

<b>AGENCY NAME:</b>	Medical University of South Carolina		
<b>AGENCY CODE:</b>	H51	<b>SECTION:</b>	023



## Fiscal Year 2013-14 Accountability Report

### SUBMISSION FORM

<b>AGENCY MISSION</b>	<p>The Medical University of South Carolina (MUSC) is South Carolina's only comprehensive academic health science center. Our purpose is to preserve and optimize human life in South Carolina and beyond. MUSC provides an interprofessional environment for learning, discovery, and healing through (1) education of health care professionals and biomedical scientists, (2) research in the health sciences, and (3) provision of comprehensive health care.</p> <p>As a public institution of higher learning, MUSC provides a full range of educational programs in the biomedical sciences and actively engages in community service and outreach. The campus is located on more than 50 acres in the city of Charleston. A diverse student population of more than 2,750 students in six colleges (Dental Medicine, Graduate Studies, Health Professions, Medicine, Nursing, and Pharmacy) study for degrees at the baccalaureate, masters, doctoral, and other professional levels. MUSC has academic programs that employ traditional and distance education methods. The University also provides residency training for over 750 graduate health professionals and is comprised of approximately 1,425 full-time and 300 part-time faculty.</p>
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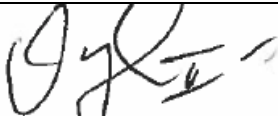
Please identify your agency's preferred contacts for this year's accountability report.

	<i>Name</i>	<i>Phone</i>	<i>Email</i>
<b>PRIMARY CONTACT:</b>	Suzanne Thomas, PhD	843-792-1533	thomass@musc.edu
<b>SECONDARY CONTACT:</b>	Patrick Wamsley, CPA & CFO	843-792-8908	wamsleyp@musc.edu

I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR (SIGN/DATE):</b>	
<b>(TYPE/PRINT NAME):</b>	David J. Cole, MD, MUSC President

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<b>BOARD/CMSN CHAIR (SIGN/DATE):</b>	
<b>(TYPE/PRINT NAME):</b>	Donald R. Johnson II, MD, MUSC Board of Trustees Chairman

### **AGENCY'S DISCUSSION AND ANALYSIS**

During the 2013-14 year, MUSC had many notable achievements, including the following highlights:

- MUSC's new president, Dr. David J. Cole, was appointed by the Board of Trustees
- An institution-wide strategic initiative (including the university, the hospital, and the physician practice plan) was launched to foster diversity and inclusion to impact employees, students, and patients
- MUSC had 11 programs ranked in the top 100 spots for America's Best Graduate Schools in U.S. News Media's 2013 edition
- 100% of MUSC's graduating medical students matched to a residency program
- MUSC's Medical Scientist Training Program (MSTP) ranked third in the nation for rate of successful F30 fellowship awards from NIH
- Medical University Hospital Authority refinanced debt, saving \$70M
- MUSC was awarded \$1.7M from the NIH to serve as a Regional Coordinating Center for the National Institute of Neurological Disorders and Stroke
- Hollings Cancer Center was awarded a five-year renewal of its National Cancer Institute (NCI) designation
- A team of MUSC students representing interprofessional collaboration in solving a medical patient case study placed second at the national CLARION competition
- MUSC College of Nursing's (CON) online graduate nursing program was ranked second in the country by the 2014 edition of the U.S. News & World Report.
- MUSC's Bioengineering Building was certified as the first research facility on campus to be awarded the LEED Gold certification, reflecting leadership in energy and environmental design excellence
- MUSC began a partnership with South Carolina Public Radio's "Your Day" program (broadcast twice monthly) to provide expert health information to South Carolina citizens
- Four SmartState Endowed Chairs appointed in key research areas: cancer, inflammation and fibrosis, lipidomics and pathobiology, and biomedical informatics
- South Carolina Research Center for Recovery from Stroke grant awarded--\$11.2M

Environmental scanning indicates key external opportunities and threats that impact our education, research, and/or clinical service missions as an academic health science center:

- Reductions in Medicaid reimbursement
- Reductions in state appropriations
- Need to reduce students' education-related debt
- Endowment pay-outs remain reduced by investment losses in the economic downturn
- Reduced NIH budget, which is the leading source of research funding to MUSC
- Constrained private sector funding for research because of financial pressures
- Competitive market for talent, particularly for individuals representing racial or ethnic minority groups, leading to challenges in recruiting or retaining valuable employees and leaders (clinical, research, administrative)

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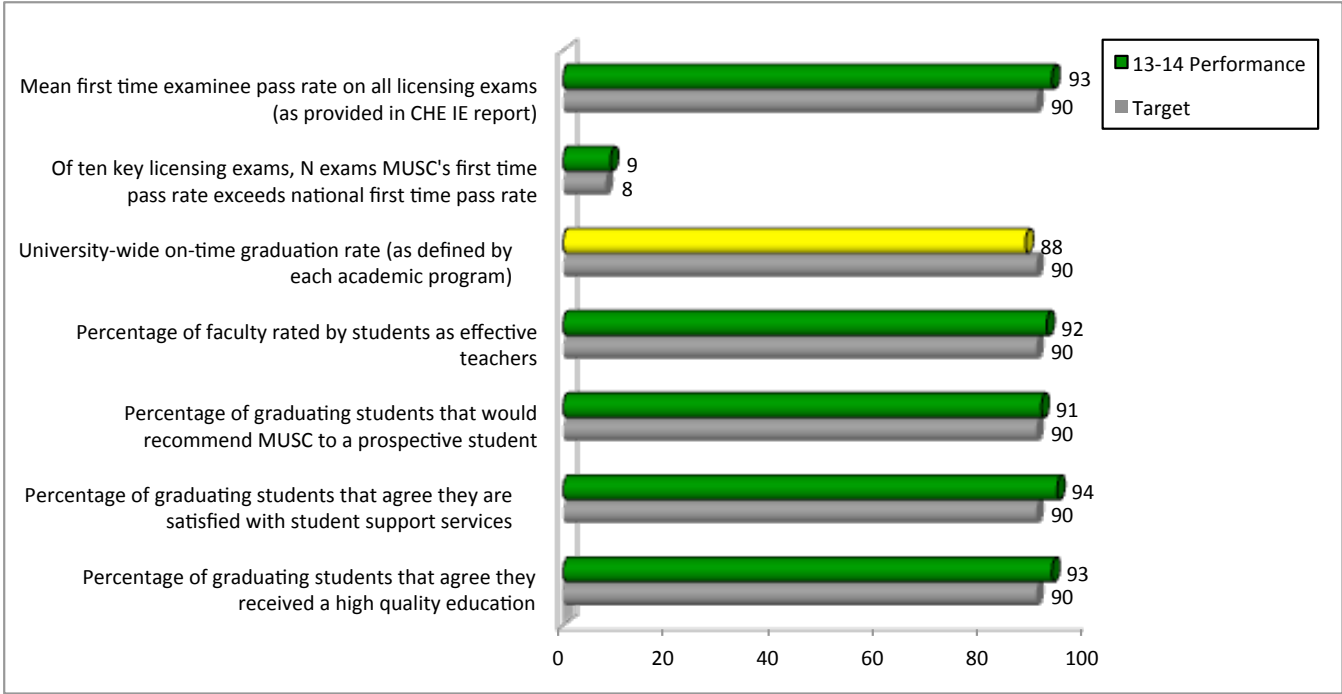
- Heavy debt service related to new construction
- Large amount of deferred maintenance
- Need for replacement of aging academic facilities

The following report summarizes our performance in areas identified in the FY 2013-2014 appropriations act (excludes clinical enterprise performance information). The summary explains how we use these data, along with information from the environmental scan, to direct decisions and resources for the next fiscal year.

**Program Goal 1. Provide health and science education and training which prepares students to competently serve the state’s health professions and science needs.**

Strategies to achieve this goal include providing students a quality education and supporting students’ timely transition to career. Of the seven measures we use to index our performance toward achieving this goal, MUSC met or exceeded the target for 6 of 7 indices, shown in Figure 1 (green bars reflect where target was met or exceeded; yellow reflects missed target).

