

Strategic Planning and Budget Study Committee
Minutes of the Meeting of February 8, 2012
Raburn Conference Room

The Strategic Planning and Budget Study Committee (SPBS) met on February 8, 2012, in the Raburn Conference Room. The following members were present: Mr. Ben Baker, Ms. Peggy Hoekenga, Dr. Bill Huddleston, Mr. Mark Linder, Dr. Alan Medders, Dr. David Muse, Dr. Mark Puckett (proxy for Dr. Brian Thompson), Dr. Steve Smith, Dr. John Thornell, Ms. Molly Vaughn (proxy for Dr. Andrew Luna), and Ms. Rebecca Walker. Mr. David Shields, committee chair, presided and a quorum was present.

Visitors included Pres. Cale, Dr. Bill Strong, Dr. Mike Pretes, Dr. Lisa Keys-Mathews, Dr. Chunsheng Zhang, Mr. Josh Skaggs, and Ms. Donna Tipps.

Call to Order

Chair Shields called the meeting to order at approximately 3:35 p.m.

Approval of Agenda and Minutes

The agenda was approved as printed. The minutes from the January 11, 2012 meeting were approved as amended.

Old Business

- a. AT&T Apps – Dr. Medders reported that the cost for the second year is \$12,000, which is \$2,000 over what was originally reported. Josh Woods is going to absorb that cost in the University Communications budget.
- b. Geography Department Graduate Budget – Dr. Thornell introduced the chair of the Geography Department, Dr. Bill Strong, who discussed the master's program in his department and the proposal submitted at the January meeting for \$90,000 for graduate assistant positions and an additional \$10,000 for graduate costs such as travel to conferences, etc. There is \$58,000 available in the budget, so there is a need for \$32,000 to bring the total to \$90,000. Dr. Medders made a motion to approve the additional \$32,000 needed, with any adjustment necessary as a result of tuition increases. Mr. Linder seconded the motion and the motion carried. This will be available for the 2012-2013 academic year.

New Business

Prior to beginning the new business, Pres. Cale asked to address the current financial outlook for the state. The Education Trust Fund is doing reasonably well, however we are obligated to repay the "rainy day" fund, which was exhausted during the first year of proration so some money will be taken from the top of the available trust fund budget to begin to replenish that. A law was passed during the last session to fund education based on a 15-year moving average of dollars appropriated that will create a smoothing effect. In down years, proration will not be as severe; however, in good years, there may not be large increases. We may see a small decrease in funding this year of two or three percent, but the institution has the ability to absorb that without impacting programs or personnel.

- a. Study Abroad Budget – Pres. Cale reported that the multi-year tuition plan has resulted in an excess revenue, most of which he would like to reserve for furnishing the new buildings to be built in the near future. However, with the increased interest in the study abroad program, he would like to designate an amount (\$50,000) from that reserve, to be used for that program in the current fiscal year. As we build budgets over the next five years, he would like to put \$10,000 in the hard budget for each of those years so that in five years, we have \$50,000 in the base budget, earmarked for study abroad. An amount above that would be desirable. Dr. Huddleston made a motion that \$60,000 be taken from the reserves during this current fiscal year, with \$12,000 to be put into the hard budget for each of the next five years, eventually resulting in a \$60,000 budget for the study abroad program. Ms. Walker seconded the motion and the motion carried.
- b. Kilby Study Group – Chair Shields reported that the President has appointed the group. Donna Tipps is a member and Dr. Calhoun will chair it. The committee has met and received its charge. A report to the Board of Trustees from the group will be presented at the March 2012 meeting.
- c. Full-time Position for Dr. Tiffany Bostic-Brown – Dr. Thornell reported that Dr. Tiffany Bostic-Brown has been moved from a part-time status to the position of visiting lecturer with a salary of \$35,000 with some benefits.
- d. Performance Scholarships in Music – Dr. Thornell reviewed the proposal submitted by Band Director, Dr. Lloyd Jones, to increase scholarships incrementally over the next four years for band members. Dr. Thornell proposed that the committee address what can be done for the 2012-2013 academic year, which would increase scholarships by \$64,428. Dr. Muse made a motion to approve the \$64,428 for the 2012-2013 academic year. Mr. Baker seconded the motion. The motion carried, with Ms. Walker opposing.
- e. QEP Director Position – Dr. Thornell reminded the committee that the QEP budget was designed so that the program director would become full-time in 2013-2014; however, it has become evident that the position needs to become full-time in 2012-2013. Therefore, he is requesting that the budget be adjusted to accommodate this request. Dr. Medders made a motion to approve this request and Dr. Huddleston seconded the motion. The motion carried.
- f. New Women's Sports – Mr. Linder reported that Athletics is adding indoor and outdoor track to its women's sports. This will not require any new money and is presented as an informational item.

