

FY27 & FY28 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, October 31	<i>Deadline for submission</i> of budget packet to Office of the Vice President for Student Life and Enrollment
Tuesday, November 11	<i>Open Forum</i> with Student Activity and Service Fee Advisory Committee for students to ask questions of the Committee prior to the scheduled public hearings
Wednesday, November 12 & Thursday, November 13	<i>Public Hearings</i> held
Mid-December	<i>Recommendations</i> for submitted to the Provost and Executive Vice President for Academic Affairs, Vice President for Student Life and Enrollment and the Vice President for Finance
Late Fall/Early Spring	<i>Senior Administration review recommendations</i>

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.

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 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:** Isaac Barber
- **Budget staff:** Corey OBrien
- **Other staff:**

ORGANIZATION STRUCTURE

Please attach a current organization chart with your submission.

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 (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.

I. 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).

The Student Union and Event Services Department exist to facilitate student engagement and belonging through the responsible management of campus space, event infrastructure, and student employment. GUF supports the day-to-day operations and staffing of the Student Union, a 237,000 square foot facility at the heart of campus, as well as the management of indoor and outdoor spaces, academic classrooms, Hawley Armory, and Shippee Pequot used for student organization, departmental, and external events. During the 2024–2025 academic year, our team processed 16,386 confirmed bookings, delivered 2,342 event setups, and supported more than 1.3 million guest transactions in the facility's dining venues.

GUF funding sustains our core services including event coordination, reservation management, student employment, facility operations, AV support, and custodial staffing. These services empower students to safely and creatively engage in co-curricular experiences, fundraisers, free expression, and signature events. Our policies and protocols (such as the Outdoor Events and Activities Policy and the Amplified and Projected Sound Policy) were developed to reduce institutional risk and support student autonomy, particularly for high-profile or large-scale events.

We also maintain space for critical student-centered services such as the Cultural Centers, One Card Office, UCTV, WHUS, and Student Activities' Tier III organizations. GUF resources help fund the maintenance and

upkeep of these tenant spaces (including flooring, paint, fixtures, and custodial coverage), contributing to a safe and welcoming facility that supports both residential and commuter students throughout the day.

Student employment within our department provides transferable skill development, financial support, and mentorship opportunities. Students are trained to navigate complex interpersonal situations, manage risk, communicate professionally, and contribute to the delivery of high-impact experiences. This work directly supports institutional priorities around persistence, success, and graduation by fostering a sense of belonging and student ownership of campus life.

Systems such as EMS (Event Management System), 7PointOps (live operations workflow), WhenToWork (student scheduling), and Social Tables (event diagramming) are supported by GUF and allow for seamless coordination between stakeholders including police, fire marshal, environmental health and safety, transportation, and facilities operations.

Other revenue (including income from external clients and tenants) is used to fund targeted enhancements that improve safety, technology, and infrastructure. Priorities include expanded security camera coverage, a centralized building intercom system, and swipe access to exterior doors to enhance after-hours security and incident response.

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

This year's budget reflects a mix of progress and ongoing constraints for the Student Union and Event Services Department. Positively, we successfully filled several strategic vacancies that had remained open for an extended period. These hires have significantly improved operational stability and reduced the prolonged burden placed on existing staff, enabling us to deliver services more sustainably and effectively.

Following multiple years of deliberate fiscal management and operational recovery from the impacts of COVID-19, we strengthened our fund balance and increased departmental revenue with the intention of self-funding a comprehensive safety and security enhancement project. This initiative, developed in partnership with University Safety, included the installation of exterior door swipe access, expanded interior and exterior camera coverage, and infrastructure for door counter systems. When we were prepared to move forward, the University placed a hold on capital projects, and our fund balance was subsequently reallocated by the central budget office. As a result, implementation of the safety project was halted, and several deferred maintenance items (including planned carpet and furniture replacements) were again postponed.

