AGENDA
ECU Board of Trustees
Health Sciences Committee
Mendenhall Student Center, Trustee Suite
Thursday, February 21, 2008
12:00 noon

I. Approval of Minutes (November 29, 2007)  Action

II. Health Sciences Division – Dr. Horns  Discussion

A. General Health Sciences Division Overview
   • Update on Searches
     • Dean of Medicine
     • Dean of Dentistry
     • Executive Director – ECU Physicians

B. BSOM Update
   • Facilities – Family Medicine Center – Dr. Horns
   • MFPP Turnaround & Marketing – Dr. Benson
   • ECU/Lineberger Cancer Center MOA – Dr. Benson
   • UNC/BSOM Expansion Collaborative – Drs. Benson & Hardy

C. Dental School Update – Dr. Chadwick
   • Site Selection & Planning
   • Groundbreaking

D. Future Role of Health Sciences Committee - Dr. Horns

E. ECHI Tour – April Board of Trustees Meeting

III. Health Sciences Informational Updates  Information

A. College of Allied Health Sciences

B. College of Nursing

C. Brody School of Medicine

D. Laupus Library
Health Sciences Committee  
ECU Board of Trustees  
Thursday, November 29, 2007  
Trustee Suite  
12:00 noon  

Board Members Present:  

Robert Hill, Chair  
Bruce Austin  
Robert Greczyn  
David Brody  

Others Present:  

Greg Chadwick  
Nick Benson  
Phyllis Horns  
Terri Workman  
Greg Hassler  
Chris Collins  
Virginia Hardy  

Recorder: Christy Daniels  

Call to Order and Approval of Minutes:  

Mr. Hill called the meeting to order at 12:00 p.m. Mr. Hill presented the motion to approve the September 2007 minutes and was second. The minutes were unanimously approved.  

Health Sciences Division  

General Overview/Updates: Dr. Horns  

Dr. Horns reported that the Schools of Nursing and Allied Health Sciences have been approved to be Colleges by UNC General Administration. The Health Sciences Division (BSOM & the Dental School) was recognized in the November issue of Metro Magazine. The search for the new Dean of the Brody School of Medicine is progressing. The search firm has received 30-40 names of potential candidates. Plans are to bring candidates in mid January or early February for interviews. The pool of candidates is diverse. The Search Committee for a permanent Dean of the School of Dentistry has been appointed. Dr. Stephen Thomas, Dean of the College of Allied Health Sciences, will chair the committee. The membership of the committee includes HS Division Faculty (BSOM, Allied Health, Nursing & Laupus Library),
Community Leaders, and an experienced dental physician at UNC Chapel Hill School of Dentistry. The East Carolina Heart Institute (ECU portion) should be completed by August 2008. A tour for the entire Board of Trustees is being scheduled when the board meets in February or April. The College of Nursing had 283 applicants for their BSN program, 126 were admitted; 276 applicants for their MSN program, 235 were admitted; and 12 applicants for the PhD program, 8 were admitted. The College of Nursing’s Center for Nursing Leadership is making progress. In combination with this on December 6th the Dick Eakin Distinguished Professorship in Nursing will be announced. The College of Allied Health Sciences had 1074 applicants for their programs for Fall 2007; 264 of those were admitted. The College of Allied Health Sciences’ Communication Science and Disorders PhD program was ranked 9th in the Chronicle of Higher Education by Academic Analytics for faculty research scholarly productivity. The College of Allied Health Sciences was recognized in the *News and Observer*’s supplement “Celebrating Allied Health Professions” during the Allied Health Professions Appreciation Week in November.

*Evelyn Fike Laupus Exhibit Gallery Dedication Video: Dr. Spencer*

The 4th floor exhibit gallery was named in honor of Evelyn Fike Laupus by the Ji and Li Family Foundation in September. Dr. Spencer shared a clip from the dedication video to the Health Sciences Board of Trustees Committee. A DVD copy of the dedication will be distributed to the full Board of Trustees.

