

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 June 2017 meeting.

**BOARD OF REGENTS and its
HEALTH SCIENCES SYSTEM COMMITTEE
NEVADA SYSTEM OF HIGHER EDUCATION**

June Whitley Student Lounge, E-130
College of Southern Nevada
3200 E. Cheyenne Avenue, North Las Vegas
Friday, March 3, 2017

Video Conference Connection from the meeting site to:
System Administration, Reno
2601 Enterprise Road, Conference Room
and
Great Basin College, Elko
1500 College Parkway, Berg Hall Conference Room

Members Present:

Dr. Mark W. Doubrava, Chair
Dr. Jason Geddes, Vice Chair
Dr. Andrea Anderson
Mr. John T. Moran
Mr. Kevin J. Page

Other Regents Present:

Mr. Rick Trachok, Chairman
Dr. Patrick R. Carter
Mr. Cedric Crear
Mrs. Carol Del Carlo
Mr. Trevor Hayes
Mrs. Cathy McAdoo

Others Present:

Mr. John V. White, Chancellor
Ms. Crystal Abba, Vice Chancellor, Academic & Student Affairs
Mr. Dean J. Gould, Chief of Staff & Special Counsel, Board of Regents
Mr. Robert Moulton, Vice Chancellor, Information Technology
Mr. Vic Redding, Vice Chancellor, Finance
Mr. Nicholas Vaskov, Vice Chancellor, Legal Affairs
Mr. Frank R. Woodbeck, Executive Director, Nevada College Collaborative
Ms. Allison Combs, Asst. Vice Chancellor, Academic & Student Affairs
and Director, Public Policy
Ms. Renee Davis, Director, Student Affairs
Mr. Joseph Sunbury, Chief Internal Auditor, Finance
Mr. Bart Patterson, President, NSC
Dr. Karin Hilgersom, President, TMCC
Dr. Len Jessup, President, UNLV
Dr. Marc A. Johnson, President, UNR
Mr. Chet Burton, President, WNC

Faculty Senate Chairs in attendance were Dr. Mark Green, DRI; Dr. John Rice, GBC; Dr. Brian Sigel, NSC; Mr. Eric March, System Administration; Dr. Bill Robinson, UNLV; Dr. Fred Harris, UNR; and Mr. Jeffrey Downs, WNC. Student Body Presidents in attendance were Ms. Desiree DeCosta, NSC; and Mr. Brandon Boone, UNR-ASUN.

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

Chair Mark W. Doubrava called the meeting to order at 8:01 a.m. with all members present except Regent Anderson.

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

Regent Page moved approval of the minutes from the December 2, 2016, meeting.
Regent Moran seconded. Motion carried.
Regent Anderson was absent.

3. Information Only-NSHE Nursing Programs - Dr. Patsy L. Ruchala, Dean of the UNR Orvis School of Nursing, presented information on behalf of the NSHE nursing programs on NSHE's continued efforts to prepare nurses for Nevada's workforce, including information on workforce demand in Nevada, program admissions and graduates, educating nurses for leadership, nursing education and advanced practice (*Ref. HSS-3 on file in the Board office*).

Dean Ruchala introduced herself and colleagues from the NSHE nursing programs from both the southern and northern regions of the state. She presented her report and update to the Committee which included healthcare employment in Nevada; projected demand for healthcare workers; healthcare occupations in Nevada; demand for registered nurses (RNs); forces driving health workforce demand; the number of licensed RNs per 100,000 population in Nevada - 2006-2016; NSHE nursing programs admissions - 2004-2005 (first year of mandated doubling) and past five calendar years; retention of RNs completing NSHE programs – 2009-2015; pass rates for the licensure exam (NCLEX-RN); opportunities for undergraduate-level nursing enrollment; challenges to increasing undergraduate-level nursing enrollment; number of RN graduates from non-NSHE and NSHE nursing programs and statewide by fiscal year for the past five years; educating nurses for leadership, nursing education and advanced practice; number of licensed advanced practitioners of nursing (APNs) per 100,000 population in Nevada – 2004-14; demand for APNs in Nevada - job postings: 2013-2015; and graduate programs at UNLV and UNR.