Miscellaneous Items

- The next meeting is scheduled for Wednesday, March 14, 2012, at 3:30 p.m. in the Raburn Conference Room.

Adjournment

- The committee adjourned at approximately 4:50 p.m.

Submitted by:

Kelly Ford

Recording Secretary

ATTACHMENT 1

University of North Alabama
Department of Music and Theatre

Band Performance Awards Request
Academic Years 2012-13, 2013-14, 2014-15, 2015-16

Account 41314-7609

Performance Awards (scholarships)
For
Marching Band, Wind Ensemble, Symphonic Band,
Studio Jazz Band, Jazz Combo, Lion Walk Band,
Basketball Pep Band, Ceremonial Brass

2012-13 Proposed Budget: \$371,228	2013-14 Proposed Budget: \$415,775	2014-15 Proposed Budget: \$465,668	2015-16 Proposed Budget:
<u>\$493,608</u>			
Budget \$306,800	Budget \$371,228	Budget \$415,775	Budget \$465,668
Increase 21% \$ 64,428	Increase 12% \$ 44,547	Increase 12% \$ 49,893	Increase 6% \$ 27,940
\$371,228	\$415,775	\$465,668	\$493,608

Submitted by:
Dr. Lloyd Jones, Director of Bands
University of North Alabama

January 17, 2012

UNA Band Performance Award Budget Increase Proposal for 2012-2015
Presented by Dr. Lloyd Jones, January 17, 2012

IMPACT OF THE UNA BAND PROGRAM

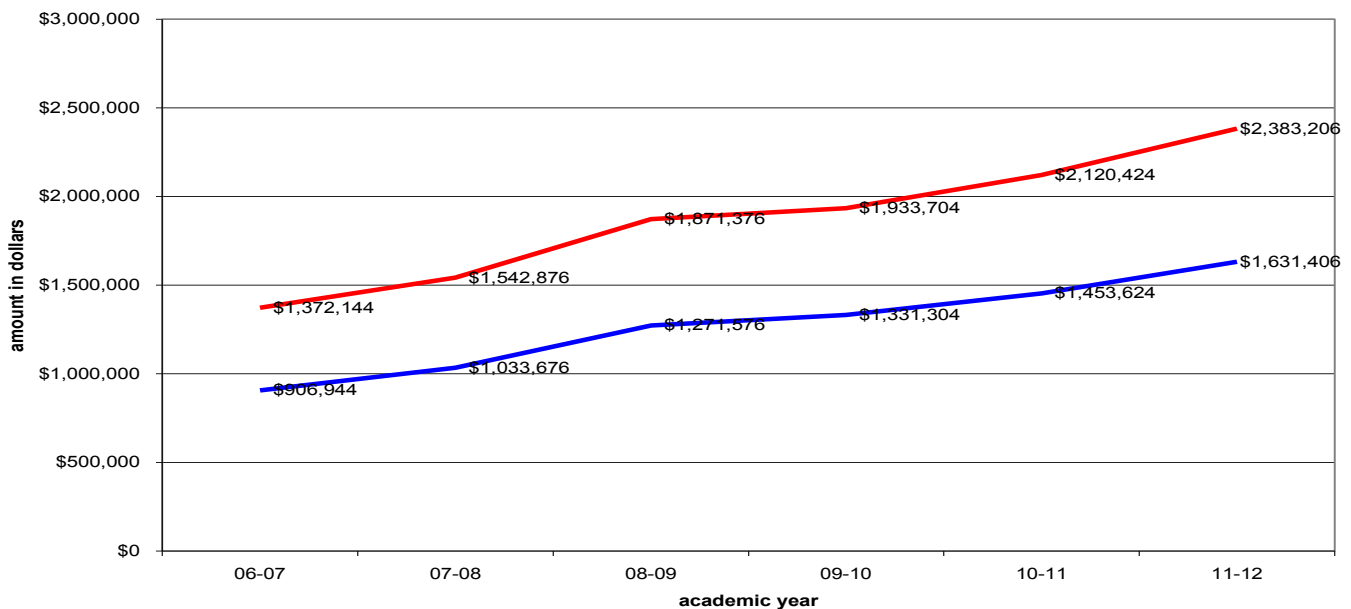
The **UNA Pride of Dixie Marching Band** is the **largest student organization on the campus** and the most visible recruiting tool the University possesses. Every time the UNA Pride of Dixie performs, thousands of potential future students, administrators, parents, and spectators form an immediate opinion about the University.

