



James E. Rogers
Chancellor

Nevada System of Higher Education

2601 Enterprise Rd. 5550 W. Flamingo Rd., Ste. C-1
Reno, NV 89512 Las Vegas, NV 89103
Phone: (775) 784-4901 Phone: (702) 889-8426
Fax: (775) 784-6520 Fax: (702) 889-8492

MEMORANDUM

DATE: June 19, 2008

TO: NSHE Board of Regents

FROM: James E. Rogers
Chancellor

RE: Proposed Budget Cuts – Impact on Campuses

On the 29th of May I sent you a memo describing the overall effects on all eight of the institutions of NSHE should the System have to cut its budgets by 14%. The facts in that memo are so horrific that we thought it would be very difficult for you to absorb the specific damage to be caused to each of the institutions at the same time. Therefore we decided to give you descriptions of the devastating effects of the proposed budget cuts on specific institutions, programs, service areas, and departments or colleges of those institutions. It is our intent to try to bring home in a very direct and specific way the harm that will be caused by the proposed cuts so that policy makers will understand the result of their actions if these cuts are implemented.

The first memo which we sent on June 11, 2008 was a description by Dean Chris Hudgins of the effects of the budget cuts at the College of Liberal Arts at UNLV which educates approximately 26% of the student body. It is our intent to continue to send you, on a weekly basis, a description of a limited area and drill down on the destructive effect that these budget cuts will have on a case by case basis.

The enclosed memo, which we will also send to the Governor, all of the Legislators and all the media in the state, builds on the scenario described by Dean Hudgins last week. It describes the immediate impact on the ability of UNLV as a whole to provide instruction for its students in the proposed environment. We would like to note that the effect on UNLV is particularly pernicious. The University has for almost three years been engaged in a strategic revision of its budget in an effort to cope with flattening enrollments due to sound educational policies implemented by the Board and approved by the State (creation of Nevada State College, increased admission requirements, transfer of remedial education to community colleges, et cetera). In doing so, the University has systematically tightened every area of its budget, hoping to maximize the efficiency of its faculty in a way that did not destroy its core missions of teaching, research and service to the community. The result is a much leaner UNLV. This “self

help” however has left the institution ill prepared to take the additional draconian cuts now proposed, which is the subject of the attached memo from UNLV Provost Neal Smatresk.

In particular, Provost Smatresk focuses on the issue of the part time instructors who in many ways are the “work horses” of the teaching faculty. As Provost Neal Smatresk highlights, 35% of student instruction at UNLV is taught by visiting professors and part time instructors. You will note that there are approximately 950 full time instructors and 900 part time instructors. The part time faculty have larger teaching loads because they do not have the responsibility of tenured and tenure track faculty to conduct research and to publish professional papers. They are also subject to rather short notices to terminate their employment which makes them one of the few areas where the University can achieve short term savings in any significant dollar amount to meet the ever changing and expanding cuts being demanded of it. As you can see from the enclosed memo, in order to save substantial funds the part time faculty for all intents and purposes will be eliminated. The ripple effect throughout the University and the impact on students is set forth in the memo.

Next Wednesday we will provide you another memo that will provide you with a description of the effects of the budget cuts on critical allied health programs at Western Nevada College. Following that memo, we will provide you similar specific information from UNR, CSN, DRI, GBC, TMCC and NSC. Should any of you, the regents, the governor, legislators or the media want to know the specific effects that the budget cuts will have on any college, department or program at the eight institutions, simply write us a note with your request and we will respond in writing to the extent we are able..

I certainly cannot close this memo by saying that I hope you enjoy reading the attached, because there is no joy in this or any of the memos that follow. I can say that I hope that it focuses your understanding on the very dire consequences of the decisions that are now being made on our institutions of higher education, their faculty and students, and ultimately on the future of our State.



June 19, 2008

To: Chancellor Jim Rogers

From: Neal J. Smatresk
Executive Vice President and Provost

Re: Impact of Cuts on Academic Programs at UNLV

In the past decade UNLV has grown faster than any major university. This rapid growth has outpaced UNLV's ability to hire faculty and to satisfy student demand. UNLV HAS APPROXIMATELY 950 TENURED OR TENURE TRACK FACULTY, WHICH IS LOW FOR AN INSTITUTION TEACHING NEARLY 28,000 STUDENTS. Because of inadequate state funding that is approximately 15% lower than it is for comparable universities, UNLV had to "fill the gap" in its delivery systems by hiring many part time instructors (PTIs). LAST YEAR UNLV HIRED APPROXIMATELY 900 PTIS FOR EACH OF THE TWO SEMESTERS. EACH INSTRUCTOR TAUGHT BETWEEN 1 AND 4 COURSES. UNLV's instructors and visiting faculty teach about 35% of the 10,500 classes UNLV offers during the fall and spring semesters. When budget cuts hit and required immediate response, the first line of cuts was made by terminating PTIs, and by not replacing faculty who had left or retired.

