

Transcript

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● **Hulett, Caroline** started transcription



Hulett, Caroline 0:45

Yeah, but you've unmuted over here, yeah.

There is that good.

You just wanted to come.

It's like, but second they got 20 seconds.

You want to look?

Yeah. So.

As long as that puts me up, I'll talk loud enough for it, yeah.

Right.

Professional.

You got 9:00 o'clock now.

Alright, good morning everybody.

My name's Tommy Hodges and I serve as Dean of the College of Education and Co, chair of the Arnold School of Public Health, Dean search.

I am delighted to introduce to you Doctor Tara Sabo-Attwood, who is currently associate Dean for faculty development, uh cultural affairs and Wellness programs in at the University of Florida.

She is also a professor A prior to that, she's well.

She's also simultaneously served as department chair before that interim chair and associate chair, and again working in reverse chronological order, began for tenure track journey here at the University of South Carolina from 2006 to 2010, with the introduction up to Tara Sabo-Attwood.

Thank you, Tommy.

So wonderful to be here for you.

Is it good that it's really exciting to see so many familiar faces here today?

So as Tommy just good to I was here at that, there were six South start slide is an assistant professor here for just about five years and really had a tremendous experience while I was here.

So my journey at leadership is really what brought them back here today.

And so I'm really excited to have conversations all throughout the day about the Arnold School, South Carolina, Umm and I look forward to those and.

I look forward to those conversations and really talking about the future and the prospect.

So today what I'm going to do is I'm gonna talk for about 30 minutes or so.

I'm going to tell you about my qualifications.

Opportunities.

I see score.

So we'll talk a little bit more about my career leadership path and public health.

Tommy alluded to this just of that, but after I left the University of South Carolina, I went to the University of Florida and the College of Public Health and Health Professions and in the Department of Environmental and Global Health.

And soon after I got there, I was put into the position of program director.

That was followed by serving as an associate chair, and then I took on the chair role in 2015.

I did my first five year.

Term has chairs and associate professor.

I was then promoted the full professor and then soon after that took on the role of associate Dean of Cultural Affairs and Wellness programs and others.

The nominal associate Dean in that position.

Thanking COVID and as many of us know, in this room we had to really shift to do other things where skill sets and leadership were needed at that time, and we really did so without a lot of question because we were in public health right of.

So I ended up rolling it out of that associate position to engage on some other initiatives and those really got started because I was approached by leadership.

Jason.

Carol, can you stand up a couple testing lab for the university and the surrounding community.

And can you do it in 10 days?

Maybe.

Let's try and so I got a a group of about 30 volunteers together, which are facts, staff and students, and we were very successful in those efforts.

But as many of you know, that was the full time job.

And so a lot of my skills and resources and leadership that comes into to that effort.

Umm after doing that for a while and then the the bigger groups on campus took

over testing for COVID on bigger scale and I was able to take what we did with that code testing group and spin that into some new initiatives which I'm still leading.

So I'm director of a Globe Pathogen Discovery lab.

I'm also Co directing an initiative called, you know, Watch, which stands for wastewater analysis and tracking of Community health.

And this is a large initiative where we are tracking the opioids and other list of substances and waste water.

Importantly, we are doing this by integrating these efforts with departments of health and we are doing this at a national level.

This initiative is funded currently by by Nita UH.

I also serve as director for the CDC NIOSH Agricultural Center, which serves the Southeast region of the US.

We are working enough with South Carolina, so I think there's some opportunities there.

And then I'm also the director report for one Health Center of Excellence.

And I'm the director.

Port for that center too.

So I after two years I never quite got back to that associate Dean level.

But I'm spearheading a lot of other initiatives, but more into a lot and you'll hear more about that today.

That's the Dean Bowl.

So in addition to my leadership positions, I'm also highly engaged in network across campus and with external partners and groups.

So the University of Florida is massive.

There are 16 colleges.

There's over 170 centers and institutes, either networked or on the board, for a lot of those institutes, such as the emerging pathogen in Water Institute.

The clinical Translation Research Institute, just to name a few.

And these connections have really been fruitful in building out our research programs and agement initiatives.

I'm also connected with national level institutes such as the Smithsonian in Washington, DC, and very involved with agencies that really bridge research to policies such as the Environmental Protection Agency.

