

**GREENSPUN COLLEGE OF URBAN AFFAIRS**  
**GCUA TOP TIER STRATEGIC PLAN**  
**JUNE 2020**

The Greenspun College of Urban Affairs' faculty and staff are committed to student success, innovative student educational experiences, and the development of unique partnerships to advance community solutions. What follows is our undergraduate plan for student success followed by our plan for graduate education and community impact.

Considering the recent developments with COVID-19, the following undergraduate and graduate plans are fluid and will pivot accordingly to address the needs of the students and staff in an environment that is both safe and conducive to learning.

**UNDERGRADUATE STUDENT SUCCESS**

**Retention**

**Goal: Continue to work toward meeting retention benchmarks set for first-year students as established by the Provost's Office.**

Action:

- Monitor enrollment patterns of FTFT students and make adjustments as needed
- Review all prior credits earned to ensure duplication of courses does not occur for incoming first year students
- Review registration holds put on students and work with them to ensure they are dealt with in a timely manner to ensure students can register
- Monitor enrollment for prior cohorts
- Create targeted messages for various populations delivered via Academic Advising to support enrollment efforts

Metrics:

- Timely enrollment for subsequent semesters
  - Fall 2019 = 91% fall to spring 2020 enrollment (statistics are prior to Covid-19)

**Goal: Engage in activities in the first month of school for all FTFT students**

Action:

- Conduct small group advising sessions in the first month of school for all FTFT students as an Early Alert preventative measure and to address transitional issues before they arise. These sessions will be conducted in an environment that is safe and conducive for students and staff. Options include WebEx and/or in-person small group meetings.
- Reinforce knowledge and awareness of campus and community resources
- Increase the number of first-year students participating in small group advising during their first month of school

- Respond to and address issues with Early Alerts before or as they arise.

Metrics: Decreased number of Early Alerts

Measure the number of Early Alerts for incoming students who participated in small group advising vs those who do not.

- Fall 2019 = 17% of 2019 FTFT cohort had an Early Alert
  - Only 6% of students who attended small group advising in the first month of school received an Early Alert

### **Co-Curricular/Student Engagement**

**Goal: Prepare students for post-graduation opportunities**

Action:

- Partner with GCUA Alumni Association to develop student mentoring opportunities
- Partnering with academic units in the college and Career Services to host career related events
- Redesign curriculum in key courses (GSC 100/300) to provide experiential activities and a knowledge of workforce adaptability that help students create a stronger understanding of course material and real-world problems and solutions
- Further build on incorporating transferable skills into the curriculum across the college
- Review data as provided by Career Services regarding the placement of graduates

Metrics:

- Establishing an Alumni Mentoring database
- Conducting targeted career related programming
- Curriculum changes made that demonstrate a more real-world connection between the discipline and urban issues

### **Graduation**

**Goal: Create more efficiency in graduation processing**

Action

- Increase the efficiency of processing graduation applications by reviewing degree audits at key points throughout a student's academic career to minimize errors
- Timely messaging and communication with students via the Advising Center and key courses in each discipline on when and how to apply for graduation
- Process 100% of submitted graduation applications prior to the final semester of enrollment to ensure students have ample time to complete outstanding requirements

Metrics:

- Applications processed and appropriate outreach to students is completed prior to the start of their final semester

**Goal: Work to support student graduation rates by improving accuracy of information shared across multiple platforms**

Action:

- Review 4, 5, and 6-year graduation plans within the college
- Academic units will submit curriculum updates to ensure the catalog and degree audits accurately reflect program requirements
- Target outreach to populations close to graduation

Metrics:

- Accurate information across platforms (e.g., MyUNLV, catalog and degree audits)
- Increase number of graduates relative to the number of students admitted and enrolled in the college

**GRADUATE EDUCATION, RESEARCH, AND COMMUNITY ENGAGEMENT**

The Greenspun College of Urban Affairs is proud of its accomplishments to date and looks forward to continued momentum regarding research and engagement initiatives. Relative to research expenditures, contract and grant activity, the College has experienced growth and looks forward to continued development.

The Greenspun College of Urban Affairs is proud to house several doctoral degrees. Moving forward, the following are worthy of note:

We anticipate growth in the areas of post-doc opportunities within the next five years due to a \$5 million-dollar gift to fund the Lincy Endowed Chair of Urban Affairs as well as faculty, student and post-doc research.

Within the past 5 years, the number of Public Affairs PhD students matriculating has demonstrated continued interest in the program

We have also added two doctoral programs within the past 5 years:

- A PhD in Criminology and Criminal Justice, which has experienced steady growth
- A DPP in Public Policy, which demonstrated strong inaugural enrollment and continues to trend with strong continued enrollment

Whereas the College proudly houses numerous Master's and certificate programs, we share two recent updates:

- Our newer MA in Urban Leadership has demonstrated strong matriculation
- The Emergency and Crisis Management (ECEM) MS degree is now housed in the Department of Criminal Justice and has recently revamped its curriculum. Current program numbers demonstrate strong interest in the program.

Regarding community engagement, the College works with the community in myriad manners and anticipates its continuance moving forward. Below are a few examples of College proud points:

- Examples include engaging the public with the MGM Resorts Public Policy Institute regarding educational and employment pathways, workforce adaptability, and the social and economic advancement of workers
- Working with Las Vegas Sands and the Nevada Partnership for Homeless Youth on community youth homelessness response and continued engagement with Continuum of Care (COC)
- Working with various sports' outlets on relational and media engagement
- Working with the Las Vegas Metropolitan Police Department on crowd management and tourist/locals' safety in the tourism capital of the world
- Working with the City of Las Vegas and community stakeholders on community resilience as we advance within the next decade

The Greenspun College of Urban Affairs continues to gain recognition on campus and in the community as a leader in personal, relational and community issue management and response. As aforementioned, the College holds a strong community engagement presence, partnering with entities in industry, law enforcement and government to best serve partners, stakeholders and the community. To that end, and moving forward, College leadership intends to continue to meet regularly with community partners and stakeholders to discuss initiatives, their execution and impact.