

**MEDICAL UNIVERSITY HOSPITAL AUTHORITY BOARD OF TRUSTEES MEETING MINUTES  
DECEMBER 12, 2025**

The MUHA Board of Trustees convened on December 12, 2025, with the following members present: Charles Schulze, Chairman; Dr. Melvin Brown, Vice Chairman; Ms. Terri Barnes; Mr. Jim Battle; Dr. Fritz Butehorn; Dr. Guy Castles; Dr. Richard Christian; Dr. Paul Davis; Dr. Don Johnson; Ms. Barbara Johnson-Williams; Dr. James Lemon; Dr. Murrell Smith; Mr. Michael Stavrinakis; Mr. Tom Stephenson; and Dr. Bart Witherspoon.

**Item 1. Call to Order.**

There being a quorum present, Chairman Charles Schulze called the meeting to order at 8:30 a.m. in the Colcock Hall Boardroom located at 19 Bee Street, Charleston, South Carolina.

**Item 2. Roll Call for the MUHA and MUSC Board of Trustees.**

Ms. Katherine Haltiwanger, Board Secretary, called the roll and stated that “in compliance with FOIA, the notice of meetings and agendas were furnished to all news media and persons requesting notification.”

**Item 3. Date of Next Meeting.**

Ms. Katherine Haltiwanger, Board Secretary, reported that the date of the next regular meeting is February 13, 2026.

**Item 4. Approval of Minutes.**

Chairman Charles Schulze called for a motion to approve the minutes of October 8, 2025, and October 10, 2025.

*Board Action: Vice Chairman Melvin Brown moved for approval; the motion was seconded and unanimously carried.*

**GENERAL INFORMATIONAL REPORT OF THE PRESIDENT**

**Item 5. General Informational Report of the President.**

President David Cole gave an update on enterprise achievements in employee recognition, education, research, health, and digital innovation. He celebrated the 10th year of the Values in Action (VIA) Awards, noting record nominations and eleven winners across categories such as collaboration, compassion, innovation, integrity, respect, and impact. In education, MUSC opened a new 25,000-square-foot rehabilitation facility, launched hybrid therapy programs, and secured seven years of continued accreditation for dental programs. Research funding reached \$349 million with major renewals for digestive disease centers and recognition for MUSC startups in statewide innovation competitions. Health initiatives included a partnership with Shriners Hospitals for a pediatric burn clinic, expanded patient access through AI voice bot technology, and new self-scheduling tools integrated with Epic’s MyChart. Dr. Cole reported the approval of the Charleston Medical District Overlay Zone, enabling future state-of-the-art facilities and an Innovation District. Across South Carolina, MUSC marked groundbreakings and openings of new medical centers and specialty units. Key milestones included leading LVAD implant volumes nationally, growth of the

Midlands heart failure program, and ABA verification for the South Carolina Burn Center. Nationally, MUSC Health ranked No. 1 in South Carolina for the 11th year, with top national rankings in obstetrics, pediatrics, and heart care. He concluded his report highlighting the launch of MUSC's updated digital front door on November 19, 2025, and recognized Tara Coyle and her web strategy team for their efforts in making this rollout a success.

Board Action: Received as information.

**Item 6. Other Business.**

None.

**AUTHORITY OPERATIONS AND QUALITY COMMITTEE: DR. MURRELL SMITH, CHAIRMAN**  
*(Detailed committee minutes attached.)*

**Item 7. MUSC Health Status Report.**

Dr. Murrell Smith reported that Dr. Patrick Cawley, CEO, MUSC Health, presented the MUSC Health status report including the recent launch of MUSC's enhanced website and FY2026 goal performance.

Board Action: Received as information.

**Item 8. Quality and Patient Safety Report.**

Dr. Murrell Smith reported that Dr. Danielle Scheurer, Chief Quality Officer, MUSC Health, presented the quality and patient safety report focused on quality wins, rankings, and scorecards.

Board Action: Received as information.

**Item 9. College of Medicine Update.**

Dr. Murrell Smith reported that Dr. Terry Steyer, Dean, College of Medicine, gave an update on the College of Medicine to include FY2026 Quantum hires, application statistics on the Class of 2030, and a progress report on the new College of Medicine building.

Board Action: Received as information.

**Item 10. External Affairs Update.**

Dr. Murrell Smith reported that Senator Danny Verdin, Chairman of the Senate Medical Affairs Committee, gave a brief report on legislative activities.

Board Action: Received as information.

**Item 11. Other Committee Business.**

None.

