

University of South Carolina
BOARD OF TRUSTEES

Health and Medical Affairs Committee

September 17, 2021

The Health and Medical Affairs Committee of the University of South Carolina Board of Trustees met at 9:20 a.m. on Friday, September 17, 2021, in the Floyd Boardroom of the Pastides Alumni Center and by Microsoft Teams.

Committee members present were Mr. Hubert F. Mobley, Chair; Mr. Brian C. Harlan; Mr. Richard Jones Jr.; Mr. Miles Loadholt; Ms. Emma W. Morris; Mr. Mack I. Whittle Jr.; Dr. C. Dorn Smith III, Board Chair; Mr. Thad H. Westbrook, Board Vice Chair; and Health and Medical Affairs Committee Expert Advisor Dr. Angelo Sinopoli. Dr. C. Edward Floyd and Ms. Molly M. Spearman participated by Microsoft Teams.

Other Board members present were Mr. C. Dan Adams, Mr. Alex English, Mr. Toney J. Lister, Ms. Leah B. Moody, Ms. Rose Buyck Newton, Mr. Robin D. Roberts, Mr. Eugene P. Warr Jr., and Mr. Charles H. Williams. Mr. J. Egerton Burroughs and Mr. John C. von Lehe Jr., participated by Microsoft Teams.

Also present were USC Columbia Faculty Senate Chair Dr. Audrey Korsgaard and USC Columbia Student Government President Mr. Alex Harrell.

Others in attendance were Interim President Harris Pastides; Secretary Cameron Howell; Vice Provost and Dean of Faculty Cheryl Addy; Vice President of Human Resources Caroline Agardy; Dean of the USC College of Nursing Jeannette Andrews; Interim Dean College of Hospitality, Retail and Sport Management David Cardenas; President and Chief Executive Officer, USC Foundations Jason Caskey; Associate Provost for Palmetto College John Catalano; Dean of the USC Arnold School of Public Health Tom Chandler; Vice

President for System Affairs Derham Cole; Interim Provost Stephen Cutler; Communications Manager, Office of the Provost Abraham Danaher; Vice President for Development Monica Delisa; Chief Audit Executive Pamela Dunleavy; Chancellor Palmetto College Susan Elkins; Associate Vice President of Finance and Budget Kelly Epting; Presidential and Provost Faculty Fellow Stacy Fritz; Dean of the School of Music Tayloe Harding; Chief Executive Officer, USC Alumni Association Wes Hickman; Interim Director for Academic Programs Trena Houpp; USC Aiken Chancellor Sandra Jordan; University Controller Mandy Kibler; Assistant to the President for System Affairs Eddie King; Executive Director of Economic Engagement Bill Kirkland; Director of Government Relations Derrick Meggie; General Counsel and Executive Director of Compliance Programs Terry Parham; Chief Operating Officer Jeff Perkins; Vice President for Student Affairs and Vice Provost Dennis Pruitt; Interim Dean UofSC College of Arts and Sciences Joel Samuels; Interim Dean UofSC College of Pharmacy Julie Sease; University Treasurer, Associate Vice President and Chief of Staff Division of Administration and Finance Joe Sobieralski; Interim Vice President of Health and Well-Being Jason Stacy; Assistant Vice President, Media and External Engagement Jeff Stensland; Athletic Director Ray Tanner; Vice President for Communications Larry Thomas; Executive Vice President for Administration and Chief Financial Officer Ed Walton; Vice President for Diversity, Equity and Inclusion Julian Williams; Public Relations Strategist Dana Woodward; and Board of Trustees support staff.

OPEN SESSION

I. Call to Order

Chair Mobley called the meeting to order, welcomed those in attendance, and asked everyone in the room to introduce themselves. Secretary Howell confirmed Trustees joining

by Microsoft Teams. Chair Mobley called on Mr. Stensland to introduce members of the press. Mr. Stensland introduced Caleb Bozard with the *Daily Gamecock*.