The 4.5% state mandated budget cuts for 2007/2008 came to UNLV in two parts. For 2008, because the school year was half completed when the cuts were required, UNLV made relatively modest academic cuts (about \$500,000), with non-academic programs assuming much of the fiscal burden. Because the cuts came late in the year, UNLV had to cover those cuts by reducing its spring class offerings taught by PTIs, by about 13%. The remainder of the 4.5% cuts was targeted for the second year of the biennium, with a \$3,000,000 reduction. The second year's cuts, coupled with shortfalls in salary savings, resulted in a reduction of 40 tenure track faculty replacement hires and a 20% REDUCTION IN CLASSES TAUGHT BY PTIS. EVEN THE IMPACT OF THE 4.5% BIENNIAL CUTS GOING INTO THE 2008/2009 YEAR IS A DAGGER IN UNLV'S HEART. THE BUDGET CUTS WILL CAUSE A LOSS OF APPROXIMATELY 650 CLASS SECTIONS – NEARLY 6% OF THE 10,500 CLASSES UNLV OFFERS EVERY YEAR. IF THE UNLV FACULTY HAD NOT PICKED UP PART OF THE EXTRA BURDEN, UNLV WOULD HAVE HAD ALMOST 20,000 FEWER SEATS FOR THIS YEAR. THERE WOULD ALSO BE A LOSS OF NEARLY 2,000 FULL TIME STUDENTS (FTE). UNLV does not want to permanently injure its students. Therefore the UNLV administration asked remaining faculty to assume greater teaching loads for 2008/2009. UNLV was able to cover some of the dramatic losses by using contributions from discretionary funding (from summer programs and continuing education,) by increasing the size of classes and by increasing faculty load.

Despite these efforts, UNLV will have to turn away students from some high demand classes in the fall of 2008 when these reductions take effect. UNLV has no reserve to fund additional sections.

UNLV remains committed to offering its students a world class education, but its ability to deliver the dream is in serious jeopardy – the initial 4.5% cut was a nightmare in and of itself! **THE IMPACT OF A 14% CUT ON UNLV'S PROGRAMS IS FATAL.** A 14% cut represents a loss of \$30,000,000 annually. About 15 million dollars would be absorbed by operations and the remaining \$15,000,000 would come from the academic budget. The loss of "operating funds" would result in the loss of hundreds of support staff, major reductions of services, and deep cuts to UNLV's infrastructure and facilities maintenance. **A \$15,000,000 CUT TO UNLV'S ACADEMIC PROGRAMS WOULD COMPLETELY ELIMINATE UNLV'S PART TIME EDUCATION BUDGET AND ALL OF UNLV'S PART TIME FACULTY. AT LEAST 100 FULL TIME FACULTY WOULD BE LOST. THE TOTAL IMPACT OF THESE CUTS WOULD REDUCE THE NUMBER OF SECTIONS UNLV COULD TEACH BY OVER 3,000 CLASSES. THE TOTAL IMPACT OF THE 4.5% CUTS ALREADY TAKEN AND THE PROJECTED 14% CUTS WOULD ELIMINATE 40% OF UNLV'S TOTAL CLASS OFFERINGS. UNLV WOULD LOSE 8,000 TO 10,000 STUDENTS.** Losing this many students would cause a further spiraling downward as UNLV would lose more than \$34 million dollars in annual student fees, which would in effect increase the proposed \$60.6 million dollar biennial budget cut to nearly \$130 million dollars. The subsequent losses of classes, and the resulting loss of students would begin a "death spiral" of declining services and funding that could never be reversed. Along the way UNLV's research programs would cease, staff and faculty would leave and UNLV's graduate program would decline by at least 50%.

UNLV will never recover from the injuries that will be suffered, and the emerging excellent reputation UNLV has worked so hard to achieve will be lost. There would be a drastic loss of workforce in Southern Nevada. **GREAT CITIES NEED GREAT UNIVERSITIES AND EVERY GREAT CITY HAS A GREAT UNIVERSITY.** Nevada cannot expand and diversify its economy without a potent research institution as its intellectual backbone.

cc: David B. Ashley, President