



UNLV Tier One Goal and Indicators
November 18, 2014
DRAFT

President Donald Snyder formally launched this year's Path to Tier One on September 18, 2014, during his State of the University Speech. Simply put, the purpose of the Path to Tier One is to prepare UNLV to become a Tier One, Carnegie Research (Very High) University. President Snyder thus created the UNLV Tier One Initiative Committee, led by the Tier One Executive Committee, to oversee a process of charting out how UNLV can achieve this vision. During October 2014, the full Tier One Initiative Committee developed the draft goal and some potential indicators of progress (below) on the basis of input from the university and its broader community. This draft represents a first effort to articulate what Tier One will mean for UNLV and to identify some potential ways of tracking our progress toward bringing specific elements of this goal to fruition.

The key concepts above are drawn from the work of the eight Tier One subcommittees. Each of these groups focuses on a crucial area of the University, and each subcommittee has developed draft visions and potential indicators to complement the university-wide goal. The vision for each subcommittee is a component of the overall UNLV vision of being a Tier One, Carnegie Research (Very High) university.

During November 2014, the Initiative Committee will host several events to seek input from our university community on this draft document; therefore, this document is still very much a work in progress.

UNLV's Tier One Goal:

UNLV will be an intentionally inclusive community that will become a highly effective catalyst for individual achievement and community well-being by educating productive people, fostering groundbreaking inquiry and creativity, stimulating economic development, and solving problems for the benefit of the broader community.

Our success as a leading research university will be measured by:

- Level of overall sponsored research funding;
- Doctoral degrees granted per year;
- Non-faculty research staff (such as postdocs);
- The impact of our research and creative activities;
- Student learning outcomes and placement in general, including surveys of graduating students, alumni who have been out for five or more years, and employers, as well as a significant increase in the number of Ph.D. graduates in particular;

- The number and quality of patents and start-up activities fostered by UNLV;
- The quality and reach of the clinical health services provided by UNLV; and
- A deeper engagement of UNLV with the broader community to ensure the ongoing alignment of UNLV with community needs and interests.

First cut at the core strategies:

- **Core strategy #1: Research, scholarship, and creative activities recognized for their quality and impact:** UNLV will produce significantly more of such research, creative activity, and innovation.
- **Core strategy #2: An academic health center that fosters cutting-edge research, especially in areas that are in high demand in Southern Nevada, with a creative curriculum and top-notch clinical programs:** UNLV will be a national leader in health education, clinical programs, and research.
- **Core strategy #3: A national leader in undergraduate and graduate education that engages students in innovative learning experiences, research, campus life, and the community:** UNLV will recruit and retain diverse, highly-qualified students and will celebrate excellence in teaching.
- **Core strategy #4: A great university connected to a great community and beyond:** UNLV will have a reciprocal connection with the Las Vegas and broader community, leveraging UNLV's unique strengths to reach out locally, nationally, and internationally.
- **Core strategy #5: A strong foundation:** To achieve the Tier One goal, UNLV will have an effective organizational structure, a culture of faculty engagement in shared governance, strong infrastructure, and data-driven decision-making.

Community Engagement - Vision and Indicators:

UNLV will develop its reciprocal connection with the Las Vegas community and foster a sense of community pride in UNLV's ability to:

- Provide accessible, high quality education to qualified students at one of the nation's most diverse campuses;
- Lead the region in the quality of, and access to, health care and clinical services;
- Serve as an engine of the local economy; and
- Engage as an active partner in improving local K-12 education.

The community's expectations include success across a wide range of educational, research, and service activities. A community dashboard containing metrics that make sense to the community should be used to track progress toward these goals. The dashboard could include:

- Community satisfaction survey data;
- Incoming admission metrics, student learning outcomes, and graduation successes;
- Hiring of faculty members whose research and teaching are demonstrably excellent;
- Number and types of community partnerships formed;
- Number of patents filed and startups created;
- Opening of a medical school;
- Establishment of a community engagement center at UNLV; and
- Success of athletic programs.

Data Projection and Analysis - Vision and Indicators:

UNLV will establish effective data collection, data governance, and data reporting throughout the university to support informed decision-making.

Progress toward this goal could be measured by:

- Incorporation of Tier One data management with the UNLV Data Warehouse to further develop an integrated, comprehensive enterprise-level data warehouse with sufficiently robust reporting capabilities to support internal and external access to strategic information across UNLV;
- Implementation of best practices to improve data collection, data governance, and reporting on a university-wide level and at the unit level;
- Authorization, training, and empowerment of faculty and staff across campus to transform effectively these data into actionable information in real time for data-driven decision-making; and
- Designation of a single office or entity to identify and define the data elements needed to support Tier One tracking and analysis and empower a data governance official to ensure that critical data are collected, shared, and interpreted at both a University-wide and unit level.

