

UNIVERSITY OF NEVADA, RENO
PRESIDENTIAL PROSPECTUS
2006

The University of Nevada, Reno invites nominations and expressions of interest for the position of President, to take office July 1, 2006. The President reports to the Chancellor of the Nevada System of Higher Education (NSHE), and is accountable through the Chancellor to the Board of Regents.

OVERVIEW

The [University of Nevada, Reno](#) is the State of Nevada's land-grant and historic flagship institution of higher education and is one of eight institutions of higher education governed by NSHE. With a growing student enrollment over 16,000, including approximately 3,200 graduate students, and a total budget of nearly \$500 million, the University provides a broad range of programs and degree options, ranging from baccalaureate degrees in 72 disciplines to more than 100 graduate degree programs at the master's and doctoral level. The University of Nevada School of Medicine is a vital component of the University with campuses in both of Nevada's major urban centers, Las Vegas and Reno, and a health network that extends to much of rural Nevada. The University ranks among the top 150 research institutions nationally according to the Carnegie Foundation's listing of colleges and universities. As a Research I institution attracting bright students and quality faculty and staff, the University is a significant institution of scholarship and learning.

A detailed prospectus and institutional profile including the university's [history](#), demographic profile, master and strategic plan, academic programs, research activity, system of governance, state and community context for higher education may be found on-line at <http://system.nevada.edu/unr>.

The Board of Regents of the NSHE is seeking an energetic and visionary leader with integrity to assist the University in fulfilling its state-wide mission. A successful candidate must be concerned with the present while working with a wide range of constituencies to plan for the University's future. The next president must possess a respect for shared governance, strong communication skills, and a commitment to pursuing diversity and ensuring student success. The next president will aggressively promote the highest quality in academics, research, student life, alumni relations and service to the community using the system's master plan as well as the institution's master and strategic plans for guidance.

The next president will replace John M. Lilley, who left to assume the presidency at his alma mater, Baylor University. The University has initiated a strategic planning process which drives the internal allocation of resources, recently completed a campus master plan outlining campus development over the next 30-50 years, and has funded several new academic and service buildings on the campus, including a 300,000 square feet

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Knowledge Center to replace the University's library, a new student union, a Cooperative Extension facility in Las Vegas, a math and science educational facility, and a biomedical research building in the medical school complex. The University's annual private fund raising has grown to \$30 million, its annual federal appropriations to \$25-30 million and its annual external grants and contracts to \$130 million. The University's total endowment is \$172,382,853.

CHALLENGES AND OPPORTUNITIES

The University of Nevada, Reno has established a strong and vibrant foundation in undergraduate education, graduate programs, and research and scholarly activity. It has used strategic planning to enhance its strengths and mitigate its weaknesses. Nevertheless, as is typical in any academic environment experiencing tremendous growth and development, several challenges and opportunities await the next president as the University continues its journey toward the next echelon of research institutions and the achievement of national visibility for its quality.

- **Enhance Quality in a Time of Steady Growth**

Student enrollment is projected to continue growing over the next several years at an average annual rate of about 3%. This is, in part, a reflection of the state's population increase. Nevada's population increased by 4.5% in the past two years, confirming Census Bureau state estimates ranking Nevada as the fastest growing state in the U.S. for the 19th straight year. The greater Reno-Sparks area experienced an increase in population 2.7% to 3.5%. The next president will be called upon to lead the effort to enhance the quality of this complex institution, attracting the best faculty, administrators and students, even as growth places an ever increasing burden upon its resources.

- **Prioritize and Implement University Goals**

With an established foundation for strategic planning now in place, it is important for the University to continue allocating its resources in ways that best achieve its objective for the future. The president must be a consensus builder and work in consultation with all stakeholders, both internal and external, to articulate a vision for the University and develop a prioritized set of goals.

- **Lead Major Institutional Development Efforts**

The University is poised to launch a comprehensive capital fund raising campaign. The next president will play a lead role in carrying out that campaign, with goals aimed at achieving gains in faculty and student quality through the endowment of professorships and student fellowships, as well as strategic capital construction and programmatic priorities. It will be important for the president to articulate the goals of the campaign to the University's constituents and enlist the aid of key supporters.

