University of Nevada, Reno
Statewide • Worldwide

Opportunity and Challenge Profile

Search for the Dean of Science
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

The University of Nevada, Reno (UNR), a distinguished public university located in northern Nevada, seeks a dynamic, experienced academic administrator to serve as Dean of the College of Science (CoS). The Dean serves as the chief academic officer for the CoS, a division with more than 1,000 undergraduate students and 450 graduate students, and reports to the Executive Vice President and Provost. The successful candidate for this position has an outstanding opportunity to forge and execute a vision to lead this vital college to become a leading center for interdisciplinary research and learning in a wide range of scientific fields.

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 also 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 master's and doctoral degrees. UNR is 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 three hours from the San Francisco Bay Area. For more information, see http://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. A new Executive Vice President and Provost has recently been appointed to work in partnership with President Glick in realizing this agenda and leading faculty, staff, and students to work together in a shared sense of pride and dedication to excellence. It is in this setting that the Dean of Science will join the senior academic team.

The Dean of Science is responsible for academic programs and support services within the CoS, which was formed in 2004 from the reorganization and integration of academic programs in pure and applied physical sciences, earth sciences and engineering, life sciences, and mathematics. The Dean's responsibilities include curriculum development, planning, and assessment; faculty development, promotion, and tenure; academic budgeting; research support; and academic support services for students. The Dean also plays an important external role on behalf of the College, working in collaboration with leaders across the university and state. For more information about the College of Science, please see http://www.unr.edu/cos.

Upon assuming this position, the Dean will lead an effort to strengthen the identity of the CoS in generating research and learning that support UNR's growing public and land-grant missions. The Dean will work to attract more high-caliber students and faculty members; seek out and foster public and private funding opportunities for faculty, students and the College; deliver consistently excellent academic programming; and develop innovative research initiatives that bridge disciplines and serve the needs of Nevadans while elevating the University's reputation in science. If successful, the Dean will continue to develop the CoS as a renowned center for interdisciplinary research, a training ground for the next generation of leaders in a range of scientific fields, and a wellspring of valuable knowledge to serve the state and beyond.

A list of the qualifications for the Dean 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 Dean. 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 mining, 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 the College of Southern Nevada; Great Basin College; 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 in the State, and the establishment of the Millennium Scholarship[1] program.

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 engaging in "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 per year and the University operates more than 40 research centers. 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. For more information, see http://www.unr.edu/research/centers.html.

[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.

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 to enhance agricultural crop production and manage water supplies, and the Bureau of Mines and Geology, which supports Nevada's mining industry. A mining engineering program is another key component of UNR's history as a land-grant university making it one of only thirteen universities in the United States that offer degrees in mining engineering. 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, pursue 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 Athletic Conference. The Kennedy Index 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, see http://www.unr.edu/content/students/.

President Milton Glick: A 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 and 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

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 College of Science

The College of Science at the University of Nevada was formally established on January 1, 2004, following a reorganization that brought together science departments from the former College of Arts and Sciences with departments from the former Mackay School of Mines (MSM). As a result, the CoS is now home to the Departments of Biology, Chemistry, Mathematics and Statistics, Physics, Geography, Geology, Geological Sciences and Engineering, and Mining Engineering. Within CoS, the earth sciences departments continue their association as a renamed Mackay School of Earth Sciences and Engineering (MSESE), and include two highly respected research and service entities, the Nevada Bureau of Mines & Geology (NBMG) and the Nevada Seismological Laboratory (NSL).

The budget for the CoS is approximately $40 million, with $19 million from state appropriation. More than 1,000 undergraduate students and 450 graduate students are currently enrolled directly in the CoS; approximately 11,000 UNR students take courses offered by the College's departments. The College has 157 faculty members and offers 40 different degree programs for both undergraduate and graduate students. Fourteen research centers and facilities are affiliated with the CoS[2], which receives about $23 million a year from extramural grants and contracts for research and scholarly activity. The CoS generates approximately 36,000 annualized student credit hours per semester; the Mathematics and Statistics Department and the Biology department rank first and second in generating the greatest number of student credit hours on the UNR campus.

As its stated mission, the CoS unites disciplines in the pure and applied physical sciences, Earth sciences, life sciences, engineering, and mathematics into a solid framework of education and research around the central tenets of the scientific method and logical reasoning. While maintaining and enhancing traditional disciplines, the College aims to develop synergies and interdisciplinary efforts that further the University's recognition as a premier institution of scientific education and research. The College conducts cutting-edge research relevant to society, and reaches out to the surrounding communities to promote literacy in its subject fields. The CoS plays an integral role within the University of Nevada, in the local community, and in the state regarding scientific and technological education, research, and outreach: with a mission to promote scientific and numerical literacy, to create an awareness of the value of science in addressing societal problems and to enhance economic development.

