



INSPIRED, INNOVATIVE, AND IMPACTFUL

**A STRATEGIC PLAN FOR EXCELLENCE
IN GRADUATE EDUCATION
2020-2025**

September 2020



BEYOND THE FIRST 55 YEARS: INNOVATING FOR EXCELLENCE, 2020-2025

The Division of Graduate Studies was founded in 1965 and we graduated our first 11 master's students in 1967. Our first doctoral student, an Ed.D., graduated in 1977 and we granted our first Ph.D.s in 1991. It is fair to say that the first 55 years of graduate education at UNLV have been characterized by growth and maturation. In 2018, UNLV was recognized as a Carnegie R1 university and the UNLV mission aims to achieve top tier excellence by 2025. This strategic plan builds on this history of continual growth, improvement, and modernization, despite being a young College operating in a resource limited environment. Our modus operandi is to face challenges, fix problems, and innovate to enhance the quality and calibre of graduate education at UNLV. We are committed to establishing Carnegie Research 1 graduate education in a socially just, inclusive, and equitable manner. Our path is unique and bold thanks to the strength we derive from our diversity, and the unique benefit of being a minority serving institution with an inclusive community of scholars. Please visit our Graduate College website for a more comprehensive overview of [our history](#).

STRUCTURE OF THE GRADUATE COLLEGE

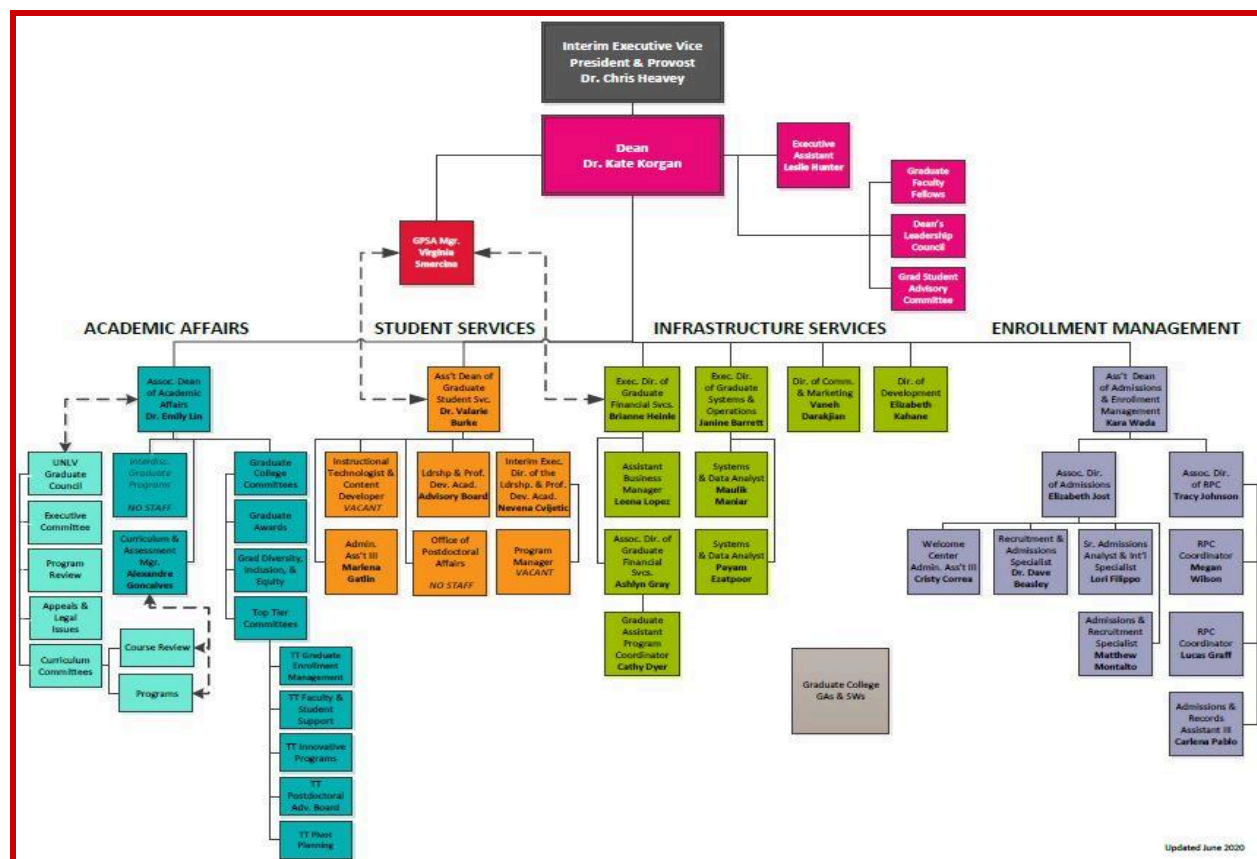
The Graduate College reports to the Executive Vice President & Provost and is the central organizational unit that coordinates, advocates for, and supports graduate education at UNLV. The College is a service unit with both administrative and academic missions, serving a broad base of constituents including prospective and current students, graduate alumni, academic and administrative faculty and staff, postdoctoral scholars, and community partners. Interdisciplinary graduate programs and the Office of Postdoctoral Affairs are both housed in the Graduate College. We work closely and collaboratively across campus to fulfill our mission in support of program excellence, faculty and student success, innovation, and campus and community impact.

