

The official minutes of the University of South Carolina Board of Trustees are maintained by the Secretary of the Board. Certified copies of minutes may be requested by contacting the Board of Trustees' Office at trustees@sc.edu. Electronic or other copies of original minutes are not official Board of Trustees' documents.

University of South Carolina
BOARD OF TRUSTEES

Health Affairs Committee

September 13, 2019

The Health Affairs Committee of the University of South Carolina Board of Trustees met at 10:00 a.m. on Friday, September 13, 2019, in the C. Edward Floyd Boardroom at the Pastides Alumni Center.

Members present were Mr. A.C. "Bubba" Fennell III, Chair; Mr. Robert F. Dozier Jr.; Dr. C. Edward Floyd; Mr. William C. Hubbard; Mr. Richard A. Jones Jr.; Dr. C. Dorn Smith III; Mr. Mack I. Whittle Jr.; Mr. Charles H. Williams; Mr. John C. von Lehe Jr., Board Chairman; and Mr. Hubert F. Mobley, Board Vice Chairman.

Other Board members present were Mr. C. Dan Adams; Mr. J. Egerton Burroughs; Mr. Toney Lister; Mr. Miles Loadholt; Ms. Rose Buyck Newton; Ms. Molly Spearman; Mr. Thad H. Westbrook; and Ms. Leah B. Moody who participated by phone.

Also present were USC Columbia Faculty Senate Chair Mark Cooper and USC Columbia Student Government President Luke Rankin.

Others present were: President Robert L. Caslen Jr.; Secretary J. Cantey Heath Jr.; General Counsel Walter "Terry" H. Parham; Chief Operating Officer Edward L. Walton; Interim Provost Tayloe Harding; Senior Advisor to the President for Advancement Paula Harper Bethea; Vice President for Student Affairs Dennis A. Pruitt; Vice President for Human Resources Caroline Agardy; Vice President for Research Prakash Nagarkatti; Athletics Director Ray Tanner; Chief Information Officer Doug Foster; Chief Audit Executive Pam Doran; Chief Diversity Officer John Dozier; Interim Chief Communications Officer Jeff Stensland; Interim Chief Development Officer Will Elliott; USC Aiken Chancellor Sandra Jordan; USC Upstate Chancellor Brendan Kelly; Palmetto College Chancellor Susan Elkins; USC Beaufort Executive Vice Chancellor for Academic Affairs Eric Skipper; Vice Provost and Dean of the Graduate School Cheryl Addy; School of Medicine Columbia Executive Dean Les Hall; College of Arts and Sciences Dean Lacy Ford; College of Nursing Dean Jeannette Andrews; College of Pharmacy Dean Stephen Cutler; School of Medicine Greenville Dean Jerry Youkey; University Treasurer Pat Lardner; University Budget Director Joe

Sobieralski; School of Medicine Columbia Senior Associate Dean Caughman Taylor; Associate Vice President for Administration and Finance and Medical Business Affairs Jeffrey L. Perkins III; Associate Vice President for Finance Kelly Epting; Associate Provost for Academic Programs Tena B. Crews; Executive Director of Military Programs and Strategies, Palmetto College, James Smith; Executive Director for the Office of Economic Engagement William D. “Bill” Kirkland; Equal Opportunity Programs Director Clifford Scott; Assistant to the President for System Affairs Eddie King; Alumni Association Chief Executive Officer Wes Hickman; Athletics Department Chief Operations Officer Kevin O’Connell; Office of Distributive Learning Associate Director Trena Houp; USC Aiken Professor Lynne Rhodes; USC Columbia College of Social Work Professor Bethany Bell; Cynthia Lister, spouse of Trustee Lister; Steve Anderson, guest of Trustee Fennell; University Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen and Ina Wilson.

I. Call to Order

Chairman Fennell called the meeting to order, welcomed those in attendance, and asked everyone at the table to introduce themselves. Secretary Heath confirmed Trustee participation by telephone. Mr. Fennell 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. Mr. Stensland said Collyn Taylor with Gamecock Central was in attendance.

