



University of Nevada, Reno
Statewide • Worldwide

Opportunity and Challenge Profile

Search for the Vice President of the Division of Health Sciences and Dean of the University of Nevada School of Medicine

The University of Nevada, Reno (UNR), the public land-grant university for the State of Nevada, seeks an exceptionally talented medical educator, administrator and collaborative executive to serve as Vice President of the Division of Health Sciences (DHS) and Dean of the University of Nevada School of Medicine (SOM). The new VP/Dean will oversee the Division at a pivotal moment: University leadership has launched an ambitious effort to grow and align UNR's health-science programs, in large part by creating a standalone academic division, the Division of Health Sciences. This VP/Dean will develop a vision for the enterprise which is the only comprehensive health care campus and the only allopathic medical school in the state. A central mission for the VP/Dean will be to shape and unify the newly expanded Division—comprising the Schools of Medicine, Community Health Science, Nursing, and Social Work, as well as diverse health-related programs and centers—around truly coordinated approaches to improve medical education, research, and the quality and accessibility of health care for the citizens of Nevada.

Nevada urgently requires expansion in its health-science training and research capacity. The state is one of the least healthy in the nation: it has high rates of chronic diseases such as cancer and diabetes, and it ranks among the lowest in preventive care. Nevada also faces an acute shortage of health-care professionals: the state ranks 46th out of 50 states in the number of physicians per population and has the lowest number of physicians in residency training per population among all states with medical schools. There are severe shortages of physicians, nurses, and in all allied fields. While UNR has earned a strong reputation in medical and health science education and in basic science research, the challenge is now to integrate the academic and clinical components in a coordinated way to elevate a broader research enterprise, train and educate much needed physicians and nurses, and work with clinical partners to provide excellent care to Nevadans in both urban and rural areas.

The University is committed to playing a central role in addressing these challenges and in 2008 it unified the health science schools under a single organization that will be led by the VP/Dean. The DHS spans the state with a strong presence in Reno, Las Vegas, and rural parts of Nevada. The largest numbers of allied health professionals are in Reno and Las Vegas so the majority of research, education, and clinical care take place in these regions. The Reno campus is home to basic science, clinical science, and classroom learning; Reno is also home to clinical activity in partner hospitals. Located in the state's largest urban area, the Las Vegas campus is oriented more toward clinical care in partnership with diverse partner hospitals and clinics, although faculty still teach and conduct research. Both Reno and Las Vegas are equally critical to the Division's mission and in developing synergy in a state-wide academic health system.

New construction will support the Division's mission. The state has committed \$34 million to develop a new education facility in Reno that will serve as the hub for the health-sciences programs, which will support the planned expansion of the class size at the SOM from 62 to 100

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students, and will enable the Orvis School of Nursing students to increase in size to 200 students. Additionally, the Division broke ground for the Center for Molecular Medicine in Reno which will house portions of the microbiology, pharmacology and physiology departments and serve as the headquarters for the [Whittemore Peterson Institute](#) for Neuro-Immune Disease. A high priority is expanding and consolidating SOM facilities in Las Vegas to create a focal point for health science and care activity to serve the city and region.

The VP/Dean position is an opportunity to lead a medical school and develop an integrated academic health center, aligning the energies and accomplishments of schools and centers in ways that enable each to contribute as highly effective, integrated elements of a health science division. She/he will report to the Provost and to the President. DHS is poised to become a powerful resource for the state: a widely respected academic center with strong ties to the state's widely dispersed communities, a hub for globally significant health-science research, an engine for economic growth, and a source of world-class medical practitioners to serve the state's growing health-care needs.

To fulfill this vision, the VP/Dean must address several key challenges and opportunities. Working in collaboration with other senior leaders and faculty, staff, and students across the DHS and university, the VP/Dean will: forge an inspiring vision to integrate and lead the Division of Health Sciences into the future; build a strong financial foundation for the SOM and DHS; drive and expand research excellence and productivity across the division; develop critical relationships with key partners within UNR DHS and across the state; deliver on the planned growth in all programs; recruit, hire, develop, and retain the next generation of world-class health-science faculty; and serve as a prominent voice for UNR DHS in key discussions about health-science issues.

The successful candidate for this position will be a highly energetic, engaging leader with an MD degree and a record of scholarly and clinical accomplishments, as well as a history of progressive and innovative administrative responsibility. Eligibility for a Nevada medical license, credentialing, and appropriate liability insurance are preferred. A list of the qualifications for the position may be found at the conclusion of this document (see page 9), which was prepared by the search committee and Isaacson, Miller, a national executive search firm, to detail key opportunities and challenges facing the person who is ultimately selected to fill this role. All confidential inquiries, applications, and nominations can be directed to the parties listed at the end of this profile.

About the University of Nevada, Reno

Founded in 1874, University of Nevada is Nevada's flagship land-grant research and teaching institution, and serves as one of eight institutions of higher education governed by the Nevada System of Higher Education (NSHE). University of Nevada comprises nine degree-granting schools and colleges and offers bachelor's degrees in more than 70 disciplines, as well as more than 100 master's and doctoral degrees. Operating with a total budget of approximately \$500 million, University of Nevada enrolls nearly 17,000 students and employs more than 1,600 academic and administrative faculty members and 1,300 classified staff on four campuses. The main University of Nevada campus is based in and around the city of Reno, Nevada, on the eastern slope of the Sierra Nevada foothills, 30 minutes from Lake Tahoe and four hours from the San Francisco Bay Area. For more information about University of Nevada, please see Appendix I or www.unr.edu.

