Department Information and Narrative Questions

Fall 2025 for FY27 (July 1, 2026 – June 30, 2027) and FY28 (July 1, 2027 – June 30, 2028)

DEPARTMENT NAME:

Staff involved in preparing budget:

- Department Head: Rodney Rock, Jorgensen Director
- Budget staff: Colleen Bridgeman, Assistant Dean & Chief Operating Officer
 UCONN School of Fine Arts
- Other staff: Tom Noonan, Assistant Finance Director, School of Fine Arts Leann Sanders, Jorgensen Administrative Assistant

ORGANIZATION STRUCTURE

Please attach a current organization chart with your submission.

See attached Jorgensen Organization Chart

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.

See attached spreadsheet

NARATIVE INFORMATION

Please answer the following questions in as much detail as necessary to support your budget proposal. For your current year (FY26) and next following TWO year's (FY27 AND FY28) 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 department 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).

Jorgensen Center for the Performing Arts is receiving \$1,771,470 in GUF funding for

FY2026. The original funding request was reduced by -\$55,378 and -\$243,032, respectively due to (1) a hold on the collective bargaining increase (CBI) amounts as there is no current negotiated bargaining unit contract and (2) a -56.1% reduction to the University fringe rates. Whenever contracts are settled, we expect that CBIs, if awarded in FY 2026, will be calculated and distributed at that time.

GUF funding is utilized as follows:

- Covers the cost of salaries/fringe benefits for eight full-time employees and approximately 80 UCONN student employees. In addition, it covers 33% of the salary and fringes associated with the position of Jorgensen Director. The remaining 67% of this salary is paid from a 2 Ledger Account.
- Provides a budget for the marketing of Jorgensen presentations to students, faculty, and staff at UCONN as well as residents in the State of Connecticut and from Southern New England. For FY 2026, that amount is \$336,678.
- Provides a small budget for the Bar & Concessions services which enhances the patron
 experience and generates auxiliary income for the program. For FY26, that amount is
 \$48,800.
- Covers the cost of our annual Service Level Agreement with Facilities in the amount of \$65,000.
- Covers some programming, production and facility costs.

In a broader sense, the GUF funding and earned revenues from the presenting program as well as resources from annual fundraising efforts, combine to provide a valuable and unique service for the university by:

- Enhancing the formal educational process of many students on campus.
- Providing work experiences for students who develop valuable real-life skills in marketing, graphic and digital design, technical theater sound and lighting as well as exception customer service skills.
- Enhancing the campus experience for students, faculty, and staff through the annual presentation of approximately 25-30 culturally enriching performances and commercial events.
- Providing/maintaining a facility with sufficient space, staffing, administrative and technical support for approximately 25-30 annual productions and presentations sponsored by SUBOG and other UCONN student organizations, as well as events sponsored by UCONN administration and other academic and non-academic departments.
- Providing an award-winning and valuable educational outreach service for UCONN throughout the state and Southern New England. The Jorgensen Outreach for Youth (JOY!) Program and JOY! Conservatory enhances outreach efforts specifically to

disadvantaged youth in Connecticut and serves as a valuable recruitment tool for UCONN Department of Music.

As of October 27, 2025, 17 out of the top 20 public research universities in the country have professional cultural arts presenting programs comparable to the program at Jorgensen. These institutions understand the value that exposure to the cultural arts brings to a well-rounded undergraduate education.

