

Minutes are intended to note; (a) the date, time and place of the meeting; (b) those members of the public body who were present and those who were absent; and (c) the substance of all matters proposed, discussed and/or action was taken on. Minutes are not intended to be a verbatim report of a meeting. An audiotape recording of the meeting is available for inspection by any member of the public interested in a verbatim report of the meeting. These minutes are not final until approved by the Board of Regents at the December 2016 meeting.

**BOARD OF REGENTS and its  
HEALTH SCIENCES SYSTEM COMMITTEE  
NEVADA SYSTEM OF HIGHER EDUCATION**  
Joe Crowley Student Union, Milt Glick Ballroom A  
University of Nevada, Reno  
87 West Stadium Way, Reno  
Friday, September 9, 2016

Members Present: Mr. James Dean Leavitt, Chair  
Dr. Mark W. Doubrava, Vice Chair  
Dr. Jason Geddes  
Mr. Kevin C. Melcher  
Ms. Allison Stephens

Members Absent: Mr. Kevin J. Page

Other Regents Present: Mr. Michael B. Wixom

Others Present: Ms. Crystal Abba, Vice Chancellor, Academic & Student Affairs  
Mr. Vic Redding, Vice Chancellor, Finance  
Ms. Allison Combs, Asst. Vice Chancellor & Director of Public Policy  
Mr. Nicholas Vaskov, System Counsel & Director of Real Estate Planning  
Dr. Len Jessup, President, UNLV  
Dr. Marc A. Johnson, President, UNR

Faculty senate chairs in attendance were Dr. Mark Green, DRI; and Mr. Eric March, System Administration.

*For others present, please see the attendance roster on file in the Board office.*

Chair James Dean Leavitt called the meeting to order at 8:02 a.m. with all members present except Regent Page.

1. Information Only-Public Comment – None.
2. Approved-Minutes – The Committee recommended approval of the minutes from the June 10, 2016, meeting (*Ref. HSS-2 on file in the Board office*).

Regent Geddes moved approval of the minutes from the June 10, 2016, meeting. Regent Stephens seconded. Motion carried. Regent Page was absent.

3. Information Only-Chair's Report - Chair James Dean Leavitt provided general remarks and updated the Committee members regarding health sciences planning and development efforts including activities and actions, if any, of the Board of Regents, the Health Sciences System administration or other Nevada System of Higher Education (*NSHE*) leaders since the last meeting of the Committee.

Chair Leavitt stated the NSHE has made historic strides over the past three years since the discussion on expanding public medical education in Nevada first took place at the meeting in Elko. With the UNLV School of Medicine (UNLVSOM) expected to receive accreditation in October 2016, the NSHE is soon to have two medical schools that will serve Nevadans in a collaborative manner. Chair Leavitt praised and expressed his gratitude to the Committee and all individuals involved in the creation of the UNLVSOM.

4. Approved-Agreement between NSHE, University of Nevada, Reno School of Medicine and University of Nevada, Las Vegas School of Medicine and their Practice Plans for Transition of Medical Education in Southern Nevada – The Committee recommended approval of the agreement, as amended, between NSHE, University of Nevada, Reno School of Medicine and University of Nevada, Las Vegas School of Medicine and their practice plans for the transition of medical education in southern Nevada (*Ref. HSS-4 and supplemental amendment on file in the Board office*).

Regent Geddes moved approval of the agreement, as amended, between NSHE, UNRSOM and UNLVSOM and their practice plans for the transition of medical education in southern Nevada. Regent Melcher seconded.

Dr. Thomas Schwenk, Dean of the UNR School of Medicine (UNRSOM) and Vice President for the Division of Health Sciences, UNR, said the comprehensive agreement evolved over a considerable amount of time and discussion. He believes it addresses all primary issues of the transition, some of which are already in practice pending the Committee and Board's approval. Dean Schwenk shared a few key points of the agreement:

- A funds-flow mechanism will support the transition over the 2017-18 year; Effective July 1, 2017.
- A smaller component of funding will support a number of third-year students who will do their clerkships in Las Vegas at the University Medical Center (UMC) in the 2017-18 year. This will create a funds-flow to the UNLVSOM and its new faculty members; however, it will also keep the faculty members through joint appointments connected to students teaching in the 2017-18 year pending the arrival of the UNLVSOM students in the following year.

