

# Keck School of Medicine of USC

*Search for the Chief, Division of Cardiovascular Medicine  
Keck School of Medicine  
University of Southern California  
Los Angeles, California*

## **Position Profile**

Keck Medicine of USC and The Keck School of Medicine (KSOM) at the University of Southern California (USC) invites applications and nominations for the position of Chief of the Division of Cardiovascular Medicine in the Department of Medicine. The Division Chief will join the Department at an exciting inflection point in Keck Medicine, playing an integral role in growing cardiovascular care and research as USC continues making strides toward doubling its research enterprise while scaling its health system. Leveraging and building upon the unique assets of the robust clinical practices at four different hospitals—[Keck Hospital of USC](#), which will soon include a new Cardiac and Vascular Pavilion set to open in 2027; [USC Norris Cancer Hospital](#); [USC Verdugo Hills Hospital](#); and [USC Arcadia Hospital](#)—as well as the strength of the [USC Cardiac and Vascular Institute \(CVI\)](#), the successful candidate will lead and further catalyze innovation and integration in clinical and research activities and foster collaborations across cardiovascular medicine, providing the best possible cardiovascular care to the Los Angeles County community and beyond.

Situated in one of the most diverse and populous counties in the United States, KSOM has grown in reach and reputation with a strong legacy of community service and a commitment to health equity that continues to this day. Keck Medicine's cardiovascular specialists and researchers have often handled the most challenging and complex cases as 60 percent of hospital transfers into Keck are cardiac and there is an expected 30 to 40 percent increase in patients over the next decade. The new Cardiac and Vascular Pavilion will enable expanded capacity with dedicated cardiovascular operating rooms, catheterization labs, and cardiovascular intensive care unit to best serve the community's growing needs.

Reporting to the newly appointed Chair of the Department of Medicine, [Dr. Susan Gurley](#), and the Executive Director of the USC Cardiac and Vascular Institute (CVI), the Division Chief will lead a strategic, growth-oriented vision for all cardiovascular medicine activities in support of the Department of Medicine's tripartite mission; work in close collaboration with and effectively engage the CVI and other key stakeholders to grow a research portfolio that capitalizes on the existing clinical strength; recruit, retain, and develop exceptional faculty, fellows, and staff; and cultivate a culture of inclusivity, transparency, and mentorship.

To be successful, the Chief will address a number of key opportunities and challenges, listed below and outlined in detail starting on page five of this document:

- Collaboratively execute a shared vision that prioritizes growth for the Division

- Strengthen the Division's research across the basic-clinical continuum
- Align the Division and CVI to strategically expand Keck's cardiovascular clinical footprint
- Train the next generation of physicians and physician-scientists
- Recruit, develop, and retain exceptional faculty and staff
- Foster a culture of trust, collaboration, transparency, and inclusion
- Fully leverage the assets of KSOM, clinical and research partners, and the health system to help cardiovascular medicine achieve its many ambitions

A complete list of the desired qualifications and characteristics can be found at the conclusion of this document, which was produced with the support of Isaacson, Miller, a national executive search firm.

### **A New Era of Renewal, Opportunity, and Growth**

The Chief comes to KSOM at a time of great change and forward momentum, joining a new leadership team and organizational structure designed to further USC's ambitious but achievable goals to double the size of the health and biomedical research enterprise, build a top 20 "medical school for the future," and scale the health system to a \$5 billion+ enterprise. USC recently completed a \$7 billion fundraising campaign, the largest in University history and second-largest in national history, and will soon embark on a second multi-billion dollar campaign exclusively in support of the health sciences. Under the leadership of USC President, [Dr. Carol Folt](#), the Discovery Translational Hub, a planned 260,000-square-foot and seven-story multidisciplinary facility on the health sciences campus scheduled to open in 2026, is designed to translate new discoveries into clinical care and will house 84 research groups and employ 850 people. The sense of excitement at USC is palpable, and this energy extends to KSOM, where recent changes to the leadership structure, including the creation of a Health System Board and the appointment of Dr. Steven Shapiro as inaugural Senior Vice President for Health Affairs, has set the stage for significant advancements over the next decade.