Figure 1



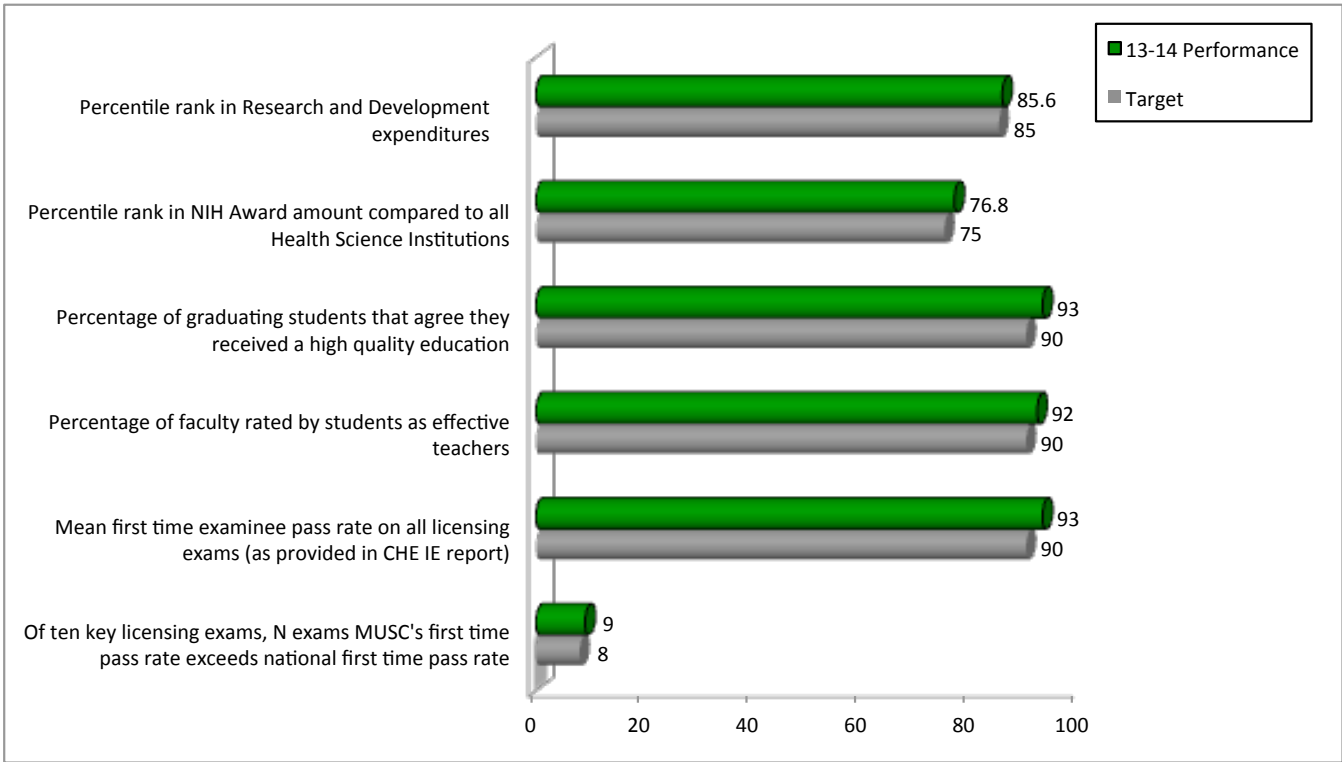
Summary. MUSC is performing well in its education mission. Our focus in the 2014-2015 academic year is to maintain this excellence while improving students’ timely graduation from our programs. An 88% on-time graduation rate is laudable by most standards, and well exceeds national norms. However, because MUSC is committed both to addressing the healthcare provider shortage in the state and the country, which is projected to exceed 130,000 in the next decade, and to minimizing students’ time to transition to gainful employment, we have a target for 90% of our matriculating students to graduate on time. Therefore, each academic program director and his/her dean will review on an annual basis how each degree program is performing in training and graduating proficient students in a timely manner.

