



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
October 10, 2014
10:00 a.m.
101 Colcock Hall

Members of the Board of Trustees

Dr. Donald R. Johnson II, Chairman
Mr. William H. Bingham, Sr., Vice-Chairman
Dr. Stanley C. Baker, Jr.
Ms. Terri R. Barnes
The Honorable James A. Battle
Dr. Harold W. Jablon
Ms. Barbara Johnson-Williams

Dr. James Lemon
Dr. Ragin C. Monteith
Dr. E. Conyers O'Bryan, Jr.
Dr. G. Murrell Smith, Sr.
Mr. Charles C. Schulze
Mr. Michael E. Stavrinakis
Thomas L. Stephenson, Esq.
Dr. Charles B. Thomas, Jr.

Trustees Emeriti

Mrs. Margaret M. Addison
Dr. Cotesworth P. Fishburne, Jr.
Mrs. Claudia W. Peebles
Dr. Thomas C. Rowland, Jr.
Mr. Allan E. Stalvey
Dr. James E. Wiseman, Jr.

Item 1. Call to Order-Roll Call.

Item 2. Secretary to Report Date of Next Meeting.

Regular Meeting: Friday, December 12, 2014.

Item 3. Approval of Minutes of the Regular Meeting of the Medical University Hospital Authority of August 8, 2014.

Board Action:

RECOMMENDATIONS AND INFORMATIONAL REPORTS OF THE PRESIDENT

OLD BUSINESS:

NEW BUSINESS:

Item 4. General Informational Report of the President.

Statement: Dr. David Cole will present a general report.

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

Board Action:

Item 5. Other Business.

OPERATIONS, QUALITY and FINANCE COMMITTEE. CHAIRMAN: DR. STANLEY C. BAKER, JR.

OLD BUSINESS:

NEW BUSINESS:

Item 6. Election of Committee Chair.

Statement: Election of the Committee Chair will be held.

Recommendation of Committee:

Board Action:

Item 7. Medical University Hospital Authority Status Report.

Statement: Dr. Pat Cawley 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 8. 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 9. Georgetown Radiation Therapy Center.

Statement: Dr. Pat Cawley will ask for approval of an increase of MUSC's stake in Georgetown Radiation Therapy Center from 10% to 49%.

Recommendation of Administration: That this increase be approved.

Recommendation of Committee:

Board Action:

Item 10. Beaufort/MUSC Affiliation Agreement.

Statement: Drs. Pat Cawley and Bruce Elliott will present the Beaufort/MUSC Affiliation Agreement for approval.

Recommendation of Administration: That the affiliation agreement be approved.

Recommendation of Committee:

Board Action:

Item 11. SCA Affiliation Agreement.

Statement: Dr. Pat Cawley will present the SCA Affiliation Agreement for approval.

Recommendation of Administration: That the affiliation agreement be approved.

Recommendation of Committee:

Board Action:

Item 12. Report on Quality and Patient Safety.

Statement: Dr. Danielle Scheurer will report on Quality and Patient Safety.

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

Recommendation of Committee:

Board Action:

Item 13. Update on MUSC Physicians.

Statement: Dr. Scott Reeves will report on MUSC Physicians activities.

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

Recommendation of Committee:

Board Action:

Item 14. Legislative Update.

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

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

Recommendation of Committee:

Board Action:

Item 15. Other Committee Business.

CONSENT ITEMS FOR APPROVAL:

Item 16. Medical University Hospital Authority Appointments, Reappointments and Delineation of Privileges.

CONSENT ITEMS FOR INFORMATION:

Item 17. Medical Executive Committee Minutes.

Item 18. Contracts and Agreements.

**CHILDREN'S HOSPITAL COMMITTEE. CHAIRMAN: DR. DONALD R. JOHNSON II
(NOMINATED)**

OLD BUSINESS:

NEW BUSINESS:

Item 19. Children's Hospital Status Report.

Statement: Dr. Charles Darby will report on the status of the Children's Hospital.

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

Recommendation of Committee:

Board Action:

Item 20. Operations and Facilities Report.

Statement: Dr. Pat Cawley and Mr. Matt Wain will present a report on the operations and facilities of the Children's Hospital.

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

Recommendation of Committee:

Board Action:

Item 21. Clinical Overview.

Statement: Dr. Mark Scheurer will present a clinical report on the Children's Hospital.

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

Recommendation of Committee:

Board Action:

Item 22. Children's Hospital Financial Report.

Statement: Mr. Steve Hargett will present the financial report for the Children's Hospital.

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

Recommendation of Committee:

Board Action:

Item 23. Development Activity Report.

Statement: Mr. Jim Fisher will report on development activities for the Children's Hospital.

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

Recommendation of Committee:

Board Action:

Item 24. Other Committee Business.

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

OLD BUSINESS:

NEW BUSINESS:

Item 25. Election of Committee Chair.

Statement: Election of the Committee Chair will be held.

Recommendation of Committee:

Board Action:

Item 26. Facilities Procurements/Contracts Proposed.

Statement: Mr. Dennis Frazier will present procurements/contracts for approval.

Recommendation of Administration: That the procurements/contracts be approved.

Recommendation of Committee:

Board Action:

Item 27. 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 28. Other Committee Business.

CONSENT ITEMS FOR INFORMATION:

Item 29. Facilities Contracts Awarded.

AUDIT COMMITTEE. CHAIRMAN: THOMAS L. STEPHENSON, ESQ. (NOMINATED)

OLD BUSINESS:

NEW BUSINESS:

Item 30. Election of Committee Chair.

Statement: Election of the Committee Chair will be held.

Recommendation of Committee:

Board Action:

Item 31. Information Security (IS) Update.

Statement: Dr. Frank Clark will provide an information security update.

Recommendation of Administration: That this be received as information.

Recommendation of Committee:

Board Action:

Item 32. 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 33. Other Committee Business.

OTHER BUSINESS FOR THE BOARD OF TRUSTEES:

Item 34. Approval of Consent Agenda.

Statement: Approval of the Consent Agenda is requested.

Recommendation of Administration: That the consent agenda be approved.

Board Action:

Item 35. New Business for the Board of Trustees.

Item 36. Report from the Chairman.

MEDICAL UNIVERSITY HOSPITAL AUTHORITY

CONSENT AGENDA

Board of Trustees Meeting
October 10, 2014
101 Colcock Hall

Members of the Board of Trustees

Dr. Donald R. Johnson II, Chairman
Mr. William H. Bingham, Sr., Vice-Chairman
Dr. Stanley C. Baker, Jr.
Ms. Terri R. Barnes
The Honorable James A. Battle
Dr. Harold W. Jablon
Ms. Barbara Johnson-Williams

Dr. James Lemon
Dr. Ragin C. Monteith
Dr. E. Conyers O'Bryan, Jr.
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Mr. Charles C. Schulze
Mr. Michael E. Stavrakis
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Dr. Thomas C. Rowland, Jr.
Mr. Allan E. Stalvey
Dr. James E. Wiseman, Jr.

**OPERATIONS, QUALITY and FINANCE COMMITTEE
CHAIRMAN: DR. STANLEY C. BAKER, JR.**

(APPROVAL ITEMS)

Item 16. 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 17. 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 18. 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 ITEM)

Item 29. Facilities Contracts Awarded.

Statement: The facilities contracts awarded since the last meeting will be presented for information.

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

Recommendation of Committee:

Board Action:

MEDICAL UNIVERSITY OF SOUTH CAROLINA

REGULAR AGENDA

Board of Trustees Meeting
October 10, 2014
101 Colcock Hall

Members of the Board of Trustees

Dr. Donald R. Johnson II, Chairman
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Dr. Thomas C. Rowland, Jr.
Mr. Allan E. Stalvey
Dr. James E. Wiseman, Jr.

Item 1. Call to Order-Roll Call.

Item 2. Secretary to Report Date of Next Meeting.

Regular Meeting: Friday, December 12, 2014.

Item 3. Approval of Minutes of the Regular Meeting of the Medical University of South Carolina Board of Trustees of August 8, 2014.

Board Action:

RECOMMENDATIONS AND INFORMATIONAL REPORTS OF THE PRESIDENT

OLD BUSINESS:

NEW BUSINESS:

Item 4. General Informational Report of the President.

Statement: Dr. David Cole 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. CHARLES B. THOMAS, JR.

OLD BUSINESS:

NEW BUSINESS:

Item 6. Election of Committee Chair.

Statement: Election of the Committee Chair will be held.

Recommendation of Committee:

Board Action:

Item 7. General Report of the Associate Provost for Research.

Statement: In Dr. Kathleen Brady's absence, Mr. Jim Fisher will report on research activities.

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

Recommendation of Committee:

Board Action:

Item 8. General Report of the Vice President for Development.

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 9. Other Committee Business.

CONSENT AGENDA ITEMS FOR INFORMATION:

Item 10. General Report of the CEO of the MUSC Foundation.

Statement: Mr. Tom Anderson will provide information on the MUSC Foundation's activities.

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

Recommendation of Committee:

Board Action:

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

OLD BUSINESS:

NEW BUSINESS:

Item 11. Election of Committee Chair.

Statement: Election of the Committee Chair will be held.

Recommendation of Committee:

Board Action:

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. Report from the Interim Dean, College of Medicine.

Statement: Dr. Deborah Deas will provide a report.

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

Recommendation of Committee:

Board Action:

Item 14. Other Committee Business.

CONSENT AGENDA ITEMS FOR APPROVAL:

Item 15. Degree Program Modification for College of Nursing.

Item 16. Faculty Tenure Recommendations.

Item 17. Faculty Appointments.

Item 18. Faculty Promotions

Item 19. Changes in Faculty Status.

Item 20. Endowed Chairs.

Item 21. Appointment of Dean Emeritus.

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

OLD BUSINESS:

NEW BUSINESS:

Item 22. Election of Committee Chair.

Statement: Election of the Committee Chair will be held.

Recommendation of Committee:

Board Action:

Item 23. 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 24. 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 25. Other Committee Business.

CONSENT AGENDA ITEMS FOR INFORMATION:

Item 26. Financial Status Report of the MUSC Foundation for Research Development.

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

OLD BUSINESS:

NEW BUSINESS:

Item 27. Election of Committee Chair.

Statement: Election of the Committee Chair will be held.

Recommendation of Committee:

Board Action:

Item 28. Facilities Procurements/Contracts Proposed.

Statement: Mr. Greg Weigle will present procurements/contracts for approval.

Recommendation of Administration: That these procurements/contracts be approved.

Recommendation of Committee:

Board Action:

Item 29. Update on Projects.

Statement: Mr. Greg Weigle 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 30. Other Committee Business.

CONSENT AGENDA ITEMS FOR INFORMATION:

Item 31. Facilities Contracts Awarded.

AUDIT COMMITTEE, CHAIRMAN: THOMAS L. STEPHENSON, ESQ. (NOMINATED)

OLD BUSINESS:

NEW BUSINESS:

Item 32. Election of Committee Chair.

Statement: Election of the Committee Chair will be held.

Recommendation of Committee:

Board Action:

Item 33. 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 34. Other Committee Business.

OTHER BUSINESS FOR THE BOARD OF TRUSTEES:

Item 35. Approval of Consent Agenda.

Statement: Approval of the Consent Agenda is requested.

Recommendation of Administration: That the consent agenda be approved.

Board Action:

Item 36. New Business for the Board of Trustees.

Item 37. Report from the Chairman.

MEDICAL UNIVERSITY OF SOUTH CAROLINA

CONSENT AGENDA

Board of Trustees Meeting
October 10, 2014
101 Colcock Hall

Members of the Board of Trustees

Dr. Donald R. Johnson II, Chairman
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**RESEARCH AND INSTITUTIONAL ADVANCEMENT COMMITTEE
CHAIRMAN: DR. CHARLES B. THOMAS, JR.**

(INFORMATION ITEM)

Item 10. General Report of the CEO of the MUSC Foundation.

Statement: Mr. Tom Anderson provided a report on Foundation activities.

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

Recommendation of Committee:

Board Action:

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

(APPROVAL ITEMS)

Item 15. Degree Program Modification: Accelerated Ph.D. In Nursing Science.

Statement: At the request of the Dean of the College of Nursing, administration presents for approval to modify the Ph.D. in Nursing Science Program to an accelerated Ph.D. in Nursing Science Program, effective September 15, 2014.

Recommendation of Administration: That the proposal to modify the Ph.D. in Nursing Science Program to an accelerated Ph.D. in Nursing Science Program be approved.

Recommendation of Committee:

Board Action:

Item 16. Faculty Tenure Recommendations.

Statement: At the request of the Deans of the colleges of Health Professions, Medicine, and Nursing, administration presents for approval the following faculty tenure recommendations, effective January 1, 2015.

College of Medicine

Eugene Y. Chang, M.D., Associate Professor, Department of Obstetrics and Gynecology, Division of Maternal Fetal Medicine, Clinician Educator track

Valerie L. Durkalski-Mauldin, Ph.D., Associate Professor, Department of Public Health Sciences, Academic Clinician track

Marvella E. Ford, Ph.D., Professor, Department of Public Health Sciences, Academic Clinician track

Elizabeth Garrett-Mayer, Ph.D., Professor, Department of Public Health Sciences, Academic Clinician track

Edward L. Krug, Ph.D., Associate Professor, Department of Regenerative Medicine and Cell Biology, Academic Investigator/Educator track

Carol L. Wagner, M.D., Professor, Department of Pediatrics, Division of Neonatology, Academic Clinician track

Jack Yang, M.D., Professor, Department of Pathology and Laboratory Medicine, Clinician Educator track

Yusheng Zhu, Ph.D., Associate Professor, Department of Pathology and Laboratory Medicine, Clinician Educator track

College of Health Professions

Michael E. Saladin, Ph.D., Professor, Department of Health Sciences & Research

College of Nursing

Martina Mueller, Ph.D., R.N., Associate Professor, Department of Nursing

Recommendation of Administration: That the faculty tenure recommendations be approved.

Recommendation of Committee:

Board Action:

Item 17. Faculty Appointments.

Statement: At the request of the Dean of the Colleges of Medicine and Nursing, administration presents for approval the following requests for faculty appointments:

College of Medicine

Alexander Awgulewitsch, Ph.D., (dual appointment) as Associate Professor, in the Department of Regenerative Medicine and Cell Biology, effective August 1, 2014

Dr. Awgulewitsch's primary appointment rests in the Department of Medicine, Division of Rheumatology.

Kelly S. Barth, D.O., (dual appointment) as Associate Professor, in the Department of Medicine, Division of General Internal Medicine, effective September 1, 2014

Dr. Barth's primary appointment rests in the Department of Psychiatry and Behavioral Sciences.

Linda E. Kelemen, MSc. Sc.D., as Associate Professor, on the Academic Clinician track, in the Department of Public Health Sciences, effective September 1, 2014

Sheldon E. Litwin, M.D., (dual appointment) as Professor, on the Academic Clinician track, in the Department of Medicine, Division of Cardiology, with a dual appointment as Professor, in the Department of Radiology and Radiological Science, effective September 1, 2014

Dr. Litwin's primary appointment will rest in the Department of Medicine, Division of Cardiology.

Elizabeth H. Mack, M.D., M.S., as Associate Professor, on the Clinician Educator track, in the Department of Pediatrics, Division of Pediatric Critical Care, effective November 1, 2014

E. Russell Ritenour, Ph.D., as Professor, on the Academic Investigator/Educator track, in the Department of Radiology and Radiological Science, effective September 29, 2014

Stuart F. Reynolds, M.D., as MUSC AHEC Clinical Professor (Spartanburg/Critical Care), effective July 1, 2014

College of Nursing

Ibrahim, F. Shatat, M.B.B.S., as Research Associate Professor, in the Department of Nursing, effective September 1, 2014

Recommendation of Administration: That these faculty appointments be approved.

Recommendation of Committee:

Board Action:

Item 18. Faculty Promotions.

Statement: At the request of the Dean of the College of Medicine, administration presents the following faculty promotion, effective January 1, 2015:

from MUSC AHEC Assistant Professor to MUSC AHEC Associate Professor

Scott Anthony Klosterman, M.D., (Spartanburg Family Medicine)

Allan R. Macdonald, M.D., (Florence Family Medicine)

Recommendation of Administration: That the faculty promotion be approved.

Recommendation of Committee:

Board Action:

Item 19. Changes in Faculty Status.

Statement: At the request of the Deans of the colleges of Health Professions, Medicine, and Nursing, administration presents for approval the following requests for changes in faculty status:

College of Health Professions

Emily Louise Moore, Ed.D., From Professor to Adjunct Professor in the Department of Healthcare Leadership and Management

College of Medicine

Donald L. Fox, M.D., from Associate Professor to Clinical Associate Professor in the Department of Medicine, Division of General Internal Medicine, effective September 1, 2014

Leonard S. Lichtenstein, M.D., from Associate Professor to Clinical Associate Professor, in the Department of Medicine, Division of General Internal Medicine, effective September 1, 2014

M. Kathleen Wiley, M.D., from Associate Professor to Clinical Associate Professor, in the Department of Medicine, Division of General Internal Medicine, effective September 1, 2014

College of Nursing

Gail A. Gilden, Sc.D., R.N., from Associate Professor to Research Associate Professor, in the Department of Nursing, effective October 1, 2014

Sheila O. Smith, Ph.D., R.N., from Associate Professor to Clinical Associate Professor, in the Department of Nursing, effective August 31, 2014

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

Recommendation of Committee:

Board Action:

Item 20. Endowed Chairs.

Statement: At the request of the Dean of the College of Medicine, administration presents for approval the following endowed chair appointments, effective October 10, 2014:

Mae Millicent Peterseim, M.D., as the Bruce G. Pratt D.V.M. Endowed Chair in International Ophthalmology

Sheldon E. Litwin, M.D., as the Countess Alicia Spaulding-Palozzi SmartState Endowed Chair in Cardiovascular Imaging

Recommendation of Administration: That the appointment of Dr. Sheldon Litwin as the Countess Alicia Spaulding-Palozzi SmartState Endowed Chair in Cardiovascular Imaging be approved.

Recommendation of Committee:

Board Action:

Item 21. Appointment of Dean Emeritus.

Statement: Administration presents for approval the appointment of **Joseph T. DiPiro, Pharm.D.**, as Dean Emeritus, effective June 15, 2014.

Recommendation of Administration: That the appointment of Dr. Joseph T. DiPiro, as Dean Emeritus, be approved.

Recommendation of Committee:

Board Action:

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

(INFORMATION ITEM)

Item 26. Financial Status Report of the MUSC Foundation for Research Development.

