

Department Information and Narrative Questions
Fall 2022 for FY24 (July 1, 2023 – June 30, 2024)

DEPARTMENT INFORMATION

1. Department: Student Activities
 - a. Staff involved in preparing budget:
 - i. Department Head: Joseph P. Briody, Assistant Vice President for Student Affairs & Executive Director of Student Activities
 - ii. Budget staff: Diane L. Bordeleau – Associate Director Student Activities/Director Financial and Program Support
 - iii. Other staff:
 1. Ashley Christman – Director for Center for Fraternity & Sorority Development
 2. Miguel Colon – Director Community Outreach
 3. Jessica Gerum – Director Major Events & Programs
 4. Krista O'Brien – Director Trustee Student Organizations Support
 5. Trisha Hawthorne-Noble - Director of Leadership & Organizational Development
2. Organization of Department – please attach a current organization chart to 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 Katherine Wilson from the Budget Office. Current year information was derived from the data entered for the Budget Construction process last spring. Should you have questions about the information, please contact Katherine Wilson 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 (FY23) and next year's (FY24) budget, it will be important to know your true 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,

3. Briefly describe the programs and services provided that are funded by a) GUF, and b) are funded by other revenue (if applicable).

Major Events & Programming:

- Plan and host *large scale weekend events (new in FY22)* providing thousands of students with the opportunity to gather, socialize and build community. These weekends take place when other major weekends (e.g., Homecoming, Family weekend, Winter Weekend, etc.) are not scheduled.
- Plan and host popular *smaller, regular weekly programs (new in FY22)* that invite engagement and connection on a more personal level.
- Fund/support the Division of Athletics through the payment, coordination and management of student transportation ('Husky Roadshows') for home football games at Rentschler, as well as to men's and women's basketball and soccer, baseball, and hockey games at various locations in and around Hartford throughout the season.
- Oversight and funding of Spirit, Pride, Tradition Program (cheerleaders, dance team, and mascot), primarily supporting Division of Athletics events and other University events/programs. Includes travel arrangements and logistics for dozens of appearances in/out of state throughout the year, as well as multiple training and developmental clinics at high schools.

- Lead the planning of all University major campus events involving students (Family Weekend, Homecoming, Winter Weekend, Spring Weekend); Advise HuskyTHON, conduct logistical and contractual arrangements for and promotions for all of these major campus programs.
- Oversee Week of Welcome calendar for the University, recruit / select / train appx 120 WOW student leaders, conduct logistical and contractual arrangements and promotions for major programs during WOW (e.g., bystander education for all new students, keynote addresses).
- Advise the official student programming board for the University: Student Union Board of Governors (SUBOG); supports the implementation of over 150 SUBOG programs each year, from movies to large scale concerts.
- Plan and implement weekly Late Night and Live at the U programming (substance-free programming every weekend during the academic year in the Student Union) and supervises the Late Night student staff.

Leadership and Organizational Development Programs:

- Provide required trainings (150+/year; 2500+ students; online and in person) for our approximately 700 registered student organizations on executive leadership, pertinent policies and procedures, organizational culture, record keeping, etc. Manage the online platform and all data bases that support training and tracking.
- Support University-wide online engagement platform for students involved in student organizations and university programs.
- Manage student organization advisor training and support for our approximately 700 student organization advisors.
- Manage the Legacy Leadership student/faculty mentor/alumni mentor program, the yearlong program that meets bi-monthly and for multiple special events and trips each year; this program serves UConn's most elite student leaders, in addition to their faculty and alumni mentors.
- Oversee the Leadership Learning Community; this is a multi-year residentially based LC that includes multiple for-credit classes, bi-weekly co-curricular activities, and service projects.
- Plan and facilitate the Leadership Certificate Series consisting of 4 different 10-week workshops co-facilitated by students).
- Liaise with and provide resources and support to regional campus staff and student organizations.
- Oversight and funding of the Four Arrows Challenge/Ropes Course and Ellington Cottage retreat center (Depot Campus) in support of life-transformative/experientially based education.

