

Meeting Minutes

Research Council & Associate Deans for Research

Friday, November 13, 2015, 11:30 a.m. – 1:00 p.m.

LLB: Goldfield Conference Room

1. General Announcements/Updates – Tom Piechota
 - a. Office of Undergraduate Research (OUR-UNLV) collaboration with UNR
 - i. OUR-UNLV hosted a luncheon to discuss the *Nevada State Undergraduate Research Journal* (NSURJ). 25+ people attended the lunch; undergrads, faculty, GPSA rep, CSUN, and NSC rep. Great ideas about the journal were shared in an open discussion and the editors talked individually with undergrads about getting involved in the journal -- either to publish or act as associate editors.
 - ii. The group will host UNLV in the spring to continue discussions regarding undergraduate research and the NSURJ.
 - b. 2016 Faculty Opportunity Awards – planning process will start soon
 - i. Were the categories acceptable?
 1. Individual Investigator
 2. Innovation/Technology Development
 3. Collaborative Interdisciplinary Research – Emerging Areas Seed Grants
 4. Collaborative Interdisciplinary Research – Center of Excellence Challenge Grant
2. New GA Stipend Plan – Kate Korgan
 - a. Every graduate program is working on drafting their R2PC plans this semester; they are due to their college Deans by 11/30 and the Deans' will send their plans with feedback to the Graduate College by 12/11.
 - b. The top tier RSCA implementation working group on GAs and the Grad Council Ad-Hoc top tier committee will work with the Graduate College over winter break to review all of the plans, especially the recruitment sections and the proposed GA stipend sections to determine resource allocation. Specifically, we will be allocating \$2m in new doctoral stipend support and \$250k in recruitment support (mostly in the form of recruitment scholarships).
 - c. These joint committees will release a report in spring on campus R2PC and GAs.
3. Workday@UNLV – Jackie Hess (presentation)
 - a. Workday will automate, streamline, and standardize current processes in human resources and financial management.
 - b. Workday will go live October 2016.
 - c. If you have any questions/comments please contact Jackie Hess, the project manager (895-0557), or send feedback to workday@unlv.edu.
4. Top Tier Updates – Tom Piechota (handouts)
 - a. Ran out of time. Top Tier Updates will be on the next meeting agendas.

Next Research Council Meeting: December 11th, 11:30 a.m. – 1:00 p.m.

Next Associate Deans for Research Meeting: December 18th, 9:00-10:30 a.m.



November 2015

Overview

- iNtegrate
- Why Workday?
- Guiding Principles
- Project Team
- Timeline
- What's Changing?
- Campus Engagement
- Q&A

iNtegrate

- iNtegrate 1
- iNtegrate 2
- Workday@UNLV

Why Workday?

- Modern technology
- Reduced paper
- Improved transaction visibility

Guiding Principles

- Fundamentally change the way we do business
 - Streamline processes
- Standardize business processes
 - Deliver consistent administrative solutions
- Leverage shared services

Project Team

- System-led effort
 - NSHE
 - Leads
 - Designees
 - Subject Matter Experts (SMEs)
 - UNLV Steering Committee
 - UNLV Concierge Office

