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University of South Carolina  
BOARD OF TRUSTEES

Health Affairs Committee

September 16, 2016

The Health Affairs Committee of the University of South Carolina met at 1:55 p.m. on Friday, September 16, 2016, in the Alumni Center's C. Edward Floyd Boardroom.

Members present were: Mr. Miles Loadholt, Chairman; Mr. A.C. "Bubba" Fennell III; Mr. William C. Hubbard; Dr. C. Dorn Smith; Mr. Eugene P. Warr Jr.; Mr. Thad H. Westbrook; Mr. Mack I. Whittle Jr.; Mr. Charles H. Williams; and Mr. John C. von Lehe Jr., Board Chairman.

Other Board members present were: Mr. Chuck Allen; Mr. Thomas C. Cofield; Dr. C. Edward Floyd; Mr. William W. Jones Jr.; Mr. Toney J. Lister; Mr. Hubert F. Mobley, Board Vice Chairman; Ms. Leah B. Moody; and Mr. Tommy Preston Jr.

Also present was faculty representative August E. "Augie" Grant and student representative Michael Parks.

Others present were: President Harris Pastides; Secretary Amy E. Stone; Chief Operating Officer Edward L. Walton; Provost Joan T.A. Gabel; General Counsel Walter "Terry" H. Parham; Chief Financial Officer Leslie Brunelli; Chief Information Officer William F. Hogue; Vice President for Student Affairs Dennis A. Pruitt; Athletics Director Ray Tanner; Vice President for Research Prakash Nagarkatti; Deputy Provost Helen Doerpinghaus; Chief Communications Officer Wes Hickman; Chief Diversity Officer John Dozier; Chief of Staff, President's Office, J. Cantey Heath Jr.; Executive Director for Audit & Advisory Services Pam Doran; Associate Vice President for Human Resources Programs and Services Caroline Agardy; USC School of Medicine 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 Vice President for Finance Jennifer Muir; Vice President for System Planning and Interim Chancellor for USC Upstate Mary Anne Fitzpatrick; Palmetto College Chancellor Susan Elkins; USC Aiken Executive Vice Chancellor for Academic Affairs Jeff Priest; USC Aiken Vice Chancellor for Finance and Administration Joe Sobieralski; Director of Strategic Planning Cameron Howell; Dean for the College of Nursing Jeannette Andrews; Executive Director for University

Foundations Russell H. Meekins; My Carolina Alumni Association Executive Director Jack W. Claypoole; Executive Director for the Office of Institutional Research, Assessment and Analytics Sabrina Andrews; Eric Yang, Director of Institutional Research; Marco Valtorta, Chair-Elect for USC Columbia Faculty Senate; Board of Trustees' spouses Ann Loadholt and Cynthia Lister; University Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen, Terri Saxon and Ina Wilson.

## OPEN SESSION

### I. Call to Order

Chairman Loadholt called the meeting to order, welcomed those present and asked everyone to introduce themselves. He stated that the agenda had been posted and the press notified as required by the Freedom of Information Act; the agenda had been circulated; and a quorum was present to conduct business. Mr. Hickman informed the committee that the following members of the media were in attendance: Rodney Welch with the *Free Times*, Avery Wilks with *The State* and Jack Kuenzie with WIS-TV.

### II. Health Sciences Initiative

Chairman Loadholt called on Provost Gabel who thanked the Board for the opportunity to provide a quick update on this initiative. She said that in order to continue to attract the best and brightest students in a sustainable way, it was important to align the strategic and academic goals of educating future leaders with the University's assets. One such strategic area was the University's health sciences programs. She noted that the University already had a broad portfolio of health sciences and affiliated, health-related programs with nationally ranked programs in every one of its health sciences colleges. Bringing these together under one collective initiative would allow for optimally packaging and enhancing these existing strengths. She explained that the combination of existing academic strength, student and employer demand, federal support for research and societal need was a recipe for success.

Provost Gabel reported that this initiative was still a work in progress. She said some early steps taken in this effort had been to engage a research agency called "Hanover" to help target high school counselors and high school students who have expressed interest in the health sciences. She added that the Student Affairs team was doing a great job in formulating a narrative aimed to send the message to potential students that "...the best university in the state to attend if you are interested in a career in the health sciences/health professions is the University of South Carolina."

Trustee Whittle asked if a "White Paper" could be provided to share information with political leaders about this University initiative to educate students who would graduate with meaningful jobs in an

area of great employer demand and in fields that would help the State of South Carolina improve its overall health indicators. Provost Gabel responded that she would be happy to provide this.

