

From: Will Linville <willlinville@gmail.com>
Sent: Friday, April 12, 2019 1:41 PM
To: Phil Dubois
Subject: Re: Medical School

Sure. I understand that.

Always love our exchanges. Have a wonderful weekend!

On Apr 12, 2019, at 1:35 PM, Phil Dubois <pdubois@uncc.edu> wrote:

I did not know. I do know that funding a public medical school is a far different thing than the funding of a private medical school.

There is nothing about Charlotte that can be considered "our turf." Wake Forest is already here with its business programs, Northeastern is here with several programs, so is South Carolina, etc.

Sent from my iPad

Philip L. Dubois, Chancellor
Office of the Chancellor (Cato Bldg. 317)
University of North Carolina at Charlotte
9201 University City Blvd.
Charlotte, NC. 28213
(704) 687-5723 (Shari Dunn)

On Apr 12, 2019, at 1:32 PM, Will Linville <willlinville@gmail.com> wrote:

Did you know about this when you told us we and the city weren't ready for a med school? I cannot believe you are kept out of the loop on items like this.

<https://www.bizjournals.com/charlotte/news/2019/04/10/atrium-health-wake-forest-baptist-to-partner-bring.html>

Deferring maintenance on a beloved tower to build an office park fountain is one thing, but deferring maintenance on our university by allowing a private school 1.5 hours up the road to encroach on our turf is another.

I cannot believe this.

From: Tony Mecia <editor@cltledger.com>
Sent: Friday, April 12, 2019 12:32 PM
To: Kim.Bradley@uncc.edu
Cc: Brenda.Shue@uncc.edu
Subject: public records request - medical schools

April 12, 2018

Dear Ms. Bradley:

Under the North Carolina Public Records Law, G.S. §132-1., I am requesting an opportunity to inspect or obtain copies of public records in relation to any proposed medical schools in Charlotte, including incoming and outgoing emails, text messages, or other electronic or written correspondence involving the UNC Charlotte chancellor's office, between Jan. 1, 2019, and April 12, 2019. This includes discussions of proposed partnerships with Atrium Health as well as other possible medical schools in the Charlotte region that might not involve UNC Charlotte.

If there are any fees for searching or copying these records, please inform me if the cost will exceed \$25. However, I would also like to request a waiver of all fees in that the disclosure of the requested information is in the public interest and will contribute significantly to the public's understanding of the University's efforts to promote medical education in the Charlotte region. I am a member of the news media, and this request is related to news-gathering purposes. This information is not being sought for commercial purposes.

The law requires that you respond to and fulfill this request "as promptly as possible." If you expect a significant delay in responding to and fulfilling this request, please contact me with information about when I might expect copies or the ability to inspect the requested records.

If you deny any or all of this request, please cite each specific exemption you feel justifies the refusal to release the information and notify me of the appeal procedures available to me under the law.

Thank you for considering my request.

Sincerely,

Tony Mecia
Editor, The Charlotte Ledger

editor@cltledger.com

704-779-8298

idadio@uncc.edu

From: pdubois@uncc.edu
Sent: Thursday, April 11, 2019 8:20 PM
To: Woods, Gene A
Subject: Re: Further Conversation

I'm at an event. Will try tomorrow.

Sent from my iPhone
Philip L. Dubois
Chancellor
UNC Charlotte
704 687-5722 (office)

On Apr 11, 2019, at 7:45 PM, Woods, Gene A <Confidential > wrote:

I can talk now. Confidential

From: pdubois@uncc.edu <pdubois@uncc.edu>
Sent: Thursday, April 11, 2019 7:45 PM
To: Woods, Gene A
Subject: Further Conversation

WARNING: This email originated from outside of Atrium Health (pdubois@uncc.edu).

Do not click links or open attachments unless you recognize the sender and are expecting the message.

Gene: Will be calling you tomorrow. Hope you can pick up. I will take no more than 15 minutes. Thx.

Phil

Sent from my iPhone
Philip L. Dubois
Chancellor
UNC Charlotte
704 687-5722 (office)

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not an intended recipient of this message, please notify the sender immediately and delete the material from any computer. Do not deliver, distribute or copy this message, and do not disclose its contents or take any action in reliance on the information it contains. Thank you.

idadio@uncc.edu

From: Hall, Mary N <Confidential >
Sent: Wednesday, April 10, 2019 6:45 PM
To: Phil Dubois
Subject: RE: Chancellor Phil Dubois

Phil, let's get together at some point in the next few weeks. I'd like to discuss the ways that we can work together. Mary

From: Phil Dubois <pdubois@uncc.edu>
Sent: Wednesday, April 10, 2019 3:10 PM
To: Woods, Gene A <Confidential >
Cc: Hall, Mary N <Confidential >; William L. (Bill) Roper <roper@northcarolina.edu>; Wesley.burks@unc.edu
Subject: Fwd: Chancellor Phil Dubois

WARNING: This email originated from outside of Atrium Health (pdubois@uncc.edu).

Do not click links or open attachments unless you recognize the sender and are expecting the message.

One of several, just so you know.

Sent from my iPad

Philip L. Dubois, Chancellor
Office of the Chancellor (Cato Bldg. 317)
University of North Carolina at Charlotte
9201 University City Blvd.
Charlotte, NC. 28213
(704) 687-5723 (Shari Dunn)

Begin forwarded message:

From: Kim Bradley <Kim.Bradley@uncc.edu>
Date: April 10, 2019 at 2:54:30 PM E
To: Phil Dubois <pdubois@uncc.edu>
Subject: Fwd: FW: Chancellor Phil Dubois

Another.

Kim S. Bradley | Chief of Staff
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: [704-687-5700](tel:704-687-5700) | Fax: [704-687-1700](tel:704-687-1700)
Kim.Bradley@uncc.edu | <http://www.uncc.edu>

From: Confidential

Sent: Wednesday, April 10, 2019 2:20 PM

To: public@bog.northcarolina.edu; joe.price@uncc.edu; mike.wilson@uncc.edu; susan.devore@uncc.edu; dennis.bunker@uncc.edu; theresa.drew@uncc.edu; dhiaa.jamil@uncc.edu; brett.keeter@uncc.edu; fred.klein@uncc.edu; StudentBodyPresident@uncc.edu; maryann.rouse@uncc.edu; laura.schulte@uncc.edu; teross.young@uncc.edu

Subject: Chancellor Phil Dubois

Members of the Board of Governors, Members of the Board of Trustees of UNC Charlotte,

Today was a dark day for the University of North Carolina at Charlotte. One month after Chancellor Dubois publicly claimed the time was not right for a dedicated medical school in the Charlotte metropolitan area, Wake Forest University announced its plan to construct the very same kind of institution in the city. This is the latest in a long line of abdications of leadership on the part of Chancellor Dubois.

When East Carolina University was told it did not need a medical school, its leader stood up and fought for his school. Leo Jenkins thumbed his nose at the UNC System and created what is now called the most important institution in North Carolina east of Interstate 95.

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Chancellor Philip Dubois is no John Caldwell, and he is certainly no Leo Jenkins.

What have been Chancellor Dubois' great achievements? An expansion of the Student Union? A student-led initiative. Expansion of the University? Inevitable with Charlotte's demographic growth. Establishment of a light rail connection with Center City Charlotte? Planned by city leadership, not proposed by the University. Creation of Charlotte 49er Football? A student and alumni-led initiative.

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announcement by Wake Forest is proof positive of Dubois' failure to lead. This is a failure that will resonate throughout the remainder of the lifetime of the University, and can be laid directly at the feet of Chancellor Dubois.

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Yours,

Confidential

UNC Charlotte graduate- 2017

UNC Charlotte Master's student

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From: Matthew Draughon **Confidential**
Sent: Wednesday, April 10, 2019 5:21 PM
To: Phil Dubois
Subject: Re: Medical School

No doubt the bottom line is finances, and I'm sure there was a lot to be gained by Atrium with this deal. It also gives them a leg up on their major competitor Novant. The future question will be if there is room for a second medical school in Charlotte, possibly with Novant. Heck Texas has approved 3 new medical schools in the past few years.

Thank you for your time,

Matt

On Wed, Apr 10, 2019 at 4:03 PM Phil Dubois <pdubois@uncc.edu> wrote:

Don't know enough details yet to say, but private is different than public, as you know, and the finances of doing this are much different for us/UNC than it would be for WF.

Sent from my iPad

Philip L. Dubois, Chancellor
Office of the Chancellor (Cato Bldg. 317)
University of North Carolina at Charlotte
9201 University City Blvd.
Charlotte, NC. 28213
(704) 687-5723 (Shari Dunn)

> On Apr 10, 2019, at 2:09 PM, Matt Draughon **Confidential** > wrote:

>

> Dear Dr. Dubois,

>

> I am a former graduate of UNC Charlotte and current **Confidential**. Could you please help me understand the politics of how Wake Forest gained control of Charlotte's medical school?

>

> Thank you,

>

> Matt Draughon MD

>

> Sent from my iPhone

From: Atrium Health Updates <AtriumHealthUpdates@atriumhealth.org>
Sent: Wednesday, April 10, 2019 3:47 PM
To: Atrium Health Updates
Subject: Atrium Health, Wake Forest Baptist Health and Wake Forest University Announce Intent to Create Transformative Academic Healthcare System



April 10, 2019



Atrium Health, Wake Forest Baptist Health and Wake Forest University Announce Intent to Create Transformative Academic Healthcare System

Today, three visionary healthcare organizations announced a Memorandum of Understanding to create a next-generation academic healthcare system. Together, we will invest in the health and well-being of people throughout the region, as well as contribute ground-breaking research and innovation to the world.

Included in the announcement are plans to build on the excellence of Wake Forest School of Medicine and develop a second state-of-the-art campus in Charlotte and enhanced research and innovation core in Winston-Salem to improve health for tens of thousands of patients.

"Phenomenal things can happen when like-minded partners, committed to the same transformative vision, come together in new ways to better serve our patients and communities," said **Eugene A. Woods, president and CEO of Atrium Health.**

"For example, Wake Forest School of Medicine and Wake Forest Baptist Health are national leaders in studying how to help people age better, and with a much higher quality of life," Woods said. "Last year at Atrium Health, we cared for more than 350,000 patients over the age of 65. Just imagine the powerful possibilities to advance modern medicine by linking breakthrough science directly with our patients in a

way that allows them to live independently for longer. This is just one of the unlimited opportunities we see ahead.”

With this announcement, the organizations have agreed to start a period of exclusive negotiations, with the goal of entering into a final agreement later this year. To learn more, visit [BestCareForAll.org](https://www.bestcareforall.org).

Read media coverage about this announcement

- [Charlotte Observer](#): *The first 4-year med school is planned for Charlotte*
- [Charlotte Agenda](#): *Charlotte could finally land medical school*
- [Winston Salem Journal](#): *Baptist, Atrium Health to create second medical school in Charlotte*

Support from the Community



George Dunlap
Chair, Mecklenburg County Commission

"This is a great announcement for Mecklenburg County, our region and our state. We know that we live in one of the most dynamic, diverse and changing parts of the country. In fact, I couldn't think of a better place to live and this coming together of three tremendous institutions will help ensure that our communities have access to the very best care and the very best medical education possible. Atrium Health's commitment to caring for all is unmatched and I am very excited about the potential of combining one of the nation's best healthcare systems with one of the best educational institutes in the nation to not only bring a four-year medical school in Charlotte, but to elevate the region's reputation and create an important economic engine which will have a positive impact for so many people in our community."



Vi Lyles
Mayor of Charlotte

"Together in Charlotte, we're always looking ahead to the promising opportunity to create a city where everyone has an equal opportunity to build a happy, healthy life and contribute to a thriving community. This announcement by Atrium Health – one of Charlotte's leading organizations and economic drivers – of coming together with Wake Forest Baptist Health and Wake Forest University to bring a four-year medical school of the future to Charlotte is one of the realizations of our vision for this great city. We have been envisioning bringing a four-year school of medicine to Charlotte area for decades, and to witness the possibility of this becoming a reality is truly incredible. From the economic impact this can have on our city, to the long term difference this will make the health and well-being of countless families in our area, I couldn't be more excited about this news."

Atrium Health In the News



Atrium Health Joins Coalition to Help End North Carolina’s Opioid Epidemic

The NC Department of Justice, along with NC Department of Health and Human Services, Blue Cross and Blue Shield of North Carolina, Atrium Health and public and private partners, announced the launch of More Powerful NC, a public education campaign to prevent and confront opioid addiction by empowering people to fight against addiction in their communities.

[Read more](#)

“Alexa, Find the Nearest Atrium Health Urgent Care”

Atrium Health patients will now be able to use Amazon’s electronic voice system Alexa to not only locate the nearest urgent care and emergency department, but now will be able to reserve a spot at an urgent care location as well.



[Read more](#)



P.O. Box 32861, Charlotte, NC 28232
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From: Woods, Gene A <Confidential >
Sent: Wednesday, April 10, 2019 3:15 PM
To: Phil Dubois
Subject: Re: Chancellor Phil Dubois

That is totally and completely unfair of them Phil. Really and truly sorry to hear.

Get [Outlook for iOS](#)

From: Phil Dubois <pdubois@uncc.edu>
Sent: Wednesday, April 10, 2019 3:09:38 PM
To: Woods, Gene A
Cc: Hall, Mary N; William L. (Bill) Roper; Wesley.burks@unc.edu
Subject: Fwd: Chancellor Phil Dubois

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From: Kim Bradley <Kim.Bradley@uncc.edu>
Date: April 10, 2019 at 2:54:30 PM E
To: Phil Dubois <pdubois@uncc.edu>
Subject: Fwd: FW: Chancellor Phil Dubois

Another.

Kim S. Bradley | Chief of Staff
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Phone: [704-687-5700](tel:704-687-5700) | Fax: [704-687-1700](tel:704-687-1700)
Kim.Bradley@uncc.edu | <http://www.uncc.edu>

From: Confidential

Sent: Wednesday, April 10, 2019 2:20 PM

To: public@bog.northcarolina.edu; joe.price@uncc.edu; mike.wilson@uncc.edu; susan.devore@uncc.edu; dennis.bunker@uncc.edu; theresa.drew@uncc.edu; dhiaa.jamil@uncc.edu; brett.keeter@uncc.edu; fred.klein@uncc.edu; StudentBodyPresident@uncc.edu; maryann.rouse@uncc.edu; laura.schulte@uncc.edu; teross.young@uncc.edu

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Yours,

Confidential

UNC Charlotte graduate- 2017

UNC Charlotte Master's student

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From: Phil Dubois <pdubois@uncc.edu>
Sent: Wednesday, April 10, 2019 3:10 PM
To: Gene.Woods **Confidential**
Cc: Mary N Hall; William L. (Bill) Roper; Wesley.burks@unc.edu
Subject: Fwd: Chancellor Phil Dubois

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Date: April 10, 2019 at 2:54:30 PM E
To: Phil Dubois <pdubois@uncc.edu>
Subject: Fwd: FW: Chancellor Phil Dubois

Another.

