To: Bill Robinson, Chair UNLV Faculty Senate
CC: PNPC Committee Members & Saundra Pratt
From: Gene Hall, Chair Priorities and New Program Committee
Date: 10 May 2017
Subject: PNPC Spring 2017 Activity Report

Two major activities were addressed over the semester:

1. **Continuing Development of PNPC Operating Guidelines:** At times the PNPC has very significant roles and responsibilities. For these reasons the Committee Members agreed that across the 2016-17 Academic Year one important activity was to draft operating guidelines. The most recent summary of these discussions is attached here. This activity will need to continue over the 2017-18 Academic Year.

   One important structure task should be to select a Vice Chair. There are times when all members cannot attend. There are times when the Chair cannot attend. Having a designated Vice Chair will greatly facilitate the Committee doing its work in expeditious ways.

2. **Review of the New Hire Proposals:** In late April the Provost’ Office met with the PNPC and requested a review of the New Hire Proposals that had been submitted by the College Deans and a few other units. As part of the earlier Operating Guideline development work the Committee had anticipated this task. This meant that the Committee was ready to engage the assignment, which was fortunate since the Provost requested a report-out meeting in two weeks (3 May 2017).

   Given the short turnaround it was not possible for all Committee members to participate. At the same time, given the strength of the membership a set of substantive themes and recommendations were available and discussed in the report-out meeting. A summary file of that report-out is attached.

   I want to note that several of the Committee members took on extra work to make this assignment successful. Dr. Kathryn Rafferty drafted a line by line analysis. Dr. John Novak applied the Rubric Model that the Committee had drafted in anticipation of this assignment. Drs. Dolly Kelepeca and John Filler provided notes of themes. These guided the Committee’s early discussions, and provided substance for the draft report, and the 3 May meeting. Also, following the 3 May meeting Dr. Gillian Naylor refined and clarified the summary that is attached.
3. **Suggestions future Committee Operating Procedures:** The New Hire Proposal Review Process provided an on-the-ground learning experience in regard to how to approach similar tasks in the future. The following are suggestions for “next time.”

A. Having more time, especially more than two weeks, will help with not only being able to go deeper, but also insuring opportunity for all Committee members and their units to be well represented.

B. Provide more information about the charges assigned to other review groups. None want to overlap with the tasks of others. At the same time, there may be unanticipated gaps. Understanding the assignments of different groups, also could lead to one group passing questions to another.

C. For the PNPC review it would help to have had each unit’s strategic vision. For example, how do proposed new hires support the Unit’s movement ahead? How do the new hires address the Unit’s Strategic objectives and over what timeline?

D. Having data about current enrollments, completions, and future projections would be important.

4. **A Personal Note:** Chairing the PNPC this year has been an enjoyable opportunity for me. This is the first time in my career that I have had a major Faculty Senate responsibility. The Committee members were terrific to work with. They strived to adjust their schedules in order to participate. Each time I, or we, requested a task be done, it was. I believe that we have set solid precedents for representing the UNLV faculty in regard to reviewing strategic directions of UNLV.
ATTACHMENT 1: Priorities and New Program Committee Operating Guidelines (Spring 2017)

OPERATING GUIDELINES (a first sketch)

**Review of Proposals, the Process**

1. What is a reasonable timeline for the review process?
2. Agenda for a review posted x? days in advance

3. Senator from the proposing College will:
   a) Be engaged in the review
   b) Vote on the recommendation
   c) Be the liaison with his/her College Dean

4. When questions arrive there should be dialogue with the Proposing College. Options include:
   a) The College P&NP member will communicate with the Dean.
   b) P&NP may request a briefing from the College Dean.
   c) Request the proposing faculty provide a briefing.

**Document to be reviewed should**

1. Address how the initiative supports the Universities Strategic Vision and Mission
2. Be direct about the costs to establish and operate the initiative.
3. Identify the related opportunity costs, i.e. what will not be done if this initiative is.

