University of Washington, Seattle
Services & Activities Fee
Fiscal Year 2027 Budget Request

Graduate and Professional Student Senate

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Budget Request Highlights

In this section, please list all line items for any changes in request amount greater than $1000, along with a short description of each line item and the amount requested. For all other changes under $1000, please list the total summed figures in a final "miscellaneous expenses" item at the bottom. Please ensure that all the SAF funded line items below and previous SAF allocation total add up to the requested amount. Our goal with this section is to provide an overview of the current financial state, along with any changes in SAF funding that are being requested this year.

Each unit's FY27 request may only represent a maximum increase of 6% or $38,000 over the unit's allocation for FY26 (whichever is higher in context of the unit's FY26 allocation).

While we would love to fund everyone's full request, SAF is financially constrained by the Washington State Legislature. RCW 28B.15.069 limits the amount that the Services and Activities Fee (SAF) is allowed to increase each year. For FY27, the SAF amount can be increased by a maximum of 4%. Requests beyond the maximum increase will be returned to units for corrections/updates.

Our unit's request in FY24 was **$492,152** and our award was **$484,299.**
Our unit's request in FY25 was **$523,042** and our award was **$521,799.**
Our unit's request in FY26 was **$556,799** and our award was **$548,351.**
Our request for FY27 is **$581,252,** which represents a **%6 ($32,901)** from FY26**.**

In this section, please break each increase into its own sections (e.g. wage & benefits changes, increases in current employee hours/FTE, funding new positions, etc.). Example sections have been provided (you may delete the example sections).

New Shared Services Expense **$26,500**

In FY27, the HUB is now requiring the GPSS to pay for human resources and information technology services. The HUB's HR team has long aided the GPSS with hiring paperwork for our officers and staff, processing payments for all financial transactions, processing payroll, and workday management. This new shared services expense is $20,000. For IT services, the GPSS pays an hourly rate to the HUB for any IT backend or technology assistance. For FY27, we are required to pay a fee of $5,000 to have access to all IT services such as technical support, in-house technology set up, data management, and cloud support. The GPSS has allocated an additional $1,500 for any other miscellaneous services that may be required in FY27. These services can include website revisions, contracting survey services from the Office of Institutional Assessment, or other professional services for our organization.

HUB Room Reservations for Senate Meetings **$2,263**

The price for HUB room reservations has increased since FY25. In FY25, we spent $4,426 on room bookings in the HUB for our Executive Committee Meetings and Senate Meetings. For FY27, based on financial forecasting for what GPSS will spend in FY26 on room bookings, we anticipate spending $6,990 on room reservations. With GPSS involvement growing, we are conducting more frequent business, with more Senate and Executive Committee meetings scheduled for this academic year.
However, we have been booking the same rooms in the HUB for our Senate meetings and have seen an increased cost over the year.

Olympia Travel **$1,241**

The GPSS Vice President of External Affairs is required to work in Olympia during the Washington State legislative session to aid in higher education and graduate student advocacy work. In 2027, Washington State will have a longer legislative session with 105 days compared to 2026's 60-day session. Since the VP of External Affairs will be expected to have a longer legislative session, we are requesting an additional $1,241 to cover the cost of additional weeks of rent and gas mileage reimbursement to Olympia.

Benefit Load, Summer Wage Coverage **$2,897**

The GPSS has made significant changes in our personnel budget to ensure a healthy financial position. For our FY26 budget, the fringe benefits for our officers who work hourly over the summer were not calculated. With five officer positions, we anticipate fringe benefits coming to $4,967. The requested $2,897 will help supplement this in our budget.

Full Budget Overview & Justification

In this section, you will have the opportunity to explain your request in greater detail via the guiding question(s) below. You are encouraged to use graphs, charts, or other visual tools. Your goal for this section is to provide the SAF committee (and the public) with sufficient (and substantive) context and justification for the use of these funds.

1. **How are expenditures distributed across the programs and/or services your unit offers? Please provide a general overview of how much spending is allocated to each category of expense, such as staffing, materials, etc., as is applicable.**

The table below summarizes the expenditures of the GPSS:

OPERATING EXPENSES	FY27 COST	FY27 PERCENTAGE
Personnel	506,748	80%
Grants	40,500	6%
Office Administration	6,580	1%
Senate	16,140	3%
Programming	40,591	6%
Shared Services	26,500	4%
TOTAL	**$637,058**	**100%**

With integrity, GPSS amplifies the voices and experiences of graduate and professional students at the University of Washington, builds community, and advocates for the eradication of inequities. Every part of our budget is strategically used to serve our mission.

