

Academic Unit Name: School of Medicine

Please complete this Word document and the accompanying Excel workbook (both of which were provided to your unit via email), and submit them to the Office of Planning & Budgeting (OPB) on or before **Friday, November 18**. Please email your materials to [Becka Johnson Poppe](#).

1. In the **“Planned Expenditures”** tab of the Excel workbook, please:
 - a) Describe what your unit (school, college, or campus) is doing to **pursue excellence within existing resources**;
 - b) Describe what your unit is doing to **streamline activities, and pursue additional efficiencies**; and,
 - c) Provide information regarding your unit’s **projected FTEs and planned expenditures for FY17 and FY18**:
 - i) When reporting FTE, please assume that 1.0 FTE faculty is equivalent to a nine-month appointment, and 1.0 FTE staff is equivalent to a twelve-month appointment. If this is problematic for any reason, you may report FTE in different terms, but please clearly state your assumptions.
 - ii) Expenditure estimates should be broken down by:
 - *Fund type*: permanent ABB funds (i.e. GOF and DOF, excluding carryover) and, if applicable, funds derived from self-sustaining efforts, grants and contracts, philanthropy, and other sources.
 - *Expenditure type*: salaries and benefits, goods and services, contractual services, travel, and other.
 - iii) 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 FY17, etc. Also, please explain the “other” category, if you put expenses into that column.

For guidance, please see the example posted at the [FY18 Budget Development webpage](#).

This space intentionally left blank.

2. Using the “**Tuition Recommendations**” tab of the Excel workbook, please provide your **tuition rate recommendations for 2017-18 (FY18) and 2018-19 (FY19)**.¹ Please note that units will have an opportunity to revisit their 2018-19 tuition recommendations during the FY19 unit budget process.

As always, **if your recommendation involves creating a new tuition category**, please be sure to identify the original tuition category, the proposed category and suggested tuition rates for FY18 and/or FY19 (depending on the year the new category would begin). If you plan to move only a subset of your programs into a new category, please identify those programs by major name, pathway, level and type.

For each recommended tuition increase, please provide the following information in 500 words or fewer (total):

- Please provide information to justify the increase. This can include information about enrollment plans, peer comparisons, and/or market analyses. Please include information about how the incremental revenue generated will be spent by the school/college/department.
 - *SoM recommends a 3% increase for resident and a 2% increase for non-resident medical school tuition, for both FY18 and FY19. The School of Medicine benchmarks tuition to national peers to remain competitive in the market. The SoM resident tuition is 106% and non-resident tuition is 113% of the national public school average.*
 - *We have assumed a 2% increase for both Undergrad and Graduate tuition, subject to update based on legislative process and Graduate Tuition Policy Committee's recommendations.*
 - *We plan to use the incremental tuition to partially fund anticipated merit and benefit increases.*
- Please describe whether you expect any substantial enrollment changes (including a change in the resident/nonresident composition) or any changes in the waivers likely to be awarded to your unit's students.
 - *For the Medical School, we have assumed an increase of 35 students based on 20 student expansion in Spokane in FY2017 as well as ongoing expansion from other states previously approved and initiated, including completion of the ongoing WWAMI (Washington, Wyoming, Alaska, Montana and Idaho) expansion in Idaho to 40 students per year to be completed in FY2020 and Montana to 30 students per year to be completed in FY2017.*
 - *We also submitted a request to increase the Spokane class by an additional 20 students for FY18.*
 - *Although the tuition waivers were key in successfully recruiting underrepresented minority medical students, the School is not planning on expanding the number of waivers as it is not financially sustainable.*
- Discuss the impact on student debt load.
 - *SoM monitors student debt load and compares to national averages, and the impact on students is taken into account when proposing tuition increases. The mean debt for UW medical students was \$158k compared to national mean of public medical schools at \$181k.*
- Confirm (yes/no) that tuition recommendations were discussed with students.²
 - *Vice Dean Suzanne Allen will discuss with the Medical Student Association leadership in December and we will provide confirmation after the meeting has occurred.*

¹ Please note rate recommendations for *fee-based* programs are handled through a separate process than tuition-based programs.

² If the meeting schedules of faculty and student leadership groups present a challenge, please make accommodations to get approval within the necessary timeframe. However, please note that OPB reviews tuition recommendations on a monthly basis. If necessary, you may submit an update to OPB at a later date, after faculty and students have had an opportunity to review.

