LSU Health Sciences Center at Shreveport
GRAD Act Annual Report – Year 4

April 1, 2014

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PERFORMANCE OBJECTIVE 1: STUDENT SUCCESS

Element 1a: Implement policies established by the institution's management board to achieve cohort graduation rate and graduation productivity goals that are consistent with institutional peers.

Narrative

School of Graduate Studies

Cohort sizes in the School of Graduate Studies are small; thus, each student greatly impacts the retention rate calculation. The school requests an exemption in future years from reporting retention rates for cohorts less than 20. Alternatively, the school asks to use a three-year rolling average for this measure to allow for an assessable count of students.

Measures

i. a. 1st to 2nd year retention rate by school		
School	**Year 4 Target**	**Year 4 Actual**
School of Medicine	95%	98% (117/119)
School of Graduate Studies	75%	88% (15/17)
School of Allied Health Professions	86%	90% (127/141)[†]

[†]The majority of programs in the School of Allied Health Professions begins in the summer; thus, retention rate is based on the summer term. In addition, the summer term falls at the end of the academic year. The actual retention rate for the 2012-13 entering class (in which summer 2013 is included) will not be available till summer 2013; however, estimated figures based on current academic standing have been provided.

iv. Same institution graduation rate by school		
School	**Year 4 Target**	**Year 4 Actual**
School of Medicine	90%	89% (105/118)[*]
School of Graduate Studies	n/a	n/a
School of Allied Health Professions	85%	93% (113/121)

[*]Actual within the allowable tolerance of target

ix. Median professional school entrance exam score
Not applicable to LSUHSC-S; the schools do not have direct impact on entrance exam performance; applicants who meet admission requirements are considered.

Element 1b: Increase the percentage of program completers at all levels each year.

Narrative

School of Allied Health Professions

In keeping with national standards, the Physical Therapy program in the School of Allied Health Professions transitioned from masters to doctorate (DPT) in summer 2006. As part of this transition, the program offered a part-time, post-professional track to previous graduates, allowing them to obtain the higher-level DPT degree. As a result, the number of program completers transiently increased, peaking in the GRAD Act baseline year 2008-09. Although the number of DPT graduates has gradually decreased since 2008-09, **the number of full-time, entry-level DPT completers has remained stable and at capacity (approximately 30/year) from 2008-09 to 2012-13**. Similarly, the Physician Assistant program transitioned from bachelor's to master's in summer 2010, and began offering a similar part-time track to previous graduates who desire to

earn the higher degree. These program upgrades are expected to continue to produce an inflated number of degrees awarded, but at a diminishing rate, for several more years. As these transitions are accomplished, the part-time, post-professional tracks will be phased out, and the number of completers will stabilize at each program's full-time, entry-level capacity. In addition, as the degree level shifts from bachelor's to master's for Physician Assistant, the number of degrees awarded will decrease at the lower level and increase at the higher level. Lastly, cohort sizes by award level are relatively small; thus, each student greatly influences percentage change.

Measures

School of Medicine i. Percentage change in completers by award level from baseline			
Award Level	**2008-09 Baseline**	**2012-13 Target**	**2012-13 Actual**
Professional	baseline (110)	0%	+6% (117)

*Actual within the allowable tolerance of target

School of Graduate Studies i. Percentage change in completers by award level from baseline			
Award Level	**2008-09 Baseline**	**2012-13 Target**	**2012-13 Actual**
Master's	baseline (1)	0%	0% (1)
Doctorates	baseline (8)	0%	+38% (11)

School of Allied Health Professions i. Percentage change in completers by award level from baseline			
Award Level	**2008-09 Baseline**	**2012-13 Target**	**2012-13 Actual**
Bachelor's	baseline (62)	-76%	-55% (28)
Master's	baseline (27)	+144%	+196% (80)
Professional	baseline (62)	-52%	-50% (31)†

†The number of full-time, entry-level physical therapy clinical doctorate graduates has remained stable and at capacity (approximately 30/year) from 2008-09 to 2012-13. The Physical Therapy program transitioned from master's to doctorate in summer 2006 and offered a part-time, post-professional track to previous graduates, allowing them to obtain the higher-level DPT degree. As a result, the number of completers at the professional level transiently increased, peaking in the baseline year. Cohort sizes by award level are relatively small; thus, each student greatly influences percentage change.

Element 1c: Develop partnerships with high schools to prepare students for postsecondary education.

Not applicable to LSUHSC-S.

Element 1d: Increase passage rates on licensure and certification exams and workforce foundational skills.

Narrative

School of Medicine

The School of Medicine draws its applicants from Louisiana residents. Despite a smaller applicant pool, often with entry exam scores lower than the national mean (school mean MCAT: 28 vs. national mean MCAT: 31), the school's licensure pass rates are consistently competitive with national pass rates.

USMLE Step 1 Preparation

In 2007, the School of Medicine formed a committee to develop and institute an action plan to improve USMLE Step 1 outcomes. An extensive review of academic performance data from past medical students who failed this exam on the first attempt was completed, and a formula was developed to identify students "at risk" for USMLE Step 1 failure. The formula was applied to student data from several previous classes and demonstrated an excellent predictive value for identifying students who had poor Step 1 performance. Since USMLE Step 1 must be passed prior to entry into the third year of medical school, the formula is applied to the academic performance data of all second year students. Students identified as "high-risk" are enrolled in an intensive study course designed to better prepare them for the Step 1 exam, while low-risk students are allowed to use a study method of their choosing. Each subsequent class is evaluated yearly to determine the number of students needing the intensive study course.

USMLE Step 2 Preparation

Curricular revision aimed at increasing the quality and breadth of clinical experience provided to students has been made with the intent of further improving the quality of graduating physicians. The third and fourth year curricula have been reviewed and modified to provide students with increased patient contact and faculty interaction. In addition, the incorporation of clinical curricula from the institution's Clinical Skills Center (CSC) has provided an important way in which all medical students receive training in aspects of clinical medicine appropriate for their year and a means by which their performance of clinical skills can be evaluated. These efforts not only serve to improve the overall patient care performance of these future physicians but provide for them an enlarged foundation of clinical knowledge that directly impacts success with USMLE Step 2. High first-time pass rates, which have been comparable or better than the national average, for the two components of USMLE Step 2 reflect the successful implementation of the School of Medicine's clinical curriculum enhancements.

School of Allied Health Professions

Individual program cohort sizes in the School of Allied Health Professions are small; thus, each student greatly impacts his/her program's licensure passage rate calculation. In AY2013, 11 of 13 graduates, or 85%, of the Speech-Language Pathology Program (Communication Disorders) passed the PRAXIS exam on the first attempt. Although this program missed its established pass rate target, the variance between the target and the actual represents only two students. Furthermore, the program's passage rate exceeds the national passage rate. Both students that failed the PRAXIS on the first attempt passed it on their second attempt.

In AY2013, 25 of 31 graduates, or 81%, of the Physical Therapy Program passed the NPTE exam on the first attempt. Although this program missed its established pass rate target, the variance between the target and the actual represents only three students.

The School of Allied Health Professions has instituted various methods across all programs to increase passage rates on licensure and certification exams and improve workforce foundational skills. These include early identification of students needing remediation, individual student counseling, study groups, practice examinations, clinical practice skill development, and interactive teaching by faculty on clinical rotations. Examples of student success initiatives include the following:

- The Program in Physical Therapy offers a National Board Exam Preparation Course the month prior to graduation each year. In addition, all students take a mock licensure exam in the semester prior to graduation in order to identify areas requiring additional review. In response to the program's lower than desired first-time pass rate in 2013, the faculty decided to add a high-stakes expectation to the mock licensure exam so that students would prepare adequately and assessments on performance could be made from the results. Students are required to pass with at least 60% to be able to progress to their final clinical internship without some form of remediation. In addition, analysis of the results of the mock licensure exam will provide quality data for the faculty to determine areas of curricular strengths and weaknesses.

- In the last semester of the Program in Speech-Language Pathology, students take critical disorder courses and SPATH 6900: Summative Assessment, which specifically provides targeted practice and remediation in topics related to the PRAXIS and topics that are challenging for most students. One of the two students that failed the PRAXIS on the first attempt in this reporting year elected to sit for the exam earlier than is recommended by program faculty as well as the accrediting body for the profession. The program will continue to strongly discourage students from taking the exam until their final semester when they have the benefit of the summative assessment course and other courses. For students who take the PRAXIS at an appropriate time period but still fail, the program will attempt to determine a pattern of difficult areas based on the PRAXIS scores.

Measures

School of Medicine i. Passage rates of licensure exams				
	2013 AY Graduates			
Exam	**School Pass Rate**	**National Pass Rate**	**School Pass Rate / National Pass Rate Target**	**School Pass Rate / National Pass Rate Actual**
USMLE Step 1	93% (108/116)	94%	95%	99%
USMLE Step 2 CK	99% (113/114)	98%	96%	101%
USMLE Step 2 CS	98% (115/117)	98%	96%	100%

School of Allied Health Professions i. Passage rates of licensure exams			
	2013 AY Graduates		
Program	**School Pass Rate Target**	**School Pass Rate Actual**	**National Pass Rate**
Medical Technology	94%	95% (20/21)	85%
Cardiopulmonary Science (CRT)	90%	92% (11/12)	62%
Physician Assistant	80%	94% (33/35)	94%
Communication Disorders	98%	85% (11/13)	86%
Occupational Therapy	98%	100% (25/25)	91%
Physical Therapy	90%	81% (25/31)	89%

PERFORMANCE OBJECTIVE 2: ARTICULATION AND TRANSFER

Element 2a: Phase in increased admission standards and other necessary policies by the end of the 2012 Fiscal Year in order to increase student retention and graduation rates.

Not applicable to LSUHSC-S

Element 2b: Provide feedback to community colleges and technical college campuses on the performance of associate degree recipients enrolled at the institution.

Not applicable to LSUHSC-S

Element 2c: Develop referral agreements with community colleges and technical college campuses to redirect students who fail to qualify for admission into the institution.

Not applicable to LSUHSC-S

Element 2d: Demonstrate collaboration in implementing articulation and transfer requirements provided in R.S. 17:3161 through 3169.

Not applicable to LSUHSC-S

PERFORMANCE OBJECTIVE 3: WORKFORCE AND ECONOMIC DEVELOPMENT

Element 3a: Eliminate academic program offerings that have low student completion rates as identified by the Board of Regents or are not aligned with current strategic workforce needs of the state, region, or both as identified by the Louisiana Workforce Commission and Louisiana Economic Development.

