



ORGANIZATIONAL UNIT PROPOSAL FORM

DIRECTIONS: *Use this form when proposing a new organizational unit, center, institute, department, school, or college.*

DATE OF REQUEST: February 23, 2017

Date of AAC Approval:

2/23/17

INSTITUTION: University of Nevada, Las Vegas

NAME OF PROPOSED UNIT: UNLV Public Policy Institute

Date of Board Approval:

DATE OF IMPLEMENTATION: upon approval

PART 1

A. Action requested

The University of Nevada, Las Vegas requests approval of a Public Policy Institute.

B. Brief description and purpose of proposed unit

Informed policy discourse is a vital component to the effective governance of the country. Policy discourse, however, is often characterized by discord, division, and antagonism. It can also be engaging, fruitful, and constructive. The path toward the latter direction is through the development and use of practical, rigorous, solution-based research. With this in mind, UNLV proposes a unique research institution.

The proposed Institute will likely be housed in the Greenspun College of Urban Affairs and supported by the resources of the University. The proposed Institute is unique and relative to similar research organizations in the nation, in that the research will be developed in collaboration with stakeholders. This engaged approach shown in the Model for Engaged Research, Attachment 1, allows the research questions, and subsequent research-based insights, to be vetted by those that are most in touch with the issue being addressed.

In short, the proposed Institute will provide research-based solutions for the real world.

The organizational structure of the Institute is oriented around the Model for Engaged Research, Attachment 1. Each individual within the organization plays a critical role in moving the research from idea creation, through discourse, to solutions.

Leadership Team

The leadership team will be headed by the Institute's co-chairs. The co-chairs will have several important roles; in particular, they will:

- 1) Shape the bipartisan vision of the Institute,
- 2) Recruit members to become part of the Institute's Research Advisory Board,
- 3) Work with the Advisory Board to define Priority Areas for study,
- 4) Work with the Institute's Director to disseminate research findings to key stakeholders,
- 5) Serve as advocates for research findings to national policy makers.

Research Advisory Board

A critical first step for the Institute Chairs and UNLV leadership will be to identify and help recruit members for a research advisory board. This board will be comprised of national, regional, and local policy stakeholders and will serve the following key roles:

- 1) Review and propose priority research areas for the Institute,
- 2) Help to define research projects within those areas. These priority areas will define the substance of the research projects pursued by the Institute. Priority areas could include: sustainability, workforce development, technology and innovation, and security and resilience, and
- 3) Shape and facilitate both the issue dialogue and the solution dialogue.

Institute Director

The Institute Director will serve as the lead administrator for the Institute and will have the following key roles:

- 1) Oversee the day-to-day operations of the Institute, including maintaining the Institute's budget,
- 2) Develop and recruit research teams for the research projects,
- 3) Support the Chairs and Advisory Board in their activities,
- 4) Organize and facilitate stakeholder conversations on policy issues and solutions,
- 5) Work with the Institute Chairs to facilitate the dissemination of research findings.

Given that the Institute will likely be housed within the Greenspun College of Urban Affairs, this Director role will be filled by a faculty member within that college. Key qualifications of the Director will include past leadership in governmental affairs, policy and infrastructure, finance and an understanding of real world solutions.

C. Outline plans for the success of the proposed unit

Research Teams

Once the leadership team has identified priority areas and issues to be researched, the Institute Director will engage a research team to investigate the policy question at hand. The team will be comprised of discipline-specific experts drawn from relevant academic units throughout UNLV. Wherever possible, the Institute will collaborate with researchers from other research programs nationally. The research team will also employ at least one graduate research assistant to support the research faculty with data collection, and preliminary analyses.

Administrative Team

The administrative team will include some general support staff who will help manage the day-to-day issues, including travel and event support. Second, it will include marketing staff who will be responsible for the development of marketing material, website development, and the Institute's social media presence. There may be a need to hire a communications and social media expert. However, the rest of the team will be drawn from the existing administrative infrastructure at UNLV, including at the Greenspun College of Urban Affairs.

Proof of Concept

An initial step for the Institute will be the development of a proof of concept research project. There are a variety of topics that could serve in this capacity; for example, the Institute could consider the issue of parental leave within the entertainment and gaming industries. Following the engaged research model, this topic would be explored in a series of steps. First, the Institute Director would assemble a research team. Then the Institute Co-Chairs would work together to identify key stakeholders. The Institute staff would then work to facilitate an event that would allow for discussion of this particular topic and to develop key metrics for evaluation of its success. The discussion would be organized with an eye toward refining and shaping the issue itself and the key questions to be addressed. The research team would then use that information to direct the research. Preliminary findings would then be presented back to the stakeholder group as a way to generate insights on the proposed solutions based on the research. These insights will lead to final recommendations. Based on these final recommendations, the Institute Director would work with the co-chairs to disseminate the research and to advocate for its findings.

