July 2, 1996

To All Members of the UNLV Community:

The future of UNLV as a premier urban university with a new mission statement and goals for the decade was endorsed at the June meeting of the Board of Regents. This document, which resulted from a year-long, institution-wide series of intense discussions, charts UNLV's course for the next ten years. As President, I am committed to implementing the goals established by UNLV's faculty, students, staff, alumni and community leaders.

When I came to UNLV a year ago, I found an institution and people eager to discover and articulate shared purposes and grateful for the opportunity to talk about and help shape the university's future. My role has been to facilitate a process in which these interactions could occur and the goals of this fine faculty and staff could emerge.

I look forward to helping create opportunities that reflect the goals described in this planning document. As an institution, we now enter the second phase of the planning process—one in which we will set priorities among these many goals and allocate resources to realize them. Individual units on campus will be asked to articulate goals that will further the university's mission as well as their own. We expect the conversations about our future to be continuous and productive.

If you have questions or comments about this document or about the institution's planning process, please call Dr. Rebecca Mills, the university's planning officer, at 895-9561. In closing, I would like to thank and compliments the campus community for its work on this document, and I look forward to collaborating with all of you to achieve these goals.

Sincerely,

[Signature]

Carol C. Harter
President

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The University of Nevada, Las Vegas, located in the vibrant and dynamic city of Las Vegas and surrounded by the Mojave Desert, is emerging as a premier urban university. UNLV's development embraces the traditional values of higher education adapted for the global community of the 21st century. The university increasingly will concentrate its resources on programs that are student centered, demonstrably excellent, and responsive to the needs of the local and regional community.

UNLV promotes an environment that encourages the full personal and professional development of those it serves and of those who serve the university. UNLV assists students in meeting the intellectual and ethical challenges of responsible citizenship and a full and productive life through opportunities to acquire the knowledge and common 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 is committed to developing a synergy between professional and liberal studies, between undergraduate education and graduate programs, and between superior teaching and meaningful research. UNLV increasingly is a dynamic resource for, and partner with, the community that it serves.
In its brief history, the University of Nevada, Las Vegas (UNLV) has developed from a southern regional division of the University of Nevada with forty-one students, three faculty, and one building to the state's largest comprehensive, doctoral-degree granting institution with almost 20,000 students, 612 full-time faculty, and 62 buildings. The university continues to value its original mission to be a center of academic excellence in southern Nevada; however, as southern Nevada and the university have grown, UNLV has expanded its mission to include a broad array of opportunities for students who come to Las Vegas, literally, from around the world.

Entrepreneurial spirit has led to such distinctive accomplishments as a world-class College of Hotel Administration, innovative desert environment programs, expanding international education opportunities, and numerous interdisciplinary offerings and research centers.

Campus and community leaders currently are exploring possibilities for a law school, a professional practice school, and a rapidly developing international gaming institute. When feasible, the entrepreneurial spirit that has characterized UNLV will continue to be rewarded; however, as the university faces competing demands for resources, UNLV will more consciously shape its future according to established goals.

The hiring of a new president, fiscal and accountability issues facing American higher education generally, and the advent of a new millennium precipitated a year-long, campus-wide planning process in which faculty, students, staff, and alumni participated. In discussions the phrase “premier urban university” emerged; this description of the future forms the cornerstone of the university's strategic plan. UNLV will be distinguished by its commitment to both student focus and research productivity, by its excellence in both liberal studies and professional education, by its emphasis on both traditional
values and global citizenship, and by its attention to both local needs and international concerns.

This planning document describes UNLV as a premier urban university, articulates goals for achieving that status, and specifies actions for reaching the goals. It explains how UNLV's goals fit with the strategic directions adopted by the Board of Regents for the University and Community College System of Nevada (UCCSN) and summarizes the campus process used for planning.

to offer first-rate academic, continuing professional education, and co-curricular programs; and to recruit and retain faculty who exhibit excellence in teaching, scholarship, and service. The creation and dissemination of new knowledge will enhance the university's reputation. While stressing quality in all areas, fiscal realities dictate that UNLV give priority to initiatives selected 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.

**URBAN**

In the most literal sense, UNLV is an urban university existing in a rapidly growing metropolitan area whose population now exceeds one million. UNLV is an integral part of the city of Las Vegas; in addition to important educational offerings, the university provides stimulating intellectual activity, 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 metropolis in which it exists. Therefore, UNLV will advance its mission as an urban university by acknowledging and responding to the nature and needs of its students; by promoting programs, scholarship, and service that address local, state, and regional needs; by meeting state and regional higher education and work force needs in direct and demonstrable ways; and by developing synergistic, collaborative relationships with individuals and entities from the surrounding community.