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

Changes in the original FY26 budget in comparison to the current projection are attributable to following significant impacts:

- Decrease in ticket revenue projections and corresponding reduction in artist's fees o
 Reducing ticket revenue projections alongside a corresponding decrease in artist fees
 serves as a strategic mitigation measure to align the proposed programming with
 realistic income expectations. This approach helps prevent potential ticket income
 losses, minimizes financial risks associated with impending budget rescissions, and
 reduces exposure to possible future fund balance sweeps.
- Decrease in payroll expenditures and corresponding GUF allocation due to the following:
 CBI amounts are on hold as there is no current negotiated bargaining unit contract in place.
 - -56.1% reduction to University fringe rates.
- Decrease in planned equipment expenses due to drop in revenue sales
- 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 (FY26) or for your proposed budget in FY27 and FY28? If so, please explain.
 - As of September 2025, Jorgensen has Foundation funds available as follows:

General Operating:

\$35,368: Jorgensen Directors Fund

Restricted:

\$76,742: Circle of Friends \$85,010: Jorgensen Costars

\$26,693: Jorgensen Outreach for Youth \$11,251: Jorgensen Steinway Piano Fund

\$28,185: Piano Maintenance Fund

Endowment Earnings – Restricted

\$4,283: Shirley Debora Memorial Endowment \$50,237:

Lenard Chamber Music Endowment \$2,860: Alexander Hewitt Fund \$11,577 A. N. JOY Endowment

For FY 2026, Jorgensen is on track to receive about \$91,950 in private contributions including:

\$37,500: Jorgensen CoStars

\$ 5,000: Jorgensen Circle of Friends \$26,950: Jorgensen Outreach for Youth \$10,000: Jorgensen Directors Fund

\$ 7,500: NICABM Sponsorship

\$ 5,000: Lenard Chamber Music Endowment

• In FY27, the Jorgensen 2 Ledger Account, which receives central funding, will be fully liquidated following a rescission of -\$233,000. This action is part of the School's deficit mitigation strategy aimed at achieving a -15% reduction in its 2L budget, equating to a total reduction of -\$3.5 million by FY29. This measure aligns with the University's mandated rescission requirements.

4. Staff counts

- a. Please identify the number of filled full-time equivalent staff (this may be different than the headcount 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.
- Jorgensen currently employees a total of 10 full-time employees.
 - In FY26, the Jorgensen Director is paid from a combination of the 2 Ledger Account (67%) and Jorgensen Non-GUF Account 3120040 (33%). In addition, Carina Bies, Marketing Assistant, is paid exclusively from the 2 Ledger Account.
- The remaining eight full-time employees are fully funded through the General University Fee via Concert Series Fund 3120050:

Leann Sanders, Administrative Assistant Jennifer Darius, Box Office Manager Amanda Salas, Box Office Assistant Renee Fournier, Marketing Manager Gary Yakstis, Operations Manager Bryan Wosczyna, Production Manager Abigail Golec, Production Assistant

Scott Fisher, Production Assistant

- b. Please identify the number of vacant full-time equivalent staff that are supported by your annual budget (again, this may be different than the number of positions unfilled if any of the vacancies are designated as less than 100%).
 - As of the Fall of 2025, Jorgensen Center has no 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)?
 - JOY! Conservatory Coordinator A seasonal part-time position that coordinates auditions, awards scholarship recipients, coordinates teaching assignments, coordinates free tickets for students and supervises receipt of required writing assignments. This position is funded through the Jorgensen Outreach for Youth Fund and Directors Fund in the UCONN Foundation.
 - Regarding overall staffing levels, I have surveyed five, prominent, collegebased performing arts presenting programs comparable to Jorgensen. The results included:
 - Center for the Arts Penn State: 25 full-time staff/3 full-time production staff
 - Hancher Auditorium/University of Iowa: 18 full-time staff/5 production staff
 - Lied Center Nebraska: 26 full-time staff/8 production staff Lied Center
 Kansas: 12 full-time staff/3 production staff
 - Curtis Center for the Performing Arts/University of Florida: 21 full-time staff/8 production and technical staff.

Compared to these peer institutions, and even after adding back a third Technical Assistant position in July 2022, Jorgensen operates with a lean staff.

5. For planning purposes only, the collective bargaining increases for FY27 and FY28 for all staff can be estimated at 4.5% (contracts have NOT yet been finalized) and the fringe benefits rate should stay at the current FY26 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 (FY26) budget? If so, what is the anticipated total increase needed (please list as % increase over FY26 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 FY27 and summer FY28 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.

