

CONVERGENT.
INNOVATIVE.
DIVERSE.



KECK SCHOOL OF
MEDICINE OF USC

**STRATEGIC PLAN
2017-2027**

As the first medical school in Southern California, the Keck School of Medicine of USC has been a pioneer in scientific advancement, always remembering that healthcare is first and foremost about people: those we treat, those we educate, those we work with and those who benefit from our research.

The following pages outline our vision for how the Keck School will continue to drive innovation while keeping people at the center of our activities — enhancing the wellbeing of everyone we touch.

We remain committed to providing exceptional person-centered care across our medical enterprise and to enhancing community engagement so that we understand and provide services that meet local needs.

In addition to serving our patients and community — through both direct care and translational discoveries — we are also focused on doing more to promote the wellbeing of our faculty, students, staff and residents.

This plan is a compelling demonstration of the need for convergence, not just in the sense of bringing together seemingly disparate areas of science but also in integrating issues such as equity, diversity and compassion with our drive for innovation and discovery. Our combined efforts will mean better health for people all over the world.

Laura Mosqueda, MD
Interim Dean

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vision

**KECK SCHOOL OF MEDICINE CONVERGES
THE STRENGTHS OF USC, DRIVING INNOVATION
IN HEALTH AND MEDICINE TO SERVE OUR
DIVERSE COMMUNITIES.**

PUTTING PEOPLE FIRST

As the first medical school in Southern California, serving what has become the nation's most populous county — and now a major force in advancing care globally — the Keck School of Medicine of USC has always been a forward-looking, pioneering institution. For decades we have harnessed the transformative power of interdisciplinary research and inter-professional education. Serving and caring for the individual — whether patient, student, community member, scientist, clinician, staff member, partner — is central to all we do.

Now, as we unveil the school's comprehensive new strategic plan, we dedicate ourselves to working together with respect and integrity, seeking newer and better treatments to improve the health and quality of life of those we serve.

“

*A goal
without
a plan
is just
a wish.*

—

ANTOINE
DE SAINT-
EXUPÉRY

FROM THE CO-CHAIRS

In June 2016, the Keck School of Medicine of USC launched a yearlong process of outlining a clear and compelling vision for the school's future, propelling us further among the nation's top private academic medical enterprises. Providing deep and meaningful engagement with a broad range of voices was an essential goal from the outset, and we were heartened by the enthusiastic and candid responses this project garnered from so many members of our community.

The initiative began by evaluating the school's standing in our local, national and global community. We distributed a survey to nearly 6,000 faculty, students, staff, residents and postdoctoral fellows. At a retreat in September 2016, 40 members of the Keck School of Medicine reviewed the survey results, strengths, weaknesses, opportunities and threats. We defined core values and cross-cutting themes. We established three strategy design teams — one for each segment of our tripartite mission of clinical care, education and research. The teams were tasked with identifying the vision imperatives and overarching goals for each focus area. Additional subject-matter experts were invited as we developed key strategies and tactics.

Further feedback from the broader Keck School community was solicited throughout the process via comments on our strategic plan website. All told, more than 2,000 members of the Keck School family participated. We are indebted to all who joined the conversation, many of whom devoted countless hours to this important work.

The following pages provide an executive summary of where the Keck School envisions being in 5 to 10 years. It codifies our values and defines our general goals that will guide us in achieving our vision of converging USC's strengths to drive innovation in health and medicine in service of our diverse communities.

The goals articulated here may be grand, but by working together we will continue achieving them. As we begin implementation of this vision for the school's future, we welcome your ongoing involvement and input. We look forward to your joining us on this journey.