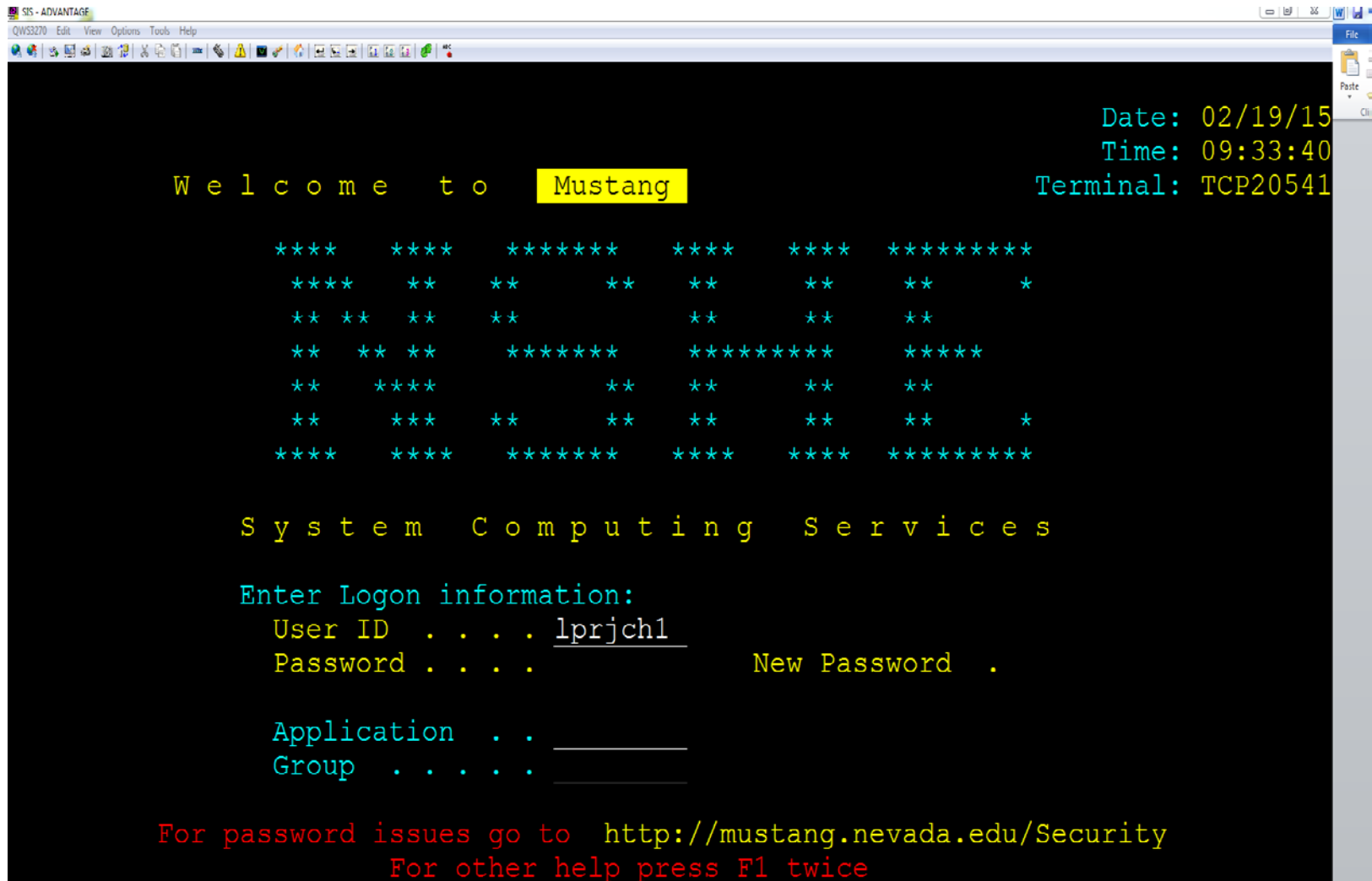
Timeline

- **Plan**
February – September 2015
- **Architect**
May 2015 – February 2016
- **Configure & Prototype**
September 2015 – August 2016
- **Test**
April – September 2016
- **Deploy**
September – November 2016

What's changing?

- Look & feel
- HR/Payroll
- Finance
- Reporting & data warehousing

From HRMS



The screenshot shows a terminal window titled 'SIS - ADVANTAGE' with a menu bar (QW53270, Edit, View, Options, Tools, Help) and a toolbar. The terminal output is as follows:

```

                                     Date: 02/19/15
                                     Time: 09:33:40
                                     Terminal: TCP20541

Welcome to Mustang

****      ****      ****      ****      ****      ****
****      **      **      **      **      **      *
** **      **      **      **      **      **
**  ** **      ****      ****      ****      ****
**      ****      **      **      **      **      **
**      **      **      **      **      **      **      *
****      ****      ****      ****      ****      ****

System Computing Services

Enter Logon information:
User ID . . . . lprjch1
Password . . . .      New Password .

Application . . . . _____
Group . . . . . _____

For password issues go to http://mustang.nevada.edu/Security
For other help press F1 twice
```

From Advantage

```

SIS - ADVANTAGE
QWS3270 Edit View Options Tools Help
ACTION: L SCREEN: DOCQ USERID: LCMS 12/08/14 07:21:29 PM

AAAAAA DDDDDD VV VV AAAAAA NN NN TTTTTTTT AAAAAA GGGGG EEEEEE
AA AA DD DD VV VV AA AA NNN NN TT AA AA GG GG EE
AA AA DD DD VV VV AA AA NNNN NN TT AA AA GG EE
AAAAAAAA DD DD VV VV AAAAAAAAA NN NN NN TT AAAAAAAAA GG GGGG EEEEEE
AA AA DD DD VV VV AA AA NN NNNN TT AA AA GG GG EE
AA AA DDDDDD V AA AA NN NNN TT AA AA GGGGG EEEEEE

FFFFFFF IIIIIIII NN NN AAAAAA NN NN CCCCCC IIIIIIII AAAAAA LL TM
FF II NNN NN AA AA NNN NN CC II AA AA LL
FFFFFF II NNNN NN AA AA NNNN NN CC II AA AA LL
FF II NN NN NN AAAAAAAAA NN NN NN CC II AAAAAAAAA LL
FF II NN NNNN AA AA NN NNNN CC II AA AA LL
FF IIIIIIII NN NNN AA AA NN NNN CCCCCC IIIIIIII AA AA LLLLLLLL

R E L E A S E 2 . 2

PLEASE ENTER YOUR USERID ABOVE TO BEGIN.
TYPE AN X NEXT TO THE OPTION YOU WISH TO PERFORM:
( _ ) MAIN - MAIN MENU
( ) GMSS - GENERAL MESSAGES
( ) AMSS - AGENCY MESSAGES

Connected to mustang.nevada.edu port 23 21/31 NUM 19:23:27 IBM-3278-2 - TCP20179
  
```

From Financial Data Warehouse



Data current through August 13, 2015

--- Nevada System of Higher Education ---

UNLV Reports ▾ Business Information ▾ Chart of Accounts ▾ Data Extracts ▾ Reports ▾ Help ▾ Site Map

Organization Summary Report by Object / Sub-object

Select the Fiscal Year and the Fiscal Month.

2016 ▾ 02 (August) ▾

Enter the account number (FUND+AGENCY+ORG) below.

* An entry in this box will override individual Fund, Agency, or Org items selected below. *