Rising operational costs continue to impact on our spending plan. Material and equipment prices remain elevated, and some essential items (such as furniture in high-use areas) are now discontinued. We have reupholstered and repaired where possible, but full replacements remain unfunded in many spaces. These delays have implications for building functionality and appearance but are being carefully managed within available resources.

The department has also absorbed the cost of supplemental event security for programs with elevated risk profiles. For events involving political or controversial content, or where counter-protests are anticipated, we coordinate with CSC (the University's contracted external security vendor) to ensure safe operations and provide an added layer of oversight between event hosts, attendees, and law enforcement. These costs are typically covered by our department and are not funded through the General University Fee or other central sources.

In addition, we continue to invest significantly in student staffing. With approximately 130 student employees supporting daily operations, student employment remains central to our mission. It enhances engagement, contributes to students' sense of belonging, and fosters transferable skills development. As wage rates increase annually, our department supplements the General University Fee with operational revenue to ensure the continued strength and accessibility of this program.

In total, the budget reflects meaningful improvements in staffing and service continuity alongside real constraints in safety, maintenance, and rising costs. Sustained investment will be necessary to address deferred facility needs and ensure operational reliability, safety, and the continued support of student engagement at the scale required by a 220,000 square foot facility that serves as the core of campus life.

III. 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.

The Student Union and Event Services Department generate non-GUF revenue from a variety of sources, which remain essential to the financial sustainability of our operations. These include Quick Service Restaurant (QSR) lease agreements, external and affiliated event rentals, vendor tabling and activations, and internal departmental support services.

QSR partners such as Dunkin', Subway, and Bear's Smokehouse contribute both base rental income and a percentage of sales. In FY25, Bear's Smokehouse was added as a new QSR tenant, replacing OnePlate and TwoPlate. Because this location is now externally operated, the University benefits new direct lease revenue in addition to maintaining meal plan access through other dining venues. This change supports overall student choice while enhancing the Student Union's financial position.

Room rental revenue continues to be generated through conferences and affiliated or external organizations. While student organizations remain our scheduling priority, these additional bookings help offset operational costs and allow us to preserve GUF allocations for student-focused needs. We also support a vendor tabling and activation program, which provides space for external entities and individuals to table or engage with students in high-traffic areas. This program has grown steadily in the past year, and we anticipate additional increases in both usage and revenue in FY26 and FY27. A fee increase is currently under review to reflect the value of this service and help support facility use.

We are also evaluating the implementation of a charge-for-service model for internal departments that require above-baseline support. This would apply to areas such as waste management, recycling, janitorial supplies, and general trades support. While no decision has been made, this conversation reflects the increasing demands placed on our staff and operating budget, particularly in spaces where no rent or GUF offset currently exists.

Other revenue is used to support key operational systems, including EMS (event management), 7PointOps (workflow and staffing coordination), Social Tables (event diagramming), and WhenToWork (student staff scheduling). These systems are critical for managing our volume of over 21,000 annual bookings and ensuring compliance, efficiency, and safety.

Future revenue growth will depend on continued optimization of tenant performance, increases in vendor activity, and potential changes in internal cost-sharing models. If enrollment growth leads to additional GUF availability, that could also positively impact our ability to meet increasing service demands and preserve equitable support for all areas under our purview.

IV. Staff counts

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.

Current Staffing levels that are GUF funded are:

NP2 Union: Custodial and Maintenance Staff: 16

NP3 AFSME: Department administrative assistant: 1

UCPEA Staff: 12

Graduate Assistant: 0.50

Management: 1

V. 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%).

Currently the Student Union is actively seeking 3 custodial staff.

VI. 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)?

The Student Union currently does not have any special payroll staff.

