

BOARD OF REGENTS
BRIEFING PAPER

Agenda Item Title: UNLV School of Medicine Update Regarding Clark County Memorandum of Understanding and Related Land Transfer Discussions

Meeting Date: December 3-4, 2015

2. BACKGROUND & POLICY CONTEXT OF ISSUE:

In December of 2014, Clark County, University Medical Center of Southern Nevada (UMC), UNLV and NSHE negotiated a Memorandum of Understanding (MOU) which reserved an approximately 9-acre parcel of County-owned land located at the southeast corner of Pinto Lane and Shadow Lane (Pinto Parcel) for the purposes of potential facilities planning for the UNLV School of Medicine, other NSHE health sciences programs and UMC. The Pinto Parcel is located just north of the NSHE Shadow Land Campus, neighbors two hospitals, and is within the Las Vegas medical district. The MOU was executed on December 5, 2014 for a one-year term, but contemplates the need for as many as three, one year extensions.

During the past year, UNLV has worked with representatives from NSHE, UMC and Clark County, to investigate development opportunities on the Pinto Parcel, and to define the terms for a potential land transfer agreement to convey the Pinto Parcel from Clark County to NSHE for the benefit of the UNLV School of Medicine and other NSHE health science programs.

UNLV staff will provide the Board with an update on the MOU planning activities, including an overview of the status of the discussions with Clark County regarding the terms of a potential land transfer agreement for the Pinto Parcel. The Board may consider and take possible action regarding the proposed one-year MOU extension, and the potential Pinto Parcel land transfer agreement terms, or direct staff accordingly.

3. SPECIFIC ACTIONS BEING RECOMMENDED OR REQUESTED:

Consideration and possible action regarding the proposed one-year extension of the MOU between Clark County, UMC, UNLV and NSHE relating to the potential Pinto Parcel land transfer agreement terms, or direct NSHE staff accordingly.

4. IMPETUS (WHY NOW?):

To request Board approval of a proposed one-year extension to the MOU which is set to expire on December 5, 2015, and to request action or direction to staff related to the land transfer discussions with Clark County.

5. BULLET POINTS TO SUPPORT REQUEST/RECOMMENDATION:

- A one-year extension of the MOU would reserve the Pinto Parcel for an additional year, while the parties continue to work on the planning and analysis activities outlined in the MOU
- In providing the Regents with an update on the status of discussions with Clark County regarding the terms of a potential land transfer agreement for the Pinto Parcel, it would provide the Regents with important background information to help facilitate their decision-making process relating UNLV School of Medicine

facilities planning.

6. POTENTIAL ARGUMENTS AGAINST THE REQUEST/RECOMMENDATION:

- None

7. ALTERNATIVE(S) TO WHAT IS BEING REQUESTED/RECOMMENDED:

- Deny one-year extension of MOU. Revise or deny terms of land transfer agreement.

8. COMPLIANCE WITH BOARD POLICY:

Consistent With Current Board Policy: Title #____ Chapter #____ Section #____

Amends Current Board Policy: Title #__ Chapter #__, add a new Section #

Amends Current Procedures & Guidelines Manual: Chapter #____ Section #____

Other: _____

Fiscal Impact: Yes __ No X

Short-Term and Long-Term Facilities Analysis and Planning Update

Prepared by Dr. Barbara Atkinson, Planning Dean UNLV School of Medicine; Gerry Bomotti, Senior Vice President for Finance and Business; and David Frommer, Executive Director for Planning and Construction

Short-term facility projects

The UNLV School of Medicine must have student and faculty space prepared for its anticipated Liaison Committee on Medical Education (LCME) accreditation visit in late Spring/Summer 2016. This includes space improvements for teaching, education and administrative uses in these facilities: (1) Shadow Lane Campus Building B; (2) an agreement to utilize space in the Veteran's Administration (VA) Learning Education Center Facility in North Las Vegas for teaching activities; and (3) lease space at the University Medical Center (UMC) campus for administrative use that is in close proximity to the Shadow Lane Campus. Below is the current status of each project:

- **Shadow Lane Campus Building B:** UNLV is improving this facility for the UNLV School of Medicine education needs. This project includes improvements to 'shell space' as well as other space improvements and reallocations to support the UNLV School of Medicine, maintain needed functionality for the UNLV School of Dental Medicine, and the Clinical Simulation Center of Las Vegas (CSCLV), all of which, will enhance space utilization on the Shadow Lane Campus. UNLV has engaged Tate Snyder and Kimsey (TSK), a local architectural and engineering team, to (1) improve approximately 18,000 square feet of available shell space located largely on the third floor of the existing Shadow Lane Campus Building B facility, and (2) improve existing campus space utilization. These improvements will provide core teaching space, clinical skills/simulation space, and student facilities for the UNLV School of Medicine two days per week per class year. Included in the planned improvements is space for virtual anatomy labs, clinical skills, computer classrooms, seminar rooms, an information commons (library and study space), modest space for a student lounge, lockers, etc., and some faculty/staff offices. UNLV anticipates the design phase concluding toward the end of 2015, and the construction phase commencing in early 2016, for completion prior to the LCME accreditation site visit.
- **Clinical Learning Center in Las Vegas (CSCLV):** This center is located in the Shadow Lane Campus Building B and will be utilized to support the UNLV School of Medicine student education in clinical skills, clinical simulation, and surgical simulation. The programing and use of this space will be done in coordination with the University of Nevada School of Medicine (UNSOM). UNSOM currently uses approximately 30 percent of the CSCLV space. It is anticipated the UNLV School of Medicine will transition the UNSOM usage to their student and resident programs.
- **VA Education Center Facility in Las Vegas:** UNLV is working with the Veterans Administration (VA) in North Las Vegas to develop an agreement for the UNLV School of Medicine to conduct teaching and other activities at their new VA hospital. The agreement will address space utilization, and other business terms related to the use of the VA facility and may function similar to a facility-

UNLV Short-Term and Long-Term Facilities Analysis and Planning Update

November 2, 2015

lease agreement. The VA has stated it will provide the necessary space, technology, audio-visual equipment and furnishings. UNLV does not anticipate significant capital expenditures related to this space. The VA location will serve as a core teaching facility, along with the Shadow Lane site two days per week per class year. This facility will have three, 20-person seminar rooms and eight, 10-person classrooms (with some overlap between the two) for the UNLV School of Medicine problem-based learning program. Medical students will have access to study space, student lounges, outdoor space, parking areas, fitness areas, campus cafeterias/cafes, student lockers, and to faculty for consultation and counseling, and other campus facilities. UNLV is working with the VA to draft the necessary agreement(s) and to have them in place by May 2016 (before the LCME accreditation site visit). UNLV will follow all NSHE requirements related to the use and lease of space and will seek Board approval as required.

- **UMC, 2040 West Charleston Building:** UNLV is working on a short-term facility lease (a three-year term with several one-year renewal options) with UMC for space in the 2040 West Charleston Building. The lease is anticipated to include floors 3 and 4, with an option for floor 5, amounting to an estimated 15,000-20,000 square feet. Floors 3 and 4 would serve as faculty offices and program administration space. Floor 5 would provide an option for some limited support space if needed (i.e. library and study-type space, and additional office space). UMC has stated, it would make improvements and modernize the building, including finishes, building circulation, and data/telecommunications cabling. UMC also would address any major building deficiencies that need attention. UNLV anticipates completion of negotiations and final approval of the lease in Spring/Summer 2016. UNLV will follow all NSHE requirements relate to the use and lease of this space and will seek Board approval as required.

Long-term facility assessment and planning

- **UNLV School of Medicine Facilities Needs Assessment:** In addition to the NSHE Shadow Lane Campus Building B improvement project mentioned above, Tate Snyder and Kimsey (TSK) also has been tasked with the UNLV School of Medicine leaders to conduct a space needs assessment. This project involves identifying the types of space, capacity, adjacency, etc., needed in the medical school's first building to house core academic, administrative, faculty offices and student service functions. This type of non-site-specific space planning is essential to help ensure the "form" for the medical school's building supports the "function" of the curriculum and the desired "flow" of interaction among student, faculty and other partners needed for the innovative and dynamic learning environment the new school is working to create.
- **UNLV School of Medicine Academic and Administrative Facility Site Analysis and Planning:** Over the past year, UNLV has discussed a number of potential sites for building its first UNLV School of Medicine academic and administrative facility. When considering potential sites, among the key criteria used for the analysis are: (1) proximity to key hospital partners; (2) proximity to key external partners; (3) proximity to key internal NSHE partners; (4) availability of sufficient land; (5) potential land acquisition costs; (6) site preparation and other development requirements; (7) project financing options; (8) customer and community accessibility and other key considerations. Potential locations that have been discussed include these: (1) the Clark County-owned land on Shadow and Pinto Lanes; (2) the NSHE Shadow Lane Campus; (3) Symphony Park; (4) North Las Vegas near the Veterans Administration Southern Nevada Healthcare System;

(6) Henderson near Union Village; and (7) Harry Reed Research Park. The Board of Regents has not approved a final site. Once the Board takes action to select a final site then UNLV will initiate site-specific building planning. UNLV has included this site-specific planning project as the third part of the Tate Snyder and Kimsey (TSK) scope-of-work. However this work will not begin and will not be started until the Regents have approved a final site.