Regent Page acknowledged the nursing shortage throughout the country and asked if there is a model state that is graduating more nurses and meeting the job demands. Dean Ruchala said she did not know of any. When she attends the

3. Information Only-NSHE Nursing Programs – (continued)

National Deans and Directors meetings for the American Association of Colleges in Nursing, one of the constant and highly discussed topics is the need for more nurses in the states.

Chair Doubrava asked in regard to the competition with private/proprietary nursing schools, do the NSHE nursing schools offer competitive tuition rates and class offerings. Dean Ruchala answered the NSHE nursing programs are much more affordable than the private schools. She knew of a private nursing program in Reno which costs upwards of \$50-60,000 for an associate's degree in nursing, which is much higher than what NSHE offers.

Vice Chair Geddes said considering the nurse deficiencies, Dean Ruchala had mentioned using differential fees in some areas and asked if there is a study and/or evaluation being assembled to find out where the salaries need to be in order to attract more nursing professors for all NSHE campuses. He wanted to know what needs to be done to put more resources in to get the numbers for teachers and students back up. Dean Ruchala was not aware of a study being done in relation to salaries between the healthcare sectors and academe. She believed that in 2006, in preparation for the legislative session, they had discovered issues in relation to the nursing faculty salaries. At the time, the differences in salaries were examined; however, Dean Ruchala was unsure if they still had access to that data.

Vice Chair Geddes requested the leadership for the nursing programs meet to see what type of salaries are needed to be competitive in order to obtain more nursing professors.

Ms. Crystal Abba, Vice Chancellor, Academic and Student Affairs, believed the study in reference was conducted by System Administration. It compared salaries, work environment and a number of other factors related to those that are instructional and on the NSHE campuses versus those that are pursuing a clinical career in a hospital/health care setting. The report was shared, but it did not generate a strong dialogue at that time. One of the findings from the report was the differences in salary had to do with the differences in terms of work expectations. It is reasonable to re-conduct the study, but it does take a great deal of effort, as this particular report took several months to a year to craft.

Vice Chair Geddes asked if nursing faculty salaries were raised by \$20,000, would that attract more nursing faculty. Dean Ruchala said she believes it would bring more people in and they do need to increase the number of faculty to meet some of the demands. For the APNs, they make a greater salary in the healthcare sector than they do in academics. For the NSHE institutions with nurse practitioner programs, it is difficult to find people to teach because the salaries are not competitive.

3. Information Only-NSHE Nursing Programs – *(continued)*

Vice Chair Geddes referred to slides 8 and 9 of the reference material (Ref. HSS-3) and looked specifically at TMCC and WNC in 2005-2006. He compared those years to the current year and asked if the drop in students and graduates was a result of the budget cuts.

Ms. Jody Covert, Director, Nursing, TMCC, answered that in 2008 they had three A-contract faculty who were teaching TMCC's year-round programs (including in the summer), but due to budget cuts those A-contracts were eliminated and reclassified as B-contract faculty which resulted in a shortage of coverage for the summer semesters. The last admission into the year-round nursing program was in 2008 and the class decreased to 32 students in the spring and 32 students in the fall semesters – it was finished in 2011. At that time, there was a lot of experienced faculty retiring and due to the 30 percent budget cuts at TMCC, replacements were unable to be recruited. Currently, there are seven full-time faculty in TMCC's nursing program. Ms. Covert recently received approval to hire at least six new faculty within the current semester.

In response to an inquiry from Vice Chair Geddes, Ms. Covert said that one of the candidates for a faculty position just declined the job because the salary was too low (by \$25,000).

Dr. Judith Cordia, Director, Nursing, WNC, said WNC had lost faculty because of the drop in support at the college and the students decreased from 64 to 48. They recently reopened the branch campus program and are hoping to obtain funding to keep it open and increase the admission numbers. Next year, WNC is anticipating admitting eight more students and following that it would depend on available funding. With what funding is available, the salaries offered for nursing faculty positions are not competitive. Dr. Cordia said some of the starting salaries are for \$60,000 which is what nurses with associate degrees make in the health care sector.

