

Academic Unit Name: School of Pharmacy

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.
 - **TUITION** - *We are planning a 2% increase in the in-state Pharm.D. tuition rate in FY18 and a 2% increase in FY19. This increase will be used to support the FY18 and FY19 compensation expectations of the Unit. We are proposing a 0% increase in the out-of-state Pharm.D. and Pharm.D./MBA tuition rates for both FY18 and FY19. We are proposing a 1% increase in the in-state Pharm.D./MBA tuition for FY18 and for FY19. We have discussed and agreed the Pharm.D./MBA tuition proposal with Dean Sandeep Krishnamurthy at UW Bothell.*
 - **PHARM.D. ENROLLMENT** - *Our annual target enrollment for the Pharm.D. program is 105. Our total FY18 enrollment will be 400 – 20 students below our target enrollment. We are closing the enrollment gap created during previous years, and as we do the increased revenue will be used for compensation and to support future curricular changes.*
 - **MARKET ANALYSIS** - *The labor market for pharmacists in Washington State is such that virtually all of our students are employed or in advanced training programs (residencies, fellowships, post-graduate) within 6 months of graduation. In early 2014, our in-state competitor (WSU College of Pharmacy) expanded its program to 125 students per class on the Spokane campus (up from 80 students in 2011) and added a new cohort of 45 additional Pharm.D. students in Yakima. Our faculty believe that this aggressive expansion by WSU will increase demand for a finite number of state-wide experiential training sites (during the PY4 year) and threatens to soften the job market (and ultimately, wages) in Washington state. In addition, the state-supported College of Pharmacy in Oregon (OSU) offered residents of Clark County, Washington (Vancouver) in-state tuition to attend OSU. These regional competitive challenges put increasing pressure on us to elevate our recruitment activities and offer high quality programs to talented students at an affordable price.*
 - **GRADUATE PROGRAM ENROLLMENT** - *Each of the three departments offers graduate training (MS and PhD) in fields related to pharmaceutical sciences and/or health policy and economics. The total number of graduate students in the School ranges between 85 and 100. These programs are highly competitive and internationally ranked. We do not anticipate growth in these largely self-funded programs over the next 3-5 years. We are mindful of uncertainties in future biomedical research funding and are taking steps to expand endowment support to offset any reduced federal support of graduate education.*

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

- 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.

We do not plan for or anticipate any changes in enrollment, resident status or use of tuition waivers over the next biennium.

- Discuss the impact on student debt load.

Over 90% of students admitted to the Pharm.D. program have a prior baccalaureate degree. The mean debt load from undergraduate programs for newly admitted students is approximately \$13,852. This amount varies depending on where the student attended their undergraduate training. Students graduating from our 4-year Pharm.D. program incur, on average, an additional \$111,760 in debt. We anticipate that a small increase in tuition costs of 2% will add to student debt load. However, we point out that the median salary for pharmacists in Washington state in 2015 was \$122,500. The return on investment from a degree in Pharmacy at the UW is quite good.

- Confirm (yes/no) that tuition recommendations were discussed with students.²

Proposed tuition changes and the School's budget were discussed with the Dean's Advisory Council of Students (elected student representatives from the Pharm.D. program) on Monday, November 7, 2016.

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.

ASSESSING MERIT - *To determine merit, each of the three Departments manages a robust, internal faculty and professional staff review process that has been in place for several years. The Chairs coordinate the process and make recommendations to the Dean for merit adjustment. The Dean reviews the merit recommendations and accepts or, when appropriate, recommends modifications. The final merit proposals are jointly agreed between the Chairs and the Dean. We anticipate using the same administrative process in FY18 and FY19 for the planned merit increase. The Dean would like to propose a unit adjustment for targeted and compressed faculty in FY18, however we simply cannot afford such an action unless we are able to acquire additional GOF support in the form of an increase in our central allocation or tuition adjustment beyond what is required to support the planned merit increase for FY18.*