I served two full terms, which is the Max term on the highest court of the EPA, which

is Science Advisory Board wanted 44 people.

I wanted 44 people were going into that board and really great experience working with people were number of years.

I'm also heavily engaged with a lot of societies that really focus on my earring expertise and science, and that is an environmental, toxicology and environmental health and service presidents of some of those agencies and really excited about this, this new opportunity.

So I'm going to task force that's going to be looking at curriculum and competencies associated with health and climate.

And so that's just getting underway and looking forward to getting to work on that.

And then what?

I'm Scott, I'll say is I have a real believer in professional development and I think that can happen all along throughout someone's journey.

And so one of the things I've done in leadership is I was fortunate to be accepted to a year long leadership program that's really focused on women in medicine and public health and some other disciplines.

This is a year long aversive program at a Drexel and it's really helped me at home my leaders.

OK, well, I'm going to transition to talking about why Dean, and why Dean, specifically for the Arnold School.

So I think based on my academic path and my success in my enjoyment of leadership, I think it's really a next natural step to move from in associate Dean and the chair into position.

And I think being a team for College of public health really provides an opportunity to make positive societal change.

And so in terms of public health is absolutely where I'm going.

So why the Arnold School think that's a multi pronged or multifaceted you know, so I was really pleased to see when I went and read the mission and the values of the Arnold school that those align there being personally compassion, lining up the values of integrity, always doing the right thing with a moral compass but also social injustice and and putting in public health.

So with that was really nice to see.

I think I bring leadership experience and success in a very similar school in many ways, and a College of Public Health where I currently AM to the Arnold School.

It's very similar in size.

It's very similar in scope.

It's very similar in composition with the different departments.

Excusing that we have, in addition to sort of the core and classic public health disciplines, we also have PT.

We have an MHA degree, give speech, language hearing, so I'm very familiar with those types of departments.

I'm also very familiar with the accrediting bodies and have been really intimately involved.

IN2C3 presentations in the College of Public Health, where I am now.

So I think my learning curve won't be extremely steep, at least in that space.

And you know how to run and manage a College of public health, but similar shape.

And so I do see opportunities as also Agnew, searcher and teacher from molecules, yes.

So I already booted to the wastewater work that we're doing, but I also have a big research program where I've engaged heavily in the millennial health, and I do that in very well lecturer level.

So my most recent funding is looking at and respiratory health and microplastics as well.

But I'm also out in the field, and so we are running a lot of educational interventions for seasonal and migrant farm workers in the state of Florida and really trying to understand the effects of ENVIRONMENTAL stressors on their thinks like eat and air pollution, either things that I know are somewhat ongoing here.

I think I can bring up new opportunities in this space.

I think these are health issues that are very relevant to the state of South Carolina.

Foundation for expansion.

What you all have done?

You know, school of public health.

Check up Tom challenge of the test.

Seven years is outstanding.

Can you brush her mindlessly in all of the missions of the school?

Research, teaching, practice, unity, engagement, clinical operations.

I mean, it's just sort of wild to me when I actually looked, you know, I've kept track of the Arnold school over the years, but when I drove into the numbers and I was so impressed.

And so it's a really exciting thought to me to be able to come to the school that has

such a solid foundation for excellence and keep that move forward, keeping on track with things that are working, the bringing in some new initiatives that might sort of raise us to the next level.

And I'm like Glass, the possibility of returning to their about.

I know South Carolina.

I know the Arnold school.

I'm still in contact with a lot of people here.

My son was born here, so in some ways it would feel like coming.

OK, I'm going to talk to a little bit to your criteria for adding.

So these are from you.

There's summarized because I can't list them all.

You had a lot of a lot of criteria, umm.

And really, what these sort of broadly cover is that you're looking someone who said we should experience another are your score of public health someone that's a visionary to be able to construct a vision, share the government governance, commitment to diversity, inclusion and Wellness and.

Also assemble aspiring managed factive teams.

I think I do that really well.

And then lots of points related to management and operation and skill sets that are required to run, yes.

So when I thought I would do is instead of going through all of these one by one, is that I'm gonna start talk about 2 broader accomplishments of mine.

