

BOARD OF REGENTS

BRIEFING PAPER

1. AGENDA ITEM TITLE: Institutional Strategic Plan and *Handbook* Revision, Revised Mission Statement, UNLV

2. BACKGROUND & POLICY CONTEXT OF ISSUE:

UNLV's Strategic Plan, Top Tier, was approved by the Board of Regents at its March 2016 meeting. As a living document, it has been regularly reviewed and adjusted to account for changing internal and external factors over time. As UNLV continues to advance, the next iteration of the strategic plan has been developed – Top Tier 2.0. This evolution in the strategic plan is about building on the progress made at UNLV, while recognizing needs and areas for growth, focusing broadly on the next decade (2022-2029). Top Tier 2.0 has been informed by the annual review process, feedback and input from campus and community listening tours and focus groups, input from the President's Cabinet and the Top Tier Executive Committee, and broader committees across the university. The Top Tier 2.0 strategic plan is incorporated hereto as "Attachment A."

Top Tier 2.0 has been revisioned as "Improving the lives of our diverse students and transforming our communities through education and engagement." The mission has been revised to align with the vision and operationalize core areas.

"As a minority-serving institution rich with diversity and committed to equity, UNLV:

- provides access to world class educational experiences that are responsive to the needs of our students and stakeholders;
- engages in groundbreaking research, scholarship, professional, and creative activities that have impact and cross boundaries; and
- offers high value, cutting-edge interdisciplinary physical and mental health care to support our community.

We create value for the individuals and communities we serve by fostering a climate of innovation, stimulating economic diversification and workforce development, promoting social justice and inclusion of all voices, and enriching cultural vitality."

Top Tier 2.0 is framed with the following values:

- Access and Equity
- Excellence and Integrity
- Collaboration and Stewardship
- Compassion and Inclusion

Rooted within the Top Tier framework, Top Tier 2.0 continues with the core areas of Student Achievement; Research, Scholarship, and Creative Activity; UNLV Health; Community Partnerships; and Infrastructure and Shared Governance. It has been expanded to include additional cores of Socio-Economic Development; Social Justice, Equity, and Inclusion; and Philanthropy and Alumni Engagement. In addition, Student Achievement goes beyond undergraduate student success and includes carve outs for graduate and professional student success and career progression and development.

Top Tier 2.0 will result in several benefits as we:

- recruit and retain high-achieving students, high-impact faculty, and high-performing staff;
- strengthen our access mission and close achievement gaps as we graduate students with broad, multipurpose expertise;
- become more competitive with research grants and increase interdisciplinary research opportunities;
- attract new business and strengthen the state's economy;
- serve our community's needs and create more opportunities to connect with our community; and
- strengthen campus culture and enhance our operations.

The result has been a comprehensive plan with strategic objectives, tasks, and annual measurable goals (metrics) for each core area. Core areas have an appointed chair (or co-chairs) who lead their area to ensure action over the coming year and plans for the long-term. These chairs, along with key UNLV leadership, work together to advance the mission of the university. Further information is available on the [website](https://www.unlv.edu/toptier) (<https://www.unlv.edu/toptier>).

3. SPECIFIC ACTIONS BEING RECOMMENDED OR REQUESTED:

UNLV President Keith E. Whitfield requests approval of 1) UNLV's Strategic Plan (Title 4, Chapter 14, Section 3(1) and 3(2)), and 2) a Handbook revision (Title 4, Chapter 14, Section 5(1)) to reflect the revised UNLV mission statement.

4. IMPETUS (WHY NOW?):

Title 4, Chapter 14, Section 3 (1) and (2) of the Board of Regents Handbook outlines a schedule of review for institutional strategic plans, and UNLV will provide the updated strategic plan for review and to follow procedures. In addition, Title 4, Chapter 14, Section 4(5) requires the revised UNLV mission statement to be presented for approval in order to revise the *Handbook*.

5. CHECK THE NSHE STRATEGIC PLAN GOAL THAT IS SUPPORTED BY THIS REQUEST:

- ☒ Access (Increase participation in post-secondary education)
☒ Success (Increase student success)
☒ Close the Achievement Gap (Close the achievement gap among underserved student populations)
☒ Workforce (Collaboratively address the challenges of the workforce and industry education needs of Nevada)
☒ Research (Co-develop solutions to the critical issues facing 21st century Nevada and raise the overall research profile)
☐ Not Applicable to NSHE Strategic Plan Goals

INDICATE HOW THE PROPOSAL SUPPORTS THE SPECIFIC STRATEGIC PLAN GOAL

UNLV's strategic plan incorporates all areas of the NSHE strategic plan.

6. BULLET POINTS TO SUPPORT REQUEST/RECOMMENDATION:

- The existing plan has been evaluated annually and recommended for a refresh.
- The new plan has sought feedback from campus constituents and been informed by UNLV leadership.
- The vision, mission, values, and core areas have been established, including critical tasks for all strategic objectives within core areas.
- Measurable goals will be monitored for progress through regular evaluation of the plan.
- Each core area has a Senior Administrator leading the area to guide progress.
- Resource allocation aligns with supporting Top Tier 2.0 goals.

7. POTENTIAL ARGUMENTS AGAINST THE REQUEST/RECOMMENDATION:

- UNLV has a strategic plan and that could remain in place if the timeframe was extended.

