

FY26 & FY27 Budget Preparation Guidelines
General University Fee, Student Health Services Fee

Please note the following guidelines for preparing your budget packet for review by the Student Activity and Service Fee Advisory Committee:

Timetable:

Friday, November 1 ***Deadline for submission*** of budget packet to Office of the Vice President for Student Life and Enrollment

Tuesday, November 12 ***Open Forum*** with Student Activity and Service Fee Advisory Committee for students to ask questions of the Committee prior to the scheduled public hearings

Wednesday, November 13 ***Public Hearings*** held
& Thursday, November 14

Mid-December ***Recommendations*** for submitted to the Provost and Executive Vice President for Academic Affairs, Vice President for Student Life and Enrollment and the Executive Vice President for Finance and Chief Financial Officer

Late Fall/Early Spring ***Senior Administration review recommendations***

Authority and Approvals: The Student Activity and Service Fee Advisory Committee is **advisory** to the Provost, Vice President for Student Life and Enrollment, and the Executive Vice President for Finance and thus our charge is to make recommendations regarding any increase in the allocation of the General University Fee to individual departments. If the recommendations are endorsed by the University Administration, they will determine how and if any increase is sent to the Board of Trustees for consideration, if necessary.

The Budget Packet: Please provide the full financial and narrative information as requested on the attached spreadsheet as well as respond to the narrative questions provided (use whatever space is necessary to answer the question appropriately). Please note that the committee is interested in reviewing summary information about your budget, as requested, and excessive detail is generally unnecessary.

Assistance in preparing your budget packet: The staff in the University's Budget Office are available to assist you in preparing your budget packet. Please feel free to call your budget analyst with specific questions.

Department Information and Narrative Questions
Fall 2024 for FY26 (July 1, 2025 – June 30, 2026) and FY27 (July 1, 2026 – June 30, 2027)

DEPARTMENT INFORMATION

Department:

Staff involved in preparing budget:

- **Department Head:** Justin McManus
- **Budget staff:** Colleen Bridgeman, Tom Noonan
- **Other staff:** Montana Heon

ORGANIZATION STRUCTURE

Please attach a current organization chart with your submission. **Please see Appendix A.**

FINANCIAL INFORMATION

Please complete the attached spreadsheet and submit with the qualitative information below. All the previous year and current year information was pre-populated by Budget Office staff. Should you have questions about the information, please contact your Budget Office analyst at your earliest convenience to clarify. Please review the narrative questions below in advance of completing the spreadsheet to understand how the two parts mutually shape your submission.

NARRATIVE INFORMATION

Please answer the following questions in as much detail as necessary to support your budget proposal. For your current year (FY25) and next following TWO year's (FY26 AND FY27) budget, it will be important to know your expected expenses and the necessary revenue to cover these expenses. The following questions are designed to collect the important information that will help the Committee and the senior administration understand your specific circumstances.

1. Briefly describe the programs and services provided that are funded by a) the General University Fee/Student Health Fee, and b) are funded by other revenue (if applicable).

- **Athletics: Along with the UConn Spirit/Pride/Tradition program (e.g., cheerleaders, Jonathan mascot), the UConn Marching, Pep Bands, and Drumline provide musical entertainment, spirit, fan engagement, and team support at UConn Athletic Events at home and select hostile/neutral environments. GUF funding provides support for much-needed equipment replenishment, existing uniform maintenance and repair on par with other major athletics programs at peer institutions, and other materials/services that allow our students to cover a wide array of commitments (in some cases, multiple on the same day).**

Please see Appendix B for an analysis of total services and time commitment over the 2024-25 AY.

Additionally, the band performs at other events at which students, faculty, staff, coaches, and benefactors are included. Examples of these are:

a) high-profile institutional, Foundation, and alumni events;

b) player send-off ceremonies for teams departing campus for post-season travel;

c) on-campus ceremonies (e.g., playing for new coaches, dedications for new buildings) and gatherings (e.g., NCAA selection show watch parties; Gampel Pavilion National

Championship watch party; National Championship Victory Parade in Hartford); and

d) campus spirit performance (e.g., Drumline during Traditions Night at soccer games, First Night, select home basketball games).

