

**Academic Unit/Campus 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 **Thursday, February 1, 2018**.

Please email your materials to [Jason Campbell](#).

Please note that the responses you provide in this Word document **will** be posted to the OPB website.

**1. What is the academic vitality of your school, college or campus?**

Please provide both quantitative and qualitative information, leveraging published materials and [previous submissions](#) where possible. In your response to this question, you may wish to include responses to some or all of the following prompts. Please note that these are suggestions, not requirements.

- What are the top 3-5 **strategic goals** of your unit? Could any of these goals increase expenditures or decrease revenue for other units?
- What are your unit's **faculty** hiring trends from the last 2-3 years and faculty hiring expectations for the next 2-3 years? (you may provide information by department, if relevant)
- What are your unit's **student**-related initiatives, trends, or goals? (E.g. Curriculum innovation, student engagement in the Husky Experience, trends in your student credit hour production)
- What has your college done in relation to key **university initiatives**? (E.g. [Population Health](#), [Race and Equity Initiative](#), [Husky Experience](#), [Transforming Administration Program](#))

Please respond in 500 words or fewer and please use bullets, rather than dense prose.

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**Strategic Goals**

**1. Education:**

- a. Follow-up on identified issues as a result of medical school's accreditation's self-study and site visit to occur in March 2018.
- b. Continue to rollout the WWAMI medical school's new curriculum.
- c. Participate in the planning for the Population Health Teaching Facility for Health Sciences.
- d. Continue to work with department chairs on assessing graduate program academic and financial sustainability.
- e. Assess additional WWAMI expansion in Spokane and if supported by UW, prepare state funding request package
- f. Assess the adequacy of hospital teaching funds and if supported by UW, prepare state funding request package

All the educational goals except for planning for the Population Health Teaching Facility have the potential to increase expenses; however, some of the expenses will be mitigated by new tuition revenue and the potential of new state monies. ABB continues to be a challenge on two levels: 1) without medical school expansion, the incremental tuition does not cover the incremental costs and 2) ABB model does not account for non-tuition generating programs such as GME and other professional education and research programs where tuition does not apply or where support is required in addition to tuition. The School has been able to cover merit increases only due to having class expansion in Spokane and in ID and MT over the last 5 years – constant expansion is not a viable nor sustainable long-term strategy.

**2. New Research and Teaching Initiatives:**

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- a. Growth and development of the Brotman Baty Institute for Precision Medicine with Fred Hutchinson Cancer Research Institute and Seattle Children’s.
- b. Continued participation in the planning and development of the Population Health Facility.
- c. Occupancy of new South Lake Union’s (SLU3.2) facility and planning for occupancy of backfill space.
- d. Planning for a new education building with Gonzaga, on Gonzaga’s campus

All the new research and teaching initiatives except for the Population Health Facility have the potential to increase expenses; however, some of the expenses will be mitigated by philanthropy and increased ICR from growth in research.

**3. Resource Challenges**

- a. Continue developing long-term strategies for aging and constrained facilities, primarily located at Health Sciences Building, that are challenging our teaching, research, service and administrative activities.
- b. Continue to address the School’s faculty compensation plan and identified compensation target of 50<sup>th</sup> percentile of the American Association of Medical Colleges (AAMC) total compensation by specialty.

The above resource challenges have the potential to increase expenses.

**4. Stability Goals**

- a. Continue School’s financial stability efforts as part of UW Medicine’s FIT initiative.
- b. Assess SLU Biomedical Research expansion and possible funding request package to the State.

**Faculty Hiring Trends**

- The School’s faculty has grown by about 4% over the last three years, with the increase focused in the Clinical Science departments in response to growing demand for clinical services. With limited state funds to create new tenure-track positions, the faculty count in the Basic Science departments has remained flat.
- The School would expect faculty growth to continue in the 3% range to meet growth in demand for clinical services.

	FY12	FY13	FY14	FY15	FY16	Annual % Increase
Basic Science	360	360	364	360	364	0.3%
Clinical Science	2,023	2,105	2,321	2,405	2,386	4.5%
	2,383	2,465	2,685	2,765	2,750	3.9%