While the **UNA Pride of Dixie Marching Band** (217 members) has been often recognized as one of the best marching bands in the country, it is just one facet of the UNA Band program. The band program includes: the **UNA Wind Ensemble** (65 members), the **Symphonic Band** (125 members), **Studio Jazz Band** (36 members), **Jazz Combo** (8 members), the **Percussion Ensembles** (4-15 members), and the **Pep Bands and Ceremonial Brass** (10-30 members). Each of these organizations serves the University through performances that attract audiences to the campus.

Students in these band ensembles provide more than 50 performances yearly, which represent the University in a positive manner. The members of these performing ensembles represent much more than music education and music performance majors. These students are majoring in virtually every academic area on the campus. **More than 65% of the membership does not major in music while at UNA**, but the band program brings them to the campus. These students have the opportunity to earn an award through performance with the band program, which helps them achieve their academic goals.

The UNA Band members provide a substantial infusion of funds for the University each semester. A more accurate depiction of the impact the band has on the University is shown in the chart below. This data was gathered from the annual Band Survey conducted each fall. Students regularly report they are aware of at least one other UNA undergraduate student whose decision to attend UNA was positively influenced by the band program, but these other students **DO NOT** participate in the band. The actual data gathered is usually above 100 (2011 – 116); however, 100 is estimated for this chart.

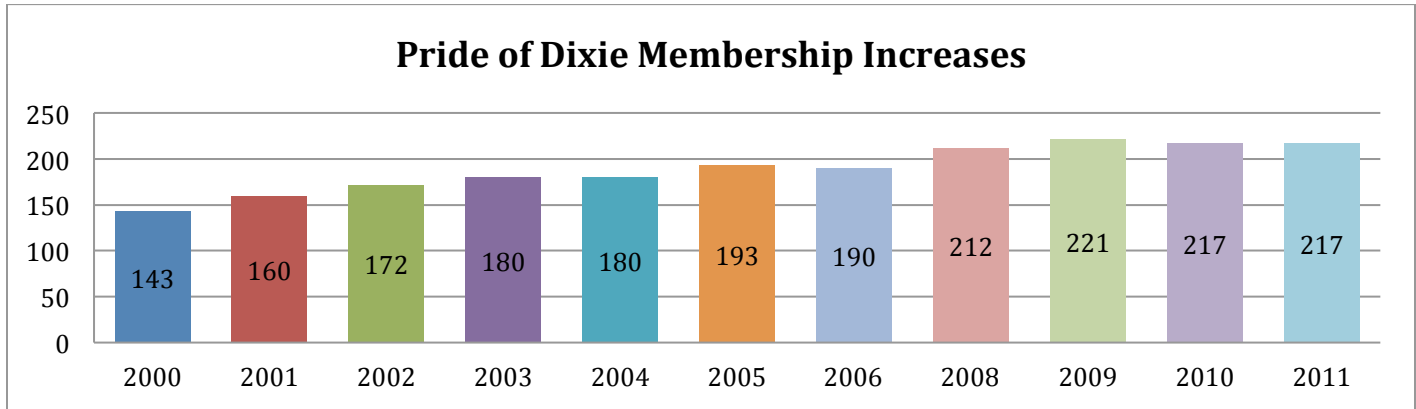
**Scholarshipped Band Members Compared to Total Band Impact in Tuition Dollars
2006-2012**



The **recruitment activity** of the Pride of Dixie takes place at regional exhibitions. For fall 2011, the marching band was invited to 21 contests as the exhibition band and was able to attend six. Invitations came from the Florida, Georgia, Mississippi, Tennessee, and all across Alabama. The UNA Band performed before 136 high school bands along with their directors, staff, administrators, and parents. If each band had only 70 members, then nearly 10,000 potential students were exposed to the University of North Alabama.

