

## 2023-2028 Business Affairs Strategic Plan

**Effective:** January 1, 2023

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## Letter from the Senior Vice President

As a top public research institution and among the most diverse universities in the nation, UNLV is continually evolving to meet the needs of our students and transform our communities. Our Top Tier 2.0 strategic plan provides a forward-looking roadmap to guide the campus community along the journey to reaching our goals.

All of us in the Business Affairs division are a key part of this journey. Our efforts provide the foundation for all campus activities including our Top Tier core initiatives. Therefore, it's important that our priorities align with and further those of the university.

Over several years, we've gathered feedback from campus constituents through listening tours and customer surveys. At the beginning of 2022, a Business Affairs strategic plan workgroup used this feedback to define and refine our goals and objectives. The following focus areas provide the framework for prioritizing our time, effort, and resources during the five-year strategic plan (2023-2028):

- Plan resource allocation in alignment with the institutional vision and goals.
- Build our capacity and culture to become more collaborative, agile, and responsive in supporting our campus community.
- Continuously improve the quality of business processes that assists our faculty and staff to effectively deliver on UNLV's education, research, and service missions.

The plan is designed to allow our teams to remain nimble and ready to adjust to the changing needs of our campus. In the spirit of our Business Affairs values - service and stewardship – we are committed to modernizing our systems and infrastructure and building financial stability. Having measurable and realistic goals will allow us to hold ourselves accountable in our work to advance the university's mission.

I look forward to taking steps to shape the future of higher education in southern Nevada. Together we will make an impact.



**Jean M. Vock, MAcc**  
**Senior Vice President, Business Affairs / CFO**

## Mission

This mission is Business Affairs' ideal state. It is a medium- to long-term mission and may change over time. It is a simple way to explain the services Business Affairs provides to others.

**The division of Business Affairs' mission is to advance UNLV's Top Tier initiatives through support, service, and infrastructure excellence.**

## Values

UNLV's values are the cultural cornerstones that shape our identity. They guide our decisions and actions and demonstrate our Rebel spirit. UNLV creates value for the individuals and communities we serve by fostering a climate of innovation, stimulating economic diversification and workforce development, promoting social justice and inclusion of all voices, and enriching cultural vitality.

### UNLV Values:

- **Access and Equity**
- **Excellence and Integrity**
- **Collaboration and Stewardship**
- **Compassion and Inclusion**

The Division of Business Affairs' also has core values. These are the inherent principles of the Division. They form the basis for standards of behavior among Division leadership and staff and are reflective of the expectations of the organization.

**Service and stewardship are our core values. We work together to provide quality service within the framework of stewardship. We responsibly plan and manage the university's physical and financial resources.**

## Strategic Priorities

These priorities define the most important factors that guide Business' Affairs today. They are likely to stay the same over-time and set the basis for Business Affairs' goals and objectives.

Business Affairs has identified five immediate priorities:

- **Efficiency and Effectiveness:** We will innovate to streamline business processes and be responsive service providers. We will protect, expand, and optimize our university's financial resources and facilities.
- **Engagement and Outreach:** We will reach out to the UNLV community and those doing business with the university to create a mutual understanding of their needs and our practices.
- **Communication:** We will clearly and succinctly communicate policies; promptly inform appropriate audiences of changes in procedures; and provide multiple platforms for questions. We will provide channels for the campus and our vendors to provide feedback.
- **Staffing:** We will recruit, retain, and develop employees to create a dynamic collaborative approach to our mission. We will offer professional development opportunities to enhance our employees' skills and knowledge. We will nurture a superior work atmosphere that values diversity, demands integrity, and fosters respect.
- **High-quality facilities:** We will harness the latest technology and procure equipment to create a positive work environment. We will acquire, construct, and maintain facilities to deliver quality customer-driven support services.