And so hopefully, through the storytelling of those, you'll see how your qualifications sort of become my criteria for this job.

So the first one I'm gonna talk about and what people sort of ask me why or what are your biggest accomplishments as a chair and an associate Dean, that was have two things I wanna say.

So I'm gonna give you 2 examples, and they're a little bit the person is related to be broad departmental growth and there's a lot of things that make up departmental growth.

But I think the important part of the story is where it started.

So when I took on the chair job in 2015, I was chair and have any experience as a cheer.

We had again full of faculty.

We've only been around a few years, handful of students.

We were in the red, the budget still took the job.

And so we had a lot of work to do to sort of dig out of that.

Umm So what I did initially was I got everybody together and said look, we need to put a beacon out there.

We need a strategic vision, something that we can all get on board and work towards.

So we did a lot of exercises to be able to do that and come up with a vision of then able to do some strategic planning and come up with short and long term goals and figure out how we were gonna ask those.

I have to go ask my Dean for resources to be able to do that and that was successful.

Two years later, we were out of the red and Fast forward to now.

We are 18 faculty over 70 students.

So we're really proud of that brother and accomplishment.

Couple of the things I just wanna know was I can't go through everything be achieved related to Department of Growth was University.

It's important that was the only woman when I started as the chair of that department, they are 40% on it right now.

We reversed in other ways.

One thing I thought was very important was that we would try to set ourselves apart with some unique offerings.

And so we stood up.

The first one?

Health graduate degree programs in the world and we are now go to place for one health training, which is essentially a systems thinking approach that is now been adapted by The Who and NIH and and many others.

We strengthened our research portfolio.

I can tell you that we are smaller department in our college and we have two out of the top ten individuals that bring it over billion dollars of funding a year and very temporary spaces.

Al excuse me, and last thing I want to say is that I think it's really important to pay attention to culture, professional development for staff, faculty and students, and also mentorship.

So we build that some really nice mentorship programs for not only assistant level professors, but for associate level professors as well.

That is really helped us with retention.

OK.

The second accomplishment pulls at my heart, strings a little more, and I'm very passionate about this one.

Umm.

And this was a situation where, as a chair has really noticing a lot of stress and burnout, and people are having trouble with the work life balance, they're having a hard time finding Wellness resources on campus that were.

This is a separate initiative from clinical Wellness resources through counseling and Wellness Center.

So I decided to to do something about that.

And what I did was I came up with a plan to develop all college wide Wellness program that was really focused in three areas.

First area was on resources.

How could we help everybody connect to the right resources and provide resources that might not be available?

Research.

What can we do to better understand the needs of the Community by doing research such as trying to understand the stressors for PhD students that might be a different kind of student that professional students such as medical students or veterinary students?

That's where most of the data actually lies in this space.

And then lastly, engagement.

So how could we get people?

Sort of engaging with each other and have them increase their sense of belonging in the culture.

So I again put a plan together.

It's gonna sound similar and went to my Dean.

I asked him for resources and was awarded those resources, including a team and leading the behavior analyst and staff, to be able to execute in this program college. So out of this initiative amounting happy, healthy people was born and you're all set. It's PHP which is the acronym for my college, so sometimes I'm a little clever and so we knew that right away this was gonna be a success as part of Sten example as part of the engagement pillar, we created a program called Wellness Work Days and in that program we would get everybody to do small behavior change.

Reilly throughout the day were there for their Wellness and sense of belonging.

So these are two staff from the Department of Physical Therapy, and this was actually pulled out of a big article that they did on this program, but they are turning their meeting into a walking.

And so when I started the Wellness work, this initiative I said, OK, need it really need 30 people to come and pilot this.

I had 125 people engaged in that first round, so very successful program, a lot of initiatives built underneath that.

I wanna say a few more things about it.

Umm one is that a lot of these initiatives were adopted at the institutional level too? It's what led to me being pointed as the associate Dean of cultural affairs, and one was programs and three, sort of like I did with the COVID testing last story, I was able to take this initiative and spin it into many other initiatives that have brought it funding and partnerships with the local community, with Parks and Recreation.

So again, a real passion of mine.

I well, this is extremely important and something that could.

