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<td></td>
<td>(a) Update the web page to follow University guidelines.</td>
<td></td>
<td>• Work with FS Executive Committee to develop a plan to restructure the FS website that includes the freedom of the Senate to adjust content. (Michael and Anjala)</td>
<td></td>
<td>*Website was discussed as a priority item at Senior Senator meeting in November, and a formal meeting is scheduled for December regarding plan and timeline for new website.</td>
<td>*See report: FS Webpage 2016-17 ISG 1-1.</td>
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<td>(b) Develop and implement a faculty senate dashboard/feedback portal to enhance shared governance decision making.</td>
<td></td>
<td>• Develop and implement a faculty senate dashboard and feedback portal to enhance shared governance and faculty participation. (Michael and Anjala)</td>
<td></td>
<td>*A discussion regarding allocation of resources is planned for 12/14.</td>
<td>*Conducted a needs assessment</td>
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<td></td>
<td>• Meet in November to formulate a plan for the allocation of necessary resources.</td>
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<td>Dashboard:</td>
<td>*Thorough review of the Faculty Senate websites of institutional peers and aspirational research universities.</td>
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<td>• Further process for staff to share concerns (retaliation). (Nancy/Diane Chase)</td>
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<td>*Contingent upon completion of website.</td>
<td>*The new design was created and new website content was generated.</td>
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<td>• Continue with establishing a summer internship to work on projects with senate chair and executive council. (Michael and Anjala)</td>
<td></td>
<td>Working on finalizing the bulk of the stated goals.</td>
<td>*Working to ensure that a communications/updates page and other sections of the website would be directly accessible to Senate staff members and/or members of the FS Executive Committee for immediate posting of new material without requiring the submission of a work request to Web Communications.</td>
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<td>• Senate “farm system” (committees); drawing from committees to serve on the senate.</td>
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<td>*Met with Faculty senate (FS) chair on 10/5/2016 to review ISG goals for upcoming year and discussion of next steps for achieving stated goals.</td>
<td>*Discussions with the Deans and Senior Senators has progressed throughout the course of the year and each group is working towards building a foundation for collaborative communication.</td>
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<td>• Feedback portal (when implemented).</td>
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<td>*FS chair is meeting with senior senators (SS) monthly and discussing topics relevant to shared governance, academic freedom, and Top Tier.</td>
<td>*Administrative Faculty Senators and AFC elected members had list serves created for their unique areas of representation. Began using successfully in October, 2016, with improved overall communication to constituents.</td>
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<td>(a) Recommend the selective inclusion of senator membership in unit executive committees to ensure senate-to-unit communication.</td>
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<td>ISG K3</td>
<td>ISG A2</td>
<td>*Discussions with the Deans and Senior Senators</td>
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<td>(b) Continue senate and administrative collaboration to foster faculty participation in shared governance.</td>
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<td>ISG A3B</td>
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<td>(c) Develop plans for fundraising and communication strategies.</td>
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<td>Working on finalizing the bulk of the stated goals.</td>
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<td>*Met with Faculty senate (FS) chair on 10/5/2016 to review ISG goals for upcoming year and discussion of next steps for achieving stated goals.</td>
<td>*Administrative Faculty Senators and AFC elected members had list serves created for their unique areas of representation. Began using successfully in October, 2016, with improved overall communication to constituents.</td>
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## Infrastructure and Shared Governance

### 2-1 Technology infrastructure: Finalize and implement the IT Master Plan.

**Led by:** Nancy Rapoport  
**Subcommittee:** Diane Chase and Lori Temple

**2016-2017:**
1. Finalize the implementation of the IT Master Plan.  
2. Determine appropriate funding sources for improving tech infrastructure.  
   - Work with Action Item #5(c) to (a) create identity management, and  
   - (b) create document management.  

**Cross-Reference:** ISG A6  
**December 2016 Update:** OIT is handling this project, and the plan is nearly final.  
**April 2017 Update:** *See report: IT Master Plan 2016-17 ISG 2-1.*  
- Fall 2016, secured final approval of the plan.  
- Began plan implementation in December 2016.  
- Formed technology review board in April 2017.  
- Dissemination of plan to the campus between April 2017-June 2017.  
- July 2017, the following activities should be completed: new governance committees will be meeting on a regular basis, there will be increased campus awareness of IT Master Plan, and the IT Master Plan website will available, reflecting progress on plan implementation.

