

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

Fiscal Year 2017-18 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.

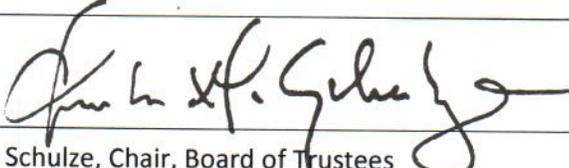
	Yes	No
RESTRUCTURING RECOMMENDATIONS:	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
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 2017-18 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):		
(TYPE/PRINT NAME):	David J. Cole, MD, MUSC President	
		9/4/2018

BOARD/CMSN CHAIR (SIGN AND DATE):		
(TYPE/PRINT NAME):	Charles Schulze, Chair, Board of Trustees	

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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. The institution tracks longitudinal trends on all the outcomes identified as key performance indicators in this report.

For most measures, MUSC met targets it identified at the end of FY17. When targets were not met (most of which were reach targets), most results still showed a positive trend, 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 FY18:

- MUSC was ranked in the top 2% of universities worldwide by the Center for World University Rankings
- MUSC received a Health Professions Higher Education Excellence in Diversity (HEED) Award from INSIGHT into Diversity magazine, the oldest and largest diversity-focused publication in higher education
- Investigators at MUSC, in partnership with researchers from ten other South Carolina universities, received support from a \$20 million, five-year grant from the National Science Foundation to help establish innovations in materials assembly and design, including biomaterials that support self-healing
- MUSC hosted an enterprise-wide Science Communication Forum, helping scientists advocate for their research effectively with a variety of audiences, including sponsors, policymakers, journalists, the public, and other scientists
- MUSC was named among the best employers for diversity in the US by Forbes magazine. MUSC ranked 6 of 20 ranked institutions in the country in the education sector
- MUSC was recognized by the South Carolina Hospital Association's Working Well initiative for being one of the first organizations to achieve the Strategy for Wellbeing Platinum award for excellence in workplace wellbeing
- MUSC and Clemson partnered to design the Operating Room of the Future (a high-fidelity, mock operating room at the Clemson Design Center in Charleston)
- MUSC received approval from the SC Commission on Higher Education to offer an accelerated MD degree
- Mental health professionals from MUSC trained school employees in Puerto Rico to help support students following Hurricane Maria; another team assisted with supporting survivors of the Parkland, FL school shooting
- MUSC researchers at Hollings Cancer Center advanced the effectiveness of lung cancer treatment with a groundbreaking immunotherapy, results from which were published in The Lancet Oncology
- MUSC student won first place in the prestigious and highly competitive international 2018 Albert and Mary Lasker Foundation Essay contest about the important role biomedical research plays in society.

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 will enhance our research and set strategic priorities linked to our clinical strengths while engaging community, academic, and industry partners. Three key performance indicators are used to evaluate progress (1) Percentile rank of MUSC in NIH

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Awards compared to all health science centers; (2) Percentile rank of MUSC in Research and Development investments compared to all institutions; (3) Percentage of new Hollings Cancer Center patients participating in a therapeutic cutting-edge clinical trial.

Results on these three metrics show that MUSC is performing well in advancing knowledge in the health sciences. MUSC is in the top 20% of all health science centers in NIH funding, moving up from the top quintile three years ago and continuing to make gains in comparison to its health science peers. MUSC is in the top 10% of all research institutions in its supported investments in research (R&D expenditures). Importantly, these research investments are translating to better treatment opportunities for MUSC patients. The percentage of Hollings Cancer center patients who enroll in clinical trials is growing steadily. This metric is a proxy for other innovative treatments available to MUSC patients. In summary, MUSC is showing positive longitudinal trajectories on each of these outcomes.

