MEMORANDUM TO: Board of Regents of the Nevada System of Higher Education

FROM: Milton D. Glick

SUBJECT: Institutional Strategic Plan of the University of Nevada, Reno, 2009-2015

The University of Nevada has served the State of Nevada for 135 years, first from Elko and then from Reno. The University of Nevada, Reno has evolved through time to become a comprehensive institution of higher education for learning, discovery, and community engagement across the full range of academic disciplines. The University has developed special emphases to reflect the important industries and social conditions of the State, e.g., adoption of the Land Grant University principles, development of the Mackay School of Mines, and growth in agriculture, medicine, health care, engineering, business, education, and journalism. Today, the challenges of Nevada include: young people’s success in school, economic and environmental opportunities with renewable energy, health care for citizens, environmental quality, and diversification of the State’s economy, in addition to support for Nevada’s traditional industries. The University continues to evolve to address these challenges with professional workforce development, new knowledge and technology, and direct community involvement, relevant for citizens of Nevada, the Nation, and the world.

While planning for the period 2009-2015, the University’s community recognizes the difficult economic realities of this period. Beginning at a time of deep economic recession with an uncertain path to recovery, the most important values and capabilities of the University will be protected so the University can emerge in a strong position to continue as cultural and economic pillars of Nevada’s progress. In the next six years, the University of Nevada, Reno will diminish a number of the programs which developed in good economic times, to assure capacities in the fundamental teaching, research, and outreach functions of a comprehensive research university. Primary values include the ability of students to obtain a quality education, the ability to discover and apply new knowledge, and the ability to share this knowledge with citizens of Nevada and the world. The University will emerge from this recession and resume growth at a rate and in directions largely determined by the entrepreneurship of its faculty in response to opportunities in the State and the Nation.
This institutional strategic plan is a requirement of the Nevada System of Higher Education. The plan has been developed in accordance with a procedure developed by the Executive Board of the Faculty Senate. After collecting large amounts of information from across the university, central administration developed a first draft. The draft was presented to all university faculty, student leadership, and administration for review. A second draft incorporating comments was reviewed by a large committee composed of students, faculty, and administrators to suggest additional changes. The third draft was shared with college advisory committees for additional input. The final draft was then submitted to the President for approval and presentation to the Board of Regents.
TABLE OF CONTENTS

Memorandum of Transmittal .................................................. 2
Table of Contents ................................................................. 4
Institutional Vision, Mission, and Goals .................................. 5

Goal 1: Serve as an accessible, comprehensive, doctoral-granting, research university with characteristics of a high-quality liberal arts university and Nevada’s land grant university, combining undergraduate and graduate education, fundamental and applied research, and engagement with Nevada’s citizens, industry, and governments.

   Goal 1A: Undergraduate Education ...................................... 6
   Goal 1B: Graduate Education .............................................. 8
   Goal 1C: Research, Scholarship, and Artistry ...................... 9
   Goal 1D: Community, Government, and Industry Engagement .... 10
   Goal 1E: State, National, and International Impact ............... 11

Goal 2: Serve Nevada’s traditional mining, agricultural, gaming, manufacturing, news, and logistics industries, and the emerging renewable energy resource industries, with professional workforce preparation, modernizing research, and involvement in innovation.

Goal 3: Prepare Nevada and Nevadans for the diversified knowledge economy ............... 13

Goal 4: Cooperate to prepare Nevada youth to participate in the world economy through education. ........................................... 15

Goal 5: Improve the physical and mental health of Nevadans ......................... 16

Goal 6: Enhance sustainable environmental quality in Nevada ..................... 17

Goal 7: Participate in Intercollegiate Athletics with success in sports competition and success in graduation and character-building of student athletes. 18

Goal 8: Build the University’s infrastructure to provide facilities, operations, and policies which enhance the productivity of students and personnel in fulfillment of the University’s missions. 19
INSTITUTIONAL VISION, MISSION, AND GOALS

Preamble: The University of Nevada, Reno was constitutionally established in 1874 as Nevada’s land grant university. In that historical role, the University has emerged as a nationally and internationally recognized, comprehensive, doctoral-granting research institution of higher education.

Vision: The University of Nevada, Reno is an internationally-respected, high quality, accessible, arts and sciences university, fully engaged with Nevada’s citizens, communities, and governments to improve economic and social progress.

Mission: The University of Nevada, Reno: a) prepares graduates to compete in a global environment through teaching and learning in high-quality undergraduate, graduate, and professional degrees in the liberal arts, sciences, and selected professions in agriculture, medicine, engineering, health care, education, journalism, and business, b) creates new knowledge through basic and applied research, scholarship, and artistry, in strategically selected fields relevant to Nevada and the wider world, c) improves economic and social development by engaging Nevada’s citizens, communities, and governments, and d) respects and seeks to reflect the gender, ethnic, cultural, and ability/disability diversity of the citizens of Nevada in its academic and support programs, and in the composition of its faculty, administration, staff, and student body.

Goals of the University of Nevada, Reno:

Goal 1: Serve as an accessible, comprehensive, doctoral-granting, research university with characteristics of a high-quality liberal arts university and Nevada’s land grant university, combining undergraduate and graduate education, fundamental and applied research, and engagement with Nevada’s citizens, industry, and governments.

Goal 2: Serve Nevada’s traditional mining, agricultural, gaming, manufacturing, news, and logistics industries, and the emerging renewable energy resource industries, with professional workforce preparation, modernizing research, and involvement in innovation.

Goal 3: Prepare Nevada and Nevadans for the diversified knowledge economy.

Goal 4: Cooperate to prepare Nevada youth to participate in the world economy through education.

Goal 5: Improve the physical and mental health of Nevadans.

Goal 6: Enhance sustainable environmental quality in Nevada.

Goal 7: Participate in Intercollegiate Athletics with success in sports competition and success in graduation and character-building of student athletes.

Goal 8: Build the University’s infrastructure to provide facilities, operations, and policies which enhance the productivity of students and personnel in fulfillment of the University’s missions.
Goal 1: Serve as an accessible, comprehensive, doctoral-granting, research university with characteristics of a high-quality liberal arts university and Nevada's land grant university, combining undergraduate and graduate education, fundamental and applied research, and engagement with Nevada's citizens, industry, and governments.

