

MUHA and MUSC Board of Trustees
Joint Special-Called Meeting
MUSC Health Columbia Medical Center Downtown Classroom
2435 Forest Drive, Columbia, South Carolina
June 20, 2025

Item 1. Call to Order..... Charles Schulze
Chairman

Item 2. Roll Call..... Katherine Haltiwanger
Board Secretary

Item 3. Executive Session..... Charles Schulze
Chairman

Upon proper motion and vote, the Board may convene a closed session pursuant to SC Code Ann. §30-4-70. Although the Board will not vote on any items discussed in closed session, the Board may return to public session to vote on items discussed.

Item 4. Request to Apply for Certificate of Need (CON) for Bed Addition for
Oncology/Cancer Services Dr. Patrick Cawley
Chief Executive Officer, MUSC Health

Dr. Patrick Cawley, CEO, MUSC Health, will present for approval a request to authorize the Medical University Hospital Authority (MUHA) to apply for a Certificate of Need (CON) to build a comprehensive cancer hospital adding inpatient/acute care beds to be located on the MUSC University Hospital campus in Charleston and additional outpatient/ambulatory services as may be approved by the Board.

Item 5. MUHA Professional Selection(s) for Approval.....Tom Crawford
Chief Operating Officer, MUSC Health

Item 6. Appointment of the Executive Vice President for Academic Affairs and
Provost..... Dr. David Cole
President

Dr. David Cole will present for approval the appointment of the Executive Vice President for Academic Affairs and Provost.

- Item 7. Request to Approve a Ground Lease and Inter-Institutional Affiliation Agreement with Clemson University.....Dr. David Cole
President

Dr. David Cole, MUSC President, will present for approval a request to authorize the Medical University Hospital Authority (MUHA) to enter into a ground lease with Clemson University in support of the MUSC/Clemson Student Health Project established in December 2024 to provide student and employee health services on the Clemson campus. In addition, Dr. Cole will request approval to authorize both the Medical University of South Carolina and the Medical University Hospital Authority to enter into an Inter-Institutional Affiliation Agreement with Clemson University to provide clinical services in the MUSC/Clemson student health facility.

- Item 8. MUSC FY2026 Budget Presentation.....Susie Edwards
Chief Financial Officer, MUSC

- Item 9. MUSC Health FY2026 Budget Presentation Doug Lischke
Chief Financial Officer, MUSC Health

- Item 10. Hollings Cancer Center Update..... Dr. Ray DuBois
Director, Hollings Cancer Center

- Item 11. Other Hollings Cancer Center Business.....Dr. Don Johnson
Chair, Hollings Cancer Center Committee

- Item 12. New Business for the Board of Trustees.....Charles Schulze
Chairman

Consent Agenda

- Item 13. Approval of a University Human Resources Policy.....Rick Anderson
Executive Vice President for Finance and Operations

MUSC HEALTH - Office of PLANNING, DESIGN and CONSTRUCTION

Selection of Design-Build Contractor

FOR APPROVAL

DATE: June 20, 2025

PROJECT: MUSC Health – Comprehensive Cancer Hospital in Downtown Charleston

Project Number: 24011

Committee Members: Terri Barnes, Charles Schulze, Dr. Don Johnson, Barbara Johnson-Williams, Michael Stavrakis, James Battle

Staff Advisors: Tom Crawford, Gopi OmRaju, Wes Stroupe

2 Firms Submitted

2 Firms Selected for interview

- Clark Construction + Frampton Construction w/ TsoiKobus+McMillanPazdanSmith
- JE Dunn + J.R. Vannoy & Sons Construction w/ HKS + GreenbergFarrow

MUSC HEALTH - Office of PLANNING, DESIGN and CONSTRUCTION

Selection of Design-Build Contractor

FOR APPROVAL

DATE: June 20, 2025

PROJECT: MUSC Health – 334 Calhoun MOB/ASC

Project Number: 24010

Committee Members: Terri Barnes, Charles Schulze, Dr. Don Johnson, Barbara Johnson-Williams, Michael Stavrinakis, James Battle

