Has been retained by

MUSC
MEDICAL UNIVERSITY of SOUTH CAROLINA

for a

Division Chief of Hospital Medicine, Department of Internal Medicine/Associate Chief Medical Officer

in

Charleston, South Carolina
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MISSION STATEMENT: 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.

THE CLIENT: MUSC has grown from a small private medical school in 1824 into one of the nation’s top academic health science centers, with a 700-bed medical center and six colleges that train approximately 2,600 healthcare professionals per year. MUSC employs nearly 12,000 people, including more than 700 physicians and 600 residents, and has an annual operating budget of approximately $2 billion.

The MUSC College of Medicine, an integral part of MUSC, is dedicated to the university’s education, research and service missions. The college has 25 departments, which independently and collectively contribute to the education of future physicians.

- The opening of the Ashley River Tower in 2008 has provided students the opportunity to train at one of the most innovative and technologically advanced academic medical centers in the nation. Housing the MUSC Heart and Vascular Center, surgical oncology and the MUSC Digestive Disease Center, Ashley River Tower is changing what's possible in healthcare in the state.
- MUSC's College of Medicine (COM) was the first medical school in the southern United States and was founded in 1824, with some of the college pioneers writing some of America’s first medical textbooks.
- The COM admits 155-160 students each year into its four-year medical curriculum. The students are awarded a Doctor of Medicine degree upon completion of the college’s academic requirements. A four-year integrated curriculum includes basic science instruction in all of the core disciplines and a wide range of clinical educational opportunities, which are closely supervised by full- and part-time faculty members.
- The COM, in conjunction with the College of Graduate Studies, offers the medical scientist training program, which leads to an MD/PhD degree and also sponsors the Southeastern pre-doctoral training in clinical research T-32 program, which leads to an MD and a master’s degree in clinical research. The COM, in conjunction with The Citadel, offers an MD/MBA. The COM, in conjunction with The College of Health Professions, offers an MD/MHA. In addition, COM, in conjunction with The University of South Carolina, offers an MD/MPH.

The Department of Medicine:

MISSION: To improve the health of those we serve through the highest quality patient care, excellence in education and innovation research.

VISION: To be a leader of Academic Internal Medicine in South Carolina and the Nation.
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As the largest and one of the most active departments in the MUSC COM, the Department of Medicine has grown and flourished. Fundamental principles such as trust, mutual respect, commitment to excellence and transparency are the hallmark of professional interactions, whether among the various leaders in the department, among the faculty, or with their residents and fellows.

During the past 10 years, faculty growth has been considerable. The department is currently comprised of the following divisions:

- Cardiology
- Emergency Medicine
- Endocrinology
- Gastroenterology & Hepatology
- General Internal Medicine & Geriatrics
- Hematology/Oncology
- Infectious Disease
- Nephrology
- Pulmonary & Critical Care
- Rheumatology & Immunology

**Key Facts & Figures:**

| 10 | Divisions in the Department of Medicine |
| $112 million | Annual Budget |
| 286 | Number of Faculty |
| 16 | Endowed Chairs held by Medicine Faculty |
| 197 | Number of Residents and Fellows |
| $54 million | Clinical Revenue in FY 2013 |
| 10,633 | Inpatient Admissions in FY 2013 |
| 228,539 | Outpatient visits in FY 2013 |
| 717,941 | RVUs in FY 2013 |
| 355 | Total Number of Research Awards |
| $58.4 million | Total Amount of Grant and Contract Awards |

**Division of Hospital Medicine:** Hospital medicine is the fastest-growing medical specialty in the United States, and an integral part of the Department of Medicine at MUSC. As such, MUSC is creating a new Division of Hospital Medicine, one of approximately 10 medical schools in the U.S. to create such a division. The Department of Medicine’s goal for this new division is excellence in clinical care, innovation, education and research. Members of the Division of Hospital Medicine will work with hospitalized patients to ensure efficient and high-quality care of multiple complex medical problems. Hospitalists work in a collaborative manner with other members of the
healthcare team regarding patient care. The hospitalist also works with the patient’s primary care physician to ensure safe transitions from admission to discharge.

