



***Senior Associate Dean for Institutional and Faculty Affairs
University of Nevada, Reno School of Medicine
Reno, Nevada***

The University of Nevada, Reno School of Medicine (UNR Med) seeks an accomplished and collaborative professional in faculty affairs to become its Senior Associate Dean for Institutional and Faculty Affairs. As UNR Med embarks on the third year of its landmark 50-year affiliation agreement with Renown Health, it is actively searching for a visionary and dynamic leader. This individual will play a pivotal role in shaping and expanding the faculty affairs operation, aligning it with the institution's mission, vision, and values to propel the organization forward.

The state of Nevada is experiencing an increasing demand for enhanced health science training and research capabilities. With elevated rates of chronic diseases like cancer and diabetes, there is a pressing need for substantial growth in preventive care services. Compounding the challenge is the shortage of healthcare professionals, ranking Nevada 45th out of 50 states in physicians per population, with the lowest number of physicians in residency training per population among states with medical schools. Although UNR Med showcases nationally recognized basic science research departments, as evidenced by NIH funding, it lags significantly in clinical research activity. UNR Med and Renown view this as a significant opportunity to proactively address these issues, leveraging existing foundational talent and resources for a substantial impact.

In October 2022, Dr. Paul Hauptman assumed the role of Dean of UNR Med and Chief Academic Officer of Renown Health. In these capacities, Dr. Hauptman actively promotes and advances the academic and clinical integration established through the affiliation between UNR Med and Renown Health. Under his leadership, UNR Med has successfully attracted numerous new clinical and research leaders to the faculty, leading to growth both in numbers and diversity within the faculty body. This marks a pivotal juncture for the recruitment of a new Senior Associate Dean for Institutional and Faculty Affairs, offering an exciting opportunity to join Dr. Hauptman's leadership team during a period of substantial organizational potential and ambition. The incoming leader will play a key role in expanding and optimizing an inclusive strategic vision for faculty affairs while fostering robust and aligned institutional relationships across the university and community.

UNR Med has earned a reputation for its rich diversity, strength in medical and health sciences education, and basic science research. The 2023 edition of U.S. News & World Report ranks the R1 institution 28th for medical school diversity, and within the top 50 for the proportion of recent graduates practicing direct care in underserved and rural areas. The task now is to integrate the academic and clinical components in a coordinated way alongside Renown Health to grow a broader clinical research enterprise, train and educate much needed physicians, and work with clinical partners to provide excellent care to Nevadans in urban and rural communities. As a senior leader and key adviser to the Dean, the incoming Senior Associate Dean for Institutional and Faculty Affairs has a unique opportunity to address the state's pressing health challenges while further developing UNR Med's reputation nationally. Moreover, the

successful candidate will play a key role towards attracting, retaining, and developing a world-class faculty, and ultimately physicians dedicated to serving the unique needs of Nevada.

A list of the desired qualifications and characteristics of the incoming leader can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

The University of Nevada, Reno

Founded in 1874, the [University of Nevada, Reno](#) (UNR) 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). UNR comprises 13 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 \$230 million, UNR enrolls over 20,000 students and employs more than 2,200 academic and administrative faculty members and over 1,000 classified staff. The main UNR campus is based in and around the city of Reno, Nevada, on the eastern slope of the Sierra Nevada foothills, 45 minutes from Lake Tahoe and four hours from the San Francisco Bay Area.

Over the past decade, the University has grown at a dynamic and record-setting rate, including student enrollment, number of National Merit scholars, student diversity, faculty achievement, and productivity, as well as infrastructure. Through a commitment to world-improving research, student success, and outreach benefiting the communities and businesses of Nevada, the University has an impact across the state and around the world. Recently, the University of Nevada, Reno launched the start of its yearlong sesquicentennial celebration. From October 2023 to October 2024, the University will celebrate its 150th anniversary with a variety of ceremonial events throughout the year.

The University of Nevada, Reno School of Medicine

[UNR Med](#) is a basic science research-intensive medical school that has served Nevada for more than 50 years. When the University of Nevada, Reno School of Medicine was chartered in 1969, its mission was to train and provide primary care doctors for Nevada's rural communities. While the school's mission has expanded, it has also remained true to its original charter to provide statewide medical education and patient care.

