



UNLV | BUSINESS  
AFFAIRS

2022 Annual Report

## Table of Contents

<b>Message from the Senior Vice President / CFO</b>	<b>3</b>
<b>Business Affairs Overview</b>	<b>4</b>
Mission	4
Values	4
Culture and Service Standards	4
Division Pillars	4
Strategic Priorities	4
Departments and Services	5
<b>2022 Accomplishments</b>	<b>6</b>
Operational Goal: Continually improve the effectiveness, efficiency, and quality of services and processes.	6
Capacity Building Goal: Advance as an innovative, agile, and proactive division that supports UNLV's mission.	8
Staffing Goal: Promote the elevation and growth of our employees to increase engagement, recruitment, and retention.	9
Leadership Goal: Cultivate an inclusive work environment that provides clarity, transparency, and alignment with UNLV's mission.	10

## Message from the Senior Vice President / CFO

The mission of Business Affairs is to advance UNLV's Top Tier 2.0 initiatives through support, service, and infrastructure excellence. UNLV continues to grow and transform to meet the evolving needs of the community we serve. Among the exciting changes for our campus community in 2022 included opening of the new state-of-the-art, Kirk Kerkorian Medical Education Building, groundbreaking for the Advanced Engineering Building, and completion of the Tropicana Parking Garage expansion, which added more than 700 spaces in a prime campus location.

Our teams in Business Affairs are proud to have supported these initiatives and many others that help UNLV deliver a Top Tier experience to our growing student and campus community.

Throughout the year, the division has remained focused on fostering continuous improvement, elevating the service we provide to campus, and strengthening the culture within the division. We concluded an 18-month long culture assessment which included feedback from more than 250 employees, and will continue to work on creating healthier work environments and an inclusive culture in all our areas. We heard your voices and have started to implement the recommendations we received as a result of the assessment and will continue to do so in 2023.

The look ahead for me is bittersweet. I recently announced that I will be leaving the university later this year and transitioning to a consulting role for the higher education and non-profit sectors. I've been privileged and honored to serve UNLV for the past several years. We have made incredible progress thanks to the contributions of many talented, forward-thinking Rebels. I'm confident that Business Affairs is well-positioned to continue to support the university by being the office of "how" and finding innovative ways to "make it happen."



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

## Business Affairs Overview

### Mission

To advance UNLV's Top Tier 2.0 initiatives through support, service, and infrastructure excellence.

### Values

In Business Affairs, we fully embrace the Campus Values adopted in fall 2022:

- Access & Equity, Excellence & Integrity, Compassion & Inclusion, Collaboration & Stewardship

Our core focus areas for the division are Service and Stewardship. We work together to provide quality service within the framework of stewardship. We responsibly plan and manage the university's physical and financial resources.

### Culture and Service Standards

Business Affairs employees follow defined service standards to guide interactions with colleagues and campus customers. Regardless of role, everyone in Business Affairs is responsible for modeling the universal and C.A.R.E. culture standards:

**Collaborate. Acknowledge. Respect. Empower.**

### Division Pillars

Business Affairs uses the following pillars as the framework for prioritizing our time, effort, and resources:

1. Continuously building our capacity and culture
2. Continuous improvement efforts
3. Aligning our planning efforts and strategies in support of Top Tier 2.0

### Strategic Priorities

Business Affairs has identified five immediate priorities:

1. **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.
2. **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.
3. **Communication:** We will clearly and succinctly communicate policies; promptly inform appropriate audiences of procedure changes; and provide multiple platforms for questions. We will provide channels for the campus and our vendors to provide feedback.
4. **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.

5. **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.

## Departments and Services

- Administrative Services
  - Administration Technology Services
  - Delivery Services
  - Parking and Transportation Services
  - Risk Management and Safety
  - Telecommunications
  - Work Order Control Unit
- Facilities Management
  - Access Services
  - Building Automation
  - Custodial
  - Facilities Help Desk
  - HVAC
  - Landscape and Grounds
  - Rebel Recycling
- Financial Planning, Budget & Analysis
  - Operational budget development
  - Long range planning
  - NSHE/LCB/GFO responses and reporting
  - Division financial management
  - Trend reporting and forecasting
- Financial Services
  - Accounts Payable

- Cashiering and Student Accounts
  - Financial Reporting
  - Financial Systems Support
  - General Accounting, Plant Accounting, and Banking
  - Payroll
  - Purchasing and Contracts
- Planning and Construction
  - Planning
  - Design
  - Construction
  - Project-related furniture, fixture, and equipment (FF&E) integration
- Real Estate
  - Property acquisitions, dispositions and management
  - Lease management
- Quality Assurance and Financial Compliance
  - Partner with colleagues across division to ensure compliance
  - Compliance oversight and monitoring
  - Audit support
  - Assessments and Investigations
  - Internal reviews

## 2022 Accomplishments

Accomplishments are categorized according to their alignment with Business Affairs strategic goals.

