The Weekly



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USC receives \$25 million gift for health policy center

By Sadena Thevarajah and Megan Goulding

USC President C. L. Max Nikias has announced a \$25 million gift from Leonard D. Schaeffer, a Judge Robert Maclay Widney Chair and Professor at USC, to endow and support the USC Leonard D. Schaeffer Center for Health Policy and Economics.

The gift bolsters the university's commitment to using rigorous research to develop policy solutions, including controlling health care costs and improving patient outcomes in the United States and worldwide.

"As health care assumes an increasingly prominent place

in public policy discussions, the USC Schaeffer Center will play an even more central role, while offering a uniquely interdisciplinary perspective," Nikias said. "The center brings together USC's schools of public policy and pharmacy, drawing on collaborative scholarship to address the most complex questions facing health care today."

Established in 2009 with a gift from Leonard and Pamela Schaeffer, the USC Schaeffer Center is jointly housed in the USC Price School of Public Policy and the USC School of Pharmacy. The center is led by renowned health economist Dana Goldman and other distinguished faculty, including a

Nobel Laureate in Economics, Daniel McFadden.

With a reputation for timely, evidence-based analysis of health care issues, the USC Schaeffer Center has developed into one of the nation's premier policy institutions, with more than \$45 million in external research funding, including research grants from the National Institutes of Health and the Centers for Medicare and Medicaid Services (CMS).

"We are deeply grateful for Leonard Schaeffer's vision and support of this remarkable research center," said Jack H. Knott, dean of the USC Price School. "The prolific and groundbreaking research of



From left: USC School of Pharmacy Dean R. Pete Vanderveen; Dana Goldman, director of Schaeffer Center for Health Policy and Economics; USC President C. L. Max Nikias; Leonard D. Schaeffer; USC Provost Beth Garrett; USC School of Policy, Planning, and Development Dean Jack H. Knott.

the USC Schaeffer Center is a tremendous source of pride for the USC Price School, and we look forward to this exciting new chapter in the center's legacy."

R. Pete Vanderveen, dean of the USC School of Pharmacy, said, "The endowment of the USC Schaeffer Center promises continuing efforts to find answers to today's most pressing health care challenges. The center is an integral part of the work at the USC School of Pharmacy with research to identify best practices for medication therapy that efficiently produces optimal health outcomes."

Of his gift, Schaeffer said, "Our nation faces grave health and fiscal challenges. I support this center because its rigorous, independent and interdisciplinary research provides the foundation for designing effective policies to address these issues in both the public and private sectors."

Research from the USC Schaeffer Center has provided critical policy guidance and inventive solutions with the potential to transform health care systems.

Research results—including novel analyses of preventive care, insurance competition, the fiscal future of Social Security and Medicare, copayments and prescription drug adherence, and which medical specialties are most likely to face malpractice claims—are routinely published in top peer-reviewed journals and featured in leading media outlets such as The Wall Street Journal, The New York Times, Politico and NPR. Schaeffer Center faculty members also deliver their research directly to policymakers through congressional and legislative testimony.

"Leonard Schaeffer has demonstrated a life-long

Andrew McMahon installed as chair of stem cell biology

By Imelda Valenzuela Fowler

Andrew P. McMahon, newly appointed department chair of stem cell biology and regenerative medicine at the Keck School of Medicine of USC and director of the Eli and Edythe Broad Center for Regenerative Medicine and Stem Cell Research at USC, is often asked why he left Harvard University's stem cell institute to come to USC. He states one simple reason: opportunity.

"I wanted the opportunity to

create something special within the emerging field of regenerative medicine," said McMahon. Carmen A "The energy and excitement of Los Angeles provides a wonderful bonus, but this was a decision deeply rooted in my training, interests and experience over 35 years and my desire to translate these things into something of great

significance in a first-class university."

McMahon was officially welcomed



From left: USC President C. L. Max Nikias and wife Niki Nikias, Andrew P. McMahon, Edythe and Eli Broad, and Keck School of Medicine Dean Carmen A. Puliafito.

into his role at USC and installed as the inaugural holder of the W. M. Keck Provost Professorship of Stem Cell Biology and Regenerative Medicine on Oct. 16 at a reception held on the Health Sciences campus in his honor and hosted by USC President C. L. Max Nikias.

