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| 1-1 | Identify opportunities for university level Centers and Institutes that promote interdisciplinary research and align with institutional strengths, regional needs, and funding priorities. Areas of focus to involve policy revision, structure, and topics. | (a) Policy Revision area led by Ruben Garcia. (b) Structure area led by Marty Schiller. Structure working group: Tara Emmer-Sommers, Bo Bernhard, and Joe Lombardo. (c) Topics area led by Shawn Gerstenberger. Topics working group: Mohamed Trafatia, Tim Porter, Jennifer Keene, and Jim Thomson. | 2016-2017:  
See final report: *Centers-and-Institutes-Strategic-Areas-2015-2016-RSC-1-1*.  
Create new class of “University Research and Innovation” Centers or Institutes that report directly to the office of the Vice President for Research and Economic Development.  
*Charter the new University Research and Innovation Centers or Institutes for a specific period of time and support with appropriate and sufficient startup funds.*  
*Develop for timely execution of objectives, goals deliverables and reporting periods.*  
*Ensure proper space and other University directed resources are considered as part of base support for the Centers/institutes.*  
*Funding model still needs to be considered as part of “core” from F&A.*  
*Also should be able to eventually provide about 30% base funding for University level Institutes.* | (a) Policy Revision  
*See report: *Centers Policy 2016-17 Mid-Year Report RSC 1-1(a).*  
Working towards a final product that will be the new procedures for Centers reporting process.  
(b) Structure  
Main goal for this year: Governance, structure, promotion, tenure, Bylaws, and unit incentivization of faculty participating in Institutes.  
*August - identify criteria and which item to focus on for current year.*  
*September - brainstorming discussion.*  
*October - review and compare institute models, consider model, review last year strategies, review proccess list of models.*  
*November - formalize and rank order Institute and Center models.* | (a) Policy Revision  
*See report: *University Level Institutes and Centers 2016-17 RSC 1-1(a).*  
*At the end of this fiscal year, the final product will be the new procedures for Centers reporting process, per approval.*  
(b) Structure  
*See report: *University Level Institutes and Centers 2016-17 RSC 1-1(b).* | (c) This action item will be updated in the near future. |
| 1-2 | Initiate program to hire 20 new research intensive faculty members per year (along the lines of 15 junior and 5 senior) starting FY17, in addition to new Medical School faculty. | Led by Carolyn Yucha. Working group: Diane Chase (and Deans), Nancy Rapoport, Carl Reiber, and Gina Strebel. | 2016-2017:  
See final report: *Health-for-Nevada-Initiative-Strategic-Areas-2015-2016-RSC-1-7.*  
*Define the term “Research Intensive Faculty” and how many per year are needed.*  
*Identify strategic areas such as “Big Data”*  
*Will need to start to be budgeted as part of growth plan or as part of efforts like Health for Nevada Initiative.* | *Spreadsheet has been developed showing hiring costs to meet these goals. Thus far, funding is not available to proceed.*  
*As part of the process, there are considerations for defining “Research Intensive Faculty” and identifying strategic areas as these need to be budgeted as part of growth plan. Discussions are underway regarding “cluster hires” and high impact hires.* | *See report: *Hiring Research-Intensive Faculty 2016-17 RSC 1-2.*  
*Deans have been asked to work with other Deans to submit requests for hires for interdisciplinary foci.*  
*These requests have been submitted as part of the budget requests for 2017-18. Consideration is being given to offering VSIPS to open positions for new faculty.* |
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<td>1-3</td>
<td>Develop a research and creative activity infrastructure master plan for:</td>
<td>Led by Jaci Batista. Working group: David Hatchett, John Mercer, and Helga Watkins.</td>
<td>2016-2017:</td>
<td></td>
<td>*See report: Research and Creative Activity Infrastructure 2016-17 RSC 1-3.</td>
<td>*Continued work on development of a financial model for a research building using student fees and F &amp; A, as well as other assistance (e.g., biomedical engineering).</td>
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<td>(1) ensuring space productivity and (2) development of renovated/new space.</td>
