

Unit Name: External Affairs

1. Academic Units: Please provide a 1-2 page description of how your unit will fund growth plans identified in the Annual Academic Plan workbook through current or anticipated incremental revenue to your unit. Please provide specific fund source names and projections (in dollars). If these plans assume additional Provost Reinvestment Funds (supplement), please make that clear in this section.

2. Academic Units: If you are recommending the creation of a new tuition category, please identify the original tuition category, the proposed category, a suggested tuition rate for FY14 and a percentage increase for FY15. If you plan to move only a subset of your programs into a new category, please identify those programs.

- 3. Administrative Units:** Please provide a 1-2 page overview of your current strategic plan and include a summary of any operational risks that the UW must work to mitigate over time. Note that there are very few Provost Reinvestment Funds, so your summary should provide a clear sense of how your unit intends to minimize risk, maximize service, and if necessary, repurpose existing funds to do so.
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Attached is the summary page of our updated strategic plan.

The greatest potential operational risk we currently face is compliance with the statutory requirement to provide timely and accurate responses to requests for public records. We brought this potential risk to the attention of the Provost and Planning and Budget Office on the occasion of our last formal budget meeting in April of 2012, after which we received a temporary allocation of funds in the amount of \$109,852 to hire an additional position in that office and to offset deficit spending in that program. These temporary funds became effective on July 1, 2012; we will be seeking to make them permanent as of July 1, 2013. Also at that meeting, we raised the issue of pay and position equity within Public Records. To address that problem, our current budget plan includes bringing a second request forward for consideration and funding also beginning on July 1, 2013. Statutory compliance is a major risk the UW faces if this workload is underfunded; lawsuits related to this kind of failure are not only very expensive to defend, but could result in steep fines and fees as well as damage to the institutional reputation. The second aspect of operational risk is the importance of retaining competent, capable, professional staff; the UW's public records effort is not compensated at nearly the same level as other public institutions, including within this one, where we find that the UW School of Medicine salaries are considerably higher.

Also under the heading of operational risk, our UW Marketing organization is short staffed and under compensated by comparison with its counterparts. We are presently putting together an organizational plan for that unit to consider the need for pay and position equity as well as new staff members to relieve the burgeoning demand for creative products that are essential to strengthening awareness, understanding, and support of the University of Washington. We have enclosed a couple of examples of the work that has been done in UW Marketing that showcase the ways in which it is a key player in reputation building on behalf of the entire campus.

Finally, we are still seeking some permanent funding for UWTV, which currently subsists on a \$2.5 million subsidy of temporary funds and whatever revenues it can bring in. We sought \$2.8 million in the last budget cycle and were not successful with that request.

- 4. Academic and Administrative Units:** Considering your strategic plans (particularly if they assume growth) please provide a short summary (1-2 pages at most) that relates these plans to your current space assignment. In particular, you might consider the following questions when drafting your response:
- Does your current space inventory meet current programmatic requirements? Contrarily, does the type or quality of the space place any constraints on your ability to meet program requirements? If not, please provide specific quality or space type concerns (location, specific quality concern, etc.).
 - Will your unit be able to accommodate your growth plans within existing inventory of space? If additional space will be necessary, please describe the amount, type, or quality of *additional* space you may need to meet programmatic objectives and growth plans.
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4a) *Our current space inventory does not meet current programmatic requirements and the type and quality of the space places constraints on our ability to meet programmatic requirements. As we detailed in a recent request for an allocation of office space (attached), University Marketing's February 2012 split into two organizations, ending a dual reporting relationship to UW Advancement and External Affairs, resulting in an immediate impact on space availability for University Marketing because of staff growth and reassignment and because the number of workstations available to that office were capped. At this point we have just over a year before we must vacate the current office space entirely. To meet short term needs, the UW Web Team was moved to lower quality space in the Tower C Building, resulting in a noticeable loss in staff morale in spite of the strong team commitment among those employees. Compounding the issue of morale, these employees now been separated from their colleagues resulting in loss of collaboration and synergy in University Marketing.*