- 1. 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.**

Based on the current budget guidance and the need to accommodate anticipated salary adjustments for both staff and student employees, the Student Union will be requesting additional funding to cover these increased personnel costs. A 4.5% across-the-board salary increase for staff represents an estimated additional expense of approximately \$71,000 for the department. In addition, the scheduled increase to student wage rates effective January 1 is projected to result in an added annual cost of roughly \$6,500. The total amount is roughly \$77,500 to fund all of these contractual increases.

VII. 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)?**

The Student Union is requesting a modest increase of \$200,000 in GUF support to sustain current service levels and address collective bargaining-related salary increases. Approximately 45% of this funding will be allocated to cover negotiated wage adjustments, while the remaining portion will help offset rising operational costs in areas such as waste management, facilities maintenance, and essential equipment and service needs.

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

The Student Union has made concerted efforts to reduce expenses across several areas. However, the increasing number of events hosted in the facility has led to greater demands on staffing, custodial support, and technology resources. More events mean more student employment needs, increased waste, higher wear and tear on the building, and greater reliance on technology to support operations.

While the Student Union could theoretically reduce building hours or limit event activity to cut costs, doing so would conflict with our mission to serve as the center of campus life and engagement.

To manage within current financial constraints, we have deferred several replacement and preventative maintenance initiatives, including furniture reupholstering and flooring replacements in both common areas and departmental spaces. Continued delays in these projects may impact the overall appearance, functionality, and long-term sustainability of the facility.

VIII. 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?

As the central hub for campus events and engagement, the Student Union must maintain a welcoming and well-kept facility. A decline in the building's condition would not only diminish the student experience but also reflect poorly on the broader campus environment.

Without the restoration of previously earned revenue or the allocation of additional funding, the Student Union faces a potential tipping point. To remain operational, we may be forced to consider charging fees to tenants and departments that rely heavily on our services—many of whom may not have the capacity to absorb additional costs.

A substantial portion of the Student Union's budget currently supports services that directly benefit other departments and their programs. Given ongoing fiscal constraints, it may become necessary to discontinue certain services, including these limited examples:

- The checkout and management of Community Outreach vehicles
- Cleaning, maintaining of office spaces.
- Distribution of student bus tickets for off-campus athletic events

Reducing or discontinuing these services would allow the Student Union to reallocate limited resources toward core operational needs and essential building services.

Additionally, we may need to reevaluate how internal areas are serviced, including the potential implementation of fees for routine or non-routine maintenance performed for departments within the facility. These changes, while not ideal, may be unavoidable to ensure the continued safety, functionality, and sustainability of the Student Union.

IX. 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.

At the close of FY26, the Student Union will be rebuilding its fund balance following the recent reallocation of previously earned revenues. As a result, the department is reestablishing its reserve strategy while continuing to meet ongoing operational demands and ensuring that the facility remains safe, functional, and welcoming.

Maintaining a responsible fund balance is essential to the long-term financial stability of the Student Union. In prior conversations, the General University Fee Committee indicated that a target range of 8 to 10 percent of our operating budget would be appropriate for reserves. This target provides a cushion to address unexpected needs, including urgent equipment replacement, technology failures, or emergent repairs that may arise throughout the year. Aligning with this guidance remains a priority as we develop future-year financial plans.

Revenue funds are designated to support long-term facility needs, including capital improvement projects, planned furniture replacements, technology upgrades, and infrastructure repairs. A major portion of the Student Union's reserve plan had been earmarked to fund a comprehensive safety and security project. That project, initiated in partnership with University Safety, includes installation of swipe access on exterior doors, additional security camera coverage, and infrastructure for a door counter system. Planning, assessment, and cost estimates have already been completed. However, implementation is currently on hold pending restoration of available funds.

Going forward, our projected reserve levels for FY27 and FY28 will be shaped by actual revenue performance, cost increases, and the timeline for any approved restoration of previously held balances. If prior funding is returned, our intention is to move forward with the deferred safety and capital improvement projects within a two to three year period, while continuing to meet baseline operational needs and ensure compliance with the recommended reserve target.