4. Information Only-Coordinated Public Medical Education Expansion Efforts and Related Transition Planning - Dr. Thomas L. Schwenk, Dean of the UNR School of Medicine (UNR Med), and Dr. Barbara Atkinson, Founding Dean of the UNLV School of Medicine (UNLV SOM), provided an update on their efforts to manage and coordinate expansion of public medical education in Nevada and related transition planning, including an overview of the status of practice plan operations and development, and projected timeframes for reaching key transition milestones (*Ref. HSS-4 on file in the Board office*).

Dean Schwenk began by introducing the new Senior Associate Dean of Administration and Finance for UNR Med, Mr. Jeremy Alltop.

4. Information Only-Coordinated Public Medical Education Expansion Efforts and Related Transition Planning – *(continued)*

Dean Schwenk reported four main issues UNR Med experienced during the transition which were as follows: (i) the status of the Practice Plan in the south; (ii) the transition of assets from one plan corporation to the other corporation (clinical equipment, etc.); (iii) the pharmacy supporting Mojave Mental Health; and (iv) the transition of contracts.

Dean Atkinson echoed Dean Schwenk's outline of issues encountered during the transition and despite those issues, she believed everything is going smoothly overall. She has productive monthly meetings with faculty and department chairs. They are preparing for the increase of UNLV SOM employees which is currently 80 and will increase to around 800 by July 1, 2017. At the end of the last legislative session, the agreement was the transition would be complete by July 1, 2017, which means it has been a two year planning process. Last summer, an affiliation agreement was signed between UNLV and UNR which outlined all the steps for the transition. The next big deadline is to create contracts for all the physicians by April 1, 2017, which is currently in progress.

Regent Crear shared that he recently toured the UNLV SOM and was impressed with the facility. He encouraged the Regents to tour the UNLV SOM when possible and commended Dean Atkinson and staff for their hard work.

5. No Action Taken-Tuition and Fees School of Dental Medicine, UNLV - At its December 2, 2016, meeting, the Health Sciences System Committee heard a report on the activities and initiatives of the UNLV School of Dental Medicine. In response to that report, the Committee discussed the tuition and fee levels of the School of Dental Medicine, including its practice of deeming students residents for tuition purposes following the first year of residency. Pursuant to Title 4, Chapter 17, Section 1 of the *Handbook*, the School of Dental Medicine must regularly convene a committee to review tuition and fee levels and recommend fee levels to the Board of Regents for approval (*Ref. HSS-5 on file in the Board office*).

Chair Doubrava recapped Dr. Karen West's, Dean, UNLV School of Dental Medicine (UNLV SDM), presentation from the December 2016 Committee meeting which showed that 50 percent of the UNLV SDM students are from out-of-state. That also underscored a situation where a majority of the non-resident students apply to become a resident after being in Nevada for one year and the out-of-state tuition they were paying is no longer collected. The Chair thought this was an important issue for Dean West to come back to the Committee to present additional information on.

Dean West said the initial class size at the UNLV SDM is 80 students. There is never more out-of-state students, percentage-wise, than there are in-state students. For the past several years it has ranged from 52-70 percent in-state and it varies

5. No Action Taken-Tuition and Fees School of Dental Medicine, UNLV –
(continued)

depending on the applicant pool. On average, UNLV SDM receives less than 100 applications from in-state students which is an attributing factor as to why roughly one-half of the students are from outside of Nevada. The out-of-state-tuition for first year students is double that of in-state tuition. Over the past five years, the highest number that converted from non-residential to residential was 92 percent and the lowest was 70 percent. It is difficult to determine what the differences were between those classes because there were not a lot of differences in the statistics. When considering the students, one must take into account that half of the class goes into graduate programs which leaves 40 students. Of those 40 students, half of them will stay in Nevada and half will leave the state. Viewing the non-resident students versus the residents, of those who converted to residents, up to 30 percent stayed in the state and 70 percent left Nevada. For the in-state students, 60 percent stayed in the state and 30 percent left. Approximately ten students in each class who convert to in-state do not stay in the state. Dean West stated Nevada is 37th in the country in dentist-to-patient ratio. Although Reno and Las Vegas have an appropriate numbers of dentists, the rural areas do not which is an access to care issue. Dean West suggested looking into the possibility of legislative pay-back programs for out-of-state students to remedy this issue.

