

## UNLV – Savings and Efficiencies Already Created/Implemented to Better Manage Resources

The following efficiency and budget reduction information is compiled from the past 2+ years. This information is a summary of a larger draft totaling over \$89M in budget reductions and efficiency savings.

UNLV has been working—since long before the current economic downturn – to prioritize its programs and to reallocate funds among those programs in an effort to create as much efficiency as possible. This reallocation has covered—but not without some pain—a \$13.6M shortfall in the original 2007-2009 budget, as well as UNLV’s share of the Governor’s reversion requests to date, which amounted to another \$25.1M with student fee revenue shortfalls adding to the reduction totals. We understand that it is part of our responsibility to be good stewards of state funds, and that all public programs have revenue fluctuations.

Suspend or eliminate programs. We have instituted a new rule that no new degree program can be added without trimming a low yield program. We also have formally eliminated 4 degree programs in the past year.

Hiring Restrictions: We had a “soft” freeze on filling vacant positions, which has now turned hard - any open position must be reviewed centrally through the Provost’s office before it is advertised. It is anticipated that few exceptions will be made, and as a result services will further decline. The forced savings will provide some relief for FY’09 budget reductions as well as those that may be faced in the next biennium.

Overall UNLV’s institutional support as a percent of total expenditures (a defacto measure of administrative overhead) continues to decline, in part through efficiency and in part through necessary reductions. For FY’08 the percent overhead was 5.7% - steadily declining from FY’00 when it was approximately 12%. We are now at a rate well below other regional research universities, and likely too low to provide required support for students and faculty.

The academic area’s reduction included over 100 positions and a 25% reduction in allocation for part time instructors (over \$2M) – cumulative total of approximately \$7.92M. Reductions to departmental operating funds intended for office supplies, phones, postage, copying, etc for the approx \$308K balance.

\$8.3M
--------

UNLV has reduced PTI expenditures by about 25%, while increasing faculty teaching loads and increasing class sizes to the absolute maximum of our physical facilities. This increase in teaching load is not completely sustainable, as it is significantly different from peer institutions and many of our best faculty may end up leaving.

\$3.4M
--------

97 faculty lines are open at this time for nearly 10M.

\$9.8M
--------

We will offer approximately 1000 fewer class sections in FY’09 vs FY’08.

\*Of a total of 425 professional staff paid on state funds - ~70 are currently vacant (about 16%).

\$5.7M
--------

\*Of a total of 781 classified employees paid on state funds - ~85 are currently vacant (about 11%).

\$4.3M
--------

As of 6/30/08 we provided letters of non-reappointment to 28 professional staff members (with total annual salary and benefits of \$2.52M), which adds to the 70 that had already accumulated during the year, for a total of 98. A “normal” year would see between 15-20 letters of non-reappointment. \$2.52M

VSIP summary: Voluntary Separation Incentive Program. These programs were implemented to help reduce salary and benefit costs prior to the 2009-2011 biennium.

- Professional staff and Faculty: 21 individuals with total annual savings of \$2.5M. \$2.5M
- Classified Staff: The program has not yet been completed, but to date approximately 40 individuals have submitted applications, for annual total savings of about \$2.7M per year. \$2.7M

The Finance and Business Division reduced positions totaling \$2.95M including 42 positions. Operating reductions of \$573K were also made. \$3.52M

The VP Research & Graduate Studies reduced 2 professional positions related to the Institute for Security Studies and the National Supercomputer, 13 graduate assistantships for graduate students who would have been teaching classes, and \$50K of operating funds. \$.3M

The Student Affairs Division eliminated one position on state funding for approximately \$102K with \$325K additional coming from wage and operating reductions in programs across the division. \$.43M

VP Advancement’s \$102K reduction eliminated one position. \$.1M

On the administrative side, not filling positions, re-tasking, or appointing an internal person was implemented. Examples include VP for Academic Resources; VP and APV for Research; Deans of Sciences, Honors, and the University College; and VP for Student Affairs. Combining the dean positions of Allied Health and Nursing Colleges; Combining departments in Allied Health; and reducing the number of associate deans. These account for approximately \$1.5M in salary and benefit savings. \$1.5M

\*Eliminated the following administrative positions at UNLV; \$286K total:  
 \*Associate Vice President for Finance \$.3M  
 \*Associate Vice President for Facilities, Planning and Construction.