A significant portion of our budget (80%) goes to paying personnel. We have six officers and six hourly staff members.

Our officers are on the UAW 2141 contract, an expense out of our control. However, we do believe these expenses are necessary to elect graduate student leaders who are invested and committed to serving graduate students. Our officers essentially run our organization, and the work they do is integral to the services we provide.

- **Our President amplifies the voices and experiences of graduate and professional students at the UW.** They are the face of our organization and are highly tuned into university affairs at all levels. They build connections with university higher ups such as the Vice President of Student Life, the Provost, and the President to bring attention to prominent graduate student issues.

They sit on the Board of Regents, manage graduate liaisons to over 50 university committees, and run the GPSS Senate and Executive Committee Meetings.

- **Our Vice President of External Affairs engages in state-wide advocacy that has a large impact on graduate student access and affordability for higher education.** They keep tabs on the legislature, lobby in Olympia each winter, run our Legislative Advisory Board, and is an active member in the Washington Students Association, a coalition of schools who advocate for equity in higher education.
- **Our Vice President of Internal Affairs helps the GPSS build community at UW.** They manage the GPSS staff and is the point person on all programming and events for the GPSS. They oversee the hiring process for our staff members and conduct training and onboarding. Additionally, they run our annual events that keep graduate students connected to each other such as our Halloween Speakeasy, Winter Gala, and the GPSS Interdisciplinary Graduate Research Symposium.
- **Our Vice President of Administration manages the GPSS Senate.** They organize the GPSS to attend graduate student orientations each summer, they manage the Senate roster and communicate with departments on Senate elections, they manage the GPSS filings and records, they handle our minutes, documents, legislation, and the communications between the Executive Officers and the GPSS Senate.
- **Our Vice President of Equity and Inclusion oversees equity-based advocacy and is a main contact point for identity-based RSO's and the GPSS.** This year, their position has been especially important, as many graduate students have needed a point of contact for questions about immigration, working in the United States after graduation, and general uneasiness on campus. This position has been integral in working with the ASUW and CIRCLE on events and programming to support our international and minority students at the UW. They serve on the UW's Diversity Council, initiate diversity-related initiatives of the GPSS such as the distribution of our Diversity Funds, and assist students in equity related advocacy on campus.
- **Our Vice President of Finance oversees the budget and financial position of the GPSS.** They manage the grants of the GPSS, serve on campus student fee committees, conduct financial forecasting to ensure the GPSS is within budget, and initiate the budget process in the winter and spring quarters. This position is highly tuned in to how the budget matches our mission and ensures we are using funds responsibly.

Our six hourly staff members each play a role in supporting the officers and the GPSS with working towards our mission. Our positions focus on budget management, legislative policy support, internal secretarial work and web design, marketing and communications, outreach and events, and university affairs. Without our staff, we would not be able to accomplish the administrative work it takes to conduct our programming and advocacy efforts.

Grants (6%) are one of the ways we eliminate inequities on campus and support graduate students. We provide direct support to students by helping them fund their RSO event, aiding in their departmental initiatives or renovations, and/or providing them a grant to go to a conference. Below is the distribution of our grants:

- **Special Allocations. $10,000.** This fund is to help RSO's fund their events on campus. Popular events we have funded include the First Nations Spring Powwow, the Red Square Night Market, and graduate student community celebrations.
- **Department Allocations. $3,000.** This fund is used to help graduate students in their departments with programming, retreats, or renovations of spaces. We have provided funding to help improve graduate student lounges and reduce the cost of required departmental retreats.
- **Travel Grants. $20,000.** This fund is used to help students with conference travel funding. It is very popular and competitive, with nearly 40% of applicants getting accepted. We received 65 applications in the fall quarter and have received dozens more in the winter. We expected to see more in the spring quarter.
- **Diversity Funds. $7,500**. This fund is used for diversity related programming at UW and typically helps RSO's fund their cultural events.

Our office administration budget (1%) is for the required services of our organization. These services include fixed costs such as officer business cards and name tags for university and state events, subscriptions (zoom, our website, adobe creative cloud), the office telephone, our copy machine lease with the HUB to do in house printing, office food, and office supplies.

Our Senate budget (3%) is primarily made up of fixed costs to run our Senate and Executive Committee meetings. This includes our HUB room bookings, live captioning, and dinner for each Senate meeting, as we meet at night for a minimum of an hour. We also have a designated line item for Committee Events for Senators to host educational or community building events.