Chair Doubrava thanked Dean West for the clarifying report and appreciated her suggestion of a legislative fix, perhaps by looking at changing the residency requirements solely for the purpose of going to school. He mentioned that changing things on a legislative level is not simple to accomplish, but perhaps working within the NSHE will resolve any or all pertaining issues. Chair Doubrava brought up an idea Regent Page spoke of in a previous meeting regarding loan forgiveness programs for graduates who practice in the state, specifically in rural areas.

At the March 2, 2017, Academic, Research and Student Affairs Committee an international D.D.S. program was approved for the UNLV SDM. Chair Doubrava asked what the charge for the program was per year.

Dean West answered it is not a per-year program and \$172,000 is charged for the whole program.

Chair Doubrava suggested implementing a staggered tuition for the non-resident students for the purpose of gaining as much funds as possible for the first year and reducing the tuition for the second, third and fourth years. The extra funding could be invested in the pipeline and/or other programs.

Regent Hayes did not see an issue with the out-of-state students converting after their first year. The ability to convert is one of the selling points to attend a school and he thought it may hurt UNLV SDM's recruitment efforts if it

5. No Action Taken-Tuition and Fees School of Dental Medicine, UNLV –
(continued)

changed its out-of-state student policy. He believed any class comprised of half in-state attendance is sufficient and acceptable.

In response to Regent Page, Dean West answered UNLV SDM receives 1,900 applicants per year and offers mid-range tuition, about \$252,000 over the four years. The high range for tuition would be close to \$300,000 and if tuition is too high, the applicant pool may not be as good - sometimes the less qualified applicants attend schools with higher tuition rates. Dean West agreed with Regent Page by assuming there is some potential to raise tuition. In fact, UNLV SDM previously requested a tuition increase for 2 percent in the current year and 2 percent next year.

Dean West answered Regent Page by saying there is not a shortage of dentists in Las Vegas, and of the 100 applicants that are accepted by UNLV SDM each year, very few of them go to practice in the outlying areas. Regent Page said perhaps that is one of the issues with retention - there are too many dentists in southern Nevada. UNLV SDM should work on a program that targets children to become dentists and offer them incentives to practice in the rural areas. He thought it would be interesting to see out of the 1,900 applications, with tuition increasing, how many applications will get cut. Regent Page asked if dental school applicant numbers are down on a national level. Dean West said UNLV SDM lost about 200 applications over the past couple of years.

Mr. John V. White, Chancellor, added that the law school tuition average increased by 150 percent. One way to describe the collapse in law school applications is being a law student is no longer an affordable option for those who do not know what their next career step may be. A strong argument is because there was a massive increase in applicants, the administration for a majority of law schools felt it was best to raise tuition. This crisis with law school applications serves as a cautionary note for other professional schools that are considering raising tuition.

Vice Chancellor Abba clarified for the record that provisions concerning residency reclassifications are within the jurisdiction of the Board of Regents; it is in Board policy, not in state law.

Dr. Len Jessup, President, UNLV, suggested UNLV could study applicants, in-state and out-of-state, to see what their reasons for applying are. This could reveal what the elasticity in demand is and the study results could garner information that would assist with making adequate and appropriate revisions to the policy. Regent Page commented that with the UNLV Boyd School of Law, both tuition and number of applicants decreased and asked if the law school is unable to fill a class. He said it would be interesting to see a comparison of the law school tuition versus the medical schools, the dental school and other

5. No Action Taken-Tuition and Fees School of Dental Medicine, UNLV –
(continued)

professional schools' tuition rates within the NSHE.

Chancellor White answered the law school tuition is lower than the medical and dental schools, and the law school is able to fill a class. The discount rates at law schools on average are now beyond 50 percent. The competition for out-of-state students is high, and in-state students are not given the same types of scholarships that out-of-state students are offered. It is a complicated market and an interesting phenomenon.

Chair Doubrava said it would be beneficial for the Committee to take a look at other NSHE professional schools' tuition rates and the ratio of out-of-state students and compare it to the dental school. Dean West said they will present their research and ideas at the June meeting.