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Raymond and Betty McCarron Chair in Neurology

Director, Alzheimer's Disease Research Center

Andy McMahon, PhD

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Professor of Ophthalmology

Professor of Preventive Medicine

FROM THE PROVOST

In the spring of 2016, I asked the dean of the Keck School of Medicine of USC to develop a strategic plan for the next five to 10 years. The plan detailed in the following pages is the crystallization of much collaborative work by the entire USC Keck community, including its promising students, exceptional scholars, valued patients, outstanding clinicians, cherished neighbors and benefactors, and world-renowned researchers. As provost of the University of Southern California, I congratulate you for producing a forward-looking, civically minded plan. Now comes the task of fulfilling its aims and elevating the Keck School of Medicine and, in the process, the entire university.

In the spirit of convergence, the Keck School already collaborates with many other units in groundbreaking research areas: the Viterbi School of Engineering, the Dana and David Dornsife College of Letters, Arts and Sciences, the Marshall School of Business, the Suzanne Dworak-Peck School of Social Work, the Leonard Davis School of Gerontology, the Annenberg School for Communication and Journalism, the Leonard D. Schaeffer Center for Health Policy & Economics, the Price School of Public Policy and more. USC is committed to addressing the wicked problems of our age, particularly those related to lifespan health and wellness where the Keck School is poised to play the leading role.

While the future of medicine, healthcare and wellness in the 21st century is complex, the vision articulated in these pages is clear and straightforward — converging our strengths, driving innovation and serving diverse communities. The Keck community is committed to providing outstanding clinical care to people here in Los Angeles and from around the world; to educating diverse, outstanding clinicians and researchers destined to become leaders in science, health and medicine; and to serving as a hub for innovative scientific discovery and translational research. Every member of the Keck medical community — from our lab technicians, nurses and principal scientific investigators, to our community leaders, doctors, neighbors and benefactors — is already answering the call, and each has an important role to play in achieving our collective goals.

It is no coincidence that the lofty goals of this strategic plan — raising the quality of life and serving the public good — match those of the USC Strategic Plan: Answering the Call.

I am proud to say that nowhere — nowhere — are our aims more important or further reaching than improving the health and wellness of our fellow human beings. I hope you will read this plan carefully, feel its passion and commit yourself to serving its ends.

Michael W. Quick, PhD
Provost, University of Southern California

“

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—
MICHAEL W.
QUICK

overview

The Keck School of Medicine is undergoing a transformation. Our tripartite mission of providing exceptional clinical care, educating future health leaders and conducting leading-edge scientific inquiry remains the same, but the way we fulfill that mission is evolving. This transformation is occurring not only because of the fundamental changes taking place in medicine nationally and globally, but also due to our determination as an institution to help drive those advances in order to improve the lives of people — here and everywhere.

