

**SUBMITTAL TO THE BOARD OF SUPERVISORS  
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



469

**FROM:** Executive Office

**SUBMITTAL DATE:**  
May 17, 2011

**SUBJECT:** Cooperative Agreement Between Riverside County and the University of California Riverside (UCR) School of Medicine Including the Distribution of Funds

**RECOMMENDED MOTION:** That the Board of Supervisors approve and:

- 1) Authorize the Board Chair to sign the attached memorandum of understanding between the County and the University of California Riverside; and,
- 2) Direct payment of \$5 million to the University of California Riverside medical school.

**BACKGROUND:** On May 4, 2010, the Board of Supervisors directed the Executive Office to work with the University of California, Riverside (UCR) and county departments to identify potential funding sources to enable the UCR medical school to open as scheduled in 2012. In fiscal year 2010/11 the county allocated \$10 million for that purpose. At this time, UCR is requesting that half of the funds, in the amount of \$5 million, be provided to the medical school.

Continued Page 2

*Debra Cournoyer*  
Debra Cournoyer, Principal Management Analyst

<b>FINANCIAL DATA</b>	Current F.Y. Total Cost:	\$ 5,000,000	In Current Year Budget:	Yes
	Current F.Y. Net County Cost:	\$	Budget Adjustment:	No
	Annual Net County Cost:	\$	For Fiscal Year:	10/11

<b>SOURCE OF FUNDS:</b> Redevelopment Pass-through	Positions To Be Deleted Per A-30	<input type="checkbox"/>
	Requires 4/5 Vote	<input type="checkbox"/>

**C.E.O. RECOMMENDATION:**

APPROVE

BY: *Christopher M. Hans*  
Christopher M. Hans

County Executive Office Signature

- Consent
- Policy
- Consent
- Policy

FOR THE APPROVED COUNTY COUNSELLOR  
 BY: *Neal R. Kipnis*  
 DATE: 5/31/11  
 Neal R. Kipnis  
 County Counselor  
 Departmental Concurrence  
 Eric Frykman  
 Doug Bagley 5/31/11

Dep't Recomm.:  
Per Exec. Ofc.:

Prev. Agn. Ref.: 5/4/10 3.84 | District: All | Agenda Number:

ATTACHMENTS FILED  
WITH THE CLERK OF THE BOARD

3.8

The purpose of the attached memorandum of understanding is to identify a framework for cooperation and partnership between the County of Riverside, the UCR Medical School, RCRMC, our Community Health Agency, and the Executive Office

The planned August 2012 medical school opening will establish the first new public medical school in California in 40 years. The medical school will bring many benefits to our region beginning with the expansion and diversification of the local physician workforce. The school will have as a major goal the development of research and health care delivery programs that will improve the health of underserved people in the inland empire.

We can look forward to a long, mutually-beneficial relationship between UCR and the county, particularly between the medical school, our hospital, and our public health department. Attached for the Board's consideration is an initial agreement between the parties. As the opening of the medical school nears, additional detailed and formal agreements will be brought to the Board.

The County's investment of staff time and cash should reap a many-fold harvest in terms of quality of life improvements for our citizens as well as an economic stimulus as our region struggles to move from recession to recovery.

Also attached is a report prepared by the UC Riverside School of Medicine that provides background and describes their goals, leadership, and operational organization.

May 27, 2011

Jay E. Orr  
Assistant County Executive Officer  
County of Riverside  
County Administration Center  
4080 Lemon St.  
Riverside, CA 92501

Dear Mr. Orr,

On behalf of the School of Medicine at UC Riverside, I am pleased to submit the enclosed progress report on our development. I will also take this opportunity to again express our gratitude to Riverside County and the Board of Supervisors. The support of the county for our new medical school demonstrates an exceptional understanding of the compelling need to expand access to health care in our region and the vision to make investments to improve the health of our communities.

In addition, the leaders of the Riverside County Regional Medical Center and the Riverside County Community Health Agency have been very active participants in the planning process of the medical school. The county's public hospital and community clinics will be among the many clinical training venues for our medical students and residents – a mutually beneficial partnership that will also improve the health and well-being of the residents of Riverside County. From a personal standpoint, I have greatly enjoyed working with the leadership of the county hospital and health agency and look forward to our continuing collaboration in clinical affiliations.