The University of Nevada, Reno has earned the designation of a “Comprehensive Doctoral, Arts and Sciences/Professions—Balanced, High Research University” by the Carnegie Foundation for the Advancement of Teaching. This means that the University provides students with opportunities for breadth and depth across disciplines, and the ability to obtain degrees and prepare for careers in the arts, humanities, natural sciences, social sciences, and applied fields of engineering, medicine, education, journalism, health practice, business, and agriculture. Discovery and creation of new knowledge through research, scholarship, and artistry is core to the mission of the university across these disciplines, and provides opportunities for students to interact with faculty actively engaged in the development of their fields. As Nevada’s Land Grant University, the University of Nevada, Reno has unique responsibilities to engage with citizens, communities, and governments, in all Nevada counties, to share the knowledge produced at the university. A strong, comprehensive university has local, state, national, and international impact as a result of educational, research, and outreach activities, bringing credit to the State of Nevada for support of a leading institution of higher education.

Goal 1A: Undergraduate Education

Purpose
The purpose of the University of Nevada, Reno in undergraduate education is to recruit, retain, and graduate an increasing number of students with high educational and career aspirations, through a broad variety of degree programs and support services.

Planning Goals for Undergraduate Education for the Period 2009-2015:

- **Comprehensive:** Offer bachelor's degrees in a broad range of the arts, humanities, natural sciences, social sciences, engineering, agriculture, health sciences, business, journalism, and education.
- **Access:** Actively recruit and provide open access to all Nevadans who are prepared for serious college study (measured by University admission standards), regardless of financial position, ethnicity, or cultural background. Increase undergraduate enrollment to 15,000 by fall, 2015 (from 13,205 in fall, 2007).
- **Graduation:** Create a “Culture of Completion” where all students are encouraged, assisted, and expected to graduate with a degree. Increase the freshman cohort 6-year graduation rate to 60 percent (from 48 percent in 2007) and reduce the average number of years to graduation to less than 4.5 years (from 4.7 years in 2007). Assist students with an access:ble information system, counseling services, advising, and other student and academic support services.
- **Student Success:** Strengthen support for student success based on strategies known to be successful with University of Nevada, Reno students, including campus engagement, advising and intervention, expansion of on-campus residential opportunities, student union activities, recreational opportunities,
integrated curricular and co-curricular experiences such as living-learning communities and leadership education, and clearly marked pathways to student success. Increase first year persistence to 85 percent (from 77 percent in fall, 2007) and second year retention to 90 percent (from 83 percent in fall, 2007).

- **Diversity:** Increase the diversity of the undergraduate student population to reflect the high school graduate profile of Nevada, which would raise the proportion of students of color to 25 percent by 2015 (from 19 percent in fall, 2007). Actively recruit freshmen of color by communicating with the TRIO programs, county School Superintendents, and community-based and faith-based organizations, and by identifying prospective students from university outreach programs of the colleges, the Latino Research Center, the Center for Student Cultural Diversity, Dean’s Future Scholars, and Cooperative Extension.

- **Financial Aid:** Develop a long-term fundraising strategy to increase financial assistance for college attendance and aggressively market the Pack Advantage financial support program for Pell-eligible students started in September, 2008 (1,552 Pell eligible students in spring, 2009).

- **High Achievers:** As a National Merit Sponsoring institution, increase the number of high-achieving freshmen who are National Merit Scholars to 75 by fall, 2015 (from 10 in fall, 2007), increase enrollment of students with composite ACT scores of 26 or higher, and provide stimulating experiences for high-achieving students through the Honors Program, Study Abroad, Undergraduate Research, Experiential and Service Learning, and support for competitive, national scholarships, e.g., Rhodes and Marshall Scholars.

- **Core Knowledge:** Offer all University of Nevada, Reno undergraduates an education which provides knowledge of, appreciation for, and experience with written and oral communication, quantitative procedures, the scientific process, ethical judgment, critical and independent thinking, problem solving, information and media literacy, and history and culture of Nevada, the United States, and the world.

- **Quality:** Assure that students experience a modern, accredited curriculum which is continually evolving as a result of assessment and innovation of content and teaching practice.

- **Experience:** Enrich undergraduate opportunities to engage in research projects, internships, practica, and service learning experiences; provide access to significant speakers, arts exhibits, and student activities; prepare students for graduate education and community service.

- **Global:** Globalize the University of Nevada, Reno experience with 20 percent of students graduating with a study abroad experience (from 11.7 percent in 2008), with 8 percent of the student body from other countries (from 4 percent in 2008), and with opportunities for faculty to experience international application of their disciplines. Secure more external funding for international programs.

- **Flexibility:** Offer courses and degree programs which respond to the opportunities of Nevada students of all ages, with scheduling and learning approaches reflecting student demand. Offer undergraduate degrees and courses in increasingly flexible formats, day and night, regular semester sessions, and winter and summer times, and face-to-face and on-line formats as demand and resources permit.

- **Faculty:** Assure that students are taught by faculty with terminal degrees (doctorate or highest professional degree) in at least 70 percent of their credit hours (from 56 percent in 2007), and by faculty who are mentored in quality teaching practice. Assure that students are exposed to professors actively involved in their professional research, scholarship, and artistry, the hallmark of a research university education. Increase the number of tenure-track faculty and decrease the student/faculty ratio.

- **Efficiency:** Maintain degree programs which are responsive to significant student demand and which make efficient use of university resources. Regularly review undergraduate degree programs with fewer than 50 majors to assure teaching resource use efficiency.
Goal 1B: Graduate Education

Purpose
The purpose of the University of Nevada, Reno in graduate education is to recruit and graduate more students with master’s, professional, and doctoral degrees in fields of high research and scholarly productivity, and in fields requiring advanced professional preparation in a variety of specialties.

Planning Goals for Graduate Education for the Period 2009-2015:

- **Scholarly Degrees**: Offer master’s and PhD degrees in fields in which the University of Nevada, Reno achieves significant research and scholarly productivity, where students can learn and be mentored by professors actively engaged in a career of research, scholarship, and artistry.

- **Professional Degrees**: Offer graduate degree preparation for licensure for medical doctors, nurses, public health professionals, social workers, dieticians, and educational system personnel to fulfill the needs of Nevada and be consistent with the needs of the Nation and the world.

- **Access**: Actively recruit and provide open access to all Nevadans, and others, who are prepared to excel in graduate education. Increase the graduate enrollment to 4,200 by fall, 2015 (from 3,476 in fall, 2007).

- **Graduation**: Increase the percentage of doctoral students completing their degree within 7 years after the bachelor’s degree to 90 percent (from 75 percent in 2007).