About the Division of Health Sciences

“Learning and Working Together to Improve Health and Wellness”

In 2008, UNR President Milton Glick expanded the Division of Health Sciences out of recognition that optimal health care is provided by multidisciplinary teams — nurses, public health professionals, social workers, pharmacists, therapists, physicians, and others — who must train and work together to meet the health-care needs of the state. The expansion of this unit brought several programs previously residing in the UNR College of Health and Human Sciences into the Division of Health Sciences. The DHS now comprises four schools and various centers and related programs. For more about these programs, please see Appendix III.

The Division of Health Science offers the following degrees: Bachelor of Science and the Master of Science in Speech Pathology and Audiology; Bachelor of Science with majors in Community Health Sciences; Bachelor of Science in Nursing; Bachelor of Social Work; Master of Public Health (M.P.H.); Master of Social Work; Master of Science in Nursing (M.S.N.), dual M.S.N./M.P.H.. The division also participates in the interdisciplinary Ph.D. program in Social Psychology; and the School of Medicine confers the Doctor of Medicine (M.D.), the Ph.D in Pharmacology and Physiology, Biochemistry and Cell and Molecular Biology, as well as the combined M.D/Ph.D. and M.D./P.P.H.. Undergraduate Minors in Addiction Treatment Services; Health Care Ethics; Community Health Science; Gerontology; and Substance Abuse Prevention Services. The division also offers Graduate Certificate Programs in Bioethics, Clinical Nurse Specialist, and Family Nurse.

For more about the DHS, please see www.unr.edu/healthsciences, or see Appendix III.

Major operations for the Division take place in two regions, Reno and Las Vegas. The first two years of medical education and basic science research operate primarily on the UNR Reno campus. Reno is also the site of most affiliated health science programs. Clinical education is carried out in partnership with a wide range of clinics and hospitals in Reno, Las Vegas and rural locations, though Las Vegas, as the major urban area, is the locus of the majority of clinical care. The University has a number of clinical partners: the largest, University Medical Center in Las Vegas; and in the Reno area Renown Regional Medical Center and St. Mary’s Regional Medical Center. The Veterans Administration clinical sites in Reno and Las Vegas provide opportunities for undergraduate, graduate and post graduate training. In addition, the Division partners with the Nevada Cancer Institute and several smaller clinical partners. The new Clinical Simulation Center of Las Vegas is a collaborative medical and nursing training facility for students of the University of Nevada School of Medicine, UNLV School of Nursing and Nevada State College School of Nursing.

The total budget for the Division is \$184.9 million. In addition to the clinical and research components, the budget includes an appropriation from the state of approximately \$42.5 million.

About the University of Nevada School of Medicine

The University of Nevada School of Medicine was founded in 1969 as a community-based medical college, in which students and faculty work in hospitals and clinics across the state, rather than in a dedicated teaching hospital. Now as one of only 25 community medical schools as defined by the AAMC, the University of Nevada SOM has established a national reputation of providing premier medical education and training to instate residents and high quality healthcare

services to a broad patient base in the cities and rural areas of Nevada. The SOM encompasses two campuses and 16 clinical departments, including family medicine, pediatrics, obstetrics and gynecology, internal medicine, surgery, and psychiatry and behavioral sciences, as well as five nationally recognized departments in the basic sciences. The SOM receives more funding from the NIH than any of the other 25 community-based medical schools in the nation. The School is characterized by a relatively entrepreneurial and intimate culture where strong relationships exist between students and faculty; according to the Association of American Medical Colleges Key Physician Data, the SOM is the smallest state medical school in the country, with class sizes of approximately 62 students, though the program is expected to grow in coming years. For more about the UN School of Medicine, please see Appendix II, or see www.medicine.nevada.edu.

Research in the Division of Health Sciences

The Division of Health Sciences is home to broad and notable biomedical research activity, and research funding for the Division currently stands at \$41 million. The new Center for Molecular Medicine in Reno will create a synergistic environment for scientists to work together to conduct cutting-edge research that leads to better treatments for patients, increase research productivity, funding and graduate student programs. Scheduled for completion on 2011, the 59,000 square-foot William N. Pennington Health Sciences Building, will provide classrooms, laboratories, and simulated patient-care settings.¹ The Division of Health Sciences offers access to a number of programs for graduate study and research, including Biochemistry, Biomedical Engineering, Cellular and Molecular Pharmacology and Physiology, Cell and Molecular Biology, and Speech-Language Pathology. In specific centers, such as the Center for the Application of Substance Abuse Technologies (CASAT), external funding is the life blood of this wide-reaching operation and now totals more than \$12 million annually.

