University of South Carolina
BOARD OF TRUSTEES

Health and Medical Affairs Committee

March 12, 2021

The Health and Medical Affairs Committee of the University of South Carolina Board of Trustees met at 1:00 p.m. on Friday, March 12, 2021, in the Pastides Alumni Center Ballroom and by Microsoft Teams video conference.

Committee members present were Mr. Hubert F. Mobley, Chair; Dr. C. Edward Floyd; Mr. Brian C. Harlan; Mr. Richard Jones; 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. 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. John C. von Lehe Jr., participated by Microsoft Teams.

Also present were USC Columbia Faculty Senate Chair Dr. Mark Cooper and USC Columbia Student Government President Ms. Issy Rushton. Board Strategic Advisor Mr. David Seaton participated by Microsoft Teams.

Others in attendance were President Robert L. Caslen Jr.; Secretary J. Cantey Heath Jr.; Assistant Vice President Health and Wellness and Executive Director of Student Health

Services Deborah Beck; President's Chief of Staff Mark D. Bieger; Presidential Faculty Fellow Susan Bon; President and CEO University Foundations Jason Caskey; USC Upstate Interim Chancellor Derham Cole; Vice President for Development and Alumni Relations Monica Delisa; Chief Audit Executive Pamela Dunleavy; Chancellor of Palmetto College Susan Elkins; Associate Vice President of Finance and Budget Kelly Epting; Director of the Quality Enhancement Plan Amber Fallucca; Vice President of Information Technology and Chief Information Officer Doug Foster; USC Columbia Student Government President-Elect Alex Harrell; Chief Executive Officer USC Alumni Association Wes Hickman; Dean of the USC Medical School Columbia Les Hall; Interim Director of Academic Programs Trena Houp; Dean of the USC School of Medicine Greenville Marjorie Jenkins; Chancellor of USC Aiken Sandra Jordan; Assistant to the President for System Affairs Eddie King; Columbia Faculty Senate Chair-Elect Audrey Koragaard; Senior Associate Provost for Social Innovation and eLearning Diana Mitchell; Chancellor of USC Beaufort Al Panu; General Counsel and Executive Director of Compliance Programs Terry Parham; Chief Operating Officer Jeff Perkins; Interim Dean of the USC College of Social Work Ronald Pitner; Vice President for Student Affairs and Vice Provost Dennis Pruitt; Interim Director of Executive Communications Amy Rogers; Interim Dean of the College of Arts and Sciences Joel Samuels; Special Assistant to the President James Smith; University Treasurer, Assistant Vice President and Chief of Staff for Division of Administration and Finance Joe Sobieralski; Assistant Vice President for Media and External Relations Jeff Stensland; Director of Athletics Ray Tanner; Executive Vice President for Academic Affairs and Provost Bill Tate; Vice President for Communications Larry Thomas; Executive Vice President and Chief Financial Officer Ed Walton; Vice President for Diversity, Equity and Inclusion Julian Williams; and Board of

Trustees support staff.   Dean of the USC College of Pharmacy Stephen Cutler joined by Microsoft Teams audio conference.

OPEN SESSION

I.   Call to Order

Chair Mobley called the meeting to order and welcomed those in attendance. He welcomed Dr. Angelo Sinopoli to his first meeting as the Committee's expert advisor. Chair Mobley asked everyone in the room to introduce themselves after which Secretary Heath confirmed Trustees joining by Microsoft Teams.

Chair Mobley called on Mr. Stensland to introduce members of the media. Mr. Stensland introduced Lucas Daprile with the *State*.

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.   Review and Adoption of Health and Medical Affairs Matrix and Dashboard

Chair Mobley stated the Health and Medical Affairs Committee (HMAC) matrix and dashboard were uploaded to the Board portal for this meeting. The draft matrix, presented at the November 13, 2020 meeting of the HMAC, reflects the metrics and rotation schedule of expectations for the HMAC schools, colleges, and programs. In addition, the matrix reinforces the following elements of the strategic plan: 1) attract students to fit their programs, 2) assemble faculty and staff with excellence, 3) research growth toward affiliation with the Association of American Universities (AAU), 4) diversity, 5) working within the System to elevate the program, and 6) innovation and community partnerships. Each HMAC school and college will be on a reporting schedule regarding their work toward the strategic elements,

budgets, student population, program growth goals, meeting workforce needs, and resource challenges.