President Pastides remarked that other related ideas being explored were creating accelerated undergraduate and graduate programs that would allow for dual degree completion in less time, and the possibility of offering an incentive to South Carolina students applying to the University's health professional schools. He said that additional marketing efforts would also be needed.

Chairman Loadholt said that this update was received as information.

### III. College of Nursing Report

Provost Gabel introduced Dean Jeannette Andrews who gave an update to the committee. Dean Andrews began by saying she had been charged with the following upon assuming the deanship in 2013: to grow graduate/doctoral programs, increase research and scholarly activity, resolve the progression issues in the undergraduate nursing program and put USC Nursing "on the map." She shared some highlights of achievements reached by the College of Nursing, including:

- Graduate programs increased by 157% since 2013
- 2016 - Ranked #1 in Online Graduate Nursing Programs (US News)
- 2016 - Ranked #58 in Overall Graduate Programs (US News)
- Achieved the best National Institute of Health (NIH) ranking in the college's history
- Has the only College of Nursing managed Nurse Practitioner Clinic in the State
- 100% of USC Nurse Practitioner graduates are employed within three to six months
- 98% of Bachelor of Science in Nursing (BSN) graduates are employed within three months
- National Council Licensure Examination (NCLEX) pass rate for BSN students is 96% (state average is 88%; national average is 84%)
- 100% of faculty will be doctoral prepared or in a doctoral program by January 2017

Dean Andrews outlined some steps taken to improve the progression concerns in the undergraduate nursing program. She said that the college had implemented a freshman advisor for the students that helped with formulating a parallel plan of study beginning in the second semester in the event that students fail to progress into the upper division. Notification about progression is now issued earlier, at the end of the third semester in the sophomore year. A parent newsletter was also created to keep parents informed and has been well received. She added that a split start had been implemented for upper division (summer/fall) to address some of the concerns regarding capacity of clinical sites.

Dean Andrews provided an overview of RN nursing programs in the state of South Carolina. She said there were currently 31 programs in the state, 16 at the associate degree (ADN) level and 15 at the bachelor degree (BSN) level. She noted that the USC Nursing System produces over a third of the state's BSN nurses. She also shared some additional comparisons regarding faculty numbers, student enrollment and NIH rankings in the state.

Trustee Whittle asked if the University could accommodate a greater number of students in the program if the current student/faculty ratio of 8/1 in clinical rotations could be slightly increased, as was the case in some states. Dean Andrews answered that the concern with increasing that ratio was that it translates into a patient safety issue. In response to a question by Trustee Fennell about other limitations to expanding the program, Dean Andrews responded that the main challenges were a shortage of tenure-track faculty and the necessary resources to bring them to the University.

Trustee Moody asked about minority student recruiting, particularly in the Salkehatchie and Lancaster areas. Dean Andrews responded that the College of Nursing was engaged in actively recruiting minority students and faculty. She explained that many minority students in the system campuses were not succeeding in the program largely due to not being able to pass the required science courses that the nursing curriculum demanded.

Trustee Smith asked about the trend locally and nationally of ADN versus BSN prepared nurses. Dean Andrews responded that South Carolina is currently 48% BSN prepared and nationally the number is about 60% BSN prepared. She said research indicates better patient outcomes with BSN prepared nurses and nationally, the goal is to get to 80% BSN prepared nurses. She said that the University is forming a partnership with Midlands Technical College to allow nursing students graduating with an ADN to then complete a BSN at USC within 12 months, while working. A similar agreement with Trident Technical College is also being established. In response to a question about salary differences, Dean Andrews said there is only about a one dollar per hour difference in the starting salaries for BSN versus ADN prepared nurses.

Chairman Loadholt stated that this update was received as information.

IV. Report from USC School of Medicine Greenville Joint Board Liaison Committee (JBLC)

Chairman Loadholt called on Mr. Whittle who reported that the JBLC had met twice since the last Health Affairs meeting and taken the following actions:

Actions Taken:

- Approval of the May 11, 2016, and February 24, 2016, meeting minutes
- Approval of FY 2016-2017 budget recommendation
- Election of Greenville Health System (GHS) Trustee Michelle Seaver as new JBLC Chairman for 2016-2017

Mr. Whittle also said that the committee had received an update from Dean Jerry Youkey about the USC School of Medicine Greenville Class of 2016, the school's inaugural class, which graduated in May 2016. Additionally, a report on the FY2015-16 Year End Financials and current overview of GHS had been received.

Chairman Loadholt said that this report was received as information.

V. Adjournment

Since there were no other matters to come before the committee, Chairman Loadholt declared the meeting adjourned at 2:40 p.m.

Respectfully submitted,

Amy E. Stone  
Secretary