**Educational Program Growth and Curriculum Updates**

- Medical student credit hours will continue to expand due to the ongoing cohort expansion through FY20 when the Spokane and Idaho’s cohort expansion fully ramps up. Additionally, in FY19 the medical school program will require a third year of summer enrollment that will increase student credit hours as well.
- The School’s graduate student credit hours, flat over the academic years 2014-2016, have grown in the graduate school interdisciplinary programs this past year but are expected to be flat in the next year. The School will be assessing the impact of the Masters of Occupational Therapy that will be required to move to an Occupational Therapy doctorate program that meets national standards.
- The School’s undergraduate student credit hours have grown on average about 4% annually over the past three years and this trend is expected to continue given the growth and strength of the University’s STEM programs.
- The School will roll out the last phase of the medical school’s new curriculum in Spring quarter 2018. The new curriculum began in Fall 2015 and now includes three phases to the four-year medical school curriculum – Foundations Phase, Patient Care Phase and Career Explore and Focus Phase. There are eight themes in the new

curriculum including primary care, scientific discovery, health equity, diversity, ethics and professionalism, quality and safety, communication and interprofessionalism, and lifelong learning. The curriculum in the Foundations Phase has completed the transition to active learning from the historical lecture based learning format.

- The School has an active service learning program with medical students participating in service learning activities across the five state WWAMI region. On the graduate questionnaire from 2017, over 80% of the graduates said they had participated in service learning.
- The School supports a variety of seminar programs focused on career development. In addition, the School offers the Graduate Discovery Fellowship to several students as they complete their graduate studies, which funds a period of study anywhere in the world to aid the student to evaluate career paths and to assist them in making informed career decisions.

### **Student Related Initiatives**

- The School has an active wellness program for medical students across the WWAMI region. Each regional campus has a wellness committee that routinely plans wellness activities for students. There is financial support for these activities from the School.
- The School's MSTP program has entered into an arrangement with Howard University through which Howard MSTP students will join the UW program for their PhD years.
- UW GME Wellness is a tremendous benefit to trainees who can use free, private and confidential counseling services. As well, the GME Wellness counselors publish a weekly electronic newsletter that is the most popular electronic publication at the entire University. The Wellness Corner, lovingly referred to as the WC, gathers all of the activities in the Seattle area, including art, entertainment, music, theater, family events and self-care discounts in one e-blast. This reduces our trainee's rate of burn-out and depression, especially during the long, rainy winter months.
- UW Network of Underrepresented Residents and Fellows (NURF) is a resident-run, UW GME-sponsored organization that promotes cultural diversity in medicine through community involvement, mentorship, professional networking and recruitment of underrepresented minorities (URM) in Medicine. This organization is committed to supporting current and future URM medical students in addressing the needs of underserved communities and increasing the number of clinically excellent and socially conscious physicians. UW NURF provides URM residents, along with others who identify with and believe in improving diversity, cultural competency and healthcare disparities, with a social and professional setting where URM medical students and trainees can feel less isolated and meet professional role models.
- UW Housestaff Quality & Safety Committee (HQSC) is another resident-run and UW GME-sponsored organization which has the mission of improving quality and safety delivered at all points of patient care by being a conduit of education and communication between providers and administration. This group has been a force in helping UW Medicine hospitals meet not only the letter of Meaningful Use but the spirit of patient safety and quality improvement for all patients. The members are residents and fellows who volunteer their time, after their duty hours, to learn about, design and support QI projects that have and continue to be incorporated into our healthcare system care delivery model and standards.

### **University Initiatives**

The School is deeply involved in key UW initiatives including:

- The Department of Global Health and the Institute for Health Metrics and Evaluation (IHME) are active participants in the Population Health initiative and along with parts of the School of Public Health will be occupants of the Population Health Building. The planned relocation of IHME to campus to the new building in Spring 2020 will further strengthen their involvement and leadership in the Population Health Initiative.

- The School continues its salary equity review process of faculty salaries, with each department reviewed every three years, to ensure fairness and equity in faculty salary setting in all departments.
- In 2014, the School formed CEDI (Center for Equity, Diversity and Inclusion) to focus on the recruitment and retention of URM students, trainees, staff and faculty with the goal of creating a diverse learning and work environment. This effort is supportive of the UW-wide diversity initiative.
- In response to medical students “Call-To-Action to End Institutional Racism”, Dr. Ramsey charged and formed the Anti-Racism Action Committee (ARAC) and committed to anti-racism training for all UW Medicine senior leaders.
- The School continues to build its shared services unit (ABC) to improve operational efficiencies and improve quality of work including:
  - Managing Pre-Award work for 14 of the School’s 31 departments
  - Managing VISA processes School-wide
  - Providing HR Management (Staff and Faculty) for 7 of the School’s 12 Basic Science departments and Deans Office units, effective July 2017 with Workday deployment.