Dr. Carolyn Meltzer, Dean of KSOM, assumed her new role in 2022. Dean Meltzer joined USC from Emory University School of Medicine, where she served as the Chair of the Department of Radiology and Imaging Sciences for nearly 16 years. Dean Meltzer also served as Chief Diversity and Inclusion Officer and Executive Associate Dean of Faculty Academic Advancement, Leadership, and Inclusion for the medical school. Dean Meltzer has a lengthy history of service to the medical profession and the field of Radiology on a national level, including on professional and advisory boards like the Radiological Society of North America, Council of Faculty and Academic Societies at the Association of American Medical Colleges, American Society of Neuroradiology, American College of Radiology Board of Chancellors, and many others.

Throughout its history, KSOM has been at the forefront of innovation in academic medicine with an unwavering commitment to community service and healthy equity that continues to this day. KSOM is part of Keck Medicine of USC, the University's medical enterprise and one of only two university-based medical systems in Los Angeles, the second largest city in the United States. Keck Medicine of USC owns

and operates the Keck Medical Center of USC, which includes Keck Hospital of USC and USC Norris Comprehensive Cancer Hospital. Both hospitals are staffed by more than 500 physicians who are faculty at KSOM. Under Keck Medicine of USC, there are two community hospitals which include USC Verdugo Hills Hospital and USC Arcadia Hospital, as well as more than 40 outpatient locations. KSOM also holds academic affiliations with two Los Angeles-based hospitals – including Children’s Hospital Los Angeles (CHLA) and the county hospital, Los Angeles General Hospital (LAG). KSOM benefits from being part of an integrated health system that includes partnerships with USC health science schools and programs in engineering, pharmacy, dentistry, gerontology, business, occupational science, arts and sciences, and more. KSOM also houses the USC MESH Academy to facilitate industry collaboration and commercialization of discoveries.

KSOM is home to 2,079 full-time faculty, 269 part-time faculty; 2,080 voluntary faculty physicians; 1,006 residents and fellow physicians at Keck and LAG, and an additional 260 residents and fellows at CHLA; 2,329 staff; and 3,006 students, including MD, PhD, MD/PhD, master’s, undergraduate, certificate, and part-time students. In addition to the MD program, whose innovative curriculum integrates clinical study with basic science and issues of health justice, and close work with faculty mentors, KSOM offers 30 graduate programs – MD/PhD, PhD, master’s, and certificates – in which students work on the world’s most pressing health and biomedical problems. KSOM also offers postdoctoral training programs, a number of professional degree programs, two undergraduate degree programs, and opportunities for continued medical education. *U.S. News and World Report* ranks KSOM 28<sup>th</sup> in research, and in the top 50 for the [most diverse medical schools](#) in the country. More details about KSOM and Keck Medicine of USC can be found in Appendices I & II.

### **About the Department of Medicine**

The Department of Medicine is the largest department at KSOM and focuses on cutting-edge research, exceptional clinical care, and world-class education programs. The Department is comprised of 11 divisions including cardiovascular medicine, endocrinology and diabetes, gastroenterology and hepatology, general internal medicine (including allergy and immunology), hospital and palliative medicine, hematology, infectious diseases, nephrology and hypertension, oncology, pulmonary, critical care, sleep medicine, and rheumatology.

Remaining at the forefront of clinical innovation, the Department offers leading programs to deliver personalized treatments and specialized therapies in all 11 of its divisions. In addition to an internal medicine residency program, the Department offers 16 ACGME-accredited fellowship programs in a range of specialties including advanced heart failure, interventional pulmonology and sleep medicine. More details about the Department of Medicine and its research, education, and clinical care can be found in Appendices III.

Dr. Susan Gurley joined KSOM from the Oregon Health & Science University in 2023. Previously at OHSU, she served as the Division Chief of Nephrology and Hypertension, Associate Director of the MD/PhD

Program, and the Interim Chair of the Department of Medicine, respectively. Before her time at OHSU, Dr. Gurley served in several leadership roles at the Duke University School of Medicine including Associate Vice Chair for Faculty Development and Diversity in the Department of Medicine and Chief of the Renal Section at the Durham VA Health Care System.

