UNLV Division of RESEARCH

University of Nevada, Las Vegas

Strategic Plan 2024-2030

Executive Summary

The UNLV Division of Research (DOR) has completed a comprehensive strategic plan, a product of collaborative efforts, to enhance research, scholarly, and creative endeavors in alignment with UNLV's Top Tier 2.0 goals and the overall research mission of UNLV. The DOR initiated the process to address challenges and promote growth; the plan emphasizes expanding academic and research opportunities for faculty and students while ensuring research integrity and ethical conduct. As UNLV emerges as a doctoral university with very high research activity, research-driven educational experiences are critical to achieving the goals.

Vision and mission statements underscore the commitment to equity, inclusion, and social impact through diverse scholarly and creative activities. Values such as academic freedom, integrity, safety, collaboration, and equity guide the DOR's endeavors. Strategic alignment with UNLV's overall mission is emphasized, with the DOR facilitating research support services across multiple units. Collaboration with centers, institutes, and core laboratories will enhance research capabilities and impact.

The planning process from January 2023 to June 2024 involved critical analysis and input from multiple stakeholders. The resulting strategic plan outlines clear goals, objectives, and key performance indicators to evaluate progress. Long-term action plans will guide the initiatives outlined in the document, contingent upon funding and evolving priorities.

Each unit within the DOR has defined strategic objectives, critical tasks, and performance metrics. The Office of Sponsored Programs focuses on stewarding sponsored projects and enhancing training opportunities for grants and contracts. The Office of Clinical Trials promotes growth through emerging therapies, industry engagement, and infrastructure development for future health initiatives. The Office of Research Integrity ensures ethical conduct and compliance in research, while the Office of Research Infrastructure enhances research productivity through facilities and safety. The combined roles of all of these units are critical in building the University research enterprise, research administration, and the ability of faculty and students to achieve their scholarly goals.

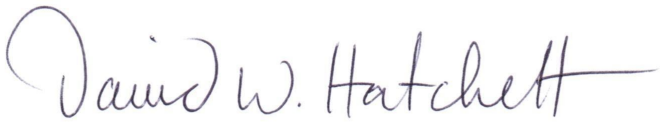
Communication efforts aim to educate stakeholders about research impact, while initiatives in research infrastructure focus on supporting faculty needs and enhancing research capabilities. Collaboration with the Office of Economic Development strengthens ties between research and economic growth, promoting the translation of scholarly endeavors into marketable products and services.

The strategic plan positions the DOR to advance UNLV's research mission and foster innovation while maintaining a commitment to integrity, diversity, and excellence. Regularly scheduled reviews will ensure alignment with evolving priorities and continued relevance over time.

Introduction

The UNLV Division of Research (DOR) has completed a strategic plan with clearly defined missions and goals that align with the current UNLV top tier 2.0 plan. The DOR strategic planning was initiated to address challenges and overcome barriers to increase research, scholarly, and creative opportunities for faculty and students. The DOR at UNLV stewards grant applications, awards, and contracts to support the efforts of faculty to generate critical funding for scholarly and creative endeavors. The DOR is also responsible for ensuring research integrity in all sponsored and non-sponsored activities, including the safety of human subject research participants and the ethical treatment of animals in research. The funding and oversight of activities provided by the DOR ensure high-quality applied educational experiences and opportunities that directly impact the social mobility of our students. The emergence of UNLV as a Carnegie-designated Doctoral University with very high research activity confirms the importance of both the classroom and applied educational opportunities provided by research, scholarly, and creative activities.

Our strategic planning journey, which commenced in January 2023, was a collective effort to provide an initial assessment of the current status of the Division of Research. This planning, which concluded in June 2024, is a testament to our shared vision and commitment. The planning activities defined the DOR goals, focusing on targeted and anticipated growth that aligns with the missions and goals of UNLV. The strategic plan is a product of inputs from all areas, including sponsored programs, research integrity, research infrastructure, clinical trials, affiliated institutes, and economic development. The document is structured to include a vision statement, mission statement, goals and objectives, and key performance indicators or metrics that will be used to evaluate progress over time. We have also developed long-term action plans (see appendix) for the initiatives derived from the planning we expect to execute, dependent on funding, changing priorities, and other relevant factors. Our planning process resulted from critical analysis and considerations informing each area's analysis. The dynamic nature of UNLV's missions and goals necessitates an annual document review to ensure its continued relevance and alignment over time.