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Phone: [704-687-5700](tel:704-687-5700) | Fax: [704-687-1700](tel:704-687-1700)
Kim.Bradley@uncc.edu | <http://www.uncc.edu>

From: **Confidential**
Sent: Wednesday, April 10, 2019 2:20 PM
To: public@bog.northcarolina.edu; joe.price@uncc.edu; mike.wilson@uncc.edu;
susan.devore@uncc.edu; dennis.bunker@uncc.edu; theresa.drew@uncc.edu; dhiaa.jamil@uncc.edu;
brett.keeter@uncc.edu; fred.klein@uncc.edu; StudentBodyPresident@uncc.edu;
maryann.rouse@uncc.edu; laura.schulte@uncc.edu; teross.young@uncc.edu
Subject: Chancellor Phil Dubois

Members of the Board of Governors, Members of the Board of Trustees of UNC Charlotte,

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Yours,

Confidential

UNC Charlotte graduate- 2017

UNC Charlotte Master's student

From: Phil Dubois <pdubois@uncc.edu>
Sent: Wednesday, April 10, 2019 2:47 PM
To: Joe Price; Kim Bradley
Subject: Fwd: Great job!

Fan Mail. I've gotten several.

Sent from my iPad

Philip L. Dubois, Chancellor
Office of the Chancellor (Cato Bldg. 317)
University of North Carolina at Charlotte
9201 University City Blvd.
Charlotte, NC. 28213
(704) 687-5723 (Shari Dunn)

Begin forwarded message:

From: nineradvocate <Confidential >
Date: April 10, 2019 at 11:46:34 AM EDT
To: pdubois@uncc.edu
Subject: Great job!

Great job on the medical school, you spineless cuck!

Wake freaking Forest.

I guess I should also be congratulating you for doing the job you were hired to do: ensure that the University remains a third rate diploma mill. All hail the mothership!

You're stealing your salary.

From: Kim Bradley <Kim.Bradley@uncc.edu>
Sent: Wednesday, April 10, 2019 2:42 PM
To: Keeter, Brett
Subject: Re: FW: Chancellor Phil Dubois

Thank you!

Kim S. Bradley | Chief of Staff
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: [704-687-5700](tel:704-687-5700) | Fax: [704-687-1700](tel:704-687-1700)
Kim.Bradley@uncc.edu | <http://www.uncc.edu>

On Wed, Apr 10, 2019 at 2:31 PM Keeter, Brett <Brett.Keeter@mail.house.gov> wrote:

Since I may be the only one who actually checks/forwards my campus mail, thought I'd make sure you saw this gem today.

J. BRETT KEETER

District Director

Office of Congressman Patrick McHenry

From: Confidential
Sent: Wednesday, April 10, 2019 2:20 PM
To: public@bog.northcarolina.edu; joe.price@uncc.edu; mike.wilson@uncc.edu; susan.devore@uncc.edu; dennis.bunker@uncc.edu; theresa.drew@uncc.edu; dhiaa.jamil@uncc.edu; brett.keeter@uncc.edu; fred.klein@uncc.edu; StudentBodyPresident@uncc.edu; maryann.rouse@uncc.edu; laura.schulte@uncc.edu; teross.young@uncc.edu
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Yours,

Confidential

UNC Charlotte graduate- 2017

UNC Charlotte Master's student

From: Kim Bradley <Kim.Bradley@uncc.edu>
Sent: Wednesday, April 10, 2019 1:40 PM
To: Kevin Bailey
Subject: Re: Breaking News: Atrium Health, Wake Forest Baptist to partner, bring med school here

I know.

Kim S. Bradley | Chief of Staff
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: [704-687-5700](tel:704-687-5700) | Fax: [704-687-1700](tel:704-687-1700)
Kim.Bradley@uncc.edu | <http://www.uncc.edu>

On Wed, Apr 10, 2019 at 1:24 PM Kevin Bailey <baileyk@uncc.edu> wrote:

Whaaaaa?!?! 🤔

Sent from my iPhone. Please excuse any typos.

On Apr 10, 2019, at 11:34 AM, Kim Bradley <Kim.Bradley@uncc.edu> wrote:

FYI.

Kim
Kim S. Bradley
Chief of Staff
UNC Charlotte
704.687.5700

----- Forwarded message -----

From: **Kim Bradley** <Kim.Bradley@uncc.edu>

Date: Wed, Apr 10, 2019, 11:23 AM

Subject: Fwd: Breaking News: Atrium Health, Wake Forest Baptist to partner, bring med school here

To: Brett Keeter <Brett.Keeter@uncc.edu>, Dennis Bunker <Dennis.Bunker@uncc.edu>, Dennis Bunker <dnb@bunkerlandgroup.com>, Dhiaa Jamil <dhiaa.jamil@duke-energy.com>, Dhiaa Jamil <Dhiaa.Jamil@uncc.edu>, Fred Klein <Fred.Klein@uncc.edu>, Fred W. Klein <fredklein@childressklein.com>, Joe L. Price <jprice@fcp.us.com>, Joe Price <Joe.Price@uncc.edu>, Laura Schulte <Laura.Schulte@uncc.edu>, Laura Schulte **Confidential** >, Mary Ann Rouse <maryann.rouse@carolinashhealthcare.org>, MaryAnn Rouse <MaryAnn.Rouse@uncc.edu>, Michael Wilson <mwilson@nwrvain.com>, Mike Wilson <Mike.Wilson@uncc.edu>, Niayai Lavien <nlavien@uncc.edu>, Phil Dubois <pdubois@uncc.edu>, Sharon Allred Decker **Confidential** >, Susan DeVore <Susan.DeVore@uncc.edu>, Susan DeVore <susan_devore@premierinc.com>, Teross Young <Teross.Young@uncc.edu>, Teross Young **Confidential** >, Theresa Drew <tdrew@deloitte.com>, Theresa Drew <Theresa.Drew@uncc.edu>

Dear Trustees,

For your information- please see the article on Atrium/Wake Forest medical school partnership. The Chancellor will brief you about this matter at the Board meeting on Friday. Please call me with any questions.

Best,
Kim
Kim S. Bradley
Chief of Staff
UNC Charlotte
704.687.5700

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From: Charlotte Business Journal <reply@mail-1.bizjournals.com>

Date: Wed, Apr 10, 2019, 11:13 AM

Subject: Breaking News: Atrium Health, Wake Forest Baptist to partner, bring med school here

To: <kim.bradley@uncc.edu>



April 10, 2019

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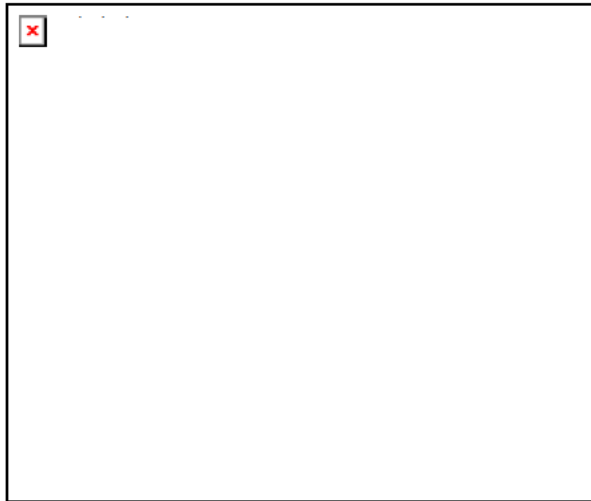
BREAKING NEWS



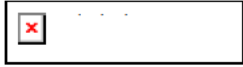
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By Caroline Hudson / Atrium Health has signed a letter of intent with Wake Forest Baptist Health and Wake Forest University to develop a partnership that would bring a four-year medical school to Charlotte.

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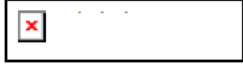


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Charlotte, NC 28202, USA

From: Beth Hardin <eahardin@uncc.edu>
Sent: Wednesday, April 10, 2019 12:50 PM
To: Kim Bradley
Subject: Re: Breaking News: Atrium Health, Wake Forest Baptist to partner, bring med school here

Will be an interesting conversation

Elizabeth A. Hardin | Vice Chancellor for Business Affairs
UNC Charlotte | 415 Reese
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5750 | Fax: 704-687-5371
eahardin@uncc.edu | <http://www.uncc.edu>

On Wed, Apr 10, 2019 at 11:34 AM Kim Bradley <Kim.Bradley@uncc.edu> wrote:

FYI.

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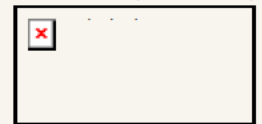
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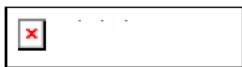
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Charlotte, NC 28202, USA

From: Kim Bradley <Kim.Bradley@uncc.edu>
Sent: Wednesday, April 10, 2019 11:52 AM
To: Betty Doster
Subject: Re: Breaking News: Atrium Health, Wake Forest Baptist to partner, bring med school here

Yes. Call me.

Kim S. Bradley | Chief of Staff
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: [704-687-5700](tel:704-687-5700) | Fax: [704-687-1700](tel:704-687-1700)
Kim.Bradley@uncc.edu | <http://www.uncc.edu>

On Wed, Apr 10, 2019 at 11:49 AM Betty Doster <edoster1@uncc.edu> wrote:
Can you talk?

Betty Doster | Special Assistant to the Chancellor for Constituent Relations
UNC Charlotte | 223 Floor Foundation Building
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5769 | Mobile: **Confidential**
Betty.Doster@uncc.edu | <http://www.uncc.edu>

On Apr 10, 2019, at 11:34 AM, Kim Bradley <Kim.Bradley@uncc.edu> wrote:

FYI.

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<susan_devore@premierinc.com>, Teross Young <Teross.Young@uncc.edu>, Teross Young
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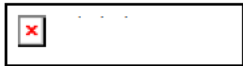
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idadio@uncc.edu

From: Jennifer Troyer <jtroyer@uncc.edu>
Sent: Wednesday, April 10, 2019 11:52 AM
To: Lorden, Joan; Phil Dubois
Cc: Jane Neese
Subject: Fwd: Atrium Health Signs Memorandum of Understanding with Wake Forest Baptist Health and Wake Forest University

FYI - an open letter from Gene Woods about creating a medical school in Charlotte.

Jennifer L. Troyer, Ph.D.

Interim Dean, College of Health and Human Services | UNC Charlotte

9201 University City Blvd. | Charlotte, NC 28223

Phone: 704-687-7599

jtroyer@uncc.edu

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From: Melinda Forthofer <mcarney4@uncc.edu>
Date: Wed, Apr 10, 2019 at 11:48 AM
Subject: Fwd: Atrium Health Signs Memorandum of Understanding with Wake Forest Baptist Health and Wake Forest University
To: Jennifer Troyer <jtroyer@uncc.edu>, Michael Thompson <methomp1@uncc.edu>, Alicia Morris <Alicia.Morris@uncc.edu>, Krista Tillman <ktillma9@uncc.edu>

FYI...this is a copy of an internal communication received by Atrium employees this morning. Very exciting!

From: Gene Woods, President and Chief Executive Officer
Sent: Wednesday, April 10, 2019 10:48:39 AM

Subject: Atrium Health Signs Memorandum of Understanding with Wake Forest Baptist Health and Wake Forest University

FROM THE DESK OF
GENE WOODS
PRESIDENT & CEO

April 10, 2019

Teammates,

Today, I am proud to share some exciting news. Within the hour, we will [publicly announce](#) that we have signed a Memorandum of Understanding with Wake Forest Baptist Health and Wake Forest University to come together to create a next-generation academic healthcare system.

Our multifaceted plan includes working together to open a medical school here in Charlotte – currently one of the two largest cities in the country without a four-year medical school. And when combined with growing shortages of physicians, nurses and other key care providers – specifically in rural areas – we believe our coming together will significantly enhance our ability to train more clinicians to meet the unique needs of our patients and communities.

Together, we will unite learners of all kinds to expand modern and affordable treatment options, to alleviate barriers to care and to solve many of the most pressing healthcare issues of our time.

This school of the future will represent a second state-of-the-art campus of Wake Forest School of Medicine; one of the top U.S. academic medical centers. Imagine the possibilities when you combine this prestige with Atrium Health's medical education programs, which are uniquely integrated with our Medical Group and world-class clinical programs, allowing students to hone in on evidence-based care, affordability initiatives, as well as quality and patient safety best practices.

In addition, we intend to combine our research platforms. With more than \$210 million in annual research funding from the National Institutes of Health and other external sources, Wake Forest School of Medicine is nationally known for its research in six areas: Aging and Alzheimer's disease, Cancer, Cardiovascular disease, Diabetes and Obesity, Neurosciences and Regenerative Medicine.

Together, we have unlimited opportunities to keep people healthy, and the remarkable ability to fuel new scientific discoveries through the advancement of large-scale research – right where our patients are already receiving care.

For example, Wake Forest School of Medicine and Wake Forest Baptist Health are leaders in studying how to help people age better, and with a much higher quality of life. Last year at Atrium Health, we cared for more than 350,000 patients over the age of 65. Just imagine the powerful possibilities to advance modern medicine by linking breakthrough science directly with our patients in a way that significantly enhances their cognitive and physical functioning – allowing them to live independently for longer.

This is just the start to our shared journey, and there is still much work to be done over the next several months as we solidify the specifics of this new, academic enterprise. Please stay tuned to [PeopleConnect](#) for additional coverage and videos from today's significant announcement, and I look forward to sharing more details with you as our work progresses.

For today, let's simply share in this excitement together – one step closer to our vision to be First and Best, and bringing new life to our mission to improve health, elevate hope and advance healing – **FOR ALL**.

Thank you for all you do,



Eugene A. Woods
President & Chief Executive Officer

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***Public Health @ UNC Charlotte:
Advancing health equity and well-being in an urbanizing world***

Melinda Forthofer, Ph.D, Professor and Chair

Email: forthofer@uncc.edu

Pronouns: she/her/herself

Department of Public Health Sciences (CHHS 432)

College of Health and Human Services

9201 University City Boulevard, Charlotte, NC 28223-0001

t/ 704.687.5682 f/ 704.687.1644

idadio@uncc.edu

From: nineradvocate <Confidential >
Sent: Wednesday, April 10, 2019 11:47 AM
To: pdubois@uncc.edu
Subject: Great job!

Great job on the medical school, you spineless cuck!

Wake freaking Forest.

I guess I should also be congratulating you for doing the job you were hired to do: ensure that the University remains a third rate diploma mill. All hail the mothership!

You're stealing your salary.

From: Rick Tankersley <rtankers@uncc.edu>
Sent: Wednesday, April 10, 2019 11:46 AM
To: Kim Bradley
Subject: Re: Breaking News: Atrium Health, Wake Forest Baptist to partner, bring med school here

Wow, didn't see this coming. Can I get a quick briefing before the BoT meeting?

On Wed, Apr 10, 2019 at 11:34 AM Kim Bradley <Kim.Bradley@uncc.edu> wrote:
FYI.