- **Diversity**: Increase the diversity of the graduate student population by recruiting in Nevada, nationally, and internationally to build a student body reflective of an internationally competitive research institution.

- **Financial Aid**: Increase the number of state-funded teaching assistantships and grant-funded research assistantships. Ensure that stipend levels are competitive with peer institutions.

- **Quality**: Assure that students experience a modern, accredited curriculum, continually evolving as a result of assessment and innovation of content, teaching practice, and research. Ensure that students have opportunities to interact with emerging technologies and information resources to satisfy their curricular and research needs which will encourage their independent inquiry. Decrease reliance on 400/600-level courses and increase offerings of graduate-only courses and seminars.

- **Experience**: Provide more opportunities for laboratory and field studies, scholarly publications, seminars, and graduate student presentations at regional and national conferences.

- **Global**: Develop graduate study abroad opportunities and joint graduate degree programs with universities in other countries.

- **Flexibility**: Encourage flexibility in individual degree program design to fulfill the career interests of students while retaining appropriate content. Coordinate interdisciplinary programs to focus on student flexibility, relevance, and efficient operation. Provide access to master’s degrees with location, scheduling, and method of delivery characteristics responsive to Nevada students’ demand.

- **Faculty**: Assure that students study and practice with faculty with terminal degrees in their fields, who are actively engaged in research and scholarship. Increase the portion of graduate student credit hours taught by tenured and tenure-track faculty to 90 percent (from 77 percent in 2007) and by faculty who are mentored in quality teaching practice. Increase the number of tenure-track faculty members.
• Efficiency: Maintain degree programs which are responsive to significant student demand and which make efficient use of university resources. Regularly review master’s degree programs with fewer than 20 majors and doctoral degree programs with less than 12 majors.

Goal 1C: Research, Scholarship, and Artistry

Purposes
The purposes of the University of Nevada, Reno in research, scholarship, and artistry are to: a) contribute to the progress of the State, Nation and world in knowledge, technological advancement, and cultural and economic development, and b) educate the next generation of scholars, scientists, engineers, artists, and practitioners.

Planning Goals for Research, Scholarship, and Artistry for the Period 2009-2015:

• Priority: Grow research, scholarship, and artistry first among programs which already have achieved high levels of productivity, support, and reputation (determined by criteria relevant to each discipline), then expand to other programs prudently as resources and needs appear.

• Productivity: Increase the annual number of refereed articles in national and international journals published by University of Nevada, Reno faculty to 1,500 by 2015 (from 1,361 in 2008). Increase the annual number of books, compositions, and artistic performances and exhibitions produced by University of Nevada, Reno faculty to 75 by 2015 (from 68 in 2008).

• Faculty: Increase the research- and scholarship-active tenured and tenure-track faculty to 95 percent by 2015. Increase the portion of competitively grant-funded, tenure-track faculty to 90 percent in disciplines that provide external grant funding opportunities. Increase the number of tenure-track faculty positions to 590 by 2015 (from 548 in 2008).

• Coordination: Build cross-disciplinary research leadership teams to enhance multi-disciplinary approaches to research issues and assure maximum recognition of the university’s capabilities among granting agencies and industry partners.

• Leadership: Increase the number of faculty who are invited to serve as journal editors, grant review panelists, or temporary grant agency directors to guide the national research agenda, and increase the number of faculty selected for membership in national academies or for national lifetime career awards, or prestigious awards of professional societies in disciplines not eligible for academy membership.

• Finance: Double annual sponsored research expenditures to $150 million by 2015. Double annual federally sponsored research expenditures to $130 million by 2015. Establish a research, scholarship, and creative activities budget within the university budgetary apparatus.

• Support and Compliance: Provide a set of coordinated research support and compliance services and training through an Office of Research Services with a mission to facilitate success of university faculty in the acquisition of competitive government and industry research grants and partnerships, and to assure federal compliance with budgetary procedures, effort reporting, and the involvement of chemicals, transgenic organisms, and human and animal subjects in research. Protect discovered intellectual property appropriately when commercial value can be recognized, and market university-generated intellectual property to place it in practice.
• **Facilities:** Enhance the quantity and quality of facilities which are critical for the performance of modern, competitive research and scholarship. Establish a set of core laboratories and equipment that support research activities across disciplines and colleges; catalog specialized equipment on a website to assure efficient use of expensive and technician-supported research facilities.

• **External Partnerships:** Enhance research and development relationships with industry, agencies, and foundations to increase support for scholarship and assure that the results of scholarship are applied in practice for the economic development of Nevada. Enhance the research and public service capabilities of the University by increasing collaboration among campus faculty with both the public and private sectors.

**Goal 1D: Community, Government, and Industry Engagement**

**Purposes**
The purposes of the University of Nevada, Reno in community, government, and industry engagement are to: a) make the university an active part of community life throughout Nevada, and b) serve as a source of knowledge and services for the public.

**Planning Goals for Community, Government, and Industry Engagement for the Period 2009-2015:**

• **Comprehensive:** Continue and develop the active outreach programs in every college and in specialized outreach agencies to provide access to informal and formal learning and services for citizens of all ages, cultural backgrounds, disabilities, and locations. Examples include the University of Nevada Cooperative Extension, University Extended Studies, the Business Services Group (including the Small Business Development Center), the Center for Education and Health Services Outreach, the Nevada Center for Excellence in Disabilities, the Technology Transfer Center, the Psychological Services Center, and the University of Nevada School of Medicine and Orvis School of Nursing with clinical practice responsibilities. The University has offices in 15 of 17 Nevada counties, servicing all 17 counties, making the University of Nevada, Reno the “University in Your Town.”

• **Community:** Enhance the quantity and quality of services to the Nevada public, including people with disabilities, through health practices, youth experiential learning, and workforce preparation. Enrich the quality of life and culture in Nevada with outreach in the performing and visual arts and humanities, and the Fleischmann Planetarium. Develop long-term relationships with communities of color, e.g., the NAACP, the African American/Latino Alliance of Northern Nevada, and the Latino Education Alliance.

• **Government:** Partner with Nevada’s state and federal agencies to achieve common goals, such as the Nevada Departments of Agriculture, Energy, Education, and others.

• **Industry:** Partner with Nevada industry in applied scientific and engineering research, technology transfer of university- and university-industry-developed intellectual properties, and professional development training for workers and management.

• **Integration:** Clearly identify community, government, and industry engagement as an academic mission for faculty, alongside teaching and research. Develop performance standards, recognition for promotion and tenure, and budgeting for outreach. Establish an Outreach Council to build internal, mutual awareness of the interests and resources available to support community engagement.
• **Recognition:** Achieve recognition by the Carnegie Foundation for the Advancement of Teaching as an “Engaged University.”