[2] Arthur Brant Laboratory for Exploration Physics; Center for Environmental Sciences and Engineering; Center for Neotectonic Studies; Center for Research in Economic Geology; Collaboratory for Computational Geosciences; Conservation Genetics Center; Earthquake Information Center; Great Basin Center for Geothermal Energy; Mining Life-Cycle Center; Nevada Bureau of Mines and Geology; Nevada Seismological Laboratory; Nevada Terawatt Facility; Photon Ion Research Facility; W. M. Keck Museum

In organizing the CoS in 2004, the leaders of UNR envisioned several key goals: to build, in two phases, a new Science and Math Education complex[3]; renovate existing "teaching lab space" into faculty research space; partner with the School of Medicine and College of Agriculture, Biotechnology, and Natural Resources (CABNR) in constructing a Life Sciences Research building; establish endowed chairs/professorships; create a series of public lectures in science that feature CoS faculty as well as high-profile scientists; establish new director positions in the CoS for communications and development; create an aggressive recruitment program for graduate students; create a new Ph.D. programs in Geography and Mathematics and Statistics; and more. A number of these goals have been progressed according to the most recently available strategic plan update; however, more has to be accomplished through continued energetic leadership and generation of funding.

The Role of the Dean of the College of Science

The Dean of Science reports to the Executive Vice President and Provost of UNR, who is responsible to the President. The Dean joins 18 other deans as a member of the Deans' Council. Among the positions reporting to the Dean are the Chairs of the College's eight departments, as well as an Associate Dean; an Associate Dean for Research; an Executive Assistant to the Dean; a Budget and Personnel Coordinator; a Coordinator of Student Advising, Recruitment, and Retention; a Director of Development and the Director of MSESE. The Office of the Dean is responsible for development of curricula, delivery of academic programming, student support services, research support, facilities and operations management, and all other areas of operations for the College.

Key Opportunities and Challenges for the Dean

> *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.*
>
> -- President Milton Glick, "Inaugural Address," 2006

The Dean of Science will be joining the CoS at a time of unique opportunity: still in the nascent stages of its reorganization, the school has a number of key programmatic strengths, including environmental studies, conservation biology, mining, and geosciences. The Dean will work with faculty, staff and students to build upon these strengths, and find synergies through cross-disciplinary programs that provide direct practical value to the State of Nevada. If successful, the Dean will galvanize the College to expand in quality and influence while promoting improved scientific knowledge, skills, and innovation across the region and beyond. To succeed, the Dean must meet several key challenges, which are presented in detail below:

Craft a vision that captures the imaginations and energies of faculty and funders.

As the leader of a young college within a much larger, older institution, the Dean of Science will be responsible for working with faculty and staff to develop a compelling, multifaceted vision

[3] As planned, the first phase of the complex will house the teaching laboratories for General Chemistry, Organic Chemistry, Analytic Chemistry, Introductory Physics, Astronomy, Biological Sciences, and office space for the Department of Mathematics and Statistics, and the College of Science Dean's Office. The building will be 90,000 gross square feet and will cost $50M.

that delineates the present and future mission of the CoS. This vision should encourage synergistic, cross-disciplinary activities within the College, and with other divisions and colleges across the campus and other entities across the state. It should delineate key programmatic strengths and establish goals for the college's short- and long-term future; provide the framework for a consistently high-quality, practical and valuable experience for students; and chart a course for the CoS to become a productive center for increasing scientific research productivity.

The Dean will lead the CoS to focus on creating optimal scientific learning and research opportunities for science majors and graduate students. Emphasis should be placed on student-centered research experiences involving significant collaborations with professors and preparation of graduates for professional careers with mentoring of professional skills and problem-solving abilities. At the same time, the Dean should ensure that the College is promoting science literacy for non-science majors by providing critical scientific knowledge and experience that will be valuable no matter what career they pursue. The Dean's vision will captivate and harness the energies of staff, students, and faculty working across the College and promote growth in revenues, enrollment, and research activities.

Balance excellence in instruction while expanding the research program

The CoS ranks second only to the School of Medicine in grant and contract dollars. This accomplishment is all the more noteworthy in view of the relatively heavy teaching loads of faculty in certain departments. In spite of being able to attract significant extramural support for its scholarly pursuits, the CoS overall needs to build on its research reputation and activity. The Dean will thus lead faculty to find ways to generate additional sources of support for research in key areas. The strong departments of the CoS provide a unique opportunity to lead in developing new interdisciplinary instruction and research programs to compete strongly for federal funding as well as increased visibility on the national and international levels.

At the same time, the Dean will work to improve the quality of teaching. In recent years, the CoS has hired faculty members with qualifications from the country's finest institutions, individuals who recognize the importance of important synergy between excellent teaching and research. The CoS will soon see the retirements of a substantial number of experienced faculty members, many of whom excel in teaching. The CoS must find ways to capitalize on this cumulative experience and to preserve the devotion to quality teaching that is a hallmark of the University of Nevada, while at the same time continuing the college's successes as a research institution.

With the Mackay School present, the CoS has a unique opportunity for building an identity for the college as a leading center for research in geological sciences and engineering, mining engineering, and geography. The Mackay School is already a national leader in providing well-prepared experts for the industry in the earth sciences and engineering, and enjoys substantial support from loyal alumni and from the natural resources industries, firms important to the economy in Nevada. A continuing challenge is attracting and retaining students in the earth science and engineering disciplines, especially Mining Engineering, and ensuring that scholarships are available to MSESE students. The Dean will want to assist MSESE in achieving its goal of approaching self-supporting status over time.

