

One-Page Summary Report: Administrative Support Subcommittee

SUBCOMMITTEE MISSION

Evaluate current administrative support levels and recommend a plan to increase business infrastructure within colleges, schools, and centralized units to promote our top tier customer service staffing plan in order to: 1) Reduce faculty administrative burden to allow them to be more productive in priority areas, and 2) Increase research funding and creative activities.

RECOMMENDATIONS

It is clear UNLV has significantly less administrative support for business related functions than our peer and aspirational peer institutions (See Attachments). Therefore, we propose increasing administrative staff support and GAs within the colleges and departments as well as staffing within the centralized business and graduate college offices. We further recommend that UNLV add more resources such as training programs and automated systems to enable support professionals to be more effective and efficient. Hiring more specialized support staff will reduce faculty administrative burden so they can focus on their core priorities so we can meet our Top Tier goals. Both conventional and alternative funding sources should be pursued to fund these items.

College/Departmental Level Support

- Existing support staff are overburdened so many faculty must complete administrative tasks on their own. Having more support staff and GAs that are well trained within their college/department to rely on will reduce this burden. Experts embedded in the colleges/departments have a better understanding of faculty needs so they can provide better, more appropriate, and faculty specific, recommendations due to their knowledge and close interactions with the faculty. Furthermore, we anticipate centralized offices would have improved interactions with college experts since there will be a better overall understanding of policies and procedures on both sides.
- Each college will need to determine whether administrative support should be hired at the college or departmental level. While some resources are better deployed at the college level, support at the departmental level can be more beneficial in some areas given the proximity and closer interactions with the faculty.
- Areas of administrative support that would be most beneficial to embed within the colleges/departments include:
 - OSP (Pre- and Post-Award)
 - HR/Finance
 - Graduate Coordinators

Centralized Office Support

- Centralized offices are also short staffed due to the prior budget cuts so their staffing levels must be increased.
- While there may be other areas of need, we suggest the following critical areas of need:
 - Purchasing
 - Facilities/P&C
 - OSP
 - Accounts Payable
 - HR
 - Graduate College

Additional Resources and Tools to Support Administrators

Training

Administrators need high quality training. We suggest the following items as a starting point:

- Certification programs
- Develop more “How-to” manuals where appropriate
- Provide more on-line training content
- Improve website resources and navigation

Automated Systems

Administrators are involved in numerous, often manual, processes which leads to numerous problems including delayed processing and difficulty accessing data. Timely processing via electronic workflow, the ability to quickly identify where in the queue a document is, and easy access to data would be a tremendous help.

Communication

Professional, courteous, and productive communication between central offices and unit administrators is essential and must be a high priority. The “Rebel Way” is an excellent blue print. Intuitive websites would also be tremendously beneficial.

Potential Funding Sources

- F&A can and should be used to hire dedicated research support staff within the colleges and units.
- Approach the legislature with a request to hire additional staff to help us return to previous levels of administrative support.
- Investigate the option to use university funds to leverage state funded positions. In essence we could treat university funds as cost share to show the legislature we are willing to commit resources for this important resource if they will match us.

Full Report
Top Tier Administrative Support Subcommittee
Infrastructure and Shared Governance &
Research, Scholarship, and Creative Activity Committees
03/31/16

SUBCOMMITTEE MEMBERS

- | | | |
|---------------------------|------------------------|-----------------|
| • Erin Azua | • Matt Lachniet | • Stan Smith |
| • Gerry Bomotti (Co-lead) | • Pat Loosbroock | • Gina Strebel |
| • Kate Korgan | • David Paul (Co-lead) | • Carmen Willis |

SUBCOMMITTEE MISSION

Evaluate current administrative support levels and recommend a plan to increase business infrastructure within colleges, schools, and centralized units to promote our top tier customer service staffing plan in order to:

- 1) Reduce faculty administrative burden to allow them to be more productive in priority areas, and
- 2) Increase research funding and creative activities

RECOMMENDATIONS

Preliminary recommendations for hiring priorities and resource allocation:

It is clear UNLV has significantly less administrative support for business related functions than our peer and aspirational peer institutions¹ (See Attachments). Therefore, we propose increasing administrative staff support and GAs within the colleges/departments as well as increasing staff within the centralized business and graduate college offices. Hiring more specialized support staff in the colleges/departments who can offer expert advice and assistance directly to faculty and increasing centralized office support staff will allow faculty to focus more on the core priorities and increase productivity in key areas that align with Top Tier goals. Hiring additional administrative support professionals must be a high priority and is especially important as we anticipate hiring additional faculty to pursue our Top Tier goals.

We further recommend that UNLV pursue more resources such as training programs and automated systems to enable support professionals to be more effective and efficient, further reducing faculty administrative burden. Both conventional and alternative funding sources should be pursued to fund these items.

