Onward and Upward: Making the tough decisions
Managing the dollars
Planning for growth

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MUSC COLLEGE OF NURSING
Medical University of South Carolina
College of Nursing
Our Story
<table>
<thead>
<tr>
<th>Year</th>
<th>Accelerated BSN</th>
<th>Regular BSN</th>
<th>Masters</th>
<th>DNP</th>
<th>PhD</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>50</td>
<td>33</td>
<td>133</td>
<td>0</td>
<td>11</td>
<td>227</td>
</tr>
<tr>
<td>2014</td>
<td>186</td>
<td>0</td>
<td>33</td>
<td>172</td>
<td>58</td>
<td>449</td>
</tr>
</tbody>
</table>

**ENROLLMENT**

MUSC COLLEGE OF NURSING
<table>
<thead>
<tr>
<th>Year</th>
<th>Tenure Track</th>
<th>Full-Time Faculty</th>
<th>Doctoral Preparation</th>
<th>Student-Faculty Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>49 Tenure track 12 &amp; 9 Month</td>
<td>40 Modified</td>
<td>61% Doctorally Prepared</td>
<td>4:1</td>
</tr>
<tr>
<td>2014</td>
<td>46 Tenure track all 12 Month</td>
<td>84 Modified – 5 VANAP</td>
<td>89% Doctorally Prepared</td>
<td>10:1</td>
</tr>
</tbody>
</table>
FINANCES

2002
Revenue $8.2 Million
Expenses $8.2 Million
Grants $2.6 Million

2014
Revenue $15.4 Million
Expenses $11 Million
Grants $2.6 Million
<table>
<thead>
<tr>
<th>Year</th>
<th>NCLEX (%)</th>
<th>NIH Ranking</th>
<th>Online Courses</th>
<th>Simulations</th>
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</thead>
<tbody>
<tr>
<td>2002</td>
<td>78%</td>
<td>None</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2014</td>
<td>93%</td>
<td>17th</td>
<td>75+</td>
<td>4,200+</td>
</tr>
</tbody>
</table>
CULTURE of EXCELLENCE

• Faculty made the right choice in selecting MUSC College of Nursing – 97%

• Staff are pleased to be working at the MUSC College of Nursing – 89%

• Graduating students believe they made the right choice in selecting MUSC College of Nursing – 92%

• Current students believe they are receiving a high quality education – 88%

• Graduation Rate – 94%
So how did we get from there to here?
Steps Along Our Bridge to Success

- Environmental scan
- Engagement of faculty
- Envisioning our future
- Assessment of resources
- Strategic decision-making
- Continual evaluation of outcomes
Environmental Scan

- National trends in health care
- Positions taken by our profession (closing of MSN programs)
- Unmet state/regional/national need for health services (particularly in primary care)
- State funding for MUSC and CON decreased 52%
Engagement of Faculty

- We’re all in this together – trust, respect, open dialogue
- Transparency, transparency, transparency
- Data says it all
- No person, group or no program gets special treatment
- We are smart enough and committed enough to figure this out!
Envisioning Our Future

- Align ourselves with our university – an academic health sciences center
- Graduate more accelerated BSN students in a state with 60% ADN nurses
- Lead in doctoral/graduate education
- Rank in top quartile for NIH funding
- Innovate in use of educational technology
Assessment of Resources

- No new dollars for new programs
- Hard look at faculty and staff workloads
- Examination of system inefficiencies with opportunities for savings
- Critical and sometimes painful evaluation of the cost of each program
Costing Out Each Program

• Itemize tuition and fees returned to CON for each program
• Analyze faculty costs by program – student/faculty ratio, clinical intensity
• Rates of student progression and graduation – especially part-time students
• Other program costs required
Strategic Decision-Making

• Resource allocation
• Revenue enhancement
• Program diversification
• Strategic growth initiatives
• New financial budgeting model – Responsibility Centered Management (RCM)
RCM Budgeting Model

• Premises
  – Revenue generating vs non-revenue generating centers
  – Provides for strategic investments

• Incentive-based model
  – Grow the pie
  – Less focus on resources that are shrinking

• Every tub on its own bottom
RCM Budgeting Model

- Revenue centers receive all revenues they generate
  - F&A, tuition & fees, practice

- Assessed for central/non-revenue generating services
  - Based on cost pools and algorithms
  - Examples: total students, total employees, square feet
  - Service Level Agreements
Overall Implications

- Transparency of financial decisions and accountability
- Focus on those activities that generate a positive margin (revenue minus costs)
- Benchmarking/service level expectations
Implications for the CON

• Increasing revenue streams:
  ✓ Tuition/student enrollment in each program
  ✓ External grant funding with indirects
  ✓ Entrepreneurism

• Maximizing efficiencies – faculty-staff alignment, workload, incentives
Decisions Made

- Close programs that were in deficit (9 MSN tracks to 3; close RN-BSN)
- Open the DNP program focused on primary care
- Move all graduate programs online
- Set minimal online class sizes
- Externalize and make equitable faculty workload
Continual Evaluation of Outcomes

- Quality is our hallmark
- Revenue enhancement a priority
- Support faculty ongoing development
- Grow enrollment in all programs
- Hire selected non-nurses to diversify and expand research base
- Partner with hospitals and the VA
- Test new models of education
Thank You!

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