Role of the Vice President and Dean

While the VP and Dean positions were previously separate roles, they have now been combined into a single role: the VP/Dean will report to the Provost (in the capacity as Dean of the SOM) and the President (as VP of the DHS). The VP/Dean serves on the UNR President's Council and is a key member of the university's senior leadership team. The VP/Dean oversees the clinical, educational, administrative, and scholarly activities of the School of Medicine, and also is responsible for coordinating the activities of the different programs within the Division of Health Sciences. She/he will also work closely and coordinate with and the state-wide Executive Vice Chancellor and Chief Operating Officer for the Health Sciences System, Dr. Maurizio Trevisan.

The Dean is CEO of the wholly owned practice plan organization composed of the currently merging Medical School Association North, Medical Association South, and the Campus Pharmacy and Mojave Mental Health Plan groups, and will work closely with other academic leaders to guide the organization's activities. The practice plan generates 44% of total annual revenue to the School of Medicine. In 2009, the practice plans lost \$2.9 million on gross revenues of \$73.1 million, due primarily to the national economic recession.

Positions reporting to the VP of Health Sciences include the Directors of the Schools of Community Health Services; Nursing; and Social Work; as well as the Directors of Campus

¹ Funding of \$3 million for planning was allocated by the 2007 Nevada State Legislature and \$31 million in construction bonding has been approved as part of the 2009 Nevada State Legislature's Capital Improvement Project budget, with an additional \$15 million in private matching funds.

Recreation and Wellness; Center for the Application of Substance Abuse Technologies; Center for Program Evaluation; Gerontology Academic Program; and the Sanford Center for Aging. Administrative positions in the Office of the VP of Health Sciences include the Executive Assistant; Fiscal Officer; Internal/External Affairs; Development; and Student Advising Center.²

Key Challenges and Opportunities for the VP/Dean

The programs operating within the DHS span far-reaching dimensions of human health and science, including training doctors and nurses to provide excellent patient care; conducting breakthrough treatments and research; and exploring new modes of delivery for improving community health through social work and other forms of outreach. Despite the complexity of the Division, its size and unique position in Nevada allows greater nimbleness and scope for change than many of its counterparts in other states. Through skilled, innovative leadership, the DHS has the potential to become an important catalyst for change across the Nevada Health System, and can generate a growing number of high-caliber physicians, nurses, and other health care professionals to serve the state well into the future. The VP/Dean will play a pivotal role in this effort by leading the members of the DHS to work together to fulfill a shared mission: *to provide high-quality healthcare and health promotion to benefit the citizens of the State of Nevada*. To realize this potential, the VP/Dean must address several key opportunities and challenges, which are detailed below:

- ***Forge an inspiring vision to lead the Division of Health Sciences***

The VP/Dean will reach out to faculty, staff, and students working across the DHS schools and programs, as well as partners across the university and state, to initiate the collaborative formulation of a comprehensive vision and strategic plan to guide the future of the division. This vision should provide a clear, compelling framework to inspire the various units to strive for individual excellence while approaching their work in a collaborative, holistic manner, oriented toward a shared goal of tackling the significant health-related challenges facing the State of Nevada. The vision should also articulate how the division can support all the programs to improve their teaching, research, outreach and clinical services, and how they can leverage their existing strengths to shape a new model for community-oriented health-science education for the 21st century. By executing this vision, UNR DHS should establish a reputation as a leading resource for education, research and clinical services related to delivering health care to an aging, highly diverse population residing in both rural and urban communities.

A key aspect of this challenge for the VP/Dean will be to bridge the geographical challenges that characterize the UN/UNR health-science programs, and ensure that there is close programmatic integration between the Las Vegas clinical and educational programs and the activities in Reno. The VP/Dean must ensure that all of the departments and programs within the DHS have a voice in shaping the vision, and they have opportunities to reach out to each other through a common platform of activities, such as language training, presentations, co-curricular activities, or research initiatives. The VP/Dean should develop effective platforms for communication and foster a culture in which members are encouraged to share stories from patients or celebrate research successes. Through these efforts, the VP/Dean will lay the groundwork for the Division to

² For more detail on the organization, see www.unr.edu/healthsciences/about/orgchart.html.

become a highly integrated center for teaching and research that is renowned for its enthusiastic, passionate members; its unique cross-divisional collaboration; and its innovative multi-pronged approaches to solving pressing, real-world health issues.

- ***Build a strong financial foundation for the School of Medicine and Division of Health Sciences***

The UNR Division of Health Sciences is a complex organization that receives revenues through a wide range of sources, including clinical operations, philanthropic donations, grants and foundation-based research, public funding and tuition. The challenge for the VP/Dean will be to increase revenues from all these sources and build a strong, stable financial foundation to sustain the division's planned growth. By building a strong financial base, the VP/Dean will enable the realization of such crucial goals as attracting world-class faculty and students, growing enrollments, and expanding research and outreach services to serve the state.

To meet this challenge, the VP/Dean will support the directors of the different schools to develop and manage their budgets as part of a broad, long-range strategy for the division as a whole. The VP/Dean should foster a culture of transparency, efficiency, and financial growth across the division, in which departments are supported to leverage existing funding more effectively while also finding innovative and synergistic ways to generate new income. The VP/Dean can also help the organization to realize potential economies of scale by sharing functions or resources across programs; for example, the Office of the VP can create a robust infrastructure for such core operational areas as securing research funding, fundraising, managing enrollment and tuitions, and other areas. The VP/Dean can also encourage the development of low-cost, high-impact professional development strategies, such as cross-training, mentoring, and "shadowing," that allow staff and faculty to learn from each other and share best practices.

