The Regents of the University of California

COMMITTEE ON EDUCATIONAL POLICY
COMMITTEE ON HEALTH SERVICES
November 15, 2007

The Committees on Educational Policy and Health Services met jointly on the above date at Covel Commons, Los Angeles campus.

Members present: Representing the Committee on Educational Policy: Regents Allen, Blum, Dynes, Garamendi, Island, Johnson, Lansing, Marcus, Parsky, Ruiz, and Varner; Advisory members Cole and Brown; Staff Advisors Brewer and Johansen
Representing the Committee on Health Services: Regents Blum, De La Peña, Dynes, Island, Johnson, Lansing, and Parsky; Advisory members Shewmake and Croughan

In attendance: Regents Brewer, Bugay, Gould, Hopkinson, Kozberg, Preuss, Schilling, and Wachter, Regent-designate Scorza, Secretary and Chief of Staff Griffiths, Associate Secretary Shaw, General Counsel Robinson, Chief Investment Officer Berggren, Chief Compliance and Audit Officer Vacca, Provost Hume, Executive Vice Presidents Darling and Lapp, Vice President Foley, Acting Vice President Standiford, Chancellors Bishop, Block, Blumenthal, Drake, Fox, Kang, Vanderhoef, and Yang, Acting Chancellor Grey, and Recording Secretary Johns

The meeting convened at 10:05 a.m. with Committee Chair Lansing presiding.

1. **UPDATE ON MEDICAL SCHOOL PLANNING**

Associate Vice President for Health Sciences Cathryn Nation informed the Committees that the current item was to provide an update on UC initiatives to address California physician workforce needs. She introduced UCR Acting Chancellor Robert Grey, UCM Dean of the School of Natural Sciences Maria Pallavicini, and CEO and President of Charles Drew University of Medicine and Sciences Susan Kelly.

Dr. Nation recalled that in November 2006 she and Provost Hume had presented findings of UC's proposed new Long Range Health Sciences Enrollment Plan, developed by the President's Advisory Council on Future Growth in the Health Professions, which responded to current and projected California health workforce needs, students' need for expanded educational opportunities, campus goals, and UC responsibilities under the Master Plan for Higher Education. The Council recommended an increase of approximately 6,000 students in medicine, nursing, pharmacy, public health, and veterinary medicine through 2020.

Dr. Nation quoted a projected shortfall of up to 17,000 physicians in California by 2015 and noted a general consensus on significant future need in the state and nationwide. She indicated serious concerns specifically about areas of the state expecting dramatic population growth, including the Inland Empire and the Central Valley. Dr. Nation pointed out that California's per capita enrollment of medical students is about the lowest in the U.S. She outlined the Council's recommendations for phased growth of UC medical science enrollments, including new programs at new locations. She reported that new Programs in Medical Education for the Latino Community (PRIME-LC programs) have been developed during the last year at all five UC medical schools, focusing on the needs of underserved populations.

Acting Chancellor Grey reported on progress in the plans for a new medical school at UCR, with a mission tailored especially for the needs of inland Southern California. He cited a regional physician shortage which will soon reach crisis proportions and articulated the UCR medical school's goals of special attention to the medically underserved and to development of a diverse physician workforce. He reported that the school's fundraising campaign has raised about $26 million to date, including endowments for six chairs and the chair of the founding dean. A curriculum has been developed and transmitted to the Riverside Division of the Academic Senate for approval, including a new and innovative model for years three and four of the program, which will emphasize continuity of care. UCR has begun discussions with regional hospitals and clinics for development of clerkships which will help students develop cultural competency in working with diverse populations. Mr. Grey recognized the important role played by Dr. Phyllis Guze of UCLA in developing this curriculum. He discussed the current development of the medical school's business plan with respect to operating expenses, capital needs, revenue sources, and development timeline. Citing the complexity of this process, he reported that UCR has engaged the outside consultant Deloitte for project management support. Mr. Grey outlined the planning structure, to include work groups, a business modeling and design committee, and an executive council, and noted the anticipated completion of the business plan by February 2008. He discussed his decision to suspend the search for a founding medical school dean until the search for a new UCR Chancellor is further advanced and the school's business plan is developed. The school expects to enroll its first class of 48 students in fall 2012. Mr. Grey informed the Committees that UCR will seek formal approval for the new school of medicine at the May 2008 meeting.

Dean Pallavicini discussed UCM's progress in planning for a medical school. She outlined the goals for the proposed new school and discussed characteristics of the Merced campus service area: its growing population, poor environmental conditions, diversity, and low rate of physicians per capita. Ms. Pallavicini emphasized the immediate need to begin to address the Central Valley's health care needs and explained how UCM's preliminary proposal for a medical school supports UC goals. She described the planning phase, involving both UC and the

community, and the planned curriculum (the first two years at Merced, the second two years at the UCSF clinical campus in Fresno). While in partnership with UCD, UCSF, and UCSF-Fresno for planning and implementation, the UCM medical school will be independently accredited. Ms. Pallavicini enumerated the benefits that a medical school at UCM would bring to the region and emphasized that the medical school would be a first-tier commitment of UCM rather than a lesser priority, as it might be at another institution. She called attention to the large percentage of biology majors at Merced with interest in pursuing medical careers, the campus' success so far with health sciences fundraising (more than $10 million), and support for the school from legislators and business and health care community leaders. The business and financial plan for the school is under review. Ms. Pallavicini informed the Committees that UCM will request an action item in January 2008 for continued planning for a medical school.