Narrative

Health care plays a vital role in the economic stability and well being of Louisiana. To assure that Louisiana has an adequate supply of health care professionals to fill present and future positions, LSUHSC-S educates and trains learners for careers in needed health care and health science occupations. All programs at LSUHSC-S are aligned with current or strategic workforce needs of the state and/or region as identified by the Louisiana Workforce Commission and Louisiana Economic Development, including the Fostering Innovation through Research in Science and Technology in Louisiana (FIRST Louisiana) core industry of health care.

The institution's Director of Institutional Planning and Effectiveness serves on the State Council of Workforce and Economic Development Officers, which provides guidance, strategies, and policies to support workforce development efforts at Louisiana's higher education institutions. In addition, the council facilitates dialogue among colleges and universities, business and industry, state and federal governmental representatives, Louisiana Economic Development, Louisiana Workforce Commission, etc.

School of Allied Health Professions

The Dean of the School of Allied Health Professions at LSUHSC-S serves as the LSU System representative on the Louisiana Health Works Commission, which functions directly with the Louisiana Workforce Commission to study and make recommendations on supply and demand issues related to the health professions. Using the knowledge gained from these commissions, LSUHSC-S strives to meet the projected demands by fostering programs best suited to the state's needs. Recent data presented by the commissions on workforce growth in Louisiana indicate that all six academic programs in the LSUHSC-S School of Allied Health Professions (Physical Therapy, Occupational Therapy, Speech-language Pathology, Physician Assistant, Respiratory Therapy and Clinical Laboratory Science) are predicted to have high annual growth rates in the state ranging from 30% to 100%.

Compelling evidence indicates that additional graduates will be needed to fill high demand positions. Consequently, the School of Allied Health Professions has partnered with the Louisiana Health Works Commission and the Louisiana Board of Regents to increase enrollment in key programs that were functioning at capacity. This was accomplished through a capitation arrangement with the Board of Regents in which the School was provided with additional funding on a per student basis for each new student admitted over the baseline number to these key programs. This agreement allowed the school to increase the entering class size of the Physical Therapy Program and the Physician Assistant Program by six students each, and the Clinical Laboratory Science Program by twelve students. Recent state budgetary constraints have severely curtailed the capitation program, but the school remained committed to the students enrolled and has utilized funding from tuition increases to maintain the higher numbers.

School of Medicine and Other Postgraduate Training Programs at LSUHSC-S

Since Louisiana has large areas in which the population has limited access to health care, one of the most pressing requirements is an adequate supply of primary care physicians. LSUHSC-S has initiated several educational and training programs aimed at meeting those needs. A Health Professional Shortage Area (HPSA) map is provided in Appendix 1 and illustrates the many medically underserved parishes of Louisiana. Appendix 2, from the 2014 American Association of Medical Colleges (AAMC) Missions Management Tool, demonstrates the high retention of LSUHSC-S graduates in-state and practicing in underserved areas as benchmarked against all US medical schools.

LSUHSC-S Family Medicine Residency Program

The primary mission of the LSUHSC-S Family Medicine Residency Program is to train residents capable of practicing in rural settings. In addition to providing an excellent foundation in the practice of primary care medicine, the program has emphasized training in a variety of procedural skills for over 20 years to help accomplish this goal. To function in rural areas, physicians must be prepared to perform a number of treatments and diagnostic studies that, in urban areas, might be done by a specialist. The Department of Family Medicine has maintained a rural training track for over 10 years. The Emergency Medicine/Family Medicine Program is intended to prepare graduates to effectively staff emergency departments as well as practice family medicine in rural communities.

LSUHSC-S Area Health Education Centers (AHEC)

AHEC is a national organization with a primary mission to enhance access to quality health care, particularly primary and preventive care, by improving the supply and distribution of healthcare professionals through community/academic educational partnerships. In keeping with the overall AHEC mission and its application to Louisiana, the AHEC Program Office at LSUHSC-S and its two centers focus on introducing students to the practice of medicine in the rural and underserved areas of the state. The program plays an active role in the training of LSUHSC-S medical students and also offers programs for high school and college level students.

Measures

Summary of program review	
	2012-13
i. Number of programs eliminated	0
ii. Number of programs modified or added	0

Programs aligned with workforce and economic development needs	
	2012-13
iii. Percent of programs aligned with workforce and economic development needs	100%
• Number of program offerings	14
• Number of programs aligned with workforce and economic development needs	14

Element 3b: Increase use of technology for distance learning to expand educational offerings.

Narrative

School of Medicine

As is prevalent in most medical schools, students in the School of Medicine must interact in person with faculty, students, patients, etc. in most curricular activities (e.g. clinical clerkships, small group discussions, lectures, problem-based learning, standardized patient experiences, etc.); therefore, distance learning is not a viable delivery option for the M.D. Program.

School of Graduate Studies

The Introduction to Bioinformatics course (BCH 290, 3 credit hours) provided by the School of Graduate Studies is offered to students at four universities in Louisiana including LSUHSC-S, LSU-S, Louisiana Tech, and Southern University in Baton Rouge. Lectures in the course are given at LSUHSC-S and LSU-S, and the Access Grid System connects all four campuses. Students register on their respective campuses for course

credit in their institutional programs. The course is taught in the spring of alternate years; it was not offered in Spring 2013.

The NIH-funded INBRE program supports Access Grid, allowing graduate students, postdoctoral fellows and faculty at LSUHSC-S to participate in a Bioinformatics Affinity Group Journal Club with students and others at Louisiana Tech, ULM, LSU-BR, LSU-S, LSUHSC-NO and SUBR. These interactive Journal Clubs are important in student learning as well as development of oral communication skills. Students from multiple departments participate in this course.

Students in the School of Graduate Studies must perform scientific research as part of their degree requirements, and this aspect of training cannot be provided through distance learning. No courses in the School of Graduate Studies are offered 100% through distance education.

School of Allied Health Professions

The Cardiopulmonary Science Program has a consortium agreement with Bossier Parish Community College (BPCC) to teach on that campus as well as use technology for distance learning to teach students residing in the Monroe and Alexandria region. The students in Monroe and Alexandria have a weekly lab performed at their site with a clinical instructor and all clinical rotations are completed in their respective areas. Upon completion these students will receive an Associate Degree in Respiratory Therapy from BPCC.

Measures

Distance Learning	
	2012-13*
i. Number of course sections offered during the reporting year with 50% and with 100% instruction through distance education, reported separately for:	
• Number of course sections with 50% to 99% instruction through distance education	0
• Number of course sections with 100% instruction through distance education	0
ii. Number of students enrolled in courses during the reporting year with 50% and with 100% instruction through distance education, reported separately for:	
• Number of students (duplicated) enrolled in courses with 50% to 99% instruction through distance education	0
• Number of students (duplicated) enrolled in courses with 100% instruction through distance education	0
iii. Number of programs offered through 100% distance education, by award level	0

*The Introduction to Bioinformatics course (BCH 290, 3 credit hours) is taught in the School of Graduate Studies with lectures given at LSUHSC-S and LSU-S. The Access Grid System connects these two campuses as well as Louisiana Tech and Southern University in Baton Rouge. The course is taught in the spring of alternate years; it was not offered in spring 2013.

Element 3c: Increase research productivity especially in key economic development industries and technology transfer at institutions to levels consistent with the institution's peers.

Note: Special narrative required for this element. The narrative (up to 7 pages) should include at a minimum descriptions of:

- *Context for research reporting for the current year: how alignment of Research & Development activities with key economic development industries was determined, sources of reported data and information, method for isolating data related to key economic areas, and any other critical factors in approaching specific GRAD Act reporting requirements.*
- *Research productivity and technology transfer activities related to Louisiana's key economic development industries that have taken place during the reporting year; provide any relevant metrics to demonstrate impact*

- *Collaborations during the reporting year with Louisiana Economic Development, Louisiana Association of Business and Industry, industrial partners, chambers of commerce, and other economic development organizations to align Research & Development activities with Louisiana's key economic development industries, discuss any changes from previous year.*
- *Business innovations and new companies (startups) and companies formed during previous years and continuing (surviving startups) resulting from institutional research and/or partnerships related to Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) awards.*
- *Using most recent data available, research productivity and technology transfer efforts in comparison with peer institutions, provide any relevant metrics to demonstrate comparisons.*

  Note: Louisiana's key economic development industries include but are not limited to the key industry sectors identified in the Fostering Innovation through Research in Science and Technology in Louisiana (FIRST Louisiana) plan as well as LED's Blue Ocean targeted industry sectors. The following list provides FIRST Louisiana core industry sectors with related Blue Ocean sections in parentheses:
  - *Petrochemical (ultra-deep water oil & gas; unconventional natural gas; enhanced oil recovery)*
  - *Energy & Environmental (next generation automotive; energy efficiency; renewable energy; nuclear power; water management; ultra-deep water oil & gas; enhanced oil recovery)*
  - *Transport, Construction & Manufacturing (next-generation automotive; pharmaceutical manufacturing; renewable energy; nuclear power; water management)*
  - *Information Technology & Services (digital media/software development)*
  - *Arts & Media (digital media/software development)*
  - *Agricultural & Wood Products (water management; renewable energy)*
  - *Health Care (Specialty research hospital; obesity/diabetes research and treatment; pharmaceutical manufacturing; digital media/software development: health care IT)*

Narrative

One of Louisiana's top economic development goals is expanding research, clinical trials, and treatment opportunities. The three main areas of research at LSUHSC-S are cancer, cardiovascular, and neuroscience. Researchers at the LSUHSC-S Feist-Weiller Cancer Center perform investigations into molecular mechanisms of cancer initiation and metastases as well as conduct clinical trials on new cancer treatments. The Institute for Cardiovascular Diseases and Imaging recently initiated a Partners Across Campuses (PAC) research program. In this PAC program, funding is provided for research collaboration between a faculty member from LSUHSC-S and a faculty member at another institution in northwest Louisiana. The research project and the collaboration must be new, not a continuation of previous collaborations. Thus, the PAC program stimulates new areas of cardiovascular or cerebrovascular research that can potentially develop into applications for new extramural funding. Other ongoing investigations related to cardiovascular research at LSUHSC-S include studies on diabetes, microcirculation, stroke, and preeclampsia. Areas of current basic and clinical research in the neurosciences include Parkinson's Disease, Alzheimer's Disease, other neurodegenerative diseases, cognitive disorders, Multiple Sclerosis, epilepsy, and drug abuse. Research in other areas includes basic and clinical studies in virology, inflammatory diseases, sickle cell disease, and toxicology. The majority of the basic research studies are funded by the National Institutes of Health and private foundations, while most of the clinical studies receive funding support from the pharmaceutical industry.