The VP/Dean must also generate funding by serving as an effective advocate and financial strategist in external contexts. S/he must be a shrewd negotiator and must continually present a strong case to supporters – whether the President and Provost, the Nevada System of Higher Education Chancellor, Nevada state legislators, hospital partners, or potential philanthropic donors – for how their investments in the DHS could yield long-term benefits for the state. The financial support of philanthropic donors, businesses and community partners, particularly in Las Vegas, is key to laying the groundwork for execution of the VP/Dean's vision. As such it is an expectation that the VP/Dean will be very visible and active in this regard in the Las Vegas environment. The VP/Dean must be innovative and persuasive in negotiating contracts with hospital partners and in aligning with UNLV and other academic institutions across the state.

- ***Drive and expand research excellence and productivity across the DHS***

Another challenge for the VP/Dean will be to prepare the ground for growth in research productivity across the DHS, with longer term goals to double research funding. To meet this challenge, the VP/Dean will develop a robust research infrastructure to help researchers working in all areas to nurture their ideas into full-fledged research initiatives. The VP/Dean must help different programs, particularly those based in Las Vegas, to secure the space required to conduct research. Bearing in mind that the different units within the DHS are at varying stages of development in their research productivity, the VP/Dean must ensure that all programs are provided with support relevant to their specific needs.

The VP/Dean will play the most direct role in laying the groundwork for expansion of clinical research in the School of Medicine, and will work closely with faculty to develop productive new research endeavors where possible while seeking out specialist faculty who bring both new research opportunities and attract residents and fellows to their programs. The VP/Dean will also provide support to translational research activities that integrate the talents of basic scientists and other local research units including the Lou Ruvo Brain Institute, the Nevada Cancer Institute, and the Whittemore Peterson Institute for Neuroimmune Diseases. In close coordination with clinical leaders and scholars, the Dean will be expected to gain new state funding (where feasible), capture federal funding where appropriate and create opportunities for donor interest.

Ultimately, all of the schools and programs in the DHS should increase their research productivity, measured both by funding dollars received and by their impact in addressing important health-related issues facing the people of Nevada. The distinctive population of the state affords the DHS unique opportunities and critical mass to explore new methods of treating disease across large geographic areas, and new methods to increase the adoption of healthful behaviors across diverse communities in ways that can attract large scale funding. Through its structure, the DHS has the potential to address these issues through cross-divisional and cross-disciplinary research that is unique among research institutions nationwide.

- ***Develop critical relationships with key partners within UNR DHS and across the state***

The work of the DHS would not be possible without strong partnerships with a wide range of organizations and institutions, both within the university and across the state and beyond. The challenge for the VP/Dean will be to build enduring, collaborative partnerships across all these institutions, and through these relationships extend the work and impact of the DHS while generating learning and research opportunities for the university's students and faculty.

Within the university, the VP/Dean must reach out directly to leaders from the other divisions, including deans and faculty working with undergraduate programs in the basic sciences, which represent a crucial resource for future talent for the DHS. Because the School of Medicine relies heavily on community hospitals and community physician groups for its clinical programs and teaching, it is also imperative that the Dean build stronger, more comprehensive relationships with affiliate hospitals, including the VA, Renown, St. Mary's, Northern Nevada,³ in Reno and UMC, Sunrise and the VA in Las Vegas as well as with public and non-profit social services programs. In addition to offering facilities for clinical research and instruction, such partnerships may be useful for internships, fellowships and other programs to benefit UNR DHS students and faculty. The VP/Dean will also work collaboratively with the Executive Vice Chancellor for the Health Science System, a position in the Office of the Chancellor of the University of Nevada System dedicated to coordinating the health-science components across the state.

- ***Deliver on the planned growth in all programs***

UNSON has already announced plans to gradually increase the size of its medical student class from 62 to nearly 100 students, double the size of the nursing program and grow its graduate medical education programs; it also aims to grow its other schools, expand into new facilities, grow the size and scope of its research, and explore the launch of new programs. UNSON also will continue to accommodate the inclusion and supervision of Touro University D.O. graduates in clinical settings during the third and fourth year training; The challenge for the VP/Dean will

³ For more about these hospitals, please see Appendix II.

be to lead the successful and stable operation of the DHS throughout this period of growth, while maintaining consistently high levels of excellence in teaching, research, and student support.

To meet this challenge, the VP/Dean must also ensure that all divisions have the necessary space, personnel (including support and administrative staff), programs, systems, and processes to support their needs to grow in an integrated fashion with a view to shared resources where appropriate. The VP/Dean must also ensure that funding is available to expand graduate medical education programs, adding residencies and fellowships in key sub-specialties that contribute to a more comprehensive medical school. Nevada currently has the lowest number of graduate medical training positions per population of any state with a medical school (eight per 100,000).

- ***Recruit, hire, develop, and retain the next generation of world-class health science faculty***

A key component of transforming the DHS into a world-class health-science resource will be attracting and retaining outstanding faculty members who can inspire students, connect with the community, and forge new frontiers in health-science research. Both in recruitment and retention, the VP/Dean will be seeking and encouraging collaborative and innovative behaviors that can serve the university's community-oriented health mission. Particularly within the School of Medicine, the VP/Dean will be focused on listening to concerns, seeking to remove barriers to success and moving forward in hiring and development that enables faculty to realize their full potential.