As the field of hospital medicine is at the forefront of improving patient safety and quality of care measures, MUSC hospitalists are actively involved in teaching and research based on quality and outcomes. The Department of Medicine is seeking a Division Chief of Hospital Medicine/Associate CMO to truly focus on education, research and clinical care. The Division Chief will be charged with putting the right people and processes in place to improve quality and patient safety, while, at the same time, advancing its academic mission.

There are nearly 25 hospitalists now. Approximately 25 percent of all inpatient services are through hospitalists. Three-fourths of the hospitalists have teaching responsibilities. Currently, between 60 and 70 percent of residents’ rotations are under the generalist physicians, with more than half of that under hospitalists.

Currently, the Section of Hospital Medicine faculty is split between those who focus on academic medicine and those who are purely clinically focused. The new Division Chief will bring those two groups together, working as a team; the new Division Chief is expected to create a culture where the faculty become engaged in and further develop research.

It is anticipated that hospital medicine at MUSC will grow substantially during the next five years. There are several exciting things happening within hospital medicine at MUSC. There is a push not only to develop faculty clinical and educational activities, but also to integrate scholarship into the division.

**Research at MUSC:** MUSC ranks in the top 10 percent nationally in the number of NIH grants for research training and education. Annual research awards exceeded $232 million in FY2013, including $93 million in NIH funding. The College of Pharmacy ranks among the Top 20 in NIH funding, and the COM and College of Nursing are among the Top 50.

The Chronicle of Higher Education named MUSC to the “Top Ten” for the largest gains in federal funding for science and engineering over a 10-year period (1999-2009). Of all the universities and institutions of higher learning in South Carolina, MUSC brings the most biomedical extramural research funding to the state. MUSC’s South Carolina Clinical and Translational Research Institute (SCTR), which is funded by an NIH Clinical and Translational Science Award (CTSA), focuses on changing the culture of biomedical research, facilitating sharing of resources and expertise, and streamlining research-related processes to bring about large-scale change in the clinical and translational research efforts in South Carolina.

**MUSC Health** represents the clinical enterprise, serving nearly one million patients annually.

MUSC Health comprises:
- MUSC Medical Center
- MUSC Physicians (practice plan)
- MUSC COM
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- Leading medical research institution; $232 million in total external funding; $94.6 million in NIH funds.

MUSC Health leaders have embarked jointly upon a strategic plan that embraces seven driving strategies, including:

- Unify and align the clinical enterprise to facilitate decision making, enhance coordination of care, build accountability and, consequently, drive down costs
- Validate, fortify and expand awareness, preference and market leadership for the MUSC brand
- Strategically expand access and capacity
- Aggressively grow primary care and outpatient services
- Establish partnerships statewide to provide the right care in the right place at the right time
- Build human and financial capital to fuel growth in expertise, learning, discovery and reputation
- Intensify investment in state-of-the-art information and communication systems that leverage MUSC expertise and access.

MUSC Health Overview Fiscal Year 2013:

- Patient admissions: 35,763
- Outpatient visits: 1,205,066
- ER visits: 63,282
- Off-campus care settings: 120
- Clinical trial studies: 1,851
- Operating budget: $1,093,343,471

MUSC Accolades:

- In 2013, for the 17th consecutive year, *U.S. News & World Report* recognized MUSC Health as “One of America’s Best Hospitals,” with six specialty areas ranked in the top 50 in the nation (three adult specialties and three pediatric).
- MUSC again received an "A" rating for patient safety from the Leapfrog Group in the Spring 2014 Hospital Safety Score. This is the third year in a row that MUSC has been given this distinction.
- *Becker's Hospital Review* named MUSC one of the 100 great hospitals in America, citing, "MUSC Medical Center is an anchor for healthcare in South Carolina.”
- In 2013, MUSC is ranked the #1 hospital in South Carolina by the *U.S. News & World Report*.
- Nearly 300 Charleston-area doctors either employed at or affiliated with MUSC have been named to the 2014 "Best Doctors" list by Best Doctors, Inc.
- In 2012, MUSC received a Rising Star Award and was ranked 15th out of 116 academic medical centers overall at the annual meeting of the University HealthSystem Consortium (UHC).
- The U.S. News Media Group's 2013-2014 edition of America’s Best Children’s Hospitals ranks the MUSC Children's Hospital among the top 50 programs for three specialties. For
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the fifth time, the heart and heart surgery programs attained this distinction. For the second time, the gastroenterology program was listed and for the first time, its nephrology program also ranked as one of the top 50 in the nation.

