



ORGANIZATIONAL UNIT CHANGE FORM

DIRECTIONS: Use this form when proposing a change to an existing organizational unit, center, institute, department, school, or college that is the result of a significant reorganization of existing units, consolidation, or change in mission.

DATE OF REQUEST: February 2017

Date of AAC Approval:

March 1, 2017

INSTITUTION: University of Nevada Reno

CURRENT UNIT NAME: Sanford Center for Aging

Date of Board Approval:

PROPOSED UNIT CHANGE: Merge with UNR School of Medicine

EFFECTIVE DATE OF CHANGE: July 1, 2017

PART 1

A. Brief description of proposal

The Sanford Center for Aging (SCA) is currently a 'stand-alone' unit within the UNR Division of Health Sciences (DHS). With the transition of the School of Nursing, as well as the pending transitions of the Schools of Community Health Sciences and Social Work, DHS will no longer serve as an administrative unit in its own right. Thus, SCA needs to affiliate with a new official academic unit to serve as its administrative home. While SCA provides a wide range of academic, research and community services, one major development over the past year is the launch of its new geriatric specialty clinic, in collaboration with UNR Med. SCA's geriatric clinic is already a member of the UNR Med Practice Plan, and is developing several clinical training rotations for various levels of trainees in the School of Medicine. Therefore, joining UNR Med appears to be a natural fit. This proposal outlines the details by which SCA may become an official unit within UNR Med.

B. Justification for proposed change in existing program or structure

With the disbanding of DHS, SCA needs a new administrative home. After launching SCA's new clinical services and clinical training initiatives, there is a natural alignment between the mission and goals of SCA and UNR Med. This merger will not materially affect the activities or resources of either SCA or UNR Med, but will rather simply provide SCA with a new administrative home. This transition will also offer the opportunity for more robust collaborations around both academic and clinical offerings.

C. Relationship to other programs or units within the institution and system

SCA is closely connected to all health sciences units, as well as other units across campus, through its Interdisciplinary Gerontology Curriculum Committee, clinical services, research activities and community outreach. However, with the launch of the new geriatric clinic, the strongest current and

future relationship is with the School of Medicine. In addition, it is expected that SCA will maintain relationships with other schools and departments for continued collaboration.

D. Estimate of resources needed for proposed change (personnel, library holdings, facilities, equipment)

There are no additional resources expected to execute or sustain the merger of SCA with UNR Med.

E. Estimated annual financial impact of proposed change

There is no estimated financial impact of this proposed change, because SCA is a self-supporting unit that will maintain discretion over the use of its existing and future funds. A significant element of SCA's annual financial support is provided by the Graham and Jean Sanford Endowment, which is governed by an Oversight Committee comprised of the Deans of Medicine and Nursing, as well as a member of the UNR Foundation. This structure will continue under the proposed merger.

PART II

A. Description and mission of unit as proposed for change

The mission of the Sanford Center for Aging is "To promote quality of life and well-being for elders through translational research, education and community outreach." To accomplish this mission, we offer four key groups of services, including: 1) community service programs, 2) academic programs, 3) research initiatives, and 4) clinical services. Specific offerings include: the Retired and Senior Volunteer Program (RSVP) of Washoe County, Senior Outreach Services (SOS), Medication Therapy Management (MTM), Chronic Disease Self-Management Education (CDSME), Gerontology Minor, Gerontology Certificate, Geriatric Specialty Clinic, Nevada Geriatric Education Center (NGEC), Distinguished Speaker Series, Faculty Fellows Program, and an Evaluation Research Program. All of these important programs and initiatives will be sustained in the proposed merger.

B. Statement of objectives

**SCA provides direct service and education to community elders to support independence and well-being.

**SCA offers a comprehensive, whole-person assessment through its geriatric clinic to support the medical and psychosocial needs of community elders.

**SCA offers high-quality gerontological education through its Gerontology Academic Program to support UNR students in understanding aging and aging services to complement their educational experience.

**SCA provides professional education and clinical training opportunities in geriatrics to support the professional development of health science students and aging-service professionals statewide.

**SCA conducts a range of aging-related program evaluation research both for internal purposes and under contract from state/local partners.

C. Plan for assessment of objectives

Each program/activity listed above has its own set of specific objectives, which are routinely monitored through ongoing data collection and reporting to their respective funding agencies. SCA routinely gathers data regarding each program's reach and impact. Data are used both for quality improvement activities and to fulfill documentation requirements of funding agencies.

