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University of South Carolina  
BOARD OF TRUSTEES

Health and Medical Affairs Committee

September 11, 2020

The Health and Medical Affairs Committee of the University of South Carolina Board of Trustees met at 10:00 a.m. on Friday, September 11, 2020, in the Pastides Alumni Center Ballroom and by Microsoft Teams.

Members present were Mr. Hubert F. Mobley, Chair; Dr. C. Edward Floyd; Mr. Richard Jones; Mr. Mack I. Whittle Jr.; Dr. C. Dorn Smith III, Board Chair; and Thad H. Westbrook, Board Vice Chair. Members present by Microsoft Teams video conference were Mr. Miles Loadholt and Ms. Molly M. Spearman.

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

Also present were USC Columbia Faculty Senate Chair Dr. Mark Cooper; USC Columbia Student Government President Ms. Issy Rushton; and the Board's Strategic Advisor Mr. David Seaton.

Others in attendance were President Robert L. Caslen Jr.; Secretary J. Cantey Heath Jr.; Vice President of Human Resources Ms. Caroline Agardy; President's Chief of Staff Mr. Mark

D. Bieger; Presidential Faculty Fellow Dr. Susan Bon; Assistant Vice President Health and Wellness and Executive Director of Student Health Services Dr. Deborah Beck; President and CEO University Foundations Mr. Jason Caskey; Dean of the Arnold School of Public Health Dr. Tom Chandler; Dean of the USC College of Pharmacy Dr. Stephen Cutler; Chief Audit Executive Ms. Pamela Dunleavy; Chancellor Palmetto College Dr. Susan Elkins; Interim Chief Development Officer Mr. William Elliott; Associate Vice President of Finance and Budget Ms. Kelly Epting; Senior Vice Provost of Graduate Studies Dr. Lacy Ford; Vice President of Information Technology and Chief Information Officer Mr. Doug Foster; Associate Vice President of Facilities Planning and University Architect Mr. Derek Gruner; Chief Executive Officer USC Alumni Association Mr. Wes Hickman; Interim Director of Academic Programs Ms. Trena Houpp; Board of Trustees Governance Consultant Dr. Cameron Howell; Dean of Greenville School of Medicine Ms. Marjorie Jenkins; Assistance to the President for System Affairs Mr. Eddie King; Executive Director Office of Economic Engagement Mr. Bill Kirkland; Associate Vice President and Chief Procurement Officer Ms. Venis Manigo; Executive Communications Director Ms. Sally McKay; Assistant Professor of Epidemiology Dr. Melissa Nolan; General Counsel and Executive Director of Compliance Programs Mr. Terry Parham; Associate Dean for Operations and Accreditation Arnold School of Public Health Dr. Lee Pearson; Chief Operating Officer Mr. Jeff Perkins; Vice President for Student Affairs and Vice Provost Mr. Dennis Pruitt; Special Assistant to the President Mr. James Smith; Assistant Vice President and Chief of Staff for Division of Administration and Finance Joe Sobieralski; Director of Public Relations Mr. Jeff Stensland; Director of Athletics Mr. Ray Tanner; Executive Vice President for Academic Affairs and Provost Dr. Bill Tate; Vice President for Communications Mr. Larry Thomas; Executive Vice President and Chief

Financial Officer Mr. Ed Walton; Vice President for Diversity, Equity and Inclusion Mr. Julian Williams; and Board support staff. Others attending by Microsoft Teams audio conference were Executive Director for Strategic Initiatives Jack Claypoole; Assistant Dean for Enrollment Management and Academic Program Development Dr. Rob Dedmon; Interim Associate Dean for Academic Affairs School of Law Dr. Susan Kuo; Vice President for Research Dr. Prakash Nagarkatti; Chancellor USC Beaufort Dr. Al Panu; Dean of the College of Education Dr. Jon Pedersen, and Board 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 Heath confirmed Committee members Mr. Miles Loadholt and Ms. Molly Spearman were in attendance via Microsoft Teams video conference. Chair Mobley called on Mr. Stensland to introduce members of the press in attendance. Mr. Stensland introduced Tyler Fedor with *The Daily Gamecock* and Jenna Kerzyna from WLTX.

