



UNIVERSITY of WASHINGTON

FY2027 Operating Budget Development Narrative Prompts

OPERATING BUDGET PROPOSAL NARRATIVE PROMPTS DUE MONDAY 2/23/2026

Section 1

- 1) Please select your unit or campus.

External Affairs CCH100022

Section 2: Programmatic & Academic Vitality Narrative

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

- 2) In bullet format, please list your operating budget priorities for the upcoming period and describe how your campus/unit is aligning available resources with strategic programmatic goals and university initiatives such as the Diversity Blueprint, Population Health, etc. (Where possible, you are encouraged to leverage published materials already created) *Word Limit: 500*

-> Required, after answering go to Next Section, Question #3

The office of External Affairs serves as the bridge between University of Washington and public policymakers. Our strategic mission is to advance University's goals, secure funding, shape higher education policy, and foster collaboration between academia and governments. Our strategic frameworks and resource plans are:

1. Policy Advocacy and Legislative Engagement:

We must focus on proactive engagement with federal, state, and local policymakers.

Our government, tribal, and community relations teams advocate for the UW's priorities, and will continue expanding and strengthening our relationships with elected and other government officials and the public.

Building long-term relationships with policymakers and staff through briefings, campus visits, and testimony at hearings. We also need to focus on building coalition with peer institutions, associations, and community organizations to amplify collective influence. To achieve this goal, we must track legislative priorities and communicate the University's positions effectively.

2. Stakeholder Partnership and Outreach:

The success of government relations depends on strategic alliances with both internal and external stakeholders. The Office of External Affairs engages in vigorous outreach 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 builds positive affinity for the UW campus and brand. Additionally, our Tribal Relations team supports the UW Spring Powwow and the Tribal Leadership Summit which are both highly successful events. We must continue working on collaborating with industry partners and local governments to demonstrate the University's economic and social contributions.

3. Strategic Communications and Public Affairs:

Public perception strongly influences government decision-making. Our goal is to integrate strategic communication with public affairs to highlight the institution's social impact. To achieve this goal, we must develop targeted communication campaigns showcasing research breakthroughs, economic impact and community service. Our office focuses on producing concise policy briefs, newsletters and social media content tailored to policymakers and the public.



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The most recent UW Economic Impact Report we conducted in FY25 showed that UW had a \$21 billion economic impact on Washington State. This is a \$5 billion increase from the previous report conducted in FY18. This report is used to inform and engage various stakeholders, including government officials, community members, and investors.

4. Attracting and Retaining Outstanding Employees:

After VP Randy Hodgins' retirement in 7/2025, we have had several personnel changes. Joe Dacca started the VP of External Affairs position on 7/1/2025. Morgan Hickel was promoted to be the Director for State Relations, and we recently hired Kevin Chang as the Associate Director for State Relations.

To operate these strategic frameworks, we must have a sustainable resource plan including personnel, budget, and technology.

By integrating these strategic frameworks with a sustainable resource plan, our office can effectively advance institutional priorities, strengthen policy influence, and foster lasting partnerships that enhance the University's impact on society.

Section 5: Summary of Required Consultation with Faculty, Staff and Students

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

-- If specific questions are not applicable to your unit/campus, 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 FY27 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 FY27 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 23, 2026 due date.

- 14) 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

-> Required for UWS Academic Units, UWB and UWT. Other units enter "n/a." Go to Question #15.

N/A

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

-> Required for UWS Academic Units, UWB and UWT. Other units enter "n/a." Go to Question #16.

N/A

- 16) Please indicate the date that STUDENT leadership within your unit/campus was consulted and provided the opportunity to offer input as part of this budget planning exercise.

-> Required for UWS Academic Units, UWB and UWT. Other units enter "n/a." Go to Question #16.

N/A



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

-> Required for UWS Academic Units, UWB and UWT. Other units enter "n/a." Go to Question #17.

N/A

18) Please discuss how you involved your campus or unit faculty EFC, how you consulted with students, and how you engaged with staff in the budget development process.

The Director of Finance and Administration completes the Adaptive planning budget data as well as the budget narrative and consults with VP of External Affairs before submission.

19) Since submission of your tuition and/or fee-based rate recommendations on January 30, 2026, has your unit/campus received any additional feedback from students? If so, please summarize here.

-> Required for all units/campuses. Go to Question #19.

N/A

Do Not Submit This File