The endowed professorship was made possible through a gift from the W. M. Keck Foundation that renamed USC's academic medical center and launched the \$1.5 billion Keck Medicine Initiative, the largest component of The Campaign for the University of Southern California.

"Today it's my great pleasure to officially welcome a scientist of the very highest caliber," said Nikias, "a man who will lead USC boldly into the emerging biotechnology revolution and help usher in the new age of innovation and discovery. That man is Dr. Andrew McMahon."

namesakes and lead donors of the Eli and Edythe Broad CIRM Center for Regenerative Medicine and Stem Cell Research at USC, gave \$30 million toward the building's development and were also in attendance among the crowd of about

100 people.

Eli and Edythe Broad, the

See **MCMAHON**, page 2

Couple ties the knot at Keck Hospital of USC

By Hope Hamashige

Jaci Plost and Sean Carpiso were supposed to tie the knot on Kauai in mid-September, but two weeks before their wedding, Plost found herself in Keck Hospital of USC awaiting a heart transplant. Her doctors delivered the news she was going to have to cancel her Hawaiian wedding and brace for a long stay at Keck Hospital.

After nearly a month of waiting for Plost's new heart, the couple decided they weren't going to put off the wedding any longer. As much as they wanted warm tropical breezes and sand in their toes on their wedding day, they decided they would settle for a far less glamorous ceremony in her Keck Hospital room.

"We just decided we didn't want to

wait," said Plost. They asked her uncle, a minister, to stop by to make their union official. There would be no guests, no flowers, and the bride expected to say, "I do," while wearing her hospital gown.

Then, two days before their wedding they met Jill Mathison, associate administrator for operations at Keck Hospital, as she was doing her ambassador rounds, and everything changed.

When Mathison learned of the couple's plans to marry, she immediately decided the staff members at Keck were going to make their wedding day special.

"She said she wasn't going to let us get married in my room," explained Plost.

Mathison led the charge to help Plost

Mathison led the charge to help Plost have something akin to a "real" Hawai-

See **WEDDING**, page 2



Jaci Plost (left) and Sean Carpiso skipped their wedding in Hawaii in favor of a Hawaiian-themed ceremony at Keck Hospital.

Poor lung cancer survival rates spur researcher to find better tests

By Hope Hamashige

When Ite Laird-Offringa arrived at USC 16 years ago, she began attending a weekly clinical oncology conference in the Norris Comprehensive Cancer Center and quickly learned that the situation for lung cancer patients was dire.

The disease was killing more people than the top three other cancers combined. Screening was unable to detect the cancer before it spread. Five-year survival rates were a dismal 15 percent.

"This is what got me interested in doing research on lung cancer," she said during an Oct. 15 lecture in Aresty Auditorium, explaining that it was clear that better screening was key to giving lung cancer patients a chance.

While low-dose computed

tomography (CT) scans were found to detect early stage lung cancers in smokers over 55, imaging still has a high false positive rate, and over 95 percent of detected lesions are not cancer.

Laird-Offringa, associate professor of surgery at the Keck School of Medicine of USC, took her research in a different direction, looking for evidence in the blood that there is a tumor in the lung. "A blood-based biomarker would be our Holy Grail," she said.

Searching for that biomarker, or set of biomarkers, is a process that requires both strong science and limitless patience. Laird-Offringa's research team is looking for biomarkers along two separate paths—one that signals the onset of small cell lung cancer and another for non-small cell lung cancer. The group of non-small cell cancers includes adenocarcinoma, the most common form of lung cancer and also the most common among never-smokers.

From the outset, it was known that cancer patients shed more DNA into their blood than people without cancer. The team began to analyze regions of the DNA that are chemically marked by a process called DNA methylation. Over the years, she and her team have analyzed tens of thousands of regions of DNA to find methylation marks specific to lung cancer.

The hunt is complicated by the fact that the marks can differ between types of lung cancer and among patients. So, her lab is creating a method of searching blood samples for a panel of 12 markers.

Laird-Offringa's group determined the best method of detecting small cell lung cancer would be to look for antibodies that occur in small cell lung cancer patients and began by studying antibodies to one protein, HuD.

