2025-2029
Planning Report
Institutional Academic, Research, and Student Services Plans
December 2024

Nevada System of Higher Education Leadership

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INTRODUCTION

State Law requires that public higher education institutions compile a comprehensive report on program plans. This report is prepared in accordance with state law requiring the Nevada System of Higher Education (NSHE) to prepare a biennial report for submission to the Nevada State Legislature that outlines plans for new programs and expansions of existing programs of instruction, public service and research. Specifically, *Nevada Revised Statutes* 396.505 provides the following:

1. The Board of Regents shall prepare a comprehensive plan for the next 4 years which explains:
   (a) Any anticipated new programs and expansions of existing programs of instruction, public service or research, itemized by year and by purpose;
   (b) The anticipated cost of each new or expanded program described under paragraph (a);
   (c) The amount and source of any money anticipated to be available, from sources other than legislative appropriation, to meet each item of anticipated cost listed pursuant to paragraph (b); and
   (d) Any further information concerning its comprehensive planning which the Board of Regents may deem appropriate.
2. The Board of Regents shall biennially bring the plan up to date for the ensuing 4 years, and shall present the revised plan to the Legislature not later than February 1 of each odd-numbered year.

This report summarizes the institutions' academic and research plans, also in accordance with Board policy (Title 4, Chapter 14, Section 3.3 of the *Handbook*). These plans must be viewed in the context of an institution's overall budget and fiscal capacity, as well as demand for the program. In some cases, the plans may include academic programs that are being discussed or considered for the future, but they may not ultimately be brought forward for approval for a variety of reasons. However, they are included in the report as an indication of what may come forward within the next four years. Many of the anticipated programs are projected to be funded with federal grants or existing institutional resources, making some programs more likely than others to begin in times of limited state resources. To that end, these lists may be viewed as "wish lists" based on resource availability.

Because this report is updated and published every two years, it is often the case that institutions may have programs on the list from several years back and continue to roll them forward in the hope that eventually resources will be available to develop such programs. The plans are intended to notify various constituencies, including the Board of Regents and the Legislature, of what institutions are hoping to develop and believe is needed for them to meet their mission and the needs of the state, but they should not be construed as definitive in terms of the date of implementation.

The current NSHE Strategic Goals can be accessed here.

UNIVERSITY OF NEVADA, LAS VEGAS

The University of Nevada, Las Vegas (UNLV) is a public urban research institution committed to excellence and impact in teaching, research, and public service. UNLV is recognized by the Carnegie Foundation for its very high research activity as well as for its community engagement. Through progressive curricular offerings, interdisciplinary scholarship, and cooperative engagement with its local and extended communities, the university seeks to create, disseminate, and apply knowledge for the improvement of society—and to prepare a new generation of citizens and leaders who are equipped with the knowledge and skills to fortify the workforce and lead lives of impact in the world.

Accredited by the Northwest Commission on Colleges and Universities (NWCCU), UNLV attracts top students and faculty, educates a diversifying population and workforce, and drives economic activity through innovation, research, and community partnerships. The university has the only School of Law and School of Dental Medicine in Nevada, a fully accredited School of Medicine, and is a charter member of the Mountain West Conference, a collegiate athletic conference affiliated with the National Collegiate Athletic Association (NCAA).

With more than 70% of its degree-seeking undergraduate students identifying as part of a racial or ethnic minority, UNLV is one of the nation's most diverse institutions. The university meets federal Minority-Serving Institution (MSI) requirements as an Asian American and Native American Pacific Islander-Serving Institution (AANAPISI), and as a Hispanic-Serving Institution (HSI).

Strategic Objectives

UNLV has been designated an R1 institution for "very high research activity" by the Carnegie Classification of Institutions of Higher Education since 2018. Of approximately 4,000 institutions nationwide, UNLV is one of approximately 146 with this distinction. In addition, UNLV holds the Carnegie Foundation's national elective community engagement classification. Both designations are the gold standard for university metrics. Maintaining these distinctions continues to be central to the Top Tier 2.0 Strategic Plan (2022-2029), which envisions UNLV as "improving the lives of diverse students and transforming our communities through education and engagement."

The university's mission guides campus efforts and states: "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."

Values help communicate the university's identity and mission to stakeholders and inform practice and decision making.

- Access and Equity: To foster a sense of belonging by valuing transparency and fairness, while honoring and embracing diverse voices, skills, experiences, and abilities.
- Excellence and Integrity: To hold ourselves to the highest standards in all that we do to cultivate a world class educational experience and workforce.
- Compassion and Inclusion: To extend respect and understanding to our students and colleagues, allowing everyone to fully engage in all aspects of the university.
- Collaboration and Stewardship: To responsibly share and use UNLV's human, financial, physical, and education resources including our people's knowledge and ideas.

Driven by our vision, mission, and values, our strategic plan has eight core areas, each with a set of strategic objectives to help guide our efforts.

Core Areas and Strategic Objectives

Student Achievement is focused on students who come to UNLV with the expectation that the time they spend here will help improve their life after they leave. Students are valued and the university community considers their success our mission. UNLV recruits, retains, and graduates a diverse body of students through innovative learning experiences; access to mentoring, learning support and research opportunities; and engagement with our vibrant campus and broader Southern Nevada community. There are three key areas of focus, each with a set of strategic objectives.

Undergraduate Education

- Increase our enrollment locally, domestically, and internationally.
- Improve equitable student outcomes while strengthening our access mission.
- Increase undergraduate retention rates.
- Improve 4-year and 6-year graduation rates, close achievement gaps, and prepare students for post-graduate success.

Graduate and Professional Education

- Engage in strategic recruitment, retention, progression, and completion to expand access, grow and diversify our graduate student body, and promote equitable outcomes.
- Cultivate a diverse, inclusive, and equitable campus environment that optimizes support for graduate student success and career readiness.
- Align programs to promote career success by providing students with academic curriculum and co-curricular experiences that prepare them to become experts in their disciplines and leaders in their fields.

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.
- Integrate workforce readiness into all academic programs.
- Promote active student participation in career planning through a lifecycle approach to workforce readiness.

Research, Scholarship, and Creative Activity are all integral to the university. This core area seeks to increase innovation and excellence in research, with multiple interdisciplinary opportunities, especially those opportunities that capitalize on specific aspects that make us unique and further support scholarly and creative activity. In addition, student research and scholarly, creative, and professional opportunities promote student success. Our objectives are to:

- Identify and develop UNLV's strength in selected areas and invest in research centers and infrastructure that make collaboration natural, sustainable, and seamless.
- Foster a campus culture in which UNLV faculty, students, and staff can maximize their research productivity.
- Invest in, promote, and expand student research and scholarly, creative, and professional opportunities to increase student engagement and align program experiences with strategic career pathways.

UNLV Academic Health will create a healthier Nevada by caring for our communities and driving the future of healthcare; it will transform the way that care is delivered in Southern Nevada. While providing high-quality care for our community, this core area will expand the research portfolio of the university and be an economic engine, diversifying our economy by creating high-paying jobs, future healthcare workforce for our community, and a biotechnology industry. Our objectives are to:

- Create an environment where people feel valued to attract and engage excellent students, staff, and faculty.
- Advance research and discovery to improve the health and care of our community.
- Provide high-value, high-quality, state-of-the-art, interprofessional care for ALL members of our community.
- Commit to continuous improvement in healthcare education by leveraging technology and promoting interprofessional education and collaborative practice.
- Serve as an engaged and responsive member of the community.

Socio-Economic Development is essential to the continued growth, evolution, and diversification of our region and state, and UNLV has long been a key player in the economic development of our region. Efforts include all businesses and industries, including those that identify as disadvantaged, women-owned, and STEAM-related. Because the university receives direct support from the state, the local community continues to rely upon UNLV to develop productive partnerships and collaborations that affirm its ongoing investment. Our objectives are to:

- Develop networks and facilitate connections to spur economic development.
- Drive entrepreneurship, innovation, and economic development.
- Integrate and align initiatives that support economic development for all sectors.

Community Partnerships have a positive long-term impact on our local communities. UNLV leverages resources for the public good to advance the university and the communities it serves. The value of the university is demonstrated through collaboration and engagement with the community to provide expertise, service, and support. Our objectives are to:

- Build reciprocal relationships as we create and strengthen partnerships, collaborations, and pipeline programs with K-12.
- Leverage UNLV's strength to develop collaborative networks and address community needs and challenges.
- Provide cultural, educational, and service programs that are valued, advance learning, and benefit our communities.
- Engage through targeted and intentional efforts to identify, establish, and steward mutually beneficial partnerships with aligned stakeholders centered on distinct and strategic intersections.
- Communicate UNLV's strengths to promote the link between the university and the associated benefit to the community, region, state, Legislature, and other stakeholders.

Social Justice, Equity, and Inclusion are all paramount to the culture of the university, especially at an institution that serves a highly diverse population. A more diverse environment can lead to better innovation, problem solving, and growth; this type of environment is fostered through assessing and developing the conditions necessary for culture improvement. Our objectives are to:

- Foster an environment that is inclusive, welcoming, and supportive for all.
- Increase the opportunities for faculty, staff, and students to express their voices and make them feel they are affirmed and valued.
- Improve the relative racial/ethnic and gender representation of the student body, faculty and staff.
- Ensure that diversity, equity, and inclusion initiatives across campus are aligned and implemented consistently, effectively, and efficiently.

Philanthropy and Alumni Engagement efforts deepen the culture of philanthropy and alumni connection for the university as it moves forward. Engaging alumni does not start upon graduation but must begin from the time the student enrolls at UNLV. Such engagement is crucial to developing alumni who understand the importance of supporting the university through their time, talent, and resources. Philanthropy is an area that can help ensure financial sustainability. Our objectives are to:

- Ensure financial sustainability through the growth of the endowment and ongoing support.
- Foster an environment to strategically address needs.
- Create an engaged network of UNLV alumni.

Infrastructure and Shared Governance is focused on effectively and strategically managing our resources to maximize the return on investment. We will expand and enhance our 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. Our objectives are to:

- Foster a culture of continuous improvement through development and growth of support infrastructure.
- Engage in effective and strategic management of limited resources to maximize return on investment.
- Prioritize and focus efforts to increase sustainability as part of our responsibility as a higher education institution.

- Expand and enhance the 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.
- 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.

Academic Programs

UNLV's academic programs are designed to deliver high-quality instruction and support the success of over 25,790 undergraduate, 4,280 graduate, and over 1,040 professional students who are enrolled at the university. These programs undergo a rigorous process of development before adoption, continuous curriculum improvement through program review, academic assessment for both courses and degrees, evaluation through the graduating senior exit survey, and additional reviews for the university's institutional and discipline-specific accreditation processes. In addition to these programs, the university offers a variety of academic support services intended to promote student retention, timely progression to graduation, and other measures of student success.

The university is home to 12 diverse colleges and schools that award undergraduate and graduate degrees and certificates; 3 professional schools in the areas of dental medicine, law, and medicine; an Honors College that offers university and unit-based programming along with associated degree designations; and an academic library spread across multiple (including discipline-specific) branches.

- Business School, Lee
- Dental Medicine, School of
- Education, College of
- Engineering, Howard R. Hughes College of
- Fine Arts, College of
- Graduate College
- Honors College
- Hospitality, William F. Harrah College of
- Integrated Health Sciences, School of
- Law, William S. Boyd School of
- Liberal Arts, College of
- Libraries, UNLV
- Medicine, Kirk Kerkorian School of
- Nursing, School of
- Public Health, School of
- Sciences, College of
- Urban Affairs, Greenspun College of

As of fall 2024, UNLV's academic offerings included 73 bachelor's degree programs, 20 undergraduate certificates, 72 master's degree programs, 55 graduate certificates, 3 specialist programs, 43 research doctoral programs, and 4 professional doctoral programs.

UNLV faculty constantly monitor academic trends and the labor market, and revise the curriculum of existing degree programs, or design new programs to meet the educational and workforce demands of

students and employers. For instance, the B.A. Creative Practice was recently created to offer a flexible pathway to graduation for students who are interested in entrepreneurial careers in the arts, but do not wish to perform.

As another example, the recently created B.A. Engineering Technology degree is designed to offer a pathway to graduation and careers in the engineering field for students who are interested in the field but have difficulty completing the traditional calculus sequence in the B.S. Engineering degree program.

The following table provides information on all of UNLV's planned academic programs.

Table 1 Academic Programs

Unit	New or Expanding Academic Program	Brief Description	Year of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Lee Business School	Ph.D. Business	UNLV's first doctoral program in business.	2025-26	$683,400	None
Lee Business School	B.S.B.A. Insurance and Risk Management	An applied finance degree specializing in preparing graduates for jobs in various careers related to the management of risk.	2024-25	One FIR $150,000 annual	None
Lee Business School	M.S. Marketing	Online master's program to prepare students to work in the fields of experiential and entertainment marketing in corporate, non-profit, and entrepreneurial settings.	2025-26	One FIR, $110,000 annual	None
College of Education	M.Ed./M.S. in Applied Behavior Analysis	The degree will focus on developing student skills in applied behavior analysis interventions for students with Autism Spectrum Disorders (ASD) and other behavioral disabilities.	2024-25	None	None
College of Education	Ph.D. in Equity and Literacy in Multilingual Settings	The program is designed with an emphasis on developing and extending knowledge around theories and equitable practices that support preschool to 12th grade language and literacy development for multilingual learners.	2024-25	None	None

College of Fine Arts	B.A. Audio Production	This will be a technology-driven degree program, in alignment with the goals of the College of Fine Arts.	2024-25	$80,000 for a new faculty position.	None
College of Fine Arts	BFA Acting	BFA in Acting for Stage, Screen, and Emergent Technologies.	2025-26	No new resources needed	None
School of Integrated Health Sciences	M.S. Physician Assistant	This program will focus on the training of Physician Assistants, which are sorely needed in Nevada.	2025-26	$500,000	Differential fees will be requested
School of Integrated Health Sciences	M.S. Prosthetics and Orthotics	The purpose of the degree is to train those personnel who develop and fit patients for orthotics.	2025-26	Anticipated costs associated with hiring 3 new faculty members	Differential fees will be requested
College of Liberal Arts	B.A Children's Behavioral Health Psychology	This program would train undergraduate students in high-quality, equitable, and accessible behavioral health supports for children and adolescents and place them directly in school and community settings.	2026	Anticipated costs are those associated with an undergraduate coordinator position.	Outside funding sources include Nevada DHHS grant funding.
College of Liberal Arts	Psy.D. Professional Clinical Psychology	The overall purpose of a Psy.D. is to prepare individuals for competent and ethical practice as clinical psychologists, equipped with the necessary skills to make a positive impact on individuals, families, and communities through direct clinical work, advocacy, and leadership.	Fall 2026	Anticipated costs are those associated with 6 faculty positions, including director and assistant director.	Outside funding sources include Nevada DHHS grant funding plus a differential tuition model.
Kirk Kerkorian School of Medicine	M.S. Anatomical Education	The core of this two-year, full-time program at the Kirk Kerkorian School of Medicine is centered around an immersive curriculum in human anatomy.	2026	$600,000	None

College of Sciences	Ph.D. Biochemistry	Biochemistry Ph.D.s are experts in chemical and physical processes that occur within living organisms. Graduates are prepared to enter professional careers in academia, pharmaceutical research, biomedical industry.	2023-24	None	None
Greenspun College of Urban Affairs	Professional M.S. Communication Studies	This program is designed for students who wish to learn the techniques and critical thinking required for communication leaders in a wide range of industries.	2026	None	None
Interdisciplinary Degrees	Ph.D. Biomedical Sciences	Prepare individuals to undertake design and research in biomedical engineering.	2024-25	4 GAs	None
Interdisciplinary Degrees	Ph.D. Sport Science	Program will produce extraordinary scholars and researchers who are driven to discover and disseminate new knowledge in sport science. Graduates will be prepared for careers in academics and/or industry especially in areas that rely on research-driven knowledge.	2024-25	$65,000 plus 4 GAs	Grants

Workforce Development Efforts

Workforce development is one of five strategic goals adopted by the Nevada System of Higher Education (NSHE). As a member institution, the University of Nevada, Las Vegas (UNLV) embraces its responsibility to strengthen the talent pipeline that drives the state's economy. In today's rapidly evolving and technology-driven economy, employers are looking for workers who possess versatile skills along with core knowledge. Therefore, UNLV must equip graduates with the competencies to adapt classroom learning to the needs of the modern workplace as well as increase the engagement of employers in a variety of ways that enhance the connection between curriculum and career for students. Accordingly, the university developed a Workforce Development Strategic Plan in 2019 that identifies key priorities for preparing UNLV's students for workforce success and career mobility. The key priorities are: (i) offering diverse degree and certificate programs for the 21st century economy that are valued by employers and are associated with high-demand occupations in the region, (ii) integrating workforce readiness into all academic programs, and (iii) promoting active student participation in career planning through a lifecycle approach to workforce readiness. A Workforce Development Taskforce was convened to address these

key priorities and to establish, implement, and enhance the opportunities for students to engage in high impact practices associated with increased career mobility. Selected outcomes of those efforts are outlined below.