Please know that you can contact me at any time should you desire additional information about the medical school. We greatly value the county's partnership in this initiative.

Sincerely,



G. Richard Olds, MD, MACP  
Dean, School of Medicine  
Vice Chancellor, Health Affairs

May 27, 2011

**PROGRESS REPORT OF THE UCR SCHOOL OF MEDICINE  
TO THE  
RIVERSIDE COUNTY BOARD OF SUPERVISORS**

**I. INTRODUCTION**

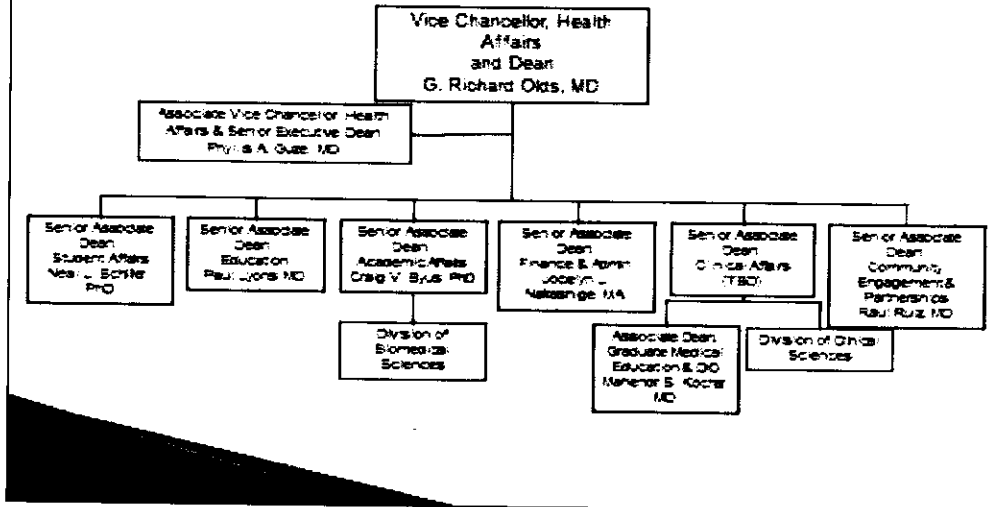
The following is an update on progress toward the key goals for the developing School of Medicine at the University of California, Riverside. This new medical school was approved for establishment by the University of California Board of Regents in July 2008 and received its initial start-up State funding in the Budget Act of 2010, adopted and signed in October 2010. As the first public medical school to be established in California in more than 40 years, the UCR School of Medicine has the mission to expand and diversify the physician workforce in the rapidly growing and diverse Inland Southern California and to develop research and health care delivery programs that will improve the health of underserved populations living in the region.

Establishment of the operational and capital infrastructure of the UCR medical school is well underway in preparation for the planned opening in August 2012, and start-up funding is crucial to meeting this aggressive timeline. UCR's existing two-year medical education program in partnership with UCLA – the UCR/UCLA Thomas Haider Program in Biomedical Sciences – is the platform for UCR's medical school. The program currently instructs 28 first- and 28 second-year medical students at UCR (which includes four UCLA/UCR PRIME students per year), after which students transfer to the David Geffen School of Medicine at UCLA to complete their third and fourth years and receive their M.D. degrees.

Following the appointment of founding Dean G. Richard Olds, M.D. in February 2010, emphasis has been on recruiting the School of Medicine leadership team, securing preliminary accreditation, constructing facilities, developing affiliation agreements with initial clinical training partners, and establishing residency training programs with an emphasis upon primary care and specialty shortage areas.