<td></td>
<td>*Continued development of a financial model for a research building using student fees and F &amp; A.</td>
<td>RSC A1H</td>
<td>*Compiled research metrics from the College of Sciences and Engineering.</td>
<td>*Development of research metrics assessment for different colleges. These metrics can be coupled to a financial model for space allocations.</td>
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<td>*New Engineering building will need to provide some assistance (e.g., biomedical engineering).</td>
<td>RSC ASC</td>
<td>*These lists have been provided to VPR so that similar lists can be generated in different Colleges.</td>
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<td>*Each college will then define their own research metrics that will be utilized to evaluate efficiency.</td>
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<td>entrepreneurial funding opportunities.</td>
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<td>*Continued development of a financial model for a research building using student fees and F &amp; A.</td>
<td>RSC A1H</td>
<td>*Focused efforts on one strategy for increasing grant proposal activities: “How to help Tenure-Track faculty to establish long-term research grant activities.”</td>
<td>*Created document for review.</td>
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<td>*New Engineering building will need to provide some assistance (e.g., biomedical engineering).</td>
<td>RSC ASC</td>
<td>*Examined some data on the status of research grants/contracts activities of UNLV and made a short document.</td>
<td>*Deans’ Council asked for input regarding support structures for grants/contracts activities within each college.</td>
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<td>*Requested information from Deans’ Council regarding support structures for grants/contracts activities within each college.</td>
<td>*The subcommittee was able to put together a short document regarding UNLV’s TT faculty-performance related document and made recommendations.</td>
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<td>1-5</td>
<td>Develop UNLV Research Park for synergistic activities with UNLV Research.</td>
<td>Led by Zach Miles.</td>
<td>2016-2017:</td>
<td></td>
<td>*Gardner (developer) is working on unifying the concept, including investigating options for a piece of property that is within the park but is not owned by UNLV.</td>
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<td>*Agreements in place with a master developer, Gardner Development, to advance the Harry Reid Research and Technology Park.</td>
<td>RSC K8</td>
<td>*The concept involves building 5 story buildings that are appropriately 150,000 – 200,000 square feet.</td>
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| 1-6 | Reevaluate the F&A distribution model to facilitate support of research infrastructure including core labs, Centers & Institutes, incentives programs, and support functions. | Led by Carolyn Yucha. Working group: Nancy Rapoport, Carl Reiber, Emily Lin, and Brian Chrzan (in consultation with representation from Centers/Institutes, Deans, Research Council, and Associate Deans Research). | **2016-2017:**  
> *Any revisions should be proposed during this next year and implemented in FY 2017.*  
> *Past proposal for F&A distribution that support core services as a starting point to be examined.*  
> *Should look at a model that carves out a “core” that supports core facilities and other university-level institutes.* | RSC A1H, RSC A2D, RSC A5A, RSC A5B, RSC A5C, RSC A5D, RSC A5E | *Discussions with other ADRs at APLU reveal that there are no consistent policies in the US; in addition, reviewed survey data on how colleges were distributing their 40%.*  
> *When funds are allocated differently, the expenses associated with them are reallocated as well (i.e., if the college portion is reduced, colleges expect start-up funds to be supported by central administration).*  
> *Discussions with other universities demonstrate that there is no “perfect” model and responsibility for funding start-ups, etc, vary widely.*  
> *The new VPRED will need to review and provide further direction.* | See report: *Distribution of F & A 2016-17 RSC 1-6.*  
> *Changes in allocation are likely to lead to changes in who is funding what.*  
> *Discussions with other universities demonstrate that there is no “perfect” model and responsibility for funding start-ups, etc, vary widely.*  