**MUHA AND MUSC PHYSICAL FACILITIES COMMITTEE: MS. TERRI BARNES, CHAIR**

*(Detailed committee minutes attached.)*

**Item 12. MUHA Lease(s) for Approval.**

Ms. Terri Barnes made a motion to approve the following MUHA leases:

- New lease for 7,950 square feet of clinical space located at 1929 Mount Laurel Court in Florence for a MUSC Primary Care Clinic. The lease term is ten years totaling \$3,090,410.66.
- Lease renewal for 7,905 square feet of clinical space located at 108 Palmetto Park Boulevard, Suite C, in Lexington for MUSC Heart and Vascular. The lease term is five years totaling \$1,215,653.62.
- Lease renewal for 5,400 square feet of clinical space located at 108 Healthcare Drive in Lancaster for MUSC Health Gastroenterology. The lease term is five years totaling \$644,922.39.

*Board Action: The motion made by Ms. Barnes was seconded, voted on, and unanimously carried.*

**Item 13. MUSC Lease(s) for Approval.**

Ms. Terri Barnes made a motion to approve the following MUSC lease:

- Mr. Bill Martin, Enterprise Chief Real Estate Officer, requested the MUSC Physical Facilities Committee's approval of a lease renewal for 140 parking spaces located at Line Street and Hagood Avenue in Charleston for employee and student parking. The lease term is two years totaling \$682,080.00.

*Board Action: The motion made by Ms. Barnes was seconded, voted on, and unanimously carried.*

**Item 14. MUSC Professional Services Selection(s) for Approval.**

Ms. Terri Barnes made a motion to approve the committee's selection of Ajax Building Company, LLC, for the Construction Manager at Risk for the Campus Connector Bridge project.

*Board Action: The motion made by Ms. Barnes was seconded, voted on, and unanimously carried.*

**Item 15. Purchase of Real Property in Charleston County for Approval.**

Ms. Terri Barnes made a motion to approve the adoption of a resolution authorizing MUHA to acquire real property located at 2060, 2068, and 2070 Sam Rittenberg Boulevard in Charleston County for \$83,500,000, to support the expansion of clinical and support services.

*Board Action: The motion made by Ms. Barnes was seconded, voted on, and unanimously carried.*

**Item 16. Other Committee Business.**

None.

**MUHA AND MUSC AUDIT, COMPLIANCE, AND RISK COMMITTEE: Mr. TOM STEPHENSON, CHAIRMAN**  
*(Detailed committee minutes attached.)*

**Item 17. KPMG Exit Conference.**

Mr. Tom Stephenson reported that KPMG presented the results of the FY2025 financial statements external audit.

Board Action: Received as information.

**Item 18. Internal Audit Report.**

Mr. Tom Stephenson reported that results from recent audits were provided to board members.

Board Action: Received as information.

**Item 19. Other Committee Business.**

None.

**OTHER BUSINESS OF THE BOARD OF TRUSTEES**

**Item 20. Approval of Consent Agenda.**

Chairman Charles Schulze called for a motion to approve the consent agenda.

Board Action: The motion was made by Vice Chairman Melvin Brown, was seconded, voted on, and unanimously carried.

**Item 21. Executive Session.**

A motion was made by Mr. Jim Battle to move into closed session to discuss the following: negotiations of contracts related to expansion of clinical services in the Charleston area; the purchase of real property in Charleston County; personnel matters; strategy and trade secrets; and claims and other matters covered by the attorney/client privilege.

Board Action: The motion made by Mr. Jim Battle was seconded, voted on, and unanimously carried. Chairman Charles Schulze announced that the Board of Trustees would move into closed session following the conclusion of the MUHA and MUSC Board of Trustees Committee meetings.

**Item 22. New Business for the Board of Trustees.**

None.

**Item 23. Report from the Chairman.**

None.

## **CONSENT AGENDA**

### **AUTHORITY OPERATIONS AND QUALITY COMMITTEE: DR. MURRELL SMITH, CHAIRMAN**

**Item 24. MUSC Quality Management Safety Plan (QAPI).**

The revised MUSC Quality Management Safety Plan (QAPI) was presented for approval.

*Board Action: Dr. Murrell Smith made a motion to approve; his motion was seconded, voted on, and unanimously carried.*

**Item 25. MUSC Health – Charleston Division Appointments, Reappointments, and Delineation of Privileges.**

MUSC Health – Charleston Division appointments, reappointments, and delineation of privileges for October 2025 were presented for approval.

*Board Action: Dr. Murrell Smith made a motion to approve; his motion was seconded, voted on, and unanimously carried.*

**Item 26. MUSC Health – Regional Health Network Appointments, Reappointments, and Delineation of Privileges.**

MUSC Health – Regional Health Network’s appointments, reappointments, and delineation of privileges for October 2025 were presented for approval.