• **Facilities:** Create a presence within each county from which to offer the university’s outreach programs, to be managed by either Cooperative Extension, the Small Business Development Center, Extended Studies, or the University of Nevada School of Medicine.

• **Finance:** Move all non-credit, non-Extension outreach offerings to a self-supporting financial position, including Extended Studies Professional Development courses, arts festivals, sports camps, the Fleischmann Planetarium, as well as credit offerings in summer school, and “wintermester.”

**Goal 1E: State, National, and International Impact**

**purposes**
The purposes of the University of Nevada, Reno in state, national, and international impact are to: a) be a significant contributor to solutions for global challenges, and b) bring credit to the State of Nevada as a nationally and internationally recognized university.

**Planning goals for state, national, and international impact for the period 2009-2015:**

• **Leadership:**
  o Expand the participation of University of Nevada, Reno faculty on national and international research panels, committees, professional organizations, and editorships of professional journals.
  o Expand artistic performances and exhibitions in state, national, and international venues.
  o Become known as an institution of national and international importance in at least eight fields.

• **Marketing:** Implement a substantial marketing strategy to make prospective students and faculty, funding agencies, industry partners, and Nevada citizens aware of the productivity, qualities, information and technology resources, and specialties available at the University of Nevada, Reno.

• **Global:** Participate with international visiting scholars, faculty exchanges, and cooperative programs.

• **Recognition:**
  o Increase the number of university programs which are recognized with high national rankings resulting from peer assessment of professionals in the various disciplines.
  o Retain the Carnegie designation as a “Comprehensive Doctoral, Arts and Sciences/Professions—Balanced, High Research” institution; lay groundwork for the “Very High Research” designation.
  o Prepare to move toward a U. S. News and World Report designation as a Tier II institution.
Goal 2: Serve Nevada’s traditional mining, agricultural, gaming, manufacturing, news, and logistics industries, and the emerging renewable energy resource industries, with professional workforce preparation, modernizing research, and involvement in innovation.

The University of Nevada, Reno has a long tradition of providing research and education in support of the major industries of the State. Agriculture has been served primarily by the College of Agriculture, Biotechnology and Natural Resources, the Nevada Agricultural Experiment Station, and the University of Nevada Cooperative Extension, since the founding of the university. Mining, and related geological and earth resource industries and agencies, have been served primarily by The Mackay School of Earth Sciences and Engineering (which marked its 100th year at the university in 2008). The university has developed significant expertise in seismology and engineering related to earthquakes, including the Center for Civil Engineering Earthquake Research (CCEER) (which is celebrating its 25th year of operation in 2009). The University is home to the statewide programs of the Nevada Bureau of Mines and Geology and the Nevada Seismological Laboratory. The gaming industry is served by research and education programs on digital games in the Computer Science and Engineering Department and by the Institute for the Study of Gambling and Commercial Gaming in the Department of Economics. Manufacturing, logistics, and general business are served by the College of Business (with its Business Services Group providing business and marketing planning assistance, its Nevada Bureau of Economic Research providing updates on the health of the Nevada economy, and the Center for Logistics Management), the College of Engineering (with technology development), and Extended Studies (through non-credit workforce development training to support human resource needs for industry). Relevant sciences, business, and education have expanded throughout the university, and will continue to do so, to support expanding businesses responding to Nevada’s attractive business climate.

The nation and the world are addressing climate change, sustainability, and geopolitics by considering energy needs domestically with new, clean technologies from renewable resources. Federal policy has focused research agencies and financial resources on the development, storage, and transmission of energy from renewable sources. The recently published Grand Challenges of the National Academies of Science and Engineering, along with numerous reports by science and engineering societies, agree that research and education in renewable energy is a national priority and a key element of sustainability.

Purposes
The purposes of the University of Nevada, Reno in working with industry are to: a) provide undergraduate and graduate education for students wanting to pursue careers in industry, and non-degree workforce training, b) perform basic and applied research on technical, policy, and management topics related to industry progress, and c) engage with industry to turn information and knowledge into innovation.

Planning Goals for Engagement with Nevada’s Industries for the Period 2009-2015:

- **Education**: Offer undergraduate and graduate degrees in science and engineering, business, and policy fields for students preparing for careers in industry.
• **Mining workforce development:** In collaboration with industry, develop a special capability to serve as a primary supplier of educated and trained human resources for the international mining industry.

• **Earthquake Science:** Serve as one international center for the study and monitoring of the generation of earthquakes. Serve the State and region for improved assessment, retrofit, and design for earthquake structural safety of bridges and buildings.

• **Nevada Bureau of Mines and Geology:** Serve the State of Nevada as the State Geological Survey through the Nevada Bureau of Mines and Geology (NBMG), a research and public service unit of the University of Nevada, Reno. NBMG scientists conduct research and publish reports on mineral resources, map mineral deposits, investigate earthquake and landslide hazards, examine geological issues related to storing hazardous and nuclear waste materials, and earth science education.

• **Agriculture:** Serve the agricultural industries of Nevada with relevant, applied research of the Nevada Agricultural Experiment Station and University of Nevada Cooperative Extension.

• **The Gaming Industry:** Pursue a degree program in Gaming Technology in the Department of Computer Science and Engineering, and provide gaming management assistance through the Institute for the Study of Gambling and Commercial Gaming in the Department of Economics.

• **The News Industry:** Provide a comprehensive, integrated educational platform for the preparation of news media professionals in the Donald W. Reynolds School of Journalism.

• **Logistics Management:** Maintain the role of the Center for Logistics Management and the Supply Chain Management program to play a role in business and economic development consultation.

• **Industry Partnerships:** Interact with Nevada and regional industry to identify and pursue industry-university partnerships which entail applied research and technology transfer to enhance economic and business development. The Business Services Group, including the Small Business Development Center and many other programs, the Technology Transfer Office, Extended Studies, and Cooperative Extension are university bridges between the knowledge resources of the University and the needs of the local, regional/state, national, and global industry. Partnerships between the School of the Arts and Nevada communities enhance their attractiveness to industry.

• **Renewable Energy:** Deepen the commitment to collaboration across disciplines to develop understanding of the scientific, engineering, economic, policy, and business environment for renewable energy applications. Contribute to the state of knowledge in a strategically selected number of renewable energy fields where university expertise has proven successful.