Community Outreach Programs:

- Manage semester long service programs at over 60+ sites and 12+ alternative breaks engaging thousands of students in popular and impactful experiential learning and community service.
- Provide training/consultation for other campus-based service programs and alternative breaks.
- Oversee all aspects of the Jumpstart federal grant (youth literacy) program, including legal and University compliance and VISTA requirements for student volunteers.
- Maintain the systems for support and coordination for disaster relief and tragedy efforts for the University.
- Co-lead the Human Rights in Action Learning Community; this includes for-credit classes, bi-weekly co-curricular activities, and multiple service projects.
- Maintain relationships with dozens of community partners, including all legal documentation and procedures.
- Supervise, train and support over 100 student leaders who recruit, select, train, and supervise student volunteers at various service sites.
- Monitor, mitigate and manage program risks with student leaders and community partners.
- Oversee a fleet of 17 vehicles and transportation services to support student participation in community service programs. Additionally, oversee a large rental program that supports service programs across campus.

Financial and Program Support:

- Oversee all financial and department program support for the Department of Student Activities including budgeting, financial support, department-wide risk mitigation and management initiatives, department's marketing and publicity strategies, grant, donor fund and fundraising management.
- Manage Student Organizations Fund account; a \$5M account of non-University funds which requires implementation of internal policies and procedures to adhere to generally accepted accounting principles and best practices, independent of the University.
- Provide online training and individualized consultation for approximately 700 student organizations including fundraising and program/event support.
- Manage and fund the music licenses and contracts for the University.
- Manage the technical arrangements for the web based online payment system used through UConn Marketplace for department and student organization needs. The online payment system supports all department areas, including SUBOG, Spirit Pride Tradition, Alternative Breaks, etc. as well as the fundraising, dues collecting, revenue needs of hundreds of registered student organizations.
- Manage business services and support for appx 400 student organizations that have accounts in Student Activities FPS.
- Manage department marketing and promotion activities, including assisting over 100 student program supervisors with their marketing on matters from visual impact to adherences to UConn brand standards.
- Oversee and advise on various risk management initiatives, including but not limited to Title IX training, sexual harassment prevention training, off-campus event advisement to student organizations, consulting with internal colleagues re: program risks and mitigation strategies, etc.

Trustee Student Organization Support Programs:

- Provide organizational, leadership and financial advisement, training, oversight, training, and support of student fee funded ('Trustee') organizations (13 accounts: student government, student media, etc.) at the Storrs and Regional Campuses.
- Oversee the University's Student Trustee Election Committee and student trustee elections.
- Oversee the student representative to the University's Foundation Board of Directors Election
- Manage bi-weekly trainings (Triad) and weekly support meetings as part of the Trustee student organization training and support
- Conduct regional and professional school student government associations' elections.
- Liaise with and provide direction/advisement to regional and professional school staff re: student government associations and application of relevant CT state statutes, CT state comptroller policies, and University policies and procedures.

Fraternity and Sorority Development:

- Advise and support the governing councils and chapters of the University's fraternal community (2,300+ students), creating opportunities to strengthen student leadership, develop global citizens, engage students, and manage risk, through advisement, and provision of multiple forums, trainings, workshops, and resources.
- Create and provide educational initiatives on topics including, but not limited to, *Hazing Prevention*, membership development, risk management, sexual assault prevention, organizational leadership and more.
- Organize programs that build community and foster positive relationships among our diverse student population.
- Maintain membership, scholastic, service and philanthropic records of fraternities and sororities; track organizational performance through the Expectations of Excellence initiative; and recognize fraternal excellence.
- Partner with various University departments on various prevention and student development initiatives, including Greeks Against Sexual Assault and Sexual Assault Awareness Month (Women's Center); Center for Career Development; Husky Haulers (Residential Life); HuskyTHON; Dr. Martin Luther King, Jr. Day of Service (Office of Diversity and Inclusion); and Suicide Prevention Week.