David W. Hatchett
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Vision and Mission Statement

The Division of Research (DOR) defines research as any funded and unfunded scholarly and creative activity conducted by faculty and students.

UNLV is a minority-serving institution committed to equity and inclusion for its diverse community members. UNLV research generates technologies, knowledge, and scholarly and creative work that addresses societal needs and solves complex problems. These opportunities allow faculty and students to combine education with real-world applications and solutions impacting the workforce, diverse community, and businesses we serve.

The DOR creates value by supporting all forms of faculty and student scholarship and creative activities to promote inclusion, social justice, and diversity of the participants and communities they serve. The DOR strives to serve the faculty, students, stakeholders, and communities through applied educational, research, and scholarly opportunities that positively impact our students, faculty, and community.

Values

- Academic freedom as a tenant of scholarly and creative activities.
- Integrity, compliance, and the responsible conduct of research.
- Safety in research, scholarly, and creative Activities.
- Collaborative and interdisciplinary research that supports community engagement and addresses complex societal needs.
- Promoting diversity, equity, and inclusion in all scholarly, creative, and educational activities.

The DOR recognizes the importance of providing the opportunity and tools necessary for faculty and student success in the broad and diverse research, scholarly, and creative activities conducted at UNLV. Timely and efficient services are critical for all activities, management of facilities, safety oversight, responsible research conduct, and research compliance. These activities and services foster a community for students, faculty, staff, and external partners to exchange ideas where meaningful discussion and engagement can occur. The following overall goals inform decision-making and the development, direction, and resources that support research, scholarly, and creative efforts that align with the Top Tier 2.0 missions and goals of UNLV.

Strategic Alignment

The goals and objectives of the Division of Research (DOR) align with the overall missions and goals of UNLV. The DOR provides services through the Office of Sponsored Programs (OSP), Office of Research Integrity (ORI), Office of Clinical Trials (OCT), Office of Research Infrastructure (RI), and Communications. Similarly, the defined goals and objectives include collaborations with institutes such as the National Supercomputing Institute (NSI), the International Gaming Institute (IGI), and the Office of Economic Development (OED).

The Division of Research provides opportunities for the faculty and students to perform research, scholarly, and creative activities in support of the broader mission and goals of UNLV. The services provided by the Division of Research will continue to support the growth of funded research, scholarly,

and creative activities to maintain the Carnegie designation of a Doctoral Institution: Research Very High and achieve the Top Tier 2.0 research goals.

Organization of the Document

Each unit within the DOR is defined with corresponding strategic objectives. Each strategic objective contains a list of critical tasks that help guide actions within the unit on their path to meeting specified objectives. Our performance measures help us continually monitor our progress related to the goals and objectives. The format guides individual units and aligns the DOR objectives and goals with the university's Top Tier 2.0 strategic plan.

Each section consists of the following format:

Unit - the office, center, or institute

Defined - the primary purpose of each unit

Strategic Objective: what we expect to accomplish by 2030

Critical Tasks: those actions and steps we will take between now and 2030 to meet the objective

Performance Indicators and Metrics - how we will continually monitor and measure our performance as an indicator of progress and for the overall health of the Division

Table of Contents

Strategic Objectives, Critical Tasks, and Performance Indicators and Metrics	6
The Office of Sponsored Programs (OSP)	6
The Office of Clinical Trials (OCT)	8
The Office of Research Integrity (ORI)	10
Communications	13
Research Infrastructure (RI)	15
International Gaming Institute (IGI)	17
National Supercomputing Institute (NSI)	19
Office of Economic Development (OED)	21

Strategic Objectives, Critical Tasks, and Performance Indicators and Metrics

The Office of Sponsored Programs (OSP)

Stewarding and facilitating sponsored projects throughout the lifecycle, including proposal, award, and closeout.

Strategic Objective:

Implement training opportunities for faculty, students, and staff related to sponsored programs.

Critical Tasks:

- Develop core knowledge regarding grant stewardship through educational opportunities.
- Develop and disseminate resources and tools to engage and train researchers and research administrators.
- Assist faculty proposal development and submission. Assist faculty with post-award administration.
- Implement systems to improve efficiencies in grant submission and management.