• **Specialization:** Build international prominence in geothermal, hydrogen, and solar energy.

• **Non-degree training:** Offer non-degree professional development classes in Extended Studies to build the capacity of the workforce to meet the needs of Nevada industry.

**Goal 3: Prepare Nevada and Nevadans for the diversified knowledge economy.**

Knowledge, combined with the transformative nature of information communications and technology, is the United States' primary fuel for innovation, its greatest property asset (in terms of new intellectual property), and its extraordinary future wealth potential in an increasingly competitive knowledge-based world economy. In providing an environment that stimulates and educates the next generation of the knowledge age, higher education's potential contribution to society and to the economy has never been more critical. Even more importantly, the University must welcome a primary clientele (students) that has become accustomed to a world
defined by the ready availability and abundance of information resources and communications technologies. Preparing students and industry for diversification into the knowledge economy is strategic for the State. The College of Business Administration provides education in information systems to prepare professionals in business data development, storage, and management information systems. The College of Engineering offers degrees in Computer Science and Engineering to prepare professionals in the theory, design, and application of digital computers and information-processing techniques, as well as, in the design, construction, and operation of computer systems. The addition of the Mathewson-IGT Knowledge Center, with its state-of-the-art tools for information access, management, and communication, puts the University in an excellent position to prepare students for careers in the “new knowledge economy.”

**Purposes**
The purposes of the University of Nevada, Reno in information communications and technology are to: a) allow all students and faculty to experience the tools of the knowledge economy in their learning and research, and b) prepare information technologists and computer scientists and engineers of the future.

**Planning Goals for Preparation for the Knowledge Economy for the Period 2009-2015:**

- **Education**: Continue the undergraduate and graduate degrees in information systems and computer science and engineering, and pursue the establishment of a degree in gaming technology. Migrate the curriculum of the Donald W. Reynolds School of Journalism to an integrated media approach.
- **Experience**: Provide experiences in the practice and appreciation of computer and information technologies for all University students and faculty, and outreach to school districts and citizens.
- **Teaching**: Increase adoption of innovative teaching strategies designed to improve learning, emphasizing literacy in informational, digital, and visual presentation and information research instruction. Assist students in the production of class assignments in the most appropriate media (print, on-line, audio, video) to best convey their ideas with multimedia dexterity.
- **Modern Classrooms**: Determine how best to enhance selected multi-functional “smart” classrooms across campus; use classrooms in the Knowledge Center to test creative possibilities.
- **Student Success**: Improve student success in foundation courses by incorporating exciting new learning technologies.
- **Information Resources**: Continue integration of electronic resources into traditional library collections, support archival initiatives for scholarly on-line resources, and digitize and make accessible unique local resources. Support the scholarly and creative activities of the faculty with appropriate technology-related and technology-enhanced tools, services, and infrastructure.
- **Research**: Assure that the University’s technology infrastructure (voice, video, and data) fully supports faculty research and instructional activities. Develop nationally recognized research programs in information technology and computer science and engineering. Support faculty research efforts through the enhancement of visualization and high-end computing capabilities. Provide information and support for faculty involved with the growing emphasis on electronic publication.
- **Knowledge Center**: Position the Mathewson-IGT Knowledge Center and Libraries to be accessible for students and faculty as *the preferred portal* for authoritative digital information resources.
Goal 4: Cooperate to prepare Nevada youth to participate in the world economy through education.

The future of any state and its economy lies in the capacity of its youth. The educational system of Nevada is challenged. The high school graduation rate of Nevada youth is 58 percent, which ranks 49th among states in the U. S. Graduation rates for African American and Latino youth are 49 percent and 40 percent, respectively, both ranking 34th of 38 reporting states. The chance that a Nevada 19-year-old will enter college is lower than anywhere else in the nation. For Nevada to be an economically competitive state, and to be attractive to a broader range of industry and creative talent, the state must offer an educated and skilled workforce. Moreover, there is growing recognition that educational and life successes are strongly connected to a good start in children's earliest years. The State and the nation also need well-informed and thoughtful people to fulfill the critical role of citizen in a democratic society. Informed decision making is essential to a decent life, the preservation of liberty, and the meaningful pursuit of happiness.

**Purposes**
The purposes of The University of Nevada, Reno in education for all Nevada youth are to: a) provide undergraduate and graduate education to prepare teachers, school leaders, and child and family development leaders of tomorrow, b) partner with public and private schools to augment learning and propel students toward higher levels of education, and c) provide experiences for children, youth, and families designed to reduce risks and build knowledge and aspirations.

**Planning Goals for Youth Education for the Period 2009-2015:**

- **Education:** Offer undergraduate and graduate degrees to prepare teachers, counselors, and school leaders with modern techniques of pedagogy, depth of content knowledge, and practice with innovative teaching materials and methods. Maintain specializations in preparation of teachers in literacy, science and mathematics education, information technology, special education, student support services, social justice, teaching students with disabilities, and teaching English to speakers of other languages. Provide opportunities and encouragement for teacher licensure for individuals with undergraduate majors in a discipline recognized by the State for teacher licensure.

- **School Partnerships:** Partner with public and private schools to build the capacity of Nevada youth to learn basic skills in literacy, mathematics, science, engineering and technology, journalism, and the arts, and prepare students to enter institutions of higher education. Strengthen collaboration with K-12 schools to enhance student success in college by reducing remedial course needs in math and writing, using data sharing to provide feedback to high schools on student performance. Promote awareness in K-12 schools of higher educational opportunities to improve the rate of college attendance in Nevada.

- **Campus Learning Experiences:** Engage pre-college youth in experiences on campus in science, mathematics, technology, engineering, business, journalism, agriculture, and the arts through school demonstrations, on-campus summer camps, competitive exhibitions and contests, and assistance with science fairs. Actively recruit students into all disciplines.
• **Experiential Learning:** Engage youth and the public with programs associated with the Fleischmann Planetarium on the Reno campus, the telescope facility at the Redfield campus, "Kids University" as a summer campus experience, and 4-H and other Cooperative Extension educational programs.

• **Multi-Ethnic Youth:** Create student success initiatives and partner with local community of color leaders such as the NAACP, the African American/Latino Alliance of Northern Nevada, the Latino Education Alliance, parent groups, and local community-based agencies to increase multi-ethnic student achievement in K-12, to build a pipeline to the University for each ethnic community, and to sustain community relationships.