Kim
Kim S. Bradley
Chief of Staff
UNC Charlotte
704.687.5700

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From: Kim Bradley <Kim.Bradley@uncc.edu>
Date: Wed, Apr 10, 2019, 11:23 AM
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To: Brett Keeter <Brett.Keeter@uncc.edu>, Dennis Bunker <Dennis.Bunker@uncc.edu>, Dennis Bunker <Confidential>, Dhiaa Jamil <Confidential>, Dhiaa Jamil <Dhiaa.Jamil@uncc.edu>, Fred Klein <Fred.Klein@uncc.edu>, Fred W. Klein <Confidential>, Joe L. Price <Confidential>, Joe Price <Joe.Price@uncc.edu>, Laura Schulte <Laura.Schulte@uncc.edu>, Laura Schulte <Confidential>, Mary Ann Rouse <Confidential>, MaryAnn Rouse <MaryAnn.Rouse@uncc.edu>, Michael Wilson <mwilson@nwravin.com>, Mike Wilson <Mike.Wilson@uncc.edu>, Niayai Lavien <nlavien@uncc.edu>, Phil Dubois <pdubois@uncc.edu>, Sharon Allred Decker <Confidential>, Susan DeVore <Susan.DeVore@uncc.edu>, Susan DeVore <Confidential>, Teross Young <Teross.Young@uncc.edu>, Teross Young <Confidential>, Theresa Drew <Confidential>, Theresa Drew <Theresa.Drew@uncc.edu>

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Best,
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Kim S. Bradley
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704.687.5700

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April 10, 2019

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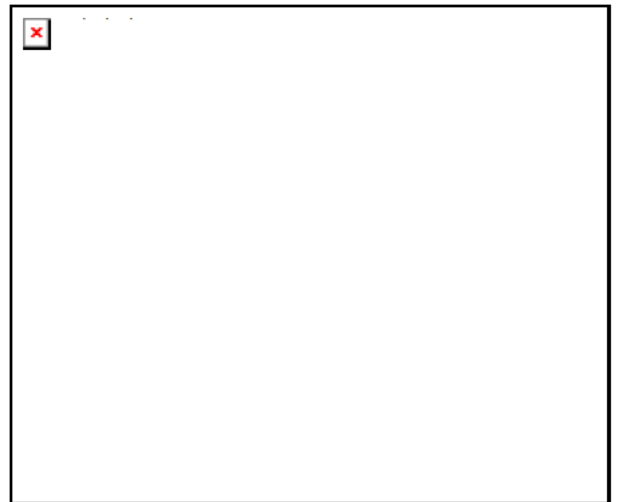
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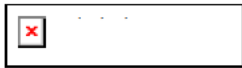
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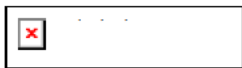
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Richard A. Tankersley, PhD
Interim Vice Chancellor for Research and Economic Development and
Associate Dean for Research and Graduate Education, College of Liberal Arts and Sciences
University of North Carolina at Charlotte
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-7210 | Fax: 704-687-0089
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From: Kim Bradley <Kim.Bradley@uncc.edu>
Sent: Wednesday, April 10, 2019 11:25 AM
To: Buffie Stephens
Subject: Re: please see this news

I just saw it. Thanks.

Kim S. Bradley
Chief of Staff
UNC Charlotte
704.687.5700

On Wed, Apr 10, 2019, 11:23 AM Buffie Stephens <BuffieStephens@uncc.edu> wrote:

Hello Kim,
Sharing this breaking news with you - a Wake Forest med school
in Charlotte.

<https://www.charlotteobserver.com/news/business/article229060864.html>

<https://www.bizjournals.com/charlotte/news/2019/04/10/atrium-health-wake-forest-baptist-to-partner-bring.html?iana=hpmvp> clt news headline

B

Buffie Stephens | Director of Issues Management and External Media Relations
The University of North Carolina at Charlotte
Office of University Communications |
115 Foundation Annex
8730 University City Blvd., Charlotte, NC 28223
Phone: 704.687.5830 | Mobile: **Confidential**
BuffieStephens@uncc.edu | www.uncc.edu

From: Kim Bradley <Kim.Bradley@uncc.edu>
Sent: Wednesday, April 10, 2019 11:24 AM
To: Brett Keeter; Dennis Bunker; Dennis Bunker; Dhiaa Jamil; Dhiaa Jamil; Fred Klein; Fred W. Klein; Joe L. Price; Joe Price; Laura Schulte; Laura Schulte; Mary Ann Rouse; MaryAnn Rouse; Michael Wilson; Mike Wilson; Niayai Lavien; Phil Dubois; Sharon Allred Decker; Susan DeVore; Susan DeVore; Teross Young; Teross Young; Theresa Drew; Theresa Drew
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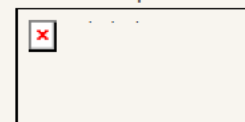
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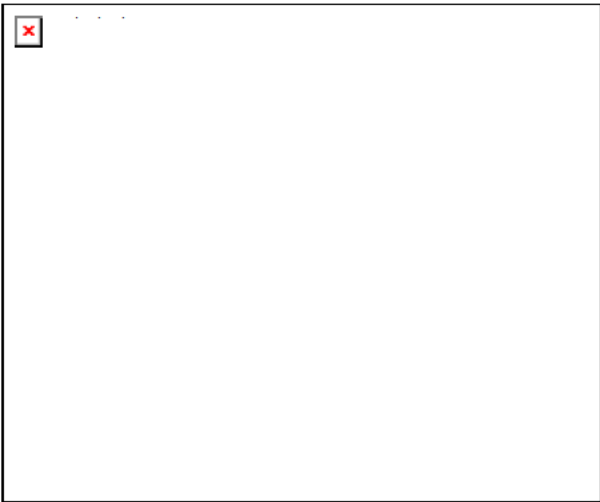


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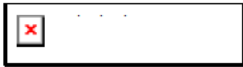
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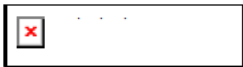


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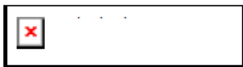
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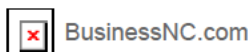
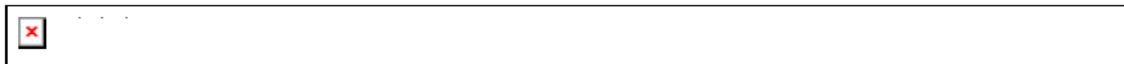
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B

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Office of University Communications |
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8730 University City Blvd., Charlotte, NC 28223
Phone: 704.687.5830 | Mobile: **Confidential**
BuffieStephens@uncc.edu | www.uncc.edu

From: Business North Carolina <dailydigest@businessnc.com>
Sent: Wednesday, April 10, 2019 11:12 AM
To: <Brenda.Shue@uncc.edu>
Subject: Breaking News: Atrium, Wake Forest Baptist in merger talks

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04/10/19

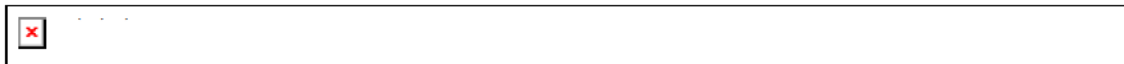
Breaking news: Atrium Health and Wake Forest Baptist may combine to create \$13B institution

Atrium Health, North Carolina's largest health care system, has signed an agreement to discuss combining with Winston-Salem-based Wake Forest Baptist Health, the companies said today.

The plan is to start "exclusive negotiations with the goal of entering into a final agreement later this year," according to a press release. Financial and operational details were not disclosed, including management structure and the impact on employees.

Read more **about the transaction here**.

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From: Ryan Benson **Confidential**
Sent: Wednesday, April 10, 2019 11:10 AM
To: Philip Dubois; BoardOfTrustees@uncc.edu
Subject: Med School

I saw the article on the Wake Forest Medical School in the Charlotte Observer today.


This is a disgrace to UNC Charlotte. That should be our medical school. Was it "not the right time" or was it a lack of effort? This is an extreme failure on behalf of University Leadership.

Ryan Benson
2014

From: The Charlotte Observer <news@news.charlotteobserver.com>
Sent: Wednesday, April 10, 2019 11:05 AM
To: <pdubois@uncc.edu>
Subject: Breaking News: The first 4-year med school is planned for Charlotte, Atrium and Wake Forest groups say



News Alerts




The first 4-year med school is planned for Charlotte, Atrium and Wake Forest groups say
Atrium Health, Wake Forest Baptist Health and Wake Forest University announced Wednesday that they plan to join in a deal that will bring...

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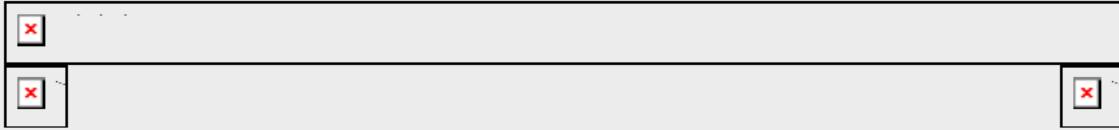
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idadio@uncc.edu

From: pdubois@uncc.edu
Sent: Wednesday, April 3, 2019 7:20 PM
To: Woods, Gene A
Cc: Hall, Mary N; Laborda, Cindy; Shari Dunn; kbradl25@uncc.edu
Subject: Re: This Afternoon

Ok. I'm coming back from the Final Four but have a late morning flight.

Shari will work with Cindy to see what works.

Sent from my iPhone
Philip L. Dubois
Chancellor
UNC Charlotte
704 687-5722 (office)

On Apr 3, 2019, at 7:12 PM, Woods, Gene A <Confidential > wrote:

Phil I'm tied up for the next few days but how about I give you a call next Tuesday. My assistant Cindy can arrange.

From: Phil Dubois <pdubois@uncc.edu>
Sent: Wednesday, April 3, 2019 5:46 PM
To: Woods, Gene A
Cc: Hall, Mary N
Subject: Fwd: This Afternoon

WARNING: This email originated from outside of Atrium Health (pdubois@uncc.edu).

Do not click links or open attachments unless you recognize the sender and are expecting the message.

Gene: OK if I give you a call to discuss the topic that won't die? I think that Don Upton may have come to see you and Mary to talk about the medical school issue. Just want to make sure you and I are on the same page.

Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

----- Forwarded message -----

From: Donald Confidential

Date: Wed, Apr 3, 2019 at 5:08 PM
Subject: This Afternoon
To: pdubois@uncc.edu <pdubois@uncc.edu>
Cc: Donald **Confidential**

Chancellor Dubois:

I did not want to close out the day without sending a note of thanks for your time, counsel and candor. I learned a great deal during our hour of discussion and hope you won't hesitate to reach out if you have questions or ideas about the program office. As I said when we were together, we are promoting a process not an object.

One of the reasons Mindy and I decided to make the Charlotte Region of the Carolinas our home is the presence of a great, growing university that serves as the foundation for an innovative regional economy. Thanks for all you do. I wanted you to know many members of your faculty and staff have made me feel at-home and engaged from day-one.

A disciplined program office that promotes *learning* and *links* the various leadership interest groups that continue to ask about a school of medicine will ensure leaders and experts are data-driven, health literate and outcome-oriented in their behaviors and expectations. No matter what, you can count on updates and transparency at every milestone. Much more to come ...

I hope to see you again soon.

Peace -

Don
Confidential
Confidential

This electronic message may contain information that is confidential and/or legally privileged. It is intended only for the use of the individual(s) and entity named as recipients in the message. If you are not an intended recipient of this message, please notify the sender immediately and delete the material from any computer. Do not deliver, distribute or copy this message, and do not disclose its contents or take any action in reliance on the information it contains. Thank you.

idadio@uncc.edu

From: Woods, Gene A <Confidential >
Sent: Wednesday, April 3, 2019 7:13 PM
To: Phil Dubois
Cc: Hall, Mary N; Laborda, Cindy
Subject: Re: This Afternoon

Phil I'm tied up for the next few days but how about I give you a call next Tuesday. My assistant Cindy can arrange.

From: Phil Dubois <pdubois@uncc.edu>
Sent: Wednesday, April 3, 2019 5:46 PM
To: Woods, Gene A
Cc: Hall, Mary N
Subject: Fwd: This Afternoon

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Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
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From: Phil Dubois <pdubois@uncc.edu>
Sent: Friday, March 22, 2019 2:34 PM
To: Kim Bradley
Subject: Re: Op ed news

Not necessary but ok

Sent from my iPad

Philip L. Dubois, Chancellor
Office of the Chancellor (Cato Bldg. 317)
University of North Carolina at Charlotte
9201 University City Blvd.
Charlotte, NC. 28213
(704) 687-5723 (Shari Dunn)

On Mar 22, 2019, at 11:06 AM, Kim Bradley <Kim.Bradley@uncc.edu> wrote:

FYI. We sent it to the trustees last week - do you want me to send to Cabinet also?

Kim S. Bradley | Chief of Staff
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: [704-687-5700](tel:704-687-5700) | Fax: [704-687-1700](tel:704-687-1700)
Kim.Bradley@uncc.edu | <http://www.uncc.edu>

----- Forwarded message -----

From: **Buffie Stephens** <BuffieStephens@uncc.edu>
Date: Fri, Mar 22, 2019 at 11:00 AM
Subject: Op ed news
To: Kim Bradley <Kim.Bradley@uncc.edu>

Hi Kim,
Observer associate editor Peter St. Onge emailed to let us know that he edited the op ed slightly so if would fit in print edition.
Here's the edited version. It will post online soon.

Buffie

St Onge, Peter

to Buffie



Here's the edited version. Thanks.

-

Many people may not know of the significant presence of medical student education in Charlotte. In 2010, Atrium Health and UNC-Chapel Hill created an accredited regional campus of the UNC School of Medicine here, taking in over 25 medical students at Atrium Health in March of their second year to spend the remainder of their clinical years in the Charlotte region.

But it remains true that Charlotte does not have a free-standing four-year medical school of its own. Is the time right to develop one to complement the public medical schools that already exist at UNC-Chapel Hill and East Carolina University? We think not.

Charlotte and UNC Charlotte can and should aspire in the long term to realize all of the benefits associated with having a major University medical center. Those include an enhanced reputation for Charlotte as a leading American city; a strengthened physician workforce due to the drawing power of a significant University medical education and research center; and increased standing for UNC Charlotte as an urban research institution.

But at least for the foreseeable future, there are overwhelming financial, political and practical obstacles to establishing a four-year medical school in Charlotte.

In the fall of 2015, at the urging of a citizens' organization, a nine-member Medical Education Task Force was formed consisting of two representatives each from UNC's School of Medicine, Atrium Health, the citizens' organization, and UNC Charlotte, with its chancellor serving as chair. For more than two years, the task force assembled a vast array of data and expert opinion on the question of whether a new medical school could be justified. Records of the task force's deliberations can be accessed at: <https://chancellor.uncc.edu/ME-task-force>.

Early on, the task force concluded that the most feasible approach for developing a free-standing medical school was to build it in partnership with the nationally ranked medical school in Chapel Hill and Atrium Health. In fact, at the conclusion of our deliberations, there was considerable enthusiasm for the idea that a pilot program in Charlotte for 25-50 medical students might offer the opportunity to develop innovative curricular approaches that might, for instance, permit the completion of the M.D. degree in three years rather than the traditional four.

