 and 11. Publications and presentations at national/international meetings

Department	Publications	Presentations
Communication Sciences and Disorders	23	21
Environmental Health Sciences	19	20
Epidemiology and Biostatistics	106	129
Exercise Science	44	39
Health Promotion, Education and Behavior	49	76
Health Services Policy and Management	21	30
<b>Total (UNDUPLICATED)</b>	<b>223</b>	<b>315</b>

12. Performances and exhibitions  
Not applicable

13. Summary of sponsored research activity to include grant applications submitted and awarded, arranged by sponsoring agency FY 2008 and to date (February 2009).

Research Applications submitted by ASPH Researchers in FY 2008, which were Awarded as of February 2009, by Sponsoring Agency (Includes new and continuation applications, and resubmissions. Flow-through funds are listed with agency of origin.)

Data Source: USCeRA

<b>Sponsor</b>	<b>Total # of Submitted Research Applications<sup>1</sup></b>	<b>Total # of Submitted &amp; Awarded Research Applications</b>	<b>1st Year Requested Amount (Awarded)</b>
Administration on Aging	4	4	139,523
American Heart Association	5	2	97,000
ASPH	1	1	1,992
BodyMedia, Inc.	1	1	138,316
CDC	21	16	5,091,122
Duke Endowment	5	3	466,462
Health and Human Services	7	4	1,143,987
HRSA	4	2	759,928
ICDDR, Bangladesh	1	1	52,850
Instituto Nacional De Salud Publica	3	3	60,085
Kellogg Foundation	1	1	4,081
National Institutes of Health	79	21	6,108,766
NOAA	4	1	43,500
National Psoriasis Foundation	1	1	50,000
National Science Foundation	4	1	104,252
Quercegen Pharma, LLC	1	1	406,848
Robert Wood Johnson Foundation	7	2	70,266
SC DHEC	1	1	32,717
SC DMH	1	1	16,372
SC Research Authority	2	1	6,000
Slocum-Lunz Foundation	3	2	2,400
US Department of Agriculture	1	1	41,440
US Department of Defense	6	2	1,024,860
US Department of Energy	2	2	34,942
<b>Totals</b>	<b>165</b>	<b>75</b>	<b>\$15,897,709</b>

<sup>1</sup>Twenty-seven additional FY 2008 applications, which were pending in February 2009 or had been declined, were submitted to the following agencies and organizations: AHRQ, Alzheimer's Association, American Cancer Society, American College of Sports Medicine, American Institute for Cancer Research, Autism Speaks, US Civilian Research and Development Foundation, EPA, Foundation for Physical Therapy, Juvenile Diabetes Research Foundation, Mary Kay Ash Foundation, NASA, National Organization for Hearing Research, National Spasmodic Dysphonia Association, SAMHSA, SC Spinal Cord Injury Research Fund, South Carolina Cancer Alliance, Susan G. Komen Breast Cancer Foundation, National Campaign to Prevent Teen and Unplanned Pregnancy, Verizon Foundation, Voice Foundation. The total dollar amount of FY 2008 research applications is \$38,357,607.

Research Applications submitted by ASPH Researchers in FY 2009, which have been Awarded as of 2/2/2009, by Sponsoring Agency (Includes new and continuation applications, and resubmissions. Flow-through funds are listed with agency of origin.)

Data Source: USCeRA

<b>Sponsor</b>	<b>FY 2009 to date Total # of Submitted Research Applications<sup>1</sup></b>	<b>Total # of Submitted &amp; Awarded Research Applications</b>	<b>1st Year Requested Amount (Awarded)</b>
Administration on Aging	2	2	74,542
American College of Sports Medicine	3	1	3,000
Duke Endowment	3	1	146,238
George Mason University	1	1	2,000
Health and Human Services	3	2	70,737
ICDDR, Bangladesh	1	1	40,000
National Institutes of Health	43	4	843,029
Robert Wood Johnson Foundation	2	1	48,625
<b>Totals</b>	<b>57</b>	<b>13</b>	<b>\$1,228,171</b>

<sup>1</sup>Thirty-six additional FY 2009 applications, which were pending as of February 2009 or have been declined, were submitted to the following agencies and organizations: American Cancer Society, Allen Foundation, Alzheimer's Association, American Federation for Aging Research, American Heart Association, Broad Foundation, CDC, Coca-Cola Company, Crohn's and Colitis Foundation of America, Cystic Fibrosis Foundation, DOD, Elan Pharmaceuticals, Inc., IDEA, Muscular Dystrophy Association, NASA, NSF, Quercegen Pharma, LLC, Roswell Park Cancer Institute, SAMHSA, SC Campaign to Prevent Teen Pregnancy, and SC CHE Endowed Chairs Program. The total dollar amount of FY 2009 research applications to date is \$24,876,343.

