

THE INTERSECTION OF STRATEGIC PLANNING...



...AND THE PHYSICAL ENVIRONMENT

KIRK KERKORIAN
SCHOOL OF MEDICINE

UNLV

KIRK KERKORIAN SCHOOL OF MEDICINE AT UNLV



Mark Guadagnoli, PhD
Senior Associate Dean for
Faculty Affairs & Director of
Learning & Performance



Kimberly Case-Nichols, MBA
Chief of Staff, Business
Affairs

Strategic Continuity and Partnerships

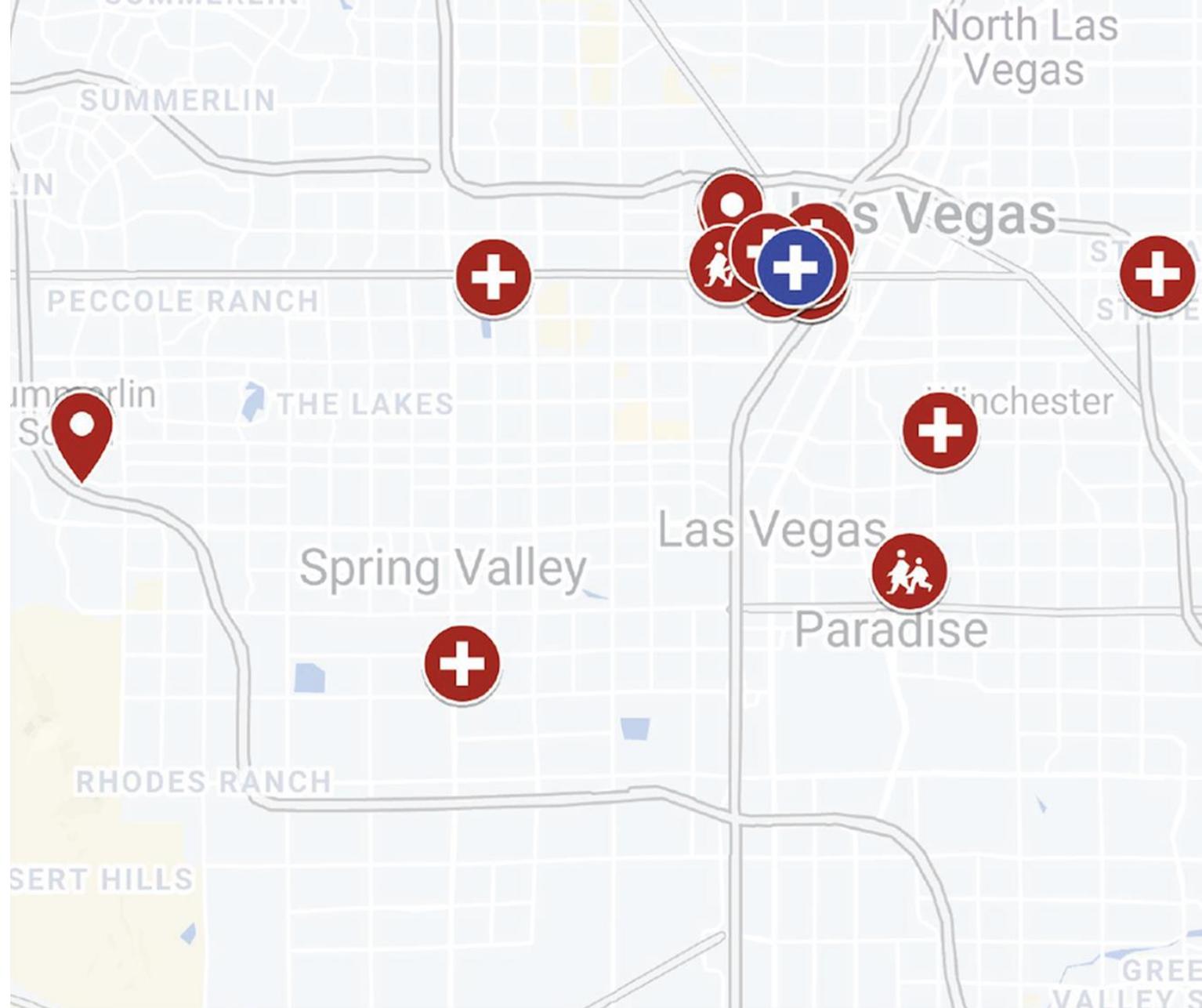
[Campus Tour - Intersection of Strategy and the Physical Environment](#)