### **About the Division of Cardiovascular Medicine**

The Division of Cardiovascular Medicine is one of the largest divisions within the Department of Medicine. The scope of activities in the Division ranges from the early diagnosis and treatment of patients identified as at risk for cardiovascular disease to cutting-edge medical, device and invasive therapies for patients with established disease. The Division is dedicated to preventing, treating and expanding the existing knowledge base of the causes of cardiovascular disease to ensure the best outcomes for all the patients.

The Division has a robust clinical research program with a group of certified coordinators operating through its Clinical Research Unit (CRU). A wide variety of high-quality, scientifically ground-breaking protocols are expertly and ethically conducted. Protocols range from NIH-funded studies, to multicenter trials to physician-generated trials. The Cardiac Catheterization and Electrophysiology laboratories are under the supervision of the Division, with programs in interventional cardiology and interventional electrophysiology.

The USC Cardiovascular Medicine Fellowship Program is to educate fellows in the comprehensive assessment and management of patients with cardiovascular disease processes for subsequent careers in academic or community-based practice. The Program has its unique strengths including:

- A rich, comprehensive clinical experience combining training at the Los Angeles General Medical Center, one of the largest medical centers in the country, and at Keck Hospital of USC, a tertiary-care academic university hospital. Both facilities are located on the same physical campus as the Keck School of Medicine of USC.
- A curriculum with training and exposure to all aspects of Cardiovascular Medicine, including Clinical Cardiology, Cardiovascular MR, Cardiovascular CT, Echocardiography, Nuclear Cardiology, Cardiac Electrophysiology, Cardiac Intervention, Congenital Heart Disease and Congestive Heart Failure.
- Exposure to the full array of cardiovascular surgical approaches, including minimally invasive and robotic surgical approaches, provided by the USC Department of Cardiothoracic Surgery.
- Opportunities for clinical and basic science research through the division of cardiovascular medicine.

The Division also provides a one-year fellowship in advanced heart failure. It provides specialized training in the inpatient and outpatient management of the spectrum of patients with heart failure, from initial diagnosis to consideration of high-risk cardiac surgery, transplantation, mechanical circulatory support, medical management and end-of-life care. Training also includes hospital management, pre- and post-

transplant evaluation and therapy, adult congenital heart disease evaluation, cardiopulmonary exercise testing, cardiac biopsy and CRT/ICD device management. The fellow will also be integrally involved with the busy Mechanical Circulatory Support Service and will participate in ventricular assist device (VAD) patient selection, perioperative care and outpatient management. The fellow will also have the opportunity to participate in research which spans the gamut from translational research to pharmaceutical and device therapy. In addition, there is also the Clinical Cardiac Electrophysiology Program (CCEP).

### **About the USC Cardiac and Vascular Institute (CVI)**

The USC Cardiac and Vascular Institute (CVI) was founded in 2020 by Dr. Vaughn Starnes, the Executive Director of CVI, who also serves as the Chair of the Department of Surgery, and the Director of the Heart Institute at Children's Hospital Los Angeles. Since its inception, the CVI has allowed cardiac surgeons, cardiologists, and vascular surgeons to work in close collaboration and in an intentional and synchronized way to give every patient the benefit of a full spectrum of expertise. Surgeons and medical doctors at the CVI are also actively involved in conducting clinical trials and developing technologies and perfecting new techniques. Currently, its facilities are already reaching capacity and it is expected that there will be a 30 to 40% increase in patients during the next decade alone.

Hospitals across the region have routinely sent CVI their toughest cases. In addition to fulfilling research (clinical trials and cardiovascular research) and education (fellowships, symposia, continuing medical education) missions, there are eight clinical centers across the CVI: Aortic Center, Coronary Disease Center, Genetic Disorders Center, Heart Failure Center, Heart Rhythm Disorders Center, Preventative Cardiovascular Medicine Center, Valve Disease Center, and Vascular Disease Center.