8. ALTERNATIVE(S) TO WHAT IS BEING REQUESTED/RECOMMENDED:

- Provide the strategic plan at a later meeting.

9. RECOMMENDATION FROM THE CHANCELLOR'S OFFICE:**10. COMPLIANCE WITH BOARD POLICY:**

- ☒ Consistent With Current Board Policy: Title # 4 Chapter # 14 Section # 3(1) and 3(2)
☒ Amends Current Board Policy: Title # 4 Chapter # 14 Section # 5(1)
☐ Amends Current Procedures & Guidelines Manual: Chapter # _____ Section # _____
☐ Other: _____
☒ Fiscal Impact: Yes _____ No ☒
Explain: _____

POLICY PROPOSAL
Title 4, Chapter 14, Section 5

Institutional Mission Statements, UNLV

Additions appear in ***boldface italics***; deletions are [~~stricken~~ and bracketed]

Section 5. Institutional Mission Statements

The Board of Regents has adopted the institutional mission statements as follows:

1. UNIVERSITY OF NEVADA, LAS VEGAS (UNLV) MISSION STATEMENT

~~[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.]~~

As a minority-serving institution rich with diversity and committed to equity, UNLV:

- ***provides access to world class educational experiences that are responsive to the needs of our students and stakeholders;***
- ***engages in groundbreaking research, scholarship, professional, and creative activities that have impact and cross boundaries; and***
- ***offers high value, cutting-edge interdisciplinary physical and mental health care to support our community.***

We create value for the individuals and communities we serve by fostering a climate of innovation, stimulating economic diversification and workforce development, promoting social justice and inclusion of all voices, and enriching cultural vitality.

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TOP TIER 2.0
STRATEGIC PLAN
THROUGH 2029

UNLV

1.11.2022

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VISION, MISSION, AND VALUES

OUR VISION

Improving the lives of our diverse students and transforming our communities through education and engagement.

OUR MISSION

As a minority-serving institution rich with diversity and committed to equity, UNLV:

- provides access to world class educational experiences that are responsive to the needs of our students and stakeholders;
- engages in groundbreaking research, scholarship, professional, and creative activities that have impact and cross boundaries; and
- offers high value, cutting-edge interdisciplinary physical and mental health care to support our community.

We create value for the individuals and communities we serve by fostering a climate of innovation, stimulating economic diversification and workforce development, promoting social justice and inclusion of all voices, and enriching cultural vitality.

OUR VALUES

Access and Equity

Excellence and Integrity

Collaboration and Stewardship

Compassion and Inclusion

TOP TIER 2.0

UNLV is a thriving urban research university on the rise and making a significant impact through transforming the lives of our students, our community, and beyond. Our Top Tier vision and mission guide our efforts at UNLV, and we have made remarkable progress on our journey. Top Tier 2.0, the next evolution of our strategic plan, is a forward-looking framework that our university will continue to refine and follow over the next decade. It builds on our progress and recognizes our next opportunities as we continue on our path to becoming a top public research university.

Top Tier 2.0 is rooted in the original Top Tier strategic plan, implemented in 2015 through a yearlong planning process involving the campus and larger community. 2.0 has been informed by the regular annual review process, feedback and input from campus and community listening tours, Top Tier Chairs, the President's Cabinet, the Top Tier Executive Committee, and broader committees across the university.

We're proud of the progress toward achieving our goals and remain focused on advancing in every core area. Our upward momentum is a direct result of the spirit and drive of the UNLV community—students, faculty, staff, alumni, donors, business leaders, and supporters—across our campuses and in our community. We are united in our commitment to UNLV's success.



Driven by our vision and mission, our core areas focus around:

- Student Achievement;
- Research, Scholarship, and Creative Activity;
- UNLV Health;
- Socio-Economic Development;
- Community Partnerships; and
- Social Justice, Equity, and Inclusion.

These core areas are all made possible through continuing to develop our infrastructure and ensuring shared governance practices are at the heart of what we do; as well as strategically deepening the culture of philanthropy and alumni connection, resulting in our foundational cores:

- Infrastructure and Shared Governance
- Philanthropy and Alumni Engagement

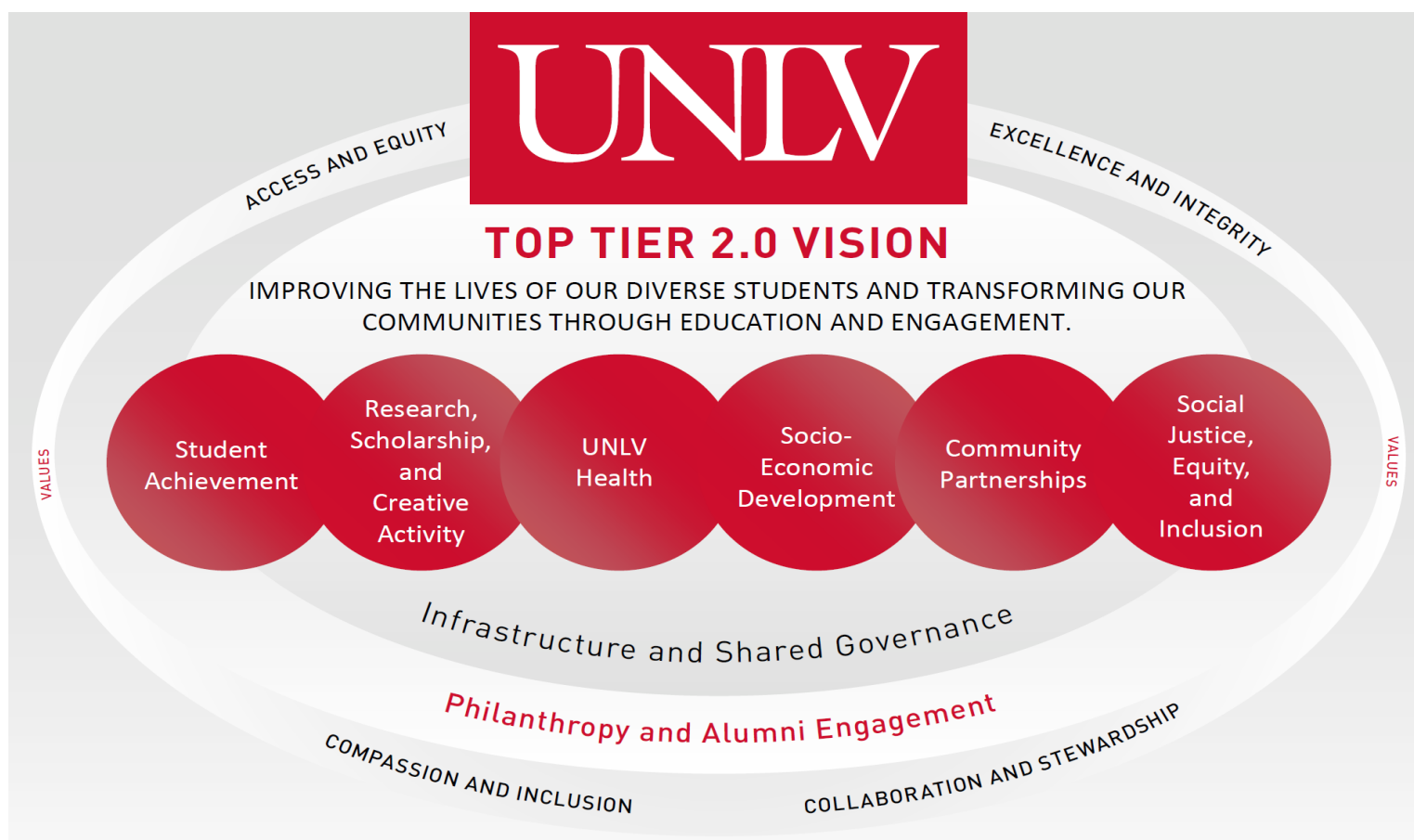


Figure 1 – Top Tier Vision, Core Areas, and Values

THE TOP TIER 2.0 STRATEGIC PLAN

Each core area is defined and contains strategic objectives. Each strategic objective contains a list of critical tasks that help guide actions across the university on our path to meeting our objectives. Strategic objectives and tasks provide a framework that can be adapted and developed at the unit level to guide priorities and actions that align with the overall Top Tier 2.0 strategic plan.

METRICS

Metrics help guide our efforts, inform our decisions, and determine priorities. While each core area has an articulated list of metrics that provides an overview of performance and overall health of the institution, each core area has additional metrics that dive deeper and provide a more complete picture of the university. A variety of metrics helps inform decision making to ensure we advance on our trajectory and fulfill our mission. Metrics are posted online, along with annual reports.

MISSION FULFILLMENT

Success as a leading research university and achievement of mission fulfillment will be evaluated by progress in meeting the objectives and the metrics as defined in each Core Theme/Pathway Goal. An annual progress report has been, and will continue to be, disseminated to the campus, local community, Nevada System of Higher Education, and the state of Nevada. An acceptable level of mission fulfillment is to meet the annual goals set for each specific metric. If an annual goal is not met, additional efforts will be concentrated on that goal in order to meet the next annual goal.



CORE AREAS

STUDENT ACHIEVEMENT

UNLV recruits, retains, and graduates a diverse body of students through innovative learning experiences, access to mentoring and research opportunities, and the vibrant campus community.

Student Achievement consists of three components: Undergraduate Education, Graduate Education, and Career Development and Progression

Strategic Objectives, Tasks, and Metrics

Undergraduate:

Improve student outcomes and maintain and strengthen our access mission.

- Support success of low-income and first-generation students to drive social mobility.
- Maintain student satisfaction and inclusive campus climate.
- Reduce financial barriers through student success-focused philanthropy, strategic financial aid leveraging, and financial literacy education

Metrics: first-year retention, 4-year, and 6-year graduation rates disaggregated by race/ethnicity, Pell status, first-generation status, and age; Social Mobility Index; financial aid packages awarded; student engagement; campus inclusion climate

Improve undergraduate retention rates.

- Close retention gaps among underserved student populations.
- Ensure adequate academic advising capacity and support proactive advising practices.
- Increase number of students participating in peer mentoring.
- Increase co-curricular participation.

Metrics: student-to-advisor ratio; percentage of students completing gateway math and English in first year (disaggregated); percentage of students who complete 30 credits in an academic year (disaggregated)

Improve 4-year and 6-Year Graduation Rates and Close Graduation Gaps

- Close graduation gaps among underserved student populations.
- Increase percentage of students who have completed a milestone experience by the end of the third year of enrollment.
- Increase percentage of course sections offered online and provide support services that meet the needs of online students.
- Accelerate degree progression by encouraging continuous, full-time+ enrollment.