- Six UNLV Career Competencies have been identified and adopted.
- A framework for supporting student career mobility was developed.
- UNLV Career Competencies badges were developed between July 2021 and April 2022, and are available for student engagement
    - Student engagement (# of modules completed for any of the badges between July 1, 2023 and June 30, 2024) was 1,608.
    - The number of completed badges was 277.
- Completed the development of modules for faculty in December 2021. This professional development opportunity was designed to help UNLV faculty understand the importance of integrating the teaching of the UNLV Career Competencies in courses. The pilot was completed in October 2022 and utilized to launch the Rebel Career Champions Network training. A total of 97 faculty and staff are currently enrolled in the Rebel Career Champions Network training.
- Increased student career engagement through the new enhanced Career Launch website aimed at supporting career communities by offering specific and relevant career information targeted to student affinity groups and affiliation by college.

Current discussions focused on reevaluating strategic priorities and expanding the institution's role for workforce development are in progress.

Academic Advising and Student Success Programs

Both institutional and national data show that academic advising makes a difference in students' persistence and progress toward graduation. Therefore, it is critical that the institution continues to build capacity so that all students have regular contact with an advisor throughout their academic journey. The investment in 23 additional advising positions over the last three years will help UNLV get closer to meeting the NSHE mandated student to advisor ratio of 350:1, and will allow advisors to proactively address unique needs at each state of a student's life cycle. UNLV will continue to evaluate our undergraduate headcount, advising ratios, advising position descriptions/roles, and advocate for additional FTE as needed to ensure proactive and responsive advising for all students.

The implementation of corequisite instruction in fall 2021 requires academic advisors to closely monitor the continuous enrollment and completion of gateway mathematics and English courses within the first year. Additionally, the institution will strategically coordinate the efforts of college advising teams and student support units across the campus to reduce achievement gaps for underserved student populations and deploy a segmented care model. The institution is working toward leveraging the existing functionality of Rebel Success Hub while developing new student-centered business practices to advance proactive advising and outreach strategies that allow us to focus the resources of our advising community on the students who need it most. We do this by coordinating the efforts and strategies utilized by the first year advising team, the Retention, Progression, and Completion Coordinators, and professional staff across the newly formed Student and Academic Success (S.A.S.) division. Additionally, we are expanding our strategic retention and student engagement efforts beyond the first year to include all undergraduates and establishing new structures that promote progression and completion. These initiatives include a rebranded Finish in Four program, academic honor societies, specialized

programming and tutoring services in residence halls and other satellite locations, and proactive academic advising practices that continuously recruit our students to re-enroll each semester. To support further coordination and consistency of efforts across advising, UNLV is further developing Salesforce Rebel Success Hub as the institution's new technology platform that is the system of record for advising and success monitoring. This system will be integrated with enrollment, financial aid, and Webcampus to promote student lifecycle communications, alerts, and degree progression monitoring from all student service units across the campus. UNLV's integrated First-Year Experience (FYE) program launched in fall 2022 and includes a common read, student connection events throughout the first year and celebration of key milestones like the first 100 days. The FYE program is evolving into a four year success model that will include additional engagement opportunities for students throughout their time on campus. This area is leading our segmented care efforts which escalates student outreach from trained students to professional staff as the concerns, obstacles, or progression issues become more complex. Our campus wide peer mentoring program is expanding to include new teams of peer mentors as well as academic coaches. Together these programs and practices are essential components of UNLV's success plan for all undergraduate students. UNLV has established peer mentoring programs in every College and School to provide incoming and continuing students with opportunities to learn from experienced, successful upper division undergraduates. The program includes centralized program assessment metrics and required training for mentors.

Our goal is to build capacity in these programs and expand opportunities for peer mentoring beyond the first year or within the student's first year seminar. We want all students to have opportunities to build a team of peer mentors who can provide support in everything from study skills and time management to major exploration and career development. Finally, it is critical to ensure that every first-year and continuing undergraduate at UNLV student has seamless transitions, builds momentum in credit completion, and navigates semester and annual business processes to remain eligible to enroll by navigating routine elements of being a student. Accordingly, UNLV is seeking to expand support for students in academic transition from one major or college to another and those students who are returning to campus after stopping out for a period of time. We hope to expand capacity in Summer Bridge offerings and additional support programs throughout the academic year, to allow incoming and continuing students to practice and enhance their mathematics and writing skills, place into the college level courses most appropriate to their skill level and make progress on their degree requirements. The institution also intends to help UNLV students get a strong start on their academic requirements with specifically developed first year schedules and courses that are aligned with what we know about our students' academic records, interests, and intended degree plans. These customized schedules will serve as first year interest groups (FIGs) and include courses in common, first-year seminars, and programming that makes getting connected to advisors and mentors, and all the resources available at UNLV more seamless.

Student Service Programs

The university is committed to student success from the day students arrive for orientation, during their time on campus, and into their chosen careers. This commitment includes an innovative curriculum with a defined course path for undergraduates, a holistic four year success program that includes a proactive academic advising and retention initiatives, engaging cocurricular programming and

community building events, and opportunities throughout the student lifecycle to connect with peer mentors who serve as guides and role models, and a comprehensive Office of Student and Academic Success that supports students through major exploration advising, coaching, student-athlete academic services, supplemental instruction, and tutoring services. A broad array of research opportunities for undergraduate and graduate students strengthens the academic experience and allows students to tackle pressing real-world issues alongside top faculty. The importance of serving all students throughout their journey is a key priority. Additional student services include the following:

- The UNLV Early College Program, Rebel College Accelerator, provides highly motivated Nevada high school students the opportunity to get a head start on their college education by enrolling in UNLV courses before high school graduation.
- The Writing Center consults with writers at any level of expertise to help improve their skills.
- The UNLV Wellness Zone offers student-centered wellness education and resources to students.
- UNLV's Multicultural Program encourages and recruits minority and underrepresented undergraduate and graduate students into the science, technology, engineering, mathematics (STEM), and healthcare related disciplines.
- The English Language Center prepares multilingual students to communicate effectively and confidently in English in both academic and social contexts. Student governments, Consolidated Students of the University of Nevada, Las Vegas (undergraduate) and the Graduate and Professional Student Association, promote and represent student interests.
- There are more than 450 Registered Student Organizations that encompass a variety of interests, activities, and beliefs on campus.
- More than 500 student-athletes compete in 17 NCAA Division I Sports in both the Mountain West and Western Athletic conferences.
- The Office for Student Diversity Programs is a resource that provides identity-based programming for students.
- The Intersection is an academic multicultural center that provides a safe space for students, faculty, and staff to gather, exchange ideas and information, and develop a sense of community.
- Global Education Initiatives offers through its Global Ambassador Program welcoming arrival support for international students and weekly programming to support cultural sharing between international and domestic students.
- The Office of International Programs provides short and longer term opportunities for students to expand their disciplinary knowledge and build cultural competence through a study abroad experience.
- Campus Recreational Services promote healthy lifestyles through diverse activities that stimulate personal growth and connection to the university.
- The Student Health Center provides on-campus access to medical care and a pharmacy.
- UNLV Boyd School of Law's Immigration Clinic offers direct legal assistance for students and their families who are facing challenges related to immigration.
- Mental health services are available through Student Counseling and Psychological Services (CAPS) and The PRACTICE, both of which provide affordable, evidence-based mental health care and high-quality training for students studying within these fields.
- Career Services supports students with resume building, interview preparation, and job and internship opportunities.
- Rebel Ready Week is a week-long transition program providing 5 days of programming and meals free of charge to all new students. Each day includes themed opening and closing keynote sessions geared toward important topics. More than 400 breakout sessions provide opportunities for students to learn more about topics of their choice and to engage with other students to

continually foster belongingness and relationship building. All sessions are carefully mapped to specific to support desired outcomes for student success. The programming is delivered through cross campus collaboration and is both academic and co-curricular in nature, giving students information for holistic well-being and success.

Many student services are organized by the Division of Student Affairs, which seeks to provide quality services and programs that create educational opportunities, foster collegiate success, enhance continuous learning, and promote a just and inclusive campus. Working in partnership with the university and surrounding communities, Student Affairs is a service-oriented division that strives to establish a safe and secure learning environment that is inclusive, dynamic, and student-centered. Some of their featured upcoming programs include:

The Dr. William W. Sullivan Center for Academic Enrichment and Outreach (CAEO) is a set of federally-funded college opportunity programs designed to motivate and support students from disadvantaged backgrounds in their pursuit of a college degree. CAEO serves eligible participants who are low-income individuals, first-generation college students, and individuals with disabilities to progress through the academic pipeline from middle school to post-baccalaureate degree. The following programs are offered to undergraduate students at UNLV:

- TRIO Student Support Services Regular and STEM programs (SSS) assist students with overcoming personal concerns, academic deficiencies, and financial difficulties that could impair their chances of succeeding in college. The goal of SSS is to increase the college retention, persistence, and completion rates of its participants. Key services include academic advising and counseling, tutoring, grant aid, and assistance in applying for admission to graduate and professional programs.
- The Title III Asian American and Native American Pacific Islander-Serving Institutions (AANAPISI) Regular and STEM programs assist students in persisting and graduating. It is focused on low-income and/or first-generation Asian Americans, Native Americans, Pacific Islanders, and other low-income individuals with an academic need. The goal of AANAPISI is to increase the college retention, persistence, and completion rates of its participants. Key services include academic tutoring, counseling (i.e., academic, undergraduate financial-aid, career, and graduate/professional-school admissions and financial-aid), frequent, ongoing academic-progress monitoring, and financial-literacy instruction.
- TRIO McNair Scholars Institute is committed to diversifying the ranks of American faculty and research institutions by encouraging and preparing undergraduate students who are members of underrepresented groups to pursue doctoral studies.
- Rebel Rebound helps justice-impacted students by serving as a resource and point of contact. Some students face societal barriers as a result of their interaction with the criminal justice system. Having an arrest, criminal charge, or record of conviction can impact career and educational opportunities. UNLV is dedicated to providing guidance and support services that enhance the academic experience from orientation to graduation and beyond.

Enrollment Management has invested in a platform and will be implementing the ability for students to complete degree audits and “simulate” possible schedule configurations that students can use to

maximize their course offerings, and accelerate both credit hours in a semester and time-to-degree over multiple semesters of use.

Student Counseling and Psychological Services (CAPS) provides a variety of services to help students address mental health concerns to make the most out of the college experience. CAPS offers online self-help resources available 24/7 to all enrolled students including You@UNLV and Togetherall. The You@UNLV portal exists to help UNLV students identify personalized campus resources to succeed in academics and career readiness, thrive in areas of personal wellness, and matter by finding motivation and involvement. Togetherall is an anonymous, online peer-to-peer mental health support community for students, which also includes a library of tailored self-help resources covering various mental health topics. CAPS also offers outreach programming, workshops, initial consultation assessment services, counseling services (group, relationship, and individual), consultation with faculty/staff regarding students of concern, psychiatric services including medication management, and same day crisis services.

Rebel Rebound is a program led by the Office of Student Involvement & Activities to assist justice-impacted students by serving as a resource and point of contact. Some UNLV students face societal barriers as a result of their interaction with the criminal justice system. Having an arrest, criminal charge, or record of conviction can impact educational and career opportunities. This program is designed to help justice-impacted students navigate various systems during and after their education.

Child Care Access Means Parents In School (CCAMPIS) is a federally funded Department of Education grant. The UNLV CCAMPIS Program provides childcare stipends and wrap-around services for up to 50 selected students. Award amounts cover 90% of childcare costs and are paid directly to the child care center. Applicants are responsible for 10% of childcare tuition and for registration fees. Factors that are considered when selecting UNLV CCAMPIS award recipients include level of financial need, enrollment and GPA, and availability of childcare spots for the appropriate age group of the child(ren).

The UNLV HOPE Scholars Program is a partnership between the Clark County School District (CCSD) Title I HOPE Office, Nevada Partnership for Homeless Youth (NPHY), and UNLV. The program is specifically designed to assist UNLV students experiencing housing insecurity or houselessness secure housing as well as ongoing academic and financial support to successfully complete their degree. Founded in 2016, the program now boasts eleven graduates and actively supports a cohort of 15 undergraduate and graduate students pursuing their studies at UNLV.

The UNLV Fostering Scholars Program is a campus-based community support network with dedicated programming to support students who have experienced foster care in pursuing a degree at UNLV. The program is the first of its kind in the state of Nevada and modeled on national best practices. Fostering Scholars draws together resources from across UNLV, the Southern Nevada community, Clark County, and the state of Nevada to help address the educational, social, emotional, physical, and financial needs of UNLV students with a history of foster care experience. It engages graduate students from the UNLV School of Social Work to provide ongoing 1:1 coaching for every participant for the duration of their studies.

Student Basic Needs Program Supported by a three year grant from the U.S. Department of Education, this program is a comprehensive support system providing students with free access to personal hygiene and toiletries, household goods, cleaning products, school supplies, and non-perishable food through 1:1

consultations (both referrals and walk-ins) and major monthly events called *Take What You Need* in order to reduce barriers to academic success. In the 2023-2024 academic year this program supported 3,734 students with such resources.

Research Initiatives

UNLV plays a unique and significant role in Nevada's economic and sustainable growth. Our research mission is not just central but pivotal to the state's economy. We establish policy foundations that enable responsible growth of Las Vegas and its surrounding areas. Through academic and research partnerships, we generate critical knowledge that answers the profound questions of our time, improves our residents' health and well-being, and enriches our communities' cultural and intellectual vitality. Our research directly benefits our faculty's teaching, enhancing student learning by enabling state-of-the-art instruction and providing students with experiential learning opportunities. The UNLV research enterprise ensures that Nevadans contribute to solutions to issues facing our state, nation, and world. The education and training associated with the broad and diverse research activities at UNLV will help to expand job opportunities in Nevada and elsewhere.

The research goals for UNLV include maintaining or increasing the level of faculty members engaged in high-quality research, scholarship, and creative activity. UNLV has engaged faculty in interdisciplinary research development areas (iRDA) that include the topics of sustainability in arid lands, serving minority populations, aging and health disparities, racial equity and social justice, addictions, big data/artificial intelligence and its impact on everyday life, creative media, entertainment, and cultural industries, research development, and education, and neuroscience. The iRDAs at UNLV strive to develop solutions and pathways that allow our community and state to adapt and thrive in a complex, dynamic world. UNLV is committed to becoming a leader in interdisciplinary research, grounded in the recognition that the most compelling challenges we face are centered on quality of life and humanity. This approach requires new ways of combining disparate expertise in STEM fields, the arts, the humanities, and the social sciences to provide the needed diversity to address our complex problems fully. In addition, we expect these research opportunities to increase research, scholarship, or creative activity that translates into growth in research expenditures and the graduation of more doctoral students.

The institution is also strengthened through public partnerships that leverage external and internal funds to provide additional resources for cutting-edge research in support of the Top Tier 2.0 initiative. For example, UNLV is engaged in use-inspired research through the NSF Engines program, which includes contributions from academia, industry, non-profits, and local and state governments in the Southwest region. The effects of climate change are acutely evident in the American West and Southwest, from the desertification of Utah's Great Salt Lake to the record-breaking extreme heat in Arizona and the dwindling supply of the Colorado River reaching Nevada. NSF Engines: Southwest Sustainability Innovation Engine (SWSIE) will use these challenges to catalyze economic opportunity. Similarly, UNLV is a partner on a second NSF engine proposal led by the University of Nevada, Reno, to develop a Li circular economy in Nevada that will establish a pipeline of natural resources, manufacturing of Li-ion batteries, and the recycling of the strategic materials needed to sustain the industry if resources are diminished over time.

Future research growth is anticipated in clinical research, with the continued development of the Office of Clinical Trials at UNLV, a new fMRI core laboratory to support Alzheimer's research, and the expansion of clinical trials research at UNLV. In addition, UNLV and UNR will partner on a state-wide NV-centered NIH CTR-N proposal to expand and develop clinical trials planned for 2025. The goal will be to establish the infrastructure for and create a statewide provider network for clinical research and trials and expand capabilities in rural and urban settings. The proposal will engage both medical schools and community partners to build the state's clinical research capacity.

