TOP TIER STRATEGIC PLAN
EXECUTIVE SUMMARY

VISION

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

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.

MISSION

CORE THEMES AND PATHWAY GOALS

FOUNDATION GOAL

Student Achievement
Research, Scholarship, and Creative Activity
Academic Health Center
Community Partnerships
Infrastructure and Shared Governance

Revised August 1, 2019
Introduction

UNLV has always been an ambitious university with a longstanding mission to serve its growing and dynamic region.

The UNLV Top Tier Initiative is an extension of our vision of being recognized as one of the top American research universities, as designated by the Carnegie Classification of Institutions of Higher Education, as a Very High Research Activity (R1) University.

The best way to envision the importance of being an R1 University is a necessary, but not sufficient, condition of becoming a fully-functioning, Top Tier University. Top Tier means:

- a superb student educational experience;
- faculty members engaged in high-quality research, scholarship, and creative activity;
- an academic health center that is an integration of health science units and includes departments and faculty members who research contributes to health sciences;
- a clearer gateway to facilitate community partnerships with UNLV; and
- a significantly better functioning infrastructure that provides meaningful opportunities for shared governance.

The Top Tier strategic plan provides overall direction and guides our activity at UNLV.

For more information, visit the UNLV Top Tier website.
unlv.edu/toptier
Guiding Principles

Diversity, equity, and inclusion are guiding principles and central to our work. At UNLV, we focus on creating a caring community that supports the successes of our students and faculty. Students educated in racially and ethnically diverse settings perform better academically, are more likely to graduate in four years, and reap greater professional and economic success in the workplace than peers from more homogeneous learning environments.

The advantage of a multicultural education extends well beyond a student’s time in school and entry into the workforce. Extending the aspirations of democracy is dependent on the capabilities and compassion of our next generation of leaders—leaders who can effectively engage with individuals and groups across the spectrum of human uniqueness. These factors make any and all diversity, equity, and inclusion efforts beneficial and worthwhile.

UNLV’s Top Tier Vision

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

Our framework makes it clear that student success, research activity, and community impact are the foundation of our Top Tier vision. Every member of our campus community is responsible for our success, and units have created strategic plans aligned with the Top Tier strategic plan. Within unit strategic plans are faculty- and staff-driven initiatives that align with central initiatives. While some initiatives are managed centrally, most are managed at the unit level.

Many metrics inform our progress, and we have identified select key metrics. These metrics are a set of measures utilized across units to guide strategic priorities and provide a measure of the overall performance of the university.

- Retention rates
- Graduation rates
- Post-graduation placement
- Research expenditures
- Doctoral degrees conferred
- Non-faculty researchers and postdocs
- Community impact

As we strive to fulfill our vision, we track our metrics to assess our overall health as a research university and to measure our progress.
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.

Mission Fulfillment: Level of Attainment

We will evaluate our success as a leading research university by our progress on several metrics. UNLV has established clear metrics with subsequent goals and progress indicators that will allow explicit tracking, ensuring continuous achievement towards meeting Top Tier strategic objectives and demonstrating clear fulfillment of the institutional mission.

Our Foundation: Infrastructure and Shared Governance

As part of our overall strategic plan, the university recognizes the importance of Infrastructure and Shared Governance in all aspects, and this foundational goal area is measured and monitored. An improved infrastructure and a healthy shared government model are both pivotal in order to accomplish all of our core themes/pathway goals. The university seeks to continually develop and leverage the conditions necessary for success, which includes an effective organizational structure, improved infrastructure, a service-oriented culture, meaningful faculty engagement in shared governance, and the capacity for informed decision-making and informed risk-taking.
Student Achievement

UNLV recruits, retains, and graduates a diverse body of students through innovative learning experiences, access to mentoring and research opportunities, and the vibrant campus community. To accomplish our goal, we have set objectives focused on:

- improving student outcomes;
- increasing undergraduate retention;
- increasing the undergraduate graduation rate;
- increasing participation in post-secondary education (access);
- enhancing the student experience;
- closing the achievement gap among underserved student populations; and
- contributing to the workforce.

As we strive to reach these objectives, we focus our work around the following areas.

- Curriculum
- Co-curricular Activities
- Instruction
- Student Support Services

In order to improve, we carefully track indicators to assess our progress.

- Milestone enrollment, learning outcomes survey, senior exit survey, and milestone GPA.
- Freshman retention rate, student to advisor ratio, co-curricular student engagement activities attendance, and undergraduate research participants.
- Graduation rate and online course enrollment.
- Percentage of 18-24 year olds enrolled at UNLV, percentage of 25+ year olds enrolled at UNLV, percentage of new enrollees direct from high school, and percentage of new enrollees scoring a 3 or 4 on ACT College Readiness.
- Yield statistics, student engagement, student educational experiences in teaching and learning, and student satisfaction survey related to student services, campus environment, and safety.
- Enrollment distribution by race/ethnicity, distribution of degrees by race/ethnicity, number of students earning degrees by race/ethnicity, and graduation rates by race/ethnicity.
Research, Scholarship, and Creative Activity

UNLV fosters a climate of innovation in which faculty and students produce high-quality, widely disseminated, and influential research, scholarship, and creative activities. To accomplish our goal, we have set objectives focused on:

- increasing research activity to benefit the local community, state, and nation;
- increasing scholarly activity to benefit the local community, state, and nation;
- increasing creative activity to benefit the local community, state, and nation.
- creating and sustaining an environment that supports research, scholarship, and creative activities;
- the impact of research, scholarship, and creative activities in the academic and artistic communities; and
- creating and sustaining an environment that supports, encourages, and produces high-impact undergraduate and graduate student activities.