Metrics: milestone course completion; milestone course credits; online course sections

Graduate:

Engage in strategic recruitment, retention, progression, and completion to grow and diversify our graduate student body and promote equitable outcomes.

- Engage multiple tactics to support both centralized and program-specific strategic graduate recruitment to expand international, national (outside S. NV), and regional applicants, admits, and new student matriculation.
- Establish a comprehensive omnichannel communications, marketing, and advertising plan to successfully promote graduate programs at UNLV and garner national and international attention as a first-choice graduateschool.
- Engage recruitment strategies and complementary holistic admissions practices to cultivate a more diverse student body overall, and to specifically increase inclusion of underrepresented minorities, first generation, economically disadvantaged, sex/gender diverse, and highly competitive graduate student applicants, admits, and new student matriculation.
- Facilitate and support the development and management of transparent and actionable graduate data; track and report on relevant graduate data and provide easy access to information, data, reports, and dashboards that drive strategic program innovation, aid decision-making, support our GEM efforts, and promote student success and completion.
- Train and support graduate faculty and graduate program staff to develop and deploy expertise in graduate enrollment management that reflects nationally accepted best practices and leading-edge operations to better support graduate student retention, progression, timely completion, and success.
- Generate a campus-wide GEM plan for admissions, enrollment, graduation, and targeted time-to-degree.
- Deliver a personalized graduate student experience that provides information and support to students as they need it in a "just in time" format.
- Grow our graduate programs, increase enrollment, and graduate more doctoral students annually.

Metrics: applications, admits, and enrollment; continuing enrollment; graduate FTE; graduate coordinator training; graduate faculty training

Cultivate a diverse, inclusive, and equitable campus environment that optimizes support for graduate student success.

- Create a campus infrastructure to support student well-being so that they can focus on their research, scholarship, and creative activities, including reasonably priced housing, programming to support student mental, emotional, and physical well-being, and financial wellness resources.
- Address graduate program alignment with career pathways, provide customizable interdisciplinary experiences, and track graduate student first placement and career trajectories for academic purposes, distinct from philanthropic outreach.
- Increase nationally competitive Graduate Assistantships, grant-funded GA positions, need-based and merit scholarships, and research fellowships to expand equitable access and outcomes for graduate student success.
- Provide engaged and responsive nonacademic advising to foster a just and equitable campus climate free from discrimination and prejudice that supports fair treatment, successful and timely student progression, and equitable completion rates that are program-specific and consistent across student groups.
- Design and support innovative admissions gateways, pipelines, and pathway program tracks to increase and diversify recruitment, and admit, engage, and graduate students with (racially, ethnically, culturally, gendered, etc.) diverse experiences, interests, and needs.
- Recognize, respect, and celebrate diversity in all its forms within the Graduate College, enact an inclusive, equitable, anti-racist, anti-sexist, and anti-discriminatory perspective, and ensure that an inclusive and just culture prevails including specific support to promote access and equity for BIPOC students.
- To engage in strategic alumni, individual, and corporate development work to increase direct philanthropic support for our students, as well as financial resources for programming that helps ensure student success including programs to promote access and equity.

Metrics: graduate faculty status; ratio students to graduate faculty; access awards; graduate fellowships; graduate academy participants; Grad Advantage program participants

Align programs to promote career success and provide students with academic curriculum and co-curricular experiences to prepare them to become experts in their disciplines and leaders in their fields.

- Provide nationally recognized, research-informed
- Design and deliver innovative graduate programs to attract competitive students and support diverse student populations and interests, including but not limited to interdisciplinary programs, design-your-own interdisciplinary programs, certificates, badges, micro-master's, and stackable certificates.
- Provide nationally recognized, research-informed leadership and professional development opportunities, as well as co-curricular microcredentials, to ensure that all graduate students have career-ready transferable skills that supplement and enhance their academic training and support post-graduate success.
- Provide a strong infrastructure of support for graduate faculty to facilitate program innovation and excellence, and ensure the delivery of consistently high quality, tier one, transformative student experiences that lead to diverse career pathways and post-graduate success.

Metrics: graduate and professional degrees conferred; graduate certificates awarded; climate survey (graduate); exit survey (graduate); Grad Academy opportunities and satisfaction



Career Development and Progression

Offer degree and certificate programs for the 21st century economy that are valued by employers and associated with high-demand occupations in the region.

- Evaluate available degree and certificate programs as they relate to high-growth job sectors, and to the outputs compared to demand.
- Ensure that academic programs incorporate interdisciplinary content to build bridges to high-demand occupations.
- Support alternative credentialing programs as a pathway to lifelong learning and degrees (e.g., industry recognized credentials, military credentials, and stackable and micro credentials).
- Establish protocols for increasing corporate partnerships, input into the curriculum, and engagement in career and hiring activities.

Metrics: enrollment in high demand occupations, degrees in high demand occupations, median annual earnings and employment rate by educational attainment

Integrate workforce readiness into all academic programs.