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: (1) Percentage of students involved in an approved applied teamwork experience; (2) Percentage of MUSC faculty rated as effective teachers (by students); (3) Number of key licensing exams (of 10 total) for which MUSC’s first-time pass rate meets or exceeds the national first-time pass rate; (4) Percentage of clinical learning experiences for advance practice provider (Physician Assistant and DNP) students that occur at MUSC sites

MUSC met two of the four targets in education in FY18. Successes were achieved in fostering teamwork in our students, as those skills are critical to effective healthcare. We also provide our faculty with ongoing training in how to effectively teach in the health sciences, and we hold each college dean accountable for having a high percentage of effective educators in his/her college. These tactics have improved our rate of effective educators to near 100%.

We fell short of target on two outcomes: number of key licensing exams (n=10) for which our first-time pass rate met or exceeded the national first time pass rate and the percentage of clinical learning experiences for advance practice provider students that occur at MUSC sites. Regarding the latter, MUSC is 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, as reflected by our aggressive target value (18% for FY18, up from 11% in FY17). FY18 was an anomalous year in showing a decline (but still double the rate observed in 2015). We will continue to monitor this index and ensure that MUSC Health and University leaders collaborate to benefit MUSC students by making MUSC-affiliated primary care clinics available to PA and DNP students as experiential training sites.

We were disappointed with the number of exams for which MUSC’s first-time pass rate equaled or surpassed the national rate for each exam. While 6 of 10 exams is the lowest we have observed in the past 5 years, the first-time pass rates for MUSC students on these exams still exceeds 90% on average. The results for each exam are reviewed with the Deans and the academic program director and associated faculty in the program. Lower than national first-time pass rates on a licensing exam results in a required improvement plan for the relevant degree program. For example, the College of Medicine has recently revised its curriculum to better prepare MD students for the USMLE Step 1 (Basic Science) exam, which is one of the 10 exams for which MUSC students had a lower first-time pass rate than the national rate. The re-structuring of the curriculum will provide stronger

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basic science instruction to first year students and will reduce the delay between when the basic science knowledge is acquired and the USMLE Step 1 test date. In summary, MUSC uses results on these key performance indicators to engage in continuous quality improvement in its education mission.

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: (1) Percentage of employees that agree “This organization treats employees with respect” (all and URM only); (2) Percentage of designated leaders and staff that complete ≥ 4 hours of diversity and inclusion training

MUSC continues to make gains in developing a robust culture of diversity and inclusion. In addition to the recognitions awarded to MUSC by Forbes and others for championing diversity, our own KPI’s similarly reflect our successful journey. On the Press Ganey employee engagement survey, MUSC has eliminated disparity in rates of agreement on an item about workplace respect between non-white and/or Hispanic employees and all employees. While we continue to work to improve the rate of agreement to this question overall, closing a systematic gap in agreement rates is viewed as good progress in our inclusion efforts. This success is due in part to a commitment by MUSC leaders to engage in continuing education about creating a diverse and inclusive workplace. Nearly 100% of MUSC’s leaders and designated staff completed at least 4 hours of related training in FY18.

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. Percentage of employees that agree “Overall, I am a satisfied employee”; Percentage of graduating students that agree they received a high-quality education; Percentage of graduating students that agree they made the right choice in selecting MUSC; Percentage of graduating students that agree they are satisfied with student support services; Percentage of graduating students that would recommend MUSC to a prospective student; Percentage of students that graduate on time (within 150% of their program’s length)

Results in FY18 on employee satisfaction—a key item related to employee engagement—reflects stable results over time, but below target. To address this, senior leaders across the enterprise attended a workshop/retreat to focus on the importance of employee engagement and strategies to improve engagement. We expect to see results from this intervention in FY19. Even though this result fails to meet our own high standards, it is important to note that according to Press Ganey benchmarks, MUSC performs in the top third of similar organizations on employee engagement. As expected, student satisfaction outcomes rebounded in FY18 from declines in FY17 (that were due primarily to faculty staffing challenges in a single degree program that were addressed in FY18). Finally, MUSC continues to graduate a very high percentage of its matriculating students on time and prepared to enter their chosen health-related profession. Not shown here but measured as one indicator of employment, 89% of MUSC students due to graduate in 2018 self-reported they either already had an offer of employment or were confident in their employment prospects. In summary, the university (and the enterprise as a whole) is committed to offering students an excellent education that both supports them during their time at MUSC and well prepares them for a career in the health sciences.

