



UNIVERSITY of WASHINGTON

FY2025 Operating Budget Development Narrative Prompts

Office of External Affairs

Programmatic & Academic Vitality Narrative

*Text submitted within this section **will** be published to OPB's Annual Budget Development website*

Where possible, you are encouraged to leverage published materials already created

- 1) Please provide a web link to your campus/unit strategic framework and provide three to five bullet points outlining the relationship between your resource plan and your strategic framework. *Word Limit: 750*

The Office of External Affairs brings together units and functions responsible for influencing public policy and opinion and communicating about the university priorities, challenges, and achievements.

FY25 Top Four Strategic Framework and Resource Plan:

1. Attracting and Retaining Outstanding Employees:

Our goal for FY25 is to have a fully staffed external relations team, including Regional, State, Federal, Tribal, and Eastern Washington positions.

- Regional Relations: Aaron Hoard, a long-term employee in the Regional Relations office, has been promoted to the Director position in FY24. He has recently hired Stephanie Kang as his new Deputy Director and expects to fill the Assistant to the Director position no later than FY25.

- Spokane and Eastern Washington: Catherine Brazil, Director of Eastern Washington Relations, has recently filled her Assistant Director position with Karlee Ludwig who comes from Launch NW in Spokane.

- Tribal Relations: Sherri Berdine, Director of Tribal Relations, hired her assistant Cherrise Reyes (a Tulalip tribal member) in FY24 and is expanding her work with Tribal leaders. She would like to hire a Deputy Director position, which we have included details in our FY25 Provost reinvestment funding request.

2. Building and Maintaining Excellent Relationships with Local, State, Tribal, and Federal Governments and Community Representatives:

Our government, tribal, and community relations teams advocate for the UW's priorities, provide advice on legislative strategy, build, and maintain strategic relationships, and raise awareness of emerging issues and opportunities. We will continue expanding and strengthening our relationships with government officials and general public. These efforts result in millions of dollars in financial support for various UW programs.

In addition, we will be working with an outside consulting firm to conduct the next UW Economic Impact Report. The previous report, completed in FY2018, showed that UW had a \$15.7 billion economic impact on Washington State. The UW Economic Impact Report can be used to inform and engage various stakeholders, including government officials, community members, investors, and businesses about the economic benefits and impacts, and potentially attract additional investment and funding.



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3. Continuing to Engage in Vigorous Outreach to Advance University's Priorities:

The Office of External Affairs engages in vigorous outreach and engagement by hosting elected officials, tribal leaders, staff, and other key business and civic stakeholders on campus and at other UW locations throughout the state. These activities are essential to our strategic plans and yield significant benefits.

For example, our office, together with Advancement, plans and organizes the iconic annual cherry blossom festival. This event brings members of the public to campus and provides an opportunity to increase engagement, build positive affinity for the UW campus and brand. Additionally, the Director of Tribal Relations helped support the UW Spring Powwow and planned and convened the Tribal Relationship Summit in FY24, which were both highly successful events and will be repeated in future years.

4. Ensuring Sufficient Funding for Operations:

Our FY25 operating budget proposal includes revenue from multiple sources (GOF/DOF/Gift/Self-sustaining/Discretionary) to support our business operations. We plan to utilize some of our net position to fund various increased membership, sponsorship, and lobbyist contracts costs to further strengthen the university's reputation. We are requesting Provost reinvestment funding to support the hiring of an Associate Director of Tribal Relations, support the annual Cherry Blossom event, and conduct the new Economic Impact Report in FY25.