 No additional increase in GUF funding for FY 2027 and FY2028 beyond the 4.5% collective bargaining increases if those are awarded. We will continue to monitor ticket income closely and other revenues and make further adjustments to programming as necessary to preempt a structural gap. Even so, due to the significant 2L budget reduction a deficit scenario may be unavoidable. The deficit will grow exponentially if we do not receive the corresponding 4.5% collective bargaining increases:

		FY2	7	FY28	3
Object Code Name	Role	CBI Impact	YOY%	CBI Impact	YOY%
Regular Payroll - Other Professional	Ops Mgt/Admin Staff	22,649	4.5%	15,315	-3.9%
Regular Payroll - Other Professional	Theatre Production Staff	15,474	4.5%	16,170	4.5%
Total 4.5% CBI Salary Impact		\$ 38,123	4.5%	\$ 31,485	-0.5%
Total Fringe Impact		\$ 11,894	4.5%	\$ 9,823	-0.5%
Total CBI Impact*		\$ 50,017	4.5%	\$ 41,309	-0.5%

*Note: if CBIs are awarded in FY26 these amounts will need to be recalculated based on the higher FY26 baseline amounts

6. After developing your FY27 and FY28 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).

- a. CURRENT SERVICES What portion of the requested amount (% increase over FY26 AND actual dollar amount) is for operating funds to maintain current services, (i.e., no additional programs or services)?
 - Aside from the collective bargaining increases noted above no other incremental operating funds are being requested to maintain current services at this time.
- b. What opportunities have you taken to reduce, eliminate or reallocate funds to mitigate these requested increases?
 - Jorgensen is a small operation with limited resources. The staff works diligently to constantly improve our performance efficiencies and reduce expenditure whenever possible. We have also been asked to absorb a -\$233K rescission on our 2L account in FY27, putting further pressure on the ticket income and necessitating the need to reduce programming costs. Foundation funds are available to mitigate some expenditures, but their use is restricted and should not be viewed as a substitute for GUF funding. If we do not receive the incremental GUF funding to offset the projected CBI's and corresponding fringe, we will fall into deficit starting in FY27.
- 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?
 - If these non-recurring and permanent mandated increases in salaries received through the General University Fee budget allocation, Jorgensen, at a consolidated level, will fall into a structural deficit by FY27. This could result in mandatory reduction in programming which impairs our ability to meet and sustain our stated mission. It could also result in a mandatory reduction in staffing levels which could impede our ability to provide production services to approximately 30 university departmental and student presentations. Raising usage fees and charges we recover from student organizations and university departmental events held in Jorgensen would also be required to attempt to absorb the budget overrun.
- 8. What are the current (end of FY26) and projected (end of FY27 and end of FY28) 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.
 - Our fund balances help to sustain our presenting program and related expenditures, particularly to buffer the 2L rescission in FY27.

	GUF	Non-GUF	Total
FY	Fund Balance	Fund Balance	Fund Balance

FY26			
	(1)	155,627	155,626
FY27	(4.050)	42 222	20 172
FY28	(4,050)	43,223	39,172
F120	(11,433)	8,515	(2,918)