Augment and develop the infrastructure and support that is necessary for a superior college

The CoS is a recently created institution housed in previously allocated space and the many fields of its scientific mission require extensive equipment. Consequently, the College has a pressing need for expanded and upgraded facilities. Construction of the Science and Math Education

complex has begun, but it awaits a visionary, task-oriented leader to bring it to fruition; the CoS has also initiated a partnership with the School of Medicine and CABNR to develop a Life Sciences Research building. In addition, several of the College's existing facilities require updating. Thus, the Dean's challenge will be to develop the physical and administrative infrastructure necessary to provide the solid footing that will permit the College to move confidently and smoothly into launching future expansion.

The Dean will also improve the organizational infrastructure at the CoS, including the quality of communications to ensure that all staff and faculty work in close alignment toward common goals, and by developing new systems for professional and personal support. CoS staff members represent the face of the College to the public and to the rest of the university, and keep the offices and laboratories running. In recent years, however, the CoS has been understaffed. The Dean must increase the levels of administrative support and ensure that the faculty are not diverted from teaching and research.

If successful, the Dean will create a new sense of unity across the College while also empowering each division or department to foster a unique sense of identity. The Dean should be sensitive to the tradition of faculty governance at the University and to departmental differences as he/she streamlines processes, protecting the unique assets and working styles that make each department successful while seeking opportunities to increase functional and economic efficiency. The Dean will also create an infrastructure to support improved research and teaching across the College, and provide professional support for faculty and staff through mentoring, cross-divisional training, and other practices.

Further develop the economic engine within the College

While the formation of the CoS has been a success, the growth in student numbers and research activity has stretched thin the human resource base. The College requires additional faculty, classified staff, and graduate assistant positions, and must continually pay for additional lecturers, letters of appointment, and teaching assistants across departments. The College is also in the process of developing new facilities to house its programs, yet needs to support investment in modern educational methods and delivery techniques. The challenge for the Dean will be to grow and sustain revenues to ensure the near- and long-term success of the College's teaching, research and outreach missions.

To meet this challenge, the Dean will support the growth of the College's physical and programmatic infrastructure by growing the amount of funding garnered from government, corporate, and private funding sources. The Dean will seek out and develop philanthropic funding opportunities to benefit the College, and work with and support the faculty in their work to develop new research funding streams from state and federal government agencies, as well as foundations and corporate sources. If successful, the Dean will lead the CoS to become a self-sustaining economic engine capable of continually seeding valuable research initiatives, generating new patents, and growing in size and scope while continuing to deliver a high-quality education to students at all levels.

Effectively represent the College within UNR and across the greater community

To successfully bridge the work of the CoS to the greater campus and state, the Dean must be an eloquent, thoughtful ambassador in a variety of local, state, and national forums, particularly the National Science Foundation and other prominent funding and professional organizations. The Dean serves as the public representative of the CoS, and as such must be able to represent and

articulate all of its diverse interests. Whether making a case for a new research project or speaking to an international forum, the Dean will be expected to engage in a wide range of discussions related to the college's work. The Dean will also lead the College to be more engaged with K-12 schools to generate interest in science education and work with state educators to promote scientific literacy and innovation across Nevada.

As a key part of this challenge, the Dean must directly integrate the work of the CoS across the UNR campus, Northern Nevada, and beyond. The Dean will play a role as an advocate for the importance of science education in all forms and work within the university to attract non-science majors to CoS courses by ensuring that they are engaging and useful.

The Dean will work with external partners to bring the fruits of the College's research initiatives and scientific insights into the community at every level, and create relationships with businesses both within Nevada and nationally that will bring new research opportunities, as well as internship and professional opportunities for CoS students. Through effective outreach, the Dean has the potential to develop innovative, practice-based research and learning opportunities that elevate the quality of research in other academic divisions and provide direct value to the state, region, and comparable environments nationally and internationally.

Qualifications and Characteristics

At a minimum, the Dean of the College of Science 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 in a scientific field.
- Demonstrated record of a minimum of five 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 public agencies, funding agencies, industry, alumni, and donors.
- Demonstrated record of excellent interpersonal and leadership skills including the ability to motivate faculty and staff in support of the strategic vision.
- An understanding of and commitment to shared governance.
- A well- regarded history of personal and professional ethics, character and integrity.

Other desirable qualifications and characteristics include:

- Ability and desire to garner philanthropic, corporate, and grant support.
- A record of community service.
- A belief in delegation of power and authority with appropriate controls.
- An ability to communicate with diverse audiences: to collaborate and communicate effectively across college lines.

- Strong knowledge of issues and trends facing science, the earth sciences and engineering scientific and related disciplines.
- 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. With a beneficial tax climate, reasonable commute times, low un-employment, 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 Deborah Hodson at **3607@imsearch.com.** *E-mail correspondence is strongly encouraged.* All correspondence will be held in strict confidence. Please note that Appendix I is a voluntary form that the University of Nevada requests from applicants. Its contents will also be held in strict confidence.

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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.