Statement: A report will be provided 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:

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

(INFORMATION ITEM)

Item 31. 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 HOSPITAL AUTHORITY
(A Component Unit of MUSC)
Interim Financial Statements
August 31, 2014

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MEDICAL UNIVERSITY HOSPITAL AUTHORITY
(A Component Unit of MUSC)
Statement of Net Position
August 31, 2014 and June 30, 2014

Assets and Deferred Outflows	At 8/31/2014	FYE 06/30/2014 (unaudited)
Current Assets:		
Cash and Cash Equivalents	\$ 55,563,954	\$ 65,724,902
Cash Restricted for Capital Improvements and Other Programs	13,967,544	13,822,811
Patient Accounts Receivable, Net of Allowance for Uncollectible Accounts of \$88,533,000 and \$48,500,000	190,714,335	185,967,616
Due from Third-Party Payors	8,566,020	5,629,866
Other Current Assets	<u>54,310,783</u>	<u>52,714,805</u>
Total Current Assets	323,122,636	323,860,000
Investments Held by Trustees Under Indenture Agreements	45,584,426	44,526,123
Capital Assets, Net	<u>524,965,623</u>	<u>526,364,445</u>
Total Assets	<u>893,672,685</u>	<u>894,750,568</u>
Total Assets and Deferred Outflows	<u>\$ 893,672,685</u>	<u>\$ 894,750,568</u>
 Liabilities and Net Position		
Current Liabilities:		
Current Installments of Long-Term Debt	\$ 15,654,042	\$ 15,574,678
Current Installments of Capital Lease Obligations	265,997	265,386
Current Installments of Notes Payable	1,234,176	1,223,471
Due to Related Parties	4,621,908	6,414,985
Accounts Payable	46,563,705	58,839,995
Accrued Payroll, Withholdings and Benefits	65,888,569	56,943,282
Other Accrued Expenses	<u>7,537,992</u>	<u>8,168,455</u>
Total Current Liabilities	<u>141,766,389</u>	<u>147,430,252</u>
Long-Term Debt	329,969,612	331,890,657
Capital Lease Obligations	43,430	88,018
Notes Payable	10,763,905	11,076,549
Other Liabilities	<u>1,209,936</u>	<u>1,209,936</u>
Total Liabilities	<u>483,753,272</u>	<u>491,695,412</u>
Net Position:		
Invested in Capital Assets, Net of Related Debt Restricted	163,404,653	162,615,878
Under Indenture Agreements	45,584,426	44,526,123
Expendable for		
Capital projects	3,472,203	3,357,463
Telemedicine Program	10,495,341	10,465,348
UnRestricted	<u>186,962,790</u>	<u>182,090,344</u>
Total Net Position	<u>409,919,413</u>	<u>403,055,156</u>
Total Liabilities and Net Position	<u>\$ 893,672,685</u>	<u>\$ 894,750,568</u>

Unaudited - For Management Use

MEDICAL UNIVERSITY HOSPITAL AUTHORITY
(A Component Unit of MUSC)
Statement of Revenues, Expenses and Changes in Net Position
For the 2 Month Period Ending August 31, 2014 and 2013

	<u>2014</u>	<u>2013</u>
Operating Revenue:		
Net Patient Service Revenue	\$ 192,597,611	\$ 184,730,777
Other Revenue	<u>4,228,404</u>	<u>3,009,948</u>
Total Operating Revenue	<u>196,826,015</u>	<u>187,740,725</u>
Operating Expenses:		
Compensation and Employee Benefits	88,402,992	75,726,527
Services and Supplies	93,897,914	90,757,822
Depreciation and Amortization	<u>10,463,933</u>	<u>9,611,429</u>
Total Operating Expenses	<u>192,764,839</u>	<u>176,095,778</u>
Operating Income (Loss)	4,061,176	11,644,947
NonOperating Revenue (Expense):		
State Appropriation	-	-
Gifts and Grants	-	-
Investment Income	949,116	(1,551,009)
Interest Expense	<u>(2,732,460)</u>	<u>(2,478,202)</u>
Total NonOperating Revenue (Expense)	<u>(1,783,344)</u>	<u>(4,029,211)</u>
Change in Net Position	<u>\$ 2,277,832</u>	<u>\$ 7,615,736</u>

MEDICAL UNIVERSITY HOSPITAL AUTHORITY
(A Component Unit of MUSC)
SRECNA - Comparative Variance Analysis
For the 2 Month Period Ending August 31, 2014 and 2013

	Current Month			Comparative Period			Fiscal Year To Date			Comparative Period		
	Actual	Budget	Variance	Aug 2013	Variance		Actual	Budget	Variance	Aug FY2014	Variance	
Operating Revenue:												
Net Patient Service Revenue	\$ 95,763,563	\$ 99,131,261	-3.40%	\$ 93,432,666	2.49%		\$ 192,597,611	\$ 198,262,520	-2.86%	\$ 184,730,777	4.26%	
Other Revenue	2,236,511	2,010,480	12.24%	1,796,327	25.62%		4,228,404	4,020,959	5.16%	3,009,948	40.48%	
Total Operating Revenue	98,020,074	101,141,741	-3.09%	95,228,993	2.93%		196,826,015	202,283,479	-2.70%	187,740,725	4.84%	
Operating Expenses:												
Compensation and Employee Benefits	41,616,107	43,072,864	3.38%	38,302,036	-8.65%		88,402,992	86,145,728	-2.62%	75,726,527	-16.74%	
Services and Supplies	47,632,684	48,439,033	1.66%	45,974,329	-3.61%		93,897,914	96,878,063	3.08%	90,757,822	-3.46%	
Depreciation and Amortization	5,241,466	4,637,908	-13.01%	4,805,714	-9.07%		10,463,933	9,275,816	-12.81%	9,611,429	-8.87%	
Total Operating Expenses	94,490,257	96,149,805	1.73%	89,082,079	-6.07%		192,764,839	192,299,607	-0.24%	176,095,778	-9.47%	
Operating Income (Loss)	3,529,817	4,991,936	-29.29%	6,146,914	-42.58%		4,061,176	9,983,872	-59.32%	11,644,947	-65.12%	
Operating Margin	3.60%	4.94%		6.45%			2.06%	4.94%		6.20%		
NonOperating Revenue (Expense):												
State Appropriation	-	-	-	-	-		-	-	-	-	-	
Gifts and Grants	-	-	-	-	-		-	-	-	-	-	
Investment Income	827,035	89,273	826.41%	(701,990)	217.81%		949,116	178,547	431.58%	(1,551,009)	161.19%	
Interest Expense	(1,371,720)	(1,370,328)	-0.10%	(1,268,612)	-8.13%		(2,732,460)	(2,740,656)	0.30%	(2,478,202)	-10.26%	
Total NonOperating Revenue (Expense)	(544,685)	(1,281,055)	57.48%	(1,970,602)	72.36%		(1,783,344)	(2,562,109)	30.40%	(4,029,211)	55.74%	
Change in Net Position	\$ 2,985,132	\$ 3,710,881	-19.56%	\$ 4,176,312	-28.52%		\$ 2,277,832	\$ 7,421,763	-69.31%	\$ 7,615,736	-70.09%	

MEDICAL UNIVERSITY HOSPITAL AUTHORITY
(A Component Unit of MUSC)
Schedule of Functional Expenses
For the 2 Month Period Ending August 31, 2014 and 2013

	<u>2014</u>	<u>2013</u>
Nursing Services:		
Administration and Education	7,205,346	5,746,620
Medical and Surgical	10,864,845	10,043,092
Pediatrics	2,854,294	2,679,682
Emergency and Trauma Units	2,881,178	3,377,173
Intensive Care Units	9,776,466	8,970,780
Coronary Care Units	617,723	621,554
Psychiatric	3,831,626	3,996,182
Operating Rooms	6,412,555	5,418,774
Recovery Rooms	835,166	723,648
Delivery and Labor Rooms	835,672	644,686
Obstetrics	1,178,369	1,012,130
Total Nursing Services	<u>\$ 47,293,240</u>	<u>\$ 43,234,321</u>
Other Professional Services:		
Laboratories and Laboratory Support	\$ 7,910,916	\$ 7,636,252
Electrocardiology	1,167,390	1,073,609
Radiology	4,371,347	3,852,768
Pharmacy	19,216,858	17,748,534
Heart Catheterization	1,802,121	1,726,689
Central Services and Supply	15,038,451	14,117,828
Anesthesiology	3,652,668	3,192,450
Nuclear Medicine	193,136	191,539
Respiratory Therapy	2,116,530	2,206,246
Physical Medicine	1,487,251	1,305,775
Dialysis	321,966	330,743
Pathology	591,144	534,588
Transplant	3,029,091	3,355,521
Other Miscellaneous Services	2,820,919	2,831,597
Medical Records and Quality Assurance	1,448,396	1,220,798
Resident Support	8,392,167	8,349,250
Total Other Professional Services	<u>\$ 73,560,351</u>	<u>\$ 69,674,187</u>
General Services:		
Dietary	\$ 2,203,171	\$ 2,545,510
Plant Ops, Maintenance, Security	10,688,602	9,617,163
Housekeeping	3,135,600	2,958,043
Total General Services	<u>\$ 16,027,373</u>	<u>\$ 15,120,716</u>
Fiscal and Administrative Services:		
Admitting	\$ 1,054,942	\$ 1,070,573
Administration	10,470,721	12,678,400
Shared Services	1,665,419	1,628,353
MUSC Support	4,435,756	4,116,207
Accounting	1,588,460	1,754,409
Hospital Patient Accounting	1,865,523	1,312,669
Marketing	1,384,858	1,143,496
Human Resources	489,696	419,126
Communications	230,366	287,863
Computer Services	13,854,873	6,252,628
Total Fiscal and Administrative Services	<u>\$ 37,040,614</u>	<u>\$ 30,663,724</u>
Ambulatory Care:		
Ambulatory Care	<u>\$ 8,379,328</u>	<u>\$ 7,791,401</u>
Total Ambulatory Care	<u>\$ 8,379,328</u>	<u>\$ 7,791,401</u>
Other:		
Depreciation	\$ 10,463,933	\$ 9,611,429
Interest	2,732,460	2,478,202
Total Other	<u>\$ 13,196,393</u>	<u>\$ 12,089,631</u>
Total Expenses	<u>\$ 195,497,299</u>	<u>\$ 178,573,980</u>

MEDICAL UNIVERSITY HOSPITAL AUTHORITY
(A Component Unit of MUSC)
Schedule of Revenues and Expenses - Actual versus Budget
For the 2 Month Period Ending August 31, 2014

	Approved Budget	Year To Date Budget	Actual	Variance Favorable/ Unfavorable	
Operating Revenue:					
Patient Service Revenue:					
Inpatient	\$ 2,000,154,465	\$ 333,359,078	\$ 318,420,907	\$ 14,938,171	U
Outpatient	1,349,521,262	224,920,210	230,827,213	5,907,003	F
Gross Patient Service Revenue	3,349,675,727	558,279,288	549,248,120	9,031,168	U
Patient Service Revenue net of Charity Care	3,349,675,727	558,279,288	532,601,420	25,677,868	U
Additions (Deductions) To/From Patient Service Revenue:					
Contractual and Other Adjustments	(2,203,487,824)	(367,247,971)	(347,235,012)	20,012,959	F
Payment from DHHS	18,628,621	3,104,770	3,104,770	-	F
Disproportionate Share	24,758,598	4,126,433	4,126,433	-	F
Net Additions (Deductions) To/From Patient Service Revenue	(2,160,100,605)	(360,016,768)	(340,003,809)	20,012,959	F
Net Patient Service Revenue	1,189,575,122	198,262,520	192,597,611	5,664,909	U
Other Operating Revenue:					
Other and IIT Transfers	24,125,754	4,020,959	4,228,404	207,445	F
Total Other Operating Revenue	24,125,754	4,020,959	4,228,404	207,445	F
Total Operating Revenue	\$ 1,213,700,876	\$ 202,283,479	\$ 196,826,015	\$ 5,457,464	U
Operating Expenses:					
Nursing Services	\$ 298,889,996	\$ 49,815,000	\$ 47,293,240	\$ 2,521,760	F
Other Professional Services	477,499,374	79,583,232	73,560,351	6,022,881	F
General Services	91,378,182	15,229,696	16,027,373	797,677	U
Fiscal and Administrative Services	180,581,113	30,096,853	37,040,614	6,943,761	U
Ambulatory Care	49,794,058	8,299,010	8,379,328	80,318	U
Other Expenses	55,654,895	9,275,816	10,463,933	1,188,117	U
Total Operating Expenses	1,153,797,618	192,299,607	192,764,839	465,232	U
Income (Loss) from Operations	59,903,258	9,983,872	4,061,176	5,922,696	U
NonOperating Revenue (Expense):					
State Appropriation	-	-	-	-	U
Gifts and Grants	-	-	-	-	F
Interest and Investments	(15,372,655)	(2,562,109)	(1,783,344)	778,765	F
Total NonOperating Revenue (Expense)	(15,372,655)	(2,562,109)	(1,783,344)	778,765	F
Change in Net Position	\$ 44,530,603	\$ 7,421,763	\$ 2,277,832	\$ 5,143,931	U

MEDICAL UNIVERSITY HOSPITAL AUTHORITY
(A Component Unit of MUSC)
Schedule of Functional Expenses - Actual versus Budget
For the 2 Month Period Ending August 31, 2014

	Approved Budget	Year To Date Budget	Actual	Variance Favorable/ Unfavorable
Nursing Services:				
Administration and Education	\$ 53,368,775	\$ 8,894,796	\$ 7,205,346	\$ 1,689,450 F
Medical and Surgical	65,000,742	10,833,457	10,864,845	31,388 U
Pediatrics	16,756,200	2,792,700	2,854,294	61,594 U
Emergency and Trauma Units	21,293,870	3,548,978	2,881,178	667,800 F
Intensive Care Units	58,614,492	9,769,082	9,776,466	7,384 U
Coronary Care Units	3,837,890	639,648	617,723	21,925 F
Psychiatric	23,555,851	3,925,975	3,831,626	94,349 F
Operating Rooms	40,233,909	6,705,652	6,412,555	293,097 F
Recovery Rooms	4,972,895	828,816	835,166	6,350 U
Delivery and Labor Rooms	4,918,427	819,738	835,672	15,934 U
Obstetrics	6,336,945	1,056,158	1,178,369	122,211 U
Total Nursing Services	<u>\$ 298,889,996</u>	<u>\$ 49,815,000</u>	<u>\$ 47,293,240</u>	<u>\$ 2,521,760 F</u>
Other Professional Services:				
Laboratories and Laboratory Support	\$ 49,958,528	\$ 8,326,421	\$ 7,910,916	\$ 415,505 F
Electrocardiology	6,951,865	1,158,644	1,167,390	8,746 U
Radiology	25,672,553	4,278,759	4,371,347	92,588 U
Pharmacy	130,917,604	21,819,601	19,216,858	2,602,743 F
Heart Catheterization	10,470,565	1,745,094	1,802,121	57,027 U
Central Services and Supply	81,957,778	13,659,630	15,038,451	1,378,821 U
Anesthesiology	26,920,995	4,486,833	3,652,668	834,165 F
Nuclear Medicine	1,224,594	204,099	193,136	10,963 F
Respiratory Therapy	14,774,662	2,462,444	2,116,530	345,914 F
Physical Medicine	10,289,997	1,715,000	1,487,251	227,749 F
Dialysis	2,157,765	359,628	321,966	37,662 F
Pathology	3,517,050	586,175	591,144	4,969 U
Transplant	32,764,660	5,460,777	3,029,091	2,431,686 F
Other Miscellaneous Services	18,534,039	3,089,007	2,820,919	268,088 F
Medical Records and Quality Assurance	8,832,400	1,472,067	1,448,396	23,671 F
Resident Support	52,554,319	8,759,053	8,392,167	366,886 F
Total Other Professional Services	<u>\$ 477,499,374</u>	<u>\$ 79,583,232</u>	<u>\$ 73,560,351</u>	<u>\$ 6,022,881 F</u>
General services:				
Dietary	\$ 13,975,070	\$ 2,329,178	\$ 2,203,171	\$ 126,007 F
Plant Ops, Maintenance, Security	59,406,164	9,901,027	10,688,602	787,575 U
Housekeeping	17,996,948	2,999,491	3,135,600	136,109 U
Total General Services	<u>\$ 91,378,182</u>	<u>\$ 15,229,696</u>	<u>\$ 16,027,373</u>	<u>\$ 797,677 U</u>
Fiscal and Administrative Services:				
Admitting	\$ 6,061,849	\$ 1,010,308	\$ 1,054,942	\$ 44,634 U
Administration	62,494,233	10,415,706	10,470,721	55,015 U
Shared Services	9,674,668	1,612,445	1,665,419	52,974 U
MUSC Support	7,851,996	1,308,666	4,435,756	3,127,090 U
Accounting	11,945,121	1,990,854	1,588,460	402,394 F
Hospital Patient Accounting	11,482,369	1,913,728	1,865,523	48,205 F
Marketing	9,338,539	1,556,423	1,384,858	171,565 F
Human Resources	2,947,868	491,311	489,696	1,615 F
Communications	2,253,402	375,567	230,366	145,201 F
Computer Services	56,531,068	9,421,845	13,854,873	4,433,028 U
Total Fiscal and Administrative Services	<u>\$ 180,581,113</u>	<u>\$ 30,096,853</u>	<u>\$ 37,040,614</u>	<u>\$ 6,943,761 U</u>
Ambulatory Care:				
Ambulatory Care	<u>\$ 49,794,058</u>	<u>\$ 8,299,010</u>	<u>\$ 8,379,328</u>	<u>\$ 80,318 U</u>
Total Ambulatory Care	<u>\$ 49,794,058</u>	<u>\$ 8,299,010</u>	<u>\$ 8,379,328</u>	<u>\$ 80,318 U</u>
Other:				
Depreciation	\$ 55,654,895	\$ 9,275,816	\$ 10,463,933	\$ 1,188,117 U
Interest	16,443,934	2,740,656	2,732,460	8,196 F
Total Other	<u>\$ 72,098,829</u>	<u>\$ 12,016,472</u>	<u>\$ 13,196,393</u>	<u>\$ 1,179,921 U</u>
Total Expenses	<u>\$ 1,170,241,552</u>	<u>\$ 195,040,263</u>	<u>\$ 195,497,299</u>	<u>\$ 457,036 U</u>

MEDICAL UNIVERSITY HOSPITAL AUTHORITY
Notes to the Interim Financial Statements

Balance Sheet: At 08/31/2014 and for the year ended 6/30/2014

Assets:

Cash and cash equivalents, including cash restricted for construction and telemedicine projects, decreased \$10 million to \$69.5 million from June 30th, 2014. The decrease is a result of several factors.

Epic implementation – As expected, average cash collections have dropped since “go live” on July 1st. FY 15 average collections are \$4.2 million per month below the FY 14 monthly average. We should be back to normal collection levels by October and above normal collection levels by December. July and August payrolls were averaging \$400,000 higher than just before Epic “go live”. September payrolls are back to the normal run-rate.

Year to date Epic operating expense (including payrolls mentioned above) of \$7 million.

Net patient accounts receivable has increased 2.6% on substantially higher volume. The collection percent has decreased from 35.3 to 33.7 during this same period.

Volume statistics from Epic reporting are not available as of the publishing of the August financial statements.

Other Current Assets increased by \$1.6 million from 6/30/14 due to a number of factors including prepaid maintenance contracts, general and payroll related insurance, and receipt of Medicaid graduated medical education payments.

Liabilities:

As of August, 2014 Current Installments of Long-Term Debt relate to HUD refinancing. Current Installments of Notes Payable relate to the note payable for the Sabin St. energy plant.

Long term debt (net of deferred issuance costs) decreased \$2 million. Prior to the December, 2012 refinancing, principal was paid semi-annually, under the new debt structure, principal is paid monthly. In June MUHA accessed the State’s loan program to borrow \$12.9 million for the Sabin Street central energy plant project. This is shown in the long term debt section as Notes Payable.

Other Accrued Expenses decreased by \$630,000 due to payment of accrued capital assets liability.

Unaudited – For Management Use

MEDICAL UNIVERSITY HOSPITAL AUTHORITY

Notes to the Interim Financial Statements

Statement of Revenues, Expenses and Changes in Net Assets: For the two months ended August 31, 2014 and 2013

Operating Revenues:

Net patient revenue is up 3% compared to the same period last year.

Volume statistics from the Epic system are not available as of the publishing of the August financial statements.

Operating Expenses:

When compared to the same 2 month period last fiscal year salaries and benefits increased \$12.7 million (17%). Staffing has increased by 278 fte's during this same time. Much of the increase in both cost and fte's is driven by Epic implementation. As mentioned above, staffing related costs appear to have returned to normal levels in September.

Services and supplies are up 3.5% compared to last year. The increase in equipment operating leases, radiation oncology management fees, and Epic system conversion are responsible for the variance.

Depreciation and Amortization is 9% above the prior year comparative period due to amortization of capitalized Epic costs beginning July 1, 2014.

Non Operating Expense

Interest expense is up \$250 thousand (10%) related to long term note for the new Sabin Street energy plant.

Budget Comparison:

As of August, 2014 MUHA's net income is \$5.1 million below of budget. The operating margin is 2.1% compared to 4.9% budget.

Net patient service revenues are negative 2.9% compared to budget. Reports are not yet available from the new Epic revenue cycle system for use in the reserve model. As a result, an estimated amount for deductions is used based on historical write-offs adjusted for July 1 rate increases. Reports should be available for the September close that will yield a more accurate reserve calculation.

MEDICAL UNIVERSITY HOSPITAL AUTHORITY
Notes to the Interim Financial Statements

Investment income is \$770k above budget due to mark to market adjustments driven by the current interest rate environment. The underlying investments are part of the HUD special reserve and mortgage reserve accounts.

Unusual and non-recurring items impacting current month earnings:

Implementation of the Epic inpatient electronic health record (EHR) and revenue cycle (patient billing system) system on July 1, 2014 has materially impacted cash and expenses. Management is confident that cash collections will return to normal levels and eventually improve above base line collections over the next six months. Post go live support from Epic personnel is approximately \$2million through August. This level of expense will not occur in future months.

**FACILITIES
HOSPITAL AUTHORITY
NEW LEASE
FOR APPROVAL**

OCTOBER 10, 2014

DESCRIPTION OF LEASE: This lease is for 14,859 square feet of office space located at South Park Plaza, 1 South Park Circle in West Ashley. The purpose of this lease is to provide space for the CTC Community Training Center currently located at Charleston Memorial Hospital, as well as the Health Information Services group currently located at University Hospital. This lease is necessary for the decanting of Charleston Memorial Hospital in preparation for the Phase Two Hospital project and for the University Hospital in preparation for the new telemedicine program. The per square foot rent rate for this lease is \$24.00 which consists of \$16.66 base rent and \$7.34 operating cost. The monthly rent shall be \$29,718.00 resulting in an annual rent of \$356,616.00. Base rent shall increase annually in accordance with the Consumer Price Index, not to exceed 2% and operating costs shall be adjusted annually based on actual operating expenses.

The landlord will provide \$297,180.00 towards renovations and MUHA shall be responsible for any overage which will be amortized over the initial lease term.