College/Departmental Level Support

- Pursuing additional administrative support within the colleges/departments is critical. College/departmental administrators and Gas provide enhanced expertise to the faculty and reduces the administrative burden they face. Currently, the existing support staff are overburdened so many faculty must complete administrative tasks on their own and/or contact centralized offices to seek answers and/or resolve issues. Having more support staff that are well trained within their college/department to rely on will reduce this burden. Experts embedded in the colleges/departments have a better

¹ While this conclusion is based in part on the attached FY12/13 UNLV and IPEDS data, we know that the volume of transactions has only increased since then without a corresponding and proportional increase in administrative support. The administrators responsible for compiling the data are currently 100% dedicated to the Workday HR/Financial system implementation and are unavailable to pull more current data. Regardless, IPEDS definitions for administrative positions have been changed since FY13 so an accurate comparison would be extremely difficult.

understanding of the faculty efforts so they can provide better, more appropriate, and faculty specific, recommendations given the faculty member's unique situations due to their knowledge and close interactions with the faculty. Experts embedded within the colleges/departments would also work as liaisons with the various business and graduate school offices when more in-depth assistance is necessary. Interactions between a college/departmental level expert and the centralized office would benefit all parties. In addition to the reduced faculty burden, we anticipate there would be improved interactions between centralized business offices and college level experts since there would be a better overall understanding of the complicated policies, procedures, regulations and limitations that exist.

- Each college will need to determine whether administrative support should be hired at the college or departmental level. While some resources are better deployed at the college level, support at the departmental level can be more beneficial in some areas given the proximity and closer interactions with the faculty. For instance, close interaction and a thorough understanding of a faculty member's research projects can be instrumental when providing sponsored program support so departmental support could prove be beneficial.
- Some of the areas of administrative support we feel would be most beneficial to embed within the colleges include:
 - OSP (Pre- and Post-Award)
 - HR/Finance
 - Graduate Coordinators

Centralized Office Support

- After considerable discussions our committee felt strongly we needed to broaden our subcommittee's scope to include centralized office staffing levels since they are greatly understaffed as well, which also contributes to faculty burden. While additional college level support will be tremendously beneficial, the centralized offices are also short staffed due to the prior budget cuts and their staffing levels must also be addressed if we expect to be able to support faculty the way we should.
- While there may be other areas of need, the committee suggested the following critical areas that need additional staffing:
 - Purchasing
 - Facilities/P&C
 - OSP
 - Accounts Payable
 - HR
 - Graduate School

Additional Resources and Tools

While we recognize the following items are out of our scope, and we understand other subcommittees are working on many of these items, we felt it was important to point out how critical they are since they directly impact an administrator's success and their ability to adequately support our faculty.

Training

In addition to hiring more staff, we need to make sure they are receiving high quality and readily available training. We believe the following recommendations are essential to develop highly trained and effective administrators:

- Certification programs to incentivize attendance and standardize high quality training. This would need dean support and could potentially involve financial incentives for completion. It would also require coordination between all the business, finance, research, and graduate school offices. However, it would be worth the effort.
- Develop more "How-to" manuals where appropriate and improve marketing for the existing resources so those who are interested will know they exist and where to locate them. Examples could include Institutional Animal Care and Use (IACUC) and Controlled Substances.
- Provide more on-line training opportunities when possible and improve marketing for the existing resources so those who are interested will know they exist and where to locate them.

- Improve websites so they are more intuitive and users can quickly find the assistance and tools they need.

Automated Systems

Administrators are involved in numerous processes and far too many are manual and extremely cumbersome, which leads to numerous problems including delayed processing, errors, and difficulty accessing data. Timely processing via electronic workflow, the ability to quickly identify where in the queue a document is, and easy access to data would be a tremendous help to every administrator, but especially those on the front lines working closely with our faculty.

Communication

Professional, courteous, and productive communication between central offices and college/departmental administrators is essential and must be a high priority for everyone involved. Websites that are easy to navigate would also be tremendously beneficial in this area.

Recommendations for potential funding sources

- F&A can and should be used to hire dedicated research support staff within the colleges and units. The Research Division will continue to promote this as a good use of the college's recovered F&A. We understand there are many appropriate uses for F&A and colleges don't have sufficient funds for all their desired activities. However, it is important that hiring research support staff become a high priority.
- At the very least, we should approach the legislature with a request to hire additional staff, both within the colleges and centralized business offices to help us return to previous levels of administrative support. We anticipate current activity levels would support this request, if not illustrate that we need even more administrative support.
- A suggestion was made that we should investigate the option to use existing college/university funds to leverage state funded positions when we approach the legislature for additional positions above and beyond attaining prior levels of support. In essence we could treat these extra positions as cost share to show the legislature we are willing to commit resources for this important resource if they will match us.