Programming (6%) is integral to our mission at the GPSS of building a community amongst graduate students. As graduate students, many of us are siloed in our program and do not know how or where to connect. GPSS events build bridges between disciplines and is a nexus for graduate students to build community and solidarity amongst one another. We host annual events each quarter that get substantial engagement from graduate students. For example, our Winter Gala is very popular and is a time for graduate students to celebrate the fall quarter by dressing up, having a nice dinner, and having fun through dancing and activities. This year, we saw over 100 graduate students at our event and received great reviews the following week. With budgetary shortfalls, we have focused our strategy on hosting larger, annual style events that cast a wider net to graduate students. We have found this to be successful. Our programming budget also includes funds for the Legislative Reception that we host with ASUW annually, our Interdisciplinary Graduate Research Symposium, and Diversity related programming.

Shared Services (4%) is a new budget line item. As explained above, this expense is a newly required fixed cost where the GPSS will pay the HUB for its human resources and information technology services. It will also include a small amount to cover any other miscellaneous shared service expense that may pop up in FY27.

2. **Please give a summary elaborating on how SAF Funding has been used to support students** (*Please refer to dollar amounts in this discussion when possible*).

    a. In what ways has SAF funding been essential to supporting your unit's on-going services and role in the university? Please provide at least one specific example of a program/service.

SAF is the lifeline for our organization, and we would not be able to operate without SAF funds. Historically, SAF funding has made up 90% of the GPSS's budget and aides in our programming, community building, advocacy on and off campus, and our funding through our grants. The answers I provided in question one, that detail each part of our budget, are essentially supported through SAF funding. **We would not be able to do what we do for graduate students without our current SAF allocation**. A keen example I want to highlight is that SAF funding allows us to classify our officers as Student Assistants. With this classification, they have access to tuition compensation, salaried positions, health insurance, and membership with UAW 2141. As stated above, our officers conduct the mission of the GPSS in a myriad of ways that would not be possible if they were just hourly wages. With many student assistantships disappearing at UW due to budget cuts, keeping these positions is critical for offering equitable opportunities for graduate students on campus and for the GPSS to operate smoothly.

    b. How have your unit's services and programming changed over time, and how have you adapted the use of SAF funding?

Last year, **we significantly cut our grant funding** due to lack our lack of revenue and our increasing personnel costs. Below is a table that demonstrates the funding changes:

GRANT EXPENDITURE	**FY25**	**FY26**	**% Change**
Special Allocations	$15,000	$10,000	33%
Department Allocations	$5,000	$3,000	33%
Travel Grants	$30,000	$20,000	40%
Diversity Funds	$10,000	$7,500	25%
TOTAL	**$60,000**	**$40,500**	**32.5%**

In FY27, we plan to make significant changes to adapt to our use of SAF Funding. **To even out the proportion of our budget, reduce our deficit spending, and keep up with required wage increases, in FY27, the GPSS is eliminating an officer and staff position.** The officer team has proposed to eliminate the Vice President of Internal Affairs and redistribute its duties to the other executive officers. The officer position will be voted on by the GPSS Senate at the end of the winter quarter. Given our budget limitations, we anticipate this change will be approved. The officer team took a lot of time to determine how roles will be divided, and we believe we have done so during the ebbs and flows of each officer's role. Additionally, we believe we have the staff support to help with some of the responsibilities.

As for how our organization has changed over time, the GPSS has been in a structural deficit for the last several years. Historically, the officer team consisted of five positions. In the early 2020's, the executive officer team added a sixth officer position without having the SAF revenues to cover the cost. The officers used our reserves to cover the position despite professional staff advising this move would bankrupt the GPSS. The addition of an officer and staff position has put significant strain on our budget and has taken away our ability to serve our mission. It has blown our personnel budget out of proportion to our services and has made us take significant cuts that are not aligned with our mission. This elimination would save the GPSS a projected $99,401 annually and allow us to better adapt to SAF funding.

c. Are there programs/services that SAF has funded in the past that your unit no longer provides?

As stated above, we did some restructuring of our personnel to help cover other operational expenses. In FY27, we project to only have five officer positions instead of six, and five staff positions instead of six.