- **Campus Community**
 - Recruiting: Fall Visit Days; Spring Admit Days
 - Events: Parents Weekend; Homecoming Weekend Events
- **Community Engagement**
 - State of CT Veterans Day Parade and other state/regional events
 - Mansfield Partnership Events
- **Institutional Representation**: As the largest and one of the most visible student organizations on campus, the UConn Athletic Bands have served as institutional representatives in myriad contexts which enhance UConn's brand, image, and reach:
 - **2024 Heisman Trophy Award Ceremony – Legends Gathering**
 - **Selected to represent New England at a 2024 New England Patriots football game in Foxborough, MA**
 - **Appearances on local and state media outlets (e.g., WFSB, NBC30, and CT Public Radio) promoting the university.**

2. Please explain any significant changes (positive and negative) in this year's budget/spending plan from last year.

- **Positive (+) Changes (increased costs)**
 - Filled 1.0 FTE GA line: **\$33,177**
 - Transition from Special Payroll to 1.0 FTE UCPEA position (filled vacancy): **\$35,466** (net increase due to a partial year impact in FY24 vs. full year impact in FY25).
 - Bus transportation and food for Woodstock Academy students covering UConn Men's Hockey games while the UConn Band is fulfilling other athletic obligations (e.g., a football game during the same time): **\$6,000**
 - Increase in bus costs due to FY24 one-time savings (e.g., bus refunds for service-related issues; missed game). Also, standardized \$400 buffer that falls off if unneeded.
- **Negative (-) Changes (decreased costs)**
 - **Temporary elimination of early move-in fee (savings of \$15,600 from FY24)**
 - **Note**: While this is a realized savings, ResLife administration has made it clear that this is not a guarantee and the fee *may* return in the future; however, units would not be notified of such a fee until after the budget hearing process.
 - **Savings of \$77,911 in special payroll**
 - One-time 11th-month appointments for Jessica Dickerson (Assistant Professor in Residence, Associate Director of Athletic Bands, and Program Coordinator) and Ricardo Brown (Assistant Professor in Residence, Associate Director of Athletic Bands, and Associate Director of Wind Bands) to cover the transition of a new director and sudden death of the program assistant: **\$21,343**

- One-time temporary summer appointment for new director (Justin McManus) during transition due to August 23 faculty contract start date: **\$15,596**
 - Reduction in Special Payroll costs (primarily driven by the re-categorization of our Program Assistant from a temporary role to full-time): **\$40,972**
 - **Savings in student labor cost: \$4,264**
 - Subject to any mandatory minimum wage increases per the University during the FY.
3. Describe other sources of revenues for your unit, if any. Do you anticipate any changes in the other sources of revenue (either increases or decreases), during the current year (FY25) or for your proposed budget in FY26 and FY27? If so, please explain.

Foundation revenues planned in FY25 in the amount of \$49,297, \$25,000 in FY26 and \$13,973 in FY27, there are no other sources of revenues projected for the regular operating budget in the out years. Any incoming funds typically come from external organizations reimbursing the band for expenses above and beyond its regular responsibilities (e.g., bus reimbursement for a performance at the 2024 Heisman Trophy Legends Lunch ~\$9,710).

