

USC installs Elizabeth Garrett in key role of provost

By Katie Neith

Making USC history as the first woman named to the position, Elizabeth Garrett was installed as provost Jan. 11 at a Town & Gown ceremony attended by colleagues, family and friends.

As the second-ranking officer under the president and the chief academic officer of the university, Garrett oversees all USC deans and vice provosts, as well as the CEO of the USC University Hospital and USC Norris Cancer Hospital.

"At USC, the role of chief academic officer is extremely, extremely important. The provost is the gatekeeper of academic quality, the guardian of academic values, the advocate of academic scholarship, the champion of academic excellence," said USC President C. L. Max Nikias, in his introduction of Garrett. "All of our schools, including the medical enterprise, report to

the provost. Because this position is so complex, it requires someone with special skill and rare talent. As members of the Trojan family, we should feel very, very fortunate to have Professor Elizabeth Garrett as our chief academic officer."

In her remarks, Garrett said her thoughts "build on the vision laid out by our new president, who has challenged our community not to rest on our significant past accomplishments, but to move forward vigorously to greater academic excellence and expanded influence in the world."

She emphasized multidisciplinary research and relationships as essential components of progress, citing the academic medical center as an example.

"With the rise in life sciences and medicine as the primary focus for national research, USC is again poised to be a leader. Indeed our work is enhanced, because the expertise we have developed in engineering and chemistry is the basis for a powerful intellectual convergence with the work of those who study biology and medicine," said Garrett.

She continued, "The bold decision to purchase two hospitals nearly two years ago has provided a foundation for



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USC Provost Elizabeth Garrett speaks at her installation ceremony at Town and Gown on Jan. 11.

'With the rise in life sciences and medicine as the primary focus for national research, USC is again poised to be a leader.'

**—USC Provost
Elizabeth Garrett**

translational research that has already paid dividends. Our success in obtaining from the NIH more than \$56 million

for a Clinical and Translational Science Institute depended on our relationship with our
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INSIDE:

A Q+A with Elizabeth Garrett on the future of USC and the Health Sciences Campus

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Services transition to third floor of USC University Hospital

By Tania Chatila

USC University Hospital is breathing new life into its third floor with the transition of several clinical services into that space.

The transition began Jan. 24 with the relocation of non-oncology obstetrics and gynecology services from the USC Norris Comprehensive Cancer Center and Hospital outpatient clinic, and is followed by the Jan. 28 transition of the Sleep Disorders Program from its previous home in Healthcare Consultation Center II (HCC II). Then, in mid-February, administrators expect to open a stand-alone Infusion Center.

"The relocation of these three services represents important collaboration between our physicians and administrative staff, and is an important step in creating a multi-disciplinary clinic for outpatient services at the USC hospitals," said Chief Operating Officer Scott Evans. "I can't stress

enough the amount of time, teamwork and effort it took to make this initiative a reality. We are very grateful to all those who worked tirelessly over the last several months to successfully transition these services."

About ob/gyn services: In its new location, the USC Department of Obstetrics and Gynecology is providing the same services, with the exception of mammography, which will continue to be provided at the USC Norris Comprehensive Cancer Center and Hospital outpatient clinic.

The third-floor space is newer and larger, and will help accommodate more patients and provide more flexible scheduling for this expanding practice, said Juanita Carrillo, practice manager.

Hospital administrators say the location will be a temporary home, while they and physician leaders work through plans to open a permanent, comprehensive

Women's Center in HCCII later this year.

About the Sleep Center: The transition of the current Sleep Disorders Program into a new Sleep Center is part of the Department of Medicine's transition to a hospital-based program. The new center will offer the same clinical services in an enhanced patient setting, said Jill Mathison, associate administrator of operations.

About the Infusion Center: The stand-alone Infusion Center will serve patients who need IV fluids, blood platelets, antibiotics and other related services at USC University Hospital. Currently, infusion patients are treated at the Evaluation and Treatment Clinic (ETC), as well as in some inpatient units. The center will have six dedicated infusion beds, freeing up critical space on nursing floors and in the ETC, said Annette Sy, associate administrator of ambulatory care.

