



February 15, 2011

Dear Deans and Vice Provosts:

As you are aware, the budget proposal for higher education funding currently before the state legislature reduces the Nevada System of Higher Education budget an additional 29.1 percent in the next biennium (2011-2013). The UNLV portion of this reduction is \$47.5 million of our current state appropriation. This proposed cut comes on top of the \$49.6 million that UNLV has already reduced in the past three fiscal years. In short, should this proposal be adopted by the state legislature UNLV will see a total reduction in its state appropriation of almost \$100 million over the five years leading up to June 30, 2013.

Past cuts have generally spared Academic Affairs. Although academics make up approximately 75 percent of the budget, we have taken only about 25 percent of the cuts. Unfortunately, we no longer have that option available to us; Academic Affairs will be required to absorb more of the cuts in the next biennium. All Cabinet areas will participate in the next round of budget reductions, including Academic Affairs. Out of the \$47.5 million proposed reduction in the Governor's budget, Academic Affairs will be required to find \$25 million.

It is highly improbable that yet another round of cuts of this magnitude can be met without a declaration by the Board of Regents of financial exigency (a status much akin to a corporate bankruptcy). Therefore, consistent with UNLV Bylaws Chapter III, Section 19.4, the President has established a Faculty Advisory Committee consisting of the Executive Committee of the Faculty Senate, the Chair of the Faculty Senate Professional Staff Committee, and the Chair of the Faculty Senate Priority and New Program Review Committee to review proposals for budget reductions and savings should these profound cuts occur and should the Board of Regents declare financial exigency.

Under this process each dean will be given a budget reduction target and asked to make recommendations regarding how this target will be met in each school and college. These recommendations are due no later than Friday, February 25. You should work closely with your executive committees to develop these recommendations. In making these proposals it is important to bear in mind that the central teaching and research mission of UNLV should be protected as best

Office of the Executive Vice President and Provost  
Box 451002 • 4505 S. Maryland Parkway  
Las Vegas, Nevada 89154-1002  
Main (702) 895-3301 • Fax (702) 895-4054

possible. To that extent, horizontal cuts should generally be avoided as they do nothing other than ensure the mediocrity of all programs. Now is the time that we must consider additional vertical cuts and the elimination of academic programs and departments that are not core to our mission. Of course, any reorganizations or consolidations that do not negatively affect our mission and that will stave off additional eliminations should be given great weight in your deliberations; we will do the same at the central administrative level. Although advising centers and part-time instructors may be appealing to you as reductions, note that I view both as horizontal cuts guaranteeing mediocrity to all of your programs and a diminution of services to students in the programs that will continue to exist.

In order to be as equitable as possible in this first round of deliberations, the initial target for reductions in each school and college is based upon that school or college's percentage of the state appropriated Academic Affairs budget. For example, a college that receives 10 percent of the Academic Affairs state funded budget would be given a target of \$2.5 million ( $\$25 \text{ million} \times .10 = \$2.5 \text{ million}$ ). The targets for each dean are provided below.

Academic Success Center	\$254,034
School of Allied Health Sciences	\$843,389
College of Business	\$2,454,265
College of Business Statewide Programs	\$134,579
School of Community Health Sciences	\$415,713
School of Dental Medicine	\$2,897,760
College of Education	\$2,016,088
College of Education Statewide Programs	\$10,006
Howard R. Hughes College of Engineering	\$1,870,385
College of Fine Arts	\$2,310,251
Honors College	\$73,101
Harrah College of Hotel Administration	\$1,436,529
Boyd School of Law	\$2,261,855
College of Liberal Arts	\$3,772,706
School of Nursing	\$1,047,954
College of Sciences	\$2,821,921
Greenspun College of Urban Affairs	\$1,640,139
Greenspun College of Urban Affairs Statewide Programs	\$36,015
Vice Provost for Educational Outreach	\$184,276
Vice Provost for Educational Outreach Statewide Prog.	\$23,511
Vice Provost for Information Technology	\$1,104,942
Libraries	\$2,754,304

These targets will be difficult and painful to meet. That being said, if the proposed reductions to UNLV's budget come to fruition, we will have no option other than to

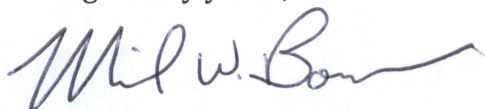


meet them. It is important that the planning process begin now in case these cuts come rather than at the end of the legislative session when most faculty will be away from campus.

As noted above, your recommendations are due to me (with a copy to Gina Strebel) no later than Friday, February 25, although earlier would be appreciated. Once these are received the President and I will meet to establish an omnibus proposal for the Faculty Advisory Committee to review and to make a recommendation to the President. Please be aware that not all of your recommended reductions will be part of this omnibus proposal and that some reductions that you have not recommended may be part of the omnibus proposal. Should the Board of Regents declare financial exigency, be assured that UNLV will follow all NSHE *Code* and UNLV Bylaws guidelines regarding the creation of an ad hoc financial exigency committee and the process that follows.

If I may be permitted the luxury of a personal note, let me say that I have been at UNLV for 27 years, half of its 54-year history. I have seen thousands of faculty and staff and tens of thousands of students who have given their all and worked very hard to make this the fine institution that it is today. To think that we are even discussing these kinds of reductions and cuts brings me great sadness. That UNLV is shortsightedly viewed as a cost and not a benefit and to see that the state is on the cusp of abandoning its citizens' aspirations to better themselves through higher education can bring joy to no one. Let us hope that the reductions proposed in the Governor's budget do not come to pass but let us also begin to plan in case they do.

Regretfully yours,

A handwritten signature in dark ink, appearing to read "Michael W. Bowers". The signature is fluid and cursive, with a long horizontal stroke at the end.

Michael W. Bowers, Ph.D.  
Executive Vice President and Provost