UNLV | BUSINESS AFFAIRS

2025 Annual Report

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Business Affairs Overview

Mission

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

Values

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.

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 living the following C.A.R.E. culture standards: **Collaborate. Acknowledge. Respect. Empower.**

Departments

- Administrative Services
  - Administration Technology Services
  - Delivery Services
  - Parking & Transportation Services
  - Risk Management & 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
- Financial Services
  - Purchasing
  - Accounts Payable
  - Accounting, Reporting, and Banking Services
  - Cashiering and Student Accounts
  - Intercollegiate Athletics Business Office
- Planning & Construction
- Real Estate
- Quality Assurance and Financial Compliance

2025 Highlights

Customer Service

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 use the results to identify opportunities for improvement and take meaningful action.

2025 Business Affairs Customer Service Survey Results

- Survey participation increased to approximately 512 respondents, up from 373 in 2024.
- Overall customer satisfaction improved from 3.32 in 2024 to 3.35 in 2025 (on a 4-point scale).
- Respondents submitted more than 1,900 comments
- Positive comments are shared through the Business Affairs Bulletin, our divisional newsletter. Departments are analyzing the constructive comments to understand opportunities for improvement and enhance service delivery

Facility and Infrastructure Improvements

- Completed the construction of Dreamscape Learn at Lied Library, a 4,000 square-foot virtual reality space, enabling faculty to deliver interactive learning experiences and boost student success.
- Installed a UNLV letter sign near the Alumni Amphitheater, creating a welcoming landmark for students, employees, and visitors to capture photos and enhance the campus experience.
- Installed a Functional Magnetic Resonance Imaging (fMRI) machine at the Science and Engineering Building (SEB) making UNLV home to the only public brain imaging research facility in Southern Nevada.
- Began construction on a custom-designed, ADA-accessible ramp that connects the Performing Arts Center Plaza to the Academic Mall. The project which will enhance accessibility and improve pedestrian circulation, was completed in February 2026.
- Began construction on two new buildings for the Lynn Bennett Early Childhood Education Center that will increase capacity by 100 students. The project will be completed in summer 2026.
- Began design and pre-planning work for the new Lee Business School building that will support the university’s largest and fastest-growing academic unit.
- Replaced exterior window screens on the Beverly Rogers Literature and Law Building to align with UNLV branding standards, enhancing the building’s overall visual appeal.
- Installed earthquake protection valves in campus buildings to mitigate infrastructure risks.

- Completed phase 1 of a project to wall-mount classroom telephones to improve accessibility and security. Phase 1 included installing 27 new telephones and upgrading 64 existing units in the Carol C. Harter Classroom Building Complex (CHB), John S. Wright Hall (WRI), and Shadow Lane Campus (SLC).

- Installed approximately 400 automatic door locking buttons in buildings across campus to enhance safety and security.

- Replaced 20,000 square-feet of concrete, eliminating tripping hazards.

- Installed new ADA buttons to improve accessibility at campus buildings, including Greenspun Hall (GUA) and the Chemistry Building (CHE).

- Addressed major generator failures at Paul B. Song Architecture Building (ARC), Marjorie Barrick Museum of Art (MSM), and Beverly Rogers Literature and Law Building (RLL), improving system reliability and reducing risk of power disruptions during outages.

- Upgraded and expanded HVAC systems across multiple buildings, enhancing energy efficiency, reducing maintenance needs, and improving indoor comfort.

- Completed major chiller rebuilds, Variable Frequency Drive (VFD) upgrades, and cooling tower improvements to enhance system efficiency, reliability, and overall cooling performance.

- Replaced 10 water main backflow preventers to protect potable water quality and strengthen campus water safety and compliance.

- Completed construction of the new Maryland Administrative Building parking lot east of the building, increasing parking capacity and enhancing access.

- Installed readable water meters to support accurate billing, improve water usage monitoring, and enable more efficient resource management.

- Completed major plumbing replacements, sewer lining, and odor mitigation projects to improve system reliability, sanitation, and overall facility performance.

Process Improvements

- Implemented the Receipt to Supplier (RCT) invoice process, streamlining operations and improving efficiency. Supplier Invoice Requests (SIR) are now limited to non–purchase order transactions, eliminating an unnecessary step for approximately 85% of purchases. This change reduced the average invoice cycle time from six days in FY24 to 4.6 days in FY25—a 23% improvement. With RCT invoices averaging just 3.1 days compared to 5.7 days for SIRs, continued expansion of the RCT process is expected to drive further cycle time reductions in FY26.

- Enhanced the key vetting process to prevent duplicate requests, improving efficiency and reducing unnecessary processing.