4. Approved-Agreement between NSHE University of Nevada, Reno School of Medicine and University of Nevada, Las Vegas School of Medicine and their Practice Plans for Transition of Medical Education in Southern Nevada – (continued)

- UNLVSOM was approved as an institutional sponsor of GME (Graduate Medical Education). This approval allows the approximate 20 programs to be transferred from the sponsorship of the UNRSOM to the UNLVSOM sponsorship based at UMC. A funds-flow mechanism will support the transfer for two years. In turn, this will allow UNRSOM to begin the process of shifting operational funds expended in Las Vegas to utilizing those funds for operation in Reno.
- Human resource issues, including the hiring of UNRSOM faculty by UNLVSOM, the responsibility for leave balances of such faculty and other related matters, were also addressed in the agreement.

At the request of Chair Leavitt, Dean Schwenk provided remarks on the communication with stakeholders, faculty members and students regarding the transition. He commented that, to his knowledge, every effort to communicate with all groups was made whenever possible during the creation of the agreement. With the agreement now concrete, it has allowed for more open communication with all parties. Dean Schwenk added there has been a steady stream of contact between his office to both the clinical staff and the department chairs in Las Vegas. A town hall meeting/Q&A session is currently being planned in order to further communicate the details of the agreement. Chair Leavitt suggested perhaps Dean Schwenk and Dean Atkinson can participate in a joint presentation in Las Vegas to share the information with faculty and students after October 20.

Dr. Barbara Atkinson, Founding Dean, UNLVSOM, added because the transfer of money to the UNLVSOM happened so quickly, they have begun setting up its clinical operation two years early. Also, the third-year students are able to continue their clerkships as out-patients. She briefly discussed UNLVSOM receiving institutional accreditation and being approved as a GME sponsor. Dean Atkinson shared her support of the agreement moving forward for approval.

In response to an inquiry from Chair Leavitt, Dean Atkinson discussed a few highlights of the agreement. In terms of communication, she spoke of a newsletter they are working on that will address many of the questions from faculty. Offer letters have been sent to faculty and contracts are set to be distributed by April 1, 2017. Dean Atkinson believes they have already set up a town hall meeting around the end of October/beginning of November. She made two important notes: 1) They are currently working on setting up the practice plan structure with the lawyers; 2) The UNLVSOM is a newly formed Nevada non-profit corporation currently seeking 501(c)(3) status, which is intended to manage the clinical practice of medicine by the UNLVSOM faculty in southern Nevada. This is like the UNRSOM Integrated Clinical Services, Inc. (ICS) that is recognized by Nevada state law as a separate, non-profit corporation with officers, which serves as the clinical practice plan

4. Approved-Agreement between NSHE University of Nevada, Reno School of Medicine and University of Nevada, Las Vegas School of Medicine and their Practice Plans for Transition of Medical Education in Southern Nevada – (continued)

platform for UNRSOM and manages the clinical practice of medicine by the UNRSOM faculty.

In regard to the state's recognition of UNLV SOM being a separate corporation, Regent Melcher inquired if the Regents have oversight on this and if so, will the Board be entitled to receive an annual report. Dean Atkinson replied that because the NSHE is ultimately the responsible party, the Board does have oversight and will receive a yearly report. In response to Regent Melcher's follow-up question, Mr. Vic Redding, Vice Chancellor, Finance, answered the current practice plans do not come to the main Board at the December 2016 meeting, but they will come to the Audit Committee as part of the audited financials presentation.

Regent Stephens expressed concern with the sufficiency of the financial numbers for the UNLV SOM, particularly for the practice plan. She wanted to know if a plan was in place to cover the difference if there is a shortage of funding. Dean Atkinson clarified the numbers before the Regents support the teaching component for the faculty already in place. The \$6 million covers the time it costs for teaching, however it does not cover the startup of a new practice which has been estimated at an additional \$13.5 million. Although billing begins the first day patients are seen, there will still be a gap as it takes revenue up to three months to come in. The options being discussed for funding the gap include requesting a loan from UNLV or applying for a bank loan. Dean Atkinson assured the Committee that starting with a loan is typically how most practices begin. Regent Stephens wanted to ensure the Committee's awareness of the other expenses which still need to be covered. She asked the Regents be kept updated on how those expenses are going to be taken care of because of the large commitment from the UNRSOM, the community and state. Chair Leavitt was curious as to whether the \$13 million could be requested in a future legislative session. Dean Atkinson said it is a possibility, but there are yet to be any final decisions regarding a request to the legislature. For now, they have only asked the state to fund pure education and research, not the clinical enterprise piece which is where the gap is.