We deferred FY’09 merit by 6 months for all faculty and professional staff: \$1.66M. \$1.66M

There were several special “one-shot” appropriations in the 2007-2009 appropriation, totaling \$950K. Although these are very important allocations to the specific programs, in general they do not directly support instruction and service to students, and therefore they were eliminated. \$.95M

Women’s Research Institute	\$400K
Saltman Center for Conflict Resolution	\$250K
Black Mountain Institute	\$200K
Center for Health Disparities Research	\$100K

Addressed a FY’08 student fee revenue shortfall of \$1.1M and FY’09 revenue shortfall of \$2.9M, on top of the state budget cuts. \$4M

Office of Information Technology will take a hiatus from routine computer replacements, and will only replace broken machines, not old inefficient ones. We will delay installation of new IT and classroom technology in old classrooms, as well as classroom and laboratory renovations/improvements. \$.2M

The FY'09 reductions for the School of Law were addressed through the initiatives noted below, many of which extend into FY'09 programs and activities reduced for FY'08.

\$ .32M

- Postponed search for technology-related Law Librarian by \$77K.
- Reduction in student admissions and recruitment staff by \$61K.
- Reduction in number of faculty positions of \$156K.
- Reduction of administrative support for faculty teaching and research postponed support staff searches; cut student administrative and research wage by \$21K.
- Reduction in library services provided to students and public patrons.
- Cancellation of many law journal subscriptions (saving operational dollars).
- Reduction in number of clients that can be served by the law clinic
- Reduction in funding for part time instructors and class electives.
- Reductions in funding for computer replacements and classroom equipment
- Reduction in supplies and resources for printing

School of Dental Medicine Reductions:

- Reduction in professional salary and fringe benefits totaling \$307K included positions for an Associate Dean and an Assistant Professor in Residence for Clinical Sciences, Endodontics.
- Reduction in dental assistants and administrative assistant classified support staff of approximately\* \$197K
- Reduction in operating expenses by rationing of supplies to dental students of approximately\* \$19K.
- Changes for Advanced Dental Education Programs. The decision on the major change to the Orthodontics program was in part made to recognize and respond to the current financial pressures. Delays in other Advanced Dental Education programs have also been implemented - we have suspended plans for implementation of these new programs.

\$ .52M

Athletics reduced \$239K from salary savings for three (3) positions that we have not filled.

\$ .62M

In operations, Athletics cut an additional \$149K, primarily from savings from the new NIKE multi-year apparel contract.

\$ .15M

The CIP (capital dollars) funding Reductions: \$1.85M. These reductions essentially eliminated FF&E options for the facilities, as we reduced the budgets to match available resources and did not request reinstatement of these funds as a high priority in the 2009-2011 capital budget process.

\$ 1.85M

Greenspun Hall                    \$750K  
SEB                                    \$500K  
Student Services Addition       \$600K

HECC Funds (building major repair and maintenance) reduction: \$2.6M.

\$ 2.6M

Modified cleaning schedules to reduce frequencies where it makes sense to do so due to reduced budgets. Focused on bathrooms and common areas, but individual office trash pick up has gone down from daily to 2 times per week. Other cuts in non-common area cleaning were also implemented. Annual savings are estimated to be \$1M.

\$ 1M

Covered over \$750K in utility costs above the state budget, and worked to reduce overall utility expenditures through numerous plans highlighted in other parts of this document.

\$ .75M

Adjusted cooling set points from 74° to 76° F - Understanding that for every 1 degree of temperature setting, we can realize a 1 – 2 % saving in energy use, the temperature settings were changed from 74 °

to 76° F for increased energy efficiency and budgetary needs. This equates to about \$134K to \$267K per year in savings.

Adjusted heating set points from 74° to 72° F - Understanding that for every 1 degree of temperature setting, we can realize a 1 – 2 % saving in energy use, the temperature settings were changed from 74° to 72° F for increased energy efficiency and budgetary needs. This equates to about \$17K to \$32K per year in savings.

Turf reduction contributed significantly to water efficiency and reduction at UNLV. Facilities Management's extensive projects in water smart landscaping (xeriscaping) have met with excellent results. Over 855,000 square feet of turf was converted since Jan 2001, with over \$700K in rebates which helped defray the cost. These actions are projected to save over 45,000,000 GALs of water per year. This equates to about \$135K savings per year.