**Goal 5: Improve the physical and mental health of Nevadans.**

The State of Nevada is in a critical health care and health care workforce position. Nevada ranks 48th among states in number of physicians per capita (189/100,000 population; 300 for the U.S.), 50th among states in number of registered nurses per capita (514/100,000 population; 780 for the U.S.), 50th among states in number of registered dietitians per capita (12.8/100,000 population; 25.1 for the U.S.), 48th among states in number of social workers per capita (89/100,000 population), and 44th among states in number of clinical psychologists (19.3/100,000 population) and psychiatrists (6.7/100,000 population) per capita. This low level of health care workforce is serving a state which is above the national average in deaths due to cancer and heart disease and ranks fifth among states in the prevalence of major depressive disorder, and has the 2nd highest rate of suicide in the nation. At the University of Nevada, Reno, the health sciences consist of the University of Nevada School of Medicine, the Orvis School of Nursing, the School of Community Health (Public Health), the School of Social Work, The Center for the Application of Substance Abuse Technologies, The Sanford Center for Aging, the Program in Dietetics, the Program in Neuroscience, the Program in Clinical Psychology, and numerous related and supportive natural and social sciences.

**Purposes**

The purposes of the University of Nevada, Reno in expanding Health Sciences are to: a) educate and train licensed health care industry professionals in medicine, nursing, public health, social work, dietetics, substance abuse counseling, and psychology, b) perform fundamental research to discover new approaches to prevent and combat human disease and promote physical and mental health, and provide clinical research on new pharmaceuticals and medical practices, and c) participate in clinical practice and health outreach to add to the capacity of Nevada’s health services and inform the public about disease-preventing lifestyles.

**Planning Goals for the Health Sciences for the Period 2009-2015:**

• **Education:** Maintain undergraduate and graduate degrees in professional fields of medicine, nutrition (dietetics option), psychology, community health sciences, nursing, social work, speech pathology and audiology, and neuroscience with in-depth education in the basic scientific knowledge and practice of these professions. Achieve in excess of 90 percent first-attempt passage rates on licensure exams in each field. Continue undergraduate minors in addiction treatment services and substance abuse prevention services which support certification and licensure for addiction counseling. Model integrated training across the medical and health sciences fields.
• **Nursing:** Increase the semi-annual starting class size of the Orvis School of Nursing to 96 (currently 48).

• **Medical School:** Increase the annual starting class size of the medical school to 100 (currently 62). Enhance residency programs by expanding the scope and size of programs in both Las Vegas and Reno, as resources and hospital partners permit, while maintaining an emphasis on primary care (family medicine, internal medicine, obstetrics/gynecology, and pediatrics). Address curricular, facility, and resource issues prior to expanding the admissions class size.

• **Public Health:** Achieve accreditation of the Master of Public Health degree and expand emphases in the PhD in Public Health. Enhance collaboration with UNLV on the joint PhD in Public Health.

• **Aging Programs:** Expand teaching, research, and outreach programs related to gerontology and geriatrics, coordinated through the Sanford Center for Aging.

• **Basic Research:** Produce results of fundamental, scientific discovery in psychology, biochemistry and molecular biology, physiology, microbiology, pharmacology, pathology, biotechnology, and biomedical engineering, supported by competitive research grants from federal agencies.

• **Applied Research:** Produce results of applied, scientific discovery and assessment research on practice interventions in nutrition and dietetics, biomedical engineering, psychology, cognitive and brain sciences, nursing, community health sciences, social work, and speech pathology and audiology, supported by competitive research grants from state and national agencies.

• **Faculty:** Grow the number of faculty in the health science units to increase class size and research.

• **Clinical Services:** Provide clinical services in health care and psychology through complementary educational and training programs.

• **Outreach:** The Center for Education and Health Services, the Sanford Center, and Cooperative Extension will continue to bring knowledge of health professions and healthy lifestyles to the public, promoting healthful practices across the lifespan.

**Goal 6: Enhance sustainable environmental quality in Nevada**

Climate change and natural resource scarcity are driving changes in consumer preferences, industrial practices, and governmental policy. Quantity and quality of water is critical to residential and commercial growth in Nevada. Land management for maintenance of productive soils and rangelands, wildlife growth, and resource conservation are of high public and private value. Human interactions with the sustainable environment are subjects for public policy, industrial management, and reflection. The University of Nevada, Reno has developed expertise in environmental, ecological, and natural resource topics across the entire university with application in the natural sciences, social sciences, engineering, business, journalism, education, and literature. With this expertise the University can contribute to the goals of sustainable development for Nevada, the nation and the world. In spring, 2007, the University of Nevada, Reno became a charter signatory to the Presidents’ Climate Commitment of the American Society of Colleges and Universities, a coalition of universities committed to reducing the amount of greenhouse gases created on college campuses.

**Purposes**
The purposes of the University of Nevada, Reno in sustainable environmental quality are to: a) provide undergraduate and graduate education for the scientists, engineers, policy-makers, business professionals, and technical experts of tomorrow, b) provide student experiences and appreciation for sustainable resource use,
c) contribute to the state of knowledge in environmental science, and d) engage with public schools and the general public to enhance public awareness of the importance of sustainable development and the relationship between today’s actions and future sustainability.

Planning Goals for Sustainable Environmental Quality for the Period 2009-2015:

- **Education**: Offer broad-based undergraduate degrees and coordinated, multi-disciplinary graduate degrees in the environmental sciences. Provide service learning experiences in sustainable community development and environmental remediation.

- **Research**: Restructure the Academy for the Environment to serve as a campus-wide consortium of colleges and departments, facilitating multi-disciplinary approaches to basic and applied research in natural sciences, engineering, social sciences, and policy and behavioral aspects of sustainable practices. The consortium will work within the University of Nevada, Reno and with other NSHE institutions to garner competitive research and educational grants to support expansion in sustainable development.

- **Community Outreach**: Interact with Nevada and regional industry to identify industry-university partnerships which entail technology transfer to enhance sustainable economic and business development in the region and share sustainable business practices with the community through the Business Services Group and Cooperative Extension.

- **Climate Commitment**: Continue involvement with the Presidents’ Climate Commitment to construct and operate university facilities in a low-climate-impact manner.

Goal 7: Participate in Intercollegiate Athletics with success in sports competition and success in graduation and character-building of student athletes.

Wolf Pack intercollegiate athletics is an integral part of the college experience, providing team development, athletic and academic opportunity, and outreach and entertainment for the community. The Wolf Pack team includes all athletics staff, student athletes, and volunteers. For the period 2004-2009, NCAA academic standards have been met by students in all sports (the only WAC university with this stellar academic record) and the graduation rate among student athletes exceeds that of the university. The University of Nevada, Reno is a Division I school in the NCAA.