*School of Dentistry Update- Architectural Team, BJAC: Dr. Chadwick*

Dr. Chadwick introduced the design and architectural team, BJAC, who had been on campus this week meeting with the School of Dentistry. The initial planning of the building design should be complete by the first part of the year. The site for the building has not been selected. Construction should be completed by summer 2011.

*PCMH Update: Mr. Lawler*

Last month PCMH was recognized by the NC Hospital Association and the Institute for Health Improvement as “Leaders” for their work with the Mercer program. The Heart Center will open in January 2009. PCMH is working with the BSOM to integrate resources. PCMH has created a Physician Recruitment Office that is working with the Department Chairs, Section Heads, and Chiefs on physician recruitment. In the last 2 ½ months; 126 potential candidates were identified; 34 deemed acceptable; 5 were interviewed; and 14 are pending to be interviewed. The key areas they are recruiting for are: Cardiology, GI, Internal Medicine, Cancer/Cancer Surgery, and Pediatrics Surgery. A joint PCMH/ECU
mini retreat will be held in January to discuss hospital/physician relationships between ECU and PCMH.

**Brody School of Medicine Update: Drs. Horns, Benson & Hardy**

The Brody School of Medicine is looking a ways to expand the class size. Preliminary discussions are being held about the possibility of having satellite clerkships for 3rd and 4th year medical students in Wilmington and other potential locations (Elizabeth City, Carteret County, etc.). On December 19th, President Bowles has called a meeting in Chapel Hill with the leadership from UNC General Administration, UNC-Chapel Hill, and the Brody School of Medicine to discuss how the two state-sponsored medical schools can work together to develop strategies to increase the number of physicians in NC.

Health Span (Electronic Medical Records System) is moving forward. Training of management staff began in August 2007 and the projected time to go live is October 2008 in 2-3 pilot sites and December 2008 in the remaining 20 sites. Patient scheduling & registration and patient billing & reimbursement will go live in 2009.

The leadership at the Brody School of Medicine is working with the NC Academy of Family Physicians to building positive relationships and momentum and work with them on how we can finance the Family Medicine Center.

**MFPP Update: Mr. Collins**

We received noticed on Wednesday of this week that the CON for the Cyberknife was signed by the State of NC. The initial CON application was denied but a formal appeal was made which resulted in final approval. This addition of the CyberKnife will make us one of five centers in the nation with both a CyberKnife and a GammaKnife. The GammaKnife is owned by the Hospital and the CyberKnife will be owned by the Brody School of Medicine. The Endoscopy Center is progressing and construction has begun on the 3rd floor of the Moye Medical Building. A Cancer Center Executive Council had been developed and they are working hard on getting financials integrated. The potential development of a new Breast Center is being proposed. The MFPP Finances through October are showing that we are $2 million ahead of last year.

Mr. Brody moved that the Committee go into Closed Session (copy of Motion read attached to these Minutes). Mr. Greczyn seconded the motion which unanimously passed.

During Closed Session, the Committee discussed information relating to confidential competitive health care information by or on behalf of Pitt County Memorial Hospital. The Committee also discussed the position to be taken by or
on behalf of the public body in negotiating the price and other material terms of a proposed contract for the acquisition of real property by purpose, option, exchange or lease. Finally, the Committee discussed instructing the public body’s staff concerning the position to be taken by or on behalf of the public body in negotiating the amount of compensation and other material terms of proposed employment contracts.

The Closed Session adjourned at approximately 2:40 p.m., Chairman Hill, then, reconvened the open meeting.

There being no further business, the meeting adjourned at 3:00 p.m.
Following are highlights from the College of Allied Health Sciences (CAHS) since the last BOT meeting.

- In the spring 2008 semester, CAHS will teach a record 258 classes in the Health Sciences Building: 40 online classes and 218 face-to-face classes. Of the 258 on-campus classes, 196 are offered in general classrooms and 22 in dedicated instructional labs. Because of the larger capacity of the new Health Sciences Building, CAHS has been able to significantly increase enrollment and new program offerings and this is reflected in the record number of classes.