The Graduate College has four interconnected and closely collaborating units that together comprise a broad base of support for the UNLV graduate community. These areas are:

1. **Infrastructure Services**, which supports the campus graduate mission and is comprised of:
 - a. Finance & Business Operations
 - i. Graduate Assistant Program
 - ii. Scholarships
 - iii. Fellowships
 - iv. Business and budgets
 - b. Systems & Data
 - c. Communications & Marketing

- d. Advancement & Development
2. **Academic Affairs**, which coordinates and supports our academic mission and handles:
 - a. Interdisciplinary Graduate Programs (IDGPs)
 - b. The Graduate Council & Committees, as well as top tier working groups
 - c. Academic Support Services: graduate curriculum (course and program review, innovation, management); graduate faculty status; the Graduate Catalog & Student Handbook; graduate entries in the Degree Directory; and Plan of Study forms
 - d. College Awards
 - e. Assessment & accreditation
 - f. Academic excellence
 - g. Support for graduate faculty and student research, scholarship, creative, and professional activities
 3. **Enrollment Management**, which runs our Welcome Center and leads our R2PC student lifecycle success efforts, including:
 - a. Recruitment
 - b. Admissions
 - c. First enrollment and retention
 - d. Successful student progression
 - e. Timely graduation
 - f. Degree conferral
 4. **Student Services**, which provides comprehensive student support services, including:
 - a. nonacademic advising and management of academic appeals
 - b. Student advocacy efforts
 - c. Management of the Leadership & Professional Development Academy
 - d. Graduate College event management
 - e. Coordination of the Grad Commons
 - f. The Office of Postdoctoral Affairs
 5. **Inclusive Servant Leadership**, which ensures excellence and impact by articulating a vision and promoting core values; providing strategic coordination; aligning resources with mission; building and inspiring strategic collaboration to advance College and university goals; leading development, advancement, and advocacy; and realizing our strategic plan.

GRADUATE COLLEGE ORGANIZATIONAL CHART



Updated June 2020

[Click image to view larger version.](#)

VISION

To be nationally recognized for research excellence, diversity, and our vanguard approach to graduate education as we foster transformative educational experiences and then graduate innovative and diverse scholars, experts, professionals, and leaders who help solve complex regional, national, and global challenges.

MISSION

The Graduate College fosters collaborative leadership to build a forward-thinking, data-driven, and diverse top tier, MSI graduate community that:

- advances UNLV's R1 and Top Tier goals;
- delivers rigorous, leading edge graduate programs in which excellence flourishes;

- partners to provide innovative personal, academic, leadership, career, and professional development opportunities to students;
- ensures consistent, transparent, and fair implementation of policies and processes;
- advances inclusion, equity, and social justice;
- embraces innovation and seeks to make a positive impact;
- delivers outstanding service to all our constituent groups;
- recognizes and supports the graduate faculty;
- seeks and secures a diverse base of funding to support students and provide robust financial resources and services that promote financial well-being;
- and cultivates a dynamic and inclusive scholarly community in which the highest quality research, scholarship, creative, and professional activities thrive.

GUIDING PRINCIPLES & CORE VALUES

The Graduate College is committed to a data-informed continual improvement model to advance the following guiding principles: excellence, equity, diversity, innovation, accountability, resilience, and positive impact.

To enact these principles, our mission is driven by core values that inspire us to act and interact with: empathy; kindness; respect; inclusivity; ethics and integrity; a collaborative spirit; and servant leadership.

BRAND IDENTITY

We have established branding that aligns with and reflects our vision and values.

In our administrative mission, we are committed to providing “100% Solutions.”

The Graduate College team is a one-stop-shop for questions related to graduate education at UNLV. Our team is committed to providing helpful, accurate, and comprehensive information and answers, 100 percent of the time, or to connect the student/faculty/staff or community member with the correct person or office to assist them.

In our academic mission, we are driven by and committed to facilitating “Inspiration, Innovation, and Impact.”

Our job is to inspire, innovate, and make an impact. These three words capture the heart of graduate education. We are motivated to stimulate and support: 1) inspiration and persistence; 2) innovative programs, education, scholarly, and professional activities, and solutions to complex challenges; and 3) impactful opportunities, actions, and outcomes that offer a brighter future for our students, community, nation, and the world.

INSPIRED, INNOVATIVE, AND IMPACTFUL: 2020-2025 GOALS & OBJECTIVES

GOAL 1: Provide robust support and engage leading-edge practices to promote student success throughout the lifecycle (recruitment, admissions, enrollment, progression, degree completion, graduation) and advance strategic Graduate Enrollment Management (GEM) campuswide, while growing our diverse graduate student population.

OBJECTIVE 1.1: To provide extensive student financial support through scholarships, fellowships, and innovative funding opportunities to support diverse groups of students with different financial needs, help diminish graduate student debt, and support successful GEM.

OBJECTIVE 1.2: To deliver a nationally competitive R1-level Graduate Assistant program, including competitive Graduate Assistant packages to a significantly higher percentage of students, especially at the doctoral level, while encouraging targeted time-to-degree and incentivizing grant funded Graduate Assistant growth.

OBJECTIVE 1.3: To significantly increase applications while becoming more selective; expanding racial, ethnic, gender, and geographic diversity; and increasing our international and out-of-state applicants.

OBJECTIVE 1.4: To significantly improve our enrollment funnel by having a lower rate but higher number of admissions, increasing matriculation yield, and improving retention to ensure a high-quality, socially, culturally, and geographically diverse graduate student body.

OBJECTIVE 1.5: To identify and remove campuswide bureaucratic hurdles and administrative barriers to all students' progression through the lifecycle while improving advising.

OBJECTIVE 1.6: To improve degree completion rates, identify and achieve appropriate average times to degree, and meet or exceed campus GEM growth targets.

OBJECTIVE 1.7: To stay abreast of developments in artificial intelligence, Customer Relations Management systems, and other innovative web- and cloud-based systems that offer promising enhancements to graduate education, operations, and improved support for retention, progression, timely completion, and student success throughout the lifecycle.

OBJECTIVE 1.8: To deliver personalized just-in-time information and communications throughout the student lifecycle to support student advisement, stimulate achievement, and empower students with the knowledge they need to succeed.

GOAL 2: Cultivate a diverse, inclusive, and equitable campus environment for students from all backgrounds in order to enrich the graduate experience, strengthen our UNLV graduate community, diversify future workforce leaders, and in so doing, foster socially just, equitable, and inclusive interactions and outcomes on campus, and beyond.