### 2-2 Business Infrastructure Build business infrastructure within colleges and schools.

**Led by:** Nancy Rapoport  
**Subcommittee:** David Paul, Kate Korgan, Rama Venkat, Lori Olafson, David Hatchett, and Erin Azua

**2016-2017:**
- Cross-collaborate with Research, Scholarship, and Creative Activity goal area.  
- Continue to decrease the faculty burden when it comes to what needs to be done to facilitate research.  
- Increase amount of support within the colleges and departments.  
- Incorporate more training, including AA IVs, who could help faculty members a lot with research (with the proper training - check with OSP).  
- Incorporate The REBEL Way.

**Cross-Reference:** ISG A3A ISG A4D ISG A4G  
**The Top Tier Administrative Support Subcommittee (from Research, Scholarship, and Creative Activity 2015-16) has reviewed and made specific recommendations to President Jessup. This included funding sources for, and the hiring of, four additional administrative faculty members in the areas of Human Resources and Purchasing.**  
**December 2016 Update:** *See report: College Business Infrastructure 2016-17 ISG 2-2.*  
- Additional hire in Human Resources  
- Additional hire in Purchasing  
**Next steps:**  
- Cross-collaborate with Research, Scholarship, and Creative Activity Goal Area.  
- Continue to decrease the faculty burden when it comes to what needs to be done to facilitate research.

### 2-3 UNLV’s organizational structure: Is UNLV organized in a way to optimize its ability to achieve its Top Tier goals?

**Led by:** Nancy Rapoport  
**Subcommittee:** Len Jessup, Kyle Kaalberg, Jim Thomson, Michael Lawrence, and Sue DiBella

**2016-2017:**
- Investigate how to assess within the bounds of confidentiality.  
- Determine goal and how to define effectiveness.  
- Determine sustainability of Top Tier initiative.  
- Investigate opportunities and standards for "best place to work."

**Cross-Reference:** ISG K4 ISG A7  
**December 2016 Update:** Preliminary investigation of top workplaces. Information to be analyzed, with a White Paper being prepared for the final report.  
**April 2017 Update:** *See report: Organizational Structure 2016-17 ISG 2-3.*  
- Preliminary investigation of top workplace standards, variables, and practices in higher education.  
- Ongoing evaluation of COACHE and climate survey data.  
- Campus information sessions for discussion of COACHE data and additional outreach to gain feedback on it.  
- Established the NAVEX hotline for continued monitoring of campus climate.
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<td>• Further improve onboarding process - see action item #5.</td>
<td>ISG A5B</td>
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<td>• Continue forward with 2015-16 recommendations.</td>
<td>ISG ASC</td>
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<td>• Merge NSHE ID with onboarding (Nancy/Chancellor).</td>
<td>ISG A5D</td>
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<td>3-2</td>
<td>Address an array of urgent issues to improve business processes: hiring process</td>
<td>Led by Nancy Rapoport Subcommittee: Diane Chase</td>
<td>2016-2017:</td>
<td>ISG A5A</td>
<td>Subcommittee of deans working on ways to shift risk/responsibility to appropriate units.</td>
<td>*The focus has been on risk allocation as this is where the process seems to be bogged down. *Provost to work w/deans on finding where best to put risk allocation points in hiring decisions.</td>
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<td>• Merge committee’s report with deans' efforts to improve faculty hiring process.</td>
<td>ISG A5B</td>
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<td>• Circulate business processes committee report to deans, diversity committee, and onboarding committee.</td>
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<td>Document Imaging and Management (Nancy/Diane Chase)</td>
<td>ISG A5B</td>
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<td>• Merge document imaging system plan and identity management system with tech infrastructure committee.</td>
<td>ISG ASC</td>
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<td>3-4</td>
<td>Address an array of urgent issues to improve business processes: Extra Contract Compensation (ECC)</td>
<td>Led by Michael Lawrence Subcommittee: David Paul, Larry Hamilton, Peg Rees, Ngai Pindell, Rainier Spencer, and Gina Strebel</td>
<td>2016-2017:</td>
<td>ISG A5A</td>
<td>An ECC working group was charged by the Executive Vice President and Provost to analyze ECC policies, issues, and opportunities. The working group has met and identified current UNLV and UNR ECC policy documents and is in conversation with a contact at UNR to analyze UNR policy for comparative purposes.</td>
<td>*This action item is progressing and further information will be available July 2017.</td>
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<td>• Analyze policy issue: Why are we less generous than UNR, and how do we encourage grant-getting by 12-month contract employees?</td>
<td>ISG A5B</td>
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<td>• Analyze implementation issues: Can there be a centralized database to track ECC and a centralized way to define what counts in ECC calculations?</td>
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<td>ISG A5D</td>
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| 3-5 | Address an array of urgent issues to improve business processes: financial account numbers. | Led by: Nancy Rapoport
      Subcommittee: Brian Meyerpeter and Caleb Konnor | **2016-2017:**
      • Assess timing/tracking; develop (with transparency) systematic approach.
      • Create a committee to review the entire process.
      • Formulate a plan to invest necessary constituents.
      • Recognize that financial account numbers issues relate to some faculty onboarding for faculty members who are bringing grants. | ISG A5A
      ISG ASC
      ISG A5D | A flow chart of the current steps and processes required in order to set-up new financial accounts was created. There was an identification of organizational documents that could be created to guide the process, as well as a organizational (online) system to improve the process. | *See report: Financial Account Numbers 2016-17 ISG 3-5. *
      *Developed flow chart of steps and processes. *
      *Identified organizational documents to guide the process and improve the system. *
      Next steps *
      *Create documents and develop rollout. |
| 3-6 | Address an array of urgent issues to improve business processes: service-level agreements. | Led by: Nancy Rapoport
      Subcommittee: Gerry Bomotti, Larry Hamilton, Mike Sauer, Jim Thomson, and Kyle Kaalberg | **2016-2017:**
      • Assess current status and determine recommendations. | ISG A5A
      ISG ASC
      ISG A5D | A spreadsheet received from Finance and Business that is currently being analyzed; in addition, information has recently been received from Enrollment and Student Services for analysis. | *See report: Business Process Goals 2016-17 ISG 3-6. *
      *Documents have been reviewed. *
      Next steps *
      *Benchmarking of selected metrics to review progress. |
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| 4-1 | Customer Service: The REBEL Way Further implementation of customer service to develop a campus culture where people find ways to solve problems, rather than avoiding solving problems. | Led by: Tad McDowell Subcommittee: Katie Humphreys, Tony Allen, Brian Steen, Shannon Sumpter, Sandy Ziegler, Brent Hathaway, Stephanie Reahm, Blake Douglas, and Erik Schwarz | **2016-2017:**  
  - Identify obstacles to integrating the REBEL Way throughout UNLV.  
  - Look at climate survey for customer service impediments  
  - Talk to existing service groups and to the ISG subcommittees for issues related to customer service  
  - Add any missing areas of customer service issues.  
  - Based on identified obstacles, make recommendations for improvements.  
  - It’s important to fix internal service first, which will then flow into service of our external constituencies.  
  - Further unveiling of The REBEL Way across all of campus, not just FDH building. | ISG A3A ISG A3B ISG A3C | *Small group meetings with several subcommittee members and a separate discussion with others on the defined charge of the subcommittee.  
While the actions have started slowly due to other outside time demands for members, the actions are now accelerated for timely completion of the process.  