D. Contribution and relationship of proposed change to the following –

i. Institution mission

The mission of the Sanford Center for Aging is "To promote quality of life and well-being for elders through translational research, education and community outreach." There will be no

change in the SCA mission or its fulfillment. SCA's mission is well aligned with the mission of UNR Med, across all the major dimensions of research, education and community outreach.

ii. Campus strategic plan

SCA will continue to support the UNR strategic plan through all of its various activities. SCA contributes to each of UNR's three strategic themes of learning, discovery and engagement. To support high-quality student learning, SCA offers the Gerontology Academic Program, including a minor and certificate in gerontology. The minor and certificate offered by SCA have received the designation of 'Programs of Merit' from the Association of Gerontology in Higher Education. There are currently (spring 2017) 60 students pursuing the minor, 75 students pursuing the certificate, representing 17 different majors across campus. To support innovation and discovery, SCA coordinates a variety of research and evaluation studies, including internal clinical research and program evaluation projects, as well as externally-funded evaluation contracts. To support engagement, SCA offers a range of community outreach and support programs, which collectively serve hundreds of community members each year. Each of the community programs actively collaborate with numerous community agencies and partners to achieve the highest possible level of service.

iii. College strategic plan

UNR Med is in the process of finalizing and launching a new strategic plan to guide the school moving forward. The SCA director, Dr. Peter Reed, actively participated in the UNR Med strategic planning process by consulting with the school's leadership on the process design and by serving as a co-facilitator for the 'Community Partner Theme Team'. SCA anticipates using its specific community outreach, research and clinical activities to support the ongoing implementation of the new UNR Med strategic plan. As SCA becomes part of UNR Med, we will work to identify new opportunities for integration and collaboration.

iv. Other programs in the institution

By joining UNR Med, we anticipate the opportunity for enhanced collaboration with the various units within the School of Medicine. While SCA does actively collaborate with UNR Med units already, the frequency and intensity of these connections will only increase through the proposed affiliation. Further, there are no units that are comparable to SCA within UNR, positioning SCA as UNR's epicenter of aging-related education, research and service. As such, SCA collaborates with a range of units campus-wide.

v. Other related programs in the System

There are no centers or units within the NSHE system that are comparable to SCA. SCA is recognized as the state's premiere academic aging center. Therefore, it is important that SCA offer its expertise through collaboration with any NSHE institutions seeking guidance on aging-related programs or research. Through its Gerontology Academic Program, clinical services and community outreach programs (non-clinical), SCA will continue to seek, foster and grow collaborations with partners throughout NSHE and the State of Nevada.

E. Evaluation of need for the proposed change

Because DHS will no longer be able to serve as an administrative home for SCA, it is essential that the Center affiliate with an appropriate partner. With the launch of the new geriatric clinical services and geriatric education/training programs, there is consensus among all DHS leaders that UNR is the best fit for SCA.

F. Procedures used to arrive at the decision to make the proposed change

The SCA director, Dr. Peter Reed, engaged in numerous discussions with Dean Schwenk of UNR Med regarding the potential collaborative opportunities that exist should SCA affiliate with UNR

Med. In addition to these discussions, Dean Schwenk and Jessica Younger, UNR Med chief of staff, attended a SCA staff meeting to answer any questions that the SCA team had about the implications of affiliating with UNR Med. All staff questions were sufficiently answered, and there was general consensus among the SCA team and UNR Med leadership that the affiliation is the right direction for providing a stable administrative home for SCA moving forward. Further, the proposal for this organizational change was reviewed and supported by the UNR Faculty Senate.

G. Capability within the following areas to make the proposed change –

i. Faculty strengths

SCA houses an inter-disciplinary team of 9 full-time and 4 part-time faculty. Each faculty member has expertise related to the specific programs on which they work, including expertise in gerontological education, geriatric clinical services, research, and community outreach. Overall, the team is particularly strong in fostering collaborations and partnerships to meet the needs of community elders and in engaging students, at all levels, in learning opportunities related to aging services and research. SCA faculty include the following:

- Gary Aldax, Operations Coordinator for SCA
- Jennifer Baker, Project Director for RSVP
- Dr. Leslie Baker, Geriatric Pharmacist for SCA geriatric clinic (part-time) and faculty in the Department of Pharmacology, UNR School of Medicine
- Dr. Jennifer Carson, Director of GAP (part-time) and faculty in Community Health Sciences
- Greta Engelbrecht, Project Director for MTM
- Heather Haslem, Program Coordinator for Community Wellness Programs and GAP
- Dr. Kelley Macmillan, Associate Director of Community and Social Services and faculty in the School of Social Work
- Natalie Mazullo, Program Coordinator for NGENC
- Dr. Steve Phillips, Medical Director for SCA geriatric clinic (part-time) and faculty in the Department of Internal Medicine, UNR School of Medicine
- Dr. Peter Reed, SCA Director and Professor in Community Health Sciences
- Patricia Swager, Associate Director of Clinical Education and Director of NGENC
- Dr. Alia Tuqan, Geriatrician for SCA geriatric clinic (part-time) and faculty in the Department of Internal Medicine, UNR School of Medicine
- Dr. Sina Ward, Project Director for SOS

ii. Organizational arrangements that must be made within the institution to accommodate the unit

There will be administrative, budget and HR reporting functions that will need to transition, but nothing substantive in terms of the mission-related work will be altered.

H. Resource Analysis – proposed source of funds necessary for the proposed change (enrollment-generated state funds, reallocation of existing funds, grants, other state funds)

No additional funds are required to execute this merger.

I. Estimated budgetary and financial ramifications that may result from the proposed change

There are no budgetary changes that will result from this merger.

J. Impact of proposed change on institution's existing resources

There are no anticipated changes on SCA's existing resources. All current resources will continue to reside within SCA, supporting its faculty, staff, programs and services.

Please attach any supporting documentation (i.e. support letters from community, industry).