Message From the President:

When I arrived at UNLV in 1995, I quickly learned that members of the university community were eager to discover and articulate shared goals and purposes. In order to facilitate that process, I encouraged the campus to engage in a series of exciting and fruitful discussions. That dialogue led to the creation of a campus planning document, *University of Nevada, Las Vegas Premier Urban University: A Public Agenda for the Decade 1996-2005*, that laid out a vision for the decade and a series of goals to fulfill that vision. The goals and vision have become an integral part of UNLV’s planning and its language.

Because of the dynamic nature and rapid development of the institution, it became necessary to revise the document before the decade had passed. The original document outlined a series of institutional aspirations; this revised version celebrates the achievements of the past six years, updates the previous document, and provides an ambitious agenda for UNLV as it moves toward its 50th anniversary in 2007-2008.

The revision of UNLV’s planning document coincides with a major effort by the University and Community College System of Nevada that has led to the creation of a system master plan. As a part of that plan, UNLV and the other institutions have been requested to revise their master plans in an effort to achieve mission differentiation. UNLV has undertaken an extensive campus-wide discussion of its present and future research strengths that has led to the creation of a series of institutional Macrothemes. Those Macrothemes are included in this document along with the system’s goals that are outlined in the UCCSN Master Plan. UNLV will work to ensure that its planning document and Macrothemes coincide with the goals outlined in the UCCSN Master Plan.

This document cannot anticipate all of the growth and changes that will occur at UNLV in the future. The institution often has to respond to unexpected, dramatic opportunities. The text does, however, provide a general framework that can be adapted and built upon.

UNLV has come a long way since 1995. I believe that this document will play a crucial role in helping UNLV become an even better institution. As President, I look forward to working with the members of the campus community to achieve the goals and agenda outlined in this document, *University of Nevada, Las Vegas The Engaged Research University: Extending the Agenda, 2002-2007*. 
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About Our Cover:

As UNLV emerges as an engaged research university, it affirms its commitment to academic discovery, excellent teaching, artistic expression, and community outreach. In the sciences and the arts, the classroom and the community, UNLV is truly becoming a premier metropolitan research university.

AFFIRMATIVE ACTION STATEMENT

It has been and will continue to be the policy of the University of Nevada, Las Vegas, to be an equal opportunity institution. All decisions of admissions and employment are based on objective standards that will further the goals of equal opportunity. The University is committed to ensuring that all programs and activities are readily accessible to all eligible persons without regard to their race, color, religion, gender, national origin, ancestry, age, disability, Vietnam-era and/or disabled veteran status, any protected class under relevant state and federal laws, and, in accordance with University policy, sexual orientation.

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The University of Nevada, Las Vegas is a premier metropolitan research university. UNLV demonstrates how the traditional values of higher education can be adapted to conditions and needs of individuals and communities in the 21st century. The university concentrates its resources on instructional and research programs that are student-centered; demonstrably excellent and responsive to the needs of local, regional, national, and international communities.

UNLV’s faculty and staff have created an educational environment that encourages the full personal and professional development of those it serves and those who serve the university. UNLV assists students in learning about and meeting the intellectual and ethical challenges of responsible citizenship and a full and productive life through opportunities to acquire the knowledge and experiences that enhance critical thinking, leadership skills, aesthetic sensitivity, and social integrity.

The university provides traditional and professional academic programs for a diverse student body and encourages innovative and interdisciplinary approaches to teaching, learning, and scholarship. Recognizing the individuality of each student, UNLV simultaneously engenders collegial relationships and a sense of community among its members. UNLV embraces the interdependence of quality instruction, scholarly pursuits, and substantive involvements in campus and community life.

The university offers artistic, cultural, and technical resources and opportunities to the broadest possible community. It promotes research programs and creative activities by students and faculty that respond to the needs of an urban community in a desert environment.

UNLV has developed a synergy between professional and liberal studies, undergraduate and graduate programs, and excellent teaching and superior research. UNLV increasingly is a dynamic resource for, and partner with, the community, state, region, and nation it serves. The university is working to become a major source and impetus in the economic and social development of the state.
In its brief 45 year history, the University of Nevada, Las Vegas (UNLV) has evolved from a small regional institution with 41 students, three faculty, and one building to the state's largest comprehensive doctoral-degree-granting institution with 25,000 students; more than 2,300 employees, including 800 faculty members; and over 70 buildings. UNLV is expanding beyond the boundaries of the current campus to create satellite campuses and research parks. UNLV's commitment to serving the Las Vegas metropolitan area is reflected in its membership and activities in national and international organizations such as The Coalition of Urban and Metropolitan Universities, an organization of 60 universities located in urban areas with populations of more than 250,000 people.