- MUSC Children’s Hospital received top rankings from U.S. News & World Report, American Health magazine, and The Best Doctors in America.

MUSC Medical Center serves 170,000 patients annually through four inpatient facilities, multiple centers of excellence and a vast network of hospital-based services.

MUSC Medical Center comprises:
- 709 beds in four inpatient facilities (plus 58 neonatal beds);
- MUSC University Hospital, a flagship adult inpatient facility;
- Ashley River Tower, a cardiovascular, gastrointestinal and cancer specialty hospital, voted one of 25 most beautiful hospitals in the world;
- MUSC Children’s Hospital; and
- Institute of Psychiatry.

The MUSC Medical Center is supported by respected research-based medical and nursing schools, which deliver both routine inpatient care and highly specialized medical treatment and surgical procedures. Home to the region’s only Level I trauma center, the state’s most comprehensive NICU, and the MUSC Transplant Center, MUSC serves as the principal referral center for physicians and patients throughout the region. The medical center employs more than 6,000 across multiple facilities; and serves 35,000 inpatients and 950,000 outpatients, including 75,000 emergency room visits. In the local tri-county area, MUSC enjoys one third of the market share; one half of MUSC’s admissions come from outside the tri-county region.

The medical center is organized in a service line structure, including administrators and medical directors for the:
- Children’s Hospital
- Transplantation
- Neuroscience
- Heart & Vascular
- Institute of Psychiatry
- Hollings Cancer Center
- Women’s Care
- Digestive Disease
- Musculoskeletal
- Medicine Acute & Critical Care
- Surgery Acute & Critical Care

Ashley River Tower: This 641,000-square-foot facility opened in 2008. The 156-bed hospital houses the inpatient units for Hollings Cancer Center, the Digestive Disease Center and the Heart and Vascular Center service lines. This hospital is designed to accommodate the most modern medical equipment available and provide the latest technologies with a staff of world-renowned
physicians in a setting that rivals the comfort of a fine hotel. The facility includes three intensive care units; laboratories; interventional radiology and endoscopy suites; a specialized chest pain center; and nine operating rooms with integrated IT systems and specialized equipment for vascular surgery. Amenities include private rooms, concierge service, valet parking, dedicated family lounges, wireless capabilities, retail shops and convenient dining.

**Hollings Cancer Center** is the largest academic cancer center in South Carolina and is the state’s only National Cancer Institute-designated cancer center.

The [MUSC Storm Eye Institute's](https://www.musc.edu/eye) primary mission is to advance the science of ophthalmology and provide the utmost quality in the eye care needs of the public. This is done by employing some of the best South Carolina ophthalmologists and offering outstanding laser vision correction services.

On the MUSC campus, **Rutledge Tower** sits southeast of the clinical sciences building, University Hospital and Children’s Hospital. The tower holds a variety of healthcare departments such as a pharmacy, neurosurgery, geriatrics, endocrinology, pediatrics, administration and more.

**MUSC Children’s Hospital** is a 128-bed, state-of-the-art facility with a Level III NICU. MUSC Children’s Hospital was awarded the Excellence in Patient Care award by the Studer Group for maintaining high patient satisfaction and, most recently, achieving the 99th percentile in patient satisfaction (the highest patient satisfaction in the Press Ganey database with a compare group of 66 children’s hospitals).

MUSC Children’s Hospital currently offers the following comprehensive programs:
- Pediatric Cardiology Program - performs all pediatric heart services for South Carolina;
- Pediatric Transplant Program (solid organ) - one of the country’s leading transplant centers and the only one in South Carolina;
- Pediatric Robotic Surgery - only one in South Carolina;
- Pediatric Burn Center - South Carolina’s sole provider for pediatric burn services;
- Pediatric Hematology, Oncology and Sickle Cell Program - only bone marrow transplant center in South Carolina;
- Pediatric Emergency Services - South Carolina’s only full-service pediatric emergency program;
- Pediatric Epilepsy Center - only one in the state;
- The only pediatric urology, rheumatology, dermatology in the state; and
- The only tactical stenosis program in the state and one of the leading programs in the Southeast.

