



Meeting Name:	Executive Committee Meeting		Leader:	Gerald Harmon
Meeting Date:	May 6, 2025		Meeting Time:	4:00-4:45 p.m.
Location:	Microsoft Teams Meeting and Humphries Board Room		Next Meeting Date:	June 3, 2025
Attendees	<b>Attendees</b>	<b>Attendees</b>	<b>Past Attendees Not Present</b>	Scribe:
	Amy Hildreth Bobby Miller Brandon Brown Brian Keisler Bryan Winters Carla Harkness Caughman Taylor Craig Stanley Chuck Carter Derek Payne Donna Ray Ed Behling Edie Goldsmith Emily Miles Eric Williams Erika Blanck Falcia Harvey Fiona Hollis Gerald Harmon Holly Jefferson Jamee Steen Jeff Perkins Lindsie Cone Leo Bonilha Mark Robinson Marlene Wilson Matt Orr	Norma Frizzell Paul Toriello Predrag Krajacic Robert Rhinehart Roz McConnaughy Sharon Weissman Sandra Kelly Susan Herndon Trae Capers Tripp Bell	Alan Sechtin Berry Campbell Chris Mazoue’ Clinton Webb J.T. Thornhill (tech issues) James Cook James McCallum Kevin Bennett Mitzi Nagarkatti Meera Narasimhan Michael Ryan Souvik Sen Trey Brown	JL Perkins



Call to Order/Welcome	Harmon	The meeting was called to order at 4:03 p.m. by Dr. Gerald Harmon.
Approval of Minutes	Harmon	By motion and vote of the attendees the meeting minutes from April 1, 2025, and all exhibits/attachments were approved as written.
Executive Committee Reports	Harmon	The Dean stated that the Executive Committee Meeting Reports have been shared with the Committee and that he will highlight items and ask each person in the report for any additional comments.
Operational Finance and Administration Report	Payne	Derek Payne continued to address VA parking challenges and other items in his report that stands as presented.
Undergraduate Medical Education	Krajacic	Dr. Krajacic shared that on April 30 <sup>th</sup> at noon, a vote was held by the faculty on the list of candidates for graduation for the Class of 2025 – all candidates were approved.
Graduate Medical Education	Carter	Dr. Carter mentioned that Prisma Health/USCSOMC annual residency and fellowship graduate recognition ceremony will occur Thursday, June 5 <sup>th</sup> from 3-4:30pm at the Mitchell Auditorium on the Richland Hospital Campus.



Research and Graduate Education	Bonilha	Dr. Bonilha discussed updates on SOAR, AI, and Federal Funding.
Faculty Senate	Hollis	<p>Dr. Fiona Hollis shared the Faculty Senate Meeting information below</p> <p><b>Notes from April 2nd faculty senate meeting</b></p> <p><b>Report from the President: NONE</b></p> <p><b>Report from the Provost:</b></p> <ul style="list-style-type: none"><li>• The search for Vice Provost for Faculty Affairs search has been completed. Announcement coming soon. She has considerable experience with educational leadership from University of Kansas and will be at USC on June 1, 2025.</li><li>• Joined faculty welfare committee, which indicated that some faculty did not receive the “Modern Think Great Colleges” survey. Company sent out new links, response rate jumped from 20 to 37%.</li><li>• We are now in the final stages of Explorance Blue pilot study for evaluations. The full rollout will be next year. Details of rollout forthcoming from vice provost.</li></ul> <p><b>Questions:</b></p> <p>How many grants have been canceled by the federal government? VPR: 18 out of 1,222 but appeals are in progress. The provost is concerned for NIH research faculty. There are mechanisms in place to pause the tenure clock for extenuating circumstances.</p> <p><b>Q&amp;A session with Julius Fridriksson and Brice Bible (VP for IT)</b></p> <p>Q&amp;A centered around AI and its uses on campus.</p> <p>1) Will Microsoft Co-pilot be available to all faculty and staff on campus?</p> <p>a. 160 faculty/staff participated in the preliminary study. The license is available for purchase by unit to add to Microsoft 365. The early version of ChatGPT is already available through copilot at no cost to all faculty/staff. The data or results do not stay in the model/in the cloud.</p> <p>2) What is the university’s capacity to store substantial amounts of data over time and what is the computational power needed to run AI? a. Use of copilot has run our storage up about 3x on a monthly basis. We can add storage to OneDrive, but that is \$300,000 per year. Other storage</p>



