



UNLV ATHLETICS

STRATEGIC PLAN

TO THE UNLV COMMUNITY,

At UNLV, we believe that developing a clear strategy is integral to success – both on the field and in the classroom.

The best plans are based on research, honest self-evaluation, and comparison to your competition. Successful plans – like any effort at UNLV – require teamwork, transparency, and trust in one another. Ultimately, Strategic Plans are pointless without faithful execution, candor, and flexibility.

In developing UNLV's Strategic Plan for Athletics, we've incorporated the skills our student-athletes learn throughout their studies: thorough research, careful planning, cooperation, and open communication. In developing this plan, we talked directly with our athletes, coaches, alumni, donors, students, faculty, industry experts, and media professionals. Through surveys, focus groups, direct communication, and a series of planning meetings, we have crafted a Strategic Plan that takes this valuable feedback into account while remaining centered on successfully driving us forward.

UNLV's Strategic Plan for Athletics is guided by our vision to deliver a premier student-athlete experience in college athletics – providing Rebels the opportunity to succeed not just as athletes but also as well-rounded people. We are committed to lead UNLV Athletics within this Strategic Plan, which breaks down into six core areas: Student-Athlete Development; Athletic Excellence; Model Enterprise; Fan Experience; Community Relationships; and Diversity, Equity, Inclusion & Belonging. These areas of focus directly align with the broader UNLV Top Tier 2.0 Strategic Plan because the Athletics Department working in tandem with the University only optimizes everyone's success.

As with any game plan, the real work starts when the competition begins. We are mindful that this thoughtful planning will prove ineffective if not applied to the real world, so our Strategic Plan must be adaptable to each unique situation. A successful Strategic Plan additionally requires cooperation and collaboration within the UNLV community. When we all know the game plan, we can play an important role in reaching our goals.

Just like its own constantly evolving city, UNLV is a unique and exciting place that looks to be proactive, innovative and a leader in the future of both education and athletics.

Guided by UNLV's Strategic Plan for Athletics, we are moving forward – together.

Go Rebels!



A handwritten signature in black ink, appearing to read "Erick B. Harper".

Erick Harper
Director of Athletics



A handwritten signature in black ink, appearing to read "Keith E. Whitfield".

Dr. Keith E. Whitfield
UNLV President



OUR VISION

CORE VALUES

INTEGRITY
SERVICE
EXCELLENCE
ACCOUNTABILITY
INNOVATION
EMPATHY

SIX PRIORITIES

STUDENT-ATHLETE DEVELOPMENT

Optimize student-athletes' ability to excel in the classroom through academic programming, ongoing campus support and career opportunities.

ATHLETIC EXCELLENCE

Maximize resources and foster championship culture to ensure teams compete to their fullest potential.

GROW AND MAINTAIN A MODEL ENTERPRISE

Grow and maintain a model enterprise that is fiscally and operationally transparent and actively generating revenue.

FAN EXPERIENCE

Build an exciting, engaging and welcoming fan experience for current and future fans to enrich our brand and maintain consistent support for championship and winning teams.

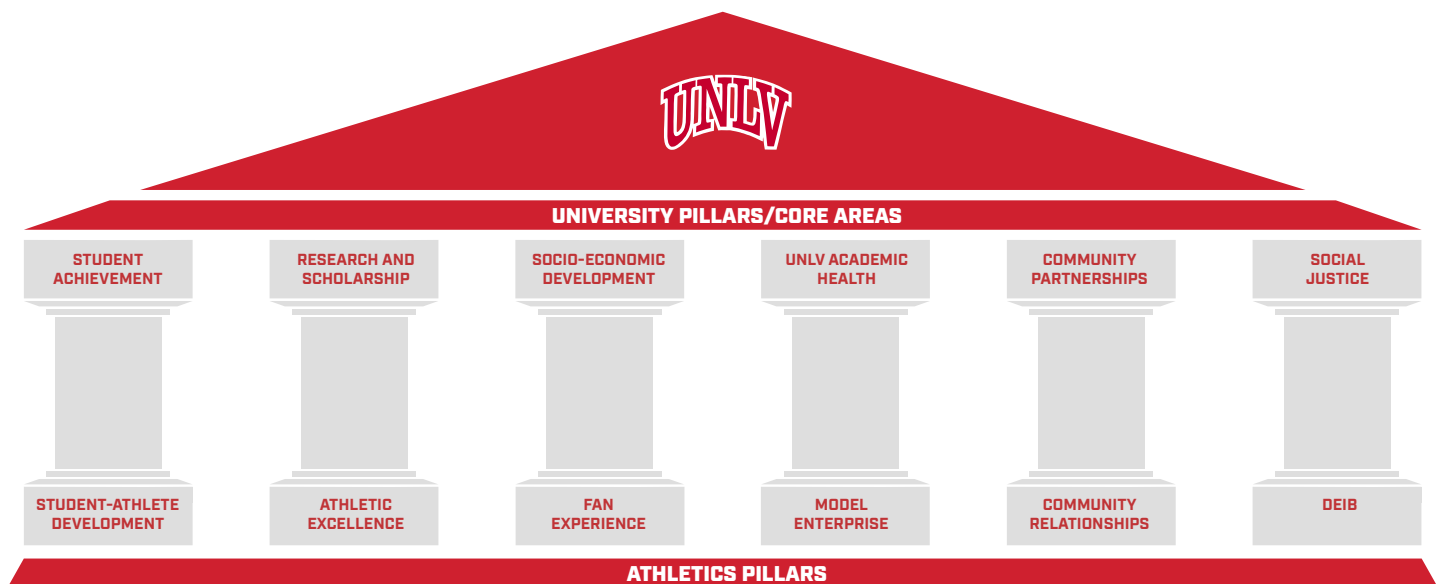
VALUE TO COMMUNITY

Develop and strengthen reciprocal relationships to promote the value of education and athletics to the campus and greater Las Vegas community.