As part of its mission, LSUHSC-S supports the region and the state in economic growth and prosperity by utilizing research and knowledge to engage in productive partnerships with the private sector. Ongoing partnerships between LSUHSC-S and several surviving start-up companies are active.

Intellectual property developed at LSUHSC-S has been exclusively licensed to development-stage companies that are working toward the commercialization of these technologies. For example, Requisite Biomedical is developing an intravascular drug delivery device and coatings. These coatings will impact a growing market for peripheral artery disease and should provide a superior healing response compared to products currently on the market and in development. If their commercialization efforts are successful, LSUHSC-S could potentially receive ownership in the company. Dr. Nicholas Goeders, Chair of the Department of Pharmacology, Toxicology, and Neuroscience at LSUHSC-S, was awarded an NIH grant that

subcontracts to Embera NeuroTherapeutics to develop new drug combination treatments for smoking cessation and other addictions. The impact of advancing this novel drug combination is that it will target specific brain functions that control stress responses that drive the cravings and relapses associated with addictive disorders. TheraVasc has been granted a license to commercialize several patents that originated at LSUHSC-S. It is a company whose goal is to repurpose drugs for unmet medical needs and, if successful, will most significantly impact the market for treatment of peripheral artery disease. Phase 2 clinical studies in humans are showing an oral formulation of the drug to have a well-established safety profile.

Finally, several established companies have licensed LSUHSC-S developed technologies. For example, Applied Biosystems, Fermentas, TriLink and New England BioLabs have licensed technology developed at LSUHSC-S for the synthesis and use of anti-reverse mRNA cap analogs ARCA. A Shreveport company, Indigeaux Pharmaceuticals, has licensed the LSUHSC-S patent for a chewing gum that slowly releases curcumin to treat upper aerodigestive diseases and head and neck problems.

All research and development activities at LSUHSC-S are related to Louisiana's key economic industry of health care. The Shreveport and Monroe metropolitan areas support two medical hubs in North Louisiana, which provide health care for the northern half of the state, east Texas, west Mississippi and southern Arkansas. With 59 hospitals, an academic medical center (LSUHSC-S), and 5,122 beds combined, the healthcare sector in the region employs approximately 25,000 professionals, who have brought national recognition to the region. The healthcare industry is one of the largest employers in North Louisiana and an economic driver for the region.

The Community Foundation of NW Louisiana is managing the funds from an endowment obtained from donations dedicated to support the Research Core Facility (RCF). The RCF consists of state-of-the-art instruments that are utilized by clinical and basic scientists for biomedical research. This research supports Louisiana's key economic development industry of health care.

The Director of Institutional Planning serves on the State Council of Workforce and Economic Development Officers, which provides guidance, strategies, and policies to support workforce development efforts at Louisiana's higher education institutions. In addition, the council facilitates dialogue among colleges and universities, business and industry, state and federal governmental representatives, Louisiana Economic Development, Louisiana Workforce Commission, etc.

Comparison data to other U.S. universities, hospitals, and research institutions published in the Association of University Technology Managers (AUTM) U.S. Licensing Activity Survey FY2012 is provided in Appendix 3. LSUHSC-S data is consolidated with the LSU System.

Measures

Research Productivity and Technology Transfer Measures 2012-13	
	2012-13
Faculty (FTE) holding (serving as principal and/or co-principal investigators) active research and development grants/contracts.	88
Total number of research/instructional faculty (FTE) at the institution during the reporting year. Include all FTE faculty, tenure and non-tenure track including physicians whose job responsibilities include expectations for scholarly productivity.	180
Total number of Basic Science research/instructional faculty (FTE) at the institution during the reporting year.	70
i. a. Percent of above research/instructional faculty (FTE) at the institution holding active research and development grants/contracts	49% (88/180)
i. b. Percent of above Basic Science research/instructional faculty (FTE) at the institution holding active research and development grants/contracts	51% (36/70)
ii. a. Percent of research/instructional faculty (FTE) holding active research and development grants/contracts in Louisiana's key economic development industries	49% (88/180)

ii. a. Percent of Basic Science research/instructional faculty (FTE) holding active research and development grants/contracts in Louisiana's key economic development industries	51% (36/70)
iii. a. Dollar amount of research and development expenditures, reported annually, based on a five-year rolling average, by source (federal, industry, institution, other). Include all expenditures from S&E and non S&E grants/contracts as reported annually to the NSF. (Five-year average of FY2007-08 through FY2011-12). • Federal: • Other: • Total:	 $14,165,000 $17,026,000 $31,191,000
iii. b. Dollar amount of research and development expenditures reporting annually, based on a five-year rolling average (federal, industry, institution, other) per instructional/research faculty member (FTE)	$173,283 (31,191,000/180)
iv. Dollar amount of research and development expenditures in Louisiana's key economic development industries, reported annually, based on a five-year average (Five-year average of FY2007-08 through FY2011-12). These data will be supplemented with the narrative report demonstrating how research activities align with Louisiana's key economic development industries.	$31,191,000
v. Number of intellectual property measures (patents, disclosures, licenses, options, new start-ups, surviving start-ups, etc.) which are the result of the institution's research productivity and technology transfer efforts reported by: total count of the number of disclosures, licenses and options awarded; the number of patents awarded; the number of new companies (start-ups) formed; and the number of companies formed during previous years and continuing (surviving start-ups). • Patent applications filed: • Patents issued: • Disclosures: • Licenses/options executed: • New start-ups: • Surviving start-ups since 2005:	 6 0 8 0 0 4

vi. Direct federal research grants and contracts recorded. Data reported will be a percentile ranking within identified peer group

	Year 4 Target	Year 4 Actual
	50th	82th

	2012
Nevada	$11,939,995
Texas A & M	$9,929,385
LSUHSC-Shreveport	*$9,128,325*
Southern Illinois	$8,039,800
Wright State-Boonshoft	$7,839,306
South Carolina	$7,345,932
South Dakota-Sanford	$6,715,611
Central Florida	$6,703,600
South Alabama	$6,401,030
Florida State	$6,241,256
North Dakota	$6,079,031
East Carolina-Brody	$5,413,661
Texas Tech	$3,198,857
East Tennessee-Quillen	$3,163,291

Source: LCME Part I-A Annual Financial Questionnaire (AFQ); AAMC Medical School Profile System

Element 3d: To the extent that information can be obtained, demonstrate progress in increasing the number of students in jobs and in increasing the performance of associate degree recipients who transfer to institutions that offer academic undergraduate degrees at the baccalaureate level or higher.

Narrative

Medical students participate in the National Resident Match Program in their fourth year. In 2012-13, 100% of students matched with the vast majority matching into their field of choice. Graduates of the School of Allied Health Professions and the School of Graduate Studies are tracked by formal survey and word of mouth, and almost all of the 2012-13 graduates are employed in their field of study.

LSUHSC-S does not offer associate degrees; therefore, progress related to the performance of associate degree recipients who transfer to institutions that offer baccalaureate degrees or higher is not applicable.

Measures

iii. Placement rates of graduates		
School	**Year 4 Target**	**Year 4 Actual**
School of Medicine	97%	100% (117/117)
School of Allied Health Professions	95%	98% (129/132)
School of Graduate Studies	89%	92% (11/12)

iv. Placement rates of graduates in postgraduate training		
School	**Year 4 Target**	**Year 4 Actual**
School of Medicine	97%	100% (117/117)
School of Allied Health Professions	n/a	n/a
School of Graduate Studies	78%	83% (10/12)

PERFORMANCE OBJECTIVE 4: INSTITUTIONAL EFFICIENCY AND ACCOUNTABILITY

Element 4a: Eliminate remedial education course offerings and developmental study programs unless such courses or programs cannot be offered at a community college in the same geographical area.

Not applicable to LSUHSC-S

Element 4b: Eliminate associate degree program offerings unless such programs cannot be offered at a community college in the same geographic area or when the Board of Regents has certified educational or workforce needs.

Not applicable to LSUHSC-S

Element 4c: Upon entering the initial performance agreement, adhere to a schedule established by the institution's management board to increase nonresident tuition amounts that are not less than the average tuition amount charged to Louisiana residents attending peer institutions in other Southern Regional Educational Board states and monitor the impact of such increases on the institution. However, for each public historically black college or university, the nonresident tuition amounts shall not be less than the average tuition amount charged to Louisiana residents attending public historically black colleges and universities in other Southern Regional Education Board states.

Narrative

Granting Resources and Autonomy for Diplomas (GRAD) Act is legislation enacted to support the state's public postsecondary education institutions in remaining competitive and increasing their overall effectiveness and efficiency. Institutions should achieve specific, measureable performance objectives aimed at improving college completion and at meeting the state's current and future workforce and economic development needs. Institutions will be granted limited operational autonomy and flexibility in exchange for achieving such objectives.

Pursuant to the provisions of Act 741 of the 2010 Legislative Session, the LSU Board of Supervisors authorized campuses to increase tuition for resident students by up to ten percent annually, in addition to other increases authorized by law. These increases would be based on the institutions' yearly progress in achieving specific performance goals. After reaching the average tuition of their peers, institutions may increase tuition and fees up to five percent or the amount of the increase in the Higher Education Price Index in the previous year, whichever is greater. Participating institutions will also be allowed to establish tuition and fees according to credit hours, rather than having them capped at full-time,12-credit hour status.

Since the applicant pool for LSUHSC-S is almost entirely drawn from Louisiana residents, there would be virtually no impact on either enrollment or revenue from a non-resident tuition increase in accordance with the GRAD Act. As well, a tuition increase for Louisiana residents is not anticipated to negatively affect enrollment in the schools of LSUHSC-S. Additional revenues that would be realized from an in-state tuition increase, however, are not expected to offset the anticipated budget reduction for Louisiana higher education.

