

AGENCY NAME:	Medical University of South Carolina		
AGENCY CODE:	H51	SECTION:	023

**Fiscal Year 2016-2017
Accountability Report**

SUBMISSION FORM

AGENCY MISSION	<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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AGENCY VISION	<p>Our strategic plan, <i>Imagine MUSC 2020</i>, specifies the goals that will allow MUSC as both an academic institution and a healthcare organization to achieve its vision of leading health innovation for the lives we touch. The five goals capture our tripartite mission of education, research and clinical care. Goals 1, 2, and 3 are the goals most relevant to the organization’s academic and research missions and so are the focus of this Accountability Report to the state for MUSC as a state-supported institution of higher education.</p> <ol style="list-style-type: none"> 1. <u>Advance New Knowledge and Scientific Discoveries</u> MUSC’s discoveries change the future of healthcare. 2. <u>Foster Innovative Education and Learning</u> MUSC is a recognized innovator in health sciences education and lifelong learning. 3. <u>Embrace Diversity and Inclusion</u> MUSC is a national model for a diverse and inclusive community. 4. <u>Commit to Patients First</u> MUSC patients and families receive the best and most compassionate care anywhere. 5. <u>Build Healthy Communities</u> MUSC is a transformative health and wellness leader.
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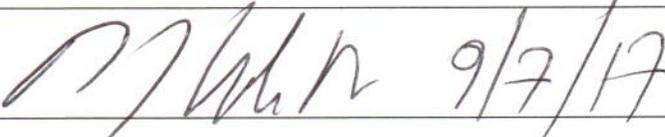
Please select yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

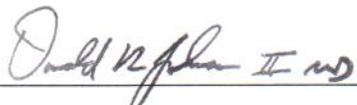
	Yes	No
RESTRUCTURING RECOMMENDATIONS:	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Please identify your agency's preferred contacts for this year's accountability report.

	Name	Phone	Email
PRIMARY CONTACT:	Suzanne Thomas, PhD	843-792-1533	thomass@musc.edu
SECONDARY CONTACT:	Patrick Wamsley, CPA & CFO	843-792-8909	wamsleyp@musc.edu

I have reviewed and approved the enclosed FY 2016-2017 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):	
	9/7/17
(TYPE OR PRINT NAME):	David J. Cole, MD, MUSC President

BOARD/CMSN. CHAIR (SIGN AND DATE):	
	9/7/17
(TYPE OR PRINT NAME):	Donald R. Johnson II, MD, MUSC Board of Trustees Chair

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AGENCY’S DISCUSSION AND ANALYSIS

The Accountability Report MUSC submits to the Department of Administration demonstrates that the university is accountable for outcomes related to its mission as a state-supported institution of higher education and that the university practices sound stewardship of its resources. This report presents longitudinal trends on outcomes identified as key performance indicators for the three goals of the organization’s strategic plan, Imagine MUSC 2020, which are related to the academic and research missions of MUSC. We also present additional key performance indicators of operational excellence (i.e., indicators important to track but which are not linked to any specific goal of Imagine MUSC 2020).

For the vast majority of these outcomes, MUSC met or exceeded the targets it identified at the end of FY16, reflecting continued excellence in research and education, support for an inclusive workplace, and commitment to employee engagement, student achievement, and student satisfaction.

The university had many other notable achievements in FY17:

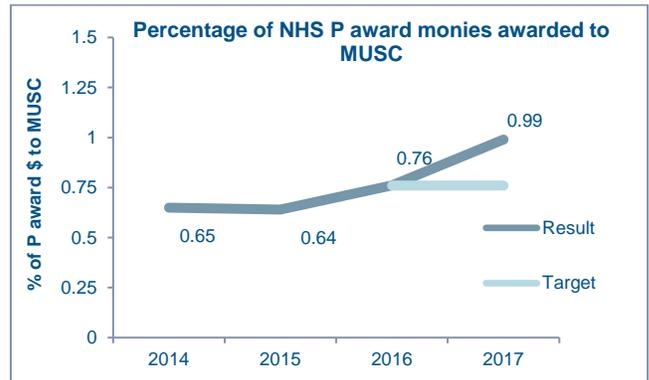
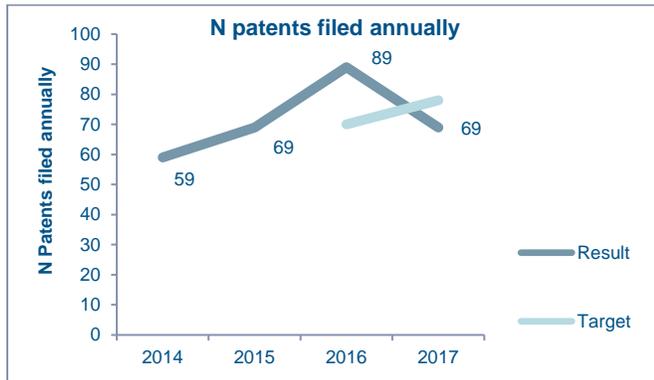
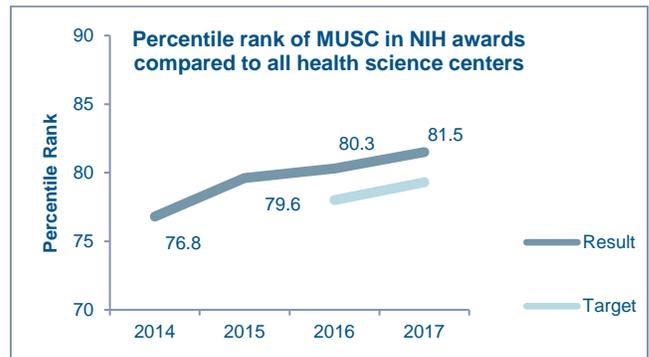
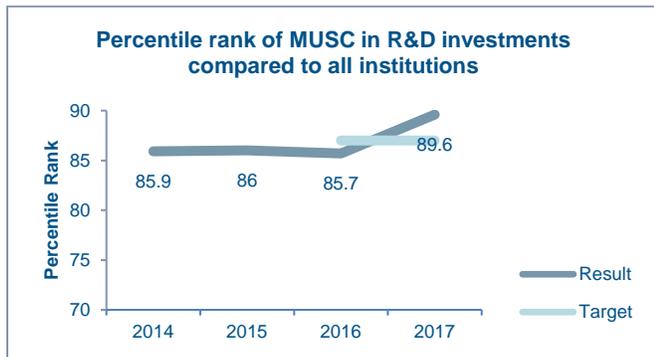
- MUSC completed a successful on-site visit from its regional accreditor, SACSCOC, resulting in no findings of non-compliance and assuring that it will receive reaffirmation of accreditation.
- We received a unanimous endorsement from SACSCOC for our Quality Enhancement Plan, “Team up for Better Health”
- MUSC and Clemson created the first-ever joint Ph.D. degree in Biomedical Data Science and Informatics
- MUSC and Clemson developed nine accelerated pathway programs, reducing time to professional degree for exceptional Clemson students
- MUSC led the state with a record \$260 million in research funding
- MUSC continues to rank in the top 20% of all academic health science centers in NIH funding
- MUSC conducted 1,300 clinical trials, including participation in a national gene therapy trial for Sickle Cell disease
- More than 20% of MUSC students are members of a racial or ethnic minority group

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Goal 1: Advance new knowledge and scientific discoveries

This goal and its associated objectives guide us as we generate and translate cutting edge discoveries, integrating them with learning, health care, and health promotion across the MUSC enterprise. We utilize integrative science to work seamlessly and collaboratively to impact the health of our patients and community. We will enhance our research and set strategic priorities linked to our clinical strengths while engaging community, academic, and industry partners.