Staff Advisors: Tom Crawford, Gopi OmRaju, Wes Stroupe

5 Firms Submitted

4 Firms Selected for interview

- MB Kahn Construction w/E4H Architects + SMHa
- Whiting-Turner w/ HOK + SSOE
- Clark Construction + Frampton Construction w/ TsoiKobus+McMillanPazdanSmith
- JE Dunn + J.R. Vannoy & Sons Construction w/ HKS + GreenbergFarrow

Summary of Revisions to MUSC Award and Incentive/Bonus Policy
June 20, 2025

- Added relevant definitions and reorganized the policy
- Clarified that the policy applies to those employees who are paid from the University payroll
- Changed references to a specific bonus limit (\$3,000 – the amount currently allowed by the Appropriations Act) to “the amount allowed by the current S.C. General Appropriations Bill”
- Increased the amount allowed under an incentive plan without exception(s) from 5% to 7.5% and required approval by the President or designee for exceptions
- Corrected verbiage related to the compensation philosophy to eliminate reference to a specific targeted market percentile
- Added references to relevant sections from S.C. Code of Laws



University Human Resources

Document Title MUSC Award and Incentive/Bonus Policy	Policy # U-HR-B01
Date Originated 10/03/2008	Effective Date * 04/20/202406/20/2025

THE LANGUAGE USED IN THIS DOCUMENT DOES NOT CREATE AN EMPLOYMENT CONTRACT BETWEEN THE EMPLOYEE AND THE MEDICAL UNIVERSITY OF SOUTH CAROLINA OR ANY AFFILIATED ENTITIES (MUSC). MUSC RESERVES THE RIGHT TO REVISE THE CONTENT OF THIS DOCUMENT, IN WHOLE OR IN PART. NO PROMISES OR ASSURANCES, WHETHER WRITTEN OR ORAL, WHICH ARE CONTRARY TO OR INCONSISTENT WITH THE TERMS OF THIS PARAGRAPH CREATE ANY CONTRACT OF EMPLOYMENT.

Printed copies are for reference only. Please refer to the electronic copy for the official version.

I. Policy Statement

The Medical University of South Carolina (MUSC or the University) strives to ensure fair, consistent, and equitable compensation practices for its employees. MUSC also seeks to reward exemplary performance. MUSC complies with regulations set forth by the state of South Carolina and may utilize a combination of incentives and lump-sum bonuses as part of its competitive compensation plan. Under certain circumstances, MUSC may use incentives or /bonuses as outlined in this policy a part of its comprehensive compensation plan.

S.C. Code Ann. §59-101-610 allows MUSC to spend federal and other nonstate appropriated sources of revenue to provide lump-sum bonuses at levels outlined in a plan approved by the governing body and according to guidelines established in the plan. MUSC must maintain documentation to show that the use of federal funds for this purpose complies with federal law.

II. Definitions

"Bonus is a one-time, discretionary payment awarded for exceptional service and may be paid to employees who meet the criteria identified below. This payment is not part of the employee's agreed-upon base salary, and it is not guaranteed. It does not constitute earnable compensation for purposes of employer or employee contributions to the respective retirement systems. However, any bonus paid is considered taxable income and will be reported on the employee's IRS Form W-2.

" is a one-time payment for exceptional service and may be paid to employees who meet the criteria identified below. This payment is not a part of the employee's annual total compensation and is not earnable compensation for purposes of employer or employee contributions to the respective retirement systems.

"Incentive Compensation" is part of an employee's total compensation established on an annual basis. It is the portion of an eligible employee's salary that is based solely up accomplishment of approved written criteria or goals which support the mission of the University. -This payment is in addition to the employee's base salary and is included in the employee's total cash compensation.

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III. Scope

This policy applies to employees ~~funded or employed by any MUSC entity~~ paid solely from the University payroll.