UNIVERSITY OF NEVADA, RENO

Strategic Objectives

Mission: Inspired by its land-grant foundation, the University of Nevada, Reno provides outstanding learning, discovery, and engagement programs that serve the economic, social, environmental, and cultural needs of the citizens of Nevada, the nation, and the world. The University recognizes and embraces the critical importance of diversity in preparing students for global citizenship and is committed to a culture of excellence, inclusion, and accessibility.

Theme 1 – Learning: Prepare graduates to compete globally through high-quality undergraduate and graduate degree programs in the liberal arts, sciences, and selected professional programs.

Theme 2 – Discovery: Create new knowledge through basic and applied research, scholarship, and artistry in strategically selected fields relevant to Nevada and its role in the wider world.

Theme 3 – Engagement: Strengthen the social, economic, and environmental well-being of Nevada citizens, communities, organizations, and governments through community outreach and reciprocal partnerships.

Strategic Themes

Goal 1-Strengthen the Pack: Enable inclusive excellence for students, faculty and staff. This goal focuses on enhancing equity in opportunities, experiences and outcomes for our people-the student, faculty, & staff.

Strategy 1: Increase equitable student outcomes while growing enrollment to 25,000 by FY2030

Strategy 2: Become a career destination for diverse faculty and staff

Goal 2-Invent in Our Future: Deliver the services, organization and infrastructure required to support a growing University. To support our growing University, we must invest in and deliver the services, organization, infrastructure and physical spaces required to enable growth.

Strategy 1: Enable our success with an agile organizational model and leading business operations

Strategy 2: Deliver the physical and technological infrastructure necessary to support our future

Goal 3-Lead for Nevada: Enhance the delivery of our land-grant mission. Educational services, community engagement and workforce development are all areas in which the University can expand its efforts beyond campus to enhance the delivery of the land- grand mission and better serve the people of Nevada.

Strategy 1: Enrich our academic portfolio

Strategy 2: Increase service to and collaboration with communities across the state

Goal 4- Transform the World: Elevate our top-tier research and contributions. To become a leader in higher education, we must embrace our top-tier research, innovation and entrepreneurship contributions. Working towards membership in the American Association of Universities will better equip the University to transform the world.

Strategy 1: Progress toward becoming a top 100 R1 institution and a top 50 NSF public research and development university

Strategy 2: Move toward achieving American Association of Universities' membership indicators

Goal 5- Make Silver & Blue the New Green: Lead in environmental expertise and campus sustainability

Strategy 1: Establish Reno-Tahoe as an epicenter of sustainability education, research and leadership

Strategy 2: Amplify our environmental sustainability, biodiversity and climate change leadership

Goal 6- Expand the Wolf Pack Impact: Reinforce our impact to Nevada and beyond. We will expand our leadership in policy, action, education and research environmental sustainability, both on campus and globally.

Strategy 1: Strengthen the University's reputation and brand recognition nationally and globally

Strategy 2: Enhance connections to and pride in The Wolf Pack Way

Academic Programs

Table 2 Academic Programs

Unit	New or Expanding Academic Program	Brief Description	Year of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
College of Agriculture, Biotech-nology and Natural Resources	B.S. Animal Science	Training in animal science for students not on the pre-Vet track	After 2025	No new resources required	No new resources required
College of Business	B.S. Supply Chain Managemen t		2026	3 new tenure track faculty	None

College of Business	M.S. in Management (two tracks: Sports Management and Human Resources)	We propose a stand-alone purely online and asynchronous MS in Management with two concentrations: Human Resources and Sports Management. This will be aimed at early and mid-career practitioners, workers, and students, who seek to deepen their understanding of topics applying to these focused areas. Reno and NV (more broadly) are ideal locations for these to MS concentrations.	2026	Courses will be taught as an overload by existing faculty. Overloads pay $22,000 per class, and 3 classes will be offered per semester, with an estimated total cost of $132,000	Tuition fees for MS degree program.
College of Liberal Arts	Masters. Art History and Visual Cultures	Art History is developing this two-year Masters program through 1) starting to list all Art History 400-level classes as 400/600 and 2) identifying courses across CLA that would be relevant to the minor (Anthropology, Basque Studies, Cognitive Neuroscience (course on Neuroaesthetics), Education, English, Geography, Gender, Race & Identity (GRI), History, Musicology, Philosophy, World Languages)	Fall 2026	Currently none, however we see this program building the potential for an Art History and Visual Cultures PhD, which would require an additional Art History hire.	None
College of Liberal Arts	Communication Studies, PhD	Program will emphasize the intersection of theory, research, and practice, particularly through community-engaged research projects. The program especially focuses on addressing societal challenges such as political polarization, disinformation, community conflict, and family stability. Graduates will be equipped for careers in academia, the public sector, and private industry.	2026	No additional cost	None

College of Liberal Arts	B.A. in Organizational and Professional Communication	Program will provide students with a comprehensive understanding of communication dynamics within professional settings. By integrating courses from communication studies, business, and related fields, the program prepares graduates to excel in diverse industries such as corporate communication, human resources, marketing, and public relations. Students will develop communication skills in leadership, conflict resolution, and digital platforms, equipping them to meet the demands of today's global and evolving workplace.	2025	No additional cost	None
College of Liberal Arts	MFA in Dance	This 60-unit plan of study emphasizes choreographic exploration and production, as well as preparation for teaching careers in higher education. MFA candidates engage in theoretical and practice-based study in preparation for creating a choreographic thesis project produced on the UNR campus.	2029	$800,000 Salaries $10, million in Facilities upgrades	Private Philanthropy

College of Liberal Arts	BFA in Musical Theatre	The highly selective, interdisciplinary Musical Theatre major allows students to rigorously engage in the physical practices of acting, voice, and dance training, while simultaneously developing a deep understanding of the historical, cultural, and performative evolution that underpins the field. Students pursuing this major will combine the artistic, cognitive and somatic skills necessary to enter the field as musical theatre practitioners and scholars. In order to balance these skills, Musical Theatre majors will create, analyze, and perform throughout their undergraduate careers. By emphasizing continuous reflection and growth as both practitioners and scholars, graduates will be ready to immediately apply their training to professional practice in the field.	2029	$920,000 Salaries	None
College of Liberal Arts	BM in Music Composition	The program meets the demand for students in Nevada wishing to study music composition. Provides emphasis in electronic composition and contemporary media. Brings UNR on level to peer institutions.	2025	No new costs	None
College of Liberal Arts	BA in Music Recording	This program addresses the need for educational opportunities in Nevada and the Western US for sound recording degrees. It meets growing demand for students who wish to pursue careers that blend sound and contemporary technology and media.	2026	No new resources required	No new resources required

College of Liberal Arts	Digital Humanities, PhD	Based in the Faculty of arts and humanities, is a research-intensive program that will enable students to engage at doctoral level with projects demanding the use of: digital methods, tools adopting critical/theoretical orientations. The program expands the humanities offering at research postgraduate level by offering a route for: cross-disciplinary engagement responding to the growth of the field of Digital Humanities as a research area. The program is designed to enable students from many areas of the arts and humanities to develop: practical skills and knowledge and to generate the necessary critical literacy to understand and engage with digital research and digital cultures and to respond to questions arise around the ethics of automation, algorithmic analysis, privacy/surveillance, virtual cultures, data sharing, intelligent agency and creativity, archival justice and digital histories, artificial intelligence and to explore work in relation to collections and heritage issues.	2027	$1 million For salaries and state of the art lab	Private Philanthropy
Orvis School of Nursing	B.S. Nursing	Accelerated 12-month nursing program for students who hold a bachelor's degree in another field	Spring 2027	$650,000	Differential Fees

School of Public Health	Doctor of Physical Therapy	Provide advanced professional degree to address significant workforce needs in Northern and rural Nevada	2025	~$559,583 (one assistant professor, one associate professor/program director, five graduate assistantships)	Tuition fees for professional degree program; external community support for clinical training and clinical training sites
School of Public Health	Doctor of Public Health (DrPH)	An advanced professional degree program targeting public health practitioners aspiring for leadership positions in government, non-profit, and private sectors.	2028	~$483,887 (one associate professor/program director, one clinical assistant professor, one student services staff, and three graduate assistants)	Tuition and fees for professional degree program
School of Public Health & Reynolds School of Journalism	Doctor of Public Health Communications	An applied research degree program bridging communication research and public health practice through grant-funded research, training, and service activities. Will draw faculty expertise primarily from the Schools of Public Health and Journalism	2027	~$398,519 (One Public Health assistant professor, one Journalism assistant professor, and five graduate assistants.)	Grants and contracts; private sector partnerships
Reynolds School of Journalism	BA in Film	With a possibility of film bill, film industry in the state will need workforce to accommodate the growing need. This program will focus on all aspects of film that include directing, producing, promoting, and more.	2028	Two new tenure-track assistant professors (estimated $250,040) and two new GA lines (estimated $74,240)	Private sector partnership

Reynolds School of Journalism and College of Business	BA in Sports Media and Management	Sports media and management is a growing area in the state. The growing popularity and commercialization of sports have created a significant demand for skilled professionals in sports media and management. As sports organizations increasingly rely on digital platforms, branding, and strategic management, there is a need for graduates who can navigate the intersection of sports, media, and business. A sports media and management undergraduate program equips students with the knowledge and practical skills to excel in areas such as sports journalism, marketing, event management, and digital content creation, preparing them for dynamic careers in a rapidly expanding industry.	2026	Two new tenure-track assistant professors (estimated $250,040) and two new GA lines (estimated $74,240)	Grants and contracts; private sector partnerships
College of Science	Dual degree: B.S. in Education / Secondary Education and B.S. (major in Neuroscience)	This program provides students with a strong background in Neuroscience and includes all of the coursework required to apply for certification to teach Biology at the secondary level (grades 7 - 12) in the State of Nevada.	2025 - 2026	No new resources required	No new resources required

Student Service Programs

Undergraduate Student Success Initiatives

Decreasing Student to Advisor Ratios

To meet the national standard that was identified as an institutional goal several years ago and adopted by the Board of Regents as a NSHE goal in January of 2019, UNR has adjusted the student to advisor ratio to 350:1 for undergraduate degree granting colleges and schools. Students have been positively impacted by this initiative by increased advisor availability.

Education Advisory Board (EAB) Navigate Student Engagement and Support Platform

The University is a member of the EAB Student Success Collaborative (SSC) and has invested in the Navigate student success engagement and analytics system. Navigate facilitates our ability to track student progression, identify and reach out to at risk students, and to coordinate communications with students and academic and student services support office. Navigate is critical to our ability to identify

students in academic and emotional/mental distress and respond rapidly with the appropriate interventions.

NevadaFIT

NevadaFIT is a rigorous, yet exciting program that exposes students to what it is really like to attend the University of Nevada, Reno. The program was designed to introduce students to the rigors of coursework, and to develop critical thinking, planning and study skills necessary for future success. Through this program, students gain real-world exposure to a college classroom, in a low-stakes environment designed by one of the eleven college-based camps. Along with an understanding of daily coursework, students also take college-level examinations and receive feedback on how to improve their performance. With a focus on academic readiness, NevadaFIT walks students through experiential learning and research opportunities that can enhance their time at the University. In the end, students are equipped with new tools to manage their time and course loads, be active note-takers and have exam preparation skills that will benefit them over the next four years and beyond. Data shows that students have an overall increase in confidence due to NevadaFIT. Moreover, students report appreciating the opportunity to experience college lectures and exams in a low-stakes environment prior to starting classes. Ourt data shows that students that participate in NevadaFIT earn better grades and graduate at a higher rate.

TransferFit

We have developed a 15-week experiential learning course specifically designed for transfer students to help ease the transition and welcome students to the University of Nevada called TransferFit. The course begins the week before the fall semester begins and students who plan to live on campus will be able to move in early. The goals for this first week are to connect students academically and socially on campus while recognizing that Transfer students have unique needs. The remaining 14 weeks will incorporate self-paced, asynchronous assignments and events to engage students with the campus and each other while learning to thrive in a 21st-century technology environment.

Digital Wolf Pack Initiative (DWPI)

The University of Nevada, Reno partnered with Apple to create the Digital Wolf Pack Initiative (DWPI), a program that provides a common learning platform and equal access to technology and digital tools for new, undergraduate degree-seeking students and faculty. Our goal with this program is to augment digital literacy and increase student success by providing enhanced curriculum and experiences that expand their digital skillsets and provide a platform to personalize their learning experience. The goal of the DWPI program is to enhance our students' abilities to learn new technologies, expand their minds and give them the necessary tools to create the futures of their making.

University of Nevada Collegiate Academies

The University of Nevada, Reno (UNR) has partnered with the Clark, Churchill, Elko, and Washoe County School Districts to expand dual credit opportunities to high schools through the UNR Collegiate Academies. Many of the Collegiate Academies are in underserved communities where students have the potential to be the first person in their families to attend college. By providing these students access to dual credit courses, they can take college level courses in a less intimidating setting from teachers who they already know and trust. Success in these lower stakes learning environments can provide students

with the confidence they need to consider pursuing a college career. The University of Nevada, Reno Collegiate Academy program was designed as a strong reciprocal partnership between university faculty and high school teachers. Through this partnership, University faculty coordinate courses by providing high school teachers with the necessary training and course materials to teach college classes in their high school classrooms. The high school teachers meet regularly with the University faculty to discuss and adapt the course content to best serve high school learners. This two-way collaboration leverages the content expertise of the University faculty with the teaching expertise of the high school teachers. We find that this partnership best supports high school student learning in courses taught to UNR standards.

UNR@ Lake Tahoe

The University of Nevada, Reno at Lake Tahoe provides students with the opportunity to tap into the cutting-edge collaborative research and scholarly activities happening in and around the Lake Tahoe Basin, led by our faculty. One such opportunity is the Semester at Lake Tahoe program, through which students can earn the Sustainability Certificate, a 15-credit program focused around the United Nations Sustainable Development Goals. This interdisciplinary program gives students the opportunity to learn about the grand challenges impacting their world from experts in the fields of the sciences, arts and humanities. The pristine alpine environment of the UNR@Lake Tahoe campus, combined with the relatively small class sizes, provides students with a unique and intimate learning experience.

Graduate Student Success Initiatives

The University of Nevada, Reno is vigorously pursuing policies to improve the graduate student experience, expand graduate program offerings, and substantially increase the number, diversity, and career preparedness of its graduate students. Since 2016, UNR has increased the base stipend for doctoral graduate assistants (GA) by 29% and added over 200 state-funded GA lines with 88 new lines being recently appropriated by the Nevada Legislature. To remain competitive with other R1 universities especially in STEM disciplines, with support from the Nevada Legislature, in FY24, UNR increased the base graduate assistant stipend for STEM doctoral students to $22,000, while also using differentiated base stipend amounts by degree type and field of study (STEM Doctoral > Social Sciences/Professional Doctoral > Humanities Doctoral > Master's). The Graduate School is investing in recruitment and retention through different initiatives:

- the GradFIT recruitment boot camp for first-generation and underrepresented students;
- the GradStart program which provides graduate programs funds to increase the number of high quality applications;
- the GradPack programs which offers application fee waivers to increase the application funnel;
- the Gradventure campus visitation program, which allows graduate programs to bring highly competitive applicants to doctoral programs to campus;
- the Graduate Dean's Awards, a generous fellowship and merit scholarship program aimed especially at attracting nationally competitive applicants;
- two scholarship programs to helped to support students in specific areas of STEM research.

- The Nevada DRIVE program to promote Doctoral Research in Innovation, Vision, and Excellence; funded originally by a grant from the National Science Foundation's Innovation in Graduate Education directorate, this retention program provides guidance and skills training for new doctoral students from traditionally underrepresented groups.

As a consequence of these combined programs, the number of doctoral students at UNR has increased for eight out of ten consecutive years. The University is continuously enhancing and expanding its web presence and is operating 10 online Master's programs with additional programs being in preparation. These programs, as well as three online programs in nursing, three in educational studies, and 10 certificate programs have established UNR as a regional leader in online graduate education. The online programs enroll more than 800 students and provide not only rural Nevada communities with access to graduate degree programs, but also support working professionals around the state in advancing their knowledge and careers.

