

Minutes are not final until approved by the Board of Regents at the March 2010 meeting

**BOARD OF REGENTS and its
HEALTH SCIENCES SYSTEM COMMITTEE
NEVADA SYSTEM OF HIGHER EDUCATION**
UNLV Student Union Ballrooms B&C
4505 South Maryland Parkway, Las Vegas
Friday, December 4, 2009

Members Present: Mrs. Dorothy Gallagher, Chair
Dr. Raymond D. Rawson, Vice Chair
Mr. Mark Alden
Mr. William G. Cobb
Mr. Ron Knecht
Mr. Michael B. Wixom

Other Regents Present: Dr. Jason Geddes
Mr. James Dean Leavitt

Others Present: Mr. Daniel J. Klaich, Chancellor
Dr. Maurizio Trevisan, EVC and CEO, HSS
Mr. Bart Patterson, Vice Chancellor, Administrative
& Legal Affairs
Mr. Mike Reed, Vice Chancellor, Finance
Ms. Robyn Render, Vice Chancellor, IT
Dr. Marcia Turner, VC and COO, HSS
Mr. Scott Wasserman, CEO & Special Counsel to the Board
Mr. Hank Stone, System Counsel and Director of
Real Estate Planning
Ms. Holly Balmer, NSHE
Ms. Eileen Biosi, NSHE
Ms. Ruby Camposano, NSHE
Ms. Sandi Cardinal, NSHE
Mr. John Kuhlman, NSHE
Dr. Michael D. Richards, President, CSN
Dr. Stephen Wells, President, DRI
Dr. Fred Maryanski, President, NSC
Dr. Maria Sheehan, President, TMCC
Dr. Neal Smatresk, President, UNLV
Dr. Milton Glick, President, UNR
Dr. Carol Lucey, President, WNC
Ms. Hyla Winters, CSN
Mr. Andrew Joros, DRI
Mr. Greg Bortolin, DRI
Mr. Buster Neel, NSC
Ms. Paula Lee Hobson, TMCC
Ms. Delores Sanford, TMCC
Mr. Gerry Bomotti, UNLV

Dr. Michael Bowers, UNLV
Ms. Nichole Kazimirovich, UNLV
Ms. Nancy Strouse, UNLV Foundation
Mr. Kyle George, UNLV-GPSA
Ms. Lori Candela, UNLV School of Nursing
Ms. Tish Smyer, UNLV School of Nursing
Ms. Susan VanBeuge, UNLV School of Nursing
Dr. Carolyn Yucha, UNLV School of Nursing
Mr. Robert Dickens, UNR
Dr. Marc Johnson, UNR
Mr. Greg Nuttle, UNR
Ms. Jannet Vreeland, UNR
Ms. Leah Wilds, UNR
Mr. Brandon Bishop, UNR-ASUN
Mr. Gabriel Matute, UNR-ASUN
Ms. Valerie Lykes, UNR-GSA
Ms. Sarah Keating, UNR, Orvis School of Nursing
Dr. Patsy Ruchala, UNR, Orvis School of Nursing
Mr. Walter Ayers, UNR, School of Medicine
Dr. Ole Thienhaus, UNR, School of Medicine
Dr. Judith Cordia, WNC
Ms. Helaine Jesse, WNC
Mr. Dan Neverett, WNC
Ms. Justine Harrison, Nevada Cancer Institute

Faculty senate chairs in attendance were Mr. N. Mark Rauls, CSN; Dr. Gregory Robinson, NSC; Mr. Jim Lowe, System Administration; Mr. P. Elliott Parker, UNR; and Mr. Gil Martin, WNC. Student body presidents in attendance were Mr. Nathaniel Waugh, CSN; Mr. Adam Porsborg, TMCC; Ms. Jillian Murdock, UNR-GSA; and Mr. Andy Pozun, WNC.

Chair Dorothy Gallagher called the meeting to order at 8:05 a.m. with all members present except Regent Knecht.

1. Approved-Minutes – The Committee recommended approval of the minutes from the June 11, 2009, meeting (*Ref. HSS-1 on file in the Board office*).

Regent Wixom moved approval of the minutes from the June 11, 2009, meeting.
Regent Rawson seconded. Motion carried.