**Leadership:** A significant amount of current year efforts has been invested in recruiting the core leadership of the Dean's Office. In addition to Dr. Olds and Phyllis A. Guze, M.D., the Senior Executive Dean, the medical school has appointed senior associate deans in the areas of education (Paul Lyons, M.D.), academic affairs (Craig V. Byus, Ph.D.), student affairs (Neal Schiller, Ph.D.), community engagement and partnerships (Raul Ruiz, M.D.), and finance and administration (Jocelyn Nakashige, M.A.). Mahendr S. Kochar, M.D. has been appointed Associate Dean for Graduate Medical Education to establish the medical school's initial residency programs and guide the development of the infrastructure for graduate medical education, and Emma Simmons, M.D. has been recruited as Associate Dean for Student Affairs, effective Sept. 1, 2011, under Senior Associate Dean for Student Affairs Schiller. Recruitment has been initiated for an associate dean for clinical affairs to recruit full-time clinician/educators and start up the clinical enterprise.

# UCR School of Medicine Leadership Team




**Capital Facilities:** The UCR campus has made a significant investment in two facilities to launch the School of Medicine, specifically an education building and a research building. The budget for these two buildings totals approximately \$55.68 million, with funding comprised of campus equity funds, external financing, federal funds and State General Obligation bond funds.


## *The UCR School of Medicine Research Building*

Construction on the first research building solely dedicated to the medical school has been completed, with the School of Medicine taking occupancy in January 2011. The School of Medicine Research Building is a three-floor, 58,000-square-foot building, of which two floors were entirely constructed. The first floor of the building remains a cold-shell, waiting funding for future build out. The Dean's Office

### School of Medicine Research Building

- Open laboratory environment supporting collaboration between faculty and students
- Biosafety Level 3 Laboratory
- Shared instrumentation space
- Environmentally sustainable





leadership and administrative team are currently occupying space on the third floor of the Research Building until the renovation of the Education Building for the School of Medicine is completed in April 2012.

In the long term, the Research Building will provide modern biomedical research laboratories and associated support space to house new faculty and their research groups. The UCR School of Medicine has three active faculty recruitments currently underway which are anticipated to be completed by late 2011. The scientific areas in which these faculty members are being recruited are population-based health


outcomes/effectiveness research, the role of inflammation in the onset or progression of disease, and the molecular mechanisms of central nervous system neurological disease. These new hires will join an existing cadre of approximately one dozen biomedical sciences faculty.

### *The UCR School of Medicine Education Building*

In mid-June 2011, demolition and construction will begin to enlarge and renovate UCR's existing biomedical sciences teaching complex to accommodate the expanded medical student enrollment in August 2012. This building, which currently houses the instructional facilities of the UCR/UCLA Thomas Haider Program in Biomedical Sciences, will become the School of Medicine Education Building, providing nearly 24,000 assignable square feet of space. This capital project will accommodate medical student enrollment of up to 80 students per class, or 320 students total once enrollment is fully built out. The project will substantially increase the educational and administrative space of the School of Medicine, including seismic upgrades, complete renovation of the basement and second floors, and partial renovation of the first floor. This will provide the School of Medicine a remodeled anatomy suite, a state-of-the-art simulation center, and ten exam rooms for Objective Structured Clinical Examinations (OSCEs) as well as expanded space for small-group problem-based learning sessions.

## School of Medicine Education Building

*Est Renovation Completion April 2012*



- Gross Anatomy lab
- Lecture Hall
- Dean's Office/admin
- Classrooms
- Lounges
- Simulation facility
- Exam rooms
- Data Center remains

This will provide the School of Medicine a remodeled anatomy suite, a state-of-the-art simulation

center, and ten exam rooms for Objective Structured Clinical Examinations (OSCEs) as well as expanded space for small-group problem-based learning sessions.

**Accreditation:** A survey team of the Liaison Committee on Medical Education (LCME), the organization recognized by the U.S. Department of Education for accreditation of educational programs leading to the M.D. degree, conducted a site visit to UCR February 27 to March 2, 2011. Preliminary accreditation is required before the UCR School of Medicine can recruit its first class of medical students. Additionally, accreditation establishes eligibility for selected federal grants, including Title VII funding administered by the Public Health Service, and enables graduates to take the United States Medical Licensing Examination. The site visit team's report of findings and recommendations will be submitted to the LCME, with a decision on preliminary accreditation anticipated in June 2011.