Measures

i. Total tuition and fees charged to full-time non-resident students			
School-Program	**2012-13***	**Peer Comparison**	**Difference**
School of Graduate Studies	10,727	18,507[1]	-7,780
School of Allied Health Professions – Doctor of Physical Therapy	23,263	34,938[2]	-11,675
School of Allied Health Professions – Graduate	15,985	20,177[2]	-4,192
School of Allied Health Professions – Undergraduate	14,037	20,728[2]	-6,691
School of Allied Health Professions – Master's of Physician Assistant Studies	19,544	37,212[2]	-17,668
School of Medicine	40,766	50,064[1]	-9,298

*Annual tuition (includes fall, spring, and summer)
[1]SREB Average
[2] Southern Dean's Average

Element 4d: Designate centers of excellence as defined by the Board of Regents which have received a favorable academic assessment form the Board of Regents and have demonstrated substantial progress toward meeting the following goals:

- **Offering a specialized program that involves partnerships between the institution and business and industry, national laboratories, research centers, and other institutions.**
- **Aligning with current and strategic statewide and regional workforce needs as identified by the Louisiana Workforce Commission and Louisiana Economic Development.**
- **Having a high percentage of graduates or completers each year as compared to the state average percentage of graduates and that of the institution's peers.**
- **Having a high number of graduates or completers who enter productive careers or continue their education in advanced degree programs, whether at the same or other institution.**
- **Having a high level of research productivity and technology transfer.**

The Board of Regents shall continue to develop policy for this element. Upon approval of the policy, additional measures and reporting requirements will be defined. Pending development of these items, institutions are only required to report on the following measure:

Measures

i. Percent of eligible programs with either mandatory or recommended status that are currently discipline accredited	
	2012-13
Number of programs with mandatory or recommended policy code	8
Number of above programs that are currently discipline accredited	7*
Calculated rate	88%

*The MPH program had a consultation visit in 2013 regarding its initial accreditation. The self-study document is due in November 2014, and the site visit is scheduled for March 2015.

SECTION 5

5.a. Number of students by classification

Fall Headcount

	Undergraduate	Graduate	Postgraduate[1]	Total
Fall 2013	44	812	589	1445

[1]Postgraduate learners at LSUHSC-S include graduate medical residents and fellows and other research/healthcare postgraduate trainees.

Student FTE

Not applicable to LSUHSC-S; credit hour data is not submitted to the Student Credit Hour (SCH) Reporting System by the institution. However, the following FTE student enrollment from July 1, 2012 to June 30, 2013 was reported in IPEDS 12-month Enrollment:

Undergraduate student FTE	59
Graduate student FTE	334
Doctor's-professional practice FTE	600
Total FTE students	993

5.b. Number of Instructional Staff Fall 2013

Instructional faculty headcount	163
Instructional faculty FTE	162.55

5.c. Average class student-to-instructor ratio (average undergraduate class size)

Not applicable to LSUHSC-S; credit hour data is not submitted to the Student Credit Hour (SCH) Reporting System by the institution. However, the following student-to-instructional staff for undergraduate programs for Fall 2013 was reported in IPEDS Enrollment:

Student-to-faculty ratio (IPEDS)	5 to 1

5.d. Average number of students per instructor

Not applicable to LSUHSC-S; credit hour data is not submitted to the Student Credit Hour (SCH) Reporting System by the institution. However, the fall 2013 learner headcount to instructional faculty headcount is 3.8 to 1 (1445/383).

Learner-to-faculty ratio	3.8 to 1

5.e. Number of non-instructional staff members in academic colleges and departments Fall 2013

Academic clinical departments are responsible for providing patient care services in the University Hospital; therefore, some staff may have duties in both the medical school and the hospital.

Headcount	80
FTE	79.80

5.f. Number of staff in Administrative Areas Fall 2013

Academic clinical departments are responsible for providing patient care services in the University Hospital; therefore, some staff may have duties in both the medical school and the hospital.

Headcount	83
FTE	82.75

5.g. Organizational chart containing all departments and personnel in the institution down to the second level of the organization below the chancellor.

See Appendix 4 for organizational chart.

5.h. Salaries of all personnel identified in (g) above and the date, amount, and type of all increases in salary received since June 30, 2008.

POSITION	TOTAL BASE SALARY Reported for Fall 2009	SALARY CHANGES SINCE 6/30/2008 Reported for Fall 2010	SALARY CHANGES SINCE 06/30/2010 Reported for Fall 2011	SALARY CHANGES SINCE 06/30/2011 Reported for Fall 2012	SALARY CHANGES SINCE 06/30/2012 Reported for Fall 2013
Chancellor	April 1, 2009 $325,000 (previous Chancellor retired) new Chancellor hired at a greater salary	No Change	No Change	No Change	November 1, 2013 $338,000.00 current incumbent received a raise
Vice Chancellor Business and Reimbursements	July 1, 2008 $251,410.50 current incumbent received a raise	No Change	April 1, 2011 current incumbent retired at salary of $251,410.50		
Vice Chancellor for Administration (created 4/15/2009)	April 15, 2009 current incumbent hired at a salary of $220,000	No Change	No Change	No Change	November 1, 2013 $228,800.00 current incumbent received a raise
Vice Chancellor Clinical Affairs	July 1, 2008 $186,999.96 previous incumbent received increase	No Change	July 1, 2010 $222,000 previous incumbent retired and new Vice Chancellor hired at a greater salary	No Change	November 1, 2013 $230,880.00 current incumbent received a raise
Dean School of Allied Health Professions	July 1, 2008 $144,417.96 current incumbent received a raise	No Change	No Change	No Change	November 1, 2013 $150,194.68 current incumbent received a raise
Dean School of Graduate Studies	July 1, 2008 $128,211.96 current incumbent received a raise	No Change	No Change	No Change	November 1, 2013 $133,340.44 current incumbent received a raise
Dean School of Medicine (created 11/01/2009)		November 1, 2009 current incumbent hired at a salary of $270,000	No Change	No Change	November 1, 2013 $280,800.00 current incumbent received a raise
Administrator LSU Hospital	July 1, 2008 $236,982.00	No Change	No Change	No Change	Not applicable; October 1, 2013 LSU

	current incumbent received a raise				Hospital was privatized
Senior Associate Dean and LSU Hospital CMO (created 1/1/2010)		January 1, 2010 current incumbent hired at a salary of $200,000	No Change	No Change	November 1, 2013 $208,000.00 current incumbent received a raise

5.i. A cost performance analysis

i. Total operating budget by function, amount, and percent of total, reported in a manner consistent with NACUBO guidelines

Expenditures by Function:	Amount	% of Total
Instruction	$32,085,047	8.4%
Research	$19,628,914	5.1%
Public Service	$1,486,654	0.4%
Academic Support**	$7,694,182	2.0%
Student Services	$1,265,173	0.3%
Institutional Services	$6,303,332	1.6%
Scholarships/Fellowships	$662,664	0.2%
Plant Operations/Maintenance	$-	0.0%
Total E&G Expenditures	$69,125,966	18.1%
Hospital	$312,615,827	81.8%
Transfers out of agency	$-	0.0%
Athletics	$-	0.0%
Other	$320,100	0.1%
Total Expenditures	$382,061,893	100.0%

ii. Average yearly cost of attendance for the reporting year as reported to the US Department of Education

Not applicable to LSUHSC-S; measure applies to first-time, full-time undergraduates which LSUHSC-S does not enroll.

iii. Average time to degree for completion of academic programs at 4-year universities, 2-year colleges, and technical colleges

Not applicable to LSUHSC-S

iv. Average cost per degree awarded in most recent academic year
Not applicable to LSUHSC-S

v. Average cost per non-completer in the most recent academic year

Not applicable to LSUHSC-S

vi. All expenditures of the institution for that year most recent academic year

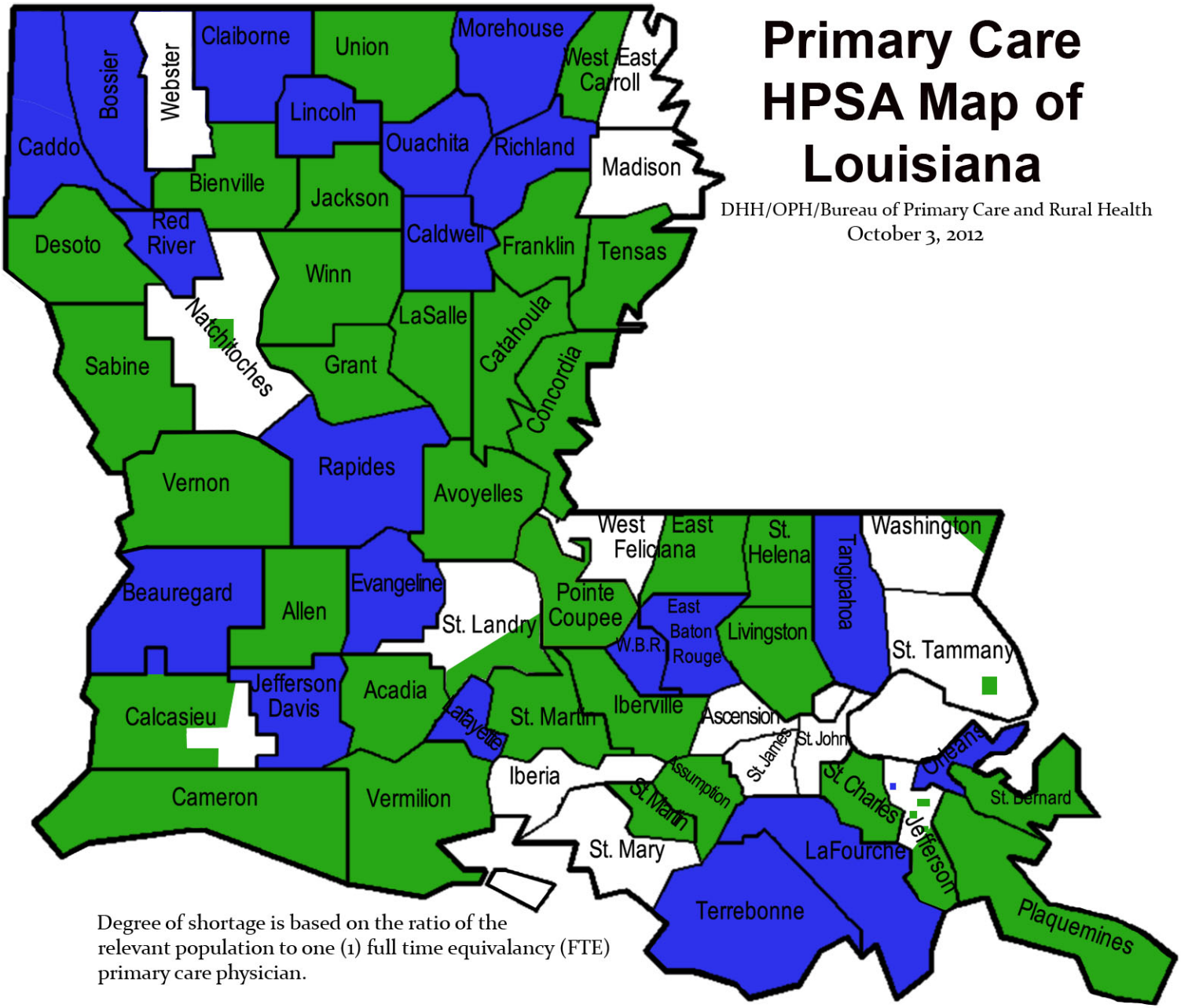
$ 546,131,337

APPENDIX 1

Health Professional Shortage Area (HPSA) Map – Primary Care Designations

Primary Care HPSA Map of Louisiana

DHH/OPH/Bureau of Primary Care and Rural Health
October 3, 2012



Degree of shortage is based on the ratio of the relevant population to one (1) full time equivalancy (FTE) primary care physician.