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**Program Goal 2. Advance the knowledge of health sciences for the citizens of South Carolina and the nation, in addition to keeping our instructional focus contemporary**

Strategies to achieve this goal include supporting research activity at the institution and imparting state of the art health and science information to students. Of the six quantifiable measures we use to index our performance toward achieving this goal, MUSC met or exceeded the target for all indices, shown in Figure 2 (green bars reflect where target was met or exceeded).

Figure 2



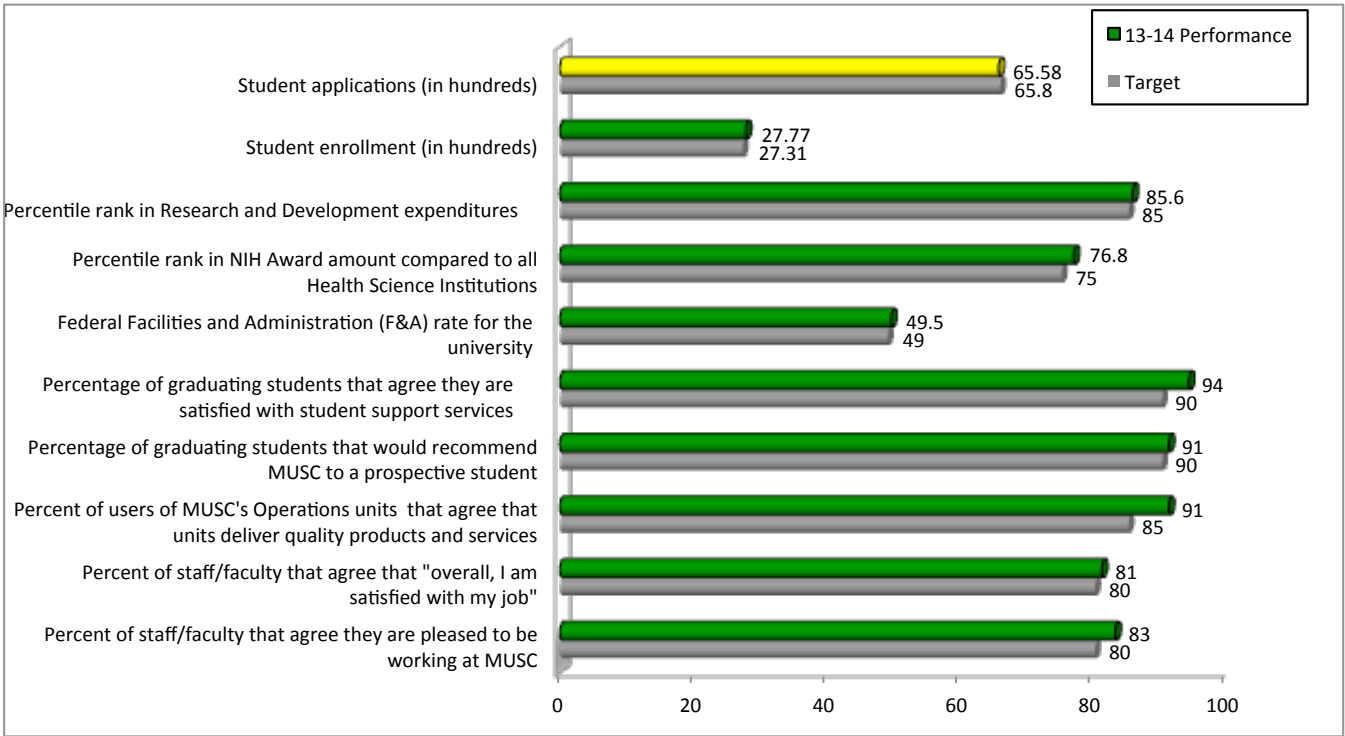
Summary. MUSC is performing exceptionally well in its research mission. Our focus in the 2014-2015 year is to maintain our place as a top research institution both in terms of NIH awards and research expenditures, but also to expand our research portfolio to include more industry partnerships and other sources of research support. The Foundation of Research Development and the Center for Innovation and Entrepreneurship are two central administrative resources MUSC has invested in to help facilitate new relationships. Dr. Kathleen Brady, a world-renowned scientist and expert in building research partnerships, has been appointed as Interim Associate Provost for Research. With her leadership, we expect to continue to grow MUSC’s research profile and our national ranking, despite an increasingly competitive research funding environment.