Vice Chair Doubrava extended his congratulations to both Dean Atkinson and Dean Schwenk for working on the transition plan. He also extended his congratulations to both Presidents and looks forward to seeing the agreement implemented.

Dr. Marc A. Johnson, President, UNR, discussed a couple of points he believes to be important. The final agreement was to transition almost the entire southern physician and administrative faculty to the new medical school. This created stability for the remaining year of the UNRSOM in the south because if there was not a transition plan in place, many of the physicians would start leaving to look for continuity of their careers and UNR would not be able to finish out a successful year in Las Vegas.

4. Approved-Agreement between NSHE University of Nevada, Reno School of Medicine and University of Nevada, Las Vegas School of Medicine and their Practice Plans for Transition of Medical Education in Southern Nevada – (continued)

President Johnson added these physicians, administrative faculty and classified staff have served the NSHE for years and they not only need, but deserve career stability. A stable faculty offers stability to retain the graduate medical opportunities at UMC. President Johnson also discussed stability for the students and patients. If the current southern faculty was not being transitioned over to the new medical school, it would cause a disjointedness in teaching. In regard to doctor-patient relationships, the transition agreement assists with assuring patients that they will receive continuous healthcare. One of the values of the transition is the UNLV SOM will start with 120 physicians. There will be no search costs and there is an existing patient-set in place. President Johnson opposed requesting money from the legislature to fund the gap because accounts receivable will be generated on the very first day the patient practice begins. Thus, the UNLV SOM will avoid a number of start-up expenses. President Johnson concluded by stating the agreement moves the overall objectives of the NSHE ahead and the System, as a whole, will benefit.

Dr. Len Jessup, President, UNLV, added that both the UNLV SOM and UNRSOM fulfilled their fiduciary duties in the negotiations, both for their respective institutions and for the System. President Jessup echoed President Johnson's remarks regarding the access to 120 faculty members and commented that it was a good jumpstart for the UNLV SOM hiring. He shared the primary reason for everyone's involvement, especially Dr. Atkinson and the faculty associated with the UNLV SOM, is to teach, serve patients and conduct research. Their commitment to patients enabled them to start on the transition earlier and will result in serving patients in Las Vegas sooner than expected.

Motion carried. Regent Page was absent.

5. Information Only-Code Revision, Title 2, Chapter 5, Section 5.4.10 Credit of Leave between Schools of Medicine - President Marc A. Johnson and President Len Jessup requested approval of a new Code section, Title 2, Chapter 5, Section 5.4.10, wherein professional staff of the University of Nevada, Reno School of Medicine in southern Nevada who are hired by the UNLV SOM will be credited with accumulated leave from the UNRSOM (*Ref. HSS-5 on file in the Board office*). This item was presented for information only and will be presented for action at a subsequent meeting of the Board of Regents.

Dean Atkinson noted the Code revision covers the piece of the contract that specifies exactly how annual and sick leave will be transferred on July 1, 2017. Ms. Mary Dugan, General Counsel, UNR, added the 120 faculty members will be ending their employment at the UNRSOM and will be starting new employment at the UNLV SOM. If the UNRSOM had to buy out all the leave, it would be a burdensome

5. Information Only-Code Revision, Title 2, Chapter 5, Section 5.4.10 Credit of Leave between Schools of Medicine – (continued)

and difficult task. Ms. Dugan remembered a previous meeting where Regent Stephens spoke on not starting one medical school at the expense of another. Faculty will transition in as new employees, but will be credited with leave and the leave will not be paid out unless they leave the UNLV SOM according to a certain timeline which is addressed in the agreement.

