



University of Nevada, Reno

School of Medicine

Strategic Plan for 2024 – 2029

University of Nevada, Reno School of Medicine

Letter from the Dean

The University of Nevada, Reno School of Medicine (UNR Med) is excited to present the Strategic Plan for 2024-2029. Developed collaboratively with our diverse community of learners, faculty, employees and partners, the plan demonstrates a forward-thinking approach to address our current needs and establishes a pathway for future transformation.

UNR Med has a tradition of excellence in education, research, patient care and community engagement. Our Strategic Plan for 2024-2029 reflects this history and sets the stage for new and exciting change with a focus on four key pillars: a connected community, educational excellence, research and innovation, and the Renown Health affiliation. The Strategic Plan positions UNR Med to make significant strides in support of our vision and mission.

Additionally, in recognition of the broader goals of the University of Nevada, Reno, UNR Med's Strategic Plan is intentionally aligned with Wolf Pack Rising, contributing to a unified vision for institutional progress, for both reputational and community impact.

With the launch of the new UNR Med Strategic Plan, we acknowledge that the hard work is just beginning. Success will require everyone in the UNR Med community to be meaningfully engaged. And now, we're ready to get started and continue our collaborative efforts toward achieving: **A Healthy Nevada.**

Go Pack!

Paul J. Hauptman, M.D.
Dean, UNR Med

Our Vision:

A Healthy Nevada

Our Mission:

Improving the health and well-being of all Nevadans and their communities through excellence in:

- student education and postgraduate training that produces global leaders in medicine.
- clinical care, safety and innovation.
- research with local, national and global impact.
- an institutional culture of diversity and inclusion.

Our Core Values

- People are our strength.
- We innovate and improve.
- We serve with integrity.
- We succeed with trust and respect.

Diversity Statement

The University of Nevada, Reno School of Medicine recognizes that diversity promotes excellence in education, research and health care. Our school is an inclusive and engaged community and recognizes the value that students, faculty and staff from different backgrounds bring to the educational experience. We strive to develop culturally competent graduates to care for the residents of Nevada and the nation.

Brief History

The University of Nevada, Reno School of Medicine (UNR Med) was founded in 1969 as the first public medical school in Nevada with a three-part mission of education, research and service based on the values of compassion, respect, and a commitment to serving diverse populations. For over 50 years, this mission has guided our aspirations and actions. We built residencies to train medical specialists, increased class size, and constructed facilities to achieve our educational, patient care and research needs. Since its inception, UNR Med has recruited and trained outstanding medical professionals and researchers. We continue these endeavors today.

Change is a constant in medical education and research. In 2017, southern clinical and educational activities were transitioned to the newly established UNLV Kirk Kerkorian School of Medicine, allowing for an expansion of public medical education in Nevada. With our shared goal of meeting health care needs for the people of Nevada, we embrace collaborations with our partners in Southern Nevada to enhance clinical, research and educational opportunities across the state.

In 2021, UNR Med and Renown Health established Nevada's first integrated academic health system to advance our mission of supporting the health and health care of the people in the communities we serve. The integration advances innovation, medical education, clinical research and clinical trials, and improves access to high quality, evidence-based care.

Today, UNR Med is a research-intensive, community-based medical school with campuses in Northern Nevada's metropolitan and rural areas. With over \$30 million in annual grants and contracts, our transformative and ground-breaking research not only sets us apart but serves to attract top-tier researchers and students. UNR Med currently trains future physicians in our M.D. program, resident physicians in our Graduate Medical Education programs, physician assistants, speech pathologists and audiologists, and scientists in our Physician Assistant, Speech Pathology and Audiology and graduate degree (Ph.D.) programs. We also support combined training opportunities in medicine including research (M.D./Ph.D.), business (M.D./MBA) and public health (M.D./MPH).

In conjunction with The Office of Statewide Initiatives, the Sanford Center for Aging, and the Nevada State Public Health Laboratory, we address the needs facing every Nevadan, expand access to care and training for rural populations, and work within the University to provide interdisciplinary approaches to health care. The Student Health Center continues to provide care and education to the entire University student population highlighting the importance of service to a broader community.