- **Clark County, UMC, UNLV and NSHE Memorandum of Understanding:** In December 2014, Clark County, UMC, UNLV and NSHE entered into a Memorandum of Understanding (MOU) in which Clark County reserved its parcel of land at the southeast corner of Pinto and Shadow Lanes (Pinto Parcel), for potential facilities development for UMC and the UNLV School of Medicine. Per the terms of this MOU, UNLV has initiated its analysis of this Pinto Parcel as a potential site for its first academic and administrative building. The MOU was executed on Dec. 5, 2014 for one year, with an option for three, one-year extensions. As the end of the first year of this MOU approaches, UNLV has put forth a recommendation to the Board to consider approval of an amendment to the MOU extending the agreement until December of 2016, to enable ongoing discussions with Clark County and UMC regarding this site. (Please see attached MOU and proposed amendment).
- **UNLV School of Medicine Practice Plan Clinic Site Analysis and Planning:** In addition to needing academic and administrative facilities, the UNLV School of Medicine will also need to identify or develop facilities to house its non-hospital based clinical operations. The School has engaged PricewaterhouseCoopers (PwC) to help them develop their Practice Plan business model, which will help develop the criteria by which they can identify and analyze potential clinical locations throughout Clark County.

Amendment No. 1 to Memorandum of Understanding

This Amendment No. 1 to Memorandum of Understanding is entered into by and between the Board of Clark County Commissioners (County) and the Board of Regents of the Nevada System of Higher Education (NSHE), on behalf of the University of Nevada Las Vegas (UNLV).

WITNESSETH:

WHEREAS, on December 5, 2015 the County and the NSHE entered into a Memorandum of Understanding in order to plan and coordinate the future use of the County owned Pinto Parcel for the academic, clinical and research needs of the UNLV School of Medicine, other UNLV and NSHE medical related facilities and programs, and the University Medical Center of Southern Nevada (UMC) (a copy of which is attached as **Exhibit 1**); and

WHEREAS, the MOU provides that it shall be effective until superseded by final implementing agreements between the parties or one (1) year from its initial effective date (whichever occurs first), but may be extended for three (3) additional one (1) year terms by agreement of the parties; and

WHEREAS, the County and NSHE continue to engage in collaborative and cooperative planning of the Pinto Parcel for use by the UNLV School of Medicine for the mutual benefit of the parties; and

WHEREAS, extending the term of the MOU for an additional one (1) year will allow the parties to further the objectives of the MOU;

NOW, THEREFORE, the parties agree as follows:

The term of the MOU shall be extended for one (1) year and shall now expire on December 5, 2016 or until superseded by final implementing agreements, whichever occurs first.

Except as expressly amended in this Amendment No. 1, the original terms and conditions of the MOU shall remain in full force and effect.

[SIGNATURE PAGE TO FOLLOW]

Exhibit 1

Memorandum of Understanding dated December 5, 2014

THE BOARD OF CLARK COUNTY COMMISSIONERS AND BOARD OF REGENTS OF THE NEVADA SYSTEM OF
HIGHER EDUCATION

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU), by and between the Board of Clark County Commissioners (County) and the Board of Regents of the Nevada System of Higher Education (NSHE), on behalf of the University of Nevada, Las Vegas (UNLV), is entered into on the date last written below, pursuant to the authority granted to the parties by Chapter 277 of the Nevada Revised Statutes (NRS).

WITNESSETH:

WHEREAS, in April of 2010, the County and NSHE entered into an MOU (Attachment 1) to initiate a joint effort to identify opportunities for transforming UMC into a robust teaching hospital and remain committed to maximizing partnership opportunities; and

WHEREAS, in November of 2012, the County and NSHE entered into an MOU (Attachment 2) to initiate joint medical school facilities planning efforts on UMC's Campus, which is now superseded by the execution of this MOU; and

WHEREAS, the County Commission controls the property at the southeast corner of Shadow Lane and Pinto Lane (the "Pinto Parcel") within the Las Vegas Medical District, which had previously served as the home of the Southern Nevada Health District; and

WHEREAS, in August and September of 2014, the Board of Regents approved of a plan for the expansion of public medical education statewide, including the development of the UNLV School of Medicine in Las Vegas; and

