

January 2000

Dear Colleague:

School of Medicine
Office of the Dean

This letter is to keep you informed of the status of the revised 10-year strategic plan of the Keck School of Medicine. A few weeks ago I wrote to you that our revised Strategic Plan and five-year report on the 1993 Strategic Plan was posted on the Dean's web site (<http://www.usc.edu/schools/medicine>). Subsequently, I have presented the Plan to the President, Provost and a committee of Trustees for approval. The University leaders have suggested changes and note our draft to be a work in progress. I urge you to review the Plan on the web site. We will send you a printed copy at a later date.

The Plan begins with a "Vision" for the Keck School of Medicine early in the 21st Century: "By 2010, the Keck School of Medicine of the University of Southern California will achieve top rank status as a private research medical school. This stature will be achieved through groundbreaking discoveries and innovations in basic science and clinical research targeted to prevent and relieve human suffering and enrich the human mind and spirit. Excellence in the School's education mission will be attained by training excellent physicians including the leaders of the next generation of academic clinicians and basic scientists. The delivery of advanced university-level patient care, measured by breakthrough advances that fundamentally change the practice of medicine in the country, will ensure achievement of the School's mission and secure its national and international reputation for excellence. Many see the 21st century as the golden age of biomedical research. The Keck School will position USC for leadership at the dawn of a new era."

I am confident that we will achieve these ambitious goals. The Plan emphasizes our four major prioritized areas for Keck School research over the next ten years – Cancer, Neuroscience, Genomics, and Immunology and Transplantation Biology and adds additional research priorities, including Metabolic Diseases, Cardiovascular Diseases, Infectious Diseases and Children's and Women's Health.

New space and new faculty will be required to achieve our goals including 540,000 square feet of additional research space within the next decade, the recruitment of approximately 135 additional faculty, and improvement in the effectiveness of technology transfer at USC.

We envision the development of a Biotechnology Park on the Health Sciences Campus. This is a logical extension of the major complex emphasizing biomedical research on this campus including the Neurogenetic Institute, the proposed Transplantation and Immunobiology Institute, the recently dedicated Institute of Genetic Medicine, and the already successful Norris Cancer Center, Doheny Eye Institute and USC University Hospital (Tenet) Complex. By the end of the first decade of the 21st Century, a critical mass of basic and clinical sciences will be in place at the Keck School to attract the support and collaboration and partnership of local state and federal agencies, philanthropic organizations, and biotechnology companies.

In achieving our goals in medical education, the revised Strategic Plan outlines ambitious initiatives focused on creating an even better prepared USC graduate. These initiatives include the completion of the medical school curriculum revision to emphasize molecular medicine, problem solving, public health and preventive medicine, and student participation in research and other innovative programs. We will also focus on improving the M.D./Ph.D. program, including the program with Caltech. The success of these medical education initiatives will be a magnet for attracting ever better faculty, students, residents and post-doctoral trainees. We must attract the very best students for the M.D. and Ph.D. programs.

In pursuit of our clinical care mission, our goal is to build a world class USC Health System with a hub composed of USC University Hospital (Tenet), Norris, CHLA, and LAC+USC Medical Center. We will build outreach programs with enthusiastic local partners that will carry our specialized services into local and regional areas including downtown Los Angeles, the San Gabriel Valley, Orange County, and the Inland Empire. We envision a world class center for tertiary care and clinical research, attracting world class faculty to technologically advanced facilities.

There is much more information in the Strategic Plan that will be of interest and value to you and your fellow faculty members. I urge you to review the Plan and discuss it with fellow members of your Department and your colleagues throughout the School. The Plan also reviews our progress to date, as well as outlining strategies for the first decade of the 21st Century. We will continue to focus on building academic excellence at the Keck School – a place where major basic science discoveries are made; where the application of these discoveries to the cause, prevention and cure of disease is pioneered; where health maintenance and quality of life benchmarks are established, and where students are prepared for leadership roles in biomedical research, medical education and academic medicine.

I especially thank the Strategic Planning Task Force which worked on our behalf in a year-long process culminating in the draft ten-year Strategic Plan which has now been forwarded to the University for review and approval. These members included: Ronald Smith, (Chairman), Robert Beart, Leslie Bernstein, Edward Crandall, Donna Elliott, Jeffry Huffman, Peter Jones, Richard Lolley, Vaughn Starnes, William Stone, Clive Taylor, Joseph Van Der Meulen, and Fermin Vigil.

The Task Force will continue to provide advice and help to me as we proceed with an iterative and interactive process with the University leadership that will lead to formal approval of our Plan by the University.

Sincerely,



Stephen J. Ryan
Dean

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