OK, so hopefully through those two examples you've sort of seen how I've met some of your qualifications or all the pacification is for the team to the Arnold School, but what sort of my style of leadership and I've really had about 10 years to think about this and decide what kind of leader, you know, I wanna be.

So I think there's a lot of qualifiers here.

I'm just going to talk about five that I think are very important of listening and communicating with diverse audiences is critical.

I think anybody in leadership would certainly, you know, agree, agree with that being visible and transparent, paying attention to self and and situational awareness.

Think this is really important when you're trying to build relationships with different groups of people?

I would call myself, so this is my own term and innovative reflective thinker.

So I work sort of like a think tank.

I like lots of information coming at me.

I like a few moments to sort of be with it, and then typically what comes out is some, you know, innovative solution or initiative that we can move forward with.

And I think the last point is also really important.

You think failures as as lessons, you know, and really unpacking those, so admitting to them and unpacking them a lot of times I think you know why something failed until you start to deconstruct it and then you learn how to other things about that

that point you in sort of a better direction.

OK, now for the little bit more forward thinking.

Part of the talk today, so I've been asked to talk about two things.

Let's search committee one is spelled public health education and state of that.

And the second is about a mission for the Arnold School.

So we're facing a lot of challenges right now and I think this isn't all specific to public health, but you know, they're specific to higher education, some more specific to public health than others.

So we have attacks on academic programs.

There's lots of talk about plateaus and enrollment of undergraduates that might be coming our way.

Umm and surely exemplified by the pandemic I had all this trust, specially in public health.

So we have some some challenges there.

Umm, we also have technology that was speed of it that we're gonna have to grapple with.

And I think the students are gonna expect things that come along with that.

So there's sort of two things that we need to navigate going forward, but I think here's the good news.

I think what you've already achieved in excellence is so many in so many ways is gonna really set you up to be able to navigate these challenges.

And in many ways, set up a road map that will lead to transformative change.

And really, having a voice in reshaping for public health narrative to to do that.

So what do you think?

Confidence that the Arnold School of Public Health can serve in that position.

Umm.

I don't wanna get into meetings of rankings and numbers, but this is just really your to as an example and a nice comparison.

When I started digging into this, I thought, Oh my, what's the pair school of public health to College of public health and health position?

Professions that University of Florida and what was really surprising to me is that you have less faculty and staff.

OK.

But you have higher Enrollment, you one of the biggest undergraduate programs in the nation have similar amount of extramural funding to Florida and you have more

and right and flooring, you're actually ranked 4th on the Blue Ridge after North Carolina, Washington and Michigan like believe, Florida's ranked 8th. So you're under ranked in my view, but I think we need to build on your accomplishments and they need to be highly visible to the public health community and beyond.

And I think that's something that together we can work on.

OK, for vision.

Umm, I really can't give you a specific version, still a lot to learn about the Arnold schools in 15 years since I've been here and they certainly wasn't there and leadership and of course and probably more importantly, we will build a vision together.

So many people have better ideas than me.

My job here is to implement them and guide them, but I do envision in a broader sense, the Arnold School in the not so distant future.

So let's take a look at a student experience as a way to highlight what I see.

So this is Andres.

He's in undergrad student and he's applied to other premier public health institutions and Donald School, and he eventually decides to come to the Arnold School because of its clear identity and strong and unique offerings that set us apart. He's also interested in earning a master's degree, and so he enrolls in our floor in one program because of his lifestyle.

He requires educational experiment.

Experience that offers flexibility in learning modes and what I call wrap around support.

So this is sort of that one stop shop for resources related to career coaching Wellness and then invoicing along the way with evaluative touch points.

So that we can intervene on those and pay close attention to his experience along the way.

His career is focused in a curriculum that offers skills based development that is integrated with workforce needs.

So those might be in areas like I and machine learning.

They might be in areas of the types of communication that we really need in the space of public health.

He is able to engage in an experiential capstone, perhaps with some of the really nice INITIATIVE is already in place in the Arnold School, and he's eventually hired by by

Diya and then based on his really great experience with the Arnold School, employees from Dehak are now engaging back with the Arnold School in Creative Credential Language.

It would like that's right.

I think it's are badges or things of that nature.

So I think a lot of this is already going on here.

I think I think there's ways to build on top of that, build some new pieces into it.