For additional information regarding the Children’s Hospital, please visit: [www.musckids.com](http://www.musckids.com).

**The Institute of Psychiatry** provides the most thorough, state-of-the-art care available for a full range of psychiatric problems. Patients benefit from the attention of nationally recognized psychiatrists, psychiatric nurses, social workers, psychologists and researchers working together to provide care and emphasizing confidentiality and mutual respect. Programs serving a wide range of disorders and ages have been created to provide personalized treatment to individuals and families.
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Treatment is provided through the divisions of youth, adult and geriatric services, and through a number of specialty clinics. MUSC’s Center for Drug and Alcohol Programs is one of the nation’s premier facilities for treating and researching drug and alcohol abuse.

**MUSC Physicians (MUSCP)** operates as the centralized clinical practice plan of the clinical departments of the MUSC COM. MUSCP, formerly known as University Medical Associates, provides services ranging from prevention and wellness to highly specialized care at outpatient clinics and facilities both on the MUSC campus and extending into the community. MUSCP has the widest range of specialty care available at any medical center in South Carolina. MUSCP is currently comprised of approximately 720 faculty members and 980 staff employees, and has total operating revenues of approximately $326 million.

MUSC Physicians - Primary Care is a for-profit primary care private practice network. The network currently has seven general internal medicine practices, three family medicine practices, one allergy practice and a lab.

Many exciting things are happening within MUSC:

- In July 2014, MUSC Medical Center will go live with Epic for inpatient EMR. MUSCP and the ED have already implemented Epic EMR.
- Progress is being made regarding the MUSC Performance Excellence, the initiative to continually improve the quality of care and financial performance. It is a $100 million plan consisting of seven different improvement components. The largest part of the plan is consultant evaluation and recommendations in the areas of labor (inpatient and clinics), physician services, revenue cycle, non-labor, human resources and pharmacy 340B program. MUSC worked with Huron Consulting on this initiative and to develop best practices from January 2013 to January 2014. The focus on cost-effective programs and services has remained after Huron left; the different components of the plan started at different times and will have different end dates.
- On July 1, David Cole, MD, a surgeon with a history of service at the MUSC, became President of the university and its affiliated medical centers. The MUSC Board of Trustees offered the position to Dr. Cole in April; he was serving as President of MUSCP and Chairman of the Department of Surgery at the time. Dr. Cole will lead the innovative and creative strategies to secure new revenues with public and private partners at the local, state and national levels; support MUSC’s three-prong mission of teaching, research and clinical care; spearhead the fundraising, planning and construction of the new $100 million Women’s and Children’s Hospital, the latest addition to the MUSC campus; and maintain a robust, high-quality research environment.
- MUSC Health’s vision is to be nationally recognized as a premier academic medical center. The strategic intent is to be among the top 25 academic medical centers for reputation, quality, service, efficiency and financial performance by 2015. MUSC Health has reached that goal, securing the #22 UHC ranking for academic medical centers.

For additional information on MUSC Health, visit: [http://www.muschealth.com/default.htm](http://www.muschealth.com/default.htm)
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THE POSITION: The Division Chief of Hospital Medicine, Department of Internal Medicine/Associate Chief Medical Officer, reports to Don C. Rockey, MD, Professor and Chair, Department of Medicine, and will also report to Dan Handel, MD, FACEP, Chief Medical Officer, for operations. This is a newly created position established to build and lead the Division of Hospital Medicine. The Division Chief will lead the “the boots on the ground” care for all medicine inpatients, where they provide direct care with the specialist serving as the consultant. He/she will align and partner with the senior leadership at MUSC Medical Center to improve the throughput of patients, reduce the length of stay, lower readmission rates, etc. The Division Chief will focus on and balance the education, research and clinical care. In addition, the Division Chief will provide strong leadership; mentor hospitalists; and build the hospital medicine division to serve the people of Charleston and the surrounding region.

