



# **AGENDA**

**(REGULAR AND CONSENT)**

**HOSPITAL AUTHORITY BOARD OF TRUSTEES  
AND  
UNIVERSITY BOARD OF TRUSTEES**

**APRIL 7, 2006**

**MEDICAL UNIVERSITY HOSPITAL AUTHORITY**

**REGULAR AGENDA**

Board of Trustees Meeting  
Thursday, February 7, 2013  
12:30 p.m.  
101 Colcock Hall

**Members of the Board of Trustees**

Thomas L. Stephenson, Esquire, Chairman  
Dr. James E. Wiseman, Jr., V-Chairman  
Dr. Stanley C. Baker, Jr.  
Mr. William H. Bingham, Sr.  
Dr. Cotesworth P. Fishburne, Jr.  
Mr. William B. Hewitt

Dr. Harold W. Jablon  
Dr. Donald R. Johnson II  
Dr. E. Conyers O'Bryan, Jr.  
Dr. Thomas C. Rowland, Jr.  
Mr. Charles W. Schulze  
The Honorable Robin M. Tallon  
Dr. Charles B. Thomas, Jr.

**Trustees Emeriti**

Mrs. Margaret M. Addison  
The Honorable Robert C. Lake, Jr.  
Mrs. Claudia W. Peeples  
Mr. Allan E. Stalvey

Item 1.     Call to Order-Roll Call.

Item 2.     Secretary to Report Date of Next Meeting.

Regular Meeting: Friday, April 12, 2013.

Item 3.     Approval of Minutes of the Regular Meeting of the Medical University Hospital Authority on December 14, 2012 and the Special Called Meeting on January 11, 2013.

Board Action:

**RECOMMENDATIONS AND INFORMATIONAL REPORTS OF THE PRESIDENT**

**OLD BUSINESS:**

**NEW BUSINESS:**

Item 4.     General Informational Report of the President.

Statement: Dr. Greenberg will present a general report.

Recommendation of Administration: That this report be received as information.

Board Action:

Item 5. Other Business.

**MEDICAL UNIVERSITY HOSPITAL AUTHORITY OPERATIONS, QUALITY and FINANCE COMMITTEE. CHAIRMAN: DR. STANLEY C. BAKER, JR.**

**OLD BUSINESS:**

**NEW BUSINESS:**

Item 6. Medical University Hospital Authority Status Report.

Statement: Mr. Kester Freeman, Interim Executive Director – Hospital Authority, will report on the status of the Medical Center.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee:

Board Action:

Item 7. Medical University Hospital Authority Financial and Statistical Report.

Statement: Mr. Steve Hargett will present the financial and statistical report for MUHA.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee:

Board Action:

Item 8. Report of the Vice President for Medical Affairs and Dean, College of Medicine.

Statement: Dean Pisano will present a report.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee:

Board Action:

Item 9. Update on MUSC Physicians.

Statement: Dr. Philip Costello will present an update on MUSC Physicians.

Recommendation of Administration: That the report be received as information.

Recommendation of Committee:

Board Action:

Item 10. Report on Quality and Patient Safety.

Statement: Dr. Pat Cawley will present a report on Quality and Patient Safety.

Recommendation of Administration: That the report be received as information.

Recommendation of Committee:

Board Action:

Item 11. Legislative Update.

Statement: Mr. Faulkner/Mr. Sweatman will present an update on legislative issues.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee:

Board Action:

Item 12. Other Committee Business.

**CONSENT ITEM FOR APPROVAL:**

Item 13. Medical University Hospital Authority Appointments, Reappointments and Delineation of Privileges.

**CONSENT ITEMS FOR INFORMATION:**

Item 14. Medical Executive Committee Minutes.

Item 15. Contracts and Agreements.

**MEDICAL UNIVERSITY HOSPITAL AUTHORITY PHYSICAL FACILITIES COMMITTEE.  
CHAIRMAN: MR. WILLIAM H. BINGHAM, SR.**

**OLD BUSINESS:**

**NEW BUSINESS:**

Item 16. Update on Projects.

Statement: Mr. Dennis Frazier will present an update on Medical University Hospital Authority projects.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee:

Board Action:

Item 17. Other Committee Business.

**CONSENT ITEMS FOR INFORMATION:**

Item 18. Facilities Contracts Awarded.

**MEDICAL UNIVERSITY HOSPITAL AUTHORITY AUDIT COMMITTEE. CHAIRMAN: MR. WILLIAM B. HEWITT.**

**OLD BUSINESS:**

**NEW BUSINESS:**

Item 19. Compliance Update.

Statement: Ms. Reece Smith will provide an update.

Recommendation of Administration: That the report be received as information.

Recommendation of Committee:

Board Action:

Item 20. Report of the Office of General Counsel.

Statement: Ms. Annette Drachman will report on the activities of the Office of the General Counsel.

Recommendation of Administration: That this be received as information.

Recommendation of Committee:

Board Action:

Item 21. Audit Committee Self-Evaluation.

Statement: Mr. Hewitt will review the results of the Audit Committee self-evaluation.

Recommendation of Administration: That this be received as information.

Recommendation of Committee:

Board Action:

Item 22. External Auditor Evaluation.

Statement: Mr. Hewitt will review the results of the annual evaluation of the performance of the external auditor.

Recommendation of Administration: That this be received as information.

Recommendation of Committee:

Board Action:

Item 23. Report of the Office of Internal Audit.

Statement: Ms. Susan Barnhart will report on the activities of the Office of Internal Audit.

Recommendation of Administration: That this be received as information.

Recommendation of Committee:

Board Action:

Item 24. Other Committee Business.

**OTHER BUSINESS FOR THE BOARD OF TRUSTEES:**

Item 25. Approval of Consent Agenda.

Statement: Approval of the Consent Agenda is requested.

Recommendation of Administration: That the consent agenda be approved.

Board Action:

Item 26. New Business for the Board of Trustees.

Item 27. Report from the Chairman.

**MEDICAL UNIVERSITY HOSPITAL AUTHORITY**  
**(A Component Unit of MUSC)**  
**Interim Financial Statements**  
**December 31, 2012 and 2011**

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**MEDICAL UNIVERSITY HOSPITAL AUTHORITY**  
(A Component Unit of MUSC)  
Balance Sheet  
December 31, 2012 and June 30, 2012

<b>Assets and Deferred Outflows</b>	<b>At 12/31/2012</b>	<b>FYE 06/30/2012 (Audited)</b>
Current Assets:		
Cash and Cash Equivalents	\$ 17,981,460	\$ 33,154,233
Patient Accounts Receivable, Net of Allowance for Uncollectible Accounts of \$52,864,553 and \$52,200,000	159,916,393	153,830,121
Due from Related Parties	-	4,010,077
Due from Third-Party Payors	13,135,296	15,361,037
Other Current Assets	69,355,019	44,827,898
<b>Total Current Assets</b>	<b>260,388,168</b>	<b>251,183,366</b>
Investments Held by Trustees Under Indenture Agreements	88,943,526	87,405,332
Capital Assets, Net	516,957,044	521,915,647
Deferred Borrowing Costs	14,118,868	14,730,533
<b>Total Assets</b>	<b>\$ 880,407,606</b>	<b>\$ 875,234,878</b>
Deferred Outflows	\$ 3,449,051	\$ 3,861,867
<b>Total Assets and Deferred Outflows</b>	<b>\$ 883,856,657</b>	<b>\$ 879,096,745</b>
 <b>Liabilities and Net Assets</b>		
Current Liabilities:		
Current Installments of Long-Term Debt	\$ 11,675,000	\$ 11,365,000
Current Installments of Capital Lease Obligations	259,655	258,169
Current Installments of Notes Payable	4,208,499	10,968,665
Due to Related Parties	2,716,085	-
Accounts Payable	53,359,662	42,308,691
Accrued Payroll, Withholdings and Benefits	54,709,670	50,918,729
Other Accrued Expenses	9,093,994	12,597,844
<b>Total Current Liabilities</b>	<b>136,022,565</b>	<b>128,417,098</b>
Long-Term Debt	405,179,857	411,699,783
Capital Lease Obligations	485,027	615,154
Derivative Instruments	3,449,051	3,861,867
Notes Payable	245,328	607,004
Other Liabilities	4,902,794	6,314,386
<b>Total Liabilities</b>	<b>550,284,622</b>	<b>551,515,292</b>
Net Position:		
Invested in Capital Assets, Net of Related Debt	101,703,276	92,401,538
Restricted Under Indenture Agreements	88,940,017	87,401,823
UnRestricted	142,928,742	147,778,092
<b>Total Net Position</b>	<b>333,572,035</b>	<b>327,581,453</b>
<b>Total Liabilities and Net Position</b>	<b>\$ 883,856,657</b>	<b>\$ 879,096,745</b>



**MEDICAL UNIVERSITY HOSPITAL AUTHORITY**  
(A Component Unit of MUSC)  
Statement of Revenues, Expenses and Changes in Net Position  
For the 6 Month Periods Ending December 31, 2012 and 2011

	<u>2012</u>	<u>2011</u>
Operating Revenue:		
Net Patient Service Revenue	\$ 527,305,214	\$ 517,215,388
Other Revenue	<u>10,546,863</u>	<u>7,720,004</u>
Total Operating Revenue	<u>537,852,077</u>	<u>524,935,392</u>
Operating Expenses:		
Compensation and Employee Benefits	233,989,715	227,665,858
Services and Supplies	265,568,216	246,512,452
Depreciation and Amortization	<u>28,739,345</u>	<u>27,982,883</u>
Total Operating Expenses	<u>528,297,276</u>	<u>502,161,193</u>
Operating Income (Loss)	9,554,801	22,774,199
NonOperating Revenue (Expense):		
Investment Income	1,165,503	874,428
Interest Expense	(11,729,723)	(12,706,179)
Gain on GIC Termination	<u>7,000,000</u>	<u>-</u>
Total NonOperating Revenue (Expense)	<u>(3,564,220)</u>	<u>(11,831,751)</u>
Change in Net Position	<u>\$ 5,990,581</u>	<u>\$ 10,942,448</u>

**MEDICAL UNIVERSITY HOSPITAL AUTHORITY**  
(A Component Unit of MUSC)  
**SRECNA - Comparative Variance Analysis**  
For the 6 Month Periods December 31, 2012 and 2011

	Current Month			Comparative Period			Fiscal Year To Date			Comparative Period	
	Actual	Budget	Variance	Dec 2011	Variance		Actual	Budget	Variance	July-Dec FY2012	Variance
Operating Revenue:											
Net Patient Service Revenue	\$ 89,172,066	\$ 89,974,252	-0.89%	\$ 86,084,865	3.59%		\$ 527,305,214	\$ 539,845,512	-2.32%	\$ 517,215,388	1.95%
Other Revenue	2,390,016	1,543,680	54.83%	1,063,700	124.69%		10,546,863	9,262,079	13.87%	7,720,004	36.62%
Total Operating Revenue	91,562,082	91,517,932	0.05%	87,148,565	5.06%		537,852,077	549,107,591	-2.05%	524,935,392	2.46%
Operating Expenses:											
Compensation and Employee Benefits	39,061,334	40,214,294	2.87%	37,983,357	-2.84%		233,989,715	241,285,765	3.02%	227,665,858	-2.78%
Services and Supplies	43,350,386	43,476,486	0.29%	39,752,115	-9.05%		265,568,216	260,858,916	-1.81%	246,512,452	-7.73%
Depreciation and Amortization	4,825,341	4,706,753	-2.52%	5,365,338	10.06%		28,739,345	28,240,518	-1.77%	27,982,883	-2.70%
Total Operating Expenses	87,237,061	88,397,533	1.31%	83,100,810	-4.98%		528,297,276	530,385,199	0.39%	502,161,193	-5.20%
Operating Income (Loss)	4,325,021	3,120,399	38.60%	4,047,755	6.85%		9,554,801	18,722,392	-48.97%	22,774,199	-58.05%
Operating Margin	4.72%	3.41%		4.64%			1.78%	3.41%		4.34%	
NonOperating Revenue (Expense):											
Investment Income	(171,250)	175,909	-197.35%	130,284	-231.44%		1,165,503	1,055,456	10.43%	874,428	33.29%
Interest Expense	(1,866,746)	(2,032,433)	8.15%	(2,037,700)	8.39%		(11,729,723)	(12,194,600)	3.81%	(12,706,179)	7.68%
Gain on GIC Termination	-	-		-			7,000,000	-		-	
Total NonOperating Revenue (Expense)	(2,037,996)	(1,856,524)	-9.77%	(1,907,416)	-6.85%		(3,564,220)	(11,139,144)	68.00%	(11,831,751)	69.88%
Change in Net Position	\$ 2,287,025	\$ 1,263,875	80.95%	\$ 2,140,339	6.85%		\$ 5,990,581	\$ 7,583,248	-21.00%	\$ 10,942,448	-45.25%

**MEDICAL UNIVERSITY HOSPITAL AUTHORITY**  
(A Component Unit of MUSC)  
Schedule of Functional Expenses  
For the 6 Month Periods Ending December 31, 2012 and 2011

	<u>2012</u>	<u>2011</u>
<b>Nursing Services:</b>		
Administration and Education	14,872,201	\$ 14,410,799
Medical and Surgical	31,958,270	30,973,285
Pediatrics	8,258,344	7,366,692
Emergency and Trauma Units	10,836,143	11,639,709
Intensive Care Units	27,070,104	27,976,365
Coronary Care Units	2,035,883	1,997,995
Psychiatric	12,339,326	12,056,394
Operating Rooms	17,289,444	17,777,819
Recovery Rooms	2,287,901	2,240,353
Delivery and Labor Rooms	2,120,817	2,171,890
Obstetrics	3,008,729	2,883,369
Total Nursing Services	<u>\$ 132,077,162</u>	<u>\$ 131,494,670</u>
<b>Other Professional Services:</b>		
Laboratories and Laboratory Support	\$ 24,778,330	\$ 24,678,638
Electrocardiology	3,072,047	2,871,026
Radiology	13,075,499	12,544,786
Pharmacy	52,944,599	49,345,764
Heart Catheterization	5,292,767	5,250,544
Central Services and Supply	44,520,862	41,207,426
Anesthesiology	9,959,150	10,269,448
Nuclear Medicine	579,517	584,402
Respiratory Therapy	6,816,901	6,962,627
Physical Medicine	4,387,340	4,734,241
Dialysis	1,092,991	1,101,757
Pathology	2,020,542	1,981,324
Transplant	11,140,093	11,410,919
Other Miscellaneous Services	8,794,508	8,239,294
Medical Records and Quality Assurance	3,793,608	3,328,062
Resident Support	20,057,436	18,945,748
Total Other Professional Services	<u>\$ 212,326,190</u>	<u>\$ 203,456,006</u>
<b>General Services:</b>		
Dietary	\$ 7,837,887	\$ 7,613,157
Plant Ops, Maintenance, Security	30,817,971	29,240,063
Housekeeping	8,446,762	7,376,439
Total General Services	<u>\$ 47,102,620</u>	<u>\$ 44,229,659</u>
<b>Fiscal and Administrative Services:</b>		
Admitting	\$ 3,392,607	\$ 3,280,250
Administration	29,901,111	28,738,503
Shared Services	5,194,656	5,912,772
MUSC Support	8,243,194	2,166,584
Accounting	4,879,046	3,036,663
Hospital Patient Accounting	5,390,452	5,077,798
Marketing	3,624,467	2,794,394
Human Resources	1,278,373	1,238,648
Communications	1,027,160	940,623
Computer Services	20,574,811	16,983,690
Total Fiscal and Administrative Services	<u>\$ 83,505,877</u>	<u>\$ 70,169,925</u>
<b>Ambulatory Care:</b>		
Ambulatory Care	\$ 24,546,082	\$ 24,828,050
Total Ambulatory Care	<u>\$ 24,546,082</u>	<u>\$ 24,828,050</u>
<b>Other:</b>		
Depreciation	\$ 28,739,345	\$ 27,982,883
Interest	11,729,723	12,706,179
Total Other	<u>\$ 40,469,068</u>	<u>\$ 40,689,062</u>
<b>Total Expenses</b>	<u>\$ 540,026,999</u>	<u>\$ 514,867,372</u>

**MEDICAL UNIVERSITY HOSPITAL AUTHORITY**  
(A Component Unit of MUSC)  
Schedule of Revenues and Expenses - Actual versus Budget  
For the 6 Month Period Ending December 31, 2012

	<u>Approved Budget</u>	<u>Year To Date Budget</u>	<u>Actual</u>	<u>Variance Favorable/ Unfavorable</u>	
<b>Operating Revenue:</b>					
<b>Patient Service Revenue:</b>					
Patient Service Revenue net of Charity Care	2,703,551,830	1,351,775,916	1,345,567,092	6,208,824	U
<b>Additions (Deductions) To/From Patient Service Revenue:</b>					
Contractual and Other Adjustments	(1,661,323,720)	(830,661,860)	(836,993,334)	6,331,474	U
Payment from DHHS	18,628,621	9,314,311	9,314,311	-	F
Disproportionate Share	18,834,290	9,417,145	9,417,145	-	F
Net Additions (Deductions) To/From Patient Service Revenue	(1,623,860,809)	(811,930,404)	(818,261,878)	6,331,474	U
Net Patient Service Revenue	1,079,691,021	539,845,512	527,305,214	12,540,298	U
<b>Other Operating Revenue:</b>					
Other and IIT Transfers	18,524,158	9,262,079	10,546,863	1,284,784	F
Total Other Operating Revenue	18,524,158	9,262,079	10,546,863	1,284,784	F
Total Operating Revenue	\$ 1,098,215,179	\$ 549,107,591	\$ 537,852,077	\$ 11,255,514	U
<b>Operating Expenses:</b>					
Nursing Services	\$ 268,966,629	\$ 134,483,315	\$ 132,077,162	\$ 2,406,153	F
Other Professional Services	426,885,327	213,442,664	212,326,190	1,116,474	F
General Services	90,390,817	45,195,409	47,102,620	1,907,211	U
Fiscal and Administrative Services	166,419,862	83,209,931	83,505,877	295,946	U
Ambulatory Care	51,626,723	25,813,362	24,546,082	1,267,280	F
Other Expenses	56,481,035	28,240,518	28,739,345	498,827	U
Total Operating Expenses	1,060,770,393	530,385,199	528,297,276	2,087,923	F
<b>Income (Loss) from Operations</b>	37,444,786	18,722,392	9,554,801	9,167,591	U
<b>NonOperating Revenue (Expense):</b>					
Interest and Investments	(22,278,289)	(11,139,144)	(10,564,220)	574,924	F
Gain on GIC Termination	-	-	7,000,000	7,000,000	F
Total NonOperating Revenue (Expense)	(22,278,289)	(11,139,144)	(3,564,220)	7,574,924	F
<b>Change in Net Position</b>	\$ 15,166,497	\$ 7,583,248	\$ 5,990,581	\$ 1,592,667	U