**Student Matriculation:** Upon receiving preliminary accreditation from the LCME, the UCR School of Medicine will immediately begin accepting applications for the inaugural medical student class enrolling in August 2012. The UCR School of Medicine admissions process will use a holistic review of applicants to select outstanding future physicians who are most likely to fulfill the mission of the medical school to educate and retain a diverse physician workforce needed to help address the underserved patient care needs of the people of Inland Southern California. The School of Medicine will benefit from the experience of the UCR/UCLA Thomas Haider Program in Biomedical Sciences, which in the fall of 2010 had an entering class with nearly 36 percent of the students self-identified as underrepresented in medicine.

The UCR/UCLA Haider Program annually admits 24 first-year medical students from among the campus' undergraduate student population. Since 2008, the UCR/UCLA Haider Program has enrolled an additional four students annually into the University of California's PRograms In Medical Education (PRIME), which aims to train leaders in medicine who will address policy, care, and research in health care for underserved populations. The five-year, dual-degree program leads to an M.D. and a master's degree in an area that complements the mission of the program (e.g., MPH, MBA, public policy,

information technology). Students currently enrolled at UCR (UCR/UCLA Haider Program students and UCLA/UCR PRIME students) complete their first two years of medical training at UCR, then transfer to the David Geffen School of Medicine at UCLA to complete Years 3 and 4. Establishment of the UCR School of Medicine will enable students to complete all four years of medical school at UCR. A table illustrating the diversity of the UCR medical student entering classes for 2006-2010 follows.

<b>UCR/UCLA Thomas Haider Program in Biomedical Sciences</b>					
<b>Race/ Ethnicity of Matriculated Students, 2006-2010</b>					
	2006	2007	2008*	2009*	2010*
Asian	8	9	11	10	11
Asian, White	1				
Black or African American	3			1	3
Cuban			1		1
Mexican American	3	3	4	4	6
Multi-Race		1			
Native American					
Native Hawaiian or Other Pacific Islander		1			
No Response	2	1	4	1	
Other		2			
Puerto Rican				1	
White	7	7	8	11	7
Total	24	24	28	28	28
% Underrepresented in Medicine	25.0%	16.7%	17.9%	21.4%	35.7%

\*Includes four UCLA/UCR PRIME students.

**Training partnerships:** Affiliation agreements for training of medical students in regional health care facilities have been executed with Riverside County Regional Medical Center, Riverside Community Hospital, the Riverside County Community Health Agency, Riverside Medical Clinic, Clinicas de Salud del Pueblo and Desert Regional Medical Center. In addition, letters of intent have been secured with the Southern California Permanente Medical Group and the Borrego Community Health Foundation, the latter of which is a Federally Qualified Health Center (FQHC) that operates clinics in Riverside and San Diego counties.

**Graduate Medical Education:** As part of developing a comprehensive medical training program, the UCR School of Medicine will partner with hospitals in the region to establish new residency training programs. Within the next few years, it is anticipated the medical school will be the sponsoring institution for training programs in internal medicine, family medicine, general surgery, internal medicine/pediatrics, pediatrics, obstetrics/gynecology, and psychiatry.

## II. FACULTY

UCR's current faculty in the biomedical sciences, which will be embedded within the School of Medicine, will grow substantially as the school develops, beginning with between four and eight new hires in 2011-12. Of particular note are plans to appoint primary care teaching faculty who will both form the basis of ambulatory-based medical education and augment the primary care capability of our affiliated hospitals and clinics. The UCR School of Medicine also plans substantial expansion of volunteer clinical faculty, who will serve as preceptors for clinical rotations and as teachers for small-group and didactic instruction.

Given the mission of the medical school and the desire to have faculty, as well as the student body, reflect the cultural, socioeconomic, and ethnic diversity of the region the UCR School of Medicine aims to serve,

faculty searches will continue to endeavor to recruit from underrepresented groups in medicine. The Senior Associate Dean for Academic Affairs and Senior Associate Dean for Community Engagement and Partnerships will be responsible for advancement and timely completion of academically-related diversity and equal opportunity initiatives. The School of Medicine will also consult with UCR's vice provost for faculty equity and diversity, provides advice and assistance in developing broadly represented search committees toward developing the broadest pool of highly qualified applicants for available positions. The vice provost also offers assistance with reducing barriers for hiring members of underrepresented groups.