III. Approval Authority

MUSC Board of Trustees

IV. Purpose of This Policy

To ensure fair, consistent, and equitable compensation practices for ~~employees employed by any MUSC entity~~ MUSC employees paid solely from the University payroll.

V. Who Should Be Knowledgeable about This Policy

Vice Presidents;

Deans, chairs, and department heads

Business managers

Human Resources staff

VI. The Policy

I. ELIGIBILITY

This policy applies to all permanent and probationary employees and makes them eligible for consideration for a lump sum bonus ~~n-award~~ or incentive pay ~~increase~~ within their respective organizational units. This policy does not guarantee nor specifically require that lump sum bonuses ~~or~~ incentives be used; the use of lump sum bonuses and incentives ~~are~~ contingent upon appropriate approvals as stated below ~~the respective area Vice President's approval~~ and upon budget availability.

Temporary and research grant employees may be eligible under the parameters set forth herein if funding allows for such ~~increases~~ payments.

II. BONUS (Standard State Bonus Awards)

MUSC is allowed to spend state, federal, and other sources of revenue to provide selected employees lump sum bonuses, not to exceed the amount allotted annually through the State Appropriations Act (currently Part 1B, Section 117.52), based on objective guidelines established by the South Carolina Department of Administration. Payment of these bonuses is not a part of the employee's base salary and is not earnable compensation for purposes of employee and employer contributions to respective retirement systems. MUSC must report funds paid under this provision on or before August 31 of each year and must include the total amount and source of the bonus received by the employee during the preceding fiscal year (July 1- June 30).

~~An incentive or lump sum bonus may be used for an individual employee or groups of employees who are paid by the University and whose performance directly affects any MUSC entity~~ the University in part or as a whole meets the criteria below.

~~MUSC may spend federal and other non-state sources of revenue to fund a bonus or incentive payment to eligible employees under this policy. However, if federal sourced funds are used, MUSC must maintain documentation to show the use of the federal funds complies with federal law.~~

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Commented [AD1]: Much of the information under Eligibility was moved and tailored to either a bonus or incentive comp. This section now reflects eligibility for bonuses and the requirements surrounding bonuses.

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State appropriated funds may also be used as outlined in Section IV/III, Bonus Compensation, of this policy, but are limited to \$3,000 per fiscal year the amount allowed by the current S.C. General Appropriations Bill (state budget). MUSC may spend federal and other non-state sources of revenue to fund a lump sum bonus to eligible employees under this policy. S.C. Code Ann. §59-101-610 allows MUSC to spend federal and other nonstate appropriated sources of revenue to provide lump-sum bonuses at levels outlined in a plan approved by the MUSC Board of Trustees and according to guidelines established in the plan. MUSC must maintain documentation to show that the use of federal funds for this purpose complies with federal law.

A lump sum ~~incentive~~ bonus payment paid with state, federal or other nonstate appropriated funds is not a part of the employee's base salary. These payments are also subject to the supplemental tax rate and are not used for retirement calculation purpose.

##. A. BONUS COMPENSATION:

1. Lump sum bonus payments in a fiscal year, not to exceed the amount allowed by the current state budget, may be awarded after the fact to recognize accomplishments and contributions of individual employees. For example, appropriate reasons for awarding bonuses are:

- Contributions to increased organizational productivity;
- Development and/or implementation of improved work processes;
- Exceptional customer service;
- Exceptional patient satisfaction;
- Realized costsavings;
- Other exceptional performance criteria as recognized and approved by the respective Vice President.

2. Group Bonuses

A department may develop a group incentive plan by following the criteria outlined above. Group incentive awards may not exceed the amount allowed by the state budget, per employee, in a fiscal year, including any awards received as individual lump sum bonuses.

3. Other bonuses may be available in accordance with SC law, rules and regulations and as may be approved by the MUSC Board of Trustees.