So we can really push it towards the future and give students the experience that they expect when they come to the Arnold School.

I also see lots of other opportunities that we can explore together.

So in research, I think you all are doing such a amazing job with winning.

What I'm broadly calling individual R ones or R1 like brants, but I think you're really primed to be able to go after interdisciplinary centers that are are large, which will help to increase our circoli and put you on a map in that space.

I think exploring alternate unique revenue streams is something that I've done a lot of and I'm looking forward to discussions about that.

And then also you know partnerships visiting current partnerships and how to maybe make those stronger, you have Health Science center fampus coming.

I'm really excited to learn more about that, but there might be some new opportunities, say with industry partners.

I've been very successful winning SBIR grants from NIH and NSF to be able to partner and do research with KINGSTREE and then perhaps expanding our global footprint.

I haven't talked about it too much today, but I have a lot of experience in health.

Overall, I think paying attention to retention and Wellness for the focus on diversity and inclusion relationship, paying attention throughout all these tenants shifts.

So what is my role as your gene?

Umm, I think there are many things that it deems do, but broadly it's to really build and guide the school.

You know that shared vision that we come up with together, you know, that would be my, my role in that advocating and spreading the word broadly about the Arnold School of Public Health, maintaining and building partnerships internally and externally.

So there's a lot of partnerships to build with the school, with my peers, which would be all of the other other games with my Provost, among others.

I think externally, you know, cultivating relationships with the Arnold family that has

been tremendously supportive of this school over the years being fiscally responsible, sent up putting us in the red.

Where I started from when I was a chair and then commitment to excellence so that the Arnold School will continue to be at the forefront protecting population health, promoting.

So what will I do first 100 days?

If umm, so I think warning is critical and really prioritizing learning about things I don't know a lot about.

So if you do that by asking a lot of questions and listening, umm, what's working, what's not working, what are your ideas about the future?

And then communicating about that process.

So I do have vision, some sort of town hall.

After doing that process for event to share what I have learned, I think that building relationships of course internally and externally establishing priorities and then beginning to build up infrastructure.

So there may be opportunities, for example, in the Deans office where we're thinking about new initiatives and would need to bring the new position.

Surprises always because faculty, staff, and students are full of surprises.

Really exciting.

And then lastly, the Arnold School will markets 15.

So really exciting a lot to celebrate regarding the legacy and also leading the future.

So I'm gonna stop there and able to take any questions.

So we'll start in the room and for anyone online, if you will please post your questions in the chat.

Like to go first.

So can we just asked for those online if you could kind of repeat the question, yes, I'll do my best and you'll tell me when I go off track.

Thank you for that talk and names Heather Bonilha from banana.

I sorry, in city you mentioned a little bit about cultivating relationships without Arnold family.

Can you share a little bit more about things you've done in philanthropy and how you how you view the general plan for three?

Yeah.

So I have had some experience with the lame.

Excuse me, philanthropy, and I, I will say that the College of Public Health does not

have quite the endowment structure that you all have here, which is right able. So, you know, I've had several opportunities to do one on one, you know, donor kind of relationship building where I've been successful.

So like give you an example of that, it's actually a pivot example because I wanted to talk to a daughter who was going to find my research, but they ended up finding someone else's research, which is is is great.

And that's my job as a chair to do that.

So, but you know, during the conversation, and these are cultivated, usually over several conversations, you know, I really that.

Yeah, I was talking to really didn't want Find waste water.

Wanted to fund something more like and so in the moment I was able to really pivot it's gonna look we've got this clinician, we've physician on board is developing doing amazing programs.

It's program called Moto Mods, and it's actually in Haiti, and it's sort of a service.

So at night when you can't go outside because of safety issues, they can get medical care to children through an app based system.

Umm.

And I'm Lopez.

And so that's why it's called events.

But on the spot you were check for \$25,000 and then that support has continued.

They're now expanding those efforts in them.

I think they're relationship building part is good.

You know, multiple sorts of avenues to explore their everything from big donors to smaller initiatives where you're raising maybe smaller parts of money broadly from a group or from the Arnold School or whatever that's happening to fund other initiatives like student Travel.

And that's something that that we do.

Hi, I'm Tim Brasher from the Carbon Health promotion education behavior.