### III. MEDICAL EDUCATION PIPELINE PROGRAMS

The current UCR/UCLA Thomas Haider Program in Biomedical Sciences has a mission compatible with that of the UCR School of Medicine, specifically "to train physicians for distinguished medical careers in service to the people of California, with an emphasis on the needs of the underserved, inland, and rural populations." To accomplish this mission, the program has recruited and mentored UCR undergraduate students who embrace this vision and desire to return to their home or other underserved communities to provide medical care. Many of these students come from socio-economically or educationally disadvantaged backgrounds, including increasing numbers of students who are motivated to help meet the needs of medically underserved groups and communities in Inland Southern California.

The Division of Biomedical Sciences, which will be incorporated within the School of Medicine, has developed a series of programs which focus on increasing access to medical school for socio-economically and/or educationally disadvantaged students. Grants from the Howard Hughes Medical Institute, The California Endowment, The California Wellness Foundation, and other private sponsors comprise the principal financial support for these programs. Most of these extramural grants have either recently expired or are in the last stages of funding. The UCR School of Medicine is currently seeking major, sustaining financial support for medical education pipeline programs.

These pipeline programs have proven successful in improving graduation rates for disadvantaged UCR students in the sciences with career aspirations in health care and biomedical research. For example, the participants of *FastStart* and the Medical Scholars Program (MSP), which are designed specifically to improve the graduation rates in the sciences for socio-economically and/or educationally disadvantaged students, enroll a majority of students who are underrepresented in medicine. Students participating in these two programs earn undergraduate degrees in the sciences at a greater rate than their non-*FastStart* or non-MSP cohorts at UCR.

These programs and staff will continue with the opening of the UCR medical school. The School of Medicine will also develop new initiatives to widen the pipeline into medical school. It will also assume management of UCR's existing advising program for students interested in medicine and other health-related professional careers. The current pipeline programs are organized into four major programs (each described below) beginning with high school outreach and continuing through postbaccalaureate premedical education.

- **Health Sciences Partnership (HSP):** This program is a collaboration between UCR and eight area high schools through their Health Academy Programs, including those at Canyon Springs High School, Cathedral City High School, La Sierra High School, Palm Springs High School, Valley View High School and Vista del Lago High School. The academies enroll at least 50 percent at-risk students as required by the California Partnership Academy program. Each year, 20 to 25 undergraduate students from UCR and three to five medical students from the UCR/UCLA Thomas Haider Program in Biomedical Sciences volunteer in health academies and provide study skills workshops, mentoring, tutoring, problem-based learning exercises, and workshops on attending and succeeding in college. This partnership also includes a Faculty-to-Faculty Collaboration component in which UCR faculty and high school faculty discuss students'



challenges in English, mathematics, biology, and chemistry and share best practices to overcome these challenges.

- **FastStart:** This program provides a five-week residential summer program for 24 educationally and/or socio-economically disadvantaged incoming UCR freshmen who have aspirations for a career in health care and are committed to practice in underserved communities. These students are provided with daily biology, chemistry, and mathematics instruction to better prepare them for the science classes in college. Students also receive mentoring from faculty and staff who provide academic and adjustment guidance, as well as advice on how to succeed at the University.
- **Medical Scholars Program (MSP):** This program is a learning community designed to provide academic, personal, and professional development support for disadvantaged students in the sciences with the goal of increasing their graduation rates and promoting their entrance into medical school or other health profession postgraduate programs. The faculty and staff provide holistic mentoring and advising approaches to develop personalized academic plans based on each student's academic preparation, outside responsibilities (work, family, commuting, etc.), and career plans. Also important is providing key resources (e.g., study groups and academic coaches for gateway science courses, peer mentorship, and encouragement by staff and faculty) at critical transition points in the student's academic career (entering UCR as freshman or transfer student, preparing to apply to graduate or professional schools, etc.). MSP sponsors research internships, both for summer and academic year terms, which match undergraduate students with faculty mentors. Finally, the program promotes professional and career development to inspire leadership and a sense of community service, both within the MSP community and to underserved communities.
- **Postbaccalaureate Premedical Program (PPP):** This program is designed to assist educationally and/or socio-economically disadvantaged applicants in gaining acceptance to medical school. Initiated in 2008-09, it recruits six to eight students per year who participate in an intensive Medical College Admission Test (MCAT) preparation program during the summer, followed by a year of upper division science courses at UCR. Students also participate in clinical volunteer activities and attend seminars related to health care topics, including health care disparity issues.

