

Administrative Unit Name: **Health Sciences Administration**

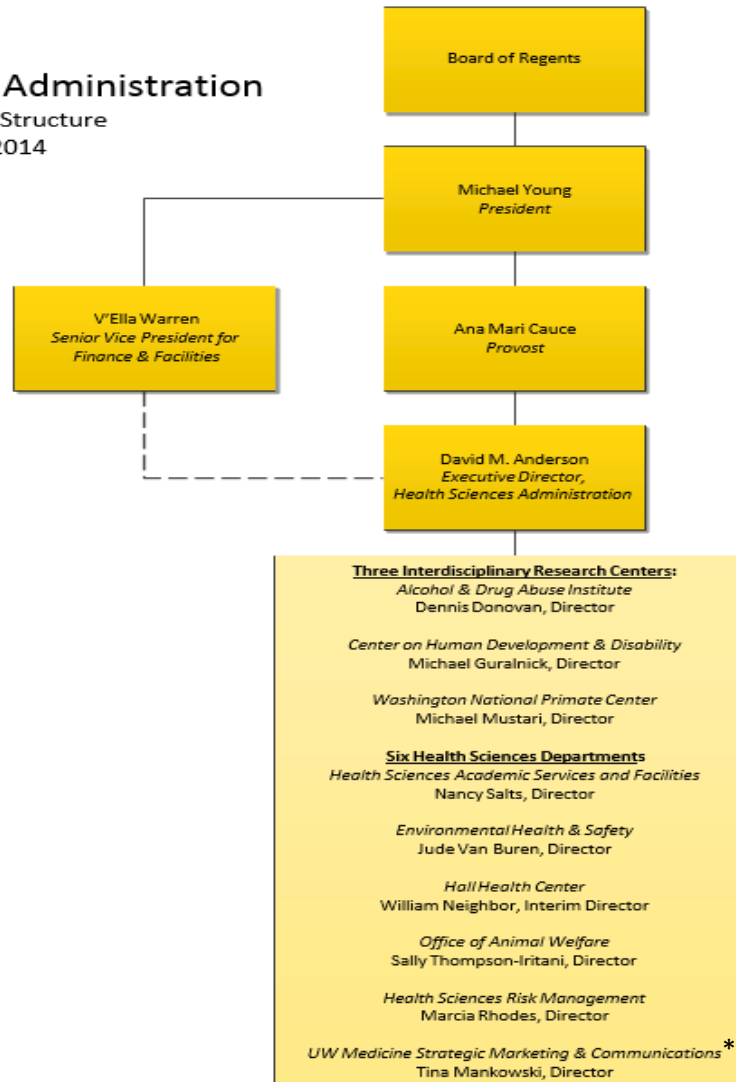
1. One goal of the budget development process for administrative units this year is to provide greater understanding of the connection between resource use and the primary, or core function by each part of the administrative structure. To begin, please paste a copy of your organization chart here. Please provide a chart that reflects the diversity of the organization and will serve as a sensible platform to complete the next question.

Because administrative units have a month and a half to complete this work, unit leadership should use their discretion in providing a level of detail that prompts a rich conversation, but is not overly burdensome.

Please see next page

Health Sciences Administration

Reporting Structure
 4/3/2014



* The functional activities of this department are under the responsibility of the School of Medicine, HSA pays for half of two employees.

2. In order to provide a snapshot of current activities, the distribution of resources across various functions and how much these activities contribute to the University's mission, please provide information about the functional areas, or departments, of your organization.

At a level of granularity that reflects your organization's chart or if no chart exists, the functional areas of your organization, **please provide the following information for each functional area via the "FY15 Expenditures Worksheet" tab of the "Worksheets and Reference Materials – Administrative" Excel workbook**, available here: [https://opb.washington.edu/sites/default/files/opb/Budget/Worksheets and Reference Materials Administrative.xlsx](https://opb.washington.edu/sites/default/files/opb/Budget/Worksheets_and_Reference_Materials_Administrative.xlsx).