**MEDICAL UNIVERSITY HOSPITAL AUTHORITY**

(A Component Unit of MUSC)

Schedule of Functional Expenses - Actual versus Budget  
For the 6 Month Period Ending December 31, 2012

	Approved Budget	Year To Date Budget	Actual	Variance Favorable/ Unfavorable
<b>Nursing Services:</b>				
Administration and Education	\$ 31,156,288	\$ 15,578,144	\$ 14,872,201	\$ 705,943 F
Medical and Surgical	61,783,783	30,891,892	31,958,270	1,066,378 U
Pediatrics	16,046,878	8,023,439	8,258,344	234,905 U
Emergency and Trauma Units	23,041,897	11,520,949	10,836,143	684,806 F
Intensive Care Units	56,800,671	28,400,336	27,070,104	1,330,232 F
Coronary Care Units	4,037,538	2,018,769	2,035,883	17,114 U
Psychiatric	24,979,391	12,489,696	12,339,326	150,370 F
Operating Rooms	36,478,832	18,239,416	17,289,444	949,972 F
Recovery Rooms	4,541,016	2,270,508	2,287,901	17,393 U
Delivery and Labor Rooms	4,244,363	2,122,182	2,120,817	1,365 F
Obstetrics	5,855,972	2,927,986	3,008,729	80,743 U
Total Nursing Services	<u>\$ 268,966,629</u>	<u>\$ 134,483,315</u>	<u>\$ 132,077,162</u>	<u>\$ 2,406,153 F</u>
<b>Other Professional Services:</b>				
Laboratories and Laboratory Support	\$ 50,935,418	\$ 25,467,709	\$ 24,778,330	\$ 689,379 F
Electrocardiology	6,290,254	3,145,127	3,072,047	73,080 F
Radiology	23,726,362	11,863,181	13,075,499	1,212,318 U
Pharmacy	107,713,133	53,856,567	52,944,599	911,968 F
Heart Catheterization	10,636,954	5,318,477	5,292,767	25,710 F
Central Services and Supply	82,334,251	41,167,126	44,520,862	3,353,736 U
Anesthesiology	22,289,030	11,144,515	9,959,150	1,185,365 F
Nuclear Medicine	1,171,299	585,650	579,517	6,133 F
Respiratory Therapy	15,163,592	7,581,796	6,816,901	764,895 F
Physical Medicine	8,153,540	4,076,770	4,387,340	310,570 U
Dialysis	2,340,560	1,170,280	1,092,991	77,289 F
Pathology	4,185,122	2,092,561	2,020,542	72,019 F
Transplant	26,256,502	13,128,251	11,140,093	1,988,158 F
Other Miscellaneous Services	17,724,008	8,862,004	8,794,508	67,496 F
Medical Records and Quality Assurance	7,904,869	3,952,435	3,793,608	158,827 F
Resident Support	40,060,433	20,030,217	20,057,436	27,219 U
Total Other Professional Services	<u>\$ 426,885,327</u>	<u>\$ 213,442,664</u>	<u>\$ 212,326,190</u>	<u>\$ 1,116,474 F</u>
<b>General services:</b>				
Dietary	\$ 15,623,487	\$ 7,811,744	\$ 7,837,887	\$ 26,143 U
Plant Ops, Maintenance, Security	58,926,446	29,463,223	30,817,971	1,354,748 U
Housekeeping	15,840,884	7,920,442	8,446,762	526,320 U
Total General Services	<u>\$ 90,390,817</u>	<u>\$ 45,195,409</u>	<u>\$ 47,102,620</u>	<u>\$ 1,907,211 U</u>
<b>Fiscal and Administrative Services:</b>				
Admitting	\$ 7,052,532	\$ 3,526,266	\$ 3,392,607	\$ 133,659 F
Administration	59,773,978	29,886,989	29,901,111	14,122 U
Shared Services	11,564,261	5,782,131	5,194,656	591,631 F
MUSC Support	15,939,687	7,969,844	8,243,194	273,350 U
Accounting	8,157,354	4,078,677	4,879,046	800,369 U
Hospital Patient Accounting	10,713,780	5,356,890	5,390,452	33,562 U
Marketing	10,181,966	5,090,983	3,624,467	1,466,516 F
Human Resources	3,354,638	1,677,319	1,278,373	398,946 F
Communications	2,051,609	1,025,805	1,027,160	1,355 U
Computer Services	37,630,057	18,815,029	20,574,811	1,759,782 U
Total Fiscal and Administrative Services	<u>\$ 166,419,862</u>	<u>\$ 83,209,931</u>	<u>\$ 83,505,877</u>	<u>\$ 295,946 U</u>
<b>Ambulatory Care:</b>				
Ambulatory Care	\$ 51,626,723	\$ 25,813,362	\$ 24,546,082	\$ 1,267,280 F
Total Ambulatory Care	<u>\$ 51,626,723</u>	<u>\$ 25,813,362</u>	<u>\$ 24,546,082</u>	<u>\$ 1,267,280 F</u>
<b>Other:</b>				
Depreciation	\$ 56,481,035	\$ 28,240,518	\$ 28,739,345	\$ 498,827 U
Interest	24,389,200	12,194,600	11,729,723	464,877 F
Total Other	<u>\$ 80,870,235</u>	<u>\$ 40,435,118</u>	<u>\$ 40,469,068</u>	<u>\$ 33,950 U</u>
<b>Total Expenses</b>	<u>\$ 1,085,159,593</u>	<u>\$ 542,579,799</u>	<u>\$ 540,026,999</u>	<u>\$ 2,552,800 F</u>

**MEDICAL UNIVERSITY HOSPITAL AUTHORITY**  
**Notes to the Interim Financial Statements**

Balance Sheet: At 12/31/2012 and for the Year ended 6/30/2012

**Assets:**

Cash and cash equivalents decreased \$15.2 million to \$18 million from June 30<sup>th</sup>, 2012. The main drivers of the cash erosion from June 30 are: \$13.6 million reduction in long term debt (approximately \$6 million paid in November for ART equipment loan), \$2.5 million for Sabin Street energy plant project (no FEMA grant funds received to date), payment to MUSC of \$2 million for prior years capital projects, and Epic related staffing, equipment and license fee payments of \$11 million (net of MUSC Physician reimbursement). No payments have been received on the \$22 million receivable booked in fiscal 2010 related to the medical resident FICA settlement. Medicaid managed care GME receivable is \$18 million.

Net patient accounts receivable has increased \$6.1 million from June 30, 2012. The case mix index (an indication of patient acuity) is up for the first six months of FY 13 (1.7966 versus 1.7566) when compared to the prior year average. December's case mix decreased to 1.6931 from November's 1.8211. CMI for the month of December, FY '12 was 1.7553. Year to date collections are running 98.4% of net patient revenue, compared to the 99.4% collection rate for all of last fiscal year. The erosion in the collection rate (due to holiday season) also contributed to the decrease in cash position discussed above.

Other Current Assets increased by \$25 million from 6/30/12 driven mainly by increases in prepaid maintenance contracts (IT and radiology related), payroll related insurance, impact on balance sheet of refinancing, and GME a/r.

**Liabilities:**

As of December, 2012 Current Installments of Long-Term Debt include \$10 million HUD related debt and \$1.7 million for debt related to the Central Energy Plant. Current Installments of Notes Payable relate to the GE Capital note for the McKesson APOC (clinical documentation) System and the Bank of America capital loan program for ART equipment.

The semi-annual payment on the HUD series 2004 was made on August 15<sup>th</sup>. The annual payment for the CEP debt was made on August 31<sup>st</sup>. The semi-annual payment on the ART equipment note was made in November. These payments decreased long term debt by \$13.3 million.

The decrease in other accrued expenses is a result of payment of accrued interest (reduction) and a reversal of FY 12 operating lease accrual. The December intercompany payment to MUSC was made in January.

**MEDICAL UNIVERSITY HOSPITAL AUTHORITY**  
**Notes to the Interim Financial Statements**

Statement of Revenues, Expenses and Changes in Net Assets: For the four months ended 12/31/2012 and 2011

**Operating Revenues:**

Net patient revenue is up 1.9% from the same period last year. Inpatient census is up 0.8% compared to last December – while length of stay is flat at 6.1 days. E R visits are up 4.5% as the charging issues resulting from the implementation of the Epic ED electronic medical record in November have been corrected. Operating room cases are up 1.1%. Transplant cases are down 19% compared to last year. MRI procedures are down 4.4% (one machine temporarily out of service) while CT procedures are up slightly. Outpatient visits are flat. Average case mix index (indicator of patient acuity) increased from 1.75 to 1.8 when compared to the same period last year. The Medicare length of stay at 6.2 days is down 0.1 days compared to same period last year.

On a volume adjusted basis (adjusted discharges) net patient revenue is up 1.2% at \$17,653 per case. This is a result of an increase in acuity and surgical cases.

**Operating Expenses:**

When compared to the same period last fiscal year salaries and benefits increased \$6.3 million (2.8%). Staffing has increased by 71 fte's for EPIC, while volume and new services are driving the remaining increase.

Services and supplies are up 7.7% compared to last year. The increase in the commitment for the Dean of the College of Medicine (\$6.3 million YTD increase), shared services utility costs from MUSC, equipment operating leases, and Epic ambulatory medical record costs (up \$2.2 million) are responsible for the increase.

Depreciation and Amortization costs are up 2.7% year over year driven by increased capital expenditures related to Epic ambulatory project.

**Non Operating Expense**

Interest expense is down \$1 million (7.7%) based on lower long-term debt balances. The year over year positive variance in interest expense will be even greater in the second half of the fiscal year due to the refinancing discussed elsewhere in the notes.

**MEDICAL UNIVERSITY HOSPITAL AUTHORITY**  
**Notes to the Interim Financial Statements**

**Budget Comparison:**

As of December, 2012 MUHA's net income is \$1.6 million behind budget. The operating margin is 1.78% compared to 3.41% budget.

Net patient service revenues are below budget by 2.3%, while operating expenses are 0.39% below budget. The favorable variance is less than expected due to unbudgeted Epic related costs.

**Unusual and non-recurring items impacting current month earnings:**

Implementation of GASB 53 – accounting and financial reporting for derivative instruments occurred in fiscal 2010. While this does not have an immediate impact on the income statement, the negative value of the interest rate hedge associated with the central energy plant financing is reflected on the balance sheet in the asset section as a deferred outflow and in the long-term debt section titled “Derivative Instruments”. The negative balance of \$3.45 million at 12/31/12 is down slightly from 6/30/12.

On December 19, 2012 the 2004 HUD debt was refinanced resulting in substantial savings in interest expense. The impact on the balance sheet is not reflected in the December financial statements. The impact will be reflected in January.



**MEDICAL UNIVERSITY HOSPITAL AUTHORITY**

**CONSENT AGENDA**

Board of Trustees Meeting  
Thursday, February 7, 2013  
101 Colcock Hall

**Members of the Board of Trustees**

Thomas L. Stephenson, Esquire, Chairman  
Dr. James E. Wiseman, Jr., V-Chairman  
Dr. Stanley C. Baker, Jr.  
Mr. William H. Bingham, Sr.  
Dr. Cotesworth P. Fishburne, Jr.  
Mr. William B. Hewitt

Dr. Harold W. Jablon  
Dr. Donald R. Johnson II  
Dr. E. Conyers O'Bryan, Jr.  
Dr. Thomas C. Rowland, Jr.  
Mr. Charles W. Schulze  
The Honorable Robin M. Tallon  
Dr. Charles B. Thomas, Jr.

**Trustees Emeriti**

Mrs. Margaret M. Addison  
The Honorable Robert C. Lake, Jr.  
Mrs. Claudia W. Peebles  
Mr. Allan E. Stalvey

**MEDICAL UNIVERISTY HOSPITAL AUTHORITY OPERATIONS,  
QUALITY and FINANCE COMMITTEE  
CHAIRMAN: DR. STANLEY C. BAKER, JR.**

**(APPROVAL ITEMS)**

**Item 13. Medical University Hospital Authority Appointments, Reappointments and Delineation of Privileges.**

Statement: Approval will be sought for the appointments, reappointments and delineation of privileges of the Medical and Allied Health Staff.

Recommendation of Administration: That the appointments, reappointments and delineation of privileges be approved.

Recommendation of Committee:

Board Action:

**(INFORMATIONAL ITEMS)**

Item 14. Medical Executive Committee Minutes.

Statement: The minutes of the Medical Executive Committee will be presented.

Recommendation of Administration: That the minutes be received as information.

Recommendation of Committee:

Board Action:

Item 15. Medical Center Contracts and Agreements.

Statement: The contracts and agreements signed since the last board meeting will be presented for information.

Recommendation of Administration: That the contracts and agreements be received as information.

Recommendation of Committee:

Board Action:

**PHYSICAL FACILITIES COMMITTEE  
CHAIRMAN: MR. WILLIAM H. BINGHAM, SR.**

**(INFORMATIONAL ITEMS)**

Item 18. Facilities Contracts Awarded.

Statement: Facilities Contracts awarded will be presented to the Board of Trustees.

Recommendation of Administration: That this be received as information.

Recommendation of Committee:

Board Action:

## Board of Trustees Credentialing Subcommittee - November 2012

The Medical Executive Committee reviewed the following applicants on November 21, 2012 and recommends approval by the Board of Trustees Credentialing Subcommittee effective November 28, 2012

### Medical Staff Initial Appointment and Privileges

Michelle E. Ziegler, D.D.S.	Active Provisional	O&M Surgery
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### Medical Staff Reappointment and Privileges

Jeffrey M. Akhtar, D.O.	Affiliate CFC - Refer & Follow	Medicine
Durwood E. Bach, D.D.S.	Active	O&M Surgery
Kathleen T. Brady, M.D., Ph.D.	Active	Psychiatry
Charles J. Beischel, M.D., Ph.D.	Affiliate	Ophthalmology
Thomas Karl Byrne, M.D.	Active	Surgery
Nicole Brooks Cain, M.D.	Active Provisional	Pediatrics
Christine Canivan, M.D.	Affiliate - Refer & Follow	Pediatrics
Donald O. Castell, M.D.	Active	Medicine
William T. Creasman, M.D.	Active	OBGYN
Luciano V. Del Priore, M.D., Ph.D.	Active Provisional	Ophthalmology
Donald C. Eagerton, M.D.	Affiliate - Refer & Follow	Medicine
Bruce M. Elliott, M.D.	Active	Surgery
Paul Everman, Jr., M.D.	Affiliate	Psychiatry
Stephen A. Fann, M.D.	Active Provisional	Surgery
James Allen Glenn, M.D.	Active	Medicine
Tariq Javed, D.M.D.	Affiliate - Refer & Follow	O&M Surgery
Lakshmi P. Katikaneni, M.D.	Active	Pediatrics
Dipinpreet Kaur, M.D.	Active Provisional	Family Medicine
David N. Lewin, M.D.	Active	Pathology
Louis M. Luttrell, M.D., Ph.D.	Active	Medicine
John C. Maize Sr., M.D.	Affiliate	Dermatology
Jill G. Mauldin, M.D.	Active	OBGYN
John W McDonald, M.D.	Affiliate CFC - Refer & Follow	Medicine
Pamela B Morris, M.D.	Active	Medicine
Thomas Robert Murphy, M.D.	Affiliate - Refer & Follow	Pediatrics
Arni Nutting, M.D., M.S.	Active Provisional	Pediatrics
Ross B. Pollack, M.D.	Active	Dermatology
Steven C. Poletti, M.D.	Affiliate - Refer & Follow	Orthopaedic Surgery
Michele C. Ravenel, D.M.D., M.S.C.R	Affiliate - Refer & Follow	O&M Surgery
Adrian Reuben, M.B.B.S	Active	Medicine
Jacob G. Robison, M.D.	Active	Surgery
J. Philip Saul, M.D.	Active	Pediatrics
Eve G. Spratt, M.D., M.S.C.R	Active	Pediatrics
Sam Stafford, III, M.D.	Affiliate	Dermatology
Taryn Elizabeth Stelter, M.D.	Affiliate - Refer & Follow	Pediatrics
Bruce H. Thiers, M.D.	Active	Dermatology
Nancey Trevanian Tsai, M.D.	Active	Neurosciences
Aquilla Scott Turk, III, D.O.	Active	Radiology
Robert P. Turner, M.D., M.S.C.R	Active	Neurosciences
Mark W. Wagner, M.D.	Active	Psychiatry
Marion Edward Wilson, Jr., M.D.	Active	Ophthalmology

### Medical Staff Reappointment and Change in Privileges

John C. Maize Jr., M.D.	Affiliate	Dermatology	Limited to Refer & Follow
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### Medical Staff Change in Privileges

Joseph Robert Cantey, M.D.	Active	Medicine	Addition of Moderate Sedation Privileges
Jason R. Roberts, M.D.	Active Provisional	Medicine	Addition of EUS and ERCP privileges

#### Professional Staff Initial Appointment and Privileges

Bresney Alyssa Dawn Crowell MSN NP	Provisional Allied Health	Pediatrics
Heidi M. Doffing, C.C.P.	Provisional Allied Health	Surgery
Holly Joy Gardner, F.N.P., B.S.N.	Provisional Allied Health	Neurosciences
Ellen Amanda Hardin, P.N.P.	Provisional Allied Health	Orthopaedic Surgery
Kimberly A. Hiland, N.N.P., M.S.N., A.P.R.N.	Provisional Allied Health	Pediatrics
Nancy Morgan Miller, P.A.C., M.Sc.	Provisional Allied Health	Orthopaedic Surgery
Edith Barrett Willis, M.P.A.S.	Provisional Allied Health	Orthopaedic Surgery