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**Program Goal 3. Improve the value of the university by providing productive and effective infrastructure overseeing general university functions.**

We achieve this goal by providing a supportive environment for constituents (employees and students) and by enhancing MUSC’s national reputation as an academic health science center. Of the 10 (quantifiable) measures we use to index our performance toward achieving the goal, MUSC met or exceeded the target in all but one, shown in Figure 3 (green bars reflect where target was met or exceeded; yellow reflects missed target).

Figure 3



Summary. MUSC is successfully supporting its mission through effective infrastructure and leadership. It is a challenge to maintain institutional stability, productivity, and morale during times of transition, especially in an organization as complex as an academic health science center. Dr. Mark Sothmann, university provost, served as MUSC’s interim president during the 2013-2014 year. During this time, the university faced multiple unexpected challenges—including a highly publicized legislative proposal to merge the institution with the College of Charleston—yet it maintained excellence in its mission areas of teaching, research, and patient care, as well as a high level of employee satisfaction. It is further notable that despite leadership transition and national publicity about the proposed merger, MUSC received a high number of applicants to our degree programs (though slightly less than the prior year). With the appointment of Dr. David Cole as MUSC’s new president, the university is well positioned to continue its trajectory of success.

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Program Template

Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Instruction Colleges	Provide health and science education and training which prepares students to competently serve the state's health professions and science needs	\$ 17,650,509	\$ 71,354,816	\$ 44,066,112	\$ 133,071,437	\$ 18,941,259	\$ 81,238,241	\$ 29,880,739	\$ 130,060,239	1.1.1, 1.1.2, 1.1.3, 1.2.1, 1.2.2
II. Research	Advance the knowledge of health sciences for the citizens of South Carolina and the nation, in addition to keeping our instructional focus contemporary	\$ 3,393,390	\$ 56,925,415	\$ 137,870,478	\$ 198,189,283	\$ 3,641,542	\$ 64,810,210	\$ 93,488,434	\$ 161,940,186	2.1.1, 2.1.2, 2.2.1, 2.2.2
III. Administration	Improve the value of the university by providing productive and effective infrastructure overseeing general university functions	\$ 17,225,766	\$ 150,476,901	\$ 1,099,548	\$ 168,802,215	\$ 18,485,455	\$ 171,319,604	\$ 745,591	\$ 190,550,650	3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.2.1, 3.2.2, 3.2.3

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Strategic Planning Template

Type	Item #			Description
	Goal	Strat	Object	
G	1			<b>Provide health and science education and training which prepares students to competently serve the state's health professions and science needs</b>
S		1.1		<b>Provide students a quality education</b>
O			1.1.1	<i>Prepare graduates to pass licensing exams on the first attempt</i>
O			1.1.2	<i>Practice effective teaching</i>
O			1.1.3	<i>Provide effective student support services</i>
S		1.2		<b>Support students' timely transition to career</b>
O			1.2.1	<i>Foster ontime graduation</i>
O			1.2.2	<i>Prepare graduates to pass licensing exams on the first attempt</i>
G	2			<b>Advance the knowledge of health sciences for the citizens of South Carolina and the nation, in addition to keeping our instructional focus contemporary</b>
S		2.1		<b>Support research activity at the institution</b>
O			2.1.1	<i>Maintain or improve ranking as a leader in scientific research</i>
O			2.1.2	<i>Provide effective research support services</i>
S		2.2		<b>Impart state of the art health and science information to students</b>
O			2.2.1	<i>Prepare graduates to pass licensing exams on the first attempt</i>
O			2.2.2	<i>Practice effective teaching</i>
G	3			<b>Improve the value of the university by providing productive and effective infrastructure overseeing general university functions</b>
S		3.1		<b>Provide a supportive environment for constituents</b>
O			3.1.1	<i>Provide a supportive environment for employees</i>
O			3.1.2	<i>Provide a supportive environment for students</i>
O			3.1.3	<i>Assess effectiveness of administrative services</i>
O			3.1.4	<i>Assess effectiveness of university leaders</i>
S		3.2		<b>Enhance MUSC's national reputation as an academic health science center</b>
O			3.2.1	<i>Sustain or grow N applications from prospective students</i>
O			3.2.2	<i>Sustain or grow student enrollment</i>
O			3.2.3	<i>Maintain or improve ranking as a leader in scientific research</i>