* Revised Rebels Way service standards designed as a foundation and guide for staff in their daily interactions with others on campus.  
* Coordinated Rebels Way training through UNLV Human Resources available to the entire university community.  
* The subcommittee began its work to meet one-on-one with the President’s Cabinet and Deans to develop a customer service baseline for the campus. This work will continue into the next year. |
| 4-2 | Communication and collaboration across campus:  
(a) Development of Communications Strategic Plan.  
(b) Communication of employee policies.  
(c) Differentiation of policies and procedures. | Led by: (a) Nikki Troxclair  
(b) and (c) Nancy Rapoport | **2016-2017:**  
- Create a plan for employee communication using the resources at hand.  
- Bubble plan up through UC and AVP of Communications, Marketing, and Branding to Cabinet-level. | ISG K2 | * VP and AVP for Communications are developing a university communications plan.  
* In addition, Faculty Affairs office will analyze how the policies can be made more accessible.  

*See report: Communications 2016-17 ISG 4-2.  
* Best practices for employee communications is still under review.  
* University Marketing & Communications is currently developing strategic university communications plan.  
* As part of this plan, a key tactic was to create a marketing campaign calendar that was rolled out in January 2017. Each month focuses on a key theme, particularly related to Top Tier, and has been rolled out to campus.  
* Developed definitions for Different, Daring, Diverse branding campaign. |
### Customer Service & Relations