They recently identified a modification of HuD that may be what triggers the immune response seen in small cell lung cancer patients. This modification may also occur in other proteins and could explain the variety of immune responses seen in small cell lung cancer patients. Laird-Offringa's research suggests the antibodies appear before clinical symptoms of cancer and so may provide a tool for

early detection.

In both areas, the research continues. In the case of small cell lung cancer, they are trying to pinpoint when in the development of cancer the antibody response is triggered.

The test for non-small cell lung cancer is not a perfect predictor, but in about half the cases it did detect early stage cancer, Laird-Offringa said.

The group is continuing to mine new data for more, and possibly more accurate, biomarkers. They are also trying to determine if larger blood samples yield better results. And they plan to search for other applications for this panel of biomarkers such as helping to determine whether fluid gathering around the lungs, called pleural effusions, indicates malignancy.

Celebrating Primary Care Week—The Keck School

of Medicine hosted several events as part of Primary Care Week, including panel discussions on the value of primary care physicians and financing a career in primary care. Featured events included a shared reception at the California Endowment on Oct. 10 that included comments and discussions by Mary Wakefield, administrator of the United States Health Resources and Services Administration: California **Endowment President Robert** Ross; and Keck School of Medicine Dean Carmen A. Puliafito. Left, Wakefield delivers the keynote address at the California Endowment.



The Weekly

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WEDDING: Not the usual 'I do'

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ian wedding while awaiting her new heart at Keck. In two days, Mathison rallied support from several hospital staff members.

Hospital chef Tim Bolle met with the bride and groom to come up with a menu for a special meal to celebrate their nuptials. Kaitlin Alderete, a patient liaison in Patient Experience, made sure a conference room on the ground floor of the hospital was decorated for the wedding party's special dinner that included cake and a sip of champagne. Chip Riddle, director of facilities, had a tent set up in the courtyard where the couple took their wedding photos. And since the couple did not get to have a Hawaiian wedding, Alderete picked up a tropical flower centerpiece and fresh leis for them to wear when they exchanged their vows.

In a gesture of unbridled generosity, one of Plost's nurses, Lindsay Roberts, bought five wedding dresses, brought them to the hospital and told the bride to pick one. Mathison also made sure

Roberts was on duty that Sunday so she could help Plost put on her make up and sweep her locks into an up-do. Lastly, the ukulele version of "Somewhere Over the Rainbow," by Hawaiian singer Israel Kamakawiwo'ole, was downloaded for the ceremony.

"It was so overwhelming," said Plost, who—as a show of gratitude—donated her wedding dress back to the Patient Experience department for use by a future patient who may find herself in the same situation. "Everything you could think of was taken care of by the nurses here. They made it really, really special."

Plost had her heart transplant about a week after her wedding and was discharged last week.

Mathison thanked everyone involved in making Plost's special day memorable. "Everyone dropped what they were doing at the last minute to help," said Mathison. "It really demonstrated just how committed our staff members are to providing a truly unique experience with care and compassion for our patients."

MCMAHON: Installed as chair

Continued from Page 1

"Edythe and I get to Cambridge often because of the Broad Institute, which is a partnership between Harvard and MIT," said Eli Broad. "I know how sad they were to have you leave," he told McMahon. "And I know how highly esteemed you were there. So we know that you and those that you bring with you will bring this center to even a higher level of excellence, and we thank you for all of that."

McMahon brought most of his lab members with him to USC, including his wife, Jill, an accomplished research scientist in her own right, who is also the lab manager.

As a commemorative gift, Nikias, Broad and Keck School Dean Carmen A. Puliafito.

presented McMahon with an encased replica of a chair designed by Belgian furniture designer Maarten van Severen.

"Andy is a wonderful scientist and human being," said Puliafito, who was instrumental in recruiting McMahon to USC. "He is a fantastic addition to our scholarly community at USC."

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Modern CT scanning technology helps solve a whale of an ancient puzzle

By Sara Reeve

Q: How old was the oldest patient to receive a CT scan at the USC Molecular Imaging Center (MIC)?

A: 16.5 million years old! Paleontologists from the John D. Cooper Archeological and Paleontological Center in Fullerton, Calif., brought a 16.5-million-year-old fossilized whale skull to the MIC.

