



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 9, 2015
8:00 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.
Mr. William A. 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.
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: December 11, 2015.

Item 3. Approval of Minutes of the Regular Meeting of the Medical University Hospital Authority of August 14, 2015.

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, President, 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. Medical University Hospital Authority Status Report.

Statement: Dr. Pat Cawley, Vice President for Clinical Operations and Executive Director/CEO – MUHA, will report on the status of the Medical Center.

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

Recommendation of Committee:

Board Action:

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

Statement: Mr. Steve Hargett, Chief Financial Officer - MUHA, will present the financial and statistical report for MUHA.

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

Recommendation of Committee:

Board Action:

Item 8. Report on Quality and Patient Safety.

Statement: Dr. Danielle Scheurer, Chief Quality Officer - MUHA, will report on Quality and Patient Safety.

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

Recommendation of Committee:

Board Action:

Item 9. Update on MUSC Physicians.

Statement: Dr. Don Rockey, President – MUSC Physicians, will provide an update.

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

Recommendation of Committee:

Board Action:

Item 10. Legislative Update.

Statement: Mr. Mark Sweatman, Director of Government Relations and Board Secretary, will present an update on legislative issues.

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

Recommendation of Committee:

Board Action:

Item 11. Other Committee Business.

CONSENT ITEMS FOR APPROVAL:

Item 12. Medical University Hospital Authority Appointments, Reappointments and Delineation of Privileges.

CONSENT ITEMS FOR INFORMATION:

Item 13. Medical Executive Committee Minutes.

Item 14. Contracts and Agreements.

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

OLD BUSINESS:

NEW BUSINESS:

Item 15. Facilities Procurements/Contracts Proposed.

Statement: Mr. Dennis Frazier, Administrator – Facilities and Capital Improvements, will present procurements/contracts for approval.

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

Recommendation of Committee:

Board Action:

Item 16. Other Committee Business.

CONSENT ITEMS FOR INFORMATION:

Item 17. Facilities Contracts Awarded.

CHILDREN'S HOSPITAL COMMITTEE. CHAIRMAN: DR. DONALD R. JOHNSON II

OLD BUSINESS:

NEW BUSINESS:

Item 18. Operations and Facilities Report.

Statement: Dr. Pat Cawley, Vice President for Clinical Operations and Executive Director/CEO – MUHA, 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 19. Children's Hospital Financial Report.

Statement: Mr. Steve Hargett, Chief Financial Officer – MUHA, 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 20. Development Activity Report.

Statement: Mr. Jim Fisher, Vice President for Development, 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 21. Children's Hospital Clinical Overview.

Statement: Dr. Mark Scheurer, Chief Medical Officer – Children's Hospital, 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. Women's Services Clinical Overview.

Statement: Dr. Donna Johnson, Chair-OBGYN and Ms. Robin Mutz, Administrator – Women's Health and Executive Nursing Director, will present an update on Women's Services.

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

Recommendation of Committee:

Board Action:

Item 23. Other Committee Business.

AUDIT COMMITTEE. CHAIRMAN: THOMAS L. STEPHENSON, ESQ.

OLD BUSINESS:

NEW BUSINESS:

Item 24. Report of the Office of Internal Audit.

Statement: Ms. Susan Barnhart, Director of Internal Audit, 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 25. Management Development and Compensation Sub-Committee Update.

Statement: Mr. Tom Stephenson will present the FY'16 Compensation Plan Document for approval.

Recommendation of Administration: That the Plan Document be approved.

Recommendation of Committee:

Board Action:

Item 26. Other Committee Business.

OTHER BUSINESS FOR THE BOARD OF TRUSTEES:

Item 27. Approval of Consent Agenda.

Statement: Approval of the Consent Agenda is requested.

Recommendation of Administration: That the consent agenda be approved.

Board Action:

Item 28. New Business for the Board of Trustees.

Statement: Revisions to the MUHA Bylaws will be presented for approval.

Recommendation of Administration: That the revisions to the MUHA Bylaws be approved.

Board Action:

Item 29. Report from the Chairman.

MEDICAL UNIVERSITY HOSPITAL AUTHORITY

CONSENT AGENDA

October 9, 2015
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.
Mr. William A. Baker, Jr.
Ms. Terri R. Barnes
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Mr. Charles C. Schulze
Mr. Michael E. Stavrinakis
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Dr. Charles B. Thomas, Jr.

Trustees Emeriti

Mrs. Margaret M. Addison
Dr. Cotesworth P. Fishburne, Jr.
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 12. 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 13. 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 14. 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 17. 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 9, 2015
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.
Mr. William A. Baker, Jr.
Ms. Terri R. Barnes
The Honorable James A. Battle
Dr. Harold W. Jablon
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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.

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Mrs. Margaret M. Addison
Dr. Cotesworth P. Fishburne, Jr.
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: December 11, 2015.

Item 3. **Approval of Minutes of the Regular Meeting of the Medical University of South Carolina Board of Trustees of August 14, 2015.**

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, President, 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. General Report of the Interim Associate Provost for Research.

Statement: Dr. Kathleen Brady, Interim Associate Provost for Research, will report on research activities.

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

Recommendation of Committee:

Board Action:

Item 7. General Report of the Vice President for Development.

Statement: Mr. Jim Fisher, Vice President for Development, will provide a general report on institutional advancement activities.

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

Recommendation of Committee:

Board Action:

Item 8. General Report of the Executive Director of the MUSC Foundation for Research Development.

Statement: Mr. Michael Rusnak, Executive Director, will provide a general report on the MUSC Foundation for Research Development's activities.

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

Recommendation of Committee:

Board Action:

Item 9. Other Committee Business.

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

OLD BUSINESS:

NEW BUSINESS:

Item 10. General Report of the Vice President for Academic Affairs and Provost.

Statement: A general report will be given by Dr. Mark Sothmann, Vice President for Academic Affairs and Provost.

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

Recommendation of Committee:

Board Action:

Item 11. General Report of the CEO of MUSC Health.

Statement: Dr. Pat Cawley, CEO of MUSC Health will present a report.

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

Recommendation of Committee:

Board Action:

Item 12. Other Committee Business.

CONSENT AGENDA ITEMS FOR APPROVAL:

Item 13. Faculty Appointments.

Item 14. Faculty Promotions.

Item 15. Changes in Faculty Status.

Item 16. Endowed Chairs.

CONSENT AGENDA ITEM FOR INFORMATION:

Item 17. Post-Tenure Review Approval.

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

OLD BUSINESS:

NEW BUSINESS:

Item 18. Chief Information Office Update.

Statement: Mr. Michael Caputo, Chief Information Officer, will present a report.

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

Recommendation of Committee:

Board Action:

Item 19. Diversity and Inclusion Update.

Statement: Dr. Willette Burnham, University Chief Diversity Officer, will present a Diversity and Inclusion Update.

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

Recommendation of Committee:

Board Action:

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

Statement: Mr. Patrick Wamsley, Chief Financial Officer – MUSC, will report on the financial status of the University.

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

Recommendation of Committee:

Board Action:

Item 21. Financial Status Report of MUSC Physicians.

Statement: A report on the financial status of MUSC Physicians will be presented by Ms. Gina Ramsey, Chief Financial Officer – MUSC Physicians.

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

Recommendation of Committee:

Board Action:

Item 22. Other Committee Business.

CONSENT AGENDA ITEM FOR INFORMATION:

Item 23. Financial Status Report of the MUSC Foundation for Research Development.

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

OLD BUSINESS:

NEW BUSINESS:

Item 24. Facilities Procurements/Contracts Proposed.

Statement: Mr. Greg Weigle, Chief Facilities Officer – MUSC, will present procurements/contracts for approval.

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

Recommendation of Committee:

Board Action:

Item 25. Update on Projects.

Statement: Mr. Greg Weigle, Chief Facilities Officer – MUSC, 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 26. Other Committee Business.

CONSENT AGENDA ITEMS FOR INFORMATION:

Item 27. Facilities Contracts Awarded.

AUDIT COMMITTEE. CHAIRMAN: THOMAS L. STEPHENSON, ESQ.

OLD BUSINESS:

NEW BUSINESS:

Item 28. Report of the Office of Internal Audit.

Statement: Ms. Susan Barnhart, Director of Internal Audit, 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 29. Management Development and Compensation Sub-Committee Update.

Statement: Mr. Tom Stephenson will present the FY'16 Compensation Plan Document for approval.

Recommendation of Administration: That the Plan Document be approved.

Recommendation of Committee:

Board Action:

Item 30. Other Committee Business.

OTHER BUSINESS FOR THE BOARD OF TRUSTEES:

Item 31. Approval of Consent Agenda.

Statement: Approval of the Consent Agenda is requested.

Recommendation of Administration: That the consent agenda be approved.

Board Action:

Item 32. New Business for the Board of Trustees.

Statement: Revisions to the MUSC Bylaws will be presented for approval.

Recommendation of Administration: That the revisions to the Bylaws be approved.

Board Action:

Item 33. Report from the Chairman.

MEDICAL UNIVERSITY OF SOUTH CAROLINA

CONSENT AGENDA

Board of Trustees Meeting
October 9, 2015
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.
Mr. William A. Baker, Jr.
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Trustees Emeriti

Mrs. Margaret M. Addison
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Dr. Thomas C. Rowland, Jr.
Mr. Allan E. Stalvey
Dr. James E. Wiseman, Jr.

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

(APPROVAL ITEMS)

Item 13. Faculty Appointments.

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

College of Medicine

Patricia A. Fair, Ph.D., as Adjunct Professor in the Department of Public Health Sciences, effective August 1, 2015.

Deepak Nihalani, Ph.D. as Associate Professor, on the Academic Investigator track, in the Department of Medicine, Division of Nephrology, effective August 1, 2015. He will also hold the David W. Ploth Nephrology Research Chair.

Greg Hajcak, Ph.D. as Visiting Professor, in the Department of Psychiatry and Behavioral Sciences, effective September 15, 2015.

Wing-Kin Syn, M.B.B.S. as Associate Professor, on the Academic Investigator track, in the Department of Medicine, Division of Gastroenterology and Hepatology, effective December 1, 2015.

Maria Anna Julia Westerink, M.D., as Professor, on the Academic Investigator track, in the Department of Medicine, Division of Infectious Diseases with dual appointment as Professor, in the Department of Microbiology and Immunology, effective July 1, 2015.

Dr. Westerink's primary appointment will rest in the Department of Medicine, Division of Infectious Diseases.

College of Nursing

Sarah Elizabeth Schmitt, M.D., (joint appointment) as Associate Professor, in the College of Nursing, effective September 1, 2015.

Dr. Schmitt's primary appointment rests in the Department of Neurology.

Recommendation of Administration: That these faculty appointments be approved.

Recommendation of Committee:

Board Action:

Item 14. Faculty Promotions.

Statement: At the request of the Dean of the College of Medicine, and the Chair of the Department of Library Science and Informatics, administration presents the following faculty promotions, effective January 1, 2016:

College of Medicine

Christopher B. Clemow, M.D., from MUSC AHEC Assistant Professor (Anderson/Family Medicine) to MUSC AHEC Associate Professor, (Anderson/Family Medicine).

Caroline H. Sanders, M.D., from MUSC AHEC Assistant Professor (Anderson/Family Medicine) to MUSC AHEC Associate Professor, (Anderson/Family Medicine).

Department of Library Science and Informatics

Elizabeth Brooke Fox, M.S.L.I.S. from Assistant Professor to Associate Professor in the Department of Library Science and Informatics.

Recommendation of Administration: That these faculty promotions be approved.

Recommendation of Committee:

Board Action:

Item 15. Changes in Faculty Status.

Statement: At the request of the Deans of the College of Medicine and Nursing, administration presents for approval the following change in faculty status:

College of Medicine

Michelle C. Carney, M.D., from MUSC AHEC Associate Professor (Spartanburg/Internal Medicine) to MUSC AHEC Clinical Associate Professor (Spartanburg/Internal Medicine), in the College of Medicine, retroactive to February 1, 2015.

Ginger B. Boyle, M.D., from MUSC AHEC Associate Professor (Spartanburg/Family Medicine) to MUSC AHEC Clinical Associate Professor (Spartanburg/Family Medicine), in the College of Medicine, retroactive to August 1, 2014.

Gregory T. Valainis, M.D., from MUSC AHEC Professor (Spartanburg/Internal Medicine) to MUSC AHEC Clinical Professor (Spartanburg/Internal Medicine), in the College of Medicine, retroactive to March 1, 2015.

Robert E. Houston, M.D., from MUSC AHEC Associate Professor (Spartanburg/Internal Medicine) to MUSC AHEC Clinical Associate Professor (Spartanburg/Internal Medicine), in the College of Medicine, retroactive to September 1, 2015.

College of Nursing

Ann Dickson Hollerbach, Ph.D., R.N., from Associate Professor to Associate Professor Emerita, in the Department of Nursing, effective, September 1, 2015.

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

Recommendation of Committee:

Board Action:

Item 16. 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 1, 2015.

Mary S. Richardson, M.D., D.D.S., for appointment to the H. Rawlings Pratt-Thomas Endowed Professorship in Pathology. Dr. Richardson is a Professor in the Department of Pathology and Laboratory Medicine.

Bonnie J. Martin-Harris, Ph.D., for appointment to the Mark and Evelyn Trammell Endowed Professorship in Otolaryngology – Head and Neck Surgery. Dr. Martin-Harris is a Professor in the Department of Otolaryngology.

Deepak Nihalani, Ph.D. as the David W. Ploth Nephrology Research Chair.

Recommendation of Administration: That these endowed chair appointments be approved.

Recommendation of Committee:

Board Action:

(INFORMATION ITEM)

Item 17. Post-Tenure Review Approval.

Statement: At the request of the Dean of the College of Dental Medicine, administration presents as information the following Post-Tenure Review Approval.

Keith L. Kirkwood, D.D.S., Ph.D., effective October 8, 2015.

Recommendation of Administration: That the Post-Tenure Review Approval be received as information.

Recommendation of Committee:

Board Action:

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

(INFORMATION ITEM)

Item 23. 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 27. 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, 2015

Statements of Net Position	1
Statements of Revenues, Expenses and Changes in Net Position	2
SRECNA - Comparative Variance Analysis	3
Schedules of Functional Expenses	4
Schedule of Revenues and Expenses - Actual versus Budget	5
Schedule of Functional Expenses - Actual versus Budget	6
Notes to the Interim Financial Statements	7

MEDICAL UNIVERSITY HOSPITAL AUTHORITY
(A Component Unit of MUSC)
Statements of Net Position
August 31, 2015 and June 30, 2015

Assets and Deferred Outflows	At 8/31/2015	FYE 06/30/2015 (unaudited)
Current Assets:		
Cash and Cash Equivalents	\$ 111,967,743	\$ 116,466,624
Cash Restricted for Capital Improvements and Other Programs	26,568,637	27,820,960
Patient Accounts Receivable, Net of Allowance for Uncollectible Accounts of \$94,900,000 and \$88,500,000	187,186,430	183,023,069
Due from Third-Party Payors	8,722,846	7,335,434
Other Current Assets	64,760,269	49,909,675
 Total Current Assets	 399,205,925	 384,555,762
 Investments Held by Trustees Under Indenture Agreements	 48,097,951	 47,284,017
Capital Assets, Net	505,542,300	506,941,991
 Total Assets	 952,846,176	 938,781,770
 Deferred Outflows	 87,323,077	 88,010,521
 Total Assets and Deferred Outflows	 \$ 1,040,169,253	 \$ 1,026,792,291
 Liabilities, Deferred Inflows and Net Position		
Current Liabilities:		
Current Installments of Long-Term Debt	\$ 16,138,882	\$ 16,057,037
Current Installments of Capital Lease Obligations	1,036,857	462,551
Current Installments of Notes Payable	1,267,908	1,267,908
Due to Related Parties	6,976,097	4,469,478
Accounts Payable	50,282,430	53,716,361
Accrued Payroll, Withholdings and Benefits	70,114,046	60,811,965
Other Accrued Expenses	6,780,453	5,900,787
 Total Current Liabilities	 152,596,673	 142,686,087
 Long-Term Debt	 354,014,723	 356,738,842
Capital Lease Obligations	2,035,763	2,099,748
Notes Payable	9,779,021	9,779,021
Pension Liabilities	570,493,064	570,493,064
Other Liabilities	-	1,789,557
 Total Liabilities	 1,088,919,244	 1,083,586,319
 Deferred Inflows	 48,227,260	 48,227,260
 Total Liabilities and Deferred Inflows	 \$ 1,137,146,504	 \$ 1,131,813,579
Net Position:		
Invested in Capital Assets, Net of Related Debt	156,718,468	156,270,338
Restricted		
Under Indenture Agreements	48,097,951	47,284,017
Expendable for		
Capital projects	-	20,403
Telemedicine Program	29,235,304	28,300,556
UnRestricted	(331,028,974)	(336,896,602)
 Total Net Position	 (96,977,251)	 (105,021,288)
 Total Liabilities, Deferred Inflows and Net Position	 \$ 1,040,169,253	 \$ 1,026,792,291

MEDICAL UNIVERSITY HOSPITAL AUTHORITY
(A Component Unit of MUSC)
Statement of Revenues, Expenses and Changes in Net Position
For the 2 Month Periods Ending August 31, 2015 and 2014

	<u>2015</u>	<u>2014</u>
Operating Revenues:		
Net Patient Service Revenues	\$ 210,645,520	\$ 192,597,611
Other Revenues	<u>4,167,355</u>	<u>4,228,404</u>
Total Operating Revenues	<u>214,812,875</u>	<u>196,826,015</u>
Operating Expenses:		
Compensation and Employee Benefits	89,690,594	88,402,992
Services and Supplies	105,376,799	93,897,914
Depreciation and Amortization	<u>10,163,709</u>	<u>10,463,933</u>
Total Operating Expenses	<u>205,231,102</u>	<u>192,764,839</u>
Operating Income (Loss)	9,581,773	4,061,176
NonOperating Revenues (Expenses):		
State Appropriation	2,666,667	-
Investment Income	664,250	949,116
Interest Expenses	<u>(2,592,562)</u>	<u>(2,732,460)</u>
Total NonOperating Revenues (Expenses)	<u>738,355</u>	<u>(1,783,344)</u>
Change in Net Position	<u><u>\$ 10,320,128</u></u>	<u><u>\$ 2,277,832</u></u>

MEDICAL UNIVERSITY HOSPITAL AUTHORITY
(A Component Unit of MUSC)
SRECNA - Comparative Variance Analysis
For the 2 Month Periods Ending August 31, 2015 and 2014

	Current Month			Comparative Period		Fiscal Year To Date			Comparative Period	
	Actual	Budget	Variance	Aug 2014	Variance	Actual	Budget	Variance	Jul-Aug FY2015	Variance
Operating Revenues:										
Net Patient Service Revenues	\$ 108,180,114	\$ 105,543,384	2.50%	\$ 95,763,563	12.97%	\$ 210,645,520	\$ 211,086,769	-0.21%	\$ 192,597,611	9.37%
Other Revenues	<u>2,052,837</u>	<u>2,296,940</u>	-10.63%	<u>2,256,511</u>	-9.03%	<u>4,167,355</u>	<u>4,593,880</u>	-9.28%	<u>4,228,404</u>	-1.44%
Total Operating Revenues	110,232,951	107,840,324	2.22%	98,020,074	12.46%	214,812,875	215,680,649	-0.40%	196,826,015	9.14%
Operating Expenses:										
Compensation and Employee Benefits	44,855,423	44,093,807	-1.73%	41,616,107	-7.78%	89,690,594	88,187,614	-1.70%	88,402,992	-1.46%
Services and Supplies	54,649,827	54,539,577	-0.20%	47,632,684	-14.73%	105,376,799	109,079,154	3.39%	93,897,914	-12.22%
Depreciation and Amortization	<u>5,103,234</u>	<u>5,307,867</u>	3.86%	<u>5,241,466</u>	2.64%	<u>10,163,709</u>	<u>10,615,734</u>	4.26%	<u>10,463,933</u>	2.87%
Total Operating Expenses	104,608,484	103,941,251	-0.64%	94,490,257	-10.71%	205,231,102	207,882,502	1.28%	192,764,839	-6.47%
Operating Income (Loss)	5,624,467	3,899,073	44.25%	3,529,817	59.34%	9,581,773	7,798,147	22.87%	4,061,176	135.94%
Operating Margin	5.10%	3.62%		3.60%		4.46%	3.62%		2.06%	
NonOperating Revenues (Expenses):										
State Appropriation	1,333,334	1,416,667	-5.88%	-	-	2,666,667	2,833,333	-5.88%	-	-
Investment Income	84,176	366,525	-77.03%	827,035	-89.82%	664,250	733,050	-9.39%	949,116	-30.01%
Interest Expenses	(1,290,061)	(1,323,548)	2.53%	(1,371,720)	5.95%	(2,592,562)	(2,647,096)	2.06%	(2,732,460)	5.12%
Loss on Disposal of Capital Assets	-	(188,932)	-	-	-	-	(377,864)	-	-	-
Total NonOperating Revenues (Expenses)	<u>127,449</u>	<u>270,712</u>	-52.92%	<u>(544,685)</u>	123.40%	<u>738,355</u>	<u>541,423</u>	36.37%	<u>(1,783,344)</u>	141.40%
Change in Net Position	<u>\$ 5,751,916</u>	<u>\$ 4,169,785</u>	37.94%	<u>\$ 2,985,132</u>	92.69%	<u>\$ 10,320,128</u>	<u>\$ 8,339,570</u>	23.75%	<u>\$ 2,277,832</u>	353.07%

MEDICAL UNIVERSITY HOSPITAL AUTHORITY
(A Component Unit of MUSC)
Schedule of Functional Expenses
For the 2 Month Periods Ending August 31, 2015 and 2014

	2015	2014
Nursing Services:		
Administration and Education	8,499,075	7,205,346
Medical and Surgical	11,432,098	10,864,845
Pediatrics	3,194,140	2,854,294
Emergency and Trauma Units	3,250,629	2,881,178
Intensive Care Units	10,122,521	9,776,466
Coronary Care Units	648,694	617,723
Psychiatric	4,015,359	3,831,626
Operating Rooms	6,531,836	6,412,555
Recovery Rooms	1,006,120	835,166
Delivery and Labor Rooms	825,770	835,672
Obstetrics	1,095,557	1,178,369
Total Nursing Services	<u>\$ 50,621,799</u>	<u>\$ 47,293,240</u>
Other Professional Services:		
Laboratories and Laboratory Support	\$ 8,399,246	\$ 7,910,916
Electrocardiology	1,299,260	1,167,390
Radiology	5,850,359	4,371,347
Pharmacy	25,660,479	19,216,858
Heart Catheterization	1,914,840	1,802,121
Central Services and Supply	17,607,352	15,038,451
Anesthesiology	4,190,331	3,652,668
Nuclear Medicine	234,743	193,136
Respiratory Therapy	2,393,246	2,116,530
Physical Medicine	1,857,222	1,487,251
Dialysis	337,081	321,966
Pathology	507,584	591,144
Transplant	3,990,050	3,029,091
Other Miscellaneous Services	3,409,161	2,820,919
Medical Records and Quality Assurance	1,442,200	1,448,396
Resident Support	8,762,114	8,392,167
Total Other Professional Services	<u>\$ 87,855,268</u>	<u>\$ 73,560,351</u>
General Services:		
Dietary	\$ 2,144,439	\$ 2,203,171
Plant Ops, Maintenance, Security	11,604,813	10,688,602
Housekeeping	3,139,144	3,135,600
Total General Services	<u>\$ 16,888,396</u>	<u>\$ 16,027,373</u>
Fiscal and Administrative Services:		
Admitting	\$ 1,100,142	\$ 1,054,942
Administration	13,137,413	10,470,721
Shared Services	1,879,821	1,665,419
MUSC Support	2,503,509	4,435,756
Accounting	1,275,487	1,588,460
Hospital Patient Accounting	806,253	1,865,523
Marketing	1,697,330	1,384,858
Human Resources	941,188	489,696
Communications	319,927	230,366
Computer Services	7,130,005	13,854,873
Total Fiscal and Administrative Services	<u>\$ 30,791,075</u>	<u>\$ 37,040,614</u>
Ambulatory Care:		
Ambulatory Care	\$ 8,910,855	\$ 8,379,328
Total Ambulatory Care	<u>\$ 8,910,855</u>	<u>\$ 8,379,328</u>
Other:		
Depreciation	\$ 10,163,709	\$ 10,463,933
Interest	2,592,562	2,732,460
Total Other	<u>\$ 12,756,271</u>	<u>\$ 13,196,393</u>
Total Expenses	<u>\$ 207,823,664</u>	<u>\$ 195,497,299</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, 2015

	<u>Approved Budget</u>	<u>Year To Date Budget</u>	<u>Actual</u>	<u>Variance Favorable/ Unfavorable</u>	
Operating Revenue:					
Patient Service Revenue:					
Inpatient	\$ 2,078,182,213	\$ 346,363,703	\$ 360,231,977	\$ 13,868,274	F
Outpatient	1,524,489,774	254,081,629	257,189,849	3,108,220	F
	<u>3,602,671,987</u>	<u>600,445,332</u>	<u>617,421,826</u>	<u>16,976,494</u>	F
Gross Patient Service Revenue					
Less: Charity Care	<u>(65,612,132)</u>	<u>(10,935,355)</u>	<u>(21,903,582)</u>	<u>10,968,227</u>	U
Patient Service Revenue net of Charity Care	<u>3,537,059,855</u>	<u>589,509,977</u>	<u>595,518,244</u>	<u>6,008,267</u>	F
 Additions (Deductions) To/From Patient Service Revenue:					
Contractual and Other Adjustments	(2,307,893,895)	(384,648,982)	(391,098,498)	6,449,516	U
Payment from DHHS	18,628,621	3,104,770	3,104,770	-	F
Disproportionate Share	<u>18,726,019</u>	<u>3,121,004</u>	<u>3,121,004</u>	<u>-</u>	F
Net Additions (Deductions) To/From Patient Service Revenue	<u>(2,270,539,255)</u>	<u>(378,423,208)</u>	<u>(384,872,724)</u>	<u>6,449,516</u>	U
Net Patient Service Revenue	<u>1,266,520,600</u>	<u>211,086,769</u>	<u>210,645,520</u>	<u>441,249</u>	U
 Other Operating Revenue:					
Other and IIT Transfers	<u>27,563,282</u>	<u>4,593,880</u>	<u>4,167,355</u>	<u>426,525</u>	U
Total Other Operating Revenue	<u>27,563,282</u>	<u>4,593,880</u>	<u>4,167,355</u>	<u>426,525</u>	U
Total Operating Revenue	<u>\$ 1,294,083,882</u>	<u>\$ 215,680,649</u>	<u>\$ 214,812,875</u>	<u>\$ 867,774</u>	U
 Operating Expenses:					
Nursing Services	\$ 315,522,696	\$ 52,587,116	\$ 50,621,799	\$ 1,965,317	F
Other Professional Services	516,890,099	86,148,350	87,855,268	1,706,918	U
General Services	97,519,498	16,253,250	16,888,396	635,146	U
Fiscal and Administrative Services	204,429,807	34,071,634	30,791,075	3,280,559	F
Ambulatory Care	49,238,508	8,206,418	8,910,855	704,437	U
Other Expenses	<u>63,694,400</u>	<u>10,615,734</u>	<u>10,163,709</u>	<u>452,025</u>	F
Total Operating Expenses	1,247,295,008	207,882,502	205,231,102	2,651,400	F
 Income (Loss) from Operations	<u>46,788,874</u>	<u>7,798,147</u>	<u>9,581,773</u>	<u>1,783,626</u>	F
 NonOperating Revenue (Expense):					
State Appropriation	17,000,000	2,833,333	2,666,667	166,666	U
Interest and Investments	(11,484,263)	(1,914,046)	(1,928,312)	14,266	U
Loss on Disposal of Capital Assets	<u>(2,267,186)</u>	<u>(377,864)</u>	<u>-</u>	<u>377,864</u>	F
Total NonOperating Revenue (Expense)	3,248,551	541,423	738,355	558,796	F
 Change in Net Position	<u>\$ 50,037,425</u>	<u>\$ 8,339,570</u>	<u>\$ 10,320,128</u>	<u>\$ 1,980,558</u>	F

MEDICAL UNIVERSITY HOSPITAL AUTHORITY

(A Component Unit of MUSC)