2. Information Only-Chair's Report – Chair Gallagher updated the Committee regarding Health Sciences System planning and development efforts since the last meeting of the Committee.

Chair Gallagher congratulated the Health Sciences System, the UNLV and NSC Schools of Nursing, and the UNR School of Medicine on the successful grand opening of the NSHE Clinical Simulation Center of Las Vegas, located at the Shadow Lane Campus on Wednesday, December 2, 2009. She encouraged everyone to see the facility.

Regent Knecht entered the meeting.

3. Information Only-UNR and UNLV – New Degree, Doctor of Nursing Practice – Information was provided to the Committee regarding a collaborative Doctor of Nursing Practice degree program between the UNR Orvis School of Nursing and the UNLV School of Nursing (*Ref. HSS-3 on file in the Board office*).

Dr. Michael Bowers, Executive Vice President & Provost, UNLV, reported that this is the second collaborative project between UNR and UNLV since the Ph.D. in Public Health in 2009. Dr. Marc Johnson, Provost, UNR, added that UNR is especially pleased with the mutual effort because it is an online degree with no costs involved.

Dr. Patsy Ruchala, Director, Orvis School of Nursing, UNR, explained that approval is requested for the Doctor of Nursing Practice degree. The Ph.D. programs usually prepare nurses to be researchers, but there is also the role of an educator. This post-masters program will focus on advanced practice nurses, nurse practitioners, nurse midwives, nurse anesthetists and nurse executives. The students will already be certified or eligible for certification as a nurse practitioner or nurse executive, and this degree will provide a greater knowledge base in their advanced practice role.

Dr. Ruchala said that state funding will not be necessary for this program. After consulting with the extended studies units, the decision was made to run the program online, at a tuition cost that will be self-supporting. Dr. Carolyn Yucha, Dean, Nursing and Allied Health Sciences, UNLV, concurred that it is a marketable program at \$600 per credit hour, which is comparable to costs around the country.

Mr. Daniel J. Klaich, Chancellor, NSHE, asked if this would pressure nurses to obtain another degree for which they may not be compensated. Dr. Yucha replied that this is a national trend to convert a master's degree, especially for nurse practitioners, to Ph.D. of Nursing Practice. There will be some states that will no longer prepare nurse practitioners as master's degrees. In 10 years it may be that you can no longer become a nurse practitioner with a master's degree.

3. Information Only-UNR and UNLV – New Degree, Doctor of Nursing Practice –
(continued)

Dr. Maurizio Trevisan, Executive Vice Chancellor and Chief Executive Officer, Health Sciences System, explained that a nurse practitioner is a specific level of degree, unlike a nurse in a hospital ward. Every nurse in a hospital will not require a doctorate. Dr. Ruchala clarified that this is a more practice application degree.

Regent Cobb stated that this program was unanimously voted to be instated at the Academic, Research and Student Affairs Committee meeting. One of the potential benefits is another source of educators.

4. Approved-Master Affiliation Agreement between the Nevada Cancer Institute and the Nevada System of Higher Education (NSHE) – The Committee recommended approval of the master affiliation agreement between the Nevada Cancer Institute and the Nevada System of Higher Education (NSHE) (Ref. HSS-4 on file in the Board office).

Executive Vice Chancellor Trevisan said the master affiliation agreement will serve as the framework for the collaboration between the individual institutions within the System and the Nevada Cancer Institute.

Mr. Bart Patterson, Vice Chancellor, Administrative and Legal Affairs, felt the creation of this association was exciting because it expedites development with the Nevada Cancer Institute and each of the NSHE institutions. While this agreement does not require the commitment with any particular resources by an institution, it is designed to pave the way and create the framework for each individual institution to work out a specific set of duties or responsibilities associated with the Nevada Cancer Institute. Mr. Patterson added that Dr. John Ruckdeschel, Director and CEO of the Nevada Cancer Institute, will be available to address the agreement or any questions the Board may have.

Ms. Justine Harrison, General Counsel, Nevada Cancer Institute, believed the agreement would allow resources to be collectively leveraged to recruit faculty, conduct research, and educate the future scientists and other professionals in the state.