Rigorously vetted financial estimates made it clear, however, that even a small pilot program would be very expensive. We estimated that about \$20 million in operational

funding might be required if such a program could be launched within five years. To put these costs in perspective, funding at that level from the investment returns of an endowment generating five percent in spendable income would require an endowment of over \$400 million. In addition, substantial funds would be needed on a one-time basis for capital infrastructure as well as annual continuing funds to operate facilities to house a modern medical school.

With respect to a medical school in Charlotte, the public and private funding challenges are simply insurmountable at this time to build a free-standing medical school. In the meantime, to grow the physician workforce, residency slots should be added in disciplines we need. Physicians are more likely to stay in communities where they train for residency than they are to practice where they go to medical school.

We leave it to future community and university leaders to assess when the constellation of conditions necessary for creation and support of a UNC Charlotte medical school make that opportunity feasible.

Dubois is chancellor of UNC Charlotte. Burks is dean of the UNC School of Medicine.

Buffie Stephens | Director of Issues Management and External Media Relations
The University of North Carolina at Charlotte
Office of University Communications |
115 Foundation Annex
8730 University City Blvd., Charlotte, NC 28223
Phone: 704.687.5830 | Mobile: Confidential
BuffieStephens@uncc.edu | www.uncc.edu

idadio@uncc.edu

From: Kim Bradley <Kim.Bradley@uncc.edu>
Sent: Friday, March 22, 2019 11:07 AM
To: Phil Dubois
Subject: Fwd: Op ed news

FYI. We sent it to the trustees last week - do you want me to send to Cabinet also?

Kim S. Bradley | Chief of Staff
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: [704-687-5700](tel:704-687-5700) | Fax: [704-687-1700](tel:704-687-1700)
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The University of North Carolina at Charlotte
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Phone: 704.687.5830 | Mobile: Confidential
BuffieStephens@uncc.edu | www.uncc.edu

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Dubois is chancellor of UNC Charlotte. Burks is dean of the UNC School of Medicine.

Buffie Stephens | Director of Issues Management and External Media Relations
The University of North Carolina at Charlotte
Office of University Communications |
115 Foundation Annex
8730 University City Blvd., Charlotte, NC 28223
Phone: 704.687.5830 | Mobile: **Confidential**
BuffieStephens@uncc.edu | www.uncc.edu

From: Buffie Stephens <BuffieStephens@uncc.edu>
Sent: Thursday, March 21, 2019 10:49 AM
To: Kim Bradley
Subject: Medical education op ed

Hello Kim,
Editorial Board acting editor Peter St. Onge says the Observer would like to publish the medical education op ed. They will post online Friday and publish in print on Sunday.

Peter is requesting head shots of the Chancellor and Dr. Burks. Should we use the Exponential shot of the Chancellor? If you have a contact for the UNC School of Medicine, I'll be happy to request a head shot of Dr. Burks.

Buffie Stephens | Director of Issues Management and External Media Relations
The University of North Carolina at Charlotte
Office of University Communications |
115 Foundation Annex
8730 University City Blvd., Charlotte, NC 28223
Phone: 704.687.5830 | Mobile: **Confidential**
BuffieStephens@uncc.edu | www.uncc.edu



From: Kim Bradley <Kim.Bradley@uncc.edu>
Sent: Friday, March 15, 2019 6:07 PM
To: Brett Keeter; Dennis Bunker; Dennis Bunker; Dhiaa Jamil; Dhiaa Jamil; Fred Klein; Fred W. Klein; Joe L. Price; Joe Price; Laura Schulte; Laura Schulte; Mary Ann Rouse; MaryAnn Rouse; Michael Wilson; Mike Wilson; Niayai Lavien; Phil Dubois; Sharon Allred Decker; Susan DeVore; Susan DeVore; Teross Young; Teross Young; Theresa Drew; Theresa Drew
Subject: Medical Education Op-ed

Dear Trustees,

Attached please find the medical education op-ed authored by Chancellor Dubois and Wesley Burks, Dean of the UNC School of Medicine. The op-ed will be submitted on Monday and we expect it to be published on Sunday, March 24.

Please call with any questions.

Best, Kim

Kim S. Bradley | Chief of Staff
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: [704-687-5700](tel:704-687-5700) | Fax: [704-687-1700](tel:704-687-1700)
Kim.Bradley@uncc.edu | <http://www.uncc.edu>

idadio@uncc.edu

From: Kim Bradley <Kim.Bradley@uncc.edu>
Sent: Friday, March 15, 2019 4:30 PM
To: Buffie Stephens
Subject: Medical Task Force Op Ed

Buffie, Attached please find the op ed from the Chancellor. Call with any questions. Kim

Kim S. Bradley | Chief of Staff
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: [704-687-5700](tel:704-687-5700) | Fax: [704-687-1700](tel:704-687-1700)
Kim.Bradley@uncc.edu | <http://www.uncc.edu>

idadio@uncc.edu

From: Kim Bradley <Kim.Bradley@uncc.edu>
Sent: Friday, March 15, 2019 2:54 PM
To: Phil Dubois
Subject: Op Ed

Kim S. Bradley | Chief of Staff
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: [704-687-5700](tel:704-687-5700) | Fax: [704-687-1700](tel:704-687-1700)
Kim.Bradley@uncc.edu | <http://www.uncc.edu>

idadio@uncc.edu

From: Phil Dubois <pdubois@uncc.edu>
Sent: Friday, March 15, 2019 2:05 PM
To: William L. (Bill) Roper
Subject: Medical Education Op Ed

Good afternoon, Bill. Wesley and I have collaborated on the attached op ed. We'll send to the Observer later today. Just FYI.

We will insert a web address so folks can read the work completed by the Task Force, including the Sheps Center report and the work completed by Paul Wallach.

Thx.

Phil

Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

idadio@uncc.edu

From: Phil Dubois <pdubois@uncc.edu>
Sent: Friday, March 15, 2019 2:00 PM
To: Shari Dunn; Kim Bradley
Subject: Op Ed

This is ready to have the web address entered. Return to me to test and I'll send on to Buffie.

Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

From: Burks, Wesley <wburks@email.unc.edu>
Sent: Friday, March 15, 2019 1:53 PM
To: Phil Dubois
Subject: Re: Final Draft
Attachments: WB - Medical Education--Op Ed (WB-PD Final).docx

Phil,

Attached is the letter slightly edited and I added my name with the A.

Thank you again,

Wesley

Wesley Burks, M.D.
Dean and CEO UNC School of Medicine and UNC Health Care
The University of North Carolina at Chapel Hill
4030 Bondurant Hall
Campus Box 7000
Chapel Hill, NC 27599-7000
p (919) 966-4161
wesley.burks@unc.edu

From: Phil Dubois <pdubois@uncc.edu>
Sent: Friday, March 15, 2019 12:44 PM
To: Burks, Wesley
Subject: Final Draft

Wesley: Here's a final draft. Mary and Gene think this might be best signed only by you and me.

I've edited this back to under 630 words as required. You'll note that I reordered your paragraph about the residencies, because it seemed to read better, but advise if you think differently.

Once you're good to go, I'll enter the web address and we will get it to the Observer.

Let me know if you want to use A. Wesley Burks or as I have it. I also hyphenated UNC-Chapel Hill because that is how it appears in system and campus usage.

Phil
Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223

Phone: 704-687-5700 | Fax: 704-687-1700

pdubois@uncc.edu | <http://www.uncc.edu>

From: Phil Dubois <pdubois@uncc.edu>
Sent: Friday, March 15, 2019 12:44 PM
To: Wesley.burks@unc.edu
Subject: Final Draft

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From: Hall, Mary N <Confidential >
Sent: Friday, March 15, 2019 12:11 PM
To: Phil Dubois; Hall, Mary N
Subject: RE: Op Ed Continuing Revisions
Attachments: Medical Education--Op Ed (PLD-MH-WB Edits).docx

Phil, this latest version looks great. I think it will look better with just you and Wesley as co-authors, but I thank you for the offer. Gene is aware and we appreciate the recognition of what Atrium Health is doing now. When do you think it will be published? Mary

From: Phil Dubois <pdubois@uncc.edu>
Sent: Friday, March 15, 2019 7:48 AM
To: Hall, Mary N <Confidential >
Subject: Op Ed Continuing Revisions

WARNING: This email originated from outside of Atrium Health (pdubois@uncc.edu).

Do not click links or open attachments unless you recognize the sender and are expecting the message.

Here is the op ed with all of our revisions, including Wesley's. I still need to pare out about 30 words but think I can do that without a major problem.

See what you think. I'm giving you the version with Wesley's edits. Don't worry about any format nits. I'll correct those before we send it in.

I hope you'll agree to sign on.

Phil

Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
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Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

idadio@uncc.edu

From: Burks, Wesley <wburks@email.unc.edu>
Sent: Friday, March 15, 2019 7:33 AM
To: Phil Dubois
Subject: Re: Medical Education Op Ed
Attachments: Medical Education--Op Edits 3-15-19.docx

Phil,

Thanks for doing this, here are my thoughts after I looked at it with our communications folks from the school and health care system.

I would be good to sign it now and after discussing it with the system office and here without Mary on it.

I am fine if you think otherwise but maybe we could talk if you do.

Thanks again,

Wesley

Wesley Burks, M.D.
Dean and CEO UNC School of Medicine and UNC Health Care
The University of North Carolina at Chapel Hill
4030 Bondurant Hall
Campus Box 7000
Chapel Hill, NC 27599-7000
p (919) 966-4161
wesley.burks@unc.edu

From: Phil Dubois <pdubois@uncc.edu>
Sent: Wednesday, March 13, 2019 8:12 AM
To: Burks, Wesley
Subject: Fwd: Medical Education Op Ed

Draft is now attached.
Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

----- Forwarded message -----
From: **Phil Dubois** <pdubois@uncc.edu>

Date: Wed, Mar 13, 2019 at 8:11 AM

Subject: Medical Education Op Ed

To: <Wesley.Burks@unc.edu>

Wesley--here is a draft. It has to be pretty stripped down to fit within the newspaper's word limit of 600-630 words. I'll create a web site with all of the back-up materials.

If you have suggested edits, a red line would be most helpful.

Phil

Philip L. Dubois | Chancellor

UNC Charlotte | Chancellor's Office

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Phone: 704-687-5700 | Fax: 704-687-1700

pdubois@uncc.edu | <http://www.uncc.edu>

From: Shari Dunn <Shari.Dunn@uncc.edu>
Sent: Wednesday, March 13, 2019 10:59 AM
To: Jennifer Ward; Kim Bradley
Subject: Med Ed supporting docs

See if you think the attached will work. Let me know of anything you think needs tweaking.

I tried adding a button to each page that would allow the reader to go back to the top of the document but somehow I couldn't get it to look quite right. Jennifer, if you're able to do that, feel free.

Thanks,
Shari

Shari L. Dunn, MBA | Senior Executive Assistant to the Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: [704-687-5723](tel:704-687-5723) | Main Office: [704-687-5700](tel:704-687-5700) | Fax: [704-687-1700](tel:704-687-1700)
shari.dunn@uncc.edu | <http://www.uncc.edu>

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From: Phil Dubois <pdubois@uncc.edu>
Sent: Wednesday, March 13, 2019 8:24 AM
To: Kim Bradley; Shari Dunn
Subject: Fwd: Final Report of the Charlotte Medical Education Task Force

Final two documents--bring in the first page of each of the seven documents and let me put them in order.

Philip L. Dubois | Chancellor
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pdubois@uncc.edu | <http://www.uncc.edu>

----- Forwarded message -----

From: **Phil Dubois** <pdubois@uncc.edu>
Date: Wed, Mar 13, 2019 at 8:18 AM
Subject: Fwd: Final Report of the Charlotte Medical Education Task Force
To: Kim Bradley <Kim.Bradley@uncc.edu>, Shari Dunn <Shari.Dunn@uncc.edu>

For the medical school op ed that I am writing, I need to create a web site right away that can contain the critical back up documents. Here are five of them. I'll send you a couple more--the Sheps Center study and Paul Wallach's consulting study. Let's discuss this morning. Maybe somewhere in the Chancellor's Outbox.

Philip L. Dubois | Chancellor
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pdubois@uncc.edu | <http://www.uncc.edu>

----- Forwarded message -----

From: **Phil Dubois** <pdubois@uncc.edu>
Date: Thu, Feb 21, 2019 at 8:06 AM
Subject: Fwd: Final Report of the Charlotte Medical Education Task Force
To: Shari Dunn <Shari.Dunn@uncc.edu>

I need to send the email and all attachments to Bill Barnhardt. Please make me a set and I'll write a note.

Foundation should have his home address.

Philip L. Dubois | Chancellor
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9201 University City Blvd. | Charlotte, NC 28223

Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

----- Forwarded message -----

From: **Phil Dubois** <pdubois@uncc.edu>

Date: Wed, May 30, 2018 at 2:45 PM

Subject: Fwd: Final Report of the Charlotte Medical Education Task Force

To: Margaret Spellings <margaret.spellings@northcarolina.edu>, Harry Smith **Confidential**, Meredith B. Didier <mbdidier@northcarolina.edu>

Cc: edoster1 <Betty.Doster@uncc.edu>, William L. (Bill) Roper <**Confidential** Woods, Gene A <**Confidential**>

Margaret, Harry, Anna--this is just FYI on an old topic--the question of whether UNC Charlotte should have a medical school at some point in the future. Bill Roper and I briefed the BOG about this in late 2015, I think, but not many people will remember this.

As you may remember, at the urging of a citizens' group in the fall of 2015, a Medical Education Task Force was formed consisting of two representatives of the Chapel Hill School of Medicine appointed by Bill Roper, two from Atrium appointed by Michael Tarwater (now Gene Woods), two from the Citizens' group, and two from UNC Charlotte, with me serving as Chair. The documents below represent the now-completed work of that Task Force.

From the very beginning, we have stressed with the Citizens' committee that it is unrealistic to believe that any public money will be available for another medical school and Atrium has been quite clear that it has no intention of subsidizing a medical school operation as some healthcare systems have done elsewhere.

What happens now is that this work product is being turned over to the Citizens' group to see whether they can raise private funding to think about doing a pilot project in Charlotte that would be an inter-institutional effort of UNC Chapel Hill, UNC Charlotte, and Atrium. Frankly, the price tag is so large that I think the effort is a climb up a very steep hill. You will see all of that outlined in the cover email below.

If you have questions, please let me know. I have terminated the work of the Task Force and will now return to my day job.

Betty, copying you in case you want to share with folks like Bob Morgan of the Chamber and Ronnie Bryant of the Regional Partnership.

Bill, Gene--final copies for your files. I want to thank you for the many excellent contributions made by Derek Raghavan and Mary Hall of Atrium, and Julie Byerley and Kurt Gilliland of the School of Medicine. They were excellent colleagues and added a great deal to our work.