3. A number of variables (e.g. the outcome of the 2017 legislative session) will heavily influence the availability of funds for FY18 merit increases and unit adjustments. Despite these unknowns, planning for compensation increases has no doubt begun already. **Please describe how your unit plans to deploy existing resources, establish new revenue streams, and/or pursue additional efficiencies to support merit increases and unit adjustments in FY18.** If tuition increases are a critical aspect of your plan, please make sure to contemplate potential new revenue streams or increased efficiencies. *Please respond in 300 words or fewer.*

A salary and tuition revenue model will be available on the [FY18 Budget Development webpage](#) by **Tuesday, November 1**. This model is designed to give you a sense of the magnitude of support that will be required at various salary percentage increases.

- *The School of Medicine plans to use incremental revenue from tuition increases in support of FY18 merit and benefit increases.*
 - *We have estimated incremental tuition from the Medical School program due to both class size expansion of 35 students, the proposed 3% resident and 2% non-resident increase in tuition, and reduced for impact of new waivers in FY17 that will be reflected in ABB.*
 - *The estimated incremental tuition to the SoM is \$1.3M per the OPB tool when including the 35 student headcount increase (excluding request to expand 20 students in Spokane in FY18 as it's subject to State funding approval)*
 - *The SoM estimated cost for a 4% Merit increase is \$1.9M, excluding benefit rate impacts.*
 - *The SoM has an estimated shortfall to fund merit increases on state funds of \$.6M.*
4. In-depth conversations about academic personnel needs and policies will occur in other settings throughout the year. However, since such needs and policies are inextricably linked to budgeting, **please provide a high-level overview of your unit's emerging or changing personnel needs.** In your response, please contemplate faculty, including lecturers, and staff. *Please answer in 300 words or fewer.*

At your unit's meeting with the Provost, **please be prepared to discuss** your unit's succession planning activities and adherence to the [instructional responsibility policy](#), the Provost's [guidelines for appointment of full-time and part-time lecturers](#), and faculty compensation policies.

- *Currently, the SoM has six open or pending chair searches including the departments of Surgery, Radiology, Family Medicine, Comparative Medicine, Biological Structure and Pathology. The School recently hired a new chair in the department of Pharmacology. In addition the department of Medicine has 2 active division head searches. It is not atypical to have 3-5 active leadership searches at any given time. All of these recruitments require significant resources that span over five years.*
 - *As the SoM includes 30 departments and the Institute for Health Metrics and Evaluation, our faculty and staffing needs vary greatly by departments. We will continue to recruit faculty to meet our clinical requirements with UW Medicine as well as strategically recruit to meet new areas of research and educational opportunities within the overall SoM and the individual departments.*
 - *We have no overarching faculty issues beyond our ongoing challenge related to retention of faculty and working to meet our compensation goal of paying faculty at the 50% of the Association of American Medical Colleges (AAMC). We can provide you our annual Faculty Composition and Compensation Report upon request to better share our challenge that 72% of SoM faculty are paid below the 50th percentile of the AAMC.*
-

5. **Please identify any significant obstacles or challenges** that your unit faces, other than resource constraints. **Please plan to discuss these with the Provost.** If applicable, please summarize any operational risks that, from your perspective, the UW must work to mitigate over time. *Please answer in 300 words or fewer.*

- *Aging research and teaching facilities to support SoM research and educational projects.*
- *Changing healthcare reimbursement environment.*

6. What is your unit doing to promote and engage in **new research and educational collaborations with other UW schools, colleges, and campuses?** *Please answer in 200 words or fewer.*

- *The School of Medicine remains actively engaged with other schools and colleges, most notably with the College of Engineering (Department of Bioengineering and Institute for Protein Design) and the School of Public Health (Department of Global Health).*
- *The SoM faculty do a tremendous amount of collaborative research with other Health Sciences faculty and other colleges across the UW.*
- *The SoM works with other health science programs in offering many courses and providing faculty to support educational programs for other Health Science programs like anatomy and bioethics. A faculty member in the department of Physiology and Biophysics (PBIO) has also developed a summer program with the Allen Institute for Brain Sciences.*
- *The Institute for Health Metrics and Evaluation has taken a leadership role in the UW Population Health Initiative with members from the SoM, School of Public Health (SPH) and School of Pharmacy.*
- *The SoM has established or participated in centers and institutes that involve other schools or colleges. For example, the Center for Computational Neurosciences is led by faculty from the SoM department of PBIO and College of Arts and Sciences Applied Math department. The Primate Center and the SoM have recruited faculty who are Primate Center staff. The SoM is an active participant in the Center on Human Development and Disability (CHDD) and outside of faculty recruitments, the SoM also provides some general funding.*
- *The SoM and College of Engineering (COE) partnered to renovate Wallace Hall into a "Gait Lab" which is an interdisciplinary center to research and understand gait biomechanics and the cause of gait pathologies in order to design innovative and effective treatment strategies.*

7. Please **update the carryover usage plan you submitted as part of last year’s budget development process**. To do so, please complete the **“Updated Carryover Usage Plan”** tab of the Excel workbook. Please note:
- Your worksheet is pre-populated with the carryover usage plan you submitted last year and new estimated carryover totals.³
 - Please provide updated numbers under "Updated Plan" (Column F).
 - If you have new line items, please add rows, as needed.
 - For any major updates, please provide a brief description of the change (Column G).