#### Professional Staff Reappointment and Privileges

Jeanne Marie Barreira, C.N.M., MSN	Allied Health	OBGYN
Robin L. Bissinger, N.N.P., Ph.D., A.P.R.N.	Allied Health	Pediatrics
Robert J. Black, O.D., M.A., B.Sc.	Allied Health	Ophthalmology
Sharon M. Bond, Ph.D., C.N.M.	Allied Health	OBGYN
Gloria Burbage, C.R.N.A.	Allied Health	Anesthesiology
Mary E. Chalk, F.N.P.	Allied Health	Otolaryngology
Rona S Cushman, N.N.P., MSN	Allied Health	Pediatrics
Matthew K. Ewald, P.A.C., M.P.A.S.	Provisional Allied Health	Medicine
Tammy Barnes Gottshalk, F.N.P.	Allied Health	Medicine
Kevin M Hampton, M.S.	Provisional Allied Health	Psychiatry
Hwajoo G Haynes, A.N.P., MSN	Allied Health	Medicine
Annette L. Kibler, N.N.P.	Allied Health	Pediatrics
Eileen B Palmer, A.N.P., MSN	Allied Health	Interdis. HS
Jennifer Lynn Ridgeway, P.A.C.	Allied Health	Surgery
Jane H. Swing, C.R.N.A., MSN	Allied Health	Anesthesiology
Shannon Lynn Vaillancourt, P.N.P., MSN	Allied Health	Neurosciences
Molly A. Valerio, M.A., M.S.W.	Provisional Allied Health	Psychiatry
Karen Mary van Bakergem, M.S.W.	Provisional Allied Health	Pediatrics
Joyce S Veitch, F.N.P., R.N.	Allied Health	Interdis. HS
Michael Wolfman, C.R.N.A.	Allied Health	Anesthesiology
Joy Helena Wymer, Ph.D.	Allied Health	Neurosciences

#### Professional Staff Change in Privileges

Ann Peterson, A.N.P., MSN	Allied Health	Orthopaedic Surgery	Switch from Surgery to Orthopedic Surgery
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## Board of Trustees Credentialing Subcommittee - December 2012

**The Medical Executive Committee reviewed the following applicants on December 19, 2012 and recommends approval by the Board of Trustees Credentialing Subcommittee effective December 28, 2012**

Medical Staff Initial Appointment and Privileges		
Lanier Burns Jackson, M.D.	Active Provisional	Pediatrics
Michael K. Lecholop, D.M.D.	Active Provisional	O&M Surgery
Nicole Petersen Shepard, M.D.	Active Provisional	Pediatrics
Renee D. Straub, M.D.	Active Provisional	Dermatology
Graham Walter Warren, M.D.,Ph.D.	Active Provisional	Radiation Oncology
Medical Staff Reappointment and Privileges		
Ian A. Aaronson, M.B., Ch.B.	Active	Urology
Carrie O'Neal Alexander, M.D.	Provisional Affiliate CFC - R&F	Medicine
Raymond F. Anton, M.D.	Active	Psychiatry
Charles Michael Bowman, Ph.D., M.D.	Active	Pediatrics
Howard L. Brilliant, M.D.	Affiliate - Refer & Follow	Orthopaedic Surgery
Jeffrey S. Bush, M.D.	Active	Medicine
James F. Carter, M.D.	Active	OBGYN Services
Russell William Chapin, M.D.	Active Provisional	Radiology
Alexander Wallace Chessman, M.D.	Active	Family Medicine
Kimberly Smith Davis, M.D.	Active	Medicine
Andrew E. Davidson, M.D.	Affiliate - Refer & Follow	Pediatrics
Victor M. Diaz-Gonzalez, M.D.	Affiliate	Medicine
Kenneth D. Farr, M.D.	Affiliate - Refer & Follow	Ophthalmology
Mark S. George, M.D.	Active	Psychiatry
Gary S. Gilkeson, M.D.	Active	Medicine
Michael R. Gold, M.D.	Active	Medicine
Constance Guille, M.D.	Active	Psychiatry
Marcelo S Guimaraes, M.D.	Active	Radiology
Christopher Hannegan, M.D.	Active	Radiology
Harriet Settle Hansen, D.O.	Provisional Affiliate CFC - R&F	Family Medicine
Melissa H. Henshaw, M.D.	Active	Pediatrics
Brenda J. Hoffman, M.D.	Active	Medicine
John S. Ikonmidis, M.D., Ph.D.	Active	Surgery
Dorothea D. Jenkins, M.D.	Active	Pediatrics
Stephen Leonard Kinsman, M.D.	Active	Neurosciences
John A. Knepper, D.O.	Provisional Affiliate CFC - R&F	Family Medicine
Jacqueline M. Kraveka, D.O.	Active	Pediatrics
Markus J. Kruesi, M.D.	Active	Psychiatry
Diann Marie Krywko, M.D.	Active	Medicine
Robert B. Leman, M.D.	Active	Medicine
Maria F. Lopes-Virella, M.D.	Active	Medicine
Joseph D. Losek, M.D.	Active	Pediatrics
Michelle M. Macias, M.D.	Active	Pediatrics
Samuel Hunt McNulty, M.D.	Provisional Affiliate CFC - R&F	Medicine
Robert E. Peyser, M.D.	Affiliate - Refer & Follow	Ophthalmology
Bradley C. Presley, M.D.	Active Provisional	Medicine

Stephen I. Schabel, M.D.	Active	Radiology
Sarah S. Stapleton, M.D.	Affiliate CFC - Refer & Follow	Medicine
Todd R Vasko, M.D., B.S.	Affiliate - Refer & Follow	Pediatrics
Grace B. Wojno, M.D.	Affiliate	Anesthesiology

#### Medical Staff Reappointment and Change in Privileges

Mohammad Chaudry, M.D.	Active	Radiology	Add Neuro IR Special Procedure
Richard D. Gentzler, II, M.D.	Active	Medicine	Switch to Refer & Follow

#### Medical Staff Change in Privileges

Robert Anthony Cina, M.D.	Active	Surgery	Add Ped Surgery Core Procedures
Ashli Karin O'Rourke, M.D.	Active Provisional	Otolaryngology	Add Barium Swallow
Christian John Streck, Jr., M.D.	Active	Surgery	Add Ped Surgery Core Procedures

#### Professional Staff Initial Appointment and Privileges

Denise A. Bradshaw, F.N.P.	Provisional Allied Health	Surgery
Patricia Marie Cavender, F.N.P.	Provisional Allied Health	Surgery
Jiang Fan, A.C.N.P	Provisional Allied Health	Medicine
Katelyn Wells Jordan , O.D.	Provisional Allied Health	Ophthalmology
Adam Scott Turk, P.A.C.	Provisional Allied Health	Medicine

#### Professional Staff Reappointment and Privileges

Elizabeth Norton Byrd, C.R.N.A.	Allied Health	Anesthesiology
Jennifer Gottlieb Caldwell, C.R.N.A.	Allied Health	Anesthesiology
Cheryl Ann Carlson, N.N.P., Ph.D.	Allied Health	Pediatrics
James Kyle Comley, C.R.N.A.	Allied Health	Anesthesiology
Annette Cooper, C.R.N.A.	Allied Health	Anesthesiology
Carla Kmett Danielson, Ph.D.	Allied Health	Psychiatry
Sarah Lynn Denham, A.N.P., MSN	Allied Health	Neurosciences
Carmen H. Dooley, N.N.P., M.S.N.	Allied Health	Pediatrics
Diane F. Dufour, P.N.P., MSN	Allied Health	Pediatrics
Linda E. Ernst, N.N.P.	Allied Health	Pediatrics
Pamela T. French , A.P.R.N.	Allied Health	Psychiatry
Timothy Patrick Grannell, C.R.N.A.	Allied Health	Anesthesiology
Heather Nicole Highland, C.R.N.A.	Allied Health	Anesthesiology
Elizabeth ann Jennings, C.R.N.A.	Allied Health	Anesthesiology
Nina Keegan, F.N.P.	Allied Health	Pediatrics
Therese K. Killeen, A.P.R.N., Ph.D.	Allied Health	Psychiatry
Steven D. LaRowe, Ph.D.	Allied Health	Psychiatry
Janna D Licht, F.N.P.	Allied Health	Psychiatry
Patti D Long, N.N.P., MSN	Allied Health	Pediatrics
Rachel Kelly Lynn, C.R.N.A.	Allied Health	Anesthesiology
Alok Madan, Ph.D., M.P.H	Allied Health	Psychiatry
Alyssa A. Rheingold, Ph.D.	Allied Health	Psychiatry
Catherine S. Rubinstein, F.N.P.	Allied Health	Surgery
Michael E. Saladin, Ph.D.	Allied Health	Psychiatry
Christine Schaub, A.P.R.N., MSN	Allied Health	Medicine
Alison Shannonhouse Stevons, P.A.C.	Provisional Allied Health	Medicine
Sharlene D. Wedin, PsyD	Allied Health	Psychiatry

## Board of Trustees Credentialing Subcommittee - January 2013

The Medical Executive Committee reviewed the following applicants on January 16, 2013 and recommends approval by the Board of Trustees Credentialing Subcommittee, effective January 28, 2013

### Medical Staff Initial Appointment and Privileges

Andrea Meredith Rinn, D.O.	Active Provisional	Medicine
Bruce I. Ovbiagele, MD	Active Provisional	Neurosciences

### Medical Staff Reappointment and Privileges

Andrew M. Atz, M.D.	Active	Pediatrics
Clive D. Brock, M.B.,Ch.B., Ch.B.	Active	Family Medicine
Joseph Robert Cantey, M.D.	Active	Medicine
Louis E. Costa, M.D., D.M.D.	Affiliate	Otolaryngology
Philip Costello, M.D.	Active	Radiology
Alexei O. DeCastro, M.D.	Active Provisional	Family Medicine
Valerian L. Fernandes, M.D.	Active	Medicine
Bruce M. Frankel, M.D.	Active	Neurosciences
Donald L. Fylstra, M.D.	Active	Obstetrics & Gynecology
Steven Steuer Glazier, M.D.	Active	Neurosciences
Kelly Grogan, M.D.	Active	Anesthesiology
Marta T. Hampton, M.D.	Affiliate - Refer & Follow	Dermatology
Russell A. Harley, M.D.	Active	Pathology & Lab. Med.
Thomas B. Harper, III, M.D.	Affiliate - Refer & Follow	Pediatrics
Grady H. Hendrix, M.D., A.B.	Active	Medicine
Cynthia Lea Hipp, D.D.S., M.S.C.R	Active	O & M Surgery
Anthony M. Hlavacek, M.D., M.S.C.R	Active	Pediatrics
Christine Anne Holmstedt, D.O.	Active	Neurosciences
Florence N. Hutchison, M.D.	Active	Medicine
Thomas E. Keane, M.D.	Active	Urology
John C. Kulze, III, M.D.	Affiliate - Refer & Follow	Ophthalmology
James F Mooney, III, M.D.	Active	Orthopaedic Surgery
Roger B. Newman, M.D.	Active	Obstetrics & Gynecology
Terrence X. OBrien, M.D., M.S.	Active	Medicine
Pamela Jean Pride, M.D.	Active	Medicine
Dilip M. Purohit, M.D.	Active	Pediatrics
Charles H. Raine, III, M.D.	Affiliate - Refer & Follow	Medicine
Michael Patrick Ramsay, M.D., J.D.	Active	Medicine
Anil G. Rao, M.D.	Active	Radiology
Julius Sagel, M.B., Ch.B.	Affiliate	Medicine
Steven A. Sahn, M.D.	Active	Medicine
Richard A. Saunders, M.D.	Active	Ophthalmology
John J Schaefer, III, M.D.	Active	Anesthesiology
Frederick M. Schaffer, M.D.	Affiliate - Refer & Follow	Pediatrics
Claudio J Schonholz, M.D.	Active	Radiology
Sara E. Schuh, M.D., M.P.H.	Active	Pediatrics
Roy Brumby Sessions, M.D.	Affiliate - Refer & Follow	Otolaryngology
Ibrahim F. Shatat, M.D., M.S.	Active	Pediatrics
Edwin A. Smith, M.D.	Active	Medicine

Kenneth McRae Spicer, M.D., Ph.D.	Active	Radiology
Robert D. Stapleton, M.D.	Affiliate	Pediatrics
Frank Crawford Stewart, III, B.S., M.D.	Active	Anesthesiology
Celia Carolyn Thiedke, M.D.	Active	Family Medicine
Melanie B. Thomas, M.D., M.S., B.A.	Active	Medicine
James Peter VanDorsten, M.D.	Active	Obstetrics & Gynecology
David T. Vroman, M.D.	Affiliate - Refer & Follow	Ophthalmology
Carol L. Wagner, M.D.	Active	Pediatrics
John L. Waller, M.D.	Active	Anesthesiology
Robert C. Weaver, M.D.	Affiliate - Refer & Follow	Pediatrics
George Frederick Worsham, Jr., M.D.	Active	Pathology & Lab. Med.
Michael R. Zile, M.D.	Active	Medicine

#### Medical Staff Change in Privileges

Keith Borg, M.D., Ph.D.	Active	Pediatrics	Addition: Telemedicine
Jennifer Michele Braden, M.D.	Active	Pediatrics	Addition: Telemedicine
Ryan Butts, M.D.	Active	Pediatrics	Addition: General Pediatrics privileges
Joel B. Cochran, D.O.	Active	Pediatrics	Addition: Telemedicine
Terry Carlyle Dixon, M.D., Ph.D.	Active	Pediatrics	Addition: General Pediatrics privileges
Joseph V. Dobson, M.D.	Active	Pediatrics	Addition: Telemedicine
Melissa Campbell Evans, M.D.	Active	Pediatrics	Addition: Telemedicine
David M. Habib, M.D.	Active	Pediatrics	Addition: Telemedicine
Geoffrey Edwin Hayden, M.D.	Active Provisional	Medicine	Addition: Telemedicine
Benjamin F. Jackson, M.D.	Active	Pediatrics	Addition: Telemedicine
Kathy Lehman-Huskamp, M.D.	Active Provisional	Pediatrics	Addition: Telemedicine
Steven David McSwain, M.D., M.P.H	Active	Pediatrics	Addition: Telemedicine
William Scott Russell, M.D.	Active	Pediatrics	Addition: Telemedicine
Lancer A. Scott, M.D.	Active	Medicine	Addition: Telemedicine
David Stanley Sosnouski, M.D.	Active Provisional	Radiology	Addition: Moderate Sedation
Sarah Elizabeth Sterner, M.D.	Active	Pediatrics	Addition: Telemedicine
Ganga Lakshmi Srinivas, B.B.S.	Active Provisional	Pediatrics	Addition: Lingual Frenulotomy
Frederick W. Tecklenburg, M.D.	Active	Pediatrics	Addition: Telemedicine
Mary Olivia Titus, M.D.	Active	Pediatrics	Addition: Telemedicine
Rachel Elizabeth Tuuri, M.D.	Active	Pediatrics	Addition: Telemedicine
Jana K Upshaw, M.D.	Active	Pediatrics	Addition: Telemedicine
Sally A. Webb, M.D.	Active	Pediatrics	Addition: Telemedicine

#### Professional Staff Initial Appointment and Privileges

Karen Frances Hilbert, A.P.R.N.	Provisional Allied Health	Obstetrics & Gynecology
Virginia A. Rueger, A.P.R.N.	Provisional Allied Health	Psychiatry

#### Professional Staff Reappointment and Privileges

Leslie Sykes Ancrum, C.R.N.A., BSN	Allied Health	Anesthesiology
Carol M. Burns, A.P.R.N.	Allied Health	Psychiatry
Christine Coe, C.R.N.A., M.H.S.	Allied Health	Anesthesiology
Christopher James Devine, C.R.N.A.	Provisional Allied Health	Anesthesiology
Sarah Elizabeth Enoch, C.R.N.A.	Provisional Allied Health	Anesthesiology
Christine D. Hamolia, B.S.N., M.S.	Allied Health	Psychiatry
Gary Howard Hoefler, C.R.N.A.	Allied Health	Anesthesiology
Leonora S. Horton, C.N.M., M.S., Ph.D.	Allied Health	Obstetrics & Gynecology



Phillip Greg Ivy, C.R.N.A.	Allied Health	Anesthesiology
Susan Knight, Ph.D.	Allied Health	Psychiatry
Rita F. Meyers, C.R.N.A.	Allied Health	Anesthesiology
Ashley B. Phillips, F.N.P.	Provisional Allied Health	Medicine
Jennifer Flynn Reeves, P.A.C., M.P.A.S.	Allied Health	Surgery
Kenneth J. Ruggiero, Ph.D.	Allied Health	Psychiatry
Elizabeth Jane Santa Ana, Ph.D.	Allied Health	Psychiatry
Milton Joseph Seymour, III, C.R.N.A.	Allied Health	Anesthesiology
Anthony Michael Sloan, C.R.N.A.	Allied Health	Anesthesiology
Margaret Ann Stark, R.N., C.R.N.A.	Allied Health	Anesthesiology
Janelle Lee Wagner, Ph.D.	Allied Health - R&F	Pediatrics
Jodi Lynn Weber, C.R.N.A., M.H.S.	Allied Health	Anesthesiology
Susan Zayac, MSN, F.N.P.	Allied Health	Medicine

#### Professional Staff Change in Privileges

Margaret K. Brothers, F.N.P.	Allied Health	Neurosciences	Change of department and supervising physician
Tracy Williams Halasz, P.N.P.	Allied Health	Pediatrics	Change of supervising physician and patient population

<b>Medical Executive Committee</b> <b>Presiding:</b> Dr. Hoffman <b>Date:</b> November 21, 2012 <b>Meeting Place:</b> 628 CSB <b>Recording:</b> Angie Baldwin		<b>Meeting Time:</b> 7:32 <b>Adjournment:</b> 8:40 <b>Members present:</b> Dr. Hoffman; Dr. Crumbley; S Scarbrough; C Younker; C Salgado; M Schaffner; Dr. Rocky; Dr. Glazier; Dr. Basco; Dr. del Priore; Dr. Mauldin; Dr. Jauch; Dr. Zwerner; Dr. Grey; Dr. Vandergrift; H Kokko; Dr. T Smith for Dr. M. Richardson; Dr. Sachs; Dr. Costello; Dr. Elliott; Dr. Ryan; Dr. Fakhry; S Smith; Dr. Warren; Dr. Harvey; Dr. Scheurer <b>Members excused:</b> Dr. Gillespie; Dr. Clarke; D Neff; Dr. Feussner; L Kindy; C Rees; Dr. Clyburn; Dr. McLeod-Bryant <b>Guests:</b> Itara Barnes; Shannon Condon	
Agenda/Topic	Debate & Discussion	Conclusions	Recommendations/ Follow-Up What/When/Who
Wins			
Executive Session	Three new events were reviewed		
Review of Minutes	MEC minutes were reviewed.	Minutes of the October 17, 2012 meeting of the MEC were approved with minor change.	
Credentials Committee	Dr. Gray reported on staff changes: Medical Staff Initial Appointment and Privileges: 1 Medical Staff Reappointment and Privileges: 41 Medical Staff Reappointment and Change in Privileges: 3 Medical Staff Change in Privileges: 0 Professional Staff Initial Appointment and Privileges: 7 Professional Staff Reappointment and Privileges: 21 Professional Staff Changes in Privileges: 1	The Medical Executive Committee recommends the appointments, reappointments, and delineation of clinical privileges to the Board of Trustees for approval.	
Data reports	Reappointment of Dr. Adrian Reuben, non-board certified physician supported by Dr. Rocky exception requested. Reports reviewed: Bed Capacity Summary Admit Transfer Center Discharge Summary Reports	Approved.	Accepted as information.
Subcommittee Minute Review	Subcommittee reports were reviewed: Bed Flow Committee Credentials Committee Graduate Medical Education Committee Infection Control Committee Hospital Operations Committee Perioperative Oversight Committee Peer Review Committee Ethics Committee		Approved as reviewed.
Policies (Consent)	Second Level Review of High Cost Medications C50 – Care at End of Life C82 – Formulary System	Approved as reviewed.	