- 9. Within the next two years (FY27-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.
 - Outside of the projected collective bargaining increases and corresponding increases in fringe costs requested in FY27 and FY28, no additional GUF allocation is being requested at this time.
- 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.
 - Post-COVID, Jorgensen events are attracting 30,000 patrons to our events which include UCONN students, faculty and staff as well as ticket buyers from across the state and New England.
 - During a typical season, approximately 15% of tickets go to UCONN undergraduate students. This number (slight increase) is comparable to student attendance at many of the other top ranked public research universities across the country with professional presenting programs.
 - Each UCONN undergraduate/graduate student is eligible to receive one free ticket for most Jorgensen events. (Known as Student Rush tickets).
 - UCONN undergraduate/graduate students who do not take advantage of the Rush Tickets continue to enjoy significant discounts on tickets for Jorgensen events. Most events are available to UCONN students for \$10-15. Regular priced tickets range from \$27-\$85.
 - UCONN faculty and staff continue to receive a 10% discount on tickets for most events.
 - Jorgensen presentations enhance the quality of life for university students, faculty, and staff, as well as constituents from throughout the State of Connecticut.
 - In previous years, surveys conducted at Jorgensen around Family Weekend activities indicated that parents are "pleased and impressed" that their children have access to high quality cultural programing and popular entertainment at

affordable prices. In some instances, the availability of this programming influenced their decision to send their child to UCONN.

Jorgensen continues to provide co-sponsorship as well as administrative, marketing, production, and box office support for numerous campus events sponsored by SUBOG, as well as other student organizations and university departments. Events for the 2025/2026 school year include:

- Husky WOW: August 22, 23, 24, 2025
- UCONN Dance/UCONN Ballet Auditions: September 7, 2025
- UCONN A Cappella Fall Rush: September 11, 2025
- UCONN Family Weekend INVINCIBLR: MJ Tribute: September 27, 2025
- SUBOG Lip Sync Competition: October 2, 2025
- UCONN Open Houses: October 12, 2025
- UCONN Open House: October 25, 2025
- Department of Music: Mozart Requiem, October 28,29, 2025
- UConn Fall Dance Showcase: December 2, 2025
- E.O. Smith Holiday Concert: December 11, 2025
- Shaboo Allstars Holiday Concert: December 13, 2025
- School of Nursing Pinning Ceremony: December 16, 2025
- CMEA State Conference: January 9, 10, 2026
- UCONN Martin Luther King Jr. Living Legacy Concert: January 30, 2026
- UConn West Indies Fashion Show: February 5, 2026
- African Student Association Fashion show: February 6, 2026
- West Indies Student Organization Fashion Show: February 8, 2026
- ALD Induction Ceremony: February 24, 2026
- AsACC Asian Night: February 28, 2026
- True Colors Conference: March 20, 2026
- UCONN Open House: March 28, 2026
- UConn Spring Dance Showcase: April 7, 2026
- Rainbow Center Drag Show: April 9, 2026
- UConn Open House: April 12, 2026
- Spectrum Concert: Department of Music: April 22,2026
- UConn Spring Weekend: April 24, 25, 2026
- May 2, 2026
- UCONN Medal Ceremony: May 3, 2026
- UCONN Commencement Ceremonies: May 9-11, 2026
- CT Writing Project: May 14, 2026

During the 2025/2026 season, Jorgensen is not offering master classes by artists and/or ensembles appearing on the Jorgensen series due to budgetary restrictions.

Typically, select visiting artists have provided master classes and other residency activities for UCONN students from the Department of Music and in the First Year Learning Community – Connecting with the Arts taught by Jorgensen Director Rodney Rock as well as UConn Dance Company and UConn Ballet.

Jorgensen continues to feature UCONN student ensembles in the **Husky Headliner Series**. The line-up for 2025/2026 season includes:

- UCONN A Cappella Fall Rush: September 11, 2025
- UConn Fall Dance Showcase: December 2, 2025
- West Indies Student Organization Fashion Show: February 5, 2026
- African Student Association Fashion Show: February 6, 2026
- UConn Spring Dance Showcase: April 7,2026

Jorgensen Outreach for Youth and Conservatory Program

- An award-winning educational outreach program is now in its 19th season.
- The cost of the outreach program is covered by foundation grants (SBM Charitable Foundation) as well as private contributions.
- JOY! The program annually provides up to 1,000 free tickets to disadvantaged youth in Eastern Connecticut to attend cultural events.
- During FY25, JOY! Conservatory is providing 29 \$750.00 scholarships to middle and high school aged children in Eastern Connecticut.
- The external focus provides an important and unique opportunity for area youth, many coming from disadvantaged backgrounds.
- Generates a great deal of positive coverage as an award-winning outreach program at UCONN.
- Serves as a valuable recruitment tool for the UCONN School of Fine Arts Department of Music.