The school is comprised of ten academic departments and three centers. The clinical departments consist of [Family and Community Medicine](#), [Internal Medicine](#), [Pediatrics](#), [Psychiatry and Behavioral Sciences](#), [Obstetrics and Gynecology](#), [Pathology and Laboratory Medicine](#), and [Speech Pathology and Audiology](#). The basic science departments include [Physiology and Cell Biology](#), [Pharmacology](#), and [Microbiology and Immunology](#). The centers and labs are the [Student Health Center](#), the [Sanford Center for Aging](#), and the [Nevada State Public Health Lab](#). The 74 basic science faculty, 78 academic clinical faculty, and nearly 1000 community faculty support educational and research programs that brought in annual research funding of nearly \$30M in FY23. The educational programs include the MD program, graduate programs in the basic sciences, [Physician Assistant](#) (PA) program, undergraduate and graduate programs in [Speech Pathology and Audiology](#), and [Graduate Medical Education \(GME\)](#). UNR Med is characterized by an entrepreneurial and intimate culture where strong relationships exist between students and faculty. Small

cohorts of students per class allow for personalized and individual experiences with the opportunity to develop strong professional relationships with faculty, staff, and students. On the clinical side, UNR Med's comprehensive clinical curriculum occurs in Reno as well as other rural sites throughout the state, wherein students are exposed to providing healthcare in rural communities.

Renown Health and its Partnership with UNR Med

[Renown Health](#), formerly known as Washoe Health System, was established in 1862 and was the area's first hospital when Nevada became a state in 1864. Renown is now Northern Nevada's healthcare leader and Reno's only locally-owned, not-for-profit health system to serve the community by providing care through a network of hospitals, urgent care centers, outpatient medical offices, institutes, and an insurance plan, Hometown Health. The health system employs more than 6,000 doctors, nurses, and care providers whose collective mission is to make a genuine difference in the health and well-being of the people and communities served by Renown.

Renown Health and the University of Nevada, Reno School of Medicine have worked together for decades to advance a mutual commitment to improving the health of the community. Over the last 50 years, UNR Med has educated more than 3,900 physicians with over 30% percent practicing in Nevada, increasing access to care for residents across the state. UNR Med and Renown Health have collaborated in research, medical education, grant funding for public health, clinical trials, and integrated clinical practices to improve access and affordability of care. In 2021, UNR Med and Renown advanced their missions through a 50-year affiliation agreement that integrates clinical education, research, and patient care for the benefit of Northern Nevada. The agreement reinforces what has already been a strong and impactful partnership and will benefit the community far beyond the next generation.

The Office for Institutional and Faculty Affairs

Led by the Senior Associate Dean for Institutional and Faculty Affairs (SADIFA), the Office for Institutional and Faculty Affairs is comprised of the Office for Faculty, the Office of Continuing Medical Education (OCME), and the Savitt Medical Library. The Office for Faculty oversees and manages faculty matters such as recruitment, academic career advancement, professional development, and faculty affairs for nearly 160 school-employed academic faculty and nearly 1000 community faculty. The Office for Community Faculty is the unit within the Office for Faculty that credentials and supports about 1000 joint and community faculty. The Office for Faculty is staffed with a director of the Office for Community Faculty, an academic faculty recruiter, a professional development coordinator, and six staff. The Office for Faculty supports the UNR Med Faculty Council and the UNR Med Promotion and Tenure Committee and participates in the Liaison Committee on Medical Education (LCME) accreditation work. The office is primarily state-funded.

The Office of Continuing Medical Education is an Accreditation Council for Continuing Medical Education (ACCME) accredited Continuing Medical Education (CME) provider that delivers accreditation and conference support for UNR Med and Renown, as well as state-wide and nationally. In 2023, the CME office accredited 449 CME activities and provided CME and other continuing education unit (CEU) credits to over 14,000 learners. This office is led by a director and is staffed with an associate director, two additional staff, and two staff on temporary, part-time contracts. The OCME team also participates in UNR Med leadership and governance activities such as the conflict of interest (COI) committee and faculty council. The office is primarily self-funded.

The Savitt Medical Library is a Health Sciences Library at UNR Med with three satellite sites. It is led by a director and staffed with four library faculty, two staff and part-time students. Savitt serves the School of Medicine, including the department of Speech Pathology and Audiology, as well as the Orvis School of Nursing. The library team is embedded in the MD, PA and GME curricula. The Savitt Medical Library plays a large role in providing community and joint faculty members access and guidance to UNR Med resources. The library satellite sites at Renown Regional Medical Center and the Moana Clinical Building represent the library outreach and support for clinicians. The library also provides outreach through grants for providers in Nevada's rural and underserved communities.

