



Welcome to the  
KGI School of Medicine

Dear Supporter,

A revolutionary approach to medical education is required to prepare a new kind of physician to practice in the future healthcare delivery system. In this new system, the traditional model of diagnosis and treatment of disease is inverted dramatically to focus on prediction and prevention of disease.

There is a need for a new medical education program rooted in partnerships to increase population health, improve access to quality care, and lower healthcare cost. With your support and partnership, we can effect systemic healthcare change—first within the San Gabriel Valley and Inland Empire areas, and then statewide and nationally.

How? By changing the approach to healthcare education.

To that end, KGI proposes a first-of-its-kind medical school focused at the intersection of multicultural competency, population health research, and commercial innovation, as it prepares physicians with the training and tools to improve the health status of communities where they practice.

Through community partnerships, KGI School of Medicine students will acquire the skills and knowledge necessary to work effectively in the highly diverse communities within Southern California. We look forward to partnering with you to make this idea a reality. Together, we can achieve great things for a great many people.



Sheldon Schuster, PhD  
KGI President



# About KGI

In 1997, former Stanford University Professor and then Harvey Mudd College President Henry E. "Hank" Riggs conceived the idea of Keck Graduate Institute—The Claremont Colleges' first and only entry into graduate-level university application-based scientific research and education.

Today, KGI offers innovative postgraduate degrees and certificates that integrate life and health sciences, business, pharmacy, and genetics, with a focus on industry projects, hands-on industry experiences, and team collaborations. KGI employs an entrepreneurial approach and industry connections that provide pathways for students to become leaders within healthcare and the applied life sciences. KGI consists of three schools: School of Applied Life Sciences, School of Pharmacy and Health Sciences, and the Minerva Schools at KGI.



## The Claremont Colleges

As part of The Claremont Colleges, KGI is one of seven highly regarded independent institutions that share a wide range of central facilities and services while providing rigorous curricula, small classes, distinguished professors, and personalized instruction.

Patterned after the Oxford-Cambridge collaborative model, The Claremont Colleges consistently place at the top of national college rankings, including *Forbes*, *Money*, *U.S. News and World Report*, and the *Princeton Review*.

Located at the edge of Los Angeles County, the Colleges generate an endless variety of intellectual, cultural, and social activities, including arts and distinguished guest speaker series.

## 7 Claremont Colleges



# Feasibility and Timeline

## California Needs More Doctors, Specifically to Serve Culturally Diverse Populations

The need for more primary-care physicians, as shown by the Health Resources and Services Administration (HRSA) Health Workforce, is significant. As of January 2018, there are 7,176 Primary Care Health Profession Shortage Areas (HPSAs) within the United States. Collectively, 9,376 additional primary-care practitioners would be needed to meet the current need for providers in the United States. California demonstrates a high need for physicians because of the number of counties that are full or partial HPSAs for primary-care physicians. California reports 640 designated HPSAs. It would take an additional 1,443 professionals practicing in the state to remove all HPSA designations.

With this large of a population and with this much steady population growth, communities within 30 miles of the KGI School of Medicine will see millions of additional residents in the next 15 years. As the population grows, specifically Hispanic/Latino, demand for healthcare will grow. These new residents will need primary-care services, and the current physician supply will not be enough.

## Educating and Training Physicians Locally is Key to Retaining Doctors Locally

Educating medical students locally is a critical strategy to keeping physicians in the region long-term. California has a retention rate of 69 percent for students who complete medical school and a residency training program within the state. Providing students with opportunities to complete medical school and GME in the region is critical in keeping the physicians practicing in the state, especially in underserved areas. With the current and anticipated physician shortages looming, the need for primary-care physicians to be educated and retained within the state must be a prime focus.

## Fundraising Phases

Fundraising	Name	Amount
PHASE 1	Initiation	\$5M
PHASE 2	Transition	\$20M
PHASE 3	Completion	\$25M

## Timeline



# Phase 1 Funding—Initiation

## SUPPORT RECEIVED: \$5M

KGI received \$5M in Initial/Phase 1 support. This critical seed funding will serve three primary purposes:

1. Enabling KGI to make critical staffing and operational investments related to launching the School of Medicine
2. Offsetting capital improvement costs associated with adjustments per the feasibility study findings
3. Underwriting operational needs associated with establishing a new School of Medicine

## Addition of Key SOM Administrative Staff

### Proposed Phase 1 Administrative Staffing Needs:

Position	Duties	Estimated Annual Salary	Estimated Annual Fringe	Total Per Year	Total
SOM Project Administrator	Coordinate administrative duties connected with feasibility study and establishment of SOM	\$80,000	\$20,000	\$100,000	\$564,030
SOM Fundraising Coordinator	Coordinate and support fundraising functions related to funding for the SOM	\$70,000	\$17,500	\$87,500	\$487,344
Major Gift Officer	Front-line fundraiser to identify, cultivate, and solicit funding on behalf of the KGI SOM	\$115,000	\$28,750	\$148,062	\$628,862
Clinical Coordinator	Clinical site coordinator charged with obtaining and coordinating clinical rotations by working with clinical sites, students, and SOM administrators	\$100,000	\$20,000	\$120,000	\$656,206
Legal/Financial Project Advising	Legal consulting in connection with formation of SOM	\$125,000	\$31,250	\$156,250	\$673,298
				<b>\$611,812*</b>	<b>\$3,009,740**</b>

\*APPROXIMATE INITIAL (YEAR 1) ANNUAL SALARIES, INCLUDING FRINGE

\*\*APPROXIMATE TOTAL FOR ANNUAL SALARIES, INCLUDING FRINGE AND 3% INFLATION ADJUSTMENT, YEARS 1-5

## Capital Improvement Costs Associated with Feasibility Study Findings

KGI fully anticipates that recommendations from the Feasibility Study will indicate a need for physical campus adjustments to accommodate the addition of a medical school program.