OPERATIONAL EFFICIENCIES - *The School of Pharmacy continues to function as a lean operation. DOF/GOF and RCR provide a total of 30% of our annual operating budget. The balance comes from research grants/contracts and private/corporate giving. In fact, the total annual amount of non-tuition state support for the School of Pharmacy is roughly equivalent to our income from philanthropy. We continue our conservative approach to budgeting and have been able to cover salary increases and new hires with expensive start-up packages from tuition and RCR.*

FUNDS FOR FY18 MERIT – *The SOP uses permanent funds for merit and unit adjustments. Using the salary and tuition model spreadsheet, we estimate that a 2% increase in Pharm.D. tuition together with achieving our target enrollment will, almost exactly, cover the costs of a 2% compensation contribution from our unit.*

New Revenue – *We currently teach an undergraduate course on Medications and Health (PHARM 301) that enrolls about 120 students during the spring quarter and, we believe, serves as a means of attracting undergraduates to health sciences professional education. We have discussed expansion (and thus revenue) by adding an additional offering of this course in the fall. We are in discussions about adding an undergraduate course in medical terminology that would appeal to undergraduates with an interest in pre-health. But, we are mindful of not wanting to poach revenue from the College of Arts and Science.*

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.

Beyond replacement of retired or departing faculty and staff, the SOP is not considering major changes to personnel during FY18 and FY19. Also, we do not routinely use the Lecturer title. In the next 2-5 years we anticipate a large number of faculty retirements that will require the School to have recruitment and start-up funds available to hire replacements. The School of Pharmacy has eight tenure track faculty (24% of total) at or beyond retirement age and another 6 (15%) within 5 years of retirement. Our planning horizon for the use of uncommitted reserves, must responsibly consider the age composition of our faculty and our needs for the next 5 years.

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.*
-

CHALLENGES – (#1) *The research productivity of our faculty, as measured by grant and contract revenue, has grown by double digits over the past few years. This trend is in sharp contrast to the availability of federal, foundation and other funding for basic and applied medical research. We attribute this positive trend to the high caliber of our faculty and research staff and, in particular, the funding success of new faculty hires. We are deeply grateful to the Provost's office for the additional 3,000 square feet of research space allocated to School of Pharmacy. This space is currently clinic space in the School of Dentistry. In addition, the Dean of Dentistry has entered into an MOU with Pharmacy for three currently unused laboratory rooms. We are planning a major renovation for each of these spaces to either convert them to research space and, in the case of the existing labs, bring them up to code. The cost of this renovation is estimated to exceed \$1,000,000, which we will finance from our reserves. With continued success in research funding comes the need for additional research space. We are likely to petition the Provost for additional research space sometime during the FY18 and FY19 biennium.*

Challenges – (#2) *The teaching facilities in Health Sciences are abysmal. There is no other way to put it. The classrooms desperately need to be updated. The Schools of Medicine and Nursing have upgraded a few of the classrooms with their own funds – and now reserve those classrooms exclusively for their own use. We kindly, yet emphatically ask that the Provost please look into providing temporary funds to renovate these classrooms. New seats, carpet, and importantly, instructional hardware (screens, projectors, etc.) would make a big impact.*

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.
-

RESEARCH COLLABORATIONS – The SOP is a natural research collaborator because of our translation-oriented and population-focused work. We have a number of new and ongoing research collaborations with other UW Schools and units (Medicine, Public Health, Nursing, for example) and with various local, national and international academic and private sector organizations. Of note, the SOP strengthened its engagement in regional population health through a partnership with the Washington State Health Care Authority, Washington State Department of Health, and local pharmacy providers to improve adult immunization rates in the Puget Sound region. We would be delighted to supply a comprehensive list of our collaborators – regional and global, should the Provost request it.

EDUCATIONAL COLLABORATIONS – This year, we launched a new dual-campus concurrent degree program with the UW Bothell School of Business – the Pharm.D./MBA. In addition, we renewed with the Graduate School our Pharm.D./PA concurrent degree program