4. Staff counts
- a. Please identify the number of filled full-time equivalent staff (this may be different than the number of employees if any staff work less than 100%.) and how they are funded – GUF vs other revenue. Note: Graduate Assistantship count as .5 FTE.
- **One 11-month 1.0 FTE faculty member (Director of Marching/Pep Bands)**
 - Funded 100% through the School of Fine Arts/Department of Music
 - **Two 10-month 1.0 FTE faculty members (Associate Directors of Marching/Pep Bands)**
 - **9 of the 10 months are funded through the SFA/Music.**
 - **The 10th month for each Associate Director is funded through GUF.**
 - This is due to the complex logistical and operational demands of the program, similar to Athletics coaches and staff (most of whom work under 12-month staff appointments). Additionally, recruiting, music arranging/writing, and choreography design take place heavily during these months.
 - Further, this is in recognition of the faculty members' academic commitments and service to the Department of Music (e.g., teaching courses, serving on department/school-level committees, undergraduate advising, ensemble direction).
 - **One 12-month 1.0 FTE administrative/operational support person**
 - Funded 100% through GUF
 - **One 1.0 FTE Graduate Assistant**
 - May be voluntarily moving to 0.5 FTE for Spring 2025

- Funds recovered from the move from 1.0FTE (20 hours) to 0.5FTE (10 hours) will be utilized for student labor costs to cover job responsibilities from the reduced GA position.
- b. Please identify the number of vacant full-time equivalent staff (again, this may be different than the number of positions unfilled if any of the vacancies are designated as less than 100%).

- **No current vacancies**

- c. Do you have any special payroll staff? If so, what is their role? 1) in place of vacant positions, 2) supporting temporary needs, or 3) other (please explain)?

- **Special Payroll staff: Ten renewed annually contingent on availability**

- **Drumline coordinator and arranger (1)**
 - Four (4) additional limited staff members (one for each subsection)
- **Percussion coordinator and arranger (1)**
 - One (1) additional limited staff member
- **Color guard coordinator and choreographer (1)**
 - One (1) additional limited staff member
- **Visual and marching technique instructor (1)**

- Given the demands inherent to Athletics events (e.g., nights, weekends, holidays) having additional staff support for the 325-member program (Marching Band; Pep Bands; Drumline) is crucial. Additionally, other university services (e.g., admissions events, drumline performances at soccer games) require staffing, equipment transportation, and instrument maintenance.
- In addition to creative work, these staff members are also experts in the field who assist with design elements and safety/injury prevention.

5. For planning purposes, the collective bargaining increases for FY26 and FY27 for all staff is anticipated to be 4.5% (contracts have NOT yet been negotiated) and the fringe benefits rate should stay at the current FY25 rate (please see the full list of rates [here](#)). Based on this information, do you anticipate needing additional funds to cover any annual increase in salary expenses for your **current** staff that are not able to be covered with your current (FY25) budget?

Yes, we anticipate needing additional funds to cover annual salary increases.

If so, what is the anticipated total increase needed (**please list as % increase over FY25 amount AND actual dollar amount**). Note: If additional funds are needed and approved for salaries by the central administration, the Budget Office will determine the amount to be allocated based on ACTUAL changes to staff salaries once those increases are known (summer of FY26 and summer FY27 respectfully). Are there other increases for Personnel Services for current FTE's that are not related to CBI increases? If yes, please explain in necessary detail.

Aside from the collective bargaining increases and other stipulated personnel costs reflected above, there are no other increases for Personnel Services for current FTE's. The requested total budget amount including CBIs (actual salary + fringe) for FY26 and FY27 are:

- **FY26:** \$11,468 (1.99% increase over FY25)
- **FY27:** \$ 11,984 (2.04% increase over FY26; 4.07% increase over FY25)

6. After developing your FY26 and FY27 current services budget proposal (budget for your current programs, services, and staff) and identifying your corresponding expenses, is your budget supported by your current revenue? If no, please provide the necessary details for the following (note there may be additional information requested in support of your budget proposal. If such additional information is needed, the Committee will inform you of this request as soon as possible).

No, our FY26 and FY27 corresponding expenses are not supported by our current revenue. After fully exhausting prior year fund balances and foundation resources, at current projected flat-rate operational budget (with the exception of anticipated year-over-year CBI adjustments) which does not include any adjustments for inflationary effects (e.g., food costs), the UConn Athletic Bands will be unable to sustain current event service levels starting in FY27. For this reason, we are proposing a \$65,000 increase to stabilize our structural deficit. Without this level of commitment, such a scenario may result in an inability to field students for all current athletic events (Men's Hockey, Men's Basketball, and Women's Basketball). Further, the program may be unable to accommodate additional university events (e.g., recruiting and admissions events, campus celebrations) due to a smaller pool of students and increasing academic rigor.

