

Top Tier UNLV



Our Path Forward in a Time of Crisis April 2020

Top Tier remains our strategic plan, continuing to provide direction for the advancement of the university. Although UNLV currently faces budget reductions that will limit resources available for programs, initiatives, and operations, we must continue to focus on the broader goals of our Top Tier plan. Under these circumstances, we must come together, stronger than ever before, to sustain our forward momentum.

Essential considerations as we continue forward:

- **Student Achievement** – Students have come to UNLV with the expectation that the time they spend with us will help improve their life after they leave. We have a responsibility to fulfill this expectation regardless of the challenges we face. This means doing everything we can to:
 - Demonstrate through our daily actions that we value students and consider their success our mission.
 - Ensure the quality of the learning experiences we provide them despite any alternations in the mode of delivery.
 - Understand that the crisis is affecting their lives as much or likely more than it is impacting us, and we must do what we can to provide the additional support and encouragement they need at this challenging moment.
 - Help our current and prospective students understand that the college degree they seek continues to be a worthwhile investment of their time, energy, and often limited resources.
 - Continue to provide and grow capacity for degrees that address high-need areas within the workforce.
 - Be mindful of the limitations in our resources as we consider new degrees, ensuring that they are both meaningful and sustainable.

- **Research, Scholarship, and Creative Activity** – Research, scholarship, and creative activity are essential to our mission as a Carnegie R1-designated research university. We must continue to support the work of the researchers and students who have joined UNLV to make contributions to their field of inquiry. This means doing everything we can to:
 - Ensure that existing research activities continue in a safe, ethical, and compliant manner.
 - Recognize the negative impacts of research disruptions on morale and help create supportive and caring networks.
 - Pursue high-impact research, scholarship, and creative activities that can be accomplished in a resource-challenged environment.
 - Seek new opportunities for external funding and support.
 - Promote opportunities for economic development and technology transfer.
 - Maintain our support of graduate students in a variety of ways (e.g., through assistantships, training, and mentorship), especially when faculty will face increasing challenges and need support themselves.
 - Provide and grow capacity for graduate and professional programs that are impactful, being cognizant of limitations for new programming.
 - Continue to support postdoctoral scholars while seeking new opportunities for external funding and additional support.
 - Continue to support opportunities for non-faculty researchers.



- **Academic Health Center** – Healthcare delivery and services are a critical need for our region. Our healthcare faculty, staff, and students need ongoing support of their efforts to expand and enhance healthcare capacity in Southern Nevada. This means doing everything we can to:
 - Be conscious of the toll the pandemic may take on them personally and professionally, especially those individuals who have been on the front line during this time of crisis.
 - Appreciate all contributions by members of the health professions and value their interconnectedness in serving the whole person.
 - Ensure that our clinical practices are able to continue serving the community.
 - Follow our path at the School of Medicine in order to become fully accredited.
 - Continue to demonstrate the specific healthcare needs of our region and implement programming that is most impactful within a constrained fiscal environment.
 - Continue to articulate the critical importance of healthcare and value of services to obtain funding from a variety of sources.
- **Community Partnerships** – As the oldest and largest educational institution in Southern Nevada, UNLV has long been a key player in the economic, social, and cultural development of our region. Because we receive direct support from the state, our community will continue to rely upon us to develop fruitful partnerships and productive collaborations that affirm its ongoing investment in our work. This means doing everything we can to:
 - Continue to demonstrate the value of the university as we partner and engage with our community to provide expertise, service, and support.
 - Help economic development and recovery efforts in our region by connecting business with needed resources, especially emergency resources.
 - Provide support for our outward-facing areas such as Athletics, Thomas & Mack, Performing Arts, etc., as they develop plans to restore and continue operations and programs that are successful and beneficial for our community.
 - Maintain our donor and alumni support in all forms.
 - Develop a heightened awareness and sensitivity to the needs and consequences of the current situation and respond in a responsible manner that produces the greatest good.
 - Build reciprocal relationships and cultivate new partnerships within the community.
- **Infrastructure and Shared Governance** – Times of crisis require us to examine closely the conditions necessary for success, including organizational climate and culture along with systems, frameworks, and infrastructure. This means doing everything we can to:
 - Promote the values of our university and the principles for which it stands.
 - Strengthen awareness of the institutional mission and understanding of what is mission-critical.
 - Appreciate the members of our campus community and their contributions to the mission.
 - Increase faculty engagement in shared governance.
 - Refine organizational structures, systems, and infrastructure to fulfill the mission.
 - Enhance capacity for informed decision-making and risk-taking.

We must remain focused on our Top Tier goals and implement strategies to fulfill our mission as effectively as possible during these unsettled times.