Chair Mobley stated notice of the meeting had been posted and the press notified as required by the Freedom of Information Act, the agenda and supporting materials had been circulated, and a quorum was present to conduct business.

II. UofSC College of Pharmacy Dean's Update

Interim Dean Julie Sease reported graduates from the UofSC College of Pharmacy continue to match or exceed the national average for first-time pass rate on the national licensing examinations. The College's four-year on-time graduate rate is 90.29%, and 93.3% of the graduates say they would choose the UofSC College of Pharmacy again. Among those that sought postgraduate residency or fellowship training from the class of 2021, 70% matched with a program, which exceeded the national match rate. Graduates continue to enjoy a high employment rate at 97%, and reported salary data reflect average earnings at \$80,000 or more per year. Student debt rates reflect 72% of graduates reported finishing with \$125,000 or less in debt, and 30% reported \$50,000 or less in debt. Although there has been a precipitous decline in applications for Doctor of Pharmacy programs across the nation over the past six years, the rate of decline for the UofSC College of Pharmacy program is less than for college peers. Pre-pharmacy freshmen enrollment has remained consistent over the past two years despite the COVID pandemic.

Interim Dean Sease reported there has been a concerted effort in recent years to recruit and matriculate a more diverse student body. This year's incoming class includes 36.7% of students from diverse backgrounds. The Gamecock Pharmacy Assurance Program (GPA program) has been key to safeguarding the College of Pharmacy's admissions pipeline. The

GPA program allows highly qualified high school students to apply for a seat in the professional program, which is guaranteed to them after completion of two years of rigorous pre-pharmacy work, plus guided professional and career exploration opportunities.

College of Pharmacy faculty have expansive research expertise in 12 different areas spanning pharmacoeconomics, pharmacoepidemiology, and clinical translational sciences. The faculty have been successful in the award of several multiyear, multimillion dollar federal grants over the last few years. The College of Pharmacy received \$4.2 million in federal grants primarily from the National Institutes of Health (NIH). Several faculty members recently received notice of the award of an additional \$2.1 million from the NIH over the next five years to study HIV and substance abuse disorders. The College's practice faculty continue to provide service to various clinical partners including Nephron, Prisma Health Midlands, Prisma Health Greenville, the South Carolina Center for Rural & Primary Healthcare, the University's Student Health Center, and Tandem Health. They average 17.9 hours of clinical service per week, equaling 89 total months of clinical service over the course of the year, which is equivalent to seven full-time pharmacists. The average clinical precepting per faculty member is 12.06 learners. The contract dollars these clinical faculty bring in from partner practice sites contribute to the bottom line of the unit's budget.

The only poison center in the state of South Carolina is located within the UofSC College of Pharmacy. The Palmetto Poison Center's work saves over \$7 in unnecessary healthcare expenditures for every dollar spent on the center's operation. This fact has helped spur an increase in external funding to the Poison Center in recent years.

Dean Sease stated as the University moves toward the goal of qualifying for membership in the Association of American Universities, the College is working to do its part.

During Fiscal Year 2020, the College's faculty averaged \$124,250.93 per faculty member. NIH grants averaged \$90,117.18 per faculty member.

Dean Sease stated in preparing the College of Pharmacy for the future, infrastructure needs to be addressed through renovation of existing laboratory space and the addition of clinical practice and outcomes sciences workspace that would enhance the ability of clinical faculty and outcome scientists to collaborate with one another and other healthcare providers to produce synergistic results. Faculty at or below the 25th percentile of national salary estimates based on rank and area, per American Association of Colleges of Pharmacy data, is 68%. To retain and incentivize the strongest and most productive faculty, additional ways to compensate faculty and grant awardees must be explored.

Chair Mobley stated the University's College of Pharmacy program is a model program. Board Chair Smith congratulated Interim Dean Sease and Dr. Cutler on their work in leading the UofSC College of Pharmacy.