**Committee Decision Making**

1. By consensus when possible.
2. Only by those present at the meeting.
3. Proxy votes will count.
4. The member from the submitting college may vote.
5. When the process fails, turn to Roberts’ Rules of Order

**Report of Recommendations**
There is an opportunity for proposers to offer rebuttal to “tentative” P&NP recommendations.

b. Submit to Senate Chair?
c. To Provost only?
d. Submit to Dean at the same time?

**When the work load is large**

a. Have more full committee meetings?
b. Establish subgroups?
   1. How selected?
   2. How is work reported to full committee?
   3. What does the full committee do with subcommittee reports?

**Questions and Tasks**

1. Should the P&NP have a Vice Chair?
2. There is need for a proposal review form.
3. Build P&NP into the Provost Office Flow Chart, probably around Step 8, or perhaps earlier (Step 7A), or later (Step 9)?
Attachment 2:
2017 - College New Hire Proposals: Review and Recommendations

This report has been prepared by the PNPC based on its review of the New Hire Proposals. It represents the PNPC perspective and is a resource of considerations as decisions are made about which hires will most advance the University’s strategic agenda.

PNPC Role and Responsibility
Within the governance structures of NSHE, UNLV, and the Faculty Senate, the Priorities and New Program Committee (PNPC) has the responsibility for representing the faculty when there is consideration of new directions, such as establishing new hire lines.

The PNPC committee is committed to the important faculty responsibility of assessing new hire priorities.

Based on this exercise we offer the following for consideration for future tasks.

1. A clearly defined, and manageable, timeline.
2. Consistent, complete, information from every unit.
3. Unit should provide their strategic vision.
4. Data about current enrollments, completions, and future projections are necessary to assess priorities.

PNPC Process
In reviewing the New Hire Proposals the PNPC kept four guiding questions in mind:

1. To what extent will the proposed new hires contribute to the Top Tier agenda?
2. Is there collaboration?
3. In what ways will there be compounding of individuals to make for greater capacity?
4. What are related initiatives and contextual factors that may make a difference, e.g., Big Data and the Nevada Health Initiative?

PNCP Proposal based on available data, committee research and information provided by the units and Provost's Office. 2015-2019 Academic Master Plan was referenced to see which units have demonstrated attention to their long-term strategic planning.

Given the time frame and information provided, PNPC has evaluated new hire submissions, but included a column with questions. UNLV Faculty Senate PNPC
needed further information and guidance to provide definitive ratings or rankings of hiring priority submissions