- Serve as a liaison between the University, local fraternity and sorority chapters, alumni, parents, advisors, community, inter/national fraternity/sorority headquarters, and umbrella associations.
4. Please explain any significant changes in this year's budget/spending plan since your budget was submitted for Budget Construction in the spring.
- While there remain a few staff vacancies, many vacancies have been filled over the past 6 months.
 - Additionally, collective bargaining increases (FY22, FY23, and FY24) have been finalized and were higher than originally budgeted.
 - Over the past year the department was re-organized resulting in the elimination of some positions, addition of new positions, and the upgrade/reclassification and change in reporting lines of others.
 - Continue role as flow through of funds in lieu of charging for student tickets at Division of Athletics sporting events.
5. 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 (FY23) or for your proposed budget in FY24? If so, please explain.
- NOTE: all are tentative
 - SPT apparel sale – basketball cheer clinic participation
 - SPT appearance fees (unknown and variable/reduced since COVID)
 - Leadership Learning community, ticket payments
 - Ticket sale to events (highly dependent on numerous factors, performer, date, price, etc.)
 - Alternative Break student participation
 - Foundation support for various programs such as Leadership Legacy, Community Outreach and Alternative Breaks – participant fees (hoping to reduce to lower barriers to participation)
 - CO Alumni event participation fees
 - Challenge Course usage by those outside the University
 - Leadership presentation fees such as Strengths Quest and/or Disc to other departments
6. 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.
- As of 09/30/2022 – 37.5 professionals which include 1.05 FTE for three staff partially funded through a Jumpstart grant and 11 Graduate Assistants with the equivalent of 5.5 FTE
- 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%).
- 5 FTE vacant staff positions
- 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)?
- Two Spirit Pride Tradition as part-time Assistant Coaches
 - One full time SP assisting with newly re-designed programming approach.

7. For planning purposes, the collective bargaining increases for FY24 for all staff is 4.5% and the increase in the fringe benefits rate should be increased by 1%. Based on this information, do you anticipate needing additional funds to cover any annual increase in either fringe benefits or salary expenses for your **current** staff that are not able to be covered with your current (FY23) budget? If so, what is the anticipated total increase needed (% increase over FY23 AND actual dollar amount)? Note: If additional funds are needed and approved by the central administration, the Budget Office will determine the amount to be allocated based on ACTUAL changes to staff salaries and fringe benefits once those increases are known (late FY23). Are there other increases for Personnel Services for current FTE's that are not related to CBI or fringe benefit increases? If yes, please explain.
- CBI increases, those actually paid in FY23 (including FY22 and FY23 increases) as well as those projected for FY24 will significantly contribute to a 2-year (FY23/FY24) deficit of over \$1.65 million – based on existing FY23 funding levels.
8. After developing your FY24 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). Due to the collectively bargained increases for staff, it will be unlikely that additional funds above your current allocation will be available.
- a. CURRENT SERVICES - What portion of the requested amount (% increase over FY23 AND actual dollar amount) is for operating funds to maintain current services, (i.e., no additional programs or services)?
 - Current budget is not appropriately supported by current projected funding level
 - It is estimated that an additional \$500K in FY24 GUF funding will result in a reasonable EOY (FY24) fund balance.
 - b. NEW PROGRAM(S)/SERVICE(S) - What portion of the requested amount (% increase over FY23 AND actual dollar amount) is for new program(s)/service(s)? Have these programs/services been vetted and supported by senior administration (Provost or President)? If applicable, please explain the new program(s)/service(s) and the dollars associated with EACH new program/service.
 - No new programs are being initiated for FY23 or FY24
 - c. NEW POSITION(S) - What portion of the requested amount (% increase over FY23 AND actual dollar amount) is for new positions? Have these positions been reviewed and approved by the appropriate senior administrator (Provost or President)? If applicable, please explain the new position(s) and the dollars associated with EACH (salary and fringe).
 - No new positions have been created
 - d. What opportunities have you taken to reduce, eliminate or reallocate funds to mitigate these requested increases?