Select Fund

- 2101 - UNLV GENERAL FUND
- 2102 - ICA STATE
- 2104 - STATEWIDE
- 2105 - BCS STATE
- 2106 - RADIATION

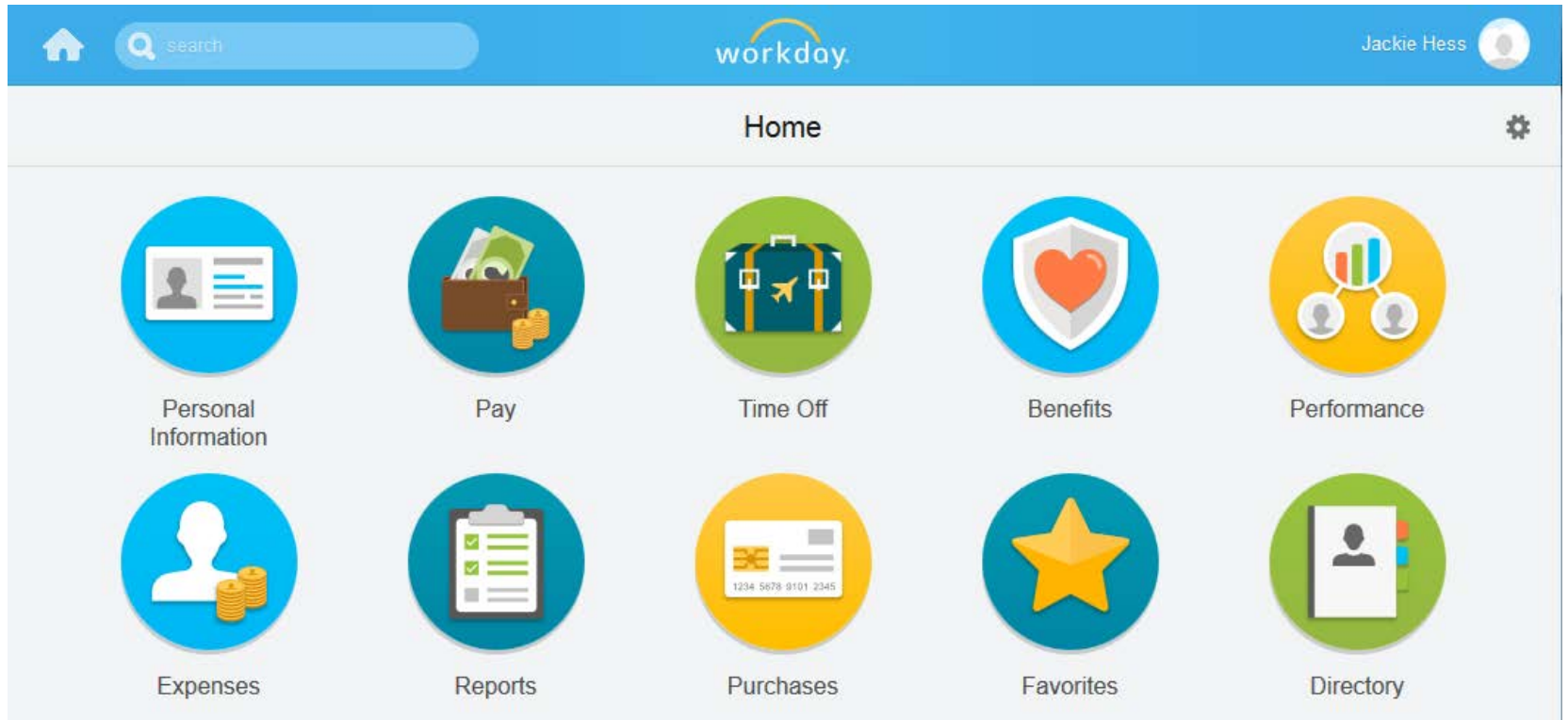
Select Agency

- 303 - INSTITUTIONAL PROJECTS

Please Enter An Organization

Reset Continue

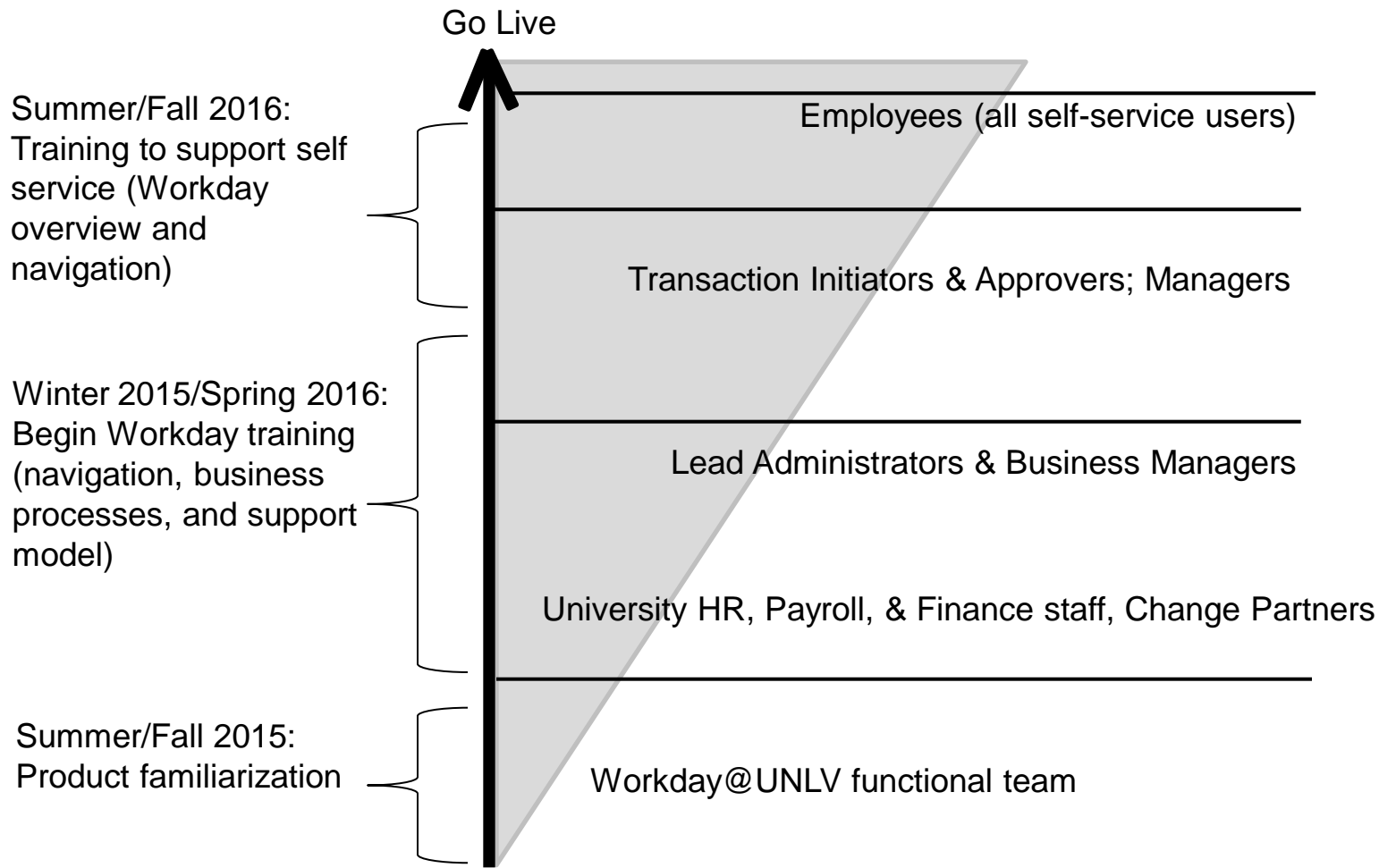
To Workday



Campus Engagement

- Change Management
 - Communications, meetings
 - Change Partners
- Training Plan
 - Campus-level
 - Phased timeline