Four key performance indicators are used to evaluate progress



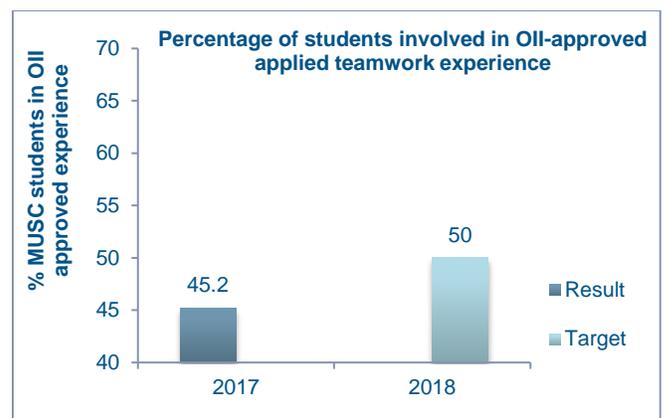
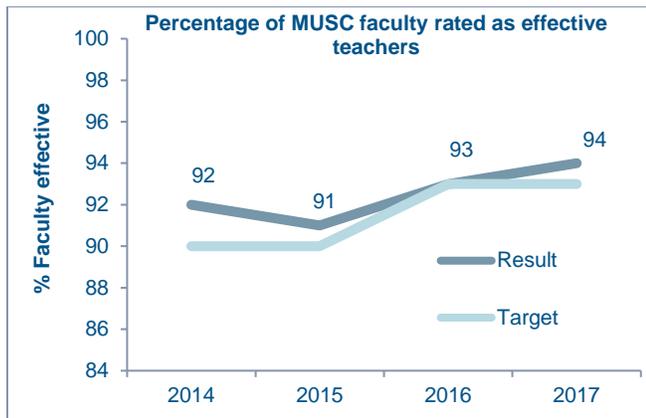
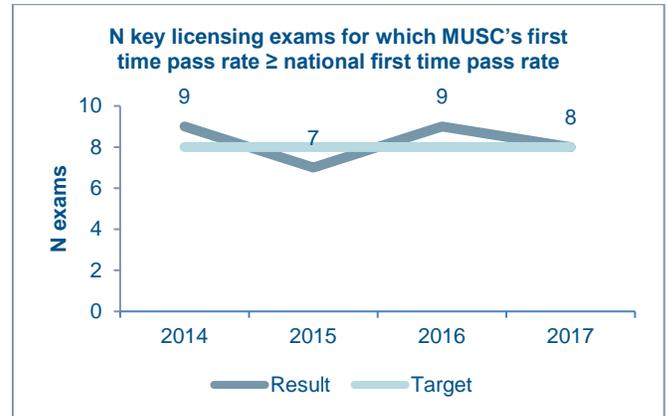
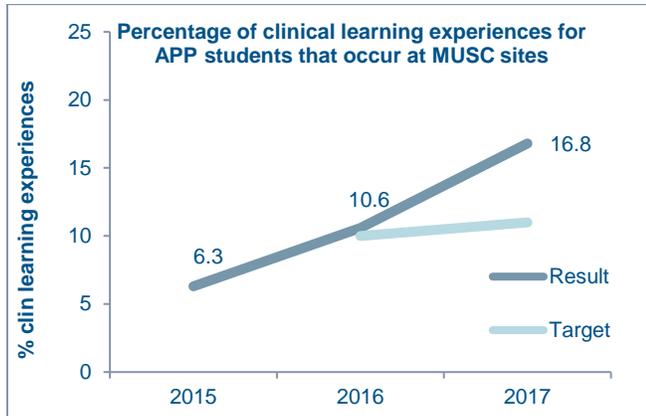
Summary. MUSC is performing well in advancing knowledge in the health sciences. MUSC is in the top quintile of all research universities for NIH funding, moving up from the top quartile in the last two years. MUSC exceeded all targets on KPI's in 2016-2017 with the exception of number of patents filed, an outcome that set an institutional record in 2016.

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Goal 2: Foster innovative education and learning

This goal directs us to evolve our learning methods and translate educational principles to foster a lifelong learning environment for students, staff, and faculty. Interprofessionalism, team building, and technology serve as our foundation as we enhance the value of our educational initiatives, which extend to our patients and the communities we serve.

Four key performance indicators are used to evaluate progress



Summary. MUSC is meeting its targets in education. We are especially committed to ensuring that our Advanced Practice Provider (APP) students (Physician Assistants and Nurse Practitioners) have sufficient opportunities to receive their clinical education at MUSC clinics and at MUSC-affiliated sites. Through extensive cooperation with MUSC Health, a greater proportion of clinical training among these students is provided within MUSC clinics. MUSC students outperform the nationwide first time pass rate on eight of the ten key professional licensing exams. Each graduate must pass these exams before practicing in his/her field. Thus, these pass rates demonstrate that MUSC students are receiving above average preparation. Preparing students to become qualified practitioners is one of the responsibilities of MUSC faculty. Students report that the vast majority of our teaching faculty, 94%, are effective teachers. A successful accountability plan (where faculty are aware that their Dean is held accountable for this outcome for their college) has led to steady increases on this indicator in the last three years. Finally, MUSC continues to be a national leader in interprofessional education, which reflects the best practices in health care and health sciences. The Office of Interprofessional Initiatives provides a campus-wide plan and administrative oversight to ensure that MUSC students get the best

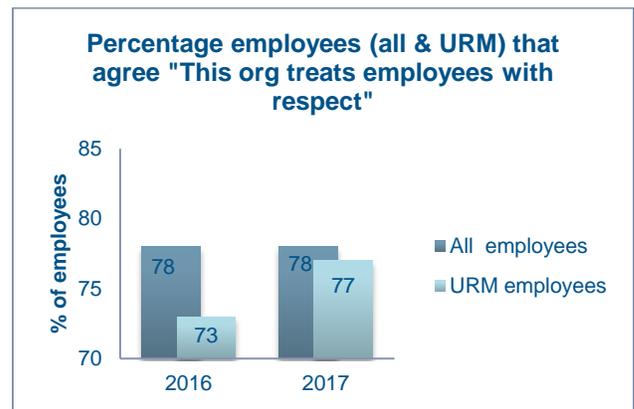
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opportunity to learn applied teamwork skills working with professionals across health professions, thereby better preparing them for the challenges of healthcare practice. In 2017 we determined a baseline rate, wherein 45% of students participated in applied teamwork experiences with professionals outside their program; we seek to increase this rate to 50% in 2018.