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Risk Assessment & Mitigation Strategies

The potential most negative impact on the public that would result from MUSC’s failure to accomplish its goals and objectives includes diminished quality and accessibility of healthcare, lack of advances in improving healthcare, 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 the Fall of 2015, an enterprise-wide committee was created to conduct a comprehensive risk management 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). Based on the work of the committee in conjunction with guidance from the external consultants, the decision was made to ensure oversight of the day-to-day management of the Enterprise Risk Management initiative by a full-time, well-qualified Director of Strategic Risk Management. This position was filled in May 2017.

A comprehensive risk inventory was developed with each risk prioritized and assigned an owner. Risk owners are responsible for assessing their assigned enterprise-level risk on a regular basis and determining if additional steps are required to mitigate that risk. This strategy facilitates progress in risk mitigation and accountability for outcomes. The Enterprise Risk Management process is ongoing; certain risks are mitigated to acceptable levels while new, emerging risks are identified, assessed and mitigated.

Some risks are internal and can be managed with existing resources; for example, the risk of inappropriately disclosing protected student or patient information. Some risks are external but can be mitigated 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. The risks posed by decreased funding because of the Affordable Care Act’s impact on third-party payers, the state’s decision against Medicaid expansion, loss of hospital disproportionate share support, and decreased financial support for both undergraduate and graduate medical education are similar in nature.

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.

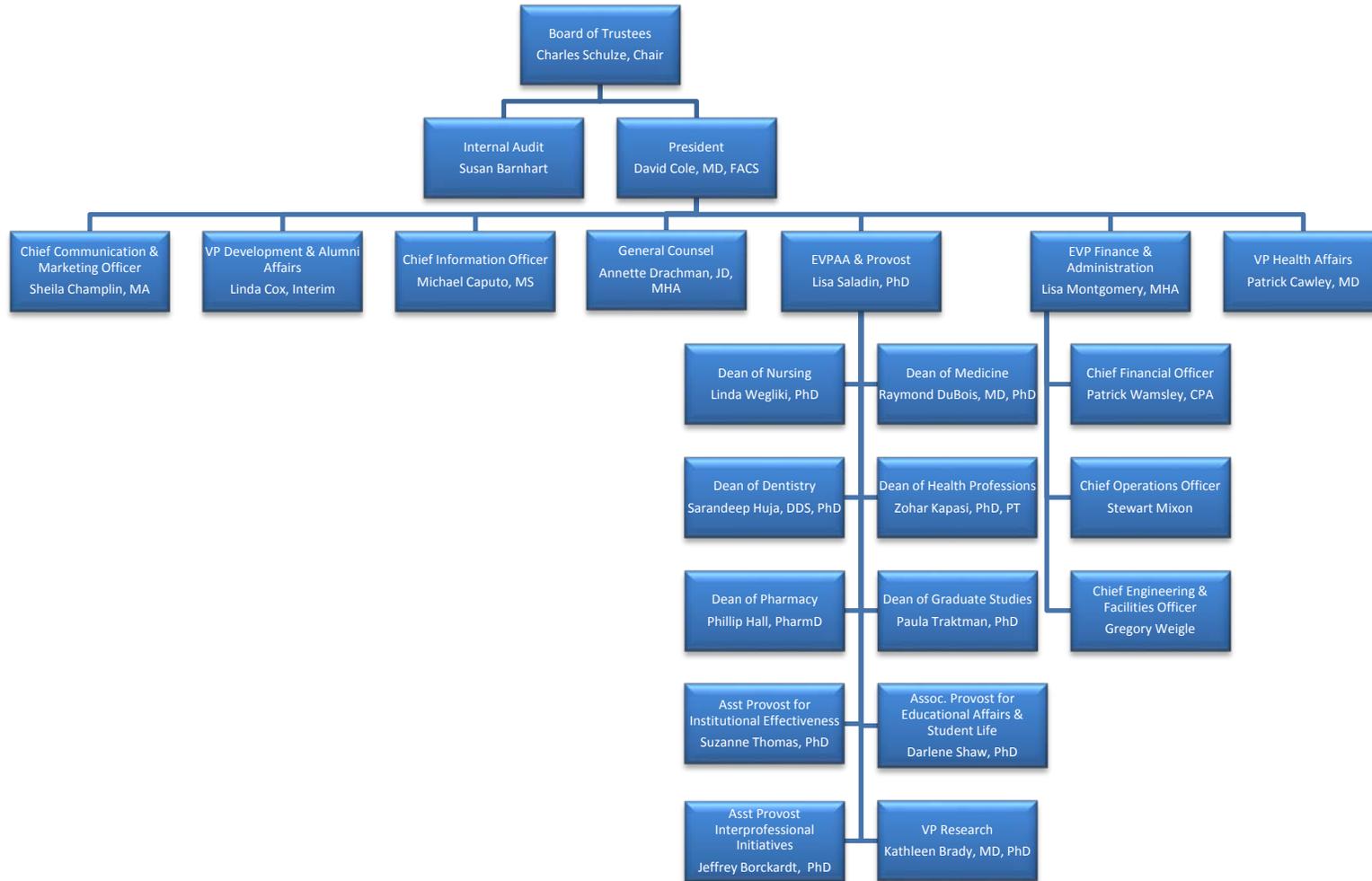
- (1) Increase state appropriations for public higher education. Prioritizing public higher education will reduce student indebtedness and help produce a more well-qualified, diverse pool of applicants for and admission to MUSC’s degree programs as well as employment at MUSC.
- (2) Optimize MUSC’s ability 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 restructuring recommendations for 2018