OBJECTIVE 2.1: To expand underrepresented minority (URM) and international student participation in graduate education, increase diversity across graduate programs, and collaborate to promote all students' success.

OBJECTIVE 2.2: Work to expand accessibility and support for students with different needs and from different backgrounds to ensure that we provide administrative services and academic support that address a broad continuum of cognitive learning styles and graduate student life experiences.

OBJECTIVE 2.3: To establish and maintain University-wide graduate standards, policies, and best practices that advance our Top Tier mission, promote excellence, and are applied in a fair, consistent, anti-racist, equitable, and anti-discriminatory manner.

OBJECTIVE 2.4: To provide engaged and responsive nonacademic advising to foster a campus climate that supports successful and timely student progression and completion that is program-specific and consistent across student groups

OBJECTIVE 2.6: To design and support innovative admissions gateways, pipelines, and pathway program tracks to increase and diversify recruitment, and admit, engage, and graduate students with diverse experiences, interests, and needs.

OBJECTIVE 2.7: To develop and expand support and funding to advance our access mission, support successful student progression, and timely degree completion across different types of programs, and foster equitable outcomes for different groups of graduate students.

GOAL 3: Encourage and support a Carnegie tier one research-intensive environment of scholarly, professional, and creative opportunities for students, postdoctoral scholars, and faculty that promotes excellence and innovation; advances knowledge; addresses complex regional, national, and global challenges; and graduates innovative leaders and thinkers who make a positive impact in their fields and their communities, and are able to adapt amidst social, economic, cultural, and technological change.

OBJECTIVE 3.1: To collaborate with the Provost's office and Colleges to diversify and strategically grow our number of qualified graduate faculty, particularly those who can chair master's and doctoral advisory committees and support professional students' culminating experiences.

OBJECTIVE 3.2: To collaborate with the Provost's office and academic schools and colleges to track and report data that document graduate faculty workload and advocate for top tier graduate educational excellence.

OBJECTIVE 3.3: To produce strategic communications that promote student, postdoctoral scholar, and faculty accomplishments and highlight the beneficial impact of graduate research, scholarship, and creative activities.

OBJECTIVE 3.4: To equip graduate faculty and staff with resources and research-based best practices in support of outstanding graduate mentorship, to cultivate a strong, informed, and successful graduate faculty, and to advance our UNLV R1 and top tier goals.

OBJECTIVE 3.5: To enhance and increase student research experiences, scholarly travel, conference presentations, professional internships, national & international awards, and other professional opportunities.

OBJECTIVE 3.6: Work with the Provost's office, VP of Finance, Office of Research and Economic Development, and other campus units to collect and report data that drives the strategic alignment of resources to support graduate faculty, students, postdoctoral scholars and programs.

GOAL 4: 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.

OBJECTIVE 4.1: To establish, maintain, and expand graduate programs in professional and creative disciplines that are sustainable, in-demand, innovative, connected to relevant sectors/industries, and well aligned with professional and artistic career pathways.

OBJECTIVE 4.2: To strategically support and expand high-demand research-focused master's and doctoral programs that are dynamic, productive, forward-thinking, and aligned with both academic and nonacademic career pathways.

OBJECTIVE 4.3: To facilitate and support the development and management of interdisciplinary graduate programs.

OBJECTIVE 4.4: To develop innovative models for delivering graduate educational opportunities and credentials that meet student needs and anticipate the demands of employers and communities.

OBJECTIVE 4.5: To provide comprehensive cloud and web-based systems that improve faculty and staff processes and increase efficiency.

OBJECTIVE 4.6: To collaborate with the Provost's Office and the Faculty Senate to periodically review all graduate programs via routine assessment, scheduled program review processes, and consistent follow-through to highlight strengths and address shortcomings to promote high-quality educational programs and afford opportunities for innovation and improved support.

OBJECTIVE 4.7: To facilitate and support the development and management of a graduate assessment office by generating and gathering relevant graduate data and provide easy access to information, data, reports, and dashboards that drive strategic program innovation, aids decision-making, supports our GEM efforts, and promotes student success and completion.

OBJECTIVE 4.8: To collaborate with relevant offices and campus leadership to ensure appropriate training, services, and physical infrastructure to support graduate faculty and student success, Graduate Assistant teaching needs, and graduate student research productivity.

OBJECTIVE 4.9: To provide graduate certificate and program design assistance and a comprehensive new certificate and new program onboarding support team to ensure successful program launches and track key metrics of success.

GOAL 5: To 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.

OBJECTIVE 5.1: To expand our Leadership and Professional Development Academy to provide students access to online and face-to-face first-hand experts and research-based best practices that expand their skill sets and enhance their marketability in their field.

OBJECTIVE 5.2: To deliver both in-person and online professional development opportunities that are inclusive and accessible to all types of students in all kinds of programs.

OBJECTIVE 5.3: To provide programming that advances research, scholarship, creative, and professional activities, as well as provide holistic support for graduate student wellness — physically, emotionally, mentally, and financially.

OBJECTIVE 5.4: To design and deliver targeted workshops, programs, and events for professional and research-based graduate students at each of their student lifecycle stages (early-, mid-, and late-career).

OBJECTIVE 5.5: To plan and host strategic events that provide leadership and professional development opportunities to students, enhance the visibility of graduate education, and promote a sense of graduate student community at UNLV and beyond.

OBJECTIVE 5.6: To assess LAPDA programming and routinely solicit graduate and professional student feedback to ensure high-quality, in-demand programming that addresses the needs and demands of students.

GOAL 6: Collaborate with the Graduate Council, the Graduate & Professional Student Association (GPSA), Black Graduate Student Association (BGSA), Faculty Senate, and other campus groups to: encourage strong, transparent, and inclusive faculty and student governance; empower advocacy by and for the graduate community; and promote opportunities for graduate student and faculty success.