\$.84M

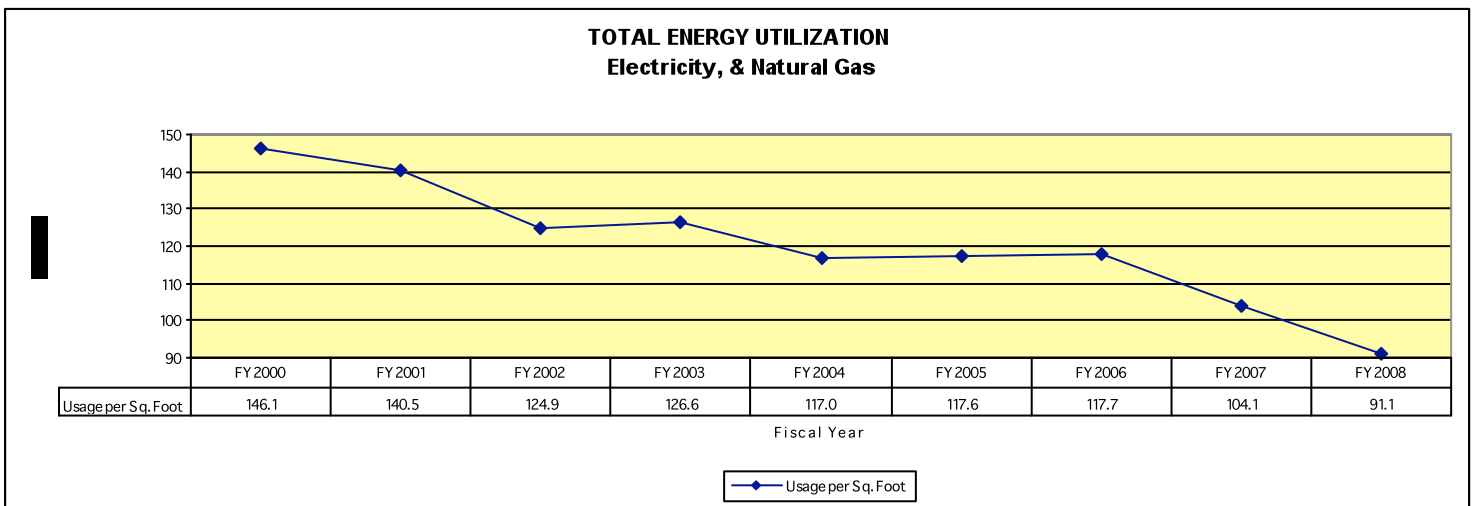
**The following are explanations and charts for the Energy and Water reductions.**

The Total Energy Utilization graphs depict the 38% reduction since FY'00 in use of electricity and natural gas per square foot and an 18% reduction in use per FTE for Facilities Management supported facilities. The impact of this reduction becomes even more dramatic when consideration is given to an 81% increase in square feet and a price per KBTU increase of 73%. These economies were the result of Facilities Management's investments in energy efficiency measures such as; efficient lighting, efficient equipment, energy management systems, and energy efficiency practices.