Hand Hygiene Update	Marketing Brand Policy Dr. Salgado presented October hand hygiene data. Compliance data reviewed for service line, occupational and housewide. Overall blended rate for October is 88% which is an increase from September (85.3%), August (86%), and July (84.8%).	Accepted as information.	
Med Rec	Item tabled.		
Maintenance of Certification Task Force on Consultation	<p>Item tabled.</p> <p>Dr. Cawley stated discussion came up through medical staff in variety of ways regarding consultations. Consulting services asked for clarification of rules. Clinical Leadership Committee took up issue 2 or 3 weeks ago. One recommendation was to come up with a task force. Task force will report to MEC and be co-chaired by Drs. Rogers Kyle and Chris Carr. Representatives will include department of neurosciences, pediatrics, psychiatry, surgery and analytics. Purpose of task force will be:</p> <ul style="list-style-type: none"> <li>• Evaluate the current Medical Center Policy C-08 and the Medical Center Medical Staff Rules / Regulations regarding consultations</li> <li>• Evaluated the potential magnitude and perception of the current consultation timeliness</li> <li>• Evaluate whether the policy / rules require more specificity regarding time to complete the consultation</li> <li>• Evaluate whether the policy / rules require separation into urgent and emergent consultations.</li> <li>• Evaluate whether the inpatient consultation and emergency department consultation should be different and specifically, evaluate what types of consultations could be obtained electively later after discharge from the ED.</li> <li>• Evaluate current consultation communication requirements</li> </ul> <p>Responsibilities will include deliver a report with recommendations to the Medical Executive Committee within 90 days. Task Force Goals/ Accomplishments will include timeliness of consultation from initial request until preliminary consultation completed in Epic and timeliness of consultation from initial request until consulting attending sign off in Epic.</p>	Approved with suggested changes.	
Process for Product Contract Negotiation	<p>Dr. Cawley discussed process for physician-preference device RFP/RFI negotiations. Process driven by Dr. Bart Sachs. Detailed process of how process will govern contract negotiations related to Physician preference devices (i.e. implants) including all peripherals, disposables and related equipment specifically in the case of Requests for pricing (RFP) and/or Requests for information (RFI) were discussed. Principles of methodology include communication, transparency, consistency, physician leadership, appropriate lead time and senior leader inclusion. This will apply for supplies that are part of a physician choice. Timeline – process to begin 7 months prior to contract expiration. In case of potential retraining of physicians and related staff, the process to conclude 90 days prior to contract expiration. Any deviations to the established timeline must be brought back to MUHA Physician-Preference Device Steering Committee. Co-champions</p>	1 <sup>st</sup> level review. Back to MEC in December for final approval.	

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	will facilitate regular communication to all affected physicians and staff throughout the process.		
Proposed Industry Relations Policy	<p>Dr. Elliott and Shannon Condon, Director of Conflict of Interest Office presented the 1<sup>st</sup> review of the industry relations policy. Policy will represent the institutions vision of developing valuable collaborations and partnerships with industry as necessary to achieve goals set out in the 2010-2015 strategic plan. Also there are new federal regulations regarding NIH Financial Conflict of Interest Regulations and as of January 1<sup>st</sup> the Physicians Payment Sunshine Act both of which create an environment of increased transparency. The hospital authority is a separate legal entity from the university so there is a need for similar but distinct policies for each legal entity. Policy establishes effective and principle guidelines for university-industry relationships to ensure that individuals exercise independent judgment in commercial interactions or the purpose of promoting evidence based clinical care and scientific research. Dr. Sothmann requested Dr. John Cormier create policy. Shannon has received a lot of feedback of useful comments. Request for MEC to review and discuss the policy and provide comments within 60 days. Dr. Elliott stated any money received from industry as January 1<sup>st</sup> will be publically disclosed. Regarding creation of committee, Dr. Sothmann will be back in touch with leaders for recommendations.</p>	1 <sup>st</sup> level review.	
C177 - Unresolved OR Count Policy	<p>Dr. Vandergrift presented the unresolved count policy changes. When reconciliation attempts fail to resolve the discrepancy, wound closing should be suspended until the lost item can be located. The surgical team will continue to search for the missing item until the item is located. Additional nursing staff may be dispatched to assist in the search... STAT radiographic imaging must be obtained in the operating room. This requirement cannot be waived by the attending or resident surgeon, unless the patient's condition does not allow for intra-operative imaging to be obtained. The Attending Surgeon must remain immediately available during an unresolved count until completion of intra-operative imaging and review of the radiographs. The Attending Surgeon must review and discuss the results of all intraoperative images obtained for an unresolved count with the Attending Radiologist. Both should agree that there is adequate radiographic anatomic coverage of the operative site relative to the procedure and identify any radio-opaque structures, specifically discussing whether these findings may represent potentially retained foreign bodies. This discussion and findings should be documented in the radiology report (by radiologist), the OR nursing documentation (by OR nurse), and the Surgeon's operative note (by surgeon). If these images fail to reveal the missing item, a CT Scan must be obtained as soon as the patient's condition permits, preferably within 24 hours. The Attending surgeon is responsible for obtaining the CT scan and reviewing those images with an Attending Radiologist. The Attending Surgeon and Attending Radiology must document the results of the CT scan in the patient's medical record. The Attending Surgeon must notify the OR charge nurse of the results of the CT scan for inclusion in the patient's OR</p>	Approved	

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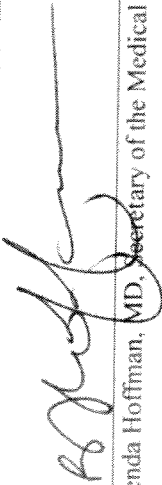
	nursing documentation. Should the initial interpretation of the radiograph by the Attending Surgeon reveal the missing item and thereby resolve the count with its removal, a notation should be made in the nursing record and on the imaging by the radiology technician as such. Should this situation occur, no telephone conversation between the Attending Surgeon and Attending Radiologist is necessary.		
Sedation & Recredentialing Issue	<p>Dr. Harvey presented the current sedation policy and suggested changes to policy. Current Policy: Credentialed practitioners with moderate sedation privileges current as of July 1, 2011 and performing greater than 50 moderate sedation cases/year with no clinician-associated adverse events, as determined by the Sedation Peer Review Subcommittee, will be required to participate in Simulator Training/Testing to be developed by May 2012 by the Sedation Peer Review Subcommittee. Recommendation –</p> <p>Reappointment: All credentialed practitioners are required to successfully complete sedation simulation testing at the time of each reappointment. Participants will be allowed adequate pre-test preparation time to ensure familiarity with the simulation environment/equipment, and/or practice required technical skills, prior to initiation of testing scenarios. Clinicians who successfully complete both the airway and sedation test modules will maintain moderate sedation privileges. Clinicians who are unsuccessful on both testing modules are required to complete the MSS course in its entirety within 90 days of the testing date. Clinicians who do not pass one of the two testing modules (airway or sedation) are required to repeat only that element of the MSS course.</p>	Approved	
Meaningful Use Stage 2 Requirements	Item tabled due to time.		
Adjourned 8:31am	The next meeting of the Medical Executive Committee will be Wednesday, December 19, 2012 at 7:30am in 628CSB.		

Brenda Hoffman, MD, Secretary of the Medical Staff

<b>Medical Executive Committee</b> <b>Presiding:</b> Dr. Clarke <b>Date:</b> December 19, 2012 <b>Meeting Place:</b> 628 CSB <b>Recording:</b> Angie Baldwin		<b>Meeting Time:</b> 7:30 <b>Adjournment:</b> 8:34 <b>Members present:</b> Dr. Clarke; Dr. Hoffman; H Kokko; Dr. Grey; Dr. McLeod-Bryant; Dr. Glazier; Dr. Sachs; M Schaffner; Dr. Crumbley; Dr. Warren; C Rees; S Scarbrough; C Younker; Dr. Salgado; Dr. Rocky; Dr. Jauch; Dr. Gillespie; Dr. Costello; Dr. Richardson?; Dr. Feussner; Dr. Vandergrift; Dr. Ryan; Dr. Elliott; Dr. Cole; D Neff; Dr. Scheurer <b>Members excused:</b> Dr. Fakhry; L. Kindy; <b>Guests:</b> Itara Barnes; Dr. Habib		
<b>Agenda/Topic</b>	<b>Debate &amp; Discussion</b>	<b>Conclusions</b>	<b>Recommendations/ Follow-Up What/When/Who</b>	
Wins	Dr. Clarke recognized for his six years as a medical staff officer.			
Executive Session	Two new events and power outage action plan were reviewed			
Review of Minutes	MEC minutes were reviewed.	Minutes of the November 21, 2012 meeting of the MEC were approved with minor change.		
Credentials Committee	Dr. Gray reported on staff changes: Medical Staff Initial Appointment and Privileges: 5 Medical Staff Reappointment and Privileges: 40 Medical Staff Reappointment and Change in Privileges: 2 Medical Staff Change in Privileges: 3 Professional Staff Initial Appointment and Privileges: 5 Professional Staff Reappointment and Privileges: 27  Reappointment of Drs. Marcelo Guimaraes and Christopher Hannegan, non-board certified physicians supported by Dr. Costello exception requested.	The Medical Executive Committee recommends the appointments, reappointments, and delineation of clinical privileges to the Board of Trustees for approval.		
Data reports	Reports reviewed: Bed Capacity Summary Admit Transfer Center Daily Admissions Report Discharge Summary Reports	Approved.	Accepted as information.	
Subcommittee Minute Review	Subcommittee reports were reviewed: Clinical Lab Advisory Committee Credentials Committee Graduate Medical Education Committee Infection Control Committee Ethics Committee	Approved as reviewed.		
Policies (Consent)	NEW Patient Safety During Patient Transport: Criteria for Nurse to Accompany Patient and Transporter  C024: Adverse Drug Reaction Reporting Program  C034: Blood Borne Pathogens C101: Electrolyte-Potassium and Phosphorous	Approved as reviewed.		

GME Report	Dr. Clarke stated three or four residents that need their licenses renewed by end of month. Pass word that if licenses lapses residents cannot see patients.	Accepted as information.	
Medication Reconciliation (Inpatient)	Dr. Scheurer reviewed the medication reconciliation (inpatient) by department. Data is posted monthly on CCEPS website.	Accepted as information.	
Meaningful Use Stage 2 Requirements	Dr. Warren introduced Itara Barnes, Regulatory Analytics Manager. Itara focused on big picture of what meaningful use means to hospital. Meaningful Use is a small part of the HITECH Act signed in 2009. Will be around for the next 5-6 years. Substantial incentives and market impact for meeting meaningful use. All data will be publically reported. Multiple private insurers have declared that future contracting will reflect demonstrated Meaningful Use. Board certification, MOC, state licensing may include Meaningful Use status in the future. Meaningful Use is a staged approach. Eligible physician meaningful use at MEC: <ul style="list-style-type: none"> <li>o First 90 day official reporting period Oct – Dec 2012</li> <li>o Data and reporting from all MUSC care locations using EPIC</li> <li>o Percent of MUSC EPs meeting Meaningful Use Measure Goals</li> <li>o Fiscal Implication: potential incentive and penalties</li> </ul>	Accepted as information.	
Process for Product Contract Negotiations	Dr. Cawley presented the process and product contract negotiations. Was presented at last month's meeting as a 1 <sup>st</sup> review, now being presented for final action item. Purpose is standardizing process for contracts for devices which have a physician preference. Handout off negotiations to service line leaders and appropriate department chairs. Principles of methodology are communication; transparency; consistency, physician leadership, appropriate lead time, senior leader inclusion, MUHA Physician-Preference Device Steering Committee and MUHA Physician-Preference Device Negotiation Committee Workshop. Timeline: <ul style="list-style-type: none"> <li>o Process begins 7 months prior to contract expiration</li> <li>o In case of potential restraining of physicians and related staff, the process to conclude 90 days prior to contract expiration.</li> <li>o Any deviations to the established timeline must be brought back to MUHA Physician-Preference Device Steering Committee.</li> </ul>	Approved.	
Ultrasound Business Task Force Recommendations	Dr. Cawley presented the recommendations for Dr. Lyles, Chair of Ultrasound Business Task Force. These recommendations are only addressing the business issues.	Dr. Cawley will have Dr. Lyles add more information for clarification and present at Jan MEC.	
NSQIP Executive Committee	Dr. Cole suggested a clarifying statement of purpose. Item tabled		
Peer Review Recommendations	Dr. Crumbley reported on Senate ad hoc committee on hospital peer review. Issues some physicians had with the current peer review process discussed. Informal group sponsored by Senate took concerns to Dr. Cawley. Revisions made to policy: Section IG. "Each reviewed practitioner will be given option to participate in an interview with the reviewing practitioner prior to case presentation to the appropriate Peer Review committee" and Section IIC, 3i an appeals mechanism is added.	Will be brought back to MEC for approval once reviewed by peer review committee.	

	Senate ad hoc Peer Review Committee examined policy, identified problems and suggested remedies; spoke with key player in peer-review process; developed draft recommendations; obtained feedback and finalized recommendations. Problems and recommendations made for: <ul style="list-style-type: none"> <li>o Entry and investigation of complaints</li> <li>o Departmental peer review process</li> <li>o Medical staff peer review committee</li> <li>o Findings of the MS-PRC</li> <li>o Appeals mechanism</li> <li>o Membership of the PRC</li> <li>o Education</li> </ul>		
Influenza Season	Dr. Salgado update SC data and region and how applies to our policy. Default date is January however clause if influenza DHEC that date can be changed. New 5 fold higher in our region than last year. 8% of  15,000 positive 8000 within a week. New date to wear mask was moved to December 17 <sup>th</sup> .  The next meeting of the Medical Executive Committee will be Wednesday, January 16, 2013 at 7:30am in 628CSB.	Approved.	
Adjourned 8:34am			

  
 Brenda Hoffman, MD, Secretary of the Medical Staff



**AGREEMENTS ENTERED INTO BY THE MEDICAL UNIVERSITY HOSPITAL AUTHORITY  
SINCE THE DECEMBER 2012 MEETING OF THE BOARD OF TRUSTEES**

**Hospital Services** - Any contract involving the exchange of Hospital services either for money or other services.

**Managed Care** - The Medical Center has entered a Managed Care Agreement with the following:

**Transplant Agreements** - For the institution(s) listed below, the Medical Center Transplant Unit agrees to provide tissue typing and transplantation to those patients who are medically suitable and to follow those patients in the transplant clinic at MUSC.

**Transfer Agreements** - MUHA agrees to accept the admission of individuals requiring specialized care and meet certain criteria from the following facilities:

**Affiliation Agreements –**

Trident Technical College  
Appalachian State University  
University of Tennessee  
Webster University  
Duke University  
Virginia Commonwealth University  
The John Hopkins University School of Nursing

**Shared Services Agreements –**

**Medical University Hospital Authority**  
**Construction Contracts**  
For Reporting  
February 8, 2013

L & S Electronics	\$249,560.00
Provide and install new fire alarms in Rutledge Tower	

**Medical University Hospital Authority**  
**Small Contracts**  
For Reporting

NBM Construction	\$ 66,260.00
CMH renovations for Risk Management	

**Medical University Hospital Authority**  
**IDC Professional Services Contracts**  
For Reporting

Rosenblum Coe Architects	\$ 168,904.00
Provide planning study for Hollings Cancer Center (MUHA \$100K)	

**MEDICAL UNIVERSITY OF SOUTH CAROLINA**

**REGULAR AGENDA**

Board of Trustees Meeting  
Thursday, February 7, 2013  
101 Colcock Hall

**Members of the Board of Trustees**

Thomas L. Stephenson, Esquire, Chairman  
Dr. James E. Wiseman, Jr., V-Chairman  
Dr. Stanley C. Baker, Jr.  
Mr. William H. Bingham, Sr.  
Dr. Cotesworth P. Fishburne, Jr.  
Mr. William B. Hewitt

Dr. Harold W. Jablon  
Dr. Donald R. Johnson II  
Dr. E. Conyers O'Bryan, Jr.  
Mr. Charles W. Schulze  
The Honorable Robin M. Tallon  
Dr. Thomas C. Rowland, Jr.  
Dr. Charles B. Thomas, Jr.

**Trustees Emeriti**

Mrs. Margaret M. Addison  
The Honorable Robert C. Lake, Jr.  
Mrs. Claudia W. Peebles  
Mr. Allan E. Stalvey

Item 1.     Call to Order-Roll Call.

Item 2.     Secretary to Report Date of Next Meeting.

Regular Meeting: Friday, April 12, 2013.

Item 3.     Approval of Minutes of the Regular Meeting of the Medical University of South Carolina Board of Trustees of December 14, 2012.

Board Action:

**RECOMMENDATIONS AND INFORMATIONAL REPORTS OF THE PRESIDENT**

**OLD BUSINESS:**

**NEW BUSINESS:**

Item 4.     General Informational Report of the President.

Statement: Dr. Greenberg will present a general report.

Recommendation of Administration: That this report be received as information.

Board Action:

Item 5. Other Business.

**RESEARCH AND INSTITUTIONAL ADVANCEMENT COMMITTEE. CHAIRMAN: DR. COTESWORTH P. FISHBURNE, JR.**

**OLD BUSINESS:**

**NEW BUSINESS:**

Item 6. General Report of the Associate Provost for Research.

Statement: Dr. Steve Lanier will report on research activities.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee:

Board Action:

Item 7. General Report of the Vice President for Development and Alumni Affairs.

Statement: Mr. Jim Fisher will provide a general report on institutional advancement activities.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee:

Board Action:

Item 8. Naming of the Carolyn E. Reed Pavilion in the Hollings Cancer Center.

Statement: Mr. Jim Fisher will present for approval the request to name the MUSC Hollings Cancer Center first floor welcome pavilion in honor of Dr. Carolyn E. Reed.

Recommendation of Administration: That this request be approved.

Recommendation of Committee:

Board Action:

Item 9. General Report of the CEO of the MUSC Foundation.