Goal 3: Embrace diversity and inclusion

This goal reflects our commitment to create a more diverse community in which every member is respected and valued.

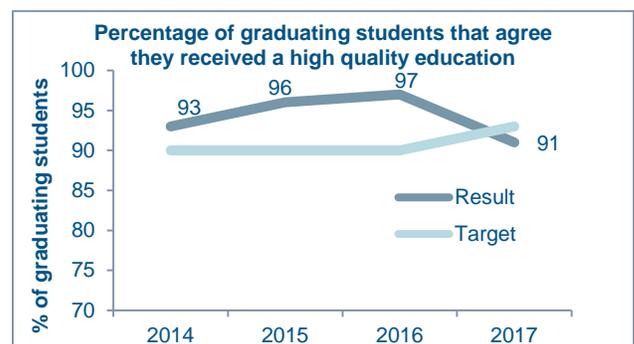
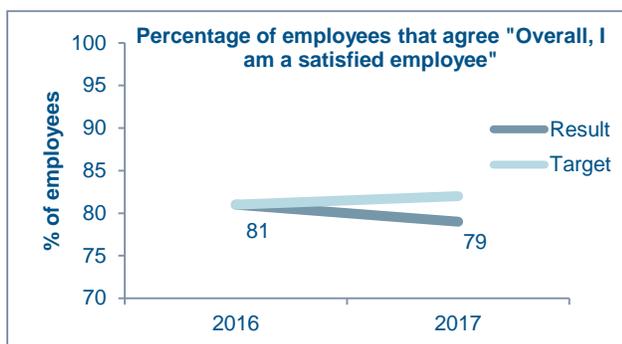
Two key performance indicators are used to evaluate progress

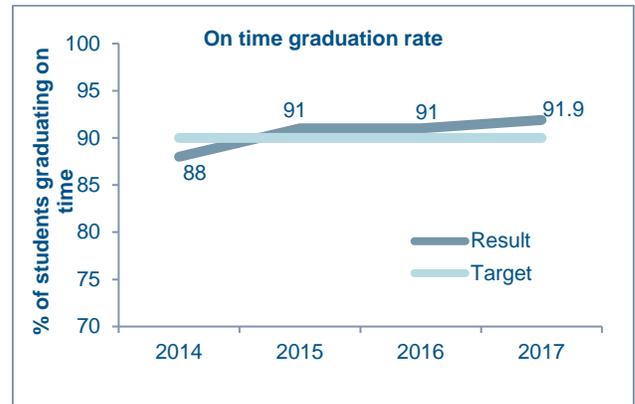
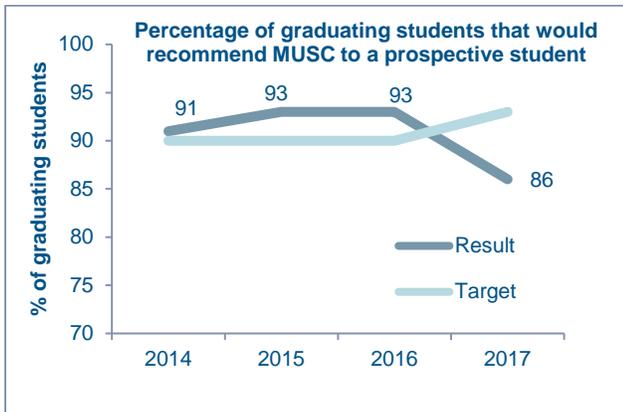
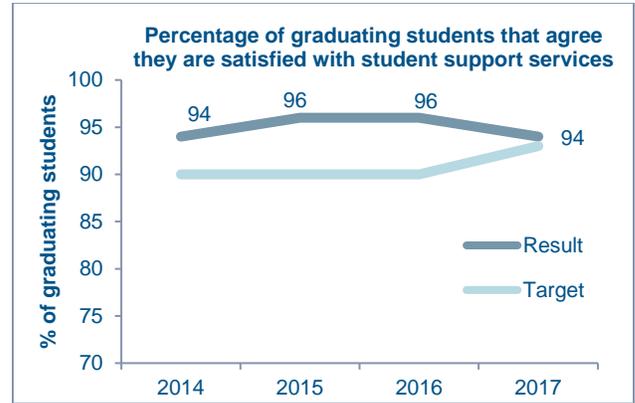
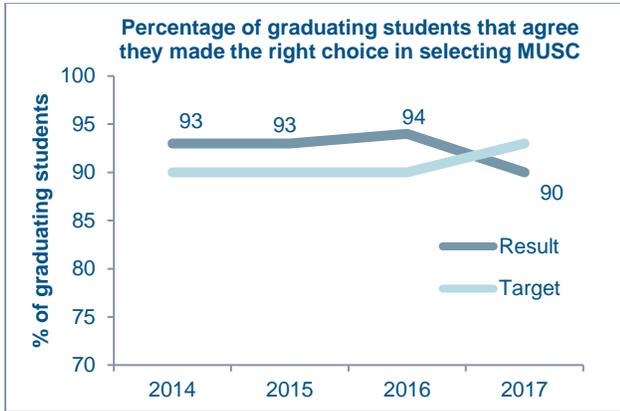


Summary. MUSC has made important strides in improving its culture of inclusivity. In 2017, 97% of designated leaders and staff completed four hours of diversity & inclusion training. We made significant headway in the percentage of employees who are members of racial and ethnic minority groups agree that “This organization treats employees with respect.” The rate of agreement (77%) among this subpopulation is essentially identical to the rate this item is endorsed favorably by all employees, regardless of race (78%). We continue to focus as an employer on strengthening our organization at all levels to reflect our core value of Respect, so that all our employees can agree that MUSC treats employees with respect.

Other Key Performance Indicators

The six indicators below reflect how the organization is performing in key operational areas of employee engagement, student satisfaction, and on-time graduation rate.





Summary. Results in FY17 on employee satisfaction failed to meet target. MUSC has several initiatives planned and currently underway to promote improved employee engagement/employee satisfaction in FY18. Important to note is that compared to national benchmarks (not shown here), MUSC performs in the top half of similar organizations on employee engagement (according to Press Ganey statistics).

Student satisfaction outcomes declined slightly in FY17, though most remained $\geq 90\%$. The decrease in rates of student satisfaction was due primarily to graduating students in one degree program which experienced unanticipated faculty shortages in 2016-2017. Those issues have been resolved, and we expect improved student satisfaction rates in 2017-2018.