OBJECTIVE 6.1: Provide events and creative spaces that highlight and support graduate education and build the graduate community.

OBJECTIVE 6.2: To employ transparent decision-making processes and commit to the clear dissemination of information and outcomes generated by the Graduate Council, GPSA, and Graduate College.

OBJECTIVE 6.3: To close the loop on Graduate College surveys, reports, and program assessments by making findings readily available to the Graduate Council, GPSA, and all graduate faculty, staff, and students.

OBJECTIVE 6.4: To empower a network of campus advocates to support and advance the interests of the graduate community at UNLV, regionally, and nationally.

OBJECTIVE 6.5: To increase social media activity (e.g., sharing, liking, commenting) across all channels, and expand the number of Graduate College social media platforms, as well as collaborate with units and groups around campus to build online and new media engagement.

GOAL 7: Establish and nurture strategic and lasting alumni and community partnerships to leverage advocacy for the graduate mission, collaborate to provide transformative student experiences, and establish a robust base of philanthropic support for our graduate students.

OBJECTIVE 7.1: To collaborate with academic departments and the Division of Philanthropy and Alumni Engagement to systematically collect graduate alumni data and

report on graduate career placement and outcomes in order to improve programs and support GEM efforts.

OBJECTIVE 7.2: 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.

OBJECTIVE 7.3: To build strong relationships with community members and alumni who can champion graduate interests in the community, state, national, and international arenas.

OBJECTIVE 7.4: To develop and implement a strategic marketing and communications plan that clearly explains who the Graduate College is, what we do to serve different populations, how we function as a core service unit, and the impactful ways we innovate to support student success.

OBJECTIVE 7.5: To advocate on-campus, to NSHE, and within the State to improve Graduate Assistant packages, including provision of full health insurance benefits, nationally R1 competitive stipends that provide a living wage, 12-month Graduate Assistant positions, and additional Graduate Assistant lines to support growing programs.

OBJECTIVE 7.6: To foster a culture of giving among students that deepens their appreciation of the impact of donor support on their own educational experience and cultivates a philanthropic orientation.

OBJECTIVE 7.7: Develop a formalized graduate student alumni relations function that serves to keep alumni connected with UNLV and each other, which can support alumni data tracking and development work.

GOAL 8: Cultivate and enhance a values-driven, team-centric Graduate College work environment in which employees exemplify our values and principles; provide 100% solutions; professionally grow and thrive; and feel personally supported, valued, and empowered to lead and succeed.

OBJECTIVE 8.1: To incorporate values-driven decisions and service-oriented actions in all operations, processes, and interactions.

OBJECTIVE 8.2: To establish and foster strong teamwork and team-oriented interactions within each Graduate College unit and throughout the entire Graduate College team.

OBJECTIVE 8.3: To recognize, respect, and celebrate diversity in all its forms within the Graduate College, enact an inclusive, equitable, anti-racist and anti-discriminatory perspective, and ensure that an inclusive and just culture prevails.

OBJECTIVE 8.4: To provide regular input, constructive feedback, and individualized support to each Graduate College team member, and ensure a culture of continual improvement and career advancement through professional development and mentorship.

UNLV GRADUATE COLLEGE

SWOT ANALYSIS - SUMMER 2020



MISSION

Foster collaborative leadership to build a forward-thinking, data-driven, and diverse top tier, MSI graduate community.

PRINCIPLES

Commitment to a data-informed continual improvement model to advance the following guiding principles: excellence, equity, diversity, innovation, accountability, resilience, and positive impact.

VISION

To be nationally recognized for research excellence, diversity, and our vanguard approach to graduate education as we foster transformative educational experiences and then graduate innovative and diverse scholars, experts, professionals, and leaders who help solve complex regional, national, and global challenges.

VALUES

Empathy; kindness; respect; inclusivity; ethics and integrity; a collaborative spirit; and servant leadership.

S TRENGTHS

- Diversity & MSI (HSI & AANAPISI) designation & Carnegie tier one ranking
- A strong and effective Graduate Council, Executive Committee, committee structure, and donor councils
- Strong & growing graduate faculty
- Long history of strong and engaged student government and collaboration with GPSA
- Strong collaboration between GC units and with campus partners
- Campus visibility through broad and extensive committee participation
- Large, diverse array of programs, many well-ranked combined with very low tuition/fees
- Structural location of the Graduate College under the Provost's Office
- The Graduate College space in the new Gateway Building
- Dedicated, skilled, adaptable, student-centered staff and efficient operations and procedures
- We provide an individualized student approach to meet unique student needs
- 100% Solutions constituent care
- Extensive free, co-curricular professional development and micro-credentials for students
- Responsive, customizable, web-based systems to support student engagement and lifecycle data
- Delivery of virtual Grad College professional development programming and delivery of all services
- Many boutique programs with low student/faculty ratios
- Highly competitive tuition and registration fees
- Salesforce Marketing Cloud and text messaging aligned with the student lifecycle
- Lifecycle model for delivery of just-in-time messaging, information, and programming

W EAKNESSES

- Financial model that depends on soft funded positions and annual reallocation of campus

funds

- Insufficient GA stipends & packages and far too few NSF-GRF, grant funded GAs, and postdocs
- Insufficient scholarship support for new and continuing students, including doctoral fellowships
- Lack of resources for Postdoc Office and Interdisciplinary Graduate Programs
- Limited staff capacity in the Graduate College and in graduate programs, combined with 9-month faculty serving as graduate coordinators
- Insufficient diversity & need for equitable, inclusive, anti-racist curriculum, structures, and culture
- Insufficient diversity within the graduate faculty and not enough recognition/reward for their graduate education work
- Large number of boutique graduate programs
- Too few full graduate faculty in many doctoral, and some master's, programs
- Ongoing confusion about Graduate College unit responsibilities and who to go to for what kind of help
- Limited infrastructure to support international graduate students
- Insufficient university and grad program marketing and no grad recruitment budgets
- Lack of computing resources (computers, laptops, ipads, printers) & limited tech infrastructure on campus
- Lack of predictive and statistical models and data for strategic GEM and student success endeavors
- Inaccurate and incomplete fundraising and alumni data
- Insufficient financial resources to provide high-quality services and support diversity, equity, and inclusion programs to live-up to our MSI status
- Lack of on-campus housing specifically for graduate students and families
- No doctoral commencement
- Graduate education is still a second thought in many campus conversations, units, and services