**Purposes**
The purposes of the University of Nevada, Reno in intercollegiate athletics are to: a) recruit, develop, and retain team members of the highest caliber athletically, academically, and socially, b) develop and maintain athletic programs that compete successfully at the conference, regional, and national levels, c) provide fans with a safe, enjoyable, and quality experience emphasizing a high level of customer service, and d) as an integral part of the University, operate with the highest degree of integrity, fairness, and accountability.

Planning Goals for Intercollegiate Athletics for the Period 2009-2015:

- **Student Athletes**: Recruit and retain quality student athletes. Provide the necessary tools to ensure that each student athlete has a quality athletic experience. Provide appropriate support services for student
athletes and their teams (athletic training, strength & conditioning, sports information, event management, safe transportation, sports marketing). Maintain a regional presence on all sport teams with an emphasis on using Nevada athletes. Develop on-going relationships with high schools in the State of Nevada. Recruit Nevada first, regional and national second.

- **Student Achievement**: Increase team and departmental cumulative GPAs. All teams will strive to maintain a minimum 2.5 cumulative GPA and all teams will achieve NCAA academic standards.

- **Student Support**: Support the academic journey of student athletes. Provide, enhance, and evaluate student support services. Provide academic assistance through tutors, mentors, and a positive study environment. Provide services to students with learning disabilities – testing, evaluation and accommodations. Create a road map for all student athletes focusing on academically challenged and/or underprepared student athletes. Contribute directly to the university mission through teaching of First Year Experience courses, working closely with academic advisors, providing a CHAMPS/Lifeskills Program for learning about community engagement, supporting student athlete progress toward degrees and commitment to graduation, and supporting knowledge of and appropriate involvement in Admissions and Records, financial aid, and other appropriate university programs.

- **Diversity**: Maintain and enhance efforts to act on equity and diversity issues.

- **Sports Staff**: Recruit and retain quality staff. Challenge staff associated with games management, operations, equipment, and ticketing to improve performance, develop networking skills with peers from other institutions, and continually seek to improve and enhance their career growth opportunities.

- **Events**: Schedule attractive regional and national competitions. Strengthen the NEVADA brand.

- **Facilities**: Provide attractive and functional athletic facilities for practice and competitions. Continually evaluate facility needs for all sports teams with funding sources. Utilize sport facilities for championships, events, camps, and clinics.

- **Compliance**: Understand and comply with Nevada, WAC and NCAA rules and regulations, including dissemination of rule information to student athletes, coaches, advisors, and fans.

- **Community Outreach**: Encourage all sports and support staff to participate in public service, community activities, and charitable events/organizations. Establish a "Pack Giving Back" community outreach program. Make a difference in the community through a comprehensive outreach program.

**Goal 8: Build the University’s infrastructure to provide facilities, operations, and policies which enhance the productivity of students and personnel in fulfillment of the University’s missions.**

The success of university plans requires appropriate infrastructural resources and organization of support functions to achieve efficient and effective progress. Infrastructural support includes budget and institutional data analysis, building facilities and utilities, police services, business and financial services, human resources, affirmative action, foundation and alumni relations, and information technology and libraries.

**Purpose**
The purposes of the University of Nevada, Reno in university infrastructure are to provide support of buildings and grounds, residential student housing, utilities, budgeting, data analysis, accounting and business services,
information technology, and police and safety services to facilitate and enhance the environment for students and faculty to complete their academic tasks.

Goals for university infrastructure during the period 2009-2015:

- **Planning, Budget and Analysis**: Provide strategic support, data analysis, and productivity metrics for central administration. Expand analytical support to improve student success, including retention and graduation rates, better at-risk identification tools, and better identification of ‘college ready’ high school students. Expand on-line interactive, user-friendly data bases for the university community. Develop data analysis procedures related to facilities planning and campus capital development. Assess departmental space needs and performance of classroom and research laboratory spaces. Enhance processes for providing budget information.

- **Construction and Facilities Planning**: Complete the Davidson Math and Science building by July, 2010, the Center for Molecular Medicine building by October, 2010, and the Health Education Building in 2011. Secure funding and implement seismic retrofits for the 10 unreinforced masonry buildings on campus. Secure new, increased deferred maintenance funding. Update the Campus Master Plan to reflect the 2009-2015 Institutional Strategic Plan. Evaluate the locations(s) and schedule for future parking structures. Secure funding and renovate the Chemistry Building to make it a Lab Surge Building, as well as renovation of other vacated spaces resulting from recent construction. Work with the City of Reno and community on Redevelopment Areas adjacent to the campus. Liquidate real estate not serving the University’s goals and reinvest proceeds to further those goals. Continue to implement the Campus Accessibility Plan. Perform a Facilities Condition Assessment for campus infrastructure systems. Develop a Campus Wide Graphic Information System Database.

- **Fire Science Academy**: Restructure the Fire Science Academy and define debt retirement alternatives.


- **Police Services**: Fully implement the “community policing” model and culture, emphasizing service over enforcement. Organize campus public safety to consolidate related campus policing, security, and safety functions. Fully implement reserve officer and cadet programs to address staffing needs in a cost effective manner. Secure funding and implement a security camera network across campus, beginning in parking garages. Fully implement effective student, faculty, staff, and visitor emergency communication measures. Secure funding to upgrade and expand the effectiveness of the campus Emergency Operations Center. Implement select recommendations from both the Balaam Report and the Results Group Report. Evaluate relocation of the Police Services Department to a peripheral, stand-alone facility to free-up valuable campus space. Evaluate consolidation of NSHE police services on northern Nevada campuses to reduce costs and/or enhance service.
• **Business and Finance:** Conduct interviews and training with departments about business and finance functions (purchasing, travel, purchasing card, payroll, accounts payable, etc.) to identify problem and opportunity areas. Establish purchase agreements and contracts for discounted pricing with targeted vendors (i.e., establish standards and discounts for specific commodities), then work with the vendors to eliminate or reduce costs and fees related to shipping/handling, installation, and training, and ask for extended warrantees (“more favorable terms”). Seek small business, and minority- and women-owned vendors. Establish a procedure for electronic submittal of purchasing requisitions to eliminate paper and speed up processing. Increase the purchasing card limit to $5,000 per purchase to reduce purchase order and accounts payable volumes. Implement electronic funds transfer (EFT) for payments to vendors. Implement document imaging for Payroll. Expand on and develop more partnerships with off-campus vendors for the Campus Card Program. Achieve IT audit certification and enable the department to be more productive when auditing IT issues. Support implementation of the new iNtegrate Student Information System software. Negotiate the operation of a unified ticketing system with intercollegiate athletics, Joe Crowley Student Union, the Theatre Department, and LEC to provide better customer service, access control, and potential revenue generation. Address imminent maintenance issues and visual appearance of LEC. Comply with ADA standards by adding wheelchair seating and a “family friendly” restroom on the concourse level of Lawlor Events Center.