- Launched a digital mail delivery system to streamline mail processing. The system provides recipients with flexible service options, including requesting document scanning, forwarding to other departments, recycling, or holding items for pickup.
- Launched Purchasing's new cost savings program, exceeding its $1M annual goal by achieving $1.51M in savings across 158 purchase orders through proactive negotiations and cost-reduction efforts.
- Expanded the Building Liaison Program to include the Science and Teaching Labs (STL) , Academic Success Center (ASC), and Campus Lab Building 2 (CLB2), enhancing communication to building occupants about construction impacts and outages.
- Launched the Facility and Infrastructure Improvement Projects webpage, a one-stop shop for construction-related information, to improve communication about campus construction projects and impacts.
- Supported the University Policy Committee's efforts to improve policy development and approval processes, increasing efficiency and clarity for both the committee and stakeholders seeking policy updates or approvals.
- Supported remediation of external and NSHE internal audit findings. The process engaged key stakeholders across the Controller's Office, Financial Aid, OIT, and the Office of Sponsored Programs, ensuring coordinated monitoring and resolution of 13 UNLV-related findings and strengthening institutional compliance and accountability.

System Implementations and Enhancements

- Upgraded to Bill+Pay, enhancing the student payment experience with improved self-service capabilities. Students can now manage and schedule payments online, access account statements on demand, and grant authorized users secure access to make payments on their behalf using their own accounts.
- Completed the migration to Webex Calling for campus phone systems, modernizing communications infrastructure, improving reliability and scalability, and enhancing flexibility for campus-wide voice services.
- Completed migration to Webex Contact Center, modernizing campus contact operations and improving service efficiency, scalability, and user experience for inbound support services.
- Expanded use of the CHIMERA system and completed a comprehensive chemical inventory review and verification, improving the accuracy, reliability, and accessibility of chemical storage and usage data to support safer and more informed campus operations.

Strategic Property Acquisition

- Acquired the former Methodist Church property located at 4412 S. Maryland Parkway to support future campus growth, strategic development, and expanded institutional use.

Strategic Department Restructure

- Transferred Vehicle Repair Services from Facilities Management to Parking and Transportation Services. Restructured operations, rehabilitated facilities, and implemented new policies and staffing to enhance efficiency, accountability, and service quality.

Sustainability Initiatives

- Participated in the Carnegie Sustainability Pilot, marking an important step toward formal recognition of sustainability as an integrated institutional priority. This effort required cross-campus coordination to document governance and planning structures; academic, operational, and community-based sustainability activities; assessment practices; and institutional partnerships and resources supporting sustainability at UNLV.

- Launched O'Marche, a secondhand exchange app for the campus community, promoting sustainable reuse, reducing waste, and providing a convenient platform for buying, selling, and exchanging used items among students and employees.

- Launched Rebels Refill, a campus-wide sustainability initiative in which participants earn points and prizes for using refillable water bottles.

- Added educational signage to office recycling bins outlining recycling" dos and don'ts" to improve recycling accuracy, reduce contamination, and strengthen campus-wide waste diversion efforts.

- Established new partnerships with Elite Foam and Packaging and PedalPoint Recycling, which enabled the recycling of Styrofoam and electronic waste and increased recycling rates.

- Implemented the *All In The Hall* pilot program in the Carol C. Harter Classroom Building (CHB) with support from the Nevada Division of Environmental Protection's (NDEP) annual recycling grant program. The initiative replaced individual classroom trash cans with centralized hallway waste stations that provided equal access to landfill and recycling. Waste audits conducted before and after implementation demonstrated a 48% reduction in landfill waste, a 61% reduction in trash bag usage, and a substantial improvement in recycling capture, with missed recyclables in landfill bins decreasing from 11.1 pounds per day to 2.1 pounds per day.

- Redesigned landscaping at Paul McDermott Physical Education Building (MPE), Student Recreation and Wellness Center (RWC), Alta Ham Fine Arts (HFA), and Student Life Maintenance and Technology (SMT), removing 2,000 square feet of turf to reduce water usage and support more sustainable, desert-adapted grounds.

- Planted 35 new trees, including four desert and locally adapted species, supporting water-efficient landscaping, increasing shade coverage, and enhancing the campus environment.

- Upgraded interior, pool, and stairwell lighting to LED across multiple buildings to reduce energy consumption and extend usage.

Community Outreach

- Supported a rapid response donation effort led by the School of Nursing and CSUN for victims of the early 2025 California wildfires by providing critical logistics assistance, including supplies, labor, palletizing, and storage of donated goods. Delivery Services coordinated the collection and organization of over 16 pallets of food, water, hygiene products, clothing, and household items, enabling efficient transport to Los Angeles-area distribution centers and strengthening UNLV's community impact and disaster response support.