> *The new VPRED will need to review and provide further direction.* |
| 1-7 | Establish incentive program for faculty excellence added to base salary and/or strategic merit pool allocation. Further develop the research seed funding and successful transition to funded grants. Identify barriers and develop plan for top tier faculty recruitment/retention and diversity. | Led by Ngai Pindell. Members: Nancy Rapoport, Carolyn Yucha, and Diane Chase. | **2016-2017:**  
> *Will need to incorporate key recommendations from the T- & P-Policies-and-Process-2015-2016-RSC-4-3.*  
> *Further determinations regarding Faculty Opportunity Awards and developing a plan to move forward.* | RSC A1B, RSC A1C, RSC A2B, RSC A4A, RSC A4B, RSC A4C, RSC A4E, RSC A4F | The provost proposed to deans that department faculty consider adding more specific guidelines to their promotion and tenure bylaws, and she provided deans with bylaw examples from UNLV and other universities. UNLV and UNR plan to request that the NSHE promotion and tenure bylaws be changed to allow a unit to require an “excellent” rating in research for the tenure. | *Led by Carolyn Yucha, a group of deans met in March to discuss faculty incentives for research and grants. They recommended that UNLV develop a pool of money to award to faculty who are successful obtaining grants. This recommendation has not yet been formally presented to the provost.* |
| 1-8 | Evaluate how Promotion and Tenure standards reward and recognize all research and creative activity including productivity, grant writing, funded research, publications, doctoral mentorship, post-docs, entrepreneurial activities, commercial research, interdisciplinary research, etc. Review and revise university workload policies to incentivize/reward research and creative activities. This policy can then be used as a standard for Colleges to further refine. | Led by Carolyn Yucha. Working group: Nancy Rapoport, Ngai Pindell, Diane Chase, and Kate Korgan. | **2016-2017:**  
> *Implement recommendations for report.*  
> *Focus efforts on policy change and implementation.* | RSC A1A, RSC A1D, RSC A2A1, RSC A2Aii, RSC A2Aiii, RSC A4D | *P&T policies will be shared with Deans who will be asked to review and update policies within their colleges/schools to be consistent with Top Tier.*  
> *Provost is forming a committee to talk about P&T standards overall.* | *See report: P & T Standards 2016-17 RSC 1-8.*  
> *The Provost’s office collected P & T policies from around the country and the university. They were shared with colleges to inform revisions of policies here at UNLV.*  
> *Similarly, P & T policies from around the country were collected by a Top Tier Promotion & Tenure committee with the goal of revising the university level promotion and tenure standards in alignment with Top Tier goals.*  
> *The subcommittee should continue their work with revising P & T standards at the college and university level.* |
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<td>2-1</td>
<td>Develop Interdisciplinary PhD Program(s).</td>
<td>Led by: Brian Chrzan. Working group: Kendall Hartley, Brianne Heinle, Janet Dufek, Glenn Nowak, Kate Korgan, and Hui Zhao.</td>
<td>2016-2017: *See final report: Interdisciplinary-PhD-Programs-Strategic-Areas-2013-2016-RSC-1-2. *Continue Working Group and pursue recommendations from the IDGP (Interdisciplinary Graduate Program) White Paper/Report. *Address challenges of differential tuition. *Funding: Generate guide estimating costs of bringing on new graduate programs. *Address future programs that cross multiple Colleges to create a model, guidelines, and easy program creation process.</td>
<td>Addressed working group recommendations from 2015-16: 1. Location a. Identified best home location for all IDGPs as Graduate College 2. Governance &amp; Coordinators a. An Executive Committee for each IDGP will consist of deans/chairs/faculty of each participating department b. Executive Committee would advise and appoint a program director c. Once a pre-determined number of IDGPs are established (TBD), trigger a plan to establish office and staff allocation to IDGP oversight within the Graduate College 3. Faculty Home a. No expected changes to defining faculty home. If a unique IDGP had its own exclusive faculty, then that could serve as a faculty home b. Home department of faculty teaching in IDGPs receive credit for courses taught by participating faculty c. Degrees will be granted to the home department of Doctoral student’s advisor 4. Program Proposal a. Identified need for separate IDGP proposal to facilitate routing through two or more colleges, departments and budgets</td>