X. 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.

Yes. The Student Union has identified safety, security, and access control as high-priority operational needs. In fiscal year 2022, the department allocated 100,000 dollars to initiate the transition to a comprehensive access control system that would replace the building's existing key-based infrastructure. This upgrade is intended to improve security by providing more precise access oversight, restricting entry to authorized individuals, and enabling the ability to secure the entire facility during emergencies. The system would include swipe access on exterior and select interior doors, integration with building operations, and backend data reporting features to support compliance and monitoring.

As part of this access control initiative, infrastructure to support door occupancy counters is also being considered. The ability to monitor real-time occupancy levels will strengthen emergency response planning, support operational decisions, and help ensure appropriate use of the space. While door counters are not part of the initial implementation, the supporting infrastructure would be integrated in this phase to allow future add-on capability. Additionally, the installation of a centralized public address system is being evaluated as part of the overall safety strategy. This system would provide clear, timely communication throughout the building during emergencies or urgent situations and has been a long-identified gap in our facility-wide response capabilities.

The total cost of the full access control and safety project, including swipe access infrastructure, door counter integration, and a public address system, is estimated to exceed 1 million dollars. With the prior revenue fund balance no longer available, alternative funding will be required in order to proceed.

In addition to access control and safety upgrades, the Student Union has postponed multiple essential improvements, including furniture replacements, carpet installations, and technology updates across public and programmatic spaces. These projects were originally scheduled to be phased over the next several fiscal years. However, due to the loss of designated funds and uncertainty about future revenue availability, they have been deferred. These upgrades are critical to maintaining a welcoming and functional facility that meets the needs of the campus community and the departments housed within the Union. Should additional resources become available, these projects would be prioritized and implemented in phases.

XI. 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.

The Student Union welcomes over 8,000 visitors per day during the academic year, with daily usage exceeding 11,000 during peak periods (equivalent to the capacity of Gampel Pavilion during a home basketball game). This level of traffic reflects the facility's role as a central hub for student engagement, co-curricular involvement, campus services, and day-to-day campus life.

Undergraduate and graduate students utilize the Student Union in a wide variety of ways. Many visit food venues or use public lounge and study spaces. Others attend student organization meetings, participate in cultural or educational programs, receive support from partner departments housed within the facility (including the Office of Student Activities, WHUS, UCTV, and the One Card Office), or access services provided through the Cultural Centers, Women's Center, and Veterans Oasis Center (all of which are identity and culturally based resource spaces located in the Union).

The Student Union & Event Services team supports this engagement through centralized event scheduling, logistical support, risk management coordination, and policy oversight for over 21,000 bookings annually. This includes large-scale campus programs, recurring student group meetings, department events, and external client use that does not displace student needs.

The department also employs approximately 130 student employees across building operations, event support, customer service, and technology roles. These opportunities provide on-campus employment that promotes leadership, skill development, and financial support, contributing positively to students' sense of belonging and their academic and personal success.

In addition to enrolled students, the Student Union serves many other populations. Prospective students and their families visit during Open House and campus tours. Faculty and staff use the facility for meetings, programs, and services. Alumni return for events such as Family Weekend and Commencement, and external partners occasionally host mission-aligned events when space permits. All of these groups benefit from the Union's services in ways that contribute to the vibrancy and connectivity of the broader UConn community.

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

The Student Union & Event Services Department is committed to fulfilling its responsibilities related to student engagement, facility operations, tenant support, and centralized event services. In order to continue carrying out this work effectively, adequate financial resources are essential.

While the department has historically relied on its own revenue fund balance to meet operational and deferred maintenance needs, a university-level decision to sweep those funds has shifted our financial position. This context informs our current request for an increase in General University Fee (GUF) support.