• **Human Resources (HR):** Increase customer satisfaction by providing streamlined, value added services and enhanced electronic operations in the following areas: compensation analysis, placement committee, search and recruitment, contract processing, benefits services, and policy clarification and development. Increase effectiveness and efficiency of departmental operations through enhanced auditing/cross training between BCN HR and UNR HR and modifying the New Employee Orientation. Provide resources to departments and colleges that contribute to organizational effectiveness, supervisory growth, and personal employee development. Utilize available technology to enhance services and systems within Human Resources. Support the university’s commitment to diversity through progressive Human Resources programs.

• **Equal Opportunity/Affirmative Action:** Insure compliance with Federal and State laws prohibiting discrimination by assuring ADA compliance, auditing the university search process, investigating discrimination/sexual harassment complaints of faculty, staff and students, and providing oversight of the university’s Affirmative Action Plan. Work to increase access and eliminate barriers to education and employment for all individuals with training to prevent discrimination/sexual harassment for all faculty, staff and students and technical support and assistance to administration, HR, faculty groups, and student groups regarding EEO/AA.

• **Risk Management:** Risk management is a part of System Administration with responsibility to provide sound risk management programs and services to the NSHE, including but not limited to natural, environmental, compliance, and safety risks. While the primary responsibility for risk management functions is maintained at the institutional level, the System, through the Vice Chancellor of Finance and Administration, is responsible to ensure adherence by the institutions to national standards for risk management programs. The goals of risk management are to: 1) protect the health and provide for the safety of the NSHE students and employees, 2) protect the public from injury or damage incidental to the operations of the NSHE, 3) protect the NSHE’s assets and its environment, and 4) protect the reputation of the NSHE.
• **Office of Development and Alumni Relations (DAR):** Raise all private funds on behalf of the University of Nevada, Reno in accordance with the Board of Regents policy and be prepared to support targeted or comprehensive campaigns. Oversee all private funds given to the University of Nevada, Reno Foundation on behalf of the University. Steward and distribute all charitable gifts received by the University of Nevada, Reno Foundation, which includes UNR-designated gifts to the Board of Regents, according to the intentions of donors. The Nevada Alumni Association will continue to cultivate positive relationships with alumni and friends of the University and increase annual memberships by 4 percent and lifetime memberships by 20 percent annually (from 1,352 annual and 324 lifetime memberships in 2008), with a 70 percent retention rate. Increase annual giving to the University, colleges, schools, and units by 10 percent annually. Increase alumni donor participation to 14 percent (from 11 percent in 2008). Serve as the liaison for corporations and foundations to easily interact with the University. Identify priorities set by the University of Nevada, Reno’s President, Provost, and Deans, as well as the Directors of schools and units. Increase the number of fund-raising staff cultivating and soliciting major gifts. Increase the number and effectiveness of donor visits made by development officers and their deans. Enhance the fund-raising knowledge and skills of deans and other University personnel involved with fund-raising. Provide stewardship for donors through acknowledgement of gifts, ongoing relationship building, and recognition of donors. Steward the nearly 700 Foundation endowed funds and nearly 300 NSHE endowed funds and add 45 new endowments each year. Provide financial and tax support for Development and Alumni Relations (DAR). Publish the *Nevada Silver & Blue* (NSB) magazine quarterly (one 124-page annual Honor Roll of Donors and three 68-page “regular” issues; readership of 50,000 in 2008), Planned Giving’s semi-annual newsletter *Nevada Legacy Planner*, and several electronic newsletters to key alumni and donors for the College of Science, College of Liberal Arts, Reynolds School of Journalism, and School of Medicine, and DAR Briefs, a weekly e-newsletter from the Vice President for Development and Alumni Relations. Increase annual publication of NSB from four to six issues when budget permits. Increase constituent interaction with the web and with an “in between issues” e-newsletter. Provide information and prospect work when a donor is considering or wants to make a gift to UNR through a charitable annuity, bequest in a will, insurance plan, trust, or other planned gift vehicle. Identify, interpret, analyze, and disseminate information that helps the University understand its fundraising capacity and secure private philanthropic support. Expand the prospect research office. Identify and confirm 1,250 to 1,500 new major gift prospects annually, representing $250 to $315 million in newly confirmed capacity each year. Provide support for the Vice President for Development and Alumni Relations, who is the Executive Director of the UNR Foundation. Facilitate and implement events for the President, colleges, schools, and units on campus that have a development purpose. Increase the number of development events by 18 (25 percent), in support of development plans and work of the President, colleges, schools and units.

• **Information Technology and University Libraries:** Keep the University’s technology infrastructure and information services aligned with the basic institutional mission and goals to serve the campuses’ instructional, research, outreach, and administrative needs in a time of rapid expansion and changes in information resources and communications technologies. Integrate information technology services currently distributed to various units, including UNSOM, NAES, UNCE, and other units. Manage the Mathewson-IGT Knowledge Center as a state-of-the-art facility that provides an optimal environment for nurturing learning, innovation, and knowledge creation. Lead implementation of project iNtegrate at the University. Maintain current services and introduce new technologies and services that foster the
development of learning environments and contribute to student success. Continue integration of electronic resources into traditional library collections, support archival initiatives for scholarly on-line resources, and digitize and make accessible unique local resources. Support the scholarly and creative activities of the faculty with appropriate technology-related and technology-enhanced tools, services, and infrastructure. Support the expansion, availability, effectiveness, security, and efficiency of institutional services through the use and application of technology-based solutions. Be as flexible as possible so that resources are allocated based on continuing strategic planning and ongoing assessment. Move beyond mere access to information resources for the purpose of discovery, access, and delivery to incorporate technologies and services that will serve to reduce information overload through delivery of context-sensitive information to spur innovation and more rapid knowledge creation. Pursue regional and national recognition of the University of Nevada, Reno’s integration and application of technology and information resources in the academic enterprise.