Please note, although cost allocations for the HR/Payroll Modernization Program won’t be available until the new system goes live, units are encouraged to incorporate the original allocations (from the HR/Payroll Cost Allocation plan) into their carryover spending plans. For units that made prepayments, all funds have been held in reserve, and will be applied to your future cost allocations.

If you would like to describe any items from the worksheet in greater detail, please use the space below. For **additional guidance**, please see the example posted at the [FY18 Budget Development webpage](#).

If your unit has a **deficit** instead of a carryover, please confirm that you have an updated deficit mitigation plan in place with OPB. If you do not, please explain why.

- *The School of Medicine carryover schedule shows a \$15.5M (23%) drop in carryover funds, from \$67.6M in FY16 to \$52.1M in FY17 with \$8M of the decrease from use of reserves to support SLU facilities costs.*
- *Of the current \$52.1M carryover, \$20M (38%) will be used for SLU facilities costs, \$11.5M (22%) will be used on research initiatives and equipment, \$10M (19%) will be used on faculty recruitments, start-up and bridge funding, and \$10M (19%) will be held as General reserves.*

8. For FY18, the Provost will be deploying *permanent* Provost Reinvestment Funds (PRF) primarily, if not exclusively, to cover compensation increases. Thus, **units are asked to limit PRF requests to temporary funding needed to address critical compliance and/or high institutional priority needs.**⁴

If your unit has a PRF request that fits within these strict parameters, please describe it in the **“PRF Request”** tab of the Excel workbook. Please also indicate what resources you are willing to commit as a match for PRF support.

- *The SoM submitted a maintenance request for state funding for the 3rd and 4th year students for the 20 student expansion in Spokane starting in FY17. The 1st two years have been funded, but not the final two years. The maintenance request includes state funding support and tuition to fund the new costs related to the 3rd and 4th year for the students and the costs fully utilize both new tuition and new state funding. If this request is funded by the state, we are requesting permanent PRF of the 30% of tuition allocated to the provost for these new students starting in FY19.*
-

³ As a reminder, carryover balances are calculated at the end of each biennium and can only be *estimated* mid-biennium.

⁴ Please refer to the University’s [Sustainable Academic Business Plan](#) for more information about top institutional goals.

9. **Please confirm that faculty councils AND student leaders within your unit/campus have been consulted** and given the opportunity to provide input as part of this budget planning exercise.

To confirm this, please do **one** of the following:

- Briefly describe who was consulted and when, and provide points of contact for your faculty council and student leadership.
- OR**
- Include signed letters from your faculty council chair and student leadership (a scanned PDF is fine) when you submit the rest of your materials.
-

- Faculty Council meeting is scheduled for November 28, 2016 to discuss submitted document with Dean Ramsey. We will provide confirmation after the meeting has occurred.
- Vice Dean Suzanne Allen will discuss with the Medical Student Association leadership in December and we will provide confirmation after the meeting has occurred.

FY17 & FY18 Planned Expenditures - Academic Units

Please use the fields below to provide information for your school, college or campus.

For guidance, please see the example posted at the FY18 Budget Development webpage: <http://opb.washington.edu/fy18-unit-budget-development>