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| 4-3 | Onboarding new employees of UNLV - finalize onboarding process (from 2015-16) in order to: (a) determine oversight, (b) develop buddy program, and (c) evaluate/track progress. | Led by: Michael Lawrence Subcommittee: Brian Steen, Lori Temple, Craig Topple, Erin Arzu, Cecilia Maldonado, Sigai Pinell, Melisicita Gilbert, Lydia DelRio, and Patricia Pablo | 2016-2017:  
- Finalize a formal onboarding process by circulating draft list and obtaining final feedback.  
- Develop a plan to hire onboarding coordinator, including allocation of resources.  
- Create an onboarding advisory committee.  
- Develop a buddy program for employees who are 3 months to one year out from date of hire.  
- Evaluate technology to ensure that onboarding process is being followed properly.  
  - Examine employee and supervisor surveys.  
  - Survey the effectiveness of the buddy program.  
- Count the number of days to achieve minimum productivity of new employees.  
- Measure the turnover rate / termination rate for new hires.  
- Measure retention rate for all employees.  
- Merge NSHE ID issues (from action item #3-1) with onboarding. | ISG A1A | *See Onboarding 2016-17 Mid-Year Report ISG 4-3.*  
*In addition to the onboarding checklist, the task force has created a draft framework of the peer mentor program, an onboarding program evaluation survey, and two draft versions of a possible campus onboarding policy.* |  
*See attached sitemap: Onboarding 2016-17 ISG 4-3.*  
*Committee finalized and developed a peer connections program.*  
*Creeated a functional webpage to provide information for peers and new hires to help assimilate them into UNLV’s culture.*  
*The committee also forwarded a policy created to the UPC for review; though the policy was not ultimately adopted, it does outline a uniform set of roles and responsibilities that can be incorporated into a procedure that can be used to monitor compliance.*  
*Finally, the committee worked with HR to complete a web based toolkit to assist in the onboarding process.* |

| 4-4 | Benefits: Work to develop an improved array of benefits for the UNLV community, including communications of benefits. | Led by: Shaun Franklin-Sewell Working group (Benefits Advisory Committee): Jason Wasden, Douglas Unger, Lily Magana, Patricia Pablo, and Raven Sumner | 2016-2017:  
1. Formally appoint a committee to monitor and advocate for benefits.  
2. Continue to monitor PEBP proposals and legislation.  
3. Advocate that the physicians at UNLV SOM will be available for us to use on our plans.  
4. Develop plan to hire insurance navigators or ombudsmen, including funding for same. | ISG A4B | *Since formally appointed, the subcommittee has embarked upon (1) monitoring PEBP proposals and legislation, and (2) advocating that physicians at UNLV SOM will be available for use on our plans.  
*Also reviewed other potential benefits including (1) a hardship distribution benefit from our retirement plan and (2) a code change to allow presidents to approve extended salaried sick leave for caregivers.* |  
*Advocacy: The subcommittee believes that our advocacy at the PEBP board meetings played a role in the staff/board decision to maintain benefits at current levels.*  
*Subcommittee also actively communicated with legislators related to a senate bill (#502) which would have made the PEBP board advisory rather than supervisory.*  
*Subcommittee continues to actively monitor bills that might affect employee benefits in the legislature.*  
*Subcommittee chair attended the NSHE retirement plan advisory committee to discuss the possibility of adding hardship distributions as part of the plan; however, we withdrew a request for that addition after determining the challenges.* |
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<td>Diversity and inclusion across the campus: Are we doing the best possible job of ensuring diversity and inclusion, not just of under-represented groups, but of viewpoints?</td>
<td>Led by: Shaun Franklin-Sewell with Rainier Spencer</td>
<td>2016-2017: • Draft fundraising campaign that includes diversity fundraising. • Committee work that drills down into specifics of Williams plan, including climate survey, focus groups, other ways of testing success. • Integrate diversity branding campaign into overall UNLV campaign.</td>
<td>ISG K3</td>
<td>*Accomplished thus far: (1) initiated a diversity branding campaign, (2) created an annual University &amp; Dean/VP diversity reporting structure, (3) assessed the faculty diversity hiring program, (4) explored the adequacy of the current diversity curriculum, and (5) developed the 2016 Campus Climate survey. *Currently working to examine low-pass rate courses for disproportionate impacts along racial/ethnic/gender dimensions. *In addition, U Comm is developing messaging around diversity.</td>
<td>*The working group identified goals to meet for this year from the Strategic Diversity Plan, and then was then split into subcommittees. *2016-2017 goals included (1) initiating a diversity branding campaign, (2) creating an annual University &amp; Dean/VP diversity reporting structure, (3) assessing the faculty diversity hiring program, (4) exploring the adequacy of the current diversity curriculum, (5) developing the 2016 Campus Climate survey, (6) examining low-pass rate courses for disproportionate impacts along racial/ethnic/gender dimensions, (7) developing a major, annual campus diversity celebration/even to be convened by the president, and (8) improving diversity fundraising. *Goals for this year have all been accomplished.</td>
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Customer Service & Relations

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<td>Led by: Shaun Franklin-Sewell with Rainier Spencer</td>
<td>2016-2017: • Draft fundraising campaign that includes diversity fundraising. • Committee work that drills down into specifics of Williams plan, including climate survey, focus groups, other ways of testing success. • Integrate diversity branding campaign into overall UNLV campaign.</td>
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