- a) A description *not to exceed 200 words* of how each functional area contributes to the University's research, service and teaching missions and what risks the University would face if this work were no longer funded²; and,
 - b) Planned expenditures, by functional area, showing how your unit intends to spend *permanent ABB funds*, as well as (if applicable to your unit) funds derived from self-sustaining efforts, grants and contracts, and philanthropy, and other funds during FY15.
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Please describe any assumptions you are making in your response, such as those related to the availability of state or federal funding or projections based on the first complete month of expenditures in FY15, etc.

Please see the example "Admin Template - Planning & Budgeting Draft" posted at the FY16 Budget Development web page: <http://opb.washington.edu/content/fy16-budget-development>.

Please see attached spreadsheet. Assumptions were made based on an analysis of FY15 expenditures and revenue to date as well as estimated expenditures and revenue through the end of FY15.

² Please refer to the FY16 Budget Development web page at <http://opb.washington.edu/content/fy16-budget-development> for more information about the University's Sustainable Academic Business Plan goals and top institutional risks.

3. In less than 200 words, please describe how you envision adapting your unit and its organization to meet changing institutional needs in the coming fiscal year. Please integrate self-sustaining, grant & contract, and philanthropic sources of funding (if applicable to your unit) and describe how these sources are marshalled to subsidize your activities.
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Health Sciences Administration (HSA) will strive to meet changing institutional needs in a number of ways in the coming fiscal year.

All units have either recently completed a strategic plan or will soon be completing one. All unit strategic plans will feed into the recently completed HSA-wide plan that focusses on, among other things, the ability to be nimble as an organization focused on supporting the mission of the university.

HSA and its units will also continue to focus on improved organizational effectiveness through tools such as LEAN, Six Sigma, and others. Throughout this improvement process, HSA will seek stakeholder input to ensure that the needs of those served are met.

It is anticipated that some units will begin charging for services that have previously been provided free of charge in the coming fiscal year. Prior to such a decision, with stakeholder input, units will identify core services that will continue to be centrally funded.

Self-sustaining units will continue to focus on the needs and wishes of its clients and adapt as required.

In addition to performing strategic planning, grant-funded units will continue to focus on performing their core research as efficiently as possible while still meeting changing research needs.

4. In one paragraph or less, please assess the functional and financial health of your unit since FY09 (e.g. deficits, workforce capacity, declining grants or gifts).
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The financial health of HSA units has been variable since FY09 depending on the funding source. Units funded by GOF/DOF funds are largely focused on regulatory compliance and instructional support. These units are Environmental Health & Safety (EH&S), the Office of Animal Welfare (OAW), and Health Sciences Academic Services and Facilities (HSAS&F). In a 2011 external review, EH&S was found to be “under-resourced relative to peer institutions and the level of investment required to meet current needs.” Analysis within the report revealed that funding was at a level of 40% of its need. In addition to funding issues, a combination of increased regulation, increased research activity using regulated materials, and an expanded geographic scope of responsibility have challenged the compliance capabilities of EH&S. In light of challenges supporting the Diving Safety program and with knowledge of pending new user fees for diver safety, the College of the Environment is requesting \$100,000 of Provost Reinvestment funds to be allocated to EH&S to support the program. The increased use of animal models in research coupled with increased regulation has presented difficulties for the Office of Animal Welfare. OAW has been supported by Health Sciences Administration at a level of approximately \$500,000/year of temporary funds for FY14 and FY15. It is hoped that operational and technological improvements in OAW will decrease its expenses to some extent, but a long-term, permanent, funding model is needed. HSAS&F has been unable to support its instructional infrastructure as needed because of reduced state funding and a lack of funds dedicated to improving classroom technology. HSAS&F is responsible for central support of the general

pool of instructional spaces in Health Sciences yet has no permanent funds allocated to ongoing improvements of these spaces. Self-sustaining units are financially healthy and able to meet the needs of their clients by using a funding model that provides a valuable service at reasonable cost. Grant-focused interdisciplinary research centers have encountered reduced funding from NIH. The Primate Center is supported extensively by its P51 grant, but those grants have not been keeping pace with inflation. While the Alcohol and Drug Abuse Institute has seen reduced NIH funding, funds derived from taxes on recreational Marijuana are expected to improve its financial health. The Center on Human Development and Disability will need to become less reliant on grants and contracts in order to continue to provide the service it currently does.