## 2. What is the fiscal vitality of your school, college or campus?

To answer this question, please complete the following tabs in the Annual Review Excel workbook:

- On the **purple tabs, i.e. the “Fiscal Reports,”** please:<sup>1</sup>
  - Review the prepopulated FY16 and FY17 fields on each fund source tab. The “Fiscal Vitality References and Tools” workbook (described below) provides information to help with this review.
  - Provide full revenue and expenditure plans for FY18, FY19, FY20, and FY21.
  - If there is an area of your unit that you wish to isolate in more detail (i.e. significant departmental self-sustaining, clinical, etc.), feel free to submit an additional fiscal (i.e. dark purple) tab.
  - Enter totals from each of the tabs into the Summary tab.
- On the **“Alternative Assumptions”** tab, please clearly identify and briefly explain any assumptions used in your calculations that are *different* from the Central Budget Assumptions on OPB’s [FY19 Annual Review Materials webpage](#). You are encouraged to refine and adjust the central assumptions, which are (in many cases) general and imperfect.
- On the **“Fiscal Vitality Qualitative Assessment”** tab of the Fiscal Vitality Report Excel workbook, please describe your unit’s overall financial health. If your unit’s fiscal data shows any negative (i.e. financially unhealthy) trends, please propose actions that your unit will take to improve its financial position.

The following resources are available to help you complete this work:

- **“Fiscal Vitality References & Tools” Workbook** (available on the [FY19 Annual Review Materials webpage](#)):
  - FVRowByRowDefinitions Tab: row-by-row general and unit specific parameters used to compile data in the Fiscal Vitality Reports Summary and Fund Source tabs.
  - BgtTypeClassInfo Tab: list of budget types, classes, super classes, family, and community that are referenced in the FVRowByRowDefinitions tab.
  - FVExpendituresPivot and FVBudgetRevenue&CarryoverPivot Tabs: budget number detail supporting the Summary and Fund Source data in the purple tabs of the Annual Review Excel workbook.
- **FY18 GOF/DOF Budget Base:** By November 22, OPB will provide FY18 permanent and temporary budgeted values, as of October 2017 fiscal month end. You can build off these for your FY18 plan, but you will need to adjust for any budget revisions that have occurred (or will occur) since October 2017 fiscal month end.
- **BI Portal Reports** (click on the B.I.Portal link under “Products”): Each report has Overview, Technical Information, and Interpretation tabs that describe the report, what is included in the data, the data sources, and how to use the report. Note, data may differ between reports, but they can still be used as resources.
  - Biennium To Date Budget Balances
  - Remaining Balance by OrgCode and Category
  - Forecasting Template by Fiscal Year and OrgCode (please note, this tool will imperfectly forecast expenditures if units employ fund shifts or cost transfers)
- **Central Budget Assumptions** (mentioned above), which includes additional resources and guidelines.
- **Q&A Sessions on November 28 and 30.** See the [FY19 Annual Review Materials webpage](#) for details.

In completing this work, please consider the tuition rates that you are recommending as part of Question 3.

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<sup>1</sup> Please note that grants, contracts, and gifts are included in the report to provide the Provost with a more holistic view of a unit’s financial activities. The amounts can be reconciled to FAS for biennium 2015-17. However, the grants & contracts amounts will differ from the Annual Report, prepared by the Office of Research. Also, grants, contracts and gifts amounts might differ from the BI Portal “Remaining Balance by OrgCode and Category Report.” In both cases, and possibly with other BI Portal reports, this is due to differences in data elements, context, and reporting period parameters. While the information is not perfect, it is included to facilitate discussions about the unit’s overall financial health.

**3. What are your school, college, or campus's tuition recommendations for 2018-19 (FY19)?**

Using the "Tuition Recommendations" tab of the Excel workbook, please provide tuition rate recommendations for 2018-19 (FY19). For each recommended tuition *increase*, please provide the information outlined below in 500 words or fewer (total). Here are a few notes and reminders:

- In last year's budget process, units submitted *preliminary* FY19 tuition recommendations, along with their FY18 tuition recommendations. You can review last year's submissions at [this webpage](#), along with a summary of FY19 (and FY18) [tuition recommendations](#). You may reuse responses, if they are still relevant.
- Rate recommendations for **fee-based programs** are handled through a separate process than tuition-based programs. Please see the [Provost's letter](#) to deans and chancellors for more information about that process.
- The legislature sets resident undergraduate (RUG) tuition rates. OPB anticipates a 2.0 percent RUG tuition increase in FY19.
- If your recommendation involves creating a **new tuition category**, please be sure to identify the original tuition category, the proposed category and suggested tuition rate for FY19. 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. Please contact Jed Bradley ([jedbrad@uw.edu](mailto:jedbrad@uw.edu)) for instructions on how to modify the "Tuition Recommendations" tab.

