



EXECUTIVE SUMMARY
Top Tier Vision, Mission, Goals, and Strategies
May 4, 2015

UNLV's Top Tier Vision

By 2025, UNLV will be recognized as a top tier public university in research, education, and community impact.

UNLV's Top Tier Mission

UNLV's diverse faculty, students, staff, and alumni promote community well-being and individual achievement through education, research, scholarship, creative activities, and clinical services. We stimulate economic development and diversification, foster a climate of innovation, promote health, and enrich the cultural vitality of the communities that we serve.

We will evaluate our success as a leading research university by our progress on these key measures:

- Impact of our research, scholarship, and creative activities.
- Student achievement of learning outcomes.
- Placement into preferred employment or post-graduate educational opportunities.
- Student, faculty, and staff diversity, including maintaining UNLV's Minority Serving Institution (MSI) status and Hispanic Serving Institution (HSI) status.
- Intellectual activity, patents, and entrepreneurial activity fostered by UNLV.
- Quality and impact of our clinical services.
- Alignment of our physical infrastructure and organizational effectiveness with our Top Tier mission.
- A deeper engagement of UNLV with Las Vegas and our region to ensure ongoing alignment with our diverse community's needs and interests.
- Carnegie Classification criteria (research expenditures; doctoral degrees granted per year; number of non-faculty research staff, such as postdocs; and Carnegie Community Engagement status).

As a measure of overall university effectiveness and progress, UNLV will prepare, implement, and disseminate a progress card.

Top Tier Goals

Research, Scholarship, and Creative Activity Goal:

UNLV will foster a climate of innovation in which faculty and students produce high-quality, widely disseminated, and influential research, scholarship, and creative activities.

To accomplish this goal, we will:

- Promote a productive, vibrant, diverse, and collaborative faculty and a robust administrative support system to enhance the productivity of our research, scholarship, and creative activity across university and academic units.
- Create and sustain an environment that rewards high-impact scholarly publications and creative activity.
- Identify and develop UNLV's strength in selected areas to enhance access to competitive research funding and/or lead to national and international recognition.
- Recruit and retain, consistent with our MSI and HSI missions, a diverse body of high-impact faculty members, excellent staff members, and promising students.
- Ensure that research infrastructure, processes, and services support the needs of research-oriented faculty and students.

Student Achievement Goal:

UNLV will be a national leader in education and will promote excellence in teaching undergraduate, graduate, and professional school students. We will recruit, retain, and graduate a diverse body of motivated students through the strength of our innovative learning experiences, access to mentoring and research opportunities, and our vibrant campus community. Our highly qualified master's students, doctoral students, and professional students will distinguish themselves and UNLV through their contributions to research, the professions, and the arts.

To accomplish this goal, we will:

- Become a national leader in undergraduate, professional, and graduate education, with an emphasis by all academic units on effective teaching and the achievement of measurable learning outcomes, as well as by undergraduate engagement in research and creative activities.
- Increase the quality and quantity of UNLV graduates.
- Ensure that all student-related offices provide superior responsiveness to the needs of individual students.
- Enhance the campus environment through a range of social and cultural opportunities on campus to promote an active 12-month/year, seven-day/week campus community, in part by increasing on-campus student housing and related facilities.
- Implement a consistent set of tools to evaluate teaching effectiveness, such as student surveys of teaching performance, pass/retention rates by course, and alumni surveys five years after graduation, and by specifying how teaching excellence counts toward promotion and tenure.

Academic Health Center Goal:

UNLV's School of Medicine, in collaboration with other health-related units on campus and with external partners, will foster cutting-edge research, use a creative curriculum, and provide top-notch clinical programs.

To accomplish this goal, we will:

- Establish a fully accredited School of Medicine recognized for its innovative curriculum.
- Develop strong research groups in five key areas: mental health and addiction, neuroscience, oncology, cardiovascular, and orthopedics—all of which will be interdisciplinary in nature and will engage clinical health professionals, basic scientists, and public health professionals.
- Recruit and retain an excellent and diverse student body.
- Develop new Ph.D. programs in biomedical sciences by combining clinical and research programs.
- Lead the region in the quality of, and access to, superior health care and clinical services for Southern Nevada's diverse population.

Community Partnerships Goal:

UNLV will stimulate economic development and diversification in, and enrich the cultural vitality of, our community by deepening and expanding reciprocal connections with our partners and leveraging our unique strengths to collaborate locally, nationally, and internationally.

To accomplish this goal, we will:

- Establish a sustainable Community Engagement Center at UNLV to serve as a one-stop entry point for individuals and organizations seeking to partner with UNLV.
- Create and sustain an environment, both on and off campus, where community members and UNLV faculty, staff, and students work together to improve the economic environment and quality of life in Nevada through entrepreneurship, innovation, and an enhanced workforce.
- Communicate UNLV's strengths to promote the link between progress toward becoming Top Tier and the benefit to the community, the region, the state, the Legislature, and other groups.
- Deepen transparency and accountability by providing a community dashboard containing specific metrics.
- Establish three to five key partnerships keyed to identified areas of focus in research, in a manner similar to what other benchmark institutions have done.
- Develop a plan for supporting economic diversification and globalization relevant to the communities that we serve.