II. School of Medicine Greenville Dean Search/Appointment

Chair Fennell called on Interim Provost Tayloe Harding, who announced August 1, 2019, appointment of Dr. Marjorie Jenkins as the new dean of the School of Medicine Greenville. He said Dr. Jenkins joins the School of Medicine Greenville from Texas Tech University where she was a tenured professor of medicine, Associate Dean for Women in Medicine and Science, founding executive director and chief scientific officer for the Laura W. Bush Institute for Women’s Health, and held the J. Avery Rush Endowed Chair for Excellence in Women’s Health Research. Dr. Jenkins also served as Director of Medical Initiatives and Scientific Engagement at the U.S. Food and Drug Administration’s Office of Women’s Health (FDA OWH), as well as the Director of the Johns Hopkins Masters in Education for Health Professions graduate student research program. Dr. Harding thanked Dr. Les Hall and Dr. Brenda Thames, who co-chaired the search committee, for presenting such a great candidate pool from which Dr. Jenkins emerged.

Chair Fennell said this report would be received as information adding Dr. Jenkins would be

invited to the committee's November meeting.

III. College of Nursing Update

Chair Fennell called on Dean Jeannette Andrews who reported South Carolina is expected to have the fourth-highest nursing shortage in the country by 2030. She said the University's College of Nursing in Columbia is the preferred choice for nursing students in South Carolina, adding 95-100% of students are employed at graduation, and most have offers prior to graduation. To meet workforce demands, the school's overall student enrollment has increased about 35% in the past five years.

She provided an update on the school's 100% pass rates for NCLEX (licensure exam for bachelors nurses), reporting for May 2018, December 2018 and May 2019. She said nursing is one of the few undergraduate programs on campus that requires a licensure exam prior to entering the workforce. Dean Andrews noted the College of Nursing has 1,000 hours of experiential training in health systems during students' junior and senior year. This comes with heavy compliance and regulatory mandates for clinical training; and each health system having unique mandates, which has required additional costs and staff in order to execute contracts and legal compliance.

She outlined current programs in the College of Nursing and shared information on planned new programs for 2020. She also noted the college had received a Top 10 ranking for Best Masters Online program by US News & World Report and a Top 5 Best Masters Online for Veterans ranking for the past 5 years. Overall, the College of Nursing is in the top 5% of graduate nursing programs in the country.

In response to a question by Trustee Whittle, Dean Andrews said about 600 students are enrolled in the college's graduate programs, which are mostly online to accommodate a working registered nurse's complicated schedule. She also said the College of Nursing graduates approximately 220 undergraduate nurses and close to 200 graduate nurses per year. Responding to Trustee Mobley, Dean Andrews said a major barrier to further expanding the program is availability of clinical placement sites. Trustee Floyd asked whether clinical sites in the state were "maxed out" or if the University was unable to secure available clinical training spots. Dean Andrews said all the changes at Palmetto/Prisma Health, including a lot of turnover has resulted in an increased use of travel/contract nurses in the hospital, and created an unstable learning environment. While the hospital might have the space, it is not the ideal place for the University to place students for clinicals as they are not adequately staffed with Prisma nurses and safety in student training is important. As Prisma Health nursing becomes more stable, the college hopes to have a greater ability to place students there, she said.

Dean Andrews reported the college is growing its research activities. She highlighted the three

research centers: Cancer Survivorship Center, Center for Nursing Leadership and ACORN Center (Advancing Chronic Care Outcomes Through Research and Innovation). In the past five years, nursing researchers have generated over \$15.6 million in new grant funding to address regional health needs and training opportunities. Additionally, the college's National Institute of Health's (NIH) ranking continues to rise, from no ranking in 2012 to being in the top 30 in the past three years.

Dean Andrews reported the University's simulation lab hosts nurse educators from around the country to learn best practices in use of simulation to educate nursing students. The University is a national training site for the National League for Nursing, she added. Simulation, robotics, and the use of standardized patients (live actors) are immersive teaching modalities that replicate clinical scenarios in realistic practice environments. The college received a Duke Endowment Grant to train other South Carolina nurse educators on simulation, especially in rural communities. Other innovative teaching activities include training all nurse practitioner students in telehealth, as a tool to provide better healthcare access to rural areas.

