



University of Nevada, Reno
Statewide • Worldwide

Opportunity and Challenge Profile

*Search for the Provost
University of Nevada, Reno
Reno, Nevada*

*“Where is the next silver rush? The next Comstock Lode is not in the hills of Nevada –
it is in the minds of Nevadans.”*

President Milton Glick, “Inaugural Address,” 2006

Executive Summary

The University of Nevada, Reno (UNR), a distinguished public university located in northern Nevada, seeks a dynamic, experienced academic administrator to serve as Executive Vice President and Provost. This position serves as the Chief Academic Officer for the University, and reports to and works in close partnership with the President. The successful candidate for this position has an outstanding opportunity to forge and execute a comprehensive vision to inspire and lead this vital, growing institution into an exciting new era.

Founded in 1874, UNR is the state’s flagship land-grant research and teaching institution. The University currently operates with a total budget of nearly \$500 million, and enrolls nearly 17,000 students. UNR employs more than 1,600 academic and administrative faculty members and 1,300 classified staff on four campuses; it encompasses nine degree-granting schools and colleges, which offer bachelor’s degrees in more than 75 disciplines, as well as more than 100 masters and doctoral-level degrees. UNR operates as one of eight institutions of higher education governed by the Nevada System of Higher Education (NSHE). It is located in northwest Nevada, on the eastern slope of the Sierra Nevada foothills, 45 minutes from Lake Tahoe and four hours from the San Francisco Bay Area. For more information, see www.unr.edu.

In 2006, President Milton Glick, formerly Provost at Arizona State University, assumed leadership of UNR. In his first year, President Glick laid out an ambitious vision for UNR to establish itself as a leading university for the West, by growing and improving its research activities, enhancing the scope and quality of its academic programming, and integrating its work across the local and global community. The Provost will work in close partnership with President Glick to lead UNR to realize this bold agenda, by developing robust, innovative operational policies and academic programs, and by inspiring the University’s faculty, staff, and students to work together in a shared sense of pride and dedication to excellence.

The Provost is responsible for academic programs and support services, including curriculum development, planning and assessment; faculty development, promotion, and tenure; academic budgeting; research support; and many academic support services for students. The Provost also plays an important external role for the administration and works in collaboration with leaders across the University, System, and state. The Provost will help to forge a clear identity for UNR as a public and land- grant institution and re-define its academic mission; attract a growing number of high-caliber students and faculty members; deliver consistently excellent academic programming; and develop innovative research initiatives that serve the needs of Nevadans while elevating the University’s reputation across the nation.

A list of the qualifications for the Provost may be found at the conclusion of this document, which was prepared by Isaacson, Miller, a national executive search firm, to detail key opportunities and challenges facing the Provost. All confidential applications, inquiries, and nominations can be directed to the parties listed at the end of this profile.

The University of Nevada, Reno

Founded in 1874 in the town of Elko, the University of Nevada was the state's first institution of higher education, a land-grant university established to create and sustain agricultural and other academic programs to serve the people of the state of Nevada. In 1887, the University was moved to a 250-acre site just north of downtown Reno, on to a campus modeled after Thomas Jefferson's design for the University of Virginia, where it remained the state's only institution of higher education for 75 years.

Today, UNR operates as part of the Nevada System of Higher Education (NSHE), a statewide system that also includes a major university campus in Las Vegas (UNLV), the Desert Research Institute, Nevada State College and community colleges located across the state. Other institutions in the Nevada System of Higher Education include (separate out Nevada State College from Community Colleges) the College of Southern Nevada; Great Basin College; Desert Research Institute; Truckee Meadows Community College; and Western Nevada College. The NSHE Board of Regents approves budgets for the individual campuses, and allocates System resources in concert with its overall goals for higher education in the state. For more about the NSHE, please see <http://system.nevada.edu>.

UNR currently spans four campuses: the main campus, in Reno; the Redfield Campus, in south Reno; the Las Vegas campus of the University of Nevada School of Medicine and Cooperative Extension; and the Elko campus of the Fire Science Academy. UNR has seen significant enrollment growth from a student body of about 12,000 in 1998 to nearly 17,000 today, due to population growth and the establishment of the Millennium Scholarship¹.