Role of the Senior Associate Dean for Institutional and Faculty Affairs

Reporting to the Dean of the University of Nevada, Reno School of Medicine (UNR Med), the Senior Associate Dean of Institutional and Faculty Affairs (SADIFA) is the senior leader at the School of Medicine responsible for establishing priorities for and directing the Office for Institutional and Faculty Affairs, aligning institutional strategic planning, and integrating faculty-related support services to promote a culture of academic excellence. The SADIFA acts as a liaison within the UNR Med/Renown Affiliation defining policies and processes that guide the work of faculty within the affiliation framework. The SADIFA is responsible for building collaborative relationships that support the faculty members of UNR Med and promoting a culture that engages faculty members in meeting the missions of the medical school while reaching their own professional goals. This senior associate dean directly coordinates or oversees the coordination of administrative processes in support of academic faculty including, but not limited to, recruitment, compensation, orientation, promotion and tenure, evaluations, and awards. The SADIFA reaffirms and promotes a culture of achieving faculty outcomes that are defined, measured, evaluated, and continuously improved.

The SADIFA serves as a senior leader in the School of Medicine, working closely with the Dean on institutional issues that affect the school and communicating with other UNR, UNR Med, and Renown senior administrators and leaders regarding faculty issues. They are a member of the Dean's Executive Committee and Cabinet, working collaboratively with the Senior Associate Deans, Associate Deans, Assistant Deans, and administrative staff. The SADIFA also collaborates closely with leaders with Department Chairs, UNR, and Renown to meet the missions of UNR Med. The decisions made by the SADIFA affect the culture of the institution, the level of excellence achieved through UNR Med's mission-based strategic outcomes, the financial success of the institution, the success of the affiliation with Renown, relationships with UNR Med's clinical partners and community faculty, and the reputation of the school.

Key Opportunities and Challenges for the SADIFA

The SADIFA must be innovative, entrepreneurial, and collaborative in developing and expanding the faculty affairs enterprise at UNR Med. In doing so, they will be responsible for addressing the following key opportunities and challenges:

Expand and optimize an inclusive strategic vision and direction for faculty affairs

The transformational changes and integration happening at UNR Med provide an opportunity for redefining goals and directions for the critical functions of academic faculty affairs, development, and recruitment. Reconfiguring, clarifying, and coordinating faculty categories, roles, responsibilities, and expectations across the enterprise, the SADIFA will be tasked with strategically developing faculty affairs into a coherent, responsive, robust, and inclusive unit. The SADIFA is also charged with oversight of the development of strategic goals, initiatives, and activities involving the faculty while partnering with UNR Med leadership around institutional strategic planning. The SADIFA will develop and implement professional and leadership advancement programs to support all categories of academic faculty across the school's core missions, departments, institutes, and centers. This would include providing a sophisticated framework for mentorship programs, faculty development programs, and the creation of a leadership academy to enhance the quality of faculty leadership across the enterprise.

Promote robust and aligned institutional relationships

As UNR Med provides service to the community and strengthens its tripartite mission it is paramount to align its institutional goals and create synergy between the strategic plans of its partners. The SADIFA will develop and foster positive, mutually supportive relationships between UNR Med and UNR, with their Renown affiliates, and their community-based hospital partners and physician faculty members. The SADIFA will liaise with the Vice Provost for Faculty Affairs at UNR and collaborate with units at UNR related to joint interests in faculty development and advancement, drive cooperation with Renown on projects, initiatives, and activities regarding faculty, and represent UNR Med statewide to both internal and external constituencies in matters regarding faculty members. The SADIFA will serve as a member on Renown affiliation leadership groups and create and manage affiliation teams with partners outside of Renown. As this leader oversees community partnerships, they will build and support community relationships and collaborate with major hospital partners for academic faculty recruitment opportunities, ongoing professional development of partner faculty, and facilitate teaching and research opportunities all in support of the missions of UNR Med.

Ensure and foster sustained professional assistance for the faculty that evolves in tandem with institutional growth and expansion

UNR Med's growth and expansion in concert with its partners and the community can only be achieved with a strong and supportive faculty affairs function. The growing number of faculty and diversity of faculty categories, which include UNR Med faculty, joint faculty with Renown, faculty at the VA, and volunteer community faculty, requires the support of a cutting-edge faculty affairs operation. The systemic implementation of streamlined processes for all levels of faculty can elevate the aspirations and expand the purview and impact of the Office for Institutional and Faculty Affairs. Transparent policies and guidelines need to be provided for faculty and leadership searches, faculty performance evaluation, promotion and tenure, compensation equity, and compliance matters. The SADIFA will develop tracking and reporting mechanisms for outcome metrics in collaboration with the Office of Continuous Institutional Enhancement and work with the Senior Associate Dean for Clinical Affairs (SADCA) and the Renown Medical Group CEO on continuous quality improvement. The SADIFA will work closely with the department chairs to respond to faculty developmental or performance issues, to set strategic goals related to departmental succession planning, and to review academic faculty recruitment, diversity, and

promotion. The SADIFA should lead with extraordinary empathy and compassion as the primary officer for faculty stewardship and support. They will proactively integrate and involve faculty members across all campuses, hospitals, and other locations, recognizing the dispersed nature of the faculty.