##.III. INCENTIVE COMPENSATION

A department may ~~develop~~ implement an incentive compensation plan as part of an employee's total compensation. Incentive compensation plans segregate a portion of an employee's total compensation to allow it to more closely align with the employee's specific and overall contributions made to the University by placing a portion of the employee's salary at risk for the year.

Specific guidelines goals or objectives must be developed by the department, approved in advance by the respective Vice President and Executive Director for Total Rewards of Enterprise Human ResourcesHRM, and be clearly communicated to the employee prior to its implementation.

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The incentive plan must not exceed **57.5%** of the employee's base salary and will be paid as a lump sum ~~bonus~~. The compensation should be determined in keeping with the organization's pay-compensation philosophy of targeting ~~the market median (50th percentile)~~ as a competitive pay rate.

The plan is only effective for the fiscal year for which it is adopted. If a plan is to carryover or to be renewed for subsequent years, Board approval is required before the plan is implemented for additional plan years.

A. Procedure

In developing a proposal, departments should identify key performance metrics and establish "SMART" goals (Specific, Measurable, Attainable, Realistic, and Timely) for each metric and prior to the plan going into effect. The following items must be included in each proposal, using the attached form:

- Purpose
- Affected positions/employees
- Baseline/historical data
- "SMART" Target goals
- Funding
- Recommended awards/increases
- Verification/audit of data

B. Exceptions

Exceptions that target ~~bonuses-incentives~~ in excess of **7.5%** will be allowed if first reviewed and approved through the ~~respective Vice~~respective Vice President and the Executive Director for Total Rewards of Enterprise Department of Human Resources with final approval by the President or designee. These requests must meet specific criteria that justify such exceptions. Under no circumstances will an exception be approved for increases that exceed **10% of the employee's base salary**.

C. Additional incentive plans may be approved by the MUSC Board of Trustees.

~~IV. BONUS COMPENSATION (Standard State Bonus Awards):~~

- ~~1. Lump sum payments in a fiscal year, not to exceed \$3,000 the amount allowed by the current state budget in a fiscal year, may be awarded after the fact to recognize one of the following:~~
 - ~~Contributions to increased organizational productivity;~~
 - ~~Development and/or implementation of improved work processes;~~
 - ~~Exceptional customer service;~~
 - ~~Exceptional patient satisfaction;~~
 - ~~Realized cost savings~~
 - ~~Recruitment and retention (requires plan specifically approved for difficult to recruit positions and the amount will be determined based on market data, and approved by the respective with Vice President and Human Resources approval).~~

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~~Other exceptional performance criteria as recognized and approved by the respective Vice President.~~

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2. Group Bonuses

~~A department may develop a group incentive plan by following the criteria outlined above. Group incentive awards may not exceed \$3,000 the amount allowed by the state budget per employee, in a fiscal year, including any awards received as individual lump sum bonuses.~~

IV. ORGANIZATIONAL PAY FOR PERFORMANCE

Each year a specific organizational pay for performance plan may be approved by MUSC executive leadership and the academic deans. This plan may include a provision for employees that are at or near the pay band maximum to be eligible for a lump sum bonus. Specific details will be available each fiscal year regarding this provision. Receipt of pay for performance a bonus under this program section does not prohibit an employee from receiving a bonus as outlined in Section IVIII, Bonus Compensation, or incentive compensation as set forth in of this policy.

VI.V. REPORTING AND EFFECTIVE DATES

~~Upon request, entities will provide a list of incentive award recipients, and the amount of incentive received. As noted above, bonuses paid under the Employee Bonus Proviso (Currently Part 1B, section 117.52) as set forth in Section II must be reported to the State Department of Administration on or before August 31 of each year received by the employee during the preceding fiscal year (July 1- June 30), and must include the following:~~

- Name
- Personnel number
- Date awarded
- Source of funds
- Class
- Reason for awarding bonus
- Amount of bonus
- Comments.