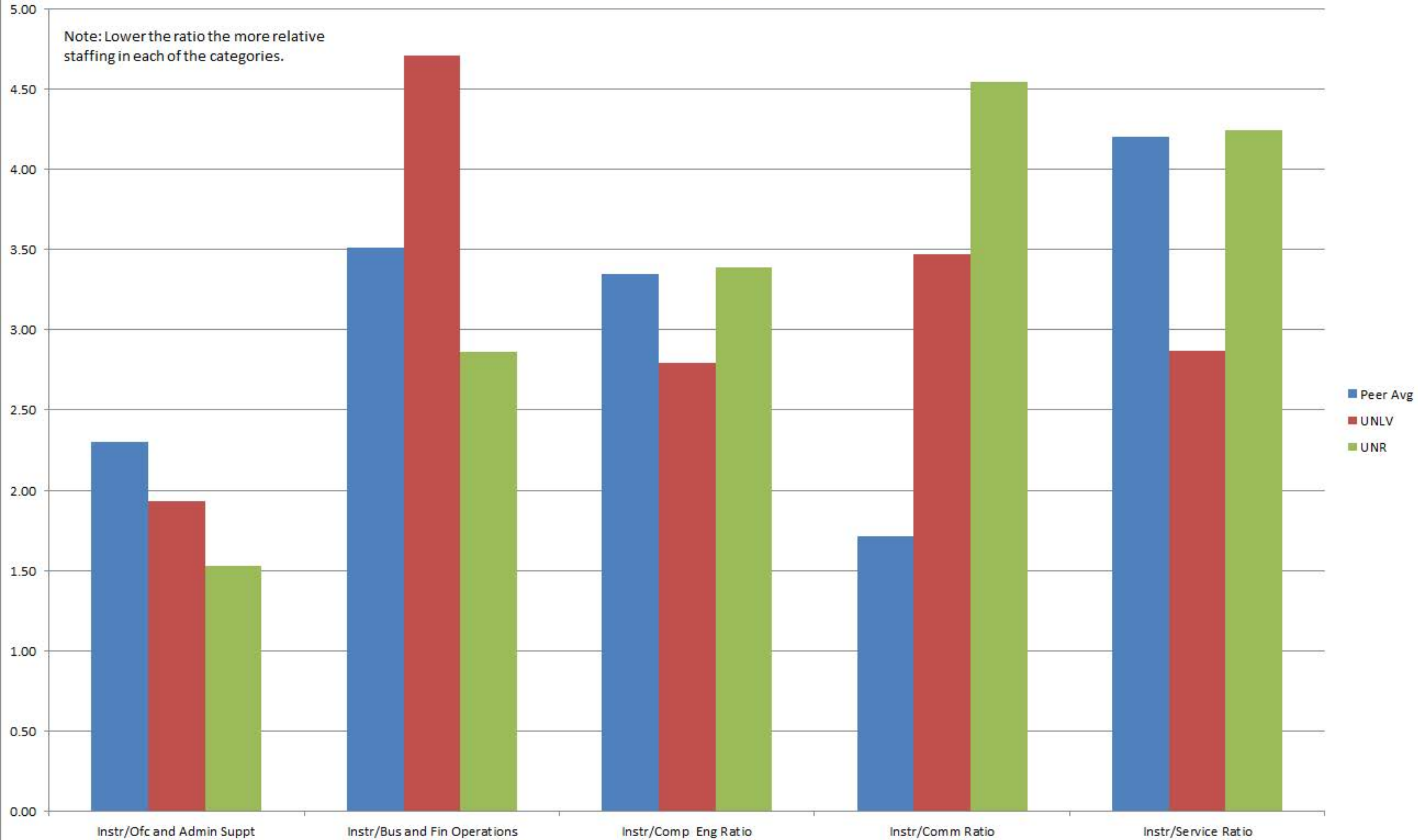
Metrics to track reduced faculty burden

We attempted to identify possible metrics that could be used to determine how successful new business managers and additional centralized support staff are at reducing faculty burden and increasing faculty productivity. However, at this point the only metrics that are readily available and easily accessible appear to reside exclusively within the research environment. If metrics are used to track the impact of increased administrative support we recommend the following:

- The primary research metrics we can use to track faculty productivity include:
 - Proposal submissions (Both number of proposals and dollar amounts)
 - Award funding
 - Research expenditures
- One option we could pursue that has the potential to track more than just research metrics is an annual survey to assess faculty burden. The federal government, via the Federal Demonstration Project (FDP), assesses faculty burden on a national scale and we believe investigating an option to do something similar on a smaller scale for UNLV could be worth pursuing and would allow us to track administrative burden levels over time.