You talked about the the kind of disconnect between kind of what we've been able to achieve and visibility and recognition of those achievements and you provide us some specifics of what you would do to try and raise the visibility of the school.

Yeah.

So the question is, how would I go about raising the visibility of?

Yeah, absolutely.

You know, this is something we've grappled with Bella little bit at Porta as well.

I mean, you all are in an amazing position.

You were looking.

I ship for public health in the state.

So you shouldn't be certain that they go to and recognize for that.

Umm, I think some of it can come from infrastructure, you know, and one thing we did at Florida was we hired a director of Marketing Communications really has spearheaded efforts broadly.

It's it's sort of a multi pronged approach to be able to get the word out about in this case that College of public health and health profession.

So I think there's some infrastructure that could be built that's very sort of broad this, but targeted dissemination.

I think it's my role as Dean to be talking about all the times everybody.

So you know the being actually meets with other Deans for schools or colleges of public health on a national level.

So I think those meetings are important and creating relationships with those folks will be important to get the word out.

And I think rankings are everything, but I think they do help you know.

So if we can continue on the trajectory that you're already on, you know, I think those actually might, Paige, over time.

And so I think those are some of the spaces that I would work in to be able to.

We will question, though, go ahead.

I was wondering what is your supervisory style is approved supervisory style and I'm thinking but I guess or in a supervisory role.

Umm, never one.

I'd like to be approachable.

So I really don't like the the type of management that's very closed door and there's somebody behind the the curtain there like Wizard of Oz, right?

But I think being approachable and being visible, I do like to set up a culture of of responsibility, and I think that is important.

And So what I mean by that is set period specific rules for people, so they know when their expectations are and they know what will happen if they don't need them.

But that having really good sort of mechanisms and in place for things don't need them have can we, you know, turn, turn that around.

Uh, I think you have to be able to work well with the nurse.

Umm, people all have their their different story and so I think being able to to

connect with people so that we have well running (shared) development, but then getting those different people together so that we know value through the same thing that we have going on school.

So I think that's sort of how I manage folks have had a lot of experience with conflict resolution.

If that's another point you're trying to get, anybody in leadership has to do that.

I'm but my coach to that is really just bringing the two parties together for more.

If there's more of it really get giving them a chance to you know, you know.

But they're but now and then my role in that situation is to evaluate conversations with a resolution.

Just had this very recently with a student and API and the student was so frustrated with how sort of the lab was not operating and really felt like.

So I think to me, I brought in the Pi, we had a dialogue and we'll come out of that was a really nice set of sort of policies for that vibratory about how they were all gonna they work together and it's been great ever since.

So I do fine for the most part.

That conflict can be resolved fairly easily.

Haven't had really, but why don't you instances where you know it really sort of.

Off the rails, so to speak, into the lot more work to sort of bring that in.

I'm also never agreed to sources when EPIC that so that answers your question.

So we're going to take a couple from online at the Arnold School conducts many noteworthy ventures and research yet is relatively understated to the public and other ASPH.

How would you?

Is Dean try to improve our visibility?

Well, I think I answered that one already.

Should I read answer it?

I'm not here.

I can let me let me repeat briefly, since I already found answered that umm first thing so you know I think increasing the visibility through a multi prong approach and so that would include installing some infrastructure and marketing and communications for for fraud visibility and dissemination.

I think having good relationships with other Deans around the country, in colleges and schools of public health.

Umm.

And to other people on campus as well.

So yeah, we're going to different direction now.

Faculty Senate has made great progress in supporting professional track faculty.

ASPH has large numbers of professional track faculty.

How would you as Dean support these changes moving forward?

Could you be the question? Sorry.

Yeah.

So ASPH has a large number of professional track faculty.

How would you as Dean support these changes with faculty Senate moving forward?

Yeah.

Just to clarify, I'm assuming you're calling professional track faculty, non tenure track faculty.

OK, those have a lot of different names and different.

So I mean, yeah, I mean.

Quite often to an institution like this, and then certainly served vital roles within the college, whether that's teaching or advising or clinical service.

And I think there's certainly some nuances in how you promote professional development and mentorship and success with non tenure track faculty.

But a lot of the proches are the same.