**Operational Goal: Continually improve the effectiveness, efficiency, and quality of services and processes.**

- **Business Affairs 2022 Customer Service Survey Results**
  - As part of Business Affairs' commitment to providing quality service to our colleagues and customers, we distribute an annual satisfaction survey to learn about their experience(s) with our teams. We aggregate and analyze the data, then take action to

address feedback. Here is an overview of the results of Business Affairs' fourth annual customer service survey:

More than 550 people responded to the 2022 survey, a slight decrease from 2021, when we had more than 650 responses.

The average customer service rating continues to exceed the 2019 baseline survey of 3.14, although the 2022 division rating decreased slightly from 3.4 in 2021 to 3.33 in 2022 (on a scale of 1 through 4).

- 20 out of 24 areas have means higher than their 2019 baseline scores
- Three areas were not included in the 2019 baseline survey
- One area's score decreased from 2019 baseline survey

Respondents provided more than 1,000 comments. We share positive comments in upcoming editions of the Business Affairs Bulletin. Departments are analyzing the constructive comments to understand opportunities for improvement.

Respondents provided more than 1,000 comments, which we are currently analyzing to better understand what is going well and where we can further improve.

- Supported **audits** led by NSHE and the Nevada State Legislative Counsel Bureau.
- Developed and launched **compliance training** in REBELearn to support campus units.
- Revised Business Affairs **service and culture standards** to align with our current work environment.
- Continued work to revamp **departmental webpages** for accuracy, user friendliness, and clarity. Major updates include Accounts Payable, Employee Relations, and Benefits. To date, more than half of the Business Affairs and Human Resources webpages have been updated.
- Rebranded the weekly newsletter from Headlines from Business Affairs to **Campus Operations Update** to be more inclusive of information from infrastructure areas outside the division.
- Co-led the **NSHE research operations and maintenance (O&M)** initiative to develop a methodology to track expenses separate from research. A comprehensive report was provided ahead of schedule to State Legislators. The report demonstrated a methodology to clearly track O&M expenses and the benefits of such allocations.
- Completed conversion to a new **banking partner** for all cash management accounts.
- Completed initial transition from an NSHE-wide shared instance for student account payment

processing provider (**Touchnet**) to a UNLV stand-alone instance that will allow us to implement enhanced student account management features in 2023.

- Introduced **PCard 'Myths & Legends'** series to address complex policies and improve communication.
- Implemented a fully **electronic solicitation process**.
- Collaborated with NSHE Workday Support to review and adopt **Workday 'Discovery Boards'** and **'Worksheets'**, tools that expanded reporting capabilities for account managers.
- Replaced all parking meters with **Pay-by-Phone** spaces which reduced lines for garage parking and permit purchases at the Parking and Transportation Services Office.
- Fully implemented **virtual permits** using license plate recognition technology (LPR). This enabled most faculty, staff, and students to purchase their permits online.
- Implemented a full-service **parking event program** to simplify event planning for departments.
- Realigned the road and **crosswalk at the Northwest corner of the Tropicana Parking Garage**, increasing pedestrian safety.
- Developed a **parking video** explaining policies and processes that is shown at new student orientation.
- Conducted a formal, comprehensive, bid process that resulted in selecting ABM as the contracted **custodial service provider for the Shadow Lane Campus** and other satellite buildings, greatly improving customer satisfaction.
- Completed transition from Avaya to **Cisco VoIP phones** which reduced costs, increased efficiency, and decreased telecommunications service outages.
- Launched a **telecommunications self service** portal that allows users to make changes to their account without submitting a work order.
- Implemented **Redsky** on elevator phones, a technology that relays the exact location and elevator information to University Police Services upon activation.



- Created and implemented a new **Satellite Accumulation Area Management System** to better identify improper waste practices and training opportunities.
- Transitioned the Business Affairs Administration Web Portal to **TeamDynamix**, which will give campus one intake point for most Business Affairs tickets.
- Expanded **eDoc Services** by offering digital forms and workflows to streamline processes and allow customers to establish the records retention timelines for forms.
- Rebranded and reintroduced the **FM Building Liaison Program**. This included developing resources for liaisons, training, and a new website.
- Secured a **digital mail** vendor. The Digital Mail program will expedite last-mile delivery of mail, paper invoices, and transcripts, and import documents into RebelDocs for retention.
- Through **Anaplan Hackathon**, an internal model-building program, implemented Anaplan enhancements, including guided videos, an information dashboard highlighting new features and resources, and a Foundation transfer dashboard.