Performance Indicators and Metrics:

Objective: Implement training opportunities for faculty, students, and staff related to sponsored programs.

Goals	**Activity**	**Output**	**Outcomes (short and longer term)**	**Outcome Indicators/Data Sources**
Develop comprehensive educational opportunities.	Provide Education for both embedded and central Research Administrators. Develop research education modules for faculty regarding grant submission and stewardship.	Tracking the number of participants. Training modules developed and delivered for training.	Improved knowledge of the grant process and improved submission volume and quality. Improved efficiency in submission and post award between OSP and PIs.	Satisfaction survey of attendees. Evaluation of Grant Submission Process from the PI and Administrator perspective. Tracking of funding for those that have received training using develop modules.

Goals	Activity	Output	Outcomes (short and longer term)	Outcome Indicators/Data Sources
Provide resources to streamline administrative processes.	Update Researcher Toolkit, Funding Fridays, develop Cayuse utilizes not currently available.	Number of tools developed and used.	Improved efficiencies in Administrative Processes.	Number of complete submissions by OSP internal deadlines. Number of submissions that do not meet OSP deadlines. Success of each type of Submission.
Assist faculty with post-award administration.	Develop "Primer" presentation for Post Award. Establish uniform tracking of awards for PI.	Track attendees and awards. Track cost transfers. Track spend down from an OSP perspective for new grants.	Improve PI expertise in managing awards. Improve knowledge of expenses and balances of grant budget.	Spend down ratios as a function of grant life. More efficient close out of grants.

Strategic Objective:

Identify challenges and implement strategies for improved workflow efficiencies within OSP and internal/external responsivity.

Critical Tasks:

- Evaluate current administrative processes.
- Evaluate and track responsiveness (internal/external).
- Provide professional development opportunities for employees focusing on customer service, relevant technologies, and process improvements.

Performance Indicators and Metrics:

Objective: Identify challenges and implement strategies for improvement.

Goals	Activity	Output	Outcomes (short and longer term)	Outcome Indicators/Data Sources
Evaluate current internal administrative Processes and Policies.	Periodic review of current policies and efficiencies. Develop policies and procedures based on gaps from the review.	Number of policies reviewed and updated. New policies developed based on defined deficiencies.	Improved and aligned policies and procedures with increased efficiency.	Administrative review of efficacy policies and procedures.
Define gaps in responsiveness and the acceptable standard for time of response.	Evaluate current response times for internal/external communication.	Full assessment of gaps in responsiveness.	Improved customer responsiveness. Internal/External responsiveness define.	Improved Satisfaction (internal and external). Internal/external satisfaction survey.
Streamline administrative processes	Deploy Cayuse Design and implement Monday software for Pre-Award through Post-Award Tracking by OSP.	Deploy Cayuse dashboards for reporting. Implementation and evaluation of Monday tracking capabilities.	More timely tracking and improved internal efficiency and workflow for pre and post award.	Cayuse and Monday Metrics as defined by the Administrative team.

The Office of Clinical Trials (OCT)

Promoting clinical trial research and growth through engagement with faculty, colleges, and schools.

Strategic Objective:

Promoting clinical trials growth.

Critical Tasks:

- Link the clinical trial industry to faculty with expertise to initiate and conduct the research.
- Guide and train faculty on clinical trial compliance and deliverables.
- Provide educational outreach to define faculty responsibilities related to clinical trials at UNLV.
- Engage schools and develop community faculty opportunities to grow clinical trial capabilities.

Performance Indicators and Metrics:

Objective: Promoting Clinical Trial Growth

Goals	Activity	Output	Outcomes (short and longer term)	Outcome Indicators/Data Sources
Provide pathways for faculty engagement with clinical trials.	Train and Educate Researchers. Expand Community faculty.	New/returning PIs feasibility reviews. Number of new community faculty engaged in clinical trials.	Increase the variety of clinical trials to support the community needs and faculty knowledge.	Publish complete clinical trials. Cross-collaboration from different departments. Investigator-initiated trials.
Work with Colleges and departments to facilitate new clinical trials.	Outreach to both ADR and faculty researchers through presentations and training to engage in clinical trials.	Monthly presentations and new clinical trials in non-traditional schools, colleges, or departments.	Increasing diversity of clinical trials and researchers to support the community health and wellness needs.	Expanded disciplinary diversity of faculty engaged in clinical trials.
Advancing clinical trials beyond phase 1 to include phase 2 trials.	Identification of challenges and barriers to allow transition to more advanced trials. Identify and cultivate faculty expertise to allow phase 2 development.	# of new Phase 1 # of new Phase 2 trials initiated. Determine the barriers to transition to phase 2 trials.	Expansion of clinical trial capabilities to include advanced trials. Reduced barrier for success to improve reputation of UNLV in clinical trials.	Measured community engagement through Phase 1 and 2 trials funded.