- Identify external funding opportunities and submit more grant applications

- Increasing community support and mobilization to benefit and promote UNLV graduate education
- Leverage impactful student and faculty stories to help promote the value of graduate education
- Leverage our very strong network within WAGS, CGS, and PKP to benefit UNLV
- Increase GA support through community funding opportunities via our CIGA & CGRA programs
- Generate external financial and in-kind support for students and GC programming
- Externally monetize Grad Rebel Advantage
- Create national and international student pipelines through enhanced recruitment, scholarships, and MOUs
- Enhance international recruitment and strengthen our international student community
- Advertise and promote graduate programs locally, including cross-promotions and high-visibility marketing
- Raise awareness about UNLV graduate education through national advertising
- Externalize Graduate College team expertise nationally at conferences and through collaborations with vendor partners
- Develop and market accelerated programs, micro-credentials, and badges
- Build HS to Grad School & undergrad pipeline programs and diversify the pipeline
- There is tremendous competitive opportunity to expand our online graduate courses and degree offerings
- Address structural inequities and fully live up to our MSI status by cultivating a diverse, inclusive, equitable, and socially just campus culture and services.
- Open dialogues and collaborate with large employers to align graduate programs with workforce needs and requirements
- Partnering with strategic vendors (EAB, Hanover, Salesforce, etc.) would help us realize our strategic plan



- Lack of consensus regarding the importance of graduate education and the value of scholarly research
- Community does not always understand the value of graduate degrees

- We are facing the demographic enrollment cliff even as we lack the resources to competitively recruit & fund students
- Challenges for international students mean fewer coming to study in the U.S.
- Federal immigration issues for staff and students
- Spin-off challenges associated with 2020 crises: pandemic, recession, and social injustice
- Nevada's economy is not diversified, the tax structure means limited funds for education, and declining state support
- NSHE centralization of operations poses challenges for UNLV and graduate education
- Over-reliance on local recruitment and enrollment
- External perception of UNLV and Las Vegas is not as positive as we'd wish
- Insufficient online degree offerings make it hard to compete; failure to adapt to innovations in graduate education
- Slow pace of change and lack of responsiveness to employer needs and market demands
- Inability to keep up with pace of technological innovations due to financial constraints & lack of staff
- Rising cost of living, student technology, and student health insurance
- Lack of incentives for, and recognition of, graduate faculty work (mentorship, service, etc.)
- No resources to design and build strategic new graduate programs or update existing programs
- Need to find revenue streams to strengthen infrastructure, support student success, and innovate

BUSINESS & FINANCE SWOT ANALYSIS



MISSION STATEMENT

Graduate Business & Finance is committed to increasing access to funding opportunities that support student success and contribute to the academic mission of the university; operating with transparent and efficient processes; providing undergraduate teaching and enhancing research and scholarship through our GA program; expanding scholarship and fellowship programs; improving students' financial well-being; and decreasing student debt by advocating for graduate student financial support and funding.



- Dedicated, skilled, adaptable, student-centered staff and efficient operations and procedures
- Provide an individualized student approach to meet unique student needs
- 100% Solutions constituent care
- Delivery of virtual Grad College programming and services
- Responsive, customizable, web-based systems to support student engagement and lifecycle data

- Salesforce Marketing Cloud and text messaging aligned with the student lifecycle
- Lifecycle model for delivery of just-in-time messaging, information, and programming
- Advocate for student voices
- Strong collaboration between GC units and with campus partners
- Large, diverse array of programs, many well-ranked combined with very low tuition/fees
- Anticipating programmatic needs

W EAKNESSES

- Limited staff capacity for supporting graduate programs
- Insufficient scholarship and fellowship support
- Insufficient grad recruitment budgets
- Insufficient GA stipends & packages; far too few NSF-GRF; grant funded GAs, and postdocs
- Financial model that depends on soft funded positions and annual reallocation of campus funds
- Insufficient scholarship support for new and continuing students, including doctoral fellowships
- Lack of resources for Postdoc Office and Interdisciplinary Graduate Programs
- Limited infrastructure to support international students

O PPORTUNITIES

- Identify external funding opportunities and submit more grant applications
- Increase GA support through community funding opportunities via CIGA & CRGA programs
- Partnering with strategic vendors (EAB, Hanover, Salesforce, etc.) would help us realize our strategic plan
- Generate external financial and in-kind support for students and GC programming
- Encourage feedback from constituents
- Collaborate to enhance all program outcomes
- Provide educational programming to encourage financial and money management

- Externalize Graduate College team expertise nationally at conferences and through collaborations with vendor partners



- Challenges associated with 2020 crises: economic and social instability
- Nevada's economy is not diversified, the tax structure means limited funds and declining support
- Lack of resources to competitively recruit & fund students
- Inability to keep up with technological innovations due to financial constraints
- Rising cost of living, student technology, and health insurance
- Lack of incentives for, and recognition of, graduate faculty work (mentorship, service, etc.)
- Need to find revenue to strengthen infrastructure, support student success, and innovate

SYSTEMS & DATA SWOT ANALYSIS



MISSION STATEMENT

To provide, manage, and support innovative web- and cloud-based systems that: increase efficiencies for Graduate College constituents; improve effectiveness of faculty and staff processes; provide an infrastructure of support for GEM efforts and graduate student success; allow us to collect, analyze, visualize, and disseminate graduate data to inform strategic decisions and facilitate reporting needs.