Best,

Phil

Philip L. Dubois | Chancellor
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pdubois@uncc.edu | <http://www.uncc.edu>

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From: Phil Dubois <pdubois@uncc.edu>

Date: Wed, May 30, 2018 at 10:58 AM

Subject: Final Report of the Charlotte Medical Education Task Force

To: jflorden <jflorden@uncc.edu>, Dan Murrey <[Confidential](#)>, Derek Raghavan <[DConfidential](#)>, Julie Byerley <julie_byerley@med.unc.edu>, Kurt Gilliland <kogillil@med.unc.edu>, Mary Hall <Mary.Hall@carolinashealthcare.org>, Nancy Fey-Yensan <nfeyyens@uncc.edu>, Philip Dubois <pdubois@uncc.edu>, "Richard B. Reiling" <[Confidential](#)>
Cc: Shari Dunn <Shari.Dunn@uncc.edu>, Brenda Shue <Brenda.Shue@uncc.edu>, Shannon Homesley <Shannon.Homesley@uncc.edu>, "Karen Entrekin (Julie Byerley's assistant)" <karen_entrekin@med.unc.edu>, Donna McCombs <dmmack@uncc.edu>, "Susan Schmidt (Dr. Raghavan's assistant)" <[Confidential](#)>, "Betsy Gart (Dr. Mary Hall's assistant)" <[Confidential](#)>, "Turrayn Sharpe (Dr. Murrey's assistant)" <[Confidential](#)>

Dear Dick and Dan:

As you know, the Task Force on Medical Education has been meeting and discussing the future of medical education in Charlotte since January of 2016. I am pleased to submit to you a set of materials related to those discussions, as well as final cost estimates for the development of a pilot Charlotte-based medical education program in collaboration with the UNC School of Medicine and Atrium Health. You should now feel free to share these materials with the members of the Charlotte Medical Education Expansion Commission (CMEEC) and other individuals who met with us in August of 2015 to initiate this work.

Although it has taken nearly 2.5 years to complete our assessment, I think it is fair to say that much has been accomplished.

Our first task was to establish goals for the work of the Task Force; I have attached a copy of those goals as finalized in February, 2016.

Next, because at least part of the reason for considering changes to the landscape of medical education in the greater Charlotte region is the question of how population growth will affect the supply of physicians, we commissioned the Sheps Center for Health Services Research at UNC-Chapel Hill to assess "The Future Supply and Demand of Physicians in the Charlotte Region and Rest of North Carolina" through the year 2035; that report was received by the Task Force in September, 2016.

After receiving the Sheps Center report, we developed a consensus approach about how the Charlotte region could begin to move forward on medical education (Medical Education: The Path Ahead for Charlotte)

, a document completed in February, 2017.

The conclusions reflected in that document led us to hire a consultant, Dr. Paul Wallach, to help us understand the recurring and non-recurring costs that would accompany development of a pilot program based in Charlotte. Dr. Wallach's report of May, 2017 is not attached here, but that analysis can certainly be made available to anyone who is interested.

After receiving Dr. Wallach's report, we again took stock of our discussions, memorialized in the attached October, 2017 document called "Charlotte Medical Education Task Force: What Have We Learned Thus Far?"

The last several months have been spent assembling additional information that would give us some more precise ability to estimate the financial costs involved, using both the Wallach analysis and other independent sources, particularly in

terms of needed facilities. The two last documents ("Capital Construction Needs..." and "Estimated Recurring Costs...") represent our best thinking on the financial needs to support a new pilot program.

As the CMEEC considers appropriate next steps, I think the following overall comments are appropriate.

First, it is very important for members of CMEEC and other interested citizens to fully consider the information contained in "Medical Education: The Path Ahead for Charlotte" and "Charlotte Medical Education Task Force: What Have We Learned Thus Far?" Both documents speak to the importance and quality of the existing regional medical school established by UNC-Chapel Hill's School of Medicine and Atrium Health. We should honor and build upon that successful model.

No one denies that Charlotte as a city and UNC Charlotte as an institution can and should aspire in the long term to develop a free-standing medical school to realize all of the attendant benefits associated with major University medical centers: an enhanced reputation for Charlotte as a leading American city and for UNC Charlotte as a major urban research institution; a strengthened physician workforce as a result of the drawing power of a major University medical education and research center; increases in externally funded medical research programs and associated technology development and commercial spin-off activities; and the overall positive direct and indirect economic consequences that accompany a large medical education and research enterprise.

Although brand new four-year state-supported medical schools have been established in recent years in other states, our view as represented in these documents is that there are overwhelming political, financial, and practical obstacles to establishing a new four-year medical school in Charlotte that are separate and apart from the existing UNC-CH/Atrium regional medical school, at least in the immediate future. We leave it to future community and University leaders to assess when the constellation of conditions necessary for creation and support of a UNC Charlotte medical school make that opportunity feasible and we hazard no guess as to whether the length of time until that opportunity presents itself should be measured in years or decades.

With that said, there was agreement within our Task Force that, long term, a free-standing medical school for UNC Charlotte might make sense if built over time under the auspices of and in partnership with the existing accredited medical school at Chapel Hill. In fact, as our deliberations were being brought to a close, there was some enthusiasm for the idea that a pilot program based in Charlotte for 25-50 undergraduate medical students selected by the UNC School of Medicine as part of their regular undergraduate medical education program might offer the opportunity to develop innovative new curricular approaches that might, for instance, permit the completion of the M.D. degree in three years rather than in the traditional four.

The financial estimates contained in "Capital Construction Needs..." and "Estimated Recurring Costs..." make it clear that even the creation of a small pilot program developed as a partnership involving UNC-Chapel Hill, UNC Charlotte, and Atrium Health would be very expensive, both in terms of the overall costs and especially on a "per student" basis.

As you will see in the document on recurring costs, we estimate that from \$19.2M to \$21.2M might be required if such a program could be launched within five years. To put these costs in perspective, to fund \$19.2M from the annual proceeds of a privately-funded endowment generating 4-5% in spendable income would require an endowment of from \$384M-\$480M.

On the capital construction side, facilities that would need to be constructed at UNC Charlotte and Atrium Health would total around \$115M if constructed within five years, with an additional \$11.5M required for furnishings, fixtures, and equipment (FF&E), and an annual continuing source of revenue to cover \$3.2 in annual operating costs (utilities, IT, custodial, etc.). Notably, Atrium Health is currently at capacity for the existing regional medical school (in terms of space and personnel) and unable to accommodate the initiation of even a small pilot program in Charlotte that would result in additional 3rd and 4th year medical students. It is our understanding that Atrium Health is contemplating a long-range space planning assessment that could include expansion and consolidation of its existing Carolinas College of Health Sciences with an expanded regional medical education program that could accommodate an additional 25-50 students as contemplated in the Task Force's suggested pilot program. With that said, such an approach would require a financial commitment from Atrium of more than \$50M in 2018 dollars (see p. 3 of "Capital Construction Needs..."). CMEEC would have to pursue with Atrium CEO Gene Woods whether this is a viable option.

As a final note, let me mention that even the establishment of a pilot medical education program in Charlotte will do nothing to address the projected shortage of 343 primary care physicians that the Sheps Center study projects will exist in the Charlotte region by the year 2035. Almost 80% of this shortage will very well be addressed by the existing primary care residency (GME) programs at Atrium. But, as detailed in the "What Have We Learned" document (p. 2), the Sheps physician supply model predicts that 25 additional M.D.s produced by any undergraduate regional education program would produce only one primary care physician who would remain to practice in Charlotte. Because the best known predictor of a physician practicing in a particular city or region is the location of his/her post-graduate residency, Charlotte will need approximately 20 new primary care GME residencies to be created to effectively address physician supply for the region. We have developed no detailed estimates of operating costs or facilities that would be required to support additional residency slots.

With this report, I consider the work of the Charlotte Medical Education Task Force to be complete and will be calling no more meetings. However, should you wish to have me meet with CMEEC and other interested citizens, I am glad to do that. You know where I live.

Best,

Phil

Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

idadio@uncc.edu

From: Phil Dubois <pdubois@uncc.edu>
Sent: Wednesday, March 13, 2019 8:12 AM
To: Wesley.burks@unc.edu
Subject: Fwd: Medical Education Op Ed

Draft is now attached.

Philip L. Dubois | Chancellor
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Date: Wed, Mar 13, 2019 at 8:11 AM
Subject: Medical Education Op Ed
To: <Wesley.Burks@unc.edu>

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If you have suggested edits, a red line would be most helpful.

Phil

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pdubois@uncc.edu | <http://www.uncc.edu>

From: Phil Dubois <pdubois@uncc.edu>
Sent: Wednesday, March 13, 2019 8:10 AM
To: Hall, Mary N
Subject: Re: Op Ed

I liked your changes. I've sent a version to Wesley, although I had to be pretty Draconian to get down to 630 words. Hopefully, people will access the web site which I will have created today with all of our back-up materials.

Back to you after he has seen.

Philip L. Dubois | Chancellor
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Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

On Tue, Mar 12, 2019 at 7:17 PM Hall, Mary N <Confidential > wrote:

A few of the edits are "must haves". Atrium Health, NOT Atrium Health Care. Medical student education, NOT Medical education.....

Others are preferences and I think we need to try to include the residency paragraph.

Sent you one with track changes and a clean version. You can send to Wesley if you wish. Let me see it again after he does.

You are true to our conclusions to an extent, but different perspective.

From: pdubois@uncc.edu <pdubois@uncc.edu>
Sent: Tuesday, March 12, 2019 7:13 PM
To: Hall, Mary N <Confidential >
Cc: Wesley.burks@unc.edu
Subject: Re: Op Ed

WARNING: This email originated from outside of Atrium Health (pdubois@uncc.edu).

Do not click links or open attachments unless you recognize the sender and are expecting the message.

Send along to me. I tried to remain faithful to our joint conclusions.

Sent from my iPhone

Philip L. Dubois

Chancellor

UNC Charlotte

704 687-5722 (office)

On Mar 12, 2019, at 7:10 PM, pdubois@uncc.edu wrote:

Charlotte Observer.

Sent from my iPhone

Philip L. Dubois

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UNC Charlotte

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On Mar 12, 2019, at 6:46 PM, Hall, Mary N <Confidential > wrote:

Phil, who is the "buyer"?

I have several edits for accuracy and unfortunately it is at 840 words. Probably best to have you as sole author as I would draw different conclusions from our data. Yours are valid, just from the UNC Charlotte perspective. I have several more things I would need to add if it were from our perspective. Happy to discuss. Mary

From: Phil Dubois <pdubois@uncc.edu>

Sent: Tuesday, March 12, 2019 5:08 PM

To: Hall, Mary N <Confidential >; Wesley.burks@unc.edu

Subject: Fwd: Op Ed

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Mary, Wesley: We have a "buyer" for the op ed. Mary, please make your edits and then I'll try to work it down to 630 words before sharing with Wesley.

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pdubois@uncc.edu | <http://www.uncc.edu>

----- Forwarded message -----

From: **Buffie Stephens** <BuffieStephens@uncc.edu>
Date: Tue, Mar 12, 2019 at 3:31 PM
Subject: Re: Op Ed
To: Phil Dubois <pdubois@uncc.edu>
Cc: Kim Bradley <Kim.Bradley@uncc.edu>, edoster1 <Betty.Doster@uncc.edu>

Hello to all,

The Observer looks forward to reading the op ed. To confirm, the outer limit on words is 630 and best to be right around 600.

Buffie

Buffie Stephens | Director of Issues Management and External Media Relations
The University of North Carolina at Charlotte

Office of University Communications |
115 Foundation Annex
8730 University City Blvd., Charlotte, NC 28223
Phone: 704.687.5830 | Mobile: Confidential
BuffieStephens@uncc.edu | www.uncc.edu

On Tue, Mar 12, 2019 at 12:29 PM Phil Dubois <pdubois@uncc.edu> wrote:

Here is my first draft, but I need my co-authors to agree. So, this should not be considered ready for submission.

Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
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I'll pass that information along if you are comfortable with sharing.

Buffie

Buffie Stephens | Director of Issues Management and External Media Relations
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115 Foundation Annex
8730 University City Blvd., Charlotte, NC 28223
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On Mon, Mar 11, 2019 at 10:16 AM Phil Dubois <pdubois@uncc.edu> wrote:

Thx.

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UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
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wrote:

Hello Phil,

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Buffie

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On Mon, Mar 11, 2019 at 7:43 AM Phil Dubois <pdubois@uncc.edu> wrote:

Buffie: I'm giving some thought to writing an op ed about whether Charlotte should have a medical school. Would you clear the way with the Observer and get me a word limit?

Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

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From: Hall, Mary N <Confidential >
Sent: Tuesday, March 12, 2019 7:17 PM
To: pdubois@uncc.edu; Hall, Mary N
Subject: RE: Op Ed
Attachments: Medical Education--Op Ed. with Hall edits..docx; Medical Education--Op Ed. with Hall edits. clean version.docx

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BuffieStephens@uncc.edu | www.uncc.edu

On Mon, Mar 11, 2019 at 7:43 AM Phil Dubois <pdubois@uncc.edu> wrote:

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Philip L. Dubois | Chancellor
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9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

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idadio@uncc.edu

From: Hall, Mary N <Confidential >
Sent: Tuesday, March 12, 2019 5:42 PM
To: Phil Dubois; Wesley.burks@unc.edu
Subject: Re: Op Ed

Heading back to my desk now

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From: Phil Dubois <pdubois@uncc.edu>
Sent: Tuesday, March 12, 2019 5:08:26 PM
To: Hall, Mary N; Wesley.burks@unc.edu
Subject: Fwd: Op Ed

WARNING: This email originated from outside of Atrium Health (pdubois@uncc.edu).

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Mary, Wesley: We have a "buyer" for the op ed. Mary, please make your edits and then I'll try to work it down to 630 words before sharing with Wesley.

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----- Forwarded message -----

From: Buffie Stephens <BuffieStephens@uncc.edu>
Date: Tue, Mar 12, 2019 at 3:31 PM
Subject: Re: Op Ed
To: Phil Dubois <pdubois@uncc.edu>
Cc: Kim Bradley <Kim.Bradley@uncc.edu>, edoster1 <Betty.Doster@uncc.edu>

Hello to all,
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On Mon, Mar 11, 2019 at 10:16 AM Phil Dubois <pdubois@uncc.edu> wrote:

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From: Hall, Mary N <Confidential >
Sent: Tuesday, March 12, 2019 1:24 PM
To: Phil Dubois
Subject: RE: Draft Op Ed

I think you are correct.

From: Phil Dubois <pdubois@uncc.edu>
Sent: Tuesday, March 12, 2019 1:23 PM
To: Hall, Mary N <Confidential >
Subject: Re: Draft Op Ed

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ok. I'm trying to contact Wesley Burks as the third author; given Bill Roper's current position, Wesley would be the more appropriate fit.

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On Tue, Mar 12, 2019 at 1:17 PM Hall, Mary N <Confidential > wrote:

Phil, working on edits. Will try to get to you tonight or in am.

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Sent: Monday, March 11, 2019 3:26 PM
To: Hall, Mary N <MConfidential g>
Subject: Draft Op Ed

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Mary: See what you think about this draft.

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Thoughts or suggestions?