The UNLV-Greenspun Advantage

As noted above, the proposed Institute will likely be housed in UNLV's Greenspun College of Urban Affairs. This College is uniquely situated to enable the engaged model of research that is envisioned as a defining feature of the proposed Institute. Greenspun Hall is conveniently located at the edge of campus. At 120,000 square feet, this massive five-story building features an auditorium, high-definition (HD) media facilities for KUNV-FM and UNLV-TV, media laboratories, conference rooms, and classrooms with "smart" technology.

The Greenspun College of Urban Affairs was established to expand public engagement activities by providing an interdisciplinary forum to share information on important policy-related topics with policymakers and the public. Together, the School of Public Policy and Leadership and the College have sponsored lectures and symposia designed to bring together academic researchers, policymakers, and other key stakeholders, including business leaders, students, and the public. Over the years, the Greenspun College of Urban Affairs has partnered with various local and national institutions. Some recent examples include:

- In 2012, the College hosted the International Conference Host Night for the American Society for Public Administrators (ASPA). This event, with over 1,200 academics and practitioners from around the world, provided the College an opportunity to showcase its work on an international front.
- In 2016, UNLV (including the faculty, staff, and students of the Greenspun College of Urban Affairs) was in the national spotlight with the hosting of the final Presidential Debate. Programs in the College, such as the nationally ranked debate team, were prominently featured on national TV broadcasts, and faculty members were routinely part of the national discussion on debate and policy strategy.
- In 2016, the School of Public Policy and Leadership partnered with the Las Vegas Metro Chamber of Commerce on a public policy series aimed at community leaders, especially those interested in serving in public office or shaping public policy.

In collaboration with Brookings Mountain West, the Greenspun College of Urban Affairs sponsors different policy discussions open to students, the faculty, and the public. Recently, the topics have included net metering provisions for solar in Nevada, the creation of a UNLV medical school, the benefits of light rail in Las Vegas, marijuana policy in Nevada, and other national policy issues that impact our state and region.

The Greenspun College of Urban Affairs is also home to the Lincy Institute. Lincy conducts and supports research that focuses on improving Nevada's health, education, and social services to build capacity for service providers and enhance efforts to draw state and federal monies to Las Vegas.

PART II

A. Mission statement

Inform policy discourse through the development and use of practical, rigorous, solution-based research. Develop research in collaboration with stakeholders. Through this process, allow the research questions, and subsequent research-based insights, to be vetted by those that are most in touch with the issues being addressed.

B. Goals and objectives

i. Teaching

There will be learning opportunities for students through speakers and events the Institute will bring to campus.

ii. Research

Once the leadership team has identified priority areas and issues to be researched, the Institute Director will engage a research team to investigate the policy question at hand. The team will be comprised of discipline-specific experts drawn from relevant academic units throughout UNLV. Wherever possible, the Institute will collaborate with researchers from other research programs nationally. The research team will also employ at least one graduate research assistant to support the research faculty with data collection, and preliminary analyses.

iii. Service

The aims of the Institute are to work collaboratively with policy stakeholders to identify critical areas for inquiry and develop rigorous analyses that shape further discourse on innovative public/private solutions. This Institute will provide the city, state, and nation with a unique model of research-supported policy solutions.

Community members will also benefit from speakers and events the Institute will bring to campus.

C. Major participants or collaborators

i. Internal to campus

The Greenspun College of Urban Affairs and discipline-specific faculty experts throughout the academic units of UNLV.

ii. External to campus

There will be a research advisory board identified and recruited by the Institute Chairs and UNLV leadership. This board will be comprised of national, regional, and local policy stakeholders and will serve the following key roles:

- 1) Review and propose priority research areas for the Institute. These priority areas will define the substance of the research projects pursued by the Institute. Priority areas could include: sustainability, workforce development, technology and innovation, and security and resilience.
- 2) Help to define research projects within those areas.
- 3) Shape and facilitate both the issue dialogue and the solution dialogue.

D. Evidence of contact within and between affected academic units

NA

E. Proposed physical location

UNLV Greenspun College of Urban Affairs.

F. Proposed organizational structure (include organizational structure within the campus)

The Institute will most likely be housed in the Greenspun College of Urban Affairs.

G. Activities to be sponsored (e.g. courses, seminars, research, and outreach) – indicate if courses or seminars will be offered through the proposed unit. Please specify if they will be offered for academic credit and applicable to a degree program. Give estimated enrollment.

The Institute will not offer courses for credit but will offer speakers and events that both students and community members can participate in.

