



Top Tier Vision, Mission, Goals, and Strategies May 4, 2015¹

UNLV's Top Tier Vision

By 2025, UNLV will be recognized as a top tier public university in research, education, and community impact.

UNLV's Top Tier Mission

UNLV's diverse faculty, students, staff, and alumni promote community well-being and individual achievement through education, research, scholarship, creative activities, and clinical services. We stimulate economic development and diversification, foster a climate of innovation, promote health, and enrich the cultural vitality of the communities that we serve.

We will evaluate our success as a leading research university by our progress on these key measures:

- Impact of our research, scholarship, and creative activities. [VM K1]
- Student achievement of learning outcomes. [VM K2]
- Placement into preferred employment or post-graduate educational opportunities. [VM K3]
- Student, faculty, and staff diversity, including maintaining UNLV's Minority Serving Institution (MSI) status and Hispanic Serving Institution (HSI) status. [VM K4]
- Intellectual activity, patents, startups, and entrepreneurial activity fostered by UNLV. [VM K5]
- Quality and impact of our clinical services. [VM K6]
- Alignment of our physical infrastructure and organizational effectiveness with our Top Tier mission. [VM K7]
- A deeper engagement of UNLV with Las Vegas and our region to ensure ongoing alignment with our diverse community's needs and interests. [VM K8]
- Carnegie Classification criteria (research expenditures; doctoral degrees granted per year; number of non-faculty research staff, such as postdocs; and Carnegie Community Engagement status). [VM K9]

As a measure of overall university effectiveness and progress, UNLV will prepare, implement, and disseminate a progress card.

¹Re-evaluated: August 1, 2016; July 7, 2017

Top Tier Goals

Research, Scholarship, and Creative Activity Goal:

UNLV will foster a climate of innovation in which faculty and students produce high-quality, widely disseminated, and influential research, scholarship, and creative activities.

Key measures of our success:

- At least \$120M/year of research expenditures by 2025. [RSC K1]
- Increase commercially sponsored research, where appropriate, to at least five percent of total research expenditures by 2025. [RSC K2]
- At least 200 doctoral degrees granted annually by 2025. [RSC K3]
- At least 120 non-faculty researchers with PhDs employed by UNLV by 2025. [RSC K4]
- Rankings by the Carnegie Foundation for Advancement of Teaching, federal agencies, and other organizations (i.e., NSF, National Research Council, etc.), particularly Doctoral Universities: Highest Research Activity (R1) status. [RSC K5]
- Impact of scholarship and creative activities in the academic and artistic communities, e.g.: [RSC K6]
 - Publications in journals with significant impact, such as those tracked by the Web of Science or equivalent indices. [RSC K6A]
 - Citations. [RSC K6B]
 - Invited or peer-reviewed presentations at premier academic conferences and symposia. [RSC K6C]
 - Books published with scholarly, peer-reviewed presses. [RSC K6D]
 - Commissioned and/or invited artistic exhibitions or performances. [RSC K6E]
 - Philanthropic support for our research, scholarship, and creative activities. [RSC K6F]
- Increase breadth and depth of graduate and undergraduate student participation in research, e.g.: [RSC K7]
 - Articles (single-authored or co-authored with faculty members). [RSC K7A]
 - Presentations at academic conferences (singly or with faculty members). [RSC K7B]
 - Number of students working in laboratories. [RSC K7C]
 - Patents, startups, and other intellectual property developed by students or students jointly working with faculty. [RSC K7D]
- Increase breadth and depth of economic and cultural impact of the university's activities on our community, as measured by impact of campus/community cultural events, increased engagement with K-12 education, partnerships with non-profits and public institutions to address social issues, invention disclosures, patents applied for and granted, licensing deals (both exclusive and nonexclusive), number of startups, other intellectual property, revenues, and jobs created from innovations initiated at UNLV. [RSC K8]
- The number of master's and professional degrees granted per year, as appropriate for individual academic units. [RSC K9]

To accomplish this goal, we will:

- Promote a productive, vibrant, diverse, and collaborative faculty and a robust administrative support system to enhance the productivity of our research, scholarship, and creative activity across university and academic units by: [RSC A1]