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- All professional staff position duties and responsibilities and department functions were audited/reviewed for efficiency opportunities.
- During FY23 the department underwent a significant reorganization resulting in the elimination (*through attrition*) of multiple positions and the reclassification of others. The net result was an organization better positioned to meet its mission and student needs with a more efficient use of fees.

9. 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?

- Assuming constant staffing, FY24 programming might require reductions (est. 25-40%) Specifically, and initially we would immediately consider the Roadshow program which currently provides transportation to Division of Athletics events (men's/women's basketball, football, hockey). Additionally, we would reduce our support of our Spirit, Pride, Tradition Program – which (as noted previously) primarily exists to support various athletic events. We would also consider eliminating programming efforts around other major events (e.g. Homecoming, Family Weekend, WOW, etc.)

10. What are the current (end of FY22) and projected (end of FY23 and end of FY24) levels of your reserves/fund balances for all accounts under your purview? What plans do you have for these resources and over what period of time? Please explain in as much detail as necessary to help the Committee understand the level and purpose of any fund balance/other account.

FY22 Fund Balance: \$1,703,362 (actual)*

FY23 Fund Balance: \$848,901

FY24 Fund Balance: \$35,744

11. Within the next three years (FY24-FY26), 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.

- Existing GUF funding level will result in repeated annual deficits for FY24-FY26 and a negative fund balance for FY25 and FY26.

12. 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 importance of diverse and quality student engagement opportunities was demonstrated overwhelmingly over the past 2 years. Increased rates of mental health issues, student loneliness, anxiety, disconnection, and depression accentuated the critical role our programs & services have in connecting students to one another supporting their emotional and psychological well-being, augmenting their academic success as students, and creating a real University community. The 'engagement gap' students experienced was broad and deep and continues to have a residual effect on students as significant portion of our enrolled students have had little experience living on campus, meeting new students and engaging as part of this community.

Over the past 3 years, Student Activities took a leadership role to re-design its programs and services, engage students in new and creative ways both on a large and smaller scale as was demanded. This combination of large and smaller set of programs has proven to be highly effective in keeping students engaged, connected to the University community and physically, mentally, emotionally and psychologically healthy.

Demand for our programs this year is *extremely* high – from student organization membership numbers to applications and enrollment in our various areas - leadership, community outreach/service, student org support, trustee organization involvement, and attendance at all of our events (e.g., late night, Homecoming, Halloween, Family Weekend, WOW, and more).

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

Yes, budget increases are requested because of program and service requests by students and student organizations. Student input and feedback drive our UConn Late Night, Community Outreach, student organization, and Leadership programs and more.

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

The continuous expectation that existing funding levels are sufficient to absorb CBIs, changes in fringe rates, and overall inflation of goods and services year after year – while maintaining, if not elevating/enhancing programs and services for our students – has reached a tipping point. As demonstrated in this document and the department's financial projections for the coming years, continuing this approach will result in diminished and discontinued programs and services, not to mention annual deficits and a continuous negative fund balance. A longer-term approach to funding and the GUF fee is recommended.



*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.

