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.
UNLV’s Top Tier Vision

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UNLV’s Top Tier Mission

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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.
- Student achievement of learning outcomes.
- Student, faculty, and staff diversity, including maintaining UNLV’s Minority Serving Institution (MSI) status and Hispanic Serving Institution (HSI) status.
- Intellectual activity, patents, and entrepreneurial activity fostered by UNLV.
- Impact of our clinical services.
- A deeper engagement of UNLV with Las Vegas and our region to ensure ongoing alignment with our diverse community’s needs and interests.
- Carnegie Classification criteria (research expenditures; doctoral degrees granted per year; number of non-faculty research staff, such as postdocs; and Carnegie Community Engagement status).

As a measure of overall university effectiveness and progress, UNLV will prepare, implement, and disseminate a progress card.
Mission Fulfillment: Level of Attainment

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.

The university has established criteria to evaluate the level of attainment and to determine the level of mission fulfillment, based on the following:

<table>
<thead>
<tr>
<th>Level</th>
<th>Percentage Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>90-100% of goal met</td>
</tr>
<tr>
<td>Good</td>
<td>80-89% of goal met</td>
</tr>
<tr>
<td>Fair</td>
<td>75-79% of goal met</td>
</tr>
<tr>
<td>Needs Improvement</td>
<td>74% or less of goal met</td>
</tr>
</tbody>
</table>

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 setting perform better academically, are more likely to graduate in four years, and reap great 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.
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 goals, 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; and
- closing the achievement gap among underserved student populations.

As we strive to reach these objectives, we focus our work through the actions of our subcommittees and their special topic areas.

- Measurement and Reporting
  - Yield
  - Curricular and Co-curricular Experiences
  - APR
  - Access
  - Achievement Gap
- Recruitment and Transition
  - Recruitment
  - Enrollment
  - Collaboration
  - Financial Aid
- Comprehensive RPC Planning
  - Curricular Review
  - Student Engagement

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 goals, 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 through the actions of our subcommittees.

- Centers and Institutes
- Research Intensive Faculty
- Research Excellence and Infrastructure
- F & A Committee
- Research Park
- Interdisciplinary PhD Programs
- GEM and R2PC
- Graduate Research and Scholarship Excellence
- Postdocs
- Graduate Faculty and Student Support

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.
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 goals, 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 through the actions of our subcommittees and their action plans.
• Curricula and Workforce
• 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.
• Annual health sciences newsletter.
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 goals, 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.

- Gaining community support for student opportunities.
- 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.
- Building relationships through, and inviting the support of, athletics.
- Encouraging and facilitating greater community engagement.
- Helping 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.
- Community engagement and partners’ perception of success/performance.
- 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.
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 will include 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. The university seeks to enhance essential components of our infrastructure by focusing on

- shared governance,
- infrastructure,
- business processes,
- customer service and relations, and
- wayfinding and safety.

Our subcommittees focus their work through the following actions.

- Strengthening shared governance on campus.
- Expanding the depth and diversity of faculty participants in this process.
- Reviewing UNLV’s organizational structure.
- Maintaining and expanding our technology infrastructure.
- Raising the efficiency and effectiveness of UNLV’s business infrastructure.
- Improving efficiencies regarding hiring processes, document imaging and management, extra contractual compensation (ECC), financial account numbers, and service-level agreements.
- Promoting our customer service model: The REBELS Way.
- Improving communication and collaboration across campus.
- Enhancing the onboarding of new UNLV employees.
- Continuing advocacy through monitoring employee benefits.
- Improving diversity and inclusion efforts across the campus.

In order to enhance essential components of our infrastructure, we track indicators to assess our progress:

- faculty satisfaction,
- webpage views,
- business process improvement,
- concierge requests,
- staff turnover, and
- safety trainings.

In addition, we continually collect updates, metrics, and anecdotal information regarding

- annual satisfaction surveys demonstrating progress;
- data governance;
- faculty participating in shared governance;
- key human resource functions and processes;
- business process goals;
- plans and actions to enhance diversity, equity, and inclusion;
- the technology master plan;
- emergency management;
- customer service, onboarding, and communication; and
- employee benefits.