

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



## Fiscal Year 2014-15 Accountability Report

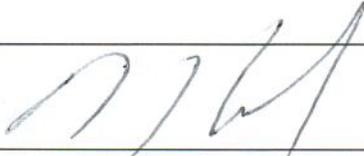
### SUBMISSION FORM

<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.

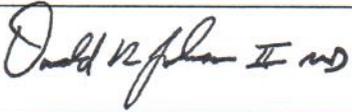
	<i>Name</i>	<i>Phone</i>	<i>Email</i>
<b>PRIMARY CONTACT:</b>	Suzanne Thomas, PhD	843-792-1533	thomass@musc.edu
<b>SECONDARY CONTACT:</b>	Patrick Wamsley, CPA & CFO	843-792-8908	wamsleyp@musc.edu

I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR (SIGN/DATE):</b>		8/26/15
<b>(TYPE/PRINT NAME):</b>	David J. Cole, MD, MUSC President	

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**BOARD/CMSN CHAIR  
(SIGN/DATE):**



**(TYPE/PRINT NAME):**

Donald R. Johnson II, MD, MUSC Board of Trustees Chairman

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

In FY15, the Medical University of South Carolina's academic enterprise had the following notable achievements, among others:

- An enterprise-wide Strategic Plan, *Imagine MUSC 2020*, was developed with broad-based input and approved by MUSC Leadership
- Strategic Plan also includes a plan for 'Embracing Diversity & Inclusion', including all necessary initiatives and objectives for this goal
- College of Dental Medicine students and faculty provided care to over 1,600 patients during Dental Access Day
- National Research Service Awards for MD/PhD students success rate for MUSC students is 59%, which far exceeds the national average of 38%
- Several new degree programs approved by the Commission on Higher Education that will help meet needs in the state (PhD Biomedical Imaging; MS Medical Sciences; Masters in Public Health; MS Health Informatics; RN to BSN)
- US News & World Report shows multiple academic disciplines at MUSC are ranked in the top 30—Nursing school, Health Care Management, Occupational Therapy, Pharmacy
- MUSC's online graduate nursing programs ranked #1 by US News & World Report
- Percentage of students graduating from MUSC's College of Medicine (98%) is above national average
- Successful renewal of the nationally prestigious Clinical and Translational Science Award, funded by the NIH's National Center for Advancing Translational Sciences

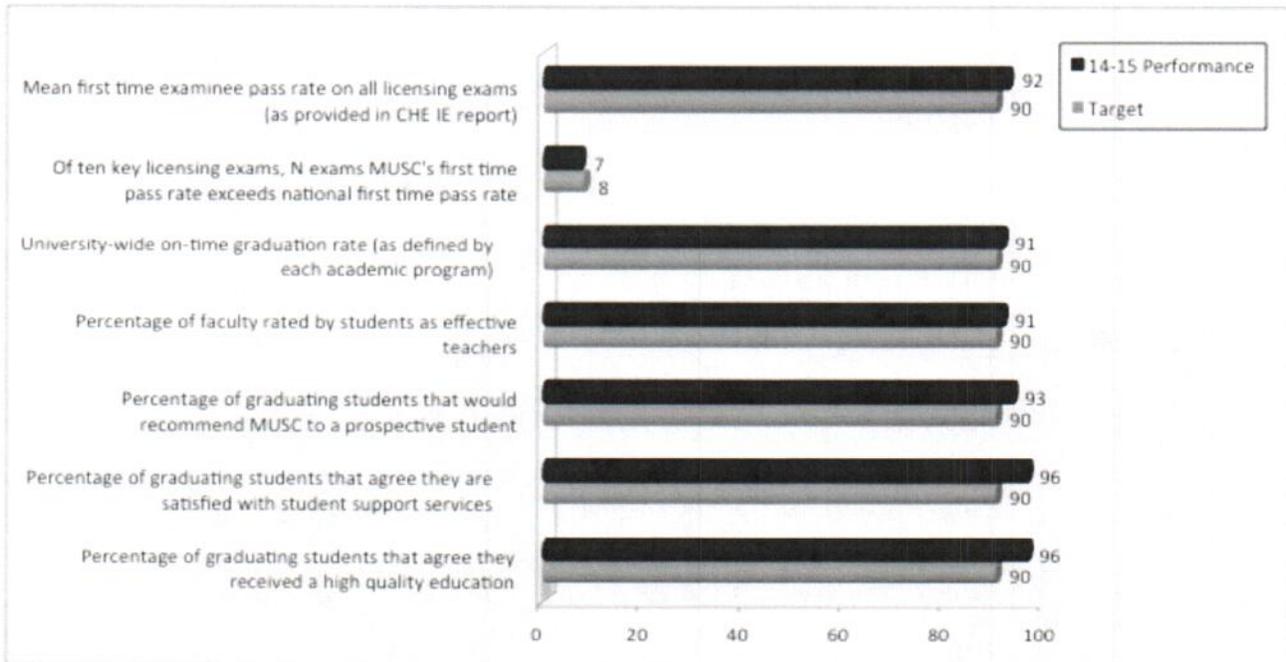
In addition to these accolades, a systematic evaluation of how MUSC is performing in its mission shows that the university maintained or improved outcomes both compared to targets and to FY14 rates, on nearly all metrics. The following report shows these results.