WHEREAS, the UNLV School of Medicine is currently engaging in conceptual campus and facility planning processes to locate short term and long term components of its academic, clinical and research activities in locations that are beneficial to the UNLV School of Medicine, UMC and the Southern Nevada community; and

WHEREAS the parties have identified the Las Vegas Medical District as the primary site option to consider for the UNLV School of Medicine and believe that a location within the district is a key component to the long term viability and success of the UNLV School of Medicine while enhancing UMC and the medical district; and

WHEREAS, UNLV, Nevada State College and the University of Nevada School of Medicine currently operate programs within the Las Vegas Medical District on and near the UNLV Shadow Lane Campus; and

WHEREAS UNLV has plans to relocate its UNLV School of Nursing and potentially other health sciences programs, such as its Department of Physical Therapy and the School of Community Health Sciences, to the Shadow Lane Campus; and

WHEREAS other NSHE health related programs could be potentially relocated to the Shadow Lane Campus, the Pinto Parcel or other areas within the Las Vegas Medical District; and

WHEREAS, UMC has significant facilities at its main campus and the UMC Governing Board and administration have identified the need to engage in facilities needs assessment and a master planning effort; and

WHEREAS, the County, NSHE and UNLV recognize the potential efficiency, effectiveness and excellence that can be achieved through collaborative and cooperative facilities planning, infrastructure development and asset management of the County's Pinto Parcel, UMC's main campus and the Shadow Lane Campus in the Las Vegas Medical District for the joint benefit of the County, UMC, the UNLV School of Medicine and other NSHE or County programs; and

NOW, THEREFORE, the parties agree to the following:

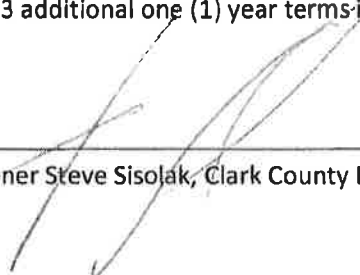
During the initial term of this agreement the County agrees to reserve the County owned Pinto Parcel for the purpose of coordinated facilities planning, most notably for facilities planning related to the academic, clinical and research needs of the UNLV School of Medicine, other and future UNLV and NSHE medical facilities and programs, and UMC program and facility needs.

The County, UMC, UNLV and NSHE agree to engage in collaborative and cooperative planning of the Pinto Parcel, UMC's main campus and the Shadow Lane Campus in the Las Vegas Medical District for the joint benefit of the parties, other NSHE or County health sciences programs, and the Southern Nevada Community.

The County, UMC, UNLV and NSHE agree to establish a Medical District Facilities Steering Committee (Committee), composed of representatives from each party. The Committee will provide to the parties to this MOU with semi-annual updates on the progress of activities outlined in this MOU.

The County, UMC, UNLV and NSHE agree that collaborative and cooperative facilities planning, infrastructure development and asset management of the Pinto Parcel, UMC's main campus and the Shadow Lane Campus provide a significant public benefit for purposes of NRS 277.053 and would serve as consideration for integrated property development and/or exchanges between the parties.

This MOU shall be effective on the last date any authorized signatory affixes his/her signature below and shall continue until superseded by final, implementing agreements between the parties, or until one (1) year after the effective date of this MOU, whichever occurs first. The MOU can be extended by the parties for 3 additional one (1) year terms if approved by County, UNLV and NSHE.



Commissioner Steve Sisolak, Clark County Board of Commissioners, Chair

12/2/14

Date

Kevin Page 12/5/14
Kevin Page, Chairman, Nevada System of Higher Education Board of Regents Date

Daniel Klaich 12/5/14
Daniel Klaich, Chancellor, Nevada System of Higher Education Date

Donald Snyder 12/5/14
Donald Snyder, President, University of Nevada, Las Vegas Date

Barbara Atkinson 12/5/14
Barbara Atkinson, Planning Dean, University of Nevada, Las Vegas School of Medicine Date

Attachment 1

Clark County and Nevada System of Higher Education Memorandum of Understanding Relating to Engagement of Consultants; 2010

**CLARK COUNTY AND NEVADA SYSTEM OF HIGHER EDUCATION
MEMORANDUM OF UNDERSTANDING
RELATING TO ENGAGEMENT OF CONSULTANTS**

This Memorandum of Understanding, by and between the County of Clark and the Nevada System of Higher Education, is entered into on the date last written below, pursuant to the authority granted to the parties under the laws of Chapter 277 of the Nevada Revised Statutes.