- Increasing successful competitive grant applications and program-level funding resulting in externally funded research, as well as other competitive and entrepreneurial research funding opportunities. [RSC A1A]
- Developing an enhanced reward structure for highly productive researchers, including research incentives (either as a bonus or as an award added to base salary). [RSC A1B]
- Expanding seed funding for faculty research, scholarship, and creative activity at both the university and academic unit level. [RSC A1C]
- Providing appropriately flexible teaching loads for research-productive faculty by ensuring the availability of release time from teaching when the release time supports significant research and publishing productivity. [RSC A1D]
- Increasing the number and graduation rate of a diverse group of doctoral students who are supporting research, as well as monitoring the quality of the graduates' post-UNLV careers (e.g., tracking academic and other appropriate institutions where PhDs are employed in their respective areas and tracking the amount and quality of research produced). [RSC A1E]
- Increasing the number of terminal degrees and/or professional doctorate degrees in congruence with relevant market demands and UNLV's mission. [RSC A1F]
- Increasing the number of non-faculty research PhDs and post-docs. [RSC A1G]
- Developing the university-wide infrastructure to support research, scholarship, and creative activity. [RSC A1H]
- Create and sustain an environment that rewards high-impact scholarly publications and creative activity by: [RSC A2]
 - Aligning promotion and tenure standards with the Top Tier initiative through: [RSC A2A]
 - Employing consistent, transparent promotion and tenure language, policies, and procedures across campus and within departments. [RSC A2Ai]
 - Placing appropriate emphasis, as part of a faculty member's overall portfolio, on rigorous, highly selective, and impactful research, scholarship, and creative activity standards in promotion and tenure and in merit guidelines, recognizing the challenges of publishing in multidisciplinary, interdisciplinary, and emerging field research. [RSC A2Aii]
 - Recognizing how faculty diversity can affect assessment and evaluation tools and developing support structures that work around any inadvertent roadblocks to success. [RSC A2Aiii]
 - Allocating the merit pool based on the total compensation for each unit or college, thus allowing the unit or college to determine how best to allocate the merit money to faculty, with appropriate oversight from the Provost's Office. [RSC A2B]
 - Developing procedures for determining merit raises for those faculty participating in centers that cross departments and schools and other interdisciplinary collaborations. [RSC A2C]
 - Increasing the number of faculty members serving in prestigious academic and professional societies and associations, editorial boards, and grant selection panels for federal agencies by providing funding on a competitive basis for research-active faculty members to support conference presentations and other scholarly activities. [RSC A2D]
 - Increasing doctoral enrollments in order to double the number of doctoral degrees conferred per year by 2025. [RSC A2E]

- Increasing (to the extent possible) the amount of state funding for graduate assistant stipends (with a priority for increasing the number and amount of PhD graduate student stipends and strategic use of graduate assistant workload assignments). [RSC A2F]
- Increasing private support for graduate stipends. [RSC A2G]
- Identify and develop UNLV's strength in selected areas to enhance access to competitive research funding and/or lead to national and international recognition by: [RSC A3]
 - Identifying university-wide (and, where possible, multidisciplinary) research themes/clusters/centers of excellence. [RSC A3A]
 - Incentivizing and supporting faculty hiring and retention in areas that support these themes/centers of excellence, including cluster hiring of key faculty members as a hiring and retention initiative. [RSC A3B]
 - Strategically developing new, targeted PhD programs in which future growth and faculty demand look promising. [RSC A3C]
- Consistent with our MSI and HSI missions, recruit and retain a diverse body of high-impact faculty members, excellent staff members, and promising students by: [RSC A4]
 - Identifying and addressing barriers to hiring and retaining high-impact faculty members by providing competitive, market-driven compensation. [RSC A4A]
 - Making UNLV more attractive by providing a welcoming, supportive environment for underrepresented faculty, students, and staff. [RSC A4B]
 - Sustaining a successful mentorship program targeted at assistant and associate professors as well as administrative faculty and classified staff as appropriate. [RSC A4C]
 - Developing a strong mentorship program for graduate students and undergraduate students who are involved in research. [RSC A4D]
 - Hiring, retaining, and supporting high-impact research faculty members who contribute to our research clusters. [RSC A4E]
 - Providing seed grants for early-stage researchers to help new faculty members launch their research and publishing agendas and prepare to apply for early career awards. [RSC A4F]
- Ensure that research infrastructure, processes, and services support the needs of research-oriented faculty and students by: [RSC A5]
 - Increasing the level of institutional support for principal investigators pursuing grants. [RSC A5A]
 - Increasing and improving space dedicated for use in research and creative activities. [RSC A5B]
 - Enhancing the customer service experience of the purchase and maintenance of research equipment. [RSC A5C]
 - Enhance library collections and infrastructure to support evolving methods of research, scholarship, and creative activity across UNLV's disciplines. [RSC A5D]
 - Establishing a President/Provost fund to support research innovation, research excellence, and the development of UNLV's research themes/clusters. [RSC A5E]