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Organizational Structure: MUSC Educational Enterprise



Agency Name: MUSC & H530 AREA HEALTH EDUCATION CONSORTIUM

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2017-18			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Healthy and Safe Families	G	1			Advance new knowledge and scientific discoveries							
	S	1.1			Increase funding for research							
	M	1.1.1	Percentile rank of MUSC in NIH awards compared to all health science centers		81.5	82.5	82.3	NIH prior FY	NIH RePorter	Health Science institutions defined as having one or more schools in these areas: medicine, dental med, nursing, pharmacy, allied health	Benchmarks MUSC's NIH research funding against other AHC's.	
	M	1.1.2	Percentile rank of MUSC in Res & Development investments compared to all institutions		89.6	90	89.9	Prior fiscal year minus 1	NSF Survey Higher Education Research and Development Survey	Percentile calculation	Benchmarks MUSC's investments in research and development.	
	S	1.2			Increase translation of new discoveries							
	M	1.2.1	Percentage of new Hollings Cancer Center patients participating in a therapeutic cutting-edge clinical trial		6	6	7.8	FY18	MUSC Hollings Cancer Center	Percentage of new patients	Demonstrates the conduct of clinically relevant research	
Education, Training, and Human Development	G	2			Foster innovative education and learning							
	S	2.1			Increase innovative learning opportunities							
	M	2.1.1	Percentage of clinical learning experiences for APP students that occur at MUSC sites		16.8	18	13.3	prior academic year	Office of Institutional Effectiveness	N of clinical experiences for APP students at MUSC / n of all clinical experiences for APP students	Quantifies our commitment to provide clinical experiences to APP students.	
	M	2.2.2	Percentage students involved in an OII-approved applied teamwork experiences		45.2	50	70	prior academic year	Office of Institutional Effectiveness	N student involved / n all students	Quantifies our commitment to graduate students with practical teamwork skills.	
	S	2.2			Maintain high and stable performance on key indices of educational quality							
	M	2.2.1	Number of key licensing exams for which MUSC's first time pass rate ≥ national first time pass rate		8	8	6	prior academic year	Licensing exam administrators	N first time passing/N First time takers	Benchmarks MUSC's ability to graduate health practice-ready professionals.	
	M	2.2.2	Percentage MUSC faculty rated as effective teachers		94	90	96	prior academic year	Office of Institutional Effectiveness	N scoring M=4.0 on E*Value/Total N faculty evaluated	Provides an index of student confidence in the effectiveness of MUSC faculty as teachers.	
Government and Citizens	G	3			Embrace Diversity and Inclusion							
	S	3.1			Maintain high and stable performance on indices of diversity and inclusion							
	M	3.1.1	Percentage of designated leaders and staff that complete at least 4 hours of D&I training		97	N/A	99	7/1 to 6/30	Office of Diversity and Inclusion	N of designated leaders who log at least 4 hours in the MUSC MYQUEST system / N of all designated leaders	Demonstrates MUSC's commitment to Diversity and Inclusion through training and educating leaders.	
	M	3.1.2	Percentage employees (all) that agree "This organization treats employees with respect"		78	80	79	FY18	Office of Institutional Effectiveness	N Agree/N responders	Quantifies the extent to which employees from all backgrounds agree that MUSC treats employees with respect.	
	M	3.1.3	Percentage URM employees that agree "This organization treats employees with respect"		77	80	79	FY18	Office of Institutional Effectiveness	N Agree/N responders	Quantifies the extent to which employees from all backgrounds agree that MUSC treats employees with respect.	