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- **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.**
    - The School recommends a 3% resident and 2% non-resident medical school tuition rate increase for FY19. The School benchmarks tuition to national peers to remain competitive in the market. The School's resident tuition is 106% and non-resident tuition is 112% of the national public medical school average. The plan is 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.**
    - Medical school student cohort will increase by 30 students in FY19 (20 in Spokane, 10 in Idaho). The Idaho expansion, a 5-year increase per year for each of the last four years, began in FY13 and will be completed in FY20, while the Spokane expansion began in FY17 and will be completed in FY20.
    - We request the "student expansion" be included in the FY19 ABB tuition projections. In prior years the expanding student counts have not been included in ABB projections and delayed ABB funding to the School by a year. The School is incurring additional expenses for the expanded cohort and the additional tuition of 30 students, approximately \$680k in ABB funding for FY19, would offset these expenses in the year incurred.
    - Additionally, the School anticipates a curriculum change in FY19 that will add a 3<sup>rd</sup> year of summer school enrollment for all students and will create incremental tuition of between \$.5M and \$1.1M, depending on the final student credit hours for the quarter (which is still under review). We have submitted a request to Sarah Hall to confirm the inclusion of new incremental summer tuition, including the new tuition due to this curriculum revision, to be included in FY19 ABB budget.
    - Although 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.**
  - With the School’s commitment to primary care, the School monitors student debt load and compares it to national averages when proposing tuition increases. The mean debt for UW medical students was \$170 thousand compared to a national public medical school mean of \$181 thousand in 2017. Although all increases may impact student debt load, the proposed tuition increase is modest.
- **Confirm (yes/no) that tuition recommendations were discussed with students.<sup>2</sup> Please discuss your recommendations with students, even if they are the same as the FY19 proposals you submitted last year.**
  - Vice Dean Suzanne Allen met with the Medical Student Association leadership on January 26, 2018 to discuss the tuition recommendations.

4. 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.<sup>3</sup>
  - Please provide updated numbers in the "Updated Plan" column.
  - If you have new line items, please add rows, as needed.
  - For any major updates, please provide a brief description in the “Explanation of Changes/Updates” column.

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 [FY19 Annual Review Materials webpage](#).

Please note:

- 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 contact [Lisa McDonald](#).
- If you believe the carryover for your unit is negative due to timing and if you anticipate a positive balance soon, please discuss this below and feel free to provide an updated carryover spending plan.
- Since the Office of the President and the Attorney General’s Office do not retain carryover funds, as a matter of University policy, those two offices are not expected to complete this question.

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- The School’s GOF/DOF carryover going into FY18 was \$44.2 million, which was down \$8 million (15%) from FY17. \$5.5 million of the spend down was used to support SLU facilities costs and the other \$2.5M went to startup costs to support faculty recruitments.

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<sup>2</sup> If the meeting schedules of faculty and student leadership groups present a challenge, please make accommodations to get approval within the necessary timeframe. If necessary, you may submit an update to OPB at a later date, after faculty and students have had an opportunity to review.

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

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- Of this year's carryover of \$44.2 million, the School has \$38.3 million identified for future research and program start-up commitments leaving a balance of \$4.9 million to respond to unplanned recruitments, retentions and research bridging. The planned use of the \$44.2 million in FY18 carryover, not all of which is planned to be spent in FY18 (see next bullet), breaks down as follows:
  - \$15.6 million will be used for SLU facilities costs including \$12 million to fund the SLU3.2 equity payment due March 1, 2018.
  - \$11.7 million will be used on research initiatives and equipment.
  - \$12.0 million will support faculty recruitment, start-up, and temporary bridge funding.
  - \$4.9 million is all other, including general reserves, and may be used for faculty support that has not yet been identified (recruitment, start-up, research etc.).
- The School's GOF/DOF carryover at the end of FY18 is projected at \$28 million, a decrease of \$16 million over the prior fiscal year. The School's ICR was \$71.5M as of 6/30/2013, but will have decreased by \$43.5 million over the five year period ending 6/30/2018.

**5. 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:

- a. Briefly describe who was consulted and when, and provide points of contact for your faculty council and student leadership.

**OR**

- b. Include signed letters from your faculty council chair and student leadership (a scanned PDF is fine) when you submit the rest of your materials.
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- The School's Faculty Council on University Relations met with Dr. Ramsey on January 23, 2018 to discuss FY19 Annual Review Materials and the FY18-21 budget summary page. This council is chaired by Dr. Christina Surawicz, M.D., Associate Dean for Faculty Development.
- Suzanne Allen, M.D., Vice Dean for Academic, Rural and Regional Affairs met with the Medical Student Association leadership on January 26, 2018. Discussion was focused on tuition recommendation, overview of budgeting process for Medical School program and overall health of the School. Key contact is Lily Jeong