Of particular concern:

- Current classroom space constraints
- Current laboratory space constraints
- Current administrative office space constraints
- Lack of existing lecture/auditorium space

We estimate an approximate \$1.6M needed to initiate physical campus improvements and to lease any temporary office space needed for the initial physical housing of the medical school.

## Operational Needs

- |   |             |
|---|-------------|
| • Supplementary/special studies required for a Latino/Hispanic-serving medical school | ≈ \$100,000 |
| • National search and recruitment of Founding Medical School Dean                     | ≈ \$100,000 |
| • Medical school marketing/advertising  | ≈ \$150,000 |
| • Supplies/misc.  | ≈ \$50,000  |

## Support Summary

- |                                     |                 |
|-------------------------------------|-----------------|
| • Years 1-5 administrative staffing | ≈ \$3M          |
| • Capital improvement expenses      | ≈ \$1.6M        |
| • Supplemental studies              | ≈ \$100,000     |
| • Recruitment of Founding SOM Dean  | ≈ \$100,000     |
| • SOM marketing/advertising         | ≈ \$150,000     |
| • Supplies/misc.                    | ≈ \$50,000      |
| • <b>Total</b>                      | <b>≈ \$5.4M</b> |



# Phase 2 Funding—Transition

## SUPPORT NEEDED: \$20M

The second or “Transition” Phase of the KGI School of Medicine will encompass:

1. Phase 2 faculty hires and clinical partners
2. Business plan development/accreditation process
3. Curriculum development

Phase 2 resource investments will be directly informed by the outcomes from the KGI School of Medicine Feasibility Study.

### Addition of Key SOM Faculty and Clinical Partners

KGI will evaluate the findings of the study and begin implementation of those recommendations in the following areas:

In consultation with our Feasibility Study partner, KGI will create an organizational structure for the new medical school, including the development of agreements between KGI and clinical partners, and the hiring of key SOM administrative and faculty personnel.

### Business Plan Development / Accreditation Process

In consultation with the Feasibility Study Partner, KGI will coordinate the development of a detailed business plan and financial model for the new medical school that addresses Liaison Committee on Medical Education (LCME) accreditation requirements.

The business planning document will include:

- Information required by the LCME for development of a new medical school
- Recommended organizational structure (including operational, leadership, educational, research, and clinical activities)
- Financial model to meet long-term objectives
- Recommendations for curriculum, facilities, staffing, clinical training (both medical school and residency training), and financial model for all aspects of the new medical school, including faculty resources required for delivering a problem-based learning, small group-focused curriculum
- A plan for guiding the program through the accreditation process after the completion of the business plan

### Curriculum Development

To accomplish the vision for the KGI School of Medicine, a significant amount of thought, time, and resources will develop a program that not only meets accreditation standards, but also seeks to become a new model for cultural proficiency for medical schools of the future.

*Strategic partnership is key to the successful implementation of these educational cornerstones. KGI welcomes the opportunity for thought partnership and planning with you and other lead partners as we envision the future of the curriculum and other key aspects of the medical school.*

# Phase 3 Funding—Completion

## SUPPORT NEEDED: \$25M

The third or “Completion” Phase of the KGI School of Medicine will encompass:

1. Satisfaction of remaining LCME and any other remaining accreditation requirements
  2. Full implementation of business plan
  3. SOM marketing and media relations
  4. SOM recruitment and enrollment initiatives (student recruitment and financial aid packaging)
  5. Funding and development of a “Teach Out” plan\*
- Phase 3 resource investments will be directly informed by the outcomes from Phases 1 and 2 (Initiation and Transition) of the SOM project plan.

### Remaining LCME and Other Accreditation Requirements

In consultation with the SOM administrative leadership and faculty team, KGI will address any issues in connection with the successful completion of accreditation.

### SOM Comprehensive Business Plan Development / Accreditation Process

Phase 3 is an important phase for putting plans into practice, as informed by the business plan established in Phase 2 of the SOM development cycle.

Phase 3 will see functionality in the following areas:

- Organizational structure
  - Business and academic units up and operational
- Financial model
  - Implemented to begin addressing long-term objectives

### Marketing and Media Relations

A targeted marketing and media relations plan will be critical to the successful launch of the KGI School of Medicine. Because of the school’s unique value proposition and first-of-its-kind model, additional resources will be allocated to promote an understanding of the school’s mission, and to educate and recruit prospective students, faculty members, and financial supporters.

The work of designing and implementing this plan will take place in Phase 3, culminating in media awareness, donor commitments, and student applicants for the KGI School of Medicine.

### Recruitment, Scholarship, and Enrollment Initiatives

Marketing support and media relations are one piece of the strategy to promote the recruitment and enrollment of students in this first-of-its-kind new medical school.

The second piece of the strategy is the creation of a SOM Recruitment/Enrollment team. Informed by the KGI SOM Comprehensive Business Plan, the SOM Recruitment/Enrollment team will oversee recruiting efforts and will work with KGI and KGI SOM leadership to develop robust financial aid packages to ensure accessibility for the most competitive, well-qualified students.

#### \* “Teach Out” Plan

According to Title 34 - Education; Subtitle B Regulations of the Department of Education, the term “teach-out plan” is “a written plan developed by an institution that provides for the equitable treatment of students if an institution, or an institutional location that provides 100 percent of at least one program, ceases to operate before all students have completed their program of study, and may include, if required by the institution’s accrediting agency, a teach-out agreement between institutions.”