CEO and President Kelly began her remarks by noting that this has been a difficult year for Charles Drew University. She cited the closure of Martin Luther King Jr.-Harbor Hospital (formerly King/Drew Medical Center) and the resulting negative effects on Drew University, particularly the loss of revenue and residents. Dr. Kelly discussed positive developments and new plans under way: funding secured for a new Research and Nursing Building (scheduled to open in September 2009); the launch of the new Dymally School of Nursing (to open in fall 2008); the confirmation of the University's WASC accreditation; new staff appointments; efforts to establish new residency programs in internal medicine, surgery, and psychiatry by 2010; efforts to obtain Historically Black Colleges and Universities (HBCU) status and funding eligibility; as well as many other achievements. She introduced the Dean of the College of Science and Health Gail Orum and the Dean of the College of Medicine Richard Baker. Dr. Kelly pointed out demographic changes in South Los Angeles and described the challenging environment in which Charles Drew operates. As an example she cited the ratio of 31 primary care physicians per 100,000 residents in South Los Angeles, compared to the state average of 126 per 100,000. She emphasized the importance of Drew's partnerships with UCLA and UCI and the development of a joint medical education program with UC. Dr. Kelly thanked the UC Office of the President for its assistance, noting especially the work of Associate Vice President Nation and Provost Hume, and stated that Charles Drew looks forward to continued cooperation with UC.

Dr. Nation reiterated the goals for expansion of health sciences enrollment and programs at UC, aligned with state health workforce needs, and acknowledged the huge financial implications of these plans. She informed the Committees that a detailed, long range financial analysis will be presented in the coming year.

Regent Johnson requested clarification regarding UC's involvement with Charles Drew University, specifically about UC's obligations and fiduciary responsibilities. Dr. Kelly emphasized the positive results of Drew's 35-year partnership with UC and its record of training diverse health professionals.

Dr. Nation noted that the UCLA-Drew partnership has been focused on medical student education. She distinguished the issues affecting Los Angeles County and the need for rebuilding infrastructure in the community, which is a priority for the coming year, from aspects of UC's collaboration with Drew through the PRIME and nursing programs. Dr. Nation affirmed that more details would be provided in forthcoming presentations. Dr. Kelly mentioned the development of new relationships with area hospitals and the establishment of new clinical sites for Drew students.

Regent Marcus expressed concern about the development of so complex an institution as a medical school at a new UC campus like Merced, and how this might affect the UC brand, which has been developed for over one hundred years. Ms. Pallavicini recalled that UCSD and UCI started their medical schools at about the time they opened their campuses. She underscored that Merced is not undertaking this project alone, but in partnership with UCD, UCSF, and UCSF-Fresno. Regent Lansing advocated further offline discussion of this issue and commended Merced's partnership with existing UC programs as embodying the spirit of the UC system. Regent Ruiz observed that UCM's positive impact on the San Joaquin Valley is beginning to bear fruit, especially in the new opportunities for young people in the region who can now consider attending UC and who would not have done so previously. Regent Ruiz identified funding as the principal issue of concern and asked that the Regents encourage and support the UCM proposal, to help realize a project with an enormous impact on the Central Valley. Regent Lansing concurred with Regent Ruiz and expressed optimism about the availability of funding.

Regent Hopkinson stated that she expects a very specific business plan for the UCM medical school, with concrete information addressing the partnership, timing, and cost. She expressed concern that, given UC's important role in dealing with the state nursing crisis, nursing education was absent from the plan documents she had read. Dr. Nation responded that the presentation was focused on medical student enrollment programs, while the University's nursing plans predate these plans. She cited graduate enrollment increases in nursing, the reestablishment of the baccalaureate program at UCLA, collaboration with CSU and the community colleges, and the new nursing school at the Davis campus. Regent Hopkinson opined that nursing education programs need to be included in a comprehensive medical school plan, not left to a separate effort, and stressed the importance of having this in writing. Dr. Nation affirmed that nursing has been prominent in UC health science education efforts, and that she could provide more information if desired.

Regent De La Peña expressed support for a medical school at UCM, citing the enormous need for physicians in California. He suggested that UCM could have a significant impact on diabetes research and noted the possibility of government contracts. Regent De La Peña emphasized that the UC medical enterprise represents a large part of the University.

Regent Lansing expressed enthusiasm about a perceived change in the University's culture, with UC medical schools and hospitals working together and helping each other more effectively. She welcomed this change, which will ensure a stronger UC systemwide medical group.

The meeting adjourned at 11:05 a.m.

Attest:

Secretary and Chief of Staff