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**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.

Figure 1. Goal 1 metrics



**Summary.** MUSC is performing well in its education mission. We maintained excellence or improved performance for nearly all indicators of success in our education goal. Notably, through focused attention, increased accountability (e.g., on-time graduation rate is now a metric in every degree program’s internal assessment plan) and increased emphasis on early intervention for students at risk of decelerating, MUSC met its target for 90% of students graduating on time. In doing so, MUSC is helping to meet the state’s growing need for healthcare providers.

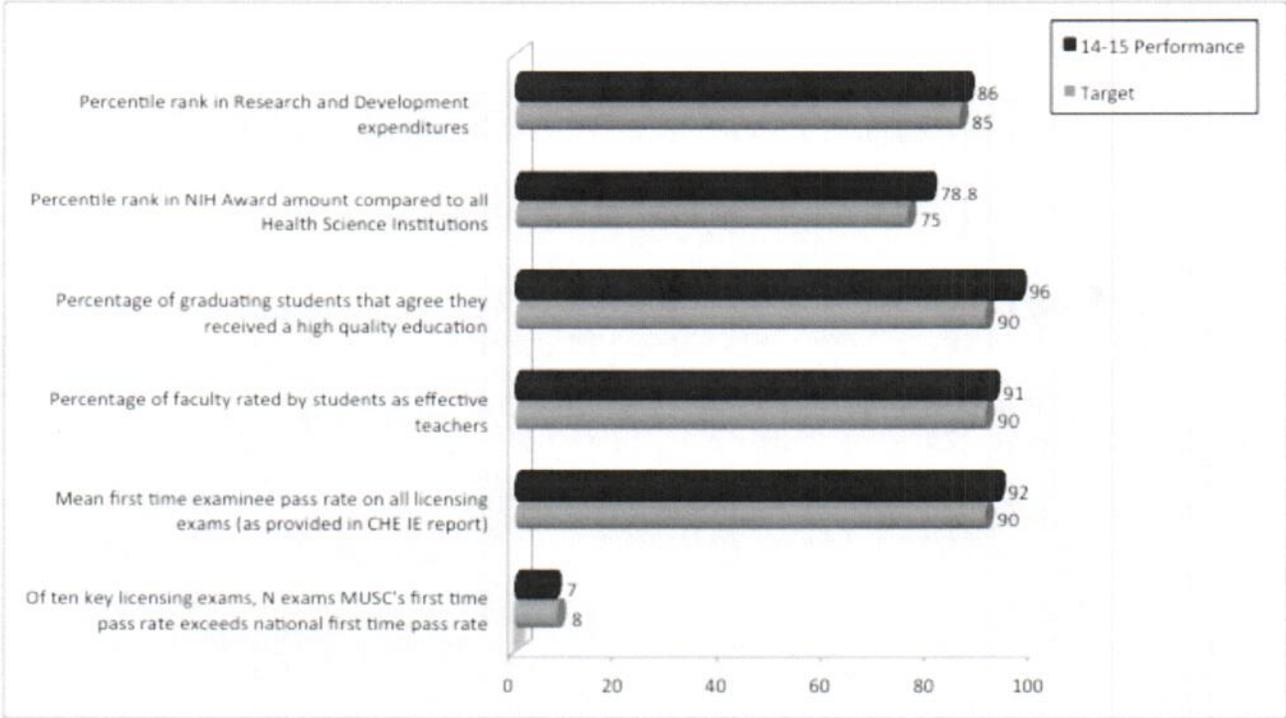
While our students are passing their licensing exams at a high rate (we have an average 92% pass rate on the first attempt on licensing exams, and nearly 100% on the second attempt), MUSC seeks to achieve success comparable to the nation’s elite academic health centers. Thus, we set an ambitious target, wherein our first time pass rates on 10 specific licensing exams will be equal to or greater than the national first time pass rates on those exams. We typically achieve our target (8 exams of 10 show this result); in 2014-2015, 7 of 10 key exams had MUSC’s first time pass rate exceeding the national first time pass rate.