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From: Hall, Mary N <Confidential >
Sent: Monday, March 11, 2019 4:24 PM
To: Phil Dubois
Subject: Re: Draft Op Ed

Phil, seeing patients this afternoon and into the evening. I'll look at this tomorrow. Thanks for jumping on it.

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From: Phil Dubois <pdubois@uncc.edu>
Sent: Monday, March 11, 2019 3:26:08 PM
To: Hall, Mary N
Subject: Draft Op Ed

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From: Phil Dubois <pdubois@uncc.edu>
Sent: Monday, March 11, 2019 3:40 PM
To: Shari Dunn
Subject: Re: Medical Education Task Force

ok

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9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

On Mon, Mar 11, 2019 at 3:37 PM Shari Dunn <Shari.Dunn@uncc.edu> wrote:
Marty McCarthy and Don Upton will come to visit with you on Wednesday, April 3.

Shari L. Dunn, MBA | Senior Executive Assistant to the Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: [704-687-5723](tel:704-687-5723) | Main Office: [704-687-5700](tel:704-687-5700) | Fax: [704-687-1700](tel:704-687-1700)
shari.dunn@uncc.edu | <http://www.uncc.edu>

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Tweak him.

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pdubois@uncc.edu | <http://www.uncc.edu>

On Mon, Mar 11, 2019 at 8:52 AM Shari Dunn <Shari.Dunn@uncc.edu> wrote:
No. I contacted Rev. McCarthy and offered up a handful of dates. He sent the following to me on January 10:

Dear Shari,

I have copied Mr. Don Upton on this email, since he is the person I want Phil to meet as he hears updates pertinent to the proposed 22nd Century Carolinas Regional School of Medicine. Don is an economic development professional that has done this work around the world and will help us move this forward in our Region.

So, once Don responds to a date, I will also put that date on my calendar, since all of these times are good for me.

Thank you and please thank Phil.

Sincerely,

I never heard anything else from him, nor did I get a response from Mr. Upton. I haven't reached back out to him since it seemed it was him - not you - who wanted the meeting. If I need to reconnect with him, let me know.

sld

Shari L. Dunn, MBA | Senior Executive Assistant to the Chancellor
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On Mon, Mar 11, 2019 at 8:24 AM Phil Dubois <pdubois@uncc.edu> wrote:
Has this been set up?

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pdubois@uncc.edu | <http://www.uncc.edu>

----- Forwarded message -----
From: **Phil Dubois** <pdubois@uncc.edu>
Date: Wed, Oct 24, 2018 at 10:39 AM

Subject: Re: Medical Education Task Force
To: Marty McCarthy <Confidential >
Cc: Kim Bradley <Kim.Bradley@uncc.edu>, Shari Dunn <sdunn18@uncc.edu>

OK, but I cannot promise that it will be very soon. Shari will do the best she can.

Sent from my iPad

Philip L. Dubois, Chancellor
Office of the Chancellor (Cato Bldg. 317)
University of North Carolina at Charlotte
9201 University City Blvd.
Charlotte, NC. 28213
(704) 687-5723 (Shari Dunn)

On Oct 24, 2018, at 9:43 AM, Marty McCarthy <Confidential > wrote:

Thank you Phil, I can understand your conundrum. But the work to create a school is going forward and we think this kind of school will revolve around research and big data (it will be a school unlike existing Medical Schools), which I understand to be a focal point of your University development. And, as you know the economic importance of this is huge.

So, I'd like to introduce you to our economic development expert that has organized large health care system initiatives in other parts of the Country. And we'd like to discuss how this could line up with one of your School's focal points.

Thank you,

Marty

On October 24, 2018 at 6:43 PM pdubois@uncc.edu wrote:

Marty—tell me something more specific so I can decide. Frankly, I have invested more time in medical education to date than I want.

Phil

Sent from my iPhone
Philip L. Dubois
Chancellor
UNC Charlotte
704 687-5722 (office)

On Oct 24, 2018, at 7:48 AM, Marty McCarthy <Confidential > wrote:

Dear Phil,

I'd like to get a meeting with you, and bring along to the requested meeting Mr. Don Upton, an economic development professional. We'd like to show you the steps we're taking for Medical education and how it could be beneficial to UNCC. I hope we can secure some of your time in the next several weeks?

Sincerely,

Marty

Marty McCarthy

Confidential

idadio@uncc.edu

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To: Hall, Mary N
Subject: Draft Op Ed

Mary: See what you think about this draft.

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From: Betty Doster <Betty.Doster@uncc.edu>
Sent: Monday, March 11, 2019 11:59 AM
To: Phil Dubois
Subject: Re: Med Ed Op Ed

Phil - attached are my thoughts. Re the recent additions of GME's -- the legislature has funded GME's in Asheville and in eastern NC over the last several years - I don't know enough about it but the legislature has targeted these as a way to address rural health

It might need to be mentioned in here

Betty Doster | Special Assistant to the Chancellor for Constituent Relations
UNC Charlotte | 223 Foundation Building
9201 University City Blvd. | Charlotte, NC 28223
Phone: [704-687-5769](tel:704-687-5769) | Fax: [704-687-7259](tel:704-687-7259) | Mobile: **Confidential**
Betty.Doster@uncc.edu | <http://www.uncc.edu>

On Mon, Mar 11, 2019 at 11:32 AM Phil Dubois <pdubois@uncc.edu> wrote:

Before I share with others, take a look. I'll probably need to take out 150 words but waiting to hear from Buffie on that.

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idadio@uncc.edu

From: Shari Dunn <Shari.Dunn@uncc.edu>
Sent: Monday, March 11, 2019 11:21 AM
To: Phil Dubois
Subject: Re: Fix the Paragraph

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On Mon, Mar 11, 2019 at 11:19 AM Phil Dubois <pdubois@uncc.edu> wrote:
Can you get the second para. on the second page fixed? I don't seem to know the code.

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UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

idadio@uncc.edu

From: Phil Dubois <pdubois@uncc.edu>
Sent: Monday, March 11, 2019 11:19 AM
To: Shari Dunn
Subject: Fix the Paragraph

Can you get the second para. on the second page fixed? I don't seem to know the code.

Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

From: Phil Dubois <pdubois@uncc.edu>
Sent: Monday, March 11, 2019 8:26 AM
To: Hall, Mary N
Subject: Fwd: Medical Education Task Force

Mary: I'm checking to see whether the requested meeting was ever set up. I guess he did reach out.

Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
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pdubois@uncc.edu | <http://www.uncc.edu>

----- Forwarded message -----

From: **Phil Dubois** <pdubois@uncc.edu>
Date: Wed, Oct 24, 2018 at 10:39 AM
Subject: Re: Medical Education Task Force
To: Marty McCarthy <[m\[Confidential\]g](mailto:m[Confidential]g)>
Cc: Kim Bradley <Kim.Bradley@uncc.edu>, Shari Dunn <sdunn18@uncc.edu>

OK, but I cannot promise that it will be very soon. Shari will do the best she can.

Sent from my iPad

Philip L. Dubois, Chancellor
Office of the Chancellor (Cato Bldg. 317)
University of North Carolina at Charlotte
9201 University City Blvd.
Charlotte, NC. 28213
(704) 687-5723 (Shari Dunn)

On Oct 24, 2018, at 9:43 AM, Marty McCarthy <[m\[Confidential\]g](mailto:m[Confidential]g)> wrote:

Thank you Phil, I can understand your conundrum. But the work to create a school is going forward and we think this kind of school will revolve around research and big data (it will be a school unlike existing Medical Schools), which I understand to be a focal point of your University development. And, as you know the economic importance of this is huge.

So, I'd like to introduce you to our economic development expert that has organized large health care system initiatives in other parts of the Country. And we'd like to discuss how this could line up with one of your School's focal points.

Thank you,

Marty

On October 24, 2018 at 6:43 PM pdubois@uncc.edu wrote:

Marty—tell me something more specific so I can decide. Frankly, I have invested more time in medical education to date than I want.

Phil

Sent from my iPhone
Philip L. Dubois
Chancellor
UNC Charlotte
704 687-5722 (office)

On Oct 24, 2018, at 7:48 AM, Marty McCarthy
Confidential > wrote:

Dear Phil,

I'd like to get a meeting with you, and bring along to the requested meeting Mr. Don Upton, an economic development professional. We'd like to show you the steps we're taking for Medical education and how it could be beneficial to UNCC. I hope we can secure some of your time in the next several weeks?

Sincerely,

Marty

Marty McCarthy

Confidential

From: Phil Dubois <pdubois@uncc.edu>
Sent: Monday, March 11, 2019 8:24 AM
To: Shari Dunn
Subject: Fwd: Medical Education Task Force

Has this been set up?

Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

----- Forwarded message -----

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Subject: Re: Medical Education Task Force
To: Marty McCarthy <**Confidential**>
Cc: Kim Bradley <Kim.Bradley@uncc.edu>, Shari Dunn <sdunn18@uncc.edu>

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Sent from my iPad

Philip L. Dubois, Chancellor
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Chancellor
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Marty

Marty McCarthy

Confidential

idadio@uncc.edu

From: Phil Dubois <pdubois@uncc.edu>
Sent: Monday, March 11, 2019 8:19 AM
To: Philip Dubois
Subject: Fwd: Final Report of the Charlotte Medical Education Task Force

Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

----- Forwarded message -----

From: Phil Dubois <pdubois@uncc.edu>
Date: Wed, Nov 28, 2018 at 12:27 PM
Subject: Re: Final Report of the Charlotte Medical Education Task Force
To: <Confidential >

Mark: Nice to chat with you last night.

The email texts will tell you more than enough about the result of our 2.5 year exploration of medical education in Charlotte, but I've attached the full documentation in case you have a death wish.

Philip L. Dubois | Chancellor
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9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

----- Forwarded message -----

From: Phil Dubois <pdubois@uncc.edu>
Date: Wed, May 30, 2018 at 2:45 PM
Subject: Fwd: Final Report of the Charlotte Medical Education Task Force
To: Margaret Spellings <margaret.spellings@northcarolina.edu>, Harry Smith <Confidential >, "Meredith B. Didier" <mbdidier@northcarolina.edu>
Cc: edoster1 <Betty.Doster@uncc.edu>, "William L. (Bill) Roper" <roper@med.unc.edu>, "Woods, Gene A" <Confidential >

Margaret, Harry, Anna--this is just FYI on an old topic--the question of whether UNC Charlotte should have a medical school at some point in the future. Bill Roper and I briefed the BOG about this in late 2015, I think, but not many people will remember this.

As you may remember, at the urging of a citizens' group in the fall of 2015, a Medical Education Task Force was formed consisting of two representatives of the Chapel Hill School of Medicine appointed by Bill Roper, two from Atrium appointed by Michael Tarwater (now Gene Woods), two from the Citizens' group, and two from UNC Charlotte, with me serving as Chair. The documents below represent the now-completed work of that Task Force.

From the very beginning, we have stressed with the Citizens' committee that it is unrealistic to believe that any public money will be available for another medical school and Atrium has been quite clear that it has no intention of subsidizing a medical school operation as some healthcare systems have done elsewhere.

What happens now is that this work product is being turned over to the Citizens' group to see whether they can raise private funding to think about doing a pilot project in Charlotte that would be an inter-institutional effort of UNC Chapel Hill, UNC Charlotte, and Atrium. Frankly, the price tag is so large that I think the effort is a climb up a very steep hill. You will see all of that outlined in the cover email below.

If you have questions, please let me know. I have terminated the work of the Task Force and will now return to my day job.

Betty, copying you in case you want to share with folks like Bob Morgan of the Chamber and Ronnie Bryant of the Regional Partnership.

Bill, Gene--final copies for your files. I want to thank you for the many excellent contributions made by Derek Raghavan and Mary Hall of Atrium, and Julie Byerley and Kurt Gilliland of the School of Medicine. They were excellent colleagues and added a great deal to our work.

Best,

Phil

Philip L. Dubois | Chancellor
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pdubois@uncc.edu | <http://www.uncc.edu>

----- Forwarded message -----

From: Phil Dubois <pdubois@uncc.edu>

Date: Wed, May 30, 2018 at 10:58 AM

Subject: Final Report of the Charlotte Medical Education Task Force

To: jflorden <jflorden@uncc.edu>, Dan Murrey <Confidential>, Derek Raghavan <Confidential>, Julie Byerley <Confidential>, Kurt Gilliland <Confidential>, Mary Hall <Confidential>, Nancy Fey-Yensan <nfeyyens@uncc.edu>, Philip Dubois <pdubois@uncc.edu>, "Richard B. Reiling" <Confidential>

Cc: Shari Dunn <Shari.Dunn@uncc.edu>, Brenda Shue <Brenda.Shue@uncc.edu>, Shannon Homesley <Shannon.Homesley@uncc.edu>, "Karen Entrekin (Julie Byerley's assistant)" <Confidential>, Donna McCombs <dmmack@uncc.edu>, "Susan Schmidt (Dr. Raghavan's assistant)" <Confidential>, "Betsy Gart (Dr. Mary Hall's assistant)" <Confidential>, "Turrayn Sharpe (Dr. Murrey's assistant)" <Confidential>

Dear Dick and Dan:

As you know, the Task Force on Medical Education has been meeting and discussing the future of medical education in Charlotte since January of 2016. I am pleased to submit to you a set of materials related to those discussions, as well as final cost estimates for the development of a pilot Charlotte-based medical education program in collaboration with the UNC School of Medicine and Atrium Health. You should now feel free to share these materials with the members of the Charlotte Medical Education Expansion Commission (CMEEC) and other individuals who met with us in August of 2015 to initiate this work.

Although it has taken nearly 2.5 years to complete our assessment, I think it is fair to say that much has been accomplished.

Our first task was to establish goals for the work of the Task Force; I have attached a copy of those goals as finalized in February, 2016.

Next, because at least part of the reason for considering changes to the landscape of medical education in the greater Charlotte region is the question of how population growth will affect the supply of physicians, we commissioned the Sheps Center for Health Services Research at UNC-Chapel Hill to assess "The Future Supply and Demand of Physicians in the Charlotte Region and Rest of North Carolina" through the year 2035; that report was received by the Task Force in September, 2016.

After receiving the Sheps Center report, we developed a consensus approach about how the Charlotte region could begin to move forward on medical education (Medical Education: The Path Ahead for Charlotte)

, a
document
completed
in February, 2017.

The conclusions reflected in that document led us to hire a consultant, Dr. Paul Wallach, to help us understand the recurring and non-recurring costs that would accompany development of a pilot program based in Charlotte. Dr. Wallach's report of May, 2017 is not attached here, but that analysis can certainly be made available to anyone who is interested.

After receiving Dr. Wallach's report, we again took stock of our discussions, memorialized in the attached October, 2017 document called "Charlotte Medical Education Task Force: What Have We Learned Thus Far?"

The last several months have been spent assembling additional information that would give us some more precise ability to estimate the financial costs involved, using both the Wallach analysis and other independent sources, particularly in terms of needed facilities. The two last documents ("Capital Construction Needs..." and "Estimated Recurring Costs...") represent our best thinking on the financial needs to support a new pilot program.