Finally, MUSC continues to graduate a very high percentage of its matriculating students on time and well prepared to enter their chosen health-related profession.

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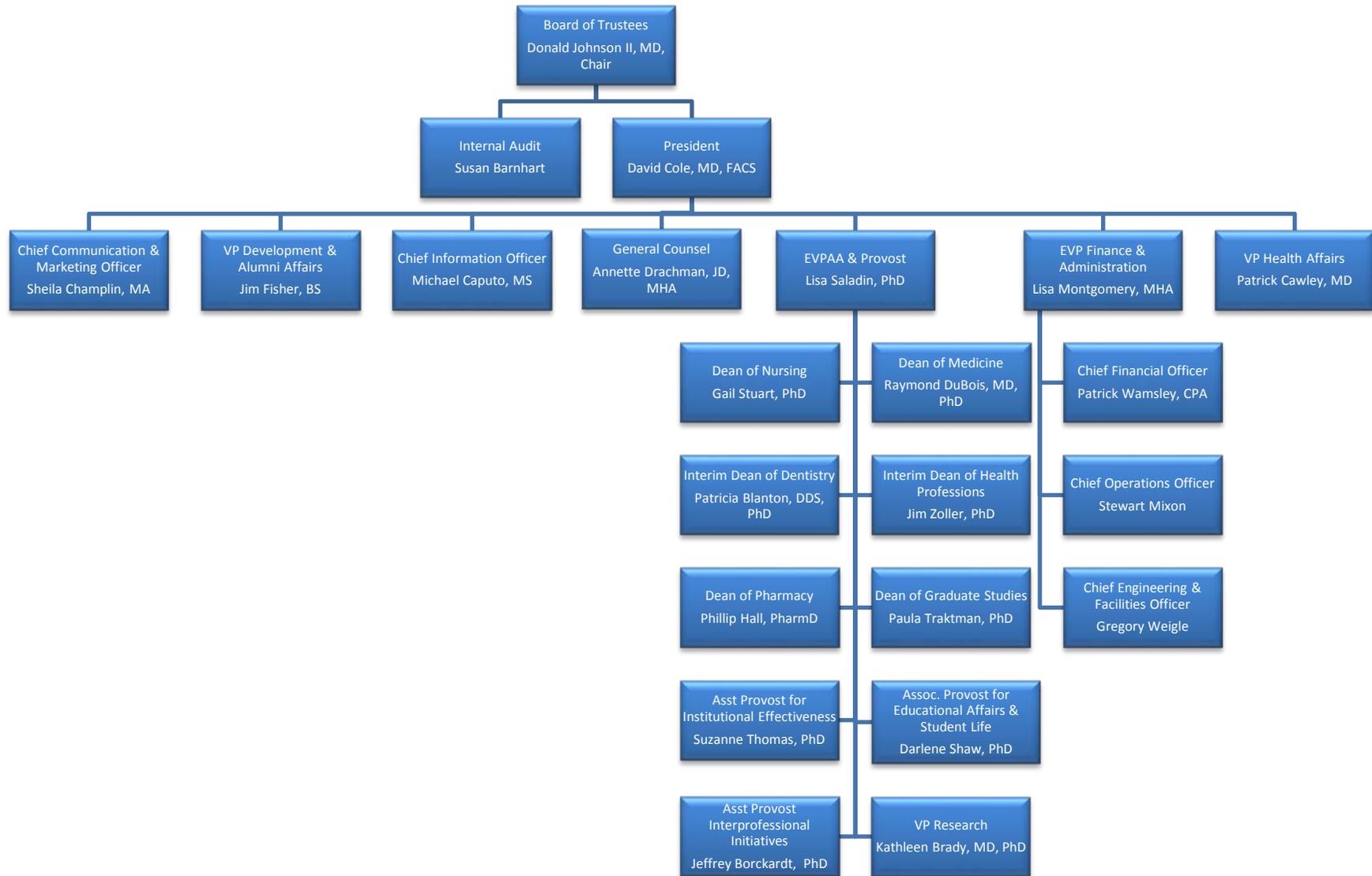
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Organizational Structure
MUSC Educational Enterprise



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Risk Assessment & Mitigation Strategies

The potential most negative impact on the public that would result from the university’s failure to accomplish its goals and objectives includes lack of advances in improving healthcare through scientific discovery and reduction in the quality and number of new healthcare providers and scientists to serve the citizens of South Carolina.

Given the gravity of these outcomes, in Fall 2015, an enterprise-wide committee was created to conduct a comprehensive risk assessment and mitigation plan for MUSC. The Risk Governance Committee was chaired by the Executive Vice President for Finance & Administration. The committee engaged expert external consultants to assist with their charge. Teams were developed within the Committee to examine risks associated with specific areas (e.g., business interruption; legal compliance; IT security; financial security and growth).

In May 2017, a Director of Strategic Risk Management was hired to oversee this process on an ongoing basis. To date, identified risks have been analyzed based on likelihood and impact, and assigned to risk owners. These risk owners, all of whom are in director or vice president level positions, have received formal training in completing risk mitigation documentation for their particular risk(s). This documentation has been completed by the risk owners, and a team is in the final stages of ranking the risks based primarily on the aforementioned likelihood and impact scores. The next step will consist of the Risk Governance Committee reviewing the top risks to assist in determining what additional steps can be taken to mitigate these risks.

Many of the risks identified by the Risk Governance Committee are internal risks that can be managed with existing resources; for example, the risk of inappropriately disclosing protected student information or failing to sufficiently document compliance with regional and/or professional accreditation standards. Some risks are external but can be significantly managed through rigorous internal planning, such as a security data breach and risks posed by a catastrophic weather event.

Some external risks cannot be adequately mitigated through internal processes alone and require significant support from the state. These include the risks posed by extensive state or federal regulations that prevent MUSC from responding effectively to the rapidly changing environment of education and healthcare and decreased financial support for both undergraduate health sciences and graduate medical education.

Per the state’s request, MUSC offers three suggestions for the ways in which the legislature might help us reduce risks that threaten our ability to achieve our tripartite mission of education, research, and clinical care.

- (1) Increase state appropriations for public higher education. Prioritizing public higher education will reduce student indebtedness and help produce a more well-qualified, diverse pool of applicants for and admission to MUSC’s degree programs as well as employment at MUSC.
- (2) Optimize MUSC’s ability to respond effectively and expeditiously to opportunities that allow the organization to adapt to the rapidly changing environments in education and healthcare.
- (3) Invest in graduate medical education so that MUSC can help address the shortage of physicians in the state and the nation.

Restructuring Recommendations

MUSC has no recommendations for 2017.