CURRENT SERVICES - What portion of the requested amount (% increase over FY25 AND actual dollar amount) is for operating funds to maintain current services, (i.e., no additional programs or services)?

Non-CBI Related Increases to maintain current services:

- **FY26:** \$0 (0.0% increase over FY25); containing structural deficit within projected fund balance
- **FY27:** \$65,000 (11.1% increase over FY26; 13.27% increase over FY25)

b. What opportunities have you taken to reduce, eliminate or reallocate funds to mitigate these requested increases?

- **REALLOCATE COSTS**

- Leveraging foundation balances to offset annual operating activities, including replenishment of supplies, equipment and routine instrument repairs or uniform replacement due to unforeseen damage.
- Central Support to cover additional athletic events that had not been scheduled during the previous budget request cycle (e.g., MBB Jimmy V Classic, MBB Legends Classic, etc.)

- **REDUCTIONS**

- Limiting food options for band members for football and basketball game days.
- Curtailing necessary instrument sanitation (e.g., chemical cleaning), maintenance, repair, and replenishment. Current maintenance is primarily students washing instruments with sponges in kiddie pools.
- Pursued additional, less costly methods of obtaining mandatory legal rights to arrange songs (up to a 90% fee reduction).
- Reduced the duration of necessary lighting towers for the marching band field, lowering costs but exposing band members to a higher level of physical risk.

- Reduced staff count by two (2) between FY24 and FY25.
- Seeking entirely volunteer staff for the following areas:
 - Medical (unpaid, off-duty RNs and EMTs)
 - Uniform Maintenance and Alterations (retired uniform expert who commutes from SW CT and often pays out of pocket for supplies)
 - Student volunteers for measuring, fitting, sewing, and hemming uniforms. Directors and students pay out of pocket and do not receive reimbursement for some supplies (e.g., safety pins, thread).
- Operational/logistical tasks are solely covered by professional staff. For example, rather than hiring an equipment truck driver, the directors, graduate students, and adjunct staff drive and maintain the two 26-foot box trucks and sprinter van.

- **ELIMINATIONS**

- Eliminated Nike Warm-Up Jackets/Pants previously used as the official Pep Band uniform for basketball and hockey. We have returned to a stock of worn Pep Band polo shirts from the early 2000s and store-bought khaki pants. **Directors transport, wash, and dry the jerseys in their personal home washing machines and dryers to save operational funds.**
- Canceled annual Leadership Summit and Scholarship Recognition event. This was an event important for maintaining student morale, recognizing students' commitment, awarding Foundation scholarships, and transitioning new student leaders. **Reprioritization of funds to operational needs has necessitated the cancelation of this long-held event.**

7. What would be the potential impact on your programs/services and on the overall student experience if the proposed increase listed above were not approved?

Due to the breadth of our program (325 students across the Marching Band, Pep Band, and Drumline), not realizing the proposed CBI may result in the following impacts to our students, the student population more broadly, athletics teams, and the broader university community:

- **Potential inability to attend some events** which require travel from campus due to volatile transportation costs (e.g., unstable fuel prices, unpredictable changes in reservation costs due to driver salaries).
- **Inability to maintain membership at current levels** due to food, clothing, transportation, and other related costs. This smaller pool of students from which we can pull will negate our ability to perform at some events.
- **Personnel cuts necessary to meet budget may hinder our ability to staff** athletic contests and university events for which the band provides cultural enrichment and school spirit (e.g., drumline performances, admitted student events).
- **Difficulty in maintaining a professional image** during recruiting events (e.g., torn and tattered uniforms, stained apparel, damaged or broken equipment), community outreach events, athletic contests, and university-sponsored activities.

