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University of South Carolina
BOARD OF TRUSTEES

Health and Medical Affairs Committee

November 13, 2020

The Health and Medical Affairs Committee of the University of South Carolina Board of Trustees met at 1:30 p.m. on Friday, November 13, 2020, in the Pastides Alumni Center Ballroom and by Microsoft Teams.

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

Other Board members present were Mr. C. Dan Adams; Mr. J. Egerton Burroughs; Ms. Leah B. Moody; Ms. Rose Buyck Newton; Mr. Robin D. Roberts; and Mr. Charles H. Williams. Board members joining by Microsoft Teams video conference were Mr. Alex English and Mr. Toney Lister.

Also present were USC Columbia Faculty Senate Chair Dr. Mark Cooper and USC Columbia Student Government President Ms. Issy Rushton.

Others in attendance were President Robert L. Caslen Jr.; Secretary J. Cantey Heath Jr.; Chief Health Officer and Associate Vice President Health and Well-Being Deborah Beck; President's Chief of Staff Mark Bieger; Presidential Faculty Fellow Susan Bon; Arnold School

of Public Health Dean Tom Chandler; College of Pharmacy Dean Stephen Cutler; Chief Audit Executive Pamela Dunleavy; Board Governance Consultant Cameron Howell; USC School of Medicine Columbia Dean Les Hall; USC School of Medicine Greenville Dean Marjorie Jenkins; Assistant to the President for System Affairs Eddie King; Executive Director Office of Economic Engagement Bill Kirkland; Senior Director of Strategic Partnership for Military and Government Programs Todd McCaffrey; General Counsel and Executive Director of Compliance Programs Terry Parham; Director of Public Policy and Advocacy Craig Parks; Chief Operating Officer Jeff Perkins; Vice President for Student Affairs and Vice Provost Dennis Pruitt; Special Assistant to the President James Smith; University Treasurer and Assistant Vice President and Chief of Staff, Division of Administration and Finance Joe Sobieralski; Assistant Vice President, Media and External Engagement Jeff Stensland; Athletics Director 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 Staff. Vice President for Research Prakash Nagarkatti and Executive Assistant to the President for Equal Opportunity Programs Cliff Scott participated via telephone.

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 Trustees joining by Microsoft Teams video conference. Chair Mobley called on Mr. Stensland to introduce

members of the press in attendance. Mr. Stensland introduced Lucas Daprile with *The State* and Darien Nunagary 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. Discussion of UofSC's Academic Overview of the Association of American Universities

Chair Mobley stated a goal of the University's Strategic Plan is for the University to become Association of American Universities (AAU) eligible. He called on Provost Tate to provide an overview of steps necessary to achieve this goal from his perspective as a former Dean of an AAU institution.

Provost Tate stated institutions seeking AAU eligibility are assessed based on three areas: 1) physical plant, which includes labs and research infrastructure, 2) the ability to attract faculty members capable of bringing in research expenditures, and 3) how well institutions are doing across their academic disciplines. Since selection for AAU includes a geopolitical discussion, attention should be given as to how well southern institutions are doing in these areas with respect to federal research expenditures. Dr. Tate reviewed per capita comparisons with several Southeastern Conference (SEC) institutions from 2010 to 2018. In-state comparisons reflect while the University of South Carolina was ahead of Clemson University and the Medical University of South Carolina in total expenditures, comparisons based on faculty size caused those numbers to align in 2018. To date, the Medical University of South Carolina is well ahead and leading the state overall.

Provost Tate stated in measuring how the University is tracking towards AAU eligibility, there are two sets of federal expenditures that should be assessed. Phase One indicators are merit-based competitive research funds typically from the National Institute of Health, the National Science Foundations, and other organizations where faculty members compete for research. Phase Two indicators are comprised of training grants and other noncompetitive sources, which typically are not state or federal funding sources. Of the two phases, specific attention should be focused on the Phase One indicators. He noted federal expenditures are not measured in total dollar amounts but measured per capita based on the number of faculty members an institution has over time. The questions that need to be asked are: 1) are we hiring the right people, 2) are we hiring them in the right disciplines, and 3) do we have the physical infrastructure to compete?

Dr. Tate stated the University of South Carolina has assets that mirror other AAU institutions (i.e., the College of Nursing, the College of Pharmacy, and the Arnold School of Public Health). These programs are elite and can compete with any program in the AAU. Further, the University has an opportunity to add biomedical engineering, which serves as a bridge between engineering and the medical schools. Biomedical Engineering programs are extremely important; 58 of the 60 AAU institutions have such a program. As the University focuses its efforts on becoming AAU eligible, attention must be given to expand the physical plant as well as to improve faculty retention.

Chair Mobley stated as the University moves toward an excellence modality, it is important to understand the expectations, the metrics, and what is being measured. He thanked Provost Tate and stated the report was received as information.