5. In the event that neither state funds nor additional Provost Reinvestment is available for compensation increases, how might your unit cover salary increases for positions budgeted in GOF and DOF budgets? Please refer to the FY16 Budget Development web page at <http://opb.washington.edu/content/fy16-budget-development>.
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All units with GOF/DOF support are being pushed hard to meet the needs of their clients using current funding. Putting further financial pressure on these units to fund salary increases will lead to substantial changes in the level of service that is currently provided.

A number of different strategies would be used to fund salary increases. HSA has been encouraging some of its units to begin charging for services that are not deemed to be core to its service portfolio. Funding salary increases, would hasten such efforts and increase revenue. However, this would transfer costs to other units that may have similar budget constraints. It is possible that this transfer of costs may create efficiencies by providing an incentive for clients to move toward more cost-efficient service models in the future. Some units may need to eliminate programs. For example, Hall Health, with no other means of available funding, believes that it would be forced to stop supporting the University's measles compliance program and, instead, find some other support provider. Some units may be able to move some expenses from GOF/DOF to appropriate elements of their self-sustaining programs. Grant-focused units would attempt to have some activities, previously funded by GOF/DOF, transitioned to grant support if appropriate. The last option, if needed, would be to reduce staff in order to fund salary increases. Unfortunately, staff reductions are likely to be the most pervasive solution to the challenge of funding salary increases.

6. This summer, the UW has been the sole subject of a state-required audit of net operating fee (tuition) and local fund accounts. This audit has revealed the importance of monitoring expenditures against budgets on a biennial basis, ensuring that colleges, schools and administrative units have plans to spend fund balance in a reasonable and mission-driven manner and that these plans are acted upon. As such, we are piloting a new administrative carryover policy for the FY16 budget process, though we will employ draft carryover data in executing this pilot.

In completing this work, please do the following, using the “**Carryover Worksheet – Detail**” tab of the “**Worksheets and Reference Materials – Administrative**” Excel workbook, which is provided at the following web page:

https://opb.washington.edu/sites/default/files/opb/Budget/Worksheets_and_Reference_Materials_Administrative.xlsx.

1. **Units may reserve up to 10 percent of their permanent ABB base (GOF and DOF ONLY).** Units may hold up to 10 percent of their permanent base as an emergency reserve. This reserve will be calculated annually and derived from the previous June/July’s ABB base budget information to units. These figures are provided on the last two tabs of the “**Worksheets and Reference Materials – Administrative**” Excel workbook.
 2. **Set-aside “central” commitments from the reserve.** For this purpose, central commitments are defined as those allocated or approved by President, Provost, and/or OPB on behalf of the Provost which have not been fully expended. A list of these commitments is available from OPB in the event your unit should need assistance. The list would come from OPB’s commitments database. If additional commitments are not reflected in OPB’s database please send the information to Amy Floit in OPB.
 3. **Explain any remaining temporary carryover balance by providing a list of intended use(s)/purpose(s) (i.e. a spending plan).** These would be differentiated according to intended use along the following lines:
 - a. Permanent expenditures funded with temporary funds;
 - b. Possible multi-year commitments; and,
 - c. Immediate, current year use.
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Please see attached spreadsheet.