Chair Leavitt asked Mr. Nicholas Vaskov, System Counsel and Director of Real Estate Planning, if this will be presented for action at the December meeting. Mr. Vaskov replied he believes it will be.

6. Information Only-University of Nevada, Las Vegas School of Medicine - Dr. Barbara Atkinson, Founding Dean of the UNLV School of Medicine, provided an update about the medical key initiatives including its accreditation progress, facility planning and design, faculty recruitment, transitioning University of Nevada, Reno School of Medicine academic faculty to UNLV School of Medicine, Faculty Practice Plan and clinical operations.

Dean Atkinson shared that accreditation is on track and they will know by October 19 at the latest on whether they can accept students in the fall who would start in July 2017. The accreditation site visit went extremely well with only two deficiencies to note: 1) The policy prohibiting a student's personal physician from evaluating that student must be amended to reflect a plan on how the school can guarantee this will never occur; 2) Following the newly set guidelines of the Liaison Committee on Medical Education (LCME) in regard to allowing individual schools to define their own diversity, the UNLV SOM included groups such as veterans, first-generation college students and lower socio-economic classes in its definition. There is no way to determine whether its definition of diversity will be accepted until the official report arrives in October. She was hopeful those two issues will not stall accepting students. On another note, Dean Atkinson added they received a handful of commendations on their 2-year curriculum.

On the clinical side, on July 8, 2016, the UNLV Ackerman Center for Autism had a "soft" opening. The Center worked with a local Medicaid provider that had a list of 250 children waiting for diagnoses; 245 children have already been seen. There will also be other clinics and programs soon to be provided at the Center for Autism which will specifically focus on children.

Dean Atkinson discussed the conceptual design for the medical education building and how it will assist with fundraising. The design is expected to be completed this October and they plan to present it at a meeting in the near future. The conceptual design will be taken to donors. Currently, they are near closing a deal with a naming donor and will make the announcement once the deal has been confirmed.

6. Information Only-University of Nevada, Las Vegas School of Medicine – *(continued)*

Dean Atkinson ended her update by speaking of the weekly letter she has been sending out for the past a year which now has 25,000 subscribers. On social media, about 41,000 people are hitting the UNLV SOM sites. Chair Leavitt asked if the library will be a resource that can be shared between both institutions. Dean Atkinson confirmed that anyone with a faculty appointment can use it. Chair Leavitt added that it is a priority for the Board to see a maximization of source sharing between the two medical schools.

Regent Melcher inquired about a backup plan being in place should the accreditation not receive approval. Dean Atkinson replied the backup plan is essentially to continue to apply until they are approved for accreditation. The UNLV SOM would have to wait for a year, submit another DCI (Data Collection Instrument), followed by another site visit. Regent Melcher was concerned about how failing to receive accreditation would be perceived by legislators monitoring this, especially in a legislative year. Although he did not think it necessary to create a comprehensive backup plan, he believes there should be some strategy meetings with Board leadership set in the event the accreditation is not approved. Regent Melcher stressed the need to work on a backup plan because he does not want the legislature or media to focus on the UNLV SOM and consider it a failure if the school is not accredited in October.

Dean Atkinson responded the first two years of the curriculum for the medical school has been approved by the graduate school for UNLV. The clinical enterprise is the part that is currently being built and that will continue as far as the transferring of faculty between the medical schools, patient appointments will be kept and there will still be medical students in classes. It just will not technically be under the UNLV SOM. It would take another two years before there would be another chance to be accredited, but nothing will be halted in the meantime and there will be a lot of work that will continue. The issue is whether UNLV SOM will have students and tuition as a piece of revenue. Dean Atkinson suggested waiting the few weeks to see if they are approved for accreditation before forming an alternative plan. Chair Leavitt added for the record, he has had ongoing conversations with Deans Atkinson and Schwenk regarding a backup plan. He recommended the two Deans meet to discuss any current or potential issues before the accreditation decision in October.

Regent Stephens wanted to know why the UNLV SOM should develop its own definition of diversity instead of using a definition that already exists. She thought it would be a less risky approach and different groups can be added over time as necessary. Dean Atkinson answered the definition itself has been broadened and aside from meeting the requirements of the accreditation committee, for the most part, they are given the opportunity to tailor the definition of diversity as it fits with UNLV. She also clarified the site committee reports to the accreditation committee, but ultimately the accreditation committee will make the final decisions on what the school needs to change.