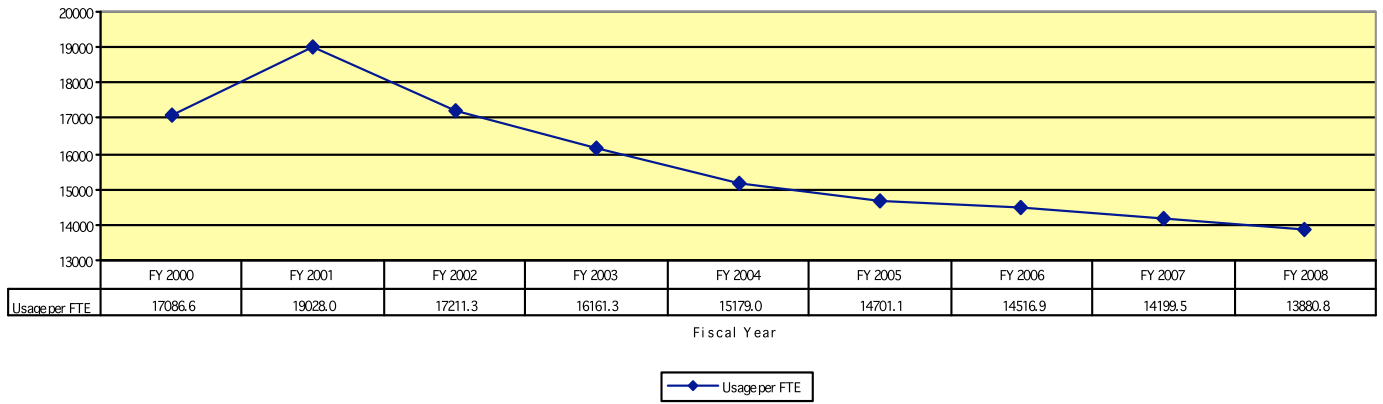
The Total Water Utilization graphs depict the 45% reduction since FY'00 in use of water per square foot and a 29% reduction in use per FTE for Facilities Management supported facilities. The impact of this reduction becomes even more dramatic when consideration is given to an 81% increase in square feet and a price per KGal increase of 57%. These successes were the results of Facilities Management's installation of; water efficient fixtures, "xeriscaping" projects, and water efficiency practices.

From FY'01 through FY'08, about \$8 million was avoided in energy costs as a result of the aforementioned energy efficiency programs. During this same period, about \$900K was avoided in water costs.

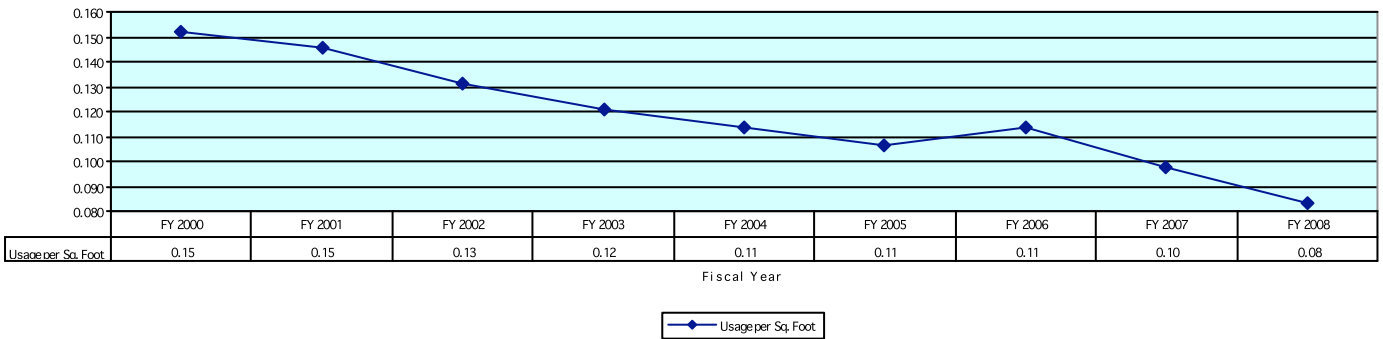
\$8.9M



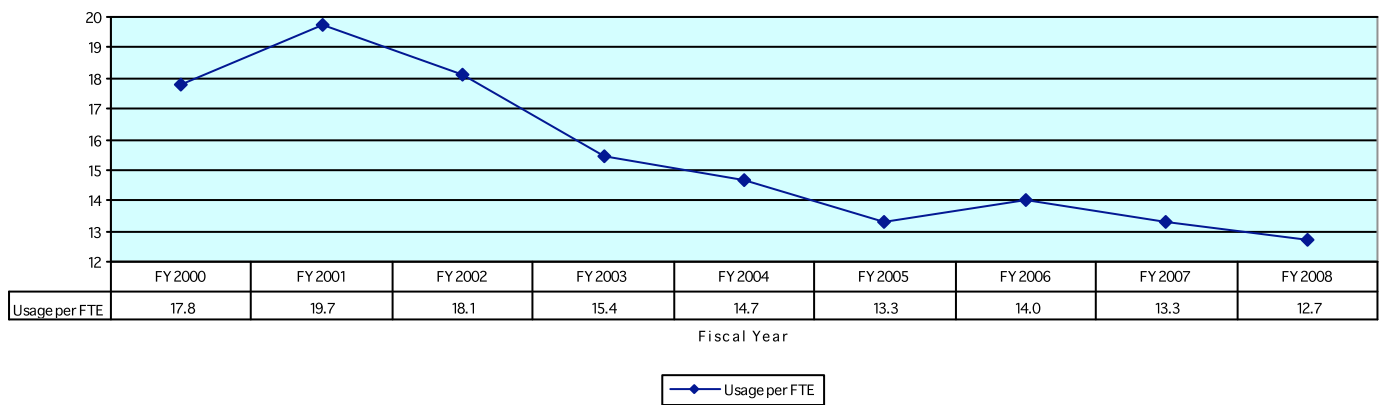
**TOTAL ENERGY UTILIZATION**  
Electricity, & Natural Gas