As the CMEEC considers appropriate next steps, I think the following overall comments are appropriate.

First, it is very important for members of CMEEC and other interested citizens to fully consider the information contained in "Medical Education: The Path Ahead for Charlotte" and "Charlotte Medical Education Task Force: What Have We Learned Thus Far?" Both documents speak to the importance and quality of the existing regional medical school established by UNC-Chapel Hill's School of Medicine and Atrium Health. We should honor and build upon that successful model.

No one denies that Charlotte as a city and UNC Charlotte as an institution can and should aspire in the long term to develop a free-standing medical school to realize all of the attendant benefits associated with major University medical centers: an enhanced reputation for Charlotte as a leading American city and for UNC Charlotte as a major urban research institution; a strengthened physician workforce as a result of the drawing power of a major University medical education and research center; increases in externally funded medical research programs and associated technology

development and commercial spin-off activities; and the overall positive direct and indirect economic consequences that accompany a large medical education and research enterprise.

Although brand new four-year state-supported medical schools have been established in recent years in other states, our view as represented in these documents is that there are overwhelming political, financial, and practical obstacles to establishing a new four-year medical school in Charlotte that are separate and apart from the existing UNC-CH/Atrium regional medical school, at least in the immediate future. We leave it to future community and University leaders to assess when the constellation of conditions necessary for creation and support of a UNC Charlotte medical school make that opportunity feasible and we hazard no guess as to whether the length of time until that opportunity presents itself should be measured in years or decades.

With that said, there was agreement within our Task Force that, long term, a free-standing medical school for UNC Charlotte might make sense if built over time under the auspices of and in partnership with the existing accredited medical school at Chapel Hill. In fact, as our deliberations were being brought to a close, there was some enthusiasm for the idea that a pilot program based in Charlotte for 25-50 undergraduate medical students selected by the UNC School of Medicine as part of their regular undergraduate medical education program might offer the opportunity to develop innovative new curricular approaches that might, for instance, permit the completion of the M.D. degree in three years rather than in the traditional four.

The financial estimates contained in "Capital Construction Needs..." and "Estimated Recurring Costs..." make it clear that even the creation of a small pilot program developed as a partnership involving UNC-Chapel Hill, UNC Charlotte, and Atrium Health would be very expensive, both in terms of the overall costs and especially on a "per student" basis.

As you will see in the document on recurring costs, we estimate that from \$19.2M to \$21.2M might be required if such a program could be launched within five years. To put these costs in perspective, to fund \$19.2M from the annual proceeds of a privately-funded endowment generating 4-5% in spendable income would require an endowment of from \$384M-\$480M.

On the capital construction side, facilities that would need to be constructed at UNC Charlotte and Atrium Health would total around \$115M if constructed within five years, with an additional \$11.5M required for furnishings, fixtures, and equipment (FF&E), and an annual continuing source of revenue to cover \$3.2 in annual operating costs (utilities, IT, custodial, etc.). Notably, Atrium Health is currently at capacity for the existing regional medical school (in terms of space and personnel) and unable to accommodate the initiation of even a small pilot program in Charlotte that would result in additional 3rd and 4th year medical students. It is our understanding that Atrium Health is contemplating a long-range space planning assessment that could include expansion and consolidation of its existing Carolinas College of Health Sciences with an expanded regional medical education program that could accommodate an additional 25-50 students as contemplated in the Task Force's suggested pilot program. With that said, such an approach would require a financial commitment from Atrium of more than \$50M in 2018 dollars (see p. 3 of "Capital Construction Needs..."). CMEEC would have to pursue with Atrium CEO Gene Woods whether this is a viable option.

As a final note, let me mention that even the establishment of a pilot medical education program in Charlotte will do nothing to address the projected shortage of 343 primary care physicians that the Sheps Center study projects will exist in the Charlotte region by the year 2035. Almost 80% of this shortage will very well be addressed by the existing primary care residency (GME) programs at Atrium. But, as detailed in the "What Have We Learned" document (p. 2), the Sheps physician supply model predicts that 25 additional M.D.s produced by any undergraduate regional education program would produce only one primary care physician who would remain to practice in Charlotte. Because the best known predictor of a physician practicing in a particular city or region is the location of his/her post-graduate residency, Charlotte will need approximately 20 new primary care GME residencies to be created to effectively address physician supply for the region. We have developed no detailed estimates of operating costs or facilities that would be required to support additional residency slots.

With this report, I consider the work of the Charlotte Medical Education Task Force to be complete and will be calling no more meetings. However, should you wish to have me meet with CMEEC and other interested citizens, I am glad to do that. You know where I live.

Best,

Phil

Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

idadio@uncc.edu

From: Phil Dubois <pdubois@uncc.edu>
Sent: Monday, March 11, 2019 7:56 AM
To: edoster1; Kim Bradley
Subject: Fwd: Final Report of the Charlotte Medical Education Task Force

This is the backstory.

Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

----- Forwarded message -----

From: **Phil Dubois** <pdubois@uncc.edu>
Date: Mon, Mar 11, 2019 at 7:41 AM
Subject: Fwd: Final Report of the Charlotte Medical Education Task Force
To: William L. (Bill) Roper <roper@northcarolina.edu>

Good morning, Bill. It seems that a branch of the Citizen's Group is back on the medical school campaign.

I'll give some thought to an op ed. Mary Hall has volunteered to sign on.

Phil

Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

----- Forwarded message -----

From: **Hall, Mary N** <**Confidential** >
Date: Sun, Mar 10, 2019 at 6:43 PM
Subject: RE: Final Report of the Charlotte Medical Education Task Force
To: pdubois@uncc.edu <pdubois@uncc.edu>

Phil, nice chatting today. See attached from Marty McCarthy. The "rudder team" including Chase Saunders is on the last page. Let me know if you and Bill plan to write an op ed. Happy to join. Mary

From: pdubois@uncc.edu <pdubois@uncc.edu>

Sent: Sunday, March 10, 2019 7:21 AM

To: Hall, Mary N <[Confidential](#) g>

Cc: Brenda Shue <Brenda.Shue@uncc.edu>; Shari Dunn <sdunn18@uncc.edu>; kbradl25@uncc.edu; Betty Doster <Betty.Doster@uncc.edu>

Subject: Re: Final Report of the Charlotte Medical Education Task Force

WARNING: This email originated from outside of Atrium Health (pdubois@uncc.edu).

Do not click links or open attachments unless you recognize the sender and are expecting the message.

Playing golf this am so will call in the aft.

Sent from my iPhone

Philip L. Dubois

Chancellor

UNC Charlotte

704 687-5722 (office)

On Mar 9, 2019, at 2:25 PM, Hall, Mary N <[Confidential](#) > wrote:

Lovely write up in the Charlotte Business Journal!! Good photo, too.

I am around Sunday afternoon if that works better to have a quick chat. [Confidential](#) If not Jane and Shari will find something. Mary

From: pdubois@uncc.edu <pdubois@uncc.edu>

Sent: Friday, March 08, 2019 8:48 PM

To: Hall, Mary N <[Confidential](#) g>

Cc: Brenda Shue <Brenda.Shue@uncc.edu>; Shari Dunn <sdunn18@uncc.edu>; kbradl25@uncc.edu; Betty Doster <Betty.Doster@uncc.edu>

Subject: Re: Final Report of the Charlotte Medical Education Task Force

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Ok. Shari Dunn keeps my calendar. I've copied her here

Sent from my iPhone

Philip L. Dubois

Chancellor

UNC Charlotte

704 687-5722 (office)

On Mar 8, 2019, at 6:16 PM, Hall, Mary N <Confidential > wrote:

Phil, a few members of the community came to meet with me, Gene Woods and Roger Ray regarding planning for a medical school. I'd like to either fill you in or get your thoughts if you already know about it. I am copying Jane and Brenda to help get us together. Will likely only need a 15-30 minute phone conversation.

I hope you are well and have a great weekend. Mary

Mary N. Hall, MD

Chief Academic Officer

Senior Vice President

Division of Medical Education

Associate Dean

UNC School of Medicine Charlotte Campus

Atrium Health

Carolinas HealthCare System is Atrium Health

Confidenti

Mailing: PO Box 32861, Charlotte, NC 28232-2861

From: sdunn18@uncc.edu <sdunn18@uncc.edu> **On Behalf Of** Phil Dubois
Sent: Wednesday, May 30, 2018 10:58 AM
To: jflorden@uncc.edu; Dan Murrey <Confidential@uncc.edu>; Raghavan, Derek <Confidential@uncc.edu>; Julie Byerley <Confidential@uncc.edu>; Kurt Gilliland <Confidential@uncc.edu>; Hall, Mary N <Confidential@uncc.edu>; Nancy Fey-Yensan <nfeyyens@uncc.edu>; Philip Dubois <pdubois@uncc.edu>; Richard B. Reiling <Confidential@uncc.edu>
Cc: Shari Dunn <Shari.Dunn@uncc.edu>; Brenda Shue <Brenda.Shue@uncc.edu>; Shannon Homesley <Shannon.Homesley@uncc.edu>; Karen Entrekin (Julie Byerley's assistant) <Confidential@uncc.edu>; Donna McCombs <dmmack@uncc.edu>; Schmidt, Susan E <Confidential@uncc.edu>; Gart, Betsy <Confidential@uncc.edu>; Turrayn Sharpe (Dr. Murrey's assistant) <Confidential@uncc.edu>
Subject: Final Report of the Charlotte Medical Education Task Force

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Dear Dick and Dan:

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document

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Best,

Phil

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Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

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Thank you.**

idadio@uncc.edu

From: Hall, Mary N <MConfidential >
Sent: Monday, March 11, 2019 7:56 AM
To: Phil Dubois
Subject: Re: Final Report of the Charlotte Medical Education Task Force

 I do miss working with you. Have a great week

Get [Outlook for iOS](#)

From: Phil Dubois <pdubois@uncc.edu>
Sent: Monday, March 11, 2019 7:39:01 AM
To: Hall, Mary N
Subject: Re: Final Report of the Charlotte Medical Education Task Force

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Thanks. You can't fix stupid.

Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

On Sun, Mar 10, 2019 at 6:43 PM Hall, Mary N <MConfidential > wrote:

Phil, nice chatting today. See attached from Marty McCarthy. The "rudder team" including Chase Saunders is on the last page. Let me know if you and Bill plan to write an op ed. Happy to join. Mary

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Sent: Sunday, March 10, 2019 7:21 AM
To: Hall, Mary N <MConfidential >
Cc: Brenda Shue <Brenda.Shue@uncc.edu>; Shari Dunn <sdunn18@uncc.edu>; kbradl25@uncc.edu; Betty Doster <Betty.Doster@uncc.edu>
Subject: Re: Final Report of the Charlotte Medical Education Task Force

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Sent from my iPhone

Philip L. Dubois

Chancellor

UNC Charlotte

704 687-5722 (office)

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Sent: Friday, March 08, 2019 8:48 PM

To: Hall, Mary N <Confidential g>

Cc: Brenda Shue <Brenda.Shue@uncc.edu>; Shari Dunn <sdunn18@uncc.edu>; kbradl25@uncc.edu; Betty Doster <Betty.Doster@uncc.edu>

Subject: Re: Final Report of the Charlotte Medical Education Task Force

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Mary N. Hall, MD

Chief Academic Officer

Senior Vice President

Division of Medical Education

Associate Dean

UNC School of Medicine Charlotte Campus

Atrium Health

Carolinas HealthCare System is Atrium Health

Confidenti

From: sdunn18@uncc.edu <sdunn18@uncc.edu> **On Behalf Of** Phil Dubois
Sent: Wednesday, May 30, 2018 10:58 AM
To: jflorden <jflorden@uncc.edu>; Dan Murrey <Confidential>;
Raghavan, Derek <Confidential>; Julie Byerley
<Confidential>; Kurt Gilliland <Confidential>; Hall, Mary N
<Confidential>; Nancy Fey-Yensan <nfeyyens@uncc.edu>; Philip
Dubois <pdubois@uncc.edu>; Richard B. Reiling <Confidential>
Cc: Shari Dunn <Shari.Dunn@uncc.edu>; Brenda Shue <Brenda.Shue@uncc.edu>;
Shannon Homesley <Shannon.Homesley@uncc.edu>; Karen Entrekin (Julie Byerley's
assistant) <Confidential>; Donna McCombs <dmmack@uncc.edu>;
Schmidt, Susan E <Confidential>; Gart, Betsy
<Confidential>; Turrayn Sharpe (Dr. Murrey's assistant)
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Although it has taken nearly 2.5 years to complete our assessment, I think it is fair to say that much has been accomplished.

Our first task was to establish goals for the work of the Task Force; I have attached a copy of those goals as finalized in February, 2016.

Next, because at least part of the reason for considering changes to the landscape of medical education in the greater Charlotte region is the question of how population growth will affect the supply of physicians, we commissioned the Sheps Center for Health Services Research at UNC-Chapel Hill to assess "The Future Supply and Demand of Physicians in the Charlotte Region and Rest of North Carolina" through the year 2035; that report was received by the Task Force in September, 2016.

After receiving the Sheps Center report, we developed a consensus approach about how the Charlotte region could begin to move forward on medical education (Medical Education: The Path Ahead for Charlotte)

, a

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The conclusions reflected in that document led us to hire a consultant, Dr. Paul Wallach, to help us understand the recurring and non-recurring costs that would accompany development of a pilot program based in Charlotte. Dr. Wallach's report of May, 2017 is not attached here, but that analysis can certainly be made available to anyone who is interested.

After receiving Dr. Wallach's report, we again took stock of our discussions, memorialized in the attached October, 2017 document called "Charlotte Medical Education Task Force: What Have We Learned Thus Far?"

The last several months have been spent assembling additional information that would give us some more precise ability to estimate the financial costs involved, using both the Wallach analysis and other independent sources, particularly in terms of needed facilities. The two last documents ("Capital Construction Needs..." and "Estimated Recurring Costs...") represent our best thinking on the financial needs to support a new pilot program.

As the CMEEC considers appropriate next steps, I think the following overall comments are appropriate.

First, it is very important for members of CMEEC and other interested citizens to fully consider the information contained in "Medical Education: The Path Ahead for Charlotte" and "Charlotte Medical Education Task Force: What Have We Learned Thus Far?" Both documents speak to the importance and quality of the existing regional medical school established by UNC-Chapel Hill's School of Medicine and Atrium Health. We should honor and build upon that successful model.

No one denies that Charlotte as a city and UNC Charlotte as an institution can and should aspire in the long term to develop a free-standing medical school to realize all of the attendant benefits associated with major University medical centers: an enhanced reputation for Charlotte as a leading American city and for UNC Charlotte as a major urban research institution; a strengthened physician workforce as a result of the drawing power of a major University medical education and research center; increases in externally funded medical research programs and associated technology development and commercial spin-off activities; and the overall positive direct and indirect economic consequences that accompany a large medical education and research enterprise.