Training Deployment Timeline



Staying Informed

- www.unlv.edu/workday
- Send feedback to workday@UNLV.edu
- Jackie Hess, project manager
 - 702.895.0557

Kick-off Meetings

Date	Group(s)
Sept. 2	<ul style="list-style-type: none"> • Administrative Faculty Committee
Sept. 8	<ul style="list-style-type: none"> • Classified Staff Council
Sept. 10	<ul style="list-style-type: none"> • Campus-wide session
Sept. 15	<ul style="list-style-type: none"> • Deans' Support Group • Campus-wide session
Sept. 16	<ul style="list-style-type: none"> • Campus-wide session
Sept. 17	<ul style="list-style-type: none"> • Faculty Technology Advisory Board • IT Forum
Sept. 22	<ul style="list-style-type: none"> • Academic Cabinet & Council
Sept. 24	<ul style="list-style-type: none"> • Campus-wide session
Oct. 14	<ul style="list-style-type: none"> • Student Affairs • Leadership Forum
Nov 13	<ul style="list-style-type: none"> • Research Council & Associate Deans for Research

Summary

- Change is coming October 2016
- Change Partner volunteers
- Phased training
- Stay engaged & informed
 - www.unlv.edu/workday
 - workday@unlv.edu
 - jackie.hess@unlv.edu

Questions?

Research, Scholarship, and Creative Activity (RSCA)

(FY 2016: Top Tier Subcommittee #2-3)

“Develop plans & strategies for increasing competitive grant applications
& entrepreneurial funding opportunities”

A short report prepared by:

Kwang Kim (Engineering)

Barbara St. Pierre Schneider (Nursing and Allied Health)

Brian Hedlund (Sciences)

in consultation with

David Paul (Office of Sponsored Project)

Submitted to:

Thomas Piechota and **Kate Korgan**, Chairs of RSCA

(On November 8, 2015)

UNLV



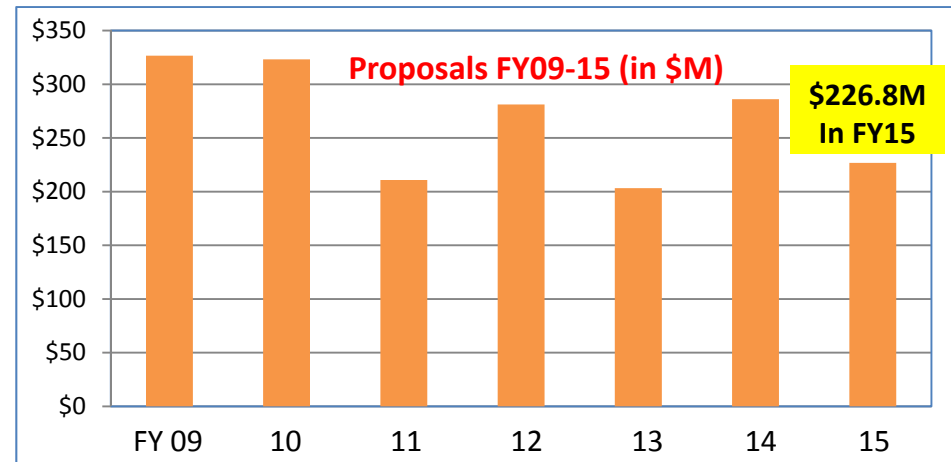
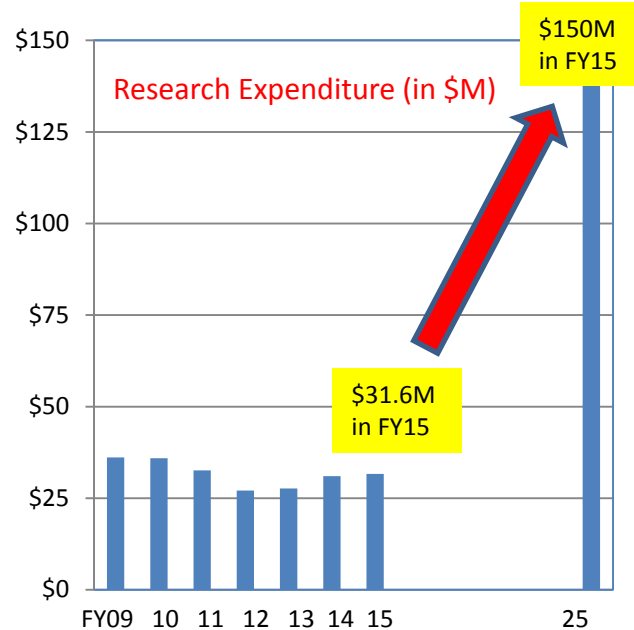
RSCA Top Tier Subcommittee #2-3 Assignment

Develop plans & strategies for increasing competitive grant applications & entrepreneurial funding opportunities

Some Background Information & Urgency of Needs

1. One of the major goals of the Top Tier initiative is for UNLV to achieve **at least \$150 M/year of research expenditure by 2025.**
2. Where we are NOW?
 - FY15 Research expenditure of \$31.6M.
 - FY15 Research awards of \$32.1M.
 - FY15 Research proposals of \$226.7M.
 - Note: **Approximately 12% (in terms of \$ volume)** of the submitted proposals are materialized.
3. To achieve such a challenging goal, the RSCA Top Tier Subcommittee #2-3 **strongly** feels that the UNLV operation for research support, needs to become **MORE RISK-TAKING, CREATIVE, AND BUSINESS-MINDED!**

FY09-FY15 Total Research Expenditure=\$222 Millions
FY09-FY15 Total Proposal \$ Amount=\$1.858 Billions



Considering the success rate at around 12%, UNLV needs to produce more proposal submissions!

➤ For example \$500M/year proposal submission will produce about \$60M.