Discussing the college's current facilities, Dean Andrews said the building is old and completely out of space. Further growing student enrollment will require additional teaching, learning, research and office space. A short-term solution to the space shortage issue is being proposed by building an addition to the patio of the College's existing of building. She asked for the Board's support when this proposal is presented to Trustees by the University Architect. She also discussed the possibility of Nursing being a part of the planned new Health Sciences Campus saying this could provide adequate space; potential for growth of programs; "State of the Art" facilities; increased opportunities for interprofessional collaboration with research, education, and practice; parking for research participants and visitors; as well as closer proximity to two of six clinical sites for undergraduate rotations. She highlighted some concerns to consider in the planning of new facilities off the main campus.

There are 31 nursing programs in South Carolina and creating more programs is not the answer to solving the state's nursing shortage, she said. Rather than duplicating efforts across the state with small programs at significant start-up costs, working smarter with already established high-performing programs and further resourcing these, may be a better solution.

Dean Andrews outlined the University's nursing program offerings across the system, which annually graduate about one third of new BSN nurses in South Carolina:

- Columbia: BSN, MSN, DNP, PhD programs. Also provides BSN program at USC Lancaster and Salkehatchie

- Upstate: BSN, MSN programs
- Aiken: BSN program. Will provide BSN program at USC Sumter and USC Union starting in 2020
- Beaufort: BSN program. Will accept USC Salkehatchie students starting in 2020

Trustee Spearman said she shared Nursing's concern about students in some areas not being college-ready, noting this issue was a high priority for her and she would like to work together on how to help students in Salkehatchie and similar areas be better prepared to pursue a four-year college degree, such as the BSN program.

Trustee Burroughs said as part of these reports, he would like to see financial information (revenue, expenses, overall operations). Dean Andrews said she would be happy to provide such information in future presentations, noting the college was a contributor to revenue.

Trustee Smith said over the last few years, Dean Andrews had built the College of Nursing into one of the premier programs, not only in the state but the country, adding Nursing is an important piece of the University's overall Health Sciences picture.

Chair Fennell said this report was received as information.

IV. College of Pharmacy Update

Chair Fennell called on Dean Stephen Cutler who reported the college has been going through the separation process with the Medical University of South Carolina (MUSC) and with that the end of the South Carolina College of Pharmacy (SCCP). As required by the Accreditation Council for Pharmacy Education (ACPE), the University of South Carolina has completed the Teach-out phase of SCCP and Teach-in phase of the College of Pharmacy. MUSC has one student left who is completing experiential training and should be finished in approximately one month's time.

He said, in order to activate the separation, a number of steps were required including accreditation from ACPE, approval of two new programs in South Carolina from the Commission on Higher Education and approval by the South Carolina Board of Pharmacy. A new vision and mission statement for the College of Pharmacy were also developed, along with a five-year strategic plan created to completely rebrand the college after being part of the SCCP for 10 years. Dean Cutler shared the college's vision is to be the destination to empower pharmacy students, researchers, educators, and practitioners to transform healthcare, globally. The new mission statement states: "Our mission is to prepare the next generation of innovative and collaborative pharmacists and health scientists while pioneering clinical, entrepreneurial, and research endeavors to improve health outcomes for residents of South Carolina and beyond."

Dean Cutler said the re-accreditations for the University's College of Pharmacy was one of his first tasks, which was successfully completed. The college's accreditations are as follows:

- Doctor of Pharmacy (PharmD) program is accredited by the ACPE
- Residency program is accredited by the American Society of Health-Systems Pharmacists (ASHP)
- Palmetto Poison Center accredited by the American Association of Poison Control Centers (AAPCC)

He reported 110 PharmD (P1) students are admitted to the college each year and upon graduation from the program, the job placement rate was 99%. The program's four-year, on-time graduation rate is 90.9%. He added approximately 80% of students who apply to residencies are successfully matched, noting this is a great achievement as the national average is 68%. NIH funding has doubled in the past five years and the program ranks 5th in the Southeastern Conference (SEC) for securing NIH funds, he noted.

Trends in pharmacy education have shown a steady decline among U.S. high school students interested in pursuing pharmacy as a career. He said the peak numbers were in 2006 and have slowly dropped over the past 13 years. In addition, the number of pharmacy programs nationally has doubled in the past 30 years. Therefore, differential advantages are key to success in order to meet program enrollment goals/meeting seat capacity. In response to a question by Trustee Mobley, Dean Cutler said that although the national trend is down the college's of PharmD program meets its seat capacity, which is an atypical case in the current market.