To succeed, the VP/Dean must establish effective programs for marketing the DHS and recruiting faculty from across the nation and world; and for developing junior faculty into tenure positions, encouraging mentoring and other activities to ensure a future pipeline for strong teaching and research. In addition, the VP/Dean has an opportunity to engage community physician groups and hospitals as adjunct instructors, and can encourage faculty-community physician interaction to ensure strong partnerships for all clinicians and clinical educators.

- ***Serve as a prominent voice of UNR DHS in key discussions about health science issues***

The VP/Dean is frequently looked to as a thought leader about health-science issues both locally and nationally, and must be informed and adept at discussing critical health issues facing the state, nation, and world. At the same time, in all of these external engagements, the VP/Dean must be able to effectively advocate for the university by calling to attention the seriousness of the health-related challenges facing Nevada – and how UNR DHS is working to address them.

Within this external role, the VP/Dean will lead the ongoing development of a comprehensive platform of marketing and branding materials to foster a sense of identity and unity across the UNR health-science programs, and to create an attractive “face” for the division for the outside world. The division's “brand” should retain an emphasis on the identities of the individual programs, while also showcasing how they work together as a collective unit with diverse partners across the campus and the state. Through these efforts, the UNR DHS has the potential to become known as a national model of excellence in how a public university can adopt cross-disciplinary training and community-based programs and services to significantly improve the health-care access and quality of people living in growing urban areas and across a large, dispersed geographic area.

- **Qualifications and Characteristics**

The successful candidate for this position will possess most, if not all of the following qualifications and characteristics:

- A board certified physician with an accomplished academic and clinical career; community hospital experience highly desirable; eligibility for licensure to practice medicine in the State of Nevada;
- Academic accomplishments commensurate with appointment at the rank of full professor; including a record of research and publications, and demonstrated ability to attract external funding; experience aiding the research of others, helping to mentor junior faculty, collaborating broadly on research, and building the research capacity of a program or division;
- A record that includes clinical, educational, and administrative experience in graduate medical education, ideally gained within an academic medical environment with independent/affiliate hospitals;
- A vision for medical education and scholarship that respects the disciplinary basis of departments while encouraging collaboration and resource sharing;
- An enterprise builder who possesses a proven capacity to craft and implement a strategic vision in an academic medical setting or a similar context;
- An energetic and creative leader who can inspire faculty, students, and staff, and build pride in and commitment to a department's vision;
- A fiscally astute manager who can organize a sophisticated strategic agenda, collaborate broadly in complex organizations, execute a management plan, and deftly manage the key budgetary issues;
- A commitment to the University of Nevada, its medical school and health science units, and to education and teaching, including mentoring skills;
- Leadership presence, communication abilities, and interpersonal skills to advance the Division's agenda, increase its national visibility, increase philanthropy and convey its mission, values, and needs both internally and externally;
- A personal commitment and the requisite skills to advance diversity;
- Integrity and the highest standards of ethical behavior

Compensation and location

Compensation will be competitive and commensurate with the successful candidate's professional experience. Benefit information can be found at the following link: <http://www.unr.edu/vpaf/hr/benefits/index.html>. This position requires significant and active presence in both Reno and Las Vegas, due to the presence of operations in the Division in both cities. The primary residence could be in either location, with supplementary accommodation available in the alternate city.

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Inquiries, applications, and nominations

All correspondence, including applications, nominations, and general inquiries, should be e-mailed to the attention of Deborah Hodson and David Bellshaw at 3932@imsearch.com. ***E-mail correspondence is strongly encouraged.*** All correspondence will be held in strict confidence.

Deborah Hodson and David Bellshaw
Isaacson, Miller
649 Mission Street, Suite 500
San Francisco CA 94105
Phone: 415.655.4900
Fax: 415.655.4905



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Applications should include a letter of interest, CV or resumé, and a separate list of references.

The University of Nevada 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: Overview of 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 Nevada. In 1887, the University was moved to a 250-acre site just north of downtown Reno, 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, University of Nevada 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. University of Nevada operates as part of the Nevada System of Higher Education (NSHE)⁴, which also includes a major university campus in Las Vegas (UNLV), the Desert Research Institute, Nevada State College, and community colleges located across the state. For more information, see <http://system.nevada.edu>.

University of Nevada ranks as one of the top 120 universities in America for funded research, according to the Carnegie Foundation, and is classified as a Doctoral/Carnegie Research Extensive University. Over the last decade, external funding for University of Nevada programs has increased from \$20 million to more than \$150 million, and enrollment has grown from approximately 12,000 to 17,000 students, due to population growth and the establishment of the Millennium Scholarship⁵. University of Nevada operates research centers across the state⁶ and has earned distinction for its programs in environmental sciences, biotechnology, hydrology, and earthquake engineering.

In keeping with its mission as a land-grant university, University of Nevada extends its teaching, consultation and research across the state, largely through University of Nevada'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 University of Nevada'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. University of Nevada also reaches out to the state through its myriad partnerships with Nevada's K-12 and pre-school educational community, and through the School of Medicine, which directly touches the lives of patients in clinics and hospitals across the state.