The Graduate School is engaging in several initiatives to improve graduate student success and raise the profile of graduate education on campus. The Graduate School has hosted the Three Minute Thesis @ Nevada competition, which since 2014 has succeeded in showcasing the outstanding quality of student research in a compelling short format. The Graduate School, in collaboration with the Graduate Student Association and the Provost's Office, continues to provide extensive funding for graduate student conference travel. UNR is also greatly expanding graduate program offerings in cutting-edge scientific fields and professional programs aimed at supporting Nevada's infrastructure and economy. Recently established graduate programs include the Ph.D. program in Natural Resources and Environmental Sciences, the Mathematics Ph.D. program, the Statistics and Data Science Ph.D. program, the Doctor of Musical Arts program, the Ph.D. in Business Administration, and the Master of Physician Assistant Program, as well as online master's programs in Accountancy, Business Analytics, Cybersecurity, Social Work, Public Health and Behavior Analysis.

The Graduate School continues to expand its professional development services to enhance graduate education, career attainment, and postdoctoral fellow training. In partnership with the Graduate Student Association (GSA), since 2016 the Graduate School has offered a Professional and Career Development Series that includes workshops and seminars on topics such as grant writing and fellowships, interviewing skills, and motivation and personal growth. This also includes a subscription to a web service that supports graduate students in terms of exploring and entering various career paths in the private and public sectors.

Implementation of targeted workshops has resulted in a increase in the number of National Science Foundation (NSF) Graduate Research Fellowships being awarded annually to UNR students. Studies by the NSF, the National Institutes of Health, and other governmental agencies have established that centralized professional development efforts aid in the recruitment of new students, provide an important tool for expanding diversity efforts, contribute to stronger academy-industry engagement, and can lead to enhanced interdisciplinary collaborations. Since 2018, the Graduate School embarked on three other major initiatives to enhance graduate training, improve workforce development and promote degree completion. First, to increase the computational literacy and research productivity of UNR's graduate students, the Graduate School developed an interdisciplinary course in research computing (GRAD 778), which has been honed and improved annual to better serve the diverse needs of graduate

students. Second, the Graduate School has invested in improving student and faculty success by expanding the "Mentoring Mentors" program. The Graduate School has sponsored faculty to attend an intensive mentor training workshop hosted by the University of Wisconsin, Madison through the National Research Mentoring Network (NRMN). Under guidance from the Graduate School, these faculty return as certified trainers to lead a series of workshops for graduate faculty in evidence-based mentoring practices. These faculty-led mentoring workshops are now mandatory for all incoming members of the graduate faculty.

The following table summarizes the new UNR student services plans to implement in the period 2025-2029:

Table 3 Student Service Programs

New or Expanding Student Service Program	Brief Description	Year of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Asian Pacific Islander Living Learning Community	On-campus residential community for students interested in exploring identities of Asian Pacific Islander history, culture and community.	2024	$3000	$0
Residential Academic Mentors	Paraprofessional staff increased by 150% to support on-campus residents' academic success	2023	$111,000	$0
Gender Inclusive Housing Community	On-campus residential community for students interested in living with other students who identify along the gender continuum.	2023	$0	$0
Residential Student Payment Plan Administrative Fee Scholarship	Residential Life, Housing and Food Services provides $50 scholarships to residential students who enroll in a payment plan (to cover the Administrative Fee)	2023	$150,000	
Chartwells Endowment Funds	Chartwells created an endowment designed to support housing and food security for UNR students. The spin off for the endowment was negotiated through the renewal of the Chartwell's food service contract. The funds were directed to the Division of Student Services and divided between the Office of Perspective Students and the Dean of Students Office evenly each year (50/50). Funds were to be used to support housing and food security. After the Division of Student Services was reorganized, the endowment spinoff continued to be divided between the Office of Perspective Students and Dean of Students Office.	FY23		$63,859
First in the Pack	Provides peer mentoring, academic support services, and cocurricular engagement for first-generation college students during their first two years of enrollment	2023 (funded for 1.5 years)	$150,000 through December of 2025	Pass-Through grant – Nevada First-Gen Network

Fostering the Pack	Provides wraparound services for students eligible for the Nevada Former Foster Youth fee waiver and a $500 housing stipend twice a year	2023 (renewed for 2 years)	$100,000 per year through December of 2025	Private
McNair Scholars Program	Provides academic and research opportunities to prepare first-generation, income-qualified, and underrepresented undergraduate students for doctoral studies	2022 (renewed for 5 years)	$285,982 per year through September of 2027	Federal - U.S. Department of Education
Upward Bound – Truckee Grant	Provides free college prep services to 50 first-generation, income-qualified students from Sparks and Spanish Springs high schools	2022 (renewed for 5 years)	$309,505 per year through August of 2027	Federal - U.S. Department of Education
Upward Bound – Northwest Grant	Provides free college prep services to 50 first-generation, income-qualified students from Fernley and Silver Stage high schools	2022 (renewed for 5 years)	$309,505 per year through August of 2027	Federal - U.S. Department of Education
Upward Bound – Northwest Grant	Provides free college prep services to 50 first-generation, income-qualified students from Fernley and Silver Stage high schools	2022 (renewed for 5 years)	$309,505 per year through August of 2027	Federal - U.S. Department of Education
Upward Bound – Washoe Grant	Provides free college prep services to 86 first-generation, income-qualified students from Hug and North Valleys high schools	2022 (renewed for 5 years)	$476,471 per year through August of 2027	Federal - U.S. Department of Education
Upward Bound Math Science– Silver Grant	Provides free college prep services to 60 first-generation, income-qualified students with an interest in STEM majors from Wooster and Reed high schools	2022 (renewed for 5 years)	$309,505 per year through August of 2027	Federal - U.S. Department of Education
CCAMPIS (Child Care Access Means Parents in School)	Provides academic support services and 75% of campus Child and Family Research Center Child Care tuition to Pell-eligible students who are parents.	2021 (funded for 4 years)	$279,726 per year through September of 2025	Federal - U.S. Department of Education
Student Support Services – TRIO Classic	Provides academic coaching, academic support services, and cocurricular engagement to first-generation, income-qualified undergraduates	2020 (funded for 5 years)	$426,555 per year through August of 2025	Federal - U.S. Department of Education
Student Support Services – TRIO STEM	Provides academic coaching, academic support services, and cocurricular engagement to first-generation, income-qualified undergraduates with STEM majors	2020 (funded for 5 years)	$272,364 per year through August of 2025	Federal - U.S. Department of Education
GOED STEM Talent Internship	Over 300 paid internships for underrepresented students	2023	$356,000 a year through 2026	Private/Federal
EDAWN Nevada Supplemental Internships Program (NSIP)	Provides funding for 7-10 internships with local Reno businesses, non-profits, University departments, and NSHE affiliates.	2024	$19,200 for 2024	Private/Federal
Pack Aid Internship scholarship (pais)	Provides between 15-18 financially strained students in “unpaid, academically required internships” assistance during their internships. The scholarships range between $500 to $750 and can be used to cover various expenses such as transportation, professional clothing, supplies, and other internship-related expenses.	2024	$10,663 for 2024	Private/Federal

Research Initiatives

Research, Scholarship, Creative Work and Innovation Initiatives

The University of Nevada, Reno is a leader in developing solutions to state, national and international grand challenges through excellence in fundamental, applied and translational research, scholarship, creative work and innovation. This enterprise is supported by Research & Innovation (R&I) in collaboration with leadership, faculty and staff of the colleges and schools. This effort aligns with the goals of the University's Strategic Plan and with the needs of the region and the state, and strives to welcome, value and safeguard equity and inclusion for all.

The mission of R&I at the University is to:

- Enhance the status of the University as an internationally recognized, high impact research university,
- Support world-class research, discovery, innovation and commercialization,
- Provide high quality service and competitive infrastructure to enable faculty and students to excel in their research, scholarly and creative endeavors, and entrepreneurial activities,
- Minimize the research administrative burden on faculty,
- Provide a safe work environment, foster ethical conduct and adhere to regulatory requirements.

The University's classification as an R1 institution with "very high research activity" by the Carnegie Classification of Institutions of Higher Education is an indicator of the University's commitment to research and graduate education, and maintaining this classification remains a primary objective. It reflects the dedication, expertise and contributions of the University's faculty, whose contributions benefit society and advance the vibrancy, economy and overall health of Nevada. The R1 classification was first achieved by the University – as well as by the University of Nevada, Las Vegas – in 2018, and was renewed in 2021. R&I further strives to support placement of the University within the top 100 NSF R&D Expenditures institutions and the nation's top 50 public research universities and supports the aspiration of membership in the Association of American Universities.

The University's annual research expenditures for FY23 were the highest ever, reaching $188.5 million. This marks a 117% increase in annual research expenditures over 10 years. The University of Nevada, Reno '23-'27 Strategic Plan, Wolf Pack Rising, calls for the number of tenure/tenure-track faculty positions to increase each year to achieve a minimum total of 900, and this is projected to result in an increase in research expenditures to $250 million in total with $18 million in total outside of science and engineering and an increase of Ph.D. graduates to 200 annually.

Initiatives being undertaken toward the mission follow.

Research Leadership

- Support world-class research and discovery by investing in institutional research strengths

and emerging needs and opportunities, and investing in the corresponding faculty, infrastructure and equipment, with priorities determined through collaboration with leadership of the colleges and schools.

- Facilitate transdisciplinary integration of life sciences, physical sciences, engineering, agriculture, education, social sciences, humanities, and creative arts research.
- Develop and strengthen University research centers and team science to reflect regional and national research directions and emerging opportunities to address societal needs.
- Develop and strengthen a culture that more fully embraces undergraduate research opportunities, with expanded and inclusive opportunities available to all undergraduates.
- Expand and modernize core research facilities and support a sustainable research infrastructure with critical investments. Current core research facilities that are available to support research and development across NSHE as well as industry, include:
    - Nevada Bioinformatics Center
    - Nevada Genomics Center
    - Mick Hitchcock, Ph.D. Nevada Proteomics Center
    - High Spatial and Temporal Resolution Imaging Core (HSTRI)
    - Research Computing resources, including High Performance Computing, administered in partnership with the University's Information Technology
    - Shared Research Facility through NCAR (Nevada Center for Applied Research)
    - Whittell Forest and Wildlife Area
    - Little Valley Research Station
- Establish Quantum Information Sciences (quantum computing, quantum sensing and quantum communications) program
- Establish the Nevada Center for Critical Minerals and Rare Earth Elements
- Advance Recharge Nevada, and apply for the NSF Regional Innovation Engines Type-2 program ($160 million)
- Expand the depth and breadth of the EDA-funded Tech Hubs within the state-wide Recharge Nevada construct
- In partnership with Nevada INBRE, develop research infrastructure and programs at all NSHE institutions through scientific core services, pilot grants, developmental research grants, research bootcamps, and undergraduate research programs
- Expand the reach of the INBRE Tribal Academy of Health and Sciences.
- Improve access to and expand multidisciplinary research and teaching in the University's Whittell Forest & Wildlife Area and its Little Valley Research Station.

- Support University faculty, staff and student applications for national and honorific awards.
- Support the development, success and competitiveness of faculty with resources to include:
    - Research and proposal development support and grantsmanship coaching.
    - Internal and competitive Research Enhancement Grants, Travel Grants and Research Travel Grants programs, with specific support for the College of Liberal Arts and School of Journalism.
- Maintain and develop research partnerships with national labs and regional research cooperatives, to include established partnership with Pacific Northwest National Laboratory, a developing partnership with Idaho National Laboratory, and continued development of the Cooperative Fish and Wildlife Research Unit based at the University, Nevada's first and the nation's 41st such cooperative program to bring state and federal wildlife-management resources together.
- Support the growth and development of interdisciplinary research and graduate teaching programs, collaboratively with the Graduate School.
- As the host institution, lead and administer the Great Basin Ecosystem Studies Unit (GB CESU), which provides research, technical assistance, and education to federal land management, environmental and research agencies and their partners.
- Continue to develop regulations and operational procedures for future commercial and civil use of the Nevada Unmanned Aircraft System Test Site (NV UASTS), contracted with the Federal Aviation Administration (FAA), managed by the Nevada Center for Applied Research.
- Continue to support the Nevada Fish and Wildlife Cooperative Research Unit (NVFWCRU), part of a nation-wide USGS cooperative program, bringing state and federal wildlife-management resources to the state and region.
- Continue to serve as the pillar of innovation based economic development in Nevada by incubating University spinouts and startup companies from all over the U.S. to establish themselves in Reno.
    - Match the needs of startup companies and industry with expertise of our faculty and researchers.
    - Provide the startup companies with access to state-of-the-art equipment and the ability to hire our students as interns and/or employees.
    - Increase the number of jobs created and the venture capital secured by companies affiliated the University of Nevada, Reno Innevation Center, and the Nevada Center for Applied Research.
        - To date, $327M in venture capital has been raised, 881 high-tech

jobs have been created, and 143 companies are currently affiliated with the University.

Research Administration

- Foster a service-oriented atmosphere and effective operational and administrative functions to enable excellence in research, scholarship and creative endeavors, and minimize administrative burden on faculty.
- Foster research integrity and the ethical and responsible conduct of research, and promote community/public trust in the research enterprise.
- Provide for a safe and healthy environment for faculty, staff, students and visitors. Promote campus and research safety, assisting faculty and facilities managers in complying with regulatory requirements.
- Foster ethical human subject research, research integrity, community engagement and clinical trial access through continued leadership of the region's Internal Review Board process in collaboration with Renown Regional Medical Center, St. Mary's Regional Medical Center, VA Sierra Nevada and Barton Health.
- Ensure compliance management and requirements to protect the rights and welfare of human research participants and animals in our care. Maintain key accreditations which exemplify this commitment:
    - Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC), a voluntary program recognized as the gold standard in laboratory animal welfare (re-accredited in 2022). The University has applied for AAALAC re-accreditation in 2024. A site visit is scheduled for October 2024.
    - Association for the Accreditation of Human Research Protection Programs (AAHRPP), re- accredited in 2022.

Enterprise and Innovation

- Expand technology transfer and commercialization; promote and protect faculty intellectual property.
- Apply for Association of Public & Land Grant Universities (APLU) IEP (Innovation and Economic Prosperity) designation.
- Promote community-focused partnerships and the growth of regional entrepreneurship, economic development and technology-based jobs through the University of Nevada, Reno Innevation Center, Nevada Center for Applied Research (NCAR) and Nevada Industry Excellence. Developed in 2015 with support of the Nevada Knowledge Fund through the Governor's Office for Economic Development, the Innevation Center and NCAR have seen the creation of more than 881 jobs by affiliated companies.

- Foster the incubation and serve as a seedbed of high-tech growth and startups. There are currently 62 companies with University-based operations.
- Establish and foster partnership with industry to enhance the access of students across the span of K-12 to degrees and careers and quality experiences with a world-class, engaged university. An exemplar program is the K-12 Robotics Center, operated through the Innevation Center with the support of Tesla and EDAWN, to develop the STEM talent pipeline.
- Work with the non-profit Nevada Research and Innovation Corporation, incorporated in 2016, to grow commercialization efforts.

Campus Facilities Master Planning

- Carry out existing plans for expanding and realigning university office and research space in order to meet needs as the university grows, including:
    a) Complete construction of the new 125,000 square foot College of Business in the Gateway District. The development partner currently under contract, utilizing a P-3 Model. Completion will occur in advance of the Fall 2025 term.
    b) Initiate design for a new life sciences research facility. Pre-design is complete and submitted for consideration for funding by the 2025 Legislature.
    c) Conduct pre-design study for Jot Travis Building.
    d) Complete construction of the new 6,000 square foot Main Station Classroom Building. The project is currently underway, utilizing traditional delivery methods. Completion will occur in advance of the Spring 2025 term.
    e) Complete construction of the new 55,000 square foot Nevada State Health Laboratory (and renovation of the existing Nevada State Health Lab for use by the School of Public Health). Design and construction partners are currently contracted using a Construction Manager At Risk (CMAR) delivery method. Groundbreaking will occur in October 2024, with substantial completion anticipated for mid-2026.
    f) Complete large infrastructure improvement projects, including expansion of the campus shilled water distribution to the Gateway District and ongoing upgrades to the campus 25kV electrical distribution system. These projects are in progress and ongoing.
- Complete a comprehensive main campus facilities master plan to guide campus physical improvement and growth planning cover the next 10 years.
- In partnership with Truckee Meadows Community College and the Redfield Foundation, complete a new campus master plan for the Nell J. Redfield Campus to envision and guide future development of the shared campus.
- Renovate and lease 34 newly purchased housing units on 16 parcels at the south end of main campus for university community members. Work with also include upgrades to the

streetscape, improving our connection to downtown Reno.