### **The Role of the Division Chief**

The Chief leads the research, clinical care, and education programs of the Division of Cardiovascular Medicine, with an emphasis on the values outlined by [JEDI-WeST](#) (see Appendix IV for more details) – justice through equity, diversity, inclusion, well-being, and social transformation. The Chief is responsible for overseeing day-to-day operations and strategy across the Division, providing leadership and oversight of a world-class education program, supporting exceptional clinical care programs, and inspiring and guiding cutting-edge research. The Division is comprised of 31 faculty, 23 research staff, and 7 staff members. The annual budget for the Division is approximately \$10,000,000.

### **Key Opportunities and Challenges for the New Chief**

#### ***Collaboratively execute a shared vision that prioritizes growth for the Division***

- Develop and execute a shared, strategic vision that focuses on the Division's tripartite missions of research, education, and clinical care.

- Collaborate closely with the leadership at the Department, CVI, KSOM, and health system levels, as well as other division chiefs, faculty, and staff, to chart a unified direction that aligns the goals of the Division, Department, and CVI with the priorities and needs of cardiovascular medicine at Keck Medicine.

***Strengthen the Division's research across the basic-clinical continuum***

- Continue to develop the infrastructure to assure that faculty have the resources and protected time they need to pursue groundbreaking clinical, translational, and basic research projects.
- Inspire innovation, celebrate progress, provide resources and mentorship for research faculty, and elevate the importance of the research mission for the division.
- Secure an optimal balance between clinical workload and research activities.
- Foster research collaborations with other units at KSOM.

***Align the Division and CVI to strategically expand Keck's cardiovascular clinical footprint***

- Support the CVI Executive Director and other key partners at the health system to continue growing the clinical programs that offer exceptional patient-focused care experience.
- Act as a strategic partner to the leadership team in creating a coordinated structure and efforts to expand cardiovascular care and align incentives for providers across the health system.
- Grow an allied network of by engaging faculty, independent physicians, and community hospitals.

***Train the next generation of physicians and physician-scientists***

- Attract, develop, and train nationally competitive fellows and provide comprehensive, cutting-edge educational, research, and clinical experience and opportunities through the Keck Hospital of USC and the Los Angeles General Hospital.
- Develop a long-term sustainable plan for meeting educational excellence.

***Recruit, develop, and retain exceptional faculty and staff***

- Strategically recruit and retain exceptional faculty, including more physician-scientists.
- Continue developing and mentoring junior faculty through intentional professional and leadership development and guidance.

***Foster a culture of trust, collaboration, transparency, and inclusion***

- Build an inclusive community with a strong sense of belonging.
- Drive a firm and evident operationalization of justice, equity, diversity, inclusion, well-being, and social transformation at all levels in alignment with the values outlined by [JEDI-WeST](#).
- Cultivate an inclusive and welcoming environment in which every member of the Division feel nurtured, empowered, and valued.

***Fully leverage the assets of KSOM, clinical and research partners, and the health system to help cardiovascular medicine achieve its many ambitions***

- Serve as a thought partner to other departmental, divisional, institute, and clinical leaders in the discussion of core clinical services and align with supporting services from areas such as anesthesiology, interventional radiology, hospital operations, nursing, critical care, etc.
- Improve and increase clinical trials and federal funding.

- Develop philanthropic opportunities and relationships with diverse groups of donors, industry partners, funding agencies, and nationally and internationally recognized organizations to generate and expand funds and resources.

### **Qualifications and Characteristics**

This position requires a leader with vision, breadth, drive, and an entrepreneurial spirit. A compelling combination of organizational leadership skills and the interpersonal ability to lead and inspire confidence in diverse constituents working across a vast, matrixed environment. The Chief should possess a clear vision for how the Division can combine research, clinical care, and education in alignment with KSOM's ambitious goals and strategies. We are seeking a leader who also understands how to engage and collaborate with various levels of stakeholders within the health system, and to nurture and maximize the potential of faculty and staff in order to enable their continued growth and success. The desired qualifications and experience of an ideal Chief include the following:

- Stature and recognition for innovative, advanced academic scholarship and leadership; an MD or MD/PhD, and an academic record commensurate with appointment to the rank of full or associate professor is required;
- Effectiveness in a complex system of distributed leadership; experience working in a highly matrixed environment;
- Demonstrated leadership and success in advancing the tripartite missions of research, education, and clinical care; experience with and exposure to a hospital-based healthcare environment, academic medical center, clinical growth, and service lines;
- A commitment to excellence in recruiting, retaining, and developing faculty; a history of strategic investment in faculty and their research; extensive experience in promoting interdisciplinary research;
- Strong acumen and judgment in managing financial resources and the ability to fundraise and develop budgets effectively, aligning resources with strategic priorities;
- A strong record of effective team building, managing, and collaborating with multiple stakeholders;
- The highest standards of ethics and integrity, with a deep commitment to transparency and accountability in policy and strategy;
- Demonstrated commitment to and concrete experience in fostering and supporting programs that address justice, equity, diversity, and inclusion;
- Proven support for innovation in medical education and training programs, including promoting exceptional teaching and learning in an interprofessional environment;
- Excellent communication, listening, and interpersonal skills.

### **Compensation**

The anticipated salary for this position is \$800,000 annually and is commensurate with related experience and qualifications. Relocation assistance is available. USC offers an inspiring higher education



environment and excellent benefits, including medical, dental, vision, retirement, and paid time off. Learn more about USC Employee benefits at <https://employees.usc.edu/benefits-perks>.

### Location

The University developed in stride with the dynamic city of Los Angeles, a global center for art, technology, culture, industry, and trade, and a vividly international city with one of the most diverse populations on the planet. Now the creative capital of the Pacific Rim, Los Angeles has never lost its frontier edge and constantly re-invents its physical fabric, its economy, and its society. USC is both in and of its city. It was shaped by a succession of visionaries who invested their time, insight, and financial resources to build one of the world's great universities in the heart of a consequential global mega-region.

USC contributes significantly to the region as one of its largest economic engines. The University is the largest private employer in the city of Los Angeles, providing nearly 27,000 jobs and creating non-university job opportunities for thousands of additional residents each year. USC generates \$4.9 billion annually in economic activity in the Los Angeles region and beyond, which does not include the direct spending or impacts of the USC hospitals. In addition, because of USC's long tradition of excellent professional education, USC alumni represent a large percentage of the business leaders and practicing professionals in the region. More details about Los Angeles can be found [here](#).

### Applications, Inquiries, and Nominations

USC has retained Isaacson, Miller, a national executive search firm, to assist in this search. Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, as well as application packets (CV and cover letter) should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/university-southern-california-keck-school-medicine/chief-division-cardiovascular>. Electronic submission of materials is required.

Courtney Wilk-Mandel, Silvia Cheng, and Julia Hochner  
Isaacson, Miller  
1925 Century Park East, Suite 1700  
Los Angeles, CA 90067  
[www.imsearch.com](http://www.imsearch.com)

*USC is an equal-opportunity educator and employer, proudly pluralistic and firmly committed to providing equal opportunity for outstanding persons of every race, gender, creed and background. The university particularly encourages members of underrepresented groups, veterans and individuals with disabilities to apply. USC will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. Further information is available by contacting [uschr@usc.edu](mailto:uschr@usc.edu).*



## Appendix I

### About the Keck School of Medicine (KSOM)

The Keck School of Medicine of the University of Southern California was established in 1885 as the region's first medical school and the second professional school founded at USC. In July 1999, USC received a gift of \$110 million from the W.M. Keck Foundation, the largest gift ever made to a medical school at the time. In recognition of the gift, USC renamed its medical school the Keck School of Medicine of the University of Southern California. The gift has enabled USC to pursue strategic initiatives aimed at transforming Keck School of Medicine into one of the most highly regarded and competitive medical schools in the nation.