Strategic Objective:

Identify, plan, and initiate the development of clinical trials infrastructure to support growth.

Critical Tasks:

- Analyze current boundaries and limitations that minimize clinical growth.
- Determine the clinical trial infrastructure that is currently initiated and what deficiencies exist.
- Analyze and define the current workflow and structure of clinical trials.
- Work with AVP, VP, and stakeholders to define the needed structural changes and initiate implementation.

Performance Indicators and Metrics:

Objective: Identify, plan, and initiate the development of clinical trials infrastructure to support growth.

Goals	Activity	Output	Outcomes (short and longer term)	Outcome Indicators/Data Sources
Analyze current boundaries and infrastructure limitations that minimize clinical growth.	Develop an infrastructure resource guide for clinical trials. Define lacking and needed infrastructure.	Living resource guide that provides infrastructure available for clinical trials.	Expansion of capabilities for clinical trials. More efficient interactions with faculty and sponsors with reduced time to enrollment	Time for each step from initiation to enrollment.
Determine staffing for clinical trials currently utilized and deficiencies.	Analyze clinical studies to personnel ratio based on phase and logistics.	Determine actual hours spent completing regulatory requirements and clinical coordination per patient per visit, including logistics to completing each visit.	Responsive OCT structure with improved efficiency. Implement staffing for defined deficiencies.	# of active clinical trials per clinical research coordinator. # of patients pre-screened, screened, screen failed, and accrued per trial. # of actual hours spent per clinical trial.

The Office of Research Integrity (ORI)

Promoting the ethical and responsible conduct of research while maintaining compliance at all levels.

Strategic Objective:

Enhance research and scholarly activities through improved campus-facing resources.

Critical Tasks:

- Administer research tools such as REDCap and Cayuse to support faculty research and scholarly activities.
- Provide efficient paths for IRB and IACUC to review protocols to facilitate ethical and compliant research with required oversight.
- Develop pathways for campus partners to report compliance and integrity concerns.
- Provide a clear and cohesive set of guidance materials for faculty related to data privacy and protections.

Performance Indicators and Metrics:

Objective: Steward academic Integrity and Compliance

Goals	Activity	Output	Outcomes (short and longer term)	Outcome Indicators/Data Sources
Streamline pathways for reporting research concerns	Add a button/link to the Research website and instructions on how to report a concern. Identify internal pathways for triaging reported concerns.	Updated website Workflow that reflects multiple types of ethical and compliance concerns	Improved reporting of research-related concerns	Focusing complaints to RIO with tracking from beginning to end. Utilize data to identify baseline, trends, and issues. Obtaining data on use from OIT.
Continuous improvement of systems with faculty interface	Identify and complete Cayuse modifications for protocol submission and review processes Administration of RedCap and develop faculty user tools	New protocol submission form Revised Cayuse review navigation for IRB and IACUC protocols RedCap SOPs and modifications	Improved quality of IRB submissions More efficient and timely protocol review Increased user satisfaction	Reduced time to completion of review/reduced returns for missing elements Reduction in number of times protocols are returned to PIs Survey of RedCap services and user feedback
Improved Outside Activities (OAR) and COI reporting processes	Move OAR form and COI disclosures into Salesforce. Provide education opportunities.	Provide a systematic process is in place with step-by-step instructions.	Increased knowledge, accuracy and timely reporting.	Fewer questions/corrections in regard to improper reporting.
Suite of faculty resources for data management, privacy and protection	Create templates and tools for faculty to use related to research data management, privacy and security.	Published tools and templates for faculty on DOR website	Increased knowledge and compliance around data management and privacy Improved quality and consistency of data choices by faculty	Number of DPO provided templates used during grant submissions Improved user satisfaction Audits by DPO

Strategic Objective:

Steward integrity and compliance through effective processes and administration.