4b) *External Affairs will not be able to accommodate growth plans within the existing inventory of space. For the reason previously outlined – 1. we already have seven staff members located in borrowed space, away from the rest of their colleagues in University Marketing; 2. we are also facing losing what space we have in the Tower S building as we have been asked to vacate that space by February 1, 2014. In summary, we are facing losing space for 13 staff members in the near future, and we are actively seeking space for all 20 marketing staff members so we can reunite the team. In addition, we are a far flung operation with seven separate office locations both on and off the main campus. We are asking to consolidate several locations into one and ideally need space for 40 employees, or about 8,000 square feet. That is what is requested as an allocation of space.*

- 5. Academic and Administrative Units:** Should the 2013 Legislature lift the ongoing salary freeze and allow increases, we certainly hope that state funding will be provided for GOF increases. In the event that state funding for compensation is not available, all units should have plans to cover GOF/DOF salary increases out of tuition or other fund sources. Should no tuition revenue be available to your unit, Provost Reinvestment Funds may be dispatched to provide support for increases. Please provide your units' plans to cover expenses associated with salary increases. A salary and tuition revenue model is available on the OPB website; this model is designed to give you a sense of the magnitude of the support that will be required at various percentage increases.

External Affairs is a relatively small department that has lost nearly one third of its GOF and DOF funding over the last four years of budget reductions. We have little money outside of that needed to pay for salaries and benefits. We would be entirely dependent on Provost Reinvestment Funds should other funding not be approved by the legislature or UW.

- 6. Academic and Administrative Units:** Your unit may have identified growth plans in the Annual Academic Plan workbook; if so, as part of question 1 your unit should have included a description of the funds necessary, including Provost Reinvestment Funds, to support such growth. For this section, however, please provide specific requests of Provost Reinvestment Funds for new initiatives. Please provide a one-page summary of these requests, articulating how much funding is requested by an initiative, whether temporary or permanent funds are requested, and how the funds would be spent (new positions, systems, etc.).

External Affairs does not have growth plans that are included in the Annual Academic Plan. In addition to the funds that would provide limited growth that are needed to mitigate operational risk, our other area of potential growth is in our newly created Sponsorship office, where we have been engaged in partnering with the private sector providing some exclusive campus presence for them and a new source of revenue of the University.

August 22, 2012

To: Paul Jenny, Vice Provost, Planning and Budgeting
Kirk Pawlowski, Assistant Vice Provost, Capital Resource Planning

From: Randy Hodgins, Vice President, External Affairs

Re: Request for Allocation of Office Space

On February 1, 2012, UW Marketing's dual reporting relationship to UW Advancement and the Office of External Affairs ended, and the staff of the unit split into two organizations – one reporting to Advancement, while the core marketing staff moved to External Affairs. For the past several years, the combined units shared space in the UW Tower S Building. However, the space allocation technically belongs to UW Advancement and recently they have (1) capped the number of workstations that UW Marketing can currently occupy, and (2) requested that UW Marketing vacate the space completely by February 1, 2014. As a result, UW Marketing must seek space elsewhere in order to accommodate staff requirements. Recently, the UW Marketing web team has acquired temporary space in the Tower C Building that is distinctly lower in quality than what had been available in the S Building. While I recognize that this is all that is available at this time, the relocation has resulted in a noticeable loss in staff morale.

The shift of the web team to the Tower C Building was done to accommodate staff growth and reassignment. UWTV and UW Marketing recently decided to combine marketing staff members to build a more collaborative and efficient marketing effort. Three positions will move from Kane Hall to the vacated web team space without creating any new space capacity in Kane. Also underway is a recruitment to hire the director of the campuswide sponsorship office, with which you are familiar. Once the director is on board, that person will immediately recruit for a second position for that office. Presently two of Marketing's staff members are sharing an office in Gerberding in order to make room for the two positions that were hired in April and May to fill vacancies created by the split with Advancement. Overall the UW Marketing space requirement is for at least 20 people. News and Information has 11 staff members. Trademarks and Licensing has 3. We will need some capacity for future growth, as we have none in any of our other office locations.

At a minimum, I am requesting that your office work with us to find a permanent and desirable home for UW Marketing. However, one of the challenges we find in External Affairs is that we are located in seven separate locations both on and off the main campus. External Affairs staff are located on the second floor of Gerberding Hall (Administration, Government Relations and

Media Relations and Communications), in the basement Gerberding Hall (News and Information), the basement of Kane Hall (UWTV and UW Photography), in the S Building in UW Tower (Marketing), in the Odegaard Library (Visitor's Center), in the Publications Services building (Trademarks and Licensing) and in Roosevelt Commons (Public Records).

