# WASHINGTON UNIVERSITY

Office of Government and Community Relations

Washington University in St. Louis

STRATEGIC PLAN

AS WE STRENGTHEN OUR CONNECTION WITH GOVERNMENT AND COMMUNITY LEADERS, WE WILL EMPHASIZE THE SYMBIOTIC RELATIONSHIP BETWEEN WASHU AND THE PROSPERITY OF OUR REGION, STATE, AND NATION.



Steven & Susan Lipstein Steven & Susan Lipstein Institute of Health at Washington University School of Medicine





Higher education and how the public understands our value and service stands at a crossroads moment.

Washington University in St. Louis remains an institution that improves the lives of individuals around the world, encourages a collaborative and innovative spirit, and creates opportunities for people from all backgrounds to make a lasting impact in their communities and neighborhoods. These traits are at the heart of WashU's value to our region, state, and nation — and around the world.

Despite this, we've watched the steady erosion of public support for higher education among governmental leaders in Missouri and around the country create new challenges to and opportunities for the important work underway on our campuses. In today's local and national political environment, WashU cannot stand idle while consequential policy decisions and decision-makers influence the direction and outcome of our mission. Higher education institutions that enter the national debate, listen carefully to the views of our elected officials, and act in support of their missions will succeed, while those who play defense alone will fail.

To meet this challenge, WashU chooses to act to facilitate greater connection with governmental leaders on a regular cadence and to empower our supporters to share their stories about WashU's positive impact on their everyday lives. Accordingly, and in alignment with the university's *Here and Next* strategic plan, the Office of Government and Community Relations at WashU will enable our leaders across our campuses to help influence and steer the local and national debate, rather than simply react. We will accomplish this through expanded and innovative engagement, sophisticated communications and advocacy, and a renewed focus on relationship building across all levels of government.

As we strengthen our connection with government and community leaders, we will emphasize the symbiotic relationship between WashU and the prosperity of our region, state, and nation. The advancements and breakthroughs achieved here directly contribute to economic, social, and cultural vibrancy. Our faculty research elevates academic excellence and drives innovation that fuels local and national economies and advances in health care. The success of our students and alumni translates into a more skilled workforce, enhancing the competitiveness and well-being of our society.

It will take a collaborative effort by all WashU constituencies to provide government officials and community leaders with the information, tools, and support needed to advance WashU's mission, and in turn address our society's most pressing challenges. I look forward to working with you in this renewed effort, and I am grateful for your partnership.

Sincerely,

J.D. Burton Vice Chancellor for Government and Community Relations Washington University in St. Louis

### Government and Community Relations at WashU Mission and Vision



### Mission

Our mission is to serve as the nexus for university relationships with governmental officials, neighborhood associations, and related organizations. By working with neighborhood, local, state, and federal representatives, we promote positive university engagement and empower advocates and supporters to influence public policy that furthers WashU's mission to teach, conduct groundbreaking research, and offer world-class patient care. In turn, WashU will help address the world's greatest challenges; grow the prosperity of our region, state, and nation; and fuel our future economy.

### Vision

Through a strategic and targeted engagement approach focused on the strengths of WashU and the collaborative spirit of students, faculty, staff, alumni, and supporters, WashU will meet today's political challenges and drive support for our mission among government officials and community leaders.

In the years ahead, we envision WashU as a trusted and reliable source of information, policy analysis, and insight for governmental leaders across our region, state, and nation, supported by a robust and active network of advocates and supporters who can testify to the impact of WashU in their neighborhoods and communities.

# Desired Outcomes of Our Strategic Plan





It is the strategic priority of the Office of Government and Community Relations to promote actions by government leaders that support the mission of WashU and help facilitate our *Here & Next* strategic plan, while preventing actions that threaten our mission. This is evidenced in the following desired outcomes to guide our overall work:

#### **Desired Outcome:**

Promote legislation or governmental action that supports WashU's mission of teaching, research, and patient care and prevent those actions that would threaten or disrupt WashU's contributions to the economic, social, and cultural vibrancy of our region, state, and nation.

#### Examples may include but are not limited to:

- Missouri congressional delegation member(s) (or other members of Congress) request WashU federal funding priority proposals in the annual congressional appropriations process.
- Ease approval processes for WashU zoning, planning, or development requests in surrounding local jurisdictions.
- WashU federal funding priority proposals included in the annual congressional appropriations process.
- Sustained investment by lawmakers in financial aid for college students, entrepreneurial activities, workforce programs, research, and medical and clinical services.
- Implementation of collaborative efforts with local jurisdictions on projects or programs of mutual interest.
- Prevent the enactment of legislation in Jefferson City or Washington, D.C., to limit or tax endowed resources meant to drive academic excellence, groundbreaking research, or world-class patient care.
- Prevent the enactment of legislation in Jefferson City or Washington, D.C., mandating or restricting WashU's autonomy to teach, conduct research, or provide patient care.