UNR is one of the top 120 universities in America for funded research, according to the Carnegie Foundation; UNR is a Doctoral/Carnegie Research Extensive University ("high research activity"), and has traditionally been ranked by *U.S. News and World Report* as "National University, Doctoral (Tier III)". Over the last decade, external funding for UNR programs has increased from \$20 million to more than \$150 million. UNR has deep roots in the sciences, and serves as home to the University of Nevada School of Medicine, which also has a clinical campus in Las Vegas. The University operates several research centers², and has earned national distinction for its programs in environmental literature and sciences, biotechnology, hydrology

¹ Enacted in 1999, the Millennium Scholarship provides a benefit toward state university education to Nevada students who graduate high school with a GPA of 3.25 or higher and pass the state examinations.

² Research centers operating at UNR include: the Academy for the Environment; Applied Research Facility; Biological Resources Research Center; Bridge Research and Information Center; Candida Adherence Mycology Research Unit; Center for Basque Studies; Center for Economic Development; Center for Environmental Arts and Humanities; Center for Environmental Sciences & Engineering; Center for Holocaust, Genocide and Peace Studies; Center for Learning and Literacy; Center for Logistics Management; Center for Neotectonic Studies; Center for Research Design and Analysis; Center for Research in Economic Geology; Center for the Application of Substance Abuse Technologies; Center of Biomedical Research Excellence; Cytometry Center; Early Learning Center; Grant Sawyer Center for Justice Studies; Great Basin Center for Geothermal Energy; Institute for the Study of Gambling and Commercial Gaming; Latino Research Center; Nevada Agricultural Experiment Station; Nevada Bureau of Mines and Geology; Nevada Genomics Center; Nevada Seismological Laboratory; Nevada Space Grant; Nevada Training Partnership; Nevada Transgenic Center; Oral History Program; Research & Educational Planning Center; Sanford Center for Aging; W.M. Keck Earth Sciences and Mining Research Information Center.

and earthquake engineering. For more information, please see www.unr.edu/research/centers.html.

In keeping with its mission as a land-grant university, UNR extends its teaching, consultation and research across the state, largely through UNR's Cooperative Extension program, through which the faculty and students work to benefit the state's agriculture, economic development, health care, environment, and other quality of life issues. Examples of UNR's outreach efforts include the Nevada Agricultural Experiment Station, which works enhance agricultural crop production and manage water supplies, and the Bureau of Mines and Geology, which supports Nevada's mining industry. UNR also reaches out to the state through the University of Nevada School of Medicine which manages a health network that extends to much of rural Nevada, and through its myriad partnerships with Nevada's K-12 and pre-school educational community.

UNR has earned a strong reputation for its student-centered education, committed and collegial faculty, and motivated, career-oriented students. All undergraduates enroll in a Core Curriculum, which provides a classic liberal arts education at a fraction of the price of similar prestigious private programs. Students may also participate in an Honors Living and Learning Community, undergraduate research projects, or study in a foreign country through the University Studies Abroad Consortium, which was developed at UNR nearly a quarter-century ago. UNR also gives access to its programs through an Extended Studies program, which offers evening-studies courses, independent learning, and other schedule-friendly options.

UNR students participate in a vast array of cultural, social, and athletic activities on an informal and formal basis. UNR sponsors a winning Division I athletics program that participates in the Western Athletics Conference. The Kennedy Index³ rated the University of Nevada "best in the nation" overall for providing opportunities for women in sports; in 2006, UNR was ranked in the top 10 of NCAA Division 1-A athletic departments in overall diversity excellence. Outside the classroom, students enjoy whitewater kayaking, snowboarding, rock climbing, and other activities. For more information about student life, please see www.unr.edu/content/students/.

