Arnold School of Public Health (ASPH) – 2024 Blueprint Goals with Status Updates

GOAL 1: Provide undergraduate and graduate educational programs of excellence
*The Arnold School continues to attract and maintain strong enrollment with 2524 undergraduate students and 801 graduate students as of Fall 2023. In AY23, the yield of admitted graduate students across all ASPH degree programs was 38% (near our 40% objective). The master's yield was 41% (an increase of 11% from AY22), and the doctoral yield was 30% (an increase of 7% from AY22). Among all USC academic units, **ASPH continues to produce the highest percentage of undergraduates graduating with leadership distinction relative to class size (10% for AY23).** Additionally, 100% of ASPH undergraduates undertake a mentored practice experience; 67% graduated with Latin honors in AY23; and 12% of those graduated Summa Cum Laude. Using 1-year post-graduation status as a measure of excellence of educational programs, 96% of AY23 graduate and undergraduate ASPH alumni were either employed or furthering their education (among the 77% for whom an outcome is known).*

GOAL 2: Promote high quality, impactful and ethical research
*The Arnold School continues to be a leader in extramural funding with a record $50.4 million in FY23. Of that, $30.6 million was NIH funding. The total of new grant applications in FY23 was 369 (up from 325 in FY22). **ASPH is ranked #11 in NIH funding among all U.S. schools of public health and is #4 among schools at publicly governed universities**. In FY23, ASPH was **first** in NIH funding among U.S. schools not affiliated with strong academic medical centers. FY24 extramural funding (as of 3/1/24) is $39.8 million with $15.9 million of that from NIH. **Faculty publications are above 700 for the third straight year,** with a total of 713 for CY23. To ensure successful future research activity, new and existing ASPH faculty are encouraged to participate in the University's Propel Boot Camp, a program that began in the Arnold School and is now offered campus wide through the Office of Research. In AY24, **11 ASPH faculty are participating in this intensive NIH/NSF grants-mentoring program.***

GOAL 3: Recruit and retain highly qualified faculty and staff to meet our mission
*The Arnold School made major investments in new faculty for AY24, with a total of **$3.4 million in start-up funds for ten new faculty across five departments.** In CY23, 91% of all junior faculty participated in at least 2 mentoring meetings, and 74% of all faculty participated in professional development activities. **In AY23, 85% of eligible ASPH tenure-track faculty earned tenure within 6 years.** Investments in existing faculty through merit raises and retention increases currently total $225K for FY24. The school has made similar investments in staff through bonuses, merit raises and compression increases. Those investments currently total $245K for FY24. **ASPH has had 21 active faculty searches in AY24.** Of those initiated in August of 2023, 60% were completed within six months. Fifty (50) FTE staff searches were conducted in CY23, and 98% were successfully concluded within 3 months. The 3-year retention rate for ASPH staff was 100% in CY23. 72% of FTE & RGP staff participated in professional development.*

GOAL 4: Support community engagement activities that promote and improve the public's health
*In CY23, the Arnold School co-hosted 3 school-level events in partnership with community organizations: the Big Data Health Sciences Conference, the Clyburn Lecture on Health Disparities, and the Perspectives on Poverty panel event for MPH students. **In AY24, 56% of ASPH faculty have reported at least one community engagement activity.** In AY23, 620 undergraduate students gained practical experience in community-based settings (30 students less than objective); 83 graduate students gained practical experience in community-based settings (23 students above objective); and 487 graduate students gained clinical experience (17 students above objective). **Remarkably, 949 community-based professionals received specialized training through ASPH programs in CY23.***

