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University of South Carolina

BOARD OF TRUSTEES

Health Affairs Committee

September 14, 2007

The Health Affairs Committee of the University of South Carolina Board of Trustees met on Friday, September 14, 2007, at 2:30 p.m. in the 1600 Hampton Street Board Room.

Members present were: Mr. Toney J. Lister, Chairman; Mr. Arthur S. Bahnmuller; Mr. William L. Bethea, Jr.; Mr. William W. Jones, Jr.; Mr. M. Wayne Staton; Mr. John C. von Lehe, Jr.; Mr. Herbert C. Adams, Board Chairman; and Mr. Miles Loadholt, Board Vice Chairman. Members absent were: Dr. C. Edward Floyd and Mr. John W. Fields. Other Trustees present were: Mr. James Bradley and Mr. William C. Hubbard.

Others present were: President Andrew A. Sorensen; Secretary Thomas L. Stepp; Executive Vice President for Academic Affairs and Provost Mark P. Becker; Vice President and Chief Financial Officer Richard W. Kelly; Vice President for Research and Health Sciences Harris Pastides; Vice President for University Advancement Brad Choate; Vice President for Information Technology and Chief Information Officer William F. Hogue; Vice President for Human Resources Jane M. Jameson; General Counsel Walter (Terry) H. Parham; Vice President for Student Affairs and Vice Provost for Academic Support Dennis A. Pruitt; Vice Provost for Faculty Development Christine Curtis; Vice President for Medical Services and Dean of Academic Services, Greenville Hospital System, Jerry Youkey, M.D.; Dean of the College of Nursing Peggy O. Hewlett; Dean of USC School of Medicine Donald J. DiPette, M.D.; Interim Dean of the Arnold School of Public Health G. Thomas (Tom) Chandler; University of South Carolina Campus Dean for the South Carolina College of Pharmacy Randall C. Rowen; Public Information Officer, USC Lancaster, Shana Funderburk; Board staff members Terri Saxon, Vera Stone and Karen Tweedy.

Chairman Lister called the meeting to order, welcomed those present, and asked everyone to introduce themselves. Mr. McKinney stated that there were members of the media who were in attendance.

Chairman Lister stated that the agenda had been posted and the press had been notified as required by the Freedom of Information Act; the agenda had been circulated to the Committee members; and a quorum was present to conduct business.

Chairman Lister directed the attention of the Committee to the agenda and called on Vice President Harris Pastides and Dr. DiPette.

I. A New Vision for the School of Medicine: Dr. Pastides stated that the University had received \$184.9 million in external funding this year. This was the highest award received in the University's history and was up 6.7 percent from the previous year. Dr. Pastides stated that he served on an executive committee of Vice Presidents of Research of State Universities around the country and although the data was not yet public, there was a prevailing view that most public institutions were "pretty flat or the average might be up about two percent." Dr. Pastides credited USC awards being up 6.7 percent to the faculty and deans. He stated that the University was recruiting some terrific faculty.

Dr. Pastides reported that he anticipated there would be at least three major faculty joining the USC School of Medicine. He stated that one faculty candidate was a direct result of Dr. Donald Dipette's agreeing to come to the University to become Dean of the USC School of Medicine. The prospective faculty candidate would become a full professor to develop the Research Center in Genetic Prediction of Hypertension and Diabetes. In addition, he was a senior faculty member at a major university school of medicine and a PI on several National Institutes of Health (NIH) Independent Investigator Awards. Dr. Pastides stated that the candidate had been awarded something that only the top five percent of all NIH researchers in America had been awarded, which was a "merit award." In addition, the candidate's track record of funding from the NIH was so strong that when he submitted his most recent grant the NIH said they would give him a 10-year non-competitive award because of his stellar track record. Even with all of his grant activity, the candidate was also the author on 149 publications.

Dr. Pastides stated that he was most excited about a patent that the faculty candidate held. Currently, the candidate was looking for a specific gene that was predictive of hypertension, especially among African Americans. He compared Africans from Ghana, African Americans and Caucasian Americans and he had patented a technique for knocking out a gene and for knocking in an alternative gene. Dr. Pastides stated that he was hopeful that this candidate would be coming to the University along with a team of 11 faculty to join Dean DiPette at the USC School of Medicine.

Dr. Pastides cited another example of the type of faculty being recruited. The University would be hiring a senior professor for cancer research. Currently, the candidate was a Director of the Cancer Research Institute at another "major" school of medicine. On numerous occasions he had received the NIH R01 award and he most recently had been awarded a Center for Research and Development Award from the

NIH. Dr. Pastides stated that this candidate would be good for the University and the Innovista because he had developed a way to rapidly test an active compound for a drug company. He could take it from early identification of a compound all the way to filing a new drug application with the FDA in a relatively short period of time.

In addition, the candidate was currently receiving approximately six million dollars per year from the pharmaceutical industry; the administration believed that he could do even better if he were in the Innovista. Dr. Pastides was of the opinion that there could be a "spin off company" with this individual at the helm to attract major funding.