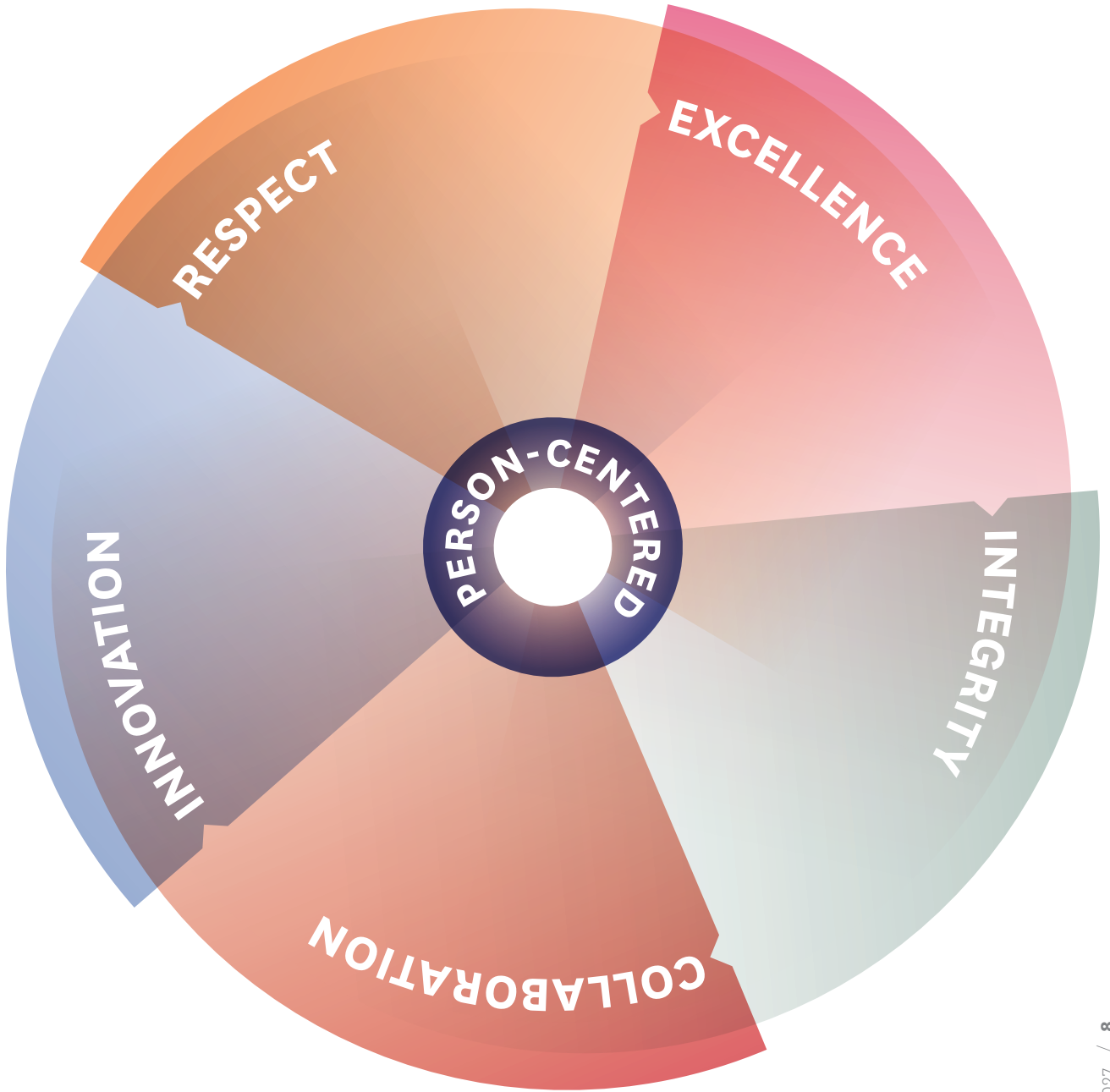
Over the past decade, the pace of biomedical research at USC has dramatically risen, along with the formation and expansion of a number of basic and translational research institutes, including the Alzheimer’s Therapeutic Research Institute, the Eli and Edythe Broad Center for Regenerative Medicine and Stem Cell Research, the Institute for Biomedical Therapeutics, the Diabetes and Obesity Research Institute, the USC Cardiovascular and Thoracic Institute, the USC Institute for Emerging Pathogens and Human Immunology, the Hastings Center for Pulmonary Research, the Institute for Health Promotion and Disease Prevention Research, the Lawrence J. Ellison Institute for Transformative Medicine, the USC Mark and Mary Stevens Neuroimaging and Informatics Institute, the

Norris Comprehensive Cancer Center, the Institute for Translational Genomics, the USC Institute of Urology, the USC Gayle and Edward Roski Eye Institute, the Southern California Clinical and Translational Science Institute, and the Zilkha Neurogenetic Institute. Vital interdisciplinary collaborations with other academic units across the university also continue to flourish and grow.

Our longstanding clinical care and teaching facilities likewise are expanding, particularly our private medical enterprise, with USC Verdugo Hills Hospital joining Keck Hospital of USC, Children’s Hospital Los Angeles and the USC Norris Comprehensive Cancer Center, as well as Los Angeles County + USC Medical Center, one of the nation’s largest teaching hospitals.