NEW LEASE AGREEMENT X
RENEWAL LEASE AGREEMENT

LANDLORD: CBRE, CB Richard Ellis

LANDLORD CONTACT: Charles Carmody, 577-0702

TENANT NAME AND CONTACT: Dennis Frazier, Administrator, 792-7727

SOURCE OF FUNDS: Hospital General Operating Funds

LEASE TERMS:

TERM: Seven (7) Years [3/1/2015-2/28/2022]

AMOUNT PER SQUARE FOOT: \$24.00

ANNUALIZED LEASE AMOUNT:

Year 1 \$356,616.00

Year 2 \$361,519.47

Year 3 \$366,571.53

Year 4 \$371,772.18

Year 5 \$376,972.83

Year 6 \$382,322.07

Year 7 \$387,819.90

TOTAL AMOUNT OF INITIAL TERM: \$2,603,593.98

EXTENDED TERM(S): Two (2) terms, five (5) years each

Year 8 \$393,466.32

Year 13 \$423,035.73

Year 9 \$399,112.74

Year 14 \$429,276.51

Year 10 \$404,907.75

Year 15 \$435,665.88

Year 11 \$410,851.35

Year 16 \$442,203.84

Year 12 \$416,943.54

Year 17 \$448,890.39

TOTAL AMOUNT INCLUDING EXTENDED TERM(S): \$6,807,948.03

OPERATING COSTS:

FULL SERVICE X [excludes operating cost increases]

NET

Medical Executive Committee - July 16, 2014
The Credentials Committee reviewed the following applicants on July 9, 2014
and recommends approval by the Medical Executive Committee

Medical Staff Initial Appointment and Privileges

Joel W. Barton, M.D.	Active Provisional	Anesthesiology
Richard Robert Bayer, II, M.D.	Active Provisional	Medicine
Bhavna Bhasin, M.B.B.S., M.D.	Active Provisional	Medicine
Olga Suzanne Chajewski, M.D.	Active Provisional	Pathology
Nicholas J. Connors, M.D.	Active Provisional	Medicine
Sarah Dolven, M.D.	Active Provisional	Medicine
Autumn L. Edenfield, M.D.	Active Provisional	OBGYN
Meryle Jocelyn Eklund, M.D.	Active Provisional	Radiology
Michael Anthony Errico, D.O.	Active Provisional	Neurosciences
Christopher Laurence Heine, M.D.	Active Provisional	Anesthesiology
Derrick Adam Huey, M.D.	Active Provisional	Ophthalmology
Claire Anne MacGeorge, M.D.	Active Provisional	Pediatrics
Sarah Jo Majstoravich, M.D.	Active Provisional	Pediatrics
Eric G. Meissner, M.D., Ph.D.	Active Provisional	Medicine
Nicholas Jerome Milano, M.D.	Active Provisional	Neurosciences
Prince Mohan, M.D., FACP	Active Provisional	Medicine
Karolinne Maia Rocha, M.D., Ph.D.	Active Provisional	Ophthalmology
Stefani Ann Russo, M.D.	Active Provisional	Medicine
Katherine Ruzhansky, M.D., M.S.	Active Provisional	Neurosciences
Rachel Erin Stacey, M.D.	Provisional Affiliate - R&F	OBGYN
Tracy E. Wester, M.D.	Active Provisional	Anesthesiology
John M. Wrangle, M.D., M.P.H.	Active Provisional	Medicine
Maria Yared, M.D.	Active Provisional	Anesthesiology

Medical Staff Reappointment and Clinical Privileges

Joshua D. Adams, M.D.	Active Provisional	Surgery
Shayla Bergmann, M.D.	Affiliate	Pediatrics
Meredith A. Brisco, M.D., M.S.C.E.	Active Provisional	Medicine
Christine Anne Carter-Kent, M.D.	Active	Pediatrics
Kimberly K. Caristi, M.D.	Affiliate - Refer & Follow	Pediatrics
Patrick J. Cawley, M.D., M.B.A.	Active	Medicine
Robert Andrew Clifford, M.D.	Affiliate - Refer & Follow	Pediatrics
William F. Conway, M.D., Ph.D.	Active	Radiology
Betsy Kay Davis, D.M.D., M.S.	Active	Otolaryngology
Terrence A. Day, M.D.	Active	Otolaryngology
Lonnie R. Doles, D.D.S.	Affiliate - R&F	O&MS
Charles Steven Greenberg, M.D.	Active	Medicine
Craig Alan Greene, M.D.	Active Provisional	Pediatrics
Orin F. Guidry, M.D.	Active	Anesthesiology
Lucinda A. Halstead, M.D.	Active	Otolaryngology
Kerry Lynn Hammond, M.D.	Active	Surgery
Kara Blevens Huncik, M.D.	Affiliate - R&F	Pediatrics
Ashleigh U. Igbokwe-Hamilton, M.D.	Prov. Affiliate CFC - R&F	Family Medicine

Medical Staff Reappointment and Clinical Privileges (cont.)

Shantae James Jenkins, M.D., Ph.D.	Prov. Affiliate CFC - R&F	Medicine
Eric Tzvi Kimchi, M.D.	Active Provisional	Surgery
Bryan Kumiga, D.O.	Active Provisional	Neurosciences
Jerome E. Kurent, M.D., M.P.H.	Active	Neurosciences
John W. McGillicuddy, M.D.	Active	Surgery
Jon M. McGough, M.D.	Affiliate CFC - R&F	Medicine
Kimberly Elaine McHugh, M.D., M.S.C.R.	Active Provisional	Pediatrics
Satish Narayanaswamy Nadig, M.D., D.Phil	Active Provisional	Surgery
Christopher D. Nielsen, M.D.	Active	Medicine
Sunil J. Patel, M.D.	Active	Neurosciences
Dag Pavic, M.D.	Active Provisional	Radiology
Kenneth Mark Payne, M.D.	Active	Medicine
Lindsay Leuthen Peterson, M.D.	Active Provisional	Medicine
Maribeth Porter, M.D.	Active Provisional	Family Medicine
Sandra L. Powell, M.D.	Affiliate - Refer & Follow	Pediatrics
Alicia Renee Privette, M.D.	Active Provisional	Surgery
William Salvator Randazzo, M.D.	Active	Pediatrics
Megan Elizabeth Redfern, M.D.	Active Provisional	Pediatrics
Lauren Richey, M.D., M.P.H.	Active Provisional	Medicine
Melisa D Rowland, M.D.	Active	Psychiatry
Judith E. Rubano, M.D.	Affiliate CFC - R&F	Medicine
Ned T. Rupp, M.D.	Affiliate - Refer & Follow	Pediatrics
J. Bayne Selby, Jr., M.D.	Active	Radiology
Anand K. Sharma, M.B.B.S	Active	Radiation Onc
Arlene Anne Shawinsky, M.B., B.Ch., D.C.H.	Affiliate - Refer & Follow	Pediatrics
Natalie A. Singer, M.D.	Active Provisional	Urology
William A. Terranova, M.D.	Affiliate	Surgery
Edward William Trudo, Jr., M.D.	Active Provisional	Ophthalmology
Jason P. Ulm, M.D.	Active Provisional	Surgery
Jana K Upshaw, M.D.	Active	Pediatrics
Leigh Vaughan, M.D.	Active	Medicine
Julie Kanter Washko, M.D.	Active Provisional	Pediatrics
Janet Oas White, M.D.	Affiliate - Refer & Follow	Pediatrics
Dannah W Wray, M.D.	Active	Medicine
Kimberly S. Zimlich, M.D.	Affiliate - Refer & Follow	Pediatrics

Medical Staff Reappointment and Change in Clinical Privileges

Robert J. Adams, M.D.	Active	Neurosciences	Add Telemed for Gen. Neuro
Rahul Gupta Argula, M.B.B.S., M.P.H.	Active Provisional	Medicine	Add Critical Care Privs
Katherine Ann Lewis, M.D., M.S.C.R.	Active	Medicine	Add Telemed for Outpt. Consult

Medical Staff Change in Privileges

Anne Elizabeth Sutherland Abel, M.D., M.S.	Active	Pediatrics	Add Telemed for Outpt. Consult
Michael M. Davis, M.D.	Active Provisional	Radiology	Add Mod Sed Privs
Drew Alexander Freilich, M.D.	Active Provisional	Urology	Add Specialty and Peds URO Privs
Aaron Payne Leshner, M.D.	Active Provisional	Surgery	Add Gen Surg privs
Bruce Izeokhai Ovbiagele, M.D., M.Sc., M.A.	Active	Neurosciences	Add Telemed for Gen. Neuro
Shelly Dawn Ozark, M.D.	Active	Neurosciences	Add Telemed for Gen. Neuro

Professional Staff Initial Appointment and Privileges

Terri Fowler, D.N.P., A.P.R.N., N.P.	Provisional Allied Health	Medicine
Steven S. Garver, P.A.C., D.Sc	Prov. Allied Health CFC - R&F	Family Medicine
Emily Brooke Jackson, D.N.P., A.P.R.N.	Provisional Allied Health	Pediatrics
Heather L. Norton, A.C.N.P, M.S.N.	Provisional Allied Health	Neurosciences

Professional Staff Reappointment and Privileges

Michael Andrew de Arellano, Ph.D.	Allied Health	Psychiatry
Catherine Cheely Bradley, Ph.D.	Provisional Allied Health	Pediatrics
Tina Michele Dvoren-Baker, M.S., F.N.P.	Provisional Allied Health	Neurosciences
Donna B. Embrey, C.R.N.A.	Allied Health	Anesthesiology
Rochelle Judd, F.N.P.	Provisional Allied Health	Medicine
Tammy Lamont, C.R.N.A., BSN, M.H.S.A.	Allied Health	Anesthesiology
Mary Kathryn Scruggs Logan, M.S.N.	Provisional Allied Health	Medicine

Professional Staff Change in Privileges

Tamara Noel Bowman, A.N.P., M.S.N.	Allied Health	Radiology	Change in Dept & Physicians
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Medical Executive Committee - August 20, 2014
The Credentials Committee reviewed the following applicants on August 13, 2014
and recommends approval by the Medical Executive Committee

Medical Staff Initial Appointment and Privileges

Jennifer Bain, M.D.	Active Provisional	Family Medicine
Jeffrey Paul Caporossi, M.D.	Active Provisional	Medicine
Michael Ian Derrick, M.D.	Active Provisional	Pediatrics
Jacob M. Drew, M.D.	Active Provisional	Orthopaedics
Theodore Stewart Gourdin, M.D.	Active Provisional	Medicine
Marc Scott Haro, M.D., M.S.	Active Provisional	Orthopaedics
Norman Robert Harvey, M.D.	Active Provisional	Anesthesiology
*Siddharth Jain, M.B.B.S., M.S.	Active Provisional	Surgery
Joseph Gordon Krainin, M.D.	Active Provisional	Neurosciences
Leilani Victoria Lee, M.D.	Active Provisional	Psychiatry
Sheldon Ellis Litwin, M.D.	Active Provisional	Medicine
Sujai Deep Nath, M.D.	Active Provisional	Neurosciences
Johanna Gudrun Palmadottir, M.D.	Active Provisional	Pediatrics
Tara Rickard, M.D., Pharm.D.	Active Provisional	Medicine
Harris Slone, M.D.	Active Provisional	Orthopaedics
Beth Marie Terpolilli Teegarden, M.D.	Active Provisional	Anesthesiology
Zeke Jonathan Walton, M.D.	Active Provisional	Orthopaedics
Lara Wine Lee, M.D., Ph.D.	Active Provisional	Dermatology

Medical Staff Reappointment and Clinical Privileges

*Wesley F. Adams, Jr., M.D.	Provisional Affiliate - R&F	Obstetrics & Gynecology
Michael Bret Anderson, M.D.	Active Provisional	Radiology
Eric William Angermeier, M.D.	Active Provisional	Orthopaedics
Deborah A. Bowlby, M.D.	Active	Pediatrics
Michael R. Book, M.D.	Affiliate CFC - Refer & Follow	Family Medicine
Todd E. Dantzler, M.D.	Active	Medicine
Emily A Darr, M.D.	Active	Orthopaedics
Harry A. Drabkin, M.D.	Active	Medicine
Jacob Emile Dowden, M.D.	Active Provisional	Surgery
James Eugene Edwards, M.D., M.A.ED.	Active	Psychiatry
Justin Elhoff, M.D.	Active Provisional	Pediatrics
Sara Barnato Giordano, M.D.	Active Provisional	Medicine
Ana Iris Gomez, M.D.	Active Provisional	Psychiatry
Jonathan J. Halford, M.D.	Active	Neurosciences
Susan C. Harvey, M.D.	Active	Anesthesiology
Vanessa K. Hinson, M.D., Ph.D.	Active	Neurosciences
Michelle P. Hudspeth, M.D.	Active	Pediatrics
Kyle P. Kokko, M.D., Ph.D.	Active Provisional	Orthopaedics
Carlotta Jenkins Lalich, M.D.	Active Provisional	Psychiatry
Elliott E. Levy, M.D.	Affiliate	Psychiatry
Scott M. Lindhorst, M.D.	Active Provisional	Medicine
Mark A. Lockett, M.D.	Active	Surgery
Andrea Del Pilar Lopez Avila, M.D.	Active Provisional	Pediatrics

Medical Staff Reappointment and Clinical Privileges (cont.)

Pinckney Johnstone Maxwell, IV, M.D.	Active	Surgery
Julie McSwain, M.D., M.P.H	Active	Anesthesiology
Lisa Mims, M.D.	Active Provisional	Family Medicine
William P. Moran, M.D.	Active	Medicine
Adebowale Ayoola Odulana, M.D., M.P.H.	Active Provisional	Pediatrics
*James C. Oliver, M.D., B.S., M.S.	Provisional Affiliate - R&F	Obstetrics & Gynecology
Kristoff Reid, M.D.	Active Provisional	Orthopaedics
Michel Joseph Sabbagh, M.D.	Active	Anesthesiology
Lancer A. Scott, M.D.	Active	Medicine
Philip Sinato, Jr., M.D.	Provisional Affiliate - R&F	Psychiatry
David E. Soper, M.D.	Active	Obstetrics & Gynecology
Isabel L. Virella-Lowell, M.D.	Active	Pediatrics
Robert Wells Warren, M.D., Ph.D., M.P.H.	Active	Pediatrics
Joshua Daniel Washer, M.D.	Active Provisional	Surgery

Medical Staff Reappointment and Change in Clinical Privileges

Eric Jawaski Belin, M.D.	Active Provisional	Orthopaedics	Add spine privileges
Salvatore A Chiaramida, M.D.	Active	Medicine	No longer needs ModSed
Anbukarasi Maran, M.B.B.S	Active	Medicine	Add cardiology specialty pine privileges

Medical Staff Change in Privileges

Stacey Michelle Cobb, M.D.	Active	Pediatrics	Add Telemedicine for Outpatient Consultation
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Professional Staff Initial Appointment and Privileges

Zachary W. Adams, Ph.D.	Provisional Allied Health	Psychiatry
Shanna Marie Amoroso, M.S.N., A.N.P., B.S.	Provisional Allied Health	Neurosciences
Joseph William Armour, D.C., B.S.	Provisional Allied Health	Neurosciences
Jennifer Aileen Correll, Ph.D., M.A.	Provisional Allied Health	Psychiatry
Kelley L. Delaney, M.S.N., F.N.P.	Provisional Allied Health	Psychiatry
Gina Marie O'Callaghan, P.A.C.	Provisional Allied Health	Medicine

Professional Staff Reappointment and Privileges

Ronald E. Acierno, Ph.D.	Allied Health	Psychiatry
Ashleigh Marie Benda, D.N.P.	Provisional Allied Health	Pediatrics
Lee Allen Erbe, F.N.P.	Allied Health	Medicine
James F. Hill, III, O.D.	Provisional Allied Health	Ophthalmology
Jennifer M. Jones, C.R.N.A.	Allied Health	Anesthesiology
Kristen Lorraine Laudati, A.P.R.N., R.N.	Provisional Allied Health	Surgery
Sameer V Tipnis, Ph.D.	Allied Health	Radiology
Kenneth N. Vanek, B.S., M.S., Ph.D.	Allied Health	Radiation Oncology
Nancy Johnson Warren, Ph.D.	Allied Health	Psychiatry

*Not Board Certified/Eligible

Medical Executive Committee Presiding: Dr. Boyd Gillespie Date: July 16, 2014 Meeting Place: 628 CSB Recording: Jane Scutt Meeting Time: 7:30 Adjournment: 8:30 am		Members present: Dr. Gillespie, Dr. Hoffman, Dr. Habib, Dr. Adams, Dr. Boylan, Dr. Carroll, Dr. Cawley, Dr. Clyburn, Dr. Costello, Dr. Easterling, Dr. Feussner, Dr. Gray, Dr. Handel, Dr. Harvey, Lisa Kindy, Dr. Reeves, Dr. Ryan, Dr. Salgado, Sheila Scarbrough, Dr. Schaffner, Dr. Scheurer, Dr. Streck, Dr. Thiers, Dr. Warren, Dr. Wray, Carol Younker Members excused: Sarah Bacik, Dr. Baliga, Dr. Basco, Dr. Clarke, Dr. Deas, Annette Drachman, Dr. Elliott, Terri Ellis, Dr. Jauch, Dr. Lambert, Dr. Lewis, David McLean, Dr. Pellegrini, Dr. Pisano, Dr. Powers, Chris Rees, Dr. Richardson, Dr. Rocky, Steve Rublee, Dr. Sachs, Dr. Uhde, Steve Valerio, Matt Wain, Dr. Yoe, Dr. Zwerner Guests: Melissa Forinash	
Agenda/Topic	Debate & Discussion	Conclusions	Recommendations/ Follow-Up What/When/Who
Executive Session	No Events to report.	N/A	
Wins	The win for the August MEC meeting was there were no events to review/report!	Accepted as information	
Review of Minutes	The June 18, 2014, MEC meeting minutes were reviewed and approved with one minor correction to the date as noted by Dr. Handel.	Approved with date correction.	
Credentials Committee	Dr. Gray reported on the following: Medical Staff Initial Appointment and Privileges: 23 Medical Staff Reappointment and Clinical Privileges: 53 Medical Staff Reappointment and Change in Privileges: 3 Medical Staff Change in Privileges: 6 Professional Staff Initial Appointment and Privileges: 4 Professional Staff Reappointment and Privileges: 7 Professional Staff Changes in Privileges: 1	MEC recommends the appointments and reappointments and delineation of clinical privileges for Board of Trustees approval.	
GME Report	Dr. Clyburn reported on GME. Dr. Clyburn reported that 203 residents across 56 programs were oriented which included 12 hours of Epic training, VA training plus the 14 hours of other required training. Dr. Clyburn commented that everything went smoothly.	Accepted as information	
Hospital Report	Dr. Pat Cawley reported on 2014 organizational goals progress and gave a brief update on the recent results of the <i>US News & World Report</i> . Organizational Goals: <ul style="list-style-type: none"> ▪ Service: Ideal Patient Service-achieve a weighted composite score of 3.0, YTD results through May = 1.85 (red) • People: <ul style="list-style-type: none"> ▫ Increase Employee Commitment Score by .05. Results - increase of .12 (green) ▫ Increase Physician Commitment Score by .05. Results - increase of .12 (green) • Quality: <ul style="list-style-type: none"> ▫ Ideal Care-achieve weighted composite score of 3.0; YTD result through April is 2.1 (red) ▫ Hand Hygiene Compliance-achieve average compliance of 90%; YTD result through May is 89% (yellow) • Finance: <ul style="list-style-type: none"> ▫ Achieve direct cost per adjusted discharge of \$8,575; YTD result through May is \$9,475 (red) 	Accepted as Information	

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	<ul style="list-style-type: none"> ▫ Achieve an operating margin of 3% at FY year end; YTD result through May is 4.4%; (green) • Growth <ul style="list-style-type: none"> ▫ Achieve 0.5% growth in inpatient discharges; YTD result through May is 1.0% (green) ▫ Achieve 3% growth in new patient visits (includes hospital based outreach and CFC), YTD result through May is 8.3% (green) <p><i>US News & World Report</i> - Dr. Cawley discussed briefly the methodology used for determining the recent <i>US News & World Report</i> rankings. Dr. Dr. Danielle Scheurer and Chris Rees will present this in more detail at the August MEC meeting.</p>		
Hand Hygiene Report	Dr. Salgado presented the hand hygiene compliance report. House-wide hand hygiene compliance for the period through May 2014 is 87.2%. Service line compliance rates range from seventy-eight (78) percent to one hundred (100) percent and occupational compliance rates range from ninety-three (93) percent to one hundred (100) percent.	Accepted as Information	
Epic Report	<p>Missisa Forinash gave an Epic update. Ms. Forinash reported that things are going well. Challenges have been mostly around medication reconciliation and lab workflows. From a billing standpoint, we have started received payments on both the hospital side and professional side. Outstanding "help" tickets which started at 16,400 are now down to approximately 2,300.</p> <p>Dr. Warren discussed the areas that need physician input in order to prioritize the critical issues. After much discussion a motion was made that all consult orders be entered into Epic.</p>	Report received as information Requirement that consult orders must be entered into Epic was approved.	Dr. Handel will follow up to ensure policy is changed to reflect this new requirement.
CME Credits for CATTs Modules	Dr. Handel reported that there will now be four (4) hours CME credits given for CATTs modules. Dr. Handel will also be working with the new Chief Learning Officer, Angela Egner, on the number of CATTs modules that physicians are required to complete.	Accepted as Information	
Patient Safety Indicators (PSI)	Dr. Scheurer gave a report on patient safety indicators. PSIs are administrative data definitions of harm as defined by Agency for Healthcare Research and Quality (AHRQ). PSIs are used for public reporting of adverse events and over half of PSIs are "post-operative" conditions. Dr. Scheurer reported that our PSIs go through a "3 level review" within one week of discharge. The importance of PSIs is that it 1) it's an indication of patient harm; 2) PSIs results are 10% of US News & World Report rankings and 3) about 1/3 of HAC score which for this year will result in 1% Medicare penalty) and for next year it will be part of the Value Based Purchasing which could be as much as a 1.5% Medicare penalty. Dr. Scheurer reviewed the low and high volume PSIs. She also reported on next steps which included reporting out all perioperative PSIs to working specialty groups (Streck, Cina) monthly; reporting out all PSI to divisions/departments monthly and continue 3-level review weekly.	Accepted as Information	
Serious Safety Event Reporting	Due to time constraints this agenda item was postponed until the August meeting.	N/A	
Daily Check-In	Due to time constraints this agenda item was postponed until the August meeting.	N/A	
Policies (Consent)	<p>Medical Center Policy C-078 Medication Orders</p> <p>Medical Center Policy C-139 Preoperative Bathing</p> <p>Medical Center Policy C-176 Utilization Management Plan</p>	Policies C-078 and C176 were approved.	Review/approval of Policy C-139 was delayed until August MEC

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Data Reports (Consent)	Data reports reviewed: - Admit Transfer Center - Bed Capacity Summary - EAU Utilization	- Hand Hygiene - Quality of H & P by Department	Approved	
Service Reports (Consent)	Service reports reviewed: - Daily Admissions		Approved	
Subcommittee Minutes (Consent)	- Bed Flow Committee-June 2014 - Clin. Doc. Improve-June 2014 - Clinical Lab Advisory-June 2014 - Credentials-July 2014 - Critical Care Quality-June 2014 - Emergency Management-June 2014 - Health Information Mgmt-June 2014	- Infection Control-June 2014 - OR Exec Committee-April 2014 - Peer Review-June 2014 - Perinatal Quality-June 2014 - Quality Operations-June 2014 - Quality & Safety Oversight-June 2014 - Sedation-March 2014	Approved	
Patient Consent Form (Consent)	Short-Term Controlled Substance Therapy for Pain (Patient / Doctor Agreement)		Approved	
Adjournment 8:30 am	The next meeting of the Medical Executive Committee will be Wednesday, August 20, 2014 at 7:30am in 628CSB.			