- Develop a plan for expanding childcare services for faculty, staff, and students.
- Continue planning and construction work with Intercollegiate Athletics including modernizations of Peccole Park (field turf and student athlete locker room), Lawlor Events Center (men's basketball locker room) and upgrading various facilities to comply with Mountain West Conference instant replay technology requirements.

Information Technology

The following Information Technology initiatives are designed to promote and support the University's core goals detailed in the Wolf Pack Rising strategic plan. Each of the following action items support an R1, community engaged, land-grant university with bold aspirations.

- Acquire and commission the next iteration of UNR's High Performance Computing facility (HPC) – Pronghorn.
- Create a work environment that attracts a skilled workforce using a variety of means including identifying gaps in salary parity, establishing a roadmap to achieve compensation equity, and investing in formalized professional development.
- Research Cyberinfrastructure (CI): Created through cooperation between the Office of Information Technology, the Office of Research and Innovation, and the faculty-led Cyberinfrastructure Committee, the mission of UNR CI is to create a fabric of highly connected human expertise and high-performance systems, both on campus and off, that serve end-to-end research workflows in a robust, responsive, and sustainable manner.
- Facilitate a collaboration with the Desert Research Institute for purposes of exploring shared services and resources related to High-Performance (HPC) and Research computing.
- Through the standing Data Governance Committee, update the campus data- governance plan with stakeholders and put in place data governance procedures to coordinate multiple institutional data sources to provide a common foundation for data collection, access, analytics, and reporting that provides common processes and tools across the institution for distributed use.
- Expand the University's cybersecurity program to include best practices and standards, such the procurement and implementation of an enterprise Identity and Access Management system (IAM); foster a culture of security awareness and communication among all university units to improve compliance with governmental and industrial regulations for information management and security.
- Work with the other areas of the University to develop detailed business-continuity plans that includes alignment with the IT disaster recovery plan, testing of the plans to eliminate failure points and raise awareness across the campus through training and focused exercises.

- Establish benchmark metrics, to measure all University IT services that demonstrate alignment and support of University-wide goals. Compare university metrics with peer and aspirational universities. Continue to report on and refine these metrics and use them as an integral part of IT planning for current and future activity.
- Expand university IT support through coordination, consolidation, shared services and, when warranted, centralization to better enable the growing and diverse campus community to engage in learning and discovery, by strengthening support with industry best practices and standards through services agreements, advancing our state- of-the-art service management systems, empowering end users by providing anywhere/anytime support through various means.
- Achieve and maintain a robust, redundant network infrastructure on a regular refresh cycle that includes 100 percent campus coverage of wireless access through a fully converged network for voice, video and a data traffic, and is responsive to meeting research needs of the University.
- Ensure all online content and functionality is accessible or has processes in place to provide accommodations.
- Manage prudent and transparent use of the Student Technology Fee funds to provide quality IT services to all students.
- Advance Quantum Computing by providing resources to faculty and students.
- Make AI tools available for research administration.

DESERT RESEARCH INSTITUTE

DRI is unique among NSHE institutions in that it is not degree granting but serves as an integral component of NSHE's advanced training and research portfolio. This section follows the NSHE-specified format for DRI that does not include academic programs or student services, but rather, sections for educational initiatives and research initiatives in addition to strategic objectives.

DRI's research activity and achievements support NSHE's goals in several ways. Most relevant is NSHE Goal 5, research. The heart of DRI's mission accomplishes the Board of Regents' goal to "(c)o-develop solutions to the critical issues facing 21st century Nevada and raise the overall research profile." DRI's research efforts work to solve problems that federal, state, local, private-industry and philanthropic organizations identify. DRI's research efforts also feed back into additional NSHE goals, including goal 1, access, by providing post-secondary graduate assistant and post-doctoral fellowship opportunities. It also supports goal 4, workforce, by providing career opportunities for graduate students and professionals in STEM fields.

Strategic Objectives

As an entrepreneurial research institute, DRI faculty develop innovative research concepts and secure external funding from federal, state, local, and private funding partners and sponsors to support their research. Given the scientist-driven nature of the organization, DRI's strategy is framed around bolstering the science-support enterprise and creating opportunities to advance critical research for Nevada's future.

DRI's approved 2020-2025 strategic plan includes three strategic priorities:

- Optimize performance
- Elevate awareness
- Cultivate engagement

DRI's core strategic directions are outlined below and are linked to the priorities that they support:

- Strengthen Partnerships with State and Federal Research Agencies
    - *Desired Outcome:* Secure reliable funding from current federal research sponsors and identify new opportunities.
    - *Strategic Priority Supported: Optimize performance.*

- Increase Corporate & Public Partnerships
    - *Desired Outcome:* Establish new partnerships with industry.
    - *Strategic Priorities Supported: Optimize performance, elevate awareness.*

- Grow opportunities for commercialization of DRI intellectual property
    - *Desired Outcome: Build on successes to streamline identification, support, commercialization, and downstream value capture of DRI research innovations with market or societal impact potential.*

- *Strategic Priorities Supported: Optimize performance, elevate awareness.*

- Expand Individual and Foundation Philanthropic Efforts
  - *Desired Outcome:* Increase research funding from private foundations and individual donors.
  - *Strategic Priorities Supported: Optimize performance, elevate awareness.*

- Enhance NSHE Collaborations
  - *Desired Outcome:* Form equitable and mutually-beneficial partnerships with other NSHE institutions, enhance state support for collaborative research endeavors and infrastructure, and establish a broad understanding of DRI's role within NSHE.
  - *Strategic Priorities Supported: Optimize performance.*

Additional strategic directions support the proactive engagement of the audiences critical to expanding and diversifying the DRI portfolio of resources:

- Strengthen Education Initiatives
  - *Desired Outcome:* Create synergies between DRI's research strengths in environmental science and the Institute's engagement in K-12 education activities while addressing critical Nevada education needs.
  - *Strategic Priorities Supported: Cultivate engagement.*

- Increase diversity among research faculty
  - *Desired Outcome:* Emphasize recruitment of a broad applicant pool that reflects the demographics of Nevada and the U.S.
  - *Strategic Priorities Supported: Optimize performance, elevate awareness, cultivate engagement.*

- Enhance Public Engagement
  - *Desired Outcome:* Increase community awareness of DRI and the work that DRI scientists do in Nevada and around the world and ensure that policymakers see DRI as an unbiased source of scientific information for policy making efforts.
  - *Strategic Priorities Supported: Elevate awareness, cultivate engagement.*

DRI researchers are among the top scientists in the world in their specialties, and they are defining the future trajectories of their respective scientific fields. The highly entrepreneurial nature of the Institute is what has made DRI successful since its founding nearly 65 years ago. To continue this legacy, DRI's approach to developing strategic research directions continues to be driven by research faculty. DRI's strategic plan details organizational and research priorities that guide decisions related to allocation of resources and alignment of DRI's administrative framework.

Academic Initiatives

DRI will continue to support UNR and UNLV efforts to maintain Carnegie Foundation Highest Research Activity (R1) University status. Because DRI does not grant degrees, the Carnegie charts do not rank DRI. Nonetheless, DRI plays an important role in graduate student recruitment and success within the system. More than 50 DRI research faculty are involved in teaching and advising at our fellow NSHE institutions, and in FY24, more than 40 graduate students worked in DRI laboratories and with DRI research faculty on projects throughout Nevada and around the world.

DRI has collaborative agreements with UNR and UNLV, through which DRI graduate student faculty advisors receive partial salary coverage for time spent advising graduate students. These continued partnerships recognize that 100-percent of DRI research faculty salary is supported by external grants and contracts and that universities benefit from the time and effort put forth by DRI graduate advisors, both financially and in regard to Carnegie R1 metrics.

These efforts build on the original 1959 DRI Nevada Legislative Mandate, which states that a core element of DRI's purpose is to "encourage and foster a desire in students and faculty to conduct research," "discover and develop talent for conducting research," "and promote all research within the system generally." While DRI's soft-money culture differs from that of other NSHE institutions, the priority remains to produce high-quality science and leverage a research-focused approach to help NSHE attract and train the next generation of Nevada scientists and engineers.

NSHE Collaborations

Graduate Research Programs with UNR and UNLV

DRI will continue to work collaboratively with UNR and UNLV to ensure the continuation, sustainability, and growth of high-quality research and graduate programs in order to – 1) sustain NSHE's national research competitiveness, 2) develop and sustain pathways for a skilled workforce that serves the needs of Nevada's evolving economy and growing technology and manufacturing industry sectors, and 3) help Nevada's higher education students develop the cutting-edge skills and expertise that are relevant to our nation's emerging research needs.

Undergraduate Research

DRI continues to pursue avenues for the development of new undergraduate research training opportunities through collaboration with other NSHE institutions. DRI's Research Immersion Internship is an example of a creative and successful implementation of such a Program. This internship focuses on providing students enrolled in CSN, GBC, NSU, TMCC, and WNC with a paid opportunity to participate in a 120-hour immersive research experience led by a DRI faculty mentor. In FY21 and FY22 the number of students who participated were 15 and 12, respectively, and the program was very highly reviewed by the participants. In FY23, the number grew to 20. Funding for this program was seeded by DRI in FY21 and is supported by philanthropic sources in both FY22 and FY23. DRI will continue to expand this program, find other creative ways to engage students from throughout NSHE, and identify resources to fund such efforts.

DRI will continue to work with the UNR and UNLV Offices of Undergraduate Research in welcoming students into DRI research programs. DRI will continue to encourage development opportunities for diverse students related research and will continue supporting faculty who mentor undergraduates.

DRI Education Initiatives

DRI's STEM education outreach programs serve as gateways to the Institute's educational activities, including PreK-12 STEM education, citizen science projects, and broader impacts on federal grants. The educational outreach interests of the Institute allow for impactful investments in the growth of DRI education and outreach programs.

DRI's flagship education outreach program, the STEM Education Program, supports PreK-12 educators and undergraduate students in STEM through training and delivery of curricular material so that all students can acquire the knowledge and skills needed to work, live, and contribute in our community. The STEM Education Program will continue to provide inquiry-based STEM curriculum at no cost to Nevada teachers through the program's Green Boxes, self-contained teaching kits that provide educators with unit lesson plans along with all the supplies necessary to conduct each activity. This program also supports educators and college students through hands-on training and Nevada's diverse communities through outreach and engagement activities. This program has engaged 22,283 educators, students, and community members in the 2024 programming year.

Nevada Robotics is an education outreach program at DRI focused on increasing equity and access to computer science and engineering for PreK - college students. This team of DRI educators provides ongoing professional development for educators on how to use robots and drones as teaching tools to engage students with engineering, coding, science, math, and literacy in a classroom setting. Nevada Robotics collaborates with NSHE institutions, school districts, industry and community partners to grow the future STEM workforce by providing free robots, drones, curriculum, and training to inspire students to pursue careers in STEM fields. To date, Nevada Robotics has trained over 2,500 Nevada educators reaching over 200,000 students from preschool to college.

Stemming from seed funding from the Governor's Office of Science, Innovation, and Technology, DRI has gained additional funding from the US Department of Education, the US Environmental Protection Agency, the US Department of Energy, the National Science Foundation, and the DRI Foundation to continue to grow Rural Nevada, Southern Nevada, and Northern Nevada STEM Networks to strengthen STEM educational opportunities throughout the State and region. Bringing together education, business, government, and non-profit leaders, DRI will identify gaps and scale up its STEM programs.

DRI will continue to expand partnerships with tribal communities to enhance access to the best climate planning and adaptation resources. DRI's Native Waters on Arid Lands program continues to be developed in partnership with tribal communities in the Great Basin and American Southwest. This work continues a Native Climate project that leverages connections and sustainable, trusted relationships that support information sharing between Tribal communities, Climate Hubs, Tribal Extension partners, researchers, and educators. As with its predecessor program, the goal of the Native Climate program is to increase the climate resilience of tribal agriculture and water resources on American Indian lands in the Southwest and Northern Plains regions.

Graduate Fellowships

DRI has implemented a graduate student bridge fellowship program to allow outstanding master's and Ph.D. students to focus on research rather than the logistics of maintaining funding while they complete their degrees. Up to ten fellowships annually are awarded. They cover up to one semester of graduate student support and are designed to ameliorate the difficulties of synchronizing graduate student research activities with the timing and cycles of grant funding.

Research Initiatives

The list of potential new and expanded DRI research initiatives shown below is representative, but not inclusive, of the wide range of research areas planned for addition or expansion in upcoming years. Many of these foci link, or have the potential to link, with the listed education initiatives.

Core Research Theme Improvements:

Atmospheric Research and Assessment

Building on its long-term success in ambient air quality monitoring and numerical modeling of the atmosphere and climate (e.g., fine-scale computational fluid dynamics codes, chemical transport modeling, regional weather and climate models, and fully coupled ocean-atmospheric global climate system models), DRI will continue to evaluate various air quality and climate change issues facing Nevada and the world. Given DRI's strength in source characterization and air quality modeling, DRI will also develop expertise in air pollution exposure modeling and air quality health effects research to complement those other areas of research.

The legacy of cloud physics, cloud seeding, and climate science research at DRI forms a basis for continued work in measurements and models to forecast the effects of variations in cloud and surface properties on climate forcing. This research will examine approaches ranging from cirrus cloud thinning to whitening of surfaces through enhanced snowfall during spring to brightening of urban surfaces and rooftops as various climate intervention methods to help mitigate the impacts of climate change. Leveraging its expertise in physical and social sciences, DRI will also lead integrated physical-social projects to focus on user-inspired science and stakeholders engagement on diverse issues such as urban heat, climate resilience, and climate risk assessment.

Hydrology and Water Resources Management

DRI continues robust research in basic hydrologic sciences and applied water research to better understand, utilize, and manage water resources across Nevada, the nation, and internationally. Maintianing a focus on understanding the critical issues of increasing aridity in the Southwestern US and the related impacts that on water supplies, agriculture, and wildfires, DRI will continue impactful research in hydrologic sciences. DRI will continue to demonstrate the impact of this research with an added emphasis on water policy and creating new mechanisms for stakeholders to collectively and sustainably manage water resources, a renewed focus on sustainable resource management in the Lake Tahoe Basin, and new applications of DRI's cutting-edge ice-core analysis technology.

DRI faculty will also continue to build upon their work with Google to provide and enhance open-source tools to visualize and interact with climate and remote-sensing imagery for improved water management. Through DRI's collaborative research environment and industry-driven approach, DRI researchers will continue to provide decision support tools for Nevada's water managers and others in the southwest region.

Ecosystem Sciences

DRI core ecosystem science programs investigate the mechanisms of landscape change and the impact of human activities on the environment over a wide range of spatial and temporal scales. Researchers will continue to conduct high-quality basic and applied research in the life and earth sciences particularly in the areas of Archaeology & Anthropology, Cultural Resource Management, Architectural History, Ecology, Ecohydrology, Conservation Ecology and Land Management, Microbial Sciences, Life in Extreme Environments, Biotechnology, Quaternary Paleoecology, Soil Biogeochemistry, Carbon Dynamics, Traditional Ecological Knowledge, Climate Change, Terrain Analysis, Geomorphology, and Geochronology. DRI faculty will also continue to pioneer new research methodology to study and better understand how life exists in Earth's most extreme environments. This research will be critical to helping NASA prepare future missions in its search for life beyond our planet.

Environmental Sensing

DRI will continue to advance the Institute's environmental sensing portfolio by building on expertise in remote sensing, geographic information systems (GIS), the use of unmanned aircraft systems (UAS), ground-based autonomous vehicles, and the Internet of Things (IoT). DRI will increase research capabilities in areas such as smart communities and transportation, agricultural productivity, vegetation health, terrain analysis, water quality, and measurement of aerosols and air quality.

Wildfire Science

DRI will continue to grow and lead multi-faceted wildfire science programs that integrate fire processes, the impacts of pollutant emission, air quality, forest health, post-fire hydrology, and disaster reduction related to wildland fire. Continuing initiatives include understanding the spatial scaling of wildfire, determining the effects of wildfire on carbon cycling and water balance, and the build up of wildfire fuels in Nevada's sagebrush ecosystem. The use of big data approaches to assimilate and process data into models continues to be a main tool used by DRI scientists in wildland fire research.