8. What are the current (end of FY25) and projected (end of FY26 and end of FY27) levels of your reserves/fund balances for all accounts under your purview? What plans do you have for these resources and over what period? Please explain in as much detail as necessary to help the Committee

understand the level and purpose of any fund balance/other account.

- **FY25:** \$ 59,038
- **FY26:** -\$ 562 (including requested collective bargaining increase of \$11,468)
- **FY27:** \$ 2,371 (including requested collective bargaining increase of \$11,984, plus \$65,000 increase to maintain current level of services)

In the event the corresponding adjustment beyond the mandated CBI is not received, the band will need to curtail its current rate of services to mitigate the FY27 projected negative fund balance. This would include reducing the number of athletics events at which the band is present, further reducing equipment maintenance, and lowering staffing levels (which would further reduce our ability to cover multiple events at the same time).

9. Within the next three years (FY26-FY28), do you anticipate any needs that are not able to be covered by your annual operating budget? If yes, please provide a description of the need, why it is necessary, the anticipated cost, if known, and any additional information that would be useful for the committee to understand. **Yes, beyond the requested collective bargaining increases of \$11,468 in FY26 and \$11,984 in FY27, plus the \$65,000 in FY27 to normalize the structural deficit to maintain current levels of services, we anticipate needing the following:**

- **Any additional external events (e.g., basketball games at neutral sites)** not scheduled prior to the hearing/request process.
- **Uniform replacement:** The current marching band uniforms are 17 years old, 7 years past the industry standard of 10 years. Careful maintenance and upkeep have extended these uniforms for as long as possible, but the natural “wear and tear” of wool fabric has made the uniforms nearly unusable. For example, many are held together with safety pins or electric tape; students often report being pierced/stabbed by safety pins in their back, legs, or neck while wearing the uniforms. The current cost estimate sits between \$350,000 and \$400,000 and would be a partnership with several stakeholders to secure funding.
- **Stop-gap field maintenance:** The paved field upon which the band practices is situated above university water storage tanks. Due to the location and weight requirements, large paving equipment is not permitted for necessary field repair. The current condition of the field is deteriorating over each year and has resulted in several injuries due to tripping hazards.

10. Please describe how students (number/percentage of students) utilize your services and/or participate in your programs. Do others benefit from your programs and services? If yes, please explain.

- **Students, alumni, university officials, community members, and UConn fans** benefit from the band’s presence at athletic contests, official ceremonies, and foundation/alumni events on-campus and across the country. Additionally, the bands support student athletes during both scheduled and unexpected situations (e.g., the Women’s Hockey East Championship game).
- **The university** benefits from the exposure and media presence that the band achieves both due to its athletic and artistic contributions. Serving as institutional representatives for UConn in ways that are often more approachable than student athletes engaged in competition, the large pool of band members is capable of recruiting in multiple areas and through multiple mediums simultaneously. This spreads university branding, reputation, and interest beyond the boundaries of campus.
- **The band also serves as one of several conduits between the university and the state of**