Chair Mobley called for a motion to adopt the general format and content of the HMAC matrix and dashboard to be the basis for strategic reporting for HMAC schools, colleges, and programs. Mr. Harlan so moved, and Mr. Whittle seconded the motion. A vote was taken, and the motion carried.

III.   USC College of Nursing Dean's Update

Chair Mobley stated Dean Jeannette Andrews has made great strides in elevating the University of South Carolina (USC) College of Nursing program since coming on board in 2004. Recently published data reflected gaps in the ability to meet nursing workforce needs, and projected South Carolina would rank the fourth highest in the nation in nursing shortage by year 2030. He asked Dean Andrews to discuss how the USC College of Nursing program compares with AAU metrics, nursing workforce issues, requirements for elevating the College of Nursing to a top 10 ranked school, and resources required for growth.

Dean Andrews highlighted the College of Nursing program successes as follows: a #1 ranking from *US News* for the best online masters and veterans' programs; a doubling of faculty and tenure-track faculty; a 400% increase in research expenditures; and a 30% growth in PhD admissions and overall student enrollment. In addition, the BSN program is in the top 1% nationally for the National Council of State Boards of Nursing's Licensure Examination (NCLEX) first-time pass rate, and there is a 100% pass rate for the Nurse Practitioner and Graduate program exams. BSN graduates are 100% employable with an average starting salary of $60k/yr.

Dean Andrews provided an overview of the comparators from the 24 AAU public

institutions with nursing programs. The University of South Carolina ranked #12 for articles published, #16 for citations received, #18 for awards received, #11 for faculty with grants, #14 for federal grants, and #17 for federal grant dollars.

Dean Andrews discussed nursing shortage issues in South Carolina. She stated the COVID-19 pandemic put a spotlight on nursing. Stress and burnout related to COVID-19 led to attrition, and many talented intensive care and emergency department nurses moved from full-time hospital employment to out-of-state contract nursing jobs making $5,000 per week. Though Charleston and Greenville's nursing salaries are higher than the Midlands, they are not competitive. She stated salaries must be brought up to a competitive level to retain nurses in South Carolina.

Freshman nursing program applications are up 35%; however, due to space constraints only 375 out of 3,500 applicants can be accepted. The current national and statewide nursing faculty shortage also factors into the number of applicants accepted. As a system, the College of Nursing produces 40% of the pre-licensure students in South Carolina, most of which are from the USC Columbia campus. USC Columbia also produces around 50% of the graduate nurses in the state, including doctoral prepared faculty. Nursing in specialty areas such as pediatrics, obstetrics, and psychiatry is affected by the fact there are 32 nursing programs competing for clinical rotations in the Midlands, Greenville, and Charleston. To meet workforce demands, in 2015 the College of Nursing increased its upper division admissions by splitting admissions allowing for half the enrollment to start classes in the summer and half in the fall. With this split, the College is now admitting 80 to 94% of eligible sophomore applicants into the upper division. In addition, each year 24 students are accepted into the BSN program at USC Lancaster. Attention has been given toward increasing faculty and

student diversity. African-American nursing faculty is now at 25% and the goal is to increase student diversity by at least 20%. Dean Andrews stated in general, out-of-state students tend to perform better than in-state students regardless of race and ethnicity. To attract more in-state students, a holistic admissions process that does not rely solely on grade point average will be put into place.

A master's entry program into nursing has been in development and was recently approved by the Board of Nursing. The University will now be able to offer the state's only masters entry program into nursing in the Spring of 2021. Applicants would have a bachelor's in another health-related field such as psychology, public heath, etc. The duration of the program is five semesters, after which students receive their registered nurse title and must pass the NCLEX. These students exit the program with a master's degree focused on population health and care coordination. Dean Andrews stated this robust program has growth potential and is in line with the University's strategic plan to grow the graduate programs. Currently, there are around 600 grad students in the nursing program. Non-clinical nursing informatics, education, nurse administration, PhD, and DNP programs continue to grow.