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**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. Goal 2 metrics



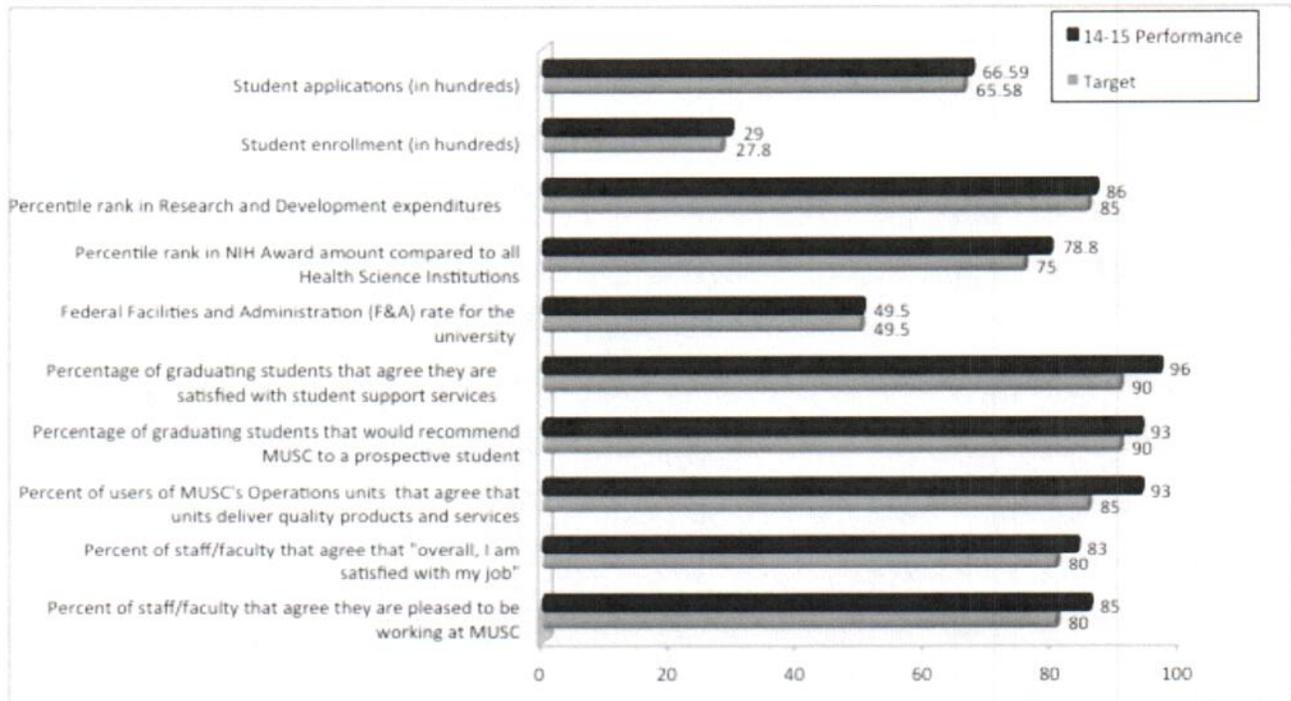
Summary. MUSC is performing exceptionally well in its research mission. We received a renewal of the CTSA grant that supports the South Carolina Clinical and Translational Research Institute. Our focus in the 2014-2015 year was to maintain or improve our standing as a top research institution both in 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. For the former, MUSC advanced its position in research funding and expenditures compared its peers, approaching the top 20% of research universities for federal funding for research and the top 10% in research and development expenditures. To foster partnerships in research outside of academia, MUSC has invested in the Foundation of Research Development and the Center for Innovation and Entrepreneurship, two central administrative resources to help facilitate these relationships. To further support our advancement in our research mission, MUSC recently elevated its senior research official position from Associate Provost to Vice President (a national search is pending). MUSC expects to continue to grow its research profile and its national ranking, despite an increasingly competitive research funding environment.