The requested increase is intended to ensure continuity of operations, address rising costs in areas such as custodial supplies, equipment maintenance, and support for tenants (many of whom are funded by GUF but do not pay rent), and position the department to respond to evolving campus needs. The funding would

help maintain core services, support long-term planning, and reduce the risk of further deferring necessary repairs, upgrades, or improvements.

We appreciate the committee's role in stewarding these funds and offer this information in the spirit of transparency and partnership as the university transitions into new financial models.

UNIVERSITY OF CONNECTICUT			Fill in			Fill in			Fill in			Fill in			
Student Union															
	FY25 GUF Actuals	FY25 Non-GUF Actuals	FY25 Total Actuals	FY26 GUF Original Budget	FY26 Non-GUF Original Budget	FY26 Total Original Budget									
	4,467,816	-	4,467,816	3,677,200	-	3,677,200	3,677,200	3,677,200	3,777,200	3,777,200	3,977,200	3,977,200	3,977,200	3,977,200	
	-	-	-												
	-	-	-												
	-	-	-												
	-	568,325	568,325		525,000	525,000	525,800	525,800	528,000	528,000	528,500	528,500	528,500	528,500	
	-	-	-												
Total Revenues	4,467,816	568,325	5,036,141	3,677,200	525,000	4,202,200	3,677,200	525,800	4,203,000	3,777,200	528,000	4,305,200	3,977,200	4,505,700	
Expense															
Permanent & Continuing Salaries	1,466,972	-	1,466,972	1,623,100		1,623,100	1,799,089	1,799,089	1,808,908	1,808,908	1,881,095	1,881,095	1,881,095	1,881,095	
Temporary Salaries	563,858	-	563,859	579,000		579,000	570,000	570,000	569,294	569,294	602,241	602,241	602,241	602,241	
Other Personal Services	228,114	-	228,114	108,000		108,000	108,000	108,000	112,000	112,000	126,930	126,930	126,930	126,930	
Fringe Benefits	1,381,661	-	1,381,661	559,800		559,800	680,589	680,589	679,898	679,898	699,754	699,754	699,754	699,754	
				2,869,900		2,869,900	3,157,678	-	3,157,678	3,170,100	-	3,170,100	3,310,020	-	3,310,020
							200,000	59,880	259,880	259,000	20,000	279,000	260,000	80,000	340,000
							200,000	105,080	305,080	250,000	50,000	300,000	260,000	40,000	300,000
							4,210		4,210	-	2,500	2,500	-	5,200	5,200
							15,512	55,000	70,512	11,500	40,000	51,500	26,200	50,000	76,200
							50,000	25,000	75,000	30,800	48,000	78,800	55,000	40,000	95,000
									-			-			-
							25,800		25,800	25,800		25,800	25,980		25,980
									-			-			-
							24,000	89,000	113,000	30,000	80,000	110,000	40,000	60,000	100,000
												-			-
								684,261	684,261		85,000	85,000		85,000	85,000
Total Non-PS Expense	948,484	134,285	1,082,769	807,300	205,000	1,012,300	519,522	1,018,221	1,537,743	607,100	325,500	932,600	667,180	360,200	1,027,380
Total Expense	4,589,089	134,285	4,723,375	3,677,200	125,000	3,802,200	3,677,200	1,018,221	4,695,421	3,777,200	325,500	4,102,700	3,977,200	360,200	4,337,400
Net Within Unit Transfers (In)/Out*	-	-	-						-			-			-
Net Income/(Loss)	(121,273)	434,040	312,767	(0)	400,000		-	(492,421)	(492,421)	-	202,500	202,500	-	168,300	168,300
Prior Year Fund Balance	436,248	248,013	684,261	997,028	684,261		997,028	-	997,028	504,607	(492,421)	12,186	504,607	(289,921)	214,686
Total Funds	314,974	682,053	997,028				997,028	(492,421)	504,607	504,607	(289,921)	214,686	504,607	(121,621)	382,986
Restricted Funds**															

STUDENT UNION AND EVENT SERVICES

