TO: The Medical Center Operating Board:

Edward D. Miller, M.D., Chair
Vincent J. Mastracco Jr., Vice Chair
Helen E. Dragas, Rector
Victoria D. Harker
Andrew K. Hodson, M.D.
William P. Kanto Jr., M.D.

Constance R. Kincheloe
Stephen P. Long, M.D.
Charles W. Moorman
The Hon. Lewis F. Payne

Ex Officio Advisory Members:
Teresa A. Sullivan
Steven T. DeKosky, M.D.
Dorrie K. Fontaine

Robert S. Gibson, M.D.
Patrick D. Hogan
R. Edward Howell

John D. Simon

and

The Remaining Members of the Board of Visitors and Senior Advisor:

Frank B. Atkinson
A. Macdonald Caputo
Hunter E. Craig
The Hon. Alan A. Diamonstein
Allison Cryor DiNardo
Marvin W. Gilliam Jr.
William H. Goodwin Jr.

Bobbie G. Kilberg
George Keith Martin
John L. Nau III
Timothy B. Robertson
Linwood H. Rose
Hillary A. Hurd
Leonard W. Sandridge Jr.

FROM: Susan G. Harris

RE: Minutes of the Meeting of the Medical Center Operating Board on May 20, 2013

The Medical Center Operating Board of the Board of Visitors of the University of Virginia met, in Open and Executive Session, at 8:40 a.m., Monday, May 20, 2013, on the Fourth Floor of the Emily Couric
Clinical Cancer Center; Vincent J. Mastracco, Jr., Vice Chair, presided.

Helen E. Dragas, Rector, Victoria D. Harker, William P. Kanto Jr., M.D., Constance R. Kincheloe, and Stephen P. Long, M.D., were present.

Teresa A. Sullivan, Steven T. DeKosky, M.D., Robert S. Gibson, M.D., Patrick D. Hogan, R. Edward Howell, and John D. Simon, all ex officio Members, also were present.


Mr. Mastracco opened the Medical Center Operating Board (MCOB) Meeting with a notation that this will be his last meeting with the MCOB. He introduced Dr. Nancy Dunlap to the Board and welcomed her to the University. She will serve as Dean of the School of Medicine. Mr. Mastracco also introduced the four Clinical Chairs in attendance: Drs. Johnston, Shaffrey, Nataro, and Steers.

Mr. Mastracco called on Dean DeKosky to introduce Dr. Thomas Loughran as the new Director of the Cancer Center. Dr. Loughran made brief remarks on assuming the role of Cancer Center Director.

**Action Item: Fiscal Year 2014 Operating and Capital Budgets**

Mr. Howell stated that at the last meeting, the board discussed the basis upon which we are building the fiscal year (FY) 2014 budget. He said to say that sound financial stewardship of today’s healthcare organization is challenging would be an understatement. Mr. Howell said they have developed a sound, responsible, yet achievable budget—one that makes important investments in the Strategic Plan and provides the best quality and safest care available. He said this budget also continues the journey toward having an operating base that can be maintained at Medicare funding levels.

Mr. Fitzgerald provided an overview of the Medical Center’s financial performance for the first nine months of FY 2013 and an overview of the Medical Center’s Budget for FY 2014.
On motion, the following resolution was approved by the Medical Center Operating Board and will be voted on by the Finance Committee before being reported to the full Board:

APPROVAL OF THE 2013-2014 OPERATING AND CAPITAL BUDGETS AND ANNUAL RENOVATION AND INFRASTRUCTURE PLAN FOR THE UNIVERSITY OF VIRGINIA MEDICAL CENTER

RESOLVED, the 2013-2014 Operating and Capital Budgets and the Annual Renovation and Infrastructure Plan for the University of Virginia Medical Center are approved, as recommended by the President, the Executive Vice President and Chief Operating Officer, and the Medical Center Operating Board.

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Graduate Medical Education (GME) Report

Mr. Howell said the Medical Center is responsible for training our Residents and Fellows, which is done through the oversight of the Office of Graduate Medical Education (GME). He said our accrediting body requires that the MCOB receive an annual GME report. Dr. Kirk then provided the Board with the GME Annual Report.