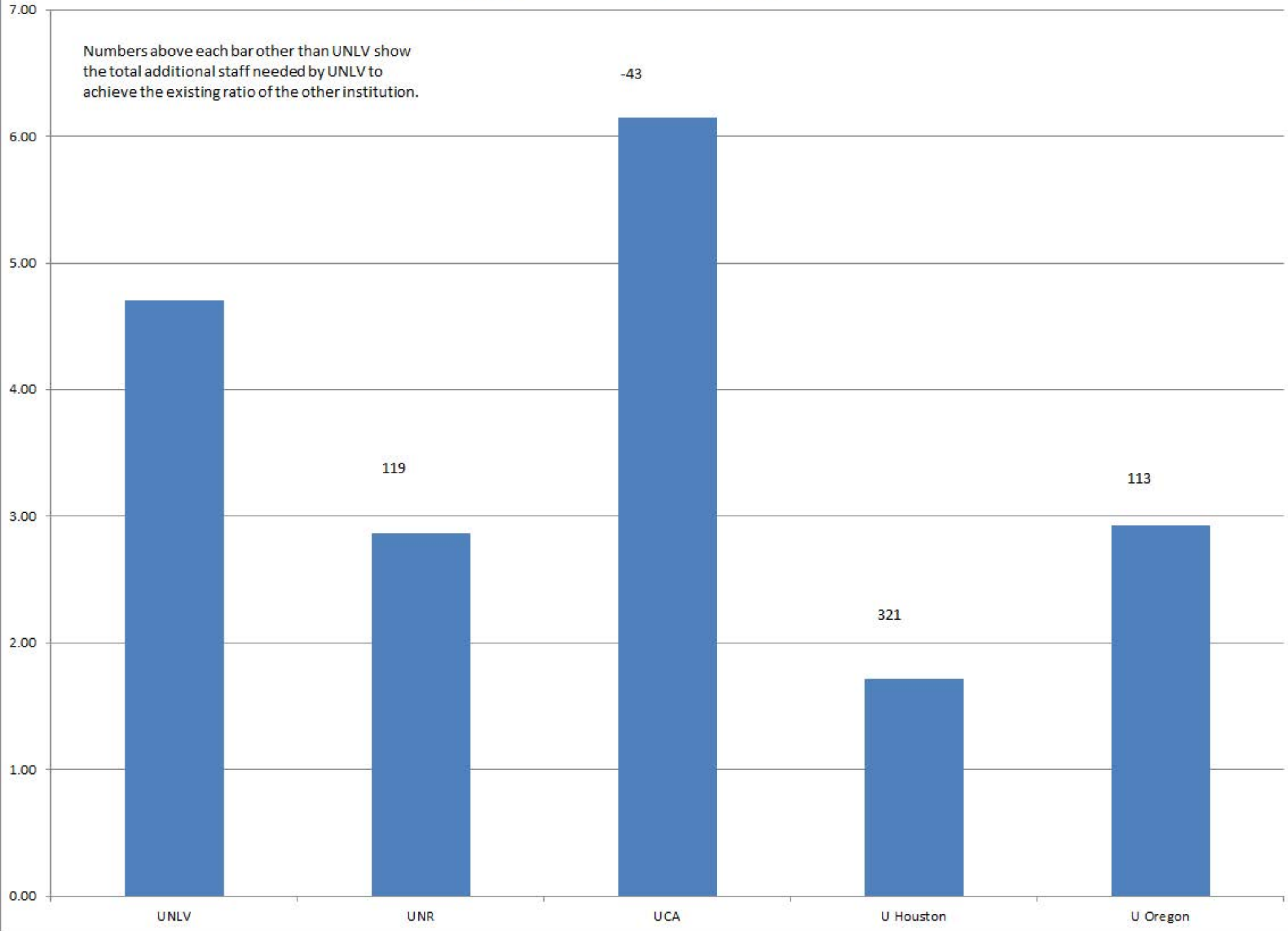
Instruction to other Employee Category Staff Ratio's - Fall 2013 IPEDS

Note: Lower the ratio the more relative staffing in each of the categories.