RSCA Top Tier Subcommittee #2-3 Assignment

Develop plans & strategies for increasing competitive grant applications & entrepreneurial funding opportunities

SWOT ANALYSIS

- **Strengths** in:
 1. Small but a number of strong areas of faculty research,
 2. Not enough but good support for faculty grant applications, and
 3. Good investment/intension for faculty grant applications from the administration
- **Weaknesses** in:
 1. Number of grant proposals is low.
 2. Number of large volume/flagship grants is low.
 3. Number of “Young Investigator” awardees is low.
- **Opportunities** in:
 1. UNLV Uniqueness: EPSCoR, MSI, KF, others...
 2. Growing interest in UNLV medical school and health care research
 3. Slowly but growing faculty-participation in campus research initiatives (FOA, limited submission, etc..)
- **Threats** in:
 1. Federal budget cut in research
 2. Increasing competition in grant applications as more universities pursue research funding
 3. Limited research infrastructure at UNLV
 4. UNLV Campus culture on research⁽¹⁾
 5. Difficulty in recruitment of high caliber researchers

⁽¹⁾ Funded research is considered as an option for faculty tenure/promotion/merit decision for many units.

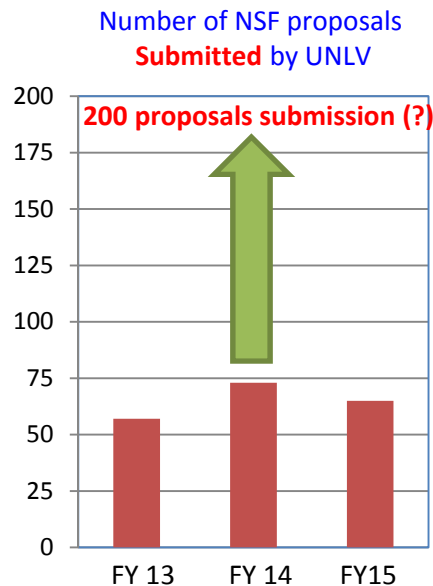
RSCA Top Tier Subcommittee #2-3 Assignment

Develop plans & strategies for increasing competitive grant applications & entrepreneurial funding opportunities



AN EXAMPLE DATA for FY13-FY15: National Science Foundation

1. Number of NSF grant proposals “directly” submitted by UNLV annually is low.
2. Large volume (>\$1M)/flagship grants “directly” submitted/received by UNLV is low.
 - 13 submissions/1 funded
 - Since 1976 (Fastlane data): 3 grants > \$1M; 13 grants are between \$500K and \$1M
3. Number of NSF CAREER awards received by UNLV
 - 11 awards: Luke (1998, the first?), Bae*, Ahmad (2009), Fu*, Rennels, Sapochak*, Lee (2009), van Breukelen, Piechota, Hedlund, and Snook* (*left UNLV) – None after 2009.



Zip Code	Institution	# of Active NSF Grants	# of Active CAREER Awards
80309	UC Boulder	543	34
84112	U of Utah	278	23
77204	University of Houston	174	20
97403	University of Oregon (no Engineering)	141	4
32816	University of Central Florida	134	10
89557	UNR	81	4
92182	San Diego State University	76	1
89154	UNLV	47	1

(NSF Fastlane data as of August 7, 2015)

RSCA Top Tier Subcommittee #2-3 Assignment

Develop plans & strategies for increasing competitive grant applications & entrepreneurial funding opportunities

A few recommendations/ideas to the RSCA Committee for consideration to address (1) low number of grant proposals; (2) low number of large volume/flagship grants; and (3) low number of “Young Investigator” awards

1. Provide the PI with **incentives** (into an F&A account?) **to submit more proposals** (see an example?).

Grant/Contract Amount	Assistant Prof. and faculty without federal funding for last 5 years (total incentive up to \$5,000?)	Associate Prof. (total incentive up to \$3,000?)	Professor (total incentive up to \$3,000?)	Endowed / Angel Professor (no incentives)
\$100K-\$1M	\$500 / proposal	\$500 / proposal	\$500 / proposal	
>\$1M	\$1,000 / proposal	\$1,000 / proposal	\$1,000 / proposal	

- Estimated cost of investment: \$300-500K/year assuming that UNLV submits about 600 proposals annually. It is our estimation that about 400 proposals are currently in grant/contract amount greater than \$100K. Source of funding: co-funded by the central administration/VPR/Colleges (?). Target: 1,000 proposals/year within 3 years. Expected return: If successful, \$10-15M/year.
- Identify any faculty without federal funding in the last 5 years and help them submit proposal(s) to NSF.

2. Provide some **creative and meaningful financial incentives** to research-active PIs.

- For 9 Mon. salary faculty: (1) Allow summer/over-load up to 48% of their salary (UNR model?); (2) Allow summer salary saving for rainy days (Penn State model?)
- For 12 Mon. salary faculty (for example Nursing faculty): Create a mechanism for teaching release for untenured and tenured faculty.

3. For **large grant applications** and **institution-limited** (time sensitive) submissions

- Form a task force (VPR/Deans/other research leaderships) to strategize so the campus infrastructure will support large funded grant applications in an unfragmented and efficient way.
- Streamline the institution-limited submission process to allow the PI to have enough time to prepare the proposal (if necessary, the executive decisions by the leaderships are needed for decision making.)

Notes: Any PI in an Epscor state without federal funding in the last five years is eligible for Epscor funding.

RSCA Top Tier Subcommittee #2-3 Assignment

Develop plans & strategies for increasing competitive grant applications & entrepreneurial funding opportunities

4. To help TT faculty to win **Young Investigator awards:**
(NSF CAREER, DOD/DOE/EPA Young Investigator awards)
 - Host NSF CAREER workshop(s) at the UNLV campus.
 - Send TT faculty to “NSF supported” NSF CAREER workshop(s).
 - Help TT faculty have proposal reviewing opportunities.
 - Help TT faculty have “NETWORKING” and “BRENDING” (setting up informative websites, etc).
5. **“Improved” Research Space Utilization (RSU)**
 - The current level of RSU is sitting at approximately \$150/SF annual expenditure. This number is expected to go up as UNLV will bring more research \$. A short-term solution to deal with such an increased demand rather than adding more research space, could be more centrally controlled management (**similar to class-rooms that are centrally managed**)? This will create more inter-changeable space utilization?
 - **An example scenario:** Suppose a PI/team wants to make a bid to bring a federally funded Center of Excellence, one usual evaluation criteria is “availability of space/location of the proposed center.” With the current research space management practice, it is extremely challenging for a PI to propose a convening Space Management Plan. **Thus, the proposal will be less favored by the reviewers.**
6. Some **External Input** to UNLV’s Research Enhancement
 - UNLV may need to establish some “external advisor groups” from our comparative schools (University of Houston, University of Central Florida, and other well established schools) and look for their advice and wisdom regarding research-enhancement related ideas/issues and decision-making?
7. **“Entrepreneurial”** ways for providing matching (or reallocating the existing resources) toward grant applications (we recognize that it is a tough issue for resource-poor institutions including UNLV)
 - Often times, grant applications require MATCHING (in particular DOE)! In this regard, the UNLV communities at all levels (central administration/VPR/Graduate School/Deans/Chairs/Pis) may need to look for some aggressive but creative matching mechanisms to overcome this hurdle?
 - Properly packaged matching plan(s) included in grant proposals will greatly help the PIs win more grants/contacts – in particular for large/flagship grants.