The updated web link for the Office of External Affairs:

[Office of External Affairs – University of Washington](#)

- 2) Please discuss your campus/unit's planned utilization of resources, as identified in your Adaptive entries (institutional initiative = UW Diversity Blueprint), in support of the [2022-2026 UW Diversity Blueprint](#) themes and goals. *Word Limit: 750*

The Director of Tribal Relations, Sherri Berdine, reports to both the President and the VP of External Affairs and was hired in March 2022. This position manages the government-to-government relationship between the University of Washington and American Indian tribes in the state and northwest region. The Director serves as the primary point of contact for tribal issues and acts as a liaison between the University and tribal governments. She is responsible for strengthening the University's relationships with tribal governments in a mutually reinforcing and sustainable partnership. The Director works closely with the Vice President for Minority Affairs & Diversity, the Director of wəłəbʔaltxʷ –Intellectual House, other government relations directors in the Office of External Affairs, marketing and communications staff, and other relevant campus officials to carry out their duties.



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This position has significantly increased the UW's engagement with tribal governments in the state. Previously, tribal relations and support for native students were handled by one full-time employee. Now, the Director of Tribal Relations in External Affairs manages and coordinates with tribes, while another position in the Office of Minority Affairs & Diversity continues to manage the University's Intellectual House and support native students.

The Assistant to the Director of Tribal Relations position was hired in June 2023. She plays an integral role in the Tribal Relations office and has been assisting the Director with broader outreach activities. With the help of the new assistant, the Director will be able to establish a high-level overview of each of the Tribal Nations and communities in the state and region and develop policies and best practices.

In FY25, we would like to hire a Deputy Director for Tribal Relations to help Director Berdine carry over her strategic plans.

VP Randy Hodgins was appointed co-chair of the Seattle Metropolitan Chamber of Commerce Race and Equity Committee in summer 2021. His term as co-chair ended this past summer, but he remains a member of the Committee. The University's work in this area has been valuable in discussions with regional business leaders who are interested in creating anti-racist organizations and increasing their efforts on diversity, equity, and inclusion. As the committee continues its work in 2024, VP Hodgins will continue to share these learnings with External Affairs staff and campus Race and Equity initiative leadership.

We plan to partner again with Parker Phillips Consulting firm to conduct UW's next 5-year UW Economic Impact Report. Parker Phillips is a women-owned small business. We included this in the provost reinvestment funding request for FY25. The estimated cost is \$70,000.

Additionally, two staff members in the External Affairs office volunteered to be on the UW Diversity Council for the 2023-2024 academic year. We expect staff involvement in supporting the UW Diversity Blueprint to continue in future years.

These efforts directly or indirectly support the UW's Diversity Blueprint themes and goals.

Goal 1. Cultivate an Inclusive Campus Climate

Goal 2. Attract, Retain and Graduate a Diverse and Excellent Student Body

Goal 4. Attract and Retain a Diverse Staff

Goal 5. Develop Place-Based Education and Engagement to Advance Access, Equity, and Inclusion

Goal 6. Improve Accountability and Transparency



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Required Budget Development Consultative Process Summary – Faculty, Staff and Students

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-- If specific questions are not applicable to your unit, simply indicate n/a --

Consultation with your elected faculty councils, student councils and unit/campus staff, regarding your unit's/campus's budget proposal materials, including your proposed FY25 operating budget, narrative responses, tuition rate recommendations and fee-based rate recommendations are an important and necessary component of the UW's budget development process. Your responses to the questions below will be documented and included as part of the FY25 operating budget development review materials provided to Executive Leadership of the UW.

PLAN NOW to ensure that all unit/campus review and consultative processes are completed by the March 4, 2024 due date. N/A

- 1) Please indicate the date that FACULTY leadership within your unit/campus was consulted and provided the opportunity to provide input as part of this budget planning exercise
- 2) Please list a point of contact for your FACULTY leadership (name and UW email address).
- 3) Please indicate the date that STUDENT leadership within your unit/campus was consulted and provided the opportunity to provide input as part of this budget planning exercise.
- 4) Please list a point of contact for your STUDENT leadership (name and UW email address).
- 5) Please discuss how you involved campus or unit staff in the consultative process.
- 6) Since submission of your tuition and/or fee-based rate recommendations on February 1, 2024, has your campus or unit received any additional feedback from students? If so, please summarize here.