Although brand new four-year state-supported medical schools have been established in recent years in other states, our view as represented in these documents is that there are overwhelming political, financial, and practical obstacles to establishing a new four-year medical school in Charlotte that are separate and apart from the existing UNC-CH/Atrium regional medical school, at least in the immediate future. We leave it to future community and University leaders to assess when the constellation of conditions necessary for creation and support of a UNC Charlotte medical school make that opportunity feasible and we hazard no guess as to whether the length of time until that opportunity presents itself should be measured in years or decades.

With that said, there was agreement within our Task Force that, long term, a free-standing medical school for UNC Charlotte might make sense if built over time under the auspices of and in partnership with the existing accredited medical school at Chapel Hill. In fact, as our deliberations were being brought to a close, there was some enthusiasm for the idea that a pilot program based in Charlotte for 25-50 undergraduate medical students selected by the UNC School of Medicine as part of their regular undergraduate medical education program might offer the opportunity to develop innovative new curricular approaches that might, for instance, permit the completion of the M.D. degree in three years rather than in the traditional four.

The financial estimates contained in "Capital Construction Needs..." and "Estimated Recurring Costs..." make it clear that even the creation of a small pilot program developed as a partnership involving UNC-Chapel Hill, UNC Charlotte, and Atrium Health would be very expensive, both in terms of the overall costs and especially on a "per student" basis.

As you will see in the document on recurring costs, we estimate that from \$19.2M to \$21.2M might be required if such a program could be launched within five years. To put these costs in perspective, to fund \$19.2M from the annual proceeds of a privately-funded endowment generating 4-5% in spendable income would require an endowment of from \$384M-\$480M.

On the capital construction side, facilities that would need to be constructed at UNC Charlotte and Atrium Health would total around \$115M if constructed within five years, with an additional \$11.5M required for furnishings, fixtures, and equipment (FF&E), and an annual continuing source of revenue to cover \$3.2 in annual operating costs (utilities, IT, custodial, etc.). Notably, Atrium Health is currently at capacity for the existing regional medical school (in terms of space and personnel) and unable to accommodate the initiation of even a small pilot program in Charlotte that would result in additional 3rd and 4th year medical students. It is our understanding that Atrium Health is contemplating a long-range space planning assessment that could include expansion and consolidation of its existing Carolinas College of Health Sciences with an expanded regional medical education program that could accommodate an additional 25-50 students as contemplated in the Task Force's suggested pilot program. With that said, such an approach would require a financial commitment from Atrium of more than \$50M in 2018 dollars (see p. 3 of "Capital Construction Needs..."). CMEEC would have to pursue with Atrium CEO Gene Woods whether this is a viable option.

As a final note, let me mention that even the establishment of a pilot medical education program in Charlotte will do nothing to address the projected shortage of 343 primary care physicians that the Sheps Center study projects will exist in the Charlotte region by the year 2035. Almost 80% of this shortage will very well be addressed by the existing primary care residency (GME) programs at Atrium. But, as detailed in the "What Have We Learned" document (p. 2), the Sheps physician supply model predicts that 25 additional M.D.s produced by any undergraduate regional education program would produce only one primary care physician who would remain to practice in Charlotte. Because the best known predictor of a physician practicing in a particular city or region is the location of his/her post-graduate residency, Charlotte will need approximately 20 new primary care GME residencies to be created to effectively address physician supply for the region. We have developed no detailed estimates of operating costs or facilities that would be required to support additional residency slots.

With this report, I consider the work of the Charlotte Medical Education Task Force to be complete and will be calling no more meetings. However, should you wish to have me meet with CMEEC and other interested citizens, I am glad to do that. You know where I live.

Best,

Phil

Philip L. Dubois | Chancellor
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Phone: 704-687-5700 | Fax: 704-687-1700
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idadio@uncc.edu

From: Betty Doster <edoster1@uncc.edu>
Sent: Monday, March 11, 2019 7:54 AM
To: Phil Dubois
Cc: Kim Bradley
Subject: Re: Op Ed

Phil. Let's talk timing and how it will be received by various audiences

See you shortly

Betty Doster | Special Assistant to the Chancellor for Constituent Relations
UNC Charlotte | 223 Floor Foundation Building
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5769 | Mobile: **Confidential**
Betty.Doster@uncc.edu | <http://www.uncc.edu>

On Mar 11, 2019, at 7:42 AM, Phil Dubois <pdubois@uncc.edu> wrote:

Buffie: I'm giving some thought to writing an op ed about whether Charlotte should have a medical school. Would you clear the way with the Observer and get me a word limit?

Philip L. Dubois | Chancellor
UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
Phone: 704-687-5700 | Fax: 704-687-1700
pdubois@uncc.edu | <http://www.uncc.edu>

idadio@uncc.edu

From: Phil Dubois <pdubois@uncc.edu>
Sent: Monday, March 11, 2019 7:42 AM
To: Buffie Stephens
Cc: Kim Bradley; edoster1
Subject: Op Ed

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pdubois@uncc.edu | <http://www.uncc.edu>

idadio@uncc.edu

From: Hall, Mary N <Confidential >
Sent: Sunday, March 10, 2019 7:30 PM
To: pdubois@uncc.edu; Loftin-Gray, Jane E
Cc: Brenda Shue; Shari Dunn; kbradl25@uncc.edu; Betty Doster
Subject: RE: Final Report of the Charlotte Medical Education Task Force

Hey all, Dr. Dubois and I were able to connect this afternoon so will not need another meeting set up. Thanks.

From: pdubois@uncc.edu <pdubois@uncc.edu>
Sent: Sunday, March 10, 2019 7:21 AM
To: Hall, Mary N <Confidential >
Cc: Brenda Shue <Brenda.Shue@uncc.edu>; Shari Dunn <sdunn18@uncc.edu>; kbradl25@uncc.edu; Betty Doster <Betty.Doster@uncc.edu>
Subject: Re: Final Report of the Charlotte Medical Education Task Force

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Playing golf this am so will call in the aft.

Sent from my iPhone
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Cc: Brenda Shue <Brenda.Shue@uncc.edu>; Shari Dunn <sdunn18@uncc.edu>; kbradl25@uncc.edu;
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Division of Medical Education

Associate Dean
UNC School of Medicine Charlotte Campus

Atrium Health
Carolinas HealthCare System is Atrium Health

704-446-9252

Mailing: PO Box 32861, Charlotte, NC 28232-2861

From: sdunn18@uncc.edu <sdunn18@uncc.edu> **On Behalf Of** Phil Dubois

Sent: Wednesday, May 30, 2018 10:58 AM

To: jflorden@uncc.edu; Dan Murrey <Confidential >;
Raghavan, Derek <Confidential >; Julie Byerley
<Confidential >; Kurt Gilliland <Confidential u>; Hall, Mary N
<MConfidential >; Nancy Fey-Yensan <nfeyyens@uncc.edu>; Philip Dubois
<pdubois@uncc.edu>; Richard B. Reiling <Confidential >

Cc: Shari Dunn <Shari.Dunn@uncc.edu>; Brenda Shue <Brenda.Shue@uncc.edu>;
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idadio@uncc.edu

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To: pdubois@uncc.edu
Subject: RE: Final Report of the Charlotte Medical Education Task Force
Attachments: Carolinas School of Medicine for the Americas.pdf

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Subject: Re: Final Report of the Charlotte Medical Education Task Force

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Mailing: PO Box 32861, Charlotte, NC 28232-2861

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Sent: Wednesday, May 30, 2018 10:58 AM

To: jflorden <jflorden@uncc.edu>; Dan Murrey **Confidential** >;
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Sent: Sunday, March 10, 2019 7:21 AM
To: Hall, Mary N
Cc: Brenda Shue; Shari Dunn; kbradl25@uncc.edu; Betty Doster
Subject: Re: Final Report of the Charlotte Medical Education Task Force

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I am around Sunday afternoon if that works better to have a quick chat. Confidential If not Jane and Shari will find something. Mary

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Sent: Friday, March 08, 2019 8:48 PM
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From: Gene Johnson **Confidential**
Sent: Wednesday, February 6, 2019 7:27 AM
To: Phil Dubois
Subject: Re: Final Report of the Charlotte Medical Education Task Force

Thanks Phil. I agree with your assessment that now is not the time to pursue this.

I like where we are with the Capital Campaign but am going to continue to study how we get to \$250!

Gene

Gene

On Wed, Feb 6, 2019 at 7:16 AM Phil Dubois <pdubois@uncc.edu> wrote:

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From: **Phil Dubois** <pdubois@uncc.edu>
Date: Wed, May 30, 2018 at 2:45 PM
Subject: Fwd: Final Report of the Charlotte Medical Education Task Force
To: Margaret Spellings <margaret.spellings@northcarolina.edu>, Harry Smith **Confidential** >, Meredith B. Didier <mbdidier@northcarolina.edu>
Cc: edoster1 <Betty.Doster@uncc.edu>, William L. (Bill) Roper <roper@med.unc.edu>, Woods, Gene A <**Confidential**>

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From: Phil Dubois <pdubois@uncc.edu>
Date: Wed, May 30, 2018 at 10:58 AM
Subject: Final Report of the Charlotte Medical Education Task Force
To: jflorden <jflorden@uncc.edu>, Dan Murrey <Confidential@uncc.edu>, Derek Raghavan <Confidential@uncc.edu>, Julie Byerley <julie_byerley@med.unc.edu>, Kurt Gilliland <kogillil@med.unc.edu>, Mary Hall <Confidential@uncc.edu>, Nancy Fey-Yensan <nfeyyens@uncc.edu>, Philip Dubois <pdubois@uncc.edu>, "Richard B. Reiling" <Confidential@uncc.edu>
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Confidential

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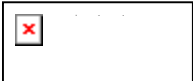
Phil

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From: Kathryn Horne <kathrynhorne@uncc.edu>
Sent: Tuesday, January 8, 2019 2:28 PM
To: Phil Dubois
Subject: Re: FW: UNC SoM

thanks Phil for the additional information
K

Kathryn Lauria Horne, AIA, LEED AP
Director of Planning - Campus Architect



University of North Carolina at Charlotte
Facilities Management
9201 University City Boulevard
Charlotte NC 28223
704-687-8251 t

On Tue, Jan 8, 2019 at 8:04 AM Phil Dubois <pdubois@uncc.edu> wrote:
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On Fri, Dec 21, 2018 at 12:04 PM Kathryn Horne <kathrynhorne@uncc.edu> wrote:

hello Phil

Thought you might find the information below of interest.

This is the firm that presented information on medical schools including Dell Medical School at UT Austin.

(I visited the Dell school when I was in Austin this past fall.)

Kathryn

Kathryn Lauria Horne, AIA, LEED AP
Director of Planning - Campus Architect



University of North Carolina at Charlotte
Facilities Management
9201 University City Boulevard
Charlotte NC 28223
704-687-8251 t

----- Forwarded message -----

From: **Bob Pulito** <Confidential>
Date: Fri, Nov 30, 2018 at 9:23 AM
Subject: FW: UNC SoM
To: Kathryn Horne <khorne16@uncc.edu>
Cc: Mary Jo Olenick <Confidential> >

Kathyrn,

Hope you had a great Thanksgiving. It has been a while since we discussed the potential SoM in Charlotte. I thought you might be interested in this trend we are seeing with Schools of Medicine. In the past we have seen Kaiser start their own SoM in LA and the Mayo Clinic partner with Arizona State U on a SoM. Recently in the Northeast we are seeing healthcare providers partnering with universities to start new SoMs.

- Marist College has partnered with HealthQuest to start a new SoM in Poughkeepsie New York. Health Quest is providing the land adjacent to their hospital and will pay for the construction of the new 100,000 SF building. Marist and HealthQuest will share equally in the cost of operating the school. Marist currently has nursing and PA programs on their campus which is a couple of miles away. <https://www.marist.edu/marist-hq-med-school>
- Drexel University CoM is opening a new regional college of medicine (RCM) in Reading PA. Their CoM, one of the oldest in the country, is located in Philadelphia about 2 hours away. They are partnering with Tower Health on a new RCM. Drexel and Tower Health are sharing the cost of constructing and operating the new branch campus. The RCM will be located about 1 mile from the Tower Health Medical Center campus. <https://www.readingeagle.com/news/article/tower-health-drexel-college-of-medicine-will-build-medical-school-on-former-vf-outlets-property>

It is an interesting trend and I expect to see more of these joint ventures. We have just started working with Drexel and Tower Health on their project and will have additional insight into the partnership in the near future. Let us know if there is any new developments or if you need assistance with anything.

Best regards

Bob

ROBERT F PULITO, AIA

PRESIDENT

860.368.4154

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www.slamcoll.com

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From: Phil Dubois <pdubois@uncc.edu>
Sent: Tuesday, January 8, 2019 8:03 AM
To: Kathryn Horne
Cc: Beth Hardin; Jonathan Varnell; Joan Lorden; Jayaraman Raja
Subject: Re: FW: UNC SoM

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UNC Charlotte | Chancellor's Office
9201 University City Blvd. | Charlotte, NC 28223
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On Fri, Dec 21, 2018 at 12:04 PM Kathryn Horne <kathrynhorne@uncc.edu> wrote:

hello Phil
Thought you might find the information below of interest.
This is the firm that presented information on medical schools including Dell Medical School at UT Austin.
(I visited the Dell school when I was in Austin this past fall.)
Kathryn

Kathryn Lauria Horne, AIA, LEED AP
Director of Planning - Campus Architect



University of North Carolina at Charlotte
Facilities Management
9201 University City Boulevard
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----- Forwarded message -----

From: **Bob Pulito** <Confidential>
Date: Fri, Nov 30, 2018 at 9:23 AM
Subject: FW: UNC SoM
To: Kathryn Horne <khorne16@uncc.edu>
Cc: Mary Jo Olenick <Confidential> m>

Kathryn,

Hope you had a great Thanksgiving. It has been a while since we discussed the potential SoM in Charlotte. I thought you might be interested in this trend we are seeing with Schools of Medicine. In the past we have seen Kaiser start their own SoM in LA and the Mayo Clinic partner with Arizona State U on a SoM. Recently in the Northeast we are seeing healthcare providers partnering with universities to start new SoMs.

- Marist College has partnered with HealthQuest to start a new SoM in Poughkeepsie New York. Health Quest is providing the land adjacent to their hospital and will pay for the construction of the new 100,000 SF building. Marist and HealthQuest will share equally in the cost of operating the school. Marist currently has nursing and PA programs on their campus which is a couple of miles away. <https://www.marist.edu/marist-hq-med-school>
- Drexel University CoM is opening a new regional college of medicine (RCM) in Reading PA. Their CoM, one of the oldest in the country, is located in Philadelphia about 2 hours away. They are partnering with Tower Health on a new RCM. Drexel and Tower Health are sharing the cost of constructing and operating the new branch campus. The RCM will be located about 1 mile from the Tower Health Medical Center campus. <https://www.readingeagle.com/news/article/tower-health-drexel-college-of-medicine-will-build-medical-school-on-former-vf-outlets-property>

It is an interesting trend and I expect to see more of these joint ventures. We have just started working with Drexel and Tower Health on their project and will have additional insight into the partnership in the near future. Let us know if there is any new developments or if you need assistance with anything.

Best regards

Bob

ROBERT F PULITO, AIA

PRESIDENT


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