11. Is there any additional information that the committee should be aware of in reviewing your budget proposal?

For years now, Jorgensen has consistently been positioned as one of the leading college-based presenting programs in New England. We are one of the few multidisciplinary presenting programs in the state which provide UCONN students with the advantage of gaining exposure to a broad range of cultural art programming that enhances the formal educational process taking place in the classroom and adds to the well-rounded educational experience at UCONN.

Jorgensen programming is highly diverse, both culturally and artistically. Annual presentations enhance UCONN's efforts to expand the appreciation of cultural diversity which is increasingly important to the UCONN campus.

As Capital Equipment resources available from the university have dried up in recent years, we have worked diligently to save money on operating expenditures and to increase private contributions to help with the purchase of badly needed equipment.

Thanks to the Shuttered Venues Operators Grant received from the Small Business Administration during the COVID crisis (FY 2021, FY2022, FY2023). Jorgensen has been able to replace the auditorium sound system, the house video system and we have been able to upgrade a limited number of stage lighting fixtures from incandescent to LED. In addition, we have been able to upgrade office copiers as well as installing a new Loading Dock Extension, all funded through the SVOG received in 2022 or through private contributions.

In closing, I want to extend my sincere appreciation to members of the Student Fee Advisory Committee for this opportunity to discuss the Jorgensen budget and the valuable, positive impact Jorgensen has on the university community.

I am indebted to Colleen Bridgeman, Assistant Dean and COO for the School of Fine arts and Tom Noonan, Jorgensen Finance Manager in the SFA Financial Services

Office for their ongoing assistance with the Jorgensen budget and their extensive contributions to the preparation of this report.

Kudos to Leann Sanders, Jorgensen's singular Administrative Assistant who contributes in numerous ways to the operation of the facility including editing services in the preparation of this report.