14. Total extramural funding processed through SAM in FY 2008, and federal extramural funding processed through SAM in FY 2008

Summary of FY 2008 Extramural Funding to ASPH PIs (See detailed tables below.)

Total Federal Research*	17,558,073
Total Federal Non-Research	2,030,039
Total Non-Federal Research	5,143,323
Total Non-Federal Non-Research**	982,773
<b>Total FY 08 Extramural Funding</b>	<b>\$25,714,208</b>

Source: USCeRA

\*Includes 50% (\$290,724) of awards to D. Porter/Baruch Institute & ENHS

\*\*Includes \$407,254 in GA contracts

FY 2008 Research Awards by Sponsoring Agency & Total 1st Year Amounts

Data Source: USCeRA

Note: Flow-through funds are listed under the agency of origin.

<b>Federal Research Awards Received in FY 2008</b>	<b>Totals</b>
AOA	150,386
CDC	4,537,675
DOD	1,507,345
DOE	33,113
HHS	1,675,966
HRSA	625,530
NASA	23,865
NIH	7,319,889
NOAA	334,224
NSF	1,009,367
SAMHSA	98,506
USDA	242,207
<b>Total</b>	<b>\$17,558,073</b>

<b>Non-Federal Research Awards Received in FY 2008</b>	<b>Totals</b>
American Heart Association	97,000
Association of Schools of Public Health	2,000
Body Media, Inc.	251,896
Duke Endowment	344,130
Duke University	280,000
Feldenkrais Educational Foundation	500
ICDDR, Bangladesh	52,850
Instituto Nacional De Salud Publica	14,325
Mary Black Foundation	21,270
National Psoriasis Foundation	50,000
National Swimming Pool Foundation	90,417
Quaker Oats Company	139,846
Robert Wood Johnson Foundation	125,740
SC DHEC	32,717
SC DMH	16,372
SC General Assembly	2,744,800
SC Nutrition Research Consortium	2,500
SC Research Authority	6,000
Slocum-Lunz Foundation	2,100
Thrasher Research Fund	341,174
USDA	821
W. K. Kellogg Foundation	516,865
Zest Quest	10,000
<b>Total</b>	<b>\$5,143,323</b>

FY 2008 Research Awards by Department/Center & Total 1st Year Amounts

<b>Department/Center</b>	<b>Total Research Awards</b>	<b>Total Federal Research Awards</b>	<b>Total Research &amp; Non- Research Awards</b>
Communication Sciences & Disorders	1,234,754	1,234,754	1,509,389
Environmental Health Sciences	1,818,099	1,765,999	2,060,518
Epidemiology & Biostatistics	4,835,882*	1,497,191	5,054,875
Exercise Science	2,734,605	2,062,946	2,749,877
Health Promotion, Education & Behavior	1,445,751	1,018,706	1,514,988
Health Services Policy and Management	480,244	477,744	822,590
Arnold School of Public Health – Dean	2,330,487	2,113,622	4,067,842
Cancer Prevention and Control Program	1,446,730	1,446,730	1,446,730
Center for Health Services & Policy Research	1,371,114	1,354,742	1,474,867
Center for Research in Nutrition & Health Disparities	2,229,004	2,132,183	2,237,056
Institute for Partnerships to End Health Disparities	867,692	567,692	868,442
Prevention Research Center	1,907,034	1,885,764	1,907,034
<b>Totals</b>	<b>\$22,701,396</b>	<b>\$17,558,073</b>	<b>\$25,714,208</b>

\*EPID/BIOS includes a \$2,744,800 COEE award from the State of South Carolina.

15. Total direct cost research expenditures (DCRE) per tenured/tenure track faculty for FY2008, by rank and by department if applicable.

<b>Total ASPH Research Expenditures for FY 2008</b>				
<b>Rank</b>	<b>Total RE w/IDC</b>	<b>Total RE DC only</b>	<b># TT Faculty</b>	<b>DCRE \$ Per TT Faculty</b>
Prof (18)	8,856,505	7,138,347	19	375,702
Assoc Prof (14)	4,537,228	3,748,842	17	220,520
Asst Prof (15)	1,256,870	1,014,564	22	46,117
Non TT Faculty (16)	2,312,987	1,725,969		
Non Faculty (14)	2,492,217	2,078,159		
<b>Total Research Expenditures</b>	<b>19,455,807</b>	<b>15,705,881</b>		

\*Amounts per faculty member are calculated using the number of faculty members by rank reported by USC's Institutional Assessment and Compliance Office as if Fall 2007, but as noted above, these numbers are not consistent with internal records. Expenditure Data Source: SAM