HPSA Designations Legend:

- Geographic Designation
- Low-Income Population Designation
- Pending Designation

APPENDIX 2

Association of American Medical Colleges (AAMC)
Medical School Missions Management Tool 2014
– Graduates Practicing in State and in Underserved Areas

TABLE 1

Graduate a Workforce that Will Address the Priority Health Needs of the Nation

Louisiana State University School of Medicine in Shreveport
Benchmarked against All Medical Schools

AAMC

Percentile	Areas of Practice for Graduates from 1999 through 2003					Areas of Estimated Practice for Graduates from 2010 through 2012		
	Total Graduates	Percent in Primary Care Medicine	Percent Practicing In-state	Percent Practicing in Rural Areas	Percent Practicing in Underserved Areas	Total Graduates Entering Post-Graduate Training	Percent in Family Medicine	Percent in Primary Care
					38.7%			
90	961	35.0%	53.5%	18.1%	27.8%	575	15.1%	32.8%
			48.7%	17.0%				
80	825	31.5%	44.4%	13.0%	24.3%	505	12.6%	29.4%
70	761	29.0%	41.3%	10.7%	21.8%	459	10.6%	27.8%
60	705	27.4%	39.3%	8.9%	20.2%	428	9.1%	25.6%
							8.9%	
50	635	26.4%	34.9%	7.4%	19.5%	398	8.0%	23.6%
40	528	25.3%	29.3%	6.1%	18.1%	341	7.1%	22.1%
30	477	23.6%	26.2%	5.1%	16.7%	303	6.1%	19.6%
	474							19.5%
20	444	20.9%	19.2%	3.5%	15.7%	274	4.7%	18.6%
10	302	17.9%	13.1%	2.8%	13.3%	201	3.2%	16.1%
Mean	635	26.3%	33.6%	9.0%	20.7%	394	8.8%	24.2%
Valid N	124	124	124	124	124	126	126	126

Note: The percentile distributions include reported zero values but exclude missing values.
Source: AAMC Student Records System; American Medical Association Physician Masterfile; GME Track System
Staff Contact: For general report questions, contact Henry Sondheimer, M.D., at hsondheimer@aamc.org. For the data contributors to this table, see the definitions section of the report (pages 5 through 10).

APPENDIX 3

Association of University Technology Managers (AUTM) U.S. Licensing Activity Survey FY2012

Name of Institution	Type of Institution	Program Start	2012 Licensing FTE	2012 Research Expenditures	2010-2012 Cumulative Research Expenditures	2012 Licenses and Options Executed	Cumulative Active Licenses	2012 Startups	2012 Invention Disclosures	2010-2012 Cumulative Invention Disclosures	2012 U.S. Patents Issued	2012 New Patent Applications	2012 Adjusted Gross Income	2010-2012 Cumulative Adjusted Gross Income	2012 License Income	2012 License Income Received - Running Royalties
Albert Einstein College of Med/Yeshiva University	University	1985	N/A	$195,244,076	$530,919,174	15	N/A	N/A	69	171	15	34	$4,746,014	$15,510,857	$4,746,014	$311,284
Arizona State University	University	1985	9.00	$385,958,626	$1,070,518,284	80	125	9	239	596	26	106	$1,886,319	$4,521,261	$1,900,333	$75,694
Auburn University	University	1988	3.50	$133,013,000	$441,463,000	17	83	1	87	256	14	107	$646,184	$2,045,227	$646,659	$65,695
Ball State University	University	1991	0.00	$11,740,000	N/A	0	0	0	16	N/A	0	2	$0	N/A	$0	$0
Baylor College of Medicine	University	1983	7.00	$367,556,946	$1,144,288,946	36	679	4	90	251	8	32	$8,026,424	$26,436,424	$8,026,424	$6,309,219
Beth Israel Deaconess Medical Center	Hospital/ Research Inst.	1997	4.50	$231,312,000	$698,809,000	31	182	6	104	290	20	33	$2,463,421	$8,758,222	$2,463,421	$1,444,260
Blood Center of Wisconsin	Hospital/ Research Inst.	2003	N/A	$11,272,920	N/A	4	24	0	7	N/A	N/A	8	$614,131	N/A	$669,131	$584,431
Boise State University	University	2009	1.00	$27,919,757	$70,855,106	15	18	1	25	62	2	18	$35,471	$36,971	$35,471	$1,000
Boston Univ./ Boston Medical Center	University	1976	9.00	$464,975,000	N/A	8	141	4	53	161	13	37	$628,364	$2,846,073	$663,591	$276,722
Brigham & Women's Hospital Inc.	Hospital/ Research Inst.	1986	9.00	$631,821,000	$1,791,312,000	54	274	7	151	464	29	73	$7,928,854	$39,690,802	$8,901,091	$3,754,621
Brigham Young University	University	1986	4.00	$28,438,600	$88,385,526	34	257	5	81	310	10	62	$2,541,362	$9,999,877	$2,597,735	$1,284,316
Brown University	University	1983	2.00	$179,000,000	N/A	18	59	N/A	58	N/A	8	82	$1,593,000	N/A	$1,593,000	$1,263,000
California Institute of Technology	University	1978	6.00	$406,277,849	$1,409,442,928	37	121	7	343	1,252	136	588	$29,310,787	$109,221,713	$29,416,511	$3,188,024
Carnegie Mellon University	University	1992	5.00	$271,985,000	$756,712,000	75	422	10	172	425	23	99	$19,854,214	$30,857,077	$19,885,892	$4,213,832
Case Western Reserve University	University	1986	4.00	$339,128,900	$1,009,272,900	28	291	3	189	586	N/A	79	$4,648,435	$25,284,938	$4,648,435	N/A
Cedars-Sinai Medical Center	Hospital/ Research Inst.	1991	2.00	$110,650,938	$293,273,058	7	40	1	46	127	19	24	$17,194,099	$44,611,981	$17,194,099	$12,438,439
Children's Hospita Boston	Hospital/ Research Inst.	1991	5.00	$279,129,000	$760,937,754	30	310	0	144	395	32	53	$7,720,689	$26,545,960	$10,320,164	$7,328,959
Children's Hospital Oakland Research Institute	Hospital/ Research Inst.	2001	1.00	$53,382,896	$157,528,273	5	36	0	6	35	12	3	$220,647	$488,428	$220,647	$46,660
Children's Hospital of Philadelphia	Hospital/ Research Inst.	1991	1.00	$185,415,000	$595,101,671	7	30	0	53	159	6	94	$469,786	$1,350,489	$469,786	$329,794
Children's Hospital, Cincinnati	Hospital/ Research Inst.	1997	5.00	$314,047,351	$891,435,579	14	156	0	202	413	7	21	$1,652,994	$5,861,883	$1,666,894	$1,480,200
City of Hope National Medical Ctr. & Beckman Research Institute	Hospital/ Research Inst.	1986	5.00	$287,474,000	$825,267,847	7	52	1	41	145	18	18	$224,408,641	$627,063,782	$224,408,641	$219,989,195
Clemson University	University	1987	3.00	$81,958,453	$361,219,641	11	64	5	114	320	14	34	$853,504	$2,855,456	$853,504	$575,676

Name of Institution	Type of Institution	Program Start	2012 Licensing FTE	2012 Research Expenditures	2010-2012 Cumulative Research Expenditures	2012 Licenses and Options Executed	Cumulative Active Licenses	2012 Startups	2012 Invention Disclosures	2010-2012 Cumulative Invention Disclosures	2012 U.S. Patents Issued	2012 New Patent Applications	2012 Adjusted Gross Income	2010-2012 Cumulative Adjusted Gross Income	2012 License Income	2012 License Income Received - Running Royalties
Cleveland Clinic	Hospital/ Research Inst.	1989	21.00	$255,000,000	$765,000,000	38	243	7	278	695	42	170	$15,707,207	$63,739,713	$15,803,473	$6,160,905
Colorado School of Mines	University	2005	1.00	$55,714,061	N/A	9	31	2	33	N/A	N/A	22	$124,480	N/A	$124,480	N/A
Colorado State University	University	1970	4.00	$375,912,362	$1,009,591,639	28	144	6	114	343	11	51	$1,035,021	$3,404,541	$1,055,558	$929,641
Columbia University	University	1982	13.00	$788,727,066	$2,165,118,703	80	N/A	15	351	1,019	76	301	$107,313,576	$308,866,369	$161,748,043	$153,135,663
Cornell University	University	1979	11.00	$802,386,590	$2,362,599,501	182	816	7	390	1,065	90	207	$9,333,808	$27,765,795	$9,606,906	$3,412,897
Dana-Farber Cancer Institute	Hospital/ Research Inst.	1981	6.00	$255,284,803	$803,598,272	35	444	2	99	260	24	49	$3,655,003	$17,440,381	$4,071,695	$2,955,892
Dartmouth College	University	1985	2.00	$130,907,899	$403,873,095	7	113	2	70	174	23	49	$17,215,274	$25,948,944	$17,225,206	$399,974
Drexel University	University	1995	5.00	$116,767,545	$345,237,062	17	78	4	123	333	33	66	$447,855	$750,834	$597,855	$318
Duke University	University	1986	9.30	$840,113,651	$2,521,475,084	123	799	6	215	682	50	113	$24,403,175	$74,308,272	$24,590,271	$21,613,156
Duquesne University	University	1999	N/A	$10,000,000	N/A	0	0	1	4	N/A	5	4	$0	N/A	$0	$0
East Carolina University	University	1995	1.00	$31,990,000	$84,980,000	3	13	0	12	43	4	3	$88,079	$939,334	$88,079	$88,079
Eastern Virginia Medical School	University	1999	1.00	$37,745,000	$118,734,000	8	26	3	8	34	1	6	$83,937	$1,327,442	$83,937	$0
Emory University	University	1985	8.00	$490,439,552	$1,437,077,584	44	295	6	244	693	19	72	$25,079,795	$54,876,234	$25,425,749	$9,463,384
Florida International University	University	N.A.	0.50	$84,199,120	$245,108,058	0	4	0	20	59	1	15	$62,035	$99,328	$62,035	$12,035
Florida State University	University	1996	5.00	$198,901,113	$623,307,178	13	80	2	74	183	27	46	$1,133,065	$3,913,464	$1,133,065	$1,111,765
Fox Chase Cancer Center	Hospital/ Research Inst.	1984	2.00	$80,567,585	N/A	28	191	0	38	N/A	2	11	$1,224,835	N/A	$1,227,860	$495,074
Fred Hutchinson Cancer Research Center	Hospital/ Research Inst.	1988	4.50	$350,324,000	$1,022,183,000	16	195	1	42	128	7	29	$6,064,023	$28,808,633	$10,444,290	$8,912,815
George Mason University	University	1996	1.00	$96,771,020	$288,614,577	1	0	0	28	135	22	20	$112,488	$324,092	$119,361	$30,891
Georgetown University	University	1993	5.00	$162,699,701	$490,380,565	5	115	1	48	156	12	66	$9,737,856	$25,717,332	$9,771,946	$9,634,946
Georgia Health Sciences University	University	2001	1.00	$76,430,000	N/A	4	29	0	30	N/A	9	56	$62,517	N/A	$63,417	$49,437
Georgia Institute of Technology	University	1990	7.00	$784,747,802	$2,143,244,668	130	506	13	408	1,201	79	159	$2,359,530	$8,527,231	$2,363,972	$2,192,579
H Lee Moffitt Cancer Center & Research Institute	Hospital/ Research Inst.	2004	3.00	$124,282,365	$380,903,377	24	39	5	52	140	6	36	$183,413	$635,917	$212,754	$4,473
Hackensack University Medical Center	Hospital/ Research Inst.	2012	2.00	$8,409,408	$0	0	0	0	1	0	0	0	$0	$0	$0	$0
Harvard University	University	1977	12.40	$823,300,000	$2,426,000,000	78	595	10	368	1,020	65	204	$9,892,828	$32,000,256	$11,390,691	$4,269,692
Idaho State University	University	2011	1.00	$17,664,867	$57,939,870	0	0	0	2	N/A	0	0	$0	$0	$0	$0
Indiana University (ARTI)	University	1991	8.50	$453,713,330	$1,339,816,072	38	310	13	202	531	12	141	$6,568,013	$31,753,349	$7,102,376	$3,783,719
Iowa State University	University	1935	7.50	$294,848,215	$876,197,825	49	316	0	102	319	16	33	$9,849,702	$30,505,224	$9,902,357	$9,784,497