		<p>options with supercomputing center on campus. We have AWS available with cold storage or active storage. We have on-premises storage solution, but it is at max capacity and out of date. The goal is to replace that if funding is available. 3) Guardrails around AI to protect sensitive information as well as ensure copyright laws? a. Faculty should use AI with University-contract protections. Without using that, your data is susceptible. If you use others' data, you could be exposed to violation of intellectual property issues. OpenAI will hopefully be available soon, which is protected. b. Faculty own teaching materials, but data is owned by university.</p> <p><b>Reports from faculty standing committees</b></p> <ul style="list-style-type: none"><li>• Curriculum and courses: 27 Courses unanimously approved (no SOM courses) – UNIV202 and 303 postponed until May meeting</li><li>•</li><li>• FAC: Several amendments to faculty manual to align language and expand PTF committees passed</li><li>•</li><li>• Scholastic Standards and Petitions committee: Motion to add mental health or well-being (with appropriate documentation) as a valid excuse for class absences. Motion passed</li></ul> <p><b>Report from the Senate Chair: NONE</b></p> <ul style="list-style-type: none"><li>• Semester. Full charge will be posted to the senate website.</li></ul> <p><b>Good of the Order</b></p> <ol style="list-style-type: none"><li>1. The next senate meeting will be on May 7, 3pm.</li></ol>
Human Resource Updates	Herndon/Group	<p>At the April Executive Committee meeting there was a request for more information about the university's human resource initiatives. Information including a PowerPoint presentation and open discussion of what is known to date including feedback from the other units' deans, academic business managers and university financial members was gathered and presented. Still little has not been publicly shared or finalized with much conjecture. Once more information is learned, it will be shared. Refer to the attached PowerPoint Presentation.</p>



Dean's Items

Harmon

Information was also shared on the status and process for the telecommuting and return to workplace initiative by the university. Refer to the attached PowerPoint presentation.

Dr. Harmon shared many updates including discussing the following:

- Nothing new on the status of the proposed LCME committee site report.
- The VA Medical Center has a new medical center director, Mr. Vess
- There was a meeting with the Provost 4/1 regarding the SOM's Blueprint and the Blueprint was shared as attachments for this meeting and will be placed in the minutes to be shared with the Executive Committee and others.
- The Dean commended those that participated in USC's Discovery Day and how many USCSOMC won awards of recognition. A USCSOMC webpage was opened sharing information.
- The Dean mentioned he has asked several faculty leaders to be involved in an admissions assessment and improvement project.
- There was a reminder for the completion of evaluations for faculty.
- The Dean briefly mentioned Dr. Weiss' visit to the VA Campus to meet with members of the SOM leadership and Program Directors in April.
- SmartState Brain Health position and search continues.
- The Dean called upon Dr. Weissman, Chair of the Faculty Affairs Committee, to share any comments about the newly formed committee. Dr. Weissman shared the initial meeting had taken place, general discussions of their function and goals were had, and that more information regarding activities of the committee will be shared as appropriate.
- The Dean also reminded about the Health Science Center's furniture full scale mockups located in the USCSOMC Library area. There is an active furniture survey, and all were invited to review the email that went out to all several times. One of the dynamic links provided in the



		<p>email was opened to a video showing the furniture and action of furniture.</p> <ul style="list-style-type: none"><li>• Slides were presented with photos from the HSC construction site from March to April 2025.</li><li>• Reminder to hold the date for UME Hooding, Thursday, May 8<sup>th</sup></li><li>• Reminder to Hold the date for UE Commencement, Friday, May 9<sup>th</sup></li><li>• Reminder that a webpage is live for SOM graduate hooding and commencement ceremonies key dates, times, and locations.</li><li>• Dean also reminded those invited to the USCSOM upcoming strategic planning steering committee to attend the May 7<sup>th</sup> meeting.</li><li>• Thoughts were offered on the upcoming Memorial Day</li></ul>
Open/Unfinished Business	Harmon/Group	None Noted
New Business	Harmon/Group	<ul style="list-style-type: none"><li>• Information was shared that the USCSOMC is participating in the Ollie Johnson Memorial Interstate I-95 Health Fair in Santee, SC again on Thursday, July 31<sup>st</sup>. A short reply of a video for the USCSOMC 2024 participation was shown. An email has gone out to selected individuals as coordination of the Health Fair begins. Jeff Perkins will lead planning.</li></ul>
Executive Session	Harmon	No executive session was called.
Adjournment	Harmon	The meeting was adjourned at 4:45 p.m.