Top Tier Research, Scholarship and Creative Activities

Update - November 2015

Strategic Areas 1-1: Centers & Institutes (Bo Bernhard, **Tim Porter**, Alfredo Fernandez Gonzalez, Academic Health Center Rep, Brian Hedlund, Connie Mobley, Billy Bai, Jillian Inouye, John Mercer, Kwang Kim)

- Based upon discussions, interviews and data obtained up to the present time, the committee has voted unanimously to make a set of preliminary recommendations to the full top-tier working group at UNLV:
 - As a component of the UNLV top-tier strategic plan, we propose the creation of a 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.
 - These new University Research and Innovation Centers or Institutes will be multi-college and multi-disciplinary, and will have “charters” that outline specific objectives and deliverables that align with long-term University objectives.
 - New University Research and Innovation Centers or Institutes will be chartered for a specific period of time and supported with appropriate and sufficient startup funds during the initial charter.
 - University Research and Innovation Centers or Institutes will be reviewed periodically by the Office of the Vice President for Research and Economic Development for timely execution of objectives, goals and deliverables.
 - We recommend a parallel effort to incentivize and support other levels of Centers or Institutes that will operate under the existing NSHE definitions of Centers or Institutes and function within current reporting structures. These levels of Centers or Institutes will also align with University, College or Departmental strategic goals.
- The committee has also agreed upon an initial set of guidelines and principles that may help in defining, organizing, initiating and operating University-level Institutes or Centers and Institutes at lower levels. Some guidelines that the committee has unanimously recommended are:
 - University-level Institutes will address issues of major significance to state, national and international priorities and needs.
 - University Institutes must significantly and directly impact the long-term University strategic goal of attaining top-tier status. For University-level Institutes, this must include the highest priority top-tier goals for the University.
 - University-level Institutes must be interdisciplinary and multi-college. Institute faculty academic appointments will generally remain within individual colleges, however, faculty will also be officially affiliated with the Institute.
 - To be considered for University-level, an Institute must submit a viable business plan for development and growth. Institute proposals should demonstrate a strong financial impact, potentially including a self-sustaining model of operation.
 - University-level Institutes will report to the Office of the Vice President for Research and Economic Development.

Strategic Areas 1-2: Interdisciplinary Ph.D. Programs (Tim Porter, Kate Korgan, Janet Dufek, Academic Health Center Rep, Bo Bernhard, **Alfredo Fernando Gonzalez**)

Strategic Areas 1-3: GEM Plan (**Kate Korgan**, Alfredo Fernando Gonzalez, Janet Dufek, Merrill Landers, Kendall Hartley)

Strategic Areas 1-4: R2PC Plan (Combine with 1-3 and 1-5)

Strategic Areas 1-5: Streamlined Pathways for Strategic Graduate Program Realignment (Combine with 1-3 and 4)

Strategic Areas 1-6: Strategic Doctoral Growth (Merged with 1-1 and 1-2)

Strategic Areas 1-7: Hire Research Intensive Faculty Members (Provost, Deans, **Tom Piechota**, Kate Korgan, Carl Reiber, Gina Strebel)

- Tom Piechota and Kate Korgan provided input to the College growth plans on which faculty would be research intensive.
- A Top Tier Health for Nevada Initiative has been developed for hiring research intensive faculty.

Strategic Areas 1-8: Increase Graduate Enrollment (Provost, **Kate Korgan**, Carl Reiber, Deans, Chairs, Graduate Coordinators)

Infrastructure 2-1: Research Infrastructure Master Plan (Stan Smith, David Frommer, Jennifer McCarthy, Deans, Academic Health Center Rep, Ernesto Abel-Santos, Liam Frink)

- Stan Smith is working with David Frommer on developing research space utilization, renovation, and new space. This will need to be incorporated in a Top Tier research space plan.

Infrastructure 2-2: Customer Service Staffing Plan (Gerry Bomotti, Matt Lachniet, Kate Korgan, Stan Smith, **David Paul**)

- Identify two existing Business Managers to serve on the subcommittee to share their expertise. COMPLETED (We identified 3 potential candidates: Carmen Willis and Pat Loosbroock have volunteered to be on our committee.)
- Obtain documentation from Gerry Bomotti regarding prior initiative to place a Business Manager in each college. COMPLETED.
- Assess current levels of administrative support within the units. To be discussed at our meeting scheduled for 11/20/15. Existing data may be sufficient.
- Review prior Business Manager documentation and plans and determine a concrete strategy to move the goal forward. This should include locating appropriate sources of funding to hire quality professionals. Partially complete. To be discussed at our upcoming meeting: Deadline – 6/30/16
- Determine a way to allocate additional business managers to academic units: [NOTE: Nancy Rapoport and Gerry Bomotti have agreed that any new business managers w/i academic units will have a dotted-line report to Gerry, for coordination purposes, in addition to a main reporting line to the unit itself.] To be discussed at upcoming meeting: Deadline – 6/30/16
- Determine if there are appropriate metrics that can be used to measure how successful new business managers are at helping to speed things along, supporting faculty, and promoting compliance? To be discussed at upcoming meeting and we will survey deans and Associate deans: Deadline – 6/30/16