- This year, the 4th Annual Jean Mills Health Symposium theme is *Rural Health in Eastern North Carolina: Meeting the Challenges*, and the needs of African-Americans will Hispanics will receive special attention. The first day will focus on research in rural health including presentations and posters from ECU faculty and students and distinguished speakers from across North Carolina, and will be held at the Hilton on Friday, February 15, 2008. The second day (Saturday, February 16, 2008) will provide useful health resources and sessions specific to rural health needs and is open free of charge to the general public in the Greenville Convention Center.

- Dean Thomas was elected to serve as vice chair of the Council for Allied Health in North Carolina, and will serve as chair beginning in 2009.
The College of Nursing admitted 124 new BSN, 24 new RN-BSN and 44 new MSN students enrolled Spring 2008.

In 2007, graduates from the College of Nursing BSN program had a 95% pass rate on the NCLEX-RN exam, which was the highest pass rate in the state for baccalaureate programs.

Dr. Elaine Scott recently received a BB&T Leadership Grant for $20,000.


The College of Nursing will have Collaborative Research day on February 29, 2008.

The College of Nursing will host the annual Dixie Koldjeski Lectureship on March 20, 2008.
The College of Nursing is an academic unit of the Health Sciences Division of East Carolina University. The College serves as a center of excellence for leadership in nursing, professional nursing education, research, service, and our faculty practice within a multicultural, underserved and rural region. We offer baccalaureate and master’s degree programs which have special program options for registered nurse and post-masters students, as well as a PhD in nursing program.

**MISSION**

The College of Nursing is dedicated to educational excellence in the preparation of professional nursing leaders who provide expert clinical practice and management in dynamic, challenging and interdisciplinary health care environments. The College values diversity and community partnerships, supports academic freedom and shared governance, fosters creativity and technological innovation and provides an environment for advancement and dissemination of research.

**ENROLLMENT**

<table>
<thead>
<tr>
<th>Program</th>
<th>Spring 2008 data</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor of Science:</td>
<td>Spring 2008 data</td>
<td>470 clinical students/ 868 Pre-clinical students</td>
</tr>
<tr>
<td>Master of Science:</td>
<td>Spring 2008 data</td>
<td>427 students</td>
</tr>
<tr>
<td>RN-BSN Studies:</td>
<td>Spring 2008 data</td>
<td>102 students/ 44 pre-nursing</td>
</tr>
<tr>
<td>PhD:</td>
<td>Spring 2008 data</td>
<td>22 students</td>
</tr>
<tr>
<td>TOTAL:</td>
<td></td>
<td>1021 students / 912 pre-nursing students</td>
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</table>

**PROGRAMS**

Bachelor of Science in Nursing (BSN)
- RN-BSN Studies

Master of Science in Nursing (MSN)
- Adult Nurse Practitioner*
- Family Nurse Practitioner*
- Neonatal Nurse Practitioner*
- Nurse Midwifery*
- Clinical Nurse Specialist*
- Nurse Anesthesia*
- Nursing Education*
- Nursing Leadership
- Alternate Entry MSN
- RN-MSN Studies
  * Post-master’s certificates offered as well

Doctorate of Philosophy in Nursing (PhD)

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FACTS

• Originally established as the School of Nursing at ECU in 1959. The first students were admitted in 1960. The CON is ECU’s oldest professional school.

• The School of Nursing was first approved by the North Carolina Board of Nurse Registration and Nursing Education in March 1961 and received initial accreditation from the National League of Nursing in the fall of 1964. Accreditation has been maintained since that time.

• East Carolina University was authorized to offer a Master of Science degree in Nursing in 1977. In 1982, the National League for Nursing accredited the master’s program.

• The School of Nursing received DHHS grant funds to establish a nurse-midwifery program in 1991. It is the only midwifery program in North Carolina.