David Habib, MD, Secretary of the Medical Staff

Medical Executive Committee Presiding: Dr. Boyd Gillespie Date: August 20, 2014 Meeting Place: 628 CSB Recording: Jane Scutt Meeting Time: 7:30 Adjournment: 8:30 am		Members present: Dr. Gillespie, Dr. Hoffman, Dr. Habib, Sarah Bacik, Dr. Boylan, Dr. Carroll, Dr. Cawley, Dr. Clyburn, Dr. Easterling, Dr. Elliott, , Dr. Gray, Dr. Handel, Dr. Harvey, Lisa Kindy, Dr. Lewis, Chris Rees, Dr. Reeves, Dr. Ryan, Dr. Sachs, Dr. Salgado, Sheila Scarbrough, Dr. Schaffner, Dr. Scheurer, Dr. Streck, Dr. Thiers, Dr. Warren, Dr. Wray Members excused: Dr. Adams, Dr. Baliga, Dr. Basco, Dr. Clarke, Dr. Costello, Dr. Deas, Annette Drachman, , Terri Ellis, Dr. Feussner, Dr. Jauch, Dr. Lambert, Dr. Lewis, David McLean, Dr. Pellegrini, Dr. Pisano, Dr. Powers, Dr. Richardson, Dr. Rockey, Steve Rublee, Dr. Uhde, Steve Valerio, Matt Wain, Dr. Yoe, Carol Younker, Dr. Zwerner Guests: Howard Evert, Melissa Forinash, Sunil Patel, Tara Wesley		
Agenda/Topic	Debate & Discussion		Conclusions	Recommendations/ Follow-Up What/When/Who
Executive Session	N/A			
Wins	Dr. Ryan mentioned that she recently had a second hand experience with the Ambulatory Surgery, Center, PreOp and PACU and wanted to compliment them on their very efficient process also the staff who had great people skills.		Accepted as information	
Review of Minutes	The July 16, 2014, MEC meeting minutes were reviewed and approved.		Approved	
Credentials Committee	Dr. Gray reported on the following: Medical Staff Initial Appointment and Privileges: 18 Medical Staff Reappointment and Clinical Privileges: 37 Medical Staff Reappointment and Change in Privileges: 3 Medical Staff Change in Privileges: 1 Professional Staff Initial Appointment and Privileges: 6 Professional Staff Reappointment and Privileges: 9 Professional Staff Changes in Privileges: 0		MEC recommends the appointments, reappointments and delineation of clinical privileges for Board of Trustees approval.	
GME Report	Dr. Clyburn gave the GME report. He reported on two issues coming out from the House Staff Council. One is a request that resident salaries be reviewed when AAMC salary recommendations come out in October. Resident salaries had fallen behind a few years ago, but most of this was made up last year. The other item coming from the House Staff Council is hardware issues as we move forward with Epic, particularly in the Main PACU. It was reported that there is not a lot of space and not a lot of computers for the number of people who are trying to enter data. Dr. Clyburn will follow up. Dr. Clyburn reported that the overall ACGME survey came in and there were two things we are not doing well in, the first is "practice habits," but Epic inpatient will help with that. The second item is "service versus education balance." Dr. Clyburn reported that we tipped rather dramatically towards service side with only 64% of compliance. Dr. Clyburn commented that there may be some confusion on the definition of service. He will be working with the chief residents and the program directors on this issue.		Accepted as information	
Hospital Report	Dr. Cawley reported on 2014 organizational goals progress and reviewed the FY15 Goals FY2014 Goals: • Service: Ideal Patient Service-achieve a weighted composite score of 3.0, YTD results through May = 2.35 (red)		Accepted as Information	

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	<ul style="list-style-type: none"> • People: <ul style="list-style-type: none"> – Increase Employee Commitment Score by .05. Results - increase of .12 (green) – Increase Physician Commitment Score by .05. Results - increase of .12 (green) • Quality: <ul style="list-style-type: none"> – Ideal Care-achieve composite score of 3.0; YTD result through May is 2.5 (yellow) – Hand Hygiene Compliance-achieve average compliance of 90%; YTD result through June is 89% (yellow) • Finance: <ul style="list-style-type: none"> – Achieve direct cost per adjusted discharge of \$8,575; YTD result through June is \$9,579 (red) – Achieve an operating margin of 3% at FY year end; YTD result through June is 4.0%; (green) • Growth <ul style="list-style-type: none"> – Achieve 0.5% growth in inpatient discharges; YTD result through June is 1.0% (green) – Achieve 3% growth in new patient visits (includes hospital based outreach and CFC), YTD result through June is 8.8% (green) <p>FY15 Goals:</p> <ul style="list-style-type: none"> • Service: Ideal Patient Service-achieve a weighted composite score of 3.0 • People: <ul style="list-style-type: none"> – Increase Employee Commitment Score by .05. Results - increase of .12 (green) – Increase Physician Commitment Score by .05. Results - increase of .12 (green) • Achieve Overall Teamwork Composite of 3.0 • Quality: <ul style="list-style-type: none"> – Ideal Care-achieve composite score of 3.0 – Culture of Safety Increase Absolute % positive responses on overall perception of safety by 1. • Finance: <ul style="list-style-type: none"> – Achieve total cash at fiscal year-end of \$100 million – Achieve an Operating Margin of 3.5% (year-end) – Reduce direct cost per adjusted discharge by 2% as compared to FY2014 • Growth <ul style="list-style-type: none"> – Strategically Grow Telehealth: Achieve a weighted composite score of 3.0 – Bed Flow Goal – Decrease average length of stay by 0.1 of a day 		
Epic Report	<p>Ms. Forinash gave the Epic update report. Ms. Forinash reported that progress continues to be made on challenging integrated issues and post-implementation stabilization, along with reducing call volumes. Overall for Revenue Cycle, tracking favorably to baselines, within Epic guardrails, and in the Epic best performing class. Ms. Forinash gave a status report on the on critical / broad impact issues and issues requiring additional analysis and work. Ms. Forinash also reported that as of August 15, MUSC Physicians has over 81 percent of charges coming from Epic and MUHA has over 97 percent of charges coming from Epic.</p> <p>Dr. Scheurer and reported on the US News & World Report Survey Analysis. Dr. Scheurer reviewed the key changes / findings in 2014 survey that affected our rankings. Reputation's weight was dropped from 33% to 27.5% and was calculated using a weighted average of three years of survey results 83.3% was based three year average using same methodology as past year and 16.7% was</p>	Report received as information.	
US News & World Report Survey Analysis	<p>Dr. Scheurer and reported on the US News & World Report Survey Analysis. Dr. Scheurer reviewed the key changes / findings in 2014 survey that affected our rankings. Reputation's weight was dropped from 33% to 27.5% and was calculated using a weighted average of three years of survey results 83.3% was based three year average using same methodology as past year and 16.7% was</p>	Accepted as Information	

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	<p>based on results from a 2014 survey sent electronically to over 49,000 MD members of Doximity. Safety's weight was increased from 5% to 10% and added two new AHRQ patient safety indicators</p> <ul style="list-style-type: none"> - Pressure Ulcers and Post-Op Hip Fracture. All South Carolina Hospitals failed to receive credit for having intensivists due to a clerical error in the data submission from AHA to US News. Dr. Scheurer reported that we received credit this year for Hospice which was an oversight in past years and Lung Transplant. Dr. Scheurer commented that we have lost a little bit of confidence with the rankings and even though this was due to a clerical error, there will be no correction to the data. <p>Dr. Cawley discussed at the August Board of Trustees meeting about whether our patients actually pay attention to the US News and World Report and does it affect our referrals and the answer is probably not. Organizationally, we are looking at whether we want to continue with US News & World Report as a strategic intent.</p>		
Serious Safety Event Reporting	<p>Dr. Scheurer gave a presentation on Serious Safety Event Reporting. Dr. Scheurer reported that with support of Joint Commission and SCHA in our journey to high reliability, we are switching some of the terminology in how we think about Serious Safety events. A serious safety event is defined as a deviation from best practice care causing significant patient harm. There are three levels, Serious Safety Event, Precursor Safety Event and Near Miss Safety Event that are categorized on 1 -5 scale with 1 being death to 5 being moderate temporary harm. Dr. Scheurer reviewed the Safety Event Flowchart & Guide. Dr. Scheurer also stressed the importance of the "Known Complications" questions. If all questions are answered yes, then the event is considered a known complication and is not a safety event. If the answer to any question is no, then the event is a safety event.</p> <p>Dr. Scheurer shared information on Daily Check-In (DCI). DCI is a daily huddle of hospital leaders to identify potential safety and operational threats. The purpose is to increase leadership's sensitivity to operations, a key facet of a high reliability organization. The DCI is open to everyone and anyone and takes place weekdays at 7:45 am and lasts approximately seven minutes. Next steps are to get the next level of detail which will include expand the call to include the ADM group and SL medical directors; expand report out to unit managers and begin "huddles" in respective areas to collect and disseminate relevant information.</p>	Accepted as Information	
Daily Check-In	<p>Dr. Sachs shared the proposed MUSC Health Values of Compassion; Teamwork; Accountability; Innovation; and Diversity which will be rolled out at the MUHA LDI next week.</p>	Accepted as Information	
MUSC Values	<p>Medical Center Policy C-015 Guidelines for Determination of Death</p>	Accepted as Information	
Policies (Consent)	<p>Medical Center Policy C-061 Medication & Intravenous Administration</p> <p>Medical Center Policy C-123B Mechanically Ventilated Pediatric & Neonatal Pts.</p> <p>Medical Center Policy C-139 Preoperative Bathing</p>	Approved	

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Data Reports (Consent)	Data reports reviewed: - Bed Capacity Summary - Hand Hygiene - Quality of H & P by Department		
Service Reports (Consent)	Service reports reviewed: - Discharge Summary - Bed Flow Committee - Clinical Documentation Improve - Clinical Lab Advisory - Credentials - Critical Care Quality - Emergency Management - Health Information Management		
Subcommittee Minutes (Consent)	- Infection Control Committee - OR Executive Committee - Peer Review Committee - Perinatal Quality Committee - Quality Operations Committee - Quality & Safety Oversight Committee - Sedation Committee	Approved	
Adjournment 8:35 am	The next meeting of the Medical Executive Committee will be Wednesday, September 17, 2014 at 7:30am in 628CSB.		



David Habib, MD, Secretary of the Medical Staff

AGREEMENTS ENTERED INTO BY THE MEDICAL UNIVERSITY HOSPITAL

AUTHORITY SINCE THE AUGUST 2014 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:

- Lifetrac
- Wellcare
- Advicare
- Spartanburg Regional Health Services District, Inc.
- Aetna
- Department of Veterans Affairs
- ArborGen, Inc.

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:

- Carolinas Medical Center
- Coastal Carolina Hospital System
- Piedmont Medical Center

Affiliation Agreements –

- Wheelock College
- Lamar University
- Saint Xavier University
- Armstrong Atlantic University
- PATCH University
- Loyola University

Shared Services Agreements –

Medical University Hospital Authority
Construction Contracts
For Reporting
October 10, 2014

Mobile Communications of Charleston RT-Fire Command Center Provide and install distributed antenna system (DAS).	\$85,727.25
OTIS Elevator RT-Elevator #108 Renovation Provide and install elevator #108 in RT.	\$592,914.00
Chastain Construction UH-2C Renovation for Palliative Care Provide construction services for UH-2C Palliative Care.	\$109,628.00

Medical University Hospital Authority
IDC Professional Services Contracts
For Reporting
October 10, 2014

LeVino Jones Medical Interiors CMH/McClennan-Banks Programming Amendment #1 provides additional programming services.	\$100,000.00
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MEDICAL UNIVERSITY OF SOUTH CAROLINA
Board of Trustees
General Report of the Vice President for Development and Alumni Affairs
October 10, 2014

Through September 16, 2014, the Medical University of South Carolina Office of Development is very pleased to report that we have successfully secured \$5,093,768 in new gifts and pledges.

The following highlights reflect some of the key accomplishments that have transpired since the August meeting of the Board of Trustees:

DEPARTMENT OF SURGERY

- The Mildred and Henry Lawrence Research Endowment was established in the Department of Surgery through a \$2 million bequest from an alumnus in California.
- Transplant patient Bob Richards and his wife, Kathy, committed \$250,000 in support of the MUSC Living Donor Institute, establishing the Roseann Richards Fund in Living Donor Awareness. The fund is in honor of their niece who donated the kidney Mr. Richards received.
- A reception was held recently to honor the career of pediatric surgeon Dr. C. D. Smith, III. The establishment of the C. D. Smith, III, Fellowship in Surgical Resident Education was announced at the event. Thus far, \$50,000 in gifts and pledges have been contributed to the fund in his honor.

HEART AND VASCULAR CENTER

- The Gazes Cardiac Research Institute received a merit award for research into the regulation of heart rhythm in post-heart attack patients. This promising research was at risk due to lack of funding; however, the philanthropic support provided by John and Jill Chalsty, \$1,262,000, bridged the gap.
- Dr. Michael Zile, was awarded a prestigious NIH grant of \$1,025,000 to further his research into the remodeling of heart tissue in heart failure patients. This work was made possible through the philanthropic support leveraged by the Smart State Program.
- The Heart and Vascular Center awarded \$41,000 in grants to employees to support various heart and vascular program and outreach initiatives. These funds were gifts made through the Giving Back Program, which provides a method for hospital patients to honor their caregivers.

JAMES B. EDWARDS COLLEGE OF DENTAL MEDICINE

- The South Carolina Dental Association's Members Benefit Group pledged \$50,000 to help the college open its Special Care Dentistry Clinic one day per week starting in January 2015. The three-operator, x-ray equipped special care dental clinic includes a wheelchair lift and technology specifically designed for patients with special health care needs. This gift will improve access to care for a highly underserved population and will help train graduate students and expose undergraduate students to health care disparities in the community.
- Dr. Preston D. Miller, Jr., contributed \$20,000 toward a verbal commitment of \$50,000 to help supplement part-time faculty salaries. With limited salary funding, part-time faculty members are crucial to the college's educational programs, particularly in clinical education. Dr. Miller is a part-time instructor in the Periodontics Clinic. He travels from Memphis, Tennessee, to teach with us.

COLLEGE OF MEDICINE

- The College of Medicine received \$224,867 from the Medical Society of South Carolina to provide scholarships to six medical students this academic year.
- Dr. Melvin Medlock, a Spartanburg, SC, alumnus contributed \$50,000 and pledged an additional \$100,000 to establish a scholarship endowment within the College of Medicine.
- The Fullerton Foundation of Gaffney, SC, contributed \$25,000 in support of the college's two Fullerton Scholars.

STORM EYE INSTITUTE

- The Glades Foundation made a \$200,000 pledge to the William J. and Jeanne F. Dalton Vitreoretinal Research Center.
- The Charleston Lions Club contributed \$21,000 to the SC Lions Eye Research Fund through its 19th Annual Charity Golf Classic. Held at Bulls Bay in August, this year's tournament raised 50 percent more than last year.
- The Charleston River Dogs presented a check for \$20,000 to the Rebecca Veeck Retina Research Fund at the Storm Eye Institute. Funds for this gift are raised through four events hosted by the River Dogs each year: the Hot Stove Banquet (January), Run Forrest Run 5K Race (April), Fun is Good Golf Tournament (May) and Kindness Beats Blindness (June).

- Margaret and Horst Winkler made a \$15,000 gift to the Storm Eye Institute and renewed their pledge for an additional \$20,000 for the Dr. William and Sandra Johnson Neuro-Ophthalmology Endowed Chair Fund.

CHILDREN'S HOSPITAL

- The Baldwin Foundation made a gift of \$100,000 for The Boeing Center for Children's Wellness.
- An anonymous donor from Charleston has verbally pledged \$1 million toward the new Children's Hospital and Women's Pavilion.
- A gift of \$100,000 was received from a Charleston businessman and his family for the new Children's Hospital and Women's Pavilion.
- The Charitable Society of Charleston made a gift of \$48,000 from the proceeds of the 2013 Reindeer Run.
- On July 21, the 18th annual Monica Kreber Golf Tournament was held at Wild Dunes Golf Club. This year's event raised net income of \$45,227. To date, this tournament has raised over \$605,227 dollars for pediatric oncology research programs.
- The Optimist Club of James Island made a gift of \$40,000 to the Children's Hospital Fund.
- The Children's Hospital Fund received a gift of \$25,000 from Select Health of South Carolina.

COLLEGE OF NURSING

- The Lettie Pate Whitehead Foundation gifted \$100,000 toward its \$200,000 pledge for the 2014-2015 academic year. A scholarship reception for 70 people was hosted in September to honor the Whitehead Scholarship recipients. Since 1990, The Lettie Pate Whitehead Foundation has provided over \$1.4 million to the College of Nursing. Approximately 755 scholarships have been awarded to deserving nursing students in these 24 years.
- Three scholarships totaling \$22,000 were awarded to nursing students from the Faith Jefferson Hohloch Scholarship at the Coastal Community Foundation.

- Two planned gifts of \$5,000 each were received from the estates of Mrs. Dolores Grimes and Mrs. Marion P. Shearer.

NEUROSCIENCES

- A new planned gift of \$50,000 was provided to the Department of Neurosciences by an anonymous donor to study the links between depression and Alzheimer's Disease.
- The Advisory Board for the Department of Neurosciences has kicked off a series of fall cultivation and stewardship events across the state. The first was hosted in Pawley's Island by Myrtle Beach Mayor John Rhodes to raise awareness for our Telestroke Program and the second was hosted by Gail and Steve Anastasion in Columbia to kick off our fundraising efforts for a new surgical pilot trial for the treatment of Alzheimer's Disease. The Columbia event was also co-hosted by our newest Advisory Board member, Charlotte Berry, who will officially join the advisory board at the beginning of 2015.

HOLLINGS CANCER CENTER

- Mr. Timothy P. Walter made a planned gift of \$50,000 in support of lung cancer research at the Hollings Cancer Center.
- Mr. and Mrs. Daniel M. Ervin completed their pledge of \$50,000 in support of the Hollings Cancer Center Prostate Endowment Fund in memory of Mr. William Blackwell.
- Mrs. Jeanelle M. McCain made a gift of \$50,000 in support of the Will McCain Fund for Melanoma Research.
- Kelley McCain and Smith Owens, LLC, made a gift of \$10,000 in support of the Will McCain Fund for Melanoma Research.
- The C. W. and Dorothy G. Love Foundation, Inc., made a gift of \$10,000 in support of Hollings Cancer Center.
- Mr. James H. Harrison made a gift of \$5,000 in support of the Will McCain Fund for Melanoma Research.
- Ms. Kim Braswell-McPhail made a gift of \$5,000 in support of the Mike Strantz Endowment for Head and Neck Cancer.
- Mr. Freeman A. Lewis fulfilled his pledge of \$5,000 in support of Hollings Cancer Center.