I think professional development is is critical for those faculties, so they certainly feel valued or just as valued as tenure track faculty, sure.

Umm.

And having them definitely feel like they're that it was a sense of belonging with within the the unit and super valued for what they do and provide.

So I think most of the work that I've done really and I've talked about today, really spreads across non tenure track tenure track that staff is well.

Umm.

Staff certainly need to be part of this also.

Right.

You spoke about SBIR grants.

As you may know, USC has a very high rate of patent production.

However, this IP does not result in high rate of spin offs.

Based on what you know about us in your prior experience, how would you address this disconnect?

Yeah.

And I'm assuming by spin-off meaning spin-off companies.

Not sure, but I'll I'll speak to that.

Yeah.

And I don't know what your success right here for SBIR are, but certainly they're putting in a lot of patients.

There should be some level of spin off.

You know that occurs there and I think that's something we could definitely explore.

I think we've had success doing that through the tiered sort of SBIR mechanisms where you start with available very early phase product and that to SBIR phase two and you know SBIR phase, phase three, I think part of that is also maybe how you sell that here at South Carolina.

There's so many initiatives and things that we can do for the state and so perhaps occurring on hearings that are going to benefit the state of South Carolina, I think would be of report way to go.

And he said that was OK. Yeah.

OK, right back in the room as into the growth we are growing.

Do you get people classroom activity?

And So what I don't know if the Spears that for them, but what would be your strategy here for possibly space for the building?

That's, I don't know actually.

So yeah, I think advocating for space is is.

I mean sense to do things are going to tell you that space.

You know, our campus looks very different than this, and so I'm imagining some of your space issues are being downtown in a setting.

And so there's limited space to the build or system space to find for growth.

At Florida, we're in a little bit of a different situation.

We are not in a downtown, but we are all located.

All 16 colleges and the hospital and the Medical Center and all the institute.

So it's it's massive and space is an issue.

So I think in Dean has a really important role in allocate of advocating for for space for growth and that's including teaching.

So, you know, growing and Enrollment and say undergraduate programs that you guys have 2500 undergraduate believe and so adding more out, there's likely gonna be leave for more space for that.

But space for research as well, so I know a lot of you work in like wet laboratories. So that's actually specialized space and clinical space that that we need to be able to grow.

So that is on my radar, no doubt.

Umm.

And I think to be able to to get to the next level, we are going to need more space and that's a priority year.

That's how we have online at any more questions from in the room.

Yeah, go ahead.

That's a bit about the part of the professional faculty.

Can you talk more about the uh, support everything that early this year?

Yeah, absolutely.

So we've we've spent quite a bit of time sort of refining mentorship programs for both Holly and mid career.

Faculty umm.

One of the things that we've done is to develop team based enter ship programs.

And so when faculty comes in there, on boarded, we actually have a team that service there and entering the on on.

4.

And the idea behind that is you can bring someone in who's starting within your area of expertise playing with.

There's also other down there that have just a lot of experience and mentorship behind them that help people get through successful.

We have all see in place for that team to be able to.

As a chair and so that I can incorporate all that Nice and vice, they're getting their annual valuations.

And so we part of that again, I don't have all the great answers.

So I do rely on others in certain spaces to do help me out there.

I think at the associate level, I think it's yes.

First France, where they're they're compressing nicely as a non tenure track.

Sort of.

The sensor stress as to how we're going to and forward and so we actually implemented similar strategy for associated Robert as yours as well the focusing on their professional development that space and other books also I find the sociate level messages that are in whatever 10 or non tenure track of the ones that that

wanna flee the most.

So we have the biggest problem with potential those folks and I think it's still in the sense of value giving them some leadership opportunities, even giving them opportunities for various of and Cooper,.

So RESEARCH and things IMPORTANCE, piece of which are there, that might be different from.

OK.

There are no more questions.

I will turn it back over to you for any closing remarks.

Yeah, like just thank you for your attention today and it's so nice to see masses that I remember.

It's very, very exciting.

I wasn't sure how many I would see, but there's there's quite a few, but I do think that says something about the normal school on here.

And and others continuing to contribute to the excellence of the school, and I look forward to more conversations with public.

So thanks for your time.

Ohh.

Right.

● **Hulett, Caroline** stopped transcription