Although it has grown and evolved into a nationally and internationally recognized educational institution, the university continues to adhere to its original mission of creating a center of academic excellence in southern Nevada. As southern Nevada and the university have grown, however, UNLV has expanded its mission to include a broad array of opportunities for students who come to Las Vegas from every state in the nation and nearly 100 countries throughout the world.

UNLV's entrepreneurial spirit has led to such distinctive accomplishments as a world-class program in hotel administration and tourism, innovative desert environmental programs, expanding international educational opportunities, and numerous interdisciplinary offerings and research centers. In recent years, the university has created, developed, and won provisional accreditation for a law school; assisted in the development of a public elementary school on campus to train teachers; and built an international gaming institute, a new music building, and a magnificent new library that has become the intellectual center of the university as well as serving as a symbol of the university's commitment to academic excellence. In the future, UNLV plans to build a new Science, Engineering, and Technology Complex and partner with the University of Nevada, Reno in an Academic Medical Center that includes the new UNLV Dental School, a joint UNR/UNLV Pharmacy School, UNLV's Cancer Institute, and a variety of biomedically related programs and research. At the same time, UNLV will work to enhance programs in all colleges across the university. The institution will adapt to unexpected, dramatic opportunities while at the same time consciously attempting to shape its future according to the goals outlined in this document.
Since 1996, the university has undergone major changes that are reflected in the integration of the goals and language of the planning document into the university’s culture. The acceptance of the document is apparent: When faculty or staff members apply for grants or awards, they use the language of the planning document to support the ideas in their proposals; individuals who apply for positions on campus will often include the language into their applications; and units undertaking hiring will provide prospective employees with copies of the document.

Many of the action items in the former planning document’s goals have been achieved since they were originally formulated in 1995. This brief summary illustrates how those goals have been met.

**BECOME MORE STUDENT FOCUSED:** Faculty and staff continue to work toward the goal of being student focused. The goal has been supported through the creation of a new student orientation process, more flexible class schedules, advising centers in many of the colleges, and the increased use of technology to enhance student learning and retention. The university has also enriched the quality of student life by adding more programs, organizations, activities, and resources designed to integrate students into college life.

**HIRE, MOTIVATE, AND REWARD SUPERIOR FACULTY:** In recent years, the university has hired more than 500 highly qualified new faculty members who received their degrees from some of the finest institutions in the world. These individuals, in conjunction with the continuing faculty, have significantly influenced the attainment of the university’s research goals and its national reputation. The university has addressed its goal of enhancing faculty support through an improved orientation program for new faculty and through the creation of the Teaching Learning Center to provide training and encouragement for faculty in their teaching. UNLV has created a reward structure that encourages and motivates faculty to achieve the highest level of scholarship, instruction, and service.
INCREASE RESEARCH, SCHOLARLY ACTIVITY, AND NATIONAL RECOGNITION: In 2001, the university opened the architecturally award-winning, technologically advanced, yet accessible 300,000-square-foot Lied Library. The library quickly became an academic symbol for the campus while providing increased opportunities for research for faculty and students. Since 1995, the faculty has raised its scholarly production through increased research grants, actively involving students in research, and the creation of new graduate programs.

GROW SELECTIVELY, SERVE THE REGION, AND ACHIEVE DISTINCTION: Since 1995, the university has revised its undergraduate curriculum and its core curriculum to provide better and more meaningful learning experiences for students. In order to serve students, the university hired an Associate Vice President for Enrollment Management to oversee and coordinate issues relating to recruitment, admission, and retention. UNLV continues to work toward its goal of becoming more selective at the undergraduate and graduate levels and has been granted approval to increase admissions requirements in 2006 and again in 2010.

CREATE AN INCLUSIVE AND JUST CAMPUSS ENVIRONMENT: The university has worked to achieve an inclusive and just campus environment by creating a task force on diversity; hiring and retaining more women and minority faculty and staff members; raising awareness of the rights and responsibilities inherent in free expression among faculty, staff, and students; and meeting issues concerned with public safety through the creation of a community policing model on campus.

DEVELOP A SERVICE-ORIENTED, RESPONSIVE, ACCOUNTABLE ADMINISTRATION: The university has sought to create a responsive administration through an ongoing planning process, a reorganization of academic and administrative units, and the creation of a common understanding of the concept of shared governance.

COMMUNICATE AND COLLABORATE MORE EFFECTIVELY: UNLV has worked to communicate its goals, challenges, and achievements to the public and to members of the university community. As a symbol of the importance of communication to internal and external constituencies, UNLV has enhanced the office of the Vice President for University and Community Relations through the addition of new staff and has created new publications to communicate with the university’s various constituencies. In order to advance its connections to the community, UNLV has created the position of Vice Provost for Outreach and Cooperative Programs to enhance the university’s Extended Studies programs. The President has created the Council for University and Community Collaborations, a group whose goal is to help increase UNLV’s links to the community and to enhance the university’s role in the metropolitan area. The council is composed of university administrators, faculty, and staff as well as prominent members of the community.