Originally discovered in a housing project in Bakersfield, Calif., in 2007, the small skull presented serious questions of identification to paleontologists. While the shape of the skull hinted that it was a baleen whale, the extremely small size (only 56 cm) was much smaller than any previously discovered.

Paleontologists would normally clean the fossil of surrounding rock in order to make a definitive identification, but unexplained material that could be preserved tissue or a bacterial biofilm encased the fossil. Rather than risk damage to the material, representatives from the Cooper Center brought the skull to USC.

"This was our first paleontological specimen, and we were really quite excited to be able to work with scientists in the field of paleontology," said Grant Dagliyan, core manager of the MIC at the Keck School of Medicine's Department of Radiology. "This project was an exciting endeavor for us here at the MIC because it enabled us to expand upon the knowledge and experience of our group."

Prior to the skull arriving on campus, USC imaging technicians ran mock scans with rocks and other materials as practice.

"It was a great joy and strong sense of achievement to be able to help Meredith [Riven, associate curator, paleontology, at the Cooper Center] solve a longstanding question that she had for years," said Dagliyan. "On a scientific level, it is remarkable to be able to see the evolution of science where something that had died millions of years ago was put into a present-day CT scanner."

After scanning the skull, paleontologists confirmed that the specimen is a baleen whale—possibly the smallest ever discovered. Details of the

USC experts examined this 16.5-million-year old fossil in a CT scanner to help identify it as the skull of a small whale.

scan indicate that the animal was an adult and likely a previously unknown species.

"Even among many of the doctors at the Imaging Center, everyone was excited to look at a fossil up close," said Dagliyan. "I think, in comparison with most of the studies we do everyday, the sense of scientific achievement is equally satisfying, but the knowledge that we helped identify what may be a new species is just thrilling."

The Weekly NEWSMAKERS

The Baltimore Sun on Oct. 28 ran an op-ed by **J. Patrick Whelan**, clinical assistant professor of pediatrics at the Keck School of Medicine, about health policy and its effects on economic competitiveness.

An Oct. 26 report in *FierceHealthIT* names **Leslie Saxon**, professor of clinical medicine at the Keck School of Medicine and director of the USC Center for Body Computing, as one of the eight most influential women in health care information technology.

An Oct. 24 article by CNN highlighted research by **Pia Pannaraj**, assistant professor of clinical pediatrics at the Keck School of Medicine, on flu prevention among school-age children.

The study followed 4,500 children in eight L.A. elementary schools, some of which were vaccinating and testing for flu.

"We found that children who were vaccinated were three times less likely to get the flu and missed half the number of school days compared to children who were not vaccinated," Pannaraj said. Pannaraj also was quoted in the Growing Your Baby blog.

An Oct. 23 report in *U.S. News & World Report* featured research by **Edy Soffer**, professor of clinical medicine at the Keck School, and colleagues that looks at the promise of electrical stimulation treatment for unresolved reflux symptoms.

An Oct. 23 *Scientific American* article featured research by USC Dornsife doctoral student **Justin Hall** and **Michael Habib**, assistant professor of research at the Keck School of Medicine, suggesting that the dinosaur Microraptor gui had four wings. Habib and Hall proposed that the dinosaur could have kept the limbs under its body most of the time, until needed for banking in a turn. The extra surface area would have actually made straight-ahead moves more difficult, *Science News* reported on Oct. 22. "For every surface, you pay a little drag tax," Habib said.

An Oct. 23 broadcast on Mundo Fox Los Angeles affiliate KWHY-TV interviewed **Cesar Armendariz**, director of Health Sciences community outreach, about the Bridge to Health, a free health fair hosted by USC and White Memorial Hospital.

An Oct. 23 story in *EmaxHealth* noted that **Arnold Kegel**, inventor of the Kegel exercises and perineometer, was an assistant professor of gynecology at the Keck School of Medicine in the 1940s.

An Oct. 21 special section of the *Los Angeles Times* quoted **Stephen Gruber**, director of the USC Norris Comprehensive Cancer Center, about personalized cancer therapy and research occurring at the cancer center.