Name of Institution	Type of Institution	Program Start	2012 Licensing FTE	2012 Research Expenditures	2010-2012 Cumulative Research Expenditures	2012 Licenses and Options Executed	Cumulative Active Licenses	2012 Startups	2012 Invention Disclosures	2010-2012 Cumulative Invention Disclosures	2012 U.S. Patents Issued	2012 New Patent Applications	2012 Adjusted Gross Income	2010-2012 Cumulative Adjusted Gross Income	2012 License Income	2012 License Income Received - Running Royalties
Johns Hopkins University	University	1973	16.58	$1,509,520,000	$4,490,400,000	157	607	8	427	1,191	79	523	$14,701,046	$40,533,671	$15,940,401	$5,965,997
Johns Hopkins Univ. Applied Physics Laboratory	University	1999	3.50	$1,053,464,069	$3,201,008,617	26	131	1	225	606	16	75	$755,529	$3,375,055	$755,529	$564,470
Kansas State University Research Foundation	University	1942	3.25	$134,349,707	$376,257,409	11	55	0	39	100	6	19	$1,596,200	$4,627,550	$1,596,200	$1,300,284
Lehigh University	University	2004	1.00	$44,469,281	$132,726,350	1	8	N/A	20	64	8	13	$58,542	$290,858	$58,542	$38,542
Louisiana State University System	University	1986	6.50	$369,640,000	$1,199,529,000	19	119	3	88	305	14	34	$10,294,103	$31,159,600	$10,322,805	N/A
Louisiana Tech University	University	2000	1.00	$26,546,000	$80,149,000	5	12	1	28	70	7	8	$31,500	$96,500	$31,500	$30,000
Loyola University of Chicago	University	N/A	0.00	$45,903,663	$132,514,489	1	4	0	8	26	2	7	$7,107,004	$15,415,224	$7,107,004	$7,107,004
Massachusetts Institute of Technology (MIT)	University	1940	21.00	$1,555,965,000	$4,447,339,000	107	956	16	690	1,814	219	426	$131,000,000	$267,230,000	$137,070,000	$54,090,000
Mayo Foundation for Medical Education and Research	Hospital/ Research Inst.	1986	16.48	$634,000,000	$1,784,000,000	85	684	5	303	926	61	87	$28,106,369	$78,213,992	$28,755,240	$14,947,753
Medical College of Wisconsin Research Foundation	University	1984	2.00	$152,373,097	$441,974,609	5	51	1	36	101	4	7	$432,108	$1,524,590	$432,108	$30,092
Medical University of South Carolina	University	1994	2.55	$181,336,100	$563,762,617	6	23	2	75	165	1	21	$2,284,627	$2,896,450	$2,284,627	$257,704
Memorial Sloan-Kettering Cancer Center	Hospital/ Research Inst.	1981	8.00	$471,059,000	$1,338,562,000	40	320	2	113	248	17	33	$143,200,090	$454,805,300	$143,200,090	$142,366,730
Miami University	University	2012	1.00	$26,311,000	$75,131,194	0	3	0	8	21	1	1	$9,562	$1,792,651	$9,562	$9,562
Michigan State University	University	1992	5.00	$507,061,000	$1,295,199,036	32	345	3	127	353	31	60	$3,596,329	$10,930,427	$3,703,641	$2,929,509
Michigan Technological University	University	1988	2.50	$71,989,203	$205,548,476	14	27	3	50	141	5	6	$245,514	$839,976	$248,554	$22,521
Mississippi State University	University	1995	2.00	$233,197,000	$690,942,000	7	55	1	35	130	8	17	$255,914	$920,430	$255,914	$206,692
Montana State University	University	1980	3.00	$112,304,270	$324,553,255	54	205	0	18	58	7	16	$554,373	$1,055,505	$554,373	$332,843
Mount Sinai School of Medicine	University	1991	6.40	$354,012,372	$1,087,843,022	25	126	0	69	203	11	N/A	$72,838,328	$107,448,740	$75,993,197	$74,581,763
National Jewish Health	Hospital/ Research Inst.	1994	2.00	$57,162,183	$193,919,550	8	118	1	27	78	7	9	$145,224	$479,316	$145,224	$54,224
New Jersey Institute of Technology	University	1990	3.00	$102,851,000	$295,660,000	46	155	2	75	214	32	41	$217,238	$992,661	$217,238	$13,918
New Mexico State University	University	2011	1.00	$116,099,299	$361,646,690	4	14	1	15	24	3	6	$35,247	$72,400	$35,247	N/A

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New York Blood Center	Hospital/ Research Inst.	1975	N/A	$15,000,000	$55,000,000	2	13	0	8	32	3	7	$4,236,497	$13,077,247	$4,236,497	$4,166,497
New York University	University	1989	5.00	$458,654,600	$1,255,350,600	42	368	7	171	472	63	105	$184,574,063	$504,929,476	$184,632,915	$177,150,002
North Carolina State University	University	1984	8.00	$404,225,000	$1,143,174,000	59	508	4	274	563	45	63	$6,381,347	$16,671,563	$6,430,764	$5,761,984
North Dakota State University	University	1995	1.50	$135,493,347	$395,976,454	70	560	1	50	169	13	42	$2,118,797	$5,932,278	$2,133,217	$1,945,056
Northern Arizona University	University	2008	0.75	$28,100,000	N/A	1	8	1	17	38	0	5	$18,439	$61,123	$18,439	$0
Northern Illinois University	University	1988	0.00	$7,100,256	$46,313,636	0	2	0	12	30	5	11	$15,872	$56,623	$15,872	$15,872
Northwestern University	University	N/A	9.00	$681,646,225	$1,657,424,517	45	272	5	166	526	74	283	$122,105,779	$309,608,024	$122,198,183	N/A
Ohio State University	University	1990	9.89	$934,027,517	$2,512,814,757	33	176	5	319	708	41	125	$2,022,961	$5,342,812	$2,169,545	$797,205
Ohio University	University	1991	2.00	$32,490,000	N/A	N/A	N/A	4	30	N/A	9	35	$9,400,000	N/A	$9,400,000	$9,125,000
Oklahoma State University	University	1995	4.00	$181,699,280	$555,732,377	7	70	4	44	126	5	13	$1,875,686	$4,981,321	$1,911,345	$1,684,399
Oregon Health & Science University	University	1989	6.30	$321,326,630	$1,047,498,929	56	364	1	117	361	20	27	$967,100	N/A	$973,534	$270,161
Oregon State University	University	1980	5.00	$240,507,000	$685,916,000	109	250	3	75	203	2	25	$3,735,675	$9,758,974	$3,735,675	$3,702,535
Penn State University	University	1989	4.50	$807,502,000	$2,392,357,000	21	153	5	132	409	39	99	$3,092,181	$8,242,403	$3,095,017	$682,072
Portland State University	University	2005	2.00	$67,447,084	$190,439,945	23	25	2	21	50	6	13	$173,241	$334,482	$173,241	$12,411
Princeton University	University	1986	3.00	$192,323,098	N/A	19	0	0	106	N/A	31	130	$129,617,625	N/A	$130,086,000	$127,018,000
Purdue Research Foundation	University	1988	9.00	$627,486,000	$1,800,829,000	77	411	5	356	881	54	175	$4,855,772	$14,624,069	$4,855,772	$2,917,765
Rensselaer Polytechnic Institute	University	1993	5.00	$77,935,000	$217,805,656	6	77	3	69	209	12	53	$1,141,527	$3,266,499	$1,170,957	$139,218
Research Corporation Technologies	2PMF	1987	8.00	N/A	N/A	12	N/A	N/A	N/A	N/A	3	6	$14,500,000	$34,675,957	$31,100,000	$27,500,000
Rice University	University	1998	5.00	$95,606,304	$323,158,979	13	45	0	87	288	53	131	$245,742	$746,930	$275,509	$38,464
Rochester Institute of Technology	University	1998	1.00	$34,889,000	N/A	7	14	1	14	N/A	4	8	$201,045	N/A	$201,045	$128,312
Rush University Medical Center	Hospital/ Research Inst.	2003	2.00	$82,895,088	$261,211,168	2	28	0	23	74	3	8	$5,452,341	$10,475,310	$5,510,591	$5,207,527
Rutgers, The State University of NJ	University	1989	7.83	$473,508,000	$1,314,518,000	63	677	5	187	508	38	139	$5,993,734	$20,655,910	$6,004,284	$4,985,354
San Diego State University	University	1997	1.50	$66,887,728	$363,104,118	8	106	3	52	117	2	15	$355,812	$1,252,364	$355,812	$355,812
Sanford-Burnham Medical Research Institute	Hospital/ Research Inst.	1995	8.12	$100,133,233	N/A	10	67	1	69	N/A	33	46	$4,326,843	N/A	$4,326,843	$735,838