UCONN	Student Fee Advisor	ry Committee														
	General University,	General University, Student Health and Summer Program Fee Budget Projection Form														
Jorgensen	FY25 GUF Actuals	FY25 Non-GUF Actuals	FY25 Total Actuals	FY26 GUF Original Budget	FY26 Non-GUF Original Budget	FY26 Total Original Budget	FY26 GUF Current Forecast	FY26 Nor Current Fo		FY26 Total irrent Forecast	FY27 GUF Budget	FY27 Non-GUF Budget	FY27 Total Budget	FY28 GUF Budget	FY28 Non-GUF Budget	FY28 Total Budget
Revenue							1,771,471				1,821,488			1,862,797		
Revenue							_				-			-		
GUF Allocation																
	2,014,502		2,014,502	2,068,825		2,068,825				1,771,471			1,821,488			1,862,797
University Supported Permanent Funds	2,014,502	-	2,014,502	2,000,025	-	2,000,020			-	1,771,471		-	1,021,400		-	1,002,797
Fee Revenue	-	318,604	318,604	-	332,941	332,941		;	304,771	304,771		-	-		-	-
Grants and Contracts		4,129	4,129	-	-	-			_	-		_	-			-
Foundation, Investments & Gifts	-	246,955	246,955	_	100,866	100,866			150,000	150,000		150,000			100.000	100,000
Sales & Services Of Educational Activities	-	·		-	· -	· -				-		,	-			-
Sales & Services Of Auxiliary Enterprises	-	698,462	698,462	-	950,000	950,000			480,000	480,000		600,000			650,000	650,000
Other Revenue	-	-	-	-	-	-		90,000	90,	,000		90,000	90,000		100,000	100,000
	-	12,827	12,827	-	-	-			-	-		-	-		-	-
Transfers In (Outside Unit)																
Total Revenues	2,014,502	1,280,977	3,295,479	2,068,825	1,383,807	3,452,632	1,771,471	1,0	,024,771	2,796,242	1,821,488	840,000	2,661,488	1,862,797	850,000	2,712,797
Expense																
Permanent & Continuing Salaries	607,400	234,040	841,440	705,192	178,588	883,780	671,386		178,229	849,615	885,301	_	885,301	881,157		881,157
Temporary Salaries	44,684	136,511	181,195	117,440		140,373			170,223	126,373	108,095	23,965			25,043	138,002
Other Personal Services	7,895		7,895	-		-	-	-		-	-		-	-	-	-
Fringe Benefits	435,991	170,761	606,752	500,686	130,896	631,582	196,111		57,282	253,393	276,214	1,749	277,963	274,921	1,828	276,749
Salary/Benefits	1,095,971	541,312	1,637,283	1,323,318	332,417	1,655,735	970,937	:	258,444	1,229,381	1,269,610	25,714	1,295,324	1,269,037	26,872	1,295,908
Services	823,304	504,307		603,879	861,667	1,465,546	710,255		646,495		451,437		1,229,827	495,210		1,211,747
Supplies		40,458	1,327,611	20,000	90,362	110,361		45,950		1,356,750	3,250	778,391	38,250	6,500	716,537	38,500
Travel	-	26,362	49,218	-		25,000	-		10,000	53,750	-	35,000		-	32,000	
Equipment		279,200 65,900	26,362 279,200		309,999 43,563	309,999 77,189	33,626		22,369 61,563	10,000 22,369	14,350	8,000 8,000	8,000 81,850	- 13,980	8,000 8,000	8,000 76.980
Fees, Dues & Memberships	1,202	24,636	91,486	-	35,873	35,873	-	9,999	,	95,189	-	67,500	9,999		63,000	9,999
Rentals And Leases	1,846		25,838	-	12,300	12,300		12,300	9,9			9,999	12,300	-		12,300
Telecommunications	- 19,281	11,443 945	13,289	23,000		32,999	22,406	-	12, 17,482 -	,300	- 21,891	12,300	29,391	20,453	12,300	- 28,453
Financial Aid	19,201	14,722	945	23,000	5,399	52,999	22,400		11,702 -	39,888	21,091	7,500		20,455	8,000	-
Other Expense	-		34,003	65,000	-	65,000	65,000		94,144 -		65,000		65,000	65,000		65,000
		17,290	17,290							159,144		-			-	
Transfers Out (Outside Unit)																

Total Non-PS Expense	879,978	985,264	1,865,242	745,505	1,388,763	2,134,268	839,087	920,302	1,759,389	555,928	926,690	1,482,617	601,143	857,836	1,458,979
Total Expense	1,975,949	1,526,576	3,502,525	2,068,823	1,721,180	3,790,003	1,810,024	1,178,745	2,988,769	1,825,538	952,404	2,777,942	1,870,179	884,708	2,754,887
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Net Within Unit Transfers (In)/Out*	-	14,776	14,776	_	_	-	_			-	-	-	-	-	-
· ··				_				970	970						
Net Income/(Loss)	38,553	(260,375) (22	1,822)	2	(337,373) (33	37,371)	(38,554) (15	1,944) (19	93,498)	(4,050)	(112,404) (11	6,454)	(7,383)	(34,708) (42	2,091)
Prior Year Fund Balance	-	570,947	570,947	38,553	310,571	349,124	38,553	310,571	349,124	(1)	155,627	155,626	(4,050)	43,223	39,172
	38,553	310,571	349,124	38,555	(26,802)	11,753	(1)	155,627	155,626	(4,050)	43,223	39,172	(11,433)	8,515	
														(2,9	918)
Total Funds															
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

JORGENSEN CENTER FOR THE PERFORMING ARTS

University of Connecticut Organizational Chart