WITNESSETH:

WHEREAS, Clark County and the Nevada System of Higher Education (NSHE) have recently embarked on a joint effort to identify opportunities for transitioning the University Medical Center (UMC) into a robust teaching hospital and desire to outline the initial steps that will be taken as part of this analysis; and

WHEREAS, the parties desire to engage external consultants to assist in 1) updating existing analyses of UMC's financial operations, with a focus on comparison to similarly situated teaching hospitals, and 2) the analysis of opportunities to develop a joint venture between UMC and NSHE;

NOW THEREFORE, the parties agree as follows:

1. Analysis of UMC Operations:

a. **Scope:** Representatives from Clark County and UMC will define the scope of work related to the analysis of UMC's operations.

b. **Funding:** Clark County/UMC will also fund 100% of the analysis of UMC's operations. NSHE will not participate in funding this analysis.

2. Analysis of UMC/NSHE Joint Venture Development:

a. **Scope:** Representatives from Clark County and UMC and representatives from NSHE Health Sciences System (HSS), the University of Nevada School of Medicine, and other NSHE health sciences programs will work together to jointly define the scope of work related to the analysis of opportunities to develop a joint venture between UMC and NSHE.

b. **Funding:** Clark County/UMC and NSHE will each fund 50% of the costs related to this analysis of UMC/NSHE joint venture opportunities.

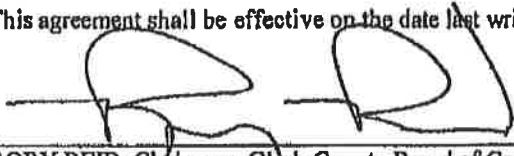
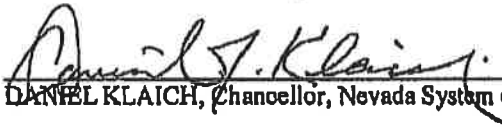
3. Consultant Procurement:

After development of the scope of work by the representatives of the parties as set forth above, Clark County will issue the Statement of Qualifications (SOQ) for both analyses. Clark County will be responsible for the review of SOQ respondents' qualifications related to the UMC operations analysis, and will make final recommendations to Clark County's Board of Commissioners for approval of a contract with a respondent.

Clark County and NSHE HSS/UNSOM will jointly be responsible for review of SOQ respondents' qualifications, associated costs, related to the UMC/NSHE joint venture opportunity analysis, and will make final recommendations to Clark County's Board of Commissioners and NSHE for approval of a contract with a respondent.

4. Effective Date:

This agreement shall be effective on the date last written below.

	4/6/10
_____ RORY REID, Chairman, Clark County Board of Commissioners	Date
	3/29/10
_____ DANIEL KLAICH, Chancellor, Nevada System of Higher Education	Date

AMENDMENT ONE
MEMORANDUM OF UNDERSTANDING
RELATING TO ENGAGEMENT OF CONSULTANTS

THIS AMENDMENT is made and entered into as of this 7th day of September, 2010, by and between CLARK COUNTY (hereinafter referred to as "COUNTY") and the NEVADA SYSTEM OF HIGHER EDUCATION (herein referred to as "NSHE").

WITNESSETH:

WHEREAS, the parties entered into an Agreement entitled "Memorandum of Understanding Relating to Engagement of Consultants" dated April 6, 2010, (hereinafter referred to as "Agreement"); and

WHEREAS, the parties desire to amend the Agreement.

NOW, THEREFORE, the parties agree as follows:

1. Section 2.b Funding (Analysis of UMC/NSHE Joint Venture Development) shall be deleted in its entirety and replaced with the following:

NSHE will fund 100% of the costs related to this analysis of UMC/NSHE joint venture opportunities.

2. Except as expressly amended in this Amendment One, the Agreement shall remain in full force and effect.

CLARK COUNTY:

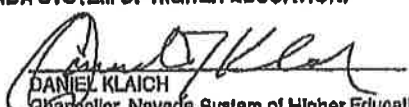
By:


RORY REID

Chairman, Clark County Board of Commissioners

NEVADA SYSTEM OF HIGHER EDUCATION:

By:


DANIEL KLAICH

Chancellor, Nevada System of Higher Education

Attachment 2

Clark County and the Board of Regents of the Nevada System of Higher Education on behalf of the University of Nevada, Reno, Memorandum of Understanding Related to the Development of a Building for the University of Nevada School of Medicine on the University Medical Center of Southern Nevada Campus; 2012

the Board of Regents of the
CLARK COUNTY AND NEVADA SYSTEM OF HIGHER EDUCATION *on behalf of the*
MEMORANDUM OF UNDERSTANDING *University of Nevada,*
RELATED TO THE DEVELOPMENT OF A BUILDING FOR THE UNIVERSITY OF NEVADA SCHOOL *Reno*
OF MEDICINE ON THE UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA CAMPUS

This Memorandum of Understanding (MOU), by and between the County of Clark (County) and *the* *Board of Regents of* the Nevada System of Higher Education (NSHE), *on behalf of the University of Nevada, Reno* is entered into on the date last written below, pursuant to the authority granted to the parties under the laws of Chapter 277 of the Nevada Revised Statutes.