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. USC Greenville Public Health Programs**

Chair Mobley called on Dean Tom Chandler of the Arnold School of Public Health for an update on USC Greenville public health programs. Dean Chandler reviewed the timeline from conceptualization to implementation. In January 2014 President Pastides

notified Dean Chandler of an opportunity to develop a public health program in Greenville jointly sponsored by the Greenville Hospital System (now Prisma Health). A plan was developed and approved by the USC Board of Trustees in December 2016. The goal was to create a satellite population health research and teaching program, hiring over a five-year period a critical mass of 10 to 12 full time, tenured-track research competitive faculty with expertise in health services research in the fields of infectious diseases epidemiology, clinical biostatistics, population health genomics and analytics, environmental microbiology with antibiotic resistance, and medical outcomes based health economics research. The plan included hiring up to five PhD tenured-track faculty in these research disciplines areas to start the satellite campus with a full time focus on patient population issues important to the Prisma Health Greenville delivery system.

The satellite campus was operationalized in two phases of development beginning in January 2017. Phase One established a research presence on Prisma Health's Health Center Campus and Phase Two created an onsite teaching presence with remote teaching access from the USC School of Medicine Greenville.

Dr. Ronnie Horner, an epidemiologist specializing in health services research, was recruited from the University of Cincinnati, and hired to direct the satellite campus. He is presently funded 50% by Prisma Health and 50% the Arnold School of Public Health. The initial recruiting effort was quite successful. As of August 2019, there are six tenured-track faculty based in Prisma Health Greenville. The current recurring cost of the satellite campus is \$1.01 million per year, with \$860,000 paid by the University of South Carolina and \$150,000

paid by Prisma Health Greenville. The recruitment of five to six additional research faculty is pending funding and space availability.

Dean Chandler reviewed the number of external grants awarded to faculty, which range from \$500,000 to \$3,500,000. A National Institute of Health (NIH) bootcamp has been added to the program to help students and faculty with grant writing. The number of faculty authored peer-reviewed scientific publications has grown from two in 2017 to fifteen in 2019. He noted those publications will increase as there are more students and post-doctoral students in the program to collaborate with faculty. From 2017 to 2020, there have been thirty courses taught in the satellite campus program to thirteen undergraduate students with research experience, five masters-level students, thirteen doctoral students, and two post- doctoral students.

Dean Chandler advised there is a need to secure more appropriate space for faculty and graduate student disciplines such as wet lab space for diagnostics and clinicals as well a nuclear space. At present there is no base operating budget for the Greenville campus group. An administrative staffer, who supports seven faculty members, is co-funded by the Arnold School of Public Health and USC. An additional \$100,000 is needed annually for operations and for student and post-doctoral student support. Dean Chandler noted the Arnold School of Public Health has been subsidizing the program by \$360,000 annually to support the initial cohort of faculty.

Mr. Whittle asked what the demand for undergraduate and graduate students would be if the satellite campus had adequate space. Dean Chandler advised a facility on campus dedicated to the population health effort would give the program better visibility and traction

in recruiting undergraduate and graduate students. He estimated operational space needs of 1200 sq.ft. A typical lab is 400-500 sq.ft.. Mr. Whittle stated approximately four years ago, a developer was willing to build and lease back a facility close to the medical school and the Clemson nursing school. The hospital at that point agreed to lease a large portion of that space to grow that program. Mr. Whittle suggested it may be time to revisit that concept. Dean Chandler stated there was not a great deal of cost involved to start a public health program and return on investment is approximately \$4 for every \$1 spent. Dr. Smith stated the possibilities for expanding the program are exciting, particularly integrating a health system with population health management. Dr. Smith invited Dr. Angelo Sinopoli with Prisma Health to comment. Dr. Sinopoli agreed population health has a significant return on investment. There is a great deal of funding available for population health management and it is important to invest early as competition for those funds will be strong. With the Care Coordination Institute, Prisma Health's population health efforts and accountable care community efforts in the upstate are rich. What is missing is a delivery system—post-doctorals, grant writers, researchers, data analysts. Dean Chandler said the key would be to develop a true satellite under the Arnold School of Public Health on the Greenville campus. The University of Texas-Houston has several satellite campuses that fall under the University of Texas School of Public Health.

Mr. Whittle said he would like to discuss these issues with Dean Chandler in greater detail.

Chair Mobley stated one of his goals for health sciences is to host a moderated retreat for all the University's health science programs and determine how best to harness the assets

of the system. He thanked Dean Chandler for his report and stated the report was received as information.