#### **Desired Outcome:**

Educate and connect elected officials to WashU priority areas, thereby leading officials to champion WashU in public settings and to call on WashU as subject-matter experts on issues of regional, state, and national significance.

#### Examples may include but are not limited to:

- Elected officials welcome WashU faculty and staff to provide subject-matter expertise around these priority areas, including testimony.
- Elected officials look to WashU first for key medical information and patient service.
- Elected officials and community leaders receive regular, tailored updates from WashU highlighting relevant and timely information pertaining to their interests.
- WashU Gov Rel is a trusted and credible resource for elected officials at all levels of government.

#### **Desired Outcome:**

Active and prioritized involvement by alumni, donors, trustees, faculty, staff, students, parents, and others in advocacy programs designed to further WashU strategic objectives and/or stop governmental actions that harm WashU.

#### Examples may include but are not limited to:

- Consistent education and mobilization of key constituencies in support of WashU initiatives and programs.
- Network of connected and empowered WashU supporters in state legislative districts.
- Integrated campus data systems that promote cross-utilization of contact lists, key relationships, and connections to WashU.

#### **Desired Outcome:**

Embed WashU Gov Rel into the fabric of the university.

#### Examples may include but are not limited to:

- Institutionalized campus communication regarding key governmental decisions and their impact on WashU's mission.
- Prepared and knowledgeable campus leaders on the role of Gov Rel and how working together advances their strategic objectives.
- Collegiate units on both campuses integrate the impact of government relations as a component of their communication and strategic plans.









#### STRATEGIC FOCUS: ENGAGEMENT AT EVERY OPPORTUNITY

Engaging with stakeholders and sharing the important work underway at WashU with elected and community leaders drives greater awareness of our mission and facilitates a closer connection between WashU and the communities and neighborhoods we serve. To accomplish this, Gov Rel will utilize and proactively create opportunities to engage with key constituencies on a regular and sustained basis, with a specific focus on elevating WashU leadership and meeting elected officials in their home communities and where the geographic centers of decision-making reside.

#### **Objective:**

Create a visible WashU presence among elected and community officials to identify, foster, and develop key relationships; grow WashU supporters; and respond to opportunities and challenges in real time.

#### **Action items:**

- Increase official interactions by Gov Rel team members and WashU leadership with key elected officials and community leaders.
- Establish a centralized presence for WashU Gov Rel team members in the St. Louis region, Jefferson City, and Washington, D.C.

#### **Objective:**

Establish genuine and lasting relationships between elected officials, community leaders, and WashU senior leadership.

#### **Action items:**

- Increase the number of meetings by the chancellor and senior leadership with key elected officials.
- Increase the number of visits by public officials and staff to the WashU campus to learn about teaching, research, and patient care.
- Prepare and annually update relationship mapping documents for Gov Rel and WashU leadership, consistent with strategic and targeted objectives.

#### STRATEGIC FOCUS: GROW WASHU'S POLITICAL VISIBILITY, IMPACT, AND COLLABORATIVE STRENGTH

WashU is an established and world-renowned institution of learning, research, and patient care. There are countless initiatives, programs, and life-changing activities underway on our campuses that improve the lives of our citizens and address the world's most pressing challenges. Accordingly, we are a resource for elected officials at all levels to use, contribute to, and advance to best serve their constituents and policy objectives. To assist in this effort, Gov Rel will grow WashU's political visibility, impact, and collaborative strength among elected officials. We will position WashU as a local, state, and national leader; help elected officials better connect to and advance our mission; and mobilize our supporters and partnerships in and across priority areas.

#### **Objective:**

Position WashU as a leading go-to expert for research and information among elected officials.

#### **Action Items:**

- Increase the frequency of policymakers who request expert testimony, background research, or other information from WashU for the purposes of policymaking.
- Increase the number of WashU faculty and staff who testify before municipal governing boards, the state general assembly, the U.S. Congress, and/or federal agency governing boards, task forces, etc.
- Establish annual WashU capitol days or related events where WashU leaders and experts bring WashU research and information to elected leaders at their respective seats of government.

#### **Objective:**

Provide tools to elected officials and internal and external stakeholders to connect and advance WashU priorities.

#### **Action Items:**

- Produce annual state and federal legislative priority documents for internal and external use.
- Increase participation levels by faculty and researchers in submitting federal funding appropriation priorities.