As the future of medicine continues to evolve, one constant remains the heart of our profession: improving the human condition.

While detailing a vision for advancing clinical care, enhancing training and fostering novel medical discoveries, our new strategic plan ensures that every aspect of our mission remains person-centered.



vision

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CONVERGES** THE STRENGTHS OF
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OUR DIVERSE COMMUNITIES.**

VISION IMPERATIVES

clinical care

Foster integration among research, education and clinical care to optimize health for the populations we serve.

education

Train a diverse and outstanding group of clinicians, researchers and students to be renowned leaders in science, health and medicine.

research

Be a hub for scientific discovery and its translation to better health for all.

CROSS-CUTTING GOALS

Foster innovation and creativity

The Keck School is committed to being at the forefront of clinical care, education and research efforts that push the boundaries of discovery and delivery in new and unexpected ways.

- » *We will take bold steps to further integrate research and clinical care by bolstering our biorepository and imaging capabilities, enhancing data warehouse functionality, implementing a robust clinical trials management system, ensuring that the Clinical Trials Office has the capacity for rapid activation of promising new breakthroughs, and adding dedicated research analysts and information technology staff to support clinical research.*
- » *We will design educational programs that address the learner's perspective and will develop a university-wide pre-health and biomedical undergraduate academy to expose more students to research and encourage more young people to enter the medical profession.*
- » *We will enhance the Keck School's infrastructure and training for research innovation, dissemination and commercialization — with an incubator fund and development of a major new biotech park.*

Strengthen collaboration and outreach

We believe in the power of creative and thoughtful minds coming together to tackle some of society's toughest challenges.

- » *We will continue fostering a culture of exceptional patient-centered care across the Keck medical enterprise and our health system partners, empowering patient advisory groups to effect practice changes, designing innovative patient education modules, expanding navigator programs, and enhancing community engagement to design programs and services that meet local needs.*
- » *We will develop cohesive undergraduate and graduate programming in pre-health and biomedical sciences that leverages strengths and supports collaboration across the university.*
- » *We will bolster the convergence of a vast range of disciplines through seed funding to incentivize collaborative research, dedicated space on both campuses for such projects, the use of mobile devices to improve health outcomes, and enhancing patient and family education and engagement by capitalizing on the strengths of cinematic arts and social work.*

Ensure a supportive work environment

We are committed to partnering with all members of our Keck community to ensure an atmosphere of trust and respect that will permeate every aspect of our work.

- » *We will strengthen clinical alignment across the Keck medical enterprise and our health system partners, with innovative clinical programs and geographically dispersed, multi-specialty medical groups.*
- » *We will further enhance graduate medical education programs to prepare physicians and scientists to be future leaders in their specialties while bolstering the wellness and mentorship opportunities that support students during their time at the Keck School.*
- » *We will recruit and support faculty, staff and learners from diverse backgrounds.*
- » *We will continue developing advanced, accessible research facilities that support collaborative investigations and are responsive to faculty and student needs.*

Invest in targeted areas in which the Keck School can best accelerate advances in health.

The Keck School is home to some of the brightest minds making great progress in vital fields. We aim to fuel further progress in these areas of excellence to make meaningful advances in overall health.

»THEMES

- Neuroscience
- Regenerative Medicine
- Sensory Sciences
- Precision Health
- Population/Community Health

»DISEASES

- Cancer
- Infection, Immunity, Inflammation
- Obesity, Diabetes, Liver and Metabolic Diseases
- Cardiovascular Disease
- Alzheimer's Disease

»TECHNOLOGIES

- Molecular and Cellular Technologies (Omics)
- Imaging
- Cell-based Therapies
- Informatics and Big Data
- Digital Health

VISION IMPERATIVE

clinical care

FOSTER INTEGRATION AMONG RESEARCH, EDUCATION AND CLINICAL CARE TO OPTIMIZE HEALTH FOR THE POPULATIONS WE SERVE.