Date: 05/22/2025  
To: Academic Deans  
From: Mary Anne Fitzpatrick  
Vice Provost for Faculty Affairs and Dean of Faculty  
Re: Garnet and Black Professor Nominations 2025-2026

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I deeply appreciate your nominations for the Garnet and Black Professor programs. We have decided, however, to pause the program and will not accept nominations for this coming year.

There are two reasons for the decision to pause the program. First, faculty in this year's program requested the opportunity to work on their career development with the current cohort under Professor Jenkins' direction for an additional year.

Second, our incoming Vice Provost Ng has extensive experience in faculty development. The provost and I want to give her the chance to evaluate our current approach and put her stamp on the program.

Thank you for your nominations and for your demonstrated commitment to mid-career faculty.

cc: Jennifer Ng, Vice Provost for Faculty Affairs and dean of Faculty, effective June 1, 2025

# **HR BUSINESS PARTNER MODEL**





# UNDERSTANDING HR PARTNERSHIPS

Operational HR Leader

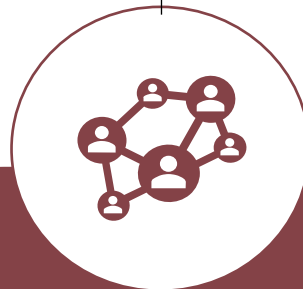
Strategic Advisor and Partner to  
Executive Leaders; Connector to  
central and system HR

Establishes University-wide  
Strategies, Programs, and Policies



## COL/DIV HR

Embedded,  
operational HR,  
managing day-to-day  
HR functions;  
ensuring consistent  
implementation of,  
policies & procedures



## HRBP'S

Strategic partners and  
functional experts,  
focused on aligning  
people strategies with  
college/division  
objectives and driving  
long-term  
effectiveness