BAND INCREASES

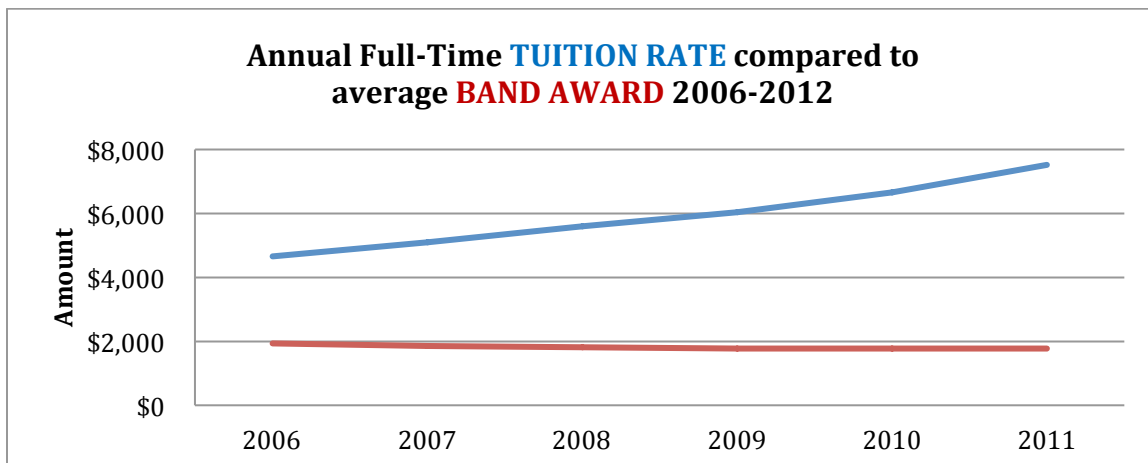
Since the 2000-2001 academic year, the band program has grown by 35%. The current Pride of Dixie has 217 members. The number of performance opportunities has also increased. The UNA Wind Ensemble was premiered in winter 2002, and the Studio Jazz Band was reintroduced in the winter of 2003, recording a CD with famous Muscle Shoals artist and producer Jimmie Johnson.



If the band program is to grow - or even maintain its current level - more funding is necessary. Continued funding at the current level will necessitate a reduction in membership. Additionally, the noticeable trend within recent recruitment classes has been a lesser- quality student musician. Basically, the University gets what it pays for. The University cannot build or maintain a respectable program without competitive awards.

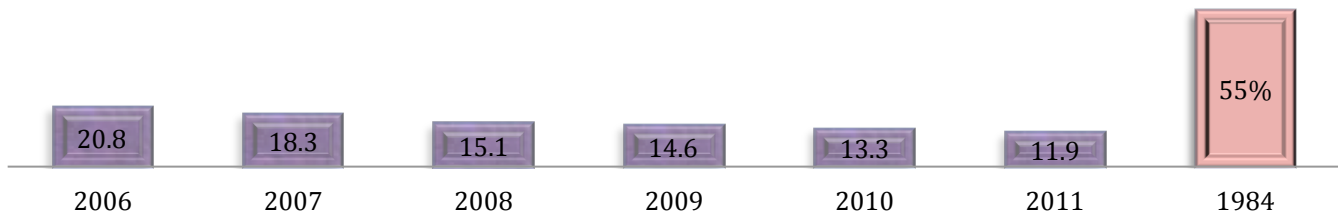
The most recent actual Band Performance Award budget increase was for the 2006-2007 academic year. The total budget after the increase was approximately 285,800. In 2009, the annual band budget special requests (\$6,500 for basketball pep band, \$2,500 for the Lion Walk pep band, \$10,000 for auxiliary uniform stipends, and \$2,000 for Commencement Brass) were added to the budget, bringing the total to approximately \$306,800. We have operated with this budget while tuition has increased over 20%.

The current budget, divided among 217 fall recipients and 125 spring recipients, allows each member to earn an average of \$897 per year, or 11.9% of the expense for tuition and fees for a semester (not the total cost of attendance). The average award when the program was started in 1984 covered 55% of tuition and fees (\$4059.72 in today's dollars). At that time, awards were quarter, half, three-quarters, and full-tuition. The band program no longer award full-tuition and the lowest award (\$600) is approximately 1/8-tuition. The band program simply cannot keep up with the competition. We routinely lose quality recruits to UAB, JSU, USA, Troy, Wallace State, UA, AU, MTSU, UM, MSU, and Mississippi Community Colleges. Funding that would allow us to raise our base-scholarship to 25% would effectively double the current budget. Our current budget is 35% less than that allocated in 1984, and it continues to diminish. Since 2006 tuition has increase more than 40% and the average band scholarship has decreased approximately 9%.