Chancellor Klaich felt this was a remarkable tribute to come together as partners for the people of Nevada. He thanked everyone for their achievement.

Regent Rawson moved approval of the master affiliation agreement between the Nevada Cancer Institute and the Nevada System of Higher Education. Regent Knecht seconded.

4. Approved-Master Affiliation Agreement between the Nevada Cancer Institute and the Nevada System of Higher Education (NSHE) – (continued)

Regent Cobb noted that the agreement identified three parties, but was executed by only two parties. Ms. Harrison explained that the doctors were a separate entity from the Nevada Cancer Institute and set up as a separate corporation. They could not be hired directly under the non-profit. Mr. Patterson said a separate signature line for the corporation will be added to the agreement. Regent Cobb asked, regarding the insurance provisions, if there was consideration to having each party named as an additional insured. Mr. Walt Ayers, Assistant General Counsel for the UNR School of Medicine in Las Vegas, stated that it is possible under the policies. Regent Cobb recommended it be considered.

Regent Cobb asked about the indemnity provision where there is different language concerning the attorney's fees. Chancellor Klaich said it is the standard indemnity/waiver language, which is the only indemnity language that NSHE can include in contracts.

Regent Rawson requested that the extra signature line in the agreement be included as part of the motion. Regent Knecht accepted the friendly amendment.

Motion carried

5. Information Only-University of Nevada School of Medicine Presentation - UNR – Dr. Milton D. Glick, President, UNR, provided an update on the planning for the School of Medicine.

Executive Vice Chancellor Trevisan said the Health Sciences System is in the midst of strategic planning, and as part of that arrangement, the Health Sciences System helped the Medical School review its operations and future plans.

Dr. Milton D. Glick, President, UNR, reported that the presentation serves as a state of the Medical School, and includes information compiled by LarsonAllen Consultants.

President Glick said UNR has a very small, high quality medical school. It is among the smallest in the country. In spite of a 69% increase in licensed physicians in the last decade, Nevada is still 48th in the nation regarding the number of physicians per population. There is a serious need to increase the physician numbers in this state.

President Glick continued that the Medical School is less research oriented than traditional medical schools that have much larger core faculties. It does not own a hospital nor does it have a hospital relationship, which would be described as an academic medical center. The school has one of the lowest numbers of residency

5. Information Only-University of Nevada School of Medicine Presentation - UNR –
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programs in the nation with the smallest number of residency programs of any state that has a medical school. Half of the M.D. graduates practice in Nevada; 70% of those who come through the school's residency program practice in Nevada. The pass rate for graduates is above the average and the graduates consistently place in the most competitive residency programs in the country. The Medical School provides uncompensated medical care at the level of \$11 million a year. It serves the state very well, but it does not provide the mass of research, graduates and graduate medical education the state needs for its future. There is high research productivity compared to other medical schools of this community-based medical school model. Nonetheless, there is not enough research base that the state needs to further healthcare innovation and to bring the bio-medical industry to this state. Several departments, including physiology, pharmacology, immunology and microbiology, place high in NIH funding.

President Glick provided a PowerPoint presentation (*on file in the Board office*) on the UNR Medical School, consisting of: 2006: 5-to-10 Year Strategic Plan; 2006 Strategic Plan Progress; 2006 Strategic Plan; 2006 Strategic Plan - \$300 million capital needs; School of Medicine Revenue Trends; UNSOM Graduate Medical Education Funding Opportunities; School of Medicine Next Steps; VPHS/Dean search committee; and the School of Medicine New Steps.

President Glick said the 5-to-10 year strategic plan structure from 2006 was to grow the state support from \$30 million to \$53 million; to grow the total School of Medicine budget from \$146 million to \$300 million; to increase the class size from 52 to 96; to increase graduate medical education positions by 250; to grow the faculty from 272 to 572 positions; and to expand the facility at a cost of \$300 million to \$350 million.