**TOTAL WATER UTILIZATION**



**TOTAL WATER UTILIZATION**



Implemented an automated purchasing system to replace what was a totally manual system, using 6 part forms and typewriters for submission of purchase requests – MUNIS. Also included automation to direct invoice to ordering department (this activity alone would save about 4 work-days of processing time for payments to vendors).	\$ .4M
Privatized campus motor pool with Enterprise.	\$ .2M
Merged bi-weekly and bi-monthly payrolls into one, thus saving staff time and effort.	\$ .1M
Implemented a new preferred provider program for campus express delivery, at about 50% of previous rates and improved service to campus through automation (we project will save over \$100K/year in delivery charges for the institution).	\$ .1M
Finalized a new and restructured multi-year copier contract that is projected to save \$3-\$4M for UNLV over the next 5 years.	\$3.5M
“Paperless” campaign focused on payroll activity. Payroll checks and Payroll Advise Statements are available electronically for direct deposit and electronic delivery, respectively. Communicated a January 1, 2009 deadline for stopping paper distribution to departments (Note: many of these paperless automation activities were difficult to implement given the age of the automated administrative systems that exist for NSHE, with technical architecture dating back to the late 70’s. It is anticipated that when the iNtegrate project replaces the existing systems more opportunities for efficiency improvements will be available).	\$ .2M
Non-payroll reimbursements (travel, etc.) for staff. This was implemented in October, 2008. This will save staff time and costs for paper check production and distribution.	\$ .1M
Electronic Funds Transfer for Vendors – Projected for spring 2009. This will save significant costs for paper check production and distribution.	\$ .2M
Reviewed wireless communications RFP and awarded contract and initiated implementation plans for campus, to include wireless options for campus buildings and significant savings over previous costs. The relationship established with Sprint Wireless also has resulted in a retail store location in the new student union which will allow discounted wireless service to be offered for students as well as live customer and technical support provided to both students and employees. This will allow the university to take advantage of rollover minutes and significantly reduce the monthly cellular wireless phone bill by as much as 25% or over \$50K/year assuming modest usage. This relationship with Sprint will further allow the university to enhance its in-building cellular reception which can also be used to enhance the university's data or computer wireless network services. This represents a savings to the university of over \$100K for the installation of this equipment (in Chemistry and Education).	
Selected and implemented (for Fall semester, 2008) new “e-bill” student accounts receivable/payable system for students and other campus billing programs. This gives us our first automated billing system for students and improves services to students and eliminates most of the paper mailing charges.	\$ .1M
Fully implemented an automated chemical inventory program for the entire campus. The program is being made available to other NSHE entities. This also allowed UNLV to easily meet a new Federal requirement for tracking all hazardous materials and decreased the staffing required to do the same job on a manual basis. The chemical inventory program has also been copy righted by UNLV and will be marketed to outside organizations in hope of generating revenue for the University.	\$ .15M

To increase our efficiency and productivity, we are now doing printing for other NSHE institutions to maximize our equipment capacity. We have a formalized arrangement to do the printing for Nevada State College. We are printing NSC's letterhead, business cards, envelopes, invitations, and other products through Reprographics and the Campus Copy Center at a significant savings to NSC.

This is a subtotal of the Reductions and Efficiency Improvements and is a subset or 84% of the \$89M total:	\$74.78M
---	----------

*Note: Annual State Operating Budget for UNLV is about \$300M.  
The \$89M Reduction is approximately 30% of UNLV's \$300M Annual State Operating Budgets.*