Student Achievement Goal:

UNLV will be a national leader in education and will promote excellence in teaching undergraduate, graduate, and professional school students. We will recruit, retain, and graduate a diverse body of motivated students through the strength of our innovative learning experiences, access to mentoring and research opportunities, and our vibrant campus community. Our highly qualified master's students, doctoral students, and professional students will distinguish themselves and UNLV through their contributions to research, the professions, and the arts.

Key measures of success:

- Metrics that demonstrate that UNLV is a school of choice, by tracking yield statistics. [STA K1]
- A freshmen to sophomore retention rate of 85 percent by 2025. [STA K2]
- An increase in the six-year graduation rate to 50 percent by 2025. [STA K3]
- Increase student engagement to 84% by 2025, as measured by the National Survey of Student Engagement and Student Satisfaction Inventory. [STA K4]
- Decrease in student-to-faculty ratios, as appropriate by discipline, pedagogical needs, and online course delivery options. [STA K5]
- Improvement in the quality of student educational experiences in teaching and learning, as measured by the Student Satisfaction Index. [STA K6]
- Student athletes who continue to meet and exceed Academic Progress Rate (APR) requirements. [STA K7]
- Employer satisfaction with our graduates (local UNLV employers' survey and the Employers' Survey done by Hart Research Associates for Association of American Colleges and Universities). [STA K8]
- Alumni satisfaction, as measured by the Dartmouth University alumni survey. [STA K9]
- Student satisfaction survey related to student services, campus environment, and safety. [STA K10]

To accomplish this goal, we will:

- Become a national leader in undergraduate, professional, and graduate education, with an emphasis by all academic units on effective teaching and the achievement of measurable learning outcomes, as well as by undergraduate engagement in research and creative activities and with the community, as measured by accepted benchmarks and implemented through: [STAA 1]
 - Motivating teaching excellence through teaching incentives (either as a bonus or an award added to base salary). [STA A1A]
 - Incentivizing the adoption of teaching methods that promote learning among socially and culturally diverse students. [STA A1B]
 - Incentivizing the nascent and promising collaborations among student services units and instructional/faculty development units by aligning unit-specific goals and resources more directly with shared student-success goals. [STA A1C]
 - Gathering and analyzing university-wide learning assessment and outcomes data, including achievement of University Undergraduate Learning Outcomes, and using those data to make appropriate programmatic changes. [STA A1D]