Student Fee Advisory Committee												
General University, Student Health and Summer Program Fee Budget Projection Form												
Student Activities	FY22 GUF Actuals	FY22 Non-GUF Actuals	FY22 Total Actuals	FY23 GUF Original Budget	FY23 Non-GUF Original Budget	FY23 Total Original Budget	FY23 GUF Current Forecast	FY23 Non-GUF Current Forecast	FY23 Total Current Forecast	FY24 GUF Budget	FY24 Non-GUF Budget	FY24 Total Budget
Revenue												
GUF Allocation	6,308,560	-	6,308,560	6,342,843	-	6,342,843	6,342,843	-	6,342,843	6,342,843	-	6,342,843
University Supported Permanent Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fee Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Contracts	-	59,071	59,071	-	-	-	-	-	-	-	-	-
Foundation, Investments & Gifts	-	7,386	7,386	-	27,420	27,420	-	27,420	27,420	-	27,420	27,420
Sales & Services Of Educational Activities	-	-	-	-	-	-	-	-	-	-	-	-
Sales & Services Of Auxiliary Enterprises	-	837,062	837,062	-	108,710	108,710	-	108,710	108,710	-	80,810	80,810
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Transfers In (Outside Unit)	2,249,955	115,561	2,365,516	2,165,672	-	2,165,672	2,249,955	-	2,249,955	2,249,955	-	2,249,955
Total Revenues	8,558,515	1,019,080	9,577,595	8,508,515	136,130	8,644,645	8,592,798	136,130	8,728,928	8,592,798	108,230	8,701,028
Expense												
Permanent & Continuing Salaries	1,770,122	250,745	2,020,867	2,704,713	13,472	2,718,185	2,315,107	13,036	2,328,143	2,544,863	13,558	2,558,421
Temporary Salaries	953,158	703,225	1,656,384	949,321	-	949,321	971,638	-	971,638	929,372	-	929,372
Other Personal Services	175,168	17,463	192,630	56,500	-	56,500	56,500	-	56,500	68,500	-	68,500
Fringe Benefits	1,622,002	193,090	1,815,092	2,273,262	10,643	2,283,905	1,942,895	27,779	1,970,674	2,159,374	31,103	2,190,477
Salary/Benefits	4,520,449	1,164,523	5,684,973	5,983,796	24,115	6,007,911	5,286,140	40,815	5,326,955	5,702,109	44,661	5,746,770
Services	607,570	1,523,436	2,131,006	775,196	-	775,196	695,743	-	695,743	803,904	-	803,904
Supplies	242,528	843,877	1,086,404	275,849	-	275,849	290,366	-	290,366	335,506	-	335,506
Travel	32,280	57,193	89,472	112,126	-	112,126	117,140	-	117,140	135,351	-	135,351
Equipment	8,583	94,122	102,705	7,000	-	7,000	92,292	-	92,292	106,640	-	106,640
Fees, Dues & Memberships	2,415,630	172,306	2,588,023	2,419,231	-	2,419,231	2,335,148	-	2,335,148	2,348,392	-	2,348,392
Rentals And Leases	36,760	125,117	161,877	72,278	-	72,278	88,743	-	88,743	102,538	-	102,538
Telecommunications	39,289	18,997	58,285	33,300	-	33,300	24,280	-	24,280	28,054	-	28,054
Financial Aid	2,600	15,023	17,623	1,100	-	1,100	-	-	-	-	-	-
Other Expense	62,193	(3,185,972)	(3,123,779)	(151,824)	27,420	(124,404)	527,849	27,420	555,269	(120,391)	27,420	(92,971)
Transfers Out (Outside Unit)	50,000	336,562	386,562	473,463	-	473,463	57,453	-	57,453	3,739,994	27,420	3,767,414
Total Non-PS Expense	3,497,431	661	3,498,179	4,017,719	27,420	4,045,139	4,229,014	27,420	4,256,434	3,739,994	27,420	3,767,414
Total Expense	8,017,881	1,165,184	9,183,152	10,001,515	51,535	10,053,050	9,515,154	68,235	9,583,389	9,442,103	72,081	9,514,184
Net Within Unit Transfers (In)/Out*	18,000	(18,000)	(0)	-	-	-	-	-	-	-	-	-
Net Income/(Loss)	522,634	(128,104)	394,443	(1,493,000)	84,595	(1,408,405)	(922,356)	67,895	(854,461)	(849,305)	36,149	(813,156)
Prior Year Fund Balance	966,972	439,221	1,406,193	1,489,606	213,756	1,703,362	1,489,606	213,756	1,703,362	567,250	281,651	848,901
Total Funds	1,489,606	311,116	1,800,723	(3,394)	298,351	294,957	567,250	281,651	848,901	(282,055)	317,800	35,744
Restricted Funds**									105,406			105,406
Restricted Funds Reason							Restricted Scholarship funds			Restricted Scholarship funds		

*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

**If any funds that are listed in "Prior Year Fund Balance" are unavailable/restricted, please indicate the total that is unavailable, and the reason for restriction.