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Nominations for Appointments and Reappointments to the Medical Center Operating Board

Ms. Dragas recommended Ms. Constance R. Kincheloe to serve on the MCOB for an additional four year term. Her term will be from July 1, 2013 to June 30, 2017.

Ms. Dragas recommended the appointment of Dr. Michael M.E. Johns to the MCOB for an initial term of four years. Dr. Johns is from Atlanta, Georgia. He served as Emory University’s fifth chancellor from 2007 to 2012 and led the Robert W. Woodruff Health Sciences Center from 1996 to 2007. Dr. Johns is widely renowned as a catalyst of new thinking in many areas of health policy and health professions education. He frequently lectures, publishes, and works with state and federal policy makers on topics ranging from the future of health professions education to national health system reform. He serves on a number of private sector and philanthropic boards, including Johnson & Johnson, the Genuine Parts Company, and the George Cancer Coalition. Dr. Johns received his bachelor’s degree and graduate studies in Biology at Wayne State University in Detroit, Michigan. In 1977, he worked in the Department of Otolaryngology and Maxillofacial Surgery at the University of Virginia Medical Center. In 1984, he went to work at Johns Hopkins University as professor and chair of Otolaryngology-Head and Neck Surgery. Dr. Johns’ term on the MCOB will be from July 1, 2013 to June 30, 2017.
Both of these recommendations will be taken to the full Board for consideration on May 21, 2013.

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**Executive Session**

The following motion was approved, and the Medical Center Operating Board commenced in Executive Session at 9:20 a.m.:

Move the Medical Center Operating Board into closed meeting to discuss proprietary, business-related information pertaining to the operations of the Medical Center including strategic personnel, financial and market and resource considerations, long range financial plan and fiscal budget assumptions, potential joint ventures, outreach, other growth efforts and market strategies, and to consider confidential information and data related to the adequacy and quality of professional services, competency and qualifications for professional staff privileges, and patient safety in clinical care, all for the purpose of improving patient care; and, in consultation with legal counsel, to discuss the Medical Center’s compliance with relevant federal and state legal requirements, licensure and accreditation standards, and ongoing litigation and arbitration matters, where disclosure at this time would adversely affect the competitive position of the Medical Center. The foregoing motion is authorized by Sections 2.2-3711 (A) (1), (6), (7), (8) and (22) of the Code of Virginia. The closed meeting of the Medical Center Operating Board is further privileged under Section 8.01-581.17 of the Code of Virginia.

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At 10:55 a.m., the Medical Center Operating Board left Executive Session and adopted the following resolution certifying that its discussions in Executive Session had been conducted in accordance with the exemptions permitted by the Virginia Freedom of Information Act:

That we vote on and record our certification that, to the best of each Board member’s knowledge, only public business matters lawfully exempted from open meeting requirements and which were identified in the motion(s) authorizing the closed session, were heard, discussed or considered in closed session.

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**ACTION ITEM: Approval of Credentialing and Recredentialing Actions**

The Medical Center Operating Board approved the following Credentialing and Recredentialing resolutions:
1. **NEW APPOINTMENTS TO THE CLINICAL STAFF**

RESOLVED that the recommendations of the Clinical Staff Executive Committee for appointment to the Clinical Staff of the University of Virginia Medical Center and the granting of specific privileges to the following practitioners are approved:

Horvath, Sherie A., M.D., Pediatrician in the Department of Pediatrics; Instructor Staff Status; Period of Appointment: March 25, 2013, through April 7, 2013; Privileged in Pediatrics.

2. **REAPPOINTMENTS TO THE CLINICAL STAFF**

RESOLVED that the recommendations of the Clinical Staff Executive Committee for reappointment to the Clinical Staff of the University of Virginia Medical Center and the granting of specific privileges to the following practitioners are approved:

Moxley, Michael D., M.D, Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Attending Staff Status; Period of Reappointment: May 15, 2013, through June 14, 2013; Privileged in Obstetrics and Gynecology.