S TRENGTHS

- Salesforce certified team
- Team work & synergy
- Strong collaboration between GC units and with campus partners

- Responsive, customizable, web-based systems to support student engagement and lifecycle data
- Delivery of virtual Grad College programming and services
- Salesforce Marketing Cloud and text messaging aligned with the student lifecycle
- Lifecycle model for delivery of just-in-time messaging, information, and programming

W EAKNESSES

- Insufficient resources to successfully implement all the new ideas and requests
- Scope creep & meeting deadlines
- Occasionally need to rely on ESS or OIT to accomplish tasks
- Large number of boutique graduate programs
- Lack of predictive and statistical models and data for strategic GEM and student success endeavors
- Inaccurate and incomplete fundraising and alumni data

O PPORTUNITIES

- New Salesforce products and releases allow for constant innovation & advancement
- Graduate instance of Salesforce allows for complete control in development
- Externalize Graduate College team expertise nationally at conferences and through collaborations with vendor partners
- Partnering with strategic vendors (Enrollment Rx, Salesforce, DocuSign etc.) would help us realize our strategic plan

T HREATS

- Nevada's economy is not diversified, the tax structure means limited funds for education, and

declining state support

- Inability to keep up with pace of technological innovations due to financial constraints & lack of staff
- Federal immigration issues for staff and students

ADVANCEMENT & DEVELOPMENT SWOT ANALYSIS



MISSION STATEMENT

The Advancement & Development program operates with integrity, collaboration, and a mission-focused vision, while engaging stakeholders in support of graduate students and graduate education at UNLV.



- Graduate College collaboration and team
- Strong new branding and collateral
- Innovative approach and big ideas
- Established Dean's Leadership Council
- New Advisory Boards and model to support future programming

- Campus collaboration
- The University Gateway building
- New Alumni Ambassadors program

W EAKNESSES

- Limited staff capacity
- Lack of administrative support
- Development is new to the Graduate College
- Inaccurate and incomplete fundraising and alumni data
- Few established donors to the College

O PPORTUNITIES

- Identify external funding opportunities and submit more grant applications
- Increasing community support and mobilization to benefit and promote UNLV graduate education
- Leverage impactful stories to help promote the value of graduate education
- Increase GA support via our CIGA & CGRA programs
- Generate external financial and in-kind support for students and GC programming

T HREATS

- Lack of consensus regarding the importance of graduate education and the value of scholarly research
- Community does not always understand the value of graduate degrees
- Spin-off challenges associated with 2020 crises: pandemic, recession, and social injustice
- Nevada's economy is not diversified, the tax structure means limited funds for education, and

declining state support

- External perception of UNLV and Las Vegas is not as positive as we'd wish
- Limited alumni engagement

COMMUNICATIONS SWOT ANALYSIS



MISSION STATEMENT

The Communications & Marketing Office promotes the Graduate College; advocates for graduate education; shares the impactful work of graduate faculty and students; and supports student success by delivering clear messaging and timely, relevant, and inspirational information to prospective and current students, alumni, the UNLV community, and the community at large.



- Plentiful stories, offerings, and opportunities
- Strong collaboration between Graduate College units and with campus partners
- Opportunity to build communications function from nearly scratch
- Salesforce Marketing Cloud and text messaging aligned with the student lifecycle
- Lifecycle model for delivery of just-in-time messaging, information, and programming

W EAKNESSES

- Limited capacity
- No one to brainstorm with/no second reviewer
- Inconsistent graphic design support
- Lack of prioritization
- No budget for paid advertising
- Insufficient university and graduate program marketing and no graduate recruitment budgets
- Inaccurate and incomplete fundraising and alumni data
- Graduate education is still a second thought in many campus conversations, units, and services

O PPORTUNITIES

- Stronger campus partnerships
- Increasing community support and mobilization to benefit and promote UNLV graduate education
- Leverage impactful student and faculty stories to help promote the value of graduate education
- Advertise and promote graduate programs locally, including cross-promotions and high-visibility marketing
- Raise awareness about UNLV graduate education through national advertising

T HREATS

- Lack of consensus regarding the importance of graduate education and the value of scholarly research

- Community does not always understand the value of graduate degrees
- Spin-off challenges associated with 2020 crises: pandemic, recession, and social injustice
- External perception of UNLV and Las Vegas is not as positive as we'd wish

GEM: R&A SWOT ANALYSIS



MISSION STATEMENT

The Recruitment & Admissions team provides excellent customer service and 100% solutions to constituents throughout the recruitment process and admissions funnel; extends training to ensure consistency and equity in the enforcement of NSHE policy and nationally recognized best practices; guides and supports prospective and newly enrolled students to UNLV's many graduate programs, as well as faculty and staff in academic units to enhance strategic graduate enrollment management; and steadily improve application, admission and matriculation rates while increasing the quality and diversity of applicants and matriculants.



- Dedicated, diversely skilled, staff
- Efficient procedures
- Increases apps, admits, and enrolled
- Flat international numbers

- Salesforce - Cases and Campaigns allow assessment of effectiveness
- Large, diverse array of programs, many well-ranked programs, combined with very low tuition/fees
- 100% Solutions constituent care
- Delivery of virtual programming and services

W EAKNESSES

- Minimal recruitment budget
- Recruiting for over 175 programs presents difficulties for knowledge base and resource allocation (time)
- Insufficient GA stipends & packages and far too few NSF-GRF and grant funded GAs
- Limited staff capacity in the Graduate College and supporting graduate programs; 9-month graduate coordinators
- Limited infrastructure to support international graduate students
- Insufficient university and graduate program marketing and no graduate recruitment budgets

O PPORTUNITIES

- Leverage impactful student and faculty stories to help promote graduate education
- Enhance international recruitment and strengthen our international student community
- Raise awareness about UNLV graduate education through national advertising
- Externalize Graduate College team expertise nationally at conferences and through collaborations with vendor partners
- Develop and market accelerated programs, pipeline programs, micro-credentials, and badges



- Community does not always understand the value of graduate degrees
- We are facing the demographic enrollment cliff even as we lack the resources to competitively recruit and fund students
- Federal immigration issues for staff and students
- Insufficient online degree offerings make it hard to compete; failure to adapt to innovations in graduate education
- Rising cost of living, student technology, and student health insurance

GEM - RPC SWOT ANALYSIS



MISSION STATEMENT

The Retention, Progression, & Completion (RPC) Team supports and advances UNLV's Top Tier mission and promotes excellence through retaining, progressing, and graduating a diverse and outstanding graduate student body; empowering and supporting constituents through efficient business processes; providing individualized attention and 100% solutions; ensuring accessibility, quality, equity, and rigor by adhering to appropriate standards, policies, and best practices; and closely collaborating with graduate programs, faculty, staff, and campus partners in support of these RPC initiatives.