### Capacity Building Goal: Advance as an innovative, agile, and proactive division that supports UNLV's mission.

- Supported **Medical Educational Building** construction by acting as the campus liaison to ensure the building met standards for construction and furniture, fixtures, and equipment (FFE). Construction was completed and occupants moved into the building by the end of 2022.
- Began planning efforts for **campus master plan** initiatives approved by the Board of Regents in December 2021, including the Maryland Campus, Midtown UNLV, and Paradise Campus.
- Worked with consultants to complete preliminary planning and design, site assessment, project phasing, and developed fundraising support materials for the new **fine arts building**.
- Formed a **strategic project team** that includes members from the SVP administrative office, compliance, financial planning, budget, and analysis, communication, and financial services. The team meets weekly to review approximately 90 active projects and administrative priorities.
- Collaborated with a system-wide cross-functional team to launch the **NSHE Workday Configuration Partner Program**. The program gives our functional teams a forum to influence Workday changes that benefit our institution.
- Completed the purchase of four strategic properties, **Runnin' Rebel Plaza, Public Education**

**Foundation (PEF) Building, Rebel House Apartments, and a building at UNLV Research & Technology Park, that will support future campus growth.**

- Expanded and consolidated **clinical offices** to accommodate additional space needs at the Medical District.
- Added **parking spaces** to the Maryland and Shadow Lane campuses:
  - Del Mar Lot: 99 new spaces
  - Tropicana Parking Garage Expansion: 760 new spaces
- Completed an RFP process and contracted SEAM Group to assist Facilities Management with creating a **Strategic Asset Management Plan (SAMP)**, which consists of a 13-month, 426-step plan for execution.
- Completed \$5.4M in **capital improvement deferred maintenance** CIP projects, many of which enhance heating and cooling, fire safety, and general safety across campus.
- Secured approval to develop a Business Affairs **shared services** function that will unify business operations used by multiple areas of the division, and will be centrally funded.
- Risk Management and Safety collaborated with the FBI's **Weapons of Mass Destruction Working Group**, which includes specific areas within the Las Vegas valley that contain radioactive materials and chemical inventory, to coordinate emergency preparedness activities, conduct training, and build strong relationships.
- The Institutional Safety Committee completed a review and issued recommendations for enhanced **lab safety** procedures that will be implemented in 2023. The recommendations include. making SOP templates available for all hazardous chemicals used in campus labs, informing all UNLV lab personnel of their "stop-work authority" rights and responsibilities, and ensuring all 100-level instructional lab students complete a lab safety course in Webcampus/Canvas before entering the lab.

**Staffing Goal: Promote the elevation and growth of our employees to increase engagement, recruitment, and retention.**

- Units across the division partnered with our HR Business Partner and with the HR Organizational Development team to develop professional development programs to meet the needs of staff. HR Business Partner Karlie Passey was certified as a **Real Colors** facilitator.

- Worked with the HR Organizational Development team to develop a **Facilities Management Academy** and pilot the program with a cohort of FM supervisors. This training will be offered to frontline staff in the future.
- Implemented **professional development** opportunities for CARE standards and accessibility ambassadors.
- Launched a **Business Affairs Teibel Alumni** networking group for staff to discuss applications, shared language, and practices from the Teibel Leadership program.
- In 2022, Business Affairs had 105 new hires, this includes both administrative faculty and classified staff. The division's overall staffing number increased by 34, which indicates progress toward reaching appropriate staffing levels to support the university's needs.

**Leadership Goal: Cultivate an inclusive work environment that provides clarity, transparency, and alignment with UNLV's mission.**

- **Business Affairs Cultural Assessment**

All Business Affairs units participated in a cultural assessment led by Human Resources. The effort started in September 2021 and concluded in the summer 2022. The assessment included interviews and surveys with each unit, collecting and analyzing results, and resulted in recommended next steps to improve work environments and culture throughout the division. More than 261 employees participated in the assessment, this represents a 60% response rate out of approximately 460 invitations to participate.

In response to the feedback collected, Business Affairs identified these next steps:

- **Professional development:** Implement programs to enhance skills in managing conflict and accountability.
- **Process improvement:** Business Affairs is focused on strategic initiatives including a process improvement intake process and implementing Shared Services to help us structure our process review, documenting workflow, and document retention.
- **Communication:** Provide managers and supervisors with the tools necessary to cascade information throughout the division and reinforce important information.

The Business Affairs Senior Leadership Team is developing an action plan to ensure we continue to make progress in these areas.

- Convened a **Business Affairs Diversity, Equity, and Inclusion (DEI) workgroup** to focus on threading DEI values and practices into our service. The workgroup will collaborate with campus constituents to help align the division with the campus' strategic objectives related to our Social Justice, Equity, and Inclusion Top Tier 2.0 core area.