3. **STATUS CHANGES TO THE CLINICAL STAFF**

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the status change in clinical privileges to the following practitioner are approved:

Johnson, Bankole A., M.B.B.S., Psychiatrist in Chief the Department of Psychiatry and Neurobehavioral Sciences; Attending Staff Status; Status Change effective April 12, 2013 through February 24, 2015; Privileged in Psychiatry and Neurobehavioral Sciences.

4. **RESIGNATIONS OF THE CLINICAL STAFF**

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the resignation and expiration of privileges to the following Clinical Staff are approved:

Barber, Jack W., M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Effective Date of Resignation: March 31, 2013.

Barrett, Brandon, J., M.D., Cardiologist in the Department of Medicine; Effective Date of Resignation: April 2, 2013.

Haskins, Barbara G., M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Effective Date of Resignation: March 31, 2013.
Patel, Rachna D., M.D., Ophthalmologist in the Department of Ophthalmology; Effective Date of Resignation: March 31, 2013.

Schofield, William P., M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Effective Date of Resignation: March 31, 2013.

Scotti, Stephen D., M.D., Radiologist in the Department of Radiology; Effective Date of Resignation: March 31, 2013.

Starling, Megan K., M.D., Physician in the Department of Emergency Medicine; Effective Date of Resignation: February 1, 2013.

5. ADVERSE ACTION

RESOLVED that the recommendations of the Clinical Staff Executive Committee regarding adverse actions for the privileges of the following member of the Clinical Staff are approved:

Baum, Victor C., M.D., Anesthesiologist in the Department of Anesthesiology; membership and privileges suspended for one year effective February 7, 2013.

6. PRIVILEGES FOR NEW ALLIED HEALTH PROFESSIONALS

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the granting of privileges to the following Allied Health Professionals are approved:

Paterson, Jennifer L., R.N., N.P., Neonatal Nurse Practitioner in the NICU; Period of Privileging: April 1, 2013 through March 31, 2014; Privileged as a Neonatal Nurse Practitioner.

Peluso, Melissa R., R.N., N.P., Acute Care Nurse Practitioner in the Department of Medicine (Cardiology); Period of Privileging: March 21, 2013 through March 21, 2014; Privileged as an Acute Care Nurse Practitioner.

Slagle, Mary Beth, R.N., N.P., Family Nurse Practitioner in Regional Practice Care (Louisa Family Practice); Period of Privileging: April 12, 2013 through March 24, 2014; Privileged as a Family Nurse Practitioner.

Voges, Jennifer D., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: April 1, 2013 through March 31, 2014; Privileged as a Certified Nurse Anesthetist.

7. RENEWAL OF PRIVILEGES FOR ALLIED HEALTH PROFESSIONALS

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the renewal of privileges to the following Allied Health Professionals are approved:
Blackstock, Dina, P.A., Physician Assistant in Lynchburg Nephrology; Period of Privileging: May 5, 2013 through May 4, 2015; Privileged as a Physician Assistant.

Dean, Ann E., R.N., N.P., Acute Care Nurse Practitioner in the MSICU; Period of Privileging: May 14, 2013 through May 13, 2015; Privileged as an Acute Care Nurse Practitioner.

Parente, Kelsey, P.A., Physician Assistant in the Department of Orthopedic Surgery; Period of Privileging: May 21, 2013 through May 20, 2015; Privileged as a Physician Assistant.

8. RESIGNATIONS OF ALLIED HEALTH PROFESSIONALS

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the resignation and expiration of privileges to the following Allied Health Professionals are approved:


Pierce, April L., R.N., N.P., Family Nurse Practitioner in Regional Primary Care (Stuarts Draft Family Practice); Effective Date of Resignation: February 1, 2013.