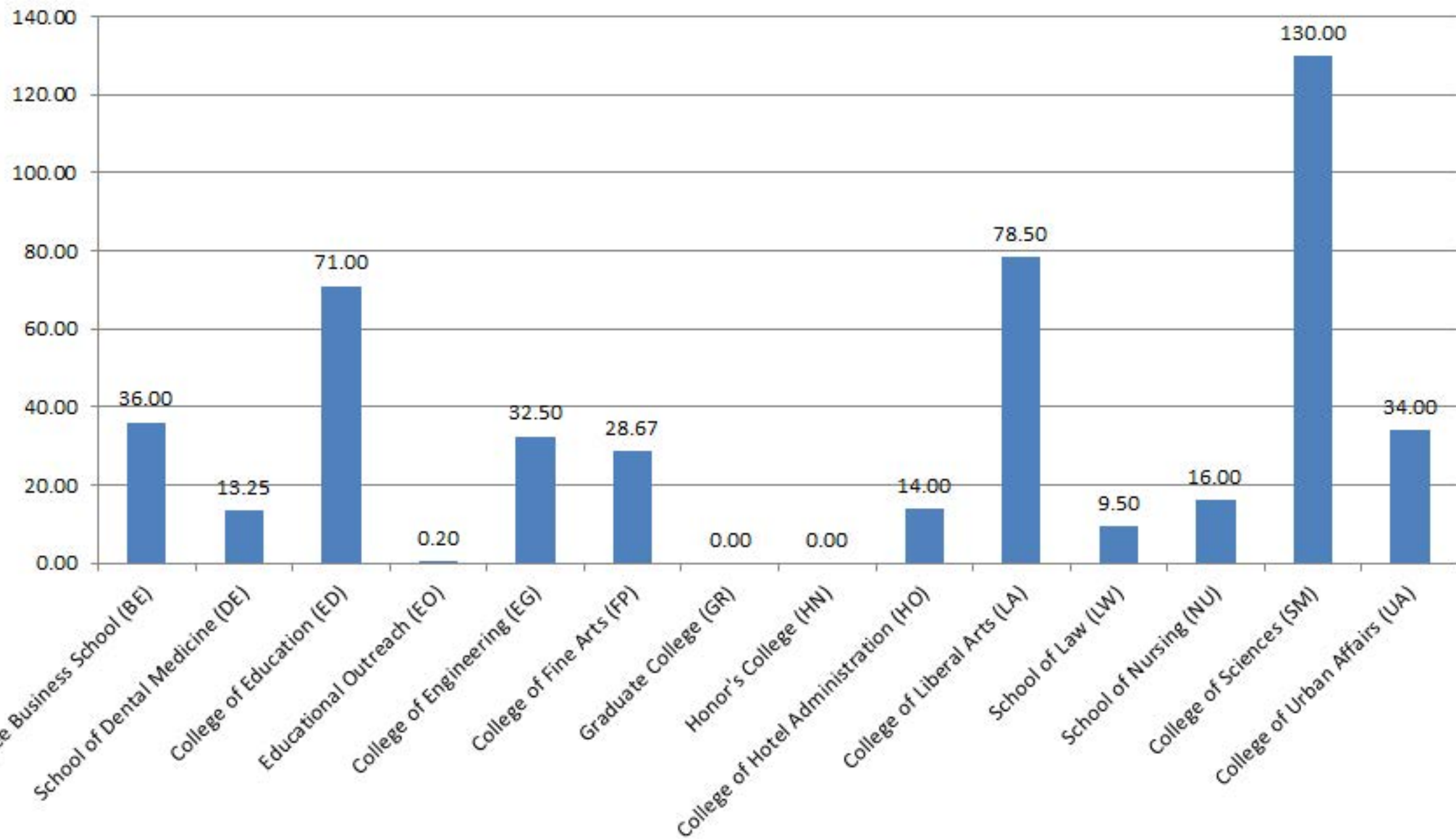


Instr/Bus and Fin Operations Ratio

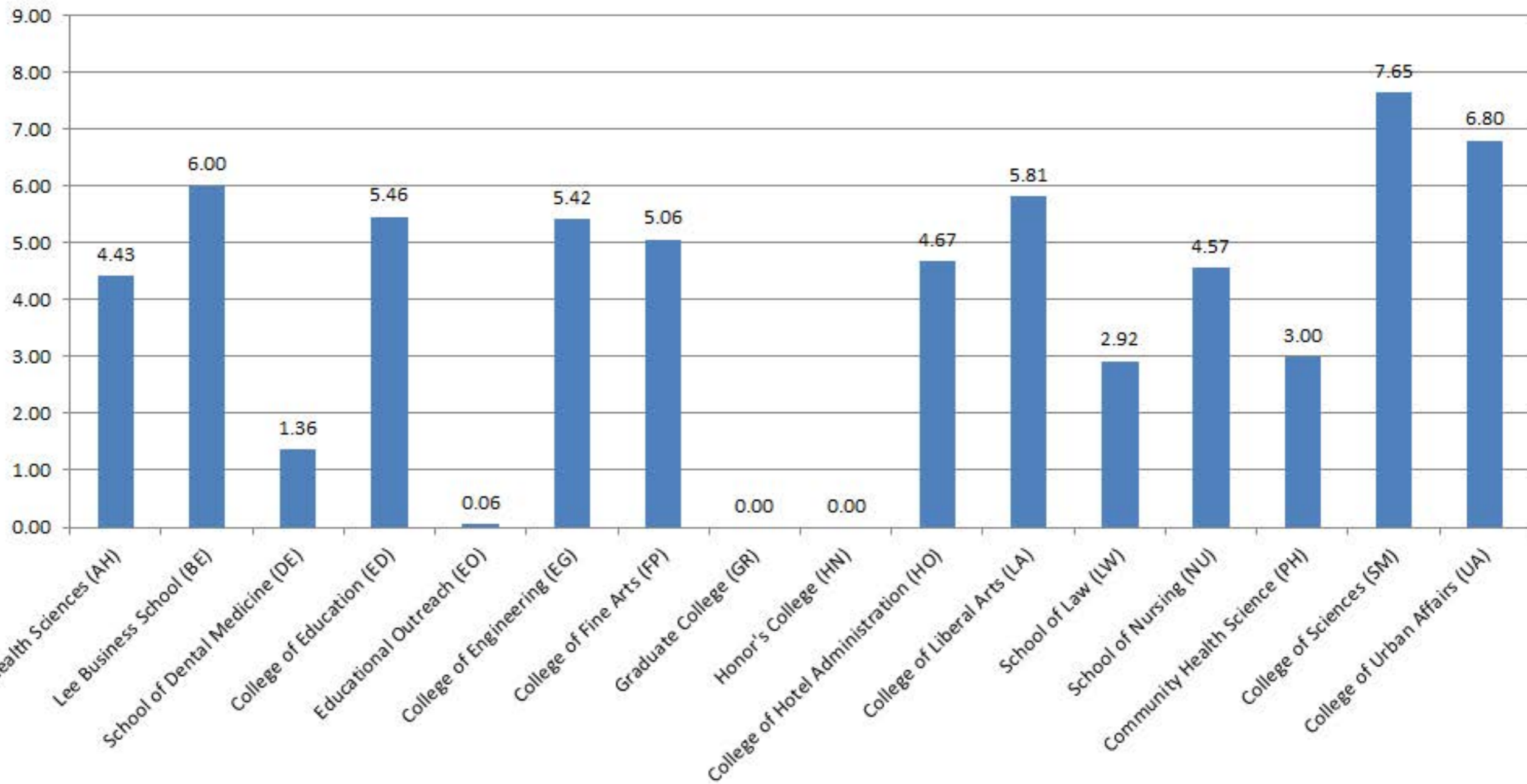
Numbers above each bar other than UNLV show the total additional staff needed by UNLV to achieve the existing ratio of the other institution.