- YOY increases in degree and certificate conferrals
- Fully paperless forms
- Institutional knowledge
- Continuity between catalog and handbooks
- 100% Solutions constituent care

- Lifecycle model for delivery of just-in-time messaging, information, and programming
- Responsive, customizable, web-based systems to support student engagement and lifecycle data

W EAKNESSES

- Lack of RPC web presence
- Staff at capacity
- Graduate coordinator training on hiatus
- Staff turnover
- Need to build YouTube tutorial library
- Need predictive and statistical models and data about student success
- Insufficient scholarship support for new and continuing students, including doctoral fellowships
- Ongoing confusion about Graduate College unit responsibilities and who to go to for what kind of help

O PPORTUNITIES

- Campuswide buy-in for Top Tier initiatives
- Market accelerated programs, micro-credentials, and badges
- Improving targeted engagement with students
- Departmental NSO participation
- Generate external support for students and GC programming
- Create national and international student pipelines
- Externalize Graduate College team expertise nationally at conferences and through collaborations with vendor partners



- Spin-off challenges associated with 2020 crises: pandemic, recession, and social injustice
- State budget shortfall
- Shifting priorities - the need to remain adaptive
- Job market uncertainty
- Retention of students that move into the workforce rather than complete degree
- Insufficient online degree offerings make it hard to compete; failure to adapt to innovations in graduate education

ACADEMIC AFFAIRS SWOT ANALYSIS



MISSION STATEMENT

Academic Affairs coordinates and supports our academic mission by partnering with the graduate community to promote excellence in graduate programs; manage interdisciplinary graduate programs (IDGPs); support the Graduate Council and Committees; coordinate top tier working groups, activities, and reporting; maintain rigor, transparency, and standards in the graduate curriculum; manage Graduate Faculty Status system; engage in graduate program review and a variety of annual assessment surveys; collaborate to enhance graduate student success and improve graduate enrollment management metrics; promote graduate faculty and student awards and recognition; maintain accurate information in the Catalog, Degree Directory, program and Graduate College Handbooks; and find innovative and impactful ways to support and promote graduate faculty and student scholarship and creative activities.



- Growing number of large & diverse graduate and professional programs, many well-ranked combined with low tuition

- Streamlined, accessible & transparent curricular process
- Growing resources for diverse & MSI designated faculty & student support
- Active & impactful growing graduate faculty
- Strong and effective Graduate Council, Executive committee, committee structure in advancing graduate education goals
- Structural location of the Graduate College under the Provost's Office

W EAKNESSES

- Insufficient infrastructure, staffing & resources supporting graduate programs, Interdisciplinary programs; 9-month coordinators
- Insufficient diversity & need for inclusive, just, anti-discriminatory and anti-racist curriculum, structures, and culture
- Lacking consistent build/maintenance of impactful programs; Large number of boutique graduate programs
- Insufficient university & graduate program marketing
- Lacking display of graduate education data, trends, projections
- Lacking systematic measure and promotion of scholarly productivity

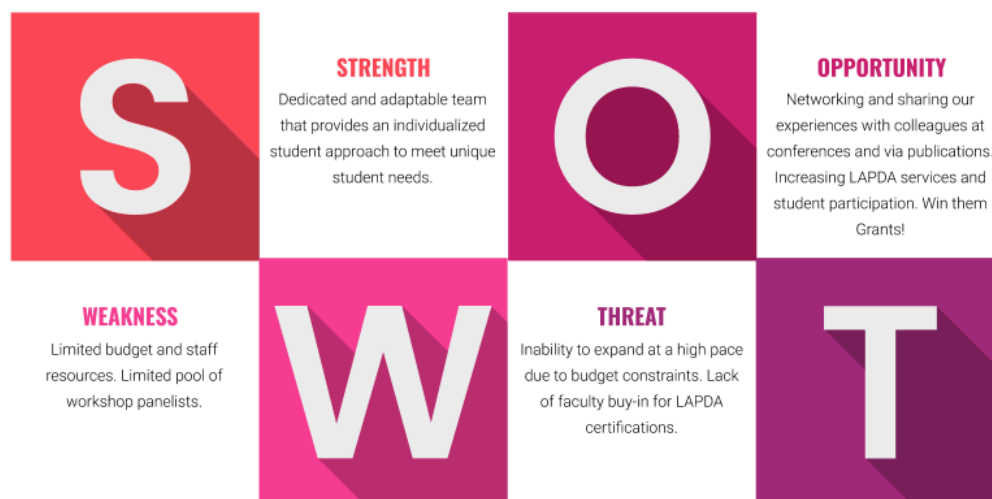
O PPORTUNITIES

- Innovative partnership expansions in a growing region & internationally; Open dialogues & collaborate with large employers to align graduate programs with workforce needs & requirements; Interdisciplinary & highly ranked program impact; Increase online courses and degrees offerings
- Develop and market accelerated programs (HS to Undergrad to Grad school), micro-credentials, and badges for diverse pipeline
- Increasing high quality faculty & diverse talented students;
- R-1 status & MSI funding opportunities



