Highlights & Updates reflects the work of the Top Tier committees for the individual goal areas during 2017-2018. Please visit https://www.unlv.edu/news, https://www.unlv.edu/about/highlights/, and https://www.unlv.edu/sites/default/files/assets/toptier/docs/UNLV-Highlights.pdf for more news, accomplishments, and highlights that demonstrate campus efforts to achieve our Top Tier goals.

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.
Research, Scholarship, and Creative Activity

- Research Activity:
  - Research expenditures increased by 6% to $66.3 million.
  - Philanthropic support for research, scholarship, and creative activities increased by 17%.
- A proposal will be enacted to remodel existing Science and Engineering Building (SEB) space to create more faculty offices and graduate student carrels; the proposal will include recommendations to maximize efficiency and productivity of each laboratory, dry lab, and office.
- UNLV has initiated the first interdisciplinary, inter-college center, using funds from the Health for Nevada Initiative, and a national search is currently being conducted for the new Director of The Center for Health Disparities Research.
  - Plans involve using faculty cluster hiring across multiple disciplines and across multiple academic ranks to hire research-intensive faculty to conduct research on health disparities.
  - A series of graduate assistantships were distributed to participating units.
- Several considerations related to guidelines and policies for further developing centers and institutes are being studied and addressed.
- Thirty-eight faculty members were selected to receive a combined $332,270 in seed funding for their research, scholarship, and creative activity.
- The Graduate College is developing financial training, resources, and support for graduate students.
- Policies and procedures for the structure and establishment of new IDGPs (Interdisciplinary Doctoral Graduate Programs) have been developed.
- Construction is underway on the first research building at the Harry Reid Research and Technology Park, with approval by the NSHE Board of Regent for UNLV to lease 1.5 floors of the building for hospitality and gaming-related research. Initial plans and partnerships are being developed for a Sports Research and Innovation Initiative.
- A proposal is being developed for stackable certificates leading to a Master’s degree.
- Existing resources and additional resources needed to support research infrastructure are being examined, with continued study of the F & A distribution model.
- Graduate College efforts for campus-wide GEM (graduate enrollment management) and R2PC (recruitment, retention, progression, completion) plans continue to progress.
- Recommendations for increasing competitive grant applications and funding are under review, and grant-writing courses and workshops are being developed.
- The Graduate College identified key measures that can be incorporated into a graduate program or plan level dashboard.
- Recruitment, retention, promotion, and diversification issues across campus were examined through a specific focus on administrative evaluation and faculty data related to retention.
- There is increased awareness of UNLV’s Office of Postdoctoral Affairs, and a newly formed Faculty Postdoc Advisory Board is working on postdoc needs including grants and grant activity, funding for postdocs, and increasing postdoc hiring on campus.
Student Achievement

- UNLV ranks #1 for the most diverse campus and #18 nationwide for yield, according to US News & World Report.
- Military Times ranked UNLV as one of the best universities in the nation for veterans, and Best Colleges.com, in partnership with Campus Pride.org, named UNLV the best higher education institution in Nevada for LGBTQ students.
- Six-year graduation rates increased to 41.6%.
- Mid-term grades have been replaced with an early alert progress reporting system.
- Decision Support has developed an enrollment tracking dashboard that will allow advisors to track college-level progress on first-year retention in real time beginning 21 weeks prior to the census date.
- The Office of Admissions continues to work to make improvements in existing processes and procedures, with particular focus on addressing the recruiting and recruitment of multicultural students.
- Multiple interventional programs were implemented to support students most at risk for attrition.
- Plans are underway to create articulation agreements and degree sheets plus four-year plans with UNLV and various transfer institutions.
- The Athletic Department has made significant strides in establishing a culture in Athletics where academics will be a high priority.
- There has been further progress on the development of comprehensive undergraduate and graduate recruitment plans.
- Curricular review and revision continues as individual departments engage in a data-informed process to align curricula with our Top Tier Student Achievement goal.
- We have established two new annual teaching excellence awards to recognize the Scholarship of Teaching and Learning (SoTL).
- UNLV collaborates with our educational partners to allow early learning experiences on other campuses before enrolling at UNLV through 2+2, 2+3, and 3+1 programs.
- A Faculty Center is being established to support teaching, research, service, and community engagement activity of teachers at UNLV, from full professors to graduate assistants.
- Campus Connect is utilized to create retention and graduation projects for undergraduate students, as well as launch an Early Alert process for faculty teaching undergraduate courses.
- The Division of Student Affairs has aligned with the Provost’s Office to further integrate academics and student life.
- We have implemented gateway course policies for math and English, including communication of policies and practices with UNLV Admissions and CSN.
- The Honors College has developed a plan to continue expansion and increase the number of, and opportunities for, outstanding undergraduate students.
Academic Health Center

- Academic Health Deans have revised the Academic Health Center goal in order to more fully encompass an Academic Health Center concept, with specific input from Health Science Division units as well as from others across campus who work on healthcare issues.
- Objectives for the Academic Health Center include
  - 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 expands community engagement toward improved collaboration and population health; and
  - developing and implementing prevention initiatives that work to improve the health and wellness of UNLV Academic Health Center faculty, students, staff, and the surrounding community.

- The School of Dental Medicine patient satisfaction rate is 95%, and the graduation rate for the class of 2018 exceeded 96%.
- For the fourth year in a row, *US News and World Report* ranked the School of Nursing online graduate program in the top 10% of online nursing programs.
- The Department of Physical Therapy is one of the highest ranked programs within UNLV. The program was ranked as 79 of 236 physical therapy programs in the nation, improving 42 slots from the ranking received in 2012.
- The Nevada Healthy Homes Partnership with the Health District, as well as other partners, identifies and corrects preventable health hazards that can trigger asthma and injuries.
- The second class of 60 UNLV School of Medicine students, most with Nevada connections, began studies at UNLV in July 2018. Donors provided 40 full scholarships and 20 partial scholarships for students.
Community Partnerships

- Fundraising:
  - Over $300 M has been raised over the last four years.