As we strive to reach these objectives, we focus our work around the following areas:

- Research Excellence
- Research Infrastructure
- Recruitment, Retention, Progression, and Completion Efforts (R2PC)
- Faculty and Student Success
- Postdocs
- Innovative Programs

In order to increase the breadth and depth of research, scholarship, and creative activities on the university’s activities and in the community, we carefully track indicators to assess our progress.

- Research expenditures, publications, faculty supported by grants, patent applications, and patents received.
- Non-faculty researchers, doctoral degrees conferred, and graduate student enrollment.
- Graduate assistantships, publications, presentations, and poster presentations.
- Publications, presentations, and innovations in artistic disciplines; graduate exhibitions, performances, and public readings.
- Office of Sponsored Programs: staffing and certification, newly awarded contract and grant budgets and counts, budget changes and modifications, award close-out and final reports.
- Institutional Review Board exempt, expedited, and student reviews; full committee reviews.
- Purchasing laboratory and research equipment and purchasing approval authority.
- Commercially sponsored research; faculty citations; commissioned and/or juried exhibitions or performances; philanthropic support for our research, scholarship, and creative activities; master’s and professional degrees granted per year, as appropriate for individual academic units; and tenure and tenure-track faculty members.
- Undergraduate publications; undergraduate presentations; supervised research and research internships; and graduate student opportunities including grant funded GAs, CGRAs (community graduate research assistants), and graduate fellowships, Student Success Institute engagement and participation in Grad Advance.
**Academic Health Center**

The Academic Health Center (AHC) fosters a dynamic, humanistic environment that 
1) promotes an innovative curricula that prepares a collaborative practice-ready workforce; 
2) advances a synergistic pathway toward excellence in research and scholarship; 
3) fosters collaborative, comprehensive person-centered clinical services; and 
4) stimulates reciprocal community engagement that enhances the visibility and demonstrates the value of the 
Academic Health Center.

To accomplish our goal, we have set objectives focused on:
- providing health care delivery and community service; 
- developing a practice-ready workforce; 
- increasing the capacity and productivity in research scholarship, innovation, and creativity to address 
the workforce challenges and opportunities of the future; 
- providing comprehensive, person-centered care that enhances the quality, 
accessibility, scope of clinical services, and expanding community engagement 
toward improved collaboration and population health; and 
- developing and implementing prevention initiatives that work to improve the 
health and wellness of UNLV AHC faculty, students, staff, and the surrounding 
community.

As we strive to reach these objectives, we focus our work around the following topics.
- Research and Scholarship Excellence 
- Clinical Services 
- Community Engagement 
- Culture of Wellness 
- Infrastructure

In order to advance Academic Health, we carefully track indicators to assess our progress.
- Patient visits and patient satisfaction. 
- Health-related degrees awarded and diversity and inclusion training. 
- Grants, publications, presentations, interprofessional team-based learning, professional learning 
communities, turnover, faculty promotion, and awards ($). 
- Exam pass rates, students remaining in Nevada after graduation, and master affiliation agreements. 
- Health and wellness survey, programs, and campus and community partnerships.
Community Partnerships

UNLV will stimulate economic development and diversification, foster a climate of innovation, and enrich the cultural vitality of the communities that we serve. To accomplish our goal, we have set objectives focused on:

- creating community connections,
- cultivating a climate of innovation,
- engaging with the community, and
- increasing start-up activities and discoveries.

As we recognize the breadth and depth of the university’s activities on the community, we have established additional indicators focused on:

- enhancing the success of UNLV's major athletic programs,
- helping solve community problems, and
- communicating UNLV’s brand and strengths.

As we strive to reach these objectives, we focus our work through the following actions.

- Engaging with the community to support economic development.
- Inviting the community to advance development and fundraising.
- Engaging with partners to help build intellectual and cultural vitality in the community, including support for student opportunities.
- Building relationships through, and inviting the support of, athletics.
- Encouraging and facilitating greater community engagement.
- Working together to understand and help solve community problems.
- Being creative in communicating the UNLV brand.

We carefully track indicators to assess our progress.

- Community partners and projects, service-learning courses and hours, and campus community visitors.
- Disclosure submitted, startups – Techs, new business starts, Small Business Development Center jobs created and clients served.
- Constituent involvement with fundraising and in the Alumni Association.
- Commercially sponsored research, revenues, and capital infusion.
- Student-athletes academic performance, student-athlete community outreach, fan experience surveys, and operations.
- Progress communicated in an annual report towards addressing issues surrounding a selected community problem.
- Progress communicated in annual reports on advertising and branding campaigns.