• In May 2001, the school was granted permission by the University of North Carolina Board of Governors to establish a doctorate of philosophy in nursing degree.

• In January 2004, the school was granted permission by the North Carolina Board of Nursing to offer an Alternate Entry MSN option. This option is the only MSN-based alternate entry option in North Carolina. The first class began in fall 2004.

• The CON holds active membership in the National League for Nursing Accrediting Commission, the American Association of Colleges of Nursing, and the Council on Collegiate Education in Nursing (CCEN).

• The CON has 103 faculty and 41 staff members.

• The CON has grown tremendously and boasts more than 5000 alumni worldwide.

• The School is known for innovative outreach efforts designed to increase access to nursing education for place-bound nurses in rural areas. For over 25 years, the School has offered both the RN-BSN and the MSN program in off-campus sites. The RN-BSN and seven MSN concentrations are offered online.

• August 2007, the East Carolina Center for Nursing Leadership became an ECU official center, as well as the first nursing leadership center in NC. The ECCNL’s mission is to mobilize nurses to be effective partners and leaders in creating healthier communities in eastern North Carolina. The Center has received funding from the ECU BB&T Leadership Center, the Robert Wood Johnson Foundation, and Duke Endowment.

• In October, 2007 the School of Nursing received college designation status.

• The College of Nursing has received the Richard R. Eakin Distinguished Professorship, a newly endowed chair funded by the C.D. Spangler Foundation, Inc.

• In 2008, The College of Nursing MSN program ranked 9th on the US News and World Report for E-learning programs.

DISTINCTIONS

• December 2006, the nurse anesthesia program received a 10-year accreditation. The Council on Accreditation of Nurse Anesthesia Education Programs granted continued accreditation with no progress report required for 10 years, the maximum allowed.

• June 2006, The School received the Bayada Award for Technological Innovation in Nursing Education & Practice from the Bayada Corp. ECU’s team wrote a software program that allows student midwives to track their clinical experiences in the field. This software has been patented and sold to a commercial entity.

• June 2006, The School received a $193,124 grant from The Kate B. Reynolds Charitable Trust funds to develop a case management program for school age children with chronic illness.

• July 2006, the nurse-midwifery education program received 10-year accreditation. The Board of Review of the Division of Accreditation of the American College of Nurse-Midwives granted accreditation without recommendations for 10 years.

• Summer 2006, the School moved into the new Health Sciences Building on the ECU medical campus. This 86,000 square foot facility has eight concept integration labs, 5 high fidelity patient simulators and 3 medium patient fidelity simulators.

• May 2007, The School graduated the largest number of students in each program (BSN, RN/BSN, MSN, and PhD) in the history of the School of Nursing during the 2006-07 academic year.

• July 2007, the School received a $282,330 grant (renewable for three years) from HRSA to study increasing the number and diversity of nurse practitioners in rural NC.

• July 2007, the School received a $50,000 grant from NC Area Health Education Centers (AHEC) to collaborate with a community college on the use of simulation in the classroom.

• The college is offering a 45-hour, 15 week NEED (Nursing Education Educator Development) program online for faculty in N.C. to fulfill the new NC Board of Nursing requirement for nurse instructors.

• The Bariatric Nursing Consortium, which includes faculty from East Carolina University’s College of Nursing and nurses from Pitt County Memorial Hospital, has won the 2007 Magnet Prize. The Magnet Prize is one of the most prestigious national awards given by the American Nurses Credentialing Center for cutting-edge nursing research and practice.