Statement: Mr. Tom Anderson will provide a general report on the MUSC Foundation's activities.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee:

Board Action:

Item 10. General Report of the Executive Director of the MUSC Foundation for Research Development.

Statement: Mr. Robert Donato will provide a general report on the MUSC Foundation for Research Development's activities.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee:

Board Action:

Item 11. Other Committee Business.

**EDUCATION, FACULTY AND STUDENT AFFAIRS COMMITTEE. CHAIRMAN: Dr. E. CONYERS O'BRYAN**

**OLD BUSINESS:**

**NEW BUSINESS:**

Item 12. General Report of the Vice President for Academic Affairs and Provost.

Statement: A general report will be given by Dr. Mark Sothmann.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee:

Board Action:

Item 13. Other Committee Business.

**CONSENT AGENDA ITEMS FOR APPROVAL:**

Item 14. Faculty Appointments.

Item 15. Changes in Faculty Status.

Item 16. Master of Science in Oral Sciences Program.

Item 17. Endowed Chair Appointment.

**FINANCE AND ADMINISTRATION COMMITTEE. CHAIRMAN: MR. CHARLES W. SCHULZE**

**OLD BUSINESS:**

**NEW BUSINESS:**

Item 18. Update on Responsibility Centered Management (RCM).

Statement: Ms. Lisa Montgomery will present an update on Responsibility Centered Management.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee:

Board Action:

Item 19. Change to Zero Tolerance to Workplace Violence Policy.

Statement: Ms. Lisa Montgomery will present a request to change the current Zero Tolerance to Workplace Violence Policy from a Board of Trustees policy to an administrative policy.

Recommendation of Administration: That the policy be changed to an administrative policy.

Recommendation of Committee:

Board Action:

Item 20. Financial Status Report of the Medical University of South Carolina.

Statement: Mr. Patrick Wamsley will report on the financial status of the Medical University of South Carolina.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee:

Board Action:

Item 21. Financial Status Report of MUSC Physicians.

Statement: A report on the financial status of MUSC Physicians will be presented by Ms. Gina Ramsey.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee:

Board Action:

Item 22. Financial Status Report of the MUSC Foundation for Research Development.

Statement: Ms. Deanne Lucas will report on the financial status of the MUSC Foundation for Research Development.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee:

Board Action:

Item 23. Other Committee Business.

**UNIVERSITY PHYSICAL FACILITIES COMMITTEE. CHAIRMAN: MR. WILLIAM H. BINGHAM, SR.**

**OLD BUSINESS:**

**NEW BUSINESS:**

Item 24. Update on Projects.

Statement: Mr. John Malmrose will present an update on Medical University of South Carolina facilities projects.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee:

Board Action:

Item 25. Other Committee Business.

**CONSENT AGENDA ITEMS FOR INFORMATION:**

Item 26. Facilities Contracts Awarded.

**MEDICAL UNIVERSITY OF SOUTH CAROLINA AUDIT COMMITTEE, CHAIRMAN: Mr. WILLIAM B. HEWITT.**

**OLD BUSINESS:**

**NEW BUSINESS:**

Item 27. Update on Sensitive Data Security.

Statement: Dr. Frank Clark will provide a follow up report on Sensitive Data Security.

Recommendation of Administration: That the report be received as information.

Recommendation of Committee:

Board Action:

Item 28. Compliance Update.

Statement: Ms. Reece Smith will provide an update.

Recommendation of Administration: That the report be received as information.

Recommendation of Committee:

Board Action:

Item 29. Audit Committee Self-Evaluation.

Statement: Mr. Hewitt will review the results of the Audit Committee self-evaluation.

Recommendation of Administration: That the report be received as information.

Recommendation of Committee:

Board Action:

Item 30. External Auditor Evaluation.

Statement: Mr. Hewitt will review the results of the annual evaluation of the performance of the external auditor.

Recommendation of Administration: That the report be received as information.

Recommendation of Committee:

Board Action:

Item 31. Report of the Office of Internal Audit.

Statement: Ms. Susan Barnhart will report on the activities of the Office of Internal Audit.

Recommendation of Administration: That the report be received as information.

Recommendation of Committee:



Board Action:

Item 32. Other Committee Business.

**OTHER BUSINESS FOR THE BOARD OF TRUSTEES:**

Item 33. Approval of Consent Agenda.

Statement: Approval of the Consent Agenda is requested.

Recommendation of Administration: That the consent agenda be approved.

Board Action:

Item 34. New Business for the Board of Trustees.

Item 35. Report from the Chairman.

**BOARD OF TRUSTEES  
MEDICAL UNIVERSITY OF SOUTH CAROLINA  
RESEARCH AND INSTITUTIONAL ADVANCEMENT COMMITTEE  
OFFICE OF DEVELOPMENT  
FEBRUARY 7, 2013**

Through December 31, 2012, the Medical University of South Carolina has received over \$37.1 million in new gifts and pledges.

Progress to date compares very favorably to our results for this same time period last year - \$30.6 million (21.5% ahead of last year's pace).

The following highlights reflect key accomplishments that have transpired since the December meeting of the Board of Trustees.

**NEUROSCIENCES**

- Mr. and Mrs. Bill Baker made a gift of \$500,000 to support the Institute for Applied Neurosciences. Mr. Baker is a former member of the MUSC Foundation Board of Directors and currently sits on the Neurosciences Advisory Board. Mrs. Baker currently sits on the Storm Eye Institute's Advisory Board.
- Johnson Management made a gift of \$50,000 to support the Department of Neurosurgery. Susanna Johnson serves on the board of the MUSC Foundation.
- The Vacation Myrtle Beach Group raised nearly \$24,000 from donations this summer from their homeowners, visitors and staff. This gift will support the Livi Center for Mitochondrial Research under the leadership of Dr. Stephen Kinsman.
- Laura Mateo made a gift, through the Lakeside Foundation, for \$10,000 to support the Department of Neurosciences.

## **HOLLINGS CANCER CENTER**

- The Abney Foundation, located in Anderson, SC, provided a \$400,000 gift designated for The Abney Foundation Emerging Scholars Program at Hollings Cancer Center.
- The Donaldson Charitable Trust has made a \$250,000 gift in support of cancer research at the Hollings Cancer Center.
- Athene Annuity and Life Assurance Company completed a \$100,000 pledge for the Hollings Cancer Center's SmartState Center of Economic Excellence in Cancer Stem Cell Biology and Therapy.
- Dr. Matthew F. Kohler made a \$40,000 gift towards the William T. Creaseman Endowed Chair in Gynecological Oncology.
- Dr. William T. Creaseman made a \$25,000 gift towards the William T. Creaseman Distinguished Endowed Chair in Gynecological Oncology.
- Mr. and Mrs. Dayel Ostraco, on behalf of Dr. Peter A. Lefkow, made a \$25,000 gift towards the Peter A. Lefkow, M.D., Fund for Excellence in Lung Cancer Research at Hollings Cancer Center.
- The Susan R. and John W. Sullivan Foundation made a \$20,000 gift in support of the Jenny Sullivan Sanford Melanoma and Skin Cancer Program at Hollings Cancer Center.
- The Point Is, a local women's nonprofit organization, made a contribution OF \$18,500 in support of breast cancer screenings for underserved women on the Hollings Cancer Center Mobile Health Unit.
- Ms. Mary Margaret McLernon made a \$15,000 gift in support of Patient Support Services at Hollings Cancer Center.

## **JAMES B. EDWARDS COLLEGE OF DENTAL MEDICINE**

- Nobel Biocare agreed to provide an additional five years of products to the Implant Program at the Division of Prosthodontics. The implants, student kits, and other equipment are valued at \$300,000. The company also completed its previous five-year pledge with a distribution of products valued at \$121,000 to the Implant Program.
- Dr. Bradley J. Engle (Class of '96, Periodontics Residency '99) of Naples, Florida contributed dental implants and equipment valued at nearly \$32,000 to the Division of Graduate Periodontics.
- The South Carolina Dental Association provided \$30,000 in funding to the SCDA Endowed Chair Fund through its membership matching gift program.
- Dr. (Class of '73) and Mrs. William C. Sasser, of Mt. Pleasant, gave \$10,000 to establish the Dr. and Mrs. William C. Sasser Endowment Fund for student scholarships. The Sassers will fully endow the fund with an estate gift of approximately \$500,000. Dr. Sasser is a graduate of the Class of '73.

### **CHILDREN'S HOSPITAL**

- The Mercedes Benz Bulls Bay Golf Tournament, hosted by Joe and Lisa Rice, was held at the Bulls Bay Golf Club on December 4, 2012, and raised \$287,000. Over the past nine years this event has raised \$1.7 million for the benefit of the Children's Hospital.
- On November 27, 2012, Clear Channel hosted an Evening with the Stars event at the North Charleston Performing Arts Center which raised \$145,812 for the Children's Hospital.
- Children's Hospital Fund Board member Michael Porcaro established a \$100,000 planned gift.
- The Children's Hospital received \$55,000 from Abby's Friends' Golf Tournament and Gala which supports our pediatric endocrinology's diabetes programs.

- The Darby Children's Research Institute received a gift of \$50,000 from Mr. and Mrs. Gordon Darby and an additional anonymous gift for \$50,000.

### **COLLEGE OF NURSING**

- The Helene Fuld Health Trust made a final payment of \$200,000 in fulfillment of its \$600,000 pledge to provide scholarships for baccalaureate level nursing students.
- The Medical University Hospital Authority pledged \$60,000 for the MUSC Medical Center Scholarships.
- The Lettie Pate Whitehead Foundation, headquartered in Atlanta, made a payment of \$47,500, which represented the balance of the Foundation's 2012 scholarship gift to the MUSC College of Nursing.
- Roper St. Francis Healthcare contributed \$30,000 for the RSFH Patron Nursing Scholarship.
- The Jonas Center for Nursing Excellence awarded \$20,000 to the College of Nursing to participate in the 2013-2015 Jonas Nurse Leaders Scholar Program. The goal of this program is to support the IOM Future of Nursing goal to increase the number of doctorally-prepared nurses across the nation.
- The O'Brien Family Foundation made a gift of \$8,000 which has been earmarked for matching funds for scholarships.

### **HEART AND VASCULAR CENTER**

- The Heart and Vascular Center received over \$150,000 in new research funding in December.
- Berchtold Corporation pledged \$100,000 to Ashley River Tower designated to support a new hybrid operating room.

- Robert Crawford gave \$20,000 and Jim Kellogg gave \$10,000 to the Cardiovascular Health Endowment.
- Harriet Daughtride contributed \$10,000 to Ashley River Tower in support of the Chapel. Ms. Daughtride is the benefactor who provided the initial gift to underwrite the Chapel.

### **COLLEGE OF MEDICINE**

- The College of Medicine received \$69,000 from the Fullerton Foundation in Gaffney, SC, in support of Healthcare Simulation South Carolina.

### **DEPARTMENT OF MEDICINE**

- The Division of Rheumatology successfully completed its campaign to raise \$5 million in pledges to establish the Center for Inflammation and Fibrosis Research. Three recent gifts which helped us meet the goal include a new commitment from the Baur family for \$100,000 and a new \$25,000 gift from the Kalinsky family. Lastly, Mrs. Dee LeRoy, wife of the late Dr. Carwile LeRoy, made an additional gift of \$20,000 to complete our \$500,000 campaign to establish the E. Carwile LeRoy, M.D., Endowed Research Fellowship.
- John and Georgia Colwell made an additional \$60,000 commitment for the John A. Colwell Endowed Chair in Diabetes. This endowed chair will allow us to recruit a Director to lead MUSC's John A. Colwell Diabetes Research Center.
- Drs. Usah Lilavivat and Pusadee Suchinda of Carolina Diabetes and Kidney Center in Sumter, SC, contributed \$25,000 gift in support of the Department of Medicine Research and Education Fund, Kidney Disease Research Fund and the John Colwell Endowed Chair in Diabetes.
- Bill and Betty Tysinger, of Greer, made a \$10,000 gift to the John and Jeff Tysinger Patient Assistance Fund which supports Cystic Fibrosis patients and their families. The Tysingers established this fund last year in honor

and memory of their two sons and their lives and fight against Cystic Fibrosis.

### **STORM EYE INSTITUTE**

- The Storm Eye Institute received \$50,000 from the J. Tylee Wilson Family Foundation to provide support for a pediatric cataract project under the leadership of Dr. Ed Wilson.
- The Lyman Family Foundation gifted \$35,000 to the Grady Lyman Fund, which supports Dr. Ed Wilson and his work in pediatric cataracts.
- Paul and Margaret Karppinen gave the Storm Eye Institute a gift of \$27,000 for unrestricted use. Margaret is a long time employee at MUSC.

### **COLLEGE OF HEALTH PROFESSIONS**

- A \$40,000 gift commitment was made by the South Atlantic Division of HCA (Hospital Corporation of America) to establish an annual healthcare leadership lecture series for the Department of Healthcare Leadership and Management in the College of Health Professions.

### **COLLEGE OF PHARMACY**

- This Fall, the College will kick-off a year-long initiative to name an area of the new College of Pharmacy building in memory of Pat Sharpe. Pat was an integral part of the College of Pharmacy Dean's Office for over 30 years and was affectionately known as "Dean Sharpe" to all those who interacted with her.
- Members of the Building Leadership Committee, led by Col. Mike Heath (ret.), held their annual meeting on Friday, December 7, 2012. The agenda included University updates from President Greenberg, College updates from Deans DiPirio and Hall and Building Campaign updates from Mike Heath and Development Director, Megan Draper.

### **DEPARTMENT OF SURGERY**

- Mr. John Munn, grateful patient of Dr. Tom Brothers, made a \$10,000 gift in support of Vascular Surgery Research to support its current initiative utilizing Telemedicine in the treatment of Aortic Aneurism Disease.
- Mrs. Shirley Springs, widow of Dr. H. B. Springs, made a gift of \$10,000 to the Springs Fund for Surgical Education.
- Over sixty MUSC surgical alumni and faculty gathered at Wrigley Field in Chicago for an alumni reception and dinner during the American College of Surgeons' 98<sup>th</sup> Clinical Congress.

#### **ACTION ITEM**

- Dr. Andrew Kraft, Director of the Hollings Cancer Center has requested that the first floor pavilion area at the Hollings Cancer Center be named in memory of the late Dr. Carolyn Reed in recognition and acknowledgement of her stellar service and contributions to the Hollings Cancer Center and the Medical University of South Carolina. This request is outlined in the letter that follows and requires formal Board of Trustees approval.



**BOARD OF TRUSTEES  
MEDICAL UNIVERSITY OF SOUTH CAROLINA  
RESEARCH AND INSTITUTIONAL ADVANCEMENT COMMITTEE  
OFFICE OF ALUMNI AFFAIRS  
FEBRUARY 7, 2013**

The first and second quarters of the new fiscal year reflect aggregate alumni association memberships of all six colleges at 27%.

The following highlights reflect a few key alumni advancement accomplishments that have occurred since the December meeting of the Board of Trustees:

**College of Dental Medicine**

- The James B. Edwards Homecoming Weekend is planned for February 21-24, 2013, for all dental medicine alumni, with special recognition for the classes ending in '3' and '8'.

**College of Medicine**

- College of Medicine Homecoming Weekend is planned for March 22-23, 2013, for all medicine alumni, with special recognition for the classes ending in '3' and '8'.
- The College of Medicine Charity Ball, co-sponsored by the Medical Student Alumni Council, will be held at Memminger Auditorium on February 16, 2013. A silent auction is planned to raise proceeds to benefit several local charities. Members of the Board of Trustees are invited to attend.

**Golden Grads**

- Golden Grads' classes are planning for their homecoming during the week of Commencement, May 16-17, 2013. In addition to campus-wide events planned with Golden Grads, individual parties are being planned on Wednesday evening, prior to commencement activities.



*A National Cancer Institute Designated Cancer Center*

January 17, 2013

Mr. Jim Fisher  
Vice President for Development and Alumni Affairs  
Medical University of South Carolina  
261 Calhoun Street Suite 306  
MSC 182  
Charleston, SC 29425

**Office of the Director**

86 Jonathan Lucas St.  
Ste. HO124J  
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hcc.musc.edu

Dear Jim,

Please consider this letter a formal request from the MUSC Hollings Cancer Center to the MUSC Board of Trustees to name the Cancer Center's first floor welcome pavilion in honor of Dr. Carolyn E. Reed. Her efforts to see that this building was erected included working with Sen. Hollings for funding, providing input into the design, and collaborating with departments across campus to ensure its completion.

The pavilion was space that Dr. Reed was particularly excited about since it serves as a hub for patients, clinicians and scientists.

Dr. Reed's significant contributions to MUSC included her stellar service as director of Hollings from 2000-2004, followed by her role as director for medical affairs from 2004-2012. It is safe to say that without Dr. Reed's vision and leadership, we would not have the excellent facility we have now, and we are forever indebted to her for that and many other things.

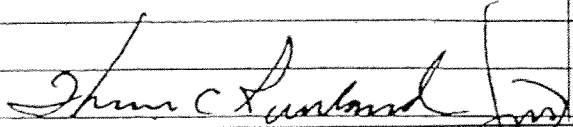
The Hollings leadership feels naming the pavilion for Dr. Reed is a meaningful way to honor her. Thank you for your consideration of our request. Please contact me if you have any questions.

Sincerely,

A handwritten signature in black ink, which appears to read "Andrew S. Kraft".

Andrew S. Kraft, MD  
Director, Hollings Cancer Center  
William H. Folk, MD Chair in Experimental Oncology  
Professor of Medicine

**Medical University of South Carolina  
Board of Trustees  
Policies and Procedures**

<b>POLICY NAME: ZERO TOLERANCE TO WORKPLACE VIOLENCE</b>			
APPROVED DEAN OR DEPARTMENT CHAIR		DATE	
APPROVED VICE PRESIDENT		DATE	
APPROVED PRESIDENT		DATE	
APPROVED BOARD OF TRUSTEES 		DATE <b>8/11/00</b>	
EFFECTIVE DATE: AUGUST 11, 2000	PAGE 1	SECTION: <b>DEVELOPMENT, PUBLIC RELATIONS, EXTERNAL AFFAIRS, AND PERSONNEL COMMITTEE - ITEM NUMBER 42.</b>	POLICY NUMBER: N/A

**I. POLICY**

The Medical University of South Carolina is committed to creating and maintaining a working, learning, and patient care environment, which is free from violence. Understanding and mutual respect toward all individuals are essential elements to excellence in teaching and learning, to the existence of a safe and healthy workplace, and to the maintenance of a campus culture and Medical Center environment which serves the needs of the community. **The University prohibits violent acts or threats of violence.** Any employee, student or visitor who commits a violent act, or threatens to commit a violent act, is subject to disciplinary action and/or civil or criminal prosecution as appropriate. (Refer to Human Resources Policy #45, Disciplinary Action, and Medical Center Policy Manual, A-52)

The Medical University of South Carolina has zero tolerance for violence against any member of the workforce, any other persons in the workplace, or its property. Any person who makes threats, exhibits threatening behavior, or engages in violent acts on university property shall be subject to removal from the premises as quickly as safety permits. For the purpose of this policy, violence and threats of violence include but are not limited to:

- any act that is physically abusive or
- any physical or verbal threat, behavior, or action which is interpreted by a reasonable person to carry the potential
  - to harm or endanger the safety of others;
  - to result in an act of aggression; or
  - to destroy or damage property.