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2017-18			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Education, Training, and Human Development	G	4			Ensure MUSC is meeting its mission as an IHE							
	S	4.1			Maintain high levels of student satisfaction							
	M	4.1.1	Percentage of graduating students that agree they received a high quality education		91%	90%	93	FY18	Office of Institutional Effectiveness	N Agree/N responders	Provides an index of student satisfaction	
	M	4.1.2	Percentage of graduating students that agree they would recommend MUSC to a prospective student		86%	90%	88	FY18	Office of Institutional Effectiveness	N Agree/N responders	Provides an index of student satisfaction	
	M	4.1.3	Percentage of graduating students that agree they made the right choice in selecting MUSC		90%	90%	92	FY18	Office of Institutional Effectiveness	N Agree/N responders	Provides an index of student satisfaction	
	M	4.1.4	Percentage of graduating students that agree they are satisfied with student support services		94%	90%	98	FY18	Office of Institutional Effectiveness	N Agree/N responders	Provides an index of student satisfaction	
	M	4.1.5	On-time graduation rate		91.9	90	90.1	FY18	Office of Institutional Effectiveness	% of students who graduate within 150% of published program length (calculation method used by the U.S. Department of Education)	Demonstrates that students complete their degrees in a timely manner.	

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Education, Training, and Human Development	G	1			Preserve and optimize human life in SC and beyond by effectively educating health care professionals and biomedical scientists							
	S	1.1			Ensure students receive the education they need to enter the health sciences workforce							
	M		1.1.1	On-time graduation rate	90.1	90		Academic year	Registrar	Percent enrollees graduating within 150% of program length	Standard measure of graduation rate	
	M		1.1.2	Percentage of faculty rated as effective teachers	96	90		Academic year	Office Inst Effectiveness	N educators meeting quality benchmark/N educators		
	M		1.1.3	Percentage of students seeking a clinical degree involved in an OII applied teamwork experience	70	50		Academic year	Office of Interprofessional Initiatives	N clinical students meeting standard/N clinical students	Reflects success in promoting IP education	
	M		1.1.4	Percentage of all MUSC licensing exams for which MUSC's first time pass rate ≥ national first time pass rate	66.7	80		Prior calendar year	Colleges	N licensing exams meeting standard/N licensing exams for which national first time pass rates are available	Reflects education quality	
	M		1.1.5	Percentage of graduating students with employment secured or optimistic about offers to come	88.9	85		Academic year	Office Inst Effectiveness	N graduating students endorsing/N graduating students completing survey	Reflects education relevance	
	S	1.2			Provide students a high value education							
	M		1.2.1	Percentage of graduating students that agree they received a high quality education	93	90		Academic year	Office Inst Effectiveness	N graduating students endorsing/N graduating students completing survey	Reflects students' perception of value	
	M		1.2.2	Percentage of graduating students that agree they are satisfied with student support services	98	90		Academic year	Office Inst Effectiveness	N graduating students endorsing/N graduating students completing survey	Reflects students' perception of value	
	M		1.2.3	Percentage of graduating students that agree they made the right choice in selecting MUSC	92	90		Academic year	Office Inst Effectiveness	N graduating students endorsing/N graduating students completing survey	Reflects students' perception of value	
	M		1.2.4	Percentage of graduating students that would recommend MUSC to a prospective student	88	90		Academic year	Office Inst Effectiveness	N graduating students endorsing/N graduating students completing survey	Reflects students' perception of value	
	M		1.2.5	MUSC's (Weighted Average) Inflation Rate	1.60%	< 3%		Fiscal Year	CFO	Weighted average tuition increase as a percentage of the weighted average tuition from prior FY	Reflects prioritizing students as consumers	
Maintaining Safety, Integrity and Security	G	2			Preserve and optimize human life in SC and beyond by conducting research in the health sciences							
	S	2.1			Research funding and expenditures reflects a top tier institution							
	M		2.1.1	Percentile rank of MUSC in NIH awards compared to all health science centers	82.3	80		Fiscal Year - 2	NIH RePort database	Standard percentile rank computation for NIH awards	Reflects comparative research funding success	
	M		2.1.2	Research revenues as a percentage of all operating revenues	37.8	33		Fiscal Year	CAFR	Research expenses/Enterprise revenue	Index of the i	
	S	2.2			Research advances are integrated into institutional operations							

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	M			2.2.1	Percentage of new HCC patients participating in a clinical trial	7.8	10			HCC Office of Research	N new HCC patients enrolled/N new HCC patients	Reflects translational research focused on improving outcomes
	M			2.2.2	Efficiency of MUSC's clinical research projects	TBD	TBD	Fiscal Year		Office of Clincial Research	TBD	Measure of research stewardship
Government and Citizens	G			3	Promote quality through a highly engaged workforce							
	S			3.1	Foster employee commitment							
	M			3.1.1	Engagement score percentile rank	67	75	Fiscal Year		Press Ganey	Press Ganey compares MUSC to other Acad Health Centers' scores	Reflects how MUSC compares to peers in its culture of engagement
	M			3.1.2	Diversity and Inclusion Composite score percentile rank	69	75	Fiscal Year		Press Ganey	Press Ganey compares MUSC to other Acad Health Centers' scores	Reflects how MUSC compares to peers in its culture of diversity and inclusion