Critical Tasks:

- Manage regulatory compliance and approval with industry sponsors, government agencies, clinicians, and sponsors.

Performance Indicators and Metrics:

Objective: Enhance research and scholarly activities through effective processes and administration.

Goals	**Activity**	**Output**	**Outcomes (short and longer term)**	**Outcome Indicators/Data Sources**
Continuous improvement of policies, procedures, and practices.	Establish a schedule for review/revision Develop tracking system to ensure regulatory assurances and reporting	Up-to-date and complete set of policies, procedures, and practices Database for shared communication and oversight	Increased compliance (more comprehensive and consistent)	Quarterly review by leadership (optimization)
Create RIO specific templates for Research Misconduct cases	Create and update Research Misconduct templates	Completed library of templates	Enact consistent processes when responding to complaints	Utilization of templates.
Maintain AAHRPP accreditation	Prepare relevant material and correct deficiencies	Submit for reaccreditation and make any recommended corrections	Continue to promote ethically sound and scientifically valuable research	Receive accreditation and continue to function as a high-quality human research protections program.

Strategic Objective:

Provide professional development opportunities and responsive customer service.

Critical Tasks:

- Through professional development, educate and train new and existing faculty regarding the safe and ethical conduct of research, compensated outside activities/conflict of interest, data privacy, and export control.
- Deliver superior customer service by being responsive and respectful, communicating, managing and exceeding expectations, and providing follow-up and consistent knowledge while remaining professional.

Performance Indicators and Metrics:

Objective: Provide professional development opportunities and customer service.

Goals	Activity	Output	Outcomes (short and longer term)	Outcome Indicators/Data Sources
Provide targeted and accessible professional development for faculty and students for all ORI programs	Review existing PD and identify gaps Create multiple ways for faculty/staff to access PD Engage with colleges and departments to share PD opportunities	Number of audience-ready PD programs Diverse pathways to PD Number of visits	Increased attendance at PD activities Improved knowledge of ORI functions and self-directed problem solving Improved campus climate for research integrity	User knowledge and satisfaction survey Contact tracking
Provide excellent customer service through accurate and timely response.	Ensure clear access to ORI experts through website revisions, office hours, and other avenues. Provide active responses to emails/questions within 48 hours of receipt.	Increased number of faculty and student contacts. Multiple pathways to contact. Response times within 48 hours for calls/emails.	Earn trust and credibility with research community Faculty/students have more efficient use and available resources.	Conduct an annual customer satisfaction survey regarding training and response time to questions/emails.
Revamp RCR training and plans for new and existing faculty	Create a RCR training plan to be posted on the Research site. Monitor and communicate to PIs who need to complete training.	Attendance goal of 90% of new faculty Revised RCR modules	Prepare faculty to conduct research in a compliant manner and improved knowledge of RCR practices	Completion certificate is sent out to those who complete all training Pre/Post knowledge check (exit survey)

Communications

Developing and distributing communications to educate UNLV and external stakeholders regarding the value and impact of research.

Strategic Objective:

Develop and implement a comprehensive strategic communications plan for the Division of Research.

Critical Tasks:

- Establish a clear strategy with UNLV Integrated Marketing to ensure that communication messages are cohesive and not duplicated.
- Develop content and align with target audiences.
- Communicate the value of research and a research university within the region in various mediums.
- Standardize and define processes for timely announcements of noteworthy research accomplishments independent of other communications.
- Lead the design and maintenance of the website to be consistent with the best practices and needs of the DOR.
- Establish and collect clear and measurable metrics for communications based on the targeted audiences.
- Be responsive to the changing nature of research, scholarship, and creative activity to ensure timeliness and promote the institution's value.

Performance Indicators and Metrics:

Objective: Develop and implement a comprehensive strategic communications plan for the Division of Research.