## Business Affairs Culture and Service Standards

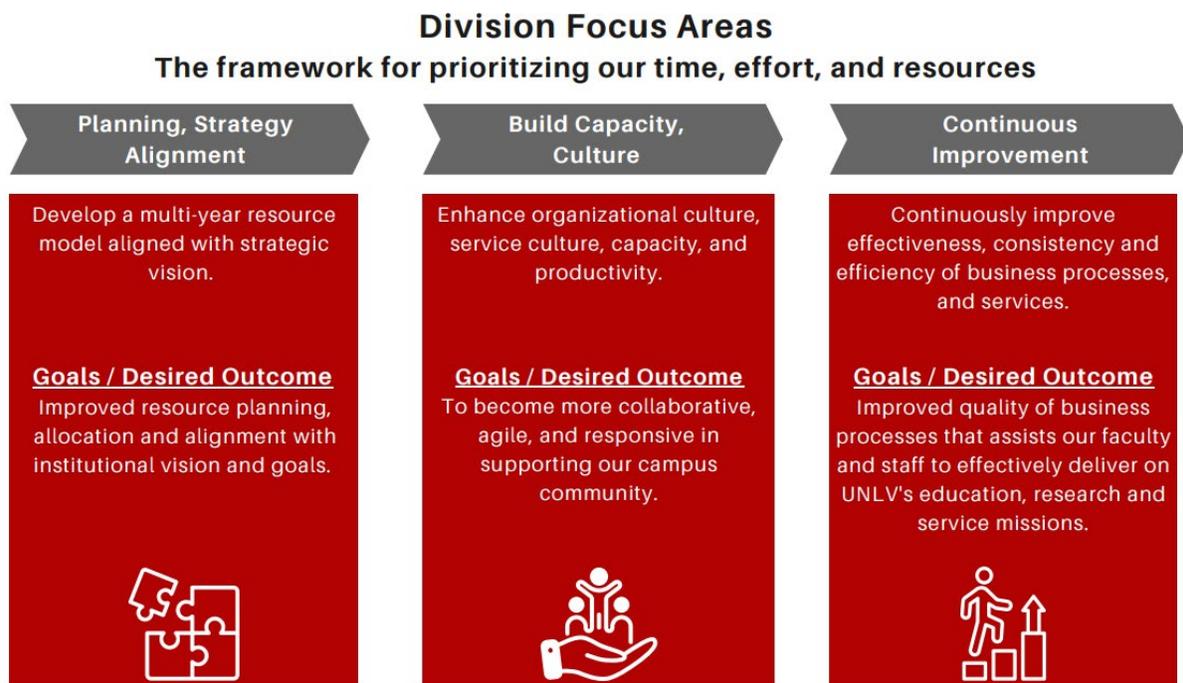
The below are Business Affairs' defined service standards to guide interactions with colleagues and campus customers. Everyone in Business Affairs is responsible for living these culture standards.

The [Business Affairs C.A.R.E culture and service standards](#) are designed to advance [UNLV's Top Tier 2.0](#) initiatives through support, service, and infrastructure excellence.

- **Collaborate** – We collaborate with experts and freely share non-confidential information that helps us and our teams perform with excellence.
- **Acknowledge** – We acknowledge the interdependence of our work in Business Affairs.
- **Respect** - Every job, every person is important. We are experts in our fields who serve experts in their fields.
- **Empower** – We are empowered to solve problems in service to our stakeholders.

## Division Focus Areas

The Business Affairs Division Focus Areas provides the framework for prioritizing our time, effort, and resources. Annual goals and work plans are created to include goals and activities that deliver in the Focus Areas. Throughout the year, work plans can be modified and adjusted to accommodate opportunity driven, mandated, or unanticipated developments (for example: Covid-19).



Footnote: The first pillar supports Planning and Strategy Alignment. This pillar focuses on developing a multi-year resource model aligned with strategic vision. The goal or desired outcome of this pillar includes improved resource planning, allocation, and alignment with institutional vision and goals. The second pillar supports Building Capacity and Culture. This pillar focuses on enhancing organization culture, service culture, capacity, and productivity. The goal or desired outcome of this pillar includes a more collaborative, agile, and responsive effort in supporting our campus community. The third pillar supports Continuous Improvement. This pillar focuses on continuous improvement of the effectiveness, consistency, and efficiency of business processes and services. The goal or desired outcome of this pillar includes improved quality of business processes that assists our faculty and staff to effectively deliver on UNLV's education, research, and service missions.

## Strategic Planning Process

The Business Affairs strategic plan aligns the division's mission, values, goals, and objectives to the university's [Top Tier 2.0](#) five-year strategic plan.

It informs department planning, goals, and activities. In January 2022, Business Affairs' Senior Vice President's office developed a charter to expand the division's strategic plan initiative. The Business Affairs chief of staff launched the initiative and presented an overview of the strategic plan steps and methodology to the senior leadership team. A strategic plan workgroup (SPWG) was formed with the intention of creating cross-functional and inclusive representation from each department. The SPWG is charged with approving the charter and establishing and maintaining the Business Affairs Strategic Plan.

The strategic plan is a living, written document articulating Business Affairs' strategy for achieving its mission and vision at a divisional level. As such, the plan requires ongoing review, updates, maintenance, and a structure to ensure these duties are performed. The working group defines those tasks and produces the initial strategic plan for review and adoption by the senior leadership team and approval by the senior vice president.