#### **Objective:**

Organize and mobilize WashU alumni, donors, and key supporters in the Missouri and Washington, D.C./Baltimore regions.

#### **Action Items:**

- Identify and connect regional leaders to elected officials in support of WashU priorities.
- Establish and sustain Missouri and Washington, D.C., political kitchen cabinets for Gov Rel leadership.
- Integrate Gov Rel priorities into Alumni and Advancement events in Missouri, southern Illinois, and Washington, D.C.

#### **Objective:**

Strengthen and mobilize partnerships with local, state, and national organizations aligned with our mission.

#### **Action Items:**

- Identify and support the most influential state and federal trade associations or membership organizations aligned with WashU's mission and incorporate WashU legislative priorities in their legislative priority agendas.
- Build relationships with most influential association allies (state, federal, local).

#### STRATEGIC FOCUS: INTEGRATE THE SKILL SET AND POLITICAL EXPERTISE OF GOVERNMENT AND COMMUNITY RELATIONS WITHIN COLLEGES, UNITS, AND LEADERS ACROSS OUR CAMPUSES.

The Office of Government and Community Relations serves the entire WashU community, across both campuses and in collaboration with senior leadership. It is our responsibility to understand leadership priorities and provide legislative or political counsel suited to their overall objectives.

To most effectively serve these varying constituencies, Gov Rel will integrate the skill set and political expertise of our team within colleges, units, and leaders across the campuses through a sustained process of enhanced engagement, communication, and interaction.

#### **Objective:**

Educate internal and external assets about the importance of advocacy and engagement, including through expanded communication and interaction.

#### **Action Items:**

- Connect annually with all members of University Council and select senior leaders to discuss how Gov Rel can assist in supporting their objectives and goals.
- Conduct an annual legislative and advocacy training session for WashU leadership groups.

#### **Objective:**

Enhance engagement opportunities for WashU faculty, staff, and students that are aligned with individual advocacy goals and objectives.

#### **Action Items:**

- Connect annually with faculty and student leaders to learn about legislative priority areas and share information.
- Enroll/enlist students and faculty liaisons annually into the WashU legislative advocacy program to help mobilize support.

#### STRATEGIC FOCUS: "SURROUND SOUND" ADVOCACY AND ENGAGEMENT

WashU's mission of teaching, research, and patient care touches individuals in communities and neighborhoods every day. Their connection with WashU and our impact in their lives translates to the personal stories they share about how WashU serves our region, state, nation, and beyond. Empowering these individuals to connect with their elected officials and share their stories about WashU helps key decision-makers understand WashU's value on a personal level and will strengthen our connection with key decisionmakers at all levels of government.

To aid in this effort, Gov Rel will create an advocacy and engagement program that surrounds elected officials at all levels with information about WashU, delivered to them by their constituents, key influencers, and others who have a voice to be heard and a story to share.

#### **Objective:**

Drive advocacy and engagement with key constituency groups to help them understand the importance of advocacy, draw out their stories, and connect them with key leaders in the region, state, and nation.

#### **Action Items:**

- Identify categories of potential advocacy groups, determine baseline levels of support that already exist, and create the infrastructure necessary to empower these groups to act.
- Increase the number of grassroots and grasstops supporters in the advocacy system.
- Increase frequency by which faculty, staff, and student groups engage with elected officials on WashU priority topics.
- Regularly update and adjust advocacy lists based on new technologies or data available to identify and mobilize likely supporters.

#### **Objective:**

Employ cutting-edge tools and technology to organize, educate, and mobilize WashU advocates across the region, state, and nation.

#### **Action Items:**

- Harness and align data within the Office of Advancement, the Registrar, the Office of the Chancellor, Admissions, and Student Affairs to prepare master advocacy lists.
- Annually update and cleanse WashU institutional data to create impact scores for state legislative districts and congressional districts in Missouri and southern Illinois.
- Institutionalize district impact fact sheets for all members of the Missouri General Assembly, the Missouri congressional delegation, and key districts in southern Illinois.

# STRATEGIC FOCUS: DEEPEN OUR CONNECTION WITHIN ST. LOUIS IN SUPPORT OF THE "IN ST. LOUIS, FOR ST. LOUIS" INITIATIVE

The geographic location of WashU in the St. Louis region, and the impact of our work in the immediate neighborhoods and communities in which we are situated, creates a unique service responsibility. Accordingly, Government and Community Relations — in close collaboration with the chancellor's senior advisor for St. Louis initiatives — will deepen our connection within the region in furtherance of the chancellor's "In St. Louis, for St. Louis" initiative.