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
G	1			Advance new knowledge and scientific discoveries	
S		1.1		Increase funding for research	
O			1.1.1	Public Infrastructure and Economic Development	Percentile rank of MUSC in R&D investments compared to all institutions
O			1.1.2	Public Infrastructure and Economic Development	Percentile rank of MUSC in NIH awards compared to all health science centers
O			1.1.3	Public Infrastructure and Economic Development	Percentage of NHS P award monies awarded to MUSC
S		1.2		Increase Discoveries	
O			1.2.1	Public Infrastructure and Economic Development	Number of patents filed annually
G	2			Foster innovative education and learning	
S		2.1		Increase innovative learning opportunities	
O			2.1.1	Education, Training, and Human Development	Percentage of clinical learning experiences for APP students that occur at MUSC sites
O			2.1.2	Education, Training, and Human Development	Percentage students involved in an OII-approved applied teamwork experiences
S		2.2		Maintain high and stable performance on key indices of educational quality	
O			2.2.1	Education, Training, and Human Development	Number of key licensing exams for which MUSC's first time pass rate ≥ national first time pass rate
O			2.2.2	Education, Training, and Human Development	Percentage MUSC faculty rated as effective teachers
G	3			Embrace Diversity and Inclusion	
S		3.1		Maintain high and stable performance on key indices of diversity and inclusion	
O			3.1.1	Public Infrastructure and Economic Development	Percentage of designated leaders and staff that complete at least 4 hours of D&I training
O			3.1.2	Public Infrastructure and Economic Development	Percentage employees (all & URM) that agree "This organization treats employees with respect"
G	4			Key Performance Indicators	
S		4.1		Maintain high levels of student satisfaction	
O			4.1.1	Education, Training, and Human Development	Percentage of graduating students that agree they received a high quality education
O			4.1.2	Education, Training, and Human Development	Percentage of graduating students that agree they would recommend MUSC to a prospective student
O			4.1.3	Education, Training, and Human Development	Percentage of graduating students that agree they made the right choice in selecting MUSC
O			4.1.4	Education, Training, and Human Development	Percentage of graduating students that agree they are satisfied with student support services

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
S		4.2			Maintain high levels of employee satisfaction
O		4.2.1		Education, Training, and Human Development	Percentage of employees that agree "Overall, I am a satisfied employee"
S		4.3			Demonstrate that students graduate on time.
O		4.3.1		Education, Training, and Human Development	On-time graduation rate

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Target Value	Current Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)	Meaningful Use of Measure
1	Percentile rank of MUSC in R&D investments compared to all institutions	85.7%	87.0%	89.6%	90.0%	Prior fiscal year minus 1	NSF Survey Higher Education Research and Development Survey	Percentile calculation	1.1.1	Benchmarks MUSC's investments in research and development.
2	Percentile rank of MUSC in NIH awards compared to all health science centers	80.3%	79.0%	81.5%	82.5%	NIH prior fiscal year	NIH Reporter	Health Science institutions defined as having one or more schools in these areas: medicine, dental med, nursing, pharmacy, allied health	1.1.2	Benchmarks MUSC's NIH research funding against other AHC's.
3	Percentage of NHS P award monies awarded to MUSC	76.0%	76.0%	99.0%	N/A	Prior fiscal year	EXPORTER database	Percentile calculation	1.1.3	Examines MUSC's footprint in a funding source that focuses on interdisciplinary research.
4	Number of patents filed annually	89	78	69	N/A	prior fiscal year	Office of Institutional Effectiveness	sum of US and foreign patents awarded	1.2.1	Demonstrates the extent to which MUSC research can be translated into clinical and market solutions.
5	Percentage of clinical learning experiences for advance practice providers (PA and DNP) students that occur at MUSC sites	10.6%	11.0%	16.8%	18.0%	prior academic year	Office of Institutional Effectiveness	N of clinical experiences for APP students at MUSC / n of all clinical experiences for APP students	2.1.1	Quantifies our commitment to provide clinical experiences to APP students.
6	Percentage students involved in an OII-approved applied teamwork experiences	N/A	50.0%	45.2%	50.0%	prior academic year	Office of Institutional Effectiveness	N student involved / n all students	2.1.2	Quantifies our commitment to graduate students with practical teamwork skills.
7	Number of key licensing exams for which MUSC's first time pass rate ≥ national first time pass rate	9	8	8	8	1/1 to 12/31	Licensing exam administrators	N first time passing/N First time takers	2.2.1	Benchmarks MUSC's ability to graduate health practice-ready professionals.
8	Percentage of MUSC faculty rated as effective teachers	93%	93%	94%	90%	8/ to 5/15 (acad yr)	Office of Institutional Effectiveness	N scoring M=4.0 on E*Value/Total N faculty evaluated	2.2.2	Provides an index of student confidence in the effectiveness of MUSC faculty as teachers.
9	Percentage of designated leaders and staff that complete at least 4 hours of D&I training	N/A	80%	97%	N/A	7/1 to 6/30	Office of Institutional Effectiveness (Enterprise Score)	N of designated leaders who log at least 4 hours in the MUSC MYQUEST system / N of all designated leaders	3.1.1	Demonstrates MUSC's commitment to Diversity and Inclusion through training and educating leaders.
10	Percentage employees that agree "This organization treats employees with respect"	73%	78%	78%	80%	3/1-2/15	MUSC Employee Engagement Survey (Enterprise Score)	N Agree/N responders	3.1.2	Quantifies the extent to which employees from all backgrounds agree that MUSC treats employees with respect.
11	Percentage of employees that agree "Overall, I am a satisfied employee"	81%	82%	79%	80%	3/1-2/15	MUSC Employee Engagement Survey (Enterprise Score)	N Agree/N responders	4.1.1	Provides an index of employee engagement
12	Percentage of graduating students that agree they received a high quality education	97%	90%	91%	90%	prior academic year	MUSC Student Satisfaction Survey	N Agree/N responders	4.1.2	Provides an index of student satisfaction
13	Percentage of graduating students that agree they would recommend MUSC to a prospective student	93%	90%	86%	90%	prior academic year	MUSC Student Satisfaction Survey	N Agree/N responders	4.1.3	Provides an index of student satisfaction
14	Percentage of graduating students that agree they made the right choice in selecting MUSC	94%	90%	90%	90%	prior academic year	MUSC Student Satisfaction Survey	N Agree/N responders	4.1.4	Provides an index of student satisfaction
15	Percentage of graduating students that agree they are satisfied with student support services	96%	90%	94%	90%	prior academic year	MUSC Student Satisfaction Survey	N Agree/N responders	4.2.3	Provides an index of student satisfaction
16	On-time graduation rate	91%	90%	92%	90%	prior academic year	MUSC Office of Enrollment Management	N of students who graduate within 150% of published program length (calculation method used by the U.S. Department of Education)	4.3.1	Demonstrates that students complete their degrees in a timely manner.