During this process, a consultant was engaged to guide the SPWG with best practices and develop a framework to support the following high-level objectives:

- Establish basic governance guidelines for the SPWG throughout the plan's initiation and perpetuity.
- Identify KPIs (Key Performance Indicators) to define and support strategy for specific goals with quantifiable data.
- Provide a strategic planning guide, templates, and standardized report and planning processes for the division departments.

While Business Affairs performs extraordinary work on a daily basis to meet the complexities of serving a Top Tier institution, the division has established a strategic framework to ensure we are the "Office of How" when responding to the changing needs of the campus community.

## Defining Goals, Objectives, and KPIs

### Strategic Goals

Through the strategic planning process Business Affairs' identified aspirations for the division. They are long-term, broad, and general statements describing the desired condition or future toward which the division will work.

### Established Objectives and Strategies

Part of Business Affairs' strategic framework includes objectives and key performance indicators (KPIs).

**Objectives** are short-term statements that describe the results to be achieved. They are measurable milestones on the way to achieving Business Affairs' goals.

**Key performance indicators (KPIs)** are based on data and tell a story about whether a business unit or department activity is achieving its objectives, and making progress toward organizational goals. Business Affairs has both division-level and department-level KPIs. Annual work plans or department operating plans are department-level plans that detail what the department will accomplish each year. They identify department-level goals and strategies and are aligned with the division's strategic plan.

## Goal 1: Operational

Business Affairs will continually improve the effectiveness, efficiency, and quality of its services and processes.

### Objectives and Strategies

Business Affairs will achieve its operational goal through the following objectives:

- A.** Provide consistent, timely, and high-quality service to university partners that is aligned with the Business Affairs C.A.R.E culture and service standards.
- B.** Improve transparency and communication about services.
- C.** Improve productivity and efficiency through data driven process improvements, strategic alignment of resources, and process automation.
- D.** Optimize our university's financial resources and facilities.
- E.** Establish and define service level agreements to serve the needs of the organization.

Possible KPIs include:

- The annual mean score from the Business Affairs Customer Service Survey.
- Financial metrics examples: operating expense ratio or compliance with restricted fund requirements, total expenses per fiscal year equivalated student (FYES), etc.
- Cost measurement of providing services empowering operational unit budgets and capacity to grow in tandem with university aspirations.
- Sustainability efforts.

## Goal 2: Capacity Building

Business Affairs will advance as an innovative, agile, and proactive division that supports UNLV's mission.

### Objectives and Strategies

Business Affairs will achieve its capacity building goal through the following objectives:

- A.** Ensure the division has the tools, systems, and staffing needed to achieve goals.
- B.** Improve organizational resilience and change management.
- C.** Provide staff with opportunities for training and skill development.
- D.** Create and prioritize professional development opportunities

Possible KPIs:

- Business Affairs Cultural Assessment Survey results and execution of action plans that resulted from the survey.
- Exit interview data.
- Percentage of employees who completed training programs and/or number of training hours completed.
- Percentage of employees with development plans.
- Certification tracking.

### Goal 3: Staffing

Business Affairs will promote the elevation and growth of its employees to increase engagement, recruitment and retention.

#### Objectives and Strategies

Business Affairs will achieve its staffing goal through the following objectives:

- A. Recruit, retain, and develop employees.
- B. Provide employee appreciation and recognition.
- C. Provide meaningful staff onboarding experiences.
- D. Support successional and promotional planning efforts.
- E. Establish career progression plans.
- F. Where feasible, benchmark the number of Business Affairs employees to student FTE.

Possible KPIs include:

- Employee retention and turnover rates.
- Time to fill open positions.
- Internal promotion rate.
- Exit interview data.
- Employee satisfaction (could build on culture assessment).

## Goal 4: Unit Leadership

Business Affairs will cultivate an inclusive work environment that provides clarity, transparency, and alignment with UNLV's mission.

### Objectives and Strategies

Business Affairs will achieve its unit leadership goal through the following objectives:

- A. Foster an inclusive and collaborative work environment.
- B. Cultivate a safe workplace environment where employees can give and receive feedback.
- C. Ensure communication reaches each team and each employee.
- D. Provide strategic direction and report on progress toward goals.

Possible KPIs include:

- Division-wide diversity, equity, and inclusion (DEI) metrics.
- Percentage of alignment between the strategic plan and department action plans
- Alignment of Business Affairs staff with values (determined through the Business Affairs Customer Service Survey)