<td>RSC K3 RSC A1F RSC A2E</td>
<td>* See report: Interdisciplinary Doctoral Graduate Programs 2016-17 RSC 2-1. * The working group has met monthly to address the recommendations established by the 2015-16 IDGP working group (see Dec 2016 Update column). * A summary of IDGPs among aspirational peer universities has been developed. * Several questions have been addressed and summarized in the 2016-17 report. * The working group will continue to meet monthly to review individual assignments relating to the proposal process and barriers to IDGP implementation.</td>
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| 2-2 | Create Campus wide Graduate Enrollment Management (GEM) Plan: Focus on high-demand, placement possible professional Masters and doctoral programs; enhance career services/support; reduce time to degree while increasing completion; and track alumni to assess success. Generate Campus wide R2PC (Recruitment, Retention, Progression, and Completion) Plan for strategic grad recruitment, enrollment, progression, completion, and time-to-degree. Identify key areas of strategic research and doctoral growth (to guide faculty hires and GA growth); hire research intensive faculty and invest in GAs. Initiate process to increase graduate enrollment overall, and research doctoral enrollment specifically, beginning in FY16. Establish streamlined pathways for strategic graduate program realignment (fewer boutique; more professional masters; more bachelor to PhD paths; 4+1 programs; 5+2 programs, etc.) | Led by Janet Dufek. Working group: Donovan Conley, Jennifer Buck, Kara Wada, Valarie Burke, Kendall Hartley, Nader Ghafoori, Elisabeth Hausth, Rebecca Benfield, and Travis Olson. | 2016-2017:  
* Also see final report: Mentorship-Policies-Processes-2015-2016-RSC-4-6.  
Follow the recommendations from the reports above.  
* Build from R2PC plans to create strategic GEM plan for campus (2 year project in conjunction with SAJ below).  
* Lead Grad Student Achievement Initiative.  
* Improve systems support: roll-out GRG marketing cloud, dashboards, and e-forms; advise/consult on built of GRG-Phase #2.  
* Collaborate with Grad Rebel Success Center to implement ongoing retention and completion programs.  
* Align with AY16-17 Student Achievement Initiative (Curricular Cohesion) project. | RSC K4  
RSC K9  
RSC A1E  
RSC A1F  
RSC A1G  
RSC A2E  
RSC A2F  
RSC A2G  
RSC A3A  
RSC A3B  
RSC A3C  
RSC A4E | * Several action-items have been identified for attention this year, separated into “Recruitment” and “Retention-Progression-Completion” (RPC).  
For Recruitment, these include:  
1) recruitment package development,  
2) application deadlines,  
3) graduate-student-specific campus tours, and  
4) graduate student open house.  
For RPC, action-items include:  
1) identification and communication of milestones,  
2) identification of progression bottlenecks, and  
3) dissertation committee chairs (mentoring, etc.).  
* Accomplishments to date include in-depth discussions to identify root concerns and initial discussions to recommend actions to remedy. | * See final report: Campus-wide Graduate Enrollment Management (GEM) Plan 2016-17 RSC 2-2.  
Accomplishments  
* Initial development of a Graduate Student recruitment package (development ongoing).  
* Recommendation for admissions deadlines to be moved earlier in time.  
* Shift primary responsibility of Graduate Student tours from the Graduate College to College/School communications personnel.  
* Program milestones identified for doctoral students.  
* Recommendation that academic units review course catalogs and offering of required classes (suggest this as an actionable item in AY 2017-18).  
* Partner with the University’s mentoring program in a Faculty Mentoring session that focuses on the responsibilities of Graduate Faculty members serving as dissertation/thesis advisors.  
Strategic top tier GEM/R2PC changes  
* Grad Rebel Success Center is renamed Career and Professional Development Institute to reflect larger mission of professional development, career support services and postdoc services.  
* Reorganization of Graduate College Records Team.  
* Comprehensive Campus-wide GEM Plan.  
* Data Needs Assessment.  