In light of healthcare reform and an emphasis on efficiency, access to inpatient care is at a premium, especially in a high-occupancy academic medical center like MUSC. The Division Chief will work to improve patient flow. He/she will also work to ensure that faculty are partnered with case management to decrease readmissions.

Additional responsibilities:
- Create the vision for hospital medicine and the growth of hospital medicine.
- Deploy resources to maximize the impact of hospital medicine.
- Work closely with the MUSC Medical Center CMO, CQO and CEO to reduce variation and help improve patient flow, the time of discharge, the patient experience and HCAHPS scores.
- Help determine the role of advanced practice professionals (APPs) in hospital medicine.
- Establish plans to create teams and cohort patients to ensure the best possible care and make the best use of a busy academic medical center that is at capacity 90 percent of the time.
- Be an advocate for and promote hospital medicine within MUSC. Collaborate with subspecialists and other areas of the medical school.
- Bring the hospitalists together as one team working on common initiatives.
- Mentor hospitalists.
- Help recruit additional hospitalists to accommodate hospital medicine’s tremendous growth. Identify, develop and mentor future physician leaders within the department and/or the institution.
- Hold faculty accountable for productivity and quality outcomes.
- Encourage research and publications related to quality and safety.

The Division Chief will maintain a clinical caseload. Research opportunities in quality and outcomes, which can be applied to the delivery of care, are strongly encouraged. Both the CEO of MUSC Medical Center and the chief quality officer are hospitalists and are nationally well respected within hospital medicine.

This is an outstanding opportunity to build the division of hospital medicine, mentor physicians, and become a Division Chief and Associate CMO in a well respected enterprise.
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THE CANDIDATE: The selected candidate will possess administrative experience, be well versed in improving outcomes and efficiencies, and eligible for associate professorship. Experience in an academic medical center or in a large organization with a teaching and research mission is required. The incoming candidate must possess outstanding leadership skills; he/she will be strongly committed to the tripartite mission of education, clinical care and research. The selected candidate must be comfortable working in a highly matrixed environment. Experience mentoring hospitalists, developing staff competency at all levels, and creating a highly accountable and high-performing team is essential.

Personal characteristics sought in candidates include:
- A leader who takes initiative; is receptive to suggestions, yet able to take a stand, make tough decisions and provide direction in proactive manner
- Credible; respected by other hospitalists
- A team builder; a strong mentor and coach
- Leads by example
- Collaborative; consensus builder
- Passionate about patient care
- Diplomatic; strong with conflict resolution
- Able to influence
- Driver of change
- Professional; possesses a strong executive presence
- Willing to be held accountable and able to hold others accountable
- Strong organizational skills
- Outstanding people skills
- Strategic
- Down to earth
- Appreciates the academic environment
- Outstanding communication skills
- Metrics driven
- Results orientation
- Engaged
- An independent thinker
- Builds win-win solutions to problems
- Sets realistic goals and produces results
- Energetic and enthusiastic
- Self-starter
- Ethical; honest
- Able to navigate and/or remove barriers.
THE COMMUNITY: Charleston is a southern coastal city, located in what is known as the Lowcountry. It’s a city of enchantment and charm, fascinating beauty, history and culture. Originally built on a peninsula that divides the Ashley and Cooper Rivers, the metropolitan area now sprawls into Charleston, Berkeley and Dorchester counties. The Lowcountry's topography includes tidal marshes, saltwater lakes, freshwater lakes, wide-mouthed rivers, bays, coves, the Atlantic Ocean and its beaches.

Charleston is considered one of America’s most beautiful cities with historic attractions, lovely churches and synagogues, museums and galleries, world-class shopping, and many opportunities for outdoor recreation, including fishing, boating and golf. Its historic streets are lined with numerous picturesque and architecturally significant homes. The surrounding areas offer world famous gardens, elegant plantations, beautiful sand beaches, islands, creeks and rivers.

Charleston is frequently mentioned as a top destination in the United States and has been noted as one of America’s Most Civilized cities. In 2012, Charleston was voted for the second consecutive year, “Top City in the United States” in the Condé Nast Traveler Readers’ Choice Awards. Charleston was listed as one of “America’s Favorite Cities” by the Travel + Leisure/CNN Poll, listing Charleston as the #1 city in the Friendly People category and # 2 for its architecture and notable buildings, antiques, flea markets, home design stores and pedestrian friendliness.