Infrastructure and Shared Governance Goal:









To accomplish the other four goals, UNLV will continually develop and leverage the conditions necessary for success, which will include an effective organizational structure, a state-of-the-art infrastructure, a service-oriented culture, meaningful faculty engagement in shared governance, and the capacity for informed decision-making and risk-taking.

To accomplish this goal, we will:

- Foster a university environment that is inclusive, welcoming, and supportive for all.
- Increase the quantity and quality of faculty participation in shared governance to secure the faculty's role as a meaningful partner in leading the campus community.
- Instill a culture of superior customer service throughout the university.
- Provide high-quality, service-oriented internal functioning and infrastructure that fosters, stimulates, and nurtures academic excellence, discovery, creative activities, entrepreneurship, job creation, and economic vitality throughout the region.
- Facilitate effective data collection, data governance, and data reporting throughout the university to support informed decision-making.
- Review the IT master plan and make revisions as necessary to support the Top Tier vision and mission.
- Assess the effectiveness of the university's organizational structure and, to the extent necessary, reorganize that structure to promote achievement of the Top Tier vision and mission within the UNLV culture, as informed by best practices and benchmarks from aspirational and peer institutions.

Top Tier Progress Card

The UNLV Top Tier plan includes numerous key measures to be used in tracking progress toward achievement of the vision, mission, and goals. This Top Tier Progress Card will track bellwether measures that are particularly illustrative of accomplishments in a range of areas central to the plan. These are by no means the only important metrics, but they are leading indicators of our accomplishments in a wide range of endeavors and are thus useful in providing a quick view of our progress.

Measurement Category	Progress / Key Milestones	Goal
Research expendituresⁱ	<div> <div>\$0</div> <div>\$50M</div> <div>\$100M</div> <div>\$150M</div>  </div>	\$150,000,000/year by 2025
Doctoral degree conferrals per yearⁱⁱ	<div> <div>100/year 2015</div> <div>115/year 2020</div> <div>150/year 2023</div> <div>200/year 2025</div>  </div>	At least 200/year by 2025
Retention rateⁱⁱⁱ (freshman-sophomore)	<div> <div>65%</div> <div>70%</div> <div>75%</div> <div>80%</div>  </div>	80 percent by 2025
Student satisfaction^{iv} (as measured through the Student Satisfaction Index)		Baseline and goals under development
Student diversity^v (including continued MSI and HSI status)	<div> <div>0%</div> <div>25%</div> <div>50%</div> <div>HSI</div> <div>MSI</div>  </div>	Underrepresented student enrollment
Medical School accreditation^{vi}	Preliminary accreditation during 2016 and Provisional accreditation during 2019	Fully accredited by 2021
Patents^{vii}		XX patents/year by 2025
Faculty and staff job satisfaction^{viii}	<div> Faculty:  </div> <div> Staff:  </div>	Measurement instrument, baseline, and goals under development

ⁱ Total research expenditures/year serves as a general indicator of overall research activity, including the scale of PhD enrollments, number of postdoctoral fellows, and scholarly production, including publications, patents, etc.

ⁱⁱ Doctoral conferrals, particularly PhD degrees, are a key indicator of the extent of research activity and are critical to UNLV's contribution to new knowledge- and research-based innovations that contribute to the economy. The

lead time for recruiting, educating, and graduating doctoral students, however, is considerable—but by the final years of the Top Tier timeframe, we expect to see measurable progress of this indicator.

ⁱⁱⁱ Although many student progress and achievement metrics, such as the six-year graduation rate, are vital to the Top Tier plan, freshman-sophomore retention is a bellwether indicator of student satisfaction, academic capabilities, financial support, and an inclusive campus environment that welcomes and retains students.

^{iv} There are many important measures of student achievement and engagement included in the key measures for the Top Tier plan, but this indicator gauges students' educational experience at UNLV and therefore plays a particularly important role in tracking the efficacy of classroom teaching, advising, and student support.

^v Student diversity, including UNLV's MSI and HSI status, are key indicators of the university's commitment to serve the people of Nevada through the recruitment, retention, and graduation of a diverse population.

^{vi} There are many critical benchmarks that the UNLV School of Medicine must meet in order to establish the school on a strong footing, but progress toward full accreditation from the LCME is fundamental to achieving the school's many other goals.

^{vii} UNLV's contributions to the economic vitality of the communities that we serve are many, including our highly skilled alumni and the entrepreneurial activities fostered by the university. Patent activity is a key indicator of the extent to which discoveries made at UNLV are translated into products and generate new jobs. As such, this factor is a measure of both research activity and our engagement with the communities that we serve.

^{viii} Many aspects of daily life at UNLV require improvement to bring the Top Tier plan to fruition, including further developing an inclusive campus climate, improving our physical infrastructure and internal processes, and ensuring meaningful faculty engagement in shared governance. Satisfaction surveys of faculty and staff will measure their responses to these improvements and track our progress toward these critical Top Tier goals.