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	First time pass rates on ten key licensing exams exceeds national first time pass rates	7 of 10	9 of 10	≥ 8 of 10 exams	1/1 to 12/31	Licensing exam administrators	Annually	N first time passing/N First time takers	1.1.1; 1.2.2; 2.2.1
2	Mean first time examinee pass rate on all licensing exams (as provided in CHE IE report)	94%	93%	≥ 90%	8/1 to 5/15 (acad yr)	Office of Institutional Effectiveness	Annually	M of first time pass rate	1.1.1; 1.2.2; 2.2.1
3	Percentage of faculty rated by students as effective teachers	94%	92%	≥ 90%	8/1 to 5/15 (acad yr)	Office of Institutional Effectiveness	Annually	N scoring M=4.0 on E*Value/Total N faculty evaluated	1.1.2; 2.2.2
4	Percentage of graduating students that agree they received a high quality education	94%	93%	≥ 90%	8/1 to 5/15 (acad yr)	MUSC Student Satisfaction Survey	Annually	N Agree/N responders	1.1.2; 2.2.2
5	Percentage of graduating students that would recommend MUSC to a prospective student	90%	91%	≥ 90%	8/1 to 5/15 (acad yr)	MUSC Student Satisfaction Survey	Annually	N Agree/N responders	1.1.2; 1.1.3; 3.1.2
6	Percentage of graduating students that agree they are satisfied with student support services	96%	94%	≥ 90%	8/1 to 5/15 (acad yr)	MUSC Student Satisfaction Survey	Annually	N Agree/N responders	1.1.3; 3.1.2
7	University-wide on-time graduation rate (as defined by each academic program)	87%	88%	≥ 90%	1/1 to 12/31	Office of Enrollment Management	Annually	N ontime graduates/N cohort	1.2.1
8	Percentile rank in NIH Award amount compared to all Health Science Institutions	78th	76.8th	≥ 75th percentile	NIH prior fiscal year	NIH RePorter	Annually	Health Science institutions defined as having one or more schools in these areas: medicine, dental med, nursing, pharmacy, allied health	2.1.1; 3.2.3
9	Percentile rank in Research and Development expenditures	88.8th	85.6th	≥ 85th percentile	Prior fiscal year minus 1	NSF Survey Higher Education Research and Development Survey	Annually	Percentile calculation	2.1.1; 3.2.3
10	Percent of staff/faculty that agree they are pleased to be working at MUSC	80%	83%	≥ 80%	7/1 to 6/30	MUSC Employee Satisfaction Survey	Annually	N Agree/N responders	3.1.1
11	Percent of staff/faculty that agree that "overall, I am satisfied with my job"	79%	81%	≥ 80%	7/1 to 6/30	MUSC Employee Satisfaction Survey	Annually	N Agree/N responders	3.1.1
12	Percent of users of MUSC's Operations units that agree that units deliver quality products and services	93%	91%	≥ 85%	7/1 to 6/30	MUSC Operations Satisfaction survey	Annually	N Agree/N responders	3.1.1; 3.1.3
13	Annually assess performance of key administrative units	Yes	Yes	Yes	7/1 to 6/30	Office of Institutional Effectiveness	Annually	Activity completed, Y/N	3.1.3; 2.1.2
14	Assess performance of university leaders	Yes	Yes	Yes	7/1 to 6/30	Faculty Senate Survey	Every other year	Survey conducted, Y/N	3.1.4
15	Federal Facilities and Administration (F&A) rate for the university	49%	49.50%	Stable or positive trend	7/1 to 6/30	US Dept Health & Human Services	Annually	No calculation; reporting only	3.2.3
16	Student enrollment	2731	2777	Stable or positive trend	Fall semester	Office of Enrollment Management	Annually	Sum of all active students, Fall semester	3.2.1; 3.2.2