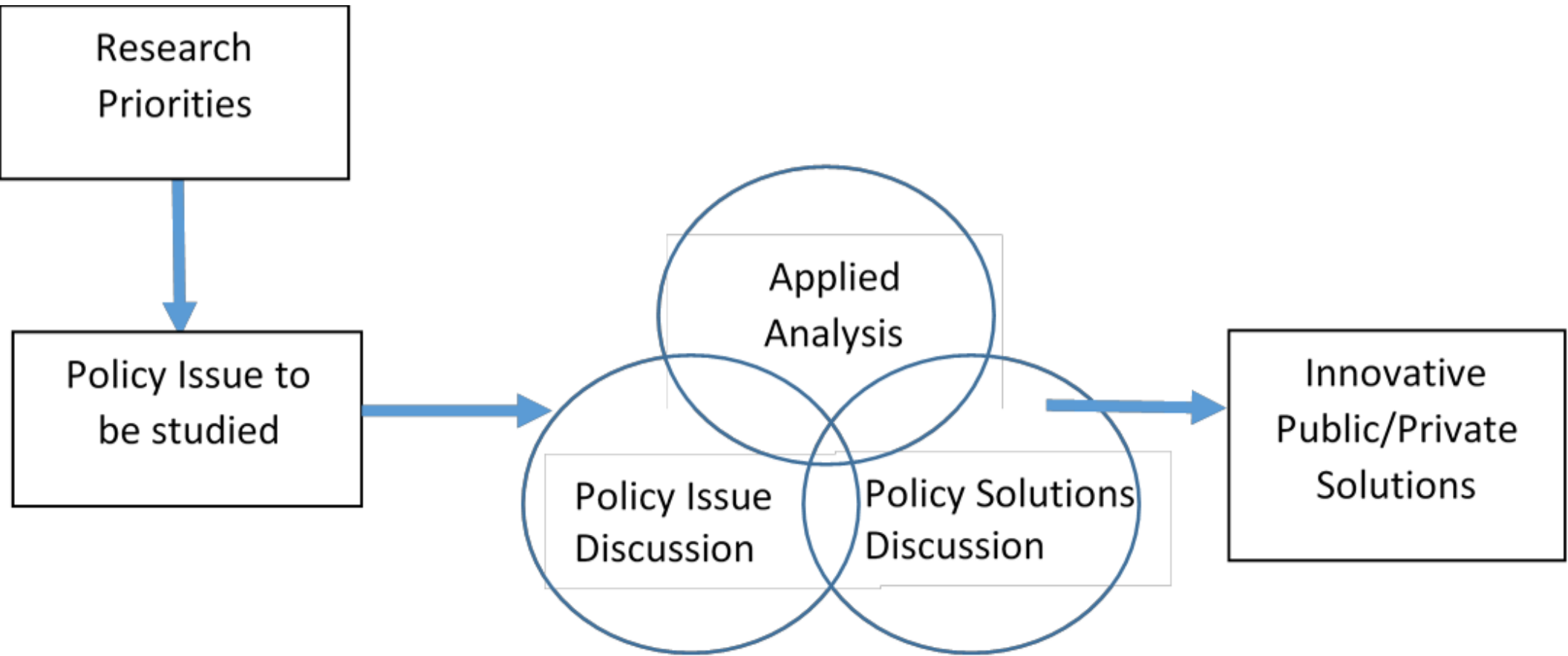
H. Resource Analysis – source of funds necessary for the proposed change (enrollment-generated state funds, reallocation of existing funds, grants, other state funds)

See Attachment 2.

I. Projected Budget – identify portions of costs which will require state resources, grants, gifts and/or contracts

See Attachment 2.

Please attach any supporting documentation (i.e. support letters from community, industry).



Proposed Budget

	Year 1	Year 2	Year 3	Total
UNLV Public Policy Institute Faculty Lead. 50% Reporting Time & Effort (0.5 X \$180K).	\$90K	\$90K	\$90K	\$270K
Discipline specific experts with a stipend based on workload and scope of project work (Faculty)(5 @ \$10K each).	\$50K	\$50K	\$50K	\$150K
Graduate Research Assistantship (12 month stipend and benefits).	\$35K	\$35K	\$35K	\$105K
Office Space in either the Rogers Literature and Law building or Greenspun Hall. 3 offices @ 150 sq. ft. each and a conference room 400 sq. ft. \$2/sq. ft./month	UNLV Contribution	UNLV Contribution	UNLV Contribution	UNLV Contribution (approx.. \$60K)
Support staff for the institute. Initially half time that should expand to full time as the program grows (0.5 X \$90K).	\$45K	\$67.5K	\$90K	\$202.5K
Marketing, Social Media and Web support. UNLV Media Relations buyout at 25% Time and Effort (0.25 X \$100K).	\$60K	\$60K	\$60K	\$180K
Speakers, Consultants, Experts and Events	\$50K	\$50K	\$50K	\$150K
Totals	\$295K	\$317.5K	\$340K	\$952.5K