## EXPERT TEAMS

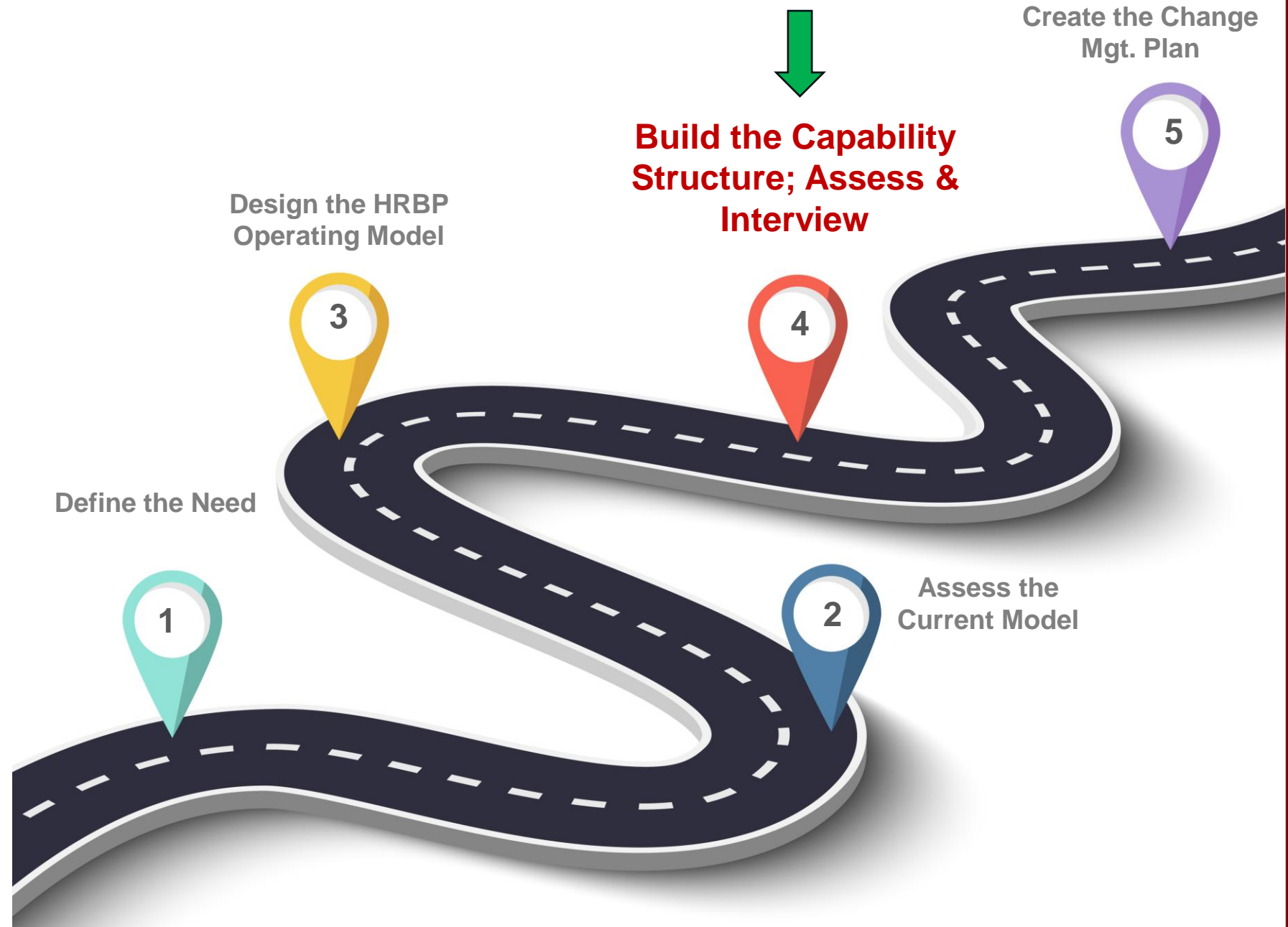
HR functional experts  
designing and  
optimizing programs  
and frameworks to  
advance the  
university's strategic,  
people objectives

# HR BUSINESS PARTNER FOCUS AREAS

Understanding the high-level overview of HR Business Partners as Strategic Advisors



## Pre-Implementation Roadmap



# 5 PHASE IMPLEMENTATION, CONTINUED

## 4. Build the Capability Structure



Where we are

- Assess current staff, identifying candidates with an interest and potential to lead within HRBP roles
- Review the COE, re-align to future structure (assessing operating procedures, current responsibilities, and implementing changes that support the HRBP model)
- Launch the interview and selection process for internal talent

## 5. Develop a Change Management Plan

- Conduct stakeholder impact assessments
- Create communication and training plans
- Anticipate resistance and develop strategies to mitigate
- Monitor and adjust change management strategies as the HRBP structure is implemented

# PROJECTED TIMELINE-PHASE 1

ACTIVITY / ACTION ITEM	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
Confirm Phase 1 Groups for Launch								
Interview & Select HRBP Senior Leader								
Launch Change Mgt Advisory Committee								
Deploy HRBP Talent Review Process (Communication and Talent Discussions)								
Conduct Talent Review Discussions								
Post the HRBP Position – recruit for Phase 1								
HRBP-Phase 1 Start								
HRBP Onboarding & Training								

# THANK YOU



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April 2025





Tower Crane Base Barrier

**April 2025**

Tower Crane Erected  
& Operating at Full Capacity







Forming Mat Foundation at Stair 4 & Loading Dock

**April 2025**

Pile cap Awaiting Rebar and Ready to Pour







March 2025

Drone view of site from west to east





Tower crane foundation excavation and mud mat (water is ground water seepage)

Drilling auger cast piles



March 2025

## Installation of temporary power for building



**March 2025**





View of Northeast Corner looking at Research.



