Arnold School of Public Health (ASPH) – 2025 Blueprint Goals with Status Updates

GOAL 1: Provide undergraduate and graduate educational programs of excellence
*The Arnold School continues to attract and maintain strong enrollment with 2794 undergraduate students and 783 graduate students as of Fall 2024. Among all USC academic units, **ASPH continues to produce the highest percentage of undergraduates graduating with leadership distinction relative to class size (12% for AY24).** Additionally, 100% of ASPH undergraduates undertake a mentored practice experience; 69% (2% increase from AY23) graduated with Latin honors in AY24; and 14% (2% increase from AY23) of those graduated Summa Cum Laude. Using 1-year post-graduation status as a measure of excellence of educational programs, 98% (2% increase from AY23) of AY24 graduate and undergraduate ASPH alumni were either employed or furthering their education (among the 90% for whom an outcome is known).*

GOAL 2: Promote high quality, impactful and ethical research
*The Arnold School continues to be a leader in extramural funding with a record $59.1 million in FY24 (an increase of $8.7 million from FY23). Of that, $31.4 million (up from $30.6 million in FY23) was NIH funding. The total of new grant applications in FY24 was 405 (up from 369 in FY23). **ASPH is ranked #13 in NIH funding among all U.S. schools of public health and is #5 among schools at publicly governed universities.** FY25 extramural funding (as of 2/26/25) is $38.2 million with $20.4 million of that from NIH. **Faculty publications are above 700 for the fourth straight year,** with a total of 726 for CY24. To ensure successful future research activity, new and existing ASPH faculty are encouraged to participate in the University's Propel Boot Camp, a program that began in the Arnold School and is now offered campus-wide through the USC Office of Research. In AY25, **6 ASPH faculty are participating in this intensive NIH/NSF grants-mentoring program.***

GOAL 3: Recruit and retain highly qualified faculty and staff to meet our mission
*The Arnold School made significant investments in new faculty for AY25, with a total of **$2.4 million in start-up funds for 12 new faculty across all six departments.** In CY24, 86% of all junior faculty participated in at least 2 mentoring meetings, and 58% of all faculty participated in professional development activities. **In AY24, 86% of eligible ASPH tenure-track faculty earned tenure within 6 years.** Investments in existing faculty through merit raises and retention increases currently total $281K for FY25. The school has made similar investments in staff through bonuses, merit raises and compression increases. Those investments currently total $221K for FY25. **To date in AY25, ASPH has 13 active faculty searches which are in various stages of the search process.** Whereas in CY24, ASPH had 5 FTE staff searches, all of which were successfully concluded within 3 months. In the same year, 80 FTE & RGP staff participated in professional development activities.*

GOAL 4: Support community engagement activities that promote and improve the public's health
*In CY24, the Arnold School co-hosted 3 school-level events in partnership with community organizations: the Big Data Health Sciences Conference, the Clyburn Lecture on Health Disparities, and a lecture by Pulitzer-prize winning author and national poverty expert, Dr. Matthew Desmond. **In AY25, 68% of ASPH faculty reported at least one community engagement activity.** In AY24, 612 undergraduate students gained practical experience in community-based settings (12 students above the objective); 48 MPH graduate students gained applied practice experience in community-based settings (12 students below the objective); and 491 graduate students gained clinical experience (21 students above the objective). **Over 1000 community-based professionals received specialized training through ASPH programs in CY24.***

GOAL 5: Meet the fiscal and physical resource needs of the school
*In FY24, the Arnold School fully funded multiple infrastructure improvements in the Discovery Building and the Public Health Research Center (PHRC). Improvements in Discovery included six additional offices, lab upgrades and a dedicated 18-station study area for students. Work in both buildings included installation of additional surveillance cameras, routine maintenance and furniture replacement. **The FY24 total for these and other improvements was $713K. To date in FY25, $598K has been spent on similar upgrades,** including a new 12-seat classroom in Discovery and improvements to collaborative work spaces for grant-funded projects in the PHRC. Additional investments include **upgrades to classroom technology and other IT-related expenses totaling $110K in FY24.** The school continues to maintain operational reserves for critical infrastructure needs with approximately $20M reserved for a matching investment toward a new ASPH building.*

Arnold School of Public Health (ASPH) – 2026 Blueprint Goals with SMART Objectives

GOAL 1: Provide undergraduate and graduate educational programs of excellence
SMART Objectives:
In AY25, > 70% of ASPH undergraduates will graduate with Latin honors.
In AY25, > 10% of ASPH undergraduates will graduate with USC leadership distinction.
In AY25, the six-year graduation rate of MPH cohorts will be 75% or higher.
In AY25, > 95% of graduate and undergraduate alumni with known outcomes will be employed or furthering their education 1-year post-graduation.
In AY25, > 85% of course evaluations will reflect an overall teaching effectiveness of 4.0 or higher.

GOAL 2: Promote high quality, impactful and ethical research
SMART Objectives:
Note: The following objectives are presented with the caveat that the current climate of change across federal agencies could impact the availability of future grant opportunities and associated extramural funding.
In FY25, total extramural grant funding to ASPH will exceed $50M.
In FY25, total NIH funding to ASPH will exceed $30M.
In FY25, total new grant applications will exceed 350.
In CY25, total faculty publications will exceed 700.
In AY26, at least 10 ASPH tenure-track faculty will participate in the Propel NIH/NSF Boot Camp.

GOAL 3: Recruit and retain highly qualified faculty and staff to meet our mission
SMART Objectives:
In CY25, > 60% of faculty searches will be completed within 6 months.
In CY25, > 80% of FTE staff searches will be completed within 3 months.
In CY25, > 80% of the 2019 tenure-track faculty cohort will be working for ASPH.
In CY25, > 90% of all junior faculty will have participated in at least 2 mentoring meetings.
In CY25, > 70% of FTE staff will be working for ASPH 3-years post-hire.
In CY25, at least 100 FTE and RGP staff will participate in professional development activities.
In CY25, > 60% of faculty will participate in professional development activities.

GOAL 4: Support community engagement activities that promote and improve the public's health
SMART Objectives:
In CY25, > 1000 community-based professionals will receive specialized training through ASPH.
In CY25, ASPH will hold at least 3 school-level events in partnership with community organizations.
In CY25, > 60% of faculty will report at least one community engagement activity.
In AY25, at least 600 undergraduate students and 50 graduate students will gain practical experience in a community-based setting; 470 graduate students will gain clinical experience.

GOAL 5: Meet the fiscal and physical resource needs of the school
SMART Objectives:
Note: The following objectives are presented with the caveat that future budgetary conditions could be impacted by the current climate of change across federal agencies affecting extramural funding and, in particular, indirect cost allocations.
In FY26, ASPH will maintain an operational reserve equal to 10% of our annual operating budget.
In FY25, ASPH will invest at least $750K toward maintaining and improving our buildings.
In FY26, ASPH will maintain a reserve of at least $1M for building-related emergency/critical needs and at least $20M as hard-money match toward a new $100M building.
In FY25, ASPH will invest at least $75K toward upgrading our IT infrastructure.
In FY26, ASPH will maintain a reserve of at least $100K for IT-related needs.
In AY26, ASPH will invest at least $2.5M in start-up investments for new faculty.
In FY26, ASPH will maintain a reserve of $500K for retention of existing faculty and staff.