HSC launches new web development team

A new web development team is focusing attention on short-term needs and a longer-term strategy for enhanced websites that meet the needs of USC patients, faculty, staff, students, alumni and friends.

With support from Keck School Dean Carmen A. Puliafito and hospitals CEO Mitch Creem, the new team is responsible for technical and content planning, development, oversight and management of the primary websites for the Keck School, the USC University Hospital, the USC Norris Cancer Hospital, the Doctors of USC and related sites.

Bryan Schneider, formerly director of marketing in the Health Sciences PR and Marketing department, has been named Web Development Manager, with

dual reporting to Health Sciences PR and Marketing and to Health Sciences Information Technology. Schneider led the redevelopment of the Keck School site last year and the creation of new sites for the two USC-owned hospitals and the Doctors of USC, all since 2008.

"With the growth of our health sciences enterprise, a single, dedicated team of creative and technical professionals has been needed to address the expanding web opportunities for enhanced communication, marketing and scholarly collaboration," says Jane Brust, associate senior vice president for Health Sciences Public Relations and Marketing.

Mark Amey, chief information officer for Health

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Pharmacy students win national community service award

By Gabrielle Olya

Students from the USC School of Pharmacy have been recognized for their dedication to community outreach.

The American Association of Colleges of Pharmacy presented the 2010-11 Student Community Engaged Service Award to students Terrance Yu, Phuong Ho, Jennifer Fu, Tina Patel and Sana Vaiyani for their leadership and active participation in the USC Volunteer Outreach Initiative & Community Education (VOICE).

VOICE implements outreach catered to specific locations to increase access and optimize health outcomes of the targeted population groups. The goals are consistent with those of the federal government's Healthy People 2010, including increased access to health care, diabetes care, education and community-based programs, heart disease and stroke education and prevention, and body fat and BMI awareness.

The two main components of VOICE are the pharmSC Clinic and SHARE (Students Helping and Receiving Education). The pharmSC Clinic is located at the Botica del Sol Pharmacy in Boyle Heights, where there is a largely underserved population.

PharmSC, the first student-originated and student-run clinic at the USC School of Pharmacy, was created to make up for the lack of health services available to people

in the area surrounding the Health Sciences campus. Students screen, counsel, vaccinate and provide medication reviews to local residents.

"The clinic is really special because it allows students to actually go in and see patients in a one-on-one setting," explained Patel, co-director of pharmSC. "Students conduct screenings and counsel patients on what to do to get their health back on track."

Vaiyani, a co-director of the clinic, said, "I have loved being a part of pharmSC because it's a place where pharmacy

students can work together to make an impact on the surrounding community, and in the process we're learning how to improve our clinical and patient counseling skills."

SHARE, the other project recognized in the award, offers mental health and smoking cessation courses to people living in a temporary housing facility on Skid Row. "SHARE is a unique program because it is very specific to the needs of the community members," said Yu, who leads the project.

"Many people in this area smoke, and many want to quit

but don't have the resources or the support," he said. "We try to motivate and inspire participants to quit smoking, and to see them want to make these changes has been amazing."

As part of the award, Dean R. Pete Vanderveen will receive \$10,000 to be used to support program expansion.

"We are so proud of the work students at the School of Pharmacy are doing to aid our community, and we are very honored to receive such a prestigious award," Vanderveen said.

Co-hosted by the Academic Medicine Career Advisement Seminar Program, the Dean's Translational Medicine Seminar Series on Jan. 19 featured Francine R. Kaufman, Distinguished Professor Emeritus of Pediatrics and Communications at the Keck School of Medicine and the USC Annenberg School for Communications & Journalism. Presenting on "Diabetes Innovation—From Academia to Industry," Kaufman gave an inside view of her career in diabetes, which has included clinical care, research and industry development, among many other accomplishments in the field. She currently serves as chief medical officer and VP of Global Clinical, Medical and Health Affairs at Medtronic in Northridge, Calif., and also is an attending physician at Children's Hospital Los Angeles.



Sara Reeve

'We try to motivate and inspire participants to quit smoking, and to see them want to make these changes has been amazing.'

—Terrance Yu, director of SHARE on Skid Row

GARRETT: 'We see the influence of transformative faculty in all parts of our university'

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hospitals, our location in an urban neighborhood with underserved populations and the ability to bring together stellar faculty from eight schools and Children's Hospital."