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~~This policy will be effective upon approval by the Board of Trustees retroactively to July 1, 2008. This policy will be effective upon approval by the Board of Trustees.~~

References, citations

SC Code Ann. §8-11-920, <https://www.scstatehouse.gov/code/t08c011.php>.

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SC Code ~~of Laws~~Ann. §Section 59-101-610,
<http://www.scstatehouse.gov/code/t59c101.php>

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SC Code Ann. §8-11-920, <https://www.scstatehouse.gov/code/t08c011.php>

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SC State Appropriations Act, Part 1B, Section 117.52.

For additional bonuses, rewards or recognition approved for State employees in general, see:

- [SC Code of Laws § SC Code Ann. §8-1-170](#)
- [SC Code of Laws § SC Code Ann. §8-1-180](#)
- [SC Code of Laws § SC Code Ann. §8-1-190](#)
- [SC Code of Laws § SC Code Ann. §8-11-190](#)

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Document Title MUSC Award and Incentive/Bonus Policy	Policy # U-HR-B01
Date Originated 10/03/2008	Effective Date * 06/20/2025

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I. Policy Statement

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II. Definitions

"Bonus" is a one-time, discretionary payment awarded for exceptional service and may be paid to employees who meet the criteria identified below. This payment is not part of the employee's agreed-upon base salary, and it is not guaranteed. It does not constitute earnable compensation for purposes of employer or employee contributions to the respective retirement systems. However, any bonus paid is considered taxable income and will be reported on the employee's IRS Form W-2.

"Incentive Compensation" is part of an employee's total compensation established on an annual basis. It is the portion of an eligible employee's salary that is based solely up accomplishment of approved written criteria or goals which support the mission of the University. This payment is in addition to the employee's base salary and is included in the employee's total cash compensation.

III. Scope

This policy applies to employees paid solely from the University payroll.

III. Approval Authority

MUSC Board of Trustees

IV. Purpose of This Policy

To ensure fair, consistent, and equitable compensation practices for employees paid solely from the University payroll.

V. Who Should Be Knowledgeable about This Policy

Vice Presidents

Deans, chairs, and department heads

Business managers

Human Resources staff

VI. The Policy

I. ELIGIBILITY

This policy applies to all permanent and probationary employees and makes them eligible for consideration for a lump sum bonus or incentive pay within their respective organizational units. This policy does not guarantee nor specifically require that lump sum bonuses or incentives be used; the use of lump sum bonuses and incentives are contingent upon appropriate approvals as stated below and upon budget availability.

Temporary and research grant employees may be eligible under the parameters set forth herein if funding allows for such payments.

II. BONUS (Standard State Bonus Awards)

MUSC is allowed to spend state, federal, and other sources of revenue to provide selected employees lump sum bonuses, not to exceed the amount allotted annually through the State Appropriations Act (currently Part 1B, Section 117.52), based on objective guidelines established by the South Carolina Department of Administration. Payment of these bonuses is not a part of the employee's base salary and is not earnable compensation for purposes of employee and employer contributions to respective retirement systems. MUSC must report funds paid under this provision on or before August 31 of each year and must include the total amount and source of the bonus received by the employee during the preceding fiscal year (July 1- June 30).

A lump sum bonus may be used for an individual employee or groups of employees who are paid by the University and whose performance meets the criteria below.

MUSC may spend federal and other non-state sources of revenue to fund a lump sum bonus to eligible employees under this policy. S.C. Code Ann. §59-101-610 allows MUSC to spend federal and other nonstate appropriated sources of revenue to provide lump-sum bonuses at levels outlined in a plan approved by the MUSC Board of Trustees and according to guidelines established in the plan. MUSC must maintain documentation to show that the use of federal funds for this purpose complies with federal law.

A lump sum bonus payment paid with state, federal or other nonstate appropriated funds is not a part of the employee's base salary. These payments are also subject to the supplemental tax rate and are not used for retirement calculation purpose.