- **Enhance Research and Economic Development Activity**

With over 100 graduate degree programs, more than \$130 million in external grants and contracts, and a faculty whose educational experiences include the top research

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institutions in the world, the University is already a significant institution of scholarship and learning. Its capacity and activity continues to grow at a rapid pace. In addition, the University is taking an active role in regional economic development and diversification through its industrial partnerships, incubator facilities, increased participation in intellectual property licensing and commercialization and through its recent establishment of an Institute for Innovation and Informatics. Notable areas of activity include High-Energy-Density Physics, Environmental Studies, Structural/Earthquake Engineering and Seismology and Genomics.

▪ **Embrace Shared Governance**

The University of Nevada, Reno has a long and strong history of shared governance with faculty and students. The classified staff, through its employee council, also seeks meaningful opportunities to participate in shared governance. The next president must have an appreciation for the strength and value of inclusive, collegial consultation and results-oriented decision-making.

▪ **Enhance the Positive Relationships Among the University and its Communities**

The University of Nevada, Reno is important to the economic destiny of Nevada. With that in mind, the University has developed exceptional relations with elected government leaders and has also engaged in community and business partnerships that encourage economic development and community service. It is essential for the leadership of the University to continue nurturing these relationships. In addition to elected governmental officials, key constituencies include University alumni, community-based supporters and donors, the NSHE Board of Regents, the media and NSHE institution presidents.

▪ **Aggressively Promote Diversity in All Aspects of Campus Life**

The NSHE and the University both have a continuing and unwavering commitment to diversity. The next president must aggressively build upon efforts currently underway to recruit, retain and make comfortable those from a diverse range of backgrounds. Important aspects of diversity include appreciating multiple identities based on race or ethnicity, gender, sexual orientation, culture, socioeconomic status, age, or disability and the enhancements realized through open exploration of different intellectual perspectives.

▪ **Address the Quality of Health Care through University Programs**

The State of Nevada faces numerous health care challenges, including nursing and physician shortages. The University is well-placed to help the state address those challenges through its leadership in educational and research programs. A major effort is presently underway to create a University of Nevada Health Sciences Center (UNHSC) in Las Vegas, involving the School of Medicine in partnership with UNLV health discipline and other public and private entities. This project represents one of the Chancellor's highest priorities. The next president will be expected to support these efforts and assist in the planning and implementation of the first phases of the UNHSC.

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- **Facilitate Transfer and Educational Opportunities for All Students**
 As one of two universities within the NSHE, the University of Nevada, Reno has a proven commitment to facilitate the transfer of students from community colleges to its four-year degree programs. In part, this will require that sufficient emphasis is put toward promoting student success while maintaining access and increasing academic quality. One of the Chancellor's central goals of the NSHE is to ensure that students have a seamless transfer.
- **Engage in Innovative Partnerships**
 The University is involved in a number of University partnerships focused on student access and success. These include but are not limited to: The Davidson Academy of Nevada, a public university school serving profoundly gifted secondary school students; Washoe County's Education Collaborative, with the goal of coordinating and strengthening K-16 education in Nevada; and Dean's Future Scholars Program which identifies students with excellent academic ability and exemplary citizenship in 6th grade and follows them to college.
- **Implement the Campus Master Plan and Manage University Properties**
 The University has recently adopted an ambitious campus physical master plan that envisions an expanded campus to accommodate a student population twice the size of the present student body. Over a 50 year period, the full implementation of the campus master plan will cost between \$2 - \$5 billion. This plan has been achieved through a strategic partnership with the state and local governments. The next president will have an opportunity to shape the future physical environment of the campus for years to come.
- **Increase the Visibility of the University's Programs**
 The overall quality of the University is largely unknown outside the institution. The next president will be expected to raise the national awareness of our high quality programs. In addition, the president must support the land-grant mission of the University and guide implementation of that mission in a way that fits the landscape of the 21st century to improve our service to and interaction with the community at large. Examples of such programs include the National Judicial College, Council of Juvenile and Family Court Judges, Basque Studies, and Biotechnology.
- **Support Cooperative Extension**
 As the state's land-grant institution, the University has a statewide mission and boasts programs and activities in all 17 counties of the state. Through applied research, Cooperative Extension and the Nevada Agricultural Experiment Station are actively involved in applying and extending research to benefit state communities and improve the quality of life.
- **Support the Proper Role of the Intercollegiate Athletics Program**
 Intercollegiate athletics represent a very public and visible representation of the University. The University's athletic program participates at the NCAA division 1A level and is a member of the Western Athletic Conference. Recently the program was