In addition to its education and training programs, KSOM is home to 47 research-oriented basic, clinical, and population-based programs that generated \$373 million in annual sponsored research (FY20). Clinical departments include Anesthesiology, Dermatology, Emergency Medicine, Family Medicine, Medicine, Neurology, Neurology Surgery, Obstetrics and Gynecology, Ophthalmology, Orthopaedic Surgery, Otolaryngology, Pathology, Pediatrics, Psychiatry, Radiation Oncology, Radiology, Surgery, and Urology. For more information, visit <https://keck.usc.edu/clinical-departments/>.

KSOM's basic science departments bring in more than \$84 million in funding annually and emphasize research in the fundamental understanding of biological systems and the biology roots of disease. Departments include Biochemistry and Molecular Medicine, Integrative Anatomical Sciences, Medical Education, Molecular Microbiology and Immunology, Physiology and Neuroscience, Preventative Medicine, Stem Cell Biology and Regenerative Medicine, and Translational Genomics. For more information, visit <https://keck.usc.edu/about-us/departments-institutes/basic-science-departments/>.

KSOM also has 31 research centers and institutes. Research institutes provide a space for in-depth study and serve as a hub for multidisciplinary collaboration and innovation in research. Institutes include the USC Norris Comprehensive Cancer Center, the Eli and Edythe Broad Center for Regenerative Medicine and Stem Cell Research, the USC Mark and Mary Stevens Neuroimaging and Informatics Institute, and the Zilkha Neurogenetic Institute, the Alzheimer's Therapeutic Research Institute, among others. Research centers may be housed within academic departments, research institutes with departmental status, or the office of research advancement, and include the Center for Applied Network Analysis, the Center for Genetic Epidemiology, the Center for Health Equity in the Americas, and the USC Hastings Center for Pulmonary Research. For a complete list of centers and institutes, visit <https://keck.usc.edu/research/institutes-centers-programs/>.

### *Affiliations*

KSOM holds academic affiliations with two Los Angeles-based hospitals: the county hospital, Los Angeles General Hospital (LAG), and Children's Hospital Los Angeles (CHLA).

The Los Angeles General Hospital, formerly called LAC+USC Medical Center, opened in 1878 when the County of Los Angeles opened a 100-bed hospital to care for Los Angeles' indigent population and in 1885, the County affiliated with USC Medical School for the provision of care. The hospital, now a Level-One trauma center and hub in the County-run healthcare system serving 10 million residents, is the main training site for over 700 Keck medical students, as well as for nearly 1,000 physician interns, residents, and fellows completing their graduate medical education (GME) in nearly every medical specialty and subspecialty. The GME program is administered through faculty and staff at KSOM.

The partnership between LA County and USC is governed by a master legal agreement, which has gone by several different names over the years. The most recent name is the Medical School Affiliation Agreement (MSAA). The MSAA contract revenue represents approximately 16 percent of the overall KSOM revenue budget, and the majority of the residency training takes place at LA County.

Since 1932, Children's Hospital Los Angeles and the faculty of KSOM have worked together to create an excellent pediatric care center, a perennial top five *U.S. News and World Report* children's hospital. All full-time and part-time CHLA faculty hold faculty appointments at KSOM. Training programs at CHLA include 402 medical students, 109 full-time residents, three chief residents, and 151 fellows.

For more information on the Keck School of Medicine, visit <https://keck.usc.edu/>.

## Appendix II

### About Keck Medicine of USC

KSOM is part of Keck Medicine of USC, the University of Southern California's medical enterprise and one of only two university-based medical systems in the Los Angeles area. Keck Medicine owns and operates the Keck Medical Center of USC, which includes two acute care hospitals: Keck Hospital of USC and USC Norris Comprehensive Cancer Hospital. Both hospitals are staffed by more than 500 physicians who are faculty at KSOM. This includes the ownership of the community hospital USC Verdugo Hills Hospital, USC Arcadia Hospital, and more than 40 outpatient locations.

In addition, Keck Medicine operates USC Care Medical Group, a medical faculty practice which has been greatly strengthened in recent years and is essential to clinical recruitment and clinical strategy. The system has grown from \$550 million six years ago to \$2.3 billion today. This is the product of strong clinical and academic recruitment, healthcare innovation, and improved referral patterns, which have fueled strategic growth, alliances, and acquisitions.