The university has successfully collaborated with the Legislature, Clark County School District, other UCCSN institutions, the business community, and federal and state agencies on a variety of issues and tasks. UNLV is becoming particularly relevant to the work of the Nevada Development Authority as it partners with business leadership to create new avenues for professional workforce development and the creation of new economic opportunities. UNLV’s Downtown Center has made a significant contribution to the development of downtown Las Vegas.
By promoting quality as a central value, UNLV will become a premier metropolitan research university. UNLV has demonstrated its commitment to quality by recruiting and retaining excellent students; offering first-rate academic programs, continuing professional education and co-curricular programs; hiring and retaining talented professional and classified staff who embody the institution’s goals; and recruiting and retaining outstanding faculty who demonstrate excellence in teaching, scholarship, and service. The creation and dissemination of new knowledge by faculty and students will enhance the university’s reputation while at the same time improving the lives of the citizens of Nevada and the nation. While stressing quality in all areas, fiscal realities dictate that UNLV will give priority to carefully selected initiatives drawn from many, often competing, options. Because quality is an elusive concept, UNLV’s decision to become a “premier” institution will require carefully crafted assessment tools that establish benchmarks for measuring progress toward the attainment of excellence in all endeavors.

In the most literal sense, UNLV is an urban university existing in a rapidly growing metropolitan area whose population now exceeds 1.5 million; it is an integral part of the Las Vegas community. In addition to its educational offerings, the university plays a vital role in the economic development of the community and assumes a major role in identifying and solving many of the region’s social and environmental problems. The university offers stimulating intellectual activities, diverse cultural and arts experiences, and exciting athletic competition, all of which invite community participation.

As an urban university, UNLV must blend its aspirations with the dynamic metropolitan area in which it exists. As a member of The Coalition of Urban and Metropolitan Universities, UNLV illustrates how the creation, interpretation, dissemination, and application of knowledge are at the core of the institution; accepts responsibility for applying that knowledge to help identify and solve problems in the Las Vegas metropolitan region; and commits itself to being responsive to the needs of the community by seeking new ways of providing leadership in addressing problems through teaching, research, and service.

UNLV will advance its mission by acknowledging and responding to the nature and needs of its students, promoting programs, scholarship, and service that address local, state, and regional needs; meeting state
A university is an intellectual community in which a diverse student body, faculty, and staff engage in thoughtful debate and rigorous scholarship; it includes multiple entities unified by a shared purpose: the search for knowledge. UNLV provides educational experiences grounded in the liberal and fine arts and the sciences that encourage students to meet intellectual and ethical challenges and to lead full and productive lives.

UNLV attempts to enhance student lives and learning in many areas. The university offers excellent programs in athletics and other extracurricular activities for men and women that complement the institution's academic mission. In athletics, UNLV will offer competitive programs in all sponsored sports while modeling the positive values of the NCAA and the Mountain West Athletic Conference.

As a public university and a member of the University and Community College System of Nevada, UNLV will advance its mission by adopting policies and procedures that encourage the participation of Nevada's citizens in higher education and invite involvement in campus life through public events, cultural opportunities, and collaborative endeavors.

UNLV will continue to advance as a research institution by increasing the number of nationally known academic programs, focusing the skills of the current faculty and hiring additional faculty in areas selected for research emphasis, responding to opportunities and needs, and undertaking research that will serve the community, the state, and the nation. Much of that research will be interdisciplinary in nature. UNLV will encourage faculty and staff to seek external funding and will create a research infrastructure that will support that effort, including a research foundation under the auspices of the UNLV Foundation. The UNLV Research Foundation will contribute to economic development and diversification by applying faculty and student creative work in partnerships with various entities in the public and private sectors.

The institution recognizes that the type of scholarship and research expectations will vary from discipline to discipline. That difference must be recognized by the university reward structure, in faculty assignments, and in support for excellent programs across all colleges in the institution.
To continue to fulfill the mission of a premier metropolitan research university, UNLV will pursue the following goals:

**Goal #1: Create and Sustain a Student-Centered Learning Environment**

All members of the university community will focus on, and be committed to, student education and development by creating an environment in which learning takes place in many forms and by diverse means in interactions with students.

This student-centered culture will focus on undergraduate, graduate and professional students’ needs as lifelong learners. In this learning environment, students will be empowered to be responsible for, and involved in, their education as active players in the academic learning enterprise in order to meet their educational objectives.