In a call to recruit additional transformative faculty, she

again referenced disciplines in health and medicine as examples of success at USC.

"We see the influence of transformative faculty in all parts of our university. From the multi-school group in health economics, which is playing a role in the national

health policy debate, to the researchers in molecular microbiology and immunology, who seek a better understanding of and treatment for viruses such as AIDS, hepatitis C and influenza," said Garrett.

She added that a research university like USC is

uniquely suited to excel in life and physical sciences because it allows interaction with other disciplines to question, and hopefully strengthen, knowledge across a range of subjects.

"The institutional design of the university ensures, for example, that the work of scientists who pursue breakthroughs in stem cell research, or a better understanding of disease through epigenetics, is subjected to critical inquiry about the way these advances will change human behavior and social organization, as well as about the ethical implications of such progress," Garrett explained.

In an enthusiastic endorsement of Garrett, Nikias said, "She possesses great integrity, tremendous energy, impeccable character and excellent judgment. I am certain that this is the beginning of a new age of intellectual vitality at USC." He added that he believes she will be the best provost ever to serve at USC.

Before joining the USC faculty in 2003, Garrett was a professor of law at the University of Chicago, where she also served as deputy dean for academic affairs. She has been a visiting professor at Harvard Law School, the University of Virginia Law School, Central European University in Budapest and the Interdisciplinary Center Law School in Israel.

At USC, Garrett has served as interim provost and senior vice president. Prior to that, she served as USC vice provost for academic affairs and then vice president for academic planning and budget. Her primary faculty appointment is in the USC Gould School of Law, where she is the Frances R. and John J. Duggan Professor of Law, Political Science and Public Policy.

She has joint appointments with USC College and the School of Policy, Planning, and Development, as well as a courtesy appointment with the USC Annenberg School for Communication & Journalism.

The Weekly

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Associate Senior Vice President, Health Sciences Public Relations and Marketing: Jane Brust

Executive Director of Communications: Ina Fried

Assistant Director of Publications: Sara Reeve

Editor: Jon Nalick

Contributors: Ryan Ball, Eva Blaauw, Tania Chatila, Carol Matthieu, Katie Neith, Gabrielle Olya, Leslie Ridgeway, Bryan Schneider, Imelda Valenzuela and Valerie Zapanta

Senior Vice President, University Relations: Martha Harris

Phone: 323-442-2830 Fax: 323-442-2832

E-mail: hscwklly@usc.edu Web: theweekly.usc.edu RSS: http://www.usc.edu/hscw



Provost Garrett sees health sciences as key to USC's future

Editor's Note: Provost and Senior Vice President for Academic Affairs Elizabeth Garrett was officially installed in her new position on Jan. 11. The Weekly recently sat down with her for a conversation reflecting on the roles of the Health Sciences Campus and the Provost in the University's future.

Q: What is the role of the provost at USC?

A: The provost is the chief academic officer. The main job of the provost is to create an environment where students, faculty and staff flourish; where students can learn to be creative and critical thinkers ready to deal with the uncertainties of the future and to take their positions as leaders in their professions; where faculty can provide students those tools through their teaching and mentoring and also produce the very best research and creative work. What faculty are always trying to do in whatever role they play—whether it's teaching in the classroom, working in the lab, writing articles, working with students in extracurricular activities—is to move society forward. The provost is responsible for creating an environment for that endeavor.

Just as important is creating an environment where staff can flourish. None of us could do the work that we do without the support of terrific professional and administrative staff. Consider, for example, the way the campuses look. We're working on campus beautification at the Health Sciences Campus because we do our work better in an environment that's conducive to collaboration and moving forward in our teaching and research missions. Other staff make it possible for our students to get the financial aid that they need or to register for classes. The provost is responsible for creating an environment where the staff are able to provide their contributions to our academic mission.

Of course, I'm extremely fortunate that I worked with President Nikias over the past five years and most of that time as the second-ranking

administrator in the Provost's office so that he and I have an excellent working relationship. One reason I was excited to be chosen for the position is that I believe that the President has the right vision for this university at this time—a vision that is at all times committed to academic excellence, a vision that acknowledges that we are working in a global environment, a vision that is integrative and bold.