A. BONUS COMPENSATION:

- 1. Lump sum bonus payments** in a fiscal year, not to exceed the amount allowed by the current state budget, may be awarded after the fact to recognize accomplishments and contributions of individual employees. For example, appropriate reasons for awarding bonuses are:

- Contributions to increased organizational productivity;

- Development and/or implementation of improved work processes;
- Exceptional customer service;
- Exceptional patient satisfaction;
- Realized cost savings;
- Other exceptional performance criteria as recognized and approved by the respective Vice President.

2. Group Bonuses

A department may develop a group incentive plan by following the criteria outlined above. Group incentive awards may not exceed the amount allowed by the state budget, per employee, in a fiscal year, including any awards received as individual lump sum bonuses.

3. Other bonuses may be available in accordance with SC law, rules and regulations and as may be approved by the MUSC Board of Trustees.

III. INCENTIVE COMPENSATION

A department may implement an incentive compensation plan as part of an employee's total compensation. Incentive compensation plans segregate a portion of an employee's total compensation to allow it to more closely align with the employee's specific and overall contributions made to the University by placing a portion of the employee's salary at risk for the year.

Specific goals or objectives must be developed by the department, approved in advance by the respective Vice President and Executive Director for Total Rewards of Enterprise Human Resources, and be clearly communicated to the employee prior to its implementation.

The incentive plan must not exceed 7.5% of the employee's base salary and will be paid as a lump sum. The compensation should be determined in keeping with the organization's compensation philosophy of targeting a competitive pay rate.

The plan is only effective for the fiscal year for which it is adopted. If a plan is to carryover or to be renewed for subsequent years, Board approval is required before the plan is implemented for additional plan years.

A. Procedure

In developing a proposal, departments should identify key performance metrics and establish "SMART" goals (Specific, Measurable, Attainable, Realistic, and Timely) for each metric and prior to the plan going into effect. The following items must be included in each proposal, using the attached form:

- Purpose
- Affected positions/employees
- Baseline/historical data
- "SMART" Target goals
- Funding
- Recommended awards/increases
- Verification/audit of data

B. Exceptions

Exceptions that target incentives in excess of 7.5% will be allowed if first reviewed and approved through the respective Vice President and the Executive Director for Total Rewards of Enterprise Human Resources with final approval by the President or designee. These requests must meet specific criteria that justify such exceptions. Under no circumstances will an exception be approved for increases that exceed **10% of the employee's base salary**.

C. Additional incentive plans may be approved by the MUSC Board of Trustees.

IV. ORGANIZATIONAL PAY FOR PERFORMANCE

Each year a specific organizational pay for performance plan may be approved by MUSC executive leadership and the academic deans. This plan may include a provision for employees that are at or near the pay band maximum to be eligible for a lump sum bonus. Specific details will be available each fiscal year regarding this provision. Receipt of pay for performance under this section does not prohibit an employee from receiving a bonus or incentive compensation as set forth in this policy.

V. REPORTING AND EFFECTIVE DATES

As noted above, bonuses paid under the Employee Bonus Proviso (Currently Part 1B, section 117.52) as set forth in Section II must be reported to the State Department of Administration on or before August 31 of each year received by the employee during the preceding fiscal year (July 1- June 30), and must include the following:

- Name
- Personnel number
- Date awarded
- Source of funds
- Class
- Reason for awarding bonus
- Amount of bonus
- Comments.

This policy will be effective upon approval by the Board of Trustees.

References, citations

SC Code Ann. §8-11-920, <https://www.scstatehouse.gov/code/t08c011.php>.

SC Code Ann. §59-101-610, <http://www.scstatehouse.gov/code/t59c101.php>

SC State Appropriations Act, Part 1B, Section 117.52.

For additional bonuses, rewards or recognition approved for State employees in general, see:

- SC Code of Laws § SC Code Ann. §8-1-170
- SC Code of Laws § SC Code Ann. §8-1-180
- SC Code of Laws § SC Code Ann. §8-1-190
- SC Code of Laws § SC Code Ann. §8-11-190