7. Though we believe that few, if any, state funds will be available and that any new Provost Funds may be dispatched for mitigating cuts or providing salary increases, please indicate what **Provost Reinvestment Funds are being requested**. Requests for funds should be identified by a unique title, accompanied by the amount requested, the year funding is requested, whether the request is for permanent or temporary funds, the number of years funding is needed in the case of a temporary request and a brief description, not to exceed 500 words. **Successful requests will make meaningful contributions to institutional strategic plans, drive student support and student service missions, and correlate directly to the long-term financial health of the University or its efforts to mitigate institutional risk.**³

Importantly, requests for new funding will be considered alongside carryover spending plans. Administrative units with growing temporary fund balances will be asked to explain why new funding is needed to support mission-critical program enhancements.

1. Title	Funding	FY	P/T	Years Needed (If Temp)	DOF Requested (Y/N)
Industrial Hygienist	\$110,000	FY16	P	N/A	Y

This Environmental Health & Safety position will serve the academic and service units at all UW campuses that require assistance with occupational safety and health risk evaluation, risk mitigation and consultation services. More specifically, this position will be assigned to the non-research occupational safety unit that supports employees in Facilities Services and in high-risk occupations where accident rates are higher and injuries are more severe resulting in higher worker compensation costs due to needed medical services and time loss. This position will also investigate and analyze environmental condition reports related to health symptoms caused by poor building air quality, asbestos releases, mold, floods, fires, or other causes of building related issues which are often related to our aging infrastructure. This position will work with Facilities Services to address employee exposure monitoring, and to identify and evaluate chemical and physical risks to employees and building occupants. Accident and incident prevention, investigation, and follow-up are other efforts assigned that have a significant potential to modify UW’s risk exposure. This position will also provide professional services for physical safety programs such as fall protection, electrical safety, shop safety, and similar hazardous environments. Overall, the effort provided by this employee will be focused on mitigating current employee health risks and working to address systemic problems that create risky environments for staff, some of which have been the cause of escalating worker compensation costs.

2. Title	Funding	FY	P/T	Years Needed (If Temp)	DOF Requested (Y/N)
Classroom Improvements	\$200,000	16	T	1	N

Collaborating with our colleagues in the Health Sciences Schools, we learn that their curriculum has evolved to embrace advancements in pedagogy, including the use of small groups to promote peer-learning, increased use of

³ Please refer to the FY16 Budget Development web page at <http://opb.washington.edu/content/fy16-budget-development> for more information about the University’s Sustainable Academic Business Plan goals and top institutional risks.

simulation to provide hands-on teaching, and technology to support a flipped classroom as well as distance learning. Health Sciences classrooms have not kept up with these changes, resulting in inefficient use of already-insufficient space, staff, and funds. Investing in Health Sciences classrooms supports accreditation, faculty recruitment, and the student experience. This funding request aligns with the UW education mission and supports the Sustainable Academic Business Plan goals of investing in people and infrastructure, decreasing costs, and mitigates risks associated with changing demographics and the aging infrastructure and operational systems.

This proposal is for funds that will be used to renovate the T498 classroom, adjacent storage space, and one adjacent office to create adjoining small rooms to accommodate break-out sessions. Furniture and technology upgrades to support curriculum and pedagogy needs will be included. When not required for courses, the small rooms used for break-out sessions fill the need for non-course related curriculum needs in the HS Schools.

It is preferable that there be a long-term commitment to ongoing improvements of learning spaces with funds allocated proportionately among all centrally managed spaces. Recommendations in the recent Learning Spaces Assessment were an excellent start to improving the student learning experience. The preference is that long-term, central support of classroom improvements be forthcoming rather than periodic requests.