#### **Objective:**

Outline and transmit WashU's annual economic impact report to document our broad reach in boosting the region's economy and livability.

#### **Action Items:**

- Coordinated production and distribution of the annual economic impact report between Gov Rel, MarComm, and Advancement.
- Execution of marketing and communications campaign highlighting key aspects of our economic impact report.

#### **Objective:**

Promote high value community impact initiatives that further WashU strategic priorities.

#### **Action Items:**

- Annual shared review and production of a WashU "community impact" tracking document.
- Create and execute strategic planning effort around selected high-value impact categories.

#### **Objective:**

Enhance neighborhood public safety and economic and community development.

#### **Action Item:**

• Develop public official planning strategies to assist WUPD and the Office of Real Estate.







It will take a series of coordinated and strategic inputs by and in collaboration with the Office of Government and Community Relations for WashU to meet the unique government challenges we face today and in the future. External and internal review of the alignment of Gov Rel has produced the following recommendations:

#### EXPAND AND STRATEGICALLY PLACE GOV REL TEAM MEMBERS TO BETTER RESPOND TO OPPORTUNITIES AND EMERGING THREATS.

The gravitational center of Gov Rel remains in St. Louis on the WashU campuses, but a significant portion of the political activity influencing WashU does not. It is therefore necessary to position Gov Rel personnel and office resources at the capital centers of activity in Jefferson City and Washington, D.C., to complement the already strong and robust presence in the St. Louis region. This should include adding personnel in Jefferson City directly to help educate state leaders around WashU's importance to Missouri, as well as in Washington, D.C., to better engage members of Congress and open new opportunities to federal funding on the Danforth and Medical campuses. This should also include an annual review of all external consultants and contract lobbyists to ensure gaps in influence and counsel are filled.

#### CREATE A DEDICATED ADVOCACY PROGRAM TO IDENTIFY AND EMPOWER WASHU SUPPORTERS IN MISSOURI AND AROUND THE COUNTRY.

There are tens of thousands of individuals around Missouri and across the country who believe strongly in the mission of WashU and our value in their communities and neighborhoods. These individuals have stories to share with their governmental leaders about why WashU is important. Creating a permanent role in Gov Rel to align these supporters in collaboration with the Office of Advancement will help mobilize these advocates and encourage them to engage with their governmental leaders on WashU's behalf.

#### FACILITATE OPPORTUNITIES FOR STUDENTS, FACULTY, AND STAFF TO ENGAGE WITH GOVERNMENTAL LEADERS IN SUPPORT OF THE WASHU MISSION.

As of 2023, there are over 20,000 employees at WashU and over 16,500 students. Each one has an individual capacity to create a lasting impact. To harness this wealth of expertise, Gov Rel should explore greater engagement and collaboration with faculty, staff, and student groups on campus, either through an advocacy position on the Gov Rel team or through campus leadership groups. All efforts require careful planning and collaboration with administrative leaders in Student Affairs, Human Resources, the Office of the Provost, the chancellor's senior advisor for St. Louis initiatives, and others as needed.

#### CREATE A COLLABORATIVE PARTNERSHIP WITH THE OFFICE OF ADVANCEMENT AND THE OFFICE OF THE CHANCELLOR TO ORGANIZE AND INSTITUTIONALIZE DATA SHARING CAPABILITIES.

To properly and successfully identify and mobilize advocates around the state, Gov Rel needs a strong partnership with the Office of Advancement and the Office of the Chancellor. This will allow Gov Rel team members to access data and lists of supporters best suited to engage on behalf of WashU and help identify our strongest advocates. A formalized alignment and information-sharing arrangement with the Office of Advancement and the Office of the Chancellor can guide this work and ensure the missions of these offices are met.

#### ENHANCE AND COORDINATE MARKETING AND MESSAGING OPPORTUNITIES TO MEET INTEREST AREAS OF GOVERNMENTAL LEADERS.

Government relations, like marketing and communications, is about telling a story and presenting information in mediums or formats that will move a targeted audience. To accomplish this, Gov Rel must share information in a regular and sustained way while regularly producing new educational pieces to share with external and internal audiences. Gov Rel should partner with University Marketing and Communications to create a formalized alignment to ensure Gov Rel's needs are met while utilizing the expertise of the university's marketing and communications professionals.





The strategic planning process began in June 2023, following the transition of leadership at the position of vice chancellor for government and community relations. The process included consultation and review with the Office of the Chancellor, monthly review and feedback by the Government Affairs Task Force, conversations with select administrative leaders across WashU, feedback from meetings with elected officials, and review and guidance by members of an invited internal Strategic Plan Working Group. The process also included feedback and insight from existing members of the Gov Rel team and reflects select recommendations from an external review conducted in 2022.