Keller Continuing with Case Piles

**March 2025**



**Gilbane Trailer and Deck Being Installed**



**Carolina Power Starting Temp. Power**

**March 2025**



**Test Pile Rig for Keller Test Piles**



**Onsite Stockpile as of Early March**

**March 2025**



**School of Medicine - Columbia**

**Blueprint  
Supporting Metrics**

**4/1/2025**



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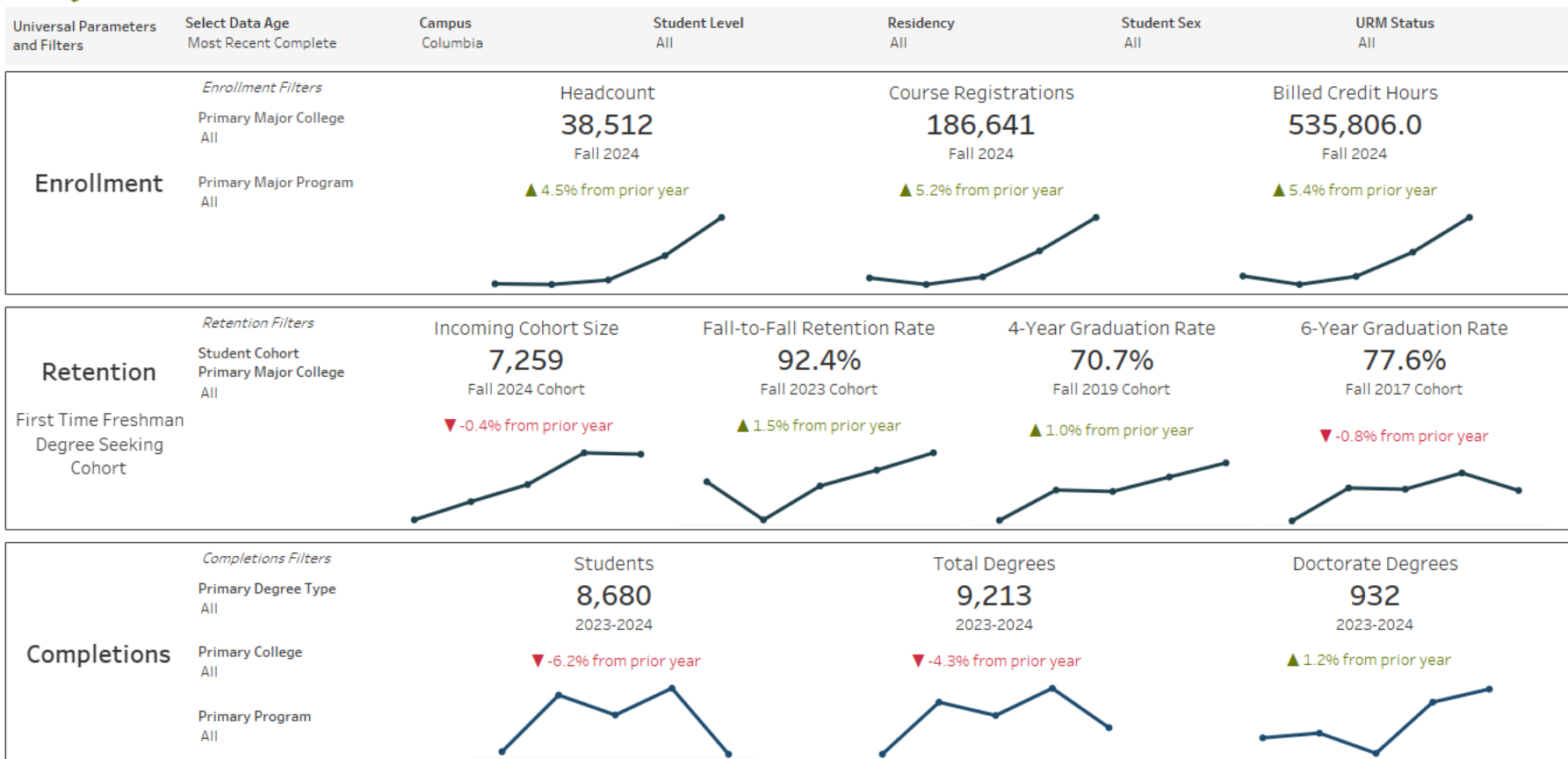
# USC - Columbia



## Executive Leadership | KPI Overview

**DRAFT IN PROGRESS**

This data pulls from various core dashboards and student lifecycle extracts that refresh nightly. Hover over data points or titles for additional information.