WITNESSETH:

WHEREAS, In January of 2010, the County and the NSHE embarked on a joint effort to identify opportunities for transitioning University Medical Center of Southern Nevada (UMC) into a more robust teaching hospital; and

WHEREAS, In March of 2010, these entities entered into a joint planning MOU (Attachment 1), and have continued to plan and take steps toward achieving the goal of an Academic Health Center (AHC) at UMC; and

WHEREAS, In the first quarter of 2012, UMC convened a Facilities Master Plan Steering Committee, which included representatives from the UMC senior leadership team, UMC medical staff, University of Nevada School of Medicine (UNSOM) and the County's Chief Financial Officer, which resulted in two (2) key outcomes: 1) reaffirmation of the strategic goal to support development of an AHC in partnership with the UNSOM; and 2) support for the development of a new UNSOM building to be constructed on the UMC campus at the corner of West Charleston Boulevard and Shadow Lane (Attachment 2); and

WHEREAS, the leadership of NSHE, UNR and the UNSOM have all identified the need for a new UNSOM building in southern Nevada to expand and enhance its teaching and clinical capabilities and its presence in the community, and given that this site is ideally located in close proximity to UMC to support programmatic integration;

NOW, THEREFORE, the parties agree as follows:

1. Establish a UNSOM/UMC Building Steering Committee:
 - a. UNSOM/NSHE and UMC/County leadership will identify the appropriate representatives to participate on a UNSOM/UMC Building Steering Committee charged with managing the initiatives identified within this MOU, and any other duties related to the facilitation of the development of a UNSOM building on the UMC campus.

2. Conduct a Space Planning Needs Assessment:
 - a. UNSOM leadership will take the lead in developing a space planning needs assessment to identify the functions for inclusion in a UNSOM building on the UMC campus. This space planning needs assessment will be conducted in close collaboration with UMC and County leadership and the UNSOM/UMC Building Steering Committee.

3. Coordinate UMC Site Planning:
 - a. UMC leadership will take the lead on coordinating any UMC master planning, infrastructure or other facilities development assessment and/or planning needed to facilitate the development of the UNSOM building on the UMC campus.

4. Initiate Legal Analysis:
 - a. Engaging appropriate legal expertise, UMC and UNSOM leadership and the UNSOM/UMC Building Steering Committee will initiate analyses to identify the legal or regulatory requirements and options to facilitate the development of a building for UNSOM, a state entity, to be located on County-owned land.

5. Initiate Project Financial Analysis:
 - a. Engaging appropriate expertise, UNSOM leadership will take the lead, in collaboration with UMC leadership and the UNSOM/UMC Building Steering Committee, to identify project construction costs as well as related building operating and occupancy expenses.

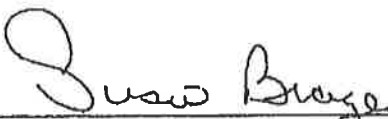
6. Initiate Project Funding Analysis:
 - a. UNSOM leadership will take the lead, in collaboration with UMC leadership and the UNSOM/UMC Building Steering Committee, in initiating a study to identify potential capital and operating funding alternatives, including all opportunities for private and public support.

7. Identify Emerging Issues:

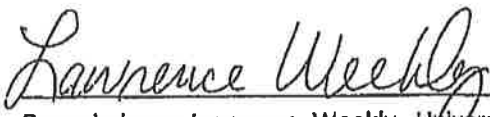
- a. UNSOM and UMC leadership will work with the UNSOM/UMC Building Steering Committee to identify any additional steps that should be taken in regard to addressing issues identified within this MOU, as well as any new issues which may emerge.

8. Effective Date:

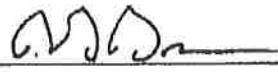
This Agreement shall be effective on the date last written below.