The University of Nevada, Reno is the state's flagship, land-grant research institution, featuring a picturesque 255-acre campus in one of the fastest-growing states. Its many attributes include: its leadership of the University Studies Abroad Consortium, 29 institutions with students pursuing academic programs in 21 countries; its Quadrangle, a "Jeffersonian academic village" on the National Register of Historic Places; a journalism school producing six Pulitzer Prize winners; its

⁴ The NSHE Board of Regents approves budgets for the campuses and allocates system resources in concert with its overall goals for higher education in the state. Other NSHE institutions include the College of Southern Nevada; Great Basin College; Desert Research Institute; Truckee Meadows Community College; and Western Nevada College.

⁵ 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.

⁶ For more on research centers operating at University of Nevada, see www.unr.edu/research/centers.html.

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medical education and scientific specialties including health, hydrology and seismic studies; and its acclaimed and conscientious faculty who create a rich intellectual environment at reasonable cost for each student as UNR is one of the nation's most affordable research universities. UNR is also home to the Davidson Academy, the only public school for profoundly gifted students in the nation.

Appendix II: Overview of the University of Nevada School of Medicine

The University of Nevada School of Medicine was chartered in 1969 with the mission of training and providing primary care doctors for Nevada's rural communities. While the school has met its original charge, its work has expanded into dozens of hospitals and clinics in two population centers (Las Vegas and Reno) located more than 400 miles apart, and into myriad small communities across the state.

The SOM is one of approximately 25 community-based schools of medicine in the nation (out of 126 accredited schools); the SOM ranks 101 in the nation for research funding from the National Institute of Health, a relatively high rank among community-based schools of medicine. The SOM manages the only level-one trauma center and burn unit in Nevada in Las Vegas, manages the largest vertically integrated and wholly owned multi-specialty practice group in the State, and maintains an outstanding record of undergraduate medical education. The SOM is currently developing a new 100,000 square-foot Center for Molecular Medicine, slated to open in 2010; this facility will double the medical school's research and laboratory space and significantly increase the research productivity and funding of the school's basic scientists.⁷

The School of Medicine encompasses: Administrative Departments: Administration; Admission, Recruitment & Student Affairs; Office of Budget and Finance; Human Resources; Faculty Affairs and Development; and the Office of Medical Education; Outreach Services; Clinical Departments including Emergency Medicine; Family Medicine Reno; Family Medicine LV; Geriatrics; Internal Medicine Reno; Internal Medicine LV; Nutrition; ObGyn; Pathology; Pediatrics Reno; Pediatrics LV; Psychiatry; Speech Pathology; Student Health; and Surgery; and Basic Science Departments and Programs: Biochemistry; Biomedical Engineering; CMB; CMPP; Genetics; Lab Animal Medicine; Microbiology; Pathology; Pharmacology; Physiology & Cell Biology.

The annual budget is approximately \$166.3million, 20 percent of which comes from state funding, the rest from clinical practice, grants, and hospital services. In addition, the school has a statewide faculty-physician practice group which includes more than 30 different medical specialties and generated more than \$73 million in gross clinical revenue. There are seven physician practice offices located in the Reno-Sparks area and five corresponding physician office practices in Las Vegas.

The School of Medicine admits 62 students each year, who are primarily Nevada residents. The main campus is located in Reno, where undergraduate medical education is concentrated in classrooms and labs for the first two years; the school's clinical rotations are carried out in both Reno and Las Vegas for the third and fourth years. Some third-year students are offered the opportunity to train at the school's clinical campus in Elko and all fourth year students have a rural rotation where they are exposed to providing healthcare in rural communities. In addition, the School of Medicine sponsors continuing medical education at hospitals in Nevada and the northeastern Sierras region. The primary hospital partners to the School of Medicine are University Medical Center of Southern Nevada and Sunrise Hospital in Las Vegas, the VA Sierra Nevada Health Care System (VASNHCS), Renown Regional Medical Center, St. Mary's

⁷ The Center for Molecular Medicine will house portions of the medical school's basic science research departments and serve as the headquarters for the Whittemore Peterson Institute for Neuro-Immune Disease and the northern center for Nevada Cancer Institute. Portions of the microbiology, pharmacology, and physiology departments will move into the facility.

Regional Medical Center, and Northern Nevada Medical Center in Reno (for more information, see below.) Residency and fellowship programs are offered in several specialties in both campuses including general dentistry; child and adolescent psychiatry; emergency medicine; family and community medicine; geriatrics; internal medicine; obstetrics and gynecology; obstetrics for family medicine; pediatrics; plastic surgery; psychiatry; sports medicine; surgery; and trauma and clinical care. Faculty actively train and teach students in 14 degree programs across the Division.

- The SOM has also formed relationships with other medical and health institutions. For example, the School has launched a collaboration with Nevada Cancer Institute to produce continuing medical education courses as well as a residency rotation in oncology. A joint fellowship is currently under development. Community outreach remains pivotal to the mission and work of the School of Medicine, which touches every part of the State. Through the Center for Education Health Services Outreach, which is dedicated to supporting rural healthcare providers in Nevada through a partnership with the Nevada State Office of Rural Health, approximately 54 students participate annually in an eight-week rural rotation in underserved regions in Nevada. The students and faculty use telemedicine to serve patients in more than 20 communities, including rural and urban hospitals and tribal health centers. In addition, the SOM provides more than \$10 million in uncompensated care to indigent patients across Nevada and actively partners with community health organizations throughout the state to improve the healthcare of all residents.