President Glick continued that the progress made from 2006 to 2010 was that the state support went from \$30 million to \$35 million; the School of Medicine budget went from \$146 million to \$166 million; class size has gone from 52 to 62; graduate medical education positions grew from 222 to 280; and faculty positions from 272 to 300. Based on the Strategic Plan, \$300 million in capital is needed. The Center for Molecular Medicine will open in 2010. The William N. Pennington Health Sciences Building will open in 2011. The Clinical Simulation Center of Las Vegas opened in 2009. It is not known when the Academic, Clinical, Training and Research Center will open. Consolidation of leases for the Las Vegas Facility acquisition is under study.

President Glick stated that only 20% of the Medical School's budget is from the state. The remaining revenues come from various sources. Every number needs to be expanded in order to achieve the goals. State funding peaked in 2007 and has gone down ever since. Most other revenues have gone flat.

5. Information Only-University of Nevada School of Medicine Presentation - UNR –
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Regent Alden left the meeting.

President Glick said that with respect to graduate medical education funding opportunities, hospital support of graduate medical education programs is essential to program growth. The Nevada Hospital Association and Clark County Medical Society have endorsed the need for a major expansion of graduate medical education programs. For the School of Medicine to receive the same level of non-graduate medical education hospital support, an additional \$3.9 million is required. All revenue streams will have to be expanded, including ways that research functions can be carried out. State support and federal funding will be necessary. The economy is not strong and the mechanisms, timeline and funding need to reflect the economy.

President Glick said the search is underway for the Vice President of Health Sciences/Dean of Medicine reporting to the UNR Provost and President. Isaacson, Miller was hired as the search consultant.

President Glick believed that the structure must reflect “one school of medicine” with a statewide mission and vision and a strong dean model. The next steps for the School of Medicine are to have one practice plan with integrated economics, and to establish a blue ribbon visiting committee and an academic health center. Graduate medical education should expand primarily in Las Vegas and basic science education and research growth will be located mainly in Reno. President Glick felt there is a strong Medical School to be proud of.

Chair Gallagher thought the presentation helped to focus on what is really important to the School of Medicine. Having a building in Las Vegas gives the Medical School a real presence. The faculty now feels they have an identity. President Glick said key people have visited Las Vegas to conduct a serious analysis for choosing a building that will be suitable for the Medical School.

Regent Leavitt asked if it was necessary for the School of Medicine to have an iconic structure and asked why the faculty felt they do not have a presence. President Glick felt it has to be a building that looks institutionally robust, is clearly identifiable and near one or more hospital partners.

Regent Leavitt asked if existing space could be converted. Dr. Ole Thienhaus, Dean, School of Medicine, UNR, felt it important to create a campus home, consisting of more than office space or a practice or research building – it is the unity of the whole. There is a core with the Shadow Lane Campus and the opening of the NSHE Clinical Simulation Center. It is hopeful to compliment that with other aspects of the Medical School through identifiable buildings, by creating a medical campus. That component is currently missing. Students and faculty living in Las Vegas are somewhat homeless. He cited as an example that

5. Information Only-University of Nevada School of Medicine Presentation - UNR –
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there is no university meeting area where colleagues would typically meet for discussion. Dr. Thienhaus continued that if the space is right and is functionally allocated correctly, it makes no difference if the building is old or new.

Executive Vice Chancellor Trevisan added that the iconic nature of the recognition does not come from real estate alone. It comes from the nature and the strength of the programs and therefore the creation of the identity. The NSHE Clinical Simulation Center, approved by the Board in 2005, is creating this inter-institutional collaboration and will provide an even stronger opportunity for the iconic recognition of the NSHE program. It is not just a medical school per se, but how it interacts with the other health programs; the dental school, the school of nursing, the community health sciences. This is what is going to create the notion of an academic health center and health core, which is crucial to the iconic identification of the System and the institutions.

Chancellor Klaich was particularly pleased to hear President Glick's comments to the personal importance of establishing a physical presence in Las Vegas for the School of Medicine. President Glick said that visiting Las Vegas is making a difference in connecting the pieces.

Regent Wixom felt it was difficult for the Board to understand their role in helping with this process. There is the hospital/medical provider relationship and the private entity relationship used to leverage into funding and revenue opportunities. President Glick replied that the Board may play a major role developing an affiliation with a leading hospital where the School of Medicine will have a governance role. It will be requested that some Regents meet the candidates who will be applying for the position of Vice President of Health Sciences/Dean of the School of Medicine. It will be important that the applicants know the Regents really believe this is an important initiative. More state resources will be required and without them the school will become more dependent upon the practice plan.