Schedule of Functional Expenses - Actual versus Budget

For the 2 Month Period Ending August 31, 2015

	Approved Budget	Year To Date Budget	Actual	Variance Favorable/ Unfavorable
Nursing Services:				
Administration and Education	\$ 57,652,872	\$ 9,608,812	\$ 8,499,075	\$ 1,109,737 F
Medical and Surgical	70,103,543	11,683,925	11,432,098	251,827 F
Pediatrics	19,036,947	3,172,825	3,194,140	21,315 U
Emergency and Trauma Units	21,901,877	3,650,313	3,250,629	399,684 F
Intensive Care Units	58,612,364	9,768,727	10,122,521	353,794 U
Coronary Care Units	4,051,220	675,203	648,694	26,509 F
Psychiatric	23,566,111	3,927,685	4,015,359	87,674 U
Operating Rooms	43,534,736	7,255,789	6,531,836	723,953 F
Recovery Rooms	5,053,064	842,177	1,006,120	163,943 U
Delivery and Labor Rooms	5,374,133	895,688	825,770	69,918 F
Obstetrics	6,635,829	1,105,972	1,095,557	10,415 F
Total Nursing Services	<u>\$ 315,522,696</u>	<u>\$ 52,587,116</u>	<u>\$ 50,621,799</u>	<u>\$ 1,965,317 F</u>
Other Professional Services:				
Laboratories and Laboratory Support	\$ 51,651,748	\$ 8,608,626	\$ 8,399,246	\$ 209,380 F
Electrocardiology	7,485,246	1,247,541	1,299,260	51,719 U
Radiology	31,466,860	5,244,477	5,850,359	605,882 U
Pharmacy	150,054,945	25,009,157	25,660,479	651,322 U
Heart Catheterization	12,191,150	2,031,859	1,914,840	117,019 F
Central Services and Supply	96,930,981	16,155,162	17,607,352	1,452,190 U
Anesthesiology	26,441,762	4,406,960	4,190,331	216,629 F
Nuclear Medicine	1,688,681	281,447	234,743	46,704 F
Respiratory Therapy	16,219,271	2,703,212	2,393,246	309,966 F
Physical Medicine	12,438,654	2,073,109	1,857,222	215,887 F
Dialysis	2,199,606	366,601	337,081	29,520 F
Pathology	3,547,541	591,257	507,584	83,673 F
Transplant	27,828,620	4,638,103	3,990,050	648,053 F
Other Miscellaneous Services	20,859,105	3,476,517	3,409,161	67,356 F
Medical Records and Quality Assurance	8,695,175	1,449,196	1,442,200	6,996 F
Resident Support	47,190,754	7,865,126	8,762,114	896,988 U
Total Other Professional Services	<u>\$ 516,890,099</u>	<u>\$ 86,148,350</u>	<u>\$ 87,855,268</u>	<u>\$ 1,706,918 U</u>
General services:				
Dietary	\$ 14,027,754	\$ 2,337,959	\$ 2,144,439	\$ 193,520 F
Plant Ops, Maintenance, Security	64,733,532	\$ 10,788,922	11,604,813	815,891 U
Housekeeping	18,758,212	3,126,369	3,139,144	12,775 U
Total General Services	<u>\$ 97,519,498</u>	<u>\$ 16,253,250</u>	<u>\$ 16,888,396</u>	<u>\$ 635,146 U</u>
Fiscal and Administrative Services:				
Admitting	\$ 6,874,923	\$ 1,145,821	\$ 1,100,142	\$ 45,679 F
Administration	75,820,575	12,636,763	13,137,413	500,650 U
Shared Services	10,906,394	1,817,732	1,879,821	62,089 U
MUSC Support	12,749,156	2,124,858	2,503,509	378,651 U
Accounting	9,701,107	1,616,850	1,275,487	341,363 F
Hospital Patient Accounting	11,403,142	1,900,524	806,253	1,094,271 F
Marketing	9,346,466	1,557,744	1,697,330	139,586 U
Human Resources	4,701,526	783,588	941,188	157,600 U
Communications	2,554,607	425,768	319,927	105,841 F
Computer Services	60,371,911	10,061,986	7,130,005	2,931,981 F
Total Fiscal and Administrative Services	<u>\$ 204,429,807</u>	<u>\$ 34,071,634</u>	<u>\$ 30,791,075</u>	<u>\$ 3,280,559 F</u>
Ambulatory Care:				
Ambulatory Care	\$ 49,238,508	\$ 8,206,418	\$ 8,910,855	\$ 704,437 U
Total Ambulatory Care	<u>\$ 49,238,508</u>	<u>\$ 8,206,418</u>	<u>\$ 8,910,855</u>	<u>\$ 704,437 U</u>
Other:				
Depreciation	\$ 63,694,400	\$ 10,615,734	\$ 10,163,709	\$ 452,025 F
Interest	15,882,568	2,647,096	2,592,562	54,534 F
Loss on Disposal of Capital Assets	2,267,186	377,864	-	377,864 F
Total Other	<u>\$ 81,844,154</u>	<u>\$ 13,640,694</u>	<u>\$ 12,756,271</u>	<u>\$ 884,423 F</u>
Total Expenses	<u>\$ 1,265,444,762</u>	<u>\$ 210,907,462</u>	<u>\$ 207,823,664</u>	<u>\$ 3,083,798 F</u>

MEDICAL UNIVERSITY HOSPITAL AUTHORITY
Notes to the Interim Financial Statements

Balance Sheet: As of 8/31/15 and 8/31/14

Assets:

Cash and cash equivalents, including cash restricted for construction and telemedicine projects, decreased \$5.8 million to \$138.5 million from June 30th, 2015. Unrestricted cash decreased from \$116.5 million to \$112 million for this same period. Through 8/31/15 \$1.35 million of restricted funds has been spent for the Tele-health program and the final \$25,000 remaining appropriation funds for ART 7 was spent. \$7million of operating cash has been spent for Phase II architect and environmental consulting fees. Cash collections from Hospital Patient Accounting for FY 16 are up about \$19.7 million from the same period in FY 15, due to higher surgical volume and strong a/r performance.

Net patient accounts receivable is up \$4.2million due to strong activity over the summer months and the 5% rate increase implemented July 1st. The collection percent has decreased from 36.6 to 34.1 during this same period, mainly due to 5% rate increase mentioned previously. The budgeted collection percent for FY 16 is 35.2%. Year to date case mix index (an indication of patient acuity) at 1.96 is up from last year's 1.89. August's case mix increased to 1.961 from July's CMI of 1.95. Case mix index for the month of August, 2014 was 1.878.

Other Current Assets increased by \$14.9 million from 6/30/15. Prepaid maintenance contracts and payroll insurance increased \$6 million, the accrual for Medicaid GME reimbursement increased \$6.4 million and \$2.67 million was accrued for the State Telehealth appropriation.

Liabilities:

As of August, 2015 Current Installments of Long-Term Debt relates to HUD debt for ART and Central Energy Plant. Current Installments of Notes Payable relate to the note payable for the Sabin St. energy plant.

Long term debt (including current portion, capital lease obligations, and net of deferred issuance costs) decreased \$2.1 million. Prior to the December, 2012 refinancing, principal was paid semi-annually, under the new debt structure, principal is paid monthly. In June, 2013 MUHA accessed the State's loan program to borrow \$13.8 million for the Sabin Street central energy plant project. This is shown in the long term debt section as Notes Payable.

MEDICAL UNIVERSITY HOSPITAL AUTHORITY
Notes to the Interim Financial Statements

Other Accrued Expenses increased by \$879k due to VA resident FICA liability moved from long-term liability, offset by the payment to AnMed of Telemedicine pass through State appropriation.

Statement of Revenues, Expenses and Changes in Net Assets: For the two months ended August, 2015 and 2014

Operating Revenues:

Net patient revenue is up 9.4% from the same period last year. Inpatient census is up 2.1% compared to last fiscal year. E R visits are down 2.75%. Inpatient surgical cases are up 8.4%, while ambulatory cases are up 5.4%. 59 transplant cases have been performed for the first two months compared to 36 for the same period last year. On a volume adjusted basis (adjusted discharges) net patient revenue is up 12% at \$19,319 per case.

Operating Expenses:

When compared to last fiscal year, salaries and benefits increased \$1.2 million (1.5%). Paid FTE's are up 124 from FY 15 with the increases coming in direct patient care areas. The average hourly rate is up 2.8% from the same period last fiscal year. Total hospital fte's are up 124 from FY 15 but are 124 below budget. Paid fte's per adjusted occupied bed of 6.12 compare favorably to the UHC median of 6.59. Compensation costs (including benefits) are 42.6% of net operating revenue. FY 15 costs were 45.9% of net operating revenue.

Services and supplies are up 12.2% compared to last year. The increase in equipment operating leases and maintenance contracts, pharmaceuticals related to the new 340b program, organ acquisition costs due to increased volume, and Epic system conversion costs are responsible for the increase. Total Epic related expense (salaries and other) for FY 16 are \$1.6 million. These costs are somewhat offset by the elimination of \$0.5 million in McKesson CPOE costs for 2 months.

Depreciation and Amortization is 2.9% below the prior year comparative period as we acquire clinical equipment via operating lease structure vs cash acquisition.

Non-Operating Expense

Interest expense is down 5% compared to prior year, due to lower interest related to HUD refinancing. Interest expense is 2% favorable to budget.

MEDICAL UNIVERSITY HOSPITAL AUTHORITY
Notes to the Interim Financial Statements

Budget Comparison:

As of August, 2015 MUHA's net income is \$2 million ahead of budget. The operating margin is 4.46% compared to 3.62% budget. The positive variance is driven by the budget variance in operating expenses.

Net patient service revenues are flat compared to budget, as increased length of stay and payer mix result in write off of much of the gross revenue increase.

Investment income is \$70k below budget 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:

The State appropriation for telemedicine has been recorded as non-operating revenue and restricted cash. Accrual for the appropriation is \$168k below budget.

**RESOLUTIONS OF THE BOARD OF TRUSTEES OF THE MEDICAL UNIVERSITY
HOSPITAL AUTHORITY AUTHORIZING THE GRANT OF CERTAIN RIGHT-OF-
WAY EASEMENTS TO THE COUNTY OF CHARLESTON, SOUTH CAROLINA**

WHEREAS, the Medical University Hospital Authority (“MUHA”) is the owner in control and possession of certain parcels of land in the County of Charleston, South Carolina, as shown on that certain survey entitled, “Subdivision and As-Built Survey of a Portion of MUSC Medical Complex Parcel D Containing 5.74 Acres Into Parcel D-1 Containing 2.23 Acres, Parcel D-2 Containing 3.51 Acres and a New Access/Utility Easement Along Charleston Center Drive,” dated May 6, 2004, prepared by 2AD Surveying Company, Inc., and recorded in Plat Book EH, Page 076 in the RMC’s Office for Charleston County (the “Subdivision Plat”) and labeled as “Parcel D-2” (“Parcel D-2”); and

WHEREAS, as a condition to its January 15, 2015 approval (“City Approval”) of certain improvements on Parcel D-2 (the “Phase Two Hospital Project”), the Technical Review Committee of the Department of Planning, Preservation, and Sustainability of the City of Charleston required the establishment of a cross-access easement expanding a portion of McLennan Banks Court in order to better serve the Phase Two Hospital Project (the “New Easement”), which New Easement is shown and designated as “Proposed 2,658 Sq.Ft. 0.061 Acre Ingress/Egress Easement” on that certain survey entitled, “EXHIBIT SHOWING PROPOSED INGRESS/EGRESS EASEMENT ON PARCEL D-2” dated July 20, 2015, and prepared by Forsberg Engineering and Surveying, Inc., (the “New Easement Area”); and

WHEREAS, MUHA has prepared that certain Declaration of Easement, the form of which is attached hereto as Attachment 1.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees for MUHA, as follows:

SECTION 1. The Board of Trustees for MUHA hereby finds and determines that the Declaration of Easement will be of benefit to MUHA and the Phase Two Hospital Project; and

SECTION 2. The Board of Trustees for MUHA hereby finds and determines that the declaration of easement is necessary and proper for the Phase Two Hospital Project; and

SECTION 3. The Board of Trustees for MUHA hereby approves the form of Declaration of Easement which is attached hereto as Attachment 1; and

SECTION 4. The Board of Trustees for MUHA hereby delegates and affirms that the Executive Director and the Chief Financial Officer (each an “Authorized Officer”), be, and each

of them acting singly hereby is, authorized and directed, for and on behalf of MUHA, to execute and deliver, as applicable, after any and all applicable governance and governmental approvals are received, the Declaration of Easement substantially in the form attached hereto as Attachment 1.

SECTION 5. The Board of Trustees for MUHA hereby ratifies, confirms and approves the acts and deeds of MUHA, any actions taken by an Authorized Officer prior to the date of this Resolution that are within the authority conferred hereby.

Adopted by the Board of Trustees of the Medical University Hospital Authority this ____ day of October 2015.

**MEDICAL UNIVERSITY HOSPITAL
AUTHORITY BOARD OF TRUSTEES**

By: Donald R. Johnson II, MD
Its: Chairman

By: Mark Sweatman
Its: Secretary

DECLARATION OF EASEMENT

Department of Planning, Preservation, and Sustainability of the City of Charleston required the establishment of a cross-access easement expanding a portion of McLennan Banks Court in order to better serve the Hospital Project (the “*New Easement*”), which New Easement is shown and designated as “Proposed 2,658 Sq.Ft. 0.061 Acre Ingress/Egress Easement” on the Survey (the “*New Easement Area*”).

NOW, THEREFORE, in consideration of the foregoing premises herein, MUHA declares and establishes the New Easement on the terms and conditions hereinafter set forth:

1. Declaration of Easement.

A. MUHA hereby bargains, sells, grants, and conveys to the County and PGA a non-exclusive, appurtenant, perpetual, transferable easement over, upon, and across the New Easement Area, as indicated on the Survey, to be used by the County, PGA, and their agents, employees, guests, licensees, and invitees, in conjunction with use by MUHA, for the purpose of pedestrian and vehicular access, ingress, and egress in, to and from the Subject Property and the remainder of the Access Easement. Any other use of the New Easement by the County or PGA is strictly prohibited.

B. Intended Third Party Beneficiary. It is intended that the City of Charleston (the “*City*”) is a thirty party beneficiary of this Declaration. Notwithstanding the foregoing, this Declaration is not intended as a public dedication and shall not give rise to rights in the public generally.

2. Use of Easement Area. It is expressly declared by MUHA that the New Easement shall be for the use of the County, PGA, ~~County, PGA,~~ and their agents, employees, guests, licensees, and invitees, and MUHA and its agents, employees, guests, licensees, and invitees.

3. Easement to Run with the Land. It is intended that the New Easement and any covenants, conditions, restrictions, rights and obligations set forth and granted herein shall run with the land and create equitable servitudes in favor of the County and PGA, shall bind every person having any fee, leasehold or other interest therein and shall inure to the benefit of the County, PGA, and their successors, assigns, heirs, and personal representatives.

4. Maintenance of New Easement. During the duration of this Declaration, MUHA shall, at its expense, maintain the New Easement area in good repair and fit for normal usage.

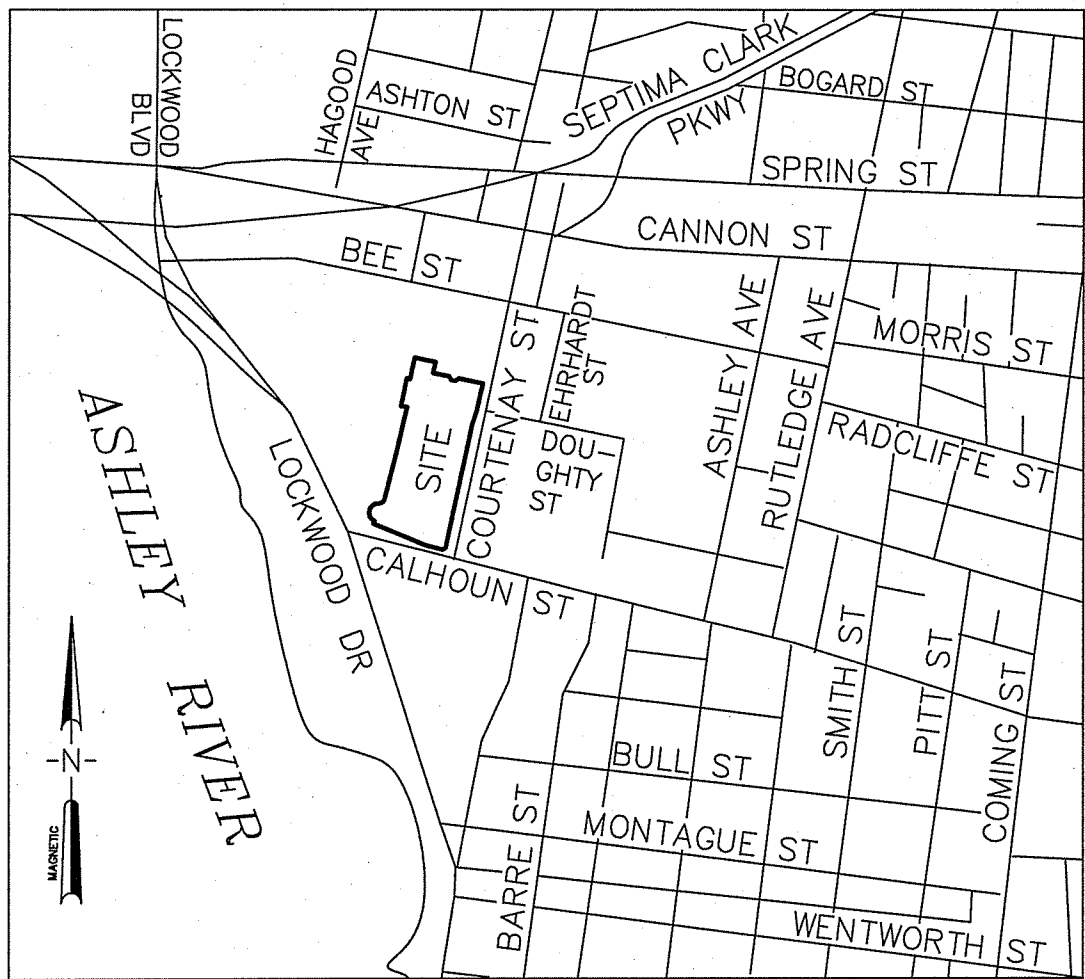
5. Amendment. The New Easement provided for hereby may not be terminated and the terms of this Declaration may not be amended without the express written consent of the City of Charleston and the owners of the Subject Property.

6. Governing Law. This instrument shall be governed by the laws of the State of South Carolina.

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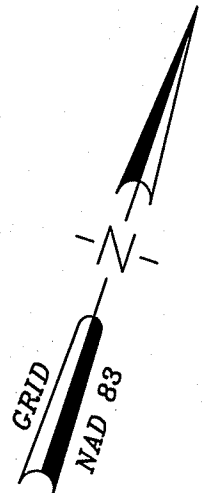
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EXHIBIT I
SURVEY



VICINITY MAP
NOT TO SCALE

TMS # 460-14-00-020
PARKING GARAGE
ASSOCIATES INC
PARCEL C-1



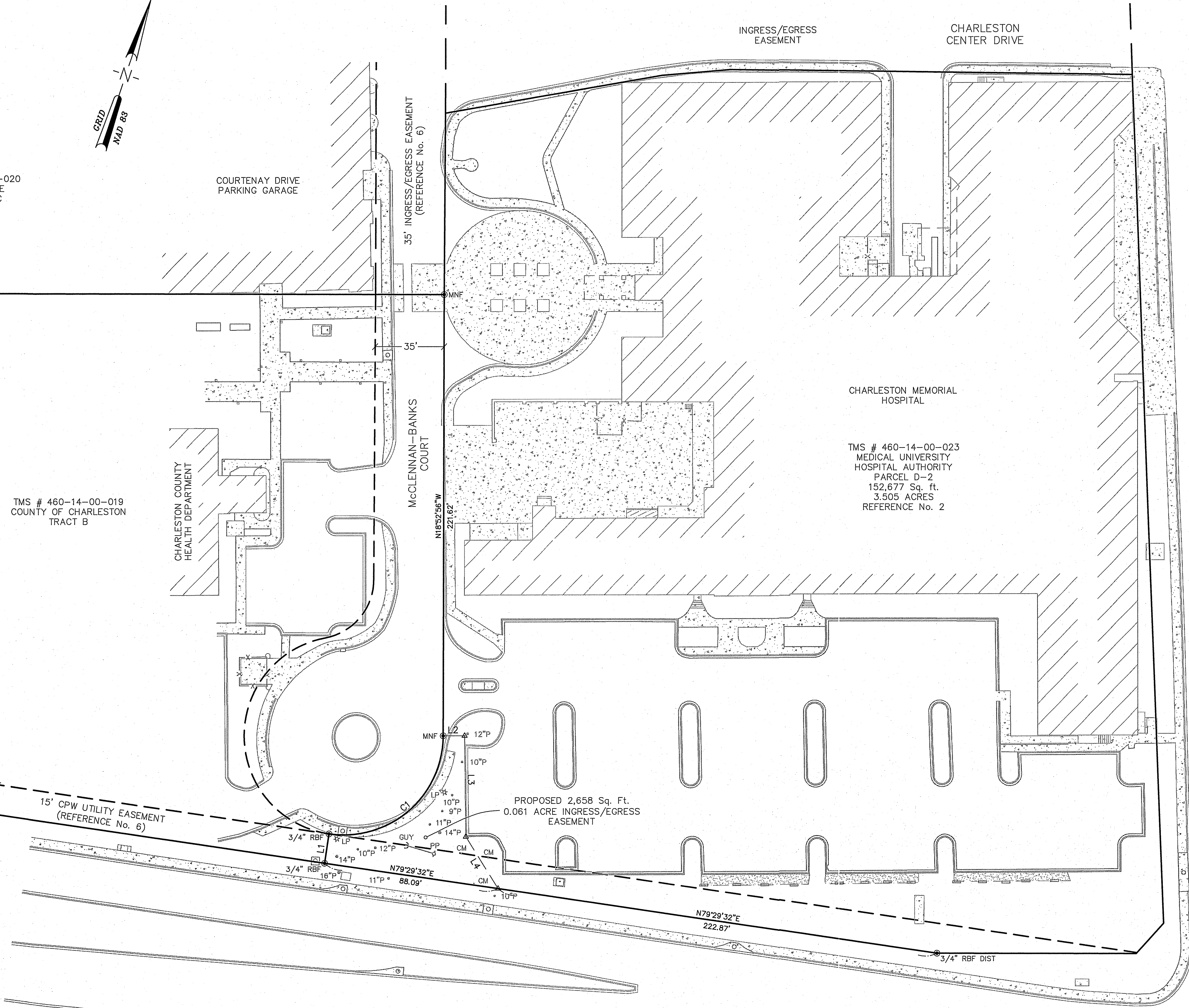
NOTES AND REFERENCES:

- 1) THE TMS NUMBERS ARE 460-14-00-023 AND 460-14-00-019.
- 2) PARCEL WITH TMS NUMBER 460-14-00-023 IS OWNED BY MEDICAL UNIVERSITY HOSPITAL AUTHORITY. PARCEL WITH TMS # 460-14-00-019 IS OWNED BY COUNTY OF CHARLESTON.
- 3) THE TOTAL AREA OF PARCEL 460-14-00-023 IS 152,677 SQ FT OR 3.51 ACRES.
- 4) THIS SURVEY IS NOT INTENDED TO SHOW THE EXISTENCE OR NONEXISTENCE OF U.S. ARMY CORPS OF ENGINEERS JURISDICTIONAL WETLANDS.
- 5) IN REFERENCE TO FEMA FLOOD MAP 45019C0512J DATED 11/17/2004 THE PROPERTIES APPEAR TO LIE IN FLOOD ZONE AE 13.
- 6) HORIZONTAL DATUM REFERENCED IS NAD 83 (2011 SHIFT).
- 7) REFERENCE PLAT BY MARK WOODROW ELLIS TITLED "SUBDIVISION AND AS-BUILT SURVEY OF A PORTION OF MUSC MEDICAL COMPLEX PARCEL D" DATED 10/26/2003 AND RECORDED IN CHARLESTON COUNTY RMC OFFICE IN PLAT BOOK EH PAGE 076.
- 8) REFERENCE PLAT BY GLENN ROBERT GEORGE TITLED "A SUBDIVISION PLAT OF 10.724 ACRES OWNED BY CHARLESTON COUNTY COUNCIL" DATED 3/20/1990 AND RECORDED IN CHARLESTON COUNTY RMC OFFICE IN PLAT BOOK CB PAGE 070.
- 9) REFERENCE PLAT BY JASON R. SURPRENANT TITLED "BOUNDARY SURVEY OF A PROPERTY OWNED BY THE SOUTH CAROLINA DEPARTMENT OF TRANSPORTATION" DATED 8/30/2004 AND RECORDED IN CHARLESTON COUNTY RMC OFFICE IN PLAT BOOK EH PAGE 393.
- 10) REFERENCE SCDOT HIGHWAY DOCKET FILE NO. 10.972 SHEET 8.
- 11) REFERENCE SCDOT HIGHWAY DOCKET FILE NO. 10.158A SHEET 20.
- 12) REFERENCE SCDOT HIGHWAY DOCKET FILE NO. 10.037467A SHEETS 4A-B.