COLLEGE OF HEALTH PROFESSIONS

- A retired member MUSC Medical Center leadership team made a \$45,585 gift of stock to establish an endowed fund to benefit residential Master in Health Administration students at the College of Health Professions.
- HCA South Atlantic Division made a \$40,000 commitment to support the annual Healthcare Leadership Lecture Series, bringing its total giving to this newly established lecture series to \$80,000.
- A retired faculty emerita from the Department of Healthcare Leadership and Management made a \$31,700 bequest to endow an existing scholarship in memory of her parents: The John and Sally Osborne Educational Scholarship Fund.
- A Distinguished Alumnus Award Recipient made a \$10,000 pledge to establish the Jesse Ray “Mac” McGrady, Jr., Scholarship Fund to benefit underserved minority students enrolled in the physical therapy program at CHP.

COLLEGE OF PHARMACY

- Over \$45,000 has been secured from corporate sponsors to support student activities in the 2014-2015 academic year.
- Jesse McClure and Justin Collier were recognized as The Ritedose Corporation Scholars for 2014. The Ritedose Corporation Scholarship is the first SCCP scholarship awarded to graduate students.

ALUMNI AFFAIRS

College of Medicine

- The College of Medicine Alumni Association and the Medical Student Alumni Council hosted a study break for 1st and 2nd year medical students. Over 200 students turned out for the event.

College of Health Professions

- The college’s Alumni Association Board hosted their meeting on Friday, September 26. Dr. Cole was introduced to the Board and provided remarks.

General

- Since the August meeting of the Board of Trustees, planning has been underway for the following upcoming events:

- MUSC Alumni Reception in Spartanburg – October 16
- College of Pharmacy Alumni Day – October 18
- College of Nursing Alumni Association regional receptions:
 - October 22 –Greenville
 - October 23 – Columbia
 - November 6 – Florence
- College of Dental Medicine Alumni Association Board Meeting – October 31 (Columbia)
- College of Nursing Homecoming Weekend – January 23-24, 2015 (will coincide with Grand Opening of renovated facility)
- College of Dental Medicine Homecoming Weekend – February 27-28, 2015
- College of Medicine Alumni Weekend – March 21, 2015
- Golden Graduate Reunion – May 13-15, 2015 (Classes of 1965 are group of honor)

MUSC BOARD OF VISITORS

- Per MUSC Bylaws, nominations for the next Class of the MUSC Board of Visitors (2015 – 2016) must be turned in by November 14, 2014. Nomination forms will be distributed at this meeting.

THE MEDICAL UNIVERSITY OF SOUTH CAROLINA
Monthly Financial Reports
Table of Contents
For the Two (2) Month Period Ended August 31, 2014

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The Medical University of South Carolina and Affiliated Organizations
Statement of Net Position
As of August 31, 2014

	University	Area Health Education Consortium	Facilities Corporation	CHS Development Company
Assets & Deferred Outflows				
Cash and Cash Equivalents	\$ 194,550,850	\$ 5,091,895	\$ -	\$ -
Cash and Cash Equivalents - Restricted	18,356,173	-	-	509,291
State Appropriation Receivable	57,369,617	7,525,568	-	-
Student Tuition and Fees Receivable	4,208,493	-	-	-
Student Loan Receivable	13,034,221	-	-	-
Grants and Contracts Receivable	53,772,954	39,332	-	-
Capital Improvement Bond Proceeds Receivable	263	-	-	-
Capital Lease Receivable	-	-	2,405,043	15,758,431
Other Receivables	1,448,780	-	7,026	-
Investments	-	-	739,946	1,002,649
Prepaid Items	6,066,111	-	-	1,463,794
Capital Assets, net of Accumulated Depreciation	531,649,139	-	-	-
Due from Hospital Authority	7,328,345	-	-	-
Due from Other Funds	104,515,202	-	-	-
Bond Issue Costs	-	-	-	-
Derivative Instruments Fair Value / Deferred Outflows	-	-	-	-
Deferred loss on Debt Refinancing	-	-	-	463,242
Other Assets	-	-	-	-
Total Assets & Deferred Outflows	\$ 992,300,148	\$ 12,656,795	\$ 3,152,015	\$ 19,197,407
Liabilities & Deferred Inflows				
Accounts Payable	\$ 6,698,647	\$ 349,294	\$ -	\$ -
Accrued Payroll and Other Payroll Liabilities	4,830,685	-	-	-
Accrued Compensated Absences	28,625,853	184,652	-	-
Deferred Revenue	96,478,224	8,025,028	-	-
Retainages Payable	733,308	-	-	-
Long-Term Debt	161,761,704	-	3,039,000	17,920,000
Interest Payable	1,760,647	-	94,359	70,933
Deposits Held for Others	4,461,201	171,054	-	-
Due to Hospital Authority	-	1,100	-	-
Due to Other Funds	21,845,275	-	-	-
Federal Loan Program Liability	14,392,681	-	-	-
Other Liabilities	20,973,711	1,504	-	-
Total Liabilities & Deferred Inflows	\$ 362,561,936	\$ 8,732,632	\$ 3,133,359	\$ 17,990,933
Net Position	629,738,212	3,924,163	18,656	1,206,474
Total Liabilities & Deferred Inflows and Net Position	\$ 992,300,148	\$ 12,656,795	\$ 3,152,015	\$ 19,197,407

The Medical University of South Carolina and Affiliated Organizations
Statement of Revenues, Expenses and Changes in Net Position
For the Two (2) Month Period Ending August 31, 2014

	University	Area Health Education Consortium	Facilities Corporation	CHS Development Company
Operating Revenues				
Student Tuition and Fees	\$ 13,720,144	\$ -	\$ -	\$ -
Federal Grants and Contracts	18,970,950	69,052	-	-
State Grants and Contracts	933,194	-	-	-
Local Government Grants and Contracts	17,100	-	-	-
Nongovernmental Grants and Contracts	6,504,731	233,978	-	-
Sales and Services to Hospital Authority	16,998,475	-	-	-
Sales and Services of Educational and Other Activities	8,882,958	620	-	-
Sales and Services of Auxiliary Enterprises	2,195,576	-	-	-
Interest Income	-	-	41,146	101,052
Other Operating Revenues	2,225,478	21,205	-	-
Total Operating Revenues	70,448,606	324,855	41,146	101,052
Operating Expenses				
Compensation and Employee Benefits	56,012,803	373,707	-	-
Services and Supplies	26,741,281	638,673	-	18,218
Utilities	2,793,799	-	-	-
Scholarships and Fellowships	3,378,386	-	-	-
Refunds to Grantors	49,472	-	-	-
Interest Expense	-	-	37,744	85,396
Depreciation and Amortization	7,000,000	-	-	26,058
Total Operating Expenses	95,975,741	1,012,380	37,744	129,672
Operating Income (Loss)	(25,527,135)	(687,525)	3,402	(28,620)
Nonoperating Revenues (Expenses)				
State Appropriations	9,998,880	1,605,006	-	-
State Appropriations - MUHA	6,308,951	-	-	-
Gifts and Grants Received	1,727,915	-	-	-
Investment Income	22,589	-	-	-
Interest Expense	(1,238,998)	-	-	-
Gain (Loss) on Disposal of Capital Assets	733,111	-	-	-
Transfers From (To) Other State Agencies	(60,986)	-	-	-
Other Nonoperating Revenues (Expenses), net	(3,166,667)	-	-	-
Net Nonoperating Revenues (Expenses)	14,324,795	1,605,006	-	-
Income (Loss) Before Other Revenues, Expenses, Gains, Losses and Transfers	(11,202,340)	917,481	3,402	(28,620)
Capital Appropriations	147,776	-	-	-
Capital Grants and Gifts	8,863	-	-	-
Additions to Permanent Endowments	949,401	-	-	-
Transfers From (To) MUSC Physicians (UMA)	10,799,699	-	-	-
Transfers From (To) AHEC	-	-	-	-
Transfers From (To) CHS Development	(21,347)	-	-	21,347
Transfers From (To) Facilities Corporation	-	-	-	-
Increase (Decrease) In Net Position	\$ 682,052	\$ 917,481	\$ 3,402	\$ (7,273)

The Medical University of South Carolina
 Budgeted Funds Comparison to Budget (Expenses Classified by Category)
 For the period ending August 31, 2014

	Budget	Prorated Budget (Note)	Actual	Variance
Revenues				
State Appropriations	\$ 59,993,281	\$ 9,998,880	\$ 9,998,880	\$ - F
State Appropriations - MUHA	37,853,707	6,308,951	6,308,951	- F
State Grants & Contracts	7,504,672	1,250,779	933,194	(317,585) U
Total State	105,351,660	17,558,610	17,241,025	(317,585) U
Federal Grants & Contracts	103,341,998	17,223,666	14,328,831	(2,894,835) U
Federal Grants Indirect Cost Recoveries	30,698,912	5,116,485	4,642,119	(474,366) U
Total Federal	134,040,910	22,340,151	18,970,950	(3,369,201) U
Private Grants & Contracts	24,804,446	4,134,074	5,746,848	1,612,774 F
Private Grants Indirect Cost Recoveries	3,907,996	651,333	774,983	123,650 F
Gifts	13,214,815	2,202,469	1,727,915	(474,554) U
Tuition and Fees	91,951,512	14,064,974	13,720,144	(344,830) U
Sales and Services of Educational Departments	52,431,968	8,738,661	8,882,958	144,297 F
Sales and Services of Auxiliary Enterprises	13,552,726	2,258,788	2,195,576	(63,212) U
Interest and Investment Income	50,761	8,460	(10,251)	(18,711) U
Endowment Income	2,410,472	401,745	4,304	(397,441) U
Miscellaneous	9,868,483	1,644,747	1,349,532	(295,215) U
Miscellaneous - Residents	4,908,298	818,050	829,211	11,161 F
Authority Revenue	63,249,367	10,541,561	9,689,612	(851,949) U
Authority Revenue - Residents	50,723,321	8,453,887	8,445,866	(8,021) U
Intra-Institutional Sales	34,328,037	5,721,340	4,980,173	(741,167) U
Total Other	365,402,202	59,640,089	58,336,871	(1,303,218) U
Total Revenues	604,794,772	99,538,850	94,548,846	(4,990,004) U
Expenditures				
Salaries	\$ 269,776,781	\$ 44,962,797	\$ 41,701,817	\$ 3,260,980 F
Overtime	803,350	133,892	109,687	24,205 F
Differential Pay / On - Call Pay	338,832	56,472	33,773	22,699 F
Termination Pay	1,562,989	260,498	680,750	(420,252) U
Dual Employment	294,726	49,121	51,905	(2,784) U
Employee Suggestion Award Program	576,070	96,012	224,461	(128,449) U
Tuition Assistance - Employee	37,500	6,250	4,860	1,390 F
Fringe Benefits	82,654,225	13,775,704	13,205,550	570,154 F
Total Personnel Expenditures	\$ 356,044,473	\$ 59,340,746	\$ 56,012,803	\$ 3,327,943 F
Contractual Services	\$ 139,716,077	\$ 23,286,013	\$ 20,043,842	\$ 3,242,171 F
Contractual Services - MUHA dispro	18,853,707	3,142,285	3,142,285	- F
Supplies	37,586,271	6,264,379	5,453,510	810,869 F
Fixed Charges	34,941,834	5,823,639	5,825,686	(2,047) U
Equipment	10,367,438	1,727,906	913,304	814,602 F
Land and Building	-	-	-	- F
Travel	4,052,329	675,388	495,633	179,755 F
Trainee / Scholarships	20,297,264	3,382,877	3,866,203	(483,326) U
Other Expenses	3,246,928	541,155	230,941	310,214 F
Total Operating Expenditures	\$ 269,061,848	\$ 44,843,642	\$ 39,971,404	\$ 4,872,238 F
Telemedicine - MUHA	\$ 19,000,000	\$ 3,166,667	\$ 3,166,667	\$ - F
Indirect Costs Remitted to State	140,000	23,333	60,986	(37,653) U
Debt Service	7,591,067	1,265,178	1,265,178	- F
Total Non-Operating Expenditures	\$ 26,731,067	\$ 4,455,178	\$ 4,492,831	\$ (37,653) U
Total Expenditures	\$ 651,837,388	\$ 108,639,566	\$ 100,477,038	\$ 8,162,528 F
Other Additions (Deductions)				
Transfers from (to) MUSC Physicians	69,688,234	11,614,706	10,799,699	(815,007) U
Transfers from(to) Facilities Corporation	-	-	-	- F
Transfers from (to) AHEC	(4,200)	(700)	-	700 F
Transfers from(to) CHS Development	(326,712)	(54,452)	(21,347)	33,105 F
Transfers from(to) Loan Funds	-	-	-	- F
Transfers from(to) Plant Funds	(22,142,826)	(3,690,471)	(2,858,976)	831,495 F
Refunds to Grantors	(159,951)	(26,659)	(49,472)	(22,813) U
Transfers to Endowment Fund	(11,929)	(1,988)	-	1,988 F
Prior Year Fund Balance Usage	7,856,285	1,309,381	1,752,016	442,635 F
Total Other Additions (Deductions)	\$ 54,898,901	\$ 9,149,817	\$ 9,621,920	\$ 472,103 F
NET INCREASE (DECREASE) in Fund Balance	\$ 7,856,285	\$ 49,101	\$ 3,693,728	\$ 3,644,627 F

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

The Medical University of South Carolina
 Budgeted Funds Comparison to Budget (Expenses Classified by Function)
 For the period ending August 31, 2014

	Budget	Prorated Budget (Note)	Actual	Variance
REVENUES				
State				
State Appropriations	59,993,281	9,998,880	9,998,880	- F
State Appropriations - MUHA	37,853,707	6,308,951	6,308,951	- F
State Grants & Contracts	7,504,672	1,250,779	933,194	(317,585) U
Total State	105,351,660	17,558,610	17,241,025	(317,585) U
Federal				
Federal Grants & Contracts	103,341,998	17,223,666	14,328,831	(2,894,835) U
Federal Grants Indirect Cost Recoveries	30,698,912	5,116,485	4,642,119	(474,366) U
Total Federal	134,040,910	22,340,151	18,970,950	(3,369,201) U
Other				
Private Grants & Contracts	24,804,446	4,134,074	5,746,848	1,612,774 F
Private Grants Indirect Cost Recoveries	3,907,996	651,333	774,983	123,650 F
Gifts	13,214,815	2,202,469	1,727,915	(474,554) U
Tuition and Fees	91,951,512	14,064,974	13,720,144	(344,830) U
Sales and Services of Educational Departments	52,431,968	8,738,661	8,882,958	144,297 F
Sales and Services of Auxiliary Enterprises	13,552,726	2,258,788	2,195,576	(63,212) U
Interest and Investment Income	50,761	8,460	(10,251)	(18,711) U
Endowment Income	2,410,472	401,745	4,304	(397,441) U
Miscellaneous	9,868,483	1,644,747	1,349,532	(295,215) U
Miscellaneous - Residents	4,908,298	818,050	829,211	11,161 F
Authority Revenue	63,249,367	10,541,561	9,689,612	(851,949) U
Authority Revenue - Residents	50,723,321	8,453,887	8,445,866	(8,021) U
Intra-Institutional Sales	34,328,037	5,721,340	4,980,173	(741,167) U
Total Other	365,402,202	59,640,089	58,336,871	(1,303,218) U
Total Revenues	604,794,772	99,538,850	94,548,846	(4,990,004) U
EXPENDITURES				
Instruction	96,391,225	16,065,204	14,338,614	1,726,590 F
Instruction - Residents	52,143,217	8,690,536	8,151,122	539,414 F
Instruction - MUHA	18,853,707	3,142,285	3,142,285	- F
Research	175,299,003	29,216,501	27,230,944	1,985,557 F
Public Service	76,129,645	12,688,274	11,856,024	832,250 F
Academic Support	54,859,443	9,143,241	7,907,280	1,235,961 F
Student Services	8,364,671	1,394,112	1,361,024	33,088 F
Institutional Support	62,837,759	10,472,960	9,615,395	857,565 F
Operation & Maintenance of Plant	66,242,186	11,040,364	10,206,331	834,033 F
Scholarships & Fellowships	2,155,147	359,191	649,867	(290,676) U
Auxiliary Enterprises	11,830,318	1,971,720	1,525,321	446,399 F
Telemedicine - MUHA	19,000,000	3,166,667	3,166,667	- F
Indirect Cost Remitted to State	140,000	23,333	60,986	(37,653) U
Debt Service	7,591,067	1,265,178	1,265,178	- F
Total Expenditures	651,837,388	108,639,566	100,477,038	8,162,528 F
OTHER ADDITIONS (DEDUCTIONS)				
Transfers from (to) MUSC Physicians	69,688,234	11,614,706	10,799,699	(815,007) U
Transfers from (to) Facilities Corporation	-	-	-	- F
Transfers from (to) AHEC	(4,200)	(700)	-	700 F
Transfers from (to) CHS Development	(326,712)	(54,452)	(21,347)	33,105 F
Transfers from (to) Loan funds	-	-	-	- F
Transfers from (to) Plant Funds	(22,142,826)	(3,690,471)	(2,858,976)	831,495 F
Refunds to Grantors	(159,951)	(26,659)	(49,472)	(22,813) U
Transfers to Endowment Fund	(11,929)	(1,988)	-	1,988 F
Prior Year Fund Balance Usage	7,856,285	1,309,381	1,752,016	442,635 F
Total Other Additions (Deductions)	54,898,901	9,149,817	9,621,920	472,103 F
NET INCREASE (DECREASE) in Fund Balance	7,856,285	49,101	3,693,728	3,644,627 F

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 2 Month Period Ending August 31, 2014

Administration	119,897
Centers of Excellence	850,686
College of Dental Medicine	432,336
College of Graduate Studies	163,561
College of Health Professions	572,303
College of Medicine	11,466,728
College of Nursing	460,739
College of Pharmacy	154,770
Library	107,811
	<hr/>
	\$14,328,831
	<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.
was \$14,328,831 .

In addition to this federal grant and contract revenue, the University received
\$4,642,119 in federal monies to reimburse it for Facilities and Administration
(F+A) costs incurred to administer the above federal grants and contracts.

\$4,581,133 of the F+A recoveries received is unrestricted which means the
University can use it for any of its operating needs. The remaining \$60,986
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	\$14,328,831
Facilities and Administration costs	<u>\$4,642,119</u>
Federal operating grants and contracts	<u>\$18,970,950</u>

THE MEDICAL UNIVERSITY OF SOUTH CAROLINA
NOTES TO THE FINANCIAL STATEMENTS
August 31, 2014

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	\$ 35,025,378
Land/Bldgs/Equipment/Accumulated depreciation	<u>496,623,761</u>
Capital Assets, Net of Accumulated Depreciation	<u>\$ 531,649,139</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 Position.