* Grad Rebel Gateway Project. |
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<td>2-3</td>
<td>Information and Data Management</td>
<td>Led by Kendall Hartley. Working group: Annette Day, Mike Sauer, Janine Barrett, Christina Drum, Kivanc Oner, Lori Temple, Joe Lombardo, Kate Korgan, Mike Ellison, and Rama Venkat.</td>
<td>2016-2017: *See final report: Information-and-Data-Management-Infrastructure-2015-2016-RSC-2-3. *Assessment of technology and systems needs, gaps, challenges, and proposed solution. *Assess and coordinate data dashboards, reporting, and access to support Top Tier goals.</td>
<td>RSC K8 RSC A1A</td>
<td>*Reviewed report and identified next steps. *Identified current initiatives that will inform the groups work. -OIT has a committee that is currently reviewing and cataloguing existing systems and resources that are now available on campus. -The work of the OIT group will be a key data source for this committee. -Three of the committee members (Day, Hartley, and Venkat) are participating in Vice Provost Pindell’s faculty annual reporting system advisory group. -Faculty annual reporting is viewed as a key component of the collection, management, and reporting of Top Tier data.</td>
<td>* See report: Information &amp; Data Management Subcommittee 2016-2017 RSC 2-3. * Updated the RSC Key Measures Spreadsheet. * Developed recommendations for the support of an organization-wide faculty activity reporting system and the implementation of a Top Tier RSC Steering Committee.</td>
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| 2.5| Establish benchmarks and policies for post-doc and research faculty that allow for research growth. | Led by Valerie Burke. Working group: David Paul, Michelle Hogan, Sue DiBellia, Tondra De, Julia Silvermail, and Zoe Harrold.  

**2016-2017:**  
*Incorporate recommendations into further actions, including exploring mentoring postdocs for evaluation and merit, faculty publications with postdocs, and developing standards. | | RSC A1G | *Co-hosted first Postdoc & faculty mixer with DRI at DRI.  
*Created email group for postdocs so, we can regularly communicate with them (invite them to events, GC programs, etc.).  
*Mechanism established to track when postdocs are hired and when they leave.  
1. Co-hosted two Postdoc & faculty mixers with DRI.  
2. Created email group for Postdocs so, we can regularly communicate with them (invite them to events, GC programs, etc.).  
3. Mechanism established to track when Postdocs are hired and when they leave. When a PD is hired they receive a welcome email and invite to visit the Executive Director of Graduate Student Services to pick-up a welcome package and learn about the Office of Postdoctoral Affairs.  
5. Created and distributed survey to Postdocs to ascertain their needs and wants. (Survey is still open.)  
6. Resolved issues around travel funding - post-doctoral researchers are explicitly identified as eligible to apply for travel funds through this source  
7. Joined the National Postdoctoral Association. |
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| 2-6| Policies, processes, and mentorship review, create, and implement. | Led by Peter Gray. Working group: Kendall Hartley, Kate Korgan, Valerie Burke, Anne Stevens, Jaci Batista, Jesse Epune, Kat Herlein, Moinak Bhaduri, Nancy Lough, and Jennifer Grim. | 2016-2017:  
Follow up on recommendations from the reports above.  
* Advise and assist to streamline graduate recruitment, admissions, records/forms submission, and other Grad College processes.  
* Review and update Grad College processes (Grad Faculty Status, GA program, international students, mentorship, etc.) to support Top Tier efforts & achieve goals/metrics.  
* Advise and help implement mentorship opportunities for doctoral students and graduate faculty. | RSC K3  
RSC A5  
RSC A4B  
RSC A4C  
RSC A4D | * Review of report and focus of charge.  
* A partial draft Committee paper (17 pages in length) has been crafted based on fall research, several individual meetings (e.g., with Elizabeth Nelson, a previous Graduate Faculty Fellow who had focused on mentorship), a full Committee meeting, and on previous research conducted by the Graduate College. | * See report: Top Tier Committee Policies Procedures 2016-17 RSC 2-6.  
* Committee researched best practices in accrediting bodies; aspirational peer institutions; and other online information (e.g., Council of Graduate Schools) to help advance Committee findings and ultimately Committee recommendations.  
* The Committee undertook Internet research to inform its understanding of the Committee agenda items (e.g., researching peer and aspirational peer practices, and examples of Best Practices).  
* The Committee crafted a set of summary points including recommendations along with compilation of the background notes informing these summary points and recommendations.  
* Next steps involve further discussions to determine how to implement ideas and recommendations about minimal teaching credentials and graduate faculty advisors. Resources for enhancement of centralized university teaching would impact pedagogy among faculty, graduate students and be of undergraduate benefit, too. |