Chair Mobley thanked Interim Dean Sease and stated the UofSC College of Pharmacy update posted to the Board portal was received as information.

III. UofSC College of Arts and Sciences Dean's Update

Interim Dean Joel Samuels provided an update on the UofSC College of Arts and Sciences, which plays a central role in the health sciences at the University. The College of Arts and Sciences is not only the oldest and largest college in the University but one of the most diverse. It has 19 departments, 48 bachelor's degree programs, 40 master's degree programs, 21 doctoral programs, 9,000 undergraduate students, and 900 graduate students. As the largest college in the University with 10,000 students and 1,200 faculty and staff, Dean Samuels stated it is important to have a dedicated, focused, and intentional plan around

diversity, equity, and inclusion at the student level, the community engagement level, and the research level. After taking over as interim dean he announced a national search for a Vice Dean for Diversity, Equity, and Inclusion. The University is only one of two universities in the Southeastern Conference to have a dedicated, college-specific dean for diversity and inclusion.

In-state enrollment in the College's three health science majors—biological sciences, experimental psychology, and biochemistry and molecular biology—is 63%. Over the past five years, the College has grown its enrollment by 31%, while maintaining its current faculty and staff levels. The significant growth trajectory creates stresses with maintaining student-faculty ratios and maintaining the highest levels of pedagogy. There are 2,000 majors in the biological sciences alone where students train and advance to programs in the Schools of Medicine, the College of Pharmacy, and the College of Nursing. The Department of Psychology has almost doubled in size over the last five years from 800 majors to 1,400 majors. That significant growth adds pressure on the faculty and on student advisement.

In responding to Mr. Whittle's question as to student-faculty ratios and what is needed to support the growth in enrollment, Interim Dean Samuels stated in some of these programs the student-faculty ratio is 24-1 compared to a desired ratio of 17-1. Some of the larger enrollment courses have smaller sections that are taught by instructors and graduate students. He stated there are two approaches to addressing this issue. One is heavy investment in tenure track faculty. The second is to increase the instructional faculty, the non-tenure-track professional faculty who are instructing at very high levels. The instructional student-faculty ratios are 23-1. A hiring plan has been developed to improve some of these ratios.

Mr. Whittle stated the University should have a plan for all colleges to stay in front of

enrollment growth to maintain acceptable student-faculty ratios. Interim Dean Samuels agreed as student enrollment increases there needs to be growth in faculty and advised if the University does not get ahead of student arrivals, its *US News and World Report* ranking will decline and the ability to achieve AAU status will be at risk. Consideration should be given in tandem toward the faculty's ability to provide high-level teaching and providing space for faculty to conduct their research.

Student loan debt for the College of Arts and Sciences is \$30,871. National data reflect the average median income of those health science majors who do not pursue advanced degrees is \$54,000, which places them in the top 10% of the South Carolina workforce and places them in terms of debt-salary ratio above 50%. Student debt is lower than the overall University debt load and compares favorably with other universities in the Southeastern Conference.

The College of Arts and Sciences has been in the top two research funding colleges across the University over the last six year. Interim Dean Samuels stated when he took over as interim dean eight months ago, the College was experiencing a downward trend in grants production. Within his first three weeks, the structure of processes in the Grants Office was changed and administrative support was bolstered, which allowed faculty to focus their efforts on research instead of administration. The College has worked to diversify its federal funding profile over the past five years and is leading the University in terms of federal grant dollars.

Interim Dean Samuels reviewed five priorities for advancing the College of Arts and Sciences. In terms of infrastructure, the College has 44 buildings that have not been updated since the 1970s. Priority One would be improvements of existing space to recruit and retain faculty as well as provide students with an outstanding research experience. Priority Two

would be to develop thematic research facilities to bring together researchers with common interests that would advance the research mission, bring new educational opportunities to students, and cultivate new funding partnerships. Priority Three would be to focus on faculty startup costs that would generate outstanding return on committed startups. Priority Four would be to focus on graduate student funding. Elevating stipends to graduate students will improve the overall quality of the College's graduate programs, increase research funding, and precipitate new funding opportunities. Priority Five would be to increase undergraduate student support. Huge increases in undergraduate student enrollment demands attention to the quality of facilities and the amount of classroom space as well as the number of research faculty, tenure-track faculty, and instructors on staff.