Q: What role does the Health Sciences Campus play in the aspiration of the University of Southern California to be among the undisputed elite universities in the country?

A: In the 21st century, the bulk of research dollars will go to research in the life sciences—in medicine, biotechnology, bioinformatics, bioengineering, biology—and the work that our researchers do at the Health Sciences Campus lies at the heart of that research mission. Any great university has to have an excellent health sciences research portfolio, focused not just on the basic sciences, but also on translational research. We really have to be able to take the discoveries that our scientists make in the laboratory and bring them to the bedside of our patients. A university like the University of Southern California needs not only the great basic science research capacity that we've developed, but we also need the ability to produce translational work. Owning our own hospitals and having robust clinical practices allows for such connections between basic science and translational work.

Q: What do you see as the major priority for the Health Sciences Campus?

A: One of the advantages the Health Sciences Campus has is being aligned with the great schools at the University Park Campus, so I think one thing that we need to do is to increase interschool and interdisciplinary collaborations.

What a university environment allows—particularly a university environment with the kind of rigorous professional schools and vibrant



USC President C. L. Max Nikias (right) presents Provost Elizabeth Garrett with a gift at her Jan. 11 installation ceremony.

College of Letters, Arts and Sciences that ours has—is for researchers to come together to get a handle on the most pressing problems of our time: whether that is trying to cure cancer, delivering drugs in a more effective way, figuring out how to make health care available to all people regardless of their economic well-being, or taking what we learn here into other areas of the world.

Q: What are some examples of collaborations that already exist?

A: The School of Pharmacy has collaborated with the School of Policy, Planning and Development to create the Schaeffer Center for Health Policy and Economics, which is now one of the leading centers for research in comparative effectiveness in health economics in the country.

We have terrific work being done now in the stem cell area through the Eli and Edythe Broad Center for Regenerative Medicine and Stem Cell Research on the Health Sciences Campus but involving a number of our leading researchers at Children's Hospital. Similarly, the group at the Zilkha Neurogenetic Institute is working with Children's Hospital researchers, who are of course our own faculty, as well as with faculty on University Park Campus.

There's tremendous collaboration also in education. For example, there's a joint

program between the College and the Keck School of Medicine for undergraduate pre-med, which has just been revamped. And the Institute for Global Health involves faculty from a number of schools on both campuses and some of our very best students.

Q: What do you see as the role for the Internet in educational programs or in continuing education for the health sciences?

A: First, I think all of us who teach need to think about how to effectively use new technologies to better articulate the concepts that we're helping our students understand. You can use some of that technology in a residential setting to help students learn in different ways or help them collaborate in new ways. For example, one can use avatars to help train health professionals to ask the right questions, to diagnose disorders, before they perform similar activities with real people.

We also are developing degree-granting programs that are offered largely online. The School of Pharmacy has been a real leader in the use of these techniques in some of their programs, such as in the pharmaceutical economics and regulatory sciences area. I think there are additional possibilities on the Health Sciences Campus.

What we've been able to do

with all of our programs that have moved into this realm is to ensure that we deliver the same rigorous, excellent education in new formats. When you talk to people who teach through online or hybrid technologies, they'll tell you that it makes them think rigorously about the process of teaching that has almost become second nature to many of them. You have to break down what you're doing and think about how you can accomplish it in a world where you may not have the immediacy of the one-to-one interaction or you don't have the physicality of the classroom experience. I think that may actually improve our teaching overall.

Another area where I think technology may play a role is continuing education. I know all the schools are increasingly focusing on how they can provide support to their faculty and academic leaders who want to experiment with these new formats in a way that stays true to our values of academic excellence.

Q: I understand that you have offices on both the Health Sciences and University Park campuses—how do you schedule your time?

A: I try to be on the Health Sciences Campus at least one day a week, because the hospitals CEO, the dean of the medical school, the dean of the pharmacy school and the dean of the dentistry school all report directly to me. My interest in the Health Sciences Campus is avid, and I feel it's very important for there to be a concrete demonstration that I'm the provost of all of our campuses.