6. Information Only-University of Nevada, Las Vegas School of Medicine – (continued)

Regent Stephens revisited the discussion on a backup plan and agreed there should be a set alternative approach if the UNLV SOM is not accredited. Her concern is the news becoming widespread and then having to change the trajectory of the conversation. Regent Stephens opened the floor for discussion on ideas for how they could communicate a backup plan publicly. President Jessup said his office meets with Dean Atkinson's team weekly for a briefing on developments with the UNLV SOM and these meetings involve contingency planning. President Jessup assured the Committee when they meet next week and all the weeks leading up to the accreditation decision, they will continue to discuss and set contingency plans in place if accreditation is delayed, and these plans will be communicated to the Board.

Dean Schwenk added the transition agreement is the power in terms of transition of faculty members, creation of a clinical platform and the transition of GME. These items can be communicated very positively because all of these things can take place without accreditation. If a delay in accreditation should occur, this can be used in a positive way because it would give a running start to a more powerful platform to show the LCME in resubmission.

7. Information Only-University of Nevada, Reno School of Medicine - Dr. Thomas Schwenk, Dean of the UNR School of Medicine, provided an update on the activities related to the expansion and development of the University of Nevada, Reno School of Medicine including leadership changes, medical student curriculum, Renown Health affiliation, Aurora Pathology Partnership – Department of Pathology, Graduate Medical Education (GME), practice plan performance and the strategic planning process (Ref. HSS-7 on file in the Board office).

Dean Schwenk shared a few highlights regarding recent developments with the UNRSOM. He commended Mr. Michael A. Herbert for stepping in to serve on a temporary basis as the interim Senior Associate Dean for Administration and Finance. Mr. Herbert's contributions to the transition discussions and negotiation of the agreement were instrumental in their success. They are currently conducting a search for this position.

Dean Schwenk highlighted GME expansion in Nevada, medical student curriculum, the strategic planning process and the UNRSOM's partnership with Renown. Ongoing discussions include integrating department leadership and creating new departments in place of those departments moving to the UNLV SOM which will be presented at a future meeting of the Committee. In addition, Renown has made a large commitment to UNR's Physician Assistant program which has received accreditation and has had hundreds of applicants for a class of 24.

On another note, Dean Schwenk would like to come forward at the December meeting with a detailed plan of how they will work out the debt that has been incurred to UNR for faculty salaries.



7. Information Only-University of Nevada, Reno School of Medicine – (continued)

Regent Stephens shared her support of the Physician Assistant program and is pleased to hear of the great demand and interest.

Chair Leavitt added that an agenda item he would like to include for the December meeting is a presentation about each institution's philanthropy plan.

8. Information Only-New Business – Regent Geddes requested an update on the state health lab and its programs. He would also like an update from all of the NSHE nursing programs with their plans on how they will increase nursing in the state.

Vice Chair Doubrava would like more information on the health insurance benefits of the NSHE employees. Now that there are two medical schools in the state, he would like to know what the main topic of the Health Sciences System Committee will be. Chair Leavitt said they will discuss whether to include it on the agenda for the December meeting.

Regent Melcher requested an update from the UNLV School of Dental Medicine.

Regent Stephens underscored what Regent Geddes mentioned regarding an update from the nursing programs and wanted to ensure the community colleges are included in the update. She also mentioned there are a lot of technical medical programs at the community colleges which she would like an update on, including the Burning Glass data and where the NSHE is with providing workforce for the healthcare community. She confirmed these updates do not have to be included in the December meeting.

9. Information Only-Public Comment – Chair Leavitt recognized the incoming Regent for District 8, Ms. Cathy McAdoo, and candidate for Regent District 9, Ms. Carol Del Carlo, who were in attendance.

The meeting adjourned at 9:01 a.m.

Prepared by: Winter M.N. Lipson  
Special Assistant and Coordinator to the Board of Regents

Submitted for approval by: Dean J. Gould  
Chief of Staff and Special Counsel to the Board of Regents