In order to demonstrate its commitment to creating a student-centered learning environment, UNLV will:

- Foster and sustain an environment that nurtures students’ personal growth and supports student learning.
- Develop support systems and provide opportunities, both curricular and co-curricular, that emphasize learning and help students realize their potential by applying what they have learned in the classroom.
- Establish administrative procedures that provide convenient, seamless, high-quality accessible services with sufficient staffing to provide those services.
- Create opportunities for students that result in personal experiences that enhance the connection of the student and the campus community.
- Provide service-learning opportunities that develop leadership skills, service orientation, and responsibility among students.
- Enhance technological resources to allow students a maximum number of choices as to when, where, and how classes, programs, and services are accessed.
- Assess and address student needs to develop appropriate programs, activities, and services that will enhance retention and academic success for all students (including student athletes and other individuals involved in university-sponsored activities).
- Respond to the challenge to provide learning any time, anywhere.
- Create and facilitate activities and services for students that support positive and rewarding academic, social, and cultural learning experiences.
- Assess and respond to the physical and mental health and wellness needs of students.
- Encourage students to broaden their educational experience through participation in international educational programs.
- Provide learning opportunities, both curricular and co-curricular (including athletics), appropriate for and focused on students.
**Goal #2: Hire, Motivate, and Reward Superior Faculty, Professional Staff, and Classified Staff**

UNLV will hire, reward, and retain faculty, professional staff, and classified staff members who advance the mission of the university by successfully integrating teaching, scholarship, and service in a manner that supports student learning and the creation of knowledge.

This student-centered culture will focus on undergraduate, graduate, and professional students’ needs…

To encourage this integration, the university will:

- Encourage the broadest possible recruitment for vacant faculty and professional staff positions in order to attract the best possible candidates for positions.
- Ensure a sufficient, dedicated budget for recruitment of faculty and professional staff positions.
- Create mechanisms to ensure continued gains in diversity of faculty and staff.
- When appropriate positions are available, be flexible in hiring such as giving consideration for qualified spousal and partner hires.
- Clearly articulate guidelines for receiving merit and other rewards at all levels of the institution.
- Create clear guidelines and expectations for faculty and staff.
- Provide mentoring programs that focus on retention and development of faculty and staff.
- Provide employees with access to services and resources they need in order to meet their goals for success.
- Provide new employees with a departmental/unit orientation and a university-wide orientation soon after their arrival at UNLV.
- Create a career development path for current employees to increase the possibility of their advancement.
- Conduct exit interviews with faculty, professional staff, and classified staff who leave the university as a means of collecting meaningful data to help in improving retention.
- Initiate climate interviews or surveys with faculty, professional staff, and classified staff at specific points in their terms at UNLV.
- Be more competitive in recruiting and compensating graduate students.
Goal #3: Continue to Increase Research, Scholarly Activities to Become a Nationally Recognized Research University

UNLV will be distinguished by the quality and quantity of scholarship produced by its faculty, staff, and students; this scholarship will enhance the reputation and visibility of the university while enhancing the quality of education experienced by UNLV’s students and the quality of life of the citizens of Nevada.

In order to become a nationally recognized research university, UNLV will:

- Improve the infrastructure (labs, equipment, and computing facilities) by following recommendations from the American Association for the Advancement of Science review team that visited the campus in 2000.
- Identify and emphasize areas of research strengths.
- Build a campus culture that values research and creative work produced by individuals as well as by disciplinary and multidisciplinary teams.
- Encourage innovative interdisciplinary research when possible.
- Expand research-related support staffing.
- Enhance the journal holdings in the library to adequately support an expanded research and scholarly mission.
- Create a climate that is supportive of research and scholarship by rewarding (both monetarily and otherwise) faculty engaged in those activities.
- Hire additional senior faculty to work in conjunction with current faculty to serve as mentors for new faculty.
- Support new faculty by providing strong start-up packages and reassigned time from teaching so they can establish research programs.
- Increase involvement of students in research at both the undergraduate and graduate levels.
- Increase external support to build programs and centers of distinction.

Create a climate that is supportive of research and scholarship…
The university is developing growth and enrollment strategies that attract an increasingly diverse, talented, and academically prepared pool of applicants and is encouraging programs that serve regional needs and achieve national distinction. These students and programs will enhance teaching and research and will allow for increased collaboration between faculty and students.