Ratio of Faculty to Business and Financial Occupations Support Staff



Ratio of Faculty to Office & Admin Support Staff



College Business Centers Study and Recommendation

March 8, 2012

One of the campus infrastructure priorities is to establish business offices to assist in processing transactions for the colleges that do not have designated staff to handle these. In many cases, where colleges do not have assigned staff to process business transactions, the faculty ends up performing these tasks, which we do not believe is an efficient use of their time and does not lead to overall effectiveness. It has been determined that two academic colleges do not have an assigned "Professional Business Manager Staff": College of Sciences and College of Business. (See list of current Professional Business Managers attached). Further, we have analyzed the volume of selected business transactions, explained below, to support our recommendation of establishing business centers for the College of Sciences and the College of Business. Included in our recommendation is proposed base staff with corresponding job descriptions based on discussions and examination of workloads/duties in the various colleges, along with the implementation of a training program. As a first step in fulfilling the campus infrastructure initiative, we are proposing to: (1) set up a pilot program for the College of Sciences; and (2) develop a training program for Professional Business Managers in all colleges/major campus units. Our recommendation is based on the detailed analysis below.

Based on an analysis of transaction volume by colleges (see below), the College of Sciences had the highest dollar amount of purchase orders for FY11 and ranked 4 out of 12 colleges for the cumulative volume of payment vouchers through FY11. The College ranked 1 out of 12 for both FY12 travel payments and independent service providers. The College of Science also ranked near or at the top of the list for the greatest number of payments for student workers and number of Facilities Department work orders. Another metric included below was the number of self-supporting budgets per college as these require additional annual budget preparation over State budgets, which are a given for each biennium. Again, the College of Science was at the top of this list, with the greatest number of self-supporting budgets. The College of Science had the greatest number and largest dollar amount of grants awarded from FY9 through FY11. The College has 5 departments and 103 staff. In addition, as of Spring 2012, they have 60 part time instructors. Certainly the high volume of transactions and the size of the organization unit justifies the need for a business office for the College of Science.

The College of Business also does not have a dedicated "Business Manager" professional staff. Although they rank lower in the volume of transactional data metrics examined below, (8 out of 12 colleges for cumulative volume of payment vouchers and 7 out of 12 for dollar amount of FY11 purchase orders, with most of the other metrics falling within these ranges), per discussion with Budget Staff, Purchasing, Accounts Payable and Payroll, considerable time is spent working with College of Business resolving issues. Purchasing also indicated that additional time was spent with the Business College explaining processes and following up on late or incomplete submission of documents. Accounts Payable has had similar issues where Business College personnel have trouble creating documents and do not have a "go to" person in their department who is a knowledgeable and can provide assistance. This is one of the larger colleges, with 6 departments and 75 staff. Establishing a college business office with a dedicated Professional Business Manager for the College of Business would alleviate much of the time spent by faculty/staff in the college and staff in the Finance and Business division.

Per discussion with the colleges that currently have functioning professional business managers, the average administrative help processing business transactions, in addition to the business manager, is 1 FTE for every 20 staff members served. Based on this ratio, for our pilot program we recommend setting up a business center for the College of Sciences staffed with 1 professional business manager and 2 administrative staff in addition to the

current staffing levels. Corresponding job descriptions are attached. This business center will report to the dean and should start out with a dotted line reporting to the VPF & B office, until the pilot period (one year) is complete.

A critical component of setting up business centers is providing proper training for the business manager and administrative staff in order that they have the tools and knowledge to perform their duties as well as be a resource for others in the college that are responsible for processing business transaction. We recommend that a training program be set up and implemented not only for the new business managers but for all current business managers. This would be administered jointly by the VP Finance and Business office, the Provost and Human Resources.

Agency Code	College	PVs FY09 - 6 months	PVs FY10	PV FY11	Total PVs	PV's \$ FY09 - 6 months	PV's \$ FY10	PV's \$ FY11	Total PV's \$
208	School of Dental Medicine	9	95	59	163	\$ 468,357	\$ 162,851	\$ 132,839	\$ 764,047
254	College of Engineering	26	39	23	88	\$ 22,682	\$ 259,282	\$ 14,959	\$ 296,923
255	College of Fine Arts	17	17	40	74	\$ 8,868	\$ 21,585	\$ 56,752	\$ 87,206
260	College of Sciences	38	39	46	123	\$ 25,810	\$ 26,594	\$ 25,995	\$ 78,399
258	College of Hotel Administration	18	31	13	62	\$ 47,300	\$ 14,711	\$ 10,984	\$ 72,994
253	College of Education	21	23	8	52	\$ 38,375	\$ 28,022	\$ 1,652	\$ 68,048
257	School of Community Health Sciences	27	38	20	85	\$ 22,796	\$ 32,651	\$ 12,093	\$ 67,540
252	College of Business	13	26	19	58	\$ 11,004	\$ 20,769	\$ 13,696	\$ 45,469
259	College of Liberal Arts	16	15	12	43	\$ 5,193	\$ 18,250	\$ 5,442	\$ 28,885
274	Greenspun College of Urban Affairs	6	14	11	31	\$ 1,896	\$ 11,058	\$ 5,289	\$ 18,244
206	William Boyd School of Law	1	6	4	11	\$ 7,000	\$ 2,674	\$ 454	\$ 10,128
261	Graduate College	6	1	5	12	\$ 1,792	\$ 270	\$ 5,252	\$ 7,313
	Totals	198	344	260	802	\$ 661,071	\$ 598,717	\$ 285,407	\$ 1,545,195