Our rich history inspires us to achieve new standards of excellence, to further develop our local, regional and national reputation as an institution committed to the generation of new knowledge, and to fulfill our mission and mandate to create a health care workforce that meets our vision: **A Healthy Nevada.**

Historical Timeline

- **1969:** Governor Laxalt signed Assembly Bill 130, officially creating the University of Nevada School of Medical Sciences (now the University of Nevada, Reno School of Medicine – UNR Med).
- **1973:** Department of Speech Pathology & Audiology moved into the School of Medical Sciences; Clinical Departments and the Nevada State Office of Rural Health were established.
- **1983:** Graduate Medical Education began.
- **1992:** The Sanford Center for Aging was launched.
- **1997:** The Nevada State Public Health Laboratory moved to UNR Med.
- **1999:** The Student Outreach Clinic was created to provide care to the underserved.
- **2001:** The William N. and Myriam Pennington Medical Education building opened.
- **2010:** The Center for Molecular Medicine building opened, expanding research opportunities.
- **2011:** William N. Pennington Health Sciences building opened, including a Clinical Simulation Center.
- **2012:** Project ECHO was established.
- **2018:** Physician Assistant Studies Program welcomed its first class.
- **2020:** The Nevada State Public Health Laboratory led the effort in diagnostics and epidemiology during the COVID-19 crisis.
- **2021:** UNR Med and Renown Health Affiliation was established.
- **2022:** Governor Sisolak approved funding to construct a new building for the Nevada State Public Health Laboratory.
- **2023:** The 50th reunion of the inaugural class at UNR Med took place, and a pediatric residency was launched.

Strategic Pillars

UNR Med has identified four strategic pillars – develop a connected community, promote excellence in education, advance research and innovation, and build an integrated academic health system with Renown Health. Through these four pillars, and with the engagement of our committed stakeholders, we ensure our ongoing and concerted efforts to create: **A Healthy Nevada.**

Develop a Connected Community

The success of UNR Med depends on the community we serve. By strengthening ties within the University, with affiliated partners and with the broader Nevada community, we aim to elevate our education, research and service missions. Recognizing that collaboration amplifies impact, UNR Med acknowledges the significance of interconnectedness and will work to cultivate existing and new opportunities for success.

Strategic Goals:

- Promote belonging and inclusion in the UNR Med learning environment to support and encourage the growth, well-being and professional needs of diverse students, staff and faculty members.
- Increase collaborations within the University to enhance and create administrative, educational and research initiatives that promote interdisciplinary cooperation and efficiencies.
- Strengthen collaborations with clinical partners, affiliate hospitals, community and tribal health centers, and community physicians to create a network of strong educators, researchers and scholars focused on training current and future generations of health care providers.
- Collaborate with the VA Sierra Nevada Health Care System in their expansion of services and facilities in the local community.
- Promote innovation and foster entrepreneurial programs that enhance the economic development of Northern Nevada.
- Improve the quality of health care in Nevada by developing a statewide, data-driven Center for Patient Safety and Simulation that assists health care organizations statewide.
- Increase and expand outreach and community health services for underserved Nevadans.

Promote Excellence in Education

Investing in education serves as a catalyst for attracting and retaining qualified learners in UNR Med's undergraduate, graduate and professional programs. The commitment to educational excellence involves creating an environment in which trainees feel supported, empowered and equipped with the tools they need to excel. Through continuous assessment and development of new programs, UNR Med will continue to produce the next generation of compassionate health care providers and innovative researchers.

Strategic Goals:

- Expand and diversify Graduate Medical Education to meet the physician workforce needs of Nevada.
- Foster inclusive excellence in the educational experience.
- Develop new and continually improve existing educational programs to increase capacity and impact.
- Invest in infrastructure and resources to support the success of our learners.

Advance Medicine through Research and Innovation

UNR Med's identity as a research-intensive, community-based medical school underscores its commitment to advancing health through inquiry and innovation. To bolster this commitment, we aim to expand research by providing state-of-the-art facilities with cutting-edge technology and attracting and mentoring accomplished researchers. By elevating its research profile, UNR Med aspires to increase recognition nationally and globally for breakthroughs and contributions to the field of medicine.

Strategic Goals:

- Recruit and invest in the next generation of translational scientists through mentorship and professional development.
- Support student scholarship through expansion of research opportunities.
- Increase research funding and programs to attract top-tier faculty and students.
- Expand statewide, national and global partnerships to increase entrepreneurial and creative research.
- Enhance research facilities and scientific capabilities.

Build an Integrated Academic Health System with Renown Health

The affiliation between UNR Med and Renown Health created Nevada's first integrated academic health system. The next phase focuses on enriching the educational and research missions of both organizations. By combining resources and expertise, and developing a shared vision, UNR Med and Renown Health aim to synergize their strengths to elevate education, research and health care delivery in Northern Nevada.

Strategic Goals:

- Accelerate the process of clinical, research and educational integration with Renown Health as part of our overall commitment to academic health.
- Create infrastructure and resources to enhance and expand the clinical learning environment for health care learners.
- Create an integrated model that attracts academic faculty and leaders who advance education and promote exceptional care.
- Increase professional development and continuing education for physicians.
- Expand clinical research and access to innovative treatments for patients.
- Leverage clinical data and clinical services to create new research opportunities in data science and clinical informatics.
- Evaluate and harmonize administrative procedures and communications to enhance operations between the organizations.