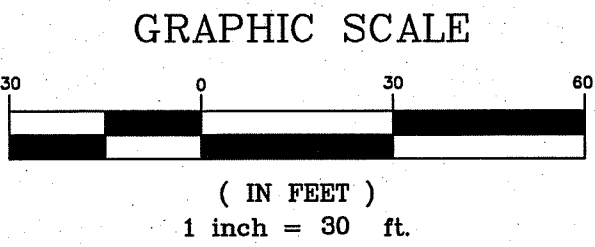
TMS # 460-14-00-019
COUNTY OF CHARLESTON
TRACT B

PARCEL LINE TABLE			
LINE #	DIRECTION	LENGTH	
L1	N10°33'06"W	14.98'	
L2	S70°58'16"W	10.76'	
L3	N19°43'28"W	50.81'	
L4	N50°30'28"W	30.95'	

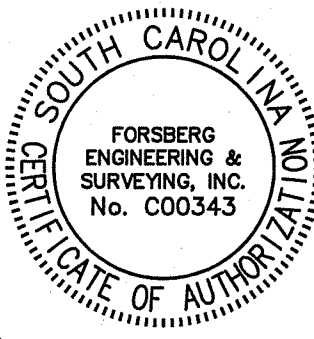
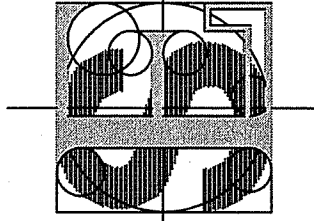
PARCEL CURVE TABLE					
CURVE #	LENGTH	RADIUS	DELTA	CHORD DIRECTION	CHORD LENGTH
C1	85.82'	50.00'	98°20'23"	N30° 17' 02"E	75.67'



CALHOUN STREET
S-10-404
R/W VARIES



**FORSBERG ENGINEERING
AND SURVEYING, INC.**
1587 SAVANNAH HIGHWAY SUITE B
P.O. BOX 30575
CHARLESTON, SOUTH CAROLINA 29417
(843) 571-2622 FAX (843) 571-6780
CIVIL ENGINEERING, SURVEYING
AND LANDSCAPE ARCHITECTURE



**EXHIBIT SHOWING PROPOSED
INGRESS/EGRESS EASEMENT ON PARCEL D-2**
TMS # 460-14-00-023
CITY OF CHARLESTON, CHARLESTON COUNTY, SOUTH CAROLINA



DATE
7/20/2015

DRAWN/CHECKED
ETS/LSM

LAST REVISED

APPROVED
LSM

SCALE
1"=40'

PROJECT NO.
4654

SHEET NUMBER

1

OF 1

Medical Executive Committee - July 15, 2015

The Credentials Committee reviewed the following applicants on July 8, 2015
and recommends approval by the Medical Executive Committee

Medical Staff Initial Appointment and Privileges

Ryan Matthew Barnes, D.O.	Active Provisional	Medicine
Asa L Cordle, M.D.	Active Provisional	Psychiatry
Lindsey Cassini Cox, M.D.	Active Provisional	Urology
Paul G Goetowski, M.D.	Prov. Aff. - Colleague	Radiation Oncology
Ashley Anne Hamstra, M.D.	Active Provisional	Dermatology
Andrew Tsao Huang, M.D.	Active Provisional	Otolaryngology
Libby Kosnik Infinger, M.D., M.P.H	Active Provisional	Neurology & Neurosurgery
Jon Patrick Jennings, M.D.	Active Provisional	Medicine
Andrew Joseph Matuskowitz, M.D.	Active Provisional	Medicine
Theodore Richardson McRackan, M.D.	Active Provisional	Otolaryngology
Michelle Frances Meglin, M.D.	Active Provisional	Obstetrics & Gynecology
Shelby Addison Neal, M.D.	Active Provisional	Obstetrics & Gynecology
Oana Maria Nicoara, M.D.	Active Provisional	Pediatrics
Juan Carlos Varela, M.D., Ph.D.	Active Provisional	Medicine
Nikki Elizabeth Waldstein, M.D., M.P.H	Active Provisional	Pediatrics
Conrad S. P. Williams, IV, M.D.	Active	Pediatrics
Blake Krefton Willis, M.D.	Active Provisional	Medicine
Milad Yazdani, M.D.	Active Provisional	Radiology

Medical Staff Reappointment and Clinical Privileges

Joel Wells Barton, M.D.	Active Provisional	Anesthesiology
Richard Robert Bayer, II, M.D.	Active Provisional	Medicine
David R. Beckert, M.D.	Active	Psychiatry
Bhavna Bhasin, M.B.B.S., M.D.	Active Provisional	Medicine
Patrick Earl Britell, M.D.	Active Provisional	Anesthesiology
Walter Adam Brzezinski, Jr., M.D.	Active	Medicine
Milos Budisavljevic, M.D.	Active	Medicine
Olga Suzanne Chajewski, M.D.	Active Provisional	Pathology & Lab. Med.
Jeffrey Scott Cluver, M.D.	Affiliate	Psychiatry
Nicholas John Connors, M.D.	Active Provisional	Medicine
Bruce Alan Crookes, M.D.	Active	Surgery
Grayce Pauline Davis, M.D.	Active	Anesthesiology
Kevin ONeill Delaney, M.D.	Active	Surgery
Angela Dempsey-Fanning, M.D., M.P.H	Active	Obstetrics & Gynecology
Mitchell L. Devlin, D.O.	Affiliate	Medicine
Sarah Ingrid Dolven, M.D.	Active Provisional	Medicine
John Wesley Doty, M.D.	Active	Anesthesiology
Autumn L. Edenfield, M.D.	Active Provisional	Obstetrics & Gynecology
Andrew Steven Eiseman, M.D.	Active	Ophthalmology
Alvaro Augusto Giraldo, M.D.	Active	Psychiatry
Whitney Spannuth Graybill, M.D., M.S.	Active	Obstetrics & Gynecology
Barry Lewis Hainer, M.D.	Active	Family Medicine
Angelle Simon Harper, M.D.	Active	Radiology
Christopher Laurence Heine, M.D.	Active Provisional	Anesthesiology
James Andrew Huchingson, M.D.	Affiliate - Colleague	Psychiatry
Sherron M. Jackson, M.D.	Active	Pediatrics

Medical Staff Reappointment and Clinical Privileges (continued)

Minoo Naozer Kavarana, M.D.	Active	Surgery
John Michael Kilby, M.D.	Active	Medicine
Zihai Li, M.D., Ph.D.	Active	Medicine
Cara Blythe Litvin, M.D., M.S.	Active	Medicine
Kelley Suzanne Lybrand, D.D.S.	Active	O&M Surgery
Camelia Marculescu, M.D., M.S.C.R	Active	Medicine
Claire Anne MacGeorge, M.D.	Active Provisional	Pediatrics
Sarah Jo Majstoravich, M.D.	Active Provisional	Pediatrics
Eric Gerhard Meissner, M.D., Ph.D.	Active Provisional	Medicine
Nicholas Jerome Milano, M.D.	Active Provisional	Neurology & Neurosurgery
Prince Mohan, M.D., FACP	Active Provisional	Medicine
Gregory Ashley Perron, M.D.	Affiliate CFC - Colleague	Family Medicine
Lynn Janet Poole Perry, M.D., Ph.D.	Active	Ophthalmology
Etta Driscoll Pisano, M.D.	Active	Radiology
Jonathan Scott Ralston, M.D., M.S.	Active	Pathology & Lab. Med.
Karolinne Maia Rocha, M.D., Ph.D.	Active Provisional	Ophthalmology
Katherine Ruzhansky, M.D., M.S.	Active Provisional	Neurology & Neurosurgery
Takamitsu Saigusa, M.D.	Active	Medicine
Gregory Douglas Schnepfer, M.D.	Active	Anesthesiology
Titte Rajagopal Srinivas, M.D.	Active	Medicine
Daniel Howard Steinberg, M.D.	Active	Medicine
Thomas Mark Todoran, M.D., M.S.	Active	Medicine
Bryan Keith Tolliver, M.D., Ph.D.	Active	Psychiatry
John Matthew Toole, M.D.	Active	Surgery
Katherine Elizabeth Twombly, M.D.	Active	Pediatrics
Leonidas Nye Walthall, IV, M.D.	Active	Medicine
Tracy Elizabeth Wester, M.D.	Active Provisional	Anesthesiology
John McElmurray Wrangle, M.D.	Active Provisional	Medicine
Maria Yared, M.D.	Active Provisional	Anesthesiology

Medical Staff Reappointment and Change in Privileges

Meryle Jocelyn Eklund, M.D.	Active Provisional	Radiology	No longer needs ModSed
Ganga Lakshmi Srinivas, M.B.B.S.	Active	Pediatrics	Add: Neonatal circumcision
Maria Rudisill Streck, M.D.	Affiliate CFC	Pediatrics	Add: Gen Peds privileges

Medical Staff Change in Privileges

Charles Fitzgerald Bratton, M.D.	Active	Surgery	Add: Robotic assist
Daniel Boram Park, M.D., B.A.	Active	Pediatrics	Add: Peds EM privileges

Professional Staff Initial Appointment and Privileges

Catherine Durham, D.N.P., M.S.N.	Provisional Allied Health	Family Medicine
Brittany Morgan Hansel, P.A.C.	Provisional Allied Health	Neurology & Neurosurgery
Melissa Marie Kellum, A.N.P.	Provisional Allied Health	Neurology & Neurosurgery
John Anthony Kenna, M.S., N.P.	Provisional Allied Health	Neurology & Neurosurgery
Kelly Grommersch Lynch, D.N.P.	Provisional Allied Health	Surgery
Christopher James Mart, M.S.	Provisional Allied Health	Radiation Oncology
Jessica E. Marzolf, M.S.N., R.N.	Provisional Allied Health	Pediatrics
Megan Mercedes Wallace, M.S.W.	Provisional Allied Health	Psychiatry

Professional Staff Reappointment and Privileges

Vicki Emmerling Allen, P.A.C., M.S.	Allied Health	Medicine
Terri Olivia Fowler, D.N.P., A.P.R.N.	Provisional Allied Health	Medicine
Kathleen Claire Graves, P.A.C.	Allied Health	Surgery
Emily Brooke Jackson, D.N.P., A.P.R.N.	Provisional Allied Health	Pediatrics
Maria Psomas Jones, P.A.C., B.S.	Allied Health	Medicine
Muriel L Labonte, R.N., A.P.R.N.	Allied Health	Medicine
Julie Hocutt Mansfield, P.A.C.	Allied Health	Surgery
Jennifer Celeste Meassick, P.A.C.	Allied Health	MUHA Surgical Services
Heather L. Norton, A.C.N.P, M.S.N.	Provisional Allied Health	Neurology & Neurosurgery
Adrian D Novit, Ph.D.	Allied Health	Psychiatry
Joshua P Smith, Ph.D.	Allied Health	Psychiatry
Lauren Sydnor Springs, P.A.C.	Allied Health	Surgery

Professional Staff Change in Privileges

Lee A. Erbe, F.N.P.	Allied Health	Anesthesiology	Moving from MED to ANE
Tracy Williams Halasz, P.N.P.	Allied Health	Pediatrics	Add Nexplanon

Medical Executive Committee - August 19, 2015

The Credentials Committee reviewed the following applicants on August 12, 2015

Medical Staff Initial Appointment and Privileges

Ricardo Arturo Arbizu Alvarez, M.D.	Active Provisional	Pediatrics
Jennifer Lynn Aron, D.O.	Prov. Aff. CFC - Colleague	Medicine
Lauren Jennifer Becton, M.D.	Active Provisional	Pediatrics
Tommy Richard Buchanan, Jr., M.D.	Active Provisional	Obstetrics & Gynecology
Christopher Edward Gross, M.D.	Active Provisional	Orthopaedics
Jennifer Wen Hsu, M.D.	Active Provisional	Medicine
Walter Ennis James, IV, M.D.	Active Provisional	Medicine
Alison Marie Jeziorski, M.D., M.B.A.	Active Provisional	Anesthesiology
Han Li, M.D., M.S.*	Active Provisional	Surgery
Clara Lombana, M.D.	Active Provisional	Obstetrics & Gynecology
Anemaria Lutas, M.D.	Prov. Aff. CFC - Colleague	Medicine
Girish Mour, M.B.B.S., M.D.	Active Provisional	Medicine
Robert Francis Murphy, M.D.	Active Provisional	Orthopaedics
Samuel Luke Oyer, M.D.	Active Provisional	Otolaryngology
David John Powell, III, M.D.	Provisional Affiliate	Neurology & Neurosurgery
Emily Helen Reams, M.D.	Active Provisional	Medicine
Habib Rizk, M.D., M.Sc.*	Active Provisional	Otolaryngology
Christine Bobotas San Giovanni, M.D.	Active Provisional	Pediatrics
Alison Pierce Smock, M.D.	Provisional Affiliate	Neurology & Neurosurgery
J Rhet Tucker, D.M.D.	Active Provisional	Otolaryngology
Kelli Wong Williams, M.D., M.P.H.	Provisional Affiliate CFC	Pediatrics

Medical Staff Reappointment and Clinical Privileges

Jennifer Eileen Bain, M.D.	Active Provisional	Family Medicine
Jeffrey Paul Caporossi, M.D.	Active Provisional	Medicine
Kenneth David Chavin, M.D., Ph.D.	Active	Surgery
Edward William Cheeseman, Jr., M.D.	Active	Ophthalmology
Jennifer Lynn Cook, M.D.	Active	Medicine
David Mark Countryman, M.D.	Affiliate	Surgery
Jacob Michael Drew, M.D.	Active Provisional	Orthopaedics
Larry Clark Field, Jr., M.D.	Active	Anesthesiology
Cory Michael Furse, M.D., M.P.H	Active	Anesthesiology
Theodore Stewart Gourdin, M.D.	Active Provisional	Medicine
David Gregg, IV, M.D.	Active	Medicine
Gregory Alan Hall, M.D.	Active	Medicine
Marc Scott Haro, M.D., M.S.	Active Provisional	Orthopaedics
Norman Robert Harvey, M.D.	Active Provisional	Anesthesiology
Joseph Gordon Krainin, M.D.	Active Provisional	Neurology & Neurosurgery
Ekrem Kutluay, M.D.*	Active	Neurology & Neurosurgery
Jan Andrew Kylstra, M.D.	Active	Ophthalmology
Leilani Victoria Lee, M.D.	Active Provisional	Psychiatry
Kristi McCauley Lentsch, M.D.	Affiliate CFC - Colleague	Medicine
Robert Baer Miller, M.D.	Active	Medicine
Sujai Deep Nath, M.D.	Active Provisional	Neurology & Neurosurgery
Ashli Karin O'Rourke, M.D.	Active	Otolaryngology
Shelly Dawn Ozark, M.D.	Active	Neurology & Neurosurgery
Johanna Gudrun Palmadottir, M.D.	Active Provisional	Pediatrics

Medical Staff Reappointment and Clinical Privileges (continued)

Talat Hayat Raja, M.D.	Active	Medicine
John Routt Reigart, II, M.D.	Active	Pediatrics
Tara Michelle Rickard, M.D., Pharm.D.	Active Provisional	Medicine
Laura Lynne Roberts, M.D.	Active	Anesthesiology
Angela Maria Savatiel, M.D.	Active	Obstetrics & Gynecology
Harris Scott Slone, M.D.	Active Provisional	Orthopaedics
Stuart Andrew Smalheiser, M.D.	Affiliate	Medicine
Mimi Sohn, M.D.	Active	Neurology & Neurosurgery
Shaoli Sun, M.D.	Active	Pathology & Lab. Med.
Manoucher Lance Tavana, M.D.	Active	Surgery
Beth Terpolilli Teegarden, M.D.	Active Provisional	Anesthesiology
Zeke Jonathan Walton, M.D.	Active Provisional	Orthopaedics
Robert Curtis Waters, M.D.	Active	Otolaryngology
Lara Wine Lee, M.D., Ph.D.	Active Provisional	Dermatology
Shane Kelby Woolf, M.D.	Active	Orthopaedics
Rachael Thomas Zweigoron, M.D.	Active	Pediatrics

Medical Staff Reappointment and Change in Privileges

David Gordon Bundy, M.D., M.P.H.	Active	Pediatrics	Add neonatal circumcision
Kimberly Gronsman Lee, M.D., M.S.	Active	Pediatrics	Add Tele. Neonatology
Sheldon Ellis Litwin, M.D.	Active Provisional	Medicine	Add ModSed and TEE
Rebecca Jane McPherson, M.D.	Active	Pediatrics	Add Tele. Neonatology

Medical Staff Change in Privileges

Claire Anne MacGeorge, M.D.	Active Provisional	Pediatrics	Add neonatal circumcision
Adebowale Ayoola Odulana, M.D.	Active	Pediatrics	Add neonatal circumcision
Elizabeth Mary Wallis, M.D., M.S.	Active	Pediatrics	Add neonatal circumcision

Professional Staff Initial Appointment and Privileges

Christina Grace Baxter, N.N.P.	Provisional Allied Health	Pediatrics
Darrin E. Bizal, N.N.P., MSN	Provisional Allied Health	Pediatrics
Kelly Christina Burtch, N.P., R.N.	Provisional Allied Health	Medicine
David Christopher Fitzgerald, C.C.P.	Provisional Allied Health	Surgery
Mary Ann Hegedus, D.N.P., F.N.P.	Provisional Allied Health	Neurology & Neurosurgery
Joshua Martin Hillie, LCSW	Provisional Allied Health	Psychiatry
Randi Jo Hoffmann, A.C.N.P, Ph.D.	Provisional Allied Health	Medicine
Sarah Jane Wright Rudolph, D.N.P.	Provisional Allied Health	Pediatrics
Carolyn Blackwell Stewart, A.N.P.	Provisional Allied Health	Neurology & Neurosurgery
Josh Waters Whibley, P.A.	Provisional Allied Health	Orthopaedics
Tiffany H. Williams, D.N.P., MSN	Provisional Allied Health	Pediatrics

Professional Staff Reappointment and Privileges

Zachary W. Adams, Ph.D.	Provisional Allied Health	Psychiatry
Cynthia L Allen, F.N.P., Ph.D.	Allied Health	Family Medicine
Shanna Marie Amoroso, M.S.N.	Provisional Allied Health	Neurology & Neurosurgery
Connie S. Canaday, A.P.R.N., F.N.P.	Allied Health	Medicine
Christine Patton Corley, R.N., P.N.P.	Allied Health	Pediatrics
Jennifer A. Correll, Ph.D., M.A.	Provisional Allied Health	Psychiatry
Kelley Delaney, M.S.N., F.N.P.	Provisional Allied Health	Psychiatry
Sarah Ann Kimble, P.A.C.	Allied Health	Medicine
Gina Marie O'Callaghan, P.A.C.	Provisional Allied Health	Medicine
Mary Catherine Park, P.A.C.	Allied Health	Psychiatry

Professional Staff Reappointment and Privileges (continued)

Shelley Louise Richardson, C.R.N.A.	Allied Health	Anesthesiology
James W Richardson, C.R.N.A., BSN	Allied Health	Anesthesiology
Kelly A Taylor, M.H.S., P.A.C.	Allied Health	Medicine
Daniel James Venancio, P.A.C.	Allied Health	Medicine
Adrianne English West, C.R.N.A.	Allied Health	Anesthesiology

Medical Executive Committee Presiding: Dr. Brenda Hoffman Date: July 15, 2015 Meeting Place: 628 CSB Recording: Jane Scutt Meeting Time: 7:30 am Adjournment: 8:30 am	Members present: Dr. Hoffman, Dr. Habib, Boylan, Dr. Adams, Dr. Basco, Dr. Cawley, Dr. Clyburn, Dr. Easterling, Dr. Elliott, Dr. Handel, David McLean, Dr. Reeves, Dr. Rockey, Dr. Russell, Dr. Salgado, John Sanders, Dr. Schaffner, Dr. M. Scheurer, Dr. Warren, Dr. Wray, Carol Younker Members excused: Dr. Baliga, Dr. Carroll, Dr. Cluver, Dr. Costello, Dr. Deas, Dr. Fakhry, Dr. Gillespie, Dr. Ikonomidis, Lois Kerr, Dr. Lancaster, Dr. Ovbiagele, Dr. Ryan, Dr. Streck, Matt Wain, Dr. Zwerner Guests: John Rassmussen, Tim Smith, Frances Taylor, Jennifer Alex		
Agenda/Topic	Debate & Discussion	Conclusions	Recommendation/ Follow-Up What/When/Who
Executive Session	N/A		
Wins	<ul style="list-style-type: none"> Dr. Elliott announced that Dr. Baliga became the chair of Department of Surgery and Dr. Dirk Elson is the new chair of Dermatology. Dr. Cawley reminded the group that the upcoming Magnet Site visit next week is a big win to MUSC. 	Accepted as information.	
Review of Minutes	The June 17, 2015, 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: 55 Medical Staff Reappointment and Change in Privileges: 3 Medical Staff Change in Privileges: 2 Professional Staff Initial Appointment and Privileges: 8 Professional Staff Reappointment and Privileges:12 Professional Staff Reappointment and Change in Privileges: 12	MEC recommends the appointments, reappointments and delineation of clinical privileges for Board of Trustees approval.	
Laptop Encryption	John Rasmussen, MUSC Chief Information Security Officer, gave an update on the OCIO Data Encryption Project. The purpose of this project is to meet state and federal regulatory requirements and MUSC policy to protect MUSC data. The initial scope is to verifiably encrypt all MUSC owned Windows and Macintosh portable computers by 2015. Mr. Rasmussen reviewed the user impact; communications plan and the timeline for the rollout of this project.	Accepted as information.	
MUSC Shawn Jenkins Children's Hospital & Women's Pavilion (SJCHWP) Update	Dr. Mark Scheurer reviewed the project design and construction schedule for the new SJCHWP hospital. Dr. Scheurer reported that the Design and Development phase is now complete. Dr. Scheurer commented that there were over 20 teams involved in the phase including parents, physicians and nurses. Dr. Scheurer shared a stack diagram of the new SJCHWP hospital showing each of the floors and what services would be included.	Accepted as information.	

GME Report	Dr. Clyburn announced that the CLER visit was March last year so it could be as early as November when they return. Dr. Clyburn also mentioned that 211 residents came on board in July and one of things that is unique to MUSC is the Transitions of Care Communication curriculum. Several parts to this curriculum include 1) education on what makes adequate communication; 2) simulation lab training with people from every department who watch the residents actually hand off a patient; and 3) participation in a root cause analysis scenario which is coordinated by Dr. Danielle Scheurer and Sheila Scarbrough. Sheila Scarbrough asked that if a resident is asked to participate in a root cause analysis to please excuse them from their clinical duties when they are needed to participate.		
Hospital Report	<p>Dr. Cawley gave the year-end progress report on FY2015 Organizational Goals:</p> <ul style="list-style-type: none"> • Ideal Patient Experience – 1.55 – Red - Will not meet goal • People: <ul style="list-style-type: none"> - Employee Engagement - Green – Goal was met - Physician Engagement – Green – Goal was met - Overall Teamwork – Green – Goal was met • Quality: <ul style="list-style-type: none"> - Ideal Care: - 3.1 – Green – Final data not in but most likely will meet goal - Culture of Safety – 64 - Green – Goal was met • Finance: <ul style="list-style-type: none"> - Total Cash – \$111.9 - Green – Goal was met - Operating Margin – 4.8% – Green – Goal was met - Reduce Direct Cost Per Adjusted Discharge – \$9,841 Red – will not meet goal. • Growth <ul style="list-style-type: none"> - Strategically grow Telehealth – Green – Goal was met - Bed Flow Goal – Red – will not meet goal <p>Dr. Cawley gave an overview of the FY16 Organizational goals and the goals under each pillar. More detailed information about each goal will be presented at the August MEC meeting:</p> <p>Service – Ideal Patient Experience People – Employee Engagement, Physician Engagement, Diversity Quality & Safety – Ideal Care, Culture of Safety, Teamwork Finance – Days Cash, Net Margin Growth – Inpatient & Outpatient Access, Inpatient Re-Admission Reduction, Telehealth/Telemedicine, Population Health Innovation (New Pillar for FY16) – New Ideas and Practices</p>	Accepted as information.	
Quality Report	Dr. Scheurer was not able to attend so no quality report was given at the July MEC meeting.		

Magnet Report	Dr. Schaffner gave an update on the upcoming Magnet site visit that is scheduled for July 20 -23, 2015. Plans are meet in the main lobby and horseshoe area on Monday July 29 at 7:30 am to meet the surveyors. Goal is to line the lobby and horseshoe with leaders, physicians and staff. Dr. Schaffner encouraged members of the MEC to be in the horseshoe to greet the surveyors if they are available.		Accepted as information.	
Items for Communication	No items for communication were submitted.		Accepted as information.	
Policies (Consent)	<ul style="list-style-type: none"> • C-043 Pet Therapy • C-139 Perioperative Bathing • C-167 Home Medications • C-196 Nutrition Screening and Assessment • C-211 Medical Records Correction – NEW • Maternity Care and Infant Feed – New 		Approved	
Standing Orders (Consent)	<ul style="list-style-type: none"> • Pediatric Primary Care • RT 5 Urology Clinic 			
Other (Consent)	<ul style="list-style-type: none"> • 2015 Quality and Performance Improvement Plan 			
Data & Service Reports (Consent)	Data reports reviewed: <ul style="list-style-type: none"> • Bed Capacity Summary • Quality of H&P by Department • Hand Hygiene 	Service reports reviewed: <ul style="list-style-type: none"> • Discharge Summary Turnaround Time • Discharge Detail Turnaround Time 	Accepted as information.	
Subcommittee Minutes (Consent)	<ul style="list-style-type: none"> • Blood Utilization • Clinical Documentation Improve • Credentials • Emergency Management • Ethics • Graduate Medical Education 	<ul style="list-style-type: none"> • Health Information Mgmt. OR Exec • Perinatal Quality • Pharmacy & Therapeutics • Quality Operations 	Accepted as information.	
Adjournment 8:30 am	The next meeting of the Medical Executive Committee will August 19, 2015 at 7:30 am in 628 CSB			



Alice Boylan, MD, Secretary of the Medical Staff

Medical Executive Committee Presiding: Dr. Brenda Hoffman Date: August 19, 2015 Meeting Place: 628 CSB Recording: Jane Scutt Meeting Time: 7:30 am Adjournment: 8:30 am	Members present: Dr. Hoffman, Dr. Habib, Boylan, Dr. Baliga, Dr. Basco, Dr. Carroll, Dr. Clyburn, Dr. Easterling, Dr. Elliott, Dr. Gray, Dr. Handel, Dr. Jauch, Dr. Rockey, Dr. Ryan, John Sanders, Sheila Scarbrough, Dr. D. Scheurer, Dr. Warren, Members excused: Dr. Cawley, Dr. Cluver, Dr. Costello, Dr. Deas, Dr. Fakhry, Dr. Gillespie, Dr. Ikonmidis, Lois Kerr, Dr. Lancaster, David McLean, Dr. Ovbiagele, Dr. Reeves, Dr. Russell, Dr. Salgado, Dr. Schaffner, Dr. M. Scheurer, Dr. Streck, Matt Wain, Dr. Wray, Dr. Younker, Dr. Zwerner Guests: Anton Gunn, Larry Field, Jimmy New, Frances Taylor, Jennifer Alex, Megan Zeek, Stephen Graves		
Agenda/Topic	Debate & Discussion	Conclusions	Recommendation/ Follow-Up What/When/Who
Executive Session	N/A		
Wins	N/A	Accepted as information.	
Review of Minutes	The July 15, 2015, meeting minutes were reviewed and approved.	Approved	
Credentials Committee	Dr. Gray reported on the following: Medical Staff Initial Appointment and Privileges: 21 Medical Staff Reappointment and Clinical Privileges: 401 Medical Staff Reappointment and Change in Privileges: 4 Medical Staff Change in Privileges: 3 Professional Staff Initial Appointment and Privileges: 11 Professional Staff Reappointment and Privileges: 15 Professional Staff Reappointment and Change in Privileges: 0 The following board certification waivers exemption were granted: Ekrem Kutluay, MD; Han Li, MD; and, Habib Rizk, MD	MEC recommends the appointments, reappointments and delineation of clinical privileges for Board of Trustees approval.	
Diversity & Inclusion at MUSC	Mr. Anton Gunn, Chief Diversity Officer, gave an update on MUSC's Diversity and Inclusion efforts. Mr. Gunn shared the framework around why MUSC is on this journey around diversity and inclusion. Mr. Gunn shared the key points of "Diversity and Inclusion Matters" and shared the MUSC Value on Diversity which is one of MUSC's key values. Mr. Gunn discussed healthcare reform and how it impacts the patient experience and how it is more complex due to the diversity of our patient population. A 2002 Institute of Medicine (IOM) report showed that racial and ethnic disparities were widespread in the U.S. A 2014 report from the Agency for Healthcare Research and Quality (AHRQ) showed that through 2012 disparities have not improved substantially. Mr. Gunn stated that racial disparities cost the nation \$57 billion per year. Mr. Gunn showed the make-up of MUSC's patient population by race and by gender. He also shared MUSC employee and physician demographics. Mr. Gunn reviewed the four themes around the diversity framework and how they fit within the MUHA Operational Playbook. Mr. Gunn reviewed how the High Reliability principles are applied to our framework around diversity.	Accepted as information.	
Pharmacy & Therapeutics Committee Update	Dr. Heather Easterling and Dr. Jimmy New gave an update on the Pharmacy and Therapeutics Committee (P&T). Dr. Easterling reviewed the committee's charge and the	Accepted as information.	

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"...discovery, subpoena, or introduction into evidence in any civil action..."***

	functions of the committee which include maintaining the formulary system including continuously reviewing and recommending revisions to the formulary which is a part of the Joint Commission standards; and to communicate these decisions. Dr. Easterling reviewed the committee structure and also shared the committee memberships. Dr. Jimmy New showed a breakdown of the committee's actions/work in FY15 which included class reviews; additions; changes and deletions to the formulary. Dr. Easterling gave an overview of the evolution of the P&T Committee and also shared barriers which included membership and requestor attendance. She commented that there is good physician attendance and they have also started using Adobe connect so people can participate from their office. She asked the MEC to review the P&T committee membership and let her know of any individuals that should be added and/or removed.			
GME Report	Dr. Clyburn announced that the CLER visit could be as early as the fall of this year. Also, the Chief Resident Council is currently looking at resident salaries.			
Quality Report	Dr. Danielle Scheurer reported that <i>US News & World Report</i> has named MUSC as the #1 hospital in South Carolina. ENT is ranked #32 in the nation. Overall scores increased in all but one specialty (diabetes-endocrine). Dr. Scheurer shared the components and weights that are used in determine the rankings. Dr. Scheurer showed the 2015 vs 2014 rankings by specialty and also showed the specialty rankings and how close they were to hitting the top 50. Dr. Scheurer reviewed MUSC's performance in the structure metrics including the accomplishments and the areas of opportunity. She also showed how we MUSC would have fared if we had achieved Magnet. Dr. Scheurer showed the PSI performance and areas to improve including: Magnet status; the excellent review process in place now for PSIs and mortality (QAPI programs; uses UHC methodology.			
Hospital Report	No report due to time.			
Magnet Report	No report due to time.			
Items for Communication	No items for communication were submitted.		Accepted as information.	
Policies (Consent)	<ul style="list-style-type: none"> • C-043 Pet Therapy • C-139 Perioperative Bathing • C-167 Home Medications • C-196 Nutrition Screening and Assessment • C-211 Medical Records Correction – NEW • Maternity Care and Infant Feed – New 		Approved	
Data & Service Reports (Consent)	Data reports reviewed: <ul style="list-style-type: none"> • Bed Capacity Summary • Quality of H&P by Department • Hand Hygiene 	Service reports reviewed: <ul style="list-style-type: none"> • Discharge Summary Turnaround Time • Discharge Detail Turnaround Time 	Accepted as information.	
Subcommittee Minutes (Consent)	<ul style="list-style-type: none"> • Blood Utilization • Clinical Documentation Improve 	<ul style="list-style-type: none"> • Graduate Medical Education • Health Information Mgmt. OR Exec 	Accepted as information.	