Staffing

In 2025, Business Affairs continued to build a strong and adaptable workforce through strategic hiring and targeted development initiatives.

- There were 90 hires in Business Affairs
    - **58** were external new hires, and **32** were internal transfers from within NSHE and/or UNLV
    - **67** were classified roles, and **23** were administrative faculty roles.
- **39** employees were promoted or auto-progressed

Facilities Management (FM) saw significant expansion, with the creation of more than 40 new positions across Custodial, Grounds, Trades, and key administrative support roles to meet growing campus needs. To strengthen compliance and operational oversight, a dedicated Tax Manager role was also established in Financial Services.

Workforce development remained a priority, with new and expanded training pathways. Facilities Management partnered with the Plumbing Heating Cooling Contractors Association apprenticeship program to support journeyman licensing. The Landscape and Grounds team successfully trained two cohorts of students through the Arborist-in-Training program, helping to build specialized skills and future talent pipelines.

Financial Health and Stewardship

Annual State-Supported Operating Budget

Units	2023-2024 Operating Budget	2024-2025 Operating Budget
UNLV	$372,541,233	$396,531,110
Intercollegiate Athletics UNLV	$8,100,453	$8,384,424
UNLV Statewide Programs	$4,017,590	$5,666,069
Boyd School of Law	$18,547,358	$19,644,361
School oF Dental Medicine	$21,216,613	$22,424,644
Business Center South	$2,151,195	$2,439,108
Kirk Kerkorian School of Medicine at UNLV	$53,623,343	$60,464,433
Total	$480,197,785	$515,554,149

- Growth in net position (e.g., +X million year-over-year improvement)
  - From FY2023 to FY2024 decrease of $16,506,000 (2.06% decrease)
  - From FY2024 to FY2025 increase of $48,724,000 (6.21% increase)
- Audit Findings
  - FY2024 - 2; FY2025 - 0
- Visit the Financial Services webpage to view the FY25 Financial Statements

Ratios Excluding Other Post-employment Benefits and Pension Adjustments

Ratio	FY25	FY24	FY23
Asset Turnover Ratio (Revenue / Total Assets	.62	.58	.49
Current Ratio (Total Current Assets / Liabilities)	2.74	2.26	2.60
Primary Reserve Ratio (Expendable Net Assets / Expenses)	.33	.29	.35
Tuition Discount Rate (Scholarships and Grants / Gross Tuition and Fees)	.14	.17	.16
Quick Ratio (Quick Assets / Current Liabilities)	2.111	1.671	2.093
Operating Margin Ratio (Operating income divided by revenue)	4.4%	-1.68%	-3.81%
Leverage Ratio (Total debt / total Assets)	.14	.12	.13

Terminology

- **Asset Turnover Ratio (revenue ÷ total assets)**
  - Shows how efficiently a university uses its buildings, land, and equipment to generate revenue.
  - 0.3 - 0.6 is considered good
- **Current Ratio (Current assets ÷ current liabilities)**
  - Measures whether a university can pay its bills over the next year. This is a basic benchmark for financial health in most sectors.
  - A current ratio above 1.0 is healthy. It indicates that an institution has more current assets than current liabilities.
- **Primary Reserve Ratio (expendable net assets ÷ expenses)**
  - Indicates how long a university could keep operating using its available reserves if revenue stopped.
  - Ratios above .25 are considered financially sound and low risk
- **Tuition Discount Rate**
  - The percentage of tuition revenue given back to the institution in the form of scholarships, grants, and waivers.
  - Rates between 10%-20% are considered low to moderate
  - Lower rates usually mean institutions rely on state appropriations and in-state pricing.
- **Quick Ratio (quick assets÷current liabilities)**
  - A stricter version of the current ratio that looks at how quickly the university could pay bills using only its liquid assets such as cash.
  - Quick ratios equal to or above 1.0 are considered strong for colleges and universities.
- **Operating Margin (operating income ÷ revenue)**
  - Indicates whether the university is bringing in enough money to cover its day-to-day expenses.
  - Since universities are not trying to make big profits, consistency is more important.
  - 2%-4% is considered healthy
  - Greater than or equal to 5% is considered very strong
  - A negative operating margin ratio over time is considered elevated risk
  - Most well-run large public research institutions operate in the 1%-3% range over time. These institutions tend to operate with thinner margins due to state appropriation volatility, tuition caps and access missions, and high fixed costs.
- **Leverage Ratio (total debt ÷ total assets)**
  - Shows how much the university is financed by debt
  - Leverage ratios greater than or equal to 30% are considered very strong for large public research institutions.