From the world’s first artificial retina to a “bionic suit” that may help paraplegics walk again, the Keck School of Medicine converges expertise across disciplines to translate biomedical innovations into clinical benefits for people throughout our region and around the world.

Our faculty members direct the clinical services provided at five partner hospitals and 15 affiliated hospitals, addressing the healthcare needs of more than one million patients annually. The diversity of the region’s patient population inspires our efforts to provide individualized, culturally sensitive care and to eliminate health disparities.

Looking to the future, we aim to enhance the practice of medicine, with an emphasis on holistic, patient-centered treatments as we prevent and cure disease and improve the overall health of society.

“

It’s far more important to know what person the disease has than what disease the person has.

— HIPPOCRATES

CLINICAL CARE MISSION-SPECIFIC GOALS

GOAL 1: Lead in the provision of high-value, innovative, person-centered care.

»STRATEGIES

- *Establish a culture of exceptional person-centered care.*
- *Build systems of integrated care to meet patients' needs across the continuum of care.*
- *Drive innovation in clinical information technology to enhance patient care.*

GOAL 2: Create an environment in which research and education inform care, and care informs research and education.

»STRATEGIES

- *Invest in and continue to build a robust clinical research enterprise to integrate research and clinical care.*
- *Develop an enhanced paradigm to recruit, support and develop physician-scientists from undergraduate to postdoctoral fellow to faculty.*

GOAL 3: Provide diverse clinical learning experiences that prepare physicians to practice medicine of the future.

»STRATEGY

- *Enhance graduate medical education programs to prepare physicians to be future leaders within their medical specialties.*

GOAL 4: Design the clinical enterprise to be an accessible and valued asset for the community, Keck School of Medicine and USC.

»STRATEGIES

- *Strengthen clinical alignment across the Keck School, Keck Medical Center, Children's Hospital Los Angeles and Los Angeles County+USC Medical Center.*
- *Enhance our presence in, and engagement with, our community in designing programs and services that meet local needs.*

VISION IMPERATIVE

education

TRAIN A DIVERSE AND OUTSTANDING GROUP OF CLINICIANS, RESEARCHERS AND STUDENTS TO BE RENOWNED LEADERS IN SCIENCE, HEALTH AND MEDICINE.

The Keck School of Medicine, in partnership with one of the nation’s largest teaching hospitals, prepares future physicians and biomedical scientists to be leaders in the profession, to explore boldly and creatively across disciplines, and to provide compassion and excellent care. We attract students who share our commitment to innovation and our desire to solve intractable health issues, shape the future of the profession and improve the lives of people everywhere.

Our students and trainees help treat patients as part of an innovative curriculum that integrates basic and clinical sciences, technology and communication, the latest medical advances and the oldest healing arts. Graduate students play leading roles in creating new knowledge as part of the Keck School’s vibrant research community.

“

Education is for improving the lives of others and for leaving your community and world better than you found it.

—
MARIAN
WRIGHT
EDELMAN

EDUCATION MISSION-SPECIFIC GOALS

GOAL 1: Prepare physicians who shape the future of medicine.

»STRATEGIES

- Enhance graduate medical education programs to prepare physicians to be future leaders within their medical specialties.
- Establish a curricular structure to support evolving educational needs for medical students.
- Expand opportunities for residents and fellows to pursue research and educational experiences.

GOAL 2: Become *the* destination for students seeking innovative undergraduate and post-graduate health professional programs.

»STRATEGIES

- Embrace cohesive undergraduate and graduate programming in pre-health and biomedical sciences that leverages strengths and supports collaboration across USC.
- Design educational programs that consider the learner's perspective and societal needs.
- Develop a university-wide pre-health and biomedical undergraduate academy that will expose more students to research and encourage more students to enter the medical profession.

GOAL 3: Educate research scientists using innovative and personalized training programs.

»STRATEGIES

- Offer graduate education that enables students to become self-motivated, lifelong learners.
- Develop alternative career tracks for graduate students.
- Foster premier PhD and research masters' programs based on USC's research strengths.