Mission Support Geosciences

DRI will continue to enhance support of critical energy stewardship and military operations missions. This includes assessment of terrestrial and near-surface atmospheric environments, including the impact of military operations on the environment (i.e. range sustainability), terrain analysis, hydrologic flow, and the impact of environmental conditions on military operations (e.g., mobility, counter IED). Sustainable support for such assessments will focus on funding from the Department of Energy (DOE) and the Department of Defense (DoD) in collaboration as appropriate with DOE and DoD prime contractors.

Environmental and Societal Impacts of Climate Variability and Change

In collaboration with key authorities as well as with state and federal agencies, DRI will continue to expand its research expertise on the impacts of climate variability and change on resources and

ecosystems, with primary focus on Nevada and other Western states. DRI will further its climate research, monitoring, and service efforts on resiliency and how natural systems and human society mitigate and adapt to climate variability and change.

Advanced Natural Resource Monitoring in Response to Extreme Weather/Climate Events

Through the Western Regional Climate Center, DRI will continue improving data products to help water and land managers make informed decisions related to the increasing frequency of drought and other effects of a changing climate.

Leading its academic and private-sector partners, DRI will continue developing solutions for advanced natural resource monitoring that informs environmental decision making through development of cloud-computing solutons for on-demand data processing and visualization of climate and remote sensing data.

DRI will continue its commitment to make climate and remote sensing data archives accessible to researchers, decision-makers, and the general public.

Artificial Intelligence, Machine Learning, and Analytics Solutions

DRI faculty will continue working at the forefront of new approaches to natural resource and urban infrastructure instrumentation, advanced data collection, and integrated analysis to support intelligent decision-support systems throughout Nevada and around the world.

DRI will continue to grow expertise in data analytics and high-performance computing as data continues to drive research including in the earth and environmental sciences. Combining advances in instrumentation and multi-modal sensing with novel applications of AI and machine learning, DRI researchers will develop value from data that will be used in a range of scientific studies.

Research Innovation to Commercialization:

The Office of the Vice President for Research (VPR) guides innovations and technologies at their early states through the processes of securing preliminary intellectual property and early evaluation of commercialization potential.

Through improving access of researchers to commercialization know-how and resources, DRI will continue to support technology transfer and commercialization efforts.

Through continued partnerships and relationships with the UNLV Office of Economic Development, the Desert Research Corporation, the Governor's Office of Economic Development, small businesses in the Reno and Las Vegas community, and other resources, DRI will continue to provide researchers with training on best commercialization practices, support in pursuit of intellectual property rights, and guidance on commercialization of DRI-developed technologies.

NEVADA STATE COLLEGE

Strategic Objectives

Nevada State University (NSU) is dedicated to providing high-quality educational opportunities through baccalaureate and targeted Masters programs that open the door to career success and an enhanced quality of life for a promising population of students, including many from first-generation and historically under-served backgrounds. To this end, NSU emphasizes superb instruction, excellent academic programs, exemplary student support, and innovation as a means to more efficient, effective outcomes in all corners of the campus. Ultimately, the college aspires to promote the educational, social, cultural, economic, and civic well-being of both the citizens and State of Nevada.

The college strives to fulfill its mission by maximizing the quality and accessibility of a baccalaureate and Masters education. To address the former, NSU offers a learning experience characterized by personal attention, advanced technology, and exceptional teaching practices. To address the latter, NSU strives to maintain a comparatively low cost of education while meeting the diverse needs of our student population through student-centered degree pathways, robust academic support, and engaging student life opportunities.

The following strategic objectives guide the pursuit and implementation of mission-specific goals for 2025-2027:

1. Continue to increase student retention, degree completion, and overall academic success, particularly among new majority students, with a focus on the entire student journey from first contact to graduation, and through an effort to improve comprehensive academic resources, first-year experience and summer bridge initiatives, academic and financial support programs, peer support initiatives, and overall student quality of life.

2. Expand the enrollment of students from targeted populations through strategic recruitment and marketing, the development of high-demand academic programs, and enhanced relationships with relevant educational partners, including high schools and NSHE's two-year colleges.

3. Increase the activities, resources, and physical space needed to foster a more engaging student and residential life experience on campus.

4. Continue to develop and enhance academic programs that offer distinctive, high-quality learning experiences to students and facilitate long-term career success.

5. Continue to build the campus data infrastructure needed to improve our reliance on assessment and evidence to drive institutional improvement, enhancements in customer service, and innovation.

6. Expand our efforts to integrate technology into our processes to enhance quality and maximize efficiency, particularly for underlying structures that support student success (e.g., degree pathways, E-Alerts) and institutional business processes.

7. Continue to develop innovative partnerships between academic and student affairs that facilitate student-centered practices and provide students with the integrated, structured support needed to achieve their goals and meet our expectations.

8. Introduce dependable and data-driven degree pathways – supported by course schedules that are Accessible, Reliable, and Predictable - that help facilitate the timely progression of students from the first day of enrollment – including that which occurs at community colleges – to the attainment of a degree at NSU.

9. In accordance with our statewide mission, establish strong partnerships and articulation agreements with incentives for students who have earned an associate's degree.

10. Help ensure that all students are able to earn a high-quality degree from Nevada State by providing robust financial literacy support and maintaining overall institutional affordability through administrative efficiency, a low overall cost of attendance, and strategic financial aid offerings (including grants and scholarships).

11. Expand extramural funding (e.g., grants, donor contributions) to support relevant institutional goals, including the overall success of our student population, the reversal of equity gaps, the development and improvement of degree programs, and the facilitation of greater experiential/research opportunities.

12. Prepare students to serve and lead Nevada's workforce by fostering essential knowledge and skills through exemplary instructional practices, cutting-edge technology, comprehensive career services support, research or project-based curricula, and enhanced faculty and staff development initiatives.

13. Create and strengthen partnerships that provide a synergistic and interdependent relationship with the Southern Nevada community, particularly in the creation of a workforce-centered internship program and the development of public-private ventures that leverage the usage of our land.

14. Foster, model and disseminate institutional best practices that contribute to a broader understanding of teaching excellence and student success in higher education, particularly in support of a student population that is largely reflective of the new majority in higher education.

15. Enhance our Hispanic Serving Institution status (HSI) by cultivating the learning experiences, support structures, and resources to promote student success.

16. Develop self-sustaining workforce development and continuing education programs that meet critical community and industry needs.

Academic Programs

Beginning from a commitment to our mission and core values, and guided by data on career prospects, educational market saturation, and student interest, NSC has prioritized the introduction of the following new academic programs and initiatives over the next four years. A commitment to the quality and health of existing programs, in accordance with projected resources, as well as strategic planning for the future of the institution strongly influenced the selection of new programs and initiatives.

Table 4 Academic Programs

Unit	New or Expanding Academic Program	Brief Description	Year of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Nursing	Nutrition BS	Study of the impact of nutrition and food on health and disease	Fall 2026	3 faculty, 1 clinic coordinator, 1 lab coordinator (~$450K/yr)	Potential City of Las Vegas partnership
Nursing	Kinesiology BS	Scientific study of human movement, performance and health	Fall 2026	3 faculty, 1 clinic coordinator, 1 sim lab technician (~$450K/yr)	Potential City of Las Vegas partnership

Student Service Programs

During the next four years (2023-2027), Nevada State College will expand upon and/or introduce the following student service initiatives.

Table 5 Student Service Programs

New or Expanding Student Service Program	Brief Description	Year of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Dual Credit Program	Continue to improve quality of dual credit program with strengthened high school partnerships, sustainability increased enrollments, and structural and curricular improvements.	2023-2025	$175,000	None
Degree Pathways & Course Scheduling	Improve accessibility, reliability, and predictability of degree pathways through the data-driven development of degree maps and well-aligned long-term course schedules, as well as the assignment of personnel and the integration of a software platform that facilitate the effort.	2023-2024	$150,000	None, with the exception of possible grant support

Expanded Student Life & Residential Experience	Dramatically increase the scope of student life experiences at NSC while maintaining a commitment to personal development and academic integration.	2023-2027	Operating costs of approximately $50,000	Options are being explored with College Advancement
Improve Transfer Programs & Enrollment	Establish new transfer initiatives – including dual admissions programs and NSC courses taught on community college campuses – and enhance advising presence at transfer institutions to increase enrollment numbers.	2023-2026	Coordinator of Southern Nevada Programs and Transfer Advisor $95,000 + fringe	Enhancement funds will provide initial support
Comprehensive Advising & Mentorship	Implement comprehensive 4-year student advising that eschews our 0-60 credit advising model and provides students with professional advising at the Academic Advising Center from 0 credits to degree completion. Complement this effort with faculty mentorship that also runs from the freshman year to graduation. Strengthen advising/faculty relations and develop reliable degree pathways to align with Provost Scorpion Path. Expense covers three new advisors and Assistant Director.	2023	Three new advisors $47,452 + fringe per advisor; assistant director of advising at $58,000 + fringe	Student Fees
Enhanced New Student Transfer Orientation	Develop a transfer-focused orientation to complement our recently overhauled new freshman student orientation, with a particular focus on the providing resources, information, and community-building that will facilitate the success of transfer students.	2023-2025	$15,000	Orientation Fee
Increased Success of African American Students	Implement initiatives designed to promote enhanced learning and graduation rates of African American students, including the Sankofa program, an HBCU exchange program for students and faculty, and F.A.M.E. (Facilitating African American Male Excellence).	2023-2027	$70,000 for programming/operations	Rogers Foundation (partial support)
Outcomes Assessment & Core Curriculum Support	Strengthen outcomes assessment process, improve implementation of recommendations, and work with faculty/deans to establish greater quality and consistency in the core curriculum.	2023-2027	Hire Director of Assessment $78,000 + fringe	None
Increased utilization of academic support	Increase utilization of academic support in advising, the Writing Center, and the Academic Success Center, particularly in the freshman year; expand virtual and on-demand academic assistance opportunities.	2023-2027	Academic Success Coach $48,000 + fringe	Student Fees
Expand weekend and evening hours for Library Services	Expand Library hours to respond to student feedback and align services with expanded programming in Student Life	2023-2024	Library Specialist $48K + fringe	None

Expanded Student Wellness Support	Expand health and wellness services for all students.	2023-2025	Hire a Director of Student Wellness $65,000 + fringe	None
First-Year Experience	Continue to develop an engaging first-year experience that promotes student retention and long-term academic success; expense covers three additional FYE lecturers and a director or faculty lead.	2023-2025	Three lecturers $42,000 + fringe per lecturer Director or faculty lead $9,000-$60000 + fringe	None
Enhanced Data-Driven Decision-Making	Improve capacity to collect, analyze, and effectively report data; expand staffing to enhance IR Director's ability to contribute to strategic enrollment management.	2023-2025	IR Reporting Analyst $55k + fringe	None
International Program Development	Develop capacity to implement and maintain international programs; expense covers registrar staff with specialization in this area.	2024-2026	$48,000 + fringe	None
STEM Teachers	Secure funding and develop programming to increase STEM teachers in Nevada.	2024	$200,000	Federal grant funding (Noyce, NSF)
College Archives Program	Develop a plan for a university library to manage collections connected to community history and institutional memory.	2023-2024	College Archivist $65K + fringe	None
Career Services Center	Support career services center to engage students in more community opportunities and internships.	2023-2025	Employer Relations Coordinator $55,000	None
Teacher Academies	Expand Teacher Academies in the High School through dual credit offerings to address Nevada's teacher shortage and create a pipeline for high performing secondary students to enroll in NSC's School of Education and enter teaching careers.	2023-2025	$80,000 The recent award of 2nd HSI grant provides precious additional resources to support the BOLD expansion of our TAPP initiative. The SOE is in pursuit of a 3rd HSI grant. The goal is continued expansion of Teacher Academies to address the severe teacher workforce shortage.	
Daycare	Expand child-care options for students and faculty. Increase community partnerships that provide affordable childcare options. Add a permanent space on campus with dedicated childcare.	2023-2025	$300-600,000* The Glenn and Ande Christenson Building.	There continues to be a great "giving" opportunity for a private donor(s); securing private funds would be a tremendous boost.
Post-Graduate Student Success	Structure courses and curricula to imbue students with functional and marketable skills that promote opportunities for career, graduate school, and personal success.	2025-2026	$48,000 (Summer Institute for faculty)	Private funding

*** Requested funding is not final and awaits further review**

COLLEGE OF SOUTHERN NEVADA

CSN Mission Statement

The College of Southern Nevada empowers our students and communities to achieve, succeed, and prosper.

CSN Vision

The College of Southern Nevada is recognized as a leader among community colleges in fostering student success, shared governance, and performance excellence.

CSN Values

I-LEAD

- **Integrity**: We place fairness, honesty, transparency, and trust at the center of all decisions, policies, and operations.
- **Lifelong Learning**: We foster curious minds, continuous learning, and a broad-based education to enhance creative thinking, problem solving, innovation, and principled leadership.
- **Excellence**: We achieve and surpass our goals through continuous performance improvement and commitment to — and quality in — teaching, learning, scholarship, service, and administration.
- **Academic Freedom**: We embrace freedom of thought and speech in support of teaching, learning, communication, shared governance, and responsible civic engagement.
- **Diversity**: We value the integration of different backgrounds and perspectives among students, faculty, staff, and community members as a way to collaborate and promote creativity, innovation, and growth.

Strategic Objectives

CSN is currently preparing to create a new strategic plan for 2025-2029. Due to the current transition in the CSN presidency, CSN will launch the development of the new plan in Summer 2025. Until then, CSN's 2019-2024 strategic plan will continue to serve as the guiding document for the college's strategic goals and objectives.

1. Student Success

Provide the best environment, programs, and support services to meet students' personal, work, and educational needs and expectations. Close the achievement gap among underserved student

populations. Improve completions and student success rates and increase the number of individuals with a post-secondary credential.

Objectives:

1.1 Improve graduation and transfer rates year-over-year.

1.2 Implement and enhance Connection, Entry, Progress and Completion (First Year Experience) model for student services and the collegiate experience, ensuring that students connect to the College and to pathways for completion.

1.3 Increase the percentage of students with a degree plan year-over-year.

1.4 Increase the number of students taking a full-time course load in the fall and spring semesters.

1.5 Increase the number of students who utilize the support services that result in student retention, persistence, and completion.

1.6 Ensure students achieve Institutional Learning Outcomes (ILOs) to promote lifelong learning.

2. Engagement

Provide an inclusive and diverse environment that fosters lasting connection, shared investment, pride and goodwill. Communicate, connect with and support students to increase new student enrollments, student engagement, and satisfaction with CSN's family, culture, programs, and services.

Objectives:

2.1 Improve outreach to cultivate community relationships.

2.2 Increase the number of participants engaging in preparation activities for college.

2.3 Promote CSN shared identity and pride.

2.4 Create a culture in which CSN values diversity, inclusion and respect for others in every College service, event, and operation.

2.5 Improve service experience for students.

3. Performance and Quality

Engage in best performance excellence practices that lead to the deployment of our values,

accomplishment of our mission, and realization of our vision. Review and improve academic and work processes, ensure two-way communication and collaboration across campuses and promote institutional innovation. Research critical real-world problems and seek solutions and stewardship to ensure performance excellence and the increase of quality and value to CSN stakeholders.

Objectives:

3.1 Embed continuous improvement and innovation into all aspects of the College.

3.2 Pursue specialized accreditations.

3.3 Recruit, hire, and retain diverse qualified employees.

3.4 Enhance professional development opportunities for employee growth and enrichment.

3.5 Improve shared governance and coordination.

3.6 Develop opportunities for faculty and students to engage in undergraduate research.

3.7 Evaluate degree and certificate programs and services.

4. Workforce and Community

Collaboratively address the challenges of the workforce and industry education needs of Nevada populations. Address critical issues facing 21st century Nevada. Consider environmental, social, and fiscal impact of every decision to use resources ethically, effectively and sustainably.