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South Dakota State University	University	2008	1.00	$53,242,272	$181,587,239	5	26	0	61	170	1	17	$3,616,255	$5,872,034	$3,616,255	N/A
Southern Illinois University	University	1993	3.50	$35,417,852	N/A	0	20	0	21	N/A	4	12	$710,882	N/A	$710,882	N/A
St. Jude Children's Research Hospital	Hospital/ Research Inst.	1995	3.00	$309,831,750	$896,054,252	16	299	0	40	118	8	11	$3,266,122	$10,363,867	$3,270,546	$2,832,257
Stanford University	University	1970	20.00	$853,917,196	N/A	137	N/A	N/A	504	1,475	201	285	$75,956,029	$206,943,880	$76,727,029	$61,580,755
Stevens Institute of Technology	University	2000	1.00	$36,540,055	N/A	2	13	0	47	N/A	12	16	$451,000	N/A	$451,000	$1,000
Temple University	University	1989	3.00	$130,567,206	$365,408,496	8	42	4	51	125	12	17	$2,465,879	$4,077,410	$2,465,879	$52,379
Texas A&M University System	University	1992	15.00	$693,421,000	$2,088,765,000	71	513	5	212	703	29	142	$13,046,436	$30,837,514	$13,073,593	$12,436,650
The Forsyth Institute	Hospital/ Research Inst.	2012	1.00	$16,960,421	$0	2	2	0	10	0	2	10	$35,000	$0	$35,000	$0
The General Hospital dba Massachusetts General Hospital	Hospital/ Research Inst.	1976	18.50	$755,675,000	$2,171,766,000	196	668	3	322	887	90	146	$87,131,122	$242,724,661	$99,684,227	$81,562,154
The Jackson Laboratory	Hospital/ Research Inst.	2002	1.50	$52,565,000	$187,965,000	40	159	N/A	8	27	3	3	$1,445,872	$3,403,658	$1,495,122	$24,025
The Research Foundation for The State University of New York	University	1979	15.90	$930,160,728	$2,761,876,985	55	547	10	288	834	51	151	$10,526,698	$36,144,172	$10,540,396	$9,158,035
The Salk Institute for Biological Studies	Hospital/ Research Inst.	1982	4.00	$106,220,828	$301,088,253	5	214	1	32	101	12	9	$3,427,648	$8,935,790	$3,611,491	$519,758
The UAB Research Foundation	University	1987	7.90	$453,779,000	$1,447,322,000	35	202	2	112	301	10	43	$3,538,903	$13,116,030	$3,965,423	$2,063,197
Thomas Jefferson University	University	1984	3.00	$90,775,000	$290,420,643	13	47	1	53	170	6	20	$946,520	$2,718,541	$979,210	$7,898
Tufts Medical Center	Hospital/Research Inst.	1993	1.00	$78,036,000	$240,781,000	4	28	1	27	99	1	13	$462,104	$2,300,390	$725,919	$415,481
Tufts University	University	1978	5.00	$167,716,015	$499,293,227	12	75	5	61	190	24	41	$7,218,104	$16,989,925	$8,177,060	$4,862,279
Tulane University	University	1985	2.00	$152,053,048	$472,568,059	8	45	4	55	127	2	22	$10,629,051	$20,506,468	$10,629,051	$4,536,076
University of Akron	University	1995	2.50	$66,413,695	$204,042,370	6	50	2	63	183	16	37	$336,155	$817,029	$336,155	$147
University of Alabama	University	2006	1.00	$55,885,000	$150,280,000	4	20	1	36	97	4	47	$16,025	$99,677	$18,294	$18,294
University of Alabama in Huntsville	University	1999	1.00	$88,636,301	$254,507,526	2	12	2	19	59	2	8	$1,023,170	$3,103,937	$1,023,170	$23,170
University of Alaska Anchorage	University	2011	1.00	$38,819,168	$0	2	2	0	12	0	2	6	$11,500	$0	$11,500	$11,500

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University of Arizona	University	1988	8.50	$625,365,000	$1,822,577,000	47	300	5	142	422	21	85	$921,965	$2,621,487	$921,965	$342,775
University of Arkansas for Medical Sciences	University	1994	1.50	N/A	N/A	6	48	4	26	N/A	N/A	21	N/A	N/A	N/A	N/A
University of Arkansas, Fayetteville	University	1990	4.20	$123,199,000	$357,112,033	42	376	3	31	92	11	22	$1,146,246	$2,735,941	$1,146,246	$1,145,446
University of California System	University	1979	61.00	$5,471,479,858	$16,061,601,088	236	2,303	55	1,638	4,784	371	1,162	$96,204,571	$369,220,715	$102,191,043	$69,467,013
University of Central Florida	University	1985	5.00	$121,650,000	$348,672,479	10	46	5	126	331	74	93	$1,009,000	$2,157,448	$1,009,000	N/A
University of Chicago/UCTech	University	1986	12.00	$368,709,623	$1,153,575,379	24	270	5	98	297	14	54	$8,311,002	$25,579,728	$8,635,381	$7,647,308
University of Cincinnati	University	1983	3.25	$232,916,962	$723,154,513	25	193	6	123	311	21	48	$432,267	$1,240,131	$453,517	$76,969
University of Colorado	University	1993	10.25	$815,300,000	$2,452,300,000	48	162	10	226	708	41	320	$32,237,396	$38,386,461	$32,825,799	$31,161,238
University of Connecticut	University	1987	4.00	$183,941,171	$504,450,687	9	101	5	81	239	36	42	$942,538	$2,576,067	$965,252	$186,482
University of Dayton	University	1984	3.00	$80,281,577	$263,522,609	2	56	0	15	51	7	17	$46,212	$209,091	$46,212	$30,094
University of Delaware	University	1997	2.00	$139,984,782	$395,547,525	7	33	2	41	147	N/A	N/A	N/A	N/A	N/A	N/A
University of Georgia	University	1979	5.70	$351,395,000	$827,364,000	232	1,230	0	203	516	33	75	$7,328,598	$20,716,391	$7,513,547	$6,031,383
University of Hawaii	University	1987	3.00	$256,980,266	$799,027,364	10	52	2	51	146	N/A	48	$171,711	$562,271	$171,711	$107,370
University of Houston	University	1996	4.00	$116,288,000	$349,808,000	8	58	1	49	142	18	62	$12,511,723	$25,698,246	$12,516,955	$12,402,812
University of Idaho	University	1986	2.00	$93,226,924	$276,663,136	6	44	0	28	77	1	37	$600,003	$1,039,191	$651,210	$651,210
University of Illinois, Chicago, Urbana	University	1981	22.00	$972,379,000	$2,776,948,000	90	354	12	407	1,080	112	192	$21,392,784	$52,255,730	$21,398,517	$18,518,656
University of Iowa Research Foundation	University	1975	6.00	$446,429,000	$1,334,356,000	21	159	4	102	240	31	40	$7,124,167	$40,341,422	$7,234,067	$6,395,319
University of Kansas	University	1994	6.00	$275,154,000	$732,014,198	8	65	2	77	222	14	54	$9,849,481	$11,640,501	$9,849,481	$7,499,084
University of Kentucky Research Foundation	University	1984	2.00	$234,904,000	N/A	9	114	6	83	199	29	12	$1,628,264	$5,334,671	$1,628,264	$1,628,264
University of Massachusetts	University	1994	15.32	$597,480,000	$1,748,186,898	43	250	3	169	488	45	69	$52,142,793	$127,122,077	$52,178,726	$28,916,331
University of Memphis	University	2008	1.00	$37,556,074	N/A	4	9	2	7	N/A	4	22	$34,437	N/A	$34,437	$10,625
University of Miami	University	1989	3.00	$353,280,000	$1,033,100,000	8	N/A	3	83	283	8	72	$1,168,382	$3,526,774	$1,168,382	$739,278
University of Michigan	University	1982	9.00	$1,274,024,899	$3,650,029,509	123	400	11	368	980	101	145	$11,524,257	$63,123,916	$13,909,993	$12,159,727
University of Minnesota	University	1957	18.00	$849,749,000	$2,311,646,819	75	645	12	321	826	59	117	$43,635,567	$135,510,517	$45,651,548	$42,261,705
University of Mississippi	University	1992	2.00	$67,671,000	$179,125,000	3	15	1	12	31	2	6	$94,440	$477,067	$107,400	$87,200
University of Missouri, all campuses	University	1987	16.00	$326,979,860	$976,301,165	68	283	9	163	451	33	74	$6,752,538	$24,611,754	$6,757,538	$6,489,688
University of Nebraska	University	1992	9.00	$394,940,148	$1,092,757,886	58	246	8	265	626	28	181	$9,524,695	$29,971,932	$9,524,695	$1,348,717