Infrastructure 2-3: Increasing Competitive Grant Applications & Funding Opportunities (Kwang Kim, **Barbara St. Pierre Schneider**, David Paul, Academic Health Center Rep, Research Council, Associate Deans)

- A few recommendations/ideas to the RSCA Committee for consideration to address (1) low number of grant proposals; (2) low number of large volume/flagship grants; and (3) low number of “Young Investigator” awards:
 - Provide the PI with incentives (into an F&A account?) to submit more proposals
 - Estimated cost of investment: \$300-500K/year assuming that UNLV submits about 600 proposals annually. It is our estimation that about 400 proposals are currently in grant/contract amount greater than \$100K. Source of funding: co-funded by the central administration/VPR/Colleges (?). Target: 1,000 proposals/year within 3 years. Expected return: If successful, \$10-15M/year.
 - Identify any faculty without federal funding in the last 5 years and help them submit proposal(s) to NSF.
 - Provide some creative and meaningful financial incentives to research-active PIs.
 - For 9 Mon. salary faculty: (1) Allow summer/over-load up to 48% of their salary (UNR model?); (2) Allow summer salary saving for rainy days (Penn State model?)
 - For 12 Mon. salary faculty (for example Nursing faculty): Create a mechanism for teaching release for untenured and tenured faculty.
 - For large grant applications and institution-limited (time sensitive) submissions
 - Form a task force (VPR/Deans/other research leaderships) to strategize so the campus infrastructure will support large funded grant applications in an unfragmented and efficient way.
 - Streamline the institution-limited submission process to allow the PI to have enough time to prepare the proposal (if necessary, the executive decisions by the leaderships are needed for decision making.)
 - To help TT faculty to win Young Investigator awards: (NSF CAREER, DOD/DOE/EPA Young Investigator awards)
 - Host NSF CAREER workshop(s) at the UNLV campus.
 - Send TT faculty to “NSF supported” NSF CAREER workshop(s).
 - Help TT faculty have proposal reviewing opportunities.
 - Help TT faculty have “NETWORKING” and “BRENDING” (setting up informative websites, etc).
 - “Improved” Research Space Utilization (RSU)

- The current level of RSU is sitting at approximately \$150/SF annual expenditure. This number is expected to go up as UNLV will bring more research \$. A short-term solution to deal with such an increased demand rather than adding more research space, could be more centrally controlled management (similar to class-rooms that are centrally managed)? This will create more inter-changeable space utilization?
 - An example scenario: Suppose a PI/team wants to make a bid to bring a federally funded Center of Excellence, one usual evaluation criteria is “availability of space/location of the proposed center.” With the current research space management practice, it is extremely challenging for a PI to propose a convening Space Management Plan. Thus, the proposal will be less favored by the reviewers.
 - Some External Input to UNLV’s Research Enhancement
 - UNLV may need to establish some “external advisor groups” from our comparative schools (University of Houston, University of Central Florida, and other well established schools) and look for their advice and wisdom regarding research-enhancement related ideas/issues and decision-making?
 - “Entrepreneurial” ways for providing matching (or reallocating the existing resources) toward grant applications (we recognize that it is a tough issue for resource-poor institutions including UNLV)
 - Often times, grant applications require MATCHING (in particular DOE)! In this regard, the UNLV communities at all levels (central administration/VPR/Graduate School/Deans/Chairs/PIs) may need to look for some aggressive but creative matching mechanisms to overcome this huddle?
 - Properly packaged matching plan(s) included in grant proposals will greatly help the PIs win more grants/contacts – in particular for large/flagship grants.

Infrastructure 2-4: Develop Community Space Master Plan (Not assigned at this time since it will be a Year 2 activity. Could be some coordination with Zach Miles)

- Zach Miles has been working with the Research Foundation to develop an RFP for the Harry Reid Research and Technology Park and bringing on a Master Developer.

Infrastructure 2-5: Information and Data Management Infrastructure (Annette Day, Sue DiBella, Joe Lombardo, David Paul, Kendall Hartley, Academic Health Center Rep)

- Libraries Ithaka survey was completed on October 30th. The survey asks questions about faculty data activities and needs. The results will inform some understanding of current practices and needs, but more targeted follow up will likely be needed. The results are expected from Ithaka by December 2015
- UNLV is currently represented at the DLF E-research network (<http://www.diglib.org/groups/e-research-network/>). The DLF E-research network is a community of practice focused on implementing research data management services and engaging in shared skill development, networking, and collaboration. An outcome of attendance will be a report on potential steps for implementing a campus -wide research data management service at UNLV. This report is expected in December 2015.
- Recommendations/Next Steps:
 - The Libraries will take the lead in sharing the findings of the DLF report and the Ithaka survey, and implementing appropriate next steps. The Libraries expect to focus on the issue of federally funded grant mandate compliance as the central rationale for these next steps.
 - Support for the full lifecycle of research data management is a cross-organizational challenge that cannot be solved or managed by one campus entity. A coordinated institutional strategy is required to enable a sustainable and administratively supported approach that will evolve as data management and curation practices and needs evolve. Therefore the Libraries will pull together appropriate staff from the Supercomputing Center, OIT and Office of Sponsored Programs, and identify faculty receiving federal funds with associated data mandates, to assist in identifying a path forward. The existing subgroup membership will change to address the issues of data management and curation.
- Timelines:
 - The Ithaka results and DLF report will be available in December 2015. The group recommends a 6 - 12 month timeline to digest the reports, prioritize next steps and conduct appropriate information gathering through additional surveys and meetings.
 - After this period it is expected that there will be a clear(er) roadmap for developing the infrastructure, services, and staffing needed to support research data management and curation. This roadmap will be submitted to the Vice President for Research and the Dean of Libraries for administrative approval and at their direction will be shared with other University administrators for feedback, prioritization and the necessary resource support.