**PREMIER**

By promoting quality as a central value, UNLV will become a premier urban university. Commitment to quality will be demonstrated by efforts to recruit and retain the best possible student body;
Rapid growth, a desert and an urban environment, and the ubiquitous gaming industry bring with them both significant rewards and daunting challenges. For example, the region needs classroom teachers, water resource managers, architects, and health care professionals at the same time it needs hotel administrators, gaming managers, and transportation engineers. In response, the university’s programs will address carefully identified community needs, and UNLV’s faculty and students will engage in research and service that focus on enhancing the quality of life of the residents of the state and improving the economy of the state, region, and nation.

UNIVERSITY

A university is an intellectual community where a diverse student body, faculty, and staff engage in thoughtful debate and rigorous scholarship; it includes multiple entities (the modern "multiversity") unified by a shared purpose ("uni"). 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.

As a public university and as a member of the University and Community College System of Nevada, UNLV will address 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.
GOALS FOR UNLV

To fulfill the mission of a premier urban university, UNLV will pursue the following goals:

Goal #1
Become More Student Focused

All members of the university community will focus on and be committed to student learning and development; they will place students at the center of what they do and how they think, thereby creating a true learning community within which UNLV's students can meet their educational objectives.

Goal #2
Hire, Motivate, and Reward Superior Faculty

UNLV will encourage and reward faculty members who best integrate teaching, scholarship, and service in support of student learning and the creation of new knowledge.

Goal #3
Increase Research, Scholarly Activity, and National Recognition

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

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

The university will develop growth and enrollment strategies that attract an increasingly diverse and talented pool of applicants and encourage programs that serve regional needs and achieve national distinction.

Goal #5
Create an Inclusive and Just Campus Environment

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.

Goal #6
Develop a Service-Oriented, Responsive, Accountable Administration

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

Goal #7
Become More Student Focused

All members of the university community will focus on and be committed to student learning and development; they will place students at the center of what they do and how they think, thereby creating a true learning community within which UNLV's students can meet their educational objectives.

ACTION ITEMS

UNLV will demonstrate its commitment to focus on students by:

- welcoming students to a learning community through meaningful orientation activities.
- educating the university community about student centeredness and about the responsibilities inherent in this concept for students, faculty, and staff.
- providing learning opportunities, both curricular and co-curricular (including athletics), appropriate for and focused on students.
- setting high expectations for students in order to foster student success.
- using technology and innovative approaches to enhance student learning.
- using technological resources to expand instructional strategies and to deliver UNLV education to audiences unable or unwilling to travel to the campus for traditional classes, services, and cultural opportunities.
- developing leadership skills and service orientation among students.

A GROWING EMPHASIS ON STUDENT INVOLVEMENT
• improving retention efforts by assessing and addressing student needs and providing a comprehensive, effective advisement program.

• providing student services that emphasize student centeredness.

• assessing and responding to the health needs of students.

• exhibiting flexibility in scheduling classes and services.

• providing students with access to the services and resources they need in order to meet their goals for success.

**Goal #2**

**Hire, Motivate, and Reward Superior Faculty**

UNLV will encourage and reward faculty members who best integrate teaching, scholarship, and service in support of student learning and the creation of new knowledge.

**ACTION ITEMS**

To encourage this integration, the university will:

• establish a Center for Teaching and Faculty Development that will assist faculty to achieve the highest quality teaching, scholarship, and service.

• sponsor a university teaching forum that will encourage conversations about and support for teaching.

• provide meaningful orientation, evaluation, and supervision of instruction (faculty, part-time instructors, graduate assistants).

• articulate clear guidelines and expectations for faculty.

• communicate the importance of teaching in the hiring process and through early mentoring.

• provide mentoring programs that focus on retention of excellent faculty members.

• foster support for integrating scholarship, teaching, and service and revise the reward structure to encourage and reward successful integration.

• provide faculty with access to services and resources they need in order to meet their goals for success.

• support and encourage faculty who make exemplary contributions to students, to the university, and to the advancement of knowledge.

• support and reward faculty who create inclusive learning environments.

• encourage collaboration and outreach beyond disciplinary lines.