MEDICAL CENTER JOINT VENTURE IN A MEDICAID MANAGED CARE BUSINESS

On motion, the following resolution was approved by the Medical Center Operating Board for the University of Virginia Transitional Care Hospital and will be reported to the full Board:

APPROVAL FOR A MEDICAL CENTER JOINT VENTURE IN A MEDICAID MANAGED CARE BUSINESS

WHEREAS, the Medical Center Operating Board and the Finance Committee find it to be in the best interests of the University of Virginia and its Medical Center for the Medical Center to participate and invest in a joint venture with Carilion Clinic or an affiliate, Aetna, Inc. or an affiliate, and Riverside Health System or an affiliate, and future partners to be determined, for a Medicaid managed care business; and

WHEREAS, Section 23-77.3 of the Code of Virginia grants authority to the Medical Center to enter into joint ventures;

RESOLVED, the University, on behalf of the Medical Center, is authorized to enter into a joint venture for a Medicaid managed care business with Carilion Clinic or an affiliate, Aetna, Inc. or an affiliate, and Riverside Health System or an affiliate, and future
partners to be determined, whereby the Medical Center, directly or indirectly, will obtain a membership interest not to exceed 16.33%; and

RESOLVED FURTHER, the President of the University, or her designee, in consultation with the Vice President and Chief Executive Officer of the Medical Center and with the approval of the Chair of the Medical Center Operating Board and the Chair of the Finance Committee, is authorized to negotiate the terms of such joint venture, including the execution of contracts and all other documents necessary for the effectuation of the joint venture, on such terms as the President of the University or her designee deems appropriate, and to take such other action as the President of the University or her designee deems necessary and appropriate to consummate the foregoing.

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Vice President and CEO Remarks

The chair asked Mr. R. Edward Howell, Vice President and Chief Executive Officer of the Medical Center, to give his report on the Medical Center. Mr. Howell stated this is the time of year that we recognize the contributions of our staff as they care for our patients and their families through celebrating National Hospital Week and National Nurses Week. The following celebrations were planned:

- National Hospital Week – celebrated with a Health System Luncheon. The leadership from the Medical Center and the School of Medicine served over 6,000 employees from the Health System at five locations as a way of saying thank you for what they do all year long.

- Nursing staff – celebrated through a special screening of “Florence: If You Could See Us Now”. Over 250 from the Nursing staff attended this event as well as faculty from the School of Nursing. Members of the Nursing staff from Martha Jefferson Hospital were also in attendance.

- “Health System Hoos” Initiative - Coach Boyle hosted a special “Thank You” Open House to all Health System staff who attended every game. It is worth noting that last year nearly 20% of the season ticketholders for Women’s Basketball were Health System employees!

Mr. Howell said that last month, the Medical Center received the Governor’s Environmental Excellence Award for reducing the environmental impact through recycling, improving the energy efficiency of buildings, using advanced technology to reach underserved patient populations through Telemedicine, and supporting sustainable food products. This award recognizes the Medical Center’s commitment to be an environmentally responsible provider of healthcare, an issue that will gain more attention in the years ahead.
In regard to the Rural Area Medicine (RAM) Clinic at Wise, regrettably the Medical Center will not be providing medical direction for this initiative this year. They will be providing GYN/oncology services and mobile mammography, but involvement will be scaled back. The Medical Center arrived at this position as the result of some fundamental philosophical differences with the RAM Corporate organization. The Medical Center is committed to working with the Health Wagon in Wise to ensure that, going forward, they can be collaborative partners in meeting the healthcare needs of the citizens of this area.

Mr. Howell said the Medical Center is very concerned about the State's position on the expansion of the Medicaid Program. He said they continue vigilance through the Virginia Hospital and Healthcare Association, and his membership on the Virginia Health Reform Initiative Advisory Council.

Mr. Howell gave an update on the Electronic Health Record. Most people have applications on their cell phones for everything from sports scores to restaurant locations. Now, EPIC has developed an application that allows our patients to view their key medical information through an application that accesses MyChart. Mr. Howell said he installed the application on his phone and was able to view his lab results after his annual physical before he returned to the office. He recommended this application to all.

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Vice President and Dean's Remarks

Mr. Howell introduced Dr. Steven DeKosky, Vice President and Dean of the School of Medicine, to report. Dr. DeKosky reported on this year's Match Day: 141 of 145 students were matched, with 25 staying at UVA. Several are heading to Yale, Johns Hopkins, Vanderbilt, Duke, Harvard, and the University of Pennsylvania. They will be training in 32 states and D.C., and 41% are going into Primary Care.