3. Title	Funding	FY	P/T	Years Needed (If Temp)	DOF Requested (Y/N)
Instructional Technologist	\$90,000	16	P	N/A	N

As technology continues to expand in the field of education and the Health Sciences generally, there is increasing call for the use of these technologies in the training of health care professionals. Most Health Sciences faculty are experts in their field, and well-versed in teaching, but do not have the time needed to transition successfully to new, more technology-rich instruction. Each school or department provides varying levels of instructional technology support. The Health Sciences Academic Services and Facilities Instructional Technology Specialist (HS ITS) would support faculty and key staff in the design and delivery of blended and distance-learning courses through innovative use of technology. The value proposition of this resource is enhancement of Health Sciences student learning in accordance with the UW education mission and core values. The HS ITS will elevate the level of technology support to faculty, aligning with the goals of recruiting and retaining the best faculty, students, and staff, increasing access to cost-effective options for delivering quality teaching, and implementing better tools for teaching and learning.

Regardless of whether this proposed position is funded within HSA or such a resource is provided centrally, support from staff with such expertise is needed throughout the University. Regardless of which organization the position is attached to, the student experience and the quality of instruction provided will be substantially improved.

*Should your unit wish to resubmit for consideration a proposal from FY15 budget development process **that did not receive funding**, please contact Sarah Hall (sahall@uw.edu) or Becka Johnson Poppe (jbecka@uw.edu) in OPB.*

FY15 Administrative Expenditures by Functional Area

At a level of granularity that reflects your organization's chart or, if no chart exists, the functional areas of your organization, please provide the following information for each functional area using the template(s) below:

- a) A description not to exceed 200 words of how each functional area contributes to the University's research, service and teaching missions and what risks the University would face if this work were no longer funded[1].
- b) Planned expenditures, by functional area, of how your unit intends to spend permanent ABB funds, as well as (if applicable to your unit) funds derived from self-sustaining efforts, grants and contracts, and philanthropy, and other funds during FY15.

Please describe any assumptions you are making in your response, such as those related to the availability of state or federal funding or projections based on the first complete month of expenditures in FY15, etc. Please see the example "Admin Template - Planning & Budgeting Draft," which is provided at:

<http://opb.washington.edu/content/fy16-budget-development>

[1] Please refer to the webpage above for more information about the Sustainable Academic Business Plan goals and top institutional risks

Name of area: Alcohol and Drug Abuse Institute			
<i>The Alcohol and Drug Abuse Institute's (ADAI) mission is to support research and disseminate information in the field of alcohol and drug abuse. This is in alignment with the mission of the University of Washington of the preservation and dissemination of knowledge. ADAI accomplishes this through it research projects, its library, and training of others in a diverse community. We maintain and support objectivity and creativity for original scholarship and research as well as access to information from a database repository for internal and external requests for information.</i>			
<i>We mitigate risks to the University by following all of the UW, State and Federal policies and procedures regarding all research, human resource, financial and administrative matters.</i>			
Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
ABB Funds (GOF, DOF-ICR, DOF-LFA)	0.50	\$ 58,520	
Self-Sustaining Funds (BT 10, 11)	8.00	\$ 684,685	\$ 149,400
Grants & Contracts (BT 05)	37.40	\$ 2,881,398	\$ 1,637,700
Philanthropy, or Gifts & Discretionary (BT 06)	0.00	\$ -	\$ -
Total	45.90	\$ 3,624,603	\$ 1,787,100

BT = Budget Type

Name of area: Center on Human Development and Disability			
<i>The Center on Human Development and Disability (CHDD) is a hub for research, training, instruction and clinical services for intellectual developmental disabilities (IDD). The CHDD specifically supports infrastructure for research cores and training clinics and programs. This interdisciplinary infrastructure is utilized by faculty from more than 20 academic departments representing activity on more than 150 grants & contracts related to IDD.</i>			
Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
ABB Funds (GOF, DOF-ICR, DOF-LFA)	6.00	\$ 680,000	\$ 300,000
Self-Sustaining Funds (BT 10, 11)	2.00	\$ 217,000	\$ 30,000

Grants & Contracts (BT 05)	28.00	\$	3,304,000	\$	1,484,000
Philanthropy, or Gifts & Discretionary (BT 06)	11.00	\$	590,000	\$	357,000
Total	47.00	\$	4,791,000	\$	2,171,000