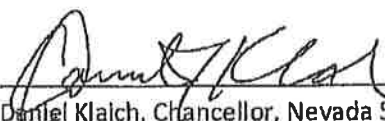
Commissioner Susan Brager, Clark County Board of Commissioners, Chairperson 8/7/12
Date



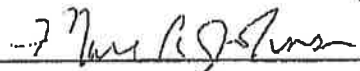
Commissioner Lawrence Weekly, University Medical Center of Southern Nevada Board of Trustees, Chairperson 8/7/12
Date

 10/17/2012 8/7/12
Date

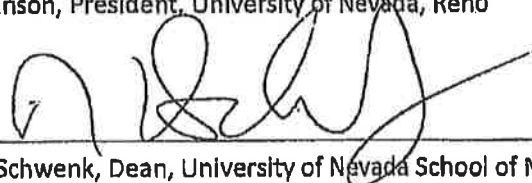
Brian Brannman, University Medical Center of Southern Nevada, CEO



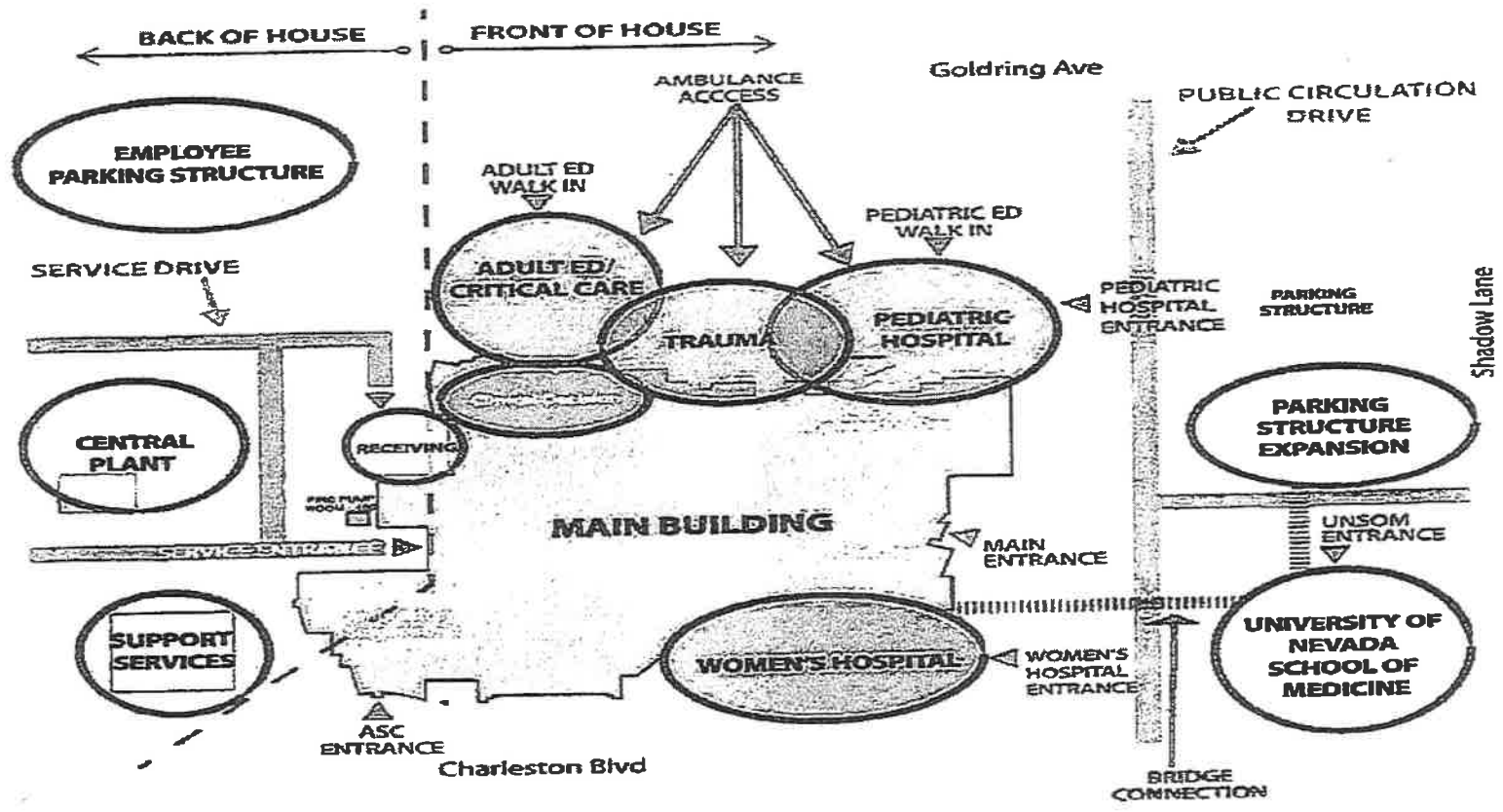
Daniel Klaich, Chancellor, Nevada System of Higher Education 10/5/12
Date
*In the Board of Regents of the Nevada System of Higher Education
on behalf of the University of Nevada, Reno*