Goals	**Activity**	**Output**	**Outcomes (short and longer term)**	**Outcome Indicators/Data Sources**
Communicate Research News, including grant funding, events, and initiatives.	Send out weekly on Instagram, Twitter, and Facebook	Positive feedback for the Division	Educate followers about research at UNLV and the support provided by the Division of Research.	Track views/engagement from social media through metrics in each platform
Write research stories on new grants.	Publish stories on UNLV Today, social media, and the Division website	Monthly stories featuring successful grant applicants	Give specific examples of how grants are impacting UNLV and the state of Nevada	Use metrics from website and social media to determine the reach of each story
Annual and Semester Newsletters	Work with Division Departments on stories/news relevant to campus and division audiences.	Send out newsletters through Constant Contact. 4500 to campus UNLV emails/200 division staff & constituents	Provide information about Division activities/training/etc.	Can see who is reading our message using Constant Contact metrics

Goals	Activity	Output	Outcomes (short and longer term)	Outcome Indicators/Data Sources
Design and distribute one-page information sheet for the Division and coordinate one-pagers for colleges and schools	Develop a template for ADRs and communicators at Colleges and Schools	Have a collection of the one-page info sheets by Jan. 1, 2025, to be used to educate potential donors and legislatures about the Division	To have a simple one-page document highlighting the successes and needs of researchers at UNLV	TBD - could measure the number of gifts or legislative funds allocated to UNLV research
Write and Design a digital year-in-review	Work with UNLV News Center and Communicators to highlight significant research from the year before	Develop an email campaign in Constant Contact to be sent to all R1 Division of Research Offices.	Create a broad knowledge base for the research being conducted at UNLV.	Track the opening of the digital message using measurable metrics from Constant Contact.

Research Infrastructure (RI)

Steward the facilities, resources, and services for research to support and grow our research mission.

Strategic Objective:

Enable research by providing faculty with broad services that allow timely solutions to problems within facilities, safety management, and support of research activities.

Critical Tasks:

- Provide safe research working environments and operational guidance for students, staff, and faculty based on standards, regulatory requirements, and advisory safety committees.
- Deliver safety training with the continuous evaluation and improvement of laboratory practice for all occupants.
- Advocate for safety and compliance, working directly with campus partners, including offices in DOR, Colleges, Schools, Risk Management, Planning and Construction, and Facilities and Maintenance.

Performance Indicators and Metrics:

Objective: Enable research by providing faculty with broad services that allow timely solutions to problems within facilities, safety management, and support of research activities.

Goals	Activity	Output	Outcomes (short and longer term)	Outcome Indicators/Data Sources
Provide a consistent and safe baseline for laboratory practices.	Establish monthly standard safety training classes for new researchers and lab personnel, and refresher training for existing personnel.	Regular and consistent training classes.	Better trained and more safety conscious researchers and lab personnel. Increased level and consistency of lab safety and operations.	Fewer lab safety issues. Fewer follow-up calls/visits. Reduced students, staff, and faculty and lab incidents.
Promote safe operational lab environments through standard operating procedures and training.	Develop SOPs for safe chemical use and lab procedures. Address or respond to any safety concern within one business day.	Standard operating procedures (SOPs) to provide safe working environment and guidance for chemical and procedures in the lab.	Increased level and consistency of lab safety. Continuity among labs on chemical use and safe procedures.	Fewer lab safety issues. Fewer lab or workplace injuries and accidents. Number of standard SOPs developed and provided.
Ensure lab safety and regulatory compliance through regular meetings.	Establish semi-annual meetings with non-regulatory safety committees that ensure engagement.	Lab activity and information sharing; concerns and solution discussion with action points. Reporting standards	Considered safety approach to outstanding, new, or foreseeable safety concerns. Defined safety reporting.	Actual meeting occurrence; meeting attendance. Safety reports.

Strategic Objective:

Enhance research productivity through space management and research infrastructure solutions and services.

Critical Tasks:

- Support faculty research by developing space and capabilities tailored to their individual needs while being flexible to accommodate additional occupants with different expertise.
- Develop tools and processes to manage facilities and structures and collaborate with facilities and maintenance to ensure facilities operate efficiently and consistently with research needs and safety addressed.
- Provide adaptive flexibility of research infrastructure to allow for the rapid changes associated with changing research focus and funding.
- Evaluate research space assignments, productivity, and changes in occupants and assignments to enhance efficiency and usage.

Performance Indicators and Metrics:

Objective: Enhance research productivity through space management and research infrastructure solutions and services.