Percentage of Tuition Covered by Band Performance Awards

■ 2006 ■ 2007 ■ 2008 ■ 2009 ■ 2010 ■ 2011 ■ 1984



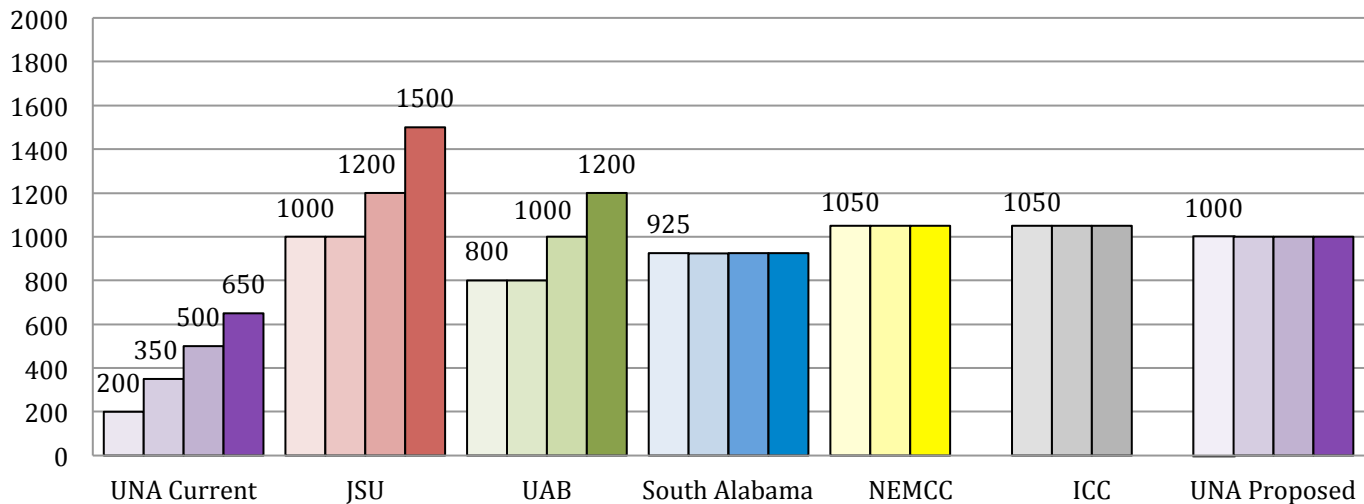
UNA BAND AUXILIARY UNITS

Perhaps the most inequitable awards go to the UNA Band Auxiliary Units, the Lionettes, Majorettes, and Color Guard. These students represent the University before literally thousands of spectators, yet they spend more money out-of-pocket than the band program can afford to award them. The average expenditure for an auxiliary member is \$1,000+ while the average Band Performance Award for an auxiliary member is \$400. Talented individuals are routinely enticed to audition and accept positions at other regional collegiate band programs simply based on the monetary investment. Others will choose not to participate at UNA once they discover how meager the awards have become.

The chart below reveals just how deficient the monetary support has become for these talented students. UNA is only able to award its current auxiliary members at levels far below its regional competition. The proposed amounts bring UNA in line with other regional collegiate band programs.

Each column represents an academic year (1st year member, 2nd year member, 3rd year member, 4th year member)