Keck Medicine of USC has been named one of the country's best cancer care providers and among the best in eight other specialties, according to *U.S. News & World Report*. USC Norris renewed its NCI Comprehensive designation in 2021 with one of the best scores in the nation. The medical center also ranked in the top 10 in urology and geriatrics; top 20 in ophthalmology, neurology and neurosurgery, and cardiac and heart surgery; and top 30 in orthopedics, nephrology, and cancer care.

## **Appendix III**

### **About the Department of Medicine**

#### *Research*

More than 90 Department of Medicine faculty are currently engaged in basic and/or clinical (translational) research activities, with 61 as principal investigators (PI). These medical research programs are supported by expenditures now exceeding \$24.3 million annually, of which 76.5 percent are federally sponsored (primarily by the National Institutes of Health).

In FY24, the Department of Medicine received over \$3M in gifts across its Divisions and its investigators held 61 federal research grants with a total of \$30 million in federal grant support. Among the faculty and trainees receiving new awards in the last year include Evanthia Roussos Torres (P20 and R01); Sandhya Prathap (F31); Yali Dou (R01); Shan Luo (R01); Takeshi Saito (R01 and R21); Eugene Lin (R01); Kathleen Page (R01); and Norah Terrault (R01). Other significant ongoing awards are held by Norah Terrault (T32); Cameron Kaplan (U01); Zhongwei Li (DP2); and Kali Zhou (K23).

USC and KSOM are closely affiliated with a number of institutes that bring world-leading researchers together in a collaborative environment to provide solutions to problems in human health. Institutes serve as a hub for multidisciplinary collaboration and innovation in research. Two institutes that work closely with the Department are the Southern California Clinical and Translational Science Institute (SC CTSI) and USC Norris Comprehensive Cancer.

Established in 2010, SC CTSI is one of 60 NIH-funded Clinical Translational Science Awards with a mandate to increase the efficiency and quality of translational research. SC CTSI helps accelerate scientific discoveries and their application in real-life settings in order to address the specific health needs of urban and diverse populations and improve human health by helping researchers obtain the education, resources and collaborations necessary to translate discoveries into practice.

USC Norris Comprehensive Cancer Center scientists work toward a complete understanding of the most fundamental aspects of cancer. They study the abnormal cell growth characteristic of cancer to determine what goes wrong and how the process can be altered. They then work to quickly translate those findings into treatment and prevention strategies. The National Cancer Institute (NCI) has designated the USC Norris Comprehensive Cancer Center as one of the nation's 45 comprehensive cancer centers, a select group of institutions providing leadership in cancer treatment, research, prevention, and education.

#### *Training and Education*

The Department of Medicine is invested in advancing educational programs at both the graduate and undergraduate levels with a mission to train physicians to be compassionate, dedicated, and well-rounded

by balancing academic rigor and clinical diversity within a supportive and collegial learning environment. The DOM facilitates clinical training in all disciplines of internal medicine and is committed to providing an individualized training environment focused on balancing clinical autonomy with structured learning and an emphasis on scholarly activity and personal-professional well-being.

DOM faculty contribute extensively to medical student education in all four years of the undergraduate medical student curriculum and directly supervise the training of nearly 280 house officers and fellows each year. The Department reviews, revises, and delivers curricula for medical students at the Keck School of Medicine and internal medicine residents each year providing each group with a comprehensive and rich educational environment. Department faculty at all levels are involved in the professional mentorship of its students and trainees. The Department partners with five training hospitals including Keck Hospital of USC and USC Norris Comprehensive Cancer Center as well as LAC+USC Medical Center, Huntington Memorial Hospital, and Santa Barbara Cottage Hospital.

The Department offers fellowships in a wide range of specialties, including new programs and training in advanced heart failure, transplant nephrology, and sleep medicine.