• East Carolina University College of Nursing faculty members Drs. Martha Raile Alligood and Frances R. Eason have been inducted as fellows into the Academy of Nursing Education by the National League for Nursing. They were among 41 fellows from 33 schools of nursing across the country inducted as outstanding nurse educators.
BRODY SCHOOL OF MEDICINE

Mission

East Carolina University School of Medicine was established in 1975 by the North Carolina General Assembly with a three-part charge:
- To educate primary care physicians
- To provide access to careers in medicine for minority and disadvantaged students
- To improve the health care services in eastern North Carolina

About the School

Named after the Brody Family of Kinston and Greenville, the Brody School of Medicine is a primary care oriented community-based school. In August 2007, 73 North Carolina residents matriculated into the four-year medical curriculum. It is home for nearly 350 physicians engaged in specialty training in nearly 30 different disciplines. Over 70 learners are taking classes in the recently accredited Master of Public Health (MPH) program. The Liaison Committee for Medical Education granted an 8-year accreditation in 2004.

Over 325 physician faculty and other healthcare providers see patients in 20 different clinics, ranging from the Family Medicine Center and the Tingelstad Outpatient Pediatric Center to the ECU Womens’ Clinic and the Infectious Diseases and Traveler’s Clinic, totaling over 350,000 outpatient visits per year.

Patients needing hospitalization are admitted to the 750-bed Pitt County Memorial Hospital, the flagship of University Health System.

In 2006-2007, the faculty were awarded over $19 million in new external grant funds from the National Institutes of Health and other sources. Over time, the School has graduated more doctoral students than all other programs at ECU combined. There are over 60 graduate students working toward doctoral (PhD) degrees.

Fast Facts

In April 2007, U.S. News and World Reports ranked the School in the Top 10 medical schools in the country in two categories: 6th in primary care; and 9th in rural medicine.

Over the past 25 years:
- 27% of the School’s graduates practice medicine in eastern North Carolina,
- 58% practice within North Carolina, and
- 50% practice primary care medicine.

For those who graduate from medical school and complete residency specialty training here, 75% practice in North Carolina.

The graduating Class of 2007 continued the tradition of choosing primary care specialties for their careers, with 63% of the students matching into primary care residencies during Match Day. This includes: 19% in family medicine; 24% in internal medicine; 7% in combined internal medicine/pediatrics; 10% in obstetrics and gynecology; and 3% in pediatrics. Forty-two percent of the Class chose a residency program in North Carolina with 19% staying at University Health Systems of Eastern Carolina (PCMH).

For the past three years, HISPANIC BUSINESS magazine has ranked the school in the top 20 medical schools in the nation for Hispanic people.

The American Academy of Family Physicians and Society of Teachers of Family Medicine recognized the school for being eighth among accredited U.S. medical schools in the percentage of graduates it sends into family medicine residency programs.

More than 30 physicians from the Brody School of Medicine at East Carolina University (cont’d)
were chosen by their peers for inclusion in the 2007 “Best Doctors” listing. The ECU physicians on the list are Dr. Joseph Babb, Cardiology; Dr. Paul Bolin, Nephrology; Dr. William Burke, Dermatology; Dr. W. Randolph Chitwood Jr., Cardiothoracic Surgery; Dr. David Collier, Pediatrics; Dr. James Cummings, Neonatology; Dr. John Diamond, Psychiatry; Dr. Raymond Dombroski, Obstetrics and Gynecology; Dr. Irma Fiordalisi, Pediatric ICU; Dr. David Goff, Pediatric Hospitalist; Dr. Glenn Harris, Pediatric Endocrinology; Dr. David Hannon, Pediatric Cardiology; Dr. Karen Hillenbrand, Pediatrics; Dr. Howard Homesley, Gynecologic Oncology; Dr. Thomas Irons, Pediatrics; Dr. Bruce Johnson, Internal Medicine; Dr. Cynda Johnson, Family Medicine; Dr. Yash Kataria, Pulmonary Medicine; Dr. Mani Kavuru, Pulmonary and Critical Care Medicine; Dr. Kaye McGinty, Adolescent Psychiatry; Dr. Daniel Moore, Rehabilitation Medicine; Dr. Robert Newman, Family Medicine; Dr. Dale Newton, Pediatrics; Dr. Edward Newton, Obstetrics and Gynecology; Dr. Ronald Perkin, Pediatric ICU; Dr. Charles S. Powell, Vascular Surgery; Dr. Kathleen Previll, Pediatrics; Dr. Keith Ramsey, Infectious Disease; Dr. Michael Reichel, Pediatrics; Dr. Charlie Sang, Pediatric Cardiology; Dr. Kenneth Steinweg, Geriatrics; Dr. Debra Tristram, Pediatric Infectious Diseases; Dr. Ricky Watson, Family Medicine; Dr. Charles Willson, Pediatrics; Dr. Judy Wheat Wood, Pediatrics; Dr. Joseph Zanga, Pediatrics.