An Oct. 19 broadcast on CBS News Wilkes-Barre, Penn., affiliate WYOU-TV covered research by Keck School of Medicine doctoral student **Chelsea Catsburg** and colleagues, finding that red meat consumption can increase the risk of bladder cancer.



What's the best health care policy? That's debatable—The Health Policy Interest Group, Medical Business Association and American Medical Association sponsored a debate between Republican and Democratic strategists on the Affordable Care Act on Oct. 26.

From left: Michael Cousineau, associate professor of family medicine at the Keck School; moderator Carmen A. Puliafito, dean of the Keck School; and Adam Dorin, medical director of SHARP Grossmont Plaza Surgery Center in San Diego. Cousineau argued in favor of the expansion of health care coverage under Obamacare while Dorin took the position that it should be repealed.

GIFT: Will spur research to answer key health policy questions

Continued from Page 1

commitment to relevant, evidence-based health policy research," said Goldman, director of the USC Schaeffer Center and the Norman Topping Chair in Medicine and Public Policy. "With this additional gift, he ensures that our mission of providing independent, innovative solutions to today's health policy challenges will endure beyond the current era of health care reform."

This leadership gift from Leonard Schaeffer represents significant support for The Campaign for the University of Southern California, a multi-year effort to secure \$6 billion or more in private philanthropy to advance USC's academic priorities and expand the university's positive

impact on the community and the world.

Leonard D. Schaeffer is the founding chairman and past CEO of WellPoint, one of the nation's largest health insurance companies. In 1986, Schaeffer was recruited as CEO of Blue Cross of California, overseeing the turnaround of the predecessor to WellPoint and completing 17 acquisitions. During his tenure, the value of the company grew from \$11 million to more than \$49 billion. Schaeffer's illustrious government career includes serving asadministrator of the Health Care Financing Administration, now the CMS, and as assistant secretary for management and budget at the U.S. Department of Health and

Human Services.

Currently, Schaeffer is a senior advisor to TPG Capital, a private equity firm, in addition to holding a Judge Widney Chair at USC, a select executive-in-residence position named for one of USC's founders. He is also a member of the Board of Councilors at the USC Price School and serves on the boards of the Brookings Institution, Harvard Medical School, RAND, Quintiles and Amgen. Schaeffer lectures and writes

For more information on the center, visit healthpolicy.usc.edu.

widely on health policy issues.

Artificial heart recipient Tammy Lumpkins, 47

Tammy Lumpkins, the first patient on the West Coast to leave the hospital with a total artificial heart, died at Keck Hospital of USC on Oct. 2. She was 47.

Lumpkins, who had battled heart disease for nearly 20 years, was discharged from Keck Hospital on Nov. 9, 2011, but was re-admitted in late January as she awaited a heart transplant. During her stay, Lumpkins took up photography, prints of which are available for purchase at USC Norris Cancer Hospital's Image Enhancement Center. All proceeds go to Patient Experience to establish an entertainment library for inpatients at Keck Hospital.

Lumpkins, of Modesto, Calif., is survived by her husband, Dale, and son, Eddie.

To read a memorial by Michael Bowdish, Lumpkins' heart surgeon, go to http://keck.usc.edu/lumpkins

Calendar of Events

This Calendar of Events is also online at www.usc.edu/hsccalendar for the Health Sciences campus community

Saturday, Nov. 3

8 a.m. - 3:30 p.m. USC Center for Cerebrovascular Disorders & Office of Continuing Medical Education 2012 Cerebrovascular Disease Symposium. "Treatment of Ischemic and Hemorrhagic Stroke: Who, When and Why?" Gary Steinberg, Stanford; Arun Amar and Gene Sung, USC. KAM Mayer Auditorium. Info: (323) 442-2555

4 - 6 p.m. USC Institute for Genetic Medicine Art Gallery Opening Reception. CSC 240. Info: (323) 442-1144

Sunday, Nov. 4

8:30 a.m. Walk to End Alzheimer's. The USC Department of Neurology is participating in this year's 2012 Walk to End Alzheimer's event at Century Park in Century City. You can take part in this walk by registering online at alzla.org/walk and join team USC Memory and Aging. Team members will receive a USC Memory and Aging team T-shirt. Info: Lisa Jordan at (323) 442-7685