President Milton Glick and his vision for UNR

During Milton Glick's tenure at Arizona State University, first as senior vice president and later as executive vice president and provost, ASU experienced a 20 percent improvement in its freshman retention rate, a 15 percent improvement in its graduation rate, and a doubling of the number of minorities enrolled. The Tempe campus became the largest in the United States in terms of enrollment, and the number of National Merit Scholars enrolled rose from about a dozen to more than 500. Funding for sponsored research tripled, and ASU recruited 10 faculty members with prestigious national academy memberships and one Nobel Laureate. An ASU fundraising campaign announced with a goal of \$300 million exceeded that goal by more than \$200 million.

President Glick now aims to similarly transform and elevate University of Nevada, Reno, and has established an ambitious vision for the institution. In his inaugural address in 2006, the President highlighted three major areas of emphasis for UNR: improving educational opportunities and attainment; increasing the size of the University in all areas, including faculty, students, and research funding; and stimulating positive economic growth and development in the region. President Glick aspires for UNR to develop a more widespread reputation as a center for innovative research and high-quality instruction, an institution capable of attracting world-class students from around the state and beyond, and of garnering increased funding from a variety of

³ A study released in 2005 by Penn State University-York professor Charles Kennedy.

sources while serving the direct needs of the people of the state. To read President Glick's inaugural address, see http://www.unr.edu/inauguration/Glick_inaugural_address092906.pdf.

The Role of the Provost at UNR

The Provost reports to the President of UNR, who is responsible to the Chancellor for the Nevada System of Higher Education. As Executive Vice President, the Provost is regarded as the most senior Vice President and, as second-in-command to the President, acts as President in his absence. Among the positions reporting to the Provost are the Deans of UNR's various schools and colleges; Vice Provosts for Instruction and Undergraduate Programs, Budget and Personnel, and Extended Studies; Director of the Core Curriculum; Assistant Vice President, Planning Budget and Analysis; and Director of the Academy for the Environment. For more information on these roles, please see Appendix I.

The Provost holds management responsibility for the following academic units: the Colleges of Agriculture, Biotechnology & Natural Resources; Business Administration; Education; Engineering; Human and Community Sciences; Liberal Arts; and Science. The Provost also oversees the University's Extended Studies program; the Reynolds School of Journalism; and the University of Nevada Cooperative Extension, which encompasses several distinct outreach organizations. In addition, the Provost works closely with the Vice President for Health Sciences, the Vice President for Research, and the Vice President for Information Technology, to oversee the School of Medicine, the Graduate School, and the University Library, respectively.

Other units reporting to the Provost include: the Nevada Agriculture Experiment Station; Academic Advising Center; Office of University Assessment; Excellence in Teaching Program; Honors Program; Intensive English Language Center; Office of International Students and Scholars; University Studies Abroad Consortium; Office of Professional and Graduate School Planning; and the Northern Nevada International Center. For more details about the units reporting to the Provost, please see www.unr.edu/provost/cs/index.html.

Key opportunities and challenges for the Provost

The Provost will work closely with President Glick in managing the University's activities. Rather than divide the Provost and President roles into external and internal functions, as is commonly practiced, President Glick intends to weave these positions together into a united partnership that plays to the individual's strengths, in which both leaders openly exchange ideas and opinions internally, but externally present a united front and a shared vision for UNR. In helping to realize President Glick's vision, the Provost will support UNR's expansion in size and influence, and leave a lasting legacy for future generations of Nevadans. To succeed, the Provost will be called upon to meet several key challenges, which are presented in detail below:

Forge and realize a clear, compelling vision and plan that distinguishes UNR

The Provost will work closely with President Glick to refine the vision for UNR, and guide and inspire students, staff, and faculty to carry out their shared mission. The vision will define a clear identity for UNR among public universities in the region, and will chart a clear course to fulfill the University's mission as a successful, adaptable land-grant university of the 21st century; it will also elevate UNR's leadership role in the NSHE, and improve its reputation on a national level to attract high-quality students and faculty.

To underpin this vision, the Provost will work with the President, as well as the deans, to establish and integrate comprehensive success metrics that will guide the University's future decisions and support its growth and prominence. These will include student enrollment, retention, graduation and total research funding. The Provost will be called upon both to champion this desired change, and to work in partnership with the President to lead members across the University to develop policies and programs to realize the vision.

