



UNIVERSITY of WASHINGTON

FY2026 Operating Budget Development Narrative Prompts

Seattle/Foster

Programmatic & Academic Vitality Narrative

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

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

- 1) Please list your operating budget priorities for the upcoming period (bullet format) and how your campus/unit is aligning available resources with strategic programmatic goals and university initiatives (e.g. Diversity Blueprint, Population Health, etc). *Word Limit: 500*
 - The Foster School of Business operating budget priorities include increasing revenues while reducing costs to ensure that our overall financial stability supports and aligns with our 2025-2028 strategic goals (<https://foster.uw.edu/about-foster-school/office-of-the-dean/strategic-planning/>). Foster's strategic goals are:
 - 1) Strengthen our financial future,
 - 2) Nurture our internal community,
 - 3) Strengthen our strategic connections, and
 - 4) Strengthen our brand.
 - To increase operating revenues, we are:
 - a) Implementing plans to increase the effectiveness of our marketing to increase growth in Foster's fee-based graduate programs (Goal 1 / Goal 3 / Goal 4).
 - b) Implementing plans to grow Foster's executive education offerings for working professionals (Goal 1 / Goal 3 / Goal 4).
 - c) Implementing plans to significantly grow Foster's Business Minor (Goal 1 / Goal 2 / Goal 3).
 - d) Initiating and growing a high school program (Goal 1 / Goal 4).
 - e) Growing our corporate support and individual donor philanthropy (Goal 1 / Goal 3 / Goal 4).
 - To reduce expenses, we are:
 - a) Implementing a "replacement only" hiring plan whereby Foster only rehires faculty or staff when we have departures that may require a replacement position. Exceptions require dean approval and must clearly demonstrate positive net revenue to the Foster School (Goal 1 / Goal 2).
 - b) Reorganizing our MBA portfolio and Specialty Masters administrative support teams to increase efficiency and effectiveness (Goal 1 / Goal 2).
 - c) Asking departments and programs to reduce costs on non-essential spending associated with travel, events, food and beverages by at least 10% (Goal 1).
 - d) Creating a unified digital marketing campaign to maintain a "One Foster" perspective allowing for faster, data-driven optimization and operational efficiency (Goal 1 / Goal 2 / Goal 4).



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- Aligning with the University's Diversity Blueprint initiative, the Foster School continues its commitment to building an inclusive community of students, faculty and staff through community clubs and activities as detailed on our [Fostering Diversity](#) website. Two key website takeaways is our [Perspectives](#) page and our [2024 Annual Report](#). Our Perspective page is updated every other month providing an informative summary of events and activities in support of creating an inclusive community where everyone feels a sense of belonging. The Annual Report holds us accountable to all members of the Foster community and highlights the Foster School's work to support all members of our community.



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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 FY26 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 FY26 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 February 24, 2025 due date.

- 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

The dean of the Foster School provided a budget update at a faculty and staff town hall on January 17. The dean will summarize the budget again at an all-faculty meeting on February 25 and at the Foster School's Faculty Council meeting on March 11.

- 2) Please list a point of contact for your FACULTY leadership (name and UW email address).

Phil Quinn, Foster Faculty Council Chair (philq@uw.edu)

- 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.

We are scheduled to meet with undergraduate and graduate student leadership in early March.

- 4) Please list a point of contact for your STUDENT leadership (name and UW email address).

Undergraduate student co-presidents: Kelly Zeng (kelleyz@uw.edu) and Krisanta Bolante (kbolante@uw.edu)

Fulltime MBA student president: Harkarn Bains (hsbains@uw.edu)

- 5) Please discuss how you involved campus or unit staff in the consultative process.

The Foster School's financial planning and budgeting (FPB) team consulted with and engaged staff throughout the school's budget preparation process (i.e., December through February). Each Foster School staff leader entered their unit's budgets into the Adaptive system. Additionally, Foster's FPB team conducted weekly office-hour meetings in December and January, inviting any unit to ask questions, offer suggestions and share updates.

- 6) Since submission of your tuition and/or fee-based rate recommendations on January 24, 2025, has your campus or unit received any additional feedback from students? If so, please summarize here.

We have not received additional feedback from students following submission of Foster School of Business tuition and fee rates on January 24, 2025. Importantly, no current students are impacted by those rate recommendations. As noted above, in early March we will receive feedback regarding the overall budget from student leadership of the Foster School's Undergraduate and Full-Time MBA Programs.