Seven students at the school were selected as 2007-2008 North Carolina Albert Schweitzer Fellows. These students commit to a year of service with a community agency, devoting more than 800 hours to local communities lacking access to adequate health services.

ECU Physicians, the school’s multispecialty group medical practice, ended the 2007 fiscal year with an $800,000 surplus, ending a series of several years of multi-million dollar deficits.

James McCubrey, PhD (Microbiology and Immunology) received the University’s Lifetime Achievement Award for Excellence in Research in recognition of his exemplary productivity in basic science research.

New specialty clinics were opened in 2007:
- The Moye Medical Center provides expansive new outpatient facilities for Pulmonary Diseases and Cardiology on the first floor. The new General Internal Medicine clinic on the second floor houses one of our renowned teaching programs. The Digestive Diseases Center and a modern endoscopy suite will open on the third floor in early 2008.
- Construction plans for the new Family Medicine Center are nearly completion. This facility will house the Frances J. and Robert T. Monk, Sr., Geriatric Center, funded by a gift from the Monk Family.

Administration

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Challenges and Strategies of Medical School Expansion

The early twenty-first century will be known as a period of great expansion of medical education in the United States. Current projections indicate at least a 20 percent increase in the number of M.D. matriculants in U.S. medical schools by 2013 over the 2002 benchmark. Most of this planned expansion has come from larger enrollments at existing medical schools. This *Analysis in Brief* explicates the major models of expanding class size at existing medical schools and examines several challenges of medical school expansion.

**Methods**

We gathered data from interviews with medical school and teaching hospital officials during site visits in spring 2007 at six institutions that had expanded or planned to expand their medical student class size by at least 10 percent.1 In aggregate we interviewed—either individually or in groups—approximately 185 people during our visits, including medical school deans; associate/assistant deans for medical education, research, clinical affairs, student affairs, admissions, minority affairs, and financial aid; clerkship directors; department chairs; local hospital CEOs and staff; and students, among others. Interview questions elicited information about the challenges medical schools face in expanding their class size and what strategies they have employed to overcome those hurdles. Each study team member reviewed all interview transcripts and conducted a thematic analysis of these issues.

**Models of Expansion at Existing Medical Schools**

Class-size expansion at existing medical schools typically follows one of two models for growth: “in place” or through a regional campus model (see Table 1). The “in place” model involves enrolling more medical students on the existing academic medical center campus and at nearby facilities. The regional campus model can follow two paths. Traditionally, most regional campuses have focused on the clinical education of medical students (the third and fourth years); a smaller number offer first- and second-year basic science/preclinical curricula. A new trend within the medical education community is to create branch campuses that offer all four years of medical education while operating under the accreditation umbrella of the educational program on the main medical school campus.

**Expansion Challenges**

Regardless of whether medical schools follow the “in place” or regional campus model for expanding their medical student class size, challenges ensue. Here we explore concerns in three specific domains: student affairs, financing, and planning.