As President Glick stated in his inaugural address, "Let us walk confidently in the direction of this vision and live the university life that we imagine so that all of Nevada can enjoy the fruits of our labors. We will strive for an even more engaged, vibrant campus and stronger linkages with the community and state. We will look to our many investors and stakeholders to strengthen our University – and we will do our best to provide a clear return on that investment in the form of quality, accomplishments, and contributions to the communities we serve."

Transform and enhance the academic culture

The next challenge for the Provost will be to transform and enhance the academic culture at UNR, by reaching out across the University to deans, faculty, and students to inspire a new ethos based upon excellence in instruction and scholarship. The Provost will enhance the reputation of UNR's academic programs around the region and nation, by making them highly interdisciplinary and increasingly relevant to the needs of the state and region. The Provost will help to infuse the campus with a new sense of excitement and foster a new sense of vibrancy for the campus. To transform the University's academic culture, the Provost will:

- **Drive quality and growth of the student body and faculty**

Growth is a central component of President Glick's vision for UNR. UNR will grow by increasing the size and quality of its student body, largely through identification of focused areas of strength, expansion of graduate programs, and by hiring excellent faculty and staff to serve those students. With the growth of the state and increased demand for admission, UNR must add new faculty lines to serve more students, and also pursue expanded areas of research. The Provost will be responsible for managing the University through this period of growth, and must ensure that the quality of services remains high and that all planned initiatives are adequately funded.

As part of this challenge, the Provost must work with leaders across the University to manage the physical facilities for the UNR campus, and develop centers for learning and student activities to support future growth. The Provost is closely involved in issues related to space management on the campus, and will work with leaders across the System to develop and fund a master plan for growth. UNR is already developing several new facilities, including the Mathewson-IGT Knowledge Center, which will be one of the most technologically advanced libraries in the country; the Joe Crowley Student Union, a 167,000 square foot, an environmentally friendly facility scheduled to open in Fall 2007; the \$60-million Davidson Math and Science Center; a biomedical sciences center; the Lifelong Learning Center, in Las Vegas, and a growing Redfield Campus in South Reno.

- **Make diversity, in all of its manifestations, real at UNR**

UNR strives to create a more diverse student body and remove the financial barriers to higher education. While the number of under-represented minorities has increased by about 55 percent over the past decade, the University still has far to go to realize its potential to become a

representative intellectual microcosm of the region's myriad cultures. The Provost will develop formal and informal programs to continue to enhance the *quality* of diversity at UNR, not merely to increase the percentages of non-white students and faculty, but also to foster a more inclusive culture that celebrates and draws upon the diverse perspectives of its members.

The Provost must also ensure that improved standards for incoming students do not diminish the access to the University afforded to underrepresented groups.⁴ As President Glick explained, "A university in the twenty-first century must reflect diversity in all of its dimensions: race, religion, ethnicity, socioeconomic status, and political persuasion. No university can be great unless it reflects the profile of the state it serves and the nation as a whole. Being diverse means being inclusive; as an institution, it means increasing accessibility and accountability to all Nevadans. It is important that we educate students from all backgrounds and that students have the opportunity to associate with fellow students of all backgrounds."

- **Improve the organizational effectiveness of academic divisions**

In part because of its relatively small size, UNR has managed to maintain very low "walls" across departments and colleges, which has resulted in a rich interdisciplinary and collaborative environment. Building upon this foundation, the Provost will work with deans and faculty to develop a more efficient administrative model, in which divisions are empowered to improve themselves with the reliable support of the University's administrative infrastructure, and are comfortable reaching out to each other in a spirit of collaboration. The Provost will build bridges across divisions and disciplines and promote cross-disciplinary approaches, while ensuring that all divisions are provided with adequate resources to fulfill their own needs.