- ***Hospital Partners***

- **University Medical Center of Southern Nevada**

University Medical Center (UMC) is the state-designated Level 1 Trauma Center for Southern Nevada, as well as the only advanced level facility to provide a specialized team of medical professionals prepared to respond to the needs of severely injured 24 hours a day. Its residency program is certified by the AMA. The facility has 543 beds of which 409 are Adult and Pediatric, 10 are Burn Intensive Care, 24 are Coronary Care, 20 are Intensive Care, and 16 are Surgical Intensive Care. UMC houses the state's only burn-care facility the Lions Burn Care Center, sophisticated Orthopedics and Neurological units, an Ambulatory Surgical Center, and also operates a free-standing unit devoted solely to physical medicine and rehabilitation. For more information see www.umcsn.com.

- **Sunrise Hospital**

Founded in 1958, Sunrise Hospital and Medical Center is the largest comprehensive acute-care medical complex in Nevada and one of the largest proprietary hospitals in the country. Located on the Sunrise Hospital Campus, Sunrise Children's Hospital is the only hospital in Nevada dedicated exclusively to the health and well-being of children. For more information see www.sunrisehospital.com.

- **Veterans Affairs Sierra Nevada Health Care System (VASNHCS):**

The primary offices for the University of Nevada Department of Internal Medicine are located at the VA Sierra Nevada Health Care System (VASNHCS). This system provides primary and secondary care to 21 counties in northern Nevada and northeastern

California. Approximately 116,000 veterans reside in this region, with Reno representing the largest urban area. During 2007, the VA provided care to 25,166 unique patients, which accounted for approximately 255,544 outpatient visits, while treating more than 3,465 inpatients. The VA has an operating budget of more than \$147 million and employs approximately 791 employees.

- **Renown Regional Medical Center**

A not-for-profit health network, Renown is northern Nevada's largest healthcare network and includes four hospitals, ten medical groups, six urgent care facilities, and various X-ray and imaging facilities. Renown has leading specialists in every major field of medicine and serves a 17-county region with a total population in excess of 750,000. The facilities include two medical centers, a rehabilitation hospital, a skilled nursing facility, numerous medical group and urgent care facilities, and a health insurance provider called Hometown Health. For more information, see www.renown.org.

- **St. Mary's Regional Medical Center**

With 376 beds, Saint Mary's is a fully integrated, non-profit health care delivery system with 12 facilities, a health plans division, and a thriving foundation. Sponsored by the Dominican Sisters of San Rafael and managed by Catholic Healthcare West, Saint Mary's currently employs approximately 2,300 people, 850 physicians, and 300 volunteers. For more information, please see www.saintmarysreno.com.

- **Northern Nevada Medical Center**

A general acute care hospital located in Sparks, Nevada (adjacent to Reno), Northern Nevada Medical Center is a licensed facility with 100 beds. Northern Nevada is owned and operated by a subsidiary of Universal Health Services, Inc., a King of Prussia, PA-based company, that is one of the largest healthcare management companies in the nation. The hospital is accredited by The Joint Commission (TJC) and licensed by the State of Nevada. Northern Nevada has 521 employees and 560 physicians on medical staff, representing 42 specialties. The emergency department is a certified Level-III emergency department and serves more than 24,000 patients annually. It has two adjacent medical buildings: Sparks Medical Building, connected to the hospital, with 40,000 square feet and Vista Medical Terrace with 56,000 square feet. For more detail, see: www.northernnvmed.com.

Appendix III: Schools and Programs in the Division of Health Sciences

The Division of Health Sciences produces highly skilled and compassionate graduates across the spectrum of the health professions, provides competent and comprehensive clinical care, broadens community awareness, and pursues collaborative academic programs and community partnerships. In addition to the School of Medicine (described in detail in Appendix II), the DHS currently comprises three schools and three programs:

School of Community Health Sciences: Formally established in 2004, the School of Community Health Sciences conducts research, delivers dedicated service, and produces top graduates to improve public health, promote individual well-being, and eliminate health disparities to people across the state of Nevada, the United States, and the world. The School offers a Bachelor of Science in Health Ecology and Master of Public Health degrees. Doctoral degrees in Social and Behavioral Health, Epidemiology and Environmental and Occupational Health will also be available soon. Since the MPH was first offered in 2000, the program has had 50 graduates, who have gone on to positions at universities, hospitals, state and county health departments, and into Ph.D. programs and medical school. For more information, see <http://hhs.unr.edu/schs/>.