Previously, the GPSS has attend the United States Student Association Conference in

Washington, D.C. Given budgetary constraints and wanting to ensure our funds go towards our mission, we will not be attending the conference in FY26 or FY27. Rather, we are using those funds to help with our Huskies on the Hill and Legislative Reception budget line items.

d. Are you currently using your unit's allocation for new programs or services that were not originally requested as an item in your SAF budget request?

For FY26, we received $3,000 from SAF to fund our trip to Grad Day on the Hill in Washington, D.C. with the United States Students Association. However, we felt we could have more impact with those funds in Washington State. This year, we have used those funds to attend conferences closer to home, such as the Washington Student Association Conferences in Pullman and Ellensburg. This spring, we plan to take more students to the WSA General Conference in Bellingham at Western Washington University.

3. **What is the nature of your reserves/fund balances? For what purposes do you hold reserves? How were they accrued?** (Reserves/Fund balances are termed and considered differently in every unit. If you are unsure of what these terms mean or would like clarification on anything, please reach out and ask.)

Due to a staffing vacancy and one of our executive officers not taking a tuition waiver, we should expect our reserves to end around $240,000 this year. Historically, the GPSS has accrued funds into our reserves through vacancies, tuition waivers being unspent, and grant funding being underspent. For the last several years, we have had to spend our reserves annually due to our structural deficit. We do not anticipate that problem this year. In the next several years, with diligent budgeting and careful spending, we hope to replenish our reserves to a match at least half of our yearly operational expenses. Our goal is to have a minimum reserve amount of $360,000.

The Reserve Balance exists to balance out annual fluctuations between the GPSS revenues and expenditures. We build up the reserve during the years we underspend and spend it down to cover gaps in funding. Additionally, the GPSS has an endowment fund for our grants and programmatic expenses with a principal balance of $100,000 and approximately $51,000 in unspent distributions. Each year, an interest of approximately $5,000 is allocated from the endowment to fund GPSS Grants. We anticipate using this endowment and its distributions during a time when funding is critically needed.

Budget Breakdown

In this section, please include a breakdown of your requested revenues/expenses for FY27 your unit's budget for FY26, and your unit's actuals for FY25.

The template and instructions can be found here: [SAF FY27 Budget Breakdown.xlsx]()

Budget Breakdown

Operating Revenues	FY27 Request	FY26 Budgeted	FY25 Actuals	Notes
SAF Funds	$ 581,252	$ 548,351	$ 521,799	
Core Funds	$ 56,000		$ 40,000	Funds from Provost: Discretionary and Benefit Load Coverage
Grants	$ -	$ -	$ -	
Other Student Fees	$ 11,298.80	$ 7,690	$ 18,578	Submitting a request for an STF Block Grant this spring
Auxiliary Revenues	$ -	$ -	$ -	
Total Revenue	**$ 648,551**	**$ 556,041**	**$ 580,377**	
Change From Previous FY (%)	**16.64%**	**-4.19%**		

Operating Expenses	FY27 Request	FY26 Budgeted	FY25 Actuals	Notes
Salaries & Wages				
Officer Team	$ 343,154	$ 321,294	$ 304,376	Academic ASE Positions: officer salaries, summer wages, tuition compensation. Removed an officer position for FY27.
Hourly Staff	$ 84,077	$ 95,350	$ 100,093	Removed a staff position in FY27.
Senator Compensation	$ 9,743	$ 12,150	$ -	
Benefit Load				
Officer Team	$ 56,153	$ 3,971	$ 30,132	
Hourly Staff	$ 13,620	$ -	$ 28,694	
Senator Compensation	$ -	$ -	$ -	
Supplies and Materials	$ 6,580	$ 5,122	$ 7,214	
Professional & Purchased Services	$ 26,500	$ -	$ -	New Cost
Travel	$ 6,241	$ 5,000	$ 8,950	
Programming	$ 34,350	$ 33,300	$ 17,286	
External Funding Allocations	$ 40,500	$ 40,500	$ 46,340	GPSS Grants
Capital Projects/Expenditures				
Other Operating Expenses	$ 16,140	$ 3,000	$ 13,895	Senate Budget for Room bookings, Food, Captioning, and Committee Events.
Total Expenses	**$ 637,058**	**$ 519,687**	**$ 556,979.87**	
Change From Previous FY (%)	**22.58%**	**-6.70%**		

Fund Balance	FY27 Request	FY26 Budgeted	FY25 Actuals	Notes
Unallocated	$ -	$ -	$ -	
Allocated	$ 240,484	$ 228,991	$ 192,637	
Restricted	$ 155,844	$ 157,716	$ 159,700	
Total Fund Balance	**$ 396,327.60**	**$ 386,707.00**	**$ 352,337.00**	
Change From Previous FY (%)	**2.49%**	**9.75%**		
Total Change From Previous FY ($)	**$ (15,240.30)**	**$ 47,326.00**		
Total Change From Previous FY (%)	**96.40%**	**112.60%**		

Information on Other Revenues:

If you have other sources of revenue, please give an overview of those anticipated revenues (including new sources) and how you expect them to change in the coming years. If relevant, include a breakdown of services & positions funded by SAF vs other revenues.