Objectives:

4.1 Promote transparency of strategic goals through published institutional data and analytic results.

4.2 Improve fiscal responsibility, sustainability and resource allocation to assure mission alignment.

4.3 Diversify institutional revenue streams.

4.4 Reduce energy consumption.

4.5 Ensure alignment with the workforce and economic development ecosystem to meet employment demand and skill gaps.

Academic Programs

Table 6 Academic Programs

Unit	New or Expanding Academic Program	Brief Description	Year of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
School of Advanced & Applied Technologies	Engineering Tech - Avionics Associate of Applied Science (AAS)	Prepares individuals to apply technical knowledge and skills to repair, service, and maintain all types of aircraft operating, control, and electronic systems. Includes instruction in flight instrumentation, aircraft communications and homing systems, radar and other sensory systems, navigation aids, and specialized systems for various types of civilian and military aircraft. This program addresses a direct industry need not currently available at any other NSHE institution.	Fall 2028	Almost all coursework to present this program currently exists in the CSN catalog. ET, AV, and other current courses will be employed. Estimated that two courses in aircraft instrumentation may need to be developed with purchase of trainer/simulators. Current classroom facilities and equipment will suffice for most of this program.	None

School of Advanced & Applied Technologies	Construction Management: Building Inspection – Associate of Applied Science (AAS)	Prepares individuals to apply industrial, labor, and governmental standards and laws to the oversight of construction projects and the maintenance of completed buildings and other structures. Includes instruction in construction processes and techniques, materials analysis, occupational safety and health, industry standards, building codes and specifications, blueprint interpretation, testing equipment and procedures, communication skills, accident investigation, and documentation. This program addresses a direct industry need currently under discussion within NSHE.	Fall 2026	Negligible. Almost all coursework to present this program currently exists in the CSN catalog. CONS, BI, and other current courses will be employed. Current classroom facilities and equipment will suffice for this program	None
School of Advanced & Applied Technologies	Computing & Information Technology: Network System Administration – Bachelor of Applied Science (BAS)	This program's course of study provides students with education and skills required by today's information technology industry. Instruction includes courses on Modern Systems Administration including edge devices, endpoints, on-premise and multi-vendor cloud systems. It provides students with a wide array of training in various areas related to modern systems administration. Completion of this program prepares students for successful completion of a number of industry certification exams such as CompTIA A+, Network+, and multiple Microsoft, AWS, and Red Hat Certifications. Instruction takes place through hands-on instruction in these technologies.	Fall 2026	Implementation of this degree would require the addition of one faculty member. Current facilities and equipment will suffice for this program. ($100,000)	None

School of Advanced & Applied Technologies	Computing & Information Technology: Cyber Security/Information Security Bachelor of Applied Science (BAS)	This program provides students with the skills necessary to investigate digital crime, work with compliance, and understand the legal ramifications of digital crimes. Students who complete this program will be able to collect evidence from an incident using digital forensics techniques. Students will be able to create incident reports, conduct a risk assessment, analyze digital data for possible threats, and understand how to govern and mitigate risk	Fall 2026	Implementation of this degree would require the addition of one faculty member. Current facilities and equipment will suffice for this program. ($100,000)	None
School of Advanced & Applied Technologies	Computing & Information Technology: Cybersecurity Associate of Science (AS)	The proposed program will transfer to the UNLV Bachelor of Science in Cybersecurity. This program provides students with the skills necessary to investigate digital crime, work with compliance, and understand the legal ramifications of digital crimes. Students who complete this program will be able to collect evidence from an incident using digital forensics techniques. Students will be able to create incident reports, conduct a risk assessment, analyze digital data for possible threats, and understand how to govern and mitigate risk.	Fall 2026	1-2 new faculty positions. If funding is not available for full-time positions, additional adjunct faculty will be needed. ($200,000)	None

School of Advanced & Applied Technologies	Computing & Information Technology: Artificial Intelligence and Machine Learning Associate of Applied Science (AAS)	The proposed program focuses on building machine learning models that can be used for predicting, making decisions, and enhancing human capabilities. The program prepares students for entry- level positions in a variety of fields using artificial intelligence, including information technology, automotive, healthcare, aerospace, industrial, and manufacturing industries.	Fall 2026	Current facilities and equipment will suffice for this program.	None
School of Business, Hospitality & Public Services	Financial Fraud, Investigation and Forensics – Bachelor of Applied Science (BAS)	The BAS in Forensic Accounting is designed to provide graduates with the requisite skills to review accounting documents and systems for errors, misrepresentations, and to reconstruct audit trails where systems have failed or have been tampered. The program will work hand-in-glove with information security professionals to detect and repair financial systems. This program will utilize and build on the existing Accounting AAS degree	Fall 2025	Addition of two full time faculty members. ($200,000)	None
School of Health Sciences	Public Health – Associate of Science (AS)	The AS in Public Health is an interdisciplinary field of study focused on enhancing the physical and mental health and social needs of individuals and communities. A Health and Human Services Management professional helps their clients and community achieve self-sufficiency and a higher quality of life in multiclass, multiethnic, and multicultural environments.	Fall 2027	This program will need three additional instructors with specialized credentials in health and human services managemen t. Classroom space will be needed on all three main campuses. ($300,000)	None

School of Advanced & Applied Technologies	Logistics Management – Associate of Applied Science (AAS)	The Associate of Applied Science, Logistics Management will provide the student with a foundational degree in the field of logistics management. The program is designed to prepare a student to obtain an entry level career managing various element of logistics operations. The degree included a foundation in logistics principals, warehouse operations, supply chain management and leadership. Successful completion of this degree will contribute the first 60 credits towards the Bachelor of Applied Science in Project Management with a Logistics Emphasis	Fall 2028	One new full time faculty member. Current equipment and facilities are sufficient to establish this program. ($100,000)	None
School of Advanced & Applied Technologies	Graphic Communication—Associate of Arts (AA)	Prepares students for careers in design and creative visual media fields employing design theory and artistic techniques to effectively communicate to business and consumer audiences. Focuses on design theory, technology applications, and multimedia development. Emphasizes hands-on design practice, integrating the building of formal and technical skills with critical analysis, theory, and research. Students will learn the professional skills and competencies necessary to compete in the global marketplace for graphic arts, media, and visual design. This program is intended as a transfer degree for entry into the universities' Bachelor of Science degree in Graphic Design and Media.	Fall 2028	All coursework to present this program currently exists in the CSN catalog. GRC, PHO, and VID courses may be employed. Current studio facilities and equipment will suffice for this program. No additional faculty position is required.	None

School of Advanced & Applied Technologies	Aviation Dispatch—Associate of Applied Science (AAS)	This program prepares students interested in airline flight operations management for Aircraft Dispatcher certification testing. Licensed dispatchers are employed by airlines to manage the ground based tasks vital to a successful airline flight, including pre-flight planning and preparation, and weather variations, traffic delays and other information necessary to the crew and other staff. The FAA awards this certificate to graduates of approved programs after successful completion of a written examination and practical test.	Fall 2028	All coursework to present this program currently exists in the CSN catalog. AV, MT, and ET courses may be employed. Current laboratory facilities and equipment will suffice for this program. No additional faculty position is required.	None

Student Service Programs

Table 7 Student Service Programs

New or Expanding Student Service Program	Brief Description	Year of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Advisor/student ratio to 350:1	Current CSN advisor/student ratio at 552:1. Need 30 new advisors.	2025 - 2027	$1.8 million ($60K x 30)	Legislative funding request
Counseling and Psychological Services	Enhance and expand mental health and related services capacity through the development & implementation of a formalized Student Services Community-based Partnership Network.	2025 - 2027	$190,000	Legislative funding request
Year-Round Comprehensive Enrollment, Retention, Service Utilization, and Degree Completion Campaigns	Strategic Enrollment Management campaigns via Motimatic—a "motivational science" company that leverages power of social media to move students to take action.	Launch 2025, but continue annually	$265,000 (annual subscription with Motimatic company)	Self-sustaining
College-wide Mentoring	Increase support for college-wide mentoring via implementation of mentoring platform (Mentor & Match Application) and centralization of mentoring program support and resources.	2024 Pilot Year	$16,600 (annual subscription for Mentor & Match phone app)	None

First-Year Experience	Improved student orientation experiences and overall student engagement via implementation of MyCoach App (activities calendaring, student "to do" lists, deadline reminders, and micro-lessons for increased academic and social integration to college)	2024 Pilot Year	$2,500	None
Increase Federal Work Study (FWS) Employment Opportunities	Leverage supplemental FWS request ($250,000 for AY 2024 – 25) to offer 18,000 hours of FWS employment opportunities for students in "community service" jobs and consider expansion of FWS opportunities for summer.	2024 - 2025	None	None
Recruitment and Admissions	Identify Southern Nevada Residents with "some college, but no degree" and target them as priority new market.	2024 - 2025	TBD	None

GREAT BASIN COLLEGE

Strategic Objectives

GBC Mission Statement

Great Basin College enriches people's lives by providing student-centered, post-secondary education to rural Nevada. Educational, cultural, and related economic needs of the multicounty service area are met through programs of university transfer, applied science and technology, business and industry partnerships, developmental education, community service, and student support services in conjunction with certificates and associate and select baccalaureate degrees.

Core Themes

- Provide Student Enrichment
- Build Bridges and Create Partnerships
- Serve Rural Nevada

GBC Vision

While maintaining the strength of its community college mission, Great Basin College will remain an economically sustainable institution through growth, by increasing enrollment, expanding its service area, offering more laddered bachelor's degrees and becoming nationally known for its innovative distance delivery systems, all leading it to be recognized as an indispensable and evolving provider of post-secondary education in rural Nevada.

The vision of programs and services identified in this plan fulfill GBC mission and core themes. Importantly, they address the educational and training needs of rural Nevada and fulfill the NSHE agenda of creating a more educated public and skilled workforce. GBC is exceptionally well positioned to meet current and future challenges facing higher education and the changing workforce. We will capitalize on our distinctive strengths and the substantial gains established over the past decade, through the following goals:

Academic Affairs

- Identify and promote high-impact teaching and advising practices.
- Develop a stronger commitment to Diversity, Equity, and Inclusion.
    - Foster inclusive campus climate
    - Recruit and retain a diverse student body and a diverse workforce
    - Eliminate student achievement gaps
- Promote faculty development opportunities that will create conditions where GBC faculty have the content and practice readiness to serve both current and future needs of students.
- Evaluate the impact of GBC's enrollment growth on our academic programs through data-driven analysis.
- Repurpose the Prior Learning Assessment process to meet changing employer needs.
- Establish effective and flexible learning environments.

- Align outcomes assessment and data analysis at the course, programmatic and institutional level.
- Create faculty exchanges with local Nevada rural high schools to better align curriculum and create seamless transitions from high school to college.
  - Expand distance education opportunities.
  - Expand and enhance online degree program offerings and courses at GBC
  - Expand the branding of online programs and courses that support our reputation of excellence in online education.
  - Enhance and expand support for GBC faculty regarding the use of technology and distance education teaching.

Student Affairs

- Expansion of our Dual Enrollment program through recruiting new school district partners and expanding those relationships with existing school districts and home school associations.
- Increase student satisfaction and engagement across all student services and academic affairs.
- Increase student success, retention, persistence, and completion.
- Modify instruction and student services policies to a level that they are current, accessible, relevant, and regularly assessed.
- Expand our capacity within critical areas of Student Services.

Academic Programs

Over the last decade, GBC's Academic Master Plans highlighted the need for expansion of existing programs, particularly of technical programs. Since then, in 2023, GBC underwent a curricular review process which highlighted the need to revise, expand and eliminate programs in addition to improving our focus on current academic programming outcomes rather than the development of new programs that may not be sustainable. GBC will continue to build on opportunities that enhance/expand existing programs.

NOTE: Planning identified below supports GBCs Mission, Vision, and Core Themes.

Table 8 Academic Programs

Unit	New or Expanding Academic Program	Brief Description	Year of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Career & Technical Education	Associate Degree in Mining Engineering	This will be offered as a hybrid associate degree in mining engineering, in collaboration with UNR through the Mining Center of Excellence. Most of the courses will transfer to UNR. The idea is to attract more people into the mining industry (and UNR for extra study) so the student can work and study.	Fall 2026	$125,000	The mining industry
Career & Technical Education	Associate Degree in Metallurgy	This will be offered as a hybrid associate degree in metallurgy, in collaboration with UNR through the Mining Center of Excellence. Most of the courses will transfer to UNR. The idea is to attract more people into the mining industry (and UNR for extra study) so the student can work and study.	Fall 2026	$125,000	The mining industry
Business & Computer Technologies	AAS degree in Data Science and Analytics	This would be offered as an online skills certificate building to an AAS degree. This collaborative degree between the math and computer technology departments would prepare students for entry level work in data analysis to gain knowledge and insights to make informed business process decisions.	Fall 2026	$150,000	Grant application and industry support.

Health Science & Human Services	BAS in Health Care Administration	Prepares those working in health care fields to obtain a degree with will prepare them for a management or leadership role in health care administration.	Fall 2025	$75,000 Faculty Salary, Part-time instructions cost at $10,000	Funding will be further explored over the next year
Health Sciences & Human Services	BS Social Work	This will be a fully online degree program. We currently have a 3+1 program at UNR. We are adding this option for our place bound students to complete the degree online and do clinical placement in the communities in which they live.	Fall 2026	Part-time instructions cost at $10,000	Part-time GBC fund
Arts & Sciences	BA Child Behavioral Health	This will be an online degree program with the collaboration of Human Services and the Education Department. Practicum placements would be completed in the communities the student resides in.	Fall 2026	Part-time instructors	Seeking grant opportunities for funding.
Career & Technical Education	BAS Engineering Technology	Having 5 strong AAS degrees in high demand technical fields has warranted an avenue for graduates to pursue a technical level engineering degree.	Fall 2026	Faculty, operating and equipment expenses of $182,000/ year	Grant funding will be sought to support program expenses.

Student Service Programs

Table 9 Student Service Programs

New or Expanding Student Service Program	Brief Description	Year of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
First Year Freshman Seminar Student Success Program	The First Year Freshman Seminar Student Success Program is designed to support new students in their transition to GBC by equipping them with essential academic skills, resources, and personal development tools. The program fosters engagement, enhances retention, and promotes a sense of belonging through a curriculum that focuses on time management, study strategies, career exploration, and campus involvement. By providing a structured, supportive environment, the seminar aims to improve student success and persistence, setting a strong foundation for their academic journey.	Fall 2025	Part-time instructions cost at $10,000	Student Success Fee

TRUCKEE MEADOWS COMMUNITY COLLEGE

Strategic Objectives

Create a future you will love with accessible, innovative educational opportunities at TMCC. Together we can make it happen.

Vision

TMCC is a leader in innovative education, meeting student and community needs.

The values upon which Truckee Meadows Community College bases its mission and vision statements are the principles, standards and qualities the College considers worthwhile and desirable.

Truckee Meadows Community College is committed to:

- Student access and success
- Excellence in teaching and learning
- Evidence of student progress through assessment of student outcomes
- Nurturing a climate of innovative and creative thought
- Collaborative decision making
- Community development through partnerships and services
- Ethical practices and integrity
- Respect, compassion, and equality for all persons
- Embracing diversity and inclusion
- Responsible and sustainable use of resources
- Fostering attitudes that exemplify responsible participation in a democratic society
- A healthy environment and a healthy college community

Goals and Objectives

Access - Increase TMCC's enrollment to keep pace with our community's growth and diversity.

- Objective 1: Serve as an open-access institution
- Objective 2: Cultivate a welcoming, safe, and inclusive environment. Student Success - Increase student success metrics to those of our aspirational peers.

Success - Increase student success metrics to those of our aspirational peers

- Objective 3: Improve successful completion of students' educational goals.
- Objective 4: Foster student learning and preparation with high-quality instruction.
- Objective 5: Provide student support services that correlate with student success.

Close the Achievement Gap

- Objective 6: Close achievement gaps across underserved student populations.

Workforce - Proactively cultivate public-private partnerships to strengthen economic growth and diversification and build a competitive, highly-skilled workforce.

- Objective 7: Develop innovative programs that respond to the dynamic needs of industry and the community.

Research - Enhance research as a tool for teaching and learning.

- Objective 8: Promote student learning through undergraduate research and experiential learning.
- Objective 9: Encourage research-based practices in teaching. Stewardship of Resources - Ensure ongoing stewardship of resources.

Stewardship of Resources - Ensure ongoing stewardship of resources.

- Objective 10: Optimize state-funded revenue.
- Objective 11: Maximize and grow non-state-funded revenue streams.
- Objective 12: Promote environmental sustainability.

Academic Affairs

In support of the college's mission, the Academic Affairs Division "strives to cultivate educated, well-rounded, socially-responsible, and skilled members of society."

Academic Affairs is committed to:

- Excellence in teaching & learning
- Creating defined pathways to fulfilling careers
- Developing marketable professional and technical skills
- Scholarship in academic disciplines and pedagogy
- Continuous quality improvement through assessment
- A compassionate and respectful learning and working environment
- Collaborative decision making and responsible use of resources
- Nurturing a climate of innovative, creative, and critical thought

The Academic Affairs Division sets out to accomplish the following objectives as part of its strategic plan:

- Objective 1: Improve completion and persistence among part-time students.
- Objective 2: Improve Gateway (math and English) course completion.
- Objective 3: Prepare students for further education and employment in the community by offering well-planned, in-demand, and high-quality programs.
- Objective 4: Enhance student learning through ongoing faculty professional development.
- Objective 5: Recruit, develop & retain diverse faculty.
- Objective 6: Improve student success through curricular enrichment activities and academic support services.