16. Amount of sponsored research funding per faculty member (by rank and type of funding)

<b>FY 2008 Amount of Research Funding by Faculty Rank and Type of Funding</b>							
Source: USCeRA							
<b>Rank</b>	<b>Federal</b>	<b>Local</b>	<b>Hospital/ Other</b>	<b>Non- Profit</b>	<b>State Gov</b>	<b>Total</b>	<b>Per Faculty</b>
Prof	7,368,390	391,742	0	981,306	2,744,800	11,486,238	604,539
Assoc Prof	3,604,088	0	0	644,130	2,500	4,250,718	250,042
Asst Prof	2,247,061	0	0	40,065	33,538	2,320,664	105,485
Res Prof	551,779	0	0	0	0	551,779	275,890
Res Assoc Prof	872,408	0	0	21,270	0	893,678	446,839
Res Asst Prof	628,141	0	0	50,000	0	678,141	67,814
Clin Asst Prof	282,673	0	0	189,000	0	471,673	94,673
<b>Totals</b>	<b>\$15,554,540</b>	<b>\$391,742</b>	<b>0</b>	<b>\$1,925,771</b>	<b>\$2,780,838</b>	<b>\$20,652,891</b>	

\*Amounts per faculty member are calculated using the number of faculty members by rank reported by USC's Institutional Assessment and Compliance Office, but as noted above, these numbers are not consistent with internal records. This table does not include awards totaling \$2,048,505 with non-faculty PI (research associate, staff, student)

17. Percentage of unit faculty with sponsored research activity as PI (by rank and type of activity)

<b>FY 2008 SPH Faculty Research Awards*</b>					
Grant Data Source: USCeRA Faculty Data Source: USC Institutional Assessment & Compliance					
<b>Rank</b>	<b># Funded Faculty</b>	<b>Total Res \$ Amount</b>	<b>Total Faculty</b>	<b>\$/Faculty Member</b>	<b>% as PI</b>
Prof	17	11,486,238	19	604,539	89%
Assoc Prof	12	4,250,718	17	250,042	71%
Asst Prof	12	2,320,664	22	105,485	55%
Res Prof	2	551,779	2	275,890	100%
Res Assoc Prof	2	893,678	2	446,839	100%
Res Asst Prof	9	678,141	10	67,814	90%
Clin Asst Prof	3	471,673	5	94,673	60%
<b>Totals</b>	<b>57</b>	<b>\$20,652,891</b>			

\*Amounts per faculty member are calculated using the number of faculty members by rank reported by USC's Institutional Assessment and Compliance Office as of Fall 2007, but as noted above, these numbers are not consistent with internal records. This table does not include research awards totaling \$2,048,505 with non-faculty PI (research associate, staff, student)

18. Number of faculty serving as co-investigators in cross-unit activities in FY 2008

Forty-four ASPH faculty members (unduplicated number) were listed as investigators on grant and contract applications that were developed and submitted in collaboration with investigators from other USC units, including Anthropology, Baruch Institute, Biology, Chemistry, Engineering, Institute for Families in Society, Mathematics, Nursing, Psychology, School of Medicine, Social Work, Women's Studies, and USC's Institute for Public Service and Policy Research. Data Source: USCeRA.

Twenty-two ASPH faculty members (unduplicated number) were listed as investigators on externally funded projects in collaboration with investigators from other USC units, including Baruch Institute, Biology, Chemistry, Engineering, Institute for Families in Society, Mathematics, Psychology, School of the Environment, School of Medicine, and USC's Institute for Public Service and Policy Research. Data Source: USCeRA. (Note that the list of continuing funded projects is possibly incomplete since USCeRA has not always recorded names of co-investigators.)

19. Number of faculty cross-appointed in Centers and/or Institutes in FY 2008

- James Hebert, Cancer Prevention and Control Program
- Sonya Jones, Nutrition Center
- Heather Brandt, CPCP
- Steve Hooker, Prevention Research Center
- Trish Sharpe, Prevention Research Center
- Delores Pluto, Prevention Research Center (resigned October 2008)
- Saundra Glover, Institute for Partnerships to Eliminate Health Disparities
- Jim Burch, CPCP
- James Hardin, Center for Health Services and Policy Research, Biostatistical Collaborative Unit in HSRC
- Amy Brock-Martin, Rural Health Research Center
- Erik Svendsen, Center for Public Health Preparedness
- Swann Adams, CPCP
- Anwar Merchant, Nutrition Center (hired 1/1/2008)
- Angela Liese, Nutrition Center
- Donna Richter, SC Public Health Institute
- Edith Williams, Institute for Partnerships to Eliminate Health Disparities
- Sacoby Wilson, Institute for Families in Society
- Dwayne Porter, Baruch Institute

20. Number of patents, disclosures and licensing agreements in calendar year 2008

None known

21. Number of proposals submitted to external funding agencies during Calendar Year 2008 (by type and department) Data Source: USCeRA