	Jun 30, 2014 Balance	Fiscal Year 2015 Added	Capitalized	Aug 31, 2014 Balance
BSB Craniofacial Research Renovation	\$ 1,236,322	\$ 291,491	\$ -	\$ 1,527,813
Psychiatric Institute Data Center System	1,984,416	4,113	-	1,988,529
Thurmond-Gazes Air Handler Unit	2,596,731	36,658	-	2,633,389
Thurmond-Gazes Exhaust System	3,748,240	14,091	-	3,762,331
College of Nursing Floors 2-5	7,252,948	335,151	-	7,588,099
Deferred Maintenance - FY 2012	3,714,775	50,232	-	3,765,007
Deferred Maintenance - FY 2013	2,257,446	106,245	-	2,363,691
CSB 9th Floor renovation	4,838,683	690,638	-	5,529,321
Others less than \$1,000,000 (ending balance)	5,774,239	92,959	-	5,867,198
Total construction in progress	<u>\$ 33,403,800</u>	<u>\$ 1,621,578</u>	<u>\$ -</u>	<u>\$ 35,025,378</u>

Note 6. *Deferred Revenue*

The University's deferred revenue consists of the following:

State appropriations	\$ 52,398,876
Grants and contracts	11,148,406
Student tuition and fees	32,860,942
Other	<u>70,000</u>
Total Deferred Revenue	<u>\$ 96,478,224</u>

THE MEDICAL UNIVERSITY OF SOUTH CAROLINA
NOTES TO THE FINANCIAL STATEMENTS
August 31, 2014

Note 7. *Long Term Liabilities*

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

Obligations under capital leases	\$ 62,952,574
Higher Education Revenue bond payable	31,160,000
State Institution bonds payable	67,280,000
Premium on State Institution bonds payable	1,187,071
Deferred loss on early retirement of bonds	(817,941)
Total Long Term Liabilities	<u>\$ 161,761,704</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 Position (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	\$ 3,693,728	
Budgeted Prior Year Fund Balance Usage	(1,752,016)	
Plant funds:		
Capital grants and gifts - Federal	8,863	
Capital grants and gifts - State	-	
Capital grants and gifts - private	27,596	
Capital appropriations	147,776	
State appropriations (for MUHA)	-	
Donated property & other in-kind donations	-	
Interest and investment income	-	
Other operating revenue	-	
Other nonoperating revenue	-	
Expended in current fund-lease principal	544,011	
Expended in current fund-capital costs	-	
Transfers	4,124,154	
Expensed in plant fund-depreciation	(7,000,000)	
Expensed in plant fund-interest expense	(495,063)	
Expensed in plant fund-other	(312,790)	
Gain (loss) on disposition of property	733,111	(2,222,342)
Loan funds:		
Other income		
Interest and investment income	47,686	
Expenses	(34,393)	
Transfers	-	13,293
Endowment funds:		
New endowments	949,401	
Income draws to operating units	(12)	
Gifts	-	
Endowment income (Loss)	-	
Transfers	-	949,389
Other		
Net increase (decrease) in Net Assets per Statement		
of Revenues, Expenses, and Changes in Net Assets	\$ 682,052	

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

(\$\$ in thousands)

	Original Issue	Purpose	Outstanding & Authorized as of 31-Aug-2014
State Institution Bonds (SIB)			
2005 Refunding	\$ 19,045	Advance refunding on SIB2000A	\$ 11,475
SI BAN 2012	30,000	College of Dental Medicine Building	28,000
SIB 2011D	18,950	Deferred maintenance projects	16,750
SIB 2012B refunding	<u>12,645</u>	Refunding SIB 2001C, 2003D, & 2003J	<u>11,055</u>
	<u>\$ 92,640</u>		
Current SIB Debt Authorized and Issued			<u>\$ 67,280</u>
Notes Payable - JEDA	<u>\$ 32,985</u>	Construction of College Health Health Profession facilities	<u>\$ 17,920</u>
Lease Revenue Bonds			
LRB 1995 A & B	<u>\$ 13,201</u>	Thurmond Biomedical Center	<u>\$ 3,039</u>
Higher Education Revenue Bonds			
2006	<u>\$ 38,000</u>	Construction of Parking Garage	<u>\$ 31,160</u>

MUSC Physicians and MUSC Physicians Primary Care
(A Component Unit of the Medical University of South Carolina)

Statement of Revenues, Expenses and Changes in Net Position

	For the Two Months Ending August 31, 2013	For the Two Months Ending August 31, 2014
Operating Revenues		
Net clinical service revenue	46,497,768	45,734,852
Other operating revenue	832,288	727,728
Ambulatory care and MUHA revenue cycle support	923,429	945,701
Primary care support	533,333	533,333
Total operating revenues	<u>48,786,819</u>	<u>47,941,615</u>
Operating Expenses		
Departmental expenses	31,219,070	33,222,569
Corporate operating expenses	5,467,572	4,792,532
Ambulatory care and MUHA revenue cycle expenses	730,139	758,778
New Initiative expenses	(35,449)	609,433
Total expenses	<u>37,381,333</u>	<u>39,383,311</u>
Operating Income (Loss)	11,405,486	8,558,303
Nonoperating Revenues (Expenses)	(175,456)	(283,128)
Transfers from (to) Related Entities		
Nonmandatory contributions to the MUSC Foundation	(87,059)	(25,500)
Nonmandatory transfers to the MUSC	(3,401,285)	(10,802,304)
Change in Net Position Before Extraordinary Items	7,741,686	(2,552,629)
Extraordinary/Special Items	-	-
Transfers to Debt Service and Equity Deficits	0	-
Change in Net Position Before Expenses Related to the DHHS Supplemental Revenue	7,741,686	(2,552,629)
Expenses Related to the DHHS Supplemental Revenue	-	-
Change in Net Position	<u><u>7,741,686</u></u>	<u><u>(2,552,629)</u></u>

MUSC PHYSICIANS AND MUSC PHYSICIANS PRIMARY CARE
(A Component Unit of the Medical University of South Carolina)

Consolidated Statement of Net Position

ASSETS

Current assets:

	August 31, 2013	August 31, 2014
Cash and cash equivalents	77,957,296	85,038,336
Investments	78,200,473	69,991,428
Receivables:		
Patient services - net of allowances for contractual adjustments of \$95,190,247 and bad debts of \$37,399,881	36,013,352	39,953,563
Due from the Medical University of South Carolina	18,577,593	21,966,148
Due from the Medical University Hospital Authority	600,351	759,606
Due from the Medical University Foundation	275,890	368,210
Due from Comprehensive Psychiatric Services		95,531
Prepaid rent - MUSC Foundation	631,355	631,355
Other current assets	2,930,104	3,255,489
Total Current Assets	215,186,414	222,059,665

Noncurrent assets:

Due from Medical University Hospital Authority	-	-
Capital assets:		
Land	10,759,299	10,759,299
Buildings	21,991,216	21,909,468
Furniture and equipment	14,054,498	14,293,849
Leasehold improvements	50,984,130	56,107,414
Rental buildings under capital lease	13,989,600	13,989,600
Rental equipment under capital lease	2,958,000	2,958,000
Computer software	7,037,704	7,077,704
Less: accumulated depreciation and amortization	(44,617,757)	(50,472,914)
Prepaid rent - MUSC Foundation	7,644,703	7,274,534
Intangibles - net of accumulated amortization	35,575	819
Direct note obligations issuance costs		
- net of accumulated amortization	481,532	-
Investment in partnerships	2,447,438	731,195
Total noncurrent assets	87,765,938	84,628,969
Total Assets	302,952,352	306,688,633

Deferred outflows of resources

Deferred refunding cost	18,796,535	17,185,159
Accumulated decrease in fair value of hedging derivatives	1,691,473	2,259,686
Total deferred outflows	20,488,008	19,444,845
Total Assets and Deferred Outflows	323,440,360	326,133,478

MUSC PHYSICIANS AND MUSC PHYSICIANS PRIMARY CARE
(A Component Unit of the Medical University of South Carolina)

Consolidated Statement of Net Position

LIABILITIES

	August 31, 2013	August 31, 2014
Current Liabilities		
Accounts payable	-	3,205,581
Accrued payroll	2,428,473	2,354,866
Accrued payroll withholdings	4,971,886	4,048,108
Accrued pension contribution	2,083,201	2,140,793
Other accrued liabilities	2,175,342	3,763,136
Due to Medical University Hospital Authority	2,989,720	3,870,745
Accrued compensated absences	1,509,771	1,510,833
Notes payable	3,791,500	3,791,500
Total current liabilities	19,949,892	24,685,562
Noncurrent liabilities:		
Accrued compensated absences	1,349,796	1,373,098
Notes payable	16,745,792	12,954,292
Variable Rate Demand Bonds	62,085,000	62,085,000
Deferred Cash Flows Derivative Instruments	152,379	785,824
Total noncurrent liabilities	80,332,967	77,198,213
Total liabilities	100,282,860	101,883,775

NET POSITION

Invested in capital assets, net of related debt	45,324,792	45,656,765
Unrestricted (deficit)	177,832,708	178,592,938
Total Net Position	223,157,500	224,249,703

FACILITIES
ACADEMIC/RESEARCH
ESTABLISH PROJECT
FOR APPROVAL

October 10, 2014

PROJECT TITLE: Colbert Education Center and Library Exterior Waterproofing Repairs

PROJECT NUMBER: H51-9824-PG-F

TOTAL ESTIMATED BUDGET: \$350,000

SOURCE(S) OF FUNDS: State Appropriated Maintenance Funds

JUSTIFICATION: This project includes the replacement of all building sealant joints, polymer modified concrete restoration, metal flashing repairs, wet sealing repairs of all fenestrations, replacement of three windows, and the cleaning and elastomeric coating of the entire exterior of the Colbert Education Center and Library.

Significant renovations have been made on the library's interior, including a major HVAC renovation that was approved as part of this deferred maintenance overall project (H51-9824). Due to the HVAC work coming in under budget, the remaining funds will be used to fund these exterior waterproofing repairs. These repairs are needed to insure the integrity of the Building's envelope.

1. CEO of the MUSC Foundation – Thomas P. Anderson

- Realized endowment investment returns at 8/31/2014:

	1 YR	2 YR	3 YR	5 YR
MUSCF	13.9%	12.0%	10.0%	9.5%
Allocation Benchmark *	12.8%	11.4%	8.9%	8.1%

* Russell 3000, EAFE (net), HFRI Eq Hedge, Cambridge PE, Barclays Agg, HFRI Relative Value, HFRI FOF, NCREIF – Property, 90 day T-Bills.

NOTE: Benchmark allocations change quarterly based on beginning of quarter weights.

- Increased total assets by \$37 million or 7.9% for trailing 13 months at 8/31/14 to an estimated record of \$500 million.
- Closed sale of MUSC historic properties 166 and 168 Ashley Avenue.
 - Price: \$773,000
- Horizon Project Foundation, Inc., signed Master Development Agreement, and, Purchase and Sale Agreements with Gateway Development for first two parcels subject to various contingencies:
 - Phase 1A: 340 unit apartment building, 900 car garage, 60,000 sq. ft. retail including proposed Publix grocery
 - Phase 1B: 140,000 sq. ft. Class A office and research building
- Signed Purchase and Sale Agreements, as previously approved, with MUSC for Lockwood Boulevard tracts totaling 5.67 acres to close on or before December 31, 2014.
 - Price: \$9,260,000
- Welcomed Dr. Harold Jablon to the Foundation Board as Board of Trustee appointee replacing the Honorable Robin Tallon.

MEDICAL UNIVERSITY OF SOUTH CAROLINA
COLLEGE OF NURSING
PROGRAM MODIFICATION
TO THE SOUTH CAROLINA COMMISSION ON HIGHER EDUCATION
TO MODIFY THE PHD PROGRAM TO AN ACCELERATED PHD PROGRAM
Date of Submission: September 15, 2014

David J. Cole, M.D.
President

Program Contact:

Dr. Gail Stuart
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College of Nursing
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Charleston, SC 29425
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Fax: 843-792-5110

2. Classification

Program Title: Accelerated PhD in Nursing Science

Concentration/options/track: PhD

Academic Unit in which the program resides: College of Nursing

Designation, type and level of degree: Doctor of Philosophy (PhD)

Program Length: Three-year program (9 semesters)

Proposed Date of Implementation: January 2015

Current CIP: 51.3801

Program Identification: Modified

Site: Medical University of South Carolina (MUSC), Charleston, South Carolina

Scholarship: Students will not qualify for the Palmetto Fellow or LIFE scholarships.

Delivery Mode: Online course, asynchronous

3. Institutional Approval

1. College of Nursing Faculty Assembly: March 17, 2014
2. Deans Meeting: anticipated September ____ 2014
3. Vice Presidents' Council: anticipated September ____ 2014
4. Board of Trustees: anticipated October 9, 2014

NOTE: We are going to seek electronic approval by the Deans and VPs and will insert the appropriate dates.

4. Purpose

Description: MUSC College of Nursing's PhD program was originally approved by the CHE on February 1, 2001. The proposed program modification will tailor and concentrate the PhD curriculum to focus on the acquisition of specific research knowledge, skills, and behaviors as well as clarify the program title to the PhD in Nursing Science.

Purpose and Goals: The modified curriculum would reduce the number of credit hours from 62 to 45. The reduction in credit hours will provide an accelerated program that can be completed in three years full-time as opposed to four years. This modification meets current recommendations of the American Association of Colleges of Nursing (AACN) (Dunbar-Jacobs, et al., 2010), the *Institute of Medicine's IOM Future of Nursing Report* (2011), and the National Postdoctoral Association (NPA) Core Competencies for Doctoral Study (2009). The recommendations include updating curriculum to include competencies to prepare PhD graduates as independent researchers, using online education to transform nursing science education, promoting earlier entry in to the field, increasing the number of research scientists to promote researcher and education in the nursing field, and decrease cost/debt for our students. In addition, as recommended by the AACN's white paper *Research-Focused Doctoral Program in Nursing: Pathways to Excellence*, this non-clinical MUSC PhD program will include admitting masters-prepared individuals in a health-related science on a case-by-case basis, without nursing clinical training, who are interested in conducting research that will add new knowledge to nursing science (2010).

5. Justification

Need and Rationale: The MUSC College of Nursing (CON) continues to provide and refine programs of nursing education that support the MUSC University Mission Statement to “preserve and optimize human life in South Carolina and beyond” through an “interprofessional environment” (MUSC Mission Statement, 2014). The CON already has incorporated online education, but realized developing a seamless academic progression that incorporates the NPA Core Competencies for Doctoral Study (2007-2009) and the AACN’s recommendations for programs in their white paper - *The Research-focused Doctoral Program in Nursing: Pathways to Excellence* (Dunbar-Jacobs, et al., 2010) was required. The NPA competencies include discipline-specific conceptual knowledge, research skill development, communication skills, professionalism, leadership and management skills, and responsible conduct of research, while the AACN recommends “increasing the pipeline” into a PhD nursing earlier in the career process; increasing rigor in mentoring by faculty; and providing a setting for graduates that continues to advance the role of nurse scientists. Furthermore, the AACN acknowledges eight different paths to the PhD in nursing including a Bachelors or other non-nursing degree to PhD in Nursing (2010).

The identification of PhD specific competencies and objectives enabled the CON faculty to identify the need for a tailored, accelerated PhD program that provides graduates the option of either furthering their research through post-doctoral training, or entering either the academic or practice arenas prepared to add to the science. To that end we are proposing an accelerated PhD program that is distilled into 45 credits and can be completed in 3 years (4 semesters of full-time coursework and 5 semesters devoted to dissertation research). This program provides the core research skills and meets all of the competencies outlined by the AACN and the NPA. This program will be less costly for the student and potentially decrease student debt since the program is shortened from the current program by one year. In addition it will accelerate the pipeline of future nurse faculty, an area that continues to be one of state and national shortage (IOM, 2011; Dunbar-Jacobs, et al., 2010).

The proposed accelerated program will allow our students to: utilize philosophical, theoretical, and conceptual foundations to guide the generation of new knowledge in health care; develop expertise within an area of inquiry, identify critical gaps in knowledge and reflect a nursing and interdisciplinary perspective; conduct theory-guided research to test, generate, and extend knowledge that informs health care systems, health policy, and the evidence base for practice; demonstrate proactive leadership related to a selected area of scholarship; and model values consistent with integrity in science and professional nursing (Dunbar-Jacobs et al., 2010; IOM, 2011; NPA Core Competencies, 2009).

In addition to the proposed modification in the CON PhD curriculum, and in order to meet the need to provide increased numbers of research scientists, we ask for the capacity to admit select students who are non-nurses with a Master’s degree in a health related science on a case by case basis. Through their research, these individuals would address healthcare problems congruent with nursing science such as health promotion, disease prevention, and processes of changing health behaviors among families, communities and larger social systems. As a college, we have a number of non-nursing faculty who enable us to provide the interprofessional environment that mimics the real-world of health care and team science as recommended by AACN (Dunbar-

Jacobs et al., 2010). This allows our PhD students to work towards the NPA and AACN competencies. Other universities such as Rush University have currently incorporated this approach.

6. Enrollment

The MUSC CON expects the enrollment numbers to be similar to previous years (Table 1). No major increases are expected. The CON expects to attract students who would like to graduate in a timely manner in order to enter the workforce earlier. In addition, student candidates in related health care disciplines are eligible to be considered for admission on an individual basis.

Table 1: PhD Student Cohorts 2009-2014	
Cohort	Admitted
2009	15
2010	15
2011	18
2012	15
2013	19
2014	16
Totals	96

7. Curriculum

Curriculum Changes and Program of Study: Table 2 outlines the program of study for the proposed accelerated PhD program. The current PhD program requires at least 62 semester hours of coursework. The proposed accelerated PhD program of study reduces the number of courses as three of the theory courses were consolidated into two courses; three courses moved from two- or three-credit course to one-credit overviews; content from one course was embedded in another; and credits for one course were reduced from four to three. In addition all course content was reviewed using national guidelines (Dunbar-Jacobs et al., 2010; NPA, 2009), and any duplication removed and streamlined. This process enabled the decrease of total semester hours to 45. The proposed accelerated program is specifically designed to educate and train research scientists in the science of nursing and focuses on skills critical to new investigators. The NPA core competencies are threaded throughout the proposed program of study and include: discipline-specific conceptual knowledge, research skill development, communication skills, professionalism, leadership and management skills, and responsible conduct of research (NPA, 2009). The program of study also allows the full-time PhD program of study to be completed in 3 years instead of 4 years and will therefore decrease student cost. The part-time program of study can be completed in four years. The proposed accelerated PhD program of study will remain online and asynchronous and is provided below in Table 2:

Table 2: MUSC College of Nursing Full Time Accelerated PhD Program		
Fall I (10 sh)	Residency I occurs the summer before fall semester begins	SH
NRPHD 801	Advanced Quantitative Research Methods	3,0,0
NRPHD 730	Theoretical Foundations of Nursing Science	3,0,0
NRPHD 738	Statistical Methods for Nursing Research	3,0,0

NRPHD 710	Toolbox I: Integrative Review	1,0,0
Spring 1 (10 sh)		
NRPHD 740	Qualitative and Mixed Methods Research	3,0,0
NRPHD 807	Advanced Statistical Methods for Nursing Research	3,0,0
NRPHD 742	Advanced Measurement Strategies for Vulnerable Populations	3,0,0
NRPHD 711	Doctoral Toolbox Series II: Publication	1,0,0
Summer 1 (7sh) Continuing students attend Residency 2		
NRPHD 744	Application of Theory to Research	3,0,0
NRPHD 746	Advanced Study Design and Methods in Research	3,0,0
NRPHD 712	Doctoral Toolbox III: Dissertation	1,0,0
Fall 2 (9 sh)		
NRPHD 748	Proposal Development	3,0,0
NRPHD 971	Mentored Research	3,0,0
NRPHD 732	Health Policy and Advocacy in Research	1,0,0
NRPHD 734	Research Team Leadership	1,0,0
NRPHD 736	Ethical Issues in Research	1,0,0
Spring 2, Summer 2, Fall 3		
	*Dissertation and Electives	variable
Spring and Summer 3		
	*Dissertation and Electives	variable
*Minimum of 9 sh required to graduate. Program minimum = 45sh		

Course Descriptions: The accelerated PhD program courses with descriptions and credit/semester hours are provided below:

Course Number/Title: NRPHD 730 Theoretical Foundations of Nursing Science

Grading System: Merit

Semester: Fall

Credit Hours: 3,0,0

Prerequisites: None

Course Description: Overview and critical analysis of historical and contemporary views of knowledge development in science, with particular emphasis on the way these views influence approaches to nursing inquiry. Emphasis is placed on analyzing concepts and theories of individual and collective sources of human vulnerability and resilience, and the social determinants of health in diverse populations. Course activities will facilitate exploration of the iterative process of scientific inquiry from knowledge generation through implementation on improved equity in health outcomes of diverse populations.

Course Number/Title: NRPHD 742 Advanced Measurement Strategies for Vulnerable Populations

Grading System: Merit

Semester: Spring

Credit Hours: 3,0,0

Prerequisites: NRPHD 801

Course Description: This course allows in-depth study of the major techniques of quantitative data collection used in nursing research. Research techniques related to data collection by physiological instrumentation, observation, interview, and questionnaire are explored, as well as how they are adapted to vulnerable and disparate populations. Reliability and validity issues will be discussed in depth. Students will develop and pilot test data collection strategies in a selected category and will consider methods for addressing vulnerable and/or disparate groups and addressing cultural competence.

Course Number/Title: NRPHD 740 Qualitative and Mixed Methods Research

Grading System: Merit

Semester: Spring

Credit Hours: 3,0,0

Prerequisites: None

Course Description: This course is designed to provide an introduction to and critical analysis of qualitative and mixed methods in the development of nursing and health science. The course includes epistemology, philosophical assumptions, issues in research planning process related to qualitative research methods, differentiation between types and purposes of qualitative study designs, and methods for data collection and analysis. The course attends to ethical issues with an emphasis on cultural variations, diverse populations, and potential for describing disparities.

Course Number/Title: NRPHD 732 Health Policy and Advocacy in Research

Grading System: Pass/Fail

Semester: Fall

Credit Hours: 1,0,0

Prerequisites: None

Course Description: This course is an overview of the skills necessary to develop, evaluate, and provide leadership to improve the health of the public through health policy development, analysis and advocacy regarding nursing and patient outcomes. Students will review the health policy-making processes for specialty areas such as policies addressing health disparities, care for the elderly, advance nursing practice expansion, and research advocacy. Students will discuss policy theory where applicable, current policies, laws, and financial incentives that affect health care delivery and nursing practice. They will explore how health services research can motivate change in public health and policy making. They will apply principles of leadership necessary for public health improvement and participate in a selected health policy analysis or development process.