#### *Patient Care*

The Department of Medicine is the largest department at one of the most expansive academic medical centers in the country. The complex comprises LAC+USC Medical Center (LAC+USC) and the Keck Medical Center of USC (KMC), which includes USC Norris Cancer Hospital (Norris) and Keck Hospital of USC (KH), as well as several ambulatory venues. Keck Medicine has recently expanded to include [USC Verdugo Hills Hospital](#) and [USC Arcadia Hospital](#).

The Department of Medicine leads USC in the provision of clinical care in both the public and private venues of the Health Sciences Campus and is dedicated to providing quality, state-of-the-art patient care to both insured and uninsured patient populations. The Department has maintained its goal of providing optimal quality and efficiency of patient services, in both private and public settings.

The Department's private practice at KMC has continued to experience steady growth since its inception in the 1980s. In the past ten years, overall activity has more than doubled and ambulatory visits have more than tripled to over 150,000 annually. On the inpatient side, the DOM accounts for 21% of all admissions at KMC. In recent years, the ambulatory practice has grown in several areas. The Divisions with the highest rate of growth in the past year include: Gastrointestinal and Liver Diseases, Geriatric, Hospital, Palliative and General Internal Medicine, and Infectious Diseases.

The DOM delivers a remarkable range and volume of high-quality inpatient and outpatient care at LAC+USC. Each year its outstanding teaching programs provide direct education to 189 residents, over 80 subspecialty fellows and approximately 200 medical students at LAC+USC. The Department partners with

the Medical Center's administrative, physician, and nursing leadership to address the needs of their patients and to continually enhance the safety and quality of its healthcare systems and services.

Since opening the new facility in late 2008, the percentage of patients cared for by Department faculty has risen as high as 57%. When formal consultations are included, the Department continues to be actively involved in the care of more than 75% of all patients at LAC+USC. In addition to excellent comprehensive inpatient service, the Department provides the supervision and care for more than 100,000 patients each year in its outpatient clinics.

Further information on the Department is available at <https://keck.usc.edu/medicine/>.

## Appendix IV

### About JEDI-WeST

#### *Vision*

JEDI-WeST envisions an inclusive and diverse environment at KSOM where all constituents (learners, staff, and faculty) are respected, valued, encouraged and supported to thrive in pursuit of solving the most intractable health problems afflicting humanity.

#### *Mission*

The mission of JEDI-WeST is to support and develop programming, policies, and practices that create an inclusive and diverse community at KSOM.

#### *Values*

JEDI-WeST values align with USC's six unifying values of integrity, open communication, excellence, well-being, accountability and diversity, equity & inclusion.

#### *Background*

In the fall of 2020, Interim Dean Rao charged [Dr. Ricky Bluthenthal](#) with leading an important new initiative for the Keck School known as JEDI-WeST: Justice through Equity, Diversity, Inclusion, Well-being and Social Transformation. The JEDI-WeST committee believes that the Keck School has an ethical imperative to build a foundation of psychological safety for ALL members of the HSC community—especially those from historically minoritized groups—and to develop a culture that appreciates, respects, and values diverse individuals because they are necessary to achieve the excellence to which our school aspires.

By uniting and coordinating KSOM's current initiatives from the [Office of Diversity & Inclusion](#), [Office of Social Justice](#), [Center for GEMS](#), and [Office of Well-being](#), JEDI-WeST strives to achieve greater visibility, influence and impact. JEDI-WeST is working to accomplish its mission through programs and policies that encourage faculty/staff/learner engagement, professional development and mentoring, departmental and interdisciplinary partnerships and collaboration, and community outreach & service. Additionally, JEDI-WeST intentionally coordinates efforts with existing and future University-wide equity, social justice and well-being initiatives and goals.

Expected outcomes from JEDI-WeST include: 1) Creating a space of belonging for all employees and learners, especially those in historically marginalized groups, 2) Assisting in the recruitment of a diverse workforce and student population by demonstrating a commitment to inclusion, 3) Supporting employee well-being, psychological safety, engagement, retention and professional fulfillment, 4) Providing leadership development and career promotion, 5) Strengthening community partnerships, and 6) Encouraging innovation within the HSC community.

For more information on JEDI-WeST, visit <https://keck.usc.edu/jedi-west/>.