UNIVERSITY OF NEVADA, LAS VEGAS

- Public Urban Campus – East of Las Vegas Strip
- Total Enrollment 31,175
- Founded 1957
- 64.9% Minorities represented
- 51.7% First Generation Students
- In process of developing a Health Sciences Center
- Economy in LV hit hard by the Pandemic – 19% state budget reduction in FY 21, all faculty and staff took unpaid Furlough Days, and hiring freeze still in force. 12% state budget reduction in FY 22.
- New Forecasts predicts that rebound in LV will be quicker than earlier anticipated.

UNLV CAMPUS

- Main Campus – Maryland Pkwy
- Medical District – New Medical School
- UMC – Only Trauma 1 Hospital



THE MEDICAL SCHOOL

- A young medical school focused on creating a world-class center of excellence and innovation for medical education, patient care, and research that prepares Nevada's physicians with the most advanced knowledge, treatments, and technologies while serving the health care needs of our diverse urban community.
- 240 Medical Students – Building is planned for 480 students
- 325 Medical Residents and Fellows – Growth necessary across the board
- 150+ Academic Faculty
- 10 Clinical Departments & 15 Out-Patient Clinics
- Nevada ranked 48th in the nation for number of physicians per capita
- Southern Nevada was the largest metropolitan area without a medical school



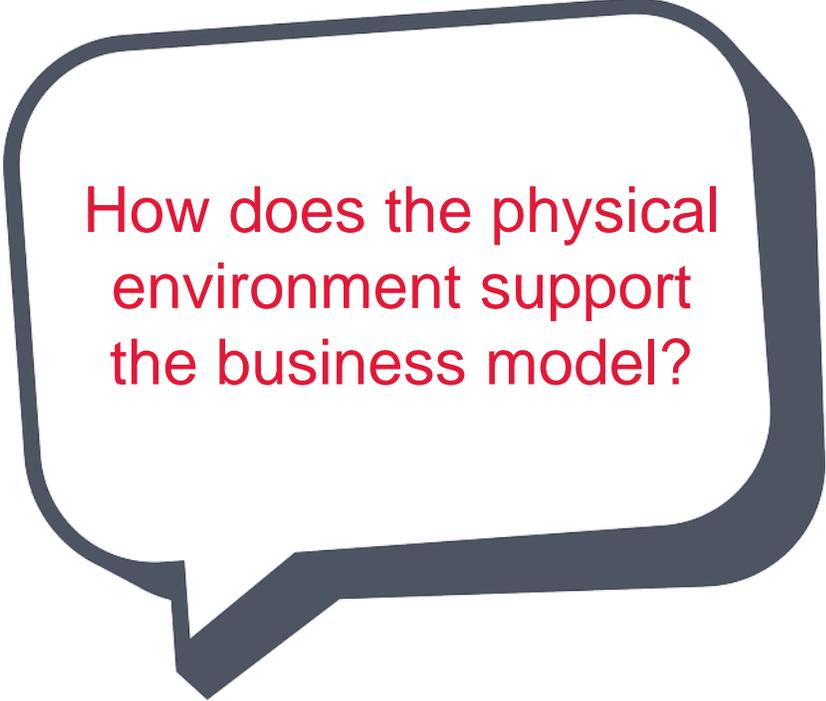
How can we make a
difference in the
community?