III. Discussion – Future State Opportunities for Public Health

Chair Mobley called on Dean Tom Chandler of the Arnold School of Public Health (ASPH) to discuss future opportunities for public health as it relates to the research compendium.

Dean Chandler provided an overview of the *US News and World Report's* (USNWR) School and Program ranking system. Schools and programs are ranked based on responses from multiple deans' or directors' opinions surveys as to where they believe a school or program should fall on a five-point scale spectrum of very best to very worst. Though rankings are opinion-based, and therefore subjective, opinions are correlated with productivity metrics of schools.

Dean Chandler reported the ASPH currently ranks number 13 among all schools and programs at public universities. Across 175 schools and programs in the United States, ASPH is ranked number 23. Schools tied with the University at number 13 are Ohio State, University of Texas Health, Oregon Health Sciences University in Portland, City University of New York, and San Diego State. The ASPH published 635 journal articles in 2019, which is far more than any of these other schools. The ASPH also had much more in grant funding than these schools except for UT-Health. The ASPH is the top ranked School of Public Health in the SEC and has the number one Exercise Science Program in the nation. The University is far ahead of all SEC programs except for Florida, which is about half the age of the ASPH. Florida, which is ranked number 37, recently eclipsed the ASPH in faculty count, federal grants, and unrestricted funds.

In determining which metrics are most statistically significant for elevating the *USNWR* rankings of a School of Public Health, Dean Chandler did a deep-dive stepwise regression of eight metrics published for the top 30 Schools of Public Health at state universities. The metrics evaluated were: size of tenure-track faculty, student enrollment, experience of the faculty, doctoral production, student to faculty ratio, unrestricted dollars, grant dollars, and dollars per student. He noted these metrics also serve as key determinants as to what constitutes AAU quality colleges and programs around the country. Results of Dean Chandler's deep dive reflected that four of the metrics were important, and two stood out as accounting for most of the predictability of the model. The unrestricted dollars and student faculty ratio metrics combined for 65% of the variance in the model. Though the grant dollars metric was not significant for the *USNWR* rankings, it is highly significant and highly important in being considered AAU quality and receiving an invitation to the AAU. Dean Chandler stated the key takeaways for improving the University's *USNWR* ranking are being aware that: 1) institutional (state) dollar support should be increased for more and better faculty to lower student to faculty ratios and elevate "dollars per student" expenditures; 2) additional infrastructure is needed to support doubling of the ASPH faculty/staff complement over the next 10 years; 3) peer competitors are not maintaining status quo; and 4) Public Health is a relatively inexpensive discipline for entry into the National Institute of Health (NIH) funding game as approximately two new Schools of Public Health come online each year in the United States.

Dean Chandler stated to compete with peer aspirants of AAU quality we must: 1) garner large competitive grants that are noteworthy; 2) produce more and more-impactful

scholarship by our faculty; 3) solicit very large gifts or endowments that are newsworthy; 4) receive major faculty awards and recognitions; and 5) become associated with a nationally ranked academic health sciences center and medical schools. In addressing Ms. Moody's question as to how long it would take to raise the ASPH's *USNWR* rankings, Dean Chandler stated moving into the top 10 – 15 spots would take 10 years to double the faculty compliment, approximately \$12 to \$14 million in recurring funds, and construction of additional facilities at a fixed cost of \$110 million. These efforts would greatly factor in the University's efforts to become AAU eligible. He stated of the ranked Schools of Public Health, those with the highest ranking are affiliated with very strong, very competitive, nationally ranked academic health science centers; strong medical schools; and strong pharmacy, nursing, and allied health programs.

Chair Mobley thanked Dean Chandler and stated the report was received as information.

IV. Update – UofSC Schools of Medicine Admissions

Chair Mobley stated the USC Schools of Medicine Columbia and Greenville's Admissions Update presentations were on the Board Portal and noted Dean Marjorie Jenkins and Dean Les Hall were available to answer any questions. The USC School of Medicine Columbia's Admissions Report reflects admissions and diversity data for the class of 2024. Over 1,400 (53%) of its graduates practice medicine in South Carolina. The USC School of Medicine Greenville's Admissions Report reflects the Class of 2024 admissions and diversity statistics, as well as an academic metric. Of the 48 graduates in their charter class, 26 completed training in 2019. Of those, 11 (42%) practice medicine in South Carolina. Several

others plan to return after completing fellowship training.

Chair Mobley thanked Dean Jenkins and Dean Hall for their reports and stated the reports were received as information.

V. Report – UofSC School of Medicine Greenville Joint Board Liaison Committee

Chair Mobley stated Dr. Jenkins' report of the Joint Board Liaison Committee (JBLC) meeting held on November 6, 2020 was uploaded to the Board Portal. The Committee received a report on the Impact of COVID-19 on the USC School of Medicine Greenville's fall operations and approved its FY2021 budget. He noted the 2021 budget does not include state funding. Chair Mobley stated the USC School of Medicine Greenville is operating very efficiently and tracking toward projections.