#### IV. OPERATING AND CAPITAL BUDGETS

**Operating budget:** Funding designated through the California 2010 Budget Act and County of Riverside has provided crucial start-up support to prepare for opening the medical school in August 2012. Specific activities supported by the funding include building the medical school leadership team, including positions required to achieve accreditation; preparing accreditation materials and bringing an accreditation site visit team to UCR; recruiting faculty and funding start up investments, building and implementing the critical infrastructure to support a School of Medicine and completing affiliation agreements with the initial training partners and for medical student clinical rotations and Graduate Medical Education training programs.

The goals of highest priority for this fiscal year of the UCR School of Medicine has been to successfully attain preliminary accreditation, get the infrastructure developed to enable recruitment of the first class of UCR Medical School students in August of 2012 and deliver the curriculum. This has required the expenditure of all effort on a full-time basis, of all employees of the UCR School of Medicine.

## **V. MEETING HEALTH CARE DELIVERY NEEDS**

A key strategy of the medical school to expand and diversify the physician workforce is to create a broad range of residency training programs in partnership with health care providers in the region. The School of Medicine receives preliminary accreditation, it is anticipated it will assume sponsorship of the existing family medicine and general surgery residency programs at the Riverside County Regional Medical Center. Additionally, the School of Medicine plans to seek accreditation from the Accreditation Council for Graduate Medical Education (ACGME) to establish new Graduate Medical Education training programs in internal medicine, pediatrics, obstetrics/gynecology, psychiatry and internal medicine/pediatrics. Mahendr S. Kochar, M.D. has been appointed Associate Dean for Graduate Medical Education to establish the medical school's initial residency programs, which have been designed for larger ambulatory foci than traditional residency programs, which typically provide a 50/50 split of in-patient/outpatient training experiences. The proposals will ultimately be required to be approved by the Residency Review Committees for the respective specialties. The residency training program plan anticipates growth to approximately 180 residents by 2018-19.

The unique geographic and demographic circumstances of Inland Southern California present the opportunity for building a medical school tightly aligned with regional health care needs, but also for developing innovations that will have broad application to the needs of the nation generally. The Center for Promotion of Healthy Communities will address the health care challenges of Inland Southern California through innovative, research-based approaches involving community partnerships, prevention and proactive health screening/monitoring, and the design and implementation of novel health care delivery models – including utilizing information technologies and telemedicine – that break traditional barriers to access. Informed by the Center's health services, community-based, population, and epidemiological research, pilot projects will be undertaken to implement findings likely to have a positive impact on disease prevention and treatment, as well as healthcare access and delivery systems. Projects will be rigorously evaluated to determine effectiveness and refine execution with the goal of institutionalizing best practices in the region's health care system. One of the current faculty recruitments is in the area of health outcomes research and it is anticipated that this faculty member will actively contribute to, and may be appointed head of, this center.

## **VI. FACULTY RESEARCH ACTIVITIES**

The UCR School of Medicine will expand the current research base at UCR through recruitment and retention of clinical and basic science faculty and an enhanced infrastructure to support the research enterprise. Expanded basic science research will be accompanied by robust clinical and health services research that emphasizes population health, preventive medicine, health outcomes, health care disparities, and development of scientific knowledge to spur innovations in health care delivery. Consistent with UCR's longstanding land grant mission of addressing regional needs, the medical school will also focus on diseases and health issues specific to the region and the ethnic and cultural groups residing in Inland Southern California.

The School of Medicine research program will create a critical mass of researchers and clinicians that shares intellectual and physical resources to accelerate discovery and rapidly apply knowledge to help patients. Existing research strengths in the Division of Biomedical Sciences (e.g. vascular biology, tumor growth regulation, neuronal development and plasticity, and pathogen-host interactions and host defenses, among other areas) will be further leveraged by collaborations with other UCR departments such as bioengineering and neuroscience and by the recruitment of additional medical school faculty.