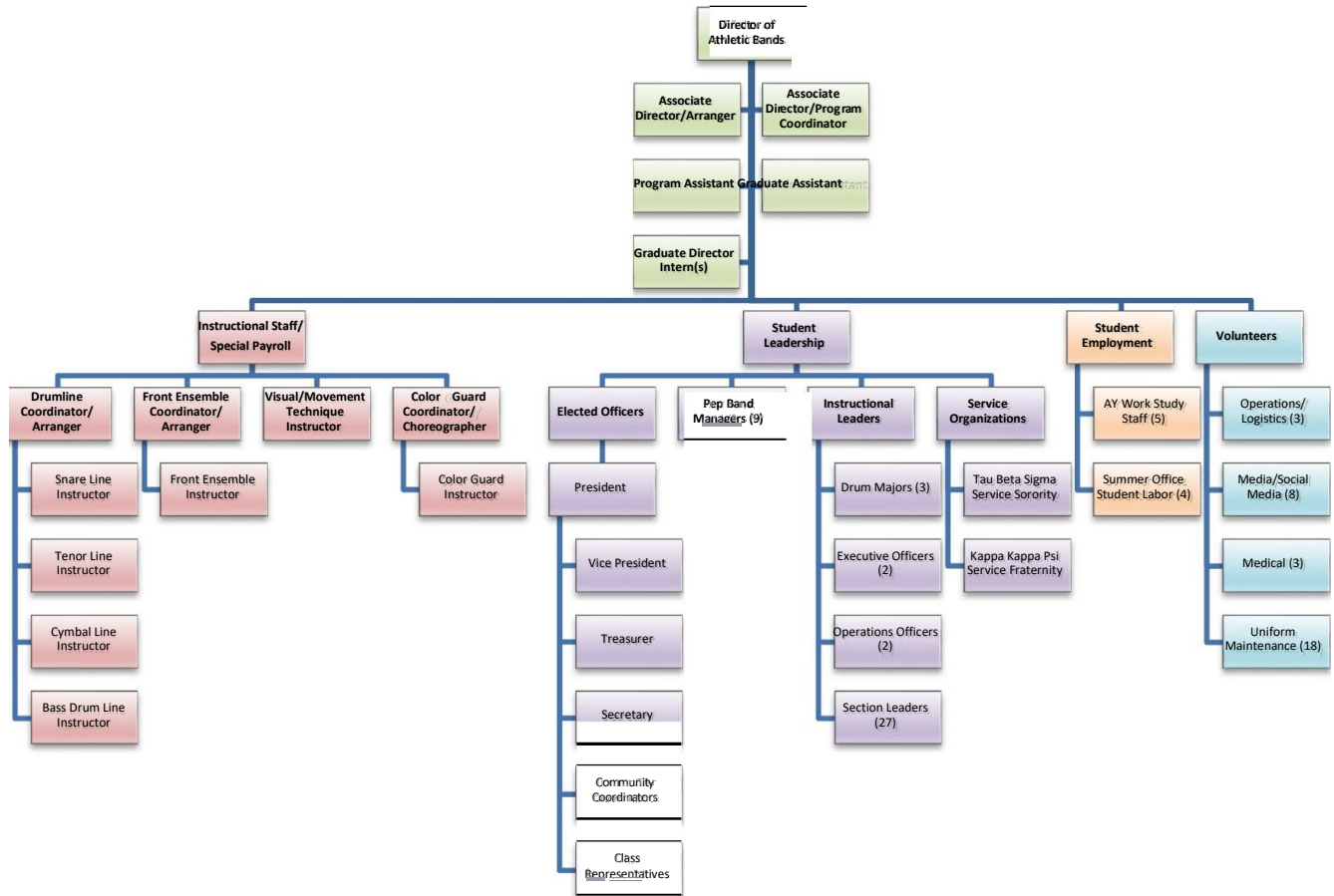
CT, performing often for state-sanctioned events and as well as with municipal organizations.

11. Are students involved in providing input and/or feedback in your budget process? If yes, please describe.

Yes – while not involved with the raw data sets, students are empowered to provide feedback on areas in which the band can creatively steward its resources as well as which components of the band are necessities in their current form.