Provost Funding

Historically, we have received funds from the Provost to help cover our benefit load and discretionary spending such as food and alcohol for our events. In FY26, while not budgeted, we did receive $40,000 to cover part of our benefit load. We are meeting with the Provost this spring to discuss funding again. While it has not been confirmed, we expect funds to help cover our benefit load, as we have received before.

As of January 2026, we have an approximate $38,000 in our discretionary fund. We anticipate using an additional $6,000 from this fund for our programming for the rest of FY26 and have budgeted $16,000 to use for FY27.

STF Funding
The GPSS applies each year for STF to cover technology related expenses such as CART captioning for our meeting and virtual meeting capabilities. In FY25, the GPSS received $7,690 from STF to aid in these costs. Any unspent STF Funding gets returned to the STF Committee at the end of the fiscal year.

For FY27, we plan to submit a proposal for a block grant request to receive these funds yearly and include other technology in our budget such as our copy machine lease, additional subscriptions, and our office telephone lease.

Endowment Distributions
Nearly ten years ago, the GPSS Executive Committee voted to set aside a portion of its General Reserve Fund as an Endowment Fund to provide annual distributions to be used for grants. The initial amount was $100,000, and the Endowment currently has $151,000. In FY24, the GPSS began to utilize distributions with $4,000 in FY24 and $5,000 in FY25. The endowment fund accrues interest at a rate of 5% per year, and we are only able to withdraw $5,000 per year. Endowment withdrawals and how they are allocated in our budget are voted on by the Executive Committee. For FY27, the GPSS will make this decision in the spring.

Additional Questions

1. **The following questions will help us understand your unit's priorities.**
    a. **How would you adjust your operations if you did not receive your full FY27 request? Please elaborate on the potential impact on staffing and services.**

The GPSS will assess our programmatic budget to see what our main events are, how much they cost annually, and which ones are the main priority. As stated earlier, we are hoping to cast a wider net by doing bigger events. Therefore, we may only host a few large events a year. This would hinder our ability to draw more graduate students to build community, but we can find other creative ways to partner with campus partners and RSO's to help do this work together.

Additionally, we could eliminate our budget for miscellaneous services, in our shared services budget line, by $1,500. This will offer us little flexibility to work with campus partners on services but could save us money and it is not a fixed cost.

Finally, we could assess reducing parts of the grant budget and utilize our endowment. However, this would not be a sustainable, long-term outcome and rather something we do for a year.

b. **What if you received 4% less than your FY26 allocation? Please elaborate on the potential impact on staffing and services.**

If we received 4% less, that would put us in an $11,000 deficit. We would consider the items I discussed above to help cover our deficit.

A last resort option would be our team considering the removal of another staff position. This would limit our capacity to host events so subsequently we would reduce our programming budget. However, any further hourly staff changes would be made collaboratively to assess the impact on our services. These changes would not be taken lightly, given we have proposed eliminations already, and we would want to assess other budgetary changes first before coming to this option.

c. **What student services/programs are integral to your mission that you would not cut even if you received an amount less than your FY26 allocation? Why?**

Our personnel are critical to ensure the GPSS services and programs operate. We have already restructured our officer team and would not do so again as we would not have the capacity to operate to the best of our abilities. Our officers are key in serving our mission of amplifying graduate and professional student voice, advocating for the elimination of inequities, and building community. The formation of our senate, its committees, and its officers are key programs of the GPSS that we would not cut. These bodies are what enable the GPSS to write and pass resolutions with student support, engage in legislative lobbying efforts, and enable graduate and professional student engagement.

Additionally, our grant funding has taken significant cuts in the past year, and we want to preserve that in FY27. If we were to make cuts, our endowment could cover the difference as we figure out a plan to replenish funding. Grant funding is a major way that graduate and professional students engage with GPSS and they are key drivers of how we serve our mission for eliminating inequities and building community at UW.