Chair Mobley thanked Interim Dean Samuels and stated the UofSC College of Arts and Sciences update posted to the Board portal for this meeting was received as information.

IV. UofSC Interim Vice President of Health and Well-Being Campus Update

A. Interim Vice President of Health and Well-Being Jason Stacy provided a campus health update. Dr. Stacy stated as he began his role as Interim Vice President of Health and Well-Being three and a-half months ago, the COVID pandemic appeared to be lessening and the relaxing of mask regulations and the opening of sporting and entertainment events had begun. The Delta variant then came to the forefront, and assumptions had to be made as the University prepared for campus to reopen. One of those assumptions was that the Delta variant was more contagious. That proved to be the case, and it was found that unvaccinated people were at more risk of contracting the COVID virus. In reopening campus, the goals were to make things as normal as possible for the entire campus and maintain a safe and healthy campus community and

campus environment. Consideration was given to remaining open throughout the fall to give students and parents the social and educational experiences they expected. To accomplish that, three strategies were implemented: 1) return of mask requirements to mitigate the spread, 2) promotion of vaccination through the Garnet and Vaxxed campaign, and 3) mandatory saliva-based testing. In the first six weeks of reopening campus, 10,000 more saliva-based tests were conducted compared to last year, resulting in half the number of positive cases. Contact tracing resulted in 92% of contacts made within the first 48 hours of isolation. The positivity rate for the University is currently 2%, compared to a 12% positivity rate within the community. To date, University Health Services has administered over 10,000 vaccines, and many students returned to campus having been vaccinated in their hometowns. As a campus, the University is 65% vaccinated, compared to a statewide vaccination rate of 50%.

Dr. Pastides noted criticism had been received about Gamecock fans not wearing masks during the game at Williams-Brice Stadium. He stated, while the wearing of masks is required on campus, the University does not have the ability to enforce the requirement off campus. Dr. Stacy noted that vaccinations are administered during the Gamecock home football games to students and the public.

Chair Mobley thanked Dr. Stacy and stated the Health and Well-Being Campus update posted to the Board portal was received as information.

B. UofSC Health Officer Search Update

Executive Vice President of Administration Ed Walton advised the Committee that a job description for the UofSC Health Officer position has been written. Since efforts have been focused on bringing students back to campus and maintaining a safe

and healthy campus environment, the decision was made to delay standing up a search committee until next spring or summer.

V. Health and Medical Affairs Advisory Group Discussion

Chair Mobley stated he has had conversations about health and medical affairs issues with President Pastides, Interim Provost Cutler, and Board Chair Smith. It was determined that with Dr. Pastides' background in public health, he could work to have a report developed and brought to the Committee. In the meantime, there has been discussions about the nursing shortages and nursing needs in the state of South Carolina, with several institutions coming forward seeking nursing programs. Chair Mobley stated he believes, as the flagship institution, the University of South Carolina should take the lead in trying to address nursing shortages from a facility and staffing standpoint to meet the workforce needs; the COVID pandemic has demonstrated the need for nursing in South Carolina. President Pastides stated College of Nursing Dean Jeannette Andrews developing a plan for an integrated approach not only to increase the number of students but to increase the number of PhD nurses we are producing as instructors, nurse practitioners, nurse anesthetists, and all other nursing-related disciplines.

VI. Other Matters

Chair Mobley called for other matters to come before the Committee. There were none.

VII. Adjournment

There being no other matters to come before the Committee, Chair Mobley adjourned the meeting at 10:25 a.m.

Respectfully submitted,

Cameron Howell
Secretary