GOAL 4: Expand diversity and promote equity in the biomedical research and health professional workplace.

»STRATEGIES

- Recruit and support faculty, staff and learners from diverse backgrounds.
- Enhance pipeline programs to grow and diversify the biomedical research and health professional workforce.
- Expand support for student scholarships in all programs.

GOAL 5: Promote a culture that supports outstanding educators.

»STRATEGIES

- Establish a teaching academy to ensure exemplary instruction and well-prepared teachers and mentors.
- Build an education facility that will foster collaboration and provide infrastructure for all educational activities.
- Cultivate and recognize outstanding educational professionals.

research

BE A HUB FOR SCIENTIFIC DISCOVERY AND ITS
TRANSLATION TO BETTER HEALTH FOR ALL.

The Keck School of Medicine’s investigations span basic, clinical, translational and population research, with particular strengths in cancer, regenerative medicine, neurosciences, obesity and metabolic disease, pediatrics, preventive medicine and global health.

This vibrant, scholarly community converges the expertise of physicians, scientists, statisticians, epidemiologists, engineers and health policy experts — as well as specialists throughout the arts, humanities and social sciences — to understand how the human brain and body respond to stress and disease and to create new approaches to medicine and health across the lifespan.

Based on the increasing use of molecular diagnostics and biomarkers, treatment strategies are becoming increasingly precise. Paying attention to a diverse range of genetic factors, diet and lifestyles, medicine is becoming increasingly personalized.

Our goals are to forge new pathways for discovery, accelerate the rate and reduce the cost of innovation, solve the intractable health challenges affecting humankind and foster future generations of researchers fearless in the pursuit of new knowledge and ideas.

“

To raise new questions, new possibilities, to regard old problems from a new angle, requires creative imagination and marks real advance in science.

—
ALBERT
EINSTEIN

RESEARCH MISSION-SPECIFIC GOALS

GOAL 1: Accelerate and expand the Keck School's local and global impact on health and medicine.

»STRATEGIES

- Invest in targeted areas in which the Keck School can best accelerate advances in health.
- Grow and diversify the research portfolio while ensuring the highest quality.

GOAL 2: Strengthen the research infrastructure and environment.

»STRATEGIES

- Develop modern research facilities that foster collaboration, fuel innovation and support research across the continuum.
- Build and support accessible core facilities and infrastructure that are efficient and responsive to Keck School faculty needs.
- Invest in a big data and biomedical informatics strategy that includes infrastructure and scientists to enable it.

GOAL 3: Facilitate collaborative research, both internally and externally, across the Keck School, USC and beyond.

»STRATEGIES

- Invest in, and continue to build, a robust clinical research enterprise to integrate research and clinical care.
- Develop an enhanced paradigm to recruit, support and develop physician-scientists from undergraduate to postdoctoral to faculty.
- Bolster multidisciplinary, collaborative, high-impact team science across USC.
- Strengthen research collaboration and engagement with community partners.
- Pursue strategic industry partnerships.

GOAL 4: Build the Keck School's research talent pool through recruitment, retention and development of outstanding faculty, staff, students and trainees.

»STRATEGIES

- Recruit and retain innovative, forward-thinking faculty.
- Develop formal leadership and mentorship programs for all.
- Enhance research training and career development for students, trainees and early-career faculty.

GOAL 5: Advance an innovative and entrepreneurial research culture.

»STRATEGIES

- Incentivize innovation and risk-taking.
- Enhance infrastructure and training for innovation, dissemination and commercialization.

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 Chief, Department of Pediatrics, LAC+USC
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Professor of Preventive Medicine

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 Chair and Professor of Integrative
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 Associate Dean, Appointments and
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 Director, Convergent Bioscience

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Director, Molecular Imaging Center
Director, PET Imaging Center

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Division Chief, Clinical Research

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Allem

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Carrie Breton

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