*Board Action: Dr. Murrell Smith made a motion to approve; his motion was seconded, voted on, and unanimously carried.*

**Item 27. MUSC Health – Pee Dee Division Certified Anesthesia Assistant Delineation of Privileges.**

MUSC Health – Pee Dee Division Certified Anesthesia Assistant Delineation of Privileges was presented for approval.

*Board Action: Dr. Murrell Smith made a motion to approve; his motion was seconded, voted on, and unanimously carried.*

**Item 28. MUSC Health – Charleston Division Medical Executive Committee Minutes.**

MUSC Health – Charleston Division Medical Executive Committee (MEC) minutes from September 2025 were presented for information.

*Board Action: Received as information.*

**Item 29. Contracts and Agreements.**

Contracts and agreements since the October 2025 Board meeting were presented for information.

*Board Action: Received as information.*

**MUHA AND MUSC PHYSICAL FACILITIES COMMITTEE: MS. TERRI BARNES, CHAIR**

**Item 30. MUSC FY2026 Active Projects >\$250,000.**

A list of MUSC FY2026 active projects greater than \$250,000 was presented for information.

Board Action: Received as information.

**Item 31. MUHA FY2026 Active Projects >\$250,000.**

A list of MUHA FY2026 active projects greater than \$250,000 was presented for information.

Board Action: Received as information.

**Item 32. MUSC Facilities and Professional Services Contracts Awarded.**

MUSC facilities and professional services contracts awarded since October 2025 were presented for information.

Board Action: Received as information.

There being no further business, the meeting of the MUHA Board of Trustees was adjourned at 8:55 a.m.

Respectfully submitted,

*Katherine S. Haltiwanger*

Board Secretary

**Authority Operations and Quality Committee Minutes**  
**December 11, 2025**

**Item 7. MUSC Health Status Report.**

Dr. Patrick Cawley, CEO, MUSC Health, presented the MUSC Health Status Report for informational purposes. He began his report highlighting MUSC Health's new enhanced website that was successfully launched on November 19, 2025. He commented that the rollout went smoothly, and while minor adjustments are ongoing, the site is live, performing well, and attracting significant traffic. Tara Coyle, leader of web strategy under Marketing and Communications, and her team were recognized for their efforts. Dr. Cawley then reviewed the organizational goals framework with green indicating progress, yellow showing no change, red signaling decline, and white representing pending data. Overall, performance remains stable compared to the previous report with no major concerns. Regional updates followed, Charleston started the year strong with solid finances and good outpatient quality, though inpatient quality remains unchanged. A recurring theme emerged in patient satisfaction scores from Press Ganey surveys, where most regional hospitals, including Catawba, Midlands, and Pee Dee, are in the red due to higher targets, while Charleston continues to perform well. Improvement plans are in place, and scores are expected to rise as the year progresses. Orangeburg was noted for ongoing challenges in staff retention and managing patient length of stay, which impacts costs under fixed-fee reimbursement models. Dr. Cawley commented that efforts to address these issues are continuing.

Committee Action: Received as information.

**Item 8. Quality and Patient Safety Report.**

Dr. Danielle Scheurer, Chief Quality Officer, MUSC Health, presented the Quality and Safety Report focused on key quality achievements and performance metrics. Quality Wins included 68 systemwide Zero Harm Awards with notable contributions from Charleston (18), Pee Dee (18), Catawba (15), and Midlands (17). Several hospitals, including Black River and Chester, maintained infection-free status year-to-date, with Marion achieving this milestone in April. Additional accomplishments included strong Nursing Home Star Ratings, recognition for High Performing Maternity Care in Charleston, Florence, and Lancaster, and anticipation of Leapfrog High Performing Rural Hospital designation to be announced on December 15, 2025. Rankings were reviewed, comparing system Vizient performance for FY2025 against FY2026 year-to-date. Finally, scorecards for the system and the divisions were presented to assess progress toward quality goals.

Committee Action: Received as information.

**Item 9. College of Medicine Update.**

Dr. Terry Steyer, Dean, College of Medicine, gave an update on the College of Medicine's progress and strategic initiatives. He reported strong progress under the Quantum Growth plan, achieving 10.3% net physician growth this year despite turnover. Recruitment remains active, with new hires expected in pediatrics, nephrology, and other specialties. Significant gains occurred in dermatology, cardiology, and hospitalist roles, and plans include expanding pediatric urology and launching a fellowship program. Research faculty hiring continues with all tenure-track faculty submitting NIH or RO1 grants.