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**Table 1. Models of Expanding Class Size at Existing Medical Schools**

<table>
<thead>
<tr>
<th>Model</th>
<th>Description</th>
<th>Example from this study</th>
</tr>
</thead>
<tbody>
<tr>
<td>“In place”</td>
<td>Expansion occurs at the existing academic medical center campus and at nearby clinical facilities.</td>
<td>Beginning in 2006, Boston University School of Medicine increased class size from 160 to 175 within its current campus infrastructure.</td>
</tr>
<tr>
<td>Regional two-year campus</td>
<td>Branch campus at a distance from the main medical school site offers some of the medical student curriculum to a portion of the class (most commonly clinical education).</td>
<td>University of Arkansas for Medical Sciences plans to establish a clinical campus in northwest Arkansas between 2009 and 2011.</td>
</tr>
<tr>
<td>Regional four-year campus</td>
<td>Branch campus offers all four years of medical education while operating under the accreditation umbrella of the educational program on the main medical school campus.</td>
<td>Michigan State University College of Human Medicine established a new four-year medical education program in Grand Rapids; this new campus will increase overall enrollment at the medical school from 100 to 200 by 2010.</td>
</tr>
</tbody>
</table>

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1 The six institutions included Boston University School of Medicine, Michigan State University College of Human Medicine, Oregon Health & Science University School of Medicine, Texas A&M Health Science Center College of Medicine, University of Arkansas for Medical Sciences College of Medicine, and University of Texas Medical School at Houston.
Student Affairs Challenges
Medical schools face many hurdles in maintaining student support services and administrative infrastructure in times of expansion. Admissions officers we interviewed were worried about the adequacy of the applicant pool, and minority affairs deans struggled with how to maintain a diverse student body as the class size increased. Student affairs staff cited challenges with providing a comparable level of high-quality student services to more students, sometimes on multiple campuses. Financial aid officers were worried about the adequacy of student financial aid resources.

In addition to increasing staff and enhancing the efficiency of student service delivery models, some schools approached these concerns by deliberately establishing a formal theme or overarching principle to guide their expansion efforts. For example, one school creating a regional campus adopted the theme of “one medical school,” which helped ensure that students receive comparable services and a consistent curriculum regardless of location. At another institution, school leaders used the mantra of “excellent experiences for students in their education and in their lives” as a reminder to focus on high-quality student experiences and services despite a larger class.

Financial Challenges
The ability of a medical school to expand its class size is predicated, of course, on the availability of financial resources. Many of the challenges that schools faced in expansion depended first on developing accurate cost estimates, and second on securing adequate funds to pay for the additional costs—for example, new space and facilities, additional faculty members, student services staff, and equipment.

To overcome challenges involved in developing accurate cost estimates, several schools in our study formed a team of business analysts, institutional planners, information technology and media specialists, and course and clerkship directors to examine each course, year by year, in the medical student curriculum to identify hidden costs. These teams helped identify issues that might have been missed if the challenge were approached by only one office.

As with all medical schools, these expanding schools planned on several primary sources of revenue to support ongoing medical education programs, though they had no “magic bullets” for identifying revenue streams to cover the cost of medical student class-size expansion. Three of the five state-supported medical schools in the study made requests to their legislatures for increases in state appropriations, though some received less than their requested amount, and none had obtained recurring state funds for expansion at the time of this study. Additional revenue sources for each school in this study came from tuition revenues, philanthropy, and private giving.

Planning Challenges
Successful planning for medical school expansion involved understanding and managing a process with many unknown factors, including unpredictable (or unidentified) funding sources, unspecified staffing and space needs, and unclear timelines. For the six schools in this study, expansion planning required administrators and faculty members to accept that not everything could be predicted completely or with certainty; their goal was to develop plans despite these limitations.

One major challenge for many medical school deans and associate deans, faculty members, and others in the academic medicine enterprise was lack of experience. Because medical student enrollment has remained essentially flat for a quarter-century, few medical educators had direct experience in these efforts.

Medical educators and administrative leaders at the medical schools in this study all spoke to the need for adequate time to plan. Many participants observed that planning should start years in advance of the actual enrollment increase in order to get people on board; for schools proposing a regional campus, the timeline may be even more extended. A senior dean for finance summarized the importance of advance planning when he said, “Start yesterday, because you really forget just how long the timeline needs to be.”