DIVERSITY, EQUITY, INCLUSION & BELONGING

Promote and foster a culture that is diverse, inclusive and provides a sense of belonging for all.

Alignment With University Plan



ALIGNMENT WITH TOP TIER 2.0

The strategic planning committee worked to ensure alignment with University strategic goals. After review of the UNLV Top Tier 2.0 strategic plan, it was clear Athletics needed to create a specific objective focused on DEIB initiatives. Both the University and Athletics strategic plans largely focus on the student experience, academic achievement, and community partnerships.

ATHLETICS PILLARS

Student-Athlete Development

Provide first class holistic resources to elevate the overall student-athlete experience while maintaining an environment of compliance.

Athletic Excellence

Foster an environment for student-athletes and staff to optimize performance to achieve winning results.

Fan Experience

Maintain and grow a model enterprise, grounded in the department's core values.

Model Enterprise

Build an exciting, engaging, and welcoming fan experience for current and future fans.

Community Relationships

Develop and strengthen reciprocal relationships.

Diversity, Equity, Inclusion & Belonging

Promote and foster a culture that is diverse, inclusive and provides a sense of belonging for all.

UNIVERSITY PILLARS

Student Achievement

UNLV recruits, retains, and graduates a diverse body of students.

Research, Scholarship, and Creative Activity

UNLV fosters a climate of innovation and excellence in research, scholarship, and creative activity.

Socio-Economic Development

UNLV stimulates economic development and diversification.

UNLV Academic Health

UNLV creates a healthier Nevada by caring for our communities and by driving the future of healthcare.

Community Partnerships

UNLV leverages our strengths to develop strong partnerships that are mutually beneficial and enrich the cultural vitality of the valley.

Social Justice, Equity and Inclusion

UNLV promotes and supports a culture of social justice, equity, and inclusion for students, faculty, and staff.

1

Student-Athlete Development

Provide our student-athletes with first-class holistic resources to elevate their overall student-athlete experience while maintaining an environment of compliance.

Academic Success and Graduation

Pursue our focus on the academic excellence and graduation of our student-athletes by centering our attention towards individualistic academic development and assessment, enhancement of academic support programming, building strong campus and community outreach and maintaining an atmosphere of care.

Holistic Programming and Personal Development

Engage our student-athletes at each stage of their personal and professional exploration and development, creating a pathway towards a meaningful career post-graduation.

Integrity & Policy Preparedness

Ensure a high-level competency and knowledge of NCAA policy and remain adaptable to potential changes to rules and legislation.





Athletic Excellence

Foster an environment for student-athletes and staff to optimize performance to achieve winning results.

Coach-Focused Initiatives

Actively work with our coaches to review and analyze the current state of Athletics from the coach's perspective.

Staff Development

Attract, retain and develop high-caliber coaches and support staff to provide a level of consistent continuity for the student-athlete experience.

Sports Performance Innovation

Design and deliver an integrated Sports Performance Program that offers evidence-based sports medicine, sports psychology, strength and conditioning, sports nutrition and sports science resources.

Training and Competition Facilities

Upgrade and maintain neglected areas of our facilities that affect competitive performance (as determined by the Master Facility Plan) while establishing a stronger deferred maintenance plan to preserve and enhance all facilities with equity always in mind.

Championship Mindset

Establish a pathway and expectation to finish in the top three in every sport in each respective conference.

3

Model Enterprise

Maintain and grow a model enterprise, grounded in the department's core values consisting of our people, products, processes, generating revenue and additional resources.

Cultivation and Stewardship

Provide a first-class experience that positively impacts the lives of student-athletes, coaches and donors.

Targeted Fundraising

Increase Rebel Athletic Fund revenues and memberships and focus on making greater philanthropic contributions.

Other Revenue Streams

Increase revenue through merchandising and branding, new sponsorship opportunities, premier food and beverage service, and increased ticket sales by prioritizing innovation and enhancement of technology in seeking new streams of revenue.

Fiscal Responsibility

Maintain an optimal control environment that sets the tone for fiscal sustainability through strategic budgeting, trend and variance analysis, risk assessment and forecasting.



4

Fan Experience

Build an exciting, engaging and welcoming fan experience for current and future fans to enrich our brand and solidify our unique place in the Las Vegas community.

Special Events & Game Day Experience

Provide and promote a clean, safe and welcoming environment for all fans who attend an event at our facilities.

Innovative Fan Engagement

Consistently create and communicate high-quality content throughout the year and incorporate fan feedback into department decisions.

Rebel Pride

Focus on maintaining pride among fans regardless of attendance or success of teams.



Community Relationships

Develop and strengthen reciprocal relationships in order to promote the value of education and athletics to campus and the greater Las Vegas community.

Campus Community

Leverage our campus partners' strengths to develop collaborative networks to build camaraderie and address community needs and challenges.

Strategic Partnerships

Strengthen existing and develop new partnerships, collaborations and annual events with local businesses and professional sports organizations.

Service Initiatives

Create intentional opportunities to provide an enriching experience to the K-12 population and other specific community groups.





6

Diversity, Equity, Inclusion & Belonging

Promote and foster a culture that is diverse, inclusive and provides a sense of belonging for all.

Environment of Belonging

Assess, develop and maintain the conditions necessary for cultural improvement.

Value Voices

Increase opportunities for student-athletes and staff to express their voices and to affirm their feelings and values.

Representation

Improve the relative racial, ethnic, and gender representation of our student-athletes and staff.



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