In addition to Charleston's acclaimed culture, cuisine, entertainment and beaches, residents enjoy a diverse range of housing options, one of the most impressive medical hubs in the Southeast, and a mild year-round climate – all at a cost of living below the national average. Quality education,
transportation, healthcare, a variety of affordable housing and low taxes combine to create an ideal environment for personal and business endeavors in Charleston.

The Charleston metropolitan area is comprised of three counties with a total population exceeding 600,000. Significant growth is anticipated over the next five years as the area continues to be recognized as an ideal location to live, work and relax.

The economic base in Greater Charleston is formed by a successful combination of the more than $5.1 billion tourism industry, the dynamic Port of Charleston, the medical community, military installations and a diverse group of manufacturers. Charleston is poised at the brink of an economic expansion of major proportions. International companies are particularly keen to the many advantages of locating in Greater Charleston. The port facilities, the excellent and available work force, and the central location to the rest of the Southeast are a few of the reasons companies are selecting Greater Charleston for growth and expansion.

**Education**: Schools in Berkeley, Charleston and Dorchester counties have all earned a number of incentive awards for exceeding educational goals under the Education Improvement Act, demonstrating the strong commitment local educators have made to achieve excellence in public education. The area is also home to 65 outstanding private and parochial schools, offering a wide variety of educational options.

Charleston County public schools serve most residents who live in downtown Charleston, Mount Pleasant, James Island, Johns Island, West Ashley and North Charleston. The schools in Mount Pleasant are rated best in Charleston County. Altogether, these districts have more than 48,000 students in pre-kindergarten to the 12th grade.
Recreation: For the outdoors enthusiast, the Charleston area offers acres of freshwater lakes, a large national forest, miles of beaches and 160 parks. The moderate climate allows residents and visitors year-round access to outdoor activities, including fishing, hunting, boating, golf, tennis, surfing and swimming. Some of the country’s best golf courses surround Charleston on a number of “resort islands.”

The North Charleston Coliseum and Carolina Ice Palace have brought a wide variety of entertainment to the Charleston area, including hockey, rock concerts, circuses, ice skating shows and public ice-skating. Local sporting events throughout the year include the South Carolina Stingrays hockey team; the Charleston RiverDogs minor league baseball team; and The Charleston Battery professional soccer team. The South Carolina Aquarium on the Charleston Harbor has been a wonderful addition to region; as of July 2011, the aquarium has had 5.3 million visitors.

Scenic Attractions: Nature and history enthusiasts will find an abundance of wildlife refuges and pre-Civil War plantations. For bird watchers, the Cape Romain National Wildlife Refuge, Bull’s Island and Drum Island offer more than 250 species. Among the plantations open to the public are Middleton Place, Magnolia Gardens, Drayton Hall, Boone Hall and Cypress Gardens.

The Arts: The area offers a wide variety of cultural events year-round. The Charleston Civic Ballet, Charleston Opera Company, Dock Street Theatre/Footlight Players, Greater Charleston Symphony Orchestra, just to name a few, perform seasonally. The Charleston Museum, Gibbes Museum of Art, Historic Charleston Foundation/The Preservation Society and the South Carolina Historical Society offer workshops and tours throughout the year. AmericanStyle magazine lists the Charleston area as one of the top 10 art destinations in the United States.

The Spoleto Festival, an internationally recognized and acclaimed arts event, is held throughout Charleston in late May/early June each year. People come from all over the world to enjoy the symphony, dance, theatre, jazz, opera, chamber and choral music, and visual arts during this 17-day festival.

Housing: There are a multitude of housing choices from urban settings in downtown to neighborhoods in Mount Pleasant, North Charleston, West Ashley, John's Island and James Island.

Please visit the following websites for additional information about Charleston:
- [http://www.gardenerguides.com/charlestonsc.htm](http://www.gardenerguides.com/charlestonsc.htm)
- [www.charlestonchamber.net](http://www.charlestonchamber.net)

COMPENSATION: A strong compensation, relocation assistance, and executive benefits plan will be offered.
We prefer to receive resumes in Word format via e-mail.