**II. PROCEDURES**

**Reporting**

Each allegation of violence or threat of violence will be taken seriously. Individuals (including students) are responsible for reporting acts of violence, threats of violence, or any other behavior, which by intent, act, or outcome could harm another person or property. Reports shall be made to Public Safety (2-4196) and the most appropriate of the following:

**Medical University of South Carolina  
Board of Trustees  
Policies and Procedures**

POLICY NAME: ZERO TOLERANCE TO WORKPLACE VIOLENCE			
APPROVED DEAN OR DEPARTMENT CHAIR			DATE
APPROVED VICE PRESIDENT			DATE
APPROVED PRESIDENT			DATE
APPROVED BOARD OF TRUSTEES			DATE
EFFECTIVE DATE	PAGE 2	SECTION	POLICY NUMBER:

- Immediate supervisor,
- Medical Center Security, or
- Appropriate College Dean.

The Director of the Department of Human Resources (792-2121) should be contacted immediately if you anticipate that the actions of anyone in your area have the potential or the appearance of creating an environment that could cause or contribute to an act of violence. The information will be kept confidential to the maximum extent possible. The following are examples of warning signs, symptoms, and risk factors, which may indicate an employee's, student's, or visitor's potential for workplace violence:

- Dropping hints about knowledge of firearms.
- Making intimidating comments, threats, or allusions to violence against others in the organization.
- Possessing at work reading or video material with themes of violence, revenge and harassment.
- Acting out either verbally or physically.
- Expressions of excessive bitterness by disgruntled employee or ex-employee.
- Preferring always to work alone or on the night shift and isolating oneself from fellow workers.
- Having a corroborating history of interpersonal conflict or police record for violence or threats of violence.
- Expressions of intense anger, lack of empathy.
- Having the risk factor of domestic problems; unstable/dysfunctional family situation.
- Exhibiting brooding, depressed, strange behavior.
- Displaying physical signs of hard breathing, reddening of complexion, menacing stare, loudness, fast profane speech.

The role of the Public Safety Department, in regards to workplace violence, is to provide an immediate response to a critical situation, not only by dispatching public safety officers but also by requesting and coordinating fire department, city police, or any other authorities deemed necessary. The Department will provide physical security for threatened or at-risk persons; enforce applicable laws; and thoroughly document all incidents and actions. Supervisors, faculty, students and staff, are encouraged to contact Public Safety or Medical Center Security when issues regarding workplace or personal security arise. The Public Safety Department will fill out the official MUSC incident report out describing the situation. Once

**Medical University of South Carolina  
Board of Trustees  
Policies and Procedures**

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APPROVED VICE PRESIDENT			DATE
APPROVED PRESIDENT			DATE
APPROVED BOARD OF TRUSTEES			DATE
EFFECTIVE DATE	PAGE 3	SECTION	POLICY NUMBER:

an incident has been identified, the Director of Public Safety or the Manager of Medical Center Security will notify the Workplace Violence Prevention Committee of the occurrence.

**The Workplace Violence Prevention Committee**

The Workplace Violence Prevention Committee is established to design, formalize, implement, and revise the policies and procedures needed to prevent and resolve threats of or violent acts in the workplace. Once the committee is notified of the occurrence of a workplace violence incident, the Workplace Violence Prevention Committee will determine if additional resources are necessary to resolve the matter. The members of this committee represent all aspects of MUSC, including the medical center, academics, and administration. The committee also serves as the oversight committee for the Threat Assessment Team (see below) and the Workplace Violence training function.

**Sub-functions of the Workplace Violence Committee**

The Threat Assessment Team is a subgroup of the Workplace Violence Prevention Committee. The Threat Assessment Team's primary function is to assess the workplace and identify the risks associated with threats and/or violence in the work areas. The Team is also responsible for assisting the Workplace Violence Prevention Committee with situations involving threats or violence. The Workplace Violence Prevention Committee assigns members to the Team based on their expertise in threat assessments and workplace analysis.

**Training**

In order to eliminate and/or minimize the risks involved with violence in our workplace, the training division of Human Resources Management is responsible for scheduling workplace violence prevention or recognition training for MUSC faculty, students, Medical Center staff, and employees. Public Safety and the Medical Center Security staffs are responsible for designing and implementing the training. The Workplace Violence Prevention Committee will review the training programs annually to ensure they are compliant with OSHA guidelines and are appropriate for MUSC. All employees, regardless of their level of risk, will receive the following training:

- Techniques for recognizing the potential for violence.

**Medical University of South Carolina  
Board of Trustees  
Policies and Procedures**

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APPROVED VICE PRESIDENT			DATE
APPROVED PRESIDENT			DATE
APPROVED BOARD OF TRUSTEES			DATE
EFFECTIVE DATE	PAGE 4	SECTION	POLICY NUMBER:

- Procedures, policies and work environment arrangements developed to control the risk of violence to workers.
- Proper use of security devices (i.e., burglar alarms, panic buttons, etc.).
- The appropriate response to incidents of or potential threats of violence, including emergency and hostage situations.
- How to obtain medical assistance and follow-up.
- Procedures for reporting, investigating and documenting threats and incidents of violence.
- Travel safety.
- Cash and other asset handling procedures.

Workers with job tasks that place them at higher risk for violence will be provided specialized training in addition to those topics outlined above. Training will be designed to deal with the nature of the risk. Managers and supervisors will undergo the same training as outlined above in addition to training that will enable them to recognize potentially hazardous situations.

**THE MEDICAL UNIVERSITY OF SOUTH CAROLINA  
FINANCIAL REPORTS**

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The Medical University of South Carolina and Affiliated Organizations  
Statement of Net Position  
As of December 31, 2012

	University	Area Health Education Consortium	Facilities Corporation	CHS Development Company
<b>Assets &amp; Deferred Outflows</b>				
Cash and Cash Equivalents	\$ 143,803,278	\$ 3,103,828	\$ -	\$ -
Cash and Cash Equivalents - Restricted	27,862,919	-	4,470,410	59,009
State Appropriation Receivable	38,525,445	5,752,139	-	-
Student Tuition and Fees Receivable	33,853,591	-	-	-
Student Loan Receivable	13,658,077	-	-	-
Grants and Contracts Receivable	47,971,522	332,243	-	-
Capital Improvement Bond Proceeds Receivable	1,380,035	-	-	-
Capital Lease Receivable	-	-	4,002,083	17,698,232
Other Receivables	1,392,148	-	7,620	-
Investments	-	-	529,168	-
Prepaid Items	9,591,957	-	-	1,724,375
Capital Assets, net of Accumulated Depreciation	557,840,168	-	-	-
Due from Hospital Authority	201,491	-	-	-
Due from Other Funds	85,396,631	-	-	-
Bond Issue Costs	757,069	-	59,686	307,332
Derivative Instruments Fair Value / Deferred Outflows	-	-	-	-
Other Assets	-	-	-	-
<b>Total Assets &amp; Deferred Outflows</b>	<b>\$ 962,234,331</b>	<b>\$ 9,188,210</b>	<b>\$ 9,068,967</b>	<b>\$ 19,788,948</b>
<b>Liabilities &amp; Deferred Inflows</b>				
Accounts Payable	\$ 6,931,256	\$ -	\$ -	\$ -
Accrued Payroll and Other Payroll Liabilities	5,834,829	-	-	-
Accrued Compensated Absences	27,714,482	199,761	-	-
Deferred Revenue	85,578,574	4,596,097	-	-
Retainages Payable	-	-	-	-
Long-Term Debt	183,430,053	-	7,611,000	18,679,601
Interest Payable	1,442,262	-	92,729	-
Deposits Held for Others	4,049,420	179,612	-	-
Due to Hospital Authority	-	-	-	-
Due to Other Funds	1,052,553	-	1,350,000	-
Federal Loan Program Liability	14,015,982	-	-	-
Derivative Instruments Fair Value / Deferred Inflows	-	-	-	-
Other Liabilities	31,725,487	7,475	-	-
<b>Total Liabilities &amp; Deferred Inflows</b>	<b>\$ 361,774,898</b>	<b>\$ 4,982,945</b>	<b>\$ 9,053,729</b>	<b>\$ 18,679,601</b>
<b>Net Position</b>	<b>\$ 600,459,433</b>	<b>\$ 4,205,265</b>	<b>\$ 15,238</b>	<b>\$ 1,109,347</b>
<b>Total Liabilities &amp; Deferred Inflows and Net Position</b>	<b>\$ 962,234,331</b>	<b>\$ 9,188,210</b>	<b>\$ 9,068,967</b>	<b>\$ 19,788,948</b>



The Medical University of South Carolina and Affiliated Organizations  
Statement of Revenues, Expenses and Changes in Net Position  
For the Six (6) Month Period Ending December 31, 2012

	University	Area Health Education Consortium	Facilities Corporation	CHS Development Company
<b>Operating Revenues</b>				
Student Tuition and Fees	\$ 43,921,908	\$ -	\$ -	\$ -
Federal Grants and Contracts	65,885,554	141,268	-	-
State Grants and Contracts	3,400,184	297,352	-	-
Local Government Grants and Contracts	7,975	-	-	-
Nongovernmental Grants and Contracts	11,711,825	601,812	-	-
Sales and Services to Hospital Authority	49,213,178	-	-	-
Sales and Services of Educational and Other Activities	27,527,900	(521)	-	-
Sales and Services of Auxiliary Enterprises	5,767,183	-	-	-
Interest Income	-	-	277,343	447,877
Other Operating Revenues	7,174,979	45,938	-	-
<b>Total Operating Revenues</b>	<b>214,610,686</b>	<b>1,085,849</b>	<b>277,343</b>	<b>447,877</b>
<b>Operating Expenses</b>				
Compensation and Employee Benefits	166,667,789	1,176,388	-	-
Services and Supplies	91,536,016	2,443,894	600	33
Utilities	6,420,330	-	-	-
Scholarships and Fellowships	7,495,951	-	-	-
Refunds to Grantors	28,517	-	-	-
Interest Expense	-	-	229,195	565,437
Depreciation and Amortization	20,594,547	-	31,952	108,528
<b>Total Operating Expenses</b>	<b>292,743,150</b>	<b>3,620,282</b>	<b>261,747</b>	<b>673,998</b>
<b>Operating Income (Loss)</b>	<b>(78,132,464)</b>	<b>(2,534,433)</b>	<b>15,596</b>	<b>(226,121)</b>
<b>Nonoperating Revenues (Expenses)</b>				
State Appropriations - MUHA	9,426,853	-	-	-
State Appropriations	29,948,757	4,596,097	-	-
Gifts and Grants Received	4,930,611	-	-	-
Investment Income	2,820,014	10	-	-
Interest Expense	(4,251,753)	-	-	-
Gain (Loss) on Disposal of Capital Assets	522,624	-	-	-
Transfers From (To) Other State Agencies	(66,852)	(1,334)	-	-
Other Nonoperating Revenues (Expenses), net	2,395,255	-	-	-
<b>Net Nonoperating Revenues (Expenses)</b>	<b>45,725,509</b>	<b>4,594,773</b>	<b>-</b>	<b>-</b>
<b>Income (Loss) Before Other Revenues, Expenses, Gains, Losses and Transfers</b>	<b>(32,406,955)</b>	<b>2,060,340</b>	<b>15,596</b>	<b>(226,121)</b>
Capital Appropriations	765,856	-	-	-
Capital Grants and Gifts	2,611,265	-	-	-
Additions to Permanent Endowments	-	-	-	-
Transfers From (To) MUSC Physicians (UMA)	31,459,098	-	-	-
Transfers From (To) AHEC	(1,848)	1,848	-	-
Transfers From (To) CHS Development	(344,042)	-	-	344,042
Transfers From (To) Facilities Corporation	1,368,186	-	(1,368,186)	-
<b>Increase (Decrease) In Net Position</b>	<b>\$ 3,451,560</b>	<b>\$ 2,062,188</b>	<b>\$ (1,352,590)</b>	<b>\$ 117,921</b>

The Medical University of South Carolina  
 Budgeted Funds Comparison to Budget  
 For the period ending December 31, 2012

	Budget	Prorated Budget (Note)	Actual	Variance
<b>REVENUES</b>				
<b>State</b>				
State Appropriations	58,784,436	29,392,218	29,948,757	556,539 F
State Appropriations - MUHA	18,853,707	9,426,854	9,426,853	(1) U
State Grants & Contracts	7,224,365	3,612,183	3,400,184	(211,999) U
<b>Total State</b>	<b>84,862,508</b>	<b>42,431,255</b>	<b>42,775,794</b>	<b>344,539 F</b>
<b>Federal</b>				
Federal Grants & Contracts	119,815,635	59,907,818	50,428,144	(9,479,674) U
Federal Grants Indirect Cost Recoveries	35,783,275	17,891,638	15,457,410	(2,434,228) U
<b>Total Federal</b>	<b>155,598,910</b>	<b>77,799,456</b>	<b>65,885,554</b>	<b>(11,913,902) U</b>
<b>Other</b>				
Private Grants & Contracts	21,599,738	10,799,869	9,897,459	(902,410) U
Private Grants Indirect Cost Recoveries	2,859,407	1,429,704	1,822,341	392,637 F
MUSC Foundation Gifts and Grants	10,172,033	5,086,017	4,930,611	(155,406) U
Tuition and Fees	81,829,072	41,390,308	43,921,908	2,531,600 F
Sales and Services of Educational Departments	58,152,988	29,076,494	27,527,900	(1,548,594) U
Sales and Services of Auxiliary Enterprises	12,378,599	6,189,300	5,767,183	(422,117) U
Interest and Investment Income	87,231	43,616	9,080	(34,536) U
Endowment Income	1,034,916	517,458	454,761	(62,697) U
Miscellaneous	11,516,268	5,758,134	7,216,258	1,458,124 F
Miscellaneous - Residents	4,743,637	2,371,819	2,191,389	(180,430) U
Authority Revenue	71,977,254	35,988,627	33,634,866	(2,353,761) U
Authority Revenue - Residents	39,872,745	19,936,373	19,893,518	(42,855) U
Intra-Institutional Transfers	41,394,909	20,697,455	20,537,891	(159,564) U
<b>Total Other</b>	<b>357,618,797</b>	<b>179,285,174</b>	<b>177,805,165</b>	<b>(1,480,009) U</b>
<b>Total Revenues</b>	<b>598,080,215</b>	<b>299,515,885</b>	<b>286,466,513</b>	<b>(13,049,372) U</b>
<b>EXPENDITURES</b>				
Instruction	126,094,772	63,047,386	56,952,494	6,094,892 F
Instruction - Residents	44,940,529	22,470,265	23,990,622	(1,520,357) U
Instruction - MUHA	18,853,707	9,426,854	9,426,853	1 F
Research	185,510,324	92,755,162	88,801,113	3,954,049 F
Public Service	45,010,628	22,505,314	22,318,982	186,332 F
Academic Support	38,869,475	19,434,738	24,044,428	(4,609,690) U
Student Services	9,076,193	4,538,097	4,567,259	(29,162) U
Institutional Support	67,579,102	33,789,551	31,315,182	2,474,369 F
Operation & Maintenance of Plant	73,756,002	36,878,001	37,973,911	(1,095,910) U
Scholarships & Fellowships	2,337,092	1,168,546	989,963	178,583 F
Auxiliary Enterprises	11,810,017	5,905,009	5,229,818	675,191 F
Indirect Cost Remitted to State	115,000	57,500	66,852	(9,352) U
Debt Services	6,517,406	3,258,703	3,258,703	- F
<b>Total Expenditures</b>	<b>630,470,247</b>	<b>315,235,126</b>	<b>308,936,180</b>	<b>6,298,946 F</b>
<b>OTHER ADDITIONS (DEDUCTIONS)</b>				
Transfers from (to) UMA	54,645,011	27,322,506	31,459,098	4,136,592 F
Transfers from (to) Facilities Corporation	1,350,000	675,000	1,368,186	693,186 F
Transfers from (to) AHEC	(3,300)	(1,650)	(1,848)	(198) U
Transfers from (to) CHS Development	(330,000)	(165,000)	(174,649)	(9,649) U
Transfers from (to) Loan funds	-	-	-	- F
Transfers from (to) Plant Funds	(23,203,159)	(11,601,580)	(11,184,198)	417,382 F
Refunds to Grantors	(56,591)	(28,296)	(28,517)	(221) U
Transfers to Endowment Fund	(11,929)	(5,965)	-	5,965 F
<b>Total Other Additions (Deductions)</b>	<b>32,390,032</b>	<b>16,195,015</b>	<b>21,438,072</b>	<b>5,243,057 F</b>
<b>NET INCREASE (DECREASE) in Fund Balance</b>	<b>-</b>	<b>475,774</b>	<b>(1,031,595)</b>	<b>(1,507,369) U</b>

Note: Budgeted tuition is prorated based on semesters; Other budgeted items prorated based on calendar months.

**The Medical University of South Carolina**

Direct Expenditures on Federal Grants and Contracts

(By Responsibility Center)

For the 6 Month Period Ending December 31, 2012

Administration	304,416
Centers of Excellence	3,141,407
College of Dental Medicine	1,606,588
College of Graduate Studies	623,232
College of Health Professions	834,384
College of Medicine	41,652,947
College of Nursing	1,384,021
College of Pharmacy	394,819
Library	486,329
	<hr/>
	<b>\$50,428,144</b>
	<hr/>

NOTE: The federal direct expenditures shown above were incurred by the University. The federal grant and contract revenue earned to cover these direct expenditures is \$50,428,144 .

In addition to this federal grant and contract revenue, the University received \$15,457,410 in federal monies to reimburse it for Facilities and Administration (F+A) costs incurred to administer the above federal grants and contracts. \$15,390,558 of the F+A recoveries received is unrestricted which means the University can use it for any of its operating needs. The remaining \$66,852 represents the F+A recoveries on non-research federal grants and contracts. This amount is required to be remitted to the State.