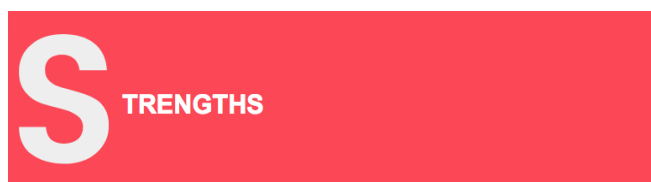
- Funding constraints, economic conditions & legislation; challenges related socio-economic issues; NSHE operational centralization
- Program innovation, relevance, & adaptability based on market demand
- Attrition and retention of talented faculty & students; barriers for international students
- Perception of the importance & value of graduate degrees and scholarly research
- Lack of incentives, recognition of graduate faculty work (mentorship, service, etc.)
- No resources to design & build new programs or update extant programs
- Stable funding for infrastructure build

STUDENT SERVICES SWOT ANALYSIS



MISSION STATEMENT

Graduate Student Services supports student success across the lifecycle, from first enrollment through graduation, by providing nonacademic advising and collaborating with on- and off-campus partners to deliver research-based leadership and professional development opportunities that support the diverse needs of students across graduate and professional programs and on different career paths. We provide innovative research-based co-curricular training, workshops, programs, and micro-credentials that positively impact student outcomes and career placement.



- Dedicated, adaptable team members that provide a individualized student approach to meet unique student needs
- Extensive free, co-curricular professional development for students

- Delivery of virtual Grad College programming and services
- Lifecycle model for delivery of just-in-time messaging, information, and programming
- Strong campus partner relationships & committee presence
- Structured BPG's

W EAKNESSES

- Inability to offer paperless program forms
- Staff turnover (with majority of team being GAs/SWs)
- No concrete event budget
- Lack of diverse workshop panelist participation
- No doctoral commencement

O PPORTUNITIES

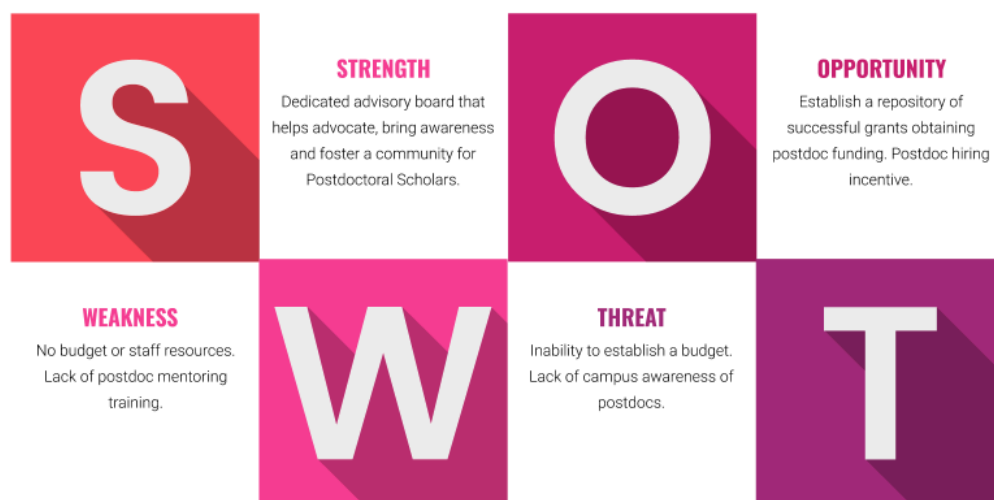
- Identify external funding opportunities and submit more grant applications
- Optimize use of dedicated graduate student commons
- Externalize team expertise nationally at conferences
- Increase in program applications & workshop attendance
- Externally monetize Grad Rebel Advantage
- Collaborate with employers to align graduate programs with workforce needs and requirements
- Badging credentials for development

T HREATS

- Budget restraints
- Inability to expand at high pace with minimal staff

- Lack of departmental faculty buy-in for LAPDA certifications
- Time constraint on in-person to virtual program transitions
- Lack of incentives for, and recognition of, graduate faculty work (mentorship, service, etc.)
- Need to find revenue streams to strengthen infrastructure, support student success, and innovate

OFFICE OF POSTDOCTORAL AFFAIRS ANALYSIS



MISSION STATEMENT

The Office of Postdoctoral Affairs provides guidance and support to postdoctoral scholars and faculty mentors. Through training and professional development, the office fosters career advancement. In collaboration with campus and community partners, and the National Postdoctoral Association, we aim to enrich the postdoctoral experience.



- Ability to offer & expand high-quality services with no dedicated personnel
- Professional development opportunities for postdoctoral scholars
- New Postdoc Handbook
- Annual Onboarding, Climate, and Exit Surveys
- Dedicated Top Tier Postdoctoral Advisory Board/Working Group
- Burgeoning Postdoctoral community on campus

- Annual goal setting and evaluation process

W EAKNESSES

- No established budget or staff
- Postdoctoral turnover
- Lack of resources for Postdoctoral Office
- Insufficient termination process
- Non-competitive postdoctoral salaries
- Lack of campus community awareness about postdoctoral scholars
- Lack of postdoctoral mentor training
- Inability to attend National Postdoctoral Association annual conference
- Nowhere near enough postdoctoral scholars compared to our R1 peers

O PPORTUNITIES

- Identify external funding opportunities and submit more grant applications
- Externalize team expertise nationally at conferences
- Increase workshop attendance
- Publish annual survey reports
- Establish postdoctoral hiring incentive
- Postdoctoral scholars applying for self-funding
- Create a repository of successful proposals obtaining postdoctoral funding
- Implement a communication plan to highlight the impactful work by postdoctoral scholars

T HREATS

- Budget constraints

- Lack of postdoctoral community makes it harder to hire and retain strong postdocs
- Lack of campus community buy-in for postdoctoral scholars and their importance
- Need to find revenue streams to strengthen infrastructure and support postdoctoral scholar success