- Regularly review the program curriculum for currency and alignment with workforce needs.
- Create mechanisms to support college/school advisory boards, local and regional employers, and other external stakeholders' input into the curriculum.
- Align career competencies with UULOs and integrate them into the curriculum, co-curriculum, and community and campus-based programs.
- Develop and structure student opportunities for quality experiential learning and access to internships, applied research, creative work, or community service projects that enhance workplace skills and build professional networks across campus.

Metrics: Employer satisfaction, corporate partnerships, employers engaged in Handshake, internships

Promote active student participation in career planning through a lifecycle approach to workforce readiness.

- Create Experiential Major Maps that help students explore majors and reflect on career-relevant skills and hands-on experiences in preparation for career positions and graduate programs.
- Integrate career professionals into academic advising centers so that these professionals can help academic advisors and faculty members to discuss career planning during student advising sessions, and integrate professional development into the student experience.
- Develop infrastructure to incentivize students to engage in career readiness activities.

Metrics: student engagement, web analytics



RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITY

UNLV fosters a climate of innovation in which faculty and students produce high-quality, widely disseminated, and influential research, scholarship, and creative activities.

Strategic Objectives, Tasks, and Metrics

Identify and develop UNLV's strength in selected areas and invest in research centers and infrastructure that make collaboration natural, sustainable, and seamless.

- Identifying existing and potential university-wide interdisciplinary research opportunities and centers.
- Strategically develop new, targeted master's and doctoral programs in which future growth and faculty demand look promising.
 - Establish rigorous customizable programming to support interdisciplinary graduate research experiences, scholarship, and credentials.
 - Expand our online offerings of a variety of graduate credentials.
 - Develop a sustainable fund to support GA positions for new graduate programs.
- Support research innovation, research excellence, and the development of UNLV's research themes/clusters through a strategic research fund.
- Create research partnerships with universities, institutes, and organizations that complement our areas of strength.

Metrics: dollars invested; grants submitted; interdisciplinary awards; interdisciplinary graduate programs, faculty, enrollment, and graduates; research partnerships



Foster a campus culture in which UNLV faculty, students, and staff can maximize their research productivity.

- Invest in our strength as a comprehensive research university to ensure that research infrastructure, processes, and services support the needs of research- oriented faculty and students.
- Increase successful competitive grant applications and program-level funding resulting in externally funded research, as well as other competitive and entrepreneurial research funding opportunities and increase the number of grant-funded Graduate Assistants.
- Identify and implement processes that enable students, staff, and faculty to locate collaborators and corresponding grant opportunities.
- Invest in our faculty by expanding seed funding for faculty research, scholarship, and creative activity at both the university and academic unit level.
- Establish creative and robust mentorship programs to support and expand faculty research, scholarly, creative, and professional engagement, and do so in ways that promote diversity, equity, inclusion, and justice on campus and in student outcomes.
- Increase the number of non-faculty research PhDs and postdoctoral scholars, including expanding support for postdoctoral scholars.
- Establish grant writing incentive programs to increase funded research activity.
- Increase the number of research professors with PI eligibility to support grant applications/funding.
- Establish innovative programs to increase our postdoc community, support graduating doctoral students, and open innovative pipelines to diversify our faculty. Increase the level of institutional support for principal investigators pursuing grants.
- Create a campus infrastructure to support graduate student well-being so that they can focus on their research, scholarship, and creative activities, including reasonably priced graduate housing, programming to support graduate student mental, emotional, and physical well-being, and financial wellness resources.

Metrics: research expenditures; non-faculty researchers and postdocs; graduate assistantships; FOA Funding, Proposals, and ROI; students participating in Grad Mentoring Programs; proposals submitted and awards received; GAs and Postdocs in awards; IRB turnaround times; faculty publications; research faculty supported by grants; publications, presentations and innovation in the arts

Invest in, promote, and expand student research, scholarly, creative, and professional opportunities to increase student engagement and align program experiences with strategic career pathways.

- Promote graduate student innovation through interdisciplinary collaboration on campus and with community partners (businesses, non-profits, governmental organizations, etc.).
- Build a campus infrastructure and community relationships to support graduate student internships and promote career alignment.
- Establish creative and robust mentorship programs to support and expand student research, scholarly, creative, and professional engagement, and do so in ways that promote diversity, equity, inclusion, and justice on campus and in student outcomes.
- Support graduate and professional student research as integral to our access institution and R1 research university mission, including providing nationally competitive GA stipends, health insurance, and overall packages, as well as robust student support over the lifecycle.
- Provide leading edge, evidence based co-curricular professional, career, and leadership development for graduate students to enhance transferable skills and successful career outcomes.
- Increase the number of research opportunities for undergraduate students in a way that highlights the distinctiveness of a UNLV education.
- Increase impactful scholarship activities and make these activities and positive outcomes more visible on and off campus.
- Promote creative activities and a culture of innovation that enlivens the campus community and connects to the broader community at large.

Metrics: doctoral degrees; undergraduate presentations; graduate presentations and poster presentations; graduate exhibitions, performances, and public readings; student publications; Grad Academy participation

SOCIO-ECONOMIC DEVELOPMENT

UNLV stimulates economic development and diversification, fosters a climate of innovation, and advances innovation and entrepreneurship opportunities in all sectors.

Strategic Objectives, Tasks, and Metrics

Develop networks and facilitate connections to spur economic development and innovation.