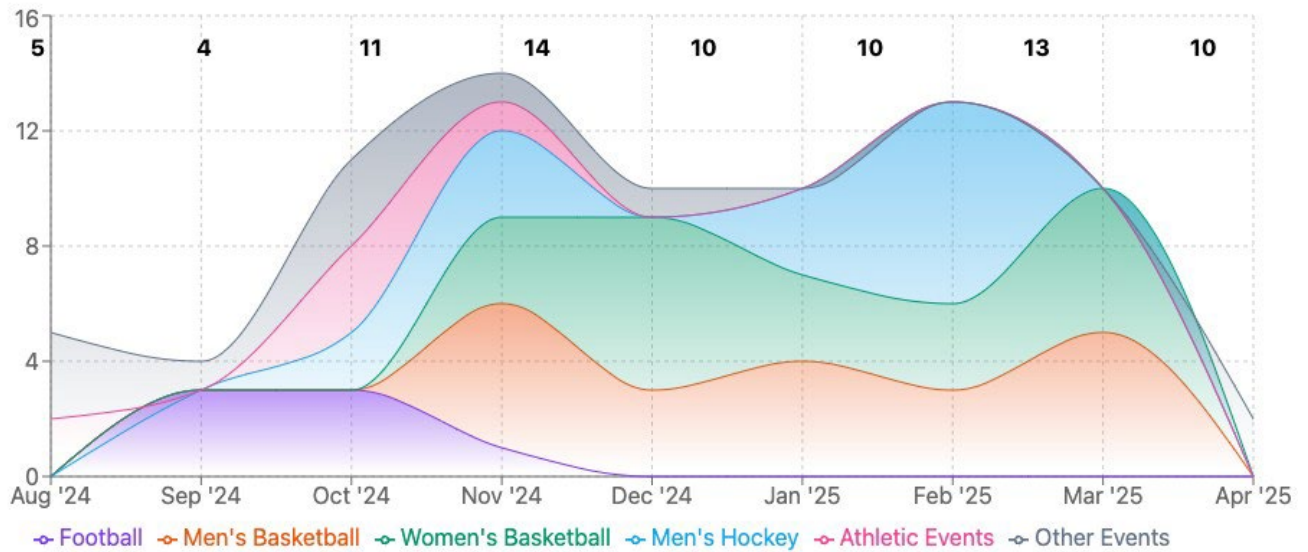
12. Is there any additional information that the committee should be aware of in reviewing your budget proposal? **No**

APPENDIX A: Organizational Chart



APPENDIX B: Analysis of Athletic Bands Services (Marching Band/Pep Bands/Drumline)

Event Timeline and Student Commitment



👤 Student Hours by Sport

Football (7 games)

21,000

300 students x 10 hrs x 7 games

Women's Basketball (20 games)

3,120

52 students x 3 hrs x 20 games

Men's Basketball (21 games)

3,276

52 students x 3 hrs x 21 games

Men's Hockey (15 games)

3,120

52 students x 4 hrs x 15 games

Total Student Hours

30,516+

Not including camps, practices, and special events

January 18-25, 2025

- 6 consecutive days with events
- 5 events in 7 days
- 884 total student hours

December 14-21, 2024

- 5 events in 8 days
- 4 consecutive days with events
- 956 total student hours

Evening & Weekend Commitments

- 52 evening events (after 5:00 PM)
- 33 weekend events
- Average of 3.2 night/weekend events per week during peak season

9 doubleheader days requiring multiple groups and quick transitions

5 separate streaks of 3+ consecutive days with events



*Note: for current and next year forecasts, we are not looking for minor changes at this point. Please use this as an opportunity to show significant swings to budget, or changes that may affect your annual allocation request.