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Program Template

Program/Title	Purpose	<u>FY 2016-17 Expenditures (Actual)</u>				<u>FY 2017-18 Expenditures (Projected)</u>				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	\$ 20,173,665	\$ 67,533,566	\$ 40,274,334	\$ 127,981,565	\$ 22,503,392	\$ 70,279,709	\$ 39,729,529	\$ 132,512,630	2.1.1, 2.1.2, 2.2.1, 2.2.2,
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	\$ 3,878,478	\$ 53,876,901	\$ 126,007,070	\$ 183,762,449	\$ 4,326,378	\$ 56,067,717	\$ 124,302,528	\$ 184,696,623	1.1.1, 1.1.2, 1.1.3, 1.2.1, 4.1.1, 4.1.2, 4.1.3, 4.1.4
III. Administration	Improve the value of the university by providing productive and effective infrastructure overseeing general university functions	\$ 19,668,205	\$ 142,418,444	\$ 1,004,935	\$ 163,091,584	\$ 21,961,869	\$ 148,209,659	\$ 991,341	\$ 171,162,869	4.2.1, 3.1.1, 3.1.2,

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Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	Does the law specify a deliverable (product or service) the agency must or may provide? (Y/N)
1	Title IX, 20 U.S.C. §§ 1681–1688	Federal	Statute	Title IX provides that “[n]o person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.”	Yes	No
2	Clery Act, 20 U.S.C. § 1092(f)	Federal	Statute	The Clery Act requires all colleges and universities that participate in federal financial aid programs to keep and disclose information about crime on and near their respective campuses.	No	Yes
3	Family Educational Rights and Privacy Act (FERPA) 20 U.S.C. § 1232g; 34 CFR Part 99	Federal	Statute	Generally, schools must have written permission from the parent or eligible student in order to release any information from a student's education record.	Yes	No
4	Family and Medical Leave Act	Federal	Statute	Provides up to 480 hours of job protection for qualified individuals with qualified medical conditions for themselves or specified family members	Yes	Yes
5	20 USC 1094, Section 487(a)(17)	Federal	Statute	Mandates the completion of IPEDS surveys in a timely and accurate manner for institutions participating in Federal financial assistance programs	No	Yes
6	Fair Labor Standards Act	Federal	Statute	Guides the wage and hour laws for employees; includes child labor laws	No	No
7	Americans with Disabilities Act (and amendments such as ADA)	Federal	Statute	The Americans with Disabilities Act (ADA) became law in 1990. The ADA is a civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public.	Yes	No
8	Age Discrimination in Employment Act	Federal	Statute	The Age Discrimination in Employment Act of 1967, Pub. L. No. 90-202, codified at 29 U.S.C. § 621 through 29 U.S.C. § 634 (ADEA), forbids employment discrimination against anyone at least 40 years of age	Yes	No
9	Title VII of the Civil Rights Act	Federal	Statute	Title VII of the Civil Rights Act of 1964 is a federal law that prohibits employers from discriminating against employees on the basis of sex, race, color, national origin, and religion. It generally applies to employers with 15 or more employees, including federal, state, and local governments.	Yes	No
10	Equal Pay Act	Federal	Statute	Prohibits sex-based wage discrimination between men and women in the same establishment who perform jobs that require substantially equal skill, effort and responsibility under similar working conditions. Cross references to the EPA as enacted appear in italics following the section heading. Additional provisions of the Equal Pay Act of 1963, as amended, are included as they appear in volume 29 of the United States Code.	Yes	No

11	Immigration Reform and Control Act	Federal	Statute	The Immigration Reform and Control Act of 1986 (IRCA) was a bill that made it illegal for employers to hire, recruit, or refer immigrants without proper identification, or to "continue to employ an alien knowing that such person is unauthorized to work."	Yes	Yes
12	Occupational Safety and Health Act	Federal	Statute	The Act assigns OSHA two regulatory functions: setting standards and conducting inspections to ensure that employers are providing safe and healthful workplaces. OSHA standards may require that employers adopt certain practices, means, methods, or processes reasonably necessary and appropriate to protect workers on the job. Employers must become familiar with the standards applicable to their establishments and eliminate hazards.	No	No
13	Workers Compensation	Federal	Statute	Workers' compensation is a form of insurance providing wage replacement and medical benefits to employees injured in the course of employment in exchange for mandatory relinquishment of the employee's right to sue his or her employer for the tort of negligence.	No	Yes
14	COBRA (Comprehensive Omnibus Reconciliation Act)	Federal	Statute	The Consolidated Omnibus Budget Reconciliation Act (COBRA) gives workers and their families who lose their health benefits the right to choose to continue group health benefits provided by their group health plan for limited periods of time under certain circumstances such as voluntary or involuntary job loss, reduction in the hours worked, transition between jobs,	No	Yes
15	Uniformed Services Employment and Reemployment Rights Act (USERRA)	Federal	Statute	Prohibits employers from denying any benefit of employment on the basis of an individual's membership, application for membership, performance of service, application for service, or obligation for service	Yes	No
16	Vietnam Era Veterans' Readjustment Assistance Act (VEVRA)	Federal	Statute	VEVRAA prohibits federal contractors and subcontractors from discriminating in employment against protected veterans, and requires these employers to take affirmative action to recruit, hire, promote, and retain these veterans. The new rule strengthens the affirmative action provisions of the regulations to aid contractors in their efforts to recruit and hire protected veterans and improve job opportunities for protected veterans.	Yes	No
17	Executive Order 11246	Federal	Regulation	Requires federal contractors to provide equal employment opportunities	Yes	No
18	Freedom of Information Act	Federal	Statute	The Freedom of Information Act (FOIA), 5 U.S.C. § 552, is a federal freedom of information law that allows for the full or partial disclosure of previously unreleased information and documents controlled by the United States government.	No	Yes
19	Pregnancy Discrimination Act	Federal	Statute	The Pregnancy Discrimination Act of 1978 is a United States federal statute. It amended Title VII of the Civil Rights Act of 1964 to "prohibit sex discrimination on the basis of pregnancy." The Act covers discrimination "on the basis of pregnancy, childbirth, or related medical conditions."	Yes	No
20	E-Verify	Federal	Statute	E-Verify is an Internet-based system that allows businesses to determine the eligibility of their employees to work in the United States.	No	Yes