Sources: HC Course Registrations Extract, HC Retention Extract, HC Completions Extract

**DRAFT IN PROGRESS**

NEARLY LIVE DATA

HelioCAMPUS



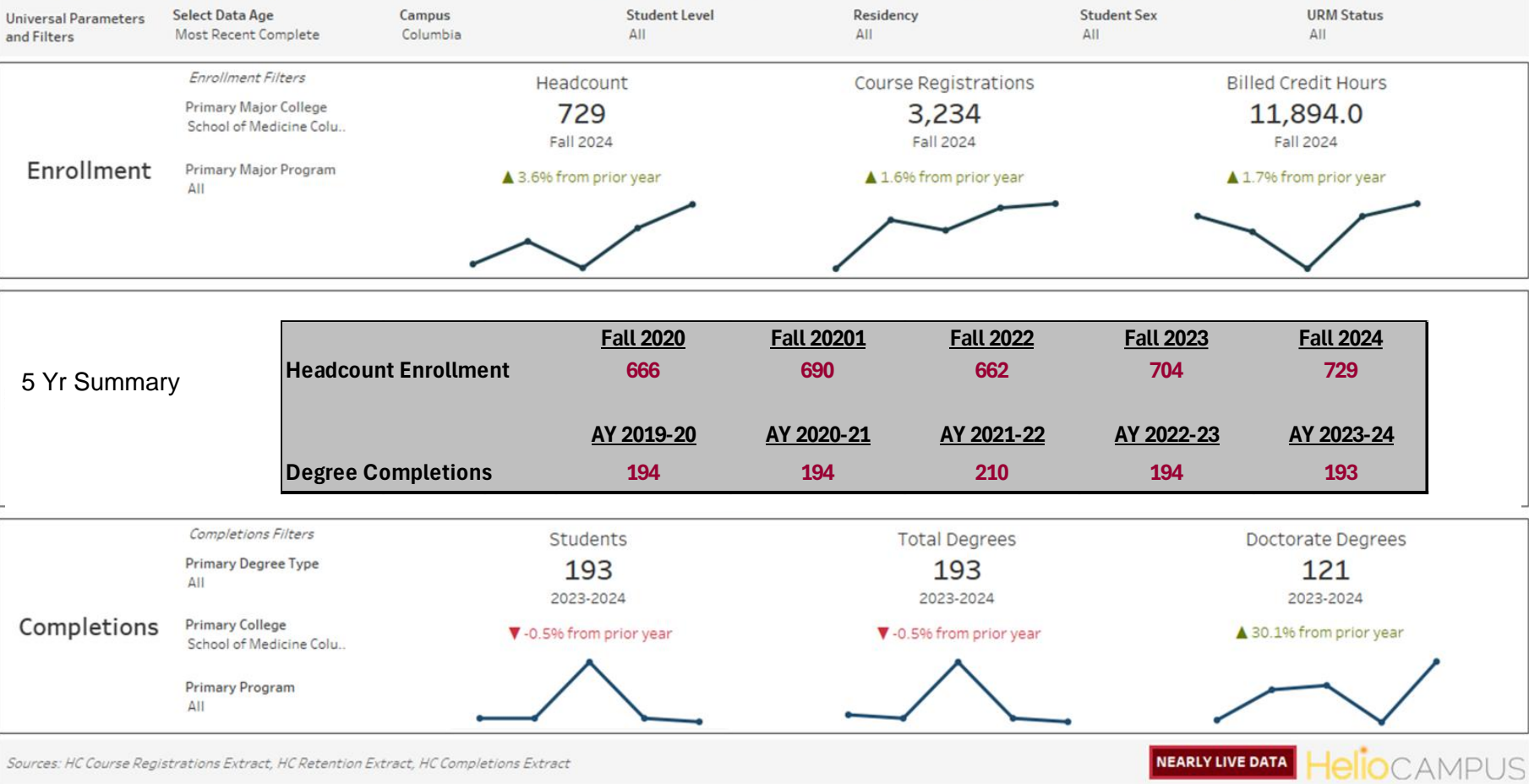
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**South Carolina**

# School of Medicine - Columbia



## College KPI Dashboards | Overview

This data pulls from various core dashboards and student lifecycle extracts that refresh nightly. Hover over data points or titles for additional information.