Marc Johnson, President, University of Nevada, Reno 9-26-12
Date



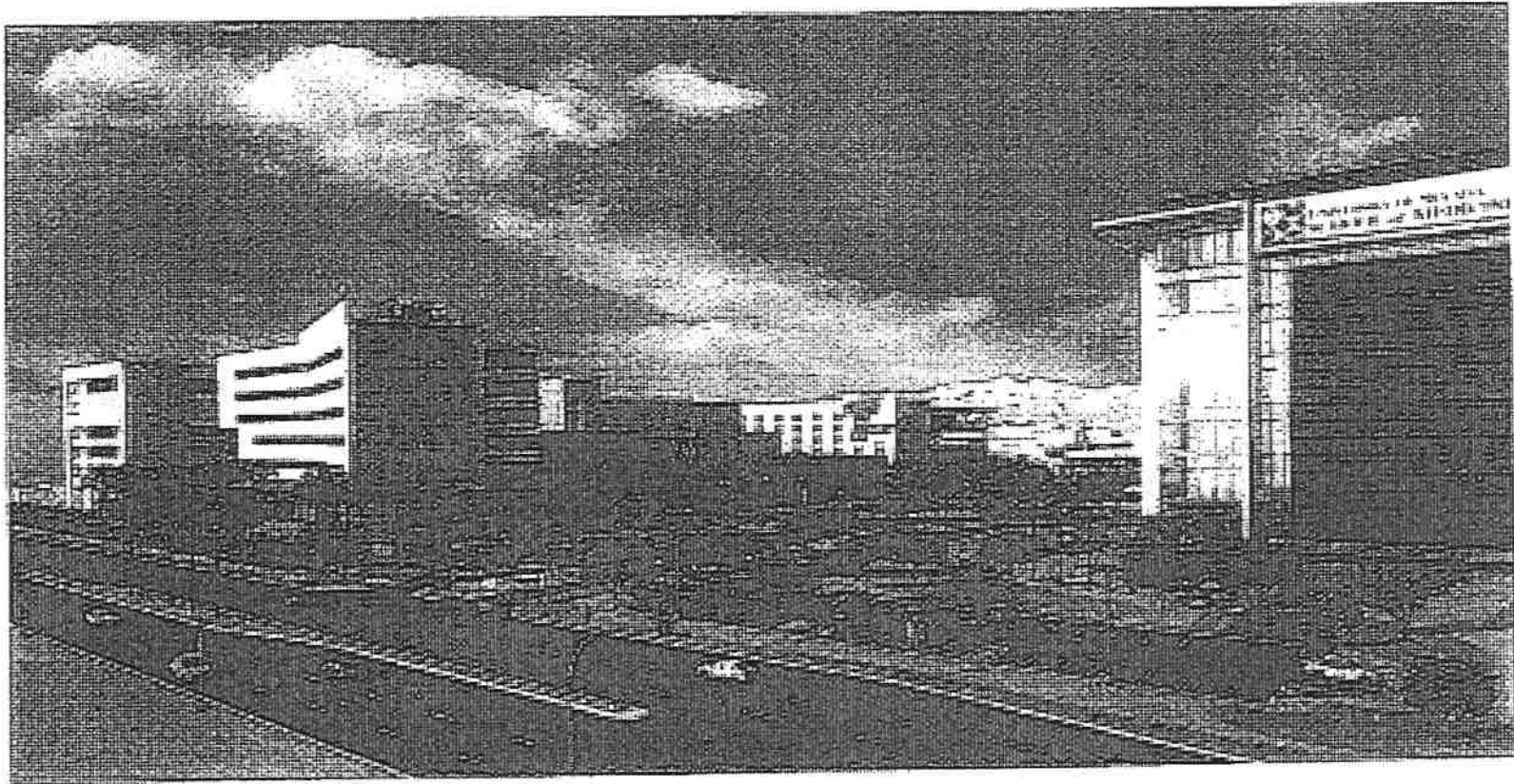
Thomas Schwenk, Dean, University of Nevada School of Medicine 9/17/12
Date



Campus Plan Vision

Source: UMC Master Plan March Report 2012





Source: UMC Master Plan March Report 2012