• make hiring, promotion, and tenure decisions at the institution level that encourage integration in support of student learning.
Goal #3
Increase Research, Scholarly Activity, and National Recognition

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

• promote and reward scholarly activities that support the goals and mission of the university.
• reward faculty who enhance the university’s reputation through scholarship.
• encourage faculty to seek federal research funding.
• develop and promote individual and collaborative research programs.
• encourage research that addresses the needs, enhances the quality of life, and/or improves the economy of the region.

• integrate effectively the goals of research and student learning.
• encourage the involvement of students in research activity.
• confer fifty or more doctoral degrees annually by the year 2005.
• increase by two to three times the total external funding from sponsored research by the year 2005.

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

The university will develop growth and enrollment strategies that attract an increasingly diverse and talented pool of applicants and encourage programs that serve regional needs and achieve national distinction.

ACTION ITEMS

To be distinguished for scholarship, UNLV will:

• provide a climate that is supportive of research and scholarship.
• create a first-rate library that advances the scholarship, research, and creative activities of students and faculty alike.
• develop a first-class infrastructure to support research.

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

• educate the “whole person” while preparing students for the world of work.
• deliver an undergraduate curriculum grounded in the liberal and fine arts and the sciences with opportunities for professional study.
• design a core curriculum that provides common experiences for all UNLV students.
• provide programs that facilitate career change and development.
• develop administrative structures that encourage interdisciplinary efforts.
• expand international education opportunities for students and faculty.
• manage growth and increase selectivity through recruiting practices targeted at both undergraduate and graduate levels.
• choose carefully among opportunities and develop graduate and advanced professional programs that either meet local, state, and regional needs or move the institution toward its goal of evolving as a nationally recognized research university.
• engage in a meaningful and systematic process of program review.

Goal #5
Create an Inclusive and Just Campus Environment

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.

ACTION ITEMS
To foster a civil, inclusive institution, UNLV will:
• foster a campus environment that respects diversity.
• assess and reward efforts to promote diversity, tolerance, and free expression.
• establish a Task Force on Campus Culture, Equity, and Environment.
• recruit and retain a more diverse student body, faculty, and staff.

• create programs to promote the hiring and retention of women and minority faculty in disciplines where they traditionally are underrepresented.
• provide access and support for underrepresented groups.
• establish a core curriculum that promotes attitudes of tolerance for and appreciation of difference and provide other curricular offerings that address issues of diversity, openness, and inclusiveness.
• educate the university community about the rights and responsibilities inherent in free expression.
• provide programs that enhance campus awareness of diversity issues and celebrate the accomplishments of the diverse campus population.
• promote understanding through opportunities for conversation among members of the university community.
• ultimately work to bring people of diverse cultures into a true community of learners who share fundamental values.

Goal #6
Develop a Service-Oriented, Responsive, Accountable Administration

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

ACTION ITEMS
To support the academic programs of the university and improve internal communication, UNLV will:
• develop an infrastructure, with key appointments, that supports institutional goals.
• establish and communicate service goals for all administrative offices.
• implement an on-going planning process that includes an agenda for assessing progress toward goals.

• establish an organizational process for decision-making that integrates planning and resource allocation.

• organize academic and administrative units for better service, greater efficiency, and cost savings.

• enhance efficiency and effectiveness of work across traditional organizational lines.

• develop a common understanding of shared governance.

• develop a process for the assessment of administrative services.

• create a transparent and unified electronic communication system that facilitates internal communication.

• promote the use of technology by creating a "one-stop", user-friendly office for information technology services.

• establish a marketing 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.

• identify and work to remove barriers to collaboration.

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

• seek additional resources, both public and private, and philanthropic support for activities that reflect and advance institutional goals.

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

Goal #7
Communicate and Collaborate More Effectively

UNLV will develop effective communication strategies and collaborative endeavors with the surrounding community and external constituents.

ACTION ITEMS

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

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

• plan systematically for work with the legislature, Board of Regents, alumni, and UNLV Foundation.
THE NEXT TWO YEARS

Goal #1  
Become More Student Focused

- revise the orientation program.
- begin a systematic assessment and retention program.

Goal #2  
Hire, Motivate, and Reward Superior Faculty

- establish a Center for Teaching Excellence and Faculty Development.
- revise the reward structure to reflect values consistent with the commitments in this plan.

Goal #3  
Increase Research, Scholarly Activity, and National Recognition

- establish a Center for Applied Research.
- increase external funding from sponsored research.
- continue to value and reward research in traditional areas of humanities, social and natural sciences.