<b>Dept/Ctr</b>	<b># Commercial</b>	<b># Federal</b>	<b># Local</b>	<b># Hosp/Other</b>	<b># Private</b>	<b># State Gov</b>	<b>Totals</b>
COMD	4	13	0	1	1	0	19
ENHS	0	25	0	1	6	0	32
EPID/BIOS	1	18	0	0	7	11	37
EXSC	4	21	0	0	10	2	37
HPEB	2	11	2	2	20	4	41
HSPM	14	11	0	11	4	4	44
PRC	0	9	0	0	2	0	11
CHSPR	0	7	0	0	3	0	10
NC	0	9	0	0	3	1	13
Dean	0	10	0	0	1	3	14
IPEHD	0	8	0	0	4	0	12
CPCP	0	28	0	0	1	1	30
<b>Totals</b>	<b>25</b>	<b>170</b>	<b>2</b>	<b>15</b>	<b>62</b>	<b>26</b>	<b>300</b>

**C. Faculty Hiring**

22. Number of full-time faculty hires AY 2008-2009 by department and rank

Beets, Michael	Exercise Science	Assistant Professor	8/16/2008
Blake, Christine	Health Promotion, Education, and Behavior	Assistant Professor	8/16/2008
Fayad, Raja	Exercise Science	Assistant Professor	8/16/2008
Frizzell, Norma	Exercise Science	Research Assistant Professor (research grant)	
Merchant, Anwar	Epidemiology	Associate Professor	1/1/2008
Rajesh, Mathur	Exercise Science	Research Assistant Professor (research grant)	
Soeroes, Peter	Communication Sciences and Disorders	Assistant Professor	8/16/2008
Spencer, Mindi	Health Promotion, Education, and Behavior	Assistant Professor	8/16/2008
Archer, Jamy	Communication Sciences and Disorders	Clinical Instructor	1/1/2009
Do, Phuong (Phoenix)	Health Services Policy and Management	Assistant Professor	1/1/2009
Finneran, Denise	Communication Sciences and Disorders	Assistant Professor	1/1/2009

23. Number of post-doctoral scholars (PhD non-faculty hires) FY 2008  
Four hired in FY 2008; one continued from FY 2007

24. Anticipated faculty losses for next five years  
 COMD: two tenured associate professors, one senior instructor, one research professor  
 ENHS: one potential retirement  
 EPID/BIOS: one tenured professor, one instructor  
 EXSC: none reported  
 HPEB: none anticipated  
 HSPM: one tenured associate professor

25. FEI proposals in AY 2007 - 2008 Source: USCeRA

<b>Status</b>	<b>Title</b>	<b>PI Name</b>	<b>Amount First Yr</b>
Not approved	FEI Hospital Infection Connection	Dr. Marjorie Aelion	\$822,182
Not approved	Fostering A Nano-Environmental Collaborative At USC: FEI Support to Attain National Prominence In An Emerging Research Area	Dr. Timothy John Shaw	\$140,000
Not approved	Enhancement of Critical Mass Hire in Biostatistics (Biostatistics (11520-06-13053)	Dr. John E. Vena	\$140,000
Not approved	Hire of a Faculty Cluster in Audio Bio-Technology	Dr. Antonello Monti	\$210,000
Not approved	Cluster Hire in Language Development and Disorders	Dr. Amit Almor	\$140,000
Not approved	FEI: Hire of a Faculty Cluster in Hurricane Science and Engineering	M. Hanif Chaudhry	\$210,000
Approved	FEI New Cluster Hire Proposal 18000-08-18484 "Evidence Based Cancer Prevention Program"	Dr. Suzanne McDermott	\$140,000
Not approved	Rehabilitation Induced Brain Reorganization	Dr. Michael Amiridis	\$70,000
Not approved	FEI Cluster Enhancement: Toxicity and Environmental Fate of Emerging Contaminants and Microbial Toxins	Dr. Joseph RV Flora	\$70,000
Awaiting VPR or Provost Approval	FEI CoEE Enhancement for the Center for Rehabilitation and Reconstruction Sciences	Dr. Michael Anthony Matthews	\$140,000

26. List of COEE endowed chair applications submitted for AY 2008 – 2009 and those approved

<b>Status</b>	<b>Title</b>	<b>PI Name</b>	<b>Amount Requested</b>
Submitted	Center of Economic Excellence for Technology Center to Enhance Healthful Lifestyles	Dr. Steven Blair	\$10,000,000
Awarded	COEE (Healthcare Quality)	Dr. Robert McKeown	\$2,744,800

27. Centenary Plan Proposals in AY 2007 -2008 Source: USCeRA

<b>Status</b>	<b>Title</b>	<b>PI Name</b>	<b>Amount First Yr</b>
VPR Commitment	Proposal for a position at the rank of assistant professor special emphasis on environmental and spatial aspects of cancer epidemiology Hire: Robin Puett	Dr. James Hebert	\$144,200