Conclusion
This analysis examined how institutions are expanding their medical student class size; some of the student affairs, financial, and planning challenges encountered in such a process; and examples of strategies medical schools have employed to address those challenges. While there are no formulaic answers for how best to expand class size, perhaps the most common theme among the six schools included in this study was the great importance and iterative nature of planning for a larger student body and expanded academic medical enterprise.

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The authors acknowledge Robert Sabalis, Rajeev Subharwal, and Chris Candler, participants on the study team and coauthors of the report referenced below.

This Analysis in Brief is drawn from Medical School Expansion: Challenges and Strategies. (2008). Washington DC: Association of American Medical Colleges. To obtain a copy of the full report, which includes further details about various aspects of medical school expansion, see www.aamc.org/publications.

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Greetings from the Laupus Library!

Moldovan Minister of Health Visits Laupus Library

On January 16, 2008 Dr. Ion Ababii, Moldovan Minister of Health, visited Laupus Library and the Brody School of Medicine as part of a multi-city visit in North Carolina. Dr. Ababii was accompanied by Major Robert Carver, Deputy Director of Civil Military Affairs, Gheorgie Aparece, Desk Officer for the Minister of Foreign Affairs, Diana Danu, translator and assistant to the US Ambassador in Moldova and Dr. Chris Bremer of Professor Emeritus of ECU Family Medicine. The program, planned by Laupus Library and Drs. Benson and Bremer was assembled of demonstrations and tours to help Dr. Ababii better understand key programs and services available at the Brody School of Medicine, Laupus Library and the Division of Health Sciences. Laupus Library’s was chosen to host this visit due to the availability of our highly advanced teleconference room which provided telemedicine, videoconferencing and other technological serves utilized throughout the majority of the day.

During Dr. Ababii’s visit, he observed two methods of video conferencing; a telemedicine demonstration and videoconference to Moldova. Both were bridged from Brody to the library and then to Moldova. A Telemedicine PowerPoint presentation was also given during this portion of the program. Also in attendance were Dr. Rosina Chia (Distance Education), Gloria Jones (Telemedicine), Laupus Library and MTS staff and faculty, and two press representatives.

Our guests were invited to meet library staff and faculty involved in the Moldovan Medical Library Project. Project leaders, Donna Flake and Diane Darrow, from the Coastal AHEC Health Sciences Library also attended this portion of the program. Last year more than 7,000 books were sent to Moldova, one of the poorest nations in Europe. During the tour, Dr. Ababii said the medical library project would save lives. The donated materials are temporarily housed at Laupus Library from where they are shipped bi-annually in large batches to Moldova. A WITN-7 reporter was also in attendance and featured stories about the visit on the 6:00 and 11:00 news later that day.

Guests then viewed an exhibit on pioneering African-American physicians and the library’s history collection prior to an invitation only lunch served in the exhibit gallery and attended by a select group of 42 guests including newly elected mayor Pat Dunn, Steve Lawler, and Dr. Phyllis Horns. After lunch, Dr. Ababii was presented a Laupus bronze medallion, a signature gift that acknowledges special friends and guests of the library. Dr. Phyllis Horns also presented him with a pictorial history of the university, “No Time for Ivy: East Carolina University, 1907-2007” by Henry Ferrell, autographed by Dr. Steve Ballard.
The afternoon programs began with an electronic medical record demonstration held in the Laupus Library teleconference room. Health Span, Centricity and ED/Inpatient demonstrations were provided by Jay Davis and Allison Hope and coordinated by Dr. Benson. Several university and PCMH staff and faculty were in attendance including Dr. Walter Pories.

The day’s program concluded with a tour of the Brody School of Medicine’s medical simulation and patient safety laboratory. Guests also received a Power Point overview of the standardized patient program.

The visit was a huge success for both Dr. Ababii and the university. Dr. Ababii discussed strategies for providing cost-effective health care to people in rural areas and also learned more about newer approaches in education to provide better family medicine and primary health care.