GOAL 5: Meet the fiscal and physical resource needs of the school
*In FY23, the Arnold School funded 100% of multiple infrastructure improvements in the Blatt PE Center, Close-Hipp parking structure, Discovery Building and the Public Health Research Center (PHRC). The most extensive renovations occurred in the Discovery Building with the addition of seven offices, an autism lab and a new 12-seat conference room. Upgrades to the parking structure at Close-Hipp included lighting and security cameras on the lower level. The **FY23 total for these and other improvements was $579K. To date in FY24, $343K has been spent on upgrades**, including adding six additional offices in the Discovery Building and recarpeting the dean's suite in PHRC. Similar infrastructure investments include **upgrades to classroom technology and other IT-related expenses totaling $133K in FY23.** The school continues to invest its operational reserves and funds in building- and IT-related expenses. Funds are also reserved (~$20M) for a matching investment in a new ASPH building desperately needed to meet the space demands from our incredible growth in students, faculty and staff, and our 178 current grant-funded initiatives.*

Arnold School of Public Health (ASPH) – 2025 Blueprint Goals with SMART Objectives

The Arnold School is currently seeking reaccreditation through the Council on Education for Public Health (CEPH). Our 2024 self-study report is being compiled with required metrics for evaluation and quality improvement; thus, our Blueprint goals are aligned to reflect our accreditation requirements and our guiding statements.

GOAL 1: Provide undergraduate and graduate educational programs of excellence

   <u>SMART Objectives</u>:

   In AY24, > 70% of ASPH undergraduates will graduate with Latin honors.
   In AY24, > 10% of ASPH undergraduates will graduate with USC leadership distinction.
   In AY24, the yield of admitted graduate students across ASPH degree levels will be > 30%.
   In AY24, > 95% of graduate and undergraduate alumni with known outcomes will be employed or furthering their education 1-year post-graduation.

GOAL 2: Promote high quality, impactful and ethical research

   <u>SMART Objectives</u>:

   In FY24, total extramural grant funding to ASPH will exceed $50M.
   In FY24, total NIH funding to ASPH will exceed $26M.
   In FY24, total new grant applications will exceed 350.
   In CY24, total faculty publications will exceed 700.
   In AY25, at least 10 ASPH tenure-track faculty will participate in the Propel NIH/NSF Boot Camp.

GOAL 3: Recruit and retain highly qualified faculty and staff to meet our mission

   <u>SMART Objectives</u>:

   In AY25, > 60% of faculty searches will be completed within 6 months.
   In CY24, > 80% of FTE staff searches will be completed within 3 months.
   In AY24, > 80% of the 2018 tenure-track faculty cohort will be working for ASPH.
   In CY24, > 90% of all junior faculty will have participated in at least 2 mentoring meetings.
   In CY24, > 70% of FTE staff will be working for ASPH 3-years post-hire.
   In CY24, at least 100 FTE and RGP staff will participate in professional development activities.
   In CY24, > 60% of faculty will participate in professional development activities.

GOAL 4: Support community engagement activities that promote and improve the public's health

   <u>SMART Objectives</u>:

   In CY24, > 750 community-based professionals will receive specialized training through ASPH.
   In CY24, ASPH will hold at least 3 school-level events in partnership with community organizations.
   In AY25, > 50% of faculty will report at least one community engagement activity.
   In AY24, at least 600 undergraduate students and 60 graduate students will gain practical experience in a community-based setting; 470 graduate students will gain clinical experience.

GOAL 5: Meet the fiscal and physical resource needs of the school

   <u>SMART Objectives</u>:

   In FY25, ASPH will maintain an operational reserve equal to 10% of our annual operating budget.
   In FY24, ASPH will invest at least $750K toward maintaining and improving our buildings.
   In FY25, ASPH will maintain a reserve of at least $1M for building-related emergency/critical needs and at least $20M as hard-money match toward a new $100M building.
   In FY24, ASPH will invest at least $75K toward upgrading our IT infrastructure.
   In FY25, ASPH will maintain a reserve of at least $100K for IT-related needs.
   In AY25, ASPH will invest at least $2.5M in start-up investments for new faculty.
   In FY25, ASPH will maintain a reserve of $500K for merit raises and retention of existing faculty.
   In FY25, ASPH will maintain a reserve of $300K for bonuses, merit and retention of existing staff.