BT = Budget Type OC = Object Code

NAME OF AREA: School of Medicine						
Please describe (in 200 words or fewer) what your unit is doing to pursue excellence within existing resources. SoM continues to fine-tune the curriculum renewal program, rolled out in the 2015-2016 academic year, to maintain our high quality, low cost medical school program. With research, our challenges remain to identify necessary resources to invest in new programs and initiatives, as well as recruit and retain high quality researchers. South Lake Union continues to be a hub for inter-disciplinary collaboration, attracting world renowned researchers in Immunology, Diabetes and Obesity, and Stem Cell and Regenerative Medicine, to name a few. Additionally, IHME continues to expand and will play a leading role in the UW wide Population Health Initiative. The SoM is working to meet the challenge by strategically investing in new initiatives that will create the most value in our Mission to improve the health of the population.						
Please describe (in 200 words or fewer) what your unit is doing to streamline activities and pursue additional efficiencies. SoM launched ABC (Administrative Business Center) shared services group to provide expertise, better compliance, efficiency and support based on leveragin service across multiple departments. The services are currently for VISA's and Grant Pre-Award. The SoM is evalauting potential efficiencies from implementation of HRP to reduce administrative costs overall. All units are looking to apply 'lean' techniques to identify and reduce non-value added activities. In GME, we are completing year long project to retire our GMETab systems which is for billing for our residents and fellows time. GMETab was identified as a duplicate system to our MedHub scheduling systems and we are retiring GMETabs to eliminate the duplicative work and improve the operational effieciency in managing our GME program and will save several FTE of non-value added data entry per year. The SoM is committed to continuing to identify and develop SoM wide efficiencies.						
FISCAL YEAR 2017						
Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	692	\$ 98,058,261	\$ 89,235,399	\$ 1,119,381	\$ 763,506	\$ (18,718,477)
Self-Sustaining Funds (BT 10, 11)	1,954	\$ 169,150,404	\$ 65,324,186	\$ 8,311,805	\$ 1,914,096	\$ (29,823,331)
Grants & Contracts (BT 05)	3,529	\$ 372,329,848	\$ 201,373,404	\$ 20,295,674	\$ 14,637,584	\$ 10,162,463
Philanthropy, or Gifts & Discretionary (BT 06)	220	\$ 24,835,484	\$ 13,108,367	\$ 1,361,965	\$ 1,089,806	\$ 4,506,659
Total	6,395	\$ 664,373,997	\$ 369,041,356	\$ 31,088,825	\$ 18,404,992	\$ (33,872,686)
FISCAL YEAR 2018						
Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	692	\$ 102,470,882	\$ 91,020,107	\$ 1,141,769	\$ 778,776	\$ (18,718,477)
Self-Sustaining Funds (BT 10, 11)	1,954	\$ 176,762,172	\$ 79,130,670	\$ 8,478,042	\$ 1,952,378	\$ (29,823,331)
Grants & Contracts (BT 05)	3,529	\$ 389,084,691	\$ 205,400,872	\$ 20,701,587	\$ 14,930,336	\$ 10,162,463
Philanthropy, or Gifts & Discretionary (BT 06)	220	\$ 25,953,080	\$ 25,870,534	\$ 1,389,204	\$ 1,111,602	\$ 4,506,659
Total	6,395	\$ 694,270,825	\$ 401,422,183	\$ 31,710,602	\$ 18,773,092	\$ (33,872,686)
Please describe any assumptions and please explain the "other" category: We have used our FY17 budget for the FY2017 baseline. For FY18, we adjusted the FY17 baseline as follows: Annual salary increase 4%, benefits increase .5% and goods & services, contractual services and travel increase 2%. We added \$12.5M to Gifts and Self Sustaining as it will be our source for our \$25M of equity payment for SLU 3.2 equity payment in FY18 (paid from fund balance). Other is flat. Assume revenues increase to offset expense increases. Assume FY17,18 FTE is flat with FY16. Large credit in other GOF/DOF is mainly reclassification of rent expense, using DOF funds, between SoM units. The charge is in goods & services. The credit in other self-sustaining is graduate medical education reimbursement from UWMC. The associated charges are mainly in salaries & benefits. Includes College 304 (School of Medicine) only, excludes College 303 (UW Medicine central budget) which is hospital operations costs.						

Updated Carryover Usage Plan - Academic Units

Please use this template to provide an update on the carryover usage plan you submitted last year.

INSTRUCTIONS: Please do not change the numbers under "Previous Plan" (Column D). Instead, please provide updated numbers under "Updated Plan" (Column F). If you have new line items, please add rows, as needed. For any updates, please provide a brief description of the change (Column G). As a reminder, you are not expected or required to have carryover line items for each Expense Category. See the Word template for notes regarding HR/Payroll cost allocations.