Chair Mobley stated the report was received as information.

VI. Coronavirus Administration Update & Report

Chair Mobley called on Dean Stephen Cutler of the College of Pharmacy to present information on COVID-19 diagnostic technology and opportunities for working with the Department of Health and Environmental Control (DHEC) and others to expand testing. Dean Cutler presented an overview of the College of Pharmacy's development and implementation of saliva testing for diagnosing the Coronavirus. He stated in January 2020, investigators in the College of Pharmacy and School of Medicine recognized the traditional method of nasal and nasopharyngeal swab testing for respiratory infection would not be sufficient for the SARS-CoV-2 pandemic. Recognizing that SARS-CoV-2 was spread through droplets and aerosols, they determined that saliva would be the relevant medium for diagnosing SARS-CoV-2 infections and began working to develop a saliva test to specifically

diagnose SRS-Cov-2 infections. In collaboration with Yale University and four other universities, a saliva test was developed, and with the assistance of Dr. Deborah Beck, the College of Pharmacy and Student Health Services conducted its first clinical trial on July 9, 2020. Parallel clinical trials were conducted at Prisma Health Richland. The clinical trial demonstrated that saliva-based testing is affordable (\$17.56 per test), provides rapid turnaround on test results (less than 24 hours), and is as accurate as nasal swab testing. The College of Pharmacy applied for Clinical Laboratory Improvement Amendments (CLIA) certification by the Center for Medicare and Medicaid Services (CMS) and was certified through the Department of Health and Environmental Control (DHEC) on July 31, 2020. Though not required, the College of Pharmacy also applied for and received Emergency Use Authorization from the Federal Drug Administration (FDA) on August 25, 2020. Since that time, over 30,000 tests have been administered to date.

Dean Cutler stated the General Assembly awarded \$16 million to the University of South Carolina, a portion of which went to Clemson University, to fund the Governor's initiative for high-throughput screening. The University shared with Clemson University the "recipe" for developing saliva tests and will be supporting expansion of saliva testing into the community and other institutes of higher learning throughout the state. Leaders at the University of Notre Dame, Northwestern and the University of Kentucky have reached out to Dean Cutler for assistance in managing COVID-19 on campus and developing their saliva testing programs.

Dr. Mark Cooper stated Dean Cutler, Dr. Phillip Buckhaults, and their teams are to be

commended for their work. Without the saliva testing and COVID-19 management, the University would not have been able to remain open this semester.

President Caslen stated another component that Dean Cutler did not mention was the amazing capacity the University has to conduct environmental wastewater testing to quickly identify areas of campus where COVID-19 infections were spiking. He stated as a flagship university, it is the University 's mission not only to take care of its own, but to reach out to communities throughout the State of South Carolina, other universities, and communities at large. "Dean Cutler and Dr. Buckhaults are doing that in great measure", he said.

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

VII. Center for Research and Education on Addiction (CREAd) Update

Chair Mobley stated research has shown that opioid addiction has grown exponentially due to isolation and stress of COVID-19, and the closure of facilities and canceling of programs during the pandemic. Considering that information, he asked Dean Chandler and Dean Cutler to update the Center for Research and Education on Addiction (CREAd) proposal with new timelines and funding; the updated proposal was uploaded to the Board Portal. Chair Mobley stated as a flagship institution, the University of South Carolina is uniquely positioned to provide national leadership for addiction research, prevention, treatment, and outreach. He asked President Caslen to form a task force in conjunction with Dean Cutler and Dean Chandler to create a plan for expediting the funding and development of the Center for Research and Education on Addiction.

MOTION FOR EXECUTIVE SESSION

Chair Mobley stated there was a need for an Executive Session to receive legal advice on a Board Bylaws matter. He called for a motion to enter Executive Session; Mr. Jones so moved, and Mr. Smith 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, President's Executive Council, Deans of the Health Science Schools, and Dean Hossein Haj-Hariri.

EXECUTIVE SESSION

— Executive Session Removed

RETURN TO OPEN SESSION

Chair Mobley thanked everyone for the input and stated there was no action taken in Executive Session.

VIII. Other Matters

Chair Mobley stated a draft working matrix for the Health and Medical Affairs Committee was placed at each Board table. He plans to ask the Health Science Deans and the Dean of Engineering, which oversees the biomedical component, to present information about their programs to the Committee. Financial data generated through the Finance and Infrastructure Committee and components of the Strategic Plan will be keyed into the matrix. Chair Mobley asked the Committee to review the draft matrix and provide feedback. He stated the Health and Medical Affairs Committee's role is to work closely with the Deans to elevate the University's health programs and research capability.

IX. Adjournment

There being no other matters to come before the Committee, the Chair Smith adjourned the meeting at 2:30 p.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