### III. USC Greenville Pharmacy Programs

Chair Mobley called on Dean Cutler to give a strategic update on the USC Greenville Pharmacy programs. Dean Cutler provided an overview of the College of Pharmacy, which after 10 years of existence as a merged program with the Medical University of South Carolina (MUSC) became a stand-alone program on October 31, 2019. The College of Pharmacy programs are built around the mission 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. The College of Pharmacy is governed by the following four accrediting bodies: 1) the Accreditation Council for Pharmacy Education (ACPE) accredits the Doctor of Pharmacy program, 2) the South Carolina Commission on Higher Education approves the PharmD program, 3) the American Society of Health-Systems Pharmacists (ASHP) accredits the Pharmacy Residency program, and 4) the American Association of Poison Control Centers (AAPCC) accredits the Poison Center. ACPE issued a full eight-year accreditation of the College of Pharmacy program in 2016. AAPCC recently issued a full seven-year accreditation. The Pharmacy Residency program is one of the best in the country with a match rate much higher than the national average.

Dean Cutler reported the University of South Carolina has been educating pharmacists for 154 years. There are 110 PharmD students admitted each year into the program and the four-year on time graduation rate has grown from around 70% to 90% with a job placement

rate of 99%. This past year 79% of students who applied to residencies were successfully matched compared to the national average of 63%. The College of Pharmacy ranks #5 in the SEC in securing NIH funding. Dean Cutler stated to achieve a #1 or #2 ranking requires additional resources in terms of space and the hiring of research faculty. National licensure exam pass rates hover around 96%, which is one of the highest in the country.

Dean Cutler reviewed the national trends in pharmacy education. The number of U.S. high school students interested in pursuing a career in pharmacy peaked in 2006 and has slowly declined over the past 13 years. However, the number of Schools/Colleges of Pharmacy have doubled over the past 30 years. Therefore, student recruitment is very competitive. The College of Pharmacy has a number of centers and programs that create a differential advantage such as the Kennedy Pharmacy Innovation Center, the Palmetto Poison Center, the Penicillin Allergy Assessment & Skin Testing Certificate Program, the SmartState Center for Translational Cancer Therapeutics program, the SmartState Center for Medication Safety, and the Walker Leaders Scholar Program. The Prisma Health/Prisma Health Upstate collaboration created through a 5-year Memorandum of Understanding approved by the Board in Spring 2019 includes education of didactic (P3) and experiential (P4) students.

Chair Mobley thanked Dean Cutler for his report and stated the report was received as information.

#### IV. Coronavirus Administrative Update

Dr. Deborah Beck, Assistant Vice President for Health and Wellness; Dr. Melissa Nolan, Assistant Professor of Epidemiology; and Dr. Lee Pearson, Associate Dean for Operations and Accreditation with the Arnold School of Public Health provided an



administrative update on the campus Coronavirus response. Dr. Pearson provided an overview of the COVID-19 planning response activities carried out over the past six to eight months since first encountering this public health challenge across the nation. These efforts have been guided by the Future Planning Group with extensive engagement of leaders and experts across the campus and among our community partners. Under the leadership of President Caslen and senior members of the university administration, the Future Planning Group is comprised of eight teams representing key areas of interest and impact from admissions to athletics. The purpose of the Future Planning Group is to enable analysis and develop planning timelines and processes that examine future USC scenarios for a Summer transition into Fall semester and eventually a Spring semester, while providing the President and Trustees with the framework and intelligence necessary to make informed decisions for safely repopulating the campus.

Dr. Pearson and Dr. Nolan serve as co-leads of the Public Health/Medical Team, which is comprised of twenty-one individuals that offer public health and medical guidance projecting disease modeling, shaping campus mitigation policies and protocols, and informing comprehensive approaches to testing, contact tracing, and isolation quarantine. A subcommittee on diversity, equity and inclusion was also formed to ensure that these approaches consider the unique needs of all groups on the university campus and within the surrounding community.

Dr. Nolan provided an overview of the infectious disease forecast models used to inform executive decision making. These models were developed by a multidisciplinary team of six individuals in the areas of mechanical engineering, computer science, biostatistics, and

epidemiology. Their forecast models have been used to determine Spring/Fall semester case burdens, impact on campus visitors, and isolation and quarantine capacity needs.