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Smart Goal	Results																								
1. <b>Curriculum Innovation/Leadership Recruitment</b> - Continue innovating medical student curriculum, assess changes and develop more robust assessment metrics. Metric updated for FY 24/25 to include recruiting new key leadership of UME/Curriculum.	In FY 24/25 recruited a new Assoc. Dean for UME, Asst. Dean for Preclerkship Curriculum, and the Dir. of Educational Program Assessment & CQI. Many of the previous year changes in curriculum included more fully developing “threads” in the curriculum, & there are assessments & refinements with new leadership using the LCME self-assessment. Plans and work continue to assess opportunities to shorten time for matriculation, improve curriculum mapping, & review for an overall 3-year early track program. CQI will be more of a focus moving forward.																								
2. <b>School of Medicine Florence Regional Campus</b> - Plan for at least a 50% increase in average number of medical students pursuing clinical training on Florence Branch campus by 2025.	Multiple continuing meetings for the regional campus dean, Dean, & UME dean with those in med ed at McLeod Health, MUSC- Florence, Pee Dee AHEC, & HopeHealth. The student recruitment program was developed in 24 & includes incoming classes orientation for the campus. <table><tr><th>Year</th><th>23</th><th>24</th><th>25</th><th>26</th><th>Target</th></tr><tr><td>MIII</td><td>9</td><td>16</td><td>17</td><td>11</td><td>20</td></tr><tr><td>MIV</td><td>9</td><td>9</td><td>16</td><td>17</td><td>20</td></tr><tr><td>Total</td><td>18</td><td>25</td><td>33</td><td>28</td><td>40</td></tr></table> Encouraging meetings continue w/ Florence Partners regarding expanding partnerships/ collaborations/ branding.	Year	23	24	25	26	Target	MIII	9	16	17	11	20	MIV	9	9	16	17	20	Total	18	25	33	28	40
Year	23	24	25	26	Target																				
MIII	9	16	17	11	20																				
MIV	9	9	16	17	20																				
Total	18	25	33	28	40																				
3. <b>LCME Self-Study Preparation</b> – Begin self-study process in preparation for LCME accreditation site visit in February 2025. Form committees in Fall 2023 with work to be completed by Summer 2024.	Basically in 2024, 8 self-study committees of over 100 faculty, staff, students & residents met on a regular basis to complete the self-study (DCI). Consultants were engaged to aid in drafting the DCI in the Summer/Fall 24 & other consultants hired for mock site visit 11/17-19/24. The LCME actual site visit was 2/3-5/25; based on the exit letter the draft findings are avg compared to other schools 23/24. Expect draft report Mar/Apr & have 10 days to correct, & then it is filed with the LCME committee for review & finalization by the end of Jun/early Jul. Expectations are for a reasonable mix of unsatisfactory & satisfactory/with monitoring findings & full 8 yr accreditation.																								
4. <b>Enhancement of Clinical Learning Environment (CLE)</b> - Increase the number of clinical faculty within partner health systems by 10% by 2026 and expand number of clinical clerkship sites for SOM clinical learners.	During FY 24/25, there has been a purging & updating of the faculty lists and the net is approximately 800 total non-employee faculty in the CLE. This includes the 25-faculty lost to MUSC/Carolinas. We still have the net goal of 80-81 new CLE faculty by the end of FY 26. Discussions continue with Lexington Medical Center, McLeod, and other CLE sites. The goal is to increase from 10 CLE sites (23/24) by 20% by 2026. Currently, it has increased to 11 main sites & a growing number of smaller CLE sole proprietor sites (approx. 100).																								
5. <b>Implement School of Medicine Three Year Strategic Plan (2023-2026)</b> - Integrate and align execution of both the strategic plan and LCME self-study and meet 80% of first year targets on strategic plan.	Conducted a 1-year review & update to the 2023-2026 Strategic Plan in alignment with key learnings from LCME self-study. Met 100% of first year targets which were related to establishing and equipping the structures to execute strategic actions. Goal for 2025-2026 are to achieve “substantial progress” in 80% of strategic action areas.																								