Finances & Resources 3-1: Reevaluate F&A Distribution Model (Tom Piechota, Carl Reiber, Emily Lin, representation from Centers/Institutes, Deans, Academic Health Center Rep, Martin Schiller)

Finances & Resources 3-2: Reevaluate the GA Program & Realign to Support Top Tier (Peter Gray (Grad Council), Surbhi Sharma (GPSA), **Kate Korgan**, Graduate College, Graduate Council, Janet Dufek)

- Secured national GA stipend data
- Distribution of program GA stipend report guidelines & templates. Due to Deans by 11/30 and to GC by 12/11
- Top Tier realignment plan: move to discipline-specific, competitive market based doctoral stipends in Jan 2016
- Approved spending plan for \$2m new funds: GA increases in Spring '16 and investment in GAs and R2PC infrastructure; full \$2m to doctoral stipend increases beginning July 1st, 2016
- Aspirational peer data gathering on GAs will be complete by Thanksgiving break
- Contracting with Sperlings for cost of living analysis project
- NSHE GA policy meeting w/ UNR this semester re: maximum stipends & tuition/health insurance issues
- Cost of Attendance study w/ Financial Aid and Scholarships office about to launch
- Policy research & assessment: The following GA policy issues are being examined by members of the committee for reporting, discussion and recommendations at our December meeting:
 - How should we prioritize Masters vs. Doctoral GAs?
 - Should we consider full time & part time GAs?
 - Should we continue to have GTAs teaching 6 credits or equivalent each semester
 - GTA vs GRA stipends: differentiated?
 - Should all state GAs be GTAs? If not, what % of State funded GAs should be GTAs?
 - Should there be a GA incentive program or matching program?
 - Should we continue and/or expand the DGRA program? If so, every year or every 3 years?
 - Should we allow 10 hours of work outside the GA, with approval?
 - Should we propose to move PTI funds to support GTAs?
 - How should we prioritize: higher stipends, more GAs, full tuition coverage, full health insurance?
 - Should we pursue summer funding for doctoral GAs?
 - Should the current policy for maximum years for state GAs continue?
 - What should the minimum stipend be for PDGAs across campus?
 - Should GAs still be full time with 6 credits?

Finances & Resources 3-3: Establish Incentive Program for Faculty Excellence (LeAnne Putney, **Brian Hedlund**, Jay Shen, Connie Mobley, Jillian Inouye, Carol. Brodie, Jennifer Pharr)

- See 2-3

Finances & Resources 3-4: Research Seed Funding & Successful Transition to Funded Grants (LeAnne Putney, **Brian Hedlund**, Jay Shen, Connie Mobley, Jillian Inouye, Carol. Brodie, Jennifer Pharr)

- See 2-3

Policies & Processes 4-1: Policy/Standards Questions (Working Group)

Policies & Processes 4-2: Reevaluate Policies to support effective Centers & Institutes (Provost, John Mercer, Bo Bernhard: Combined with Strategic Areas 1-1)

- See 1-1

Policies & Processes 4-3: Tenure and Promotion (Tom Piechota, Jim Thomson, Kate Korgan, **Monica Lounsbury**, Liam Frink, Alfredo Fernandez Gonzalez, Faculty Senate Rep, Connie Mobley)

Policies & Processes 4-4: Barriers & Top Tier Faculty Recruitment/Retention & Diversity (**Liam Frink** with Peg Rees, **Monica Lounsbury**, Sajjad Ahmad, Brad Donohue, Stacey Trovino)

- Group will be meeting early December 2015 to get an action plan formulated

Policies & Processes 4-5: Post-Docs (**Sue DiBella**, Jim Thomson)

- Discussion of management of postdocs with Division of Research/Economic Development and the Graduate College; meeting being planned (Nov. 2015)
- White paper on status and institutional needs for non-faculty research staff (NFRs) and postdocs (January 2016)
- Benchmarks for postdocs and non-faculty research staff and salary projections (January 2016)
- Gathering policies and other materials regarding post-docs and non-faculty research staff (ongoing)
- Met with Post-doc in Life Sciences who is concerned about the lack of a post-doc community or support system; the action items below are in response to this conversation, as well as best practices.
- Graduate College is gathering info about the Post-doc office in the Graduate School at UNR
- Graduate College will gather and store data on Post-docs & create Post-doc listserv in Spring '16
- Post-docs will be invited to, and included in, all Grad College workshops, trainings, and support services effective Spring 2016
- Grad College will co-host and sponsor (with VP Piechota and the Division of Research) a reception for Post-docs in Spring '16

Policies & Processes 4-6: Mentorship & Graduate Faculty (John Mercer, Kate Korgan, Kendall Hartley, Elizabeth Nelson, Cecilia Maldonado)

- Have dedicated a Grad College Faculty Fellow (Dr. Elizabeth Nelson) to work on mentorship issues
- Rolled-out new Grad Coordinator infrastructure support program: will help w/ graduate student advising
- Designed new student mentorship program, RAMP, which will begin in Spring '16 for an AY16-17 implementation
- Researching at models for Graduate Faculty onboarding
- Will be meeting as a sub-committee to develop further plans re: doctoral & graduate faculty mentorship in early January

Policies & Processes 4-7 & Strategic Areas 1-3 through 1-6 & 1-8: Graduate R2PC (Link to Strategic Areas 1-4)

- Prepared & disseminated comprehensive College & Department RPC reports (RPC & GA data 2010-2015)
- RPC training with Noel Levitz on 10/9 for approximately 70 people
- Distribution of program R2PC report guidelines & templates. Due to Deans by 11/30 and to GC by 12/11
- Streamline GC support for graduate RPC efforts (begin Grad Rebel Gateway Stage 2 in Spring '16)
- Extend recruitment support to departments in Spring 2016
- Quality of Graduate Student Life & Climate study in Spring '16
- Mandatory Graduate Student evaluations in Spring '16
- Graduate Program evaluations beginning in Spring '16

Policies & Processes: 4-8 Top Tier Graduate Policy Realignments (Kate Korgan, Grad College, Grad Executive Committee, Grad Council)

- See GA Policy process above
- Graduate Faculty Status policy change to allow full participation by DRI
- 3 Article Dissertation policy change being implemented this year
- Mandatory Defense notification being implemented in spring
- Streamline processing: e-form development as part of Grad Rebel Gateway project, Stage 2
- Roll-out iThenticate for graduate faculty & graduate students (mandatory review for all theses & dissertations, Spring 2016)
- Disseminated campus research report on graduate student and graduate faculty writing practices; considering implications and proposals for best ways to support graduate writing on campus.