

# **University of Nevada Las Vegas Top Tier Initiative**

## **Vision**

UNLV will become one of the top public universities in the country in research, teaching, and community impact.

## **Mission**

UNLV's diverse faculty, students, staff, and alumni promote community well-being and individual achievement through education, research, scholarship, creative activities, and clinical health services. We stimulate economic development and diversification, foster a climate of innovation, promote health, and enrich the cultural vitality of our community.

## **Key Measures**

Our success as a leading research university will be measured by achievement of the Carnegie Research University / Very High classification and by our progress on these key measures:

- Impact of our research, scholarship, and creative activities;
- Student learning outcomes and graduate placement;
- Student, faculty, and staff diversity including MSI status;
- Intellectual activity, patents and entrepreneurial activity fostered by UNLV;
- Quality and impact of our clinical services; and
- A deeper engagement of UNLV with Las Vegas and our region to ensure ongoing alignment with our diverse community's needs and interests; and
- Carnegie Classification criteria (research expenditures; doctoral degrees granted per year; number of non-faculty research staff, such as postdocs; Carnegie Engagement status).

As a measure of overall university effectiveness and progress, UNLV will prepare, implement, and distribute a Progress Card.

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## Tier One Goals

### Research

UNLV's faculty and students will produce high quality, widely disseminated, and influential research, scholarship, and creative activities.

### Student Achievement

UNLV will be a national leader in education and will promote excellence in teaching its undergraduate, graduate, and professional school students. We will recruit, retain, and graduate diverse, motivated students through the strength of our innovative learning experiences, access to mentoring and research opportunities, and our vibrant campus community. On the graduate level, our highly-qualified masters, doctoral, and professional students will distinguish themselves and UNLV through their contributions to research, the professions, and the arts.

### Health

UNLV's school of medicine and public academic health center will foster cutting-edge research, use a creative curriculum, and provide top-notch clinical programs.

### Partnerships

UNLV will stimulate economic development and diversification, foster a climate of innovation, and enrich the cultural vitality of our community by deepening and expanding reciprocal connections with our community and leveraging our unique strengths to collaborate locally, nationally, and internationally.

### Infrastructure

To accomplish the other four goals, UNLV will continually develop and leverage the conditions necessary for our success, which include an effective organizational structure, state-of-the-art infrastructure, a service oriented culture, meaningful faculty engagement in shared governance, and the capacity for informed decision-making and informed risk-taking.

## Strategies

### Research

- Promote a productive, vibrant, diverse, and collaborative faculty and a robust administrative support system to incentivize the productivity of our research, scholarship, and creative activity across university and academic units
- Enhance the quality of scholarly publications and creative activity
- Develop strengths in selected areas
- Recruit, hire, and retain diverse, excellent faculty members, staff members, and students who reflect our larger community, consistent with our MSI mission
- Revamp and restructure research infrastructure and support

### Student Achievement

- Become a national leader in undergraduate education, with an emphasis by all academic units on effective teaching and achieving measurable learning outcomes, as well as undergraduate engagement in research, creative activities, and with the community, as measured by accepted benchmarks
- Increase the quality and quantity of UNLV graduates
- Ensure that all student-related offices provide superior responsiveness to the needs of individual students
- Enhance the campus environment through a range of social and cultural opportunities on campus to promote an active 12-month/year, 7-day/week campus community, in part by increasing on-campus student housing and related facilities
- Implement a consistent set of tools to evaluate teaching effectiveness, such as assessments of the quality of teaching infrastructure and support, student surveys of teaching performance, pass/retention rates by course, and alumni surveys five years after graduation, and by specifying how teaching excellence counts toward promotion and tenure.

### Health

- Establish a fully accredited School of Medicine recognized for its innovative curriculum
- Develop strong interdisciplinary research groups in five key areas: mental health and addiction, neuroscience, oncology, cardiovascular, and orthopedics
- Recruit excellent and diverse students
- Develop new Ph.D. programs in biomedical sciences
- Lead the region in the quality of, and access to, superior health care and clinical services for Southern Nevada's diverse population

### Partnerships

- Establish a Community Engagement Center at UNLV to serve as a one-stop entry point to the university for Individuals and organizations seeking to partner with UNLV
- Create and sustain an environment both on and off campus where community members and UNLV faculty, staff, and students work together to improve the economic environment and quality of life in Nevada through entrepreneurship, innovation, and an enhanced workforce
- Communicate UNLV's strengths to promote the link between progress toward Tier One and the benefit to the community, the region, the state, the legislature, and other groups
- Deepen transparency and accountability by providing a *community dashboard*
- Establish three to five key partnerships in a manner similar to what other benchmark institutions have done
- Develop a plan for economic diversification and globalization relevant to the communities we serve

### Infrastructure

- Foster a university environment that is inclusive, welcoming, and supportive for all
- Increase the quantity and quality of faculty participation in shared governance to secure the faculty's role as a meaningful partner in leading the campus community
- Instill a culture of customer service throughout the University
- Provide high quality, service-oriented internal functioning and infrastructure that fosters, stimulates, and nurtures academic excellence, discovery, creative activities, entrepreneurship, job creation, and economic vitality throughout the region
- Establish effective data collection, data governance, and data reporting throughout the university to support informed decision-making
- Assess and change business processes at the University as measured by process improvement methodologies
- Review the IT master plan and make revisions as necessary to support the Top Tier vision and mission.

## Detailed Measurements

### Research

- At least \$150MM/year of research expenditures by 2025
- Annual number of doctoral degrees granted of at least 200-225 by 2025
- Non-faculty researchers with Ph.Ds.
- Carnegie rankings
- Impact of scholarship
- Breadth of graduate & undergraduate student participation in research
- Breadth of economic and cultural impact
- Support structures for diverse faculty

### Student Achievement

- Nationally recognized student experience
- UNLV is the university of choice
- Freshman-sophomore retention of 80% by 2015
- Improvement in graduate rate outcomes:
  - Increase the 6-year graduation rate to 50% by 2025
  - Align student progress with funding formula incentives
  - Surpass national averages for graduation rates of all students
- Increase in the % of students, faculty & staff engaged in “high impact” practices
- Decrease in student-faculty ratios
- Satisfactory APR metrics for student-athletes
- Employer satisfaction with graduates
- Student satisfaction with their experience, campus environment and safety

### Health

- Progress toward full accreditation
- Graduate 60 students in initial class; 120-180/year by 2030
- \$48 million in external research by 2025
- Recruit 120 faculty physicians and scientists by 2030
- Generate 5,300 jobs and \$800m/year in economic impact by 2025
- Generate \$4 of non-state for every \$1 of state funds
- Secure \$350 in philanthropic support by 2025
- Appropriate student metrics
- Number of Ph.D. programs developed

### Partnerships

- Community Engagement Center launched
- Effective partnerships, collaborations and pipeline programs with partner institutions
- Community engagement satisfaction
- Workforce development and diversification resulting from our graduates
- Innovations, creations, inventions and the development of intellectual property at UNLV
- UNLV alumni mentoring network
- Improvement in the economic environment and quality of life in Southern Nevada
- UNLV contributions to economic development and diversification

### Infrastructure

- Effective data collection, governance and delivery to appropriate constituencies
- A climate typified by diversity and inclusion
- Stakeholder satisfaction surveys regarding university facilities and processes
- UNLV is considered on of the best places to work
- Sterling customer services
- Faculty and staff training for leadership development
- Depth and diversity of participation in shared governance
- An effective UNLV leadership structure
- Measurable improves in university business processes