University direct federal expenditures	\$50,428,144
Facilities and Administration costs	\$15,457,410
Federal operating grants and contracts	<hr/>
	\$65,885,554
	<hr/>

**THE MEDICAL UNIVERSITY OF SOUTH CAROLINA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
December 31, 2012

Note 1. *Basis of Presentation*

This financial statement provides summarized information for The Medical University of South Carolina (MUSC) and its affiliated organizations in discrete columns on the same page. The purpose of this financial report is to provide information that will be helpful to those who must make decisions about MUSC.

Note 2. *State Appropriations*

State appropriations revenue is prorated evenly over the twelve month period for which the funds are to be spent.

Note 3. *Cash and Cash Equivalents - Restricted*

Cash and cash equivalents - restricted include bond proceeds, the debt service reserve accounts, and the debt service fund accounts.

Note 4. *Capital Assets, Net of Accumulated Depreciation*

The University's capital assets, net of accumulated depreciation consists of the following:

Construction in progress	\$ 26,504,702
Land/Bldgs/Equipment/Accumulated depreciation	531,335,466
Capital Assets, Net of Accumulated Depreciation	<u>\$ 557,840,168</u>

Note 5. *Construction in Progress*

Construction in progress consists of the following projects and expenditures to date and is included in Capital Assets, Net of Accumulated Depreciation on the Statement of Net Assets.

	Jun 30, 2012 Balance	Fiscal Year 2012 Additions	Dec 31, 2012 Balance
Greenville Research Education Innovation Institute	\$ 2,282,009	\$ 217,991	\$ 2,500,000
CSB AHU-6 Replacement	969,892	35,668	1,005,560
Microbiology & Immunology Renovations in BSB	3,590,493	1,252,929	4,843,422
Dental Medicine Classroom Renovations in BSB	2,227,182	264,128	2,491,310
Neurosciences 3rd Floor Renovations in CSB	1,451,616	382,721	1,834,337
Psychiatric Institute Data Center System	908,798	685,078	1,593,876
Psychiatric Institute Data Center UPS	1,134,911	(15,862)	1,119,049
Exhaust & Emergency Power Impr in BSB	329,770	737,019	1,066,789
Air Handler Replacement in BSB	684,799	460,543	1,145,342
Bioengineering Bldg. Construction	641,407	551,547	1,192,954
Others less than \$1,000,000 (ending balance)	5,551,361	2,160,702	7,712,063
Total construction in progress	<u>\$ 19,772,238</u>	<u>\$ 6,732,464</u>	<u>\$ 26,504,702</u>

Note 6. *Deferred Revenue*

The University's deferred revenue consists of the following:

State appropriations	\$ 29,948,757
Grants and contracts	20,708,848
Student tuition and fees	34,892,374
Other	28,595
Total Deferred Revenue	<u>\$ 85,578,574</u>

**THE MEDICAL UNIVERSITY OF SOUTH CAROLINA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
December 31, 2012

Note 7. *Long Term Liabilities*

The University's long term liabilities consist of the following:

Obligations under capital leases	\$ 68,007,394
Higher Education Revenue bond payable	33,625,000
State Institution bonds payable	75,125,000
Premium on State Institution bonds payable	1,745,479
Energy performance note payable	6,042,756
Deferred loss on early retirement of bond	(1,115,576)
Total Long Term Liabilities	<u>\$ 183,430,053</u>

Note 8. *Comparison to Budget*

The Comparison to Budget statement (page 3) includes only activity in the current funds.

The Statement of Revenues, Expenses, and Changes in Net Assets (page 2)

includes current funds, loan funds, endowment and similar funds, and plant funds.

Net increase (decrease) in fund balance per Comparison to Budget statement		\$ (1,031,595)
Plant funds:		
Capital grants and gifts - Federal	2,611,265	
Capital grants and gifts - State	-	
Capital grants and gifts - private	-	
Capital appropriations	765,856	
Donated property & other in-kind donations	-	
Interest and investment income	301,867	
Other operating revenue	-	
Other nonoperating revenue	-	
Expended in current fund-lease principal	4,683,081	
Expended in current fund-capital costs	1,525,714	
Transfers	14,273,508	
Expensed in plant fund-depreciation	(20,594,547)	
Expensed in plant fund-interest expense	(1,703,682)	
Expensed in plant fund-other	(10,621)	
Gain (loss) on disposition of property	522,624	2,375,065
Loan funds:		
Other income	-	
Interest and investment income	193,654	
Expenses	(123,466)	
Transfers	-	70,188
Endowment funds:		
New endowments	-	
Income draws to operating units	(430,667)	
Endowment income (Loss)	2,468,569	
Transfers	-	2,037,902
Other		-
Net increase (decrease) in Net Assets per Statement of Revenues, Expenses, and Changes in Net Assets		<u>\$ 3,451,560</u>

Medical University of South Carolina  
Summary of Current Debt Obligations and  
Analysis of Available Bonded Debt Capacity

(\$\$ in thousands)

	Original Issue	Authorized Not Issued	Purpose	Outstanding & Authorized as of 31-Dec-2012
<b>State Institution Bonds (SIB)</b>				
SIB 2003D	\$ 8,000	\$ -	- Renovations of Thurmond/Gazes bldg.	\$ 575
SIB 2003J	12,000	-	- Renovations of Thurmond/Gazes bldg. and subpower plant	565
2005 Refunding	19,045	-	- Advance refunding on SIB2000A	15,120
SI BAN 2011	30,000	-	- College of Dental Medicine Building	28,000
SIB 2011D	18,950	-	- Deferred maintenance projects	18,220
SIB 2012B refunding	12,645	-	- Refunding SIB 2001A, 2003D, & 2003J	12,645
	<u>\$ 100,640</u>	<u>\$ -</u>		
<b>Current Bonded Debt Authorized and Issued</b>				<u>\$ 75,125</u>
<b>Notes Payable - JEDA</b>				
	<u>\$ 13,500</u>	<u>\$ -</u>	- Refund Harborview Certificates of Participation	<u>\$ 3,110</u>
	<u>\$ 32,985</u>	<u>\$ -</u>	- Construction of College Health Health Profession facilities	<u>\$ 19,290</u>
<b>Lease Revenue Bonds</b>				
LRB 1995 A & B	<u>\$ 13,201</u>	<u>\$ -</u>	- Thurmond Biomedical Center	<u>\$ 4,501</u>
<b>Higher Education Revenue Bonds</b>				
2006	<u>\$ 38,000</u>	<u>\$ -</u>	- Construction of Parking Garage	<u>\$ 33,625</u>
<b>Energy Performance Note Payable</b>				
EPNP 11-26-08	<u>\$ 15,387</u>	<u>\$ -</u>	- Energy Savings	<u>\$ 6,043</u>

**MUSC Physicians**  
**(A Component Unit of the Medical University of South Carolina)**

**Statement of Revenues, Expenses and Changes in Net Position**

	<b>For the Six Months Ending 12/31/11</b>	<b>For the Six Months Ending 12/31/12</b>
<b>Operating Revenues</b>		
Net clinical service revenue	133,118,040	133,044,238
Other operating revenue	1,914,168	(1,310,764)
Ambulatory care and MUHA revenue cycle support	2,477,027	3,195,496
Primary care support	1,600,000	1,600,000
Total operating revenues	139,109,235	136,528,971
<b>Operating Expenses</b>		
Departmental expenses	97,136,363	98,834,282
Corporate operating expenses	14,246,813	16,356,634
Ambulatory care and MUHA revenue cycle expenses	1,898,411	2,425,658
New Initiative expenses	2,719,657	4,595,477
Total expenses	116,001,245	122,212,052
Operating Income (Loss)	23,107,990	14,316,919
Nonoperating Revenues (Expenses)	(2,697,065)	3,907,990
Transfers from (to) Related Entities		
Nonmandatory contributions to the MUSC Foundation	(4,233,883)	(1,153,117)
Nonmandatory transfers to the MUSC	(25,495,935)	(31,459,098)
Change in Net Position Before Extraordinary Items	(9,318,893)	(14,387,306)
Extraordinary/Special Items	-	-
Transfers to Debt Service and Equity Deficits	219,963	531,274
Change in Net Position Before Expenses Related to the DHHS Supplemental Revenue	(9,098,930)	(13,856,032)
Expenses Related to the DHHS Supplemental Revenue	-	-
Change in Net Position	(9,098,930)	(13,856,032)

# MUSC Foundation for Research Development

## Statement of Financial Position

	<u>10/31/2012</u>	<u>10/31/2011</u>
<b>Assets</b>		
Cash and Cash Equivalents	\$1,288,107	\$166,906
Interest Receivable	\$3,072	\$3,349
Accounts Receivable	\$388,681	\$380,211
Prepaid Expense	\$55,669	\$54,185
Investments	\$313,815	\$298,697
Property and Equipment, net	\$1,334	\$4,674
<b>Total Assets</b>	<u><u>\$2,050,678</u></u>	<u><u>\$908,022</u></u>
<b>Liabilities and Net Assets</b>		
<b>Liabilities</b>		
Accounts Payable	\$248,786	\$205,329
Accounts Payable - MUSC	\$400,704	\$123,262
Due to UMA - Accrued Vacation	\$19,618	\$57,048
Unearned Revenue and Deposits	<u>\$85,380</u>	<u>\$97,170</u>
<b>Total Liabilities</b>	<u><u>\$754,488</u></u>	<u><u>\$482,808</u></u>
<b>Net Assets</b>	\$1,296,189	\$425,213
<b>Total Liabilities and Net Assets</b>	<u><u>\$2,050,678</u></u>	<u><u>\$908,022</u></u>



# MUSC Foundation for Research Development

## Statement of Activities

	For the four months ended	
	10/31/2012	10/31/2011
<b>Revenues</b>		
Contracts, grants and awards	\$453,901	\$560,406
License fees and royalties	\$222,437	\$42,201
Interest and dividend income	\$4,042	\$4,559
Patent expense recovery	\$116,038	\$138,864
Gain/(loss) on investments	\$20,383	\$873
Other revenues - program services	\$23,248	\$6,200
<b>Total Revenues</b>	<b>\$840,050</b>	<b>\$753,103</b>
<b>Expenses</b>		
License fees and royalties distribution	\$97,015	\$19,100
Personnel	\$172,614	\$355,241
Patent prosecution costs	\$115,964	\$126,807
Professional and other fees	\$32,424	\$36,244
Subcontract to MUSC	\$46,670	\$66,544
Other administrative expenses	\$69,346	\$97,485
<b>Total Expenses</b>	<b>\$534,033</b>	<b>\$701,421</b>
<b>Transfers</b>	<b>\$0</b>	<b>\$9,343</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>\$306,017</b>	<b>\$61,025</b>

**MEDICAL UNIVERSITY OF SOUTH CAROLINA**

**CONSENT AGENDA**

Board of Trustees Meeting  
Thursday, February 7, 2013  
101 Colcock Hall

**Members of the Board of Trustees**

Thomas L. Stephenson, Esquire, Chairman  
Dr. James E. Wiseman, Jr., V-Chairman  
Dr. Stanley C. Baker, Jr.  
Mr. William H. Bingham, Sr.  
Dr. Cotesworth P. Fishburne, Jr.  
Mr. William B. Hewitt

Dr. Harold W. Jablon  
Dr. Donald R. Johnson II  
Dr. E. Conyers O'Bryan, Jr.  
Dr. Thomas C. Rowland, Jr.  
Mr. Charles W. Schulze  
The Honorable Robin M. Tallon  
Dr. Charles B. Thomas, Jr.

**Trustees Emeriti**

Mrs. Margaret M. Addison  
The Honorable Robert C. Lake, Jr.  
Mrs. Claudia W. Peeples  
Mr. Allan E. Stalvey

**EDUCATION, FACULTY AND STUDENT AFFAIRS COMMITTEE  
CHAIRMAN: DR. E. CONYERS O'BRYAN**

**(APPROVAL ITEMS)**

**Item 14. Faculty Appointment.**

**Statement:** At the request of the Dean of the College of Medicine, administration presents the following faculty appointment:

**Graham W. Warren, M.D., Ph.D.**, as Associate Professor, on the Clinician Educator track, in the Department of Radiation Oncology, effective January 1, 2013

**Recommendation of Administration:** That the faculty appointment be approved.

**Recommendation of Committee:**

**Board Action:**

**Item 15. Changes in Faculty Status.**

**Statement:** At the request of the Dean of the College of Medicine, administration presents the following changes in faculty status:

**Horst Rieke, M.D., Ph.D.**, from Visiting Professor to Professor, on the Clinician Educator track, in the Department of Anesthesia and Perioperative Medicine, effective December 1, 2012

*primary faculty appointments to be transferred from the Department of Medicine, Division of Biostatistics and Epidemiology to the Department of Public Health Sciences as of January 1, 2013. This move will facilitate the creation of the new Department of Public Health Sciences.*

**Anthony J. Alberg, Ph.D., M.P.H.**, Professor  
**Kent E. Armeson, M.S.**, Research Associate  
**Nathaniel L. Baker, M.S.**, Research Instructor  
**Holly Battenhouse, M.S.**, Research Associate  
**Frank C. Clark, Ph.D.**, Professor  
**Joan E. Cunningham, Ph.D.**, Research Assistant Professor  
**Valerie L. Durkalski, Ph.D.**, Associate Professor  
**Jordan J. Elm, Ph.D.**, Research Assistant Professor  
**Marvella E. Ford, Ph.D.**, Associate Professor  
**Lydia D. Foster, M.S.**, Research Associate  
**Elizabeth Garrett-Mayer, Ph.D.**, Professor  
**Mulugeta G. Gebregziabher, Ph.D.**, Associate Professor  
**Raymond S Greenberg, M.D., Ph.D.**, Professor  
**Elizabeth G. Hill, Ph.D.**, Associate Professor  
**Kelly J. Hunt, Ph.D.**, Associate Professor  
**Jaemyung Kim, M.B.A.**, Research Instructor  
**Rebecca G. Knapp, Ph.D.**, Professor Emerita  
**Jeffrey E. Korte, Ph.D.**, Assistant Professor  
**Andrew B. Lawson, Ph.D.**, Professor  
**Nicole Marguerite Marlow, M.S.P.H.**, Research Associate  
**Renee H. Martin, Ph.D.**, Assistant Professor  
**Cathy L. Melvin, Ph.D., M.P.H.**, Associate Professor  
**Joyce Nicholas, Ph.D.**, Associate Professor  
**Paul J. Nietert, Ph.D.**, Professor  
**Yuko Y. Palesch, Ph.D.**, Professor  
**Elisabeth Pickelsimer, D.A.**, Research Associate Professor  
**Viswanathan Ramakrishnan, Ph.D.**, Professor  
**Anbesaw W. Selassie, Dr.P.H.**, Associate Professor  
**Stephanie R. Shaftman, M.Sc., M.S.**, Research Associate  
**Jaime Lynn Speiser, M.S.**, Research Associate  
**Katherine R Sterba, Ph.D.**, Assistant Professor  
**Amy Elizabeth Herrin Wahlquist, M.S.**, Research Instructor  
**Kristin Wallace, Ph.D.**, Assistant Professor  
**Dulaney A. Wilson, Ph.D.**, Research Associate  
**Bethany Jacobs Wolf, Ph.D.**, Assistant Professor  
**Qi Angela Wu, M.S.**, Research Associate  
**Sharon D. Yeatts, Ph.D.**, Assistant Professor  
**Wenle Zhao, Ph.D.**, Research Associate Professor  
**David G. Hoel, Ph.D.**, Distinguished University Professor  
**Emily Kistner-Griffin, Ph.D.**, Assistant Professor

**Robert F. Woolson, Ph.D.**, Professor Emeritus  
**Jane G. Zapka, Sc.D.**, Research Professor  
**John B. Dunbar, D.M.D., Dr.P.H.**, Professor Emeritus  
**Julian E. Keil, Dr.P.H.**, Professor Emeritus  
**Chan F. Lam, Ph.D.**, Professor Emeritus  
**Carol J. Lancaster, Ph.D.**, Professor Emerita  
**Philip F. Rust, Ph.D.**, Professor Emeritus  
**Lori Hoffman Schwacke, Ph.D.**, Research Associate  
**Elizabeth H. Slate, Ph.D.**, Adjunct Professor  
**Barbara C. Tilley, Ph.D.**, Distinguished University Professor

secondary faculty appointments to be transferred from the Department of Medicine, Division of Biostatistics and Epidemiology to the Department of Public Health Sciences as of January 1, 2013. This move will facilitate the creation of the new Department of Public Health Sciences.

**Matthew J. Carpenter, Ph.D.**, Associate Professor  
**John R. Feussner, M.D., M.P.H.**, Distinguished University Professor  
**Thomas C. Hulsey, Sc.D.**, Professor  
**Daniel T. Lackland, Dr.P.H.**, Professor  
**Marilyn Poland Laken, PhD, RN, PhD**, Professor  
**Kathryn M. Magruder, Ph.D.**, Professor  
**Arch G. Mainous, Ph.D.**, Professor  
**Patrick Mauldin, Ph.D.**, Associate Professor  
**Lawrence C. Mohr, M.D.**, Professor  
**Martina Mueller, Ph.D.**, Research Assistant Professor  
**Susan G. Reed, D.D.S., Dr.P.H.**, Associate Professor  
**Joseph Romagnuolo, M.D., M.Sc.**, Professor  
**Kit N. Simpson, Dr. P.H., M.P.H.**, Adjunct Assistant Professor  
**Olivia M. Thompson, Ph.D., M.P.H.**, Adjunct Assistant Professor  
**Robert P. Turner, M.D., M.S.C.R.**, Associate Professor

Recommendation of Administration: That this changes in faculty status be approved.

Recommendation of Committee:

Board Action:

Item 16. Master of Science in Oral Sciences.

Statement: At the request of the Dean of the James B. Edwards College of Dental Medicine, administration presents for approval the Program Planning Summary for the Master of Science in Oral Sciences, effective February 8, 2013.

Recommendation of Administration: That the Master of Science in Oral Sciences Program Planning Summary be approved.

Recommendation of Committee:

Board Action:

Item 17. Endowed Chair Appointment.

Statement: At the request of the Dean of the College of Medicine, administration presents for approval, the following endowed chair, effective February 8, 2013:

**Mark S. George, M.D.**, as the Layton McCurdy Endowed Chair in Psychiatry

Recommendation of Administration: That Dr. Mark S. George be appointed the Layton McCurdy Endowed Chair in Psychiatry.

Recommendation of Committee:

Board Action:

**PHYSICAL FACILITIES COMMITTEE  
CHAIRMAN: MR. WILLIAM H. BINGHAM, SR.**

**(INFORMATIONAL ITEM)**

Item 26. Facilities Contracts Awarded.

Statement: Facilities Contracts awarded will be presented to the Board of Trustees.