The five disciplinary divisions within Academic Affairs - Business & Social Sciences, Liberal Arts, Technical Sciences, Life Sciences, Allied Health & Public Safety, and Math & Physical Sciences - each work towards developing programs that meet student and industry demand as well as implementing various initiatives that foster teaching and learning.

Division of Business and Social Sciences

The Division of Business and Social Sciences offers a wide range of programs designed to prepare students for success in today's workforce. The division emphasizes practical skills, academic excellence, and student support to meet industry demands and community needs. We will be introducing a new BAS degree in Applied Business Management in the Fall of 2025 which we are very excited about as it can be beneficial to all TMCC students and alumni who can pair any associate degree with this program to gain leadership and business skills needed to be a successful manager or business owner in any industry. Additionally, we will be working to develop a BAS degree in Elementary Education the following year to help meet the dire need for educators in the state of Nevada. This program will give students an additional low cost option to learn applied skills to be effective in the classroom.

Division of Liberal Arts

The Liberal Arts Division, comprising approximately 24% of the college's FTE, offers degrees and certificates in the literary, visual, and performing arts that enable students to transfer to four-year universities and gain important industry skills in areas such as Music Recording Technology, Graphic Design, and Theatre Tech. The Communications program also recently added a Skills Certificate in Business Communication that will provide students with the essential skills they need to communicate in both personal and professional environments. The division granted a total of 223 degree and certificate awards in spring 2024, and while we are still rebuilding many of our programs impacted by the pandemic, we are seeing encouraging growth trends, such as a 5% increase in FTE from fall 2023 to fall 2024 and a 13% increase in headcount for our majors in spring 2024 compared to spring 2023. Our Theatre program has been successfully restoring its numbers, exemplified by an ongoing increase in Theatre majors from 8 in Spring 2020 to 24 declared in spring 2024. Faculty have created a Skills Certificate and a Certificate of Achievement, secured internship and paid professional opportunities for students with local Theatre companies, and connected with the Entertainment Industry Union (IATSE 363)--all of which support students in gaining and succeeding in entry-level Theatre positions. We anticipate further growth as we look toward the construction of a Theater on campus in the future. The Liberal Arts division understands the need to prepare students for 21st century jobs that may not exist yet. The division gives students a competitive edge for success in further study or these positions through cross-disciplinary engagement, hands-on learning and experiences, access to state-of-the-art technology and equipment, and by emphasizing the importance of critical thinking, communication and problem-solving skills, and human connection. In the next few years, the division plans to strengthen existing programs and develop certificates or programs that will continue this mission of helping students achieve their creative potential while also securing living wage jobs.

Division of Technical Sciences

The TMCC Division of Technical Sciences continues to work with industry and community partners, and its program advisory boards, to ensure programming is meeting the needs of the local economy. A July 2024 labor market analysis of all programs in the division revealed that every training program is aligned with industries in Nevada that are growing faster than the United States as a whole, and that median salaries are higher in Reno, Nevada than the United States. The programs include degrees, certificates of achievement and skills certificates in: automotive technology, diesel technology, machining, advanced

manufacturing, welding, architecture, construction management, air conditioning and refrigeration, and apprenticeships. The division is also leading the college in terms of enrollment growth in Fall 2024 with many programs impacted. The architecture department has added a BAS of Architecture which has achieved initial accreditation candidacy with the National Architecture Accrediting Board (NAAB); once accredited it will be the only community college in the United States with an accredited Bachelor's of Architecture Degree program. The division created an Early College Dual Credit Program with ACE Charter High School which allows students to earn 42 college credits in either architecture, diesel or machining by the time they graduate from high school, plus numerous industry recognized credentials and college certificates. The advanced manufacturing department is the main provider of apprenticeship training for manufacturing operators and technicians working with Tesla, Panasonic, H & T, Sierra Nevada Corporation, New Millennium, and Vistprint. With a large number of data centers moving into the region, our AC and Refrigeration program has become impacted. The Governor's Office of Economic Development Workforce Innovation funds have helped these programs meet capacity demands and ensure our training is current through approval of $2,265,188 in funding.

Division of Life Sciences, Allied Health & Public Safety

The TMCC Division of Life Sciences, Allied Health & Public Safety (LAP) is home to the Biology and Public Health Department and a wide variety of certificate and degree programs related to health and safety. The quality education offered through these programs prepares students for transfer or for direct-entry into the workforce, and there are numerous pathways designed as stepping stones for students to start at the entry-level and stack their training and credentials to advance their education. TMCC designs these programs mindful of students who need a direct pathway to employment, but have the talent and aspirations to continue to advance their careers in the future. The TMCC LAP Division includes five bachelor's programs, the RN to BSN degree for working Nursing with an Associates degree, the BS in Dental Hygiene, the Bachelor of Applied Science (BAS) in Emergency Management & Homeland Security, the BAS in Career and Technical Education Leadership, and the BAS in Radiologic Technology for the working X-ray technician with an Associates degree. The Division offers basic ground school courses in Aviation, training in CPR/First Aid, and entry-level certifications in Phlebotomy, Sterile Processing, Certified Dietary Manager, Dental Assisting Basic Training, Emergency 911 Dispatcher, Veterinary Assisting, and Wildlife Technician. Other workforce training options include EMT Basic and EMT Advanced Skills Certificates, Certificates of Achievement in Dental Assisting or Fire Technology, a Certified Nursing Assistant (CNA) program, Advanced Certificates in MRI and CT medical imaging, and training in Wildland Firefighting. The Division works in partnership with the College of Southern Nevada to offer students in Northern Nevada pathways to an Associates degree in Surgical Technology and in Radiation Therapy Technology without needing to relocate. This helps meet local workforce needs in the most efficient way possible. The TMCC LAP Division offers a transfer AA degree in Criminal Justice and transfer AS degrees in Agricultural Science, Biology, Public Health, and Nutrition and Dietetics, which all seamlessly align to NSHE bachelors' programs. The TMCC LAP Division also offers a direct-to-workforce Paramedic program, a Fire Academy to prepare students for entry-level municipal firefighting, an AS in Nursing to become an RN, and AAS degrees in Dental Assisting, Fire Technology, Law Enforcement, Prehospital Emergency Medicine, Radiologic Technology, and Veterinary Nursing.

Division of Computer, Mathematical and Physical Sciences

The TMCC Division of Computer, Mathematical, and Physical Sciences serves students in astronomy, astronomy, chemistry, computer science, computer technology, cybersecurity, data science, engineering, environmental sciences, geology, geography, math, physics, and statistics. The enrollment is approximately 17% FTE of the college. The division has transferable associate degrees, and associate of applied science degrees, and offers skills certificates. Many courses and programs in this division prepare students to transfer to a college or university. In June 2019 the Board of Regents passed a revised College Ready Gateway Policy mandating that all students regardless of placement must be enrolled in a college-level math course with their first academic year. The math program offers three pathways to take Gateway Mathematics with corequisite support for students pursuing an AA or AS degree, eliminating multiple remedial courses for students. This change eliminates potentially three levels of remediation for many students and can significantly improve completion rates in gateway math in less time, and increase graduation rates since math is often a barrier for students when completing degrees. In Fall of 2022, the Math and Physical Sciences Division launched a new Associate of Science Degree in Data Science and now offers a stackable certificate in Data Analytics. Additionally, we brought on a Skills Certificate in Geospatial Data Management.

Academic Programs

Table 10 Academic Programs

Unit	New or Expanding Academic Program	Brief Description	Year of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Business and Social Sciences	BAS Elementary Education	Nevada has a desperate need for more educators. TMCC aims to support various state initiatives to give more students an option to go into the field of teaching with this applied elementary education degree.	Fall 2026 or Fall 2027 TBD	An additional full time faculty member and part time LOA dollars to cover all new classes. Approximately $200,000 would need to be budgeted for salary and fringe for all faculty. Additional funding for operations and marketing would be needed at an approximate cost of $5,000. Funding to set up an Education lab would be desired if possible at a one-time cost of $20,000.	There are multiple grants focused on increasing the number of educators in Nevada. Grant funding would be applied for but is not guaranteed.

Life Science Allied Health and Public Safety	Physical Therapist Assistant, AAS	Desperate workforce need in Northern Nevada, and no local education pathways	2029	$300,000 per year for one director and one faculty member, and $500,000 one-time for skills lab set-up, plus annual accreditation costs, approximately $20,000 per year	Grant funding may be possible
Life Science Allied Health and Public Safety	Occupational Therapist Assistant, AAS	Desperate workforce need in Northern Nevada, and no local education pathways	2029	$300,000 per year for one director and one faculty member, and $500,000 one-time for skills lab set-up, plus annual accreditation costs, approximately $20,000 per year	Grant funding may be possible
Life Science, Allied Health, and Public Safety	Aviation AAS- Pilot training	Desperate workforce need in Northern Nevada and nationally, and no local education pathways	2027	To launch this program will require securing hangar space (at Stead Airport) for training, hiring a program director and aviation consultant, and equipment including flight simulators and planes.	Grant funding for $7 million is pending

Student Service Programs

Table 11 Student Service Programs

New or Expanding Student Service Program	Brief Description	Year of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Autism Service Enhancement Program	Establish an autism and neurodiversity learning community comprising a summer orientation program, population specific EPY 101 section, and a support center.	2025	$800,000/biennium	N/A

Career Hub – Applied Technology Center Resource Center	Leverage Career Hub's expanded location at PATC with the goal of being the hub of student service Career resources for students, college personnel, area employers and the community. New position: combined role of Internship Coordinator and Workforce Grant Manager	2025	$75,000 plus grant program funds	Workforce grants
Counseling Center Belonging Initiative	Integrating ProjectConnect, MBTI, and group counseling for students. Increasing Mental Health First Aid for faculty and staff.	2025 (pilot 2024)	$20,000	SAMHSA grant seeking for on-going funding
Credit by Portfolio	Using OnBase Unity Forms and Workflow, create a process to evaluate credit by portfolio and automate it.	2025	$100 stipend for faculty up to 9 courses being evaluated	N/A
Disability Resource Center – organizational structure	Reorganization of the DRC based on strategic planning of the newly created Program Manager position.	2025	$80,000	Grant-seeking
Educational Partnerships Programs realignment	The Educational Partnerships Programs supports students facing barriers to education and employment attain skills necessary to sustain gainful/living-wage employment. Expand and formalize partnerships with community agencies and state agencies. Create a more standardized assessment and reporting processes. Expand staff to focus on specific populations.	2025	$200,000	SNAPET, Displaced Homemakers Grant (DETR), Perkins V, Prison Education allocation from the Legislature. Seeking grant with the Washoe County Sheriff's Office and United Way for continued funding.
Faculty Academic Advising Expansion	Increase in incorporating academic faculty in guiding and supporting students throughout their academic journey	2025	$3,000 per faculty advisor	N/A
Fostering College Success Program, Phase 2	Grand-funded program with the Walter S Johnson Foundation. Holistic mentorship and resources for students that have experienced the foster care system. Aligns with and works in conjunction with the NSHE Foster Youth Initiative.	2026	$100,000 annually	Walter S Johnson Foundation grant reapplication
Native American Student Services	New program integrated within the Equity, Inclusion, and Sustainability Office to assist Native American Students navigate college life and the NSHE Native American Fee Waiver.	2024 pilot, 2025 full launch.	$80,000	N/A

New Student Orientation Software	This program would implement a new, user-friendly student orientation software that streamlines the onboarding process for new students. The software will enhance the current welcome services by providing interactive, customizable modules that guide students through orientation, helping them better understand campus resources, academic expectations, and degree requirements. The goal is to increase student engagement from the beginning and ensure they feel supported and prepared as they transition into college life.	2026	Software Licensing and Implementation: $100,000 (includes software purchase, training, and initial setup) Annual Maintenance and Updates: Estimated $10,000 (recurring cost after initial implementation) Total Estimated Cost: $110,000 for the first year, $10,000 per year for maintenance thereafter	Unknown
TMCC Athletics Expansion	TMCC athletics program hopes to add affordable "low cost" options such as implementing eSports. We aspire to expand and provide more opportunity to Nevada student-athletes to include men's and women's basketball, volleyball or cross country.	2027	TBD	Student Fees
Wizard's Warehouse food pantry expanded services	In partnership with the Food Bank of Northern Nevada - Three visible college locations for the Wizard's Warehouse food pantry – Dandini, Meadowood, and PATC. All locations fully stocked including refrigerated foods, hygiene items, and shelved pantry foods. Each location is restocked and assessed weekly. Expansion planned for Redfield Campus.	2025	$30,000, plus $15,000 for expansion.	Partial funds for pantry items facilitated by donations to the Student Resource Committee by TMCC employees; all food items acquired through FBNN. Expansion funded via American Heart Association.

WESTERN NEVADA COLLEGE

Strategic Objectives

WNC Vision: WNC is an integral and innovative educational partner fostering equity and a life of learning in an inclusive environment for the evolving, diverse communities we serve.

WNC Values: WNC is student centered, inquiry driven, and data informed as we nurture community connections and promote an environment of equity and inclusion.

WNC Mission Statement: WNC contributes to solutions for the 21st century by providing effective educational pathways for the students and communities of Nevada.

Institutional Goals:

1. Access:
    - WNC provides access to educational pathways and opportunities.
    - WNC students make an efficient transition from preparatory to college level coursework.
    - WNC provides equitable access for students regionally and demographically.
    - WNC provides access to dual credit pathways.

2. Success:
    - WNC supports student learning, progress, and completion.
    - WNC advances student achievement of learning outcomes at course, program, and institutional levels.
    - WNC builds student engagement with education and the WNC community.

3. Close the Achievement Gap:
    - WNC identifies and closes achievement gaps across student populations by supporting achievement across demographic groups in traditional and non-traditional fields.
    - WNC sustains a learning environment that promotes equity and inclusion.

4. Workforce:
    - WNC responds to the needs of industry and provides effective pathways for students toward in-demand occupations.

5. Research:
    - WNC contributes solutions to the critical issues facing 21st century Nevada.

Academic Programs

The following table summarizes new academic programs that WNC plans to implement in the next four years.

Table 12 Academic Programs

Unit	New or Expanding Academic Program	Brief Description	Year of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
CTE	AAS/AA CTE Teacher Education	Being developed at the request of Nevada Dept of Ed to provide an entryway to degree for high school CTE teachers holding a Business & Industry license who may not have any formal education. This pathway would allow them to progress on the pay scale in districts across Nevada. It would also position them to continue their education to earn a bachelor's degree.	FY26	$60,000 initial; $100,000 annual (personnel)	Program development is being fully funded through a federal grant. Full-time salary funding will be identified internally or funded through federal and state grants.

Student Service Programs

Table 13 Student Service Programs

New or Expanding Student Service Program	Brief Description	Year of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Mental Health Access (Expansion)	WNC has always provided mental health services but with the help of the SAHMSA grant, were able to focus on student needs, identify resources, and seek additional funding to support expanded services.	FY25	$25,000-$40,000 annually (service contract, personnel)	Local, state and private grant funds.
First Year Experience Restructure	This has been a successful program but as student needs have changed post-covid, this restructure is an effort to more fully understand and respond to current student needs. This includes better engaging CTE students, discipline specific advising, and adjusting curriculum to fulfill graduation requirements.	FY25	$0	N/A – the cost is incorporated in existing positions and job responsibilities

First Generation Student Outreach & Support (Expansion)	Building on the successful Nevada First Gen Grant, WNC will expand on this foundation to provide essential financial, technology and student support services to First Gen students.	FY25	$115,000	Access Funding will be used to support First Generation Scholarships / Additional funding sources will need to be explored for technology support/ Student Support Services will be incorporated into existing positions
Concurrent Dual Enrollment Career & Educational Planning (New)	As concurrent DE processes have stabilized, focus has turned to providing more direct connection to these students to help them make a career and/or educational plan post-graduation.	FY25	$95,000 annually (personnel, resources, travel)	State and federal grants, foundation support
Career Services (Expansion)	In FY24, WNC hired two positions to support students in exploring career options and connecting with career opportunities. As well, the college renovated an existing space that will serve as a Community, Career & Employer Services Center – making connections among and between these groups on behalf of students.	FY25	$350,000 annually	State, federal and private grants, foundation support