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recognized as first in Title IX compliance and in the top 10 for overall diversity. The next president must work closely with the athletics director and the provost to balance the roles of athletics and academics on campus, and maintain sound fiscal practices, while continuing to attract community support and enthusiasm.

▪ **Lead the University in a Time of Growing Internationalization**

The University has outlined a vision of making itself known worldwide for educational excellence, economic innovation, and cultural sophistication. The next president should understand the impact of internationalization on American higher education and be prepared to lead the University as it evolves to meet the challenges of a “flattening” world.

PRESIDENTIAL ATTRIBUTES

The successful presidential candidate will have a distinguished record of academic and administrative achievement as well as ethical leadership. S/he should demonstrate an understanding of and appreciation for the future mission of a land-grant institution. This vision could come from a variety of backgrounds not limited to having led such an institution. The president should also possess:

- Manage change while following a clear, understandable and inclusive process.
- Excellent communication, political, and interpersonal skills that will facilitate understanding and successful advocacy on behalf of the University with the legislature, university supporters, economic development entities, media and the NSHE colleges and institutions;
- A clear understanding of the University’s state-wide educational and service mission, strengths, opportunities and aspirations and the ability to empower others to employ these as tools to enhance the stature, reputation, and visibility of the University locally, regionally, nationally, and internationally;
- An approachable style and entrepreneurial spirit to raise private funds and engage enthusiastically in finding new funding sources;
- A dynamic vision for the University’s future while working collaboratively with faculty, staff, students, alumni, and friends to plan programs, services and campus facilities, engage in student development, and manage the University’s fiscal and human resources;
- A demonstrated track record in valuing the application of technology and research in both the curriculum and operational processes of the University;
- An understanding of the implications that higher education is a critical driver and component of the economic engine in the State of Nevada;
- A feeling of camaraderie with faculty, staff and students that translates into encouragement, inspiration, and support for their contributions to the success of the institution;
- Passion, marked by a record of action and achievement, with regard to equal opportunity, affirmative action and the importance of diversity throughout the University;

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- A sincere interest in students, their issues and commitment to their University experience;
- A willingness to invoke needed change while remaining mindful of the traditions that support the innovative learning and scholarship that enriches our world and is the foundation of a modern research university;
- The wisdom to guide the university into productive collaborations/partnerships with external entities without compromising the University's basic academic values;
- The leadership experience to attract, develop and empower a capable senior administrative team and encourage them to bring strength and judgment to their positions.

While recognizing the president is the leader of the University and the ultimate decision-maker, s/he should recognize the valuable resources on and off campus and provide opportunities for people to have input. The president should be a great listener and learner, be student-focused, and instill respect for the University processes and procedures.

The successful candidate must have an earned doctoral or other appropriate degree, a record of scholarship or professional experience in business, nonprofit organization or government and exemplary integrity. Senior level administrative leadership experience in higher education is strongly preferred.

THE PROCESS OF CANDIDACY

Nominations and expressions of interest should be sent to:
Alberto Pimentel
1111 Corporate Center Dr., Suite 106
Monterey Park, CA 91754
e-mail: alberto.pimentel@es.atkearney.com

Candidates should submit a resume, a letter of interest responding to the presidential qualifications stated above, and a list of five references with addresses and telephone numbers. When final candidates are presented to the Search Committee, the state's open meeting laws will apply.

The University of Nevada, Reno is committed to an environment that fosters diversity through its recruitment of students, faculty and staff. Candidates from underrepresented groups are strongly encouraged to apply. The University is an affirmative action, equal opportunity employer and does not discriminate against persons on the basis of race, religion, national origin, sexual orientation, gender, age, disability or veteran status.

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