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### 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, shown in Figure 3 (green bars reflect where target was met or exceeded).

Figure 3. Goal 3 metrics



**Summary.** MUSC is successfully supporting its mission through effective infrastructure and leadership. Following the first year of Dr. David Cole’s service as MUSC’s president, the university has continued positive trends in outcomes in each of its mission areas. With the broad-based input and involvement of university constituencies in creating and implementing MUSC’s new strategic plan (Imagine MUSC 2020), to begin in FY16, MUSC is well positioned to continue its journey to achieve national and international recognition as a premier and transformative academic health sciences center.



Agency Name: **MEDICAL UNIVERSITY SOUTH CAROLINA**  
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Program/Title	Purpose	FY 2013-14 Expenditures			FY 2014-15 Expenditures			TOTAL	Associated Objective(s)
		General	Other	Federal	General	Other	Federal		
I. Instruction Colleges	Provide health and science education and training which prepares students to competently serve the state's health professions and science needs.	\$ 18,941,259	\$ 81,238,241	\$ 29,880,739	\$ 130,060,239	\$ 19,697,804	\$ 79,122,799	\$ 21,844,260	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.	\$ 3,641,542	\$ 64,810,210	\$ 93,488,434	\$ 161,940,186	\$ 3,786,991	\$ 63,122,553	\$ 68,344,550	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	\$ 18,485,455	\$ 171,319,604	\$ 745,591	\$ 190,550,650	\$ 19,223,795	\$ 166,858,445	\$ 545,063	3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.2.1, 3.2.2, 3.2.3
<b>TOTAL</b>									

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Strategic Planning Template

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

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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	9 of 10	7	≥ 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)	93%	92%	≥ 90%	8/1 to 5/15 (acad yr)	Office of Institutional Effectiveness	Annually	M of first time pass rates	1.1.1; 1.2.2; 2.2.1
3	Percentage of faculty rated by students as effective teachers	92%	91%	≥ 90%	8/1 to 5/15 (acad yr)	Office of Institutional Effectiveness	Annually	N scoring Me4.0 on E'Value/Total N faculty evaluated	1.1.1; 1.2.2; 2.2.2
4	Percentage of graduating students that agree they received a high quality education	93%	96%	≥ 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	91%	93%	≥ 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	94%	96%	≥ 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)	88%	91%	≥ 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	76.8th	78.8th	≥ 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	85.6th	86th	≥ 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	83%	85%	≥ 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"	81%	83%	≥ 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	91%	93%	≥ 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	49.50%	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	2777	2900	Stable or positive trend	Fall semester	Office of Enrollment Management	Annually	Sum of all active students, Fall semester	3.2.1; 3.2.2
17	Student applications	6558	6659	Stable or positive trend	End of calendar year	Office of Enrollment Management	Annually	Sum of applications received in a calendar year	3.2.1; 3.2.2