- Economic Development during FY18:
  - Eight patents issued.
  - New business starts have increased from 30 to 49, a 63% increase.
  - The Small Business Development Center served 328 new businesses, a 32% increase, and created/retained 207 jobs, an 86% increase.
  - Licensing revenue increased 23% to more than $360,000.

- Athletics:
  - UNLV student-athletes earned a combined 3.0 Grade Point Average for the first time in fall 2017, then posted a record-high GPA of 3.03 for the second straight semester in spring 2018.
  - Building a new athletic department team and championship culture, implementing a new athletic department infrastructure, including hiring 20 staff members (mostly replacing departures) - 70% of which are people of color or women, 63% are former student-athletes, and becoming one of the nation’s most diverse athletic department staffs, reflective of UNLV’s campus.
  - Developed a new mission statement, core values, and identifying top priorities (First class student-athlete experience; Winning with integrity and class; Building a model enterprise; Developing and implementing the best fan experience and telling our unique UNLV story; Providing value to the University, community, and State).
  - Led the Mountain West in conference championships with five (women’s basketball, women’s indoor track & field, women’s tennis, men’s golf, and women’s golf), tying with Boise State, and won the Governor’s Series over UNR for the fifth time in six years.
  - Assessed holistic student-athlete development offerings, then started UNLV’s first student-athlete nutrition program and jobs initiative, the latter of which increased student-athlete employability by 29%.
  - Balanced the athletic department budget (with same institutional support as previous year); launched the Drive for 5 with a goal to double the Rebel Athletic Fund membership to more than 5,000; and hosted 596 events over the year at Thomas & Mack Center, Sam Boyd Stadium, and Cox Pavilion.

- Activities involving student community engagement opportunities, as well as additional engagement with the community, are being aligned with the Carnegie Foundation’s Classification for Community Engagement as part of the process for seeking the Carnegie Community Engagement designation.

- More than 84,000 people visited campus for lectures, fine arts performances, and symposia, and additional measures are being taken to engage with partners to help build intellectual and cultural vitality in the larger community.

- The Boyd School of Law launched the Edward M. Bernstein & Associates Immigration Clinic Children’s Rights Program.

- Black Mountain Institute became the owner and publisher of Believer Magazine, which has readership around the world.

- The UNLV Alumni Association created an affinity index to show engagement and results revealed a 2% increase.

- Individuals are working to solve community problems by identifying UNLV resources and expertise that may assist in addressing a pressing local community need, homelessness.

- A new marketing outreach campaign targeting prospective students and their parents in the region has been launched. This campaign features current students and faculty and builds off of the Different. Daring. Diverse. campaign.

- Efforts continue to enhance signage throughout campus.

- UNLV surgeons have been speaking to trauma doctors in dozens of countries about their experiences treating the wounded from the 1 October Las Vegas Strip Shooting.
Infrastructure and Shared Governance

• Faculty Senate launched a refreshed webpage and is working with deans to improve Senate-to-unit communication, as well as faculty-to-Senate communication.
• Through the IT Master Plan implementation, UNLV is transitioning to a certificate-based authentication Wi-Fi used by the majority of R1 institutions.
• The development of the institutional Data Oversight Committee is a significant milestone for the Top Tier initiative as this infrastructure is vital to the meaningful collection and reporting of data.
• New initiatives are aimed at improving new employees’ experiences through the implementation of the Onboarding Program and Peer Connections program. In addition, plans are underway to hire an onboarding coordinator.
• Implementation of Workday enables UNLV to improve the way it administers and delivers key HR, benefits, and financial services to our faculty and staff.
• Plans are underway to create one central document imaging system, bringing together various systems and allowing all campus constituents document imaging capabilities.
• An administrative faculty professional development group has been formed to address the needs for administrative faculty professional development.
• Issues related to the complexities of hiring faculty continue to be studied in order to improve these processes.
• ESS has implemented, and Purchasing and HR are developing, business process goals.
• The Division of Finance and Business is elevating the principal human resources officer to an associate vice president level to facilitate creating HR support and services commensurate with UNLV’s aspirations, and HR operations are currently aligned with the Office of Compliance.
• There is a focus on improving relations across campus through The REBELS Way (customer service), acting on data provided through the COACHE and campus climate surveys, and developing plans to improve unit-wide and campus-wide communications.
• The new Harrah College of Hospitality building opened in time for the spring 2018 semester, and construction is underway on the next phase of the University Gateway, which will be a mixed-use office/residential space that provides more office space for UNLV.
• Comprehensive emergency notifications are now available through digital signage, desktops, email, new emergency phones installed across campus, and the RebelSAFE app. In addition, a crisis communications plan has been developed, identifying staffing, messaging, and tactics.
• The Fertitta Football Practice Facility broke ground this spring, and the Board of Regents has approved the Joint Use Agreement with the Raiders on a new stadium.
• UNLV is working with NSHE on continued advocacy for employee benefits.
• Dr. Barbee Oakes, Chief Diversity Officer, is developing a strategic plan to ensure diversity and inclusion on a broad scale across campus.
• Yuri Graves joined UNLV as Emergency Manager and is developing a strategic emergency management plan.
• The initial concept and design work to enhance campus wayfinding and safety is complete, and plans to stage the updates are forming.

For more information visit www.unlv.edu/toptier