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

- complete the review and revision of the core curriculum to ensure shared intellectual experiences grounded in the liberal arts and sciences.
- monitor and evaluate the program review process with the goal of ensuring academic quality and relevance to institutional goals.

Goal #5  
Create an Inclusive and Just Campus Environment

- establish the Task Force on Campus Culture, Equity, and Environment.
- increase the number of underrepresented students, faculty, and staff.
Goal #6
Develop a Service-Oriented, Responsive, Accountable Administration

- begin systematic, institutional assessment.
- appoint a Vice Provost for Information Technology, a Dean of Enrollment Management, and a senior-level officer responsible for enhancing communications to both internal and external constituencies.
- create an on-going University Planning Council and identify modest venture capital to advance goals through competitive program proposals.

Goal #7
Communicate and Collaborate More Effectively

- appoint a liaison to local and state governments.
- establish a Professional Practice School in collaboration with the Clark County School District.
- work to achieve articulation agreements with UCCSN community colleges and other joint programs that enhance student participation and effective resource use.
DIRECTIONS FOR THE NEXT DECADE

SYSTEM GOALS

The University and Community College System of Nevada first adopted Strategic Directions in 1992. In April 1996, the UCCSN Board of Regents revised the system's vision document and set priorities for Nevada higher education for the next decade. Goals articulated in the UNLV planning process are consistent with system goals for undergraduate access and growth; research, graduate, and professional education; and state needs.

In addition, the system set five strategic directions in areas considered to be principles of good practice. Those directions—accountability, planning, resources, technology, and productivity—also are reflected in UNLV's goals and action items. Appendix A reports the correspondence between UCCSN and UNLV goals.

PLANNING PROCESS

During the search for a new president in 1995, UNLV prepared a "Statement of Desired Presidential Leadership Characteristics." Among several specified characteristics, the document stated that, "UNLV's next president will know how to provide the leadership to establish procedures for institution-wide assessment of program strengths and needs, development of University-wide priorities, and creation of overall consistency and growth." When Dr. Carol C. Harter was appointed President of UNLV, she highlighted a systematic planning process as one of her goals for the institution. As a result, in August 1995, consultants from the Pew Higher Education Roundtable facilitated a two-day retreat for 105 UNLV students, faculty, staff, and alumni (see Appendix B). Discussion at the retreat focused on the challenges facing UNLV in the next decade.
In September, retreat participants met with President Harter to discuss issues raised during the retreat. At that meeting, the President invited individuals who were interested in serving on a planning committee to apply. Within the same month, President Harter convened two campus fora to encourage other members of the campus community to participate in the discussion and, following those sessions, appointed the UNLV Task Force for Planning, a 45-member group (see Appendix C).

During fall meetings, Task Force members deemed fourteen theme areas critical. The areas were student centeredness, student learning and assessment, co-curricular activities, athletics, faculty, teaching, scholarship, graduate and professional education, access and diversity, growth and enrollment management, communication within the university, external communication and outreach, articulation and collaboration, and technology. President Harter appointed writing teams of faculty, staff, and students (see Appendix D) to compose white papers on each theme area as well as a committee to draft a revised mission statement. Committees were asked to consider their areas in terms of UNLV’s past, present, and future and to propose appropriate goals.

In November, the President appointed Dr. Rebecca Mills, Associate Professor of Instructional and Curricular Studies, as Special Assistant to the President for Planning, Assessment, and Institutional Research. Through regular Task Force meetings and discussions, the themes were expanded and shaped into goals and action items in the white papers. Drafts of the papers were presented in January 1996, to the Task Force and were revised following written responses, discussion, and debate.

In February, the Pew Higher Education Roundtable facilitators and campus participants reconvened to discuss drafts of the mission statement and the white papers and to consider the goals proposed for UNLV. Following that retreat, President Harter held a campus forum on planning to summarize the Roundtable discussions and Task Force deliberations. At the forum, she presented and defined the phrase, "premier urban university" and encouraged continued campus participation in the planning process.

In March, drafts of a summary planning document, goals, action items, and white papers were widely distributed on campus. Letters were sent to all university employees and to student and alumni leaders to invite their response to the documents and their participation in campus discussions of the plan.

Two campus-wide discussions held in April provided opportunities for faculty, staff, and students to ask questions, share concerns, or express opinions. In addition, individuals provided written assessments.