- Increase the quality and quantity of UNLV graduates: [STA A2]
 - At the undergraduate level by: [STA A2A]
 - Reviewing and changing, as appropriate, financial aid and use of merit awards to attract those students whom UNLV particularly wants to recruit and retain. [STA A2Ai]
 - Re-evaluating key student recruiting geographic areas, especially those in the Western region (including Hawaii) and internationally. [STA A2Aii]
 - Reviewing and changing, as necessary, student mentoring and advising to ensure satisfactory retention, time-to-degree progress, and graduation rates. [STA A2Aiii]
 - Developing and implementing a comprehensive retention strategy and appointing a “retention czar” empowered to oversee and manage the implementation of and adherence to UNLV’s overall undergraduate program,¹ including systematic review of general education requirements to ensure that they are educationally sound and consistent across undergraduate-serving academic units). [STA A2Aiv]
 - Making the registration process more user-friendly and efficient, as measured by student feedback, registration waiting times, class waitlists, and similar measures. [STA A2Av]
 - Setting enrollment targets for the next five and 10 years, including in-state and out-of-state metrics. [STA A2Avi]
 - Increasing international student-recruitment efforts that result in increased matriculation, retention, and graduation of international students. [STA A2Avii]
 - Deepening our collaboration with CCSD, Nevada State, and the College of Southern Nevada to ensure seamless transitions into UNLV for qualified students: [STA A2Aviii]
 - By developing pipeline programs.
 - Through the use of contingent admission programs.
 - Expanding the Honors College to increase the number of, and the UNLV opportunities for, outstanding undergraduate students. [STA A2Aix]
 - Developing a tracking metric for becoming the “university of choice” for Clark County School District graduates. [STAA 2Ax]
 - At the graduate and professional student level by: [STA A2B]
 - Increasing doctoral stipends (cash amount, benefits, and duration), especially in those areas of targeted research strengths and competitive necessity. [STA A2Bi]
 - Developing a plan for strategic increases in master’s-level enrollment, both on-site and online, where appropriate. [STA A2Bii]
 - Using academic unit financial aid and merit to recruit and retain high-quality master’s-level and other professional degree students. [STA A2Biii]
- Ensure that all student-related offices provide superior responsiveness to the needs of individual students by: [STA A3]
 - Enhancing professional development, with an emphasis on customer service. [STA A3A]
 - Rewarding and recognizing superior customer service. [STA A3B]
 - Implementing an evaluation system to gauge customer service and providing sufficient incentives to secure participation in these evaluations. [STA A3C]

¹ The Provost, through the “retention czar,” will hold deans accountable for retention in their units.

- Enhance the campus environment through a range of social and cultural opportunities on campus to promote an active 12-month/year, seven-day/week campus community—in part by increasing on-campus student housing and related facilities. [STA A4]
- Implement a consistent set of tools to evaluate teaching effectiveness, such as student surveys of teaching performance, pass/retention rates by course, and alumni surveys five years after graduation, and specify how teaching excellence counts toward promotion and tenure. [STA A5]

Academic Health Center Goal:

UNLV’s School of Medicine, in collaboration with other health-related units on campus and with external partners, will foster cutting-edge research, use a creative curriculum, and provide top-notch clinical programs.

Key measures of our success:

- Preliminary accreditation during 2016, provisional accreditation during 2019, and full LCME accreditation during 2021. [AHC K1]
- Graduate 60 students a year to start, growing to 120 students by 2030. [AHC K2]
- Generate up to \$25 million of external research grants and contracts per year by 2030. [AHC K3]
- Recruit 150 new faculty physicians and scientists by 2030. [AHC K4]
- Generate 5,300 new jobs by 2025, growing to 8,000 jobs by 2030. [AHC K5]
- Generate an economic impact of \$800 million per year by 2025, growing to \$1.2 billion by 2030. [AHC K6]
- Generate \$4 of non-state funds for every \$1 of state funds. [AHC K7]
- Secure \$150 million of philanthropic support by 2025. [AHC K8]
- Student metrics: nationally competitive applicant pool, percentage of students from Nevada or with Nevada ties, diversity of student body, and the number of graduates who remain in the region or return to Nevada post-residency training. [AHC K9]
- Number of PhD programs developed. [AHC K10]

To accomplish this goal, we will:

- Establish a fully accredited School of Medicine recognized for its innovative curriculum by: [AHC A1]
 - Teaching and demonstrating to students the special needs and health care issues of an urban population that includes an unusually large youthful demographic, an increasing number of retirees, and a community that hosts approximately 40 million visitors annually, while recognizing and understanding the unique demands of the region. [AHC A1A]
 - Teaching students through problem- and team-based learning so that they understand the best practices of addressing medical issues. [AHC A1B]
 - Developing educational space that will facilitate the ability of interdisciplinary teams to study and work together. [AHC A1C]
 - Educating students thoroughly in how best to take a patient’s history and conduct a physical examination as well as how to use genomic information and advanced technology. [AHC A1D]