To meet this challenge, the Provost will foster an entrepreneurial sensibility across the campus and empower deans to execute decisions relating to their institutions, while also promoting a sense of unity and shared mission that spans schools and colleges. The Provost will work together with deans in key faculty appointments, and will work across divisions to re-organize roles as needed to improve efficiency and quality. The Provost will work with deans to create university-wide standards for the promotion of faculty and other policies, and develop appropriate organizational structures for each school, college, and research center.

The Provost should be regarded as a model of open, respectful leadership for UNR, a proactive and engaged leader, mentor, and friend to students and faculty and an unwavering advocate for the University and its academic mission. The Provost should be a highly visible member of the administration who is known to be open to listening to ideas and input. The Provost should be regarded as a supportive partner willing to push down decision-making and shared governance with deans, and continually draw upon the collective input and ideas of the University's academic leaders to help shape the institution.

- **Enhance and integrate UNR's curricula**

The Provost is directly involved in developing curricula for the University; working in collaboration with the President and Deans, the Provost will be called upon make difficult

⁴ GPA standards for admission to Nevada's four-year institutions are set to increase from 2.75 to 3.0 in Fall 2008. When this requirement was raised from 2.5 to 2.75 in 2006, both Nevada and UNLV saw a decrease in its Hispanic enrollment, though enrollment for other minority groups, including black, Asian, and American Indian populations, have all increased.

decisions about which programs should be expanded and which should be reduced or eliminated. As a broad goal, UNR's curricula should provide a solid foundation to students while also pursuing cutting-edge fields, in part by incorporating technology in the classroom. Courses of study available at the University should serve the needs of students across the State of Nevada, and also be regarded as important and innovative by other universities around the world. As one of a growing number of universities expanding research opportunities to undergraduate students, UNR has an opportunity to connect its instruction, research, and service through new, innovative programs that bridge the "ivory tower" with the needs of the community and state. An example of this is the University of Nevada Health Sciences Center, in which health professional education and biomedical research are aligned with supportive patient care programs and facilities.

- **Grow and enhance UNR's research program**

To succeed in the future, UNR must continue to expand its research program. The Provost will support the growth and structure of the research enterprise by facilitating funding and developing a reliable university-level infrastructure to support a world-class research program. As President Glick expressed, "With our historic, strategic partnership with the Desert Research Institute, our proximity to Lake Tahoe, the Sierra Nevadas, and both the high and low deserts of our state, we are well-positioned to advance our reputation in areas that range from fire, water, and earthquakes to alternative energy sources (such as geothermal and biofuels), plasma physics, neurobiology, and nanochemistry. Our research is also focused on creating a healthier population in Nevada, improving literacy, and helping small businesses succeed. This sets the stage for our future growth. We will build on our strengths – an institution with selected areas of excellence, and a supportive and growing community with a high quality of life."

- **Further expand UNR's outreach efforts across the State**

Outreach is a central part of the UNR mission as a land-grant institution. The University must grow its connections with the community and expand its influence on regional development. The University's Real Estate Office works closely with the Provost to consistently buy up property surrounding the campus in accordance with the Master Plan. The Provost has a key foundational strength in the University's many existing outreach programs, and will enhance and expand these programs to more effectively extend the University's resources directly into the state's communities while yielding valuable research outcomes. UNR also supports the Davidson Academy, a public school for gifted students, in welcoming its students on campus and providing access to educational resources. As President Glick stated in his vision for UNR: "Let us have one community built on the strengths of the University, industry, business, community organizations, and the pioneer spirit of the state. I would hope to see a soft permeable border between our campus and community, including private sector investment in mixed-use properties at the edge of the campus and engagement by the University throughout the communities we serve."

Attend to student success and develop an exceptional student experience

For UNR to elevate its status among public universities, the Provost must focus on the quality of the student experience at UNR, and ensure that the University's academic offerings continue to improve over time. The Provost will develop new programs to improve student services, from admissions through graduation. If successful, UNR will advance from its reputation as a safety school for Nevada's high-quality students to become a leading choice in its own right for students from across Nevada and beyond.