Dr. DeKosky briefed the Board on the first year of restructuring and new curriculum for Biomedical Sciences (BIMS): 41 first-year students participated in the program. BIMS student accomplishments include a first-year student receiving an NSF pre-doctoral fellowship; several students had terrific scores from the NIH and are awaiting notice of awards; articles published in high impact publications; Dan Matson, a student in Todd Stukenberg's laboratory was awarded the Michael J. Peach Outstanding Graduate Student; and Amelia Hufford, a Microbiology, Immunology, & Cancer Biology student in Kodi Ravichandran's laboratory was awarded the Jill E. Hungerford Prize in Biomedical Sciences.

Dr. DeKosky listed several doctors who were awarded clinical research grants funded by the Medical Center as part of the strategic implementation: Jason Druzgal, M.D., Jeff Elias, M.D., Ira Hall,
Ph.D., Chris Kramer, M.D., Coleen McNamara, M.D., and Angela Taylor, M.D. He also provided an update on the proposed Ivy Building at 560 Ray C. Hunt Drive and the areas that will occupy that space.

**Capital Projects**

Mr. Howell introduced Mr. Robert H. Cofield to report on various capital projects. Mr. Cofield shared a summary and status report of various facilities expansions and renovations that occurred or are still under construction over the last year. Radiology, the Emily Couric Cancer Center, Acute Care renovations, the hospital bed expansion project, ICU renovations, and 7th and 8th Floor cosmetic renovations were all completed. The Battle Building, the East Chiller Plant/Lee Street realignment, and several connective elements are still in construction.

**Development**

Ms. Karen Rendleman provided a written report in the materials on major gifts committed or received for the period of December 1, 2012 through March 30, 2013. The written report is attached to these Minutes.

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On motion, the meeting was adjourned by the Chair at 11:30 a.m.

SGH:lah
These minutes have been posted to the University of Virginia’s Board of Visitors website.
http://www.virginia.edu/bov/mcobminutes.html
The School of Nursing received a $5 million commitment in support of its Clinical Nurse Leader (CNL) Program. The gift will double the size of the current program from 48 to 96 students over the next five years, will help provide critical financial aid to these students, will expand the CNL program to a second clinical site in an underserved area, and will hire faculty to teach the program’s expanded enrollment.

A $2 million realized bequest was received from the estate of a medical alumnus in support of the Arthur Ebbert Jr. Scholarship in the School of Medicine.

A member of the Children’s Hospital Committee and her husband documented a $1 million planned gift in support of the Battle Building at UVA Children’s Hospital.

A $1 million contribution was received from Altria for the balance of the company’s pledge in support of the Virginia Center for Translational and Regulatory Sciences (VCTRS).

A $750,000 final distribution was received in support of the Paul H. Wornam Scholarship in the School of Medicine.

Notification was received of a pending $600,000 realized bequest in support of the diabetes clinical and research program.

The School of Medicine received a $340,885 distribution on a previously reported estate gift to be used for unrestricted purposes.

A $275,000 estate distribution was received in support of the Balderson Chair in the Department of Otolaryngology.

A medical alumnus and his wife established a $250,000 planned gift to fund a scholarship in the School of Medicine.

A $250,000 realized bequest was received for the School of Medicine Class of 1965 class fund.

A $200,000 gift was received from the Ivy Foundation in support of the Ivy Foundation Innovations Fund in the School of Medicine.

A $150,000 contribution was received in support of the Grand-Aides Program.
A $149,432 distribution was received from the Children’s Miracle Network for the fourth quarter of 2012, representing an increase of more than $49,000 over last year’s distribution.

A $147,000 gift of life insurance was received in support of Pediatric Cardiology.

An in-kind contribution of 10,000 children’s books, valued at $136,396, was received for distribution to Kluge Children’s Rehabilitation Center patients seen in specialty clinics throughout 2013.