- Developing graduate medical education programs that include, at a minimum, all types of primary specialty residencies and the major subspecialties of internal medicine and pediatrics. [AHC A1E]
- Establishing as a hallmark of the School six core blocks within the graduate medical education curriculum, focused on: [AHC A1F]
 - Community and Public Health [AHC A1Fi]
 - Bioethics [AHC A1Fii]
 - Clinical Research [AHC A1Fiii]
 - Business and Finance [AHC A1Fiv]
 - Leadership and Community [AHC A1Fv]
 - Mental Health and Addiction; and [AHC A1Fvi]
- Developing a next-generation health sciences library consisting of the highest level of technology while remaining “high-touch” among students, faculty, librarians, and the community. [AHC A1G]
- Develop strong research groups in five key areas: mental health and addiction, neuroscience, oncology, cardiovascular, and orthopedics—all of which will be interdisciplinary in nature and will engage clinical health professionals, basic scientists, and public health professionals by: [AHC A2]
 - Building on areas of current strength within UNLV and throughout the region to address the community’s greatest needs. [AHC A2A]
 - Developing a model that includes team science research. [AHC A2B]
 - Developing clinical trials opportunities. [AHC A2C]
 - Optimizing use of technology in health care. [AHC A2D]
- Recruit and retain an excellent and diverse student body by: [AHC A3]
 - Implementing a medical school recruitment plan to reflect the region and engage the interest of targeted students—with an emphasis on selecting and educating students who will stay in Nevada (or return to Nevada after residencies) to practice and teach. [AHC A3A]
 - Raising funds for scholarships that will support all or a significant portion of student educational expenses. [AHC A3B]
 - Developing pipeline programs for underrepresented students. [AHC A3C]
- Develop new PhD programs in biomedical sciences by combining clinical and research programs. [AHC A4]
- Lead the region in the quality of, and access to, superior health care and clinical services for Southern Nevada’s diverse population by: [AHC A5]
 - Building strong general medical education offerings and interdisciplinary strengths aligned with community needs. [AHC A5A]
 - Partnering with at least four hospitals in Las Vegas and with key physicians in the community to educate our medical students, medical residents, and fellows. [AHC A5B]
 - Having a visible presence in all of Clark County, starting with key partners in Las Vegas, North Las Vegas, and Henderson. [AHC A5C]
 - Working collaboratively with existing Las Vegas institutions to establish our city as a world-class medical destination providing the highest levels of clinical care. [AHC A5D]

Community Partnerships Goal:

UNLV will stimulate economic development and diversification in, and enrich the cultural vitality of, our community by deepening and expanding reciprocal connections with our partners and leveraging our unique strengths to collaborate locally, nationally, and internationally.

Key measures of success:

- Establishment of a thriving Community Engagement Center at UNLV. [CMP K1]
- Effective partnerships, collaborations, and pipeline programs with our partner educational systems. [CMP K2]
- Community engagement tracking and satisfaction surveys. [CMP K3]
- Workforce development and diversification derived from UNLV's highly qualified graduates who readily gain employment in their preferred careers, particularly in STEAM fields (Science, Technology, Engineering, the Arts, and Mathematics). [CMP K4]
- Startup activities stemming from discoveries made at UNLV and by UNLV alumni. [CMP K5]
- Success in UNLV's major athletic programs. [CMP K6]
- Creation of a mentoring network of UNLV alumni (both in terms of mentoring UNLV students and in terms of providing a lifelong UNLV connection to UNLV alumni). [CMP K7]
- Development of a community dashboard and other ways of communicating UNLV's successes to key constituencies. [CMP K8]
- As with the Research, Scholarship, and Creative Activity Goal, increase the breadth and depth of economic and intellectual and cultural impact of the university's activities on our community. [CMP K9]
- Inclusion of the community to advance development and fundraising [CMP K10]
- Communicate UNLV's strengths to promote the link between progress toward Top Tier and the benefit to the community, the region, the state, the Legislature, and other groups. [CMP K11]

To accomplish this goal, we will:

- Establish a sustainable Community Engagement Center at UNLV to serve as a one-stop entry point for individuals and organizations seeking to partner with UNLV. [CMP A1]
- Create and sustain an environment, both on and off campus, where community members and UNLV faculty, staff, and students work together to improve the economic environment and quality of life in Nevada through entrepreneurship, innovation, and an enhanced workforce by: [CMP A2]
 - Incentivizing commercialization of research/tech-transfer and developing an internal support structure for such commercialization efforts. [CMP A2A]
 - Increasing outreach to the business community to promote collaborative research and tech-transfer/commercialization activities. [CMP A2B]
 - Hosting roundtables with selected stakeholders to focus on expanding UNLV's contributions to the regional economy, the key needs of the city and state, and opportunities for UNLV and the community to collaborate in meaningful ways (with participants drawn from the faculty, staff, and students, as well as from the business, non-profit, and arts communities). [CMP A2C]

- Partnering with organizations throughout Southern Nevada and beyond to provide executive education, continuing education, and lifetime learning opportunities in support of community needs and individual aspirations. [CMP A2D]
- Identifying students with entrepreneurial potential and finding ways to coach and mentor those students by connecting them with the business community. [CMP A2E]
- Communicate UNLV's strengths to promote the link between progress toward Top Tier and the benefit to the community, the region, the state, the Legislature, and other groups by: [CMP A3]
 - Creating and sustaining advocacy partnerships with the Chamber of Commerce, the Las Vegas Global Economic Alliance, and the broader Southern Nevada community to promote the benefits of the Top Tier initiative. [CMP A3A]
 - Increasing connections with Southern Nevada's media to ensure that the media is aware of the benefits of the Top Tier initiative and UNLV's efforts to connect in more and better ways (see the community dashboard below). [CMP A3B]
 - Creating and sustaining ways for current and new members of the UNLV community (faculty, staff, and students) to interact with community leaders on a regular basis. [CMP A3C]
 - Applying for Carnegie Community Engaged University status. [CMP A3D]
 - Developing better branding and promotional materials. [CMP A3E]
- Deepen transparency and accountability by providing a community dashboard containing specific metrics, including: [CMP A4]
 - Community satisfaction survey data. [CMP A4A]
 - Incoming admission statistics, student learning outcomes, and graduation rate success. [CMP A4B]
 - The diversity of our student body, our faculty, and our staff. [CMP A4C]
 - Hiring and retention of faculty members whose research and teaching are demonstrably excellent. [CMP A4D]
 - Number and types of community partnerships formed. [CMP A4E]
 - Number of patents filed, startups created and sustained, and other significant intellectual property developed (other than the standard faculty research, scholarship, and creative activity). [CMP A4F]
 - The progress in UNLV's development of a world-class medical school and the availability and quality of its clinical health services as well as the availability and quality of UNLV's other clinical services. [CMP A4G]
 - Success of athletic programs and academic success among UNLV's student athletes. [CMP A4H]
 - Employment data for UNLV graduates. [CMP A4I]
- Establish three to five key partnerships keyed to identify areas of focus in research in a manner similar to what other benchmark institutions have done. [CMP A5]
- Develop a plan for supporting economic diversification and globalization relevant to the communities that we serve. [CMP A6]

Infrastructure and Shared Governance Goal:

To accomplish the other four goals, UNLV will continually develop and leverage the conditions necessary for success, which will include an effective organizational structure, a state-of-the-art infrastructure, a service-oriented culture, meaningful faculty engagement in shared governance, and the capacity for informed decision-making and informed risk-taking.

Key measures of success:

- Annual satisfaction surveys demonstrating progress toward: [ISG K1]
 - A climate typified by diversity and inclusion and the development of, or proposed changes to, necessary policies to promote such diversity and inclusion. [ISG K1A]
 - The quality, quantity, and flexibility of university facilities for educational, research, and creative activity, as well as the full range of “campus life” activities. [ISG K1B]
 - The extent to which UNLV fosters a positive culture of collaboration, trust, respect, empathy, camaraderie, and mutual success. [ISG K1C]
 - The extent and efficacy of faculty and staff training for leadership development. [ISG K1D]
 - Positive assessments of faculty and staff effectiveness in performing their jobs/tasks well, and having the necessary leadership, management direction, support, and resources to perform their job responsibilities successfully. [ISG K1E]
 - Student, faculty, and administrators’ satisfaction with university facilities and processes. [ISG K1F]
 - Recognition of UNLV as a great place to work, with sterling customer service both inside UNLV and in the broader community. [ISG K1G]
 - Measurable improvements in university business processes. [ISG K1H]
- The effectiveness, efficiency, and coordination of data collection, data governance, and data delivery to appropriate constituencies for use in university decision-making. [ISG K2]
- Depth and diversity of faculty participation in shared governance. [ISG K3]
- Development and implementation of an effective leadership organizational structure. [ISG K4]