To meet this challenge, the Provost will work closely with the Vice President of Student Services to both strengthen the academic resources provided by the University, and to develop an extra-curricular life for the University. The Provost should bridge gaps between the academic program and student affairs, and find creative ways to integrate student life inside and outside the classroom. UNR also has an opportunity to better integrate these non-traditional students, including graduate-level students, into on-campus services and events. This will include expanding traditional services to nontraditional hours and will be a recruitment and retention strategy, particularly nontraditional students. The Provost will also improve access to UNR resources for students around the state, and expand the University's access efforts through distance learning using video and internet-based instruction.

Ultimately, UNR should embrace students before they arrive, and support them after they leave; it should push boundaries to better serve the next generation of students across Nevada, and provide a reliable bridge between the University and businesses, non-profits, and other institutions across the region. As President Glick said in his inaugural address, "We will seek to retain and graduate every student – not by lowering standards, but by elevating expectations and supporting each of our students. In other words, we will take pride in who we graduate, not just in who we admit."

Manage financial resources creatively

The State of Nevada invests heavily in its higher education system, yet UNR's discretionary funding is limited. The Provost must thus be financially savvy and resourceful in managing funding for the University's academic activities, particularly to fuel UNR's desired future growth. To meet this challenge, the Provost must generate revenues from a variety of sources, including enrollment management and tuition increases, increased research funding, philanthropic donorship, and other sources, and must make targeted strategic investments in programs and activities likely to yield long-term benefits for the University.

The Provost should enhance the University's total development capacity, by working with deans to pursue their own funding and offering counsel about budgetary management, fundraising, and related issues. The Provost may use the new vision to promote the University as a compelling argument for worthy investment, among state legislators, research funding sources, philanthropic donors, and other potential supporters.

Serve as a compelling and effective ambassador for the University

As a final important challenge, the Provost plays a key role as an external representative and spokesperson for the University, and must be able to articulate UNR's academic vision in an honest and compelling manner among a variety of audiences. The Provost maintains relations with a variety of external partners, including businesses, non-profits, and other academic institutions, and will work to forge stronger ties with the community in and around the city of Reno, by interacting with the media and by organizing campus activities likely to draw in external supporters. The Provost must also reach out to work with the state legislature, and help Nevada's leaders to understand how supporting UNR serves the state's long-term interests.

The Provost will also develop relationships with the Board of Regents of the NSHE, and must be able to explain and defend UNR's positions clearly and convincingly. The Provost will also reach out to collaborate with other NSHE institutions including UNLV, with which UNR operates in a spirit of partnership and friendly competition. The Provost should lead a system-level effort to share data, best practices, and other resources, and develop collaborative programs that minimize

repetition and draw upon the respective strengths of each institution. The Provost will also work with leaders of the state's community colleges and develop a more effective bridge to university-level education for the state's students, and reach out to leaders of the K-12 public education system to improve quality in education and preparation for the state's next generation of students.

The Provost will use the planned vision for UNR as a foundation for system-level transformation, by providing a compelling new direction for the state's public higher education as a whole. As President Glick wrote, "We recognize that the universities are one part of a larger, interconnected whole. We do not live in an ivory tower. We will continue to work side-by-side with K-12, the community colleges, businesses and elected officials to help improve high school graduation rates, post-secondary education rates, and baccalaureate degree completion rates. Our work must start before students reach our doors and it never ends; the public university serves from cradle to grave. It must – and in fact, there is no greater privilege."

Qualifications and Characteristics

At a minimum, the Executive Vice President and Provost will have the following qualifications:

- An earned doctorate and a record of distinguished scholarship and teaching requisite for an appointment as a tenured full professor.
- Demonstrated record of a minimum of seven years of successful academic leadership at the level of department head or above.
- Substantial administrative experience with academic budgeting and financial planning.
- Proven experience in recruiting, developing, retaining, and evaluating faculty and professional staff.
- An established record of working with a diverse staff, faculty and campus population; demonstrated commitment to diversity in areas of hiring, promotions, student enrollment and retention.
- A successful record of developing, implementing, and sustaining innovative policies and programs that foster excellence in teaching, research, and service in higher education.
- Experience relating to external constituencies, such as governing and coordinating boards, legislative bodies, public agencies, funding agencies, alumni, and donors.
- Demonstrated record of excellent interpersonal and leadership skills including the ability to motivate a diversified faculty and staff in support of the strategic vision, effectively problem solve and negotiate.
- A well regarded history of personal and professional ethics, character and integrity.