Course Number/Title: NRPHD 736 Ethical Issues in Research

Grading System: Pass/Fail

Semester: Fall

Credit Hours: 1,0,0

Prerequisites: None

Course description: This course examines the ethical aspects of the conduct of research, primarily from the Belmont Report, as they apply to diverse vulnerable populations. This course is designed to provide an analysis of ethical aspects of conducting research with vulnerable populations. Students will identify and analyze ethical dilemmas related to equity, inclusion, and bias that may contribute to disparities in human subjects research. Students will propose

resolutions to these dilemmas that will facilitate the research while protecting the rights of the subjects/participants.

Course Number/Title: NRPHD 734 Research Team Leadership

Grading System: Pass/Fail

Semester: Fall

Credit Hours: 1,0,0

Prerequisites: None

Course Description: The course explores foundational concepts of the leadership role in the research environment. Students evaluate their own leadership potential and desire. They use readings and participate in weekly postings to apply strategies for achieving successful outcomes in diverse research teams.

Course Number/Title: NRPHD 744 Application of Theory to Research

Grading System: Merit

Semester: Summer

Credit Hours: 3,0,0

Prerequisites: Theoretical Foundations of Nursing Science

Course description: This course builds upon foundations constructed in the first theory course to further explore and develop the theoretical foundation of a research question and problem.

Course activities will encourage potential researchers to identify and understand theoretical perspectives appropriately aligned with a specific research problem. Students determine the position of the proposed problem in the research pipeline resulting in a synthesis document that shapes their area of inquiry. Emphasis will be placed on developing a theoretical approach that takes into consideration the social and cultural variations and needs of diverse populations.

Course Number/Title: NRPHD 738 Statistical Methods for Nursing Research

Grading System: Merit

Semester: Spring

Credit Hours: 3,0,0

Prerequisites: Applied Statistical Methods for Nursing Research

Course description:

This course is designed to provide a conceptual background and applied use of advanced statistics used in nursing and health science with the goal of completing a statistical analysis and interpreting results. The advanced statistical methods covered include: complex analysis of variance, multiple regression, logistic regression, multiple correlation analysis, path analysis, and factor analysis. Students will conduct these analyses with SPSS statistical software using research datasets. Students will interpret results through statements of statistical and clinical conclusions with an emphasis on cultural variations, diverse populations, and potential for describing disparities.

Course Number/Title: NRPHD 746 Advanced Study Design and Methods in Research

Grading System: Merit

Semester: Summer

Credit Hours: 3,0,0

Prerequisites: Advanced Quantitative Research Methods, Qualitative and Mixed Methods Research, and Advanced Measurement Strategies for Vulnerable Populations

Course Description: This course is designed to identify and apply appropriate study design and associated methods, including articulation of proposed research significance and innovation. Using concepts from social and applied epidemiology and statistics, this course will prepare students to define the rationale for their study design and components of the chosen methodology, as well as issues that may affect the internal and external validity of their study findings. Students will position their research ideas in the context of the broader research pipeline: from basic science discoveries through implementation and dissemination of research findings. The course will focus on common study designs found in descriptive, observational, quasi-experimental and experimental research, as well as measures of association and procedures for data collection, management and analysis. Multi-level and ecological study effects will also be introduced, along with the expectations of mixed methods research. Emphasis on methods to ensure validity and reliability of study results, identify limitations of potential study designs, and practical procedures for protocol implementation. The course is intended to provide students with comprehensive skills for designing and conducting research.

Course Number/Title: NRPHD 748 Proposal Development

Grading System: Merit

Semester: Fall

Credit Hours: 3,0,0

Prerequisites: Advanced Quantitative Research Methods, Qualitative and Mixed Methods Research, Advanced Measurement Strategies for Vulnerable Populations, and Advanced Research Study Design and Methods

Course Description: This course aims at synthesizing the student's research interest and course work, leading towards the dissertation. Students focus on their dissertation topic, developing aims, hypotheses, and their research plan, including analytical approaches while addressing diversity, equity, disparities and vulnerable populations as appropriate. Course activities will facilitate critical reflection on issues of equity, inclusion, and bias related to the study sample. Students work in groups as they develop their dissertation proposals, critiquing others and learning to value constructive critique themselves. In addition students work closely with their chair and committee throughout the semester. The final project of this course will be an oral defense of the dissertation proposal.

Assessment of student learning outcomes: Student learning outcomes will remain the same. Learning outcomes will continue to be assessed by successful completion of the program, survey of employers on competencies of graduates of the program, and a PhD exit survey where the graduate ranks their satisfaction with meeting the program objectives and rates the quality of education. Employers will be asked to evaluate the students on each of the learning outcomes with the goal that 90% of the employers will "Agree or Strongly Agree" that the MUSC CON graduate demonstrates these new learning outcomes. On the PhD exit survey students will be asked their perception of their ability to demonstrate each of the objectives with the goal of all graduates choosing Agree or Strongly Agree. In addition, the goal is 100% of students will rate the quality of their education as very good or exceptional. Table 3 demonstrates the metrics and how they relate to program outcomes and learning outcomes.

Program Outcomes (PO):

1. The program performs well on dashboard indices of quality.
2. The program fosters increased diversity in the profession.

Student Learning Outcomes (SLO):

1. New knowledge: Utilize philosophical, theoretical, and conceptual foundations to guide the generation of new knowledge in health care.
2. Expertise: Develop expertise within an area of inquiry, identifying critical gaps in knowledge and reflecting a nursing and transdisciplinary perspective.
3. Research: Conduct theory-guided research to test, generate, and extend knowledge that informs health care systems, health policy, and the evidence base for practice.

Metrics for these outcomes are presented in Table 3.

Table 3: Program and Student Learning Outcomes			
Metric	PO	SLO	Target
Percent of students who graduate on time.	1	-	100%
Percent of graduating students who agree/strongly agree that they would recommend the program to prospective students.	1	-	90%
Percent of students in the incoming class who are underrepresented minorities.	2	-	25%
First-time pass rate on proposal defense. (A rubric is employed to standardize assessment of the defense.)	-	1, 2, 3	90%
Percent of students who successfully defend their final dissertation. (A rubric is employed to standardize assessment of the dissertation.)	-	1, 2, 3	95%
Percent of students who agree/strongly agree that the learning objective was met.	-	1, 2, 3	90%

8. Faculty

No changes in faculty are required or requested for the proposed modification in the PhD program of study. Table 4 lists faculty as full-time or part-time, along with the total faculty devoted to the PhD program.

Table 4: Faculty devoted to the PhD Degree Program		
Full-Time	Part-Time	Total Faculty
16	3	19

Faculty Academic Preparation: Almost all regular, tenure track faculty members (87%) are either doctorally prepared (PhD, ScD, DrPH, DNP) or currently enrolled (9%) in a doctoral program (PhD, EdD or DNP). No faculty member holds less than a master's degree, and 65% are nationally certified, including 100% of Nurse Practitioner faculty. The number of educator-researchers (21) is sufficient to further the research mission of the College, and the number of doctorally prepared faculty (41) is adequate to support doctoral programs within the College (Table 5).

Table 5. Number & Percent of Regular Faculty, by Rank & Characteristics, Devoted to All Degree Program in the CON (BSN, MSN, DNP, and PhD)										
	Rank									
	Professor		Assoc. Professor		Asst. Professor		Instructor		Total	
Characteristic	No.	%	No.	%	No.	%	No.	%	No.	%
Rank	10	21	9	19	15	32	13	28	47	100
Full-time status	8	22	6	16	12	32	11	30	37	79
Doctorate	10	24	9	22	15	37	7	17	41	87
Tenured	8	89	1	11	0	0	0	0	9	19
Certified	0	0	1	6	6	38	9	56	16	34
Educator track										
Clinician	1	4	4	15	9	35	12	46	26	55
Research	9	43	5	24	6	28	1	5	21	45

Faculty Development: With 60% of programs at the College of Nursing offered online, and over 250 students receiving online education, faculty development has focused on online teaching. To support faculty development in online teaching, a course was designed for all who teach online, in addition to ongoing Moodle (the online learning platform used by MUSC) training and super-user support throughout the College. Faculty have two to three faculty training workshops per year and this fall an outside expert is providing an interactive workshop on rubrics for assessment of student work and coursework. Orientation for new faculty continues for a full semester after being hired. New faculty who are hired are eligible and encouraged to take three education courses offered by the College, including a course addressing online methodologies. The MUSC Apple Tree Society continues to foster dialogue and activities related to the scholarship of teaching on campus. They offer presentations every two weeks and record many of them for interested faculty who cannot attend the live sessions. Examples of recent topics include: instructional design, teaching methods, assessment of teaching, assembling teaching portfolios, conflict resolution and communication, motivating mentees, building a career as an educator, and NIH review process.

9. Physical Plant

Through the diligence of College of Nursing leadership as well as support of the University administration, funds were secured to renovate the College of Nursing building. During winter 2012 the College of Nursing relocated to temporary space in the Harborview Office Tower and the College of Health Professions, Building B. Renovation began in spring 2013, and we are on-

schedule to return to the state of the art building in December 2014. The renovation scope includes full interior renovation of the four floors of the College of Nursing (approximately 44,000 square feet), with all new interior finishes and room configurations. It includes two large state of the art classrooms, a multipurpose room, student lounge and research space, as well as administrative and faculty offices. New lighting, along with enhanced data and mechanical systems are being installed. Two new elevators are also included. All five floors of the building are being fitted for safety, including a fire sprinkler system. All exterior windows are being replaced with new energy efficient windows. The plan includes a room dedicated as a museum outlining the College's history and loyal alumnae. The MUSC Healthcare Simulation Lab remains intact and is operational on the first floor the College of Nursing. It continues to support students in state of the art clinical instruction and simulation research at all levels of the educational program.

The Nursing Technology Center (NTC) continues to provide optimal information technology equipment and resources to support the College's faculty, staff and students. The College of Nursing web page is viewed as the portal for students and potential faculty. It is reviewed and updated on an ongoing basis. The NTC also began developing videos to assist with ongoing College of Nursing training needs. A joint project between the Office of Chief Information Officer (OCIO) and the College of Nursing continued during FY14 to update and integrate faculty, staff and student database needs. This has expedited our ability to pull student outcome data and obtain information for student grants.

The proposed program modification will not affect the physical plant's ability to support this modification in the program. The new physical plant was designed and built with the goal of increasing enrollment and adding programs over time.

10.Equipment

All didactic courses will be conducted online using a learning management system (Moodle). Other online resources such as videoconferencing, Skype, Fuze, Wikis, Tegrity (course content capture system), podcast, and vodcast (video on demand clips) will be used in many of the courses. These resources facilitate and assist students in an asynchronous learning environment to gain the necessary knowledge and skills required for the PhD degree. The CON currently utilizes all these programs so no new programs or software will be needed.

11.Library Resources

The MUSC Library, <http://www.library.musc.edu/>, serves as a database and knowledge center, academic computing support unit, electronic education center, and leader in information planning. Online resources include the full catalog as well as major biomedical databases (e.g., OVID MEDLINE, CINAHL, PsycINFO, SciFinder, and PubMed). Links include online catalogs of other libraries, drug information (LexiComp), consumer health (Hands on Health, MEDLINEPLUS), clinical decision support systems (Dynamed, UpToDate), Clinical Practice Guidelines and alerts, reviews of clinical trials, evidence-based practice (Cochrane Database of Systematic Reviews), government resources (Toxnet, National Guideline Clearinghouse, US Preventive Services Task Force (USPSTF) Recommendations), electronic books (MD Consult, Harrison's Online, Access Medicine, eBrary Academic Complete ebook collection) and e-journal packages with literature search capabilities (ScienceDirect, Journals@Ovid, American Chemical

Society), statewide shared academic databases (PASCAL which includes the following resources: CINAHL Plus With Full Text, Anatomy and Physiology Online, eBrary Academic Complete ebook collection), and other resources that provide a wealth of worldwide information. Service-oriented faculty and staff assist in the use of a variety of informational systems. An active program of individual, class, and group instruction supports teaching, clinical care, research and community outreach. The Informatics Lab has more than 175 microcomputers with Windows and Apple operating systems. Graphic workstations with Learning Commons technologists are available. In addition to providing access to collections and information remote from its physical facility, the Library maintains a comprehensive collection of books, journals, history of medicine materials, and multimedia (55, 698), and has access to more than 20,600 electronic journals and less than 5 print journals that are not available electronically. The library serves as a resource library within the National Network of Libraries of Medicine, and is a major health science resource library for the State of South Carolina and the Southeast.

The MUSC Library has received several prestigious awards from the National Commission on Libraries and Information Science (NCLIS) for excellence in providing health information and promoting health awareness. In May 2006, the NCLIS Health Information Award for Libraries was awarded to MUSC's Racial and Ethnic Approaches to Community Health (REACH) 2010 Diabetes Coalition Library Partnership. Chosen from entries nationwide, the REACH 2010 program was judged as the best library program for encouraging healthy lifestyles and providing health information to citizens. The program is a collaborative effort of a library-community-campus partnership consisting of the MUSC College of Nursing, MUSC Library, county public libraries, and other community-based organizations. In 2004, the Library received the NCLIS Blue Ribbon Consumer Health Information Recognition Award for Libraries recognizing the impact, innovativeness, and replicability of its Hands on Health-South Carolina project. The NCLIS, National Commission on Libraries and Information Science, has recognized outstanding libraries in 37 states for their contributions to health awareness and health education. Designed to serve the consumer and community health information needs of South Carolinians, Hands on Health, a public web site, pays special attention to health issues of particular importance in South Carolina, such as hypertension, heart disease, stroke, diabetes, disabilities, obesity, nutrition, family violence, and cancer.

The library resources remain unchanged and this modification will not affect the library's ability to support the program. The library continues to serve as a major health science library for MUSC, the state of South Carolina, and the Southeast, and no new acquisitions will be needed to accommodate the additional students for the PhD degree due to this modification. Students and faculty have access to a vast amount of resources online, and preceptors are also granted access upon request. This supports online education as well as those who live locally. Net IDs and passwords are utilized so that library resources can be accessed from anywhere in the world. Alumni of the program can continue to have access if they visit the library.

PASCAL (Partnership Among South Carolina Libraries) provides resources central to nursing education and to the PhD Program. PASCAL provides access to all major biomedical databases including CINAHL (Cumulative Index to Nursing and Allied Health Literature) Plus with Full Text, the primary index to the nursing journal literature. CINAHL includes the full text to 620 journals and over 200 books. PASCAL also provides access to Anatomy & Physiology Online

and eBrary Academic Complete ebook collection (approximately 100,000 ebooks). In addition, the PASCAL Delivers service can be used to borrow any print book available in a South Carolina academic institution within two or three days if the book is not checked out.

12. Accreditation, Approval, Licensure, or Certification

The PhD in Nursing Science is a non-clinical degree. The program is not subject to accreditation from a professional accrediting body, nor do graduates of the program seek licensure or specialized certification. Thus, there is no impact of the proposed modifications on program accreditation, licensure, or certification.

Because the proposed modification will change the number of credit hours needed to complete the degree, and thus will alter the length of the program, MUSC is submitting the necessary application to SACSCOC for approval. We expect to receive SACSCOC's approval in early 2015.

13. Estimated Costs and Sources of Financing

This request to modify the PhD program to an accelerated PhD program does not carry any new cost to the institution. There are no proposed changes to the current student enrollment. There will not be any unique cost or other special state appropriations required or requested. Course development and recurring costs (i.e. personnel) are 100% funded through the College of Nursing. Costs regarding program administration, faculty salaries, clerical/support personnel, supplies and materials, and facilities will not require any increases as there will be no new expenditures. Tuition and fees are the sources for this program and will not affect rate nor increase the costs. In fact modifying the PhD program to an accelerated program will decrease student costs and potential debt since the program can be completed in three years instead of four years.

References

Dunbar-Jacobs, J., Allan, J., Covington, C. et al. (2010). *The Research-Focused Doctoral Program in Nursing: Pathways to Excellence*. Washington DC: American Association of Colleges of Nursing. Available at: <http://www.aacn.nche.edu/education-resources/phdposition.pdf>

IOM (Institute of Medicine). (2011). *The Future of Nursing: Leading Change, Advancing Health*. Washington, DC: The National Academies Press.

Medical University of South Carolina. (2014). *Mission Statement*. Available at: <http://academicdepartments.musc.edu/president/mission.html>

National Postdoctoral Core Competencies Committee. (2007-2009). *The NPA Postdoctoral Core Competencies Toolkit*. Washington, DC: The National Postdoctoral Association.

Medical University of South Carolina

College Of Medicine

ABBREVIATED CURRICULUM VITAE

Name: Alexander Awgulewitsch, Ph.D.

Date: 8/27/2014

Citizenship and/or Visa Status:

Office Address: 96 Jonathan Lucas Street, Suite 912, MSC 637, Charleston, SC, 29425, USA Telephone: 843-792-1991

Education: *(Baccalaureate and above)*

<u>Year Earned</u>	<u>Institution</u>	<u>Degree</u>	<u>Field of Study</u>
1979	Bielefeld University, Germany	B.S.	Biology and Education
1984	University of Dusseldorf	Ph.D.	Molecular Genetics

Graduate Medical Training: *(Chronological)*

<u>Residencies or Postdoctoral</u>	<u>Place</u>	<u>Dates</u>
Post-Doctoral Associate	Yale University, New Haven, CT	1984 - 1988

Board Certification:

Licensure:

Faculty Appointments:

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
1988 - 1992	Assistant Professor	Medical University of South Carolina	Biochemistry and Molecular Biology
1992 - 1993	Associate Professor	Medical University of South Carolina	Biochemistry and Molecular Biology
1993 - Present	Associate Professor	Medical University of South Carolina	Medicine Division of Rheumatology
1994 - Present	Associate Professor	Medical University of South Carolina	Dermatology and Dermatologic Surgery
2005 - Present	Full Member	Medical University of South Carolina	College of Graduate Studies

First Appointment to MUSC: Rank: Assistant Professor

Date: 1988

Medical University of South Carolina

College Of Medicine

ABBREVIATED CURRICULUM VITAE

Name: Kelly S. Barth, D.O.

Date: 8/20/2014

Citizenship and/or Visa Status:

Office Address: 67 President Street, Charleston, SC, 29425

Telephone:

Education: *(Baccalaureate and above)*

<u>Year Earned</u>	<u>Institution</u>	<u>Degree</u>	<u>Field of Study</u>
1997	Notre Dame of Maryland University	B.A.	Biology and Psychology
2002	University of Medicine and Dentistry of New Jersey	D.O.	Osteopathic Medicine

Graduate Medical Training: *(Chronological)*

Board Certification:

Psychiatry

Date: 04/2009 - 12/2019

Internal Medicine

Date: 08/2007 - 12/2017

Addiction Psychiatry

Date: 10/2012 - 12/2020

Licensure:

South Carolina Permanent Medical License 757

Date: 2004 - present

Commonwealth of Pennsylvania, Medical License OS014064

Date: 2007-2008

Faculty Appointments:

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
2008 - 2013	Assistant Professor	Medical University of South Carolina	Psychiatry and Behavioral Sciences
2014 - Present	Associate Professor	Medical University of South Carolina	Psychiatry and Behavioral Sciences

First Appointment to MUSC:

Rank: Assistant Professor

Date: 2008

Medical University of South Carolina

College Of Medicine

ABBREVIATED CURRICULUM VITAE

Name: Linda E. Kelemen, M.Sc., Sc.D.

Date: 8/19/2014

Citizenship and/or Visa Status:

Office Address:

Telephone:

Education: *(Baccalaureate and above)*

<u>Year Earned</u>	<u>Institution</u>	<u>Degree</u>	<u>Field of Study</u>
1991	University of British Columbia	B.Sc.	Dietetics
1995	University of Guelph	M.Sc.	Nutritional Epidemiology
2000	McMaster University	M.Sc.	Clinical Counseling
2003	Harvard School of Public Health	Sc.D.	Nutritional Epidemiology

Graduate Medical Training: *(Chronological)*

<u>Internship</u>	<u>Place</u>	<u>Dates</u>
Dietetic Internship	Toronto General Hospital, Toronto, ON Canada	1992

<u>Residencies or Postdoctoral</u>	<u>Place</u>	<u>Dates</u>
Postdoctoral fellow (Cancer Genetic Epidemiology)	Mayo Clinic College of Medicine, Department of Health Sciences Research, Rochester, MN	2006

Board Certification:

Licensure:

Faculty Appointments:

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
2005 - 2006	Assistant Professor	Mayo Clinic	Health Sciences Research
2008 - Present	Adjunct Assistant Professor	University of Calgary	Medical Genetics and Oncology

First Appointment to MUSC:

Rank: Associate Professor

Date: 2014

Medical University of South Carolina

College Of Medicine

ABBREVIATED CURRICULUM VITAE

Name: Sheldon E. Litwin, M.D.