Agency Code	College	Total Dollar Amount of PO's FY09	Total # PO's FY9	Total Dollar Amount of PO's FY10	Total# PO's FY10	Total Dollar Amount of PO's FY11	Total# PO's FY11
260	College of Sciences	\$2,212,243.64	266	\$1,529,131.93	179	\$1,430,980.59	159
208	School of Dental Medicine	\$69,205.83	18	\$18,577.00	10	\$2,985,810.36	133
258	College of Hotel Administration	\$454,216.46	158	\$428,254.11	111	\$608,077.24	129
255	College of Fine Arts	\$1,119,495.80	204	\$936,608.18	162	\$919,721.04	128
254	College of Engineering	\$2,023,724.91	145	\$969,383.30	131	\$908,425.58	121
257	School of Community Health Sciences	\$572,939.35	159	\$1,052,600.31	122	\$839,846.10	86
252	College of Business	\$276,969.37	65	\$189,083.89	34	\$263,037.39	51
259	College of Liberal Arts	\$109,145.06	56	\$162,375.89	52	\$156,647.49	51
253	College of Education	\$192,659.22	88	\$186,999.04	53	\$209,547.04	44
206	William Boyd School of Law	\$1,177,200.30	142	\$2,582,740.04	151	\$1,055,322.57	31
274	College of Urban Affairs	\$30,291.93	27	\$30,188.85	17	\$104,496.62	18
261	Graduate College	\$1,890.00	1	\$6,691.80	2	\$4,375.49	1
	Totals	\$8,238,091.87	1328	\$8,085,942.54	1022	\$9,481,912.02	951

UNLV Documents Processed - FY11 by College						
Advantage Download - Document Type: All						
Indep						
Travel Service						
Agency	College	Payments	Provider	PO Invoices	Pay Vouch	Grand Total
260	College of Sciences	567	113	596	519	1,795
206	William Boyd School of Law	285	26	587	546	1,444
208	School of Dental Medicine	88	8	982	170	1,248
258	College of Hotel Administration	152	3	724	277	1,156
257	School of Community Health Sciences	222	25	253	320	820
259	College of Liberal Arts	276	91	106	273	746
255	College of Fine Arts	121	40	262	263	686
253	College of Education	265	86	108	207	666
254	College of Engineering	132	7	148	302	589
252	College of Business	145	16	61	334	556
274	College of Urban Affairs	306	8	50	109	473
261	Graduate College	185		10	25	220
	Totals	1,154	157	639	1240	3,190

UNLV Number of Payments Made by College for Student Workers/ Casual Labor - FY11			
Agency Code	College	# of Payments	%
255	College of Fine Arts	1,468	17.23%
260	College of Sciences	1,277	14.99%
253	College of Education	1,107	12.99%
206	William Boyd School of Law	829	9.73%
254	College of Engineering	677	7.95%
274	Greenspun College of Urban Affairs	666	7.82%
259	College of Liberal Arts	635	7.45%
257	School of Community Health Sciences	626	7.35%
258	College of Hotel Administration	478	5.61%
261	Graduate College	323	3.79%
252	College of Business	238	2.79%
208	School of Dental Medicine	196	2.30%
	Totals	8,520	100.00%

UNLV Number of Facilities Work Orders by College

Agency Code	COLLEGE	CALLS	%
260	COLLEGE OF SCIENCES	5,939	31.1%
255	COLLEGE OF LIBERAL ARTS	2,919	15.3%
259	COLLEGE OF FINE ARTS	2,090	10.9%
254	COLLEGE OF ENGINEERING	1,574	8.2%
256	COLLEGE OF EDUCATION	1,539	8.1%
274	COLLEGE OF URBAN AFFAIRS	1,219	6.4%
258	COLLEGE OF HOTEL ADMINISTRATION	1,068	5.6%
252	COLLEGE OF BUSINESS	991	5.2%
206	WILLIAM S BOYD SCHOOL OF LAW	929	4.9%
259	COLLEGE OF LIBERAL ARTS	212	1.1%
255	COLLEGE OF FINE ARTS	178	0.9%
261	GRADUATE COLLEGE	145	0.8%
Grand Total (CY10 & 11)		19,090	100.0%

UNLV Number of Self Supporting Accounts by College

FY12

Agency	College	# of Self-Supporting Accounts	%
260	College of Sciences	163	17.2%
254	College of Engineering	106	11.2%
255	College of Fine Arts	103	10.9%
261	Graduate College	92	9.7%
252	College of Business	91	9.6%
257	School of Community Health Sciences	90	9.5%
259	College of Liberal Arts	83	8.8%
258	College of Hotel Administration	76	8.0%
274	College of Urban Affairs	64	6.8%
253	College of Education	60	6.3%
206	William Boyd School of Law	20	2.1%
Totals		948	100.0%

UNLV Number of Grants by College				
Code Agency	College	# of Grants Awarded		
		FY11	Fy10	FY9
260	College of Sciences	130	129	128
254	College of Engineering	77	76	86
257	School of Community Health Sciences	53	53	51
253	College of Education	37	24	36
274	Greenspun College of Urban Affairs	26	26	30
259	College of Liberal Arts	15	20	13
252	College of Business	11	10	10
258	College of Hotel Administration	5	4	4
255	College of Fine Arts	4	3	2
206	William Boyd School of Law	1	0	1
	Totals	359	345	361