2. **If you are projecting a net deficit for your overall FY27 budget, please provide additional context for this net deficit (e.g. reallocation of carryover funds from previous fiscal years, extraordinary expenses necessary to meet operational needs, etc.) and how this might impact your operations.** *(Optional – Answer "N/A" if not relevant to your unit)*

N/A

3. **What is one program/service your unit would like to work towards building to enhance students' out-of-class experience at the University? How much would it cost?**

We would like to put more funding into our grants, legislative activities, and educational programs.

- **Grants.** We want to increase our grant capacity to the levels they were in FY24, to ensure that we increase our scope of graduate and professional students that receive funding. Because of our limited funds, our grants are very competitive. It would be great to get our acceptance rate for travel grants over 50% and for us to be able to fund RSO applications fully.
- **Legislative Activites.** We want to host advocacy workshops and trainings for graduate students. There are great opportunities through educational organizations however we cannot afford these trainings. Additionally, we hope to send more students to conferences such as the Big 10 Conference and the Washington Student Association to increase representation of the UW. This would be great exposure for graduate students and improve the GPSS visibility and communication with peer institutions.
- **Educational Programming.** We hope to grow the reputation of our Interdisciplinary Graduate Research Symposium. Currently, it is a small symposium that gives graduate students practice presenting their research. We hope to grow this by inviting keynote speakers, hosting panel talks, and collaborating with on-campus faculty with specific topic areas. However, we can only achieve this goal by increasing our budget.

4. **How does your unit ensure that student fees do not subsidize non-student, academic, research, and other costs that are the primary responsibility of the University and its colleges?**

Our services are for graduate students. With 80% of our budget being dedicated to personnel, these funds are going directly to the students who work hard to operationalize the GPSS. Furthermore, we have robust check and balance systems to ensure that SAF-funded activities do not subsidize non-student, academic, and/or research costs. For our special allocations and diversity fund, RSO's work directly with the SAO office to submit their funding applications, so we know they are students following our guidelines. For departmental allocations, we work directly with a GPSS Senator, faculty member, and financial administrator in a department office to ensure funds are going directly to what was requested. For travel grants, we work directly with a student, their recommended faculty member, and financial administrator in the department to ensure the funds get used for conference travel grant purposes. Finally, our personnel work weekly with the HUB and SAO office as our advisors to ensure our funds are being used appropriately when we discuss the GPSS operations.

5. **What active roles do students and their views play in your unit's decision making?**

As our organization's mission is to amplify the voices of graduate and professional students, they play an active role in our decision-making. The officer team frequently consults the Senate body and our Executive Committee on GPSS decisions and programs. For example, the Executive Committee played a large role in discussing our officer restructuring and our debates on the current Student Health Fee. We often use our Senate and Executive Committee as a sounding board for issue areas to tackle and programming and events to host. This spring, our President is working on a survey to get feedback from graduate students on issue areas such as artificial intelligence, food insecurity, affordability, and housing. This feedback will inform our legislative agenda, advocacy efforts on campus, and funding to support graduate students.

6. **How are you utilizing the SAF logo? In what ways do you spread awareness of your affiliation with SAF? Attach an example if applicable.**

The SAF logo is displayed on the GPSS Funding page (https://www.gpss.uw.edu/funding/opportunities/) with a call to the SAF webpage for those who are interested in learning more about the SAF fee. The SAF logo is also displayed on our promotional materials for our events.

The GPSS VP of Finance does a budget presentation at the beginning of the year to the Senate and we always call attention to SAF being a main funder of our organization. When we promote our events and programming, we like to frame them as a way students can utilize their student fees. We also like to inform our senators about the other SAF funded units and them utilizing those services.

7. **When projecting out 1-3 fiscal years, what challenges, if any, do you foresee for your unit (policy changes, financial, etc.)? How could SAF be helpful in navigating these challenges?** *(Optional – Answer "N/A" if not relevant to your unit)*

The biggest challenge I foresee is our growing personnel budget. While we have proposed to eliminate an officer and staff position, we will experience mandatory wage increases from state and city law, benefit load increases, and tuition increases that we cover for the officers. I believe the way we navigate this is by finding means to diversify our funding and being smart with our spending. Whether that be fundraising to increase our endowment or building partnerships on campus to help reduce programmatic costs, we will have to find creative means to aid with our funding challenges. However, I believe we are now in a better position to focus on these challenges, as we have made a difficult restructuring decision to get us out of our structural deficit.