Regent Alden entered the meeting.

Regent Wixom said the Board is a responsive body that answers to policy initiatives as opposed to initiating them. Because medicine is so specialized, it seems the only way for the Board to become involved is to respond to initiatives presented by the Medical School. President Glick responded that someone with expertise as an advisor would help.

Chancellor Klaich said former Chancellor James E. Rogers spoke with the Dean of the Medical School at Johns Hopkins University Hospital and they have offered to bring some of their best people to Nevada to share their knowledge and experience. Regent Wixom requested that the Medical School and the System

5. Information Only-University of Nevada School of Medicine Presentation - UNR –
(continued)

come forward with ideas for the Board to engage in those discussions specifically to develop that relationship. Chair Gallagher stated that it is not necessary to re-invent the wheel to share experiences others have had. President Glick felt that Johns Hopkins has been a powerhouse medical school for so long there may not be much parallel between them and UNR. He thought Utah or New Mexico could be better models.

Chancellor Klaich said former Regent and District A County Commissioner Steve Sisolak indicated his desire to facilitate discussions with the County Commissioners regarding the types of relationships referenced by President Glick.

Regent Wixom asked what is needed now as facilities are expanded. President Glick felt that Nevada has to find a way to have high value industries come to this state, like the bio-medical industry. These companies are not as driven by taxes as they are by a highly educated work force.

Regent Cobb asked about UMC. President Glick replied that they have financial problems and there are also complications as to what the relationship is between UMC and UNR. There is some question as to how UMC will service Clark County in the future. Dr. Thienhaus explained that UMC is the major teaching hospital in graduate medical education. There are presently 170 residents training under the auspices of UMC. It is a mutually beneficial, but also dependent, relationship in terms of graduate medical education – meaning we could not maintain any significant presence in medical education without the support from UMC. The residents not only work there, but UMC pays their stipends and a large portion of the faculty salaries required to supervise the residents. In terms of medical student education, much of that takes place in the context of residency training. There is a very strong relationship in the sense that functionally UNR and UMC depend on each other. UMC would be hard-pressed to deliver services without the residents. In terms of governance, UNR and UMC are separate. The UMC CEO and management team reports to the County Commission and the residents report to UNR. Without these residencies, doctors could not be retained in the state.

Regent Cobb asked if the Center of Molecular Medicine was built entirely on the recovery of indirect costs from the practice plan. President Glick said that other than the FF&E, it was built entirely with indirect costs from faculty grants across the university. In addition a portion of that is dedicated to the Whittemore Peterson Institute, which they pay for. Regent Cobb felt the value of higher education should be communicated to the public, along with the educated workforce issue.

6. Postponed-Overview of the College of Southern Nevada's Health Sciences Programs – Dr. Michael D. Richards, President, CSN, asked that this item be rescheduled to the next meeting due to the Committee's time constraint.
7. Postponed-Roundtable Discussion on the Health Sciences System – Chair Gallagher postponed this item due to the Committee's time constraint.
8. Public Comment – None.
9. New Business – Chair Gallagher asked what topics for discussion the Committee would like to see brought forth for the next meeting.

Regent Cobb asked for suggestions as to how the Regents can help the Health Sciences System and the Medical School.

Regent Wixom requested specific responses to what the Board can do now to assist with hospital/health care provider relationships and the leverage of private relationships. He felt the synergy between UNR and UNLV is crucial in this process. With a cooperative effort more can be leveraged.

Regent Leavitt requested that Executive Vice Chancellor Trevisan, in collaboration with the institutional leadership of UNR, UNLV, CSN and NSC, conduct an analysis of the programmatic and facility needs related to the development of the inter-institutional academic health center in Las Vegas, incorporating the relocation efforts of the School of Medicine, for a presentation to the Board.

The meeting adjourned at 9:47 a.m.

Prepared by:

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Submitted for approval by:

Scott G. Wasserman
Chief Executive Officer & Special Counsel
to the Board of Regents