21	Equal Employment Opportunity Act	Federal	Statute	The Equal Employment Opportunity Act of 1972 is the act which gives the Equal Employment Opportunity Commission (EEOC) authority to sue in federal courts when it finds reasonable cause to believe that there has been employment discrimination based on race, color, religion, sex, or national origin.	Yes	No
22	Drug Free Workplace Act of 1988	Federal	Statute	The Drug-Free Workplace Act of 1988 requires some federal contractors and all federal grantees to agree that they will provide drug-free workplaces as a condition of receiving a contract or grant from a federal agency.	No	Yes
23	Health Insurance Portability and Accountability Act (HIPAA)	Federal	Statute	Imposes portability, privacy, security and certain other requirements on group health plans.	No	No
24	IRC Section 415	Federal	Statute	Pension plan and contribution limits	No	No
25	Patient Protection and Affordable Care Act	Federal	Statute	Offering insurance to temporary employees	No	Yes
26	IRC Section 125	Federal	Statute	Withholding of pre-tax money for flexible spending accounts	No	Yes
27	Employee Retirement Income Security (ERISA)	Federal	Statute	The Employee Retirement Income Security Act or ERISA is a Federal law that sets standards of protection for individuals in most voluntarily established, private-sector retirement plans.	No	No
28	Genetic Information Nondiscrimination Act (GINA)	Federal	Statute	The Genetic Information Nondiscrimination Act of 2008 (GINA) is a federal law that protects individuals from genetic discrimination in health insurance and employment. Genetic discrimination is the misuse of genetic information.	Yes	No
29	OFCCP Office of Federal Contract Compliance Programs	Federal	Statute	DOL legislation developing and implementing the rules and regulations of the Federal Office of Contract Compliance. Applies to employers with 50+ employees who hold federal contracts.	No	No
30	CFR Title 9, Chapter 1, Subchapter A, Parts 1-3	Federal	Statute	Governs the care and use of animals in biomedical research (exceptions are mice, rats and birds)	No	No
31	Animal Welfare Act 7 U.S.C. § 2131 et seq.	Federal	Statute	The Animal Welfare Act of 1966 regulates the transport, sale and handling of dogs, cats, guinea pigs, nonhuman primates, hamsters and rabbits intended to use for research or other	No	No
32	Title 38, 30-36 U.S.C. §§ 3001-3699	Federal	Statute	VA Education Benefits	No	No
33	Title IV, 20 U.S.C. §§ 1070-1099	Federal	Statute	Federal Higher Education Loans	Yes	Yes
34	Title VII, 42 U.S.C. § 292 , 297a	Federal	Statute	Federal Health Professions Loans	No	Yes
35	SC Code of Laws, Title 59-101	State	Statute	SC Title 59, chapter 101 contains statutes pertaining to SC institutions of higher learning generally. (See item #4 below for specifics)	No	No
36	SC Code of Laws, Title 59-101-190, 195, 197	State	Statute	Establishes the Dean's Committee on Medical Education, regulates the maximum compensation of MUSC physicians and employees, requires medical schools receiving state	No	No
37	SC Code of Laws, Title 59-123-10, 20, 30	State	Statute	The name, property, and charter of MUSC are established in SC Law.	No	No
38	SC Code of Laws, Title 59-123-40, 50, 60, 70, 80, 90, 95	State	Statute	The composition, organization, obligations, powers, and procedures of the MUSC Board of Trustees are established.	No	No
39	SC Code of Laws, Title 59-123-100	State	Statute	Rules governing admissions	No	No
40	SC Code of Laws, Title 59-123-115	State	Statute	The School of Dentistry is established.	No	No
41	SC Code of Laws, Title 59-123-115	State	Statute	The SC Area Health Consortium funding is established.	No	No
42	SC Code of Laws, Title 59-123-125	State	Statute	The Rural Physician Program is established.	No	No
43	SC Code of Laws, Title 59-123-210, 220, 230, 240, 250, 260, 270, 280, 290, 300, 310, 320	State	Statute	Statutes that govern investment in bonds and issuance of bonds including designation of powers, procedures, and liabilities.	No	No
44	SC Code of Laws, Title 59-112	State	Statute	SC Residency	Yes	No
45	SC Code of Laws, Title 59-149-10, 59-104-20, 59-142-20	State	Statute	Life & Palmetto Scholarship and Need-based Grants	Yes	No

46	SC Code of Laws, Title 37-20	State	Statute	SC Identity Theft laws	No	No
47	SC Code of Laws, Title 59-101-430	State	Statute	SC Illegal immigration reform act	Yes	No
48	Hatch Act	State	Statute	Certain employees covered by the Hatch Act are prohibited from being a candidate for political office.	No	No
49	GASB 68 Article X Section 16 of the SC Constitution	State	Statute	Requires that all state retirement systems be funded on a sound, actuarial basis	No	
50	SC Code of Laws, Title 9	State	Statute	Governs State Retirement, ORP, PORS and TERI	Yes	Yes
51	SC Appropriations Act	State	Statute	Oversees: Commission on Higher Ed, Bonuses, Monetary Awards, Voluntary Separation	No	Yes
52	SC Appropriations Act (Proviso 72.25)	State	Proviso	Establishes the State Human Affairs Commission (the State "version" of the EEOC)	No	Yes
53	SC Code of Laws § 1-1-810, 820	State	Statute	Annual Accountability report to be submitted to the Governor and General Assembly	No	Yes
54	SC Code of Laws § 59-103	State	Statute	Establishment of State Commission on Higher Education with authority over public supported higher education	No	Yes

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Customer Template

Divisions or Major Programs	Description	Service/Product Provided to Customers	Customer Segments	<i>Specify only for the following Segments: (1) Industry: Name; (2) Professional Organization: Name; (3) Public: Demographics.</i>
I. Instruction / Colleges	This division facilitates MUSC's mission educate to health care professionals and biomedical scientists who help to preserve and optimize human life in South Carolina and beyond.	Education	General Public	Students seeking professional degrees in a wide variety of health fields and advanced graduate education in biomedical sciences.
II. Research	This division facilitates MUSC's mission to conduct research in the health sciences.	Discovery/Innovation	General Public	Discoveries in MUSC's laboratories are translated into a wide variety of clinical applications that benefit not only the citizens of SC, but people across the nation and the world.
II. Research	This division facilitates MUSC's mission to conduct research in the health sciences.	Discovery/Innovation	Industry	Medical/Dental/Pharmaceutical Industries
III. Administration	This division provides a centralized and organized mechanism for the stewardship of MUSC's human, intellectual, and capital resources.	Stewardship	Executive Branch/State Agencies	

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Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Objective(s)
SC Area Health Education Consortium (AHEC)	State Government	SC AHEC facilitates the Statewide Family Practice Residency System, the Graduate Doctor Education Program, and the Area Health Education Center Program.	2.2.1, 4.1.1, 4.1.2, 4.1.3, 4.3.1
MUHA	Private Business Organization	MUSC partners with the Medical University Hospital Authority (Private, non-profit 501c3) to form the only comprehensive academic medical center in the state of SC. This partnership facilitates MUSC's mission to provide comprehensive health care.	1.1.1, 1.1.2, 2.1.1, 2.1.1, 2.2.1, 4.1.1, 4.1.2, 4.1.3, 4.3.1
MUSC Physicians (UMA)	Private Business Organization	MUSC partners with MUSC Physicians to facilitate the clinical responsibilities and clinical compensation for College of Medicine faculty whose contracts stipulate clinical practice.	2.2.2, 4.2.1
Federal Research Support Entities (NIH, NSF)	Federal Government	MUSC receives federal grant support to achieve its research mission.	1.1.1, 1.1.2, 1.1.3, 1.2.1
South Carolina (state grants & contacts)	State Government	MUSC receives state grants and contract support to achieve its tripartite mission of education, research, and health care.	1.1.1, 1.2.1
Department of Education	Federal Government	MUSC receives Title IV funds to support its education mission.	2.2.1, 4.1.1, 4.1.2, 4.1.3, 4.3.1
Clemson University	State Government	MUSC partners with Clemson to offer the joint Ph.D. in Biomedical Data Science and Informatics. MUSC & Clemson have also developed nine accelerated pathway programs, reducing time to professional degree for Clemson students.	2.2.1, 4.1.1, 4.1.2, 4.1.3, 4.1.4, 4.3.1