Space needs are a challenge when it comes to program growth, particularly post masters' certificate and research programs. The College of Nursing is housed in a 40,403 sq.ft. facility that was built 50 years ago. Two to three years ago, she and USC Architect Derek Gruner reviewed the current space usage and explored potential opportunities for maximizing that space. Renovations have included a new 120-seat classroom and 12-15 new office spaces, all of which will be at capacity by Fall 2021. The square footage per student and employee headcount is one of the lowest on campus. By comparison, the University of Alabama's

nursing school, with similar student and faculty headcount, is 100,000 sq.ft. and has had two additions in the past eight years. The new nursing facility at Clemson University is 78,000 sq.ft. The University's simulation lab footprint is 7,300 sq.ft. of non-contiguous space, which was designed for 300 students 15 years ago. Currently, about 900 students per semester are rotated through the simulation labs, and that number could easily grow to 1,300 students. The average simulation lab space for comparably-sized colleges is 15,000 – 20,000 sq.ft. The amount of space required to meet education and simulation lab space needs is 100,000 sq.ft.

The USC College of Nursing is competitive among AAU metrics and can continue to rise with additional tenure track faculty hires to grow research expenditures, publications, citations, etc., and improve faculty-to-student ratios. The College of Nursing can continue to affect workforce needs and expand pre-licensure nurses with an enlarged physical footprint, especially classroom and simulation space, along with space to accommodate additional faculty and funded projects.

Discussion ensued as to the feasibility of renovating existing space or constructing a new building on the proposed Bull Street health sciences campus. Mr. Whittle advised that a developer built a building in Greenville and leased the space to Clemson University for their nursing program. Terms of the lease allowed the developer to turn the building over to Clemson University at the end of eight years. Under that model, Clemson University did not have to go to the bond market for financing. Dr. Smith noted while Clemson University students take their course instruction the first two years on the Clemson campus, University of South Carolina nursing students take their first two years' course instruction through the College of Arts and Sciences. While he is not opposed to a new building on the Bull Street health sciences campus, he believes there needs to be a short-term and a long-term approach.

In the short-term, there are two to three floors in the old law school that could be upfitted for office, classroom, and lab space needed to grow the program. In the long-term, there needs to be a plan for growing the program over the next 5, 10, and 25 years. Dr. Smith added there needs to be an assessment and coordination of all nursing programs across the system so that an overall nursing program strategy and growth plan can be developed. With nursing being brought to the forefront during the COVID-19 pandemic, there are potentially dollars available through federal stimulus packages that should be explored.

Mr. Mobley noted the lack of clinical and lab space on the Columbia campus demonstrates the importance of partnerships with local healthcare systems where students can complete their clinicals and matriculate through their degree. He asked Dr. Sinopoli to speak about his experience at Prisma Health and the nursing program in Greenville.

Dr. Sinopoli stated Prisma Health, as the largest employer of nurses in the state, has experienced a great deal of difficulty in recruiting nurses. The ability to retain experienced nurses and well-trained new graduates is equally difficult; competitive salaries is the key to addressing that issue. There is a great need for specialty nurses around care coordination. Soon, Behavioral Health Nurse Practitioners will be placed in every practice across the state, so there is a great need for that specialty as well. Demand for bedside nurses will always be strong. Dr. Sinopoli stated he believes investing in a nursing school would be a huge positive for the University's nursing program.

Chair Mobley thanked Dean Andrews and stated the USC College of Nursing program update was received as information.

IV. USC College of Social Work Dean's Update

Chair Mobley noted the significant role social work plays in care coordination. He

called on Interim Dean of the USC College of Social Work Ronald Pitner for an update on the College of Social Work.

Dean Pitner stated the College of Social Work (CSW) was founded in 1969 and is accredited by the Council on Social Work Education. The mission of the CSW is to promote social well-being and social justice with vulnerable populations through dynamic teaching, research, and service conducted in collaboration with diverse people of South Carolina, the nation, and the international community. He noted the CSW is preparing for reaccreditation and as part of that process, they are enhancing the curriculum and collecting data for self-study.

The University has the only comprehensive school of social work in South Carolina with a bachelor's program, master's program, and PhD program. The PhD program is the only one in the state, and the master's program is the largest in the state. As the flagship program in South Carolina, there is opportunity to recruit in-state students and grow the program. As of the Fall of 2020, there were 144 students enrolled in the bachelor's program, 392 in the master's program, and 23 in the doctoral program. In terms of racial diversity, the CSW has one of the highest proportions of African-American students of all other units at the University, and the majority of the CSW students are in-state. *US News and World Report* ranks The University's CSW program among the top 20% of schools of social work in the nation.