Goal #4: Grow Selectively, Serve the Region, and Achieve Distinction

To attract top students and encourage program development, the university will:

- Become a Doctoral/Research-Extensive institution by 2010.
- Educate the “whole person” while preparing students for the world of work.
- Ensure that the undergraduate education offered at UNLV involves a well-rounded curriculum based in the liberal and fine arts as well as the sciences with unique opportunities for advancement in a variety of areas such as graduate studies, unique job opportunities for certain disciplines, etc.
- Continue to review and revise the core curriculum when appropriate.
- Provide programs that facilitate a career change for adult students or programs that assist students with furthering their career development.
- Develop administrative structures that encourage interdisciplinary efforts.
- Continue to actively support the growth and development of the Honors College and work to provide all students an educational experience similar to that provided by the Honors College.
- Expand international education opportunities for students and faculty.
- Expand services that support the hiring of, and provide assistance to, international scholars and students.
- Implement increasingly rigorous admission standards at both the undergraduate and graduate levels.
- Develop graduate and advanced professional programs that meet local, state, and regional needs.
- Continue to engage in a meaningful and systematic process of program review.
- Implement workload expectations and other resources equal to those of comparable institutions.

Ensure that the undergraduate education offered at UNLV involves a well-rounded curriculum…
Goal #5: Continue to Foster a Campus Environment that Respects Diversity and Free Expression

UNLV will be characterized by a civil, inclusive campus climate that demonstrates a respect for individual differences and a commitment to equity and free expression. That climate will create an environment where members of the campus community have increased awareness of diversity and the opportunity it presents.

In order to create an inclusive campus that respects diversity and freedom of expression, UNLV will:

• When possible, expand the Target of Opportunity program to include the recruitment of professional employees.
• Continue to promote diversity within the Department of Public Safety by hiring more females and ethnic minorities, emphasizing continuing diversity education programs, and encouraging alliances with other campus departments.
• Evaluate the accomplishments of campus units relative to diversity, inclusiveness, justice, and civility and use the results to help allocate resources and in program planning.
• Design a means of undertaking an institutional conversation intended to clarify the meaning of diversity and its respective goals for UNLV, to provide examples of best practices, and to create an institutional statement of understanding about diversity.
• Ensure that UNLV continues to focus on diversity in institutional planning, campus events, and retention programs as a result of the university’s commitment to the idea that diversity is an integral part of the university community.
• Honor and reward outstanding contributions by members of the campus community in promoting diversity on campus.
• Ensure that the institution is deliberate in efforts to educate UNLV students about the importance and value of diversity, to set expectations for tolerant and civil interactions, and to promote understanding about the rights and responsibilities inherent in free expression.
• Create and recommend a universal statement for syllabi that expresses the institution’s commitment to diversity, civility, tolerance, and freedom of expression.
• Sponsor a series of interdisciplinary discussions and lectures designed to educate the campus community about the rights and responsibilities inherent in free expression.
• Redesign physical spaces to invite informal conversations among members of the university community.
Goal #6: Develop a Service-Oriented, Responsive, Accountable Administrative Infrastructure

UNLV will develop administrative operations and infrastructure that further the university’s goals and provide service-oriented, responsive interactions in support of the academic mission of the institution.

To support the university’s programs and improve internal communications, UNLV will:

- Encourage the planning that this document outlines that might lead to a responsive administration.
- Conduct a series of campus environment surveys to assess the effectiveness of administrative services in order to solve problems.
- Create effective training programs open to all faculty and staff.
- When appropriate, conduct meetings, forums, retreats, lectures, and other forms of discussion to include members of the campus in the decision-making process.
- Discover and analyze problems in internal communication and create solutions to those problems.
- Analyze the university’s infrastructure to identify bottlenecks, eliminate duplication, and streamline processes.
- Create a mission statement for each campus unit. Units with existing documents should evaluate and update them.
- Produce materials that will help faculty, staff, and students understand and negotiate the university’s administrative processes.
- Create a standardized reward system for faculty, staff, and administration.
- Increase the web presence of administrators as a means of providing information both internally and externally.
- Continue to recognize academic and administrative units for better service, greater efficiency and cost savings.
- Increase the awareness throughout the campus community of the role of athletics in achieving and supporting the academic mission of the institution.
- Create a space and facilities master plan for the campus that helps improve the efficiency of campus administration.
Goal #7: Communicate and Collaborate More Effectively

UNLV will increase effective communication strategies and collaborative endeavors with members of the campus community, the surrounding community, and external constituents.

To achieve effective internal and external communication and collaborative activities, the university will:

• Commit staffing and funds to promote a carefully crafted vision and image of the university as defined by the strategic planning process.

• Plan systematically for interactions with the Legislature, Board of Regents, alumni, UNLV Foundation, government officials, and other external constituencies.

• Create a plan to communicate UNLV’s values, challenges, and successes to the broadest possible audience.

• Conduct a needs assessment to address real community needs through program offerings, service activities, and research endeavors.