Orvis School of Nursing: Founded in 1956, the OSN is the oldest school of nursing in the state and, in concert with the land grant mission of UNR, is dedicated to serving the people of Nevada through quality teaching, research, and service. The school works to prepare individuals for both entry level and advanced nursing roles by providing excellent academic programs integrating recognized educational standards. The School offers a B.S. in nursing for both entry-level and registered nurses, and offers a M.S. in nursing with the following options: nurse educator, family nurse practitioner, and graduate generalist. In conjunction with the School of Community Health Sciences, the School offers a combined M.S. degree in nursing and public health (MSN/MPH). The school also operates the Orvis Nursing Clinic, the only nurse-run clinic in the state of Nevada, which has a mission to serve vulnerable populations in the region. For more information, see www.unr.edu/nursing.

School of Social Work: The School of Social Work, whose BSW program was established in 1974 and MSW program in 1989, is committed to and reflective of the land-grant mission and values of the university. The SSW is dedicated to educating students for competent, responsive, and ethical social work practice, through teaching, research, and outreach that seek to promote positive change and social justice for diverse communities, families, and individuals. The School of Social Work's baccalaureate program offers course work and field studies that prepare individuals committed to the elimination of poverty, oppression, and injustice for entry-level generalist practice. The baccalaureate program also prepares individuals for entry into graduate-level education. The master's level program prepares individuals for advanced generalist social work practice. Both the baccalaureate and master's programs are accredited by the Council on Social Work Education. For more information, see www.unr.edu/social-work.

Campus Recreation and Wellness (CRW): The Campus Recreation and Wellness program offers many programs and services, including classes, intramural sports, and outdoor recreation for credit. The program is a leader in providing quality recreation and fitness opportunities for students, faculty, and staff to participate in programs that promote and encourage the pursuit of lifelong health. CRW is committed to the development of a health-learning environment supportive of the internal quality of campus life, a quality of life that fosters personal growth and enhances creative, scholarly activity by providing quality recreational programs and services that complement the academic process. For more information, see <http://hhs.unr.edu/crw>.

Center for the Application of Substance Abuse Technologies (CASAT): The mission of CASAT is to provide training, technical assistance, evaluation, research, and other services to support prevention, treatment, and recovery in the alcohol and other drugs field. CASAT strives to improve substance abuse prevention and treatment services by helping states, organizations, agencies, and individuals apply evidence-based practices in the field. CASAT is also a national leader in the study of compulsive gambling, and offers courses focused on such topics as women and addiction. CASAT offers degrees and certificates in addiction treatment services; substance abuse prevention services. For more information, see <http://casat.unr.edu/>.

Center for Program Evaluation: Operating within the School of Community Health Sciences, the Center for Program Evaluation (CPE) was formed in 1998 as a joint effort of UNR and Turning Point, Inc. (TPI), a woman-owned program evaluation and group facilitation consulting business. Through an approach known as partnership evaluation, CPE provides an alternative to traditional evaluation services through a commitment to work in partnership with organizations that strive to improve the quality of life of all people in Nevada and neighboring states. CPE focuses on three primary areas of specialization: health and wellness; education and youth development; and community and family services. For more information, see <http://hhs.unr.edu/cpe/>.

Gerontology Academic Program: Through courses that focus on the psychological, social, biological, and health aspects of aging, students in this program gain theoretical knowledge and applied skills necessary for working effectively with older adults. This program offers a Gerontology Minor; Gerontology Certificate; and an Online Gerontology Certificate. A mentoring apprenticeship model focuses on student and faculty research, field experience, and service learning opportunities. Students graduate with the knowledge of a dynamic aging society, an understanding of the processes of aging, and an appreciation for service delivery to the aging population. For more information, please see <http://hhs.unr.edu/gerontology>.

Nevada Center for Ethics and Health Policy: The Center collaborates with more than 150 partners statewide to provide a system for implementing improved end-of-life care; it also addresses other healthcare ethics and policy concerns. In the future, the Center plans to: 1) examine ethical and health policy issues including allocation of healthcare resources; 2) emphasize health and applied research initiatives; 3) expand a statewide system that links government agencies, corporate and private groups, and institutions of higher education; and, 4) continue outreach to rural communities. The Center also administers the Program in Health Care Ethics, which offers both an undergraduate and a graduate curriculum in Health Care Ethics and Bioethics. To learn more, see <http://www.unr.edu/ncehp/>.

Nevada Center for Health Statistics and Informatics: Through an approach known as “Centralized Health Data Warehouse”, NCHSI extends health statistics beyond simply using the statistics and computer as a tool for computation to a process of knowledge acquisition, storage, retrieval, linkage, analyses, and representations of health, human and other related data. The Center, housed in the School for Community Health Sciences, provides technical capacity and collaborative opportunities for researchers and health professionals in Nevada on statistical methodology, sophisticated database design, data collection, data management, data analysis, data dissemination and data presentation. For more information, see <http://hhs.unr.edu/nchsi>.

The Sanford Center for Aging: The Sanford Center for Aging is a statewide organization dedicated to improving the quality of life for older adults in Nevada through education, translational research, and community outreach. The Sanford Center for Aging has a three-part

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Vice President of Health Sciences
University of Nevada, Reno*

mission: education, translational research, and community outreach. Interdisciplinary courses developed by the center in gerontology (the study of aging) and geriatrics (hands-on medical care) are taught at UNR. Scholarships and fellowships funded by the center encourage University of Nevada, Reno undergraduate and graduate students to specialize in aging-related fields. For more information, see <http://www.unr.edu/sanford/about/>.