Regent Page suggested they also look at designing a program to target kids in the rural parts of the state to become dentists.

Regent Crear agreed with Regent Page and urged the Regents to tour the UNLV SDM, specifically in the middle of the week, to see the facility and all of the dental care they provide to the community.

Regent Del Carlo spoke in favor of looking at creative solutions to address rural health care shortages, such as community-based tuition assistance programs for students who agree to practice in rural areas.

Regent Moran echoed the remarks of Regent Crear in regard to touring the UNLV SDM, and commended Dean West and her team on their facility and work.

6. No Action Taken-Public Medical Education Admissions Requirements - The requirements for admissions to the UNR School of Medicine and the UNLV School of Medicine were discussed. The Committee provided direction to the schools to bring back additional information related to medical school admissions for the June meeting (Ref. HSS-6 on file in the Board office).

Dean Schwenk said the purpose of prerequisites is to predict and encourage success in medical school.

Regent Anderson entered the meeting.

Therefore, those prerequisites are constantly evaluated relative to UNR Med's success. UNR Med is currently in the midst of an evaluation because there has been a major curriculum change in 2012, along with an assessment of the success of the 2016 graduates as the LCME accreditation approaches. UNR Med's prerequisites are a cumulative result of a 50-year history of evolution and are a

6. No Action Taken-Public Medical Education Admissions Requirements –
(continued)

a constant work in progress.

Dean Atkinson said UNLV SOM's requirements are very similar to UNR Med's requirements. She highlighted a difference between the medical schools which is UNLV SOM does not explicitly state they require inorganic chemistry and UNR Med does. The biggest difference between the two medical schools is UNLV SOM does not require physics. The UNLV SOM requirements were considered by the admissions committee more than one year before they decided what the requirements would be for the current year's class. Physics has always been a traditional requirement because the medical prerequisite examination (MCAT) always had a physics section, but as of last year the MCAT no longer has a physics section. However, the test now has a section on social sciences and UNLV SOM does have a social science requirement, as does UNR Med. Non-traditionally, UNLV SOM only requires one semester of organic chemistry instead of two which is considered somewhat controversial; however, UNLV requires biochemistry students to take two semesters of organic chemistry. UNLV SOM evaluates the requirements on a yearly basis. Dean Atkinson invited the Chairman and the rest of the Board to attend UNLV SOM's admissions committee next fall.

Chair Doubrava thanked Dean Atkinson for the invitation to the admissions committee meeting. He said they will also discuss admissions requirements at the June meeting. For the June meeting, Chair Doubrava requested both medical school Deans to present some research to the Committee. He asked Dean Schwenk to see if there is an appetite for dropping the second semester of organic chemistry and only having one semester of organic chemistry in order to take biochemistry. Dean Schwenk said the topic of organic chemistry as a prerequisite is currently a hot issue and has been for a long time, and it is certainly deserving of study.

Chair Doubrava said there should also be a discussion at the next meeting about some sort of coordination between both medical schools concerning requirements. Dean Atkinson commented that UNLV is in the process of reorganizing the premedical advising. Chair Doubrava also asked Dean Schwenk to provide a list of the U.S. medical schools that specifically require three credits of behavioral sciences from psychology. Dean Schwenk said they will do so and shared that it is an area that will increase and become more demanding because there is much greater emphasis of it in the MCAT, as well as medical education in general. Chair Doubrava asked Dean Atkinson to bring a list of schools that do not require physics at this stage. These requests will be added to the June agenda.

7. Information Only-New Business – Based on the nursing discussion, Vice Chair Geddes requested a report, either as a memo to the Committee or a future agenda item, listing the seven NSHE institutions with nursing programs and: (i) whether or not they are offering differential fees; (ii) the salaries for nursing teachers compared to the salaries for clinical nurses in the community; and (iii) what WICHE (Western Interstate Commission for Higher Education) averages are for nurses in those professions.

As an agenda item for a future meeting, Chair Doubrava suggested exploring loan repayment programs for at least one of the health care professional schools regarding students who go to rural counties to practice.

8. Information Only-Public Comment – None.

The meeting adjourned at 9:06 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