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<th>Positive Components</th>
<th>Evaluation</th>
<th>Questions/Issues</th>
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| **Allied Health Sciences** | • All are Cross-college, cluster hires  
• 2nd rank part of NV Health Initiative  
• 3rd rank aligns with Top Tier Priority Area Big Data | Health care economics is area of growth. Center for Entrepreneurship is critical in Las Vegas’s diverse population. Accounting is very popular major. Demand for students exceeds supply AACSB accreditation requires the hire of a research faculty. | Where is the justification for hires within Top Tier goal strategy? |
| **Business** | • Enriching Center for Entrepreneurship is very important for Student Achievement/Experiential Learning and Top Tier (increase self-starting students, increase patents/start-ups...)  
• Healthcare economics is growth area | | Can health care position be covered by NV Health initiative? Is funding already in place for Lee Scholar for Entrepreneurship? |
| **Comm Health Sci** | • Cross-college, cluster hires  
• All hires could funnel through NV Health Initiative | Growing NV retiree population will require increases in geriatric care. Hires are justified to expand number of doctorate degrees they can offer. Areas focus on Top Tier area Big Data. | Can positions be covered by NV Health initiative? |
| **Education** | • 1st rank aligns with 2015 Master plan showing longitudinal and consistent focus on College goals (PhD STEM Ed). | Good justifications. Some hires align with Top Tier goals, others fill voids in student achievement. Improving K-12 education in NV is pivotal to the future NV workforce. | In reference to 4th rank, should hiring into an Ed Policy Center that has not yet been proposed be considered? Can the third position be covered by NV Health initiative? |
| Engineering | • 1st rank aligns with 2015 Master plan showing longitudinal and consistent focus on College goals (PhD Biomed Eng).  
• Think 3rd line (Transportation Prof) is aligns with regional strengths and is specifically important to NV workforce  
• 4th rank aligns with 2015 Master plan showing some consistent focus on College goals (M. in Data Science) and top Tier focus area of Big Data. | Good justification. All top tier institutions have BME programs | Rank#4, managing big data is becoming increasingly important to the sciences and business. Should this be a cross-disciplinary position?  
Will a robotics and bio-robotics line (rank #8) support regional strengths?  
“This could be a joint hire” Who is the proposed partner? Patents/startups suggest Entrepreneurship. |
| Fine Arts | • 1st rank aligns with 2015 Master plan showing consistent focus on College goals (M. Fine Arts). | Comparing 2010 to 2017 student credit hour data shows that the FA College is not in a state of growth. | Should we look for growth in all our colleges? Should opportunities go to colleges where there is student interest and employer demand? Are there demands for technologies blend art/design and hard science? Can a FIRS hire work? Interdisciplinary? |
| Hotel | • 4th, 5th, and 6th ranks aligns with 2015 Master plan showing some consistent focus on College goals (While justifications are not strong, the College shows consistent strategic planning. UNLV is an internationally renowned Hospitality, Tourism and Gaming Research Institution) | M. in Hospitality and Gaming Analytics - Isn’t there a current hiring announcement posted for similar position? How are we supposed to assess positions that already seem to be approved? |
| Liberal Arts | • Ranks 1 (Biomed Ethics), 5 (Chinese), and 7 (Ethnicity) align with 2015 Master plan (lines not included in table above) showing consistent focus on College goals. | Many lines are traditional in nature and reflect logical degree offerings for our students. | Could some of these hires funnel through NV Health Initiative? Is there student demand? |
| Libraries | • Rank # to support education outreach to community aligns with regional education improvement goals. | Good justification. | Are These are next year hires, as productivity of increased faculty ramps up? |
Nursing
• All ranks part of NV Health Initiative

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<th>Sciences</th>
<th>• All ranks align with Priority Areas Big Data, Water Resources, Biomedical Sciences, STEM Education • Top ranks will enhance research in major biomed concentrations and Env Conservation</th>
<th>Best justifications for achieving Top Tier goals, identifying how the lines impact Research and Student Achievement.</th>
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<td>Sciences are 2nd largest student credit hours behind Lib Arts. Is this due to majors or Gen Ed. requirements? Should that be a factor? Will the lines impact student achievement and critical research areas?</td>
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### Recommendations for Future PNPC Functioning

1. **New Hire decisions need to be based in a clearly stated vision. Strategic priorities need to be set and communicated.** One important related question is to what extent the image of UNLV as a Top Tier university will be a replication of the many 20th Century research universities. These well established institutions are heavily based in the “hard” sciences. Should an alternative vision of a leading 21st Century university based heavily on the strengths and opportunities available to UNLV and its stakeholders?

2. **Other strategic questions/issues that should be addressed include:**
   a. What shall be the balance between undergraduate and graduate program offerings?
   b. To what extent does UNLV aspire to have stature regionally, nationally, and/or internationally?
   c. What shall be the balance between backfilling where current programs have shortages of faculty, and investing in future growth areas?
   d. What is the strategic importance of cross-disciplinary research programs?
   e. The extent to which Top Tier was addressed is uneven. Some Units directly addressed Top Tier goals, while others made little or no clear connections to the University’s strategic agenda.
   f. Some Unit New Hire Proposals name a collaborative project that is not named in the partner unit’s New Hire List