Band Auxiliary Performance Awards



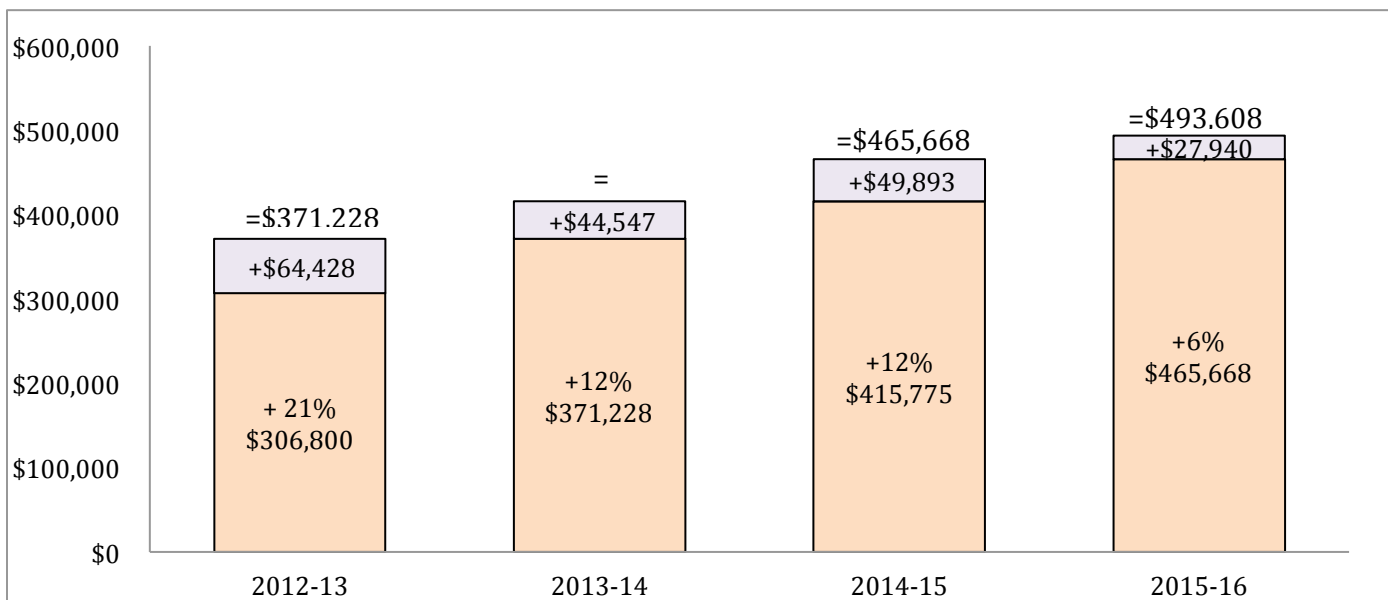
The proposed award levels allow a UNA Auxiliary member to cover her investment for the one-hour class and partially pay for her performance attire (\$800-\$900). This is the least the University can do for these young ladies who represent the University in a most positive manner.

PROPOSAL FOR THE FUTURE

At the current budgeting level the growth of the UNA Band program has leveled off and may begin to decline. If feedback from regional alumni band directors is accurate, other university band programs are simply offering more numerous awards and at a higher level than the UNA Band program. As stated earlier, the UNA Band Performance Award budget has shrunk by approximately 35% since its inception in 1984; however, the membership level has grown by approximately 34%. While this widening gap cannot be overcome in one budgeting year, steps can be taken that will help the UNA Band program to compete that other regional universities for the available talented high school graduates and transfers.

The proposed UNA Band Auxiliary awards (shown above) would increase to \$1,000 per member, approximately 26% of the fall tuition. This budget increase would not exceed \$60,000 each of the next two years. This would necessitate capping the auxiliary membership at 56 participants plus 4 captains (membership has exceeded this amount in the past). The excess would be used to compensate the captains of these units (4) at \$2,000 each, bringing the grand total to \$64,000. This increase will be accounted for within the total Band Performance Award Budget.

The Band Performance Award budget has remained at level funding since 2006-07 while tuition has increased approximately 42% during this time. **An increase of 21% for the 2012-13 academic year, followed by a 12% increase in the two subsequent years and an increase of 6% for the fourth year is proposed.** At that time the Band Performance Award budget should be reassessed as to whether it is ample to keep the program competitive and growing slowly. The actual dollar amounts and total budget are indicated in the chart below.



A STUDENT-CENTERED BAND PROGRAM

The students in the UNA Band program produce more than fifty performances each year through participation in the Pride of Dixie Marching Band, the Wind Ensemble, the Symphonic Band, the Studio Jazz Band, the Jazz Combo, the Lion Walk Pep Band, the basketball pep band, and the Ceremonial Brass Ensembles. While these performances enhance the academic experience for all those on campus through artistic expression, the presence of these students enhances the bottom line for the University. The dollars these students and their close friends bring to campus greatly exceed the dollars the University invests into each student.

The Band Performance Award program was created in 1984 to assure the University band students would have the opportunity to earn an equitable award for the time and effort they invest representing the University. While the number of students in the band program has grown, the available funds have diminished. Many students must weigh the value of performing with the University Band against their earning potential at a part-time job. These students need the opportunity to earn an award that provides ample monetary aid to keep them out of financial peril. The goal of the proposal is the increase the Band Performance Award budget to the point where an average scholarship is worth 30% of tuition and fees. While this falls short of where the program began, it is a realistic goal.