• Develop a regular institutional research cycle that addresses several key areas, including the university’s reputation in the community, students’ (traditional and nontraditional) needs, retention concerns, UNLV’s economic impact, and public interests/needs the university can fulfill.

• Identify and work to remove barriers to collaboration internally and externally. Develop and/or promote clear policies and guidelines to minimize uncoordinated and decentralized responses to major institutional issues.

• Support collaborative efforts that most effectively highlight the strengths of the university, K-12 schools, other UCCSN institutions, and the business community and government agencies.

• Enhance outreach efforts like the Downtown Center and analyze the feasibility of developing branch campuses and research parks as needed.

• Identify what policies and practices are in place for partnerships and internships with the business community and how these can be maximized.

• Establish a campus intranet portal for employee information sharing and conducting business on the World Wide Web.

• Seek additional resources, both public and private philanthropic support, for activities that reflect and advance institutional goals, with special attention paid to historically ignored infrastructure issues as well as buildings.

• Showcase alumni and programs to demonstrate how university activities benefit Nevadans.

• Showcase athletes and athletic programs to illustrate the positive effects athletics have on the university and the community.

• Work to increase the communication with, and collaboration between, athletics and the community.

• Develop a program to introduce key and new community leaders to the university by bringing them on campus for tours and presentations on UNLV that explain how the community can benefit from the existence of the campus.

• Identify, prepare, and place selected employees in key community organizations to further gather and disseminate accurate information about the university.

• Establish a campus visitors center that serves the various roles of centralizing the recruitment visitations, making essential business easier to transact, and displaying UNLV’s history and accomplishments to the public.

• Develop a web-oriented help guide that provides an outline of the university’s governance system including lists of all college and university committees and their responsibilities.
Goal #8: Develop a Strong, Service-Oriented, Flexible Information Technology Infrastructure

UNLV recognizes the increasingly significant role technology plays in the university and is committed to developing a strong, service-oriented, flexible information infrastructure that will support the institution’s mission and goals.

In order to support and enhance teaching, research, creative activities, and administrative services through the effective management and use of information technology resources, the university will:

- Develop, maintain, and enhance easy-to-use applications and information systems that help create an efficient and adaptable administrative support infrastructure and meet the changing and specialized needs of students, faculty, and staff.
- Develop and implement an active, coordinated, and comprehensive assessment program that evaluates the impact of computing resources and services on teaching, learning, and research and provides significant user input in planning for enhanced access to information resources and computers.
- Develop mechanisms for involving appropriate campus groups in planning and policy development involving information technology and for communicating information about technology issues to the campus community.
- Create an infrastructure that will allow for the maximum flexibility in the adoption and use of technology—create a plan that allows for innovation and adapts to change.

- Develop services and programs that maximize the innovative and flexible technological infrastructure of the Lied Library and the technological experience and expertise of its staff.
- Create policies, procedures, and funding mechanisms that ensure new building projects and major building renovations include provisions for hardware, software, and technological support for the faculty, staff, and students in those buildings.
- Develop, maintain, and continuously upgrade a research computing environment designed to support the high-speed computational, communication, and educational needs of students and faculty engaged in research and creative activities.
- Secure ongoing funding for support of the information technology infrastructure through existing budgets, new resource requests, recharge mechanisms, and other appropriate measures.
- Continue to develop, maintain, and upgrade all campus systems to keep pace with both campus demand and changing hardware and software technologies.
- Increase access to and support for state-of-the-art computer laboratories and computer-based teaching facilities for students and faculty from all academic disciplines.
- Provide students and faculty state-of-the-art equipment and instructional technology services to meet their current educational objectives, and assist them in incorporating new technologies and delivery methods into the classroom environment.
- Create plans and secure funding that make it possible to replace classroom technology; student, faculty, and staff computers; and network equipment in a systematic manner.
- Seek ways to upgrade development machines, software, and the support required to keep the Office of Information Technology at the cutting edge of technologies to support the campus community.
- Appoint a technology officer to oversee technology across campus.
- Develop instructional programs that are less restricted by time and place than courses and programs delivered by traditional means.
- Provide funding to develop and maintain systems that ensure that the campus technology infrastructure is secure.
- Hire and retain a flexible, well-trained, service-oriented technology staff equipped with the tools and expertise needed to assist students, faculty, and administrative staff in meeting their technological needs.
- Provide technological resources, training, and services to support the introduction of technology into the curriculum and the use of technology in the preparation and delivery of course materials.
- Coordinate the efforts of all web-based activities on campus to ensure easy access to electronic information, provide tools for interactive web environments, and secure the resources necessary to stay abreast of the increasing use of the web for academic and administrative functions.
CONCLUSION

This document provides a broad outline for UNLV’s growth and progress in the coming years. The document is not meant to be a rigid recipe for the future but rather one with the flexibility to adapt and grow with the institution. It has carefully extended the ideas and goals of the previous planning document while adding much that is new to reflect the changes in the institution. The past seven years have been a time of tremendous growth and change on the campus. UNLV is a far different institution from what it was in 1995. This document reflects those differences, but it also emphasizes the core values of the institution, such as increasing its reputation in scholarship while at the same time working to maintain quality education for both undergraduate and graduate students, serving as a resource to the community and state, and providing an atmosphere in which students can learn the skills necessary to be effective citizens in the 21st century.