SCHOOL MILESTONES

- **2014:** State approves Las Vegas medical school
- **2015:** Hired founding dean, Barbara Atkinson, and essential staff
- **2016:** Preliminary accreditation, school leases \$5m in space close to medical district
- **2017:** Charter Class begins, partial faculty, staff and GME transitions from UNR to UNLV, UNLV Medicine Practice Plans established as 501(c)3.
- **2018:** Implementation of Epic with community hospital partner, second site visit
- **2019:** Provisional accreditation awarded
- **2020:** COVID-19, donor commitment to constructing MEB a \$150M+ donation, final virtual accreditation site visit, MEB groundbreaking
- **2021:** COVID-19 vaccinations, full accreditation awarded, Charter Class Match Day and commencement, school named Kirk Kerkorian School of Medicine at UNLV
- **2022:** Kirk Kerkorian School of Medicine's new medical building will be completed and serve as the flagship facility for the university's growing health sciences campus.

STRATEGIC OPPORTUNITIES

- Philanthropy
 - New Medical School Facility
- Community Partnerships:
 - Clark County School District and UNLV Health
 - Covid Clinics
- ARPA Grants
 - Biomedical Research Facility
 - Ambulatory Care and Mental Health Facility



How does the physical environment support the business model?



What is our strategy?

STRENGTHENING OUR POSITION THROUGH FACILITIES AND INFRASTRUCTURE¹

- Strategic Priorities
- Enrollment
- Recruitment
- New & Expanded Programs
- Teaching & Learning

¹Ohio State State University Wexner Medical Center's Strategic Plan,
<https://wexnermedical.osu.edu/about-us/strategic-plan>

MISSION

The Kirk Kerkorian School of Medicine at UNLV will serve our patients, students, medical professionals, and community as a transformational force for improving healthcare in Nevada. This is accomplished by delivering evidence-based, innovative centers of excellence in medical education and research, coupled with cost-effective, high-quality care that improves the health of our community members throughout their lifespan, becoming an integral contributor to an Academic Health Center, and creating a culture of collaboration through inclusion and excellence.

UNLV INTERSECTIONS

UNLV Top Tier 2.0

Core Areas

- Student Achievement
- Research, Scholarship, Creative Activity
- **UNLV Academic Health**
- Socio-Economic Development
- Community Partnerships
- Social Justice, Equity, and Inclusion

Foundational Core Areas

- Philanthropy and Alumni Engagement
- **Infrastructure and Shared Governance**

Campus Workgroups

Core Areas

- Create UNLV Academic Health
- **Foundational Core Areas**
- Infrastructure and Shared Governance

Strategy & Space Processes

- Governance
- Medicine Strategic Plan committee
- Infrastructure and Shared Governance
- Business Plan stakeholders

Changing Paradigm²

- Integrated and interdisciplinary
- Flexible and adaptable spaces
- New planning teams
- Internal lease programs
- UNLV campus space capacity project

²Joseph E. Bilotta, JBA, *APPA Space Planning and Administration*, <https://www.appa.org/bok/space-planning-and-administration/>

ACADEMIC MEDICINE TRANSFORMATION

Are we ready for the changes and tomorrow's medical student success?

SOURCES AND REFERENCES

- Sources

- Ohio State State University Wexner Medical Center's Strategic Plan, <https://wexnermedical.osu.edu/about-us/strategic-plan>
- K. Case-Nichols, Experience a Space Department Start Up, Facilities Manager Magazine, November/December 2018, <https://www1.appa.org/FacilitiesManager/article.cfm?ItemNumber=4272&parentid=2731>
- Joseph E. Bilotta, JBA, APPA Space Planning and Administration, <https://www.appa.org/bok/space-planning-and-administration/>

- References

- Strategic Workgroups: [UNLV Infrastructure and Shared Governance workgroup](#)
- Strategic Framework: <https://wexnermedical.osu.edu/about-us/strategic-plan>
- [AAMC.ORG](#)

THANK YOU