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Program Template

Program/Title	Purpose	FY 2017-18 Expenditures (Actual)				FY 2018-19 Expenditures (Projected)				Associated Measure(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	\$ 22,242,570	\$ 69,887,153	\$ 40,222,508	\$ 132,352,231	\$ 24,148,200	\$ 71,851,116	\$ 40,844,524	\$ 136,843,840	1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.2.1, 1.2.2, 1.2.3, 1.2.4, 1.2.5
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	\$ 4,276,234	\$ 55,754,544	\$ 125,844,922	\$ 185,875,700	\$ 4,471,702	\$ 57,321,353	\$ 127,791,033	\$ 189,584,088	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	\$ 21,707,323	\$ 147,381,815	\$ 1,003,642	\$ 170,092,780	\$ 22,998,412	\$ 159,748,342	\$ 1,019,162	\$ 183,765,916	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 your agency must or may serve? (Y/N)	Does the law specify a product or service your agency must or may provide?	If yes, what type of service or product?	If other service or product, please specify what service or product.
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	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	No	Yes	Report our agency must/may provide	
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	Other service or product our agency must/may provide	Employment protection service
5	20 USC 1094, Section 487(a)(17)	Federal	Statute	Mandates the completion of IPEDS surveys in a timely and accurate manner for institutions	No	Yes	Report our agency must/may provide	
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	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.	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	Yes	No		
10	Equal Pay Act	Federal	Statute	Prohibits sex-based wage discrimination between men and women in the same	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	Report our agency must/may provide	
12	Occupational Safety and Health Act	Federal	Statute	The Act assigns OSHA two regulatory functions: setting standards and conducting inspections	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	No	Yes	Other service or product our agency must/may provide	Insurance for wage replacement and medical benefits
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	No	Yes	Other service or product our agency must/may provide	Health insurance option
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	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	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	Report our agency must/may provide	
19	Pregnancy Discrimination Act	Federal	Statute	The Pregnancy Discrimination Act of 1978 is a United States federal statute. It amended Title	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	Report our agency must/may provide	
21	Equal Employment Opportunity Act	Federal	Statute	The Equal Employment Opportunity Act of 1972 is the act which gives the Equal Employment	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	No	Yes	Report our agency must/may provide	
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	Report our agency must/may provide	
26	IRC Section 125	Federal	Statute	Withholding of pre-tax money for flexible spending accounts	No	Yes	Report our agency must/may provide	
27	Employee Retirement Income Security (ERISA)	Federal	Statute	The Employee Retirement Income Security Act or ERISA is a Federal law that sets standards of	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	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	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	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,	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	Report our agency must/may provide	
34	Title VII, 42 U.S.C. § 292, 297a	Federal	Statute	Federal Health Professions Loans	No	Yes	Report our agency must/may provide	
35	SC Code of Laws, Title 59-101	State	Statute	SC Title 59, chapter 101 contains statutes pertaining to SC institutions of higher learning	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	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	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	Report our agency must/may provide
51	SC Appropriations Act	State	Statute	Oversees: Commission on Higher Ed, Bonuses, Monetary Awards, Voluntary Separation	No	Yes	Report our agency must/may provide
52	SC Appropriations Act (Proviso 72.25)	State	Proviso	Establishes the State Human Affairs Commission (the State "version" of the EEOC)	No	Yes	Report our agency must/may provide
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	Report our agency must/may provide
54	SC Code of Laws § 59-103	State	Statute	Establishment of State Commission on Higher Education with authority over public supported	No	Yes	Report our agency must/may provide

Agency Name: MUSC & H530 AREA HEALTH EDUCATION CONSORTIUM

Agency Code: H510 **Section:** 23

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	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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Fiscal Year 2017-2018
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Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Goal(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.	1, 2
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, 2, 3
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.	1, 2, 3
Federal Research Support Entities (NIH, NSF)	Federal Government	MUSC receives federal grant support to achieve its research mission.	2
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, 2
Department of Education	Federal Government	MUSC receives Title IV funds to support its education mission.	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.	1

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Report and External Review Template

Item	Is this a Report, Review, or both?	Report or Review Name	Name of Entity Requesting the Report or Conducting Review	Type of Entity	Reporting Frequency	Current Fiscal Year: Submission Date or Review Timeline (MM/DD/YYYY)	Summary of Information Requested in the Report or Reviewed	Method to Access the Report or Information from the Review
1	External Review and Report	SACSCOC Accreditation Self Study	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	Other	Fifth Year interim report due FY 22	Standards of accreditation endorsed by membership; must demonstrate evidence of compliance	By request to MUSC's Accreditation Liaison, thomass@musc.edu
2	External Review Only	MUSC Comprehensive Annual Finance Report	MUSC Controller's Office (Comprehensive Annual Financial Report)	State	Annually	6/30/2017-06/30/2018	Financial health and stewardship	http://osa.sc.gov/reports/
3	External Review only	A-133	KPMG (A-133 Single Audit)	Outside Organization	Annually	6/30/2017-6/30/2018	Audit of financial statements; internal control; compliance	http://osa.sc.gov/reports/