New faculty recruitments are underway which align under the following research themes and which will augment the current biomedical sciences teaching faculty, enabling the School of Medicine to deliver the expanded curriculum.

- **Neurodegenerative diseases** such as Alzheimer's and Parkinson's have an increasingly significant medical and economic impact on families. Studies on neurodegenerative processes and neuro-inflammation, already a strength in the Division of Biomedical Sciences, will be an important research focus.
- **Cardiovascular diseases** disproportionately affect underrepresented minority populations, which are a growing demographic in Inland Southern California. Because UCR does not presently have a significant number of basic science and clinical research labs that focus on cardiovascular disease, strategic recruitment of research groups in this area is expected to be a priority.
- **Type 2 diabetes and metabolic syndrome** is a rapidly growing health concern, with disproportionate effects among African-American, Hispanic, and Native American populations. As with cardiovascular disease, major efforts will be made to establish a significant research presence in this medically and economically important disease topic for all populations.
- **Emerging and re-emerging infectious diseases** are becoming increasingly important in developing countries and UCR's surrounding communities, including Mexico. Growth in the number of research groups at UCR addressing host defense mechanisms, immunology, and infectious diseases, including insect vectors/vector-borne diseases and Methicillin-resistant *Staphylococcus aureus*, will be strongly encouraged. Because many infectious diseases still lack effective therapies, research enterprises that focus on vaccine development would naturally complement this research area.
- **Neurodevelopmental disorders associated with mental retardation and autism.** The high prevalence and heterogeneity of autism spectrum disorders among children have been recognized worldwide and in the U.S., including Inland Southern California. Studies of the genetic and environmental factors suspected to influence the development of these disorders will greatly contribute to treatment strategies.
- **Population-based Health Services Research, Public Health, and Health Care Access** are important issues for Inland Southern California and beyond. UCR already has strong programs studying various aspects related to the delivery of medical services in the community, such as physician-patient communication and cultural and medical anthropology. The medical school will expand this research base by undertaking a range of population-health research initiatives to develop, implement, and evaluate projects that address health care access issues, to improve medical effectiveness and clinical outcomes, and to collaborate with community-based organizations.

The current Ph.D. program in biomedical sciences will be continued and expanded by the UCR School of Medicine. The graduate program has been redesigned recently to be more applicable in terms of translational medicine and understanding of the pathophysiology of human diseases. Now included in the graduate program are a series of problem-based learning modules to guide students into thinking critically and creatively as a research scientist early in their career. The program has proven to be highly innovative and quite effective in training young Ph.D. scientists not only in an understanding of the pathophysiology of disease, but also obtaining a clinician's viewpoint in treating patients.

## VII. CONCLUSION

In conclusion, activities and strategic investments have been applied directly toward enabling the University of California, Riverside to stay on track for the planned opening of its medical school in August 2012. Start-up funding has been used to build the leadership team and administrative staff of the School of Medicine, recruit new faculty, provide technical/administrative support to ongoing and necessary capital construction, prepare materials for preliminary accreditation of the medical school, secure affiliation agreements with the initial clinical partners, and develop residency training programs. A critical milestone for opening the medical school as planned in August 2012 is securing preliminary

accreditation, expected in June 2011. Immediately thereafter, UCR will begin accepting applications from prospective students, launching the medical school's first admissions cycle as a fully independent, four-year school of medicine.

We are very grateful to the County of Riverside Board of Supervisors for its generous financial support enabling the UCR School of Medicine to continue start-up efforts, and are keenly aware of the stewardship responsibilities which come with entrusting the UCR School of Medicine with this support. We hope that this update has given the County of Riverside Board of Supervisors with a good sense of the UCR School of Medicine key efforts and activities over the current fiscal year, and we will provide future updates on our efforts on a regular basis.