Dr. Beck provided an overview of the work of the Risk Management / Public Health Safety team comprised of five subgroups with expertise in the areas of health care, risk management, environmental health & safety, campus life and housing, and mental health. The state-of-the-art Student Health Services Center where episodic, routine, preventative and urgent care, and disease management services are provided, has been a key component in addressing the health aspects of COVID-19 and ensuring that students are comfortable in accessing the health center for normal health screenings. A contact tracing app was designed in collaboration with the University's electronic health vendor, which led to 80% contact tracing within 48 hours leading to the isolation and quarantine of students, thus mitigating the spread of COVID-19 on campus and within the community. The Well-being Committee worked to deepen resources, enhance mental health services, and signal the University's commitment to a culture of care and compassion. She noted there have been zero hospitalizations for students, faculty, or staff infected with the virus.

Dr. Beck reported her team conducts a daily assessment of Coronavirus infections across the United States, the State of South Carolina, and on campus. She reviewed the Campus Case Tracker dashboard as of September 7, 2020 reflecting active cases by date, current total active cases, total on-campus test results, isolation and quarantine, and course sections offered. She advised that approximately 80% of students tested are asymptomatic and those with the virus have experienced mild symptoms. Symptomatic and positive testing students are isolated for 10 days; those exposed to the virus are quarantined 14 days. President

Caslen added when students test positive, a manual logistical operation is triggered whereby contact tracing occurs and students are located and transported for quarantine and isolation. He noted during Ambassador Deborah L. Birx's visit yesterday, she was impressed with the safety guidelines, exposure protocols, and quarantine and isolation procedures in place to mitigate spread of the Coronavirus. She stated they were indicators of how the University is taking care of its students.

Chair Mobley thanked Drs. Beck, Nolan, and Pearson for their reports and stated the reports were received as information.

#### V. Prisma Health Structure and Update

Mr. Mark O'Halla, President and CEO of Prisma Health provided a high-level summary of strategic activities of Prisma Health over the past 14 months and an overview of Prisma Health's relationship with the University of South Carolina. He stated when the two legacy systems came together in November 2017, efforts focused on integrating back office administrative functions. The focus over the past 14 months has been on building on the concept of One Prisma Health — a health company that is more than a clinical delivery system through creation of a single, rising standard of quality, and focusing on standardizing, centralizing, streamlining and deploying Artificial Intelligence across the organization. He stated a diverse, robust clinical learning environment is critical and their relationship with the University is imperative both now and in the future. Mr. O'Halla advised he, President Caslen, Dean Hall, and Dean Jenkins have discussed enhancing and improving the relationship between Prisma Health and the University of South Carolina while growing and expanding the components of the two organizations' primary missions. The advent of a single medical

group spanning South Carolina has been one of Prisma Health's largest competitive advantages. The original Palmetto Health-USC Medical Group joint venture in Columbia was dissolved in February 2020 and integrated with the upstate medical group under the Prisma Health umbrella creating a more efficient, value-based single medical group working to improve the health status of patients across the state.

Mr. O'Halla recognized Prisma Health and the University's futures are intertwined. He and Deans Hall and Jenkins are exploring ways to increase the opportunities for education, clinical research, and health services research across the Prisma Health platform. As Prisma Health continues to grow, the University's reach will grow along with it. Partnered together, Prisma Health and the University become more attractive in all the communities they span for bringing in top talent, innovation, and businesses and industry thus becoming an economic driver across the state. Mr. O'Halla stated, between the University's footprint and expertise both in research and education, and the size and scope of Prisma Health as the largest healthcare system in the state, they can be the reference point for state health policy, intellectual property development, and technology transfer.

Chair Mobley thanked Mr. O'Halla for his report and stated the report was received as information.

#### **MOTION TO ENTER EXECUTIVE SESSION**

Chair Mobley stated there was a need to receive legal advice regarding the Health Insurance Portability and Accountability Act, and discussion of a proposed contractual matter regarding campus quarantine and isolation space needs. He called for a motion to enter Executive Session; Mr. Whittle so moved, and Ms. Moody seconded the motion. The vote

was taken, and the motion carried. Chair Mobley invited the following to remain: Trustees, President Caslen, Secretary Heath, Dr. Cooper, Ms. Rushton, Mr. Seaton, the President's Cabinet, Dr. Beck, Dean Cutler, Dean Chandler, Dean Hall, Dr. Nolan, Dr. Pearson, and Mr. Perkins.

### **EXECUTIVE SESSION**

— Executive Session Removed

### **RETURN TO OPEN SESSION**

#### VI. Adjournment

There being no other matters to come before the Committee, the Chair Smith adjourned the meeting at 11:18 a.m.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "J. Cantey Heath, Jr.", written in a cursive style.

J. Cantey Heath, Jr.  
Secretary