There is a great deal of competition with neighboring states North Carolina and Georgia that offer numerous bachelors and master's social work programs. Dean Pitner stated, if their tuition is lower and they offer in-state tuition rates, competition is even stronger.

The number of CSW faculty is relatively small compared to other schools of social work. There are 17 tenure track faculty, 10 clinical faculty, and 4 research faculty. During this

academic year, the faculty have brought in $4.6 million in grants, five of which were National Institutes of Health grants. The CSW's Center for Child and Family Studies has brought in $9.3 million in revenue through their work primarily with the Department of Social Services. Their work focuses on evaluation, research, quality assurance, and training. The CSW's Institute for Families and Society focuses more on health policy, health translational research, and research focused on improving the mental health of vulnerable families.   The Institute's faculty have brought in $7.8 million this academic year. Last year, the Institute for Families and Society received a $29 million grant from the Department of Health and Human Services. The CSW has instituted a research plan that incentivizes faculty to pursue grants.

Field education courses require experiential learning and community service. The program has placed 350 students in community-based social service organizations across South Carolina in the areas of child welfare, behavioral health, disabilities and aging, legal/advocacy, administrative/policy, and homeless/public. Together, they provide more than 150,374 hours of service per year. If the CSW students were paid for their field work, based on a minimum wage rate of $7.25/hour, they would contribute at least $1,090,202 to the South Carolina economy. Dr. Pitner noted during the COVID-19 pandemic, simulation labs were created to replace field hour requirements in field courses and to offset pandemic consequences.

The largest source of revenue for the CSW is enrollment tuition. The Council on Social Work Education reported decreases in enrollment across the nation over the past several years; however, the decline experienced by the University's CSW program has stabilized. Strategies that focused on growing the master's program are now shifting toward growing undergraduate enrollment with the addition of a combination bachelors and master's program.   In addition,

the CSW is developing an articulation agreement with the South Carolina Technical College System that will enable students to earn their associate degree through the technical colleges across the state and then enter the CSW's bachelor's program. In addition, the Associate Dean for Curriculum is exploring developing an articulation agreement with the Psychology Department focused on a three-plus-two combination. The CSW's PhD program is a research program; however, there are students who want to pursue a PhD in social work as a practitioner and not as a researcher. To address that need, avenues are being explored for creating a Doctor of Social Work program. As strategies are put in place to grow enrollment, efforts are also focused on keeping students in the program. One of the challenges is careers in social work do not pay well. The average starting salary for social workers at the master's level is $47,000 per year. The average student debt is $49,000. Mr. Whittle expressed concern about student debt-to-income ratio. Ms. Moody noted the Board took up this issue with the Commission on Higher Education a few years ago when talking about program approval. Not all degrees are created equal when it comes to earning potential. As important as it is to know what coursework is offered to students, attention must be given to the financial burden.

Chair Mobley thanked Interim Dean Pitner and stated his report on the College of Social Work was received as information.

V.   Health and Medical Affairs Committee Retreat Discussion

Chair Mobley called the Committee's attention to the Initial Assessment, Health and Medical Affairs Committee survey results posted on the Board portal. The survey reflects that Committee members desire active engagement in panel discussions led by experts. He stated he would like Dr. Sinopoli, as the architect of the Care Coordination Network in the upstate, to give a presentation on care coordination that will broaden the Committee's understanding

of how the health-related disciplines work together. As discussed earlier, he would also like to focus on coordinating all the University System nursing programs. Data reflects that 40% of jobs in the marketplace revolve around health sciences through either direct application of healthcare practice or auxiliary and management roles. Chair Mobley stated he has discussed with Dr. Sinopoli and Provost Tate the possibility of conducting a Health and Medical Affairs retreat to discuss the opportunities, challenges, strategic goals, and objectives for elevating the University of South Carolina as a great health science university positioned to meet those workforce demands. The retreat would include key representatives of the health schools, colleges, and programs in addition to the Health Affairs and Medical Committee; and would be facilitated by a knowledgeable and respected moderator.

 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 2:20 p.m.

Respectfully submitted,

J. Cantey Heath, Jr.
Secretary