Because of my responsibilities, there are inevitably meetings about the hospital or the clinical practices or the research or the educational mission of one of the schools that is located at the Health Sciences Campus. So I usually take advantage of those meetings to extend the time I stay there and meet with some of our great researchers or other faculty located on the Health Sciences Campus.

The Weekly NEWSMAKERS

A Jan. 13 *San Gabriel Valley Tribune* article quoted **Heinz-Josef Lenz** about the risk factors for pancreatic cancer. Lenz said sometimes the only alert that a patient has pancreatic cancer is after the tumors have invaded neighboring structures. This migration outside the pancreas can cause pain or other symptoms, which prompts the patient to seek medical help.

Because of the location of the pancreas, this form of cancer can quickly go from being operable to inoperable. And even when surgical removal is still

possible, there's a good chance it will come back, Lenz said.

But there's good news on the research front, he added. A vaccine is being tested to keep pancreatic cancer from returning after it has been removed.

A Jan. 18 CNN International broadcast featured **Henri Ford** in Haiti discussing the situation there one year after the devastating earthquake struck the island. The story also was covered by the *Los Angeles Times*, KNBC and *Beverly Hills Courier*.

A Jan. 24 story in the *San Gabriel Valley Tribune* quoted **Paula Cannon** talking about a City of Hope study on genetic therapies for HIV.

"What they've developed is a two-part warhead, and either part works very well," said Cannon. "What I like about it is the fact that this isn't just something that happened overnight. [The City of Hope team] has been working on strategies to stop HIV replicating using these very cutting-edge technologies based on RNA."

Calendar of Events

This Calendar of events is also online at www.usc.edu/hscalendar for the Health Sciences Campus community

Tuesday, Feb. 1

Noon. Psychiatry Grand Rounds. “Using Physical Restraints in Psychiatric Settings,” John Jimenez, USC. ZNI 112. Info: (323) 442-4065

Noon. ZNI Seminar. “Regulation of Neural Development of Dentate Neurons by DISC 1 Signaling,” Ju Young Kim, Johns Hopkins. ZNI 112. Info: (323) 442-2144

Thursday, Feb. 3

Noon. ZNI Seminar. “Targeting Adult Neurogenesis to Modulate Hippocampal Functions in Cognition and Mood,” Amar Sahay, Columbia University. ZNI 112. Info: (323) 442-2144

Noon. Cellular Homeostasis Lecture Series. “Circadian Control of Behavior and Physiology in Mammals,” Satchin Panda, UC San Diego. Info: (323) 442-3121

Monday, Feb. 7

4 p.m.–7 p.m. “Cranioklepty: Grave Robbing and the Search for Genius,” Collin Dickey, author. Following a talk with Colin Dickey, USC Norris Medical Library will display its rare historical works on phrenology and anatomy. NML West Conference Room. Info: (323) 442-1130

Tuesday, Feb. 8

5 p.m. Global Health Lecture. “Combustion Particles and Global Health: Cooking, Smoking and Climate,” Kirk Smith, UC Berkeley. NRT Aresty Aud. Info: (323) 865-0419

Wednesday, Feb. 9

5 p.m. “Vitamin D and Non-Hodgkin Lymphoma Risk and Prognosis,” James Cerhan, Mayo Clinic. NOR 4444. Info: (323) 865-3950

Thursday, Feb. 10

Noon. Cellular Homeostasis Lecture Series. “The Functional and Proliferative Capabilities of Hepatocytes Derived from Induced Pluripotent Stem Cells,” Holger Willenbring, UC San Francisco. MCH 156. Info: (323) 442-3121

Tuesday, Feb. 15

10:30 a.m. USC Hospital Guild Women’s Health Focus. “How to Look as Young as You Feel,” Regina Baker and Kristy Morrell, USC. Wilshire Country Club, Los Angeles. \$65. Info: (323) 254-0600

Thursday, Feb. 17

Noon. Cellular Homeostasis Lecture Series. “The Functional Relevance of Stem Cells in Pancreatic Adenocarcinoma,” Zeshaan Rasheed, Johns Hopkins. MCH 156. Info: (323) 442-3121

Friday, Feb. 18

11:30 a.m. Physical Sciences in Oncology Center Seminar. “Reducing Time-To-Action in Clinical Genomics Studies by Using an Integrated Strategy of Epigenetics, Transcriptomics and Computational Biology,” Simon Lin, Northwestern University. CSC 240. Info: (323) 442-2596