Recommendation of Administration: That this be received as information.

Recommendation of Committee:

Board Action:

Medical University of South Carolina  
College of Medicine  
ABBREVIATED CURRICULUM VITAE

Date: 09/26/2012

Name: Warren Graham W.  
Last First Middle

Citizenship and/or Visa Status: \_\_\_\_\_

Office Address: Charleston, SC 29425 Telephone: (843)

Education: (*Baccalaureate and above*)

<u>Institution</u>	<u>Years attended</u>	<u>Degree/Date</u>	<u>Field of Study</u>
<u>University of Kentucky</u>	<u>1990 – 1996</u>	<u>B.S. / 1996</u>	<u>Civil Engineering</u>
<u>University of Kentucky</u>	<u>1996 – 1999</u>	<u>Ph.D. / 1999</u>	<u>Toxicology</u>
<u>University of Kentucky</u>	<u>2000 – 2004</u>	<u>M.D. / 2004</u>	<u>Medicine</u>
_____	_____	_____	_____
_____	_____	_____	_____

**Graduate Medical Training: (*Chronological*)**

<u>Place</u>	<u>Dates</u>
<b>Internship</b> <u>Surgical Intern – Department of General Surgery, University of Kentucky</u>	<u>2004 – 2005</u>
_____	_____

<u>Place</u>	<u>Dates</u>
<b>Residencies or Postdoctoral:</b> <u>Resident – Department of Radiation Medicine, University of Kentucky</u>	<u>2005 – 2009</u>
<u>Chief Resident – Department of Radiation Medicine, University of Kentucky</u>	<u>2007 – 2008</u>
_____	_____
_____	_____

<b>Board Certification:</b>	<u>American Board of Radiology, Radiation Oncology</u>	<u>Date: 2010</u>
	<u>Advanced Trauma Life Support</u>	<u>Date: 7/2005</u>
	<u>Advanced Cardiac Life Support</u>	<u>Date: 4/2004 – present</u>
		<u>Date: _____</u>
<b>Licensure:</b>	<u>New York State Board of Medical Licensure</u>	<u>Date: 7/3/2009 – present</u>
	<u>Kentucky Board of Medical Licensure (Resident Status)</u>	<u>Date: 7/2005 – 6/2009</u>
	<u>Drug Enforcement Agency Licensure</u>	<u>Date: 7/2005 – present</u>
		<u>Date: _____</u>

**Faculty appointments: (*Begin with initial appointment*)**

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
<u>2009 – Pres</u>	<u>Assistant Professor</u>	<u>SUNY at Buffalo</u>	<u>Radiation Medicine</u>
<u>2009 – Pres</u>	<u>Assistant Professor</u>	<u>SUNY at Buffalo</u>	<u>Pharmacology and</u>
_____	_____	_____	<u>Therapeutics</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

First Appointment to MUSC: Rank Associate Professor Date: Pending

**1. Cover Page**

**a. Proposing Institution:**

Medical University of South Carolina

**b. Master's of Science (M.S.) in Oral Sciences**

**c. Submission Date:**

February 15, 2013

**d. Program Contact:**

Keith L. Kirkwood, D.D.S., Ph.D.  
Associate Dean for Research  
Professor and Chair of Craniofacial Biology  
Professor of Microbiology and Immunology  
Director, MUSC Center for Oral Health Research  
Diplomate, American Board of Periodontology

## **2. Classification**

### **a. Program Title:**

Master's of Science in Oral Science

### **b. Concentrations, options and tracks:**

There will be two tracks within the MS in Oral Sciences program: Thesis and Non-thesis. Thesis track students will complete a minimum of 30 credit hours of coursework including at least 10 credit hours of independent research. Students in the non-thesis track will be required to take additional course work in lieu of completing a full research project but will be required to complete a condensed research project and present their findings in an oral presentation and in writing. Both tracks will require oral qualifying examinations.

### **c. Designation, type and level of degree:**

Successful completion of the proposed program will lead to a Master's of Science degree in Oral Sciences.

### **d. Proposed date of implementation:**

Fall 2014

### **e. The program does not qualify for supplemental Palmetto Fellows Scholarship or LIFE Scholarship awards.**

### **f. Delivery mode:**

MS in Oral Sciences students will receive focused formal (course/credit hours) didactic training in oral health related topics, training in research methodology, conduct of research, research ethics, data analysis and writing/defending original research.

## **3. Justification:**

The Department of Craniofacial Biology was established in 2008 and currently provides administrative housing for the MUSC Board of Trustee-designated MUSC Center for Oral Health Research (COHR). Currently, the COHR provides the umbrella for research services as well as training for PhD, DMD/PhD, and postdoctoral fellows through T-COHR (Training in Craniofacial and Oral Health Research). In addition, T-COHR currently supports an undergraduate research experience during the summer through the MUSC Summer Undergraduate Research Program (SURP).

The proposed MS in Oral Sciences program will augment and strengthen existing academic programming within the T-COHR program and College of Dental Medicine (CDM). While T-COHR provides DMD/PhD, PhD and postdoctoral training as well as short-term summer undergraduate training, there is not a MS program. The Master of Science in Dentistry (MSD) program is restricted to dentists enrolled in clinical specialty training and is therefore not open to students with bachelor's or foreign dental degrees.

There are no similar programs offered by institutions of higher education in the State of South Carolina. Similar programs, however, are offered in other academic health centers/Schools of Dentistry in many other states.

CDM is one of six colleges within MUSC, an academic health center in the State of South Carolina, and has active collaborations with the Colleges of Medicine, Nursing, and Graduate Studies with joint academic and research programs. In addition to the courses offered within CDM, the MS in Oral Sciences will take advantage of some excellent courses offered through the College of Graduate Studies and offer research opportunities through other MUSC colleges for partial fulfillment of requirements of the proposed program.



#### **4. Program demand and productivity:**

The duration of the MS in Oral Sciences program is anticipated to be 24 months. This time is adequate for candidates to complete the requirements for the MS in Oral Sciences program including the completion of a research project and writing and defense of an original thesis. The program will only be offered to students who have obtained a bachelor's degree with coursework in the field of biology or a dental degree (DDS, DMD or BDS). Only full-time students will be registered in the program.

The proposed program will be fully operational within a two-year period with an expected average of 4-6 graduates per year. As the number of faculty the department increases and becomes more nationally and internationally recognized, it is anticipated that the number of enrolled students and graduates will increase.

<b>Anticipated enrollment</b>	
<b>Year</b>	<b>Students</b>
2014-2015	2*
2015-2016	5**
2016-2017	8***
2017-2018	11****

\* Students accepted to program in first year

\*\* Includes 2 students in second year plus 3 new first-year students

\*\*\* Includes 5 first-year students and 3 students in their second year

\*\*\*\*Includes 5 second-year students and 6 first-year students

#### **5. Employment opportunities for graduates:**

The proposed Master's of Science in Oral Sciences program will train personnel for careers in basic, translational and clinical research methodologies in the field of oral health, complement existing training opportunities and well as provide new programming in order to help establish a stable pipeline into both the PhD in Craniofacial Biology program and the DMD/PhD (Dentist Scientist Training Program) in the College of Graduate Students. With this MS in Oral Science program, there is an opportunity to recruit foreign dentists (having DDS or BDS degrees) into this program for basic and translational research training. These potential trainees would be able to apply for both programs in the future increasing existing program candidate pools. Also, this program will provide an opportunity for students to receive additional training and experience in oral health-related research before or after they apply to dental school at MUSC or other U.S. institutions. Foreign dental graduates with an MS in Oral Sciences will have a competitive edge in earning faculty positions in their home countries. Likewise, graduates who remain in the U.S. will likely be competitive for acceptance in additional programs including PhD programs and dental school.

#### **6. Curriculum:**

The MS in Oral Sciences curriculum will require successful completion of 30 credit hours of coursework and research for completion of the degree. Students will be able to select either a thesis or non-thesis track. Students electing to enter the thesis track will be required to complete at least ten credit hours of independent research while students choosing the non-thesis track will be required to complete at least 22 credit hours of didactic coursework. All students will be required to register for craniofacial biology journal club and research seminars in craniofacial biology each semester. In addition, students in both thesis and non-thesis tracks will be required to complete courses in research design, research ethics and biostatistics. The MS in Oral Sciences program will

offer three foundational courses, Mineralized Tissues, Oral Immunobiology and Biochemical Aspects of Oral Biology, to provide enrolled students with a broad background in the biological sciences and oral biology. Students in the thesis track will be required to take and pass two of the three foundational courses while students selecting the non-thesis track will be required to complete all three foundational courses. Elective courses will be selected following discussion with the student's graduate committee, and typically cover the area of research pertinent to the student's thesis work or specific research interests. Before completion of the second semester, all students will be required to select a graduate examination committee and pass an oral qualifying exam covering the general oral sciences. Students choosing the thesis option will be required to write and defend a thesis describing the independent research that they performed prior to completion of the program. Students choosing to complete the non-thesis option will be required to submit a written report of their research project to the graduate examination committee and present their research findings orally to the program faculty in the last semester of the program.

**7. Articulation and inter-institutional cooperation:**

MUSC and Clemson University have an active collaborative relationship in the area of bioengineering. The CDM faculty actively collaborate with Clemson faculty on research projects, mentoring of students, and serve on students' thesis committees currently. MS of Oral Science students will be allowed to take Clemson Bioengineering courses and work directly with Clemson faculty who conduct research in the areas of oral and craniofacial bioengineering.

**8. Estimate of costs:**

The MS in Oral Sciences program will be implemented with existing faculty and staff resources. Partial faculty and staff salary compensation is needed to fully commit and implement this program along with partial salary compensation for the program director.

<b>Anticipated Annual Expenses</b>	
Director (partial time commitment)	33,000
Staff	20,000
Printing/program marketing	3,480
IT support	6,200
Outcomes assessments	5,000
Library/office supplies	5,000
Total Annual	72,680
<b>Anticipated Non-recurring Expenses</b>	
Consultant	3,000
Faculty retreat	1,000
Total Non-recurring	4,000

**MEDICAL UNIVERSITY OF SOUTH CAROLINA  
PROFESSIONAL SERVICES  
FOR REPORTING  
FEBRUARY 8, 2013**

***MUSC Indefinite Delivery Releases***

**MECA, Inc.** \$7,500.00

Provide mechanical engineering services in support of the Institute of Psychiatry Data Center System Systems Upgrade project

**S&ME, Inc.** \$1,575.00

Provide asbestos assessment of Basic Science Building Craniofacial Laboratory Renovations first floor in support of the Microbiology Immunology project.

**S&ME, Inc.** \$10,975.00

Provide asbestos air monitoring on Basic Sciences Building 1st Floor in support of the Microbiology Immunology project.

**RMF Engineering, Inc.** \$0.00

Provide additional mechanical and electrical engineering services in support of the Storm Eye Institute Sanitary Sewer Riser Replacement project.

**S&ME, Inc.** \$556.00

Provide onsite air monitoring during the removal of asbestos containing materials in support of the Basic Science Building East Side Air Handler and Emergency Power projects.

**ECHO Engineering LLC** \$27,400.00

Provide mechanical, electrical, and structural engineering services for the design of the replacement of three existing cooling tower pumps at the top of the Thurmond Gazes Building and to revise the condenser water piping as required to facilitate the replacement.

**S&ME, Inc.** \$636.00

Provide air monitoring on first floor in support of Basic Science Building Craniofacial Biology Office project.

**RMF Engineering, Inc.** \$50,600.00

Provide architectural and engineering services in support of the Basic Science Building 7th Floor Electron Microscope Core Facility project.

**MECA, Inc.** \$49,355.00

Provide mechanical engineering services in support of the Psychiatric Hospital Animal Facility Air Handler Unit Replacement project.

**GWA, Inc.** \$7,200.00

Provide electrical engineering services in support of the Thurmond Busway Tie-In project.

**RMF Engineering, Inc.** \$6,250.00

Provide mechanical and electrical engineering services in support of the Smoke Lab at 30 Bee Street at the request of the customer.

**GEL Engineering** \$1,180.00

Provide limited asbestos sampling in Laboratories on 8th Floor Clinical Science Building at request of customer.

**GEL Engineering** \$7,040.00

Provide an asbestos-containing material assessment of the rheumatology and orthopedic sections of the 7th Floor and select laboratories on the 8th Floor of the Clinical Science Building.

**S&ME, Inc.** \$700.00

Provide asbestos bulk sampling and analysis at Old Bank Building at the request of customer.

### ***MUSC 230s***

**McMillan Pazdan Smith** \$7,200.00

Provide architectural services for the Orthopaedic Surgery Interior Renovations on the 7th Floor of the Clinical Sciences Building at the request of the customer.

**Lord, Aeck & Sargent, Inc.** \$48,258.00

Provide architectural basic design services in support of the Basic Science Building 7th Floor Pathology Tissue Lab project.

**McMillan Pazdan Smith** \$37,495.00

Provide architectural services in support of the Basic Science Building 7th Floor Noise Exposure Lab project.

**Ameresco, Inc.** \$22,000.00

Prepare a Measurement and Verification report related to the completed Energy Performance project.

**Perkins & Will, Inc.** \$5,000.00

Provide architectural and engineering services for the feasibility study for the College of Medicine COE IT Division Relocation to first floor Basic Science Building at the request of the customer.

### ***Other Contracts***

#### **Soil Consultants, Inc.**

\$780.00

Provide special welding inspections in support of the Basic Science Building Exhaust and Emergency Power project.

#### **MECA, Inc.**

\$242,000.00

Provide design, bid and construction administration services for renovations of the HVAC system for the 3rd and 4th floors of the Colbert Library.

### ***IDC Contracts***

#### **Lord, Aeck & Sargent, Inc.**

Provide architectural services under a small IDC contract on an as-needed basis. No project to exceed 50,000. Total small contracts not to exceed \$150,000 in past two years.

#### **S&ME, Inc.**

Indefinite Delivery Contract to provide Industrial Hygiene Services on an as-needed basis over a two year period throughout the campus. Services not to exceed \$500,000 with individual releases not to exceed \$200,000.

#### **GEL Engineering**

Indefinite Delivery Contract to provide Industrial Hygiene Services on an as-needed basis over a two year period throughout the campus. Services not to exceed \$500,000 with individual releases not to exceed \$200,000.

**MEDICAL UNIVERSITY OF SOUTH CAROLINA  
CONSTRUCTION CONTRACTS  
FEBRUARY 8, 2013**

***MUSC Indefinite Delivery Releases***

**Abate & Insulate, LLC** \$7,070.00

Remove and dispose of asbestos-containing fire stop on 70 riser penetrations in the Storm Eye Institute.

**Abate & Insulate, LLC** \$409.00

Remove and dispose of pipe insulation in Basic Science Building Room BS1M6 in support of the Basic Science Building East Air Handler Replacement project.

**Abate & Insulate, LLC** \$44,167.00

Remove and dispose of carpet, asbestos-containing pipe insulation and floor tile and mastic in support of the College of Nursing Floors 2 through 5 Interior Renovations project.

**Abate & Insulate, LLC** \$20,185.00

Remove and dispose of asbestos-containing fireproofing and pipe insulation from BSB120-123 and BS120 and adjacent hall in support of the Craniofacial Research Lab Renovation project.

**Bonitz Contracting & Flooring Group** \$4,176.91

Install 88 square yards of carpet and 120 linear feet cove base on first floor of 21D Ehrhardt Street at request of customer.

**Bonitz Contracting & Flooring Group** \$4,156.30

Install 92 square yards of carpet, 180 square feet vinyl and 120 linear feet cove base on first floor, 23-D Ehrhardt Street, at the request of the customer.

**Bonitz Contracting & Flooring Group** \$1,358.72

Install 44 square yards of carpet at 4295 Arco Lane office at the request of the customer.

**Bonitz Contracting & Flooring Group** \$1,250.25

Remove and replace 29 square yard of carpet in Room SS343 Alumni House at the request of the customer.

**Bonitz Contracting & Flooring Group** \$369.70

Install 6 square yards carpet in Rooms SS450-452 Alumni House at the request of the customer.

**Bonitz Contracting & Flooring Group** \$638.26

Provide 135 square feet of vinyl tile and 120 linear feet of cove base in Basic Science Building Room 510B at the request of the customer.

**Liberty Fire Protection, Inc.** \$10,391.67

Replace the dry valve at the Charleston County Garage at the request of the customer.

**Abate & Insulate, LLC** \$391.00

Remove and dispose of transite hoods and pegboards in Clinical Science Building Rooms 523E and 829A at the request of the customer.

**Abate & Insulate, LLC** \$648.00

Remove and dispose of transite hoods and pegboards in Clinical Science Building Rooms 826A, B, D and 819D at request of Occupational Safety.

**Huss, Inc.** \$15,815.00

Install modular wall system in student lounge Quadrangle F Building at the request of the customer.

**Liberty Fire Protection, Inc.** \$4,385.18

Relocate Storm Eye Institute test header valve at the request of the customer.

### ***MUSC General Construction Projects***

**Hill Construction Services of Charleston Inc.** \$899,022.00

Interior renovations to create new laboratories and support space on the 2nd floor of the Basic Science Building for the Craniofacial Lab.

**Hipp, C.R., Construction Co., Inc.** \$459,773.00

Replacement of sanitary system risers in the Storm Eye Institute from the fifth floor crawl space with an engineered acid-resistant piping system in support of the Storm Eye Institute Sanitary Sewer Riser project.

**Roofco Incorporated** \$225,958.00

Complete repair and modifications to low slope roofing of MUSC library. Remove and replace steep pitched roofing at 17 Ehrhardt Street, 28 Ehrhardt Street, 48 Bee Street, 51 Bee Street, and 57 Bee Street in support of the Deferred Maintenance - Roofing Repair projects.

**Hawkridge Enterprises Inc.** \$4,294.00

Apply sprayed fireproofing to 3rd Floor structural beams in support of the Basic Science Building Craniofacial Biology Office project.

**Roofco Incorporated** \$82,450.00

Complete roof replacement and repairs to fascia, soffit, and siding at 49 Bee Street in support of the 49 Bee Street Roof and Mold project.

**Abate & Insulate, LLC** \$194.00

Remove and dispose of floor tile and mastic in Room SS452 Alumni Memorial House at request of customer.

***MUSC Indefinite Delivery Contracts***

**Abate & Insulate, LLC**

Provide environmental remediation services campus-wide over a two year period on an as-needed basis. Total services not to exceed \$1,000,000 and individual releases not to exceed \$250,000.

**Asbestos & Demolition Inc.**

Provide environmental remediation services campus-wide over a two year period on an as-needed basis. Total services not to exceed \$1,000,000 and individual releases not to exceed \$250,000.