Other desirable qualifications and characteristics include:

- An ability to work within a "two-in-the-box" leadership model.
- Ability and desire to garner philanthropic, corporate, and grant support.
- A record of community service.
- An understanding and commitment to shared governance.
- A belief in delegation of power and authority with appropriate controls.
- An ability to communicate with diverse audiences: to collaborate and communicate effectively with multiple university constituencies, including other provosts within the University of Nevada System
- Strong knowledge of issues and trends facing higher education
- Strong communication skills with a commitment to inclusiveness, transparency and consensus building.

- Firm, fair, and consistent judgment, combined with an ability to make and communicate tough decisions.
- Energetic, action-oriented.
- An understanding of a “Western State” culture, environment, and relevant regional issues.

Compensation and Location

Compensation will be competitive and commensurate with the successful candidate’s professional experience. This position is location in Reno, Nevada, which is 45 minutes from Lake Tahoe and a four-hour drive from the San Francisco Bay Area. With a beneficial tax climate, reasonable commute times, low unemployment, and a diverse selection of arts, cultural and entertainment events, Reno, Nevada has boomed in recent years. In 2005, *Inc. Magazine* rated Reno as the “#1 Place to Do Business.” Reno’s per capita income is the 10th highest in the nation, based on a bizjournals.com ranking of 224 cities. Reno is currently enjoying a renaissance in its arts and culture, with galleries and bookstores as well as opera, several theatre groups, symphony and chamber orchestras, a jazz festival, month-long summer arts festival, and other cultural events. The Reno/Tahoe area offers bicycling, whitewater rafting, kayaking world-class skiing, fly fishing, climbing, hiking, and countless other outdoor activities.

Applications, Nominations, and Inquiries

Applications should include a letter of interest, CV or resumé, and a separate list of references. All correspondence, including applications, nominations, and general inquiries, should be e-mailed to the attention of David Bellshaw and Deborah Hodson at 3465@imsearch.com. *E-mail correspondence is strongly encouraged.* All correspondence will be held in strict confidence. Please note that Appendix II is a voluntary form that the University of Nevada requests from applicants. Its contents will also be held in strict confidence.

David Bellshaw and Deborah Hodson
Isaacson, Miller
533 Airport Boulevard, Suite 400
Burlingame, CA 94010
Phone: 650.685.2475
Fax: 650.685.2476

The University of Nevada, Reno is committed to Equal Employment Opportunity/Affirmative Action in recruitment of its students and employees and does not discriminate on the basis of race, color, religion, sex, age, creed, national origin, veteran status, physical or mental disability, and sexual orientation. The University of Nevada employs only United States citizens and aliens lawfully authorized to work in the United States. Women and under-represented groups are encouraged to apply.

Newly hired faculty must have their official transcript of their highest degree received or verification of licensure from the Nevada State Board of Medical Examiners (physicians) sent by the degree granting institution(s) directly to University of Nevada, Reno Human Resources within 30 calendar days from the effective date of employment.

Appendix I

The following are expanded descriptions of the roles that report to the Provost:

Vice Provost, Instruction and Undergraduate Programs: The Vice Provost has overall leadership and responsibility for the following units: Advising Center (for undecided undergraduates and the Bachelor of General Studies students); Excellence in Teaching Program; Intensive English Language Center; Honors Program; Northern Nevada International Center; Office of International Students and Scholars; Office of University Assessment; Pre-Professional and Graduate School Advising; and University Studies Abroad Consortium. Other responsibilities include courses and curriculum; outreach to K-12 and K-16; program review; workshops for new faculty, new and current department chairs, and part-time faculty; liaison with the Northwest Commission on Colleges and Universities; Instructional Enhancement Grants; International Activity Grants; and first year experience courses.