Date: 7/10/2014

Citizenship and/or Visa Status:

Office Address:

Telephone:

Education: (*Baccalaureate and above*)

<u>Year Earned</u>	<u>Institution</u>	<u>Degree</u>	<u>Field of Study</u>
1981	Colorado College	B.A.	Biology
1985	Washington University School of Medicine	M.D.	Medicine

Graduate Medical Training: (*Chronological*)

<u>Residencies or Postdoctoral</u>	<u>Place</u>	<u>Dates</u>
Intern and Resident, Internal Medicine	University of Arizona	1985 - 1988
Chief Resident, Internal Medicine	University of Arizona	1988 - 1989
Post-doctoral Research Fellow, Division of Cardiology	University of Arizona College of Medicine, and Tucson VAMC	1989 - 1990
Clinical/Research Fellow, Division of Cardiology	Beth Israel Hospital, Harvard Medical School	1990 - 1993

Board Certification:

American Board of Internal Medicine	Date: 1990
American Board of Internal Medicine, Cardiology	Date: 1993
Special Competency Exam in Echocardiography	Date: 2001
Recertification in Internal Medicine (voluntary)	Date: 2004
Recertification in cardiology	Date: 2004
Certification Board of Nuclear Cardiology	Date: 2007
Certification Board of Cardiac Computed Tomography	Date: 2008
Recertification in Echocardiography	Date: 2012
Recertification in cardiology	Date: 2013

Licensure:

Arizona	Date: 1986-1990
Massachusetts	Date: 1990-1995
Utah	Date: 1993-present
Georgia	Date: 2011-present

Faculty Appointments:

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
1985 - 1988	Clinical Assistant	University of Arizona	Internal Medicine
1988 - 1989	Clinical Instructor	University of Arizona	Internal Medicine
1989 - 1990	Clinical Assistant	University of Arizona	Internal Medicine
1990 - 1992	Clinical Fellow	Harvard Medical School	Internal Medicine Division of Cardiovascular Division
1992 - 1993	Instructor	Harvard Medical School	Internal Medicine
1993 - 1999	Assistant Professor	University of Utah	Internal Medicine
1999 - 2005	Associate Professor with tenure	University of Utah	Internal Medicine
2005 - 2011	Professor with tenure	University of Utah	Internal Medicine
2011 - Present	Professor with tenure	Medical College of Georgia	Internal Medicine

First Appointment to MUSC:

Rank: Professor

Date: 2014

Medical University of South Carolina

College Of Medicine

ABBREVIATED CURRICULUM VITAE

Name: Elizabeth H. Mack, M.D., M.S.

Date: 8/25/2014

Citizenship and/or Visa Status: USA

Office Address:

Telephone:

Education: *(Baccalaureate and above)*

<u>Year Earned</u>	<u>Institution</u>	<u>Degree</u>	<u>Field of Study</u>
1999	University of South Carolina	B.S.	Biology
2003	University of South Carolina Medical School	M.D.	Medicine
2009	University of Cincinnati	M.S.	Biostatistics/Epidemiology

Graduate Medical Training: *(Chronological)*

<u>Residencies or Postdoctoral</u>	<u>Place</u>	<u>Dates</u>
Pediatric Residency	Palmetto Richland, Columbia, SC	2003 - 2006
Pediatric Critical Care Fellowship	Cincinnati Children's Hospital Medical Center, Cincinnati, OH	2006 - 2009

Board Certification:

Pediatric Advanced Life Support	Date: 2003-present
American Board of Pediatrics, General Pediatrics	Date: 2007-present
American Board of Pediatrics, Pediatric Critical Care Medicine	Date: 2010-present

Licensure:

South Carolina	Date: 2003-present
Ohio	Date: 2006-present

Faculty Appointments:

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
2009 - Present	Assistant Professor	University of South Carolina School of Medicine	Clinical Pediatrics

First Appointment to MUSC:

Rank: Associate Professor

Date: 2014

Medical University of South Carolina

College Of Medicine

ABBREVIATED CURRICULUM VITAE

Name: Elston Russell Ritenour, Ph.D.

Date: 8/19/2014

Citizenship and/or Visa Status:

Office Address:

Telephone:

Education: *(Baccalaureate and above)*

<u>Year Earned</u>	<u>Institution</u>	<u>Degree</u>	<u>Field of Study</u>
1975	University of Virginia	B.A.	Physics
1981	University of Virginia	Ph.D.	Physics

Graduate Medical Training: *(Chronological)*

<u>Internship</u>	<u>Place</u>	<u>Dates</u>
NIH Research Fellowship in Medical Physics	University of Colorado Health Sciences Center	1980 - 1982

Board Certification:

American Board of Radiology, Therapeutic Radiological Physics Date: 1986

American Board of Radiology, Diagnostic Radiological Physics Date: 1986

Licensure:

Faculty Appointments:

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
1982 - 1984	Instructor	University of Colorado School of Medicine	Radiology
1984 - 1989	Assistant Professor	University of Colorado School of Medicine	Radiology
1989 - 1999	Associate Professor	University of Minnesota Medical School	Radiology
1989 - Present	Faculty	University of Minnesota Graduate School	Biophysical Sciences and Medical Physics
1999 - Present	Professor	University of Minnesota Medical School	Radiology

First Appointment to MUSC: Rank: Professor

Date: 2014

Medical University of South Carolina

College Of Medicine

ABBREVIATED CURRICULUM VITAE

Name: Stuart F. Reynolds, M.D.

Date: 9/11/2014

Citizenship and/or Visa Status:

Office Address:

Telephone:

Education: *(Baccalaureate and above)*

<u>Year Earned</u>	<u>Institution</u>	<u>Degree</u>	<u>Field of Study</u>
1988	University of Alberta	B.S.	Chemistry
1996	University of Alberta	M.D.	Medicine

Graduate Medical Training: *(Chronological)*

<u>Residencies or Postdoctoral</u>	<u>Place</u>	<u>Dates</u>
Emergency Medicine & Family Medicine	University of Alberta, Canada	1996 - 1999
Critical Care Medicine	Medical University of South Carolina, Division of Pulmonary & Critical Care Medicine	2002 - 2003
Critical Care Medicine	University of Toronto, Faculty of Medicine, Division of Critical Care, Toronto, Canada	2003 - 2004

Board Certification:

Licensure:

College of Physicians and Surgeons of Alberta

Date: 07/1996

College of Physicians and Surgeons of Ontario

Date: 07/2003-06/2014

South Carolina Board of Medical Examiners

Date: 09/2000

Faculty Appointments:

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
2002 - 2004	Clinical Assistant Professor	Medical University of South Carolina	Anesthesia and Perioperative Medicine Division of Emergency Medicine
2006 - 2006	Assistant Professor	University of Toronto	Medicine Division of Critical Care Medicine
2009 - 2009	Associate Clinical Professor	University of Alberta Hospitals, Edmonton, Alberta, Canada	Medicine Division of Critical Care Medicine

First Appointment to MUSC:

Rank: Clinical Assistant Professor

Date: 2002

Medical University of South Carolina
COLLEGE OF NURSING
ABBREVIATED CURRICULUM VITAE

Date: 8/14/2014

Name: Shatat Ibrahim F.
Last First Middle

Citizenship and/or Visa Status: Permanent resident

Office Address: 96 Jonathan Lucas St. CSB 428 Charleston, SC 29425

Telephone: 843 792 8904

Education: (Baccalaureate and above)

<u>Institution</u>	<u>Years Attended</u>	<u>Degree/Date</u>	<u>Field of Study</u>
The University of Jordan School of Medicine	1993-1999	M.B; B.S-6/1999	Medicine & Surgery
The Albert Einstein College of Medicine	2005-2007	MSc -6/2007	Science & Clinical Research
The University of Jordan University Hospital Amman-Jordan	July 1999-June 2000		Internship
State University of New York Downstate Medical Center, Brooklyn, NY.	July 2001-June 2004		Pediatrics
First year pediatric resident at Jordan Hospital	July 2000-June 2001		Pediatrics
Pediatric Residency at State University of New York Downstate Medical Center, Brooklyn, NY.	July 2001-June 2004		Pediatrics
Pediatric Nephrology Fellowship at The Albert Einstein College of Medicine, Bronx, NY.	July 2004 - July 2008		

Specialty Certification:	American Board of Pediatrics.	Date: October 2004
	American Board of Pediatrics, Sub Board of Pediatric Nephrology.	Date: June 2008
		Date:
		Date:
Licensure:	Unrestricted Medical License, Jordan.	Date: June 2000
	Permanent ECFMG certificate (#0-611972-1).	Date: January 2001
	Ohio Medical License, ID # 35. 089462	Date: March 2007
	South Carolina Medical License, ID # 30425	Date: June 2008

Faculty appointments: (Begin with initial appointment)

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
2008- 2011	Assistant Professor	MUSC	Pediatrics
2012-Now	Associate Professor	MUSC	Pediatrics

First Appointment to MUSC: Rank Assistant Professor

Date: December, 2007

Medical University of South Carolina

College Of Medicine

ABBREVIATED CURRICULUM VITAE

Name: Mae Millicent Peterseim, M.D.

Date: 9/11/2014

Citizenship and/or Visa Status: US

Office Address: 167 Ashley Avenue, Charleston, SC, 29425

Telephone: (843) 792-3758

Education: *(Baccalaureate and above)*

<u>Year Earned</u>	<u>Institution</u>	<u>Degree</u>	<u>Field of Study</u>
1984	Duke University	B.A.	
1988	Washington University School of Medicine	M.D.	Medicine

Graduate Medical Training: *(Chronological)*

<u>Internship</u>	<u>Place</u>	<u>Dates</u>
Family and Community Medicine Internship	Duke University Medical Center, Durham, NC	1988 - 1989

<u>Residencies or Postdoctoral</u>	<u>Place</u>	<u>Dates</u>
Ophthalmology Residency	University of North Carolina Hospital, Chapel Hill, NC	1989 - 1992
Pediatric Ophthalmology and Adult Strabismus Fellowship	Duke University Eye Center, Durham, NC	1995 - 1997

Board Certification:

American Board of Ophthalmology

Date: 1993; 2003; 2013

Licensure:

South Carolina (current) #20719

Date: 12/10/1998

Faculty Appointments:

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
1997 - 1998	Assistant Professor	Penn State Hershey Medical Center	Ophthalmology
1999 - 2009	Clinical Assistant Professor	Medical University of South Carolina	Ophthalmology
2010 - 2010	Clinical Associate Professor	Medical University of South Carolina	Ophthalmology
2010 - Present	Associate Professor	Medical University of South Carolina	Ophthalmology

First Appointment to MUSC:

Rank: Clinical Assistant Professor

Date: 1999

Medical University of South Carolina

College Of Medicine

ABBREVIATED CURRICULUM VITAE

Name: Sheldon E. Litwin, M.D.

Date: 7/10/2014

Citizenship and/or Visa Status:

Office Address:

Telephone:

Education: (*Baccalaureate and above*)

<u>Year Earned</u>	<u>Institution</u>	<u>Degree</u>	<u>Field of Study</u>
1981	Colorado College	B.A.	Biology
1985	Washington University School of Medicine	M.D.	Medicine

Graduate Medical Training: (*Chronological*)

<u>Residencies or Postdoctoral</u>	<u>Place</u>	<u>Dates</u>
Intern and Resident, Internal Medicine	University of Arizona	1985 - 1988
Chief Resident, Internal Medicine	University of Arizona	1988 - 1989
Post-doctoral Research Fellow, Division of Cardiology	University of Arizona College of Medicine, and Tucson VAMC	1989 - 1990
Clinical/Research Fellow, Division of Cardiology	Beth Israel Hospital, Harvard Medical School	1990 - 1993

Board Certification:

American Board of Internal Medicine	Date: 1990
American Board of Internal Medicine, Cardiology	Date: 1993
Special Competency Exam in Echocardiography	Date: 2001
Recertification in Internal Medicine (voluntary)	Date: 2004
Recertification in cardiology	Date: 2004
Certification Board of Nuclear Cardiology	Date: 2007
Certification Board of Cardiac Computed Tomography	Date: 2008
Recertification in Echocardiography	Date: 2012
Recertification in cardiology	Date: 2013

Licensure:

Arizona	Date: 1986-1990
Massachusetts	Date: 1990-1995
Utah	Date: 1993-present
Georgia	Date: 2011-present

Faculty Appointments:

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
1985 - 1988	Clinical Assistant	University of Arizona	Internal Medicine
1988 - 1989	Clinical Instructor	University of Arizona	Internal Medicine
1989 - 1990	Clinical Assistant	University of Arizona	Internal Medicine
1990 - 1992	Clinical Fellow	Harvard Medical School	Internal Medicine Division of Cardiovascular Division
1992 - 1993	Instructor	Harvard Medical School	Internal Medicine
1993 - 1999	Assistant Professor	University of Utah	Internal Medicine
1999 - 2005	Associate Professor with tenure	University of Utah	Internal Medicine
2005 - 2011	Professor with tenure	University of Utah	Internal Medicine
2011 - Present	Professor with tenure	Medical College of Georgia	Internal Medicine

First Appointment to MUSC:

Rank: Professor

Date: 2014

MUSC Foundation for Research Development

Statements of Financial Position

	<u>8/31/2014</u>	<u>8/31/2013</u>
Assets		
Cash and cash equivalents	\$952,672	\$785,886
Interest receivable	\$1,753	\$1,804
Accounts receivable - Licensees, net of allowance	\$177,632	\$217,452
Accounts receivable - Other	\$0	\$81,208
Accounts receivable - MUSC	\$168,175	\$255,971
Prepaid expenses	\$18,402	\$11,551
Investments	\$328,500	\$305,345
Property and equipment, net	\$305	\$305
Total Assets	<u>\$1,647,440</u>	<u>\$1,659,523</u>
Liabilities and Net Assets		
Liabilities		
Accounts payable	\$283,186	\$313,760
Accounts payable - MUSC	\$353,945	\$311,620
Due to UMA - accrued personnel expenses	\$45,728	\$27,464
Unearned revenue and deposits	\$79,642	\$4,292
Total Liabilities	<u>\$762,502</u>	<u>\$657,137</u>
Net Assets		
Total Net Assets	<u>\$884,938</u>	<u>\$1,002,386</u>
Total Liabilities and Net Assets	<u>\$1,647,440</u>	<u>\$1,659,523</u>

MUSC Foundation for Research Development Income Statement

For the Two Months Ended August 31, 2014

	<u>Actual 8/31/2014</u>	<u>YTD Budget</u>
Revenues		
Contracts, grants and awards	\$236,260	\$225,000
License fees and royalties, net of distributions	\$33,210	\$23,000
Investment income	\$1,935	\$2,000
Other revenues - program services	\$2,478	\$0
Total Revenues	<u>\$273,883</u>	<u>\$250,000</u>
Expenses		
Personnel	\$58,353	\$155,325
Patent prosecution costs, net of recovery	\$33,340	\$68,333
Professional fees	\$14,850	\$6,667
Administrative expenses		
IT maintenance - software and hardware	\$2,510	\$2,500
Telephone	\$2,342	\$1,833
Travel		
Travel - Non-employee	\$3,858	\$2,500
Travel - Employee	\$0	\$4,167
Professional development-conferences & continuing education	\$1,122	\$2,333
Office supplies, support and equipment	\$3,761	\$2,667
Real property rental	\$3,594	\$4,167
Lease payments	\$3,586	\$2,167
Insurance	\$2,303	\$2,500
Dues, memberships and subscriptions	\$950	\$667
Special activities	\$3,925	\$2,500
Depreciation expense	\$0	\$8
Total Administrative expenses	<u>\$27,952</u>	<u>\$28,008</u>
Other expenses - program services	<u>\$1,018</u>	<u>\$0</u>
Total Expenses	<u>\$135,512</u>	<u>\$258,333</u>
 NET SURPLUS/(DEFICIT)	 <u><u>\$138,370</u></u>	 <u><u>(\$8,333)</u></u>
 Surplus Funds from FY12 to be used in current year	 <u><u>\$0</u></u>	 <u><u>\$8,333</u></u>
 NET SURPLUS/(DEFICIT)	 <u><u>\$138,370</u></u>	 <u><u>\$0</u></u>

**MEDICAL UNIVERSITY OF SOUTH CAROLINA
CONSTRUCTION CONTRACTS
OCTOBER 10, 2014**

MUSC Indefinite Delivery Releases

Hill Construction Services of Charleston Inc. \$175,493.00

Renovate the 6th floor of Thurmond Gages Building to create faculty offices and supporting work stations in support of the Thurmond 6th Floor Vascular project.

Bonitz Contracting & Flooring Group \$3,226.48

Install 855 square feet of vinyl composition tiles and 360 linear feet of cove base in Basic Science Room BS733 at the request of the customer.

Bonitz Contracting & Flooring Group \$1,766.40

Install 34 square yards of carpet and 120 linear feet of cove base in Strom Thurmond Room 648C at the request of the customer.

Allen, H.R., Inc. \$20,583.00

Remove and replace the Bee Street Parking Garage sewage lift station pumps and control panel at the request of the customer.

Bonitz Contracting & Flooring Group \$5,293.46

Provide 132 square yards of carpet tile and 240 linear feet of cove base in Children's Hospital Room EH204 at the request of the customer.

Bonitz Contracting & Flooring Group \$11,217.21

Install 240 square yards of carpet tile and 600 linear feet of cove base in Clinical Science Building Suite 404 at the request of the customer.

Bonitz Contracting & Flooring Group \$309.56

Provide 6 square yards of carpet in Drug Discovery Building Rooms DD110FL1 and FL2 at the request of the customer.

Bonitz Contracting & Flooring Group \$1,784.54

Replace carpet in Harborview Office Tower Rooms 408A&B, Office and breakroom at the request of the customer.

Cullum Constructors \$61,296.00

Install new oil day tank on the Institute of Psychiatry at the request of Engineering and Facilities.

Bonitz Contracting & Flooring Group

\$2,196.03

Install 47 square yards of carpet tile and 120 linear feet of cove base in Strom Thurmond Room 548 at the request of the customer.

Bonitz Contracting & Flooring Group

\$2,962.74

Provide 80 square yards of carpet tile and 120 linear fee of cove base in Room RS103 Walton Research Building at the request of the customer.

Abate & Insulate, LLC

\$993.00

Remove and dispose of approximately 240 square feet of contaminated drywall from the Wellness Center at the request of the customer.

MUSC General Construction Projects

Image Resource, LLC

\$267.75

Supply and install department signage in support of the Microbiology Immunology project

McCarter Mechanical Inc.

\$362,800.00

Replace existing terminal units with new VAV boxes with hot water reheat and install associated piping and electrical systems at the College of Health Professions Building in support of the Deferred Maintenance, College of Health Professions HVAC project.

Triad Mechanical Contractors, Inc.

\$314,024.00

Perform upgrades to the mechanical system at the Waring Library in support of the 2012 Deferred Maintenance - Waring HVAC project.

Rivers Plumbing and Electric Inc.

\$1,595.00

Install Re Water for zebra fish tank in Drug Discovery Building at the request of the customer.

MUSC Indefinite Delivery Contracts

Hill Construction Services of Charleston Inc.

Provide general construction services campus-wide over a two year period on an as-needed basis. Total contract not to exceed \$1,000,000 with individual releases not to exceed \$250,000.00.

Huss, Inc.

Provide general construction services campus-wide over a two year period on an as-needed basis. Total contract not to exceed \$1,000,000 with individual releases not to exceed \$250,000.00.

NBM Construction

Provide general construction services campus-wide over a two year period on an as-needed basis. Total contract not to exceed \$1,000,000 with individual releases not to exceed \$250,000.00.

Stenstrom & Associates

Provide general construction services campus-wide over a two year period on an as-needed basis. Total contract not to exceed \$1,000,000 with individual releases not to exceed \$250,000.00.

**MEDICAL UNIVERSITY OF SOUTH CAROLINA
PROFESSIONAL SERVICES
FOR REPORTING
OCTOBER 10, 2014**

MUSC Indefinite Delivery Releases

RMF Engineering, Inc. \$6,845.00

Provide mechanical engineering services in support of the Basic Science Building 7th Floor Pathology Laboratory Renovation project.

Compass 5 Partners, LLC \$10,500.00

Provide architectural services in support of the Thurmond Gazes 6th Floor Lab Renovation project.

S&ME, Inc. \$300.00

Perform asbestos bulk sample analysis in Stairwell 1, First Floor, Walton Research Building at the request of Engineering and Facilities.

Compass 5 Partners, LLC \$9,500.00

Provide a feasibility study for the reconfiguration of 135 Cannon Place 1st and partial 4th Floors at the request of the customer.

GEL Engineering \$2,740.00

Provide limited asbestos and lead-based paint assessment of 56 Courteney Street at the request of Engineering and Facilities.

GWA, Inc. \$40,950.00

Provide electrical and mechanical engineering services to study the existing emergency power system in the Clinical Sciences Building at the request of the Medical University Hospital Authority.

Soil Consultants, Inc. \$510.00

Provide asbestos bulk sample analysis in Harborview Office Tower Suite 503 at the request of the custoemr.

GWA, Inc. \$52,290.00

Provide electrical and mechanical engineering services to study the existing emergency power system in the Institute of Psychiatry at the request of the Medical University Hospital Authority.

MUSC 230s

ADC Engineering, Inc. \$650.00

Provide structural engineering services related to zebra fish tank investigation in support of the Drug Discovery Building project.