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University of Nevada at Reno	University	2000	1.00	$85,726,000	$270,889,000	2	20	0	29	71	14	10	$79,499	$306,440	$79,499	$79,499
University of New Hampshire	University	1997	3.00	$138,408,165	$384,098,711	10	162	0	36	66	0	19	$347,942	$1,042,445	$347,942	N/A
University of New Mexico/Sci. & Tech. Corp.	University	1995	4.00	$220,895,113	$653,231,942	46	82	7	124	356	31	90	$2,535,356	$9,403,948	$2,535,356	$52,554
University of North Carolina at Greensboro	University	2002	2.00	$34,100,596	$104,992,999	2	16	0	24	66	1	8	$14,342	$186,139	$14,342	$6,842
University of North Carolina, Chapel Hill	University	1985	6.00	$785,917,563	$2,286,158,526	61	557	9	160	427	31	73	$2,405,337	$6,403,499	$2,414,238	$309,495
University of North Carolina, Charlotte	University	1993	3.00	$30,373,687	$94,578,793	20	58	3	41	131	9	63	$29,841	$104,118	$29,841	$3,944
University of North Texas Health Science Center	University	1999	1.00	$41,954,584	$123,358,802	4	30	2	21	69	4	8	$56,761	$186,844	$56,761	$26,289
University of Northern Iowa	University	2002	0.50	$43,000,000	N/A	3	10	1	12	N/A	1	3	$209,000	N/A	$209,000	$69,000
University of Notre Dame	University	1999	3.00	$157,690,829	$402,470,080	11	30	4	54	149	9	46	$224,758	$1,088,419	$225,900	$15,987
University of Oklahoma, All Campuses	University	1984	7.00	$198,989,020	$530,116,309	7	68	2	60	184	15	26	$1,684,647	$2,894,227	$1,688,885	$867,281
University of Oregon	University	1992	3.25	$88,841,000	$329,105,535	37	147	1	27	86	7	12	$7,795,941	$23,134,361	$7,880,204	$851,633
University of Pennsylvania	University	1986	12.00	$911,088,299	$2,636,623,299	111	598	14	385	1,136	73	115	$17,916,926	$43,315,362	$17,944,068	$2,470,501
University of Pittsburgh	University	1992	6.60	$780,405,000	$2,318,666,000	132	241	9	310	792	49	123	$3,994,527	$11,343,207	$4,215,544	$922,576
University of Rochester	University	1980	9.00	$383,158,000	$1,250,924,000	26	145	1	132	383	26	58	$39,436,018	$122,902,974	$39,436,018	$39,139,943
University of South Alabama	University	1995	1.00	$40,172,000	$117,905,000	9	9	0	16	47	N/A	10	$1,852,438	$6,554,787	$1,852,438	$1,850,438
University of South Carolina	University	1993	4.50	$217,048,000	$458,895,914	7	48	4	62	175	14	32	$322,394	$3,689,048	$322,394	$39,967
University of South Dakota	University	2006	0.20	$17,311,580	$85,811,580	0	2	0	8	15	0	3	$52,487	$127,487	$52,487	N/A
University of South Florida	University	1990	3.26	$451,259,000	$1,242,788,000	52	214	10	177	510	98	86	$1,243,424	$20,045,920	$1,243,424	$204,087
University of Southern California	University	1971	16.00	$542,898,332	$1,739,689,205	20	221	7	190	554	84	157	$5,566,911	$23,103,560	$5,633,826	$4,657,948
University of Tennessee	University	1983	6.00	$336,962,830	$945,186,921	22	168	8	144	322	28	29	$1,025,829	$2,345,533	$1,159,110	$589,911
University of Texas System	University	1985	44.80	$2,515,822,772	$7,408,592,171	136	1,255	22	774	2,206	176	353	$59,594,714	$154,827,023	$61,309,587	N/A
University of Toledo	University	1994	1.50	$68,228,000	$212,776,000	9	106	2	48	189	10	20	$696,542	$2,357,958	$696,542	$489,578
University of Utah	University	1968	10.00	$392,537,298	$1,253,332,054	70	292	14	278	723	78	118	$36,422,561	$109,075,640	$37,337,517	$12,023,171
University of Vermont	University	1998	1.00	$129,466,938	$368,784,556	8	71	1	49	119	7	18	$411,298	$973,006	$418,048	$281,834

Name of Institution	Type of Institution	Program Start	2012 Licensing FTE	2012 Research Expenditures	2010-2012 Cumulative Research Expenditures	2012 Licenses and Options Executed	Cumulative Active Licenses	2012 Startups	2012 Invention Disclosures	2010-2012 Cumulative Invention Disclosures	2012 U.S. Patents Issued	2012 New Patent Applications	2012 Adjusted Gross Income	2010-2012 Cumulative Adjusted Gross Income	2012 License Income	2012 License Income Received - Running Royalties
University of Virginia Patent Foundation	University	1977	5.00	$383,359,000	$951,773,000	41	392	5	148	428	25	271	$5,408,804	$17,331,010	$5,422,082	$3,589,097
University of Washington/ Washington Research Foundation	University	1983	11.72	$995,623,918	$2,849,770,574	209	1,271	9	462	1,172	61	182	$76,736,245	$212,927,817	$76,955,819	$69,129,549
University of West Florida	University	2007	0.50	$14,079,406	$45,736,131	1	7	0	1	5	0	0	$0	$0	$0	$0
University of Wisconsin at Milwaukee	University	2000	4.00	$59,203,930	N/A	12	24	1	46	N/A	8	31	$54,066	N/A	$54,066	$54,066
University System of Maryland	University	1987	7.00	$1,030,868,684	$2,984,744,356	38	374	7	292	795	67	172	$1,755,300	$5,037,986	$1,800,477	$353,091
Utah State University	University	1987	3.00	$157,355,000	$480,691,000	14	N/A	5	95	279	7	32	$567,239	$2,057,691	$567,239	$510,539
UW-Madison/WARF	University	1925	18.00	$1,189,794,000	$3,330,435,832	60	515	4	373	1,086	153	144	$40,840,000	$152,425,000	$41,100,000	$38,200,000
Vanderbilt University	University	1990	8.25	$536,586,634	$1,571,329,264	62	457	5	190	490	40	105	$9,993,397	$25,574,509	$10,013,743	$6,174,349
Virginia Commonwealth University	University	1994	3.00	$201,366,000	$606,831,000	10	115	1	111	318	11	128	$1,827,463	$4,132,956	$1,827,650	$545,684
Virginia Tech Intellectual Properties Inc.	University	1985	3.75	$260,965,658	$734,872,400	34	N/A	6	171	468	17	80	$2,199,148	$6,981,175	$2,271,231	$1,121,875
Wake Forest University	University	1985	5.00	$193,813,772	$609,010,300	23	N/A	5	68	210	N/A	44	$363,949	$132,088,983	$363,949	N/A
Washington State University Research Foundation	University	1939	4.90	$213,316,085	$583,613,094	34	168	6	64	184	11	85	$630,479	$1,765,623	$631,963	$569,963
Washington University of St. Louis	University	1986	7.00	$620,408,000	$1,944,342,000	46	1,936	2	143	383	22	98	$5,094,838	$15,139,231	$5,292,164	N/A
Wayne State University	University	1988	3.00	$245,888,000	$757,587,000	3	78	0	58	167	19	35	$512,905	$1,767,818	$512,905	$76,403
West Virginia University	University	1999	0.00	$100,589,740	$299,744,117	10	32	2	49	133	4	31	$128,665	$424,414	$128,665	$128,165
Whitehead Institute for Biomedical Research	Hospital/ Research Inst.	1987	2.80	$43,932,000	$134,618,000	24	110	2	25	76	13	70	$2,950,950	$9,056,305	$4,204,608	$2,666,133
Wistar Institute	Hospital/ Research Inst.	1991	2.00	$62,133,000	$178,787,000	6	144	0	10	20	4	10	$17,769,000	$48,984,000	$17,769,000	$16,785,000
Wright State University	University	2001	1.50	$46,213,000	$94,836,501	0	5	0	12	34	3	4	$38,425	$49,078	$38,425	$18,425

APPENDIX 4

LSUHSC-S Organizational Chart

LSU HealthShreveport
HEALTH SCIENCES CENTER

Organizational Chart

LOUISIANA STATE BOARD OF REGENTS

Robert "Bobby" Yarborough
Chair, LSU Board of Supervisors

F. King Alexander, PhD
President, LSU System

Robert Barish, MD MBA
Chancellor *

Rita Hummingbird
Board Chair
LSU Health Sciences Foundation in Shreveport

Catherine Nobile, Esq
President
LSU Health Sciences Foundation in Shreveport

Chad Brackin, CPA
Director of Audit

James Ponce
System Auditor

Mimi Hedgcock
Executive Director
Governmental Relations

Susan Armstrong, RN JD MBA
Senior Campus Counsel &
Legal Advisor to Chancellor

Edward Jones, Esq
Campus Counsel

Robert Walter, MD MPH
Medical Director
Human Research
Protections Program
**

Jane Eggerstedt, MD
Chief Academic Officer

Kim Carmen
Registrar

Jeff Howells
Director
Institutional Planning

Campus Student Affairs

Chris Kevil, PhD
Director of the
Cardiovascular Institute

SCHOOL OF ALLIED HEALTH PROFESSIONS

Joseph McCulloch, PhD
Dean

Dennis Wissing, PhD
Associate Dean
for Academic Affairs

Tony Luce
Assistant Dean for
Administration

Assistant Dean for
Student Affairs

Department of
Clinical Services

Department of
Rehabilitation Sciences

Department of
Clinical Sciences

SCHOOL OF GRADUATE STUDIES

Sandra Roerig, PhD
Dean

Assistant Dean for
Research / Business
Development

Annella Nelson, MBA
Director
Sponsored Programs

V. Hugh Price, DVM
Director
Animal Resources
**

Research Core Facility
**

Sandra Roerig, PhD
Associate Dean
for Research

Scott Kennedy, PhD
Assistant Dean
for Admissions

Kevin Sittig, MD
Senior Associate Dean
and Designated
Institutional Official

David Barnard, MD
Medical Director
Huey P Long
Medical Center

Basic Sciences
Departments

SCHOOL OF MEDICINE

John Marymont, MD MBA
Interim Dean
#

Glenn Mills, MD
Director
Feist-Weiller
Cancer Center

Seth Berney, MD
Director, Center for
Arthritis and
Rheumatology

Standing
Committees

Clinical
Departments

Jane Eggerstedt, MD
Associate Dean for
Academic Affairs

Mark Platt, PhD
Assistant Dean for
Student Affairs

Assistant Dean
Education Program
Development

CAMPUS OPERATIONS

Susan Armstrong, RN JD MBA
Senior Campus Counsel

Willie Buffington
Chief
University Police

Donna Singleton
Director
Clinical Research Office
**

Organizational Integrity /
Conflicts of Interest Staff

Debbie Miller
Director
Compliance, HIPAA Privacy
& Security

Faculty Practice Plan

FINANCE & INFORMATION TECHNOLOGY

Hugh Mighty, MD MBA
Vice Chancellor for
Clinical Affairs

Sheila Faour
Chief Financial Officer

Sherry Gladney
Student Financial Aid

Janie Binderim
Comptroller

Candace Posey
Accounting / Bursar

Timothy Magner
Interim
Chief Information Officer

IT Security Officer

Melanie Sotak
Director
Shared Business Services

Roosevelt Seaberry
Manager
Diversity Affairs & Equal
Employment Opportunity

ADMINISTRATIVE SERVICES

John Dailey, JD MPA
Vice Chancellor for
Administration

John Dailey
Interim Administrator
Huey P Long
Medical Center

Sally Croom
Executive Director
Communications &
Public Affairs

Marc Gibson
Director
Facilities

Lisa Ebarb
Executive Director
Human Resources

Mary Alice Templeton
Director
Auxiliary Services

Themessia Fenceroy
Director
Parking

Michael Stroud
Director
Safety Services

Purchasing
Director

RESEARCH

Vice Chancellor
for Research

* Additional roles include Executor of Feist Legacy and Institutional Official

** Will be realigned under Vice Chancellor for Research

\# Chairs VA Deans Hospital Committee

4/15/14