Goals	Activity	Output	Outcomes (short and longer term)	Outcome Indicators/ Data Sources
Establish dynamic space request process to improve efficiency and user experience.	Implement space request system to reduce time and effort required to make research space requests.	New space request system.	More efficient, consistent, and simplified process. Standard and centralized recordkeeping.	User feedback from usage. Number of dynamic requests, number of updates made in process.
Define timelines and appropriate and timely progress toward completion of outstanding projects.	Establish regular project reviews and updates with P&C and FM. Elevate slowdowns to AVP and VPR.	Defined action items to address issues; information updates and sharing.	Better adherence to and shorter overall project timelines and budget constraints.	Early issue identification and resolution.
Maintain uptime for lab support systems.	Track systems maintenance and repair open issues.	Proactive issue follow-up or PM scheduling.	Reduce downtime of systems and instruments impacting research productivity.	Actual completion and repair time; researcher feedback.

Institutes

The International Gaming Institute (IGI) and National Supercomputing Institute (NSI) at UNLV are also part of the Division of Research. The role of each institute is defined within its mission statements and goals. The Division of Research provides administrative support and guidance to the Executive Directors.

International Gaming Institute (IGI)

The International Gaming Institute is a research institute with over 25 years of experience in the gaming industry, providing research-based solutions, insights, and executive education. IGI houses several centers and initiatives focused on critical needs in the global gambling world, including responsible gaming initiatives, the Center for Gaming Innovation, and the International Center for Gaming Regulation.

Strategic Objective:

Enhance our international reputation as the preeminent source of information, training, and research for the gambling industry by providing faculty and stakeholders with research solutions to the industry's gambling challenges.

Critical Tasks

- Provide global leadership in analyzing, creating, and disseminating best practice standards, procedures, and policies in gambling operations, regulation, and legislation.
- Provide a resource for the research and programmatic ideas that address questions the gambling industry, regulators, and other stakeholders ask.
- Provide leadership training for the gambling industry, regulators, and other stakeholders based on expertise derived from the policy and research knowledge developed within IGI.

Performance Indicators and Metrics:

Objective: Enhance our international reputation as the preeminent source of information, training, and research for the gambling industry by providing faculty and stakeholders with research solutions to the industry's gambling challenges.

Goals	**Activity**	**Output**	**Outcomes (short and longer term)**	**Outcome Indicators/ Data Sources**
Provide global leadership in analyzing, creating, and disseminating best practice standards, procedures, and policies in gambling operations, regulation, and legislation.	Faculty and Staff Research; ICGR Education Programs	Scholarly publications & presentations; number of stakeholder presentations (e.g., industry conference); webinars (International Center for Gaming Regulation [ICGR]); fellowships granted (ICGR)	Influence academic and non-academic policy & practice in gambling; improved global standards implementation	Scholarly publications, presentations, stakeholder presentations (e.g., industry conference), webinars (International Center for Gaming Regulation [ICGR]), and fellowships granted (ICGR)
Provide a resource for the research and programmatic ideas that address questions the gambling industry, regulators, and other stakeholders ask.	International Conference on Gambling & Risk Taking; Innovation Center Activities; Community Outreach Activities	# of attendees at International Conference on Gambling & Risk Taking; IP sales volume (Center for Gaming Innovation); # students served annually (Young Executive Scholars)	Introducing evidence-based research to decision-making stakeholders; contributing to industry innovation and technological change; forming pipeline of talent from university to industry	Post Conference/Event Survey; IP sales volume (Center for Gaming Innovation)
Provide leadership training for the gambling industry, regulators, and other stakeholders based on expertise derived from the policy and research knowledge developed within IGI.	Executive Development Program, ICGR Programs, Custom consulting/advising	enrollees (Executive Development program); open enrollment and custom programs (ICGR), and service contracts (IGI)	Improved industry education opportunities, introducing evidence-based research to decision-making stakeholders	Post EDP-survey; Post-program ICGR survey

National Supercomputing Institute (NSI)

Strategic Objective:

Partner with faculty and external stakeholders to support research and provide computational and data services and resources.

Critical Tasks

- Provide on-site and/or off-site user training opportunities for internal and external network accessibility.
- Support excellence in education and research in supercomputing and its applications through full-service facility services.
- Provide access to resources for computational and data services to support research.
- Provide support and infrastructure that creates a collaborative opportunity for faculty to work with NSI on funded research projects.
- Provide external stakeholders access to resources that are revenue-positive for operations.

Performance Indicators and Metrics:

Yearly evaluation of business model, budget, and sustainability based on NSI use and revenue generation. Annual assessment of internal metrics, including faculty served, grant applications (independent versus collaborative), and external engagement and use.