Dr. Pastides stated that the University was also looking for a new Endowed Chair candidate. This individual would come to the University from another major medical center in the United States. The offer letter would be signed by all three university presidents of USC, MUSC, and Clemson. He would work in Charleston at a new bioengineering facility and would be a tenured professor in one of the basic science departments; he would be a recruiter for junior faculty for Clemson, USC and MUSC. Dr. Pastides stated that this candidate was a pioneer of cardiac electrophysiology. To summarize, Dr. Pastides stated that there were many bioengineers who could manufacture artificial organs but it was electrical productivity which made the organs work. This candidate was a pioneer in making organs have appropriate electrical conductivity. In addition, the candidate had mentored a large number of senior investigators who were now his peers and his competitors around the United States.

Dr. Pastides stated that to recruit these types of faculty, it takes great Deans. He stated that the first two faculty candidates that he referenced would not be considering the University of South Carolina had it not been for the recent recruitment of Dean DiPette.

Dr. Pastides introduced Dean Donald J. DiPette. He is a leading international expert in hypertension and cardiovascular disease. He was most recently the Chairman and Professor of the Department of Medicine at the Texas A&M Health Sciences Center College of Medicine and Scott and White Health System. He received his bachelor's degree from Seton Hall University and his medical degree from Pennsylvania State University. After completing his training in internal medicine and hypertension at Boston University School of Medicine, he joined the University of Pittsburgh, where he held joint appointments in the School of Medicine and the School of Public Health.

Dean DiPette served in several leadership positions at the University of Texas Medical Branch in Galveston, including Director of the Division of General

Internal Medicine with the Department of Medicine and as director of the department's Hypertension Section and Vice Chairman for both Educational Affairs and Inpatient Affairs within the Department of Medicine. He also was named Chairman and Professor in the Department of Medicine in the College of Human Medicine at Michigan State University where he remained until joining Texas A&M.

Dr. Pastides stated that in each one of those jobs, Dean DiPette managed to maintain an active research program and had over 100 manuscripts to his credit.

Dr. Pastides stated that Dean DiPette was what he would call a "triple threat." In other words, "he wears a white coat and takes care of patients; he goes into a lab and works with faculty and students; and he is a grant holding investigator from the NIH as well as a dedicated teacher."

Dean DiPette thanked the committee for the opportunity to address the group. He made brief remarks about his vision for the School of Medicine and what could be done in association with our community and the collaborative arrangements across the state. He stated that his vision could be broken down into three separate areas which were all interconnected. The three core principles or values of any school of medicine that associated itself with a flagship university are: 1) education, 2) research, and 3) clinical care.

Dean DiPette stated that USC School of Medicine was a young medical school, approximately 30 years old and one of the newest in the country. He stated that there were five medical schools in the 1970s created by federal government under what was called the "Teague-Cranston Medical Schools Act."

Dean DiPette stated that other medical schools with whom he had been associated were sometimes 100 to 200 years old. These medical schools were surrounded by well-founded communities that already had robust clinical care health systems. The older schools of medicine were able to grow along together with the communities over the years.

As it is with all schools of medicine, whether they are young or old, education was the number one job. Young medical schools traditionally face that rule first so that learners can enter the halls, graduate and become practicing physicians. The USC medical school was no exception, and it had spent the first 20 to 25 years developing that infrastructure, whether it is buildings or faculty, classrooms or reputation to attract the best and the brightest.

Dean DiPette stated that he accepted this position for many reasons. However, one of the main reasons was that the educational platform of the USC School of Medicine was second to none. He stated that he would put our students, faculty, curriculum and energy up against all of the other medical schools in the country, but we could still do better.

Dean DiPette stated that technology, new curriculum methodologies, distance learning, web based platforms, PDAs and iPods were all impacting our world and medical education. He stated that USC had very innovative faculty members that were continuing to question how we teach medical students both the basic sciences and clinicals and the methodologies and technologies with which we measure them. He stated that the ultrasound technology under the direction of Dr. Hoppmann was innovative and second to none. Dean DiPette stated that this particular technology would have a tremendous opportunity not only to impact medical school education across the country, but more importantly impact rural and urban underserved health care centers and international areas that were in desperate need of affordable technology.

Dean DiPette stated that South Carolina and the nation were facing a national shortage of physicians. Also, people were living longer and using physician services and technology to a greater extent. Given these facts, the University needs to expand class sizes in the medical schools to help increase the supply of physicians. The USC School of Medicine can rapidly address the shortage in our own capacity over a short period of time; we would expand class size and utilize all of our collaborative partners in that mission and strategic plan.

Dean DiPette stated that young medical schools were less formative in two arenas, research and clinical care. He said that research was usually a little stronger in younger medical schools because one had to have the faculty to teach the curriculum. He stated that you can "double dip" by recruiting research faculty at the same time you are recruiting teaching faculty, especially faculty in the basic sciences.

Mr. Staton expressed his concern regarding the lack of healthcare in the rural areas.