Gov Rel extends its deepest thanks and appreciation to all those involved in this strategic planning process and for your continued guidance and support of our work.

### Our Team

#### Vice Chancellor for Government and Community Relations

The vice chancellor leads the Office of Government and Community Relations, reporting to the chancellor. They provide the vision and expertise necessary to ensure that the university's Gov Rel office is forward thinking and develops effective strategies to address emerging issues. They work directly with university leaders and members of the Board of Trustees to prioritize vital connections with external stakeholders, including elected officials at all levels, community leaders, associations, and relevant institutions.

#### **Associate Vice Chancellor for Federal Relations**

The associate vice chancellor develops and executes the university's federal legislative agenda and promotes interactions between federal officials and university leadership. They are based in Washington, D.C., and are the primary point of contact for members of Congress and federal officials.

#### **Assistant Vice Chancellor for Federal Relations**

The assistant vice chancellor reports to the associate vice chancellor and serves as a liaison between WashU and the D.C. and district offices of the Missouri congressional delegation. They also manage the university's representation before national associations and advocacy groups that address the priorities of higher education institutions. The assistant vice chancellor is based on the Danforth Campus.

#### **Assistant Vice Chancellor for State Relations**

The assistant vice chancellor develops and executes the university's state legislative agenda, engagement, and education activities at the state capitol. They are the primary point of contact for all state officials and are based in Jefferson City.

# Assistant Vice Chancellor for Community and Local Government Relations

The assistant vice chancellor serves as the university's primary point of contact with local governments, associations, organizations, and neighborhood/community groups. Based on the Danforth Campus, they develop and communicate university positions on local policy issues to elected/appointed officials in Clayton, University City, St. Louis County, and St. Louis City.

#### Assistant Vice Chancellor for Medical Public Policy

The assistant vice chancellor serves as the lead manager of the medical school's engagement in federal, state, and local governmental public policy issues in which the university has an interest. They advance the public policy agenda for the School of Medicine in close coordination with the strategic priorities of the university as determined by the executive vice chancellor for medical affairs/ dean and the vice chancellor for government and community relations. They are based on the Medical Campus.

# Assistant Vice Chancellor for Advocacy and Engagement

The assistant vice chancellor supports the university's grassroots and grasstops advocacy program to increase knowledge about and support for the university's legislative agenda and other strategic priorities. They are based on the Danforth Campus.

#### **Community Relations Coordinator**

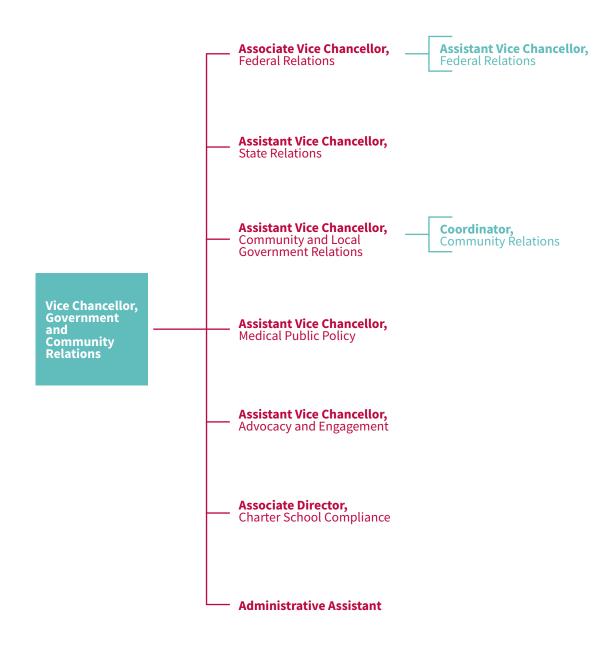
The community relations coordinator is responsible for the implementation of the university's community relations plan in its surrounding neighborhoods, helping to ensure the university is viewed as a good neighbor to its surrounding communities and the relationship between students and permanent residents is mutually respectful. They are based on the Danforth Campus.

#### **Associate Director of Charter School Compliance**

The associate director is responsible for the ongoing oversight and evaluation of the charter school sponsored by Washington University. They are based on the Danforth Campus.

#### **Administrative Assistant**

The administrative assistant provides office, document preparation, budget/financial, and administrative support for professional staff in the Office of Government and Community Relations. They are based on the Danforth Campus.



#### Office of Government and Community Relations

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Washington University in St. Louis