- Support and connect faculty, students and the greater community to identify and create innovations, services, and IP.
- Active marketing of UNLV knowledge, technologies, innovations and capabilities to Southern Nevada creating a hub that drives economic development and entrepreneurship.

Metrics: patents, disclosures submitted, number qualified faculty engagements, number qualified student engagements

Drive entrepreneurship, innovation, and economic development.

- Create and support UNLV and regional start-ups.
- Engaging Strategic Public-Private Partnerships and UNLV industry engagement that focuses on entrepreneurship, innovations and economic development.
- Provide an ecosystem of resources and capital available to UNLV stakeholders, entrepreneurs and innovators with recognition of the needs of disadvantaged communities.

Metrics: startups based on UNLV techs, new business starts, SBDC jobs created, SBDC clients served, capital infusion to startups/new businesses, CSR contracts

Integrate and align initiatives that support economic development for all sectors.

- Create campus and region wide all-inclusive initiatives that drive the new spirit of innovation and entrepreneurship.
- Integrate and align community facing services (mentors in residence, incubators, accelerators, venture fund, etc.) to support the UNLV community, individuals, entrepreneurs, creators, and business, including those that identify as disadvantaged, women-owned, and STEAM-related businesses.

Metrics: disadvantaged business enterprise support, companies located at or engaged with UNLV Research & Tech Park



UNLV Health

UNLV Health will be recognized by our community stakeholders, healthcare professionals and strategic partners as the national leader in advancing academic health through transformational innovation. We will be known as a steward of the community, driving the continuum of support in all areas of health.

We achieve leadership in transformational innovation by:

- Creating an environment where people feel valued in order to attract and engage excellent students, staff, and faculty.*
- Advancing research and discovery to improve the health and care of our community.*
- Providing high value, high quality, state-of-the-art, interprofessional care for ALL members of our community.*
- Committing to continuous improvement in healthcare education by leveraging technology, and promoting interprofessional education & collaborative practice.*
- Serving as an engaged and responsive member of the community.*

Strategic Objectives, Tasks, and Metrics

Increase the capacity and productivity in research scholarship, innovation, and creativity to address the workforce challenges and opportunities of the future.

- Deliver world-class innovation and build a culture of research through collaborative engagement in research with industry, business, government, and the community.
- Expand collaborative learning experiences to advance person-centered practice through interprofessional team-based learning.
- Ensure research infrastructure that stimulates educational innovation and collaborative research.
- Recruit, retain, and recognize research faculty, staff, and students.

Metrics: health care degrees awarded at all levels, diversity and inclusion training, grants, publications, presentations, interprofessional team-based learning, Professional Learning Communities, turnover, faculty promotion, awards (\$)

Provide comprehensive, person-centered care that enhances the quality, accessibility, scope of clinical services, and expands community engagement toward improved collaboration and population health.

- Produce a practice ready workforce that makes a lasting impact on community health.
- Build primary care and population health capabilities by developing and becoming a fully integrated healthcare delivery system.
- Promote and highlight UNLV AHC as stewards of Nevada's health.

Metrics: patient visits, patient satisfaction, graduate students trained, exam pass rates, students remaining in Nevada after graduation, master affiliation agreements, patient visits

Develop and implement prevention initiatives that work to improve the health and wellness of UNLV AHC faculty, students, staff, and the surrounding community.

- Foster a workplace that encourages and promotes health and wellness that fills unmet needs of faculty, students, and staff at Shadow Lane Campus.
- Add new wellness programs/services to address holistic wellness, both physical and mental wellbeing, of faculty, students, and staff at Shadow Lane Campus and the surrounding community.
- Build and maintain campus and community partnerships, which enhance faculty, staff, and student health and wellness.
- Implement population-level health promotion and education on all relevant health topics via evidence-based social marketing and social media efforts.

Metrics: health and wellness survey, programs, campus and community partnerships



COMMUNITY PARTNERSHIPS

UNLV leverages our strengths to develop strong partnerships that are mutually beneficial, promote the value of the university, and enrich the intellectual and cultural vitality of the valley.

Strategic Objectives, Tasks, and Metrics

Build reciprocal relationships as we create and strengthen partnerships, collaborations, and pipeline programs with K-12.

- Build and sustain a diverse educator workforce.
- Collaborate with partners to develop students who are ready to succeed in college.
- Advance the conversation for educational practice and policy.

Metrics: field placement schools, student hours in school-related settings, professional development forum attendees, pipeline program participants and diversity of participants, community youth summer opportunities at UNLV

Leverage UNLV's strength to develop collaborative networks and address community needs and challenges.

- Further creation of partnerships that address community needs, problems, and initiatives, especially homelessness and food insecurity.
- Develop practice research networks that grow to a national level.
- Help revitalize the neighborhood surrounding UNLV by providing services, economic development, and community-based research and creating a model for other communities to revitalize.

Metrics: number of projects addressing homelessness, poverty, and food insecurity; clients served through UNLV Food Pantry; collaborative networks; number of programs and services focusing on the neighborhood; amount of funding acquired for issues around homelessness, poverty, and food insecurity; community projects and partners

Provide cultural, educational, and service programs that are valued, advance learning, and benefit our communities.