Cultivate an environment conducive to the broader community's well-being

Along with fostering a culture of faculty engagement in scholarly and clinical activity, the SADIFA and the Office for Institutional and Faculty Affairs will build matrixed structures of support and accountability to uphold the highest standards of professionalism and best practices in academic and clinical settings. The SADIFA will articulate defined goals and directions not only for the critical functions of faculty affairs, and faculty development but also for faculty well-being, diversity, equity, inclusion, and belonging. Working closely with the Associate Dean for Diversity and Inclusion, this leader will support a targeted investment of resources in practices, programs, and processes that support the values of equity, diversity, and inclusion across UNR Med constituencies. The SADIFA will champion and improve academic faculty recruitment and retention by providing the alignment of core values that strengthen the entire organization.

Qualifications and Characteristics

This position requires a leader with vision, breadth, drive, and an entrepreneurial spirit. A compelling combination of organizational leadership skills and the interpersonal ability to lead and inspire confidence in diverse constituents working across a vast, matrixed environment. The SADIFA must possess a clear vision for how to engage, nurture, and maximize the potential of faculty to enable their continued growth and flourishing in alignment with UNR Med's broader goals and ambitions. The desired qualifications and experience of an ideal Senior Associate Dean for Institutional and Faculty Affairs include the following:

- MD, PhD and/or a combination of degrees, with a strong academic record.
- Minimum of five years of faculty affairs, mentoring experience, and/or diversity, equity, and inclusion leadership at an academic institution.
- Effectiveness in a complex system of distributed leadership; experience working in a highly matrixed environment.
- Outstanding record of effective team building and managing people; a strong team orientation, along with a willingness to circulate widely and listen well.
- The highest standards and ethics and integrity, with a deep commitment to transparency and accountability in policy and strategy.
- Demonstrated commitment to and concrete experience in fostering and supporting programs that address equity, inclusion, and diversity.
- Demonstrated success in developing and implementing professional advancement programs.
- Excellent communication skills and interpersonal skills.
- Capacity to effectively lead and change culture within an academic community based on consensus-building, transparency, and candid communication.
- Exemplify the ability to find solutions in the face of ambiguity.
- Please see the appendix for the search committee's holistic review criteria.

Location

The position is located in Reno, Nevada at the base of the Sierra Nevada Mountains and world-class open spaces. Reno offers a beneficial tax climate, easy commute times, and a diverse selection of arts, culture, and entertainment events. Known as “The Biggest Little City” for a reason, Reno has the look and feel of a small town yet offers the lifestyle of a much bigger city. It has experienced 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, a month-long summer arts festival, and other cultural events.

The city is 45 minutes from Lake Tahoe and a four-hour drive from the San Francisco Bay Area. The Reno/Tahoe area offers cycling, whitewater rafting, kayaking, world-class skiing, fly fishing, climbing, hiking, and countless other outdoor activities. To learn more, please visit www.visitrenotahoe.com.

Applications, Inquiries, and Nominations

UNR Med has retained Isaacson, Miller, a national executive search firm, to assist with this search. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search at this link: <https://www.imsearch.com/open-searches/university-nevada-reno-school-medicine/institutional-and-faculty-affairs>. For best consideration, please apply no later than May 17, 2024. Electronic submission of materials is required.

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

Appendix

Faculty Holistic Review for the Senior Associate Dean for Institutional and Faculty Affairs

The following experience is expected of the next SADIFA:

- Leadership of community faculty and community faculty development (scholarly activity, mentorship)
- Leadership of academic faculty affairs and faculty development
- Experience with academic health centers and clinical affiliation partnerships
- Participation in strategic planning
- Experience with continuing medical education and library oversight
- Leadership development
- Involvement with diversity, equity, and inclusion support and recognition

The following attributes are expected of the next SADIFA:

- Innovative
- Entrepreneurial
- Collaborative
- External relationship builder
- Empathetic
- Compassionate
- Ethical and having integrity
- Transparency and accountability
- Political savvy and navigating change with tact

The following competencies are expected of the next SADIFA:

- Organizational leadership skills
- Team building
- Managing people
- Active listening and communication skills
- Affect and manage change
- Thoroughness
- Results oriented
- Personal credibility
- Cultural humility

The following metrics are expected of the next SADIFA:

- At least five years of experience in faculty affairs
- Demonstrated high level of scholarly activity including grants and publications, especially in the area of faculty development and institutional effectiveness
- Leadership roles within faculty affairs organizations (e.g. AAMC Group on Faculty Affairs)
- National committee service
- Steller teaching awards and evaluations