Diversity - Vision and Indicators:

UNLV will create and foster a university environment that is intentionally inclusive, welcoming, and supportive for all. UNLV will focus on recruitment, retention, promotion, mentoring, and continued development to foster diversity, equity, and inclusion of students, faculty, and staff. It will support activities that deepen the educational experiences of the students it serves and that enhance the high-quality research productivity and innovation of faculty.

Progress toward this goal could be measured by:

- Tracking and evaluation mechanisms developed by a diversity strategic plan to ensure alignment of the Tier One Initiative and a diversity strategic plan;
- Developing and monitoring the diversity and inclusion goals, activities, strategies, actions, and desired outcomes that will be established in each of the Tier One areas;
- Determining whether UNLV policies and communications are consistent with the emerging collective understanding of diversity and inclusion; and
- Using exit tools and other techniques to measure the diversity and inclusion climate and report on the development and proposed changes of necessary policies.

Economic Development - Vision and Indicators:

UNLV will create an environment both on and off campus where community members, faculty, staff, and students improve the economic environment and quality of life in Nevada through entrepreneurship, innovation, and an enhanced workforce.

The ultimate of measure of success in this area will be an increasing number of high quality, sustainable jobs for Nevadans, as well as UNLV's contributions to:

- Workforce development through graduating highly qualified students who readily gain employment in their preferred careers, particularly in STEAM fields (Science, Technology, Engineering, the Arts, and Mathematics);
- Innovations, creations, inventions, and the development of intellectual property at UNLV;
- Start-up activities stemming from discoveries made at UNLV and by UNLV alumni; and
- UNLV contributions to overall economic development.

Internal Functioning and Infrastructure - Vision and Indicators:

UNLV will 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.

Key measures of success could include:

- Stakeholder satisfaction surveys regarding the quantity, quality, and flexibility of the university facilities for academic and research activity, exploration, and collaboration, as well as the full range of campus life activities;
- Survey indicators for students, faculty, researchers, staff, and alumni tracking the extent to which UNLV fosters a positive culture of collaboration, trust, respect, empathy, camaraderie, and mutual success;
- Extent and efficacy of faculty and staff training for leadership development;
- Faculty and staff job satisfaction; and
- Student satisfaction with university facilities.

Research and Faculty Achievement - Vision and Indicators:

UNLV will enhance research, scholarship, and creative activities that are recognized for their quality and impact.

Key measures of our success will include:

- Research expenditures;
- Number of doctoral conferrals;
- Number of non-faculty researchers with Ph.D.s;
- Rankings by the Carnegie Foundation for Advancement of Teaching, federal agencies, and other organizations (i.e., NSF, National Research Council, etc.);
- Impact of scholarship and creative activities in the academic and artistic communities; and
- Amount of donations for research-oriented programs.

Shared Governance and Faculty Productivity - Vision and Indicators:

UNLV will bolster faculty engagement in shared governance through the faculty's role as a meaningful partner in leading the campus community.

The most critical measures success will include the:

- Depth of faculty engagement in shared governance;
- Engagement of the faculty in developing UNLV as a Tier One university; and
- Engagement of the faculty, departments, and units in measuring the productivity of and valuation of contributions to the University mission.

Student Achievement - Vision and Indicators:

UNLV will become a national leader in undergraduate and graduate education in the context of a public, minority-serving university by increasing the quality and quantity of graduates, and by deeply integrating students in research and community engagement. Students will be involved in innovative learning experiences, discovery through research, and degree programs that promote their academic, personal, and career success.

Key measures of success could include:

- Percentage of students and faculty/staff engaged in High Impact practices (SSI, NSSE, MSL); mentored research and creative activity; community interactions; publications, patents, and grants; and funded research on teaching and learning in the context of a public, Minority-Serving, research university;
- Graduation outcomes, including the 4-6 year graduation rate and the percentage of students who progress to graduate school or find employment leading to their preferred careers;
- Student-to-faculty ratios and student-to-advisor interactions;
- Academic Progress Rate (APR) metrics for athletes;
- Completion rates that are representative of our population; and
- Employer satisfaction with our graduates (Hart Associates' Employers' Survey for Association of American Colleges and Universities [AAC&U] survey; local UNLV employers' survey).