- Enhance community engagement and collaboration through the effort and successes of UNLV's student-athletes and athletics programs.
- Further implement service-learning and other engaged pedagogies in order to apply and advance student learning while addressing community needs.
- Strengthen civic learning, engagement, and leadership.
- Build reciprocal community partnerships to better meet diverse UNLV student needs and fulfill our community needs.
- Host activities and events that are relevant and appreciated by the community.
- Support all families with special emphasis on first-generation and underserved populations across Southern Nevada by fostering a college-going culture and communication of the value of a college degree.

Metrics: cultural activities attendance; TMC/Allegiant/Cox attendance; educational outreach high-demand programs, enrollees, CEU types and enrollment; student-athlete GPA and service hours; service hours and service-learning courses

Targeted, intentional engagement efforts to identify, establish, and steward mutually beneficial partnerships with aligned stakeholders centered on distinct and strategic intersections.

- Expand commitment to the university and student success through deepened engagement with:
 - elected/government officials
 - nonprofits/community organizations
 - the private sector

Metrics: number of nonprofit partners collaborating with UNLV faculty and staff on community engagement projects, government and private sector contacts, presentations at municipalities

Communicate UNLV's strengths to promote the link between the university and the associated benefit to the community, region, state, Legislature, and other stakeholders.

- Create and foster a sense of place and pride as well as overarching brand awareness across campus and Southern Nevada.
- Ensure the campus is – and is viewed as – a capable, responsive, and reliable community partner and thoughtleader.
- Communicate the value of a research university within the region.
- Maintain designation as Community Engaged through Carnegie's elective designation and investigate possibilities with the new Carnegie elective designation on leadership.
- Demonstrate our brand strength through consistent and appropriately placed signage.

Metrics: UNLV News Center pageviews, reach on social media, media value of publicity, media requests, promotional clips, Rebel Impact open rates, CCE status



SOCIAL JUSTICE, EQUITY, AND INCLUSION

UNLV promotes and supports a culture of social justice, equity, and inclusion for faculty, staff, and students.

In order to help provide a deeper understanding of this core area, it is important to understand key terms and their meanings, which are provided below.

- **Social justice** is the view that everyone deserves equal economic, political and social rights and opportunities. There are four interrelated principles of social justice; equity, access, participation and rights.
- **Inclusion** means active and intentional engagement, affirmation and valuing/respect for individuals and groups of diverse backgrounds, and creating a place of belonging for all individuals and groups across the System.
- **Diversity** includes the differences among individuals or groups that impact perceptions, experiences and interactions, including, without limitation, differences based upon race, ethnicity, color, national origin, gender (including pregnancy-related conditions), sexual orientation, gender identity or expression, genetic information, physical ability or disability, military status or military obligation, culture, age/generation, education, income/socioeconomic status, religion, expression, linguistics and intellect.
- **Equity** means fair and just treatment, access, opportunity and advancement for all individuals and groups, and the absence of barriers to inclusion and achievement that are systemically associated with societal advantage or disadvantage based on diversity.
- **Access** means the equitable opportunity for all to fully participate in and contribute to programs, services, activities, environments, and decision/policy making. Access includes ways to make space for all individuals and groups to participate regardless of ability and experience such as accounting for design and use of spaces (physical and virtual), language, culture, information, and relationships.

Strategic Objectives, Tasks, and Metrics

Foster an environment that is inclusive, welcoming, and supportive for all.

- Promote a commonly shared definition of diversity, equity and inclusion.
- Assess, develop, and maintain the conditions necessary for cultural improvement.
- Continually assess the campus culture to develop an understanding, and improvement of the campus climate, at the college, school and unit levels.
- Require and evaluate leadership accountability for diversity, equity, and inclusion within their respective areas of responsibility; and foster multi-disciplinary cross-campus engagements.
- Provide the appropriate leadership, infrastructure and resources to advance the diversity, equity, and inclusions objectives.
- Develop a campus-wide understanding of implicit bias and how it impacts our decisions.
- Provide campus-wide developmental training opportunities through Human Resources.
- Create, maintain; and administer faculty and staff mentoring programs to promote and facilitate success.
- Offer IDI (Intercultural Development Inventory) Training for select faculty and staff to be able to administer the IDI across the campus.

Metrics: institutional emphasis on diversity; environment supportive of different backgrounds; institution is welcoming; professional development programs and opportunities; environment for diversity; institution celebrates diversity; commitment to non-traditional students

Increase the opportunities for faculty, staff, and students to express their voices and make them feel they are affirmed and valued.

- Reinstated an Ombuds Office to develop a clear roadmap to address concerns and issues of varying natures.
- Develop a series of on-going and collaborative meetings and dialogue with faculty, student and staff councils, organizations, and affinity groups.
- Address and promote designation of racial, ethnicity and gender identity, e.g., recognition of pronouns.
- Become a leader in advancing diversity, equity and inclusion in teaching, research and community engagement.

Metrics: sense of belonging; diverse contacts; student coursework and exposure to differences; meeting student needs (students of color, sexual orientation, and gender identity)

Improve the relative racial/ethnic and gender representation of the student body, faculty and staff.

- Transform the full-time faculty population at all ranks (including department chairs, program directors, and deans) to be in closer alignment with the racial/ ethnic and gender representation of our student body.
- Institute processes to increase the diversity of candidate pools, ensure equitable practices and treatment of all parties participating in the search process; and, guarantee compliance with university search and hiring policies and procedures.
- Adopt NASH's Equity Practice for Equity in Hiring and Retention of Faculty and Staff.