Objective: Partner with faculty and external stakeholders to support research and provide computational and data services.

Goals	**Activity**	**Output**	**Outcomes (short and longer term)**	**Outcome Indicators/Data Sources**
Provide on-site and off-site user training and national network accessibility.	Define training services and publish a document defining how Faculty and Student users gain access to computation and data resources.	Internal/external training opportunities for students and faculty.	Define and implement services and procedures to access state-of-the-art technical resources, emerging technologies, and in-house HPC expertise.	Number of new students and faculty that have gained access. Number of new students and faculty trained.

Goals	Activity	Output	Outcomes (short and longer term)	Outcome Indicators/Data Sources
Define and provide research and educational opportunities for faculty and students using NSI resources.	Develop and host new educational and research projects with faculty and students using NSI resources to provide the service.	Integration of teaching and research activities for faculty and students to provide applied educational opportunities and build a user base.	Integrated teaching and learning activities that align students with existing computational and data research. Enhance the combination of education and workforce development opportunities.	Yearly evaluation of new students and faculty served and the research and educational opportunities developed by NSI versus academically led projects.
Develop resources for computational and data services to support research.	NSI will provide HPC resources, services, and expertise. NSI will prioritize grants, donations, and monetizing unused HPC resources, including selling unused CPU/core cycles, to generate resources to support access.	Engage new users with access to HPC resources, emerging technologies, and staff to facilitate research within traditional disciplines and the definition of new research areas.	NSI will provide access and resources to build new research capabilities.	A yearly satisfaction survey will be sent to the entire research community. Data that defines the number of new users and what support services were provided.
Evaluate the core strengths and deficiencies of NSI's computational and data resources available to the UNLV community.	Evaluate the recent external review. Define solutions for the weaknesses while evaluating how the strengths can be sustained.	Utilize the external review evaluation to determine strategic investment in the infrastructure needed to support research. .	A defined path for the use of resources to build on existing strengths.	A measure of current hardware and software age, relevance, and how it can be strategically built to support the most significant number of students and faculty.

Collaborations

Office of Economic Development (OED)

The Office of Economic Development (OED) and the Division of Research were directly connected with joint missions and goals. Although OED is a standalone entity under the Office of the President of UNLV, the collaboration between the two groups is still critical to accomplishing UNLV's top-tier research and economic development goals. The partnership between research and OED has never been more prominent, given the funding agencies' focus on foundational and translational research and industry engagement efforts (for example, NSF ENGINE Funding). OED is included in the strategic development based on the ongoing need for the Division of Research to provide high-quality research and human capital to help drive economic diversity and growth.

Strategic Objective:

The Division of Research will engage with OED to identify and promote research while cultivating stakeholder collaborations.

Critical Tasks

- To provide faculty researchers with pathways for developing research products or outputs into marketable products and services.
- To help develop relationships with external stakeholders that support the conversion of intellectual capital into commercially viable products and services.
- To collaborate with the Division of Research on funding initiatives to support the faculty and services necessary for economic development and growth.
- Education of faculty and students regarding the opportunities provided by OED to translate their scholarly endeavors into patentable and marketable products.
- To provide industry-generated use-inspired research opportunities that allow technologies from UNLV to enter the market rapidly.

Performance Indicators and Metrics:

Objective: The Division of Research will engage with OED to identify and promote research while cultivating stakeholder collaborations.

Goals	**Activity**	**Output**	**Outcomes (short and longer term)**	**Outcome Indicators/Data Sources**
Provide a path for disclosures and commercialization of technologies derived from Research	Outreach and education of the path, documents, and engagement required for technology transfer	Disclosures, patents, and business integration and development	Increased disclosures/patents Business and technology transfer	Numbers of successful disclosures, patents and spin offs.

Goals	Activity	Output	Outcomes (short and longer term)	Outcome Indicators/Data Sources
Develop relationships with external stakeholders	Outreach, education, and engagement with external partners	SPARK, investment in technologies	Thoughtful and sustainable engagement with external partners.	Events and attendees with follow up engagement and investment in UNLV
Grant and funding initiatives	Provide expertise and resources for grants and funding proposals that benefit OED and DOR	1-2 Grant/funding applications per year	Generate additional resources for OED for development opportunities	Funded awards and donations to support OED.