Drama students received international experience performing on stage in Delphi, Greece.
The University and Community College System of Nevada’s master plan for higher education includes an improved and discrete mission differentiation for its member institutions. As part of that process, as well as internal planning initiatives, UNLV’s senior leadership has been working with a broad and diverse group of approximately 150 faculty members to identify major research strengths that characterize the contribution of UNLV to Nevada and the nation. The UNLV process has identified a number of Macrothemes or clusters that effectively describe current and emerging academic research strengths on the campus. Many of those Macrothemes illustrate the interdisciplinary research on campus and the ways that UNLV is working with members of the community.

The process that led to the identification and development of the Macrothemes began during the 2000-2001 academic year when President Harter called a series of “Think-Tank” sessions with faculty and administrators, mainly from the Colleges of Science and Engineering. Those sessions were designed to explore emerging research opportunities for UNLV. Subsequently, at the Provost’s Planning Retreat for the Academic Council in the summer of 2001, the concept of Macrothemes was discussed and the number of themes expanded. Since that time, the Macrothemes have been further defined through faculty input and campus discussion. The Macrothemes listed in this document will evolve and may grow in number as the institution expands and the research interests of the faculty evolve. The list of Macrothemes and their descriptions will continue to be a work in progress in the future.

The following Macrothemes have emerged from campus discussions:

I. **Hospitality, Gaming, Tourism, Recreation and Entertainment Management** analyzes how current and emerging technologies are used to support operations in hospitality management and the performing arts. These activities include efforts in the entertainment
industry involving the design and control of lighting systems, robotics and animatronics; development of control systems; and the use of virtual reality to enhance entertainment value. Examples of current partnerships with UNLV include the Entertainment Development Corporation and Citibank's support of the Professional Film Crew Training Program and Westwood/Viacom's support of research in the creative use of computer technology in the arts and architecture.

II. Arid Lands Environmental Science, Policy and Engineering represents interdisciplinary research that focuses on the Mojave Desert and, by extension, to all arid lands in the world in order to assess the effects of expanding urbanization and increased population on fragile desert environments. Examples of UNLV research efforts include critical analysis of seismic risk in the Las Vegas Valley, biotechnology programs for experimental propagation of exotic plant species, organically produced new chemical and biological sensors for environmental pollutants, and watershed management as a tool to reduce flood-hazard potential.

III. Language, Literature and Communication combines the fundamental elements that form the basis of human communication, the transmission of knowledge, and the vehicles through which new knowledge is created and disseminated. This involves exploring the concept of literacy in its many applications; improving the quality of life by encouraging literacy and language fluency; promoting literate citizens with the ability to identify, assess, critically evaluate and use information in its various formats; ensuring the availability and creation of literature; helping individuals understand cultural differences by improving communication; and preparing professional communicators who effectively use a variety of media. Research and creative activities include programs such as the International Institute of Modern Letters, the English Language Center, the Arnold Shaw Center for Popular Music, the Literacy Development Program, and television and radio productions in the Hank Greenspun School of Communication.

IV. Social and Urban Issues: Outreach and Collaborations work with and in a diverse community to address critical social and urban problems. The goal of this effort is to reach out to and collaborate with community partners to identify and solve social and urban problems, focusing on issues such as child welfare, provision of health services, urban growth and development, public leadership, assessment of public programs and projects, and criminal justice practices. Examples of UNLV's efforts in this area include the Animal Shelter Program; Nevada Institute for Children; the Center for Individual, Couple, and Family Counseling; Metro Mental Health Task Force; and the Safe Communities Partnership.

V. Informatics focuses on the convergence of information, data, and communications technology. This convergence is evident in integrated personal devices for telephone and video communication that are reshaping society in electronic communication as well as entertainment, health, and lifestyle changes. New developments are driven by computing and information science and are becoming essential within virtually all academic disciplines and sectors of society. Examples of this kind of research and creative activities include the use of computer
graphics in media and film, information overload and data visualization, electronic journals, information security, synthesis of bio- and information technology in smart chips that detect toxic substances, use of geographical information systems (GIS) to improve local and regional planning, remote consultation and diagnosis in medicine and dentistry (telemedicine) enabled by Internet, and data mining to unravel behaviors so complex that computer processing is the only means to achieve understanding.