Vice Provost: A position with responsibilities in the areas of budget, policy, and personnel issues, space allocation, and strategic planning. One function of the Vice Provost's position is to provide for the best use of available funds and positions to meet priority needs of the academic support and instructional units to enhance instruction, research, and service at the University of Nevada, Reno. The Vice Provost is responsible for responding to questions arising in colleges/schools, departments, and other units related to the understanding and implementation of policies dealing with budget, personnel, and other aspects of academic and instructional activities.

Vice Provost for Extended Studies. The Vice Provost for Extended Studies has overall leadership and responsibility for providing credit/non-credit outreach programs for lifelong learning needs. The Vice Provost is responsible for the following units: Professional Development programs; Summer Session; Kids University and Summer Camps; Distance Education; Independent Learning; University Credit Across Nevada (UCAN); ElderCollege; the Fire Science Academy; Fleischmann Planetarium and Science Center; and the new Redfield Campus. The Vice Provost is also responsible for collaborating with the colleges/schools, departments, and other units related to the administration and delivery of credit/non-credit programs, and making those programs available to the public at large.

Assistant Vice President for Planning, Budget and Analysis: Provides overall direction and supervision of the activities of the Budget Office including development of annual operating budgets, self-supporting budgets, and the biennial budget request. This position also assists and advises the President's Cabinet on budget related issues, is responsible for institutional responses to legislative inquiries, and supervises the on-going operation and development of the Position Control system. The Assistant Vice President provides staff assistance to the University Planning Committee (UPC) and the Indirect Cost Return Committee.

Director of the University Core Curriculum Office: Coordinates the activities of the Core Curriculum Board and the sub-committees providing oversight of the Core curriculum areas. The Director acts as the focal point for student and faculty issues related to the Core Curriculum. The Director liaises with the Colleges, the directors of the Writing and Core Humanities Programs, the directors of the Math and Writing Centers and the oversight committees of the Core curriculum areas on curricular and resource needs. The Provost will look for guidance from the Director on curricular and resource priorities for the Core Curriculum. The Director oversees the review process for Core Curriculum courses, provides guidance on Core Curriculum advising policies, adjudicates requests from students for Core Curriculum substitutions, and is responsible for Core

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Curriculum assessment. Additionally the Director of the Core Curriculum is the program director for the Bachelor of General Studies.

Appendix II

DATA FORM
University of Nevada, Reno, Faculty Human Resources

When completed, please return this form to:

Jennifer Grogan
grogan@unr.edu
Human Resources MS 238
University of Nevada, Reno
Reno, NV 89557

The University of Nevada is an equal opportunity/affirmative action employer with a strong commitment to diversity. The following information will remain confidential and will be used by the University of Nevada, Reno for statistical and compliance purposes only. Submission of this information is voluntary and greatly appreciated. The information will not be used to make any employment decisions. Individuals with disabilities may request accommodation in the application process. Please self identify in all the areas that apply. In some categories, you may select more than one option.

APPLICANT NAME (voluntary): _____

GENDER: Male Female

VETERAN STATUS: Vietnam-era Veteran? Yes No **Disabled Veteran?** Yes No
2/28/61-5/7/75 or 8/5/64 – 5/7/75 *>30% VA Certified*

DISABILITY: Yes No

A disability is defined by law as a physical or mental impairment that substantially limits one or more major life activities.

Please check only one category which you identify as your primary ethnic or racial group:

- White, not of Hispanic origin—Origins in any of the original people in Europe, North Africa or the Middle East
- Black, not of Hispanic origin—Origins in any black racial groups of Africa
- Hispanic—Origins of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin regardless of race
- Asian—Origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent
- Native Hawaiian or Pacific Islander — Origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- American Indian or Alaskan Native—Origins in any of the original people of North America who maintain cultural identification through tribal affiliation or community recognition
- Multi-Racial—If you are more than one race, please also check this box and indicate your preference for Affirmative Action purposes _____

Signature (voluntary)

Date

I learned about this position from the following source(s):

Name of Publication _____ Issue Date _____
Web site _____ Listserv _____
Person _____

UNR Employee