BT = Budget Type

Name of area: Environmental Health & Safety

Consistent with SABP goals and top institutional risks, EH&S meets responsibilities in Executive Order #55 for the "implementation of all University policies related to public, occupational, and environmental health and safety ...to provide a healthy and safe environment...in all sites owned, operated, or controlled by the University." These complex responsibilities vary from routine hazardous material disposal, fire prevention and occupational health services to specific select agent program oversight, Husky Stadium food inspections, and research diving risk mitigation. EH&S activities mitigate health, legal, financial, and public perception risk. EH&S monitors employee working environments, from a neurosurgery suite where surgeons are placing cancer fighting radiologicals to confined spaces where electricians are rewiring a research building with outdated infrastructure. Failure to fund these programs would have a direct negative impact on the UW research, education and service missions. Employees would experience more occupational risks, our facilities would not be safe, our waterbodies and air would be contaminated, and the UW would lose its trusted community member status. EH&S services provide a complex but substantial return on investment by mitigating risk of adverse health events, meeting regulatory requirements and providing an environment that ensures the health and safety of our employees, buildings and operations.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
ABB Funds (GOF, DOF-ICR, DOF-LFA)	73.74	\$ 6,269,456	\$ 737,344
Self-Sustaining Funds (BT 10, 11)	16.45	\$ 1,334,306	\$ 85,989
Grants & Contracts (BT 05)			
Philanthropy, or Gifts & Discretionary (BT 06)			
Total	90.19	\$ 7,603,762	\$ 823,333

BT = Budget Type

Name of area: Hall Health Center

Hall Health Center's mission is to facilitate the academic success of UW students and the well-being of all our patients. We have more than 50 practitioners who provide the highest quality of care to UW student in a variety of areas including primary care, physical therapy, mental health, psychiatry, women's health and other modalities. HHC provides immediate access to the services specifically sought by UW Students. These services enable students to maintain their health and meet UW and class requirements.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
ABB Funds (GOF, DOF-ICR, DOF-LFA)	0.45	\$ 32,000	
Self-Sustaining Funds (BT 10, 11)	93.63	\$ 9,586,978	\$ 4,037,706
Grants & Contracts (BT 05)			
Philanthropy, or Gifts & Discretionary (BT 06)			
Total	94.08	\$ 9,618,978	\$ 4,037,706

BT = Budget Type

Name of area: Health Sciences Academic Services & Facilities

HSAS&F provides technical and infrastructure support of Health Sciences classrooms to support the UW education mission. Centralized Instructional Support optimizes curricular management, facilitates co-curricular learning, achieves operational

and organization efficiencies, and enables the utilization of technology and simulation for teaching and evolution in pedagogy. Learning spaces that support excellence and innovation minimize the institutional risk associated with recruitment and retention of top faculty and students. Lack of funding risks decline in the student experience, degradation of the high quality education expected by our students, faculty recruitment, and inefficient use of infrastructure and operational systems.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
ABB Funds (GOF, DOF-ICR, DOF-LFA)	12.40	\$ 867,034	\$ 772,440
Self-Sustaining Funds (BT 10, 11)	30.12	\$ 2,374,123	\$ 1,507,965
Grants & Contracts (BT 05)			
Philanthropy, or Gifts & Discretionary (BT 06)			
Total	42.52	\$ 3,241,157	\$ 2,280,405

BT = Budget Type

Administrative Unit Carryover Usage Plan SUMMARY

This table will self-populate via the "Carryover Worksheet - Detail" tab

Administrative Unit Name:	H.S. Administration
Estimate of Carryover Balance at "Close" of FY14:	6,165,000

Usage Category	Amount	%
Unit's Reserve	1,453,999	23.64%
Central Commitments	0	0.00%
Permanent Costs & Other Projects	4,696,830	76.36%
Total	6,150,829	100.00%