<p>6. <b>Rural Health: Including the SC Center for Rural and Primary Healthcare - Center of Excellence</b> – Expand educational partnerships across USC System and increase collaboration with HBCUs and rural-serving institutions. Expand ICARE/care subsidy program to other health systems. Continue to expand mental and behavioral health services.</p>	<p>Funding - \$7.5 million base. 2024 Impact: Center actively funds 72 programs, 241 service locations in 44 counties, and has served 19k+ patients through all programs. For ICARE &gt; 8,200 patients received care in home communities; 1,338 pediatric patients; 438 mental health patients; &amp; 2,086 women received midwife services. Workforce/education programs grew including funding for 4 HBUs. Continued Health Community work.</p>
<p>7. <b>Research and Collaboration</b> – Continue to build infrastructure to support expansion of translational and clinical research through USC partnerships that foster interdisciplinary research, increased focus on health disparities/health equity, partnering with USC VPR to expand analytical support for clinical research, and establishment of new Department of Translational &amp; Clinical Science. Refer to <b>Brain Health Network/Brain Health Center</b> in 9 also.</p>	<p>In 2024, SOM had \$30.3 million in funding, down (29%) from 2023's \$42.8 million. Based on the first 7 months of FY 24/25 we outpaced prior years with \$24 million and on target to exceed FY 23. Combined efforts of SOM's centers and institutes continue to foster interdisciplinary research. SOM continues research efforts that include focus on health disparities/health equity. Efforts to strengthen SOM's partnership with VPRs office and our clinical partner Prisma, include SOM's ADR becoming AVP for the VPR &amp; USC research liaison for PH. SOM remains committed to supporting students and their research/scholarly work through programs such as SOAR. Changes in Fed Admin and impact to FF&amp;A and funding being monitored.</p>
<p>8. <b>Access &amp; Engagement</b> - Review, revise and recommend strategies to expand pipeline efforts, including enhancements to Finding your Futures Program. Receive and implement recommendations from the task force that is exploring tactics to increase diversity of candidate pools for faculty and senior staff positions.</p>	<p>Finding Your Future pathway program- Summer 24 program attracted students from diverse backgrounds. The cohort of participants was comprised of 87% women, 62% rural backgrounds, 42% underrepresented in medicine, and 16% first generation college students. The SOM continues to work with Prisma &amp; the SCCRPH to ensure that participants are exposed to &amp; will consider attending the SOM, also that they would consider residency options at Prisma, &amp; that they would consider working in rural areas of South Carolina.</p>
<p>9. <b>New Medical School Facilities</b> – Partner with selected design/build partner in programming of plans for new USC Bull Street Health Sciences Campus throughout 2023, 2024, and 2025.</p> <p><b>Brain Health Network/Brain Health Center</b></p>	<p>USC Capital Planning &amp; SOM/USC participated in programming &amp; preliminary design meetings in 23-24 Phase I &amp; Phase II approvals obtained 2024. The groundbreaking was 2/25/25 and milestones started for fieldwork &amp; structural foundation work. Campus completion target date 27.</p> <p>Relocated 15 Medical Park departments by Summer 24, initiate 15 Medical Park renovation – target 26 for completion. Fully Funded capital: BHN \$5 million operating requested to go to \$10 million 25/26.</p>
<p>10. <b>Organizational Culture</b> - Establish an Implementation Team to institute deliberate practices to socialize and imbue Carolinian Creed in SOMC. Ensuring culture and professional development is addressed as strategic priority #1. Conduct climate survey in Spring 2024.</p>	<p>Culture and the SOMC member experience remains strategic priority 1. A Carolinian Creed Team has been implemented/work is ongoing. Spring 2024 climate survey results used as key baseline metrics for strategic plan &amp; has informed key recommendations of Culture and Climate Committee &amp; corresponding actions taken by the Executive Committee. The SOM Faculty Affairs Committee was re-constituted and reactivated this year to monitor and recommend actions to support the faculty experience.</p>