	kill in		kill in		kill in		kill in		kill in		kill in				
	Student Kee Advisory Committee														
	General University, Student Health and Summer Program Kee Budget Projection Form														
Marching Band	FY24 GUF Actuals	FY24 Non-GUF Actuals	FY24 Total Actuals	FY25 GUF Original Budget	FY25 Non-GUF Original Budget	FY25 Total Original Budget	FY25 GUF Current Forecast	FY25 Non-GUF Current Forecast	FY25 Total Current Forecast	FY26 GUF Budget	FY26 Non-GUF Budget	FY26 Total Budget	FY27 GUF Budget	FY27 Non-GUF Budget	FY27 Total Budget
Revenue															
GUK Allocation	576,129	-	576,129	576,129	-	576,129	576,129	-	576,129	587,597	-	587,597	664,582	-	664,582
University Supported Permanent Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fee Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Foundation, Investments & Gifts	-	14,133	14,133	-	25,000	25,000	-	49,297	49,297	-	25,000	25,000	-	13,943	13,943
Sales & Services Of Educational Activities	-	2,688	2,688	-	-	-	-	-	-	-	-	-	-	-	-
Sales & Services Of Auxiliary Enterprises	-	-	-	-	700	700	-	-	-	-	-	-	-	-	-
Other Revenue	30	-	30	-	-	-	-	9,710	-	-	-	-	-	-	-
Transfers In (Outside Unit)	0	7,255	7,255	-	1,230	1,230	-	-	-	-	-	-	-	-	-
Total Revenues	576,159	24,076	600,235	576,129	26,930	603,059	576,129	59,007	635,136	587,597	25,000	612,597	664,582	13,943	678,525
Expense															
Permanent & Continuing Salaries	42,629	-	42,629	64,139	-	64,139	65,114	-	65,114	69,493	-	69,493	72,620	-	72,620
Temporary Salaries	152,383	500	152,883	128,465	-	128,465	126,715	-	126,715	133,324	-	133,324	138,856	-	138,856
Other Personal Services	-	-	-	-	-	-	376	-	376	-	-	-	-	-	-
Fringe Benefits	65,299	139	65,438	62,937	-	62,937	63,250	-	63,250	68,225	-	68,225	71,208	-	71,208
Salary/Benefits	260,311	639	260,950	255,541	-	255,541	255,454	-	255,454	271,042	-	271,042	282,684	-	282,684
Services	102,140	7,290	109,430	45,000	-	45,000	45,000	12,500	57,500	45,900	-	45,900	46,818	-	46,818
Supplies	79,721	6,492	86,213	116,090	2,800	118,890	116,590	12,800	129,390	118,922	2,870	121,792	121,300	13,942	135,242
Travel	8,056	-	8,056	-	-	-	-	-	-	-	-	-	-	-	-
Equipment	28,919	352	29,271	-	-	-	2,352	23,997	26,349	27,500	-	27,500	27,500	-	27,500
Fees, Dues & Memberships	4,456	60	4,516	3,500	-	3,500	12,000	-	12,000	-	-	-	-	-	-
Rentals And Leases	29,553	-	29,553	27,224	-	27,224	10,500	-	10,500	10,815	-	10,815	11,139	-	11,139
Telecommunications	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial Aid	-	7,255	7,255	-	-	-	-	-	-	-	-	-	-	-	-
Other Expense	80,929	64,250	145,179	190,659	700	191,359	167,873	9,710	177,583	170,149	25,000	195,149	172,209	1	172,210
Transfers Out (Outside Unit)	40,880	-	40,880	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-PS Expense	374,654	85,699	460,353	382,473	3,500	385,973	354,315	59,007	413,322	373,286	27,870	401,156	378,966	13,943	392,909
Total Expense	634,965	86,338	721,303	638,014	3,500	641,514	609,769	59,007	668,776	644,328	27,870	672,197	661,650	13,943	675,593
Net Within Unit Transfers (In)/Out*	-	(65,100)	(65,100)	-	-	-	-	-	-	-	-	-	-	-	-
Net Income/(Loss)	(58,806)	2,338	(55,968)	(61,885)	23,430	(38,455)	(33,640)	-	(33,640)	(56,730)	(2,870)	(59,600)	2,932	0	2,932
Prior Year Fund Balance	146,741	1,906	148,647	87,933	4,745	92,678	87,933	4,745	92,678	54,294	4,745	59,038	(2,437)	1,875	(562)
Total Funds	87,935	4,744	92,679	26,048	28,175	54,223	54,294	4,745	59,038	(2,437)	1,875	(562)	495	1,875	2,371
Restricted Funds**															
Restricted Funds Reason															

*Note that "Net Within Unit Transfers" will not net to zero if an account that was part of "Within Unit" transfer transactions is now part of a different unit