Monday, Nov. 5

6:30 p.m. Global Health Lecture Series. "Turning Oppression into Opportunity: An Evening with Nicholas Kristof." UPC: Campus Center Grand Ballroom. Info: (213) 740-2167

Tuesday, Nov. 6

Noon. Psychiatry Grand Rounds. "SSRI's and REM Sleep Disorder," Ron Shatzmiller, USC. ZNI 112. Info: (323) 442-4065

Noon. Cancer Center Grand Rounds. "Study Design Considerations for Next Generation Sequencing," Duncan Thomas, USC. NRT Aresty Auditorium. Info: (323) 865-

Wednesday, Nov. 7

7:30 a.m. - 9 a.m. USC Institute for Integrative Health Opening Reception and Seminar. "The Birth of Integrative Medicine at USC," Marc Weigensberg, USC. CSC 250. Info: (323) 442-2638

8 a.m. - 4 p.m. Translational Science Day. A.M. Session: "How Did a Failed Contraceptive Become the Gold Standard in Breast Cancer Treatment and Prevention?" V. Craig Jordan, Georgetown. P.M. Session: "How Does Health Care Reform Relate to Translational Science and its Impact on Health?" Lloyd Michener, Duke. NRT Aresty Auditorium. Info: (323) 442-4032

Noon. ZNI and Department of Physiology & Biophysics Seminar. "Serial Two-Photon Tomography: An Automated Method for Routine Atlasing and Phenotyping Whole Mouse Brains," Timothy Ragan, TissueVision Inc. ZNI 112. Info: (323) 442-3219

Thursday, Nov. 8

7:30 a.m. - 4 p.m. 9th Annual Diabetes Symposium. Featured speakers Helen Baron and Wei-An (Andy) Lee, USC. NRT Aresty Auditorium. Info: (323) 442-2806

Noon. USC Research Center for Liver Diseases Seminar. "Role of Renal ACE in Hypertension," Romer-Gonzalez-Villalobos, Cedars. HMR 100. Info: (323) 442-1283

Friday, Nov. 9

6:30 a.m. Anesthesiology Grand Rounds. "The Challenges and Opportunities of Precision Medicine in Oncology," Stephen Gruber, USC. "Personalized Medicine Beyond Cancer," Leon Raskin, Vanderbilt University. MCH 256. Info: (323) 409-6856

8:30 a.m. Surgical Grand Rounds. "Death by Bariatric Surgery! The Importance of Pattern Recognition in Confusing and Potentially Fatal Situations," Peter Crookes, USC. DOH 100. Info: (323) 442-9064

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 email 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.







Costumes, candy and kids—Costumed children from the HSC Child Development Center mingled with parents and onlookers at Harry and Celesta Pappas Quad on Halloween. Clockwise from top: MacKenzie Diaz (in yellow) poses for a photo with her mother Amy (right) and grandmother; Valerie Sanchez (left) and Jona Cura, of the Keck School of Medicine, hand out candy; and beecostumed Anza Crump strolls with father Gage Crump, assistant professor of cell and neurobiology.

USC researcher seeks to improve adolescent cancer survival

Despite improvements in outcomes for children and older adults with cancer over the past 30 years, survival among adolescent and young adult cancer patients has lagged significantly. A Keck School of Medicine researcher has won a grant to understand this disparity.

Myles Cockburn, associate professor in preventive medicine, won a more than \$69,000 grant from the St. Baldrick's Foundation, a charitable organization dedicated to raising money for childhood cancer research.

Reasons that adolescent and young adult (AYA) patients (age range 15–39) have a lower survival rate include a number of factors such as differences in tumor biology, insurance coverage and whether they adhere to a treatment protocol. Cockburn hopes to collect detailed information about factors influencing the survival of this patient population that will help doctors close the gap.

"Our research can provide detailed information to clinicians and health care providers in Los Angeles and statewide to allow them to target much needed prevention and care to AYA cancer sufferers," said Cockburn said. "We hope this work will be only the beginning of a truly multidisciplinary effort to

get AYA cancer patients the care they need and reduce pain and suffering among our young adults."

The St. Baldrick's Foundation since 2005 has awarded more than \$101 million to support research for childhood cancers.

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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.