To accomplish this goal, we will:

- Foster a university environment that is inclusive, welcoming, and supportive for all by: [ISG A1]
 - Fostering diversity, equity, and inclusion of students, faculty members, and staff members through improved policies and procedures guiding recruitment, retention, promotion, mentoring, and continued development of university personnel. [ISG A1A]
 - Ensuring that UNLV’s faculty, staff, and students reflect the broader community that UNLV represents. [ISG A1B]
- Increase the quantity and quality of faculty participation in shared governance to secure the faculty’s role as a meaningful partner in leading the campus community by surveying the entire faculty to find out what methods best enable faculty members to provide input to the UNLV administration on issues touching upon shared governance and then acting on the data provided by that survey. [ISG A2]
- Instill a culture of customer service throughout the university by: [ISG A3]
 - Further developing and maintaining a service-oriented culture and a high level of performance in all campus activities and services. [ISG A3A]
 - Streamlining and clearly communicating UNLV’s processes and procedures, with regular user feedback loops to facilitate improvement. [ISG A3B]

- Regularly connecting with members of the campus community, formally and informally, to receive input and feedback on improvements needed for superior internal functioning and infrastructure. [ISG A3C]
- Provide high-quality, service-oriented internal functioning and infrastructure that fosters, stimulates, and nurtures academic excellence, discovery, creative activities, entrepreneurship, job creation, and economic vitality throughout the region by: [ISG A4]
 - Providing a high-quality, fully featured, and inclusive campus physical and virtual environment. [ISG A4A]
 - Further investing in and maintaining core campus assets so that these assets best achieve UNLV's Top Tier goals. [ISG A4B]
 - Advancing staff development and excellence by hiring and retaining excellent staff members; recognizing their talent, above-and-beyond efforts, and success; and creating pathways for staff members to excel and grow. [ISG A4C]
 - Managing risk appropriately and supporting reasonable risk in the process of improving and expanding the ability to deliver goods and services efficiently within UNLV. [ISG A4D]
 - Implement new automated administrative systems in Human Resources, Payroll, and Financial areas for the campus (including budget, general accounting, AP/Travel, Purchasing, Sponsored Programs, etc.) under the Workday product and, with that product, create new "best practice" transaction steps and consolidate all data reporting in a centralized manner that interfaces with the current automated student system. [ISG A4E]
 - Determining which functions, if any, should be outsourced to businesses better positioned to deliver superior service. [ISG A4F]
 - Securing sources of funding for effective organization and staffing for internal functioning and campus infrastructure, for both upfront and long-term costs. [ISG A4G]
 - Developing a list of three to five key infrastructure changes that can be made within three months of adopting this plan and then accomplishing those changes no later than October 2015. [ISG A4H]
- Facilitate effective data collection, data governance, and data reporting throughout the university to support informed decision-making by: [ISG A5]
 - Engaging in a continuous quality review of the best practices to improve data collection, data governance, and reporting on a university-wide level and at the unit level. [ISG A5A]
 - Effectively distributing data to the appropriate academic and administrative units. [ISG A5B]
 - Authorizing, training, and empowering UNLV's faculty and staff to transform publicly available data into actionable information in support of data-driven decision-making and informed risk-taking. [ISG A5C]
 - Designating a single office or entity to identify and define the data elements needed to support the Top Tier process. [ISG A5D]
- Review the IT master plan and make revisions as necessary to support the Top Tier vision and mission. [ISG A6]
- Assess the effectiveness of the university's organizational structure and, to the extent necessary, reorganize that structure to promote achievement of the Top Tier vision and mission within the UNLV culture as informed by best practices and benchmarks from aspirational and peer institutions. [ISG A7]