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Report Template

Item	Report Name	Name of Entity Requesting the Report	Type of Entity	Reporting Frequency	Submission Date (MM/DD/YYYY)	Summary of Information Requested in the Report	Method to Access the Report
1	Integrated Postsecondary Education Data System (IPEDS)	The Institute of Education Sciences (IES) [The statistics, research, and evaluation arm of the U.S. Department of Education]	Federal	Quarterly	02/14/2017, 04/06/2017, 08/09/2017, 10/14/2016	Basic information pertaining to the following: Institutional Characteristics, Completions, 12-month Enrollment, Student Financial Aid, Graduation Rates, 200% Graduation Rates, Admissions, Outcome Measures, Fall Enrollment, Finance, Human Resources, Academic Libraries	Paper copy upon written request
2	Institutional Profile	Southern Association of Colleges & Schools Commission on Colleges (SACSCOC)	Outside Organization	Annually	1/15/2017	General information, Personnel, Full-Time Enrollment, Headcount, & Graduation Rate	Paper copy upon written request
3	Financial Profile	Southern Association of Colleges & Schools Commission on Colleges (SACSCOC)	Outside Organization	Annually	7/15/2017	Basic Financial Profile & Indicators	Paper copy upon written request
4	Institutional Effectiveness	South Carolina Commission on Higher Education	State	Annually	8/10/2017	Results of Professional Examinations	Paper copy upon written request
5	Medical University of South Carolina Annual Security Report	Dept. of Education (in accord with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act of 1998)	Federal	Annually	8/1/2017	Statistical and other crime related information according to its policies to internal and external agencies as well as the public. Reports include Criminal Offenses, Hate Crimes, Arrests, Disciplinary Actions, and Domestic Violence 2013required by the Jeanne Clery Act.	Available online: http://academicdepartments.musc.edu/vpfa/publicsafety/reports/clery_report.htm
6	Federal Funding Accountability and Transparency Act Subaward Reporting System (FSRS) or "FFATA Reporting"	United States Federal Government - a federally mandated reporting requirement	Federal	Monthly	30th of every month	Sub-awards MUSC awards above \$25,000.00 using federal funds from grants and contracts	https://www.fsrs.gov/
7	Degree Verify	National Student Clearinghouse	Federal	Quarterly	5/31, 9/3, 1/11	Graduate Data	Data is transmitted 3 times a year to the NSC: Paper copy upon written request
8	Radian Asset Assurance, Inc.	Risk Management Department, Higher Education Group, Radian Asset Assurance, Inc.	Outside Organization	Annually	07/22/17	Fall Headcounts by Full Time and Part Time Enrollment, Number of Applications Received, Accepted, Matriculated, Percent of In State Students	Paper copy upon written request
9	SEVIS Survey	MUSC Global Health	Outside Organization	Annually	07/01/17	the average annual number of classes offered, teachers or instructors and students on campus. In addition, I need the approximate annual cost of room, board, tuition, etc. per studen	Paper copy upon written request
10	FISAP Report	MUSC Student Accounting	Federal	Annually	09/01/16	Enrollment Data	Paper copy upon written request
11	FICA Report	MUSC Controller's Office	Federal	Annually		Registration Data	Paper copy upon written request
12	Annual Tuition Report	Moody's Investors Service	Outside Organization	Annually	10/10/16	Enrollment Data	Paper copy upon written request
13	Moody's Higher Education: FYE 2015 Disclosure Request	Moody's Investors Service	Outside Organization	Annually	10/15/16	Enrollment Data	Paper copy upon written request
14	CUPA-HR Report	College and University Professional Association for Human Resources	Outside Organization	Annually	01/01/17	Headcount and FTE Enrollment Data	Paper copy upon written request

15	Insurance Report	AIG	Outside Organization	Annually	01/01/17	Undergraduate and Graduate Enrollment for Domestic Students and International Students who meet the eligibility for Student Insurance	Paper copy upon written request
16	National Postsecondary Student Aid	US Department of Education	Federal	Annually	01/13/17	Student Data Records	Paper copy upon written request
17	Open Doors Survey- Annual Census of International Students	Institute of International Education	Outside Organization	Annually	01/21/17	Enrollment, Visa, Gender, Field of Study for International Students	Paper copy upon written request
18	PSEC Report	Tri-County Cradle to Career Collaborative	Outside Organization	Annually	06/09/17	Admissions Demographics, Enrollment Demographics	Paper copy upon written request
19	SFC Higher Education Survey	Higher Education Budget Subcommittee of Senate Finance Committee	State	Annually	02/01/17	Headcount and FTE Enrollment Data	Paper copy upon written request
20	School Enrollment Transmission	National Student Clearinghouse	Federal	Annually	07/31/17	Enrollment Data	Paper copy upon written request
21	Annual Operating Report (AOR)	Health and Human Services, Loans Annual Operating Report (AOR)	Federal	Annually	08/01/16	Loan recipient student counts, amounts, graduates, dropouts, race and ethnicity	Paper copy upon written request (there are individual reports for, e.g., Pharmacy, Medicine, etc.)
22	Peterson's Annual Survey of Undergraduate Financial Aid	Peterson's	Outside Organization	Annually	03/01/17	Financial Aid Awards for Undergraduates, broken down by type, amounts, need-based	Paper copy upon written request

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External Review Template

Item	Name of Entity Conducted External Review	Type of Entity	External Review Timeline (MM/DD/YYYY to MM/DD/YYYY)	Method to Access the External Review Report
1	MUSC/SACSCOC (MUSC conducts a self-study and produces a compliance certification for its regional accreditor, SACSCOC, once every 10 years for reaffirmation of accreditation. The compliance certification is reviewed by 2 SACSCOC committees and voted on by the SACSCOC Board.)	Outside Organization	04/2010-04/2017	Paper copy upon written request
2	MUSC Controller's Office (Comprehensive Annual Financial Report)	State	6/30/2016-06/30/2017	http://academicdepartments.musc.edu/vpfa/visitors/index.htm
3	KPMG (A-133 Single Audit)	Outside Organization	6/30/2016-6/30/2017	http://academicdepartments.musc.edu/vpfa/visitors/index.htm