For additional guidance, please see the example posted at the FY18 Budget Development webpage: <http://opb.washington.edu/fy18-unit-budget-development>

	Carryover Balance going into FY16:	Est. Carryover going into FY17:	
Unit: School of Medicine	\$ 67,631,177	\$ 52,134,946 *	
Expense Categories & Descriptions	Previous Plan DO NOT UPDATE	Updated Plan PLEASE COMPLETE	Explanation of Changes/Updates
General Reserves/Uncertainty			
<i>The general reserves balance has declined \$3M from prior year, and is 6% of FY17 revenues of \$158M (excluding proviso and carryover from prior year)</i>	\$ 12,319,199	\$ 10,343,788	
Education Initiatives			
<i>Mainly WWAMI clerkship funds</i>	\$ 761,374	\$ 115,695	
Equipment			
<i>Research equipment, mainly basic science departments</i>	\$ 1,266,934	\$ 2,052,639	
Facility/Space Investments			
<i>Includes SLU capital reserves, SLU O&M support and various department lab remodels</i>	\$ 28,194,328	\$ 20,148,773	<i>Decrease from year to year due to planned spending of fund balance</i>
Faculty Start-Up Expenses			
<i>Bridge funding in faculty start-up in FY16; in temporary salaries in FY17</i>	\$ 5,828,288	\$ 4,532,703	<i>change in classification in bridge funding</i>
Professional Development			
Recruitment			
<i>In FY17, 15 departments have plans to hire 31 FTE's; 20 are approved RFA's. Fund sources other than GOF and DOF may be used for recruitment, especially in clinical science departments. (In FY15, there were 16 departments planning to hire 29 FTE's; 23 are approved RFA's).</i>	\$ 3,064,503	\$ 2,965,201	
Research Initiatives			
<i>FY17 largest planned use of DOF/GOF in research initiatives is Institute for Health Metrics, Microbiology, and Genome Sciences. FY16 largest includes Genetic Medicine, Global Health CFAR program, Microbiology and Physiology and Biophysics</i>	\$ 13,977,313	\$ 9,332,741	
Student Aid & Waivers			
Temporary Salaries			
<i>Faculty bridge funding (this category included in faculty start-up in FY16)</i>		\$ 2,643,406	<i>change in classification from prior year</i>
Other (Please be specific)			
<i>Staff and operations costs associated with research programs and department administration mainly in Genome Sciences and Microbiology; this category included in general reserves in FY17</i>	\$ 2,219,238		<i>change in classification from prior year</i>
TOTAL	\$ 67,631,177	\$ 52,134,946	**

* As a reminder, carryover balances are calculated at the end of each biennium and can only be *estimated* mid-biennium.

** Because carryover balances are estimated and many of these priorities transcend multiple years, we do not expect this total to exactly match your unit's carryover total.

Provost Reinvestment Fund Request(s)

Please limit Provost Reinvestment Fund (PRF) requests to temporary support for issues of critical compliance and high institutional priority (such as enhancements to the faculty or student experience) and in consultation with faculty, staff and students. Please also indicate what you are willing to commit as a match for PRF support. Repeat the following fields as needed.

#1

One Sentence Explanation:	Genome Freezer Facility upgrade in FY2017 -- Foege Building -- needed to support Nickerson \$31M new grant award starting in FY17				
Requested PRF (per year):	\$ 240,000				
Number of years needed:	1				
Starting In:	2017				
Unit Match/Contribution:	SoM is contributing remaining Facilities renovation funds of \$190k				
Full Explanation of Request:	Cost to remodel space near loading dock to accomodate a freezer farm to hold upto 30 new freezer needed to support new work and is currently estimated at \$430k -- subject to finalization, amount could increase. We are asking the Provost to fund amount above \$190k which will be contributed by the SoM.				
Connection To Other Units:	To extent other units work with Dr. Nickerson and the Genome sciences department on research related to sequencing.				
FTES and Expenditures	<i>In the table below, please outline what the TOTAL funds (requested PRF + unit match) would buy. Please add lines as needed.</i>				
Job Title	FTE	Total Yearly Cost	Amt covered by unit	Amt covered by PRF	
Other Expenditures	n/a	Total Yearly Cost	Amt covered by unit	Amt covered by PRF	
Foege Minor Renovation		\$430,000	\$190,000	\$240,000	

#2

One Sentence Explanation:	30% of tuition allocated to the provost if the maintenance request for state funding is approved for 3rd and 4th year student expansion in Spokane.				
Requested PRF (per year):	TBD				
Number of years needed:	Permanent				
Starting In:	2019				
Unit Match/Contribution:					
Full Explanation of Request:	The SoM submitted a maintenance request for state funding for the 3 rd and 4 th year students for the 20 student expansion in Spokane starting in FY17. The 1 st two years have been funded, but not the final two years. The maintenance request includes state funding support and tuition to fund the new costs related to the 3 rd and 4 th year for the students and the costs fully utilize both new tuition and new state funding. If this request is funded by the state, we are requesting permanent PRF of the 30% of tuition allocated to the provost for these new students starting in FY19. Source: copied from the FY18 Budget Submission Narrative document, item #7.				