Metrics: number of faculty and staff relative to the demographics of the student population; progression of tenure, promotion, and retention of faculty in underrepresented demographic and academic discipline areas

Ensure that diversity, equity, and inclusion initiatives across campus are aligned and implemented consistently, effectively, and efficiently.

- Ensure that major campus units (colleges, schools, divisions) have standing diversity structure to better coordinate and promote unit-specific DEI activities.
- Develop structured, university-wide calendar to promote and highlight diversity-related programs and university-sponsored events for all campus constituencies.
- Conduct the EAB Student Equity Audit.
- Provide training and development for staff to include UNLV's diverse student population and commitment to diversity, creating inclusive environments, bias training for search committees, expanding the search advocate program, and ongoing professional development.
- Conduct academic review and build standards for inclusive teaching.
- Develop and implement models for student co-curricular cross-racial engagement and diversity, equity, and inclusion training.
- Audit public spaces to ensure inclusive imagery and messages and explore options to expand safe spaces.
- Map out resources and expand resources for Black, Native American, and Middle Eastern students.
- Create a crisis response plan for incidents of racism and hate crimes.

Metrics: outputs and initiatives of the DED Council, comprehensive inventory of campus-wide DEI programs and initiatives; policies, practices, and fair treatment; discrimination procedures; meeting the needs of multicultural student organizations



FOUNDATIONAL CORE AREAS

PHILANTHROPY AND ALUMNI ENGAGEMENT

UNLV engages in comprehensive and cohesive coordination to strategically deepen the culture of philanthropy and alumni connection.

Strategic Objectives, Tasks, and Metrics

Ensure financial sustainability through the growth of the endowment and ongoing support.

- Develop and execute a multi-year comprehensive fundraising campaign.
- Involve the community to advance development and fundraising.

Metrics: endowment growth (new gifts, investment return, dollar growth, new endowments)

Foster an environment to strategically address needs.

- Partner with campus leadership to define key transformative priorities which will serve as the foundation for a multi-year comprehensive campaign.
- Communicate to the campus the role of the Foundation and the Division of Philanthropy and Alumni Engagement in creating a university-wide culture of philanthropy to support the financial health of the Institution.
- Set goals that support the priorities of the university.

Metrics: gifts and pledges (unrestricted gifts and pledges, cash received, dollars transferred to UNLV, donors)

Create an engaged network of UNLV alumni.

- Establish baseline measures of alumni involvement and develop strategies to strengthen that involvement.

Metrics: UNLV alumni who engage with the University (alumni volunteers and alumni donors)



INFRASTRUCTURE AND SHARED GOVERNANCE

UNLV continually develops and leverages the conditions necessary for success, which includes an effective organizational structure, an improved infrastructure, a service-oriented culture, meaningful faculty engagement in shared governance, and the capacity for informed decision-making and informed risk-taking.

Strategic Objectives, Tasks, and Metrics

Foster a culture of continuous improvement (CI) through development and growth of support infrastructure.

- Continue to develop and support training, tools, and resources to support CI activities, such as professional development offerings from UNLV human resources, process improvement expertise, and dedicated project management functionality.
- CI tools and opportunities are marketed and promoted by all levels of leadership at UNLV.
- Identify and create an ISG (Infrastructure and Shared Governance) Workgroup.
- Improve service experiences, build relationships, and determine opportunities for efficiency in support of university mission and goals.
- Create opportunities for career progression with an emphasis on continuous improvement.
- Assess, consolidate, and refine master plans to support the Top Tier vision and mission. These should be reviewed annually by the ISG or subgroup.

Metrics: YOY offerings, marketing and communications efforts, CI offerings obtained from HR and training tools, annual CARE survey expanded, staff turnover reports, employee satisfaction surveys, employee Professional Development, mobility

Effectively and strategically manage limited resources to maximize return on investment.

- Develop, implement, and sustain tools and processes for budgeting and multi-year financial modeling.
- Grow Anaplan product offerings. Increase usage of Anaplan tools. Successfully delegate budget responsibility to campus units. Create tools to facilitate analytical ability (e.g., ROI) on campus. Provide training to Business Managers and Admins regarding the bigger picture for a deeper understanding of budgeting and the impact of individual areas upon the enterprise.
- Leverage technology to optimize energy usage and preventative building and capital equipment maintenance.

Metrics: data warehouse, budget trainings and evaluations

Expand and enhance ability to gather input from UNLV's faculty, staff, students and stakeholders to inform critical decision-making and ensure that the broader community that UNLV serves has a voice and is heard.

- Consistently and regularly engage with faculty, staff, students, and stakeholders groups.
- Collaborate with faculty to develop solutions to issues at all institutional levels, including those issues around being competitive as possible for faculty support.

Metrics: climate survey (GCTWF) shared governance decisions; communication; shared governance role

Develop a climate that is supportive of faculty; expands on our commitment to diversity, equity, and inclusion; and honors convergent and divergent views in alignment with the Core Promote and Support a Culture of Social Justice, Equity, and Inclusion.

- Implement structures to coordinate efforts across campus units and promote collaboration towards achieving these goals.

Metrics: climate survey (GCTWF) faculty and staff job satisfaction, respect and appreciation