**MEMORANDUM OF UNDERSTANDING  
BETWEEN  
UNIVERSITY OF CALIFORNIA, RIVERSIDE  
AND THE COUNTY OF RIVERSIDE**

This MEMORANDUM OF UNDERSTANDING (MOU) is entered into by and between the University of California, Riverside (UCR) and the County of Riverside (County), hereafter referred to as the Parties. UCR and the County recognize the need to collaborate on the development of infrastructure to increase and improve access to health care for the residents of Riverside County.

WHEREAS, the County recognizes the need to address the shortage of primary care physicians and to protect the health, safety and welfare of Riverside County residents;

WHEREAS, UCR is developing a medical school with research, teaching and service programs to improve the health of Californians, with special attention to the needs of the diverse and growing inland southern California region;

WHEREAS, UCR School of Medicine will help meet the need for physicians in a medically underserved region and provide a pipeline for diversifying the physician workforce;

WHEREAS, UCR School of Medicine seeks to attract and retain exceptional clinical, academic and research physicians who are committed to providing quality health care services and promoting the health of County residents and surrounding regions;

WHEREAS, the Board of Supervisors on May 4, 2010 approved the allocation of \$10 million in support of the UCR Medical School; and

WHEREAS, the Parties are committed to ensuring the success of the UCR School of Medicine's graduate medical education programs through collaborations including joint faculty-staff appointments, establishment of residency training sites; selection and assignment of residents to Riverside County Regional Medical Center (RCRMC) and Riverside County Department of Public Health (RCDPH); faculty supervision of residents; and administrative services;

NOW, THEREFORE, the County and UCR enter into this MOU and in return for monetary compensation, UCR will collaborate with the County in accordance with the terms and conditions contained herein, as follows:

I. Commitments:

A. Joint County and UCR Responsibilities:

1. Address current and future unmet health care needs in Riverside County,
2. Partner on the development of medical school clerkship and residency training opportunities,
3. Collaborate on efforts to improve access, population health, quality and the cost of medical services,
4. Partner on innovative models of health care delivery that address chronic disease prevention and other relevant health issues,
5. Determine respective roles and responsibilities, especially as it relates to patient care, teaching and research as well as determine areas of primary and joint decision-making authority,
6. Create a mutually-agreeable extension of this memorandum of understanding within one year, and before the second \$5 million installment will be transferred, and
7. Begin to meet and work together regularly with the ultimate aim to approve an extensive and formal affiliation agreement between the parties as quickly as is practical, recognizing the process could require more than two years.

B. County Responsibilities:

1. Provide clinical experience for UCR Medical School students and trainees in County facilities.
2. Develop clinical services in support of education and research programs and patient care.

C. UCR Responsibilities:

1. Develop affiliation agreements with RCRMC and RCDPH and other County departments and agencies that may provide clinical experience for UCR School of Medicine students.
2. Recognize RCRMC as the principal teaching hospital for the UCR School of Medicine; and RCDPH as preferred sites for medical student primary care training.
3. Collaborate on public health curriculum development..

The Parties will provide more details on implementation of the MOU in future amendments to the MOU.

II. Term of MOU

The MOU is effective on the date of the final signature and will remain in effect until termination by mutual agreement of the Parties or by either Party providing thirty (30) days written notice to the other. This MOU may be modified at any time by written amendment signed by both Parties.

III. Payment

The County agrees to provide a total of \$10 million to UCR in two installments of \$5 million each, the first to be distributed in fiscal year 2010/11 and the second as agreed to by the Parties.

This MOU is agreed to by:

**County of Riverside**

**University of California, Riverside**

\_\_\_\_\_  
Signature  
By: Bob Buster  
Title: Chairman, Board of Supervisors

\_\_\_\_\_  
Signature  
By: Timothy P. White  
Title: Chancellor, UC Riverside

Address:  
4080 Lemon Street 5<sup>th</sup> Floor  
Riverside, CA 92501

Address:  
900 University Ave  
Hinderaker Hall, Room 4148  
Riverside, CA

Date: \_\_\_\_\_

FOR APPROVED COUNTY COUNSEL  
BY: Neal R. Kipnis DATE: 5/17/11

\_\_\_\_\_  
Signature  
By: G. Richard Olds, M.D.  
Title: Vice Chancellor, Health Affairs,  
and Dean, UCR School of Medicine

Date: \_\_\_\_\_