While I recognize that it is unreasonable to expect a separate campus structure to house the entire office, there would be high value in consolidating a couple of units whose work would benefit from closer collaboration, specifically University Marketing, News and Information and Trademarks and Licensing. The staffs in Marketing and News and Information have been working to strengthen collaboration over the past year, particularly on developing stories which reinforce key University messaging priorities. Collaboration between Marketing and Trademarks and Licensing will continue to escalate as the new integrated sponsorship office within UW Marketing ramps up this year. Accommodating these three units represents potentially forty staff members, requiring about 8,000 square feet.

As you are aware, the currently vacant Alumni Building on the corner of 45th St. and 15th Ave. is about 8,000 square feet. I know that it is in need of some renovations in order to make it habitable. We would like to view the space to see if it in general is acceptable, and if so, be considered for filling the space once the renovations have been completed. If this facility is not an option, we look forward to continued conversations with you about other alternatives for housing these units.

I appreciate your consideration of this request.

STRATEGIC PLAN: EXTERNAL AFFAIRS

<p>MISSION</p> <p>The Office of External Affairs expands and strengthens awareness, understanding, appreciation and support of the University of Washington.</p>	<p>VISION</p> <p>External Affairs leads the University in proactively shaping, crafting and broadcasting strategic, effective, and timely communications and advocacy.</p>	<p>VALUES</p> <ul style="list-style-type: none"> •Flexibility •Excellence •Innovation •Diversity •Collaboration •Integrity •Service
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STAKEHOLDERS

<p>GOAL 1: Shape perceptions and strengthen reputation</p>	<p>GOAL 2: Grow commitment</p>
<p>1.1 Communicate in a way that people understand and connect emotionally to the core values and mission of the UW.</p>	<p>2.1 Inspire demonstrable action in support of the UW 2.2 Motivate and support high-impact opportunities that advance the UW's priorities</p>

OPERATIONS

<p>GOAL 3: Communicate strategically and broadly</p>	<p>GOAL 4: Build and maintain relationships</p>
<p>3.1 Create high-quality content for targeted distribution 3.2 All schools, colleges and associated units use consistent messaging and reflect brand consistency 3.3 Enable campus units to communicate effectively through tools, guidance, expertise and advice</p>	<p>4.1 Treat all interactions are opportunities to create UW ambassadors 4.2 Nurture new relationships to identify people and organizations to achieve mutually beneficial goals</p>

<p style="text-align: center;">LEARNING & GROWTH</p> <p style="background-color: #4a7ebb; color: white; padding: 5px; text-align: center;">GOAL 5: Develop leaders, thinkers and doers</p> <div style="background-color: #d9e1f2; padding: 5px;"> <p>5.1 Find creative ways to recruit and retain top performers 5.2 Create a collaborative work environment 5.3 Develop individuals to their full potential</p> </div>	<p style="text-align: center;">RESOURCES</p> <table border="1" style="width: 100%;"> <tr> <td data-bbox="1071 1177 1495 1242" style="background-color: #4a7ebb; color: white; padding: 5px;"> <p>GOAL 6: Manage resources to support strategic priorities</p> </td> <td data-bbox="1522 1177 1946 1242" style="background-color: #4a7ebb; color: white; padding: 5px;"> <p>GOAL 7: Develop new funding sources and partnerships</p> </td> </tr> <tr> <td data-bbox="1081 1258 1495 1464" style="background-color: #d9e1f2; padding: 5px;"> <p>6.1 Use a team-based, collaborative approach to manage resources 6.2 Engage in regular strategic planning, and monitor performance outcomes</p> </td> <td data-bbox="1522 1258 1946 1464" style="background-color: #d9e1f2; padding: 5px;"> <p>7.1 Lead integrated team to explore sponsorships, advertising and other revenue-generating opportunities</p> </td> </tr> </table>	<p>GOAL 6: Manage resources to support strategic priorities</p>	<p>GOAL 7: Develop new funding sources and partnerships</p>	<p>6.1 Use a team-based, collaborative approach to manage resources 6.2 Engage in regular strategic planning, and monitor performance outcomes</p>	<p>7.1 Lead integrated team to explore sponsorships, advertising and other revenue-generating opportunities</p>
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