Applications for the Class of 2030 show a 15% increase in-state and a 20% decrease out-of-state, reflecting transparency on acceptance rates. Interviews run through March and military match results were positive. In-state enrollment remains high (92% – 96%), supported by pathway programs and statewide outreach. Current enrollment is 180 students annually with long-term goals of 220–240 pending LCME approval and facility expansion. Retention improved significantly, with turnover dropping from 8% to 4.8%, outperforming national averages. Primary care recruitment remains challenging, though internal medicine and family practice show gains. Clinical rotations will expand to Anderson and Florence campuses, and fellowship matches remain strong locally despite national challenges. Dr. Steyer concluded his report with an update on the new College of Medicine building, which is scheduled for completion in late 2027 with a topping-off ceremony scheduled for August of 2026.

*Committee Action: Received as information.*

**Item 10. Government Affairs Update.**

Chairman Charles Schulze introduced Senator Danny Verdin, Chairman of the Senate Medical Affairs Committee, who opened his remarks with his appreciation for the strong engagement between MUSC’s Board of Trustees and administration. He praised MUSC’s commitment to excellence and future-focused leadership, particularly in medical education, residency programs, and statewide healthcare access. Senator Verdin commented that the upcoming gubernatorial and attorney general primaries will be the first closely contested statewide races in 16 years, likely shaping legislative priorities. Key issues could include government structure, infrastructure demands, and tax code reform, amplified by population growth and recurring budget surpluses. He concluded his remarks with optimism about continued collaboration for the betterment of South Carolina and recognition of MUSC’s role in shaping the state’s future.

*Committee Action: Received as information.*

**Item 11. Other Committee Business.**

None.

**CONSENT AGENDA**

**Item 24. MUSC Quality Management Safety Plan (QAPI).**

The MUSC Quality Management Safety Plan (QAPI) was presented for approval.

*Committee Action: Recommend approval.*

**Item 25. MUSC Health – Charleston Division Appointments, Reappointments, and Delineation of Privileges.**

MUSC Health – Charleston Division’s appointments, reappointments, and delineation of privileges for October 2025 were presented for approval.

*Committee Action: Recommend approval.*

**Item 26. MUSC Health – Regional Health Network Appointments, Reappointments, and Delineation of Privileges.**

MUSC Health – Regional Health Network’s appointments, reappointments, and delineation of privileges for October 2025 were presented for approval.

Committee Action: Recommend approval.

**Item 27. MUSC Health – Pee Dee Division Certified Anesthesia Assistant Delineation of Privileges.**

The MUSC Health – Pee Dee Division Certified Anesthesia Assistant Delineation of Privileges was presented for approval.

Committee Action: Recommend approval.

**Item 28. MUSC Health - Charleston Division Medical Executive Committee Minutes.**

MUSC Health – Charleston Division’s Medical Executive Committee (MEC) from September 2025 were presented for information.

Committee Action: Received as information.

**Item 29. Contracts and Agreements.**

Contracts and agreements since the October 2025 Board of Trustees meeting were presented for information.

Committee Action: Received as information.

There being no further business, the committee meeting was adjourned.

Respectfully submitted,

*Jane L. Scutt*

Assistant Board Secretary

**MUHA and MUSC Physical Facilities Committee Minutes  
December 11, 2025**

**Item 12. MUHA Leases for Approval.**

Mr. Bill Martin, Enterprise Chief Real Estate Officer, requested the MUHA Physical Facilities Committee's approval of the following leases:

- New lease for 7,950 square feet of clinical space located at 1929 Mount Laurel Court in Florence for a MUSC Primary Care Clinic. The lease term is ten years totaling \$3,090,410.66.
- Lease renewal for 7,905 square feet of clinical space located at 108 Palmetto Park Boulevard, Suite C, in Lexington for MUSC Heart and Vascular. The lease term is five years totaling \$1,215,653.62.
- Lease renewal for 5,400 square feet of clinical space located at 108 Healthcare Drive in Lancaster for MUSC Health Gastroenterology. The lease term is five years totaling \$644,922.39.

*Committee Action: The Committee recommended approval in its capacity as the MUHA Physical Facilities Committee.*

**Item 13. MUSC Lease for Approval.**

Mr. Bill Martin, Enterprise Chief Real Estate Officer, requested the MUSC Physical Facilities Committee's approval of a lease renewal for 140 parking spaces located at Line Street and Hagood Avenue in Charleston for employee and student parking. The lease term is two years totaling \$682,080.00.