He highlighted the following centers and programs, which support the College of Pharmacy's success:

- Kennedy Pharmacy Innovation Center (KPIC)
- Palmetto Poison Center
- Penicillin Allergy Assessment & Skin Testing (PAAST) Certificate Program
- SmartState Center for Translational Cancer Therapeutics
- SmartState Center for Medication Safety
- Walker Leadership Scholars Program (WLS)

He explained that in 2010, Bill and Lou Kennedy provided a \$30 million endowment to the College of Pharmacy to develop the KPIC with the purpose of transforming Pharmacy Education. The KPIC offers business and entrepreneurial training for students as well as a state-of-the-art sterile compounding laboratory. A partnership among the College of Engineering and Computing, College of Pharmacy, and Nephron is underway to develop robotic sterile compounding laboratory. He noted the Palmetto Poison Center is one of only 55 centers in the United States (and the only one in SC) that is accredited by the

American Association of Poison Control Centers. The center supports hospitals, physicians, nurses and pharmacists 24 hours per day 365 days per year. He also shared the Walker Leadership Scholars Program was endowed in 2013 with a \$500,000 donation by USC Alumna Donna Walker to provide pharmacy students with the opportunity to accelerate their leadership development through experiential learning and mentorship.

In closing, he thanked the Board for approving a five-year Memorandum of Understanding with Prisma Health Upstate in spring 2019. This collaboration includes education of P3 (didactic) and P4 (experiential) students. Gaining experiential sites is very competitive, he noted, so the opportunity to secure these spots was of great importance to the College of Pharmacy.

Chair Fennell said this report was received as information.

V. School of Medicine Columbia Update

Chair Fennell called on Executive Dean Les Hall who reported on the school's class data. He said the new class is about the same size as in past years at 105 students, with the current total enrollment at the school being at 394 students. Step 1 First Time pass rates have remained at or above the national average for the third year in a row, as have the Match Day rates. He noted three students from this year's graduating class had matched at McLeod Family Med Residency and would be pursuing Primary Care Residencies there in Florence, which was a great step in the direction of fulfilling the vision for that campus.

In response to a question about application numbers, Dean Hall explained the SOM Columbia had decided to shorten its application period, moving up the deadline by a few weeks, which resulted in a lower number of applications as compared to past years. He said typically two offers of acceptance are extended by the school for every admitted student. The new class' average GPA is 3.6 with an average MCAT score of 507, which is consistent with those in recent years. He noted that the quality of admitted students did not decline with this year's reduced number of applications. He added the new class represents about 30 different undergraduate schools (largely from in state) with close to half of the incoming students admitted from the University of South Carolina.

Chair Fennell said this report was received as information.

VI. Palmetto Health-University of South Carolina Medical Group Name

Chair Fennell called on Dean Hall who reminded those present that the Palmetto Health – University of South Carolina Medical Group was formed in 2016, joining the clinical faculty of the SOM Columbia with the employed physicians of Palmetto Health. The Medical Group is the largest

group of health providers in the Midlands, employing over 550 physicians. Since its formation, the size of the teaching faculty and the number of clinical training sites has increased significantly, which is of great benefit to the academic mission. In 2017, Palmetto Health and the Greenville Health System announced their merger to form a new health company, which was named Prisma Health in 2018. This year, the Palmetto Health and Greenville Health names are being retired, as facilities are rebranded with the Prisma Health name. Therefore, the name of the Medical Group will be changed to Prisma Health – University of South Carolina Medical Group in order to align with the current name of the University’s health system partner.

Trustee von Lehe said, at the next Health Affairs Committee meeting, he would like a thorough review of the new organization structure for Prisma Health and how the University fits into this structure, noting he had asked for this information previously. Chairman Fennell responded that Mr. Perkins was working on this request but it may be at the March 2020 Health Affairs Committee meeting before changes are finalized and ready for presentation.

Chair Fennell said this report was received as information.

VII. Adjournment

There being no other items to come before the committee, Chair Fennell adjourned the meeting at 11:15 a.m.

Respectfully submitted,

J. Cantey Heath, Jr.
Secretary