Noon. Pharmacology and Pharmaceutical Sciences Seminar. “Peptide and Non-Peptide Interactions at the Human 5HT_{1a} Receptor,” Keith Parker, University of Montana. PSC 104. Info: (323) 442-1362

Thursday, Feb. 24

Noon. Cellular Homeostasis Lecture Series. “Translating Basic Studies of Embryonic Development into Generating Pancreatic and intestinal Tissue from Stem Cells,” James Wells, University of Cincinnati. MCH 156. Info: (323) 442-3121

Notice: Deadline for calendar submission is 4 p.m. Monday to be considered for that week’s issue—although three weeks’ advance notice of events is recommended. Please note that timely submission does not guarantee an item will be printed. Send calendar items to *The Weekly*, KAM 400 or fax to (323) 442-2832, or e-mail to eblaauw@usc.edu. Entries must include day, date, time, title of talk, first and last name of speaker, affiliation of speaker, location, and a phone number for information.

WEB: New team consolidates, expands services

Continued from page 1
Sciences Information Technology, agrees: “The vision is for our websites to go far beyond providing information. We want to promote more interaction between our faculty, staff, students and various constituents.”

Web Development team priorities for the six months remaining in this fiscal year include:

- Completion of Phase II of the Keck School website re-development project. This includes integration of clinical division pages and most research institute sites into the new website to strengthen brand identity, along with enhancements to site content, functionality and navigation.

- Develop and begin implementation of a plan to move the four key Health Sciences websites—for the Doctors of USC, the Keck School and the two hospitals—into a single content management system for increased efficiency in making updates and functional improvements.

- Collaboration with PR and Marketing staff on timely updates to clinical sites offering information about priority service lines and implementation of a digital media strategy that will promote key service lines among consumers through digital ads and search engine optimization leading consumers to our websites.

- For stronger promotion and protection of the USC brand, the development of a schedule of integration for all USC consumer-focused healthcare-related websites currently functioning outside the official, health sciences sites (Keck School, USC-owned hospitals, Doctors of USC).

- Assembly of a web governing body of health sciences leaders to facilitate policy decisions related to health sciences web properties and priorities.

- Development of a long-term web strategy for the Health Sciences sites in order to maximize their usefulness to internal and external audiences, including patients and donors.
- Development of a preliminary plan for creating a new Intranet site to serve the information needs of Health Sciences faculty, staff and students in all units.
- Development of web



portals for physicians, patients and employees.

- Training for Health Sciences personnel designated “web liaisons” for their units.

The Web Development manager and members of the team will be meeting with Keck School department

chairs, physician leaders, hospital administrators and web support staff from around the Health Sciences Campus in the coming weeks to discuss their web needs and how the team can best work collaboratively to address those needs going forward.

Pharmacy student Bahar Yaghoubian, 25

Bahar Yaghoubian, a member of the School of Pharmacy Class of 2011, died on Jan. 9 as a result of injuries sustained in an automobile accident. She was 25.

Bahar was an exemplary student who had achieved an excellent record at the School of Pharmacy and was slated to graduate in May 2011.

At the School of Pharmacy, Bahar served as the director of communications of the USC student chapter of the National Community Pharmacists Association. She was also an active member of Skull and Mortar, the honorary service organization at the school. Additionally, she was a member of Phi Delta Chi, the national pharmacy fraternity.

During this academic year, Bahar had been pursuing various rotations as part of her final year of pharmacy school training. She aspired to ultimately serve as a community pharmacist and to own her pharmacy.

Bahar is survived by her parents, Fariba and Behzad Yaghoubian and sister, Shadi, currently a medical student.



Bahar Yaghoubian

USC Health Sciences
Public Relations and Marketing
1975 Zonal Ave. KAM 400
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Call the Emergency Information Phone: 213-740-9233 The emergency telephone system can handle 1,400 simultaneous calls. It also has a backup system on the East Coast.

Visit the USC Web: <http://emergency.usc.edu> This page will be activated in case of an emergency. Backup Web servers on the East Coast will function if the USC servers are incapacitated.