Dean DiPette stated that this was a concern for him as well as for others. He could not explain why medical students chose not to work in rural areas; perhaps it was because of compensation and maybe the feeling of being isolated. The issue of isolation could be addressed through distance communication and bringing telemedicine, CME training, and iPod technology and bringing technology to physicians in the rural areas.

Chairman Lister thanked Dean DiPette and stated that he was very pleased to have him as member of the faculty at the University of South Carolina.

Chairman Lister stated that the report was received for information.

II. USC/Greenville Hospital Systems Strategic Partnership: Chairman Lister called on Vice President Harris Pastides and Dr. Youkey.

Dr. Pastides stated that this was a very exciting time for the University as it expands in so many different ways into the Upstate.

Dr. Pastides stated that Dr. Youkey was an old friend to the University who was contemplating a new and deeper relationship. Since 1998, Dr. Youkey was Vice President for Medical Services and Dean of Academic Services at Greenville Hospital System. He served as an Associate Dean in the USC School of Medicine. Dr. Youkey oversees a staff of 1,200 and a \$150 million budget in his role as chief academic, research, and medical faculty and development officer.

Dr. Pastides stated that Dr. Youkey would inform the Board today about "a conscious and significant crossroad decision that his leadership and his Board of Trustees had made proposing to be a deepening partner with USC.

Dr. Pastides displayed an emblem and the marketing look of the Greenville Hospital System (GHS). He stated that GHS designated themselves as a University Medical Center. In their own words, they say "Welcome to the World of Academic Medicine." Dr. Pastides stated that, in the future, the University would like for this branding to say "Greenville Hospital System - A University of South Carolina Medical Center."

Dr. Pastides called on Dr. Youkey for brief remarks.

Dr. Youkey stated that he was excited to be in attendance at this meeting. He stated that most of the great accomplishments that he had seen did not happen because people created opportunities, but because they recognized opportunities.

Dr. Youkey stated that not only was there a shortage of physicians facing this country, but there was a serious shortage of all healthcare providers, such as radiology technicians, nurses, social workers and others.

Dr. Youkey stated that in research, the National Institutes of Health (NIH) had challenged everyone in the United States who was involved in healthcare to figure out how to "bring from the bench to the bedside" the intellectual property, the patents and so forth that had been created in Universities. He stated that we have not done well in bringing new therapies to the bedside over the last 20 years or so.

Dr. Youkey stated that there was a new Dean and he was fortunate enough to have participated in the Search Committee. The Dean had a background and two views of bringing a medical school together with clinical delivery systems. In Greenville, they had a relatively new CEO, Mike Rearden, who came to them from the University of Chicago. He stated that the Greenville Hospital System was at a juncture in its history where it needed to make a decision as to the direction it was going.

Dr. Youkey stated that Greenville Hospital System was one of the largest healthcare delivery systems in South Carolina. The key to translational research that needed to be done was large volumes of patients. They believe that the healthcare that we can provide was enhanced by our participation in research and education. He stated that they call themselves a University Medical System because they were in a place where they had over 140 affiliation agreements with academic institutions to provide a clinical venue for their students. In order to go to the next level in being a clinically oriented healthcare system with academics at its base, they need to participate in the transformation of healthcare and continue to enhance the academics that underline our healthcare.

Dr. Youkey stated that in order to grow, they needed a strong board relationship with a full fledged university. He stated that there had been a lot of discussion in Greenville over the past two years and the decision that had been made in Greenville was that rather than create a new relationship with any other university, they would broaden the relationship across the entire health science division at USC, enhancing a relationship that had existed informally since 1983 and formally since 1991 with the placement of medical students in Greenville from USC.

Dr. Youkey stated that the challenge that President Sorensen and Mike Rearden had placed before Dr. Pastides and him was to define how we would go about broadening that relationship and bring educational opportunities to students of the health science division. They had already made some progress because of students who were attending the School of Pharmacy and the increase of medical students in Greenville. He stated that the goal was: 1) to enhance the clinical education opportunities for the health science division; 2) to enhance the translational research opportunities of faculty at USC; and 3) to partner with USC in changing how we deliver healthcare in the Greenville Hospital System and establishing an evidence based research paradigm for showing how it works. In other words, the Greenville Hospital System was very enthusiastic about broadening and strengthening the relationships they already had with the University.

Dr. Pastides asked Dr. Tom Chandler to stand and be recognized. He stated that Chandler had agreed to serve as Interim Dean of the Arnold School of Public Health for 12 months. Dr. Chandler was a long serving USC faculty member and an internationally recognized environmental health expert. In addition, Interim Dean Chandler may be described as an environmental genomics and environmental toxicologist. He was the steward of a new environmental genomic center in the Public Health Research Center and he was funded by the EPA, NOAA, and the National Science Foundation.

Dr. Pastides stated that a search was underway for a new Dean. He stated that Dean Donna Richter was unable to attend the meeting today and would be recognized for her contributions to the University at a future meeting.

Chairman Lister stated that the report was received for information.

There were no other matters to come before the Committee. Chairman Lister declared the meeting adjourned at 3:30 p.m.

Respectfully submitted,

Thomas L. Stepp  
Secretary