*Committee Action: The Committee recommended approval in its capacity as the MUSC Physical Facilities Committee.*

**Item 14. MUSC Professional Services Selection for Approval.**

Mr. David Attard, Enterprise Chief Facilities Officer, requested the MUSC Physical Facilities Committee's approval of the selection of Ajax Building Company, LLC, for the Construction Manager at Risk for the Campus Connector Bridge project.

*Committee Action: The Committee recommended approval in its capacity as the MUSC Physical Facilities Committee.*

**Item 15. MUHA Purchase of Real Property in Charleston County for Approval.**

Dr. Patrick Cawley, CEO, MUSC Health, requested the MUHA Physical Facilities Committee's approval to adopt a resolution authorizing MUHA to acquire real property located at 2060, 2068, and 2070 Sam Rittenberg Boulevard in Charleston County for \$83,500,000. The purchase will support the expansion of clinical and support services.

*Committee Action: The Committee recommended approval in its capacity as the MUHA Physical Facilities Committee.*

**Item 16. Other Committee Business.**

None.

**Consent Agenda**

**Item 30. MUSC FY2026 Active Projects >\$250,000 (Consent Item).**

MUSC FY2026 active projects greater than \$250,000 were presented for information.

*Committee Action: The Committee received this as information in its capacity as the MUSC Physical Facilities Committee.*

**Item 31. MUHA FY2026 Active Projects >\$250,000 (Consent Item).**

MUHA FY2026 active projects greater than \$250,000 were presented for information.

*Committee Action: The Committee received this as information in its capacity as the MUHA Physical Facilities Committee.*

**Item 32. MUSC Facilities and Professional Services Contracts Awarded (Consent Item).**

MUSC facilities and professional services contracts awarded were presented for information.

*Committee Action: The Committee received this as information in its capacity as the MUSC Physical Facilities Committee.*

There being no further business, the committee meeting was adjourned.

Respectfully submitted,

*Jane L. Scutt*

Assistant Board Secretary

**MUHA and MUSC Audit, Compliance, and Risk Committee Minutes**  
**December 11, 2025**

**Item 17. KPMG Exit Conference.**

Alison Upton, Steve Reader, and Andy Finley with KPMG presented the external audit results for the fiscal year ending June 30, 2025 (FY2025). The presentation began with an overview of the client service team. KPMG reported that unmodified opinions were issued on the FY2025 financial statements prepared in accordance with U.S. GAAP. There were no outstanding matters related to the financial statement audits, though single audit reports for MUSC and MUHA and agreed-upon procedures for MUSC/MUHA/UMA remain outstanding. The auditors noted one significant deficiency in internal control at MUSC related to grants receivable, which remains unremediated. Required communications were addressed, confirming no significant unusual transactions, no changes to risk assessment or audit strategy, and no disagreements with management. Matters reported included uncorrected and corrected audit misstatements, adoption of GASB 101 and 102 with no significant impact, and significant accounting estimates involving patient accounts receivable, third-party reimbursement settlements, and pension and postretirement liabilities. Management override of controls was acknowledged as a presumed significant risk. Uncorrected misstatements were summarized: MUSC had adjustments related to expense cut-off, OPEB liability, grant receivables, and prior-year federal grants totaling approximately \$30.6 million. MUHA had an OPEB liability adjustment of \$25.2 million and a pension plan investment adjustment of \$89,000. UMA had inventory capitalization and contractual adjustment corrections totaling \$6.4 million and \$33,000 respectively, along with accruals for HRSA correspondence. One corrected misstatement at MUSC involved a \$6.5 million adjustment for invalid grant receivables. KPMG confirmed compliance with independence requirements and reported no illegal acts, fraud, or significant difficulties during the audit. Written communications included engagement letters, management representation letters, and internal control letters. The auditors emphasized that while the passed audit differences are immaterial to the financial statements, they could potentially cause future-period misstatements if not addressed. Their report concluded with a reminder of available resources through the KPMG Audit Committee Institute and a Q&A session.

*Committee Action: The Committee received this as information in its capacity as the MUHA and MUSC Audit, Compliance, and Risk Committee.*

**Item 18. Internal Audit Report.**

Mr. Tom Stephenson reported that Internal Audit shared the results of recent audits conducted by the office and that they would be happy to answer any questions.

*Committee Action: The Committee received this as information in its capacity as the MUHA and MUSC Audit, Compliance, and Risk Committee.*

**Item 19. Other Committee Business.**

None.

With no further business or items on the consent agenda, the committee meeting was adjourned.

Respectfully submitted,  
*Jane L. Scutt*  
Assistant Board Secretary