A $100,000 contribution was received in support of Dr. Michael Weber’s melanoma research in the Department of Microbiology.

A $100,000 contribution was received in support of the Helen Pappas Family Endowment Fund in the School of Medicine.

A School of Medicine faculty member documented a $100,000 bequest in support of the Department of Pediatrics division of Pediatric Nephrology.

A UVA alumnus and grateful parent documented a $100,000 bequest in support of neonatal care at UVA Children’s Hospital.

A School of Medicine faculty member committed $100,000 towards the establishment of a chair in the Department of Dermatology.

The School of Nursing received its first $100,000 pledge in support of the Nursing Faculty Legacy endowment, a pooled endowment providing permanent resources to the dean for recruitment, retention, and start-up packages for faculty.

A UVA Health Foundation trustee and his wife, who serves on the School of Nursing Advisory Board, have committed $100,000 through their family foundation in support of the Rodriguez Nursing Student Research and Leadership Fund.

A UVA alumnus and his wife contributed $100,000 in support of the Focused Ultrasound Foundation’s Parkinson’s disease trial at UVA. The $1.2 million trial will also be funded in part through an additional $100,000 commitment by a UVA Health Foundation trustee and her husband.

Other gifts and pledges received include:
Development Report

• A $74,260 commitment in support of the Jack M. Gwaltney, Jr., Professorship in Infectious Diseases in the School of Medicine;
• $60,860 raised through UVA’s 15th Annual Dance Marathon in support of the Children’s Miracle Network at UVA Children’s Hospital;
• A $50,000 planned gift in support of the School of Medicine;
• A $50,000 commitment in support of the Joseph Berger Memorial Fund in the Department of Obstetrics and Gynecology;
• A $50,000 commitment in support of Dr. Michael Thorner’s research in endocrinology;
• A $50,000 gift in support of Dr. Jeff Young’s research in the Department of Surgery;
• A $50,000 commitment in support of the Teen Health Education Program;
• A $50,000 commitment in support of Dr. David Jones’ lung cancer research; and
• A $50,000 gift to help establish a chair in the Department of Dermatology.

OTHER DEVELOPMENT INITIATIVES

Representatives from the University development community met with Altria executives to follow up on President Teresa Sullivan’s meeting with Altria in November and to discuss next steps for expanding the University’s relationship with the company through individual school and program relationships as well as high-level strategic initiatives.

The UVA Children’s Hospital Main Event “Soiree” gala was held on February 2. Almost 400 guests attended, including Medical Center Chief Executive Officer Ed Howell, Department of Pediatrics Chair Dr. James Nataro, and other key Medical Center and Children’s Hospital leadership. The event raised a record $256,000 in support of the Battle Building, surpassing last year’s fundraising total by $39,000.

Former UVA Health Foundation trustee Paul Manning met with development staff to review his philanthropic projects and planning for 2013-14, expressing an interest in continued support of type 1 diabetes as well as learning more about UVA’s efforts in stem cell research. The Manning Symposium benefactor’s dinner will be held at Carr’s Hill on April 25.

The Medical Alumni Association held their Annual Meeting in Williamsburg in February.
The School of Nursing has received more than 45 gifts to date in memory of Wade Lancaster, husband of emeritus dean Jeanette Lancaster, who passed away unexpectedly on February 3 while on the Semester at Sea voyage in Shanghai. The gifts will support the James Howard Miller Endowed Scholarship, which Wade Lancaster created to honor Jeanette’s father.

More than 70 guests attended the School of Nursing Scholarship Celebration Luncheon on February 16.

The Communications team assisted in the production of a Medical Center direct mail solicitation that was sent to approximately 25,000 current patients with a message highlighting UVA’s contribution to better health across our community and beyond. The team also created various videos and collateral in support of several engagement and fundraising events, and produced issues of Investing in Hope and Pulse, which included a campaign honor roll of donors.

To date in fiscal year 2013, Health System development officers have made a total of 1,035 face-to-face visits with donors and prospects.
As of February 28, 2013, the Campaign for Health total is $645,144,533, or 129% of the original $500 million goal.

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