VI. The Analysis and Preservation of History, Culture, and Society analyzes and documents social, cultural, economic, and historical patterns enhancing our ability to understand the past, present, and future. These programs emphasize the collection of data and the subsequent management/archiving of that data. Examples of current programs include the Women's Research Institute of Nevada; oral history projects about Las Vegas, Lake Mead, Nevada Veterans, Nevada Women, and the Nevada Test Site; the Center for Democratic Culture; the Gaming Studies Research Center; Nevada Desert Cultures Curriculum; and History of the American West, Las Vegas, and the local and regional environment.

VII. School Improvement, Assessment of Learning, and Educational Research provides leadership in understanding the role education and learning play in individuals throughout their lives. Emphasis will be placed on developing the potential for Nevada's citizens to be informed and self-sufficient learners living in and contributing to the development of healthy learning communities. This effort is based on preserving and enhancing a seamless view of education from preschool through higher education and from students learning in school to the preparation of teachers, school leaders, and university faculty. In all of these activities, there is a natural intersection between efforts to improve education practices, assess learning, and conduct systematic research and evaluation studies to determine what makes a difference in teaching and learning in a variety of disciplines such as science, math, and English.

VIII. Biomedical and Health Sciences/Biotechnology provides a broad array of research and creative activity into understanding the causes, treatments, and cures of human diseases as well as development of strategies promoting and maintaining human health. Examples of current research and creative activity include mechanisms underlying the development and treatment of cancer; applications of biotechnology to forensic science; innovations in prosthesis design, forensic dentistry, and mobile testing of student oral health; environmental toxicology and health; and environmental health promotion.

IX. Business and Economic Development, Diversification, and Management evaluates the factors and processes within a community that determine job creation, increase job skills and wages within the labor force, and promote development of regional industries and businesses. Research in this area provides critical analysis, business advice, and technological expertise about economic trends and technical needs to local and regional stakeholders such as city, county, and state governments; development authorities; enterprise corporations; and area chambers of commerce. Examples of such groups include the Center for Energy Research, Center for Workforce Development and Occupational Research, Lied Institute for Real Estate Studies, Cannon Center for Survey Research, Center for Health Information Analysis, and the UNLV Research Foundation.
X. **Energy and Material Science**

A. **Renewable Energy and Alternative Fuel Sources**

explores the richness of Nevada’s natural energy resources, including wind, solar, biomass, and geothermal, that can be used to meet the energy needs of the region and nation. Research activities and academic programs in this area focus on the development of alternative fuels, energy conservation, energy-efficient transportation systems, enhanced fuel cycles, and environmentally friendly energy production.

B. **New Materials and Composites** involves experimental, analytical, and theoretical work on the component materials of natural and man-made systems ranging in size from the micro (organic light-emitting devices, chemically specific sensors, and stockpile and waste-form materials) to the macro (construction materials, composites, smart materials, explosives, and geologic formations). This research serves to evaluate factors influencing disposal of hazardous materials, optimize manufacturing practices, enhance performance of components in industrial processes, and contribute to Nevada’s economic diversification through the development of sophisticated technologies such as nanotechnology.

XI. **Development and Protection of Community Infrastructure: Ensuring Homeland Security** responds to the national demand for improved training and research associated with threats to the safety and stability of community infrastructure. This area focuses on multidisciplinary approaches to homeland security, including emergency response and management by fire and police; public transportation; public health and bioterrorism; engineering and construction; and strategies to ensure efficient interactions of local, regional, and national governments.
In 2002, the Regents of the University and Community College System of Nevada approved a Master Plan for Higher Education that included six interrelated goals that will serve as a framework for higher education in Nevada in the future. Those goals include:

**Goal #1: A Prosperous Economy**
Through instruction, research, and service, higher education in Nevada will be an essential element in developing and sustaining a strong, dynamic, knowledge-based economy for Nevada.

**Goal #2: Quality Education**
Nevada’s system of higher education will provide consistently excellent learning experiences for its students through instruction, research, and service.

**Goal #3: Opportunity for All**
Nevada’s system of higher education will increase the overall participation and success of Nevadans enrolling in higher education at all levels of education and in all ethnic groups.

**Goal #4: Accessible Education**
Nevada’s system of higher education will provide programs and services that address the unique educational needs of a highly diverse and non-traditional population.

**Goal #5: P-16 Education**
Higher education will increase its partnerships with the K-12 system to ensure the cooperative delivery of education from pre-kindergarten through college degrees.

**Goal #6: Building Quality of Life**
Higher education in Nevada will be instrumental in advancing society’s objectives and enriching the lives of Nevada’s citizens.
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