UNLV Dollar Amount of Grants by College				
Code Agency	College	\$ Amount of Grants Awarded		
		FY11	Fy10	FY9
260	College of Sciences	\$ 14,982,879	\$ 11,108,674	\$ 11,532,593
257	School of Community Health Sciences	\$ 7,188,460	\$ 6,598,753	\$ 4,268,580
254	College of Engineering	\$ 3,969,314	\$ 10,830,472	\$ 9,692,235
274	Greenspun College of Urban Affairs	\$ 2,631,512	\$ 2,353,304	\$ 1,604,933
253	College of Education	\$ 1,792,527	\$ 5,823,168	\$ 6,981,933
258	College of Hotel Administration	\$ 1,041,181	\$ 104,774	\$ 274,848
259	College of Liberal Arts	\$ 962,091	\$ 488,860	\$ 785,433
252	College of Business	\$ 380,441	\$ 451,837	\$ 499,283
206	William Boyd School of Law	\$ 350,000	\$ -	\$ 254,889
255	College of Fine Arts	\$ 58,098	\$ 171,946	\$ 14,466
	Totals	\$33,356,503	\$37,931,788	\$35,909,193

Position Title: Budget & Finance Manager, College of XXXX

Purpose: Develop, manage and control financial and business functions of the College as well as coordinate processes and communication between the College and control offices for the Office of Sponsored Programs (OSP), Purchasing, HR, Payroll, Budgeting and others.

Salary Range: \$60,000 to \$75,000

Responsibilities:

- Financial and resource analysis and reporting
- Planning and preparation of budgets and projections
- Coordinating with OSP regarding the setup and management of gift and grant funds
- Reviewing, evaluating and updating internal controls as well as internal business policies and procedures.
- Preparing and presenting management reports
- College HR functions
 - Preparing of web contracts, offer letters for new hires, Letters of Appointment (LOA) and graduate assistant contracts
 - Preparing and administering Part Time Instructor contracts and student worker contracts
 - Monitoring changes to faculty and professional staff
 - Assuring College compliance with UNLV HR policies and procedures
- Serving as a liaison between the College and departments of Controller, Budget, HR and other academic resources departments regarding areas of concern and questions for the college
- Primary contact in providing routine and ad hoc budget and finance information to the Finance and Business Division of the University
- Preparing transactional documents such as purchase orders, OSP and travel documents, deposits, and fund transfers
- Training departmental administrative staff on business processes and function as a resource/"go to" person for the department
- Other duties may include reviewing/analyzing proposals, training staff in new business procedures and supporting University wide initiatives

Qualifications:

- Bachelor's degree in business administration, accounting or related field from an accredited college or university
- Five years of directly related managerial/administrative experience, including experience in a supervisory capacity
- Excellent communication skills
- Proficiency in Microsoft Office Suite or comparable
- Familiarity with higher education is preferred.

Position Title: Administrative Assistant II, College of XXXX

Purpose: Provide direct administrative support to the Budget & Finance Manager, College of XXXX

Salary Range: \$27,207 to \$50,571

Responsibilities:

- Maintaining general office and employee files
- Processing payroll data for staff, including faculty, graduate students, classified personnel, Letters of Appointment (LOA) staff and student payroll
- Processing purchasing transactions
- Performing word processing and compiling data and reports as assigned
- Answering inquiries by phone and through website/email
- Ensuring all contracts/documents are correctly executed
- Logging, disseminating and/or filing all documents as necessary
- Preparing travel documentation for professional staff/faculty
- Maintaining inventory of fixed assets, reviewing and verifying accuracy on a regular basis
- Assisting in training of new staff
- Completing special assignments as required
- Other duties as required

Qualifications:

- Graduation from high school or equivalent education
- Two years of clerical and administrative support experience which included experience in one or more of the following areas
 - Maintaining records and files
 - Preparing a variety of materials using a personal computer or word processor
 - Performing secretarial duties in support of professional staff

OR one year of experience as an Administrative Assistant I in Nevada State service;
OR an equivalent combination of education and experience.

	Support Staff	Total Staff of
Current Professional Business Managers	FTE*	Dept/College
Savannah Baltera, Student Government	0	1
Doris Berry, Police Services	2	60
Wilisha Daniels, Public Lands Institute	1	18
Janet Cristobal, Educational Outreach	5	61
Angela Howard, Greenspun College of Urban Affairs	3	89
Sarah Hrusecky, College of Education	3	90
Patricia Loosbroock, College of Liberal Arts	10	155
Hallie Lyons, Harry Reid Center	1.4	74
Sherry Marks, School of Community Health Science	1.25	26
Alex Nikolich, Lincy Institute and Brookings Mountain West	0	8
Mary Ritacca, Academic Success Center	0.25	16
Karen Spica, College of Fine Arts	8.1	117
Sybil Strano-Perry, School of Nursing	2.6	39
Margaret Walsh, College of Hotel Administration	2.5	50
Carmen Willis, College of Engineering	4.2	100
Christine Chaize, William S. Boyd School of Law	2.15	81
Lorraine Brown, Assistant Business Manager, Student Wellness	4.5	56

*Support staff FTE represents the total number of administrative staff per department that process business transactions times the percentage spent on those transactions.

Total staff per department/college includes all classified, professional and academic faculty.