In June 1996, the summary planning document will be presented to the Board of Regents for their consideration. Once approved, a final document will be prepared that will be shared with all members of the university community as a part of the President’s State of the University Address in September 1996.
## APPENDIX A

This chart compares the University and Community College System strategic directions with the proposed UNLV mission statement and goals.

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Pew Higher Education Roundtable
Campus Participants

Robert A. Albers, Professor, Finance
Robert J. Ackerman, Vice President for Student Services
Fred C. Albrecht, Executive Director of Alumni and Community Relations
Michael D. Alcorn, Assistant Dean, College of Architecture, Construction Management and Planning
Joe D. Aldridge, Assistant Professor, Theatre Arts
John R. Amend, Associate Vice President for Administration
Penny S. Amy, Professor, Biological Sciences
Dale G. Andersen, Dean, College of Education
Bernardo T. Arruza, Assistant Professor, Anthropology
Martl N. Ash, Assistant to the Vice President for Finance and Administration
Donald H. Baeppler, Interim Associate Provost for Research
Guy Bailey, Dean, College of Liberal Arts
Michael Beale, Student, History
Judy M. Belanger, Director, Student Financial Services
Cheryl L. Bowles, Associate Dean, Graduate College
Barbara G. Brents, Associate Professor, Sociology
Pearl Brewer, Associate Professor, Hotel Management
David M. Brown, Assistant Director, Residential Life
Warren Burggren, Interim Dean, College of Science and Mathematics

Randy Campanale, Alumnus
Cynthia P. Carruthers, Assistant Professor, Sport and Leisure Studies
Charles Cavagnaro, Director, Athletics
David J. Christenson, Dean, Hotel Administration
Sue Fawn Chung, Associate Professor and Chair, History
Kari C. Coburn, Director, Institutional Analysis and Planning
William G. Culbreth, Associate Professor, Civil and Environmental Engineering
Leslie E. Cummings, Professor, Food and Beverage Management
Wm. Ted Cummings, Interim Dean, College of Business and Economics
Cori Davis, Student, Biology
James E. Deacon, Distinguished Professor, Environmental Studies
Lauren N. Dean, Director, Management Services
Leesa G. Dillman, Assistant Professor, Communication
Martha East, Student, Hotel Management
Jose Escobedo, Director, Human Resources
Ronald A. Farrell, Professor, Criminal Justice
Douglas Ferraro, Provost
Kristen G. Fisher, Chair, Classified Staff Council and Management Assistant, Dean's Office, College of Science and Mathematics

Nancy M. Flagg, Special Assistant to the Provost
Thomas M. Flagg, Director, News and Public Information
Joseph A. Fry, Executive Assistant to the President
John F. Gallagher, Executive Director, UNLV Foundation
Joseph T. Gilbert, Assistant Professor, Management
Lawrence A. Golding, Professor, Kinesiology
Leonard E. Goodall, Professor, Public Administration
Jeffrey S. Halverson, Dean, Admissions and Records
Kenneth M. Hanlon, Associate Provost for Academic Budget and Facilities
Ken Harlan, Chair, Graduate Student Association
Wellijia Y. Haton, Director, Multicultural Student Affairs
Carol C. Hatte, President
William C. Healey, Professor and Chair, Special Education
Carla M. Henson, Assistant Director, Human Resources
Pamela Hicks, Alumna

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Len Zane, Director, Honors Program
Appendix C

UNLV Task Force for Planning
1995-96
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Michael D. Alcorn, Assistant Dean, College of Architecture and Planning Management
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Pearl Brewer, Associate Professor, Hotel Management
Warren Burggren, interim Dean, College of Science and Mathematics
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Sue Fawn Chung, Associate Professor and Chair, History
Kari C. Coburn, Director, Institutional Analysis and Planning
Leslie E. Cummings, Professor, Food and Beverage Management
Wm. Ted Cummings, Interim Dean, College of Business and Economics
James E. Deacon, Distinguished Professor, Environmental Studies
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Kristene G. Fisher, Chair, Classified Staff Council and Management Assistant, Dean's Office, College of Science and Mathematics
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Rockelle Sax, Sergeant University Police
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Neal B. Strudler, Associate Professor, Instructional and Curricular Studies
Lori L. Temple, Associate Provost for Academic Affairs
Susan Thompson, Director, International Programs
Len Zane, Director, Honors Program

Appendix D

Mission Committees
Mission Statement and White Papers

Access and Diversity
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Cheryl Bowles, Associate Dean, Graduate College
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Len Zane, Director, Honors Program
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*Committee Co-Chair

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