	<ul style="list-style-type: none"> • Credentials • Emergency Management • Ethics 	<ul style="list-style-type: none"> • Perinatal Quality • Pharmacy & Therapeutics • Quality Operations 		
Adjournment 8:35 am	The next meeting of the Medical Executive Committee will September 16, 2015 at 7:30 am in 628 CSB			



Alice Boylan, MD, Secretary of the Medical Staff

AGREEMENTS ENTERED INTO BY THE MEDICAL UNIVERSITY HOSPITAL
AUTHORITY SINCE THE August 2015 MEETING OF THE BOARD OF TRUSTEES

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

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

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

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

Affiliation Agreements –

Towson University
Sacred Heart University

Shared Services Agreements –

Medical University Hospital Authority

Construction Contracts - For Reporting

October 9, 2015

MB Kahn	\$105,352.49
South Park Tenant Upfit	
Replacement of ductwork and VAV boxes for H.I.S.	
The Robins & Morton Group	\$197,965.00
ART 5th & 6th Floors Physicians Hoteling	
Provide construction services for the conversion of waiting rooms to physician hoteling space.	
Chastain Construction	\$128,235.00
UH 3rd Floor PET CT	
Provide construction services for the UH 3rd Floor Pet CT.	
B & F Mechanical	\$62,347.00
RT Emergency Chilled Water Piping Replacement	
Provide and install chilled water piping in Rutledge Tower.	

Medical University Hospital Authority

Professional Services Contracts - For Reporting

SPL Consulting	\$68,670.00
Legionella Testing and Evaluation	
Provide water sampling and consulting services for Legionella.	
Ray Huff Architect	\$60,000.00
MUSC Campus Green Corridor & Related Projects	
Urban design consulting services.	

Medical University Hospital Authority

IDC Professional Services Contracts - For Reporting

Compass 5 Partners	\$61,246.00
Campus Master Plan-MUHA Clinical Space	
Provide programming, planning and modeling services.	
McMillan Pazdan Smith	\$90,000.00
ART & CHWP Public Connection	
Provide feasibility study for a public connection for ART and CHWP.	

**BOARD OF TRUSTEES
MEDICAL UNIVERSITY OF SOUTH CAROLINA
RESEARCH AND INSTITUTIONAL ADVANCEMENT COMMITTEE
OFFICE OF DEVELOPMENT AND ALUMNI AFFAIRS
OCTOBER 9, 2015**

Through September 21, 2015, the Medical University of South Carolina's Office of Development and Alumni Affairs is very pleased to report that we have successfully secured \$21.7 million in new gifts and pledges. Our pace is about well ahead of where we were this time last year. We continue to focus a great deal of attention and energy on the fundraising campaign for the new Children's Hospital and Women's Pavilion.

The following highlights reflect some of the key accomplishments that have transpired since the August 14, 2015, Board of Trustees meeting:

MUSC SHAWN JENKINS CHILDREN'S HOSPITAL

- We received the following commitments earmarked for the MUSC Shawn Jenkins Children's Hospital:
 - \$3 million pledge from Zeus Industrial, Inc. This is in addition to the \$3 million cash gift provided in July.
 - \$200,000 from the Johnson Controls Foundation. This was made possible through Mr. Jim Keyes, their former CEO who serves on our Children's Hospital Fund Advisory Board. Jim is a \$7-figure donor to the Campaign.
 - \$160,000 from Mr. and Mrs. Tony Berenyi. Cokie Berenyi is a member of the MUSC Foundation Board of Directors.
 - \$100,000 from Mr. and Mrs. Hank Cheves. Sandra Cheves serves on the Children's Hospital Fund Advisory Board.
 - \$100,000 from Mr. and Mrs. James Dyke of Charleston
 - \$25,000 from Mr. and Mrs. David Simmons. Beth Simmons serves on the Children's Hospital Fund Advisory Board.

- On June 26, the 19th Annual Monica Kreber Golf Tournament was held at Seabrook Island. This year's event raised \$62,500. To date, this tournament has raised over \$667,772 for pediatric oncology research programs.

DEPARTMENT OF MEDICINE

- The Department of Medicine received a \$450,000 commitment from the Huggins Family designated for the Cystic Fibrosis Education, Research and Patient Care Fund to be used for the recruitment of a new cystic fibrosis faculty member in the Division of Pulmonary, Critical Care, Allergy & Sleep Medicine.
- Mr. and Mrs. David I. Elow have made a \$59,886 legacy gift designated to the Pulmonary/Critical Care Research and Education Fund.
- Dr. and Mrs. Richard M. Silver have made a \$25,000 bequest earmarked for the Richard M. Silver, MD, Rheumatology & Immunology Division Director Fund.

HOLLINGS CANCER CENTER

- The 5th Annual Swing for a Cure Branch-Crawford Memorial Kick-off Party and Golf Tournament raised \$100,000 in support of sarcoma research at Hollings Cancer Center.
- The Donaldson Charitable Trust has made a \$100,000 gift in support of cancer research at Hollings Cancer Center.
- Mrs. Jeanelle M. McCain contributed \$25,000 in support of the Will McCain Fund for Melanoma Research.
- Mr. and Mrs. Dalton Floyd made a gift of \$5,000 to support the Linda Floyd Women's Cancer Lectureship to be held in the Spring of 2016.

HEART AND VASCULAR CENTER

- The Heart & Vascular Advisory Board is hosting the 2nd Annual Ben Marino Heart Award Luncheon on October 16. This year's honorees are the late Dr. James B. Edwards, President Emeritus, and Mrs. Ann Edwards. The board is projecting to raise over \$100,000 to support heart research at the Gaze Cardiac Research Institute.

NEUROLOGY

- A member of the Department of Neurology Advisory Board, Kaye Smith, made a \$10,000 gift to the Behavioral Neurology Division.

DEPARTMENT OF SURGERY

- The Peter R. and Cynthia Kellogg Foundation contributed \$25,000 and the L. Jack and Ella Shaw Spiers Foundation has pledged \$25,000 to the C.D. Smith, M.D., Fellowship in Surgical Education Fund. The Fellowship totals \$160,000. Gifts are being received in honor of Dr. Smith who is currently biking 3,700 miles in 45 days from Portland, Oregon, to Portland, Maine, in support of surgical education at MUSC.
- Dr. Barry Davis and Dr. Jim Zellner, both alumni of MUSC's Cardiothoracic Surgery Residency Program, have each pledged \$50,000 to the Fred Crawford, M.D, Endowed Chair in Cardiothoracic Surgery, bringing us to within 96% of our \$2 million goal.

COLLEGE OF PHARMACY

- The College of Pharmacy hosted its annual MUSC Pharmacy Scholarship Luncheon for donors and student scholarship recipients on August 21. More than \$213,000 in scholarship money was awarded representing 36 titled scholarships and 105 individual awards.
- Nearly \$15,000 was raised in sponsorship support for the college's Orientation and White Coat celebration.
- George Stamatiades, a graduate from the class of 1954, recently increased his original commitment to the Building the Future of Pharmacy Campaign to reach the \$25,000 leadership gift level.
- The College received confirmation that they have been named in the bequest of a former part-time faculty member to create a named scholarship for pharmacy students.

COLLEGE OF MEDICINE

- Delaine and Julia Robbins, of Rock Hill, made significant provisions to create a scholarship endowment in their names through a seven-figure bequest.
- Dr. and Mrs. Stoney Abercrombie, (Class of '76), of Anderson, made provisions to establish the Dr. Stoney A. and Donna U. Abercrombie Scholarship Endowment through a six-figure bequest.

- The Medical Society of South Carolina pledged \$285,000 in support of three new scholarship awards. The Medical Society is now providing four full-tuition and eight half-tuition scholarships to deserving students within the College of Medicine.
- The Mark and Evelyn Trammel Foundation contributed \$100,000 to the Mark and Evelyn Trammell Endowed Chair in Otolaryngology.
- Dr. Larry Winn, Class of '75, current president of the College of Medicine Alumni Association, contributed \$25,000 to the Dr. Larry R. Winn and Wraellen M. Winn Endowed Scholarship Fund.
- The Fullerton Foundation, of Gaffney, has contributed \$25,000 in scholarship support for MUSC's two Fullerton Scholars.

COLLEGE OF NURSING

- The Robert Wood Johnson Foundation pledged \$150,000 toward scholarships in the College of Nursing and contributed \$100,000 of the pledge thus far.
- The Josiah Macy, Jr. Foundation gave \$149,197 to the College of Nursing for research focusing on virtual inter-professional education.
- The Lettie Pate Whitehead Foundation contributed \$105,000 to the College of Nursing for scholarships for both undergraduate and graduate students. Over the past 26 years, the Foundation has provided funding for 821 scholarships in the College of Nursing.
- Jeanne Allyn, an alumna of the Class of '64, has made a planned gift of \$100,000 to provide scholarships for students in the College of Nursing.
- Dr. Lewis Davis, Jr. (College of Medicine, Class of '71) gifted \$40,700 to establish a scholarship in his mother's name. Caroline Davis was a 1941 graduate of the College of Nursing.
- The College of Nursing hosted a reception in August for Dr. Kay and Mr. Charles Chitty to celebrate the establishment of an endowed chair in their name. It is the fourth endowed chair for the College of Nursing.

COLLEGE OF HEALTH PROFESSIONS

- The College has received a verbal commitment for \$25,000 from Mr. Michael G. La Belle, a '78 graduate of the Physician Assistant program), to create a named student scholarship fund for second-year PAS students.

ALUMNI AFFAIRS

The following alumni events have taken place since the August meeting of the MUSC Board of Trustees:

- The initial regional reception introducing Dr. and Mrs. Cole to alumni and friends was held in Columbia at the Palmetto Club. Nearly 125 guests attended the evening where alumni from all six colleges and other constituents had a chance to socialize and hear an update on MUSC from President Cole. Several other receptions have been planned for the remainder of this fiscal year (Washington, DC, Greenville, Spartanburg, Charlotte/Rock Hill and Florence).
- College of Medicine
 - The College of Medicine Alumni Association hosted breakfast and distributed class t-shirts to 1st year medical students on the first morning of orientation.
 - A social for 1st year Medicine students was hosted in September at Fuel Cantina. The Medical Student Alumni Council used this as an opportunity to recruit new members for their organization.
 - The Office of Alumni Affairs hosted a welcome back mixer for returning members of the Medical Student Alumni Council.
- College of Dental Medicine
 - Social for 1st year Dental Medicine students was held at Fuel Cantina. The Dental Student Alumni Council used this as an opportunity to recruit 1st years to the organization.
 - A networking social for all Dental Medicine students is scheduled for October 7 at the Bohemian Bull on James Island.
 - The Office of Alumni Affairs hosted a welcome back mixer for all returning Dental Student Alumni Council members.
- College of Nursing
 - The Nursing Alumni Association sponsored lunch during orientation for the BSN, MSN, DNP and PhD programs. The association scholarships were presented to a

member from each of these programs. Additionally, a brief presentation on the purpose and goals of the alumni association was provided.

- At the Stethoscope Ceremony for new BSN students, Hannah French '09 '14, the Nursing alumni board president, welcomed the students on behalf of the Nursing Alumni Association. She also presented the Joint Alumni Board scholarship during the ceremony.
- College of Pharmacy
 - The College of Pharmacy Alumni Association hosted breakfast each morning during orientation for the new students.
- College of Health Professions
 - The College's Alumni Association Board hosted their meeting on Friday, August 28th.

MUSC BOARD OF VISITORS

The next meeting of the MUSC Board of Visitors is scheduled for October 23rd.

Our planned agenda includes presentations by:

- Dr. David Cole
- Dr. Don Johnson
- Dr. Paul Underwood
- Dr. Pat Cawley
- Dr. Sunil Patel and Dr. Ray Turner

We also provide a tour of the MUSC Children's Hospital.

THE MEDICAL UNIVERSITY OF SOUTH CAROLINA
Monthly Financial Reports
Table of Contents
For the Two (2) Month Period Ended August 31, 2015

	<u>Page</u>
Statement of Net Position	1
Statement of Revenues, Expenses and Changes in Net Position	2
University Budgeted Funds Comparison to Budget	3
Direct Expenditures on Federal Grants and Contracts (By Responsibility Center)	4
Notes to the Financial Statements	5 - 6
Summary of Current Debt Obligations and Analysis of Available Bonded Debt Capacity	7

The Medical University of South Carolina and Affiliated Organizations
Statement of Net Position
As of August 31, 2015

	University	Area Health Education Consortium	Facilities Corporation	CHS Development Company
Assets & Deferred Outflows				
Cash and Cash Equivalents	\$ 231,236,362	\$ 5,091,410	\$ -	\$ -
Cash and Cash Equivalents - Restricted	13,506,699	-	-	469,994
State Appropriation Receivable	59,062,298	7,446,268	-	-
Student Tuition and Fees Receivable	8,254,518	-	-	-
Student Loan Receivable	13,414,960	-	-	-
Grants and Contracts Receivable	61,404,994	236,567	-	-
Capital Improvement Bond Proceeds Receivable	-	-	-	-
Capital Lease Receivable	-	-	1,313,655	14,578,902
Other Receivables	1,850,697	-	7,109	-
Investments	-	-	739,946	1,027,576
Prepaid Items	6,481,303	-	-	1,307,446
Capital Assets, net of Accumulated Depreciation	508,308,082	-	-	-
Due from Hospital Authority	7,024,018	-	-	-
Due from Other Funds	106,718,803	-	-	-
Bond Issue Costs	-	-	-	-
Derivative Instruments Fair Value / Deferred Outflows	-	-	-	-
Deferred loss on Debt Refinancing	655,247	-	-	383,805
Deferred Outflows-Pensions	30,268,345	-	-	-
Other Assets	-	-	-	-
Total Assets & Deferred Outflows	\$ 1,048,186,326	\$ 12,774,245	\$ 2,060,710	\$ 17,767,723
Liabilities & Deferred Inflows				
Accounts Payable	\$ 8,268,097	\$ 349,294	\$ -	\$ -
Accrued Payroll and Other Payroll Liabilities	5,485,207	-	-	-
Accrued Compensated Absences	29,676,968	175,283	-	-
Deferred Revenue	99,312,707	8,299,738	-	-
Retainages Payable	174,966	-	-	-
Long-Term Debt	152,164,214	-	1,969,000	16,515,000
Interest Payable	1,643,600	-	61,137	61,931
Deposits Held for Others	5,129,055	121,174	-	-
Due to Hospital Authority	-	-	-	-
Due to Other Funds	27,580,854	-	-	-
Federal Loan Program Liability	13,301,119	-	-	-
Derivative Instruments Fair Value / Deferred Inflows	-	-	-	-
Net Pension Liability	341,810,996	-	-	-
Deferred Inflows-Pensions	28,970,613	-	-	-
Other Liabilities	34,733,634	-	-	-
Total Liabilities & Deferred Inflows	\$ 748,252,030	\$ 8,945,489	\$ 2,030,137	\$ 16,576,931
Net Position	299,934,296	3,828,756	30,573	1,190,792
Total Liabilities & Deferred Inflows and Net Position	\$ 1,048,186,326	\$ 12,774,245	\$ 2,060,710	\$ 17,767,723

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, 2015

	University	Area Health Education Consortium	Facilities Corporation	CHS Development Company
Operating Revenues				
Student Tuition and Fees	\$ 14,390,904	\$ -	\$ -	\$ -
Federal Grants and Contracts	20,150,470	46,608	-	-
State Grants and Contracts	1,217,772	-	-	-
Local Government Grants and Contracts	13,750	-	-	-
Nongovernmental Grants and Contracts	6,052,538	-	-	-
Sales and Services to Hospital Authority	17,431,277	55,000	-	-
Sales and Services of Educational and Other Activities	8,430,249	40	-	-
Sales and Services of Auxiliary Enterprises	2,243,524	-	-	-
Interest Income	-	-	23,627	92,890
Other Operating Revenues	2,407,577	13,850	-	-
Total Operating Revenues	72,338,061	115,498	23,627	92,890
Operating Expenses				
Compensation and Employee Benefits	59,309,160	405,044	-	-
Services and Supplies	34,348,367	678,315	-	2,477
Utilities	3,074,786	-	-	-
Scholarships and Fellowships	2,975,333	715	-	-
Refunds to Grantors	32,118	-	-	-
Interest Expense	-	-	24,455	74,559
Depreciation and Amortization	6,934,000	-	-	26,058
Total Operating Expenses	106,673,764	1,084,074	24,455	103,094
Operating Income (Loss)	(34,335,703)	(968,576)	(828)	(10,204)
Nonoperating Revenues (Expenses)				
State Appropriations	10,277,514	1,659,948	-	-
State Appropriations - MUHA	9,475,618	-	-	-
Gifts and Grants Received	576,911	-	-	-
Investment Income	1,112	-	-	-
Interest Expense	(1,201,474)	-	-	-
Gain (Loss) on Disposal of Capital Assets	6,660	-	-	-
Transfers From (To) Other State Agencies	(68,628)	-	-	-
Other Nonoperating Revenues (Expenses), net	(2,833,333)	-	-	-
Net Nonoperating Revenues (Expenses)	16,234,380	1,659,948	-	-
Income (Loss) Before Other Revenues, Expenses, Gains, Losses and Transfers	(18,101,323)	691,372	(828)	(10,204)
Capital Appropriations	139,862	-	-	-
Capital Grants and Gifts	-	-	-	-
Additions to Permanent Endowments	25,000	-	-	-
Transfers From (To) MUSC Physicians (UMA)	10,471,402	-	-	-
Transfers From (To) AHEC	-	-	-	-
Transfers From (To) CHS Development	9,288	-	-	(9,288)
Transfers From (To) Facilities Corporation	-	-	-	-
Increase (Decrease) In Net Position	\$ (7,455,771)	\$ 691,372	\$ (828)	\$ (19,492)

The Medical University of South Carolina
Budgeted Funds Comparison to Budget (Expenses Classified by Category)
For the period ending August 31, 2015

	Budget	Prorated Budget (Note)	Actual	Variance
Revenues				
State Appropriations	\$ 61,665,082	\$ 10,277,514	\$ 10,277,514	\$ - F
State Appropriations - MUHA	56,853,707	9,475,618	9,475,618	- F
State Grants & Contracts	7,134,724	1,189,121	1,217,772	28,651 F
Total State	125,653,513	20,942,253	20,970,904	28,651 F
Federal Grants & Contracts	100,717,078	16,786,180	15,155,451	(1,630,729) U
Federal Grants Indirect Cost Recoveries	30,089,140	5,014,857	4,995,019	(19,838) U
Total Federal	130,806,218	21,801,037	20,150,470	(1,650,567) U
Private Grants & Contracts	27,376,648	4,562,775	5,437,871	875,096 F
Private Grants Indirect Cost Recoveries	4,178,032	696,339	628,417	(67,922) U
Gifts	12,960,532	2,160,089	576,911	(1,583,178) U
Tuition and Fees	95,395,147	14,622,051	14,390,904	(231,147) U
Sales and Services of Educational Departments	54,069,886	9,011,648	8,430,249	(581,399) U
Sales and Services of Auxiliary Enterprises	14,368,386	2,394,731	2,243,524	(151,207) U
Interest and Investment Income	24,161	4,027	(5,312)	(9,339) U
Endowment Income	2,134,552	355,759	49,555	(306,204) U
Miscellaneous	11,444,350	1,907,392	1,417,638	(489,754) U
Miscellaneous - Residents	5,011,551	835,259	940,776	105,517 F
Authority Revenue	59,151,109	9,858,518	10,088,238	229,720 F
Authority Revenue - Residents	53,120,304	8,853,384	8,484,852	(368,532) U
Intra-Institutional Sales	30,125,088	5,020,848	4,202,900	(817,948) U
Total Other	369,359,746	60,282,820	56,886,523	(3,396,297) U
Total Revenues	625,819,477	103,026,110	98,007,897	(5,018,213) U
Expenditures				
Salaries	\$ 279,054,283	\$ 46,509,045	\$ 43,466,326	\$ 3,042,719 F
Overtime	879,077	146,513	126,587	19,926 F
Differential Pay / On - Call Pay	359,314	59,886	41,136	18,750 F
Termination Pay	1,742,923	290,487	644,353	(353,866) U
Dual Employment	211,222	35,204	60,608	(25,404) U
Employee Suggestion Award Program	529,683	88,281	459,966	(371,685) U
Tuition Assistance - Employee	32,318	5,386	6,576	(1,190) U
Fringe Benefits	89,647,285	14,941,214	14,503,608	437,606 F
Total Personnel Expenditures	\$ 372,456,105	\$ 62,076,016	\$ 59,309,160	\$ 2,766,856 F
Contractual Services	\$ 133,662,287	\$ 22,277,047	\$ 22,961,384	\$ (684,337) U
Contractual Services - MUHA dispro	43,853,707	7,308,951	7,308,951	- F
Supplies	38,106,972	6,351,162	4,853,372	1,497,790 F
Fixed Charges	35,137,355	5,856,226	6,878,121	(1,021,895) U
Equipment	9,325,369	1,554,228	1,286,879	267,349 F
Land and Building	-	-	-	- F
Travel	3,905,721	650,954	648,872	2,082 F
Trainee / Scholarships	20,577,873	3,429,646	3,344,650	84,996 F
Other Expenses	4,185,469	697,578	(503,534)	1,201,112 F
Total Operating Expenditures	\$ 288,754,753	\$ 48,125,792	\$ 46,778,695	\$ 1,347,097 F
Telemedicine - MUHA	\$ 17,000,000	\$ 2,833,333	\$ 2,833,333	\$ - F
Indirect Costs Remitted to State	211,345	35,224	68,628	(33,404) U
Debt Service	7,901,493	1,316,916	1,316,916	- F
Total Non-Operating Expenditures	\$ 25,112,838	\$ 4,185,473	\$ 4,218,877	\$ (33,404) U
Total Expenditures	\$ 686,323,696	\$ 114,387,281	\$ 110,306,732	\$ 4,080,549 F
Other Additions (Deductions)				
Transfers from (to) MUSC Physicians	71,822,668	11,970,445	10,471,402	(1,499,043) U
Transfers from(to) Facilities Corporation	48,123	8,021	-	(8,021) U
Transfers from (to) AHEC	(3,200)	(533)	-	533 F
Transfers from(to) CHS Development	52,038	8,673	9,288	615 F
Transfers from(to) Loan Funds	(23,555)	(3,926)	-	3,926 F
Transfers from(to) Plant Funds	(12,563,170)	(2,093,862)	(2,097,195)	(3,333) U
Refunds to Grantors	(163,122)	(27,187)	(32,118)	(4,931) U
Transfers to Endowment Fund	(11,929)	(1,988)	-	1,988 F
Prior Year Fund Balance Usage	5,448,241	908,040	908,040	- F
Total Other Additions (Deductions)	\$ 64,606,094	\$ 10,767,683	\$ 9,259,417	\$ (1,508,266) U
NET INCREASE (DECREASE) in Fund Balance	\$ 4,101,875	\$ (593,488)	\$ (3,039,418)	\$ (2,445,930) U

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, 2015

Administration	144,962
Centers of Excellence	894,274
College of Dental Medicine	378,106
College of Graduate Studies	276,063
College of Health Professions	903,683
College of Medicine	11,721,823
College of Nursing	564,541
College of Pharmacy	132,340
Library	139,660
	<hr/>
	\$15,155,451
	<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 \$15,155,451 .

In addition to this federal grant and contract revenue, the University received
\$4,995,019 in federal monies to reimburse it for Facilities and Administration
(F+A) costs incurred to administer the above federal grants and contracts.

\$4,926,391 of the F+A recoveries received is unrestricted which means the
University can use it for any of its operating needs. The remaining \$68,628
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	\$15,155,451
Facilities and Administration costs	\$4,995,019
	<hr/>
Federal operating grants and contracts	\$20,150,470
	<hr/>

THE MEDICAL UNIVERSITY OF SOUTH CAROLINA
NOTES TO THE FINANCIAL STATEMENTS
August 31, 2015

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	\$ 7,982,295
Land/Bldgs/Equipment/Accumulated depreciation	<u>500,325,787</u>
Capital Assets, Net of Accumulated Depreciation	<u><u>\$ 508,308,082</u></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, 2015 Balance	Fiscal Year 2016 Added	Capitalized	Aug 31, 2015 Balance
Psychiatric Inst Data Center System	\$ 1,120,949	\$ 32,904	\$ -	\$ 1,153,853
Thurmond Envelope & Exhaust	\$ 1,021,656	\$ 340,976		\$ 1,362,632
Maint Needs 2013-2014	2,400,937	768,181	-	3,169,118
Others less than \$1,000,000 (ending balance)	2,190,855	105,837	-	2,296,692
Total construction in progress	<u>\$ 6,734,397</u>	<u>\$ 1,247,898</u>	<u>\$ -</u>	<u>\$ 7,982,295</u>

Note 6. Deferred Revenue

The University's deferred revenue consists of the following:

State appropriations	\$ 51,387,568
Grants and contracts	13,116,344
Student tuition and fees	34,769,895
Other	<u>38,900</u>
Total Deferred Revenue	<u><u>\$ 99,312,707</u></u>

THE MEDICAL UNIVERSITY OF SOUTH CAROLINA
NOTES TO THE FINANCIAL STATEMENTS
August 31, 2015

Note 7. Long Term Liabilities

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

Obligations under capital leases	\$ 59,844,947
Higher Education Revenue bond payable	29,855,000
State Institution bonds payable	61,570,000
Premium on State Institution bonds payable	894,267
Total Long Term Liabilities	<u>\$ 152,164,214</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	\$ (3,039,418)	
Budgeted Prior Year Fund Balance Usage	(908,040)	
Plant funds:		
Capital grants and gifts - Federal	-	
Capital grants and gifts - State	-	
Capital grants and gifts - private	-	
Capital appropriations	139,862	
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	521,198	
Expended in current fund-capital costs	-	
Transfers	3,414,111	
Expensed in plant fund-depreciation	(6,934,000)	
Expensed in plant fund-interest expense	(463,388)	
Expensed in plant fund-other	(187,279)	
Gain (loss) on disposition of property	6,660	(3,502,836)
Loan funds:		
Other income		
Interest and investment income	51,850	
Expenses	(36,508)	
Transfers	1	15,343
Endowment funds:		
New endowments	25,000	
Income draws to operating units	(45,820)	
State grants/gifts	-	
Endowment income (Loss)	-	
Transfers	-	(20,820)
Other		
Net increase (decrease) in Net Assets per Statement		
of Revenues, Expenses, and Changes in Net Assets	<u>\$ (7,455,771)</u>	

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-2015
State Institution Bonds (SIB)			
2005 Refunding	\$ 19,045	Advance refunding on SIB2000A	\$ 9,670
SI BAN 2012	30,000	College of Dental Medicine Building	26,500
SIB 2011D	18,950	Deferred maintenance projects	16,000
SIB 2012B refunding	12,645	Refunding SIB 2001C, 2003D, & 2003J	9,400
	<u>\$ 92,640</u>		
Current SIB Debt Authorized and Issued			<u>\$ 61,570</u>
Notes Payable - JEDA	<u>\$ 32,985</u>	Construction of College Health Health Profession facilities	<u>\$ 16,515</u>
Lease Revenue Bonds			
LRB 1995 A & B	<u>\$ 13,201</u>	Thurmond Biomedical Center	<u>\$ 1,969</u>
Higher Education Revenue Bonds			
2006	<u>\$ 38,000</u>	Construction of Parking Garage	<u>\$ 29,855</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, 2014	For the Two Months Ending August 31, 2015
Operating Revenues		
Net clinical service revenue	45,734,852	50,911,364
Other operating revenue	727,728	405,447
Ambulatory care and MUHA revenue cycle support	945,701	735,902
Primary care support	533,333	450,000
Total operating revenues	47,941,614	52,502,714
Operating Expenses		
Departmental expenses	33,222,569	33,160,406
Corporate operating expenses	4,792,532	4,967,387
Ambulatory care and MUHA revenue cycle expenses	758,778	554,410
New Initiative expenses	609,433	284,783
Total expenses	39,383,312	38,966,986
Operating Income (Loss)	8,558,302	13,535,727
Nonoperating Revenues (Expenses)	(283,127)	848,146
Transfers from (to) Related Entities		
Nonmandatory contributions to the MUSC Foundation	(25,500)	(1,530,500)
Nonmandatory transfers to the MUSC	(10,802,304)	(10,471,402)
Change in Net Position Before Extraordinary Items	(2,552,629)	2,381,971
Extraordinary/Special Items	-	-
Transfers to Debt Service and Equity Deficits	-	-
Change in Net Position Before Expenses Related to the DHHS Supplemental Revenue	(2,552,629)	2,381,971
Expenses Related to the DHHS Supplemental Revenue	-	-
Change in Net Position	(2,552,629)	2,381,971

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, 2014	August 31, 2015
Cash and cash equivalents	85,038,336	84,354,612
Investments	69,991,428	50,391,029
Receivables:		
Patient services - net of allowances for contractual adjustments of \$94,111,808 and bad debts of \$35,197,632	39,953,563	38,416,150
Due from the Medical University of South Carolina	21,966,148	29,280,548
Due from the Medical University Hospital Authority	759,606	1,103,967
Due from the Medical University Foundation	368,210	526,156
Due from Comprehensive Psychiatric Services	95,531	243,288
Prepaid rent - MUSC Foundation	631,355	631,355
Other current assets	3,255,488	8,189,709
Total Current Assets	222,059,665	213,136,814

Noncurrent assets:

Capital assets:		
Land	10,759,299	18,560,798
Buildings	21,909,468	44,126,260
Furniture and equipment	14,293,849	15,757,918
Leasehold improvements	56,107,414	49,122,523
Rental buildings under capital lease	13,989,600	13,989,600
Rental equipment under capital lease	2,958,000	2,958,000
Computer software	7,077,704	13,559,774
Less: accumulated depreciation and amortization	(50,472,914)	(56,571,074)
Prepaid rent - MUSC Foundation	7,274,534	6,905,243
Intangibles - net of accumulated amortization	819	440
Investment in partnerships	731,195	1,608,704
Total noncurrent assets	84,628,968	110,018,185
Total Assets	306,688,633	323,154,998

Deferred outflows of resources

Deferred refunding cost	17,185,159	15,604,897
Accumulated decrease in fair value of hedging derivatives	2,259,686	3,637,333
Total deferred outflows	19,444,845	19,242,230
Total Assets and Deferred Outflows	326,133,478	342,397,228

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, 2014	August 31, 2015
Current Liabilities		
Accounts payable	3,205,581	773,388
Accrued interest payable		-
Accrued payroll	2,354,866	4,327,384
Accrued payroll withholdings	4,048,108	4,753,681
Accrued pension contribution	2,140,793	1,784,419
Other accrued liabilities	3,763,136	2,703,535
Due to Medical University of South Carolina	3,870,745	-
Due to Medical University Hospital Authority		3,209,012
Accrued compensated absences	1,510,833	1,674,894
Notes payable	3,791,500	3,791,500
Total current liabilities	24,685,562	23,017,813
Noncurrent liabilities:		
Accrued compensated absences	1,373,098	1,373,098
Notes payable	12,954,292	9,162,792
Variable Rate Demand Bonds	62,085,000	76,090,000
Deferred Cash Flows Derivative Instruments	785,823	2,228,701
Total noncurrent liabilities	77,198,213	88,854,590
Total liabilities	101,883,775	111,872,403

NET POSITION

Invested in capital assets, net of related debt	45,656,765	45,656,765
Unrestricted (deficit)	178,592,938	184,868,060
Total Net Position	224,249,703	230,524,825

FACILITIES
ACADEMIC/RESEARCH
ESTABLISH PROJECT
FOR APPROVAL
October 9, 2015

PROJECT TITLE: Institute of Psychiatry Chillers Replacement

PROJECT NUMBER: To Be Determined

TOTAL ESTIMATED BUDGET: \$900,000

SOURCE(S) OF FUNDS: 50% Indirect Cost Recovery, 50% Hospital Revenue

JUSTIFICATION: This project will replace two chillers in the Institute of Psychiatry building. These chillers are original to the construction of the building, over 25 years old, and beyond their useful life. After recent bidding of Project H51-N335, a surplus of funds exists in deferred maintenance. These funds will be transferred to replace the Institute of Psychiatry chillers. These two chillers are the next items requiring replacement on the deferred maintenance project list.

We are requesting the Board's approval to proceed with the replacement of two Institute of Psychiatry chillers at a cost of \$900,000.

FACILITIES
ACADEMIC/RESEARCH
ESTABLISH PROJECT
FOR APPROVAL
October 9, 2015

PROJECT TITLE: Data Center Computer Room Air Conditioning (CRAC) Installation

PROJECT NUMBER: To Be Determined

TOTAL ESTIMATED BUDGET: \$560,000

SOURCE(S) OF FUNDS: \$161,300 Indirect Cost Recovery, \$63,700 Tuition Funds Transferred From Project 50010, \$55,000 Institutional Capital Project Funds, and \$280,000 Hospital Revenue

JUSTIFICATION: This project will replace one old 15 ton computer room air conditioning unit and one old 10 ton computer room air conditioning unit with two new 20 ton dual coil computer room air conditioning units. The two existing units are chill water use only. The two new units will have both chill water and DX refrigerant coils. The two units being replaced are approaching the end of their useful life and need to be replaced. The two new units will provide an additional 40 tons of DX capacity and increase the total DX capacity to approximately 100 tons. This increase will allow the Data Center to run on either the chill water or refrigerant systems in the event of an emergency. Currently the Data Center only has refrigerant capacity to sustain full operation for approximately 3 – 5 hours.

We are requesting the Board's approval to proceed with the replacement of two Data Center Computer Room Air Conditioning units at a cost of \$560,000.

**FACILITIES
ACADEMIC
NEW LEASE
FOR APPROVAL**

OCTOBER 9, 2015

DESCRIPTION OF LEASE: This lease agreement is for 140 parking spaces located at the intersection of the southern boundary of Line Street and the western boundary of Hagood Avenue; commonly known as the Line/Hagood Parking Lot. This property has been utilized by the MUSC Parking Management Department since 2004 under a lease agreement between the South Carolina Research Authority (SCRA) and the MUSC Foundation. In August 2014 this property was sold as part of the WestEdge Development Project thus terminating the existing agreement between SCRA and the MUSC Foundation.

This lease will continue to provide parking for MUSC students and employees. The per space, per month rate is \$100.00. The monthly rental rate will be \$14,000.00, resulting in an annual lease amount of \$168,000.00.

NEW LEASE AGREEMENT X
RENEWAL LEASE AGREEMENT

LANDLORD: Rushmark Properties

LANDLORD CONTACT: Neal Kumar, Vice President, 703-846-9829

TENANT NAME AND CONTACT: Parking Management, Melinda Anderson, Director, 792-2597

SOURCE OF FUNDS: Parking Revenue

LEASE TERMS:

TERM: One (1) years [11/1/2015/10/31/2016]
AMOUNT PER SPACE PER MONTH: \$100.00
ANNUALIZED LEASE AMOUNT: \$168,000.00

TOTAL AMOUNT OF LEASE TERM: \$168,000.00

EXTENDED TERM(S): One (1) term, One (1) year, to be negotiated

OPERATING COSTS:

FULL SERVICE X
NET

Medical University of South Carolina

College Of Medicine

ABBREVIATED CURRICULUM VITAE

Name: Patricia A. Fair, Ph.D.

Date: 8/26/2015

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>
1974	University of Maryland	B.S.	
1977	University of Maryland	M.S.	
1992	Clemson University	Ph.D.	

Graduate Medical Training: *(Chronological)*

Board Certification:

Licensure:

Faculty Appointments:

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
1992 - Present	Adjunct Professor	College of Charleston, SC	Graduate Program in Marine Biology
1994 - Present	Associate Professor	MUSC	Marine Biomedical and Environmental Science
2007 - Present	Associate Professor	Texas Tech University, TX	Institute of Environ. & Human Health
2012 - Present	Adjunct Professor	University of South Carolina, Columbia, SC	Environmental Health Science

First Appointment to MUSC:

Rank:

Date:

Medical University of South Carolina

College Of Medicine

ABBREVIATED CURRICULUM VITAE

Name: Deepak Nihalani, Ph.D.

Date: 8/12/2015

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>
1990	University of Delhi	B.S.	Microbiology
1992	University of Delhi	M.Sc.	Microbiology
1997	Panjab University	Ph.D.	Biotechnology

Graduate Medical Training: *(Chronological)*

<u>Residencies or Postdoctoral</u>	<u>Place</u>	<u>Dates</u>
Postdoctoral Researcher, Cell Signaling	University of Michigan, Ann Arbor, MI	1997 - 2002
Biomedical Writing	The University of Sciences, Philadelphia, PA	2013 - 2014
Introductory Course in Patient Oriented Research	University of Pennsylvania, Philadelphia, PA	2013 - 2014

Board Certification:

Licensure:

Faculty Appointments:

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
2007 - 2009	Assistant Research Professor	Indiana University, Indianapolis, IN	
2009 - Present	Research Assistant Professor	University of Pennsylvania School of Medicine	Medicine

First Appointment to MUSC:

Rank:

Date:

Medical University of South Carolina

College Of Medicine

ABBREVIATED CURRICULUM VITAE

Name: Greg Hajcak, Ph.D.

Date: 9/8/2015

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>
2000	University of Pittsburgh	B.A.	Philosophy
2000	University of Pittsburgh	B.S.	Cognitive Studies
2003	University of Delaware	M.A.	Clinical Psychology
2006	University of Delaware	Ph.D.	Clinical Psychology

Graduate Medical Training: *(Chronological)*

Board Certification:

Licensure:

Faculty Appointments:

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
2006 - 2010	Assistant Professor	Stony Brook University	Psychology Division of Clinical Area
2010 - 2015	Associate Professor	Stony Brook University	Psychology Division of Clinical Area
2015 - Present	Professor	Stony Brook University	Psychology Division of Clinical Area

First Appointment to MUSC:

Rank:

Date:

Medical University of South Carolina

College Of Medicine

ABBREVIATED CURRICULUM VITAE

Name Wing-Kin Syn, M.B.,Ch.B.

Citizenship and/or Visa Status US Permanent Resident

Date: 8-11-2015

Office Address:

Telephone:

Education: (Baccalaureate and above)

<u>Year Earned</u>	<u>Institution</u>	<u>Degree</u>	<u>Field of Study</u>
1998	University of Sheffield Medical School	M.B.,Ch.B.	Medicine

Graduate Medical Training: (Chronological)

<u>Internship</u>	<u>Place</u>	<u>Dates</u>
House Officer (Intern) in Medicine (Hepatology, Diabetology, General Medicine)	Royal Hallamshire Hospital, Sheffield	1998 - 1999
House Officer (Intern) in Surgery (General Surgery and Hepatobiliary Surgery)	Royal Hallamshire Hospital, Sheffield	1999 - 1999

<u>Residencies or Postdoctoral</u>	<u>Place</u>	<u>Dates</u>
Senior House Officer (Resident) in Medicine (General Medicine, Nephrology, Endocrinology, Gastroenterology, Intensive Care)	University Hospital Birmingham	1999 - 2001
Senior House Officer (Resident) in Hepatology	Kings College Hospital, London	2001 - 2002
Specialist Registrar (Fellow) in Gastroenterology and Hepatology	West Midlands/ Birmingham GI Training	2002 - 2005
Subspecialty Specialist Registrar (Advanced Fellow) in Hepatology	Queen Elizabeth Hospital, Birmingham	2005 - 2006
Specialist Registrar (Fellow) in Gastroenterology and Hepatology	West Midlands/ Birmingham GI Training	2006 - 2007
Senior Research Associate (post-board certification)- Division of Gastroenterology	Duke University	2007 - 2010

Board Certification:

Member, Royal College of Physicians London MRCP (Internal Medicine Specialty Exam qualification)	Date: 2001
UK Board Certification / Specialist Registration CCT (Internal Medicine, Gastroenterology, Hepatology subspecialty)	Date: 2007
European Board of Gastroenterology and Hepatology- Fellow	Date: 2012
Royal College of Physicians Edinburgh- Fellow	Date: 2013

Licensure:

General Medical Council United Kingdom General Internal Medicine, Gastroenterology, Hepatology Registration number: 4513023

Faculty Appointments:

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
2010 - 2011	Senior Research Fellow (Associate Professor)	University of Birmingham, UK	Immunity and Infection
2010 - Present	Visiting Professor	University of the Basque Country, Spain	Physiology (Biochemistry)
2011 - 2013	Honorary Senior Research Fellow (Associate Professor)	University of Birmingham, UK	
2012 - 2012	Visiting Professor	Georgia Health Sciences University	Medicine
2014 - Present	Visiting Professor	Loyola University, Chicago, IL	Division of Gastroenterology Surgery
2015 - 2020	Honorary Senior Clinical Lecturer	Kings College London, UK	Transplant Immunology and Mucosal Biology

Medical University of South Carolina

College Of Medicine

ABBREVIATED CURRICULUM VITAE

Name: M. Julia Westerink, M.D.

Date: 7/10/2015

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>
1980	Vrije Universiteit at Amsterdam	M.D.	Medicine

Graduate Medical Training: *(Chronological)*

<u>Internship</u>	<u>Place</u>	<u>Dates</u>
Internship- Internal Medicine	SUNY at Buffalo affiliated hospitals	1981 - 1982

<u>Residencies or Postdoctoral</u>	<u>Place</u>	<u>Dates</u>
Residency- Internal Medicine	SUNY at Buffalo affiliated hospitals	1983 - 1984
Fellowship in Infections Disease	SUNY at Buffalo affiliated hospitals	1985 - 1986

Board Certification:

American Board of Internal Medicine	Date: 1985
American Board of Internal Medicine- Subspecialty Board in Infectious Disease	Date: 1996, renewed 2007

Licensure:

New York Medical License #161127	Date: 1985
Ohio State Medical License #65276	Date: 1993

Faculty Appointments:

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
1987 - 1990	Research Assistant Professor	SUNY at Buffalo, NY	
1990 - 1993	Assistant Professor	SUNY at Buffalo, NY	Medicine
1993 - 1996	Assistant Professor	Medical College of Ohio, Toledo, Ohio	Medicine
1996 - 1999	Associate Professor	Medical College of Ohio	Medicine and Pathology
1999 - 2001	Tenured Associate Professor	Medical College of Ohio	Medicine and Pathology
2002 - 2002	Professor	Medical College of Ohio/University of Toledo	Medicine, Microbiology and Immunology and Pathology

First Appointment to MUSC:

Rank:

Date:

Medical University of South Carolina
College of Medicine
ABBREVIATED CURRICULUM VITAE

Date: 08/24/2015

Name: Schmitt Sarah Elizabeth
Last First Middle

Citizenship and/or Visa Status: US Citizen

Office Address: 96 Jonathan Lucas St, CSB 301 MSC 606
Charleston, SC 29425

Telephone: 843-792-3223

Education: (Baccalaureate and above)

Institution	Years attended	Degree/Date	Field of Study
Brown University	1995-1999	B.S.	Neuroscience
Washington University School of	1999-2003	M.D.	Medicine

Graduate Medical Training: (Chronological)

Place	Dates
Internship University of Pennsylvania, Philadelphia, PA	6/2003-6/2004

Place	Dates
Residencies or Postdoctoral: Neurology, University of Pennsylvania, Philadelphia, PA	7/2004-6/2007
Epilepsy Fellowship, University of Pennsylvania, Philadelphia, PA	7/2007-6/2008

Board Certification:	ABPN, specialty: Neurology	Date: 6/2008
	ABCN, specialty: Epilepsy monitoring	Date: 10/2008
	ABPN: specialty: Epilepsy	Date: 10/2013

Licensure:	Pennsylvania	Date: 6/2003-12/2015
	South Carolina	Date: 8/2015-present
		Date:
		Date:

Faculty appointments: (Begin with initial appointment)

Years	Rank	Institution	Department
2008-2009	Clinical Instructor	University of Pennsylvania	Neurology
2009-2015	Assistant Professor	University of Pennsylvania	Neurology
2015-	Associate Professor	MUSC	Neurology

First Appointment to MUSC: Rank Associate Professor Date: 8/1/15

Medical University of South Carolina

College Of Medicine

ABBREVIATED CURRICULUM VITAE

Name: Mary S. Richardson, M.D., D.D.S.

Date: 8/13/2015

Citizenship and/or Visa Status: United States

Office Address: 165 Ashley Avenue, Suite 309, P.O. Box 250908,
Charleston, SC, 29425

Telephone: 843-792-1994

Education: (Baccalaureate and above)

<u>Year Earned</u>	<u>Institution</u>	<u>Degree</u>	<u>Field of Study</u>
1976	University of Santa Clara	B.S.	Biology
1980	Georgetown University	D.D.S.	Dental Medicine
1982	Georgetown University	M.S.	Dentistry (Oral Pathology)
1989	Medical College of Georgia	M.D.	Medicine

Graduate Medical Training: (Chronological)

<u>Internship</u>	<u>Place</u>	<u>Dates</u>
Pathology Intern	Medical College of Georgia, Augusta, GA	1989 - 1990

<u>Residencies or Postdoctoral</u>	<u>Place</u>	<u>Dates</u>
Oral Pathology Resident	Georgetown University, Washington, DC	1980 - 1982
Pathology Resident	Medical College of Georgia, Augusta, GA	1990 - 1993

Board Certification:

National Board of Dental Examiners	Date: 1979
Northeastern Regional Board of Dentistry	Date: 1980
Fellowship Examination, American Academy of Oral Pathology (Fellowship granted)	Date: 1983
Georgia Board of Dentistry	Date: 1984
National Board of Medical Examiners	Date: 1989
Diplomate of the American Board of Oral and Maxillofacial Pathology	Date: 1990
Diplomate of the American Board of Pathology, Anatomic Pathology and Clinical Pathology	Date: 1994

Licensure:

District of Columbia (Dentistry)	Date: 1983
State of Georgia (Dentistry)	Date: 1984
Georgia Medical License (#35314)	Date: 1991
South Carolina Medical License (#16441)	Date: 1993

Faculty Appointments:

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
1983 - 1985	Assistant Clinical Professor	Medical College of Georgia	Oral Pathology, School of Dentistry
1984 - 1985	Clinical Instructor	Medical College of Georgia	Restorative Dentistry, School of Dentistry
1993 - 1999	Assistant Professor	Medical University of South Carolina	Pathology and Laboratory Medicine
1999 - 2005	Associate Professor	Medical University of South Carolina	Pathology and Laboratory Medicine
2005 - Present	Professor	Medical University of South Carolina	Pathology and Laboratory Medicine

First Appointment to MUSC: Rank: Assistant Professor

Date: 1993

Medical University of South Carolina

College Of Medicine

ABBREVIATED CURRICULUM VITAE

Name: Bonnie J. Martin-Harris, Ph.D.

Date: 8/13/2015

Citizenship and/or Visa Status: United States

Office Address: MUSC Evelyn Trammell Institute for Voice and Swallowing
Department of Otolaryngology-Head & Neck Surgery 135 Rutledge Avenue PO Telephone:
Box 250550, Charleston, SC, 29425, USA

Education: (Baccalaureate and above)

<u>Year Earned</u>	<u>Institution</u>	<u>Degree</u>	<u>Field of Study</u>
1979	Bowling Green State University	B.S.	Speech Pathology
1981	Purdue University	M.S.	Speech Pathology
1991	Northwestern University	Ph.D.	Communication Sciences & Disorders

Graduate Medical Training: (Chronological)

Board Certification:

American Speech-Language-Hearing Association- â€¢ Certificate of Clinical Competency in Speech-Language Pathology (CCC-SLP) Date: 1982

American Speech-Language-Hearing Association- â€¢ Board Recognized Specialist â€¢ Swallowing and Swallowing Disorders (BRS-S) Date: 2003

Licensure:

Georgia Date: 1991
South Carolina Date: 1999

Faculty Appointments:

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
1991 - 2002	Adjunct Assistant Professor	University of Georgia	Communication Sciences and Special Education
2000 - 2002	Assistant Professor	Medical University of South Carolina	Otolaryngology - Head and Neck Surgery
2002 - 2008	Associate Professor	Medical University of South Carolina	Otolaryngology - Head and Neck Surgery
2002 - Present	Full Member	Medical University of South Carolina	College of Graduate Studies
2002 - 2008	Adjunct Associate Professor	University of Georgia	Communication Sciences and Special Education
2004 - 2008	Adjunct Associate Professor	Medical University of South Carolina	Health Professions
2005 - 2008	Associate Professor	Medical University of South Carolina	Division of Division of Communication Sciences & Disorders (CSD)
2005 - 2008	Associate Professor	Medical University of South Carolina	Stomatology
2005 - 2008	Adjunct Associate Professor	Medical University of South Carolina	Rehabilitation Sciences
2008 - 2008	Professor	Medical University of South Carolina	College of Dental Medicine
2008 - 2009	Professor	Medical University of South Carolina	Rehabilitation Sciences
2008 - 2010	Professor	Medical University of South Carolina	Health Professions
2008 - Present	Professor	Medical University of South Carolina	Vice President for Academic Affairs
2008 - Present	Professor	Medical University of South Carolina	Otolaryngology - Head and Neck Surgery
2008 - Present	Professor	Medical University of South Carolina	Stomatology
2008 - Present	Adjunct Professor	University of Georgia	Communication Sciences and Special Education
2012 - Present	Professor	Medical University of South Carolina	Health Sciences and Research

First Appointment to MUSC:

Rank:

Date:

Medical University of South Carolina

College Of Medicine

ABBREVIATED CURRICULUM VITAE

Name: Deepak Nihalani, Ph.D.

Date: 8/12/2015

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>
1990	University of Delhi	B.S.	Microbiology
1992	University of Delhi	M.Sc.	Microbiology
1997	Panjab University	Ph.D.	Biotechnology

Graduate Medical Training: *(Chronological)*

<u>Residencies or Postdoctoral</u>	<u>Place</u>	<u>Dates</u>
Postdoctoral Researcher, Cell Signaling	University of Michigan, Ann Arbor, MI	1997 - 2002
Biomedical Writing	The University of Sciences, Philadelphia, PA	2013 - 2014
Introductory Course in Patient Oriented Research	University of Pennsylvania, Philadelphia, PA	2013 - 2014

Board Certification:

Licensure:

Faculty Appointments:

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
2007 - 2009	Assistant Research Professor	Indiana University, Indianapolis, IN	
2009 - Present	Research Assistant Professor	University of Pennsylvania School of Medicine	Medicine

First Appointment to MUSC:

Rank:

Date:

MUSC Foundation for Research Development
Statements of Financial Position

	<u>8/31/2015</u>	<u>8/31/2014</u>
Assets		
Cash and cash equivalents	\$674,887	\$952,672
Interest receivable	\$1,615	\$1,753
Accounts receivable - Licensees, net of allowance	\$126,459	\$177,632
Accounts receivable - Other - Long Term	\$0	\$2,146
Accounts receivable - MUSC & affiliates	\$417,995	\$166,029
Prepaid expenses	\$18,187	\$18,402
Investments	\$334,771	\$328,500
Property and equipment, net	\$8,640	\$305
Total Assets	<u>\$1,582,555</u>	<u>\$1,647,440</u>
Liabilities and Net Assets		
Liabilities		
Accounts payable	\$213,408	\$283,186
Accounts payable - MUSC	\$47,469	\$353,945
Lease payable	\$8,942	\$0
Due to MUSCP (UMA) - accrued personnel expenses	\$93,070	\$45,728
Unearned revenue and deposits	\$121,230	\$79,642
Total Liabilities	<u>\$484,119</u>	<u>\$762,502</u>
Net Assets		
Total Net Assets	<u>\$1,098,436</u>	<u>\$884,938</u>
Total Liabilities and Net Assets	<u>\$1,582,555</u>	<u>\$1,647,440</u>

MUSC Foundation for Research Development**Income Statement**

For the Two Months Ended August 31, 2015

	<u>Actual 8/31/2015</u>	<u>YTD Budget FY16</u>
Revenues		
Contracts, grants and awards	\$233,333	\$233,333
License fees and royalties	\$0	\$108,333
Distributions to MUSC, inventors, departments and labs	<u>\$0</u>	<u>(\$75,833)</u>
License fees and royalties, net of distributions	\$0	\$32,500
Investment income	\$2,096	\$2,000
Miscellaneous income	\$1,029	\$0
Other revenues - program services (non-FRD)	<u>\$3,400</u>	<u>\$0</u>
Total Revenues	<u>\$239,858</u>	<u>\$267,833</u>
Expenses		
Personnel	\$54,299	\$162,492
Patent prosecution costs, net of recovery	\$99,459	\$69,592
Professional fees	\$16,750	\$6,375
Administrative expenses		
IT maintenance - software and hardware	\$2,491	\$2,533
Telephone	\$857	\$2,167
Travel - Non-employee	\$1,214	\$2,500
Travel - Employee	\$1,077	\$4,167
Professional development-conferences & continuing education	\$2,795	\$2,333
Office supplies, support and equipment	\$2,780	\$3,000
Real property rental	\$3,797	\$4,167
Lease payments	\$649	\$1,500
Insurance	\$2,236	\$2,500
Dues, memberships, subscriptions and sponsorships	\$427	\$1,667
Special activities	\$6,772	\$2,500
Depreciation expense	\$336	\$342
Total Administrative expenses	\$25,431	\$29,375
Other expenses - program services (non-FRD)	<u>\$1,371</u>	<u>\$0</u>
Total Expenses	<u>\$197,310</u>	<u>\$267,834</u>
NET SURPLUS/(DEFICIT)	<u>\$42,548</u>	<u>\$0</u>

**MEDICAL UNIVERSITY OF SOUTH CAROLINA
CONSTRUCTION CONTRACTS
OCTOBER 9, 2015**

MUSC Indefinite Delivery Releases

Bonitz Contracting & Flooring Group \$858.18

Provide 20 square yards of carpet to address a tripping hazard in support of the Bioengineering Building project.

Abate & Insulate, LLC \$16,865.00

Remove asbestos-containing materials on Walton Research Floors 7 and 8 in support of the Walton Research Building Floors 2, 3, 6 and 7 Renovation project.

Abate & Insulate, LLC \$6,633.00

Remove and dispose of asbestos-containing caulking from around the Anderson House and Pink House windows and doors in support of the Sebring Aimar, Anderson and Pink Houses Repairs and Paint project.

Bonitz Contracting & Flooring Group \$1,005.59

Provide 18 square yards of carpet and 120 linear feet of cove base in Office EK111, 59 Bee Street, at the request of the customer.

Abate & Insulate, LLC \$312.00

Remove asbestos-containing floor tile and mastic on the 5th floor of the Basic Science Building at the request of Engineering and Facilities.

Abate & Insulate, LLC \$3,280.00

Remove and dispose of friable asbestos-containing drywall on the 2nd floor of the College of Health Professions at the request of Engineering and Facilities.

Abate & Insulate, LLC \$3,267.00

Remove and dispose of non-friable asbestos-containing duct work on the 2nd floor of the College of Health Professions Building as requested by Engineering and Facilities.

Bonitz Contracting & Flooring Group \$19,298.31

Provide 520 square yards of carpet tile and 1200 linear feet of cove base on the 8th Floor of the Clinical Science Building at the request of the customer.

Abate & Insulate, LLC \$11,538.00

Remove and dispose of carpet and asbestos-containing linoleum and drywall in the Clinical Sciences Building 4th Floor Elevator Lobby and Corridor at the request of Engineering and Facilities.

Abate & Insulate, LLC \$17,272.00

Remove and dispose of carpet, asbestos-containing tile, glue and mastic on 8th Floor of the Clinical Sciences Building at the request of Engineering and Facilities.

Bonitz Contracting & Flooring Group \$6,311.52

Provide 795 Square feet of sheet vinyl, 104 linear feet welded seams and 4 gallons of adhesive in the Clinical Sciences Building 4th Floor. Elevator Lobby and Corridor at the request of Engineering and Facilities

Bonitz Contracting & Flooring Group \$158,769.42

Provide 7,390 square feet of stone, 7,390 square feet of ceramic tile and 7,090 square feet of underlayment on the first floor of the Hollings Cancer Center.

Hill Construction Services of Charleston Inc. \$366.00

Demolish inlaid brick portions of horseshoe sidewalk and replace with concrete at the request of Engineering and Facilities.

Stenstrom & Associates \$77,649.00

Replace carpet and paint selected areas on 3rd and 10th floors Harborview Office Tower.

Bonitz Contracting & Flooring Group \$39,741.64

Provide 888 square yards of carpet tile, 225 square feet of vinyl composite tile and 2160 linear feet of cove base in Harborview Office Tower Suites SC505 and SC506 at the request of the customer.

Bonitz Contracting & Flooring Group \$3,698.92

Provide 945 square feet of vinyl composite tile and 300 linear feet of cove base in Lab QF402 at the request of the customer.

Bonitz Contracting & Flooring Group \$11,534.69

Provide 280 square yards of carpet tile and 600 linear feet of cove base in Suite BA310 3rd Floor of the Institute of Psychiatry at the request of the customer.

Bonitz Contracting & Flooring Group \$13,212.18

Provide and install 335 square yards of carpet tile and 600 linear feet of cove base on the 5th floor of the Institute of Psychiatry.

Bonitz Contracting & Flooring Group \$3,510.64

Provide 87 square yards of carpet and 120 linear feet of cove base in Student Lounge QE222 at the request of the customer.

MUSC General Construction Projects

Stenstrom & Associates \$83,250.00

Complete renovations of the 2nd floor bathrooms of the Colbert Library.

Haynes Construction \$8,950.00

Remove concrete, relevel and create concrete dumpster pad at 91 President Street in support of Miscellaneous Parking Facility Improvements project.

Line Drive, LLC \$3,790.00

Repaint arrows in Ashley River Tower Parking Garage and layout and paint 14 parking spaces in M Lot in support of the Miscellaneous Parking Facility Improvements project.

Reserve Electrical Sevices LLC \$6,890.00

Rework lighting in the Ashley Rutledge Parking Garage.

Haynes Construction \$8,500.00

Paint stairway, handrailing and doors in support of Student Wellness Center Main Level Flooring and Lighting Upgrade project.

Abate & Insulate, LLC \$616.00

Apply test patch for removal of asbestos-containing layer of roof in support of the Student Wellness Center Roof Level Renovations project.

Hill Construction Services of Charleston Inc. \$1,893,724.00

Renovate interior and exterior of the 6th & 7th floors of the Walton Research Building.

Johnson Controls \$22,599.92

Provide air conditioning modification on the 7th Floor Clinical Science Building.

Abate & Insulate, LLC \$976.00

Remove and dispose of asbestos-containing fireproofing and pipe insulation in Basic Science Building Rooms BS448 an BS449.

Palmetto Construction Group, LLC \$5,928.00

Investigate the feasibility of installing a new condensate drain at the College of Nursing at the request of Engineering and Facilities.

Palmetto Construction Group, LLC \$5,069.00

Install check valves and replace damaged flooring and ceiling tile in the College of Nursing at the request of Engineering and Facilities.

**MEDICAL UNIVERSITY OF SOUTH CAROLINA
PROFESSIONAL SERVICES
FOR REPORTING
OCTOBER 9, 2015**

MUSC Indefinite Delivery Releases

ADC Engineering, Inc. \$1,000.00

Provide additional engineering services associated with the Public Safety Roof Repairs.

Compass 5 Partners, LLC \$16,279.00

Provide architectural services in support of the Wellness Center Downstairs Locker Room and Training Room Renovation project.

Compass 5 Partners, LLC \$18,289.00

Provide architectural services in support of the Student Wellness Center Old Kitchen Area Renovation project.

Compass 5 Partners, LLC \$20,345.00

Provide architectural services in support of the Student Life Restroom Renovations, Painting and Auditorium Renovations project.

Compass 5 Partners, LLC \$39,164.00

Provide architectural and engineering design services to update Basic Science Building 1st Floor Corridor finishes including locker rooms, east lobby and men's and women's public bathrooms in support of the Campus Buildings Aesthetic Improvements project.

ADC Engineering, Inc. \$7,850.00

Provide engineering services in support of the 30 Bee Street Roof Replacement project.

Compass 5 Partners, LLC \$8,029.00

Provide architectural services in support of the Student Wellness Center Main Level Flooring and Lighting Upgrade project.

Compass 5 Partners, LLC \$17,620.00

Provide architectural services in support of the Student Wellness Center Roof Level Renovations project.

GWA, Inc. \$46,300.00

Provide engineering design services to replace the existing circuit-breaker type ATS serving the existing emergency busway and a busway ATS bypass.

MECA, Inc. \$11,700.00

Provide engineering services to replace industrial and domestic water storage tanks in support of the Thurmond AHU Replacement project.

MECA, Inc. \$18,800.00

Provide engineering services for replacement of deaerator/surge tank for boilers at Thurmond Gages Building.

GWA, Inc. \$21,250.00

Provide engineering services to design the demolition of two existing diesel generators in support of the Basic Science Building East Exhaust and Emergency Power project.

S&ME, Inc. \$3,170.00

Provide asbestos air monitoring in support of the Walton Research Building Floors 2, 3, 6 and 8 Renovations project.

ADC Engineering, Inc. \$26,590.00

Provide roofing and waterproofing consulting services in support of the Deferred Maintenance 2012 - Miscellaneous Roof Repairs project.

Rosenblum Coe Architects, Inc. \$73,050.00

Provide architectural services in support of the Clinical Sciences Building 8th Floor Renovation Phase 1 project.

GWA, Inc. \$53,940.00

Provide engineering design services for the College of Health Professions Building emergency power system for using the generator that was removed from the MUSC Data Center Emergency Power Building and an existing automatic transfer switch.

S&ME, Inc. \$890.00

Provide air monitoring services in support of abatement of asbestos containing materials on the Basic Science Building fourth floor.

ADC Engineering, Inc. \$4,750.00

Provide architectural services to research the roof plan with all Colcock Hall windows and roof penetrations and terminations and all reported leaks at the request of Engineering and Facilities.

S&ME, Inc. \$155.00

Provide asbestos bulk sampling and analysis in Clinical Sciences Building Rooms 312G and 312H at the request of Engineering and Facilities.

S&ME, Inc. \$4,205.00

Provide asbestos air monitoring services in the Clinical Sciences Building Fourth Floor Center Elevator Lobby at the request of Engineering and Facilities.

GEL Engineering \$515.00

Provide air monitoring in Clinical Sciences Building Rooms HE816 through HE820 at the request of Engineering and Facilities.

Compass 5 Partners, LLC \$14,205.00

Provide architectural and engineering design services in support of the Storm Eye Main Entrance Renovations project at the request of the Medical University Hospital Authority.

ADC Engineering, Inc. \$8,710.00

Provide building envelope consulting services to design and prepare construction documents for the roof repair of The Kitchen House at the request of Engineering and Facilities.

S&ME, Inc. \$635.00

Provide asbestos bulk sampling and analysis in Wellness Center Room SS109C at the request of Occupational Safety and Health.

MUSC 230s

Kimley-Horn & Associates, Inc. \$12,500.00

Provide structural engineering services in support of the Miscellaneous Parking Facilities Improvements - Ashley Rutledge Garage Elevated Slab Repair project.

LS3P Associates LTD \$6,000.00

Provide architectural services for a feasibility study that will help define parking counts and historical costs comparatives for a proposed parking garage on Bee Street at Courtney as a part of the Miscellaneous Parking Facility Improvements project.

Red Iron Architects \$13,740.00

Provide architectural services in support of the Psych Institute First Floor Restroom Renovation project.

CEMS Engineering, Inc. \$12,197.00

Provide fire protection and electrical engineering design services for new fire pump system at Institute of Psychiatry.

ADC Engineering, Inc. \$5,000.00

Provide structural engineering services in support of the Walton Research Building Floors 2, 3, 6 & 7 Renovations project.

Studio A, Inc. \$2,077.50

Provide architectural services to design an appropriate handrail at the interior stair servicing the ground and first floors at the Sebring-Aimar House at the request of Engineering and Facilities.

CEMS Engineering, Inc. \$12,197.00

Provide fire protection and electrical engineering design services for new fire pump system at College of Health Professions.

ADC Engineering, Inc. \$6,150.00

Provide structural engineering services for the design of a new stair platform to access the Institute of Psychiatry HVAC platform at the request of Engineering and Facilities.

Other Contracts

ECS Carolinas, LLP \$6,000.00

Provide building inspection services in support of the Thurmond Gazes Building Envelope and Exhaust Systems Renovations project.

SAFEbuilt Carolinas Inc. \$4,091.56

Provide special inspection services in support of the Hollings Cancer Center AHU #3 and #4 Replacement project.

Dennis Corporation \$4,880.00

Provide special inspection services in support of the Basic Science Building 5th Floor Dental Medical Office and Laboratory Renovation project.

IDC Contracts

MECA, Inc.

Provide mechanical engineering services on an as-needed basis throughout the campus over a two year period. Total contract not to exceed \$500,000. Individual releases are not to exceed \$200,000 each project.

RMF Engineering, Inc.

Provide mechanical engineering services on an as-needed basis throughout the campus over a two year period. Total contract not to exceed \$500,000. Individual releases are not to exceed \$200,000 each project.

Davis & Floyd, Inc.

Provide mechanical engineering services on an as-needed basis throughout the campus over a two year period. Total contract not to exceed \$500,000. Individual releases are not to exceed \$200,000 each project.

CEMS Engineering, Inc.

Provide mechanical engineering services under a small Indefinite Delivery Contract on an as-needed basis throughout the campus. No project is to exceed \$50,000. Total fees paid for this type of contract over a twenty-four month period cannot exceed \$150,000.

ADC Engineering, Inc.

Provide roofing and waterproofing engineering services on an as-needed basis throughout the campus over a two year period. Total contract not to exceed \$500,000. Individual releases are not to exceed \$200,000 each project.

REI Engineers, Inc.

Provide roofing and waterproofing engineering services on an as-needed basis throughout the campus over a two year period. Total contract not to exceed \$500,000. Individual releases are not to exceed \$200,000 each project.

ADC Engineering, Inc.

Provide structural engineering services under a small Indefinite Delivery Contract on an as-needed basis throughout the campus. No project is to exceed \$50,000. Total fees paid for this type of contract over a twenty-four month period cannot exceed \$150,000.

Kimley-Horn & Associates, Inc.

Provide structural engineering services under a small Indefinite Delivery Contract on an as-needed basis throughout the campus. No project is to exceed \$50,000. Total fees paid for this type of contract over a twenty-four month period cannot exceed \$150,000.



Bylaws of the Medical University Hospital Authority Board of Trustees

169 ASHLEY AVENUE
CHARLESTON, SOUTH CAROLINA 29425
~~OCTOBER 9,~~ OCTOBER 9, 2015

TABLE OF CONTENTS

FOREWORD	1
CENTRAL ADMINISTRATION ORGANIZATION	2
BYLAWS OF THE MEDICAL UNIVERSITY HOSPITAL AUTHORITY BOARD OF TRUSTEES	3
Section I. Powers and Duties of the Board of Trustees	3
Section II. Meetings of the Board of Trustees	3
Section III. Officers of the Board of Trustees	4
Section IV. Committees of the Board.....	7
Section V. The Officers and Administration of the Authority.....	13
Section VI. The Executive Medical Director and Medical Staff.....	14
Section VII. Appeals to the Board.	15
Section VIII. Certain Income Tax Exemption Purposes Matters.	16
Section IX. Requirements of Section 242 of National Housing Act, As Amended.	16
Section X. Amendment.	17

FOREWORD

1. The Medical University Hospital Authority (MUHA)

~~does not discriminate on the basis of race, color, religion, sex, age, national origin, disability, veteran status, genetic information, sexual orientation or gender identity in the administration of admission policies, educational policies, financial aid, employment, or any other University activity, except where sex is a bona fide occupational qualification.~~

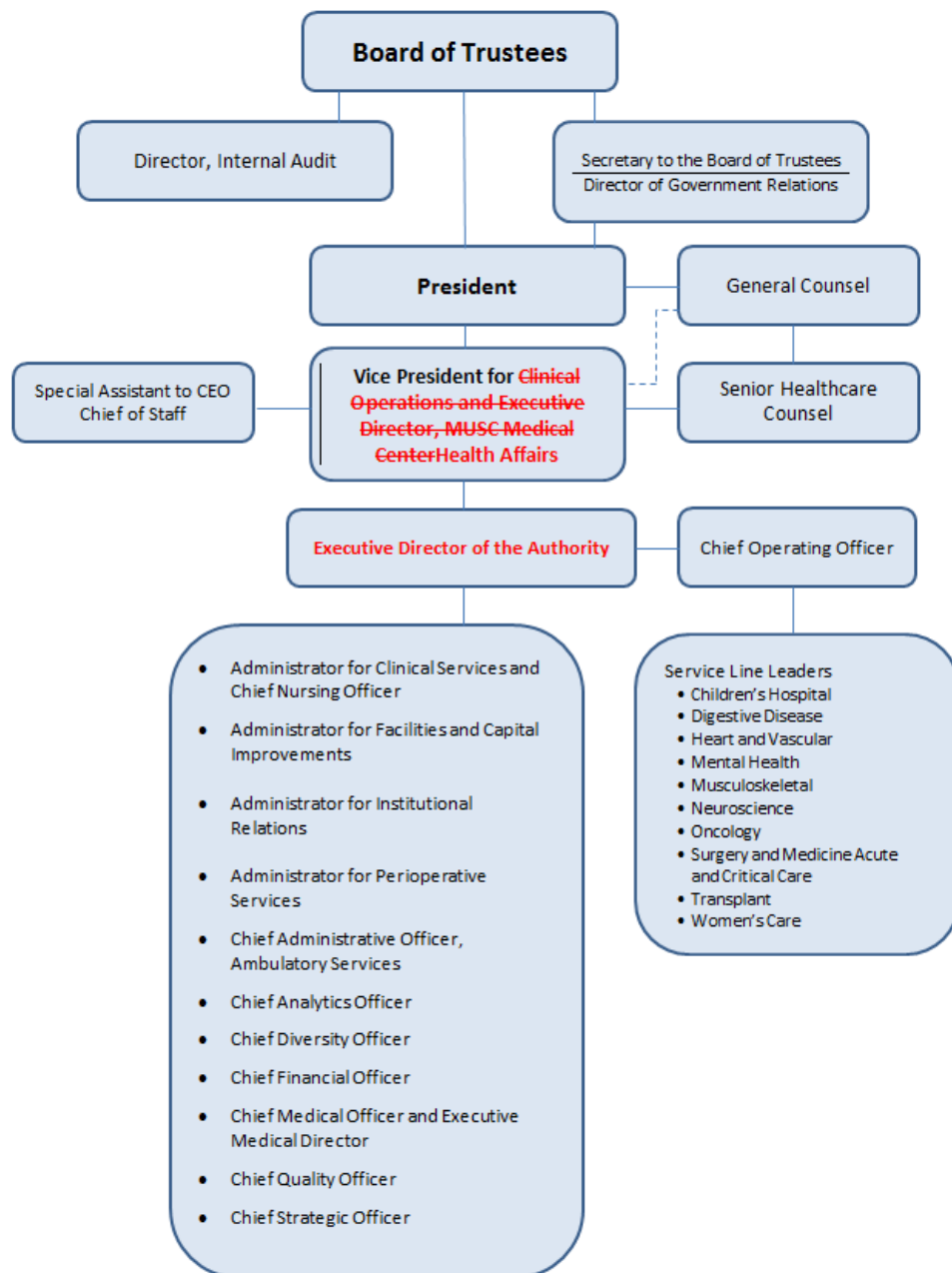
~~does not discriminate on the basis of race, color, creed, sex, age, national origin, veteran status, or marital status in the administration of admission policies, educational policies, financial aid, employment, or any other Authority activity.~~

2. Since the English language contains no singular pronoun which includes both sexes, wherever a masculine term appears in this document it signifies both genders.

3. The meetings of the Board of Trustees are held in conformance with the Freedom of Information Act as amended, ~~passed by the General Assembly of the State of South Carolina and approved by the Governor on June 12, 1998~~S.C. Code Ann. § 30-4-10, et seq.

MEDICAL UNIVERSITY HOSPITAL AUTHORITY CENTRAL ADMINISTRATION ORGANIZATION

(As referenced in the MUHA Board of Trustees Bylaws)



BYLAWS OF THE MEDICAL UNIVERSITY HOSPITAL AUTHORITY BOARD OF TRUSTEES

Section I. Powers and Duties of the Board of Trustees

(A) The final authority and responsibility for the governance of the Medical University Hospital Authority (the "Authority," MUHA, or the Medical Center), its hospitals and clinics (the "Medical Center"), the outreach programs, and ancillary functions are vested in the Board of Trustees of the Authority in accordance with the statutes of the State of South Carolina pertaining thereto.

(B) The Board of Trustees, directly or through its authorized committees, shall establish the general policies of the Authority, shall define its general program of educational activity, shall annually at its August meeting fix and approve the Authority's application for State appropriations, if any, and shall approve the budget for the next fiscal year.

(C) The Board of Trustees avoids conflict of interest. Any Trustee having a potential or perceived conflict of interest should make a full disclosure of the facts to the Chairman and should refrain from voting on the matter. The minutes of the meeting should reflect that disclosure was made and the member abstained from voting.

(D) The Board of Trustees shall name the principal officers of the Authority as prescribed in Section V of these Bylaws, but it may delegate to those elected officers the employment of subordinate officers and employees.

(E) The Board of Trustees shall review or review and revise these Bylaws at least every four (4) years or earlier if a material change occurs.

Section II. Meetings of the Board of Trustees

(A) **Regular Meetings.** Regular meetings of the Board of Trustees shall be held on the second Friday of February, April, August, October, and December, and on the day before the commencement of the Medical University of South Carolina, provided that the place and/or time of any regular meeting may be changed by the Chairman of the Board of Trustees.

(B) **Special Meetings.**

(1) Special meetings of the Board of Trustees may be called at the will of the Chairman; or

(2) Upon the written request of three or more members, the Chairman shall call a special meeting of the Board.

At least 24-hour's notice of any such meeting shall be given to the members of the Board of Trustees. The 24-hour's notice will not apply to emergency meetings in accordance with S.C. Code of Laws §30-4-80. Special meetings of the Board of Trustees may be in person, or via teleconference or video-conference. Trustees must be in attendance in person, or via teleconference or videoconference to vote on an action item at a Special Meeting. The vote will occur publicly, either by written ballot, roll call or other electronic means approved by a majority of the Trustees in attendance at the time of the vote.

(C) **Agenda.** Prior to each regular meeting of the Board of Trustees and with the notice of any special meeting, the Secretary of the Board shall include a proposed Agenda and pertinent information for the meeting.

(D) **Quorum.** A majority of the elected and ex-officio voting Trustees shall constitute a quorum.

(E) **Voting.** Except as otherwise specifically provided herein, all matters coming before the Board or a committee thereof for determination shall be determined by a majority of the members present by voice acclamation. Upon request of any Board or committee member, a vote by the Board or committee, as applicable, shall be by a call of the roll and results of such roll call vote shall be recorded in the minutes of the Board or committee.

(F) **Order of Business.** The order of business for all meetings of the Board of Trustees shall be as follows:

(1) Roll call.

(2) Corrections and approval of all minutes of regular and special Board and Committee meetings not previously approved.

(3) Reports and recommendations of the President, who may at his discretion call upon other officials of the Medical Center for reports on their areas of authority.

(4) Reports of standing committees.

(5) Reports of special committees.

(6) Old business.

(7) New business.

(G) **Rules of Order.** Except as charged by specific rules and regulations of the Board of Trustees, the current edition of *Robert's Rules of Order* shall constitute the rules of parliamentary procedure applicable to all meetings of the Board and its several Committees.

Section III. Officers of the Board of Trustees

(A) **Ex-Officio Chairman.** The Governor of the State of South Carolina is the voting ex-officio Chairman of the Board of Trustees and he shall preside at those meetings of the Board which he attends. The Governor's designee will vote for the Governor in his absence.

(B) **Chairman.** The Chairman of the Board of Trustees of the Medical University of South Carolina shall serve as the Chairman of the Board of Trustees of the Authority. The Chairman shall:

(1) Preside at all meetings at which the ex-officio Chairman does not preside,

- (2) Appoint all board committees not otherwise provided for,
- (3) Be an ex-officio member of all standing committees of the Board,
- (4) Execute all legal documents and instruments on behalf of the Board, and
- (5) Represent the Board in making any budget requests to the General Assembly of the State.

The Chairman of the Board shall be the official spokesman of the Board.

(C) **Vice Chairman.** The Vice Chairman of the Board of Trustees of the Medical University of South Carolina shall serve as the Vice Chairman of the Board of Trustees of the Authority. The Vice Chairman shall perform the duties of the Chairman in his absence, disability, or unavailability.

(D) **Secretary.**

(1) The Secretary of the Board of Trustees of the Medical University of South Carolina shall serve as the Secretary of the Board of Trustees of the Authority. The Secretary shall also serve as Secretary of all committees of the Board.

(2) Duties. It is the duty of the Secretary to arrange for all Board meetings and to act as Secretary to all Board committees, to keep records and minutes of Board actions, to review and prepare proposed revisions to the Bylaws of the Board every four (4) years or earlier if a material change occurs, and to complement the links with the President. In this role, the Secretary's primary responsibility is to the Board members. **SPECIFICALLY, THE SECRETARY WILL:**

- (a) Prepare agenda, place requests in proper format for Board meetings and Board action, record minutes of all meetings, and mail notices and other information to Trustees;
- (b) Assist the Board in reviewing, and prepare proposed revisions to, the bylaws of the Board every four (4) years or earlier if a material change occurs. Upon completion of the review by the Board, incorporate all adopted amendments, and submit changes to other parts of the bylaws which are reasonably implied by the adopted amendments;
- (c) Obtain necessary legal opinions pertaining to the Board of Trustees as an entity and to individual members in their official capacities;
- (d) Receive all direct correspondence, reports, telephone calls, etc., for the Board. Formulate proposed actions and communicate results to the Chairman and Board members;
- (e) Relay to the President requests received by Board members from constituents;
- (f) Make all arrangements for meetings of the Board of Trustees and committees; make travel accommodations and meal arrangements, including social functions when appropriate;

- (g) Keep all records of Board actions taken via mail or telephone between meetings;
- (h) Administer the Board of Trustees budget covering annual supplies, printing, binding, travel, subsistence, per diem;
- (i) Take care of routine correspondence on behalf of the Chairman and Board members;
- (j) Provide copies of minutes of Board of Trustees meetings to members and other addressees as appropriate;
- (k) Arrange for screening of the General Assembly's daily calendars and journals, proposed legislation, relevant newspapers, and other information sources. Report pertinent information to the Board and to the President;
- (l) Keep a log of term of office and appropriate filing duties and procedures for Trustee members;
- (m) Insure compliance with the requirements of the South Carolina Freedom of Information Act as it pertains to Board meetings and records; and
- (n) Ensure that the Board of Trustees fills certain seats on affiliate boards, as specified by the affiliates' Bylaws. As such positions come available, all Board members will be made aware of the open seat prior to the Board electing an individual to fill the seat. Where two or more seats are available on an affiliate board, consideration shall be given to filling the slots with one professional and one lay person from the Board of Trustees.

(E) Internal Auditor.

- (1) The Internal Auditor of the Medical University of South Carolina shall serve as the Internal Auditor of the Authority. The Board directs that the Internal Auditor's position and its support staff shall report and be accountable directly to the Board of Trustees. It is further directed that the Board of Trustees of the Medical University of South Carolina shall be responsible for managing the Internal Auditor's tenure and for setting the financial budget for the Internal Audit Department, including salaries, operational expenses, and support costs.
- (2) Duties. The Internal Auditor is responsible for managing a professional Internal Audit Department to provide analyses, appraisals, recommendations, counsel, and information concerning the activities reviewed to management, and ultimately to the Board of Trustees.
- (3) The Internal Auditor is also responsible for providing the Board of Trustees with information about the adequacy and effectiveness of the organization's system of internal control and the quality of performance.

(4) The Internal Auditor will assist the Audit Committee of the Board of Trustees in carrying out their duties as stated in Section IV(D)(3) of these Bylaws.

(5) The Internal Auditor will assist the Audit Committee in the selection, oversight, and evaluation of the External Auditor.

(F) **Trustees Emeriti.** The Board of Trustees of the Medical University Hospital Authority may recognize a former trustee for loyal, dedicated and significant service to the Authority. Trustee Emeritus status will be granted when a former Board member is nominated in writing by a current Board member and elected by a two-thirds majority vote. To be eligible, the former Board member must have served at least eight (8) consecutive years or have been awarded an honorary degree by the Medical University of South Carolina.

Trustees Emeriti will be elected for life. Trustees Emeriti will be non-voting, ex-officio members who are not reimbursed from appropriated funds. These Board Members will be invited to all Board functions and events and will provide support for the Authority as knowledgeable friends and ambassadors.

Section IV. Committees of the Board.

(A) **Standing Committees.** In addition to such special committees as from time to time may be appointed or elected by the Board of Trustees, there shall be the following standing committees:

- (1) Audit
- (2) Operations, Quality and Finance
- (3) Physical Facilities

(B) **Organization and Terms of Office.** All standing committee assignments shall be made by the Chairman of the Board of Trustees from the membership of the Board within 30 days following the August meeting each even numbered year. Their terms of service shall be for two (2) years. Each standing committee shall be composed of a minimum of three (3) members. Each standing committee shall elect its own chairman from its members by a majority vote taken by voice acclamation at the first committee meeting following the August meeting of the Board at which a Board Chairman is elected, excluding special elections, or at the first regular meeting of a new standing committee. Upon request of any standing committee member, a vote by the committee shall be by call of the roll and results of such roll call vote shall be recorded in the minutes of the committee. Board members may only serve as Chairman of more than one standing committee of the Authority or the Medical University of South Carolina Boards when the same committee (e.g., Physical Facilities, Audit) serves both entities.

(C) **Quorum.** A majority of the membership of any standing committee shall constitute a quorum.

(D) **Powers and Duties of Standing Committees.** The standing committees shall have the following powers and duties:

(1) Audit Committee.

(a) The Audit Committee shall concern itself with assisting the Board of Trustees in discharging its fiduciary and stewardship obligations relative to the reliability and integrity of 1) systems of internal control, 2) accounting practices, 3) annual reporting, 4) internal and external audit processes, 5) management of business exposures and 6) compliance with legal, regulatory, and ethical requirements.

(b) The Committee will provide an open avenue of communication among the internal and external auditors, management, and the Board. The full Board will continue to have complete access to management and the Internal Audit department and may continue to request the Internal Audit department to review areas of concern to them.

(c) The role of the Committee is oversight. It is not the duty of the Committee to prepare financial statements or to conduct audits to independently verify management's representations or to determine that the financial statements are complete and fairly present the financial condition of MUHA. These are the responsibilities of management and the external auditors.

(d) The Audit Committee has the full authority to review/investigate any matter or activity within the scope of its responsibilities. It shall have direct access to management, Internal Audit, Legal Counsel and any other members of or resources within MUHA and its affiliated organizations. All employees shall be directed to cooperate as requested by members of the Committee. The Committee shall also have the resources and authority to retain special legal, accounting, or other experts it deems necessary in the performance of its responsibilities.

(e) In accordance with Section IV(B) of these bylaws, the Chairman of the Board shall appoint the Audit Committee members, all of whom shall be Trustees, and the Committee members will elect one individual to serve as Committee Chairman. Each member of the Committee, including the Chairman, shall be independent and by reason of education or experience possess such degree of financial literacy as required to oversee the performance of the internal and external auditors, review MUHA's financial statements, and otherwise faithfully execute the role of the Audit Committee set forth in the bylaws. At least one member of the Committee should have appropriate experience with internal controls, an understanding of applicable accounting principles, the application of such principles in preparing or auditing financial statements, and an understanding of audit committee functions.

(f) Members of the Committee shall uphold their duty of care by attending and participating in meetings, strengthening his or her understanding of the institution and its operations, maintaining professional skepticism, addressing appropriate subjects, gathering adequate facts, making reasonable and prudent inquiries before making a decision, and seeking outside counsel when necessary.

(g) The Audit Committee shall meet at least two times per year. Internal Audit will coordinate the Committee's agenda in consultation with the Committee Chair. All Board members are encouraged to attend and participate in the Audit Committee meeting.

(h) The Committee will set the appropriate tone in communicating the importance of internal control and direct management to establish appropriate internal controls.

(i) The Management Development and Compensation Sub-Committee shall be a subcommittee of the Audit Committee and reports to the Board through the Audit Committee.

- i. The Management Development and Compensation Sub-Committee shall ensure that executive management and employees of the entities receive compensation that is market-level competitive, supports achieving the entities' strategic objectives, and is relevant to the individual's annual job performance while being sensitive to funding availability and longer term budget goals. The sub-committee will review all policy matters related to evaluation and compensation of the President, the Vice Presidents, the Administrators, the Secretary of the Board (collectively "Executive Management"), and any other positions the sub-committee may decide. The sub-committee will make recommendations to the Board via the Audit Committee regarding these matters. The sub-committee will assist the Board in determining a compensation package for the President and advise the President regarding appropriate compensation structures for other members of Executive Management.
- ii. The sub-committee shall review, at least annually, MUHA's assessment of potential candidates for promotion (Key Employees) to, at a minimum, a Vice President, Administrator, or other senior executive position designated by the Board. The assessment should identify candidates potential for promotion, professional development needed to address perceived deficiencies in a candidate's preparedness for promotion, or other actions to develop a "deep bench" of potential MUHA leaders. The sub-committee shall assist the President in determining appropriate professional development assistance for the MUHA Key Employees and in determining the best approaches to providing that assistance. The sub-committee shall review, at least annually, the Management Development plans in place and planned to ensure that all employees are encouraged to continuously improve their professional capabilities.
- iii. As with other standing committees, members of this sub-committee will be appointed by the Chairman of the Board of Trustees and is not limited to members of the Audit Committee. The Chairman of the Audit Committee will serve as chairman of this sub-committee.
- iv. The Management Development and Compensation Sub-Committee shall meet as needed. All Board members are encouraged to attend and participate in the sub-committee meetings.

- v. No offer of compensation, whether written or oral, subject to the review of the Management Development and Compensation Sub-Committee shall be effective as binding on the entities without the required approval(s).

(j) The Committee shall report to the Board on all financial matters in its area of concern.

(2) Operations, Quality and Finance Committee.

(a) The principal objectives of the Authority and the Medical Center, to include all hospitals and clinics, the outreach programs, and all services rendered to all patients, are to support the tri-part mission of the Medical University of South Carolina and the Medical University Hospital Authority including:

- i. To deliver direct health services as a corollary to the primary objective of education and to establish a medical center for the needs of the State of South Carolina, and
- ii. To improve the organization and delivery of the health care system to society as a demonstration of responsibility, in conjunction with the appropriate State professional organizations.

(b) In order to implement these objectives, the Operations, Quality and Finance Committee shall concern itself with the operations of the Medical Center, to include all hospitals and clinics, the outreach programs, and all services rendered all patients. This Committee will recommend and seek Board approval for necessary outpatient clinics in off-campus locations. With Board approval, these recommendations will be forwarded to the Physical Facilities Committee.

(c) In like manner, the planning of hospital services; the organizational structure for the delivery of health care; human, financial, and informational resources of the Medical Center and related activities to include the development and approval of the budget, and all other specific financial and contractual matters, quality of care, quality assurance mechanisms, credentials review and privilege delineation, and review of the Committee's performance annually are also responsibilities of this Committee.

(d) The Executive Medical Director of the Medical Center, or his designee, shall report quality assurance findings to the Operations, Quality and Finance Committee at each meeting. This report shall include quality indicators, departmental activities and mechanisms for resolving patient care problems. The quality assurance findings of the Operations, Quality and Finance Committee shall be reported to and acted upon by the full Board of Trustees. These reports should include activities related to hospital-wide quality assurance.

(e) The Operations, Quality and Finance Committee shall review the recommendation of the President for the ~~Vice President for Clinical Operations and~~ Executive Director of the

MUSC Medical Center Authority and the recommendation of the Executive Medical Director of the Medical Center Authority for the medical staff and department chairmen and shall make its recommendations thereon to the Board of Trustees.

(f) The Operations, Quality and Finance Committee shall concern itself with the broad financial overview of the Authority, as well as with the operation, routine care, and maintenance of the existing physical facilities of the Authority. Specific financial details for physical facilities will be provided in the Physical Facilities Committee of the Board of Trustees.

(g) The Committee shall especially concern itself with such matters as procurement, accounting, budgeting, and information systems.

(h) The Committee shall concern itself with the financial and fiscal policies and procedures of the Authority.

(i) The Committee will assist the Audit Committee in setting the appropriate tone in communicating the importance of internal control and directing management to establish appropriate internal controls.

(j) The proposed annual budget for the Authority shall be prepared by the appropriate Authority officers for review by the Committee.

(k) The Committee shall concern itself with personnel policies and personnel administrative programs to achieve satisfactory quality, productivity, and morale of personnel of the Authority.

(l) The Committee will make appropriate and timely reports and recommendations to the Board of Trustees which, upon approval by the Board of Trustees, shall become established policy.

(3) Physical Facilities Committee.

(a) The Physical Facilities Committee shall concern itself with the real property and improvements thereto of the Medical Center. It shall be responsible for prioritizing and implementing all development plans for Authority properties and their improvements. It shall solicit, evaluate, and select suggestions and proposals from administration, consultants, and other professionals relating to the development and capital improvements of the physical facilities and make recommendations to the Board of Trustees. This Committee will only be concerned with capital projects exceeding cost limits specified in approved Board policies. This Committee shall assume full responsibility of the Medical University Hospital Authority Facility Plan, to include, but not be limited to, 1) selecting architects, engineers and other related professionals; 2) prioritizing all requests for facilities; 3) conducting feasibility studies; and 4) reviewing major renovations required for the installation of equipment.

(b) To help carry out the duties of the Physical Facilities Committee, the Committee Chairman can appoint one member of the Physical Facilities Committee and two members of the Board of Trustees at large as a separate project committee for each major building project for architect/engineer and related construction professionals selections. There may be multiple project committees with different Trustees functioning concurrently for different projects. A project committee is an active part of the Physical Facilities Committee and serves at the supervision, control and direction of the Physical Facilities Committee. The Physical Facilities Committee Chair shall take into account any expertise or experience of Board members and of their willingness to serve on a committee for a specific project.

(c) The Committee shall be familiar with and report to the Board of Trustees preliminary details of costs associated with various developments and improvements of physical facilities.

(d) The Committee shall be charged with the responsibility of all Board matters relating to the physical properties of the Authority; the design and location of new buildings, master planning, and improvements or remodeling of buildings and all other matters having to do with the preservation of the Authority's physical facilities. It shall report to the Board of Trustees with its recommendations thereon and on all contracts relating to new construction, capital improvements, and major repairs/renovations to existing buildings and grounds.

(e) The Committee will establish a formal mechanism decreeing the time and appropriate ceremony to formally accept any completed project.

(f) At each Board meeting, the ~~Vice President for Clinical Operations and~~ Executive Director of the ~~MUSC Medical Center Authority~~ or his designee will update the Physical Facilities Committee on: 1) construction progress, 2) budgetary increases on construction/facility improvements, and 3) all change orders to date.

(g) Once the Physical Facilities Committee accepts and prioritizes capital project(s) for development, the project(s) will be forwarded to the Operations, Quality and Finance Committee of the Board of Trustees for funding consideration. The Operations, Quality and Finance Committee will have the responsibility for seeking appropriate funding in consideration of the Authority's budgetary status, bonding requirements and other financial requirements or restrictions of the Authority. In accordance with approved Board policies, the Operations, Quality and Finance Committee will make recommendations for approval of expenditures to the full Board.

(h) The Committee shall report to the Board on all financial matters in its area of concern.

Section V. The Officers and Administration of the Authority.

(A) **The President.** The Chief Executive Officer of the Authority shall be its President who shall be the President of the Medical University of South Carolina.

(1) The President shall have and exercise full executive powers over the Authority and its related operations within the framework of the policies established by the Board of Trustees.

(2) More specifically, the President shall be charged with the organization of the administrative and professional personnel of the Authority and the method of selecting the personnel, subject only to the limitations imposed by these bylaws, South Carolina laws, and applicable State policies and procedures. He shall be the medium of formal communication between the Board of Trustees and the administrative organization of the Authority and also the official spokesman of the Authority except as to matters within the special province of the Board of Trustees, in which realm the Chairman of the Board of Trustees shall be the official spokesman. The President, with his appropriate executive officers and the appropriate committees, shall prepare or receive and forward all requisite reports, budgets, and presentations to public agencies and to the Board of Trustees of the Authority.

(3) The President shall present to the Board of Trustees an organizational chart showing divisions, departments, and lines of reporting and command in the administrative organization of the Authority. After approval of such organizational chart, any changes shall be made only after the proposed change has been approved by the Board.

(B) Vice President for Health Affairs. By and with the advice of the President and/or appropriate standing committee, the Board of Trustees shall elect the Vice President for Health Affairs of the Authority and approve his total compensation package and subsequent changes thereto. The Vice President of Health Affairs of the Authority will be elected by a majority vote of the Trustees. Trustees must be present to vote. The vote shall be by written ballot. Upon request of any Board member, a vote by the Board shall be by call of the roll and results of such roll call vote shall be recorded in the minutes of the Board.

(1) The Vice President for Health Affairs is administratively responsible to the President for the MUSC clinical enterprise and jointly serves as the Chief Executive Officer of MUSC Health. As Vice President, this officer shall report to the President for all clinical matters as they relate to MUSC Health, the Medical University Hospital Authority, and University Medical Associates. Associated duties as Vice President for Health Affairs include responsibility for the activities of MUSC Health, the Medical University Hospital Authority and University Medical Associates including purview over the organizations as they relate to the total program of the Medical University.

(2) Except as otherwise provided in these bylaws, the officers and administrators of the Authority shall report to and through this officer to the President.

(3) This officer shall be responsible for the development and implementation of joint initiatives to ensure overall alignment of mission and vision and shall ensure that MUSC Health provides

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a supportive environment for high quality, sophisticated clinical teaching and research programs carried out by MUSC faculty. This officer shall formulate policies with respect to the educational and research activities of MUSC Health and the Authority and shall submit such policies to the Board of Trustees for approval.

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(B) ~~Vice President for Clinical Operations and~~ Executive Director of the ~~MUSC Medical Center Authority~~. By and with the advice of the President and/or appropriate standing committee, the Board of Trustees shall elect the ~~Vice President for Clinical Operations and~~ Executive Director of the ~~MUSC Medical Center Authority~~ and approve his total compensation package and subsequent changes thereto. The ~~Vice President for Clinical Operations and~~ Executive Director of the ~~Authority~~ ~~MUSC Medical Center~~ will be elected by a majority vote of the Trustees. Trustees must be present to vote. The vote shall be by written ballot. Upon request of any Board member, a vote by the Board shall be by call of the roll and results of such roll call vote shall be recorded in the minutes of the Board.

(1) The ~~Vice President for Clinical Operations and~~ Executive Director of the ~~Authority~~ ~~MUSC Medical Center~~ is administratively responsible to the ~~Vice President for Health Affairs (and CEO of the MUSC Health system)~~ President for ~~Authority~~ ~~Medical Center~~ functions and services that it provides and shall exercise control and responsibility for human, financial, and informational resources of the ~~Medical Authority Center~~ and related activities. Except as otherwise provided in these bylaws, the officers and administrators of the Authority shall report to and through this officer to the ~~Vice President for Health Affairs and the~~ President of the Authority.

(2) The ~~Vice President for Clinical Operations and~~ Executive Director of the ~~MUSC Medical Center Authority~~ shall appoint officers and administrators of the Authority other than those whose appointment is otherwise provided for in these bylaws.

(3) The ~~Vice President for Clinical Operations and~~ Executive Director of the ~~MUSC Medical Center Authority~~ shall formulate policies with respect to the educational and research activities of the Authority and shall submit such policies to the Board of Trustees for approval.

Section VI. The Executive Medical Director and Medical Staff.

(A) **Executive Medical Director.** The ~~Vice President for Clinical Operations and~~ Executive Director of the ~~MUSC Medical Center Authority~~ in collaboration with the Vice President for ~~Health Affairs~~ ~~Medical Affairs of MUSC~~ will recommend a candidate(s) for the position of Executive Medical Director of the ~~Medical Center Authority~~ to the President for approval. At the discretion of the ~~Vice President for Clinical Operations and~~ Executive Director of the ~~MUSC Medical Center Authority~~, the responsibilities of the Executive Medical Director of the ~~Medical Center Authority~~ may be divided between a Chief Medical Officer and a Chief Quality Officer, each of whom shall be subject to the same recommendation and approval procedure set forth hereinabove. The Board of Trustees delegates the general responsibility and authority for the operation of the ~~Medical Center Authority~~, the patient care programs, and related activities of the ~~Medical Center Hospital Authority~~ to the ~~Vice President for Clinical Operations and~~ Executive Director of the ~~MUSC Medical Center Authority~~, under whom specific responsibility and authority for the patient care programs are assigned to the Executive Medical Director of the ~~Medical Center Authority~~. The responsibility and authority delegated in this matter by the Board of Trustees are

intended to provide for administrative actions as may be deemed necessary or appropriate to the proper and effective conduct of patient care and related programs.

(B) Medical Staff.

(1) The Board shall create a medical staff organization to be known as the Medical Staff of the MUSC Medical Center, whose membership shall be comprised of professional healthcare providers (i.e., physicians, dentists, osteopaths, etc.), who are privileged to attend patients in the Medical Center. The selection of the Medical Staff and department chairmen is made by the Board of Trustees upon the recommendation of the Executive Medical Director of the Medical Center with the review and recommendation of the Operations, Quality and Finance Committee. The Medical Staff shall propose and adopt bylaws for its internal governance, as specified in the Medical Staff Bylaws, which shall be effective when approved by the Board. According to Joint Commission standards, neither the Board of Trustees nor the Medical Staff can unilaterally amend the Medical Staff Bylaws or Rules and Regulations. These bylaws shall set forth the policies by which the Medical Staff exercises and accounts for its delegated authority and responsibilities. The bylaws shall include a mechanism for review of decisions, including the right to be heard at each step of the process, when requested by a member of the Medical Staff. Whenever the Board does not concur with the Medical Staff recommendation relative to appointment and clinical privileges, there must be a provision in the bylaws for a review of the recommendation by a joint committee of the Medical Staff and the Board before a final decision is reached by the Board.

(2) While the medical care provided to the patients in the Medical Center is the ultimate responsibility of the Board of Trustees, it is the policy of the Board of Trustees to delegate this function, insofar as is legally permissible, to the Medical Staff. Thus, the Medical Staff is responsible for the delivery of health services, for keeping pace with advances in medical science, for evolving new concepts of improved organization and for promoting better health care, education, and research. Nevertheless, the Board shall review the efforts of the Medical Staff in its conduct of ongoing appraisal of the quality of care provided at the Medical Center. In addition, the Board of Trustees shall have the final authority on all appointments, re-appointments, and other changes in the Medical Staff, the granting of clinical privileges, disciplinary actions, including a provision for the termination of professional healthcare providers that are members of the Medical Staff in a medico-administrative position in the Medical Center in accordance with procedures as established in the Medical Staff Bylaws, and all matters relating to professional competency.

Section VII. Appeals to the Board.

(A) Medical Staff. The right of appeal to the Board of Trustees by any member of the Medical Staff of the Medical Center or the administration is a right recognized by the Board and shall be exercised in accordance with the respective grievance procedures for the Medical Staff as approved by the Board of Trustees as outlined in the Medical Staff Bylaws.

(B) Administrative Personnel. With respect to administrative personnel, the Board of Trustees, in its sole discretion, may grant a review of any adverse administrative action. However, if this review is

granted, the Board shall not be required to conduct a hearing or hear arguments but shall review the record of any proceedings.

Section VIII. Certain Income Tax Exemption Purposes Matters.

(A) **General.** In addition to the other purposes of the Authority as set forth in the Authority's enabling legislation which is codified under South Carolina Code Ann. § 59-123-10 et seq., and other purposes set forth below, the Authority is constituted so as to attract substantial support from contributions, directly or indirectly, from a representative number of persons in the community in which it operates and other sources which are appropriate under the applicable provisions of the Internal Revenue Code of 1986, as amended ("Code"), governing income tax exempt organizations, and has not been formed for pecuniary profit or financial gain, and no part of the assets, income, or profits of the Authority is or shall be distributable to, or inure to the benefit of, its trustees or officers except to the extent permitted under the applicable laws of South Carolina, and the applicable provisions of the Code governing income tax exempt organizations. No substantial part of the activities of the Authority shall be the carrying on of propaganda, or otherwise attempting to influence legislation; and the Authority shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provisions of the Authority's enabling legislation, which is identified above, the Authority shall not carry on any other activities not permitted to be carried on (i) by a corporation exempt from federal income tax under Code section 501(c)(3) or (ii) by a corporation, contributions to which are deductible under Code section 170(c).

(B) The funds or assets of the Authority shall not be distributed or otherwise made available to any organization or entity other than the State of South Carolina and its agencies and instrumentalities (including, without limitation, The Medical University of South Carolina), unless such funds or assets are transferred or exchanged in accordance with applicable South Carolina law; and in return for goods or services of equal value or unless such funds or assets are distributed or otherwise made available in furtherance of a scientific, educational, or charitable purpose, or for the purpose of lessening the burdens of government, qualifying as exempt under the aforementioned provisions of the Code.

Section IX. Requirements of Section 242 of National Housing Act, As Amended.

(A) The Authority shall provide on a nonprofit basis hospital facilities and services for the care and treatment of persons who are acutely ill who otherwise require medical and related services of the kind customarily furnished most effectively by hospitals, pursuant to Section 242 of the National Housing Act, as amended.

(B) The Authority shall have the power to mortgage or otherwise hypothecate its real and personal property and to do and perform all acts reasonably necessary to accomplish the purposes of the Authority including the execution of a Regulatory Agreement with the Secretary of Housing and Urban Development, acting by and through the Federal Housing Commissioner, and of such other instruments and undertakings as may be necessary to enable the Authority to secure the benefits of financing with the assistance of mortgage insurance under the provisions of the National Housing

Act. Such Regulatory Agreement and other instruments and undertakings shall remain binding upon the Authority, its successor and assigns, so long as a mortgage on the Authority's property is insured or held by the Secretary of Housing and Urban Development.

(C) So long as a mortgage on the Authority's property is insured or held by the Secretary of Housing and Urban Development, these provisions within the Authority's Bylaws may not be amended without the prior written approval of the said Secretary.

(D) In the event of a conflict between any of the provisions of these Bylaws and any of the provisions of the Note, Mortgage, Security Agreement, or the Regulatory Agreement (the "HUD Loan Documents"), the provisions of the HUD Loan Documents shall govern and be controlling in all aspects.

(E) The Authority may adopt Bylaws at any regular meeting of the Authority or at any special meeting called for that purpose, so long as they are not inconsistent with these Articles or with the Regulatory Agreement between the Authority and the Secretary of Housing and Urban Development.

Section X. Amendment.

These bylaws may be amended at any regular meeting of the Board of Trustees by a favorable vote of at least two-thirds of the members present and voting, but the proposed amendment must first have been stated in writing and sent to each member of the Board at least 15 calendar days prior to such meeting.

Revisions: June 16, 2000, October 12, 2001, December 12, 2003, February 13, 2004, April 7, 2006, April 11, 2008, April 9, 2010, December 14, 2012, August 9, 2013, April 11, 2014, October 9, 2014, ~~October 9, 2015~~.



Bylaws of the Medical University of South Carolina Board of Trustees

179 ASHLEY AVENUE
CHARLESTON, SOUTH CAROLINA 29425
~~MAY~~ OCTOBER 9, 2015

TABLE OF CONTENTS

FOREWORD	1
CENTRAL ADMINISTRATION ORGANIZATION	2
BYLAWS OF THE MEDICAL UNIVERSITY OF SOUTH CAROLINA BOARD OF TRUSTEES.....	3
Section I. Powers and Duties of the Board of Trustees.	3
Section II. Meetings of the Board of Trustees.	3
Section III. Officers of the Board of Trustees.....	4
Section IV. Committees of the Board.	7
Section V. The Officers and Administration of the University.....	14
Section VI. The Faculty.	16
Section VII. Appeals to the Board.	17
Section VIII. Board of Visitors.....	17
Section IX. Amendment.	18

FOREWORD

1. The Medical University of South Carolina

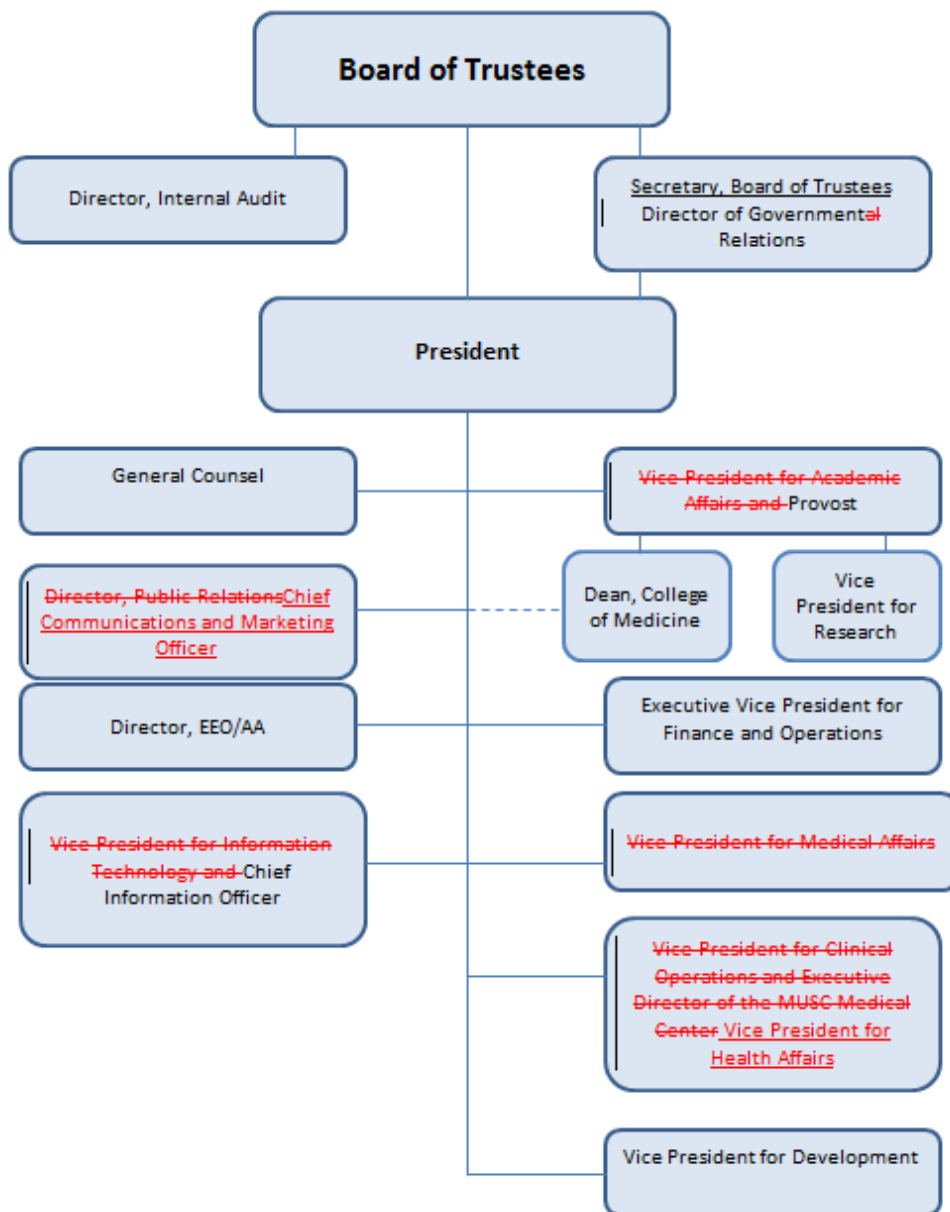
does not discriminate on the basis of race, color, religion, sex, age, national origin, disability, veteran status, genetic information, sexual orientation or gender identity in the administration of admission policies, educational policies, financial aid, employment, or any other University activity, except where sex is a bona fide occupational qualification.

~~does not discriminate on the basis of race, color, creed, sex, age, national origin, veteran status, or marital status in the administration of admission policies, educational policies, financial aid, employment, or any other University activity.~~

2. Since the English language contains no singular pronoun which includes both sexes, wherever a masculine term appears in this document it signifies both genders.

3. The meetings of the Board of Trustees are held in conformance with the Freedom of Information Act as amended, SC Code Ann. §30-4-10, et seq. passed by the General Assembly of the State of South Carolina and approved by the Governor on June 12, 1998.

**MEDICAL UNIVERSITY OF SOUTH CAROLINA
CENTRAL ADMINISTRATION ORGANIZATION**
(As referenced in the MUSC Board of Trustees Bylaws)



BYLAWS OF THE MEDICAL UNIVERSITY OF SOUTH CAROLINA BOARD OF TRUSTEES

Section I. Powers and Duties of the Board of Trustees.

(A) The final authority and responsibility for the governance of the Medical University of South Carolina (MUSC), its colleges, the outreach programs, and ancillary functions are vested in the Board of Trustees of the Institution in accordance with the statutes of the State of South Carolina pertaining thereto.

(B) The Board of Trustees, directly or through its authorized committees, shall establish the general policies of the University, shall define its general program of educational activity, shall annually at its August meeting fix and approve the University's application for State appropriations, and shall approve the budget for the next fiscal year.

(C) The Board of Trustees avoids conflict of interest. Any Trustee having a potential or perceived conflict of interest should make a full disclosure of the facts to the Chairman and should refrain from voting on the matter. The minutes of the meeting should reflect that disclosure was made and the member abstained from voting.

(D) The Board of Trustees shall name the principal officers of the University as prescribed in Section V of these Bylaws, but it may delegate to those elected officers the employment of subordinate officers and employees.

(E) The Board of Trustees shall confer appropriate degrees in medicine, dental medicine, pharmacy, nursing, health professions, and graduate studies in related health fields. These degrees shall be conferred upon students and such other persons as the Board of Trustees deems qualified to receive them.

(F) The Board of Trustees may confer honorary degrees to individuals deemed appropriate and worthy by a majority vote of the Board.

(G) The Board of Trustees shall review or review and revise these Bylaws at least every four (4) years or earlier if a material change occurs.

Section II. Meetings of the Board of Trustees.

(A) **Regular Meetings.** Regular meetings of the Board of Trustees shall be held on the second Friday of February, April, August, October, and December and on the day before the Commencement Exercises, provided that the place and/or time of any regular meeting may be changed by the Chairman of the Board of Trustees.

(B) Special Meetings.

(1) Special meetings of the Board of Trustees may be called at the will of the Chairman; or

(2) Upon the written request of three or more members, the Chairman shall call a special meeting of the Board.

At least 24-hour's notice of any such meeting shall be given to the members of the Board of Trustees. The 24-hour's notice will not apply to emergency meetings in accordance with S.C. Code of Laws §30-4-80. Special meetings of the Board of Trustees may be in person, or via teleconference or videoconference. Trustees must be in attendance in person, or via teleconference or videoconference to vote on an action item at a Special Meeting. The vote will occur publicly, either by written ballot, roll call or other electronic means approved by a majority of the Trustees in attendance at the time of the vote.

(C) **Agenda.** Prior to each regular meeting of the Board of Trustees and with the notice of any special meeting, the Secretary of the Board shall include a proposed Agenda and pertinent information for the meeting.

(D) **Quorum.** A majority of the elected and ex-officio voting Trustees shall constitute a quorum.

(E) **Voting.** Except as otherwise specifically provided herein, all matters coming before the Board or a committee thereof for determination shall be determined by a majority of the members present by voice acclamation. Upon request of any Board or committee member, a vote by the Board or committee, as applicable, shall be by a call of the roll and results of such roll call vote shall be recorded in the minutes of the Board or committee.

(F) **Order of Business.** The order of business for all meetings of the Board of Trustees shall be as follows:

- (1) Roll call.
- (2) Corrections and approval of all minutes of regular and special Board and Committee meetings not previously approved.
- (3) Reports and recommendations of the President of the University, who may at his discretion call upon other officials of the University for reports on their areas of authority.
- (4) Reports of standing committees.
- (5) Reports of special committees.
- (6) Old business.
- (7) New business.

(G) **Rules of Order.** Except as charged by specific rules and regulations of the Board of Trustees, the current edition of *Robert's Rules of Order* shall constitute the rules of parliamentary procedure applicable to all meetings of the Board and its several Committees.

Section III. Officers of the Board of Trustees.

(A) **Ex-Officio Chairman.** The Governor of the State of South Carolina is the voting ex-officio Chairman of the Board of Trustees and he shall preside at those meetings of the Board which he attends. The Governor's designee will vote for the Governor in his absence.

(B) **Chairman.** Biennially (every even-numbered year), at its August meeting, by a majority vote, the Board of Trustees shall elect from its membership a Chairman to serve for a term of two years or until his successor is elected. Trustees must be present to vote. The vote shall be by written ballot. Upon request of any Board member, a vote by the Board shall be by call of the roll and results of such roll call vote shall be recorded in the minutes of the Board.

Should the office of Chairman of the Board become vacant or should the Chairman suffer disability that obviously would be of an extended duration, a special election shall be held for a new Chairman. Such election shall take place at the second Board meeting within four months following such an eventuality. No Chairman shall be eligible to succeed himself after he has served two consecutive terms as the Chairman of the Board. The Chairman shall:

- (1) Preside at all meetings at which the ex-officio Chairman does not preside,
- (2) Appoint all board committees not otherwise provided for,
- (3) Be an ex-officio member of all standing committees of the Board,
- (4) Execute all legal documents and instruments on behalf of the Board, and
- (5) Represent the Board in making its budget requests to the General Assembly of the State.

The Chairman of the Board shall be the official spokesman of the Board.

(C) **Vice Chairman.** At the same time, by a like method and for a like term of office as the Chairman, the Board of Trustees shall elect from its membership a Vice Chairman to perform the duties of the Chairman in his absence, disability, or unavailability.

(D) **Secretary.**

(1) A Secretary of the Board of Trustees shall be elected by a majority of the Board to serve at the will of the Board. Trustees must be present to vote. The vote shall be by written ballot. Upon request of any Board member, a vote by the Board shall be by call of the roll and results of such roll call vote shall be recorded in the minutes of the Board. The Secretary need not be a member of the Board and may be an officer or employee of the University in another capacity. The Secretary shall also serve as Secretary of all committees of the Board.

(2) Duties. It is the duty of the Secretary to arrange for all Board meetings and to act as Secretary to all Board committees, to keep records and minutes of Board actions, to review and prepare proposed revisions to the bylaws of the Board every four (4) years or earlier if a material change occurs, and to complement the links with the President. In this role, the Secretary's primary responsibility is to the Board members. **SPECIFICALLY, THE SECRETARY WILL:**

- (a) Prepare agenda, place requests in proper format for Board meetings and Board action, record minutes of all meetings, and mail notices and other information to Trustees;
- (b) Assist the Board in reviewing, and prepare proposed revisions to, the bylaws of the Board every four (4) years or earlier if a material change occurs. Upon completion of the review by the Board, incorporate all adopted amendments, and submit changes to other parts of the bylaws which are reasonably implied by the adopted amendments;
- (c) Obtain necessary legal opinions pertaining to the Board of Trustees as an entity and to individual members in their official capacities;
- (d) Receive all direct correspondence, reports, telephone calls, etc., for the Board. Formulate proposed actions and communicate results to the Chairman and Board members;
- (e) Relay to the President requests received by Board members from constituents;
- (f) Make all arrangements for meetings of the Board of Trustees and committees, make travel accommodations and meal arrangements, including social functions when appropriate;
- (g) Keep all records of Board actions taken via mail or telephone between meetings;
- (h) Administer the Board of Trustees budget covering annual supplies, printing, binding, travel, subsistence, per diem;
- (i) Take care of routine correspondence on behalf of the Chairman and Board members;
- (j) Provide copies of minutes of Board of Trustees meetings to members and other addressees as appropriate;
- (k) Arrange for screening of the General Assembly's daily calendars and journals, proposed legislation, relevant newspapers, and other information sources. Report pertinent information to the Board and to the President;
- (l) Keep a log of term of office and appropriate filing duties and procedures for Trustee members;
- (m) Insure compliance with the requirements of the South Carolina Freedom of Information Act as it pertains to Board meetings and records; and
- (n) Ensure that the Board of Trustees fills certain seats on affiliate boards, as specified by the affiliates' Bylaws. As such positions come available, all Board members will be made aware of the open seat prior to the Board electing an individual to fill the seat. Where two or more seats are available on an affiliate board, consideration shall be

given to filling the slots with one professional and one lay person from the Board of Trustees.

(E) Internal Auditor.

(1) The Internal Auditor shall be elected by a majority of the Board of Trustees to serve at the will of the Board. Trustees must be present to vote. The vote shall be by written ballot. Upon request of any Board member, a vote by the Board shall be by call of the roll and results of such roll call vote shall be recorded in the minutes of the Board. The Board directs that the Internal Auditor's position and its support staff shall report and be accountable directly to the Board of Trustees of the Medical University of South Carolina. It is further directed that the Board of Trustees for the Medical University of South Carolina shall be responsible for managing the Internal Auditor's tenure and for setting the financial budget for the Internal Audit Department, including salaries, operational expenses, and support costs.

(2) Duties. The Internal Auditor is responsible for managing a professional Internal Audit Department to provide analyses, appraisals, recommendations, counsel, and information concerning the activities reviewed to management, and ultimately to the Board of Trustees.

(3) The Internal Auditor is also responsible for providing the Board of Trustees with information about the adequacy and effectiveness of the organization's system of internal control and the quality of performance.

(4) The Internal Auditor will assist the Audit Committee of the Board of Trustees in carrying out their duties as stated in Section IV(D)(5) of these Bylaws.

(5) The Internal Auditor will assist the Audit Committee in the selection, oversight, and evaluation of the External Auditor.

(F) Trustees Emeriti. The MUSC Board of Trustees may recognize a former trustee for loyal, dedicated and significant service to the University. Trustee Emeritus status will be granted when a former Board member is nominated in writing by a current Board member and elected by a two-thirds majority vote. To be eligible, the former Board member must have served at least eight (8) consecutive years or have been awarded an honorary degree by the Medical University of South Carolina.

Trustees Emeriti will be elected for life. Trustees Emeriti will be non-voting, ex-officio members who are not reimbursed from appropriated funds. These Board members will be invited to all Board functions and events and will provide support for the University as knowledgeable friends and ambassadors.

Section IV. Committees of the Board.

(A) Standing Committees. In addition to such special committees as from time to time may be appointed or elected by the Board of Trustees, there shall be the following standing committees:

(1) Audit

- (2) Education, Faculty and Student Affairs
- (3) Finance and Administration
- (4) Physical Facilities
- (5) Research and Institutional Advancement

(B) Organization and Terms of Office. All standing committee assignments shall be made by the Chairman of the Board of Trustees from the membership of the Board within 30 days following the August meeting each even numbered year. Their terms of service shall be for two (2) years. Each standing committee shall be composed of a minimum of three (3) members. Each standing committee shall elect its own chairman from its members by a majority vote taken by voice acclamation at the first committee meeting following the August meeting of the Board at which a Board Chairman is elected, excluding special elections, or at the first regular meeting of a new standing committee. Upon request of any standing committee member, a vote by the committee shall be by call of the roll and results of such roll call vote shall be recorded in the minutes of the committee. Board members may only serve as Chairman of more than one standing committee of the University or the Medical University Hospital Authority (MUHA) Boards when the same committee (e.g., Physical Facilities, Audit) serves both entities.

(C) Quorum. A majority of the membership of any standing committee shall constitute a quorum.

(D) Powers and Duties of Standing Committees. The standing committees shall have the following powers and duties:

(1) Audit Committee.

(a) The Audit Committee shall concern itself with assisting the Board of Trustees in discharging its fiduciary and stewardship obligations relative to the reliability and integrity of 1) systems of internal control, 2) accounting practices, 3) annual reporting, 4) internal and external audit processes, 5) management of business exposures, and 6) compliance with legal, regulatory, and ethical requirements.

(b) The Committee will provide an open avenue of communication among the internal and external auditors, management, and the Board. The full Board will continue to have complete access to management and the Internal Audit department and may continue to request the Internal Audit department to review areas of concern to them.

(c) The role of the Committee is oversight. It is not the duty of the Committee to prepare financial statements or to conduct audits to independently verify management's representations or to determine that the financial statements are complete and fairly present the financial condition of MUSC and its affiliates. These are the responsibilities of management and the external auditors.

(d) The Audit Committee has the full authority to review/investigate any matter or activity within the scope of its responsibilities. It shall have direct access to management, Internal Audit, Legal Counsel and any other members of or resources within MUSC and its affiliated organizations. All employees shall be directed to cooperate as requested by members of the Committee. The Committee shall also have the resources and authority

to retain special legal, accounting, or other experts it deems necessary in the performance of its responsibilities.

(e) In accordance with Section IV(B) of these bylaws, the Chairman of the Board shall appoint the Audit Committee members, all of whom shall be Trustees, and the Committee members will elect one individual to serve as Committee Chairman. Each member of the Committee, including the Chairman, shall be independent and by reason of education or experience possess such degree of financial literacy as required to oversee the performance of the internal and external auditors, review MUSC's financial statements, and otherwise faithfully execute the role of the Audit Committee set forth in the bylaws. At least one member of the Committee should have appropriate experience with internal controls, an understanding of applicable accounting principles, the application of such principles in preparing or auditing financial statements, and an understanding of audit committee functions.

(f) Members of the Committee shall uphold their duty of care by attending and participating in meetings, strengthening his or her understanding of the institution and its operations, maintaining professional skepticism, addressing appropriate subjects, gathering adequate facts, making reasonable and prudent inquiries before making a decision, and seeking outside counsel when necessary.

(g) The Audit Committee shall meet at least two times per year. Internal Audit will coordinate the Committee's agenda in consultation with the Committee Chair. All Board members are encouraged to attend and participate in the Audit Committee meeting.

(h) The Committee will set the appropriate tone in communicating the importance of internal control and direct management to establish appropriate internal controls.

(i) The Management Development and Compensation Sub-Committee shall be a subcommittee of the Audit Committee and reports to the Board through the Audit Committee.

- i. The Management Development and Compensation Sub-Committee shall ensure that executive management and employees of the entities receive compensation that is market-level competitive, supports achieving the entities' strategic objectives, and is relevant to the individual's annual job performance while being sensitive to funding availability and longer term budget goals. The sub-committee will review all policy matters related to evaluation and compensation of the President, the Vice Presidents, the Deans, the Secretary of the Board (collectively "Executive Management"), and any other positions the sub-committee may decide. The sub-committee will make recommendations to the Board via the Audit Committee regarding these matters. The sub-committee will assist the Board in determining a compensation package for the President and advise the President regarding appropriate compensation structures for other members of Executive Management.

- ii. The sub-committee shall review, at least annually, MUSC's assessment of potential candidates for promotion (Key Employees) to, at a minimum, a Vice President, Dean, or other senior executive position designated by the Board. The assessment should identify candidates potential for promotion, professional development needed to address perceived deficiencies in a candidate's preparedness for promotion, or other actions to develop a "deep bench" of potential MUSC leaders. The sub-committee shall assist the President in determining appropriate professional development assistance for the MUSC Key Employees and in determining the best approaches to providing that assistance. The sub-committee shall review, at least annually, the Management Development plans in place and planned to ensure that all employees are encouraged to continuously improve their professional capabilities.
- iii. As with other standing committees, members of this sub-committee will be appointed by the Chairman of the Board of Trustees and is not limited to members of the Audit Committee. The Chairman of the Audit Committee will serve as chairman of this sub-committee.
- iv. The Management Development and Compensation Sub-Committee shall meet as needed. All Board members are encouraged to attend and participate in the sub-committee meetings.
- v. No offer of compensation, whether written or oral, subject to the review of the Management Development and Compensation Sub-Committee shall be effective as binding on the entities without the required approval(s).

(j) The Committee shall report to the Board on all financial matters in its area of concern.

(2) Education, Faculty and Student Affairs Committee.

- (a) The Education, Faculty and Student Affairs Committee shall concern itself with the formation of policy regarding matters affecting the quality, character, extent and relative standards in instruction and research.
- (b) Also, the Committee shall concern itself with the formation of policy affecting student life, welfare, and morale.
- (c) The Committee shall concern itself with the faculty organization, quality, effectiveness, welfare, and morale.
- (d) The Committee shall create, with approval of the Board, multi-specialty group practice plan(s) whose membership shall be comprised of qualifying faculty and employees of the University. These practice plan(s) will develop administrative board(s) and bylaws for approval by the MUSC Board of Trustees. Faculty members shall have but one annual contract which shall accurately reflect their activities and compensation from MUSC, MUHA, Veterans Administration, clinical practice plan, and all other approved

sources. Such compensation shall be considered part of the total MUSC compensation package and shall, pursuant to law, receive prior approval by the President and/or the Board of Trustees.

(e) The Education, Faculty and Student Affairs Committee will make appropriate and timely reports and recommendations to the Board of Trustees which, upon approval by the Board of Trustees, these shall become established policy of the Board.

(f) The Committee, whenever needed, shall make available to the Board reports and recommendations regarding grants and scholarships from trust funds and endowments. Upon approval by the Board of Trustees, these recommendations shall become established policy. The Committee shall also report to the Board the recipients of such grants and scholarships.

(g) The Committee shall report to the Board on all financial matters in its areas of concern.

(3) Finance and Administration Committee.

(a) The Finance and Administration Committee shall concern itself with the broad financial overview of the University, as well as with the operation, routine care, and maintenance of the existing physical facilities of the University. Specific financial details will be provided in the other respective standing committees of the Board of Trustees.

(b) The Committee shall especially concern itself with such matters as procurement, accounting, budgeting, and information systems.

(c) The Committee will concern itself with the financial and fiscal policies and procedures of the University.

(d) The annual requests for appropriation and the proposed annual budgets shall be prepared by the appropriate University officers for review by the Committee.

(e) The Committee shall concern itself with personnel policies and personnel administrative programs to achieve satisfactory quality, productivity, and morale of personnel of the University.

(f) The Committee will assist the Audit Committee in setting the appropriate tone in communicating the importance of internal control and directing management to establish appropriate internal controls.

(g) The Committee will make appropriate and timely reports and recommendations to the Board of Trustees which, upon approval by the Board of Trustees, shall become established policy of the Board.

(4) Physical Facilities Committee.

(a) The Physical Facilities Committee shall concern itself with the real property and improvements thereto of the Medical University of South Carolina and its affiliates. It shall be responsible for prioritizing and implementing all development plans for University properties and their improvements. It shall solicit, evaluate, and select suggestions and proposals from administration, consultants, and other professionals relating to the development and capital improvements of the physical facilities and make recommendations to the Board of Trustees. This Committee will only be concerned with capital projects exceeding cost limits specified in approved Board policies. This Committee shall assume full responsibility of the MUSC Facility Plan, to include, but not limited to, 1) selecting architects, engineers, and other related professionals; 2) prioritizing all requests for facilities; 3) conducting feasibility studies; and 4) reviewing major renovations required for the installation of equipment.

(b) To help carry out the duties of the Physical Facilities Committee, the Committee Chairman can appoint one member of the Physical Facilities Committee and two members of the Board of Trustees at large as a separate project committee for each major building project for architect/engineer and related construction professionals selections. There may be multiple project committees with different Trustees functioning concurrently for different projects. A project committee is an active part of the Physical Facilities Committee and serves at the supervision, control, and direction of the Physical Facilities Committee. The Physical Facilities Committee Chair shall take into account any expertise or experience of Board members and of their willingness to serve on a committee for a specific project.

(c) The Committee shall be familiar with and report preliminary details of costs associated with various developments and improvements of physical facilities to the Board of Trustees.

(d) The Committee shall be charged with the responsibility of all Board matters relating to the physical properties of the University; the design and location of new buildings, master planning, improvements or remodeling of buildings, and all other matters having to do with the preservation of the University's physical facilities. It shall report to the Board of Trustees with its recommendations thereon and on all contracts relating to new construction, capital improvements, and major repairs/renovations to existing buildings and grounds.

(e) The Committee will establish a formal mechanism decreeing the time and appropriate ceremony to formally accept any completed project.

(f) At each Board meeting, the Executive Vice President for Finance and Operations or his designee (i.e., the Director of Engineering and Facilities) will update the Physical Facilities Committee on: 1) construction progress, 2) budgetary increases on construction/facility improvements, and 3) all change orders to date.

(g) Once the Physical Facilities Committee accepts and prioritizes capital project(s) for development, the project(s) will be forwarded to the Finance and Administration

Committee of the Board of Trustees for funding consideration. The Finance and Administration Committee will have the responsibility of seeking appropriate funding in consideration of the University's budgetary status, bonding requirements, and other financial requirements or restrictions of the University. In accordance with approved Board policies, the Finance and Administration Committee will make recommendations for approval of expenditures to the full Board.

(h) The Committee shall report to the Board on all financial matters in its area of concern.

(5) Research and Institutional Advancement Committee.

(a) The Research and Institutional Advancement Committee shall concern itself with the development, promotion, and stimulation of research efforts of the University and the development, promotion, execution, and management of the institutional advancement programs of the University.

(b) The Committee shall make reports and recommendations to the Board of Trustees on institutional advancement, research advancement, animal care, and the establishment and maintenance of research facilities.

(c) The Committee will recommend and seek Board approval for necessary changes to academic facilities as determined by the academic community within the University. The Committee will recommend to the Physical Facilities Committee any changes, deletions or additions to the physical plant for their consideration.

(d) The Committee shall study and report to the Board of Trustees on future opportunities for academic development. This Committee shall be directly and specifically interested in fundraising, both in the private and public sectors, in order to provide future revenues for academic and operational needs of the University.

(e) The Committee shall be concerned with external affairs matters including, but not limited to governmental relations, both state and federal, and the University's efforts in industrial recruitment.

(f) The Committee shall concern itself with the identification, cultivation, solicitation, and stewardship of leadership philanthropy to ensure the maximization of private investment in the University's academic, research, and clinical care programs.

(g) The Committee shall recommend to the Board of Trustees appropriate policies and/or programs required to achieve these objectives and shall report to the Board on the implementation, performance, and progress in these areas.

(h) In addition, the Committee shall report to the Board on all financial matters in its areas of concern.

(i) The Research and Institutional Advancement Committee will make appropriate and

timely reports and recommendations to the Board of Trustees which upon approval by the Board of Trustees, shall become established policy of the Board.

Section V. The Officers and Administration of the University.

(A) **The President.** The Chief Executive Officer of the University shall be its President who shall be elected by the Board of Trustees to serve at the will of the Board at a rate of remuneration specified by the Board. Trustees must be present to vote. The President will be elected by a majority vote of the Trustees, taken by written ballot. Upon request of any Board member, a vote by the Board shall be by call of the roll and results of such roll call vote shall be recorded in the minutes of the Board.

(1) The President shall have and exercise full executive powers over the University and its related operations within the framework of the policies established by the Board of Trustees.

(2) More specifically, the President shall be charged with the organization of the administrative and professional personnel of the University and the method of selecting personnel, subject only to the limitations imposed by these bylaws, South Carolina laws, and applicable State policies and procedures. He shall be the medium of formal communication between the Board of Trustees and the faculty and administrative organization of the University and also the official spokesman of the University except as to matters within the special province of the Board of Trustees, in which realm the Chairman of the Board of Trustees shall be the official spokesman. The President, with his appropriate executive officers and the appropriate committees, shall prepare or receive and forward all requisite reports, budgets, and presentations to public agencies and to the Board of Trustees of the University.

(3) The President shall present to the Board of Trustees an organizational chart showing divisions, departments, and lines of reporting and command in the instructional and administrative organization of the University. After approval of such organizational chart, any changes shall be made only after the proposed change has been approved by the Board.

(B) **Other Executive Officers.** By and with the advice of the President and/or appropriate standing committee, the Board of Trustees shall elect and approve the total compensation packages and subsequent changes thereto of the following additional executive officers. Other executive officers will be elected by a majority vote of the Trustees. Trustees must be present to vote. The vote shall be by written ballot. Upon request of any Board member, a vote by the Board shall be by call of the roll and results of such roll call vote shall be recorded in the minutes of the Board.

(1) ~~Vice President for Academic Affairs and~~ **Provost.** This officer is administratively responsible to the President for all academic matters. In the absence of the President of the University, he shall act as the Chief Executive Officer. The ~~Vice President for Academic Affairs and~~ Provost is responsible for the coordination of planning for education and research and shall formulate plans to implement policy approved by the President and the Board of Trustees. The deans of all colleges and the directors of the academic support units shall report to and through this officer to the President of the University. Associated duties include responsibilities for overseeing the educational and clinical activities of the MUSC affiliates (those organizations that are included as component units in MUSC's financial statements), except University Medical Associates (UMA),

the Medical University Hospital Authority (MUHA), MUSC Health, and the Medical University of South Carolina Foundation (MUSCF), including purview over the organizations as they relate to the total program of the Medical University. The Chief Executive Officers of the MUSC affiliates, except UMA, MUHA, MUSC Health, and MUSCF will report to the ProvostVice President for Academic Affairs.

(2) Executive Vice President for Finance and Operations. This officer is administratively responsible to the President for financial and administrative matters. He shall have immediate oversight of all general and financial operations of the University and responsibility for the physical facilities of the University. All financial and administrative support services of the University shall report to and through him to the President of the University. This officer shall be the financial advisor to the President and the Board of Trustees and serve as Treasurer of the University. This officer serves as chief of staff for the President.

~~(3) Vice President for Medical Affairs. The position of Vice President for Medical Affairs may be held jointly with the position of Dean of the College of Medicine or with the position of UMA Chief Physician Executive. As Vice President, this officer shall report to the President for all clinical matters involving the faculty as they relate to UMA. Associated duties as Vice President for Medical Affairs include responsibility for the activities of the University Medical Associates (UMA) including purview over the organization as it relates to the total program of the Medical University. The Chief Executive Officer of the UMA reports to the Vice President for Medical Affairs. Also, the Vice President for Medical Affairs in collaboration with the Vice President for Clinical Operations and Executive Director of the MUSC Medical Center will recommend a candidate(s) for the position of Medical Director of the Medical University Hospital Authority to the President for approval. As Dean, he reports to the Vice President for Academic Affairs and Provost for all academic matters, both educational and research.~~

(34) Vice President for Clinical OperationsHealth Affairs and Executive Director of the MUSC Medical Center. The Vice President for Clinical OperationsHealth Affairs and Executive Director of the Medical Center is administratively responsible to the President for the MUSC clinical enterprise and jointly serves as the Chief Executive Officer of MUSC Health. As Vice President, this officer shall report to the President for all clinical matters as they relate to MUSC Health, the Medical University Hospital Authority, and University Medical Associates. Associated duties as Vice President for Health Affairs include responsibility for the activities of MUSC Health, the Medical University Hospital Authority and University Medical Associates including purview over the organizations as they relate to the total program of the Medical University. Medical Center functions and services that it provides and shall exercise control and responsibility for human, financial, and informational resources of the Medical Center and related activities. Except as otherwise provided in these bylaws, the officers and administrators of the Authority shall report to and through this officer to the President. This officer shall appoint officers and administrators of the Authority other than those whose appointment is otherwise provided for in these bylaws. This officer shall be responsible for the development and implementation of joint initiatives to ensure overall alignment of mission and vision and shall ensure that MUSC Health provides a supportive environment for high quality, sophisticated clinical teaching and research programs carried out by MUSC faculty. This officer shall formulate policies with respect to the educational and research activities of MUSC Health and the Authority and shall submit such policies to the

Comment [ARD1]: This is included in the MUHA Bylaws.

Comment [ARD2]: From Manatt materials

Board of Trustees for approval.

~~(5) Vice President for Information Technology and Chief Information Officer.~~ This officer is administratively responsible to the President for information technology (IT) matters. He shall oversee the effective management, facilitation, and coordination of the use of Information Management activities and services in support of the institution's mission. Under his direction, the Office of the CIO shall coordinate and oversee all IT activities and services across the MUSC enterprise; manage all IT vendors and contractors; effectuate IT standardization and consistency; manage all IT contracts; manage all IT projects; develop an IT strategic plan; in conjunction with MUSC leadership, conduct a value review of IT outsourcing; in conjunction with MUSC leadership, refine MUSC IT Governance; promote workflow improvement and process redesign; and serve as the MUSC web authority.

(46) **Vice President for Development.** This officer is administratively responsible to the President and has immediate oversight in the procurement of private funds for the development of the University's projected and long-range plans. This officer shall have the responsibility for the Office of Development, the Office of Alumni Affairs, and the Medical University of South Carolina Foundation, of which he may serve as vice president. This officer is also responsible for the management of the University's Board of Visitors.

~~(57)~~ **Vice President for Research.** This officer serves as the institution's Chief Research Officer and is responsible for defining and implementing strategies to advance the research mission of the Medical University of South Carolina. The Vice President for Research reports directly to the ~~Vice President for Academic Affairs and~~ Provost. This officer has oversight of research administrative offices supporting the university's research enterprise, including the Office of Research and Sponsored Programs, Office of Research Development, and the Office of Research Integrity. This officer oversees and supports research policy development, sponsored program administration (pre-award), and research compliance and safety. Responsibilities include monitoring institutional extramural and intramural research funding, assuring compliance with research integrity and risk protection guidelines, and coordinating research strategic planning. This officer provides input and expertise in research resource utilization including facilities development and management.

Section VI. The Faculty.

(A) **Employment.** The President of the University is responsible to the Board of Trustees for the qualitative and quantitative performance of the faculty. Therefore, the President is vested with the power to select the membership of the faculty. He shall appoint the instructional staff of the University. Upon recommendation of the President, the Board of Trustees shall appoint the following:

- (1) Deans
- (2) Associate Professor (regular, adjunct, or clinical)
- (3) Professor (regular, adjunct, or clinical)
- (4) Any faculty position to tenured rank.

(B) **Organization of the Faculty.** All members of the instructional staff of the University shall be embraced in one or more organizations within the University faculty. This will allow the Administration and the Board of Trustees to have the benefit of the aid and advice of the faculty in those matters which are the special concern of the faculty. Such matters include curricula, leaves of absence, sabbatical leaves, termination of employment, and academic matters of concern to both faculty and students. It will also facilitate communication and understanding among the faculty, the administration, and the Board of Trustees.

The Faculty Senate of the Medical University acts as the sole representative body for organizing and executing the business of the faculty submitted to it by members of the faculty, the administration, or the Senate itself. The Senate advises the administration and the faculty in matters pertaining to the faculty.

(C) **Faculty Privileges and Immunities.** The rules, regulations, conditions, and definitions of such matters of faculty concern as tenure, leaves of absence, outside practice, conflict of interest, and the presentation of grievances shall be clearly set forth by the Board and established as policies of the University. These policies and procedures are documented in the Faculty Handbook, which is made available to all members of the faculty and others concerned. The Faculty Handbook is subject to periodic revision, with changes reviewed and approved by the Board of Trustees, upon the recommendation of the Faculty Senate and the Administration.

The South Carolina College of Pharmacy will have a separate Faculty Handbook which will be created by the administration and faculty of the College subject to approval by the Board of Trustees of the Medical University of South Carolina and the University of South Carolina. Once created and approved, this handbook will pertain to all faculty of the South Carolina College of Pharmacy. The faculty of the MUSC College of Pharmacy will abide by the MUSC Faculty Handbook until the Faculty Handbook for the South Carolina College of Pharmacy is created and appropriately approved.

Section VII. Appeals to the Board.

(A) **Faculty.** The right of appeal to the Board of Trustees by any member of the faculty or the administration is a right recognized by the Board and shall be exercised in accordance with the respective grievance procedures for the faculty as approved by the Board of Trustees.

(B) **Administrative Personnel.** With respect to administrative personnel, the Board of Trustees, in its sole discretion, may grant a review of any adverse administrative action. However, if this review is granted, the Board shall not be required to conduct a hearing or hear arguments but shall review the record of any proceedings.

Section VIII. Board of Visitors.

(A) Membership.

(1) The members of the Board of Visitors shall be elected by vote of the Board of Trustees upon nominations made by members of the Board of Trustees to the President of the Medical

University of South Carolina.

(2) Nominations for membership on the Board of Visitors shall be made as follows:

(a) The two (2) members of the Board of Trustees from each of the seven (7) Congressional Districts shall each make two (2) nominations which may be from the state or outside the state. The voting ex-officio member (or his designee) and the at-large trustee may nominate from the state or outside the state.

(b) The voting ex-officio member (or his designee) and the at-large trustee of the Board shall each submit two (2) nominations. Members Emeriti may also submit one (1) nomination each.

(c) All nominations shall be sent to the President of the Medical University four (4) weeks prior to each December meeting of the Board of Trustees.

(3) Terms of appointment shall be two (2) years with appointments made biennially (once every two (2) years). Any vacancy that may occur from time to time shall be filled by the Board of Trustees.

(B) **Duties.** The Board of Visitors shall be oriented as to the purposes, goals and objectives of the Medical University. They shall, through the orientation process, become familiar with the University's assets, capabilities, services, desires, and needs. They shall be encouraged to assist actively in obtaining support morally, fiscally, and politically to accomplish the University's purposes, goals and objectives. Other specific duties may be assigned from time to time as the Board of Trustees may direct.

(C) The Board of Visitors shall be advisory in nature and will be considered an extension of the development efforts of the University.

(D) **Expenses.** Reimbursement for transportation, parking, and room and board, all within the limits allowed by the State, may be requested by and paid to each Board of Visitors member for each official trip.

Section IX. Amendment.

These bylaws may be amended at any regular meeting of the Board of Trustees by a favorable vote of at least two-thirds of the members present and voting, but the proposed amendment must first have been stated in writing and sent to each member of the Board at least 15 calendar days prior to such meeting.

Revisions: October 1992, October 14, 1994, October 10, 1998, February 11, 2000, December 8, 2000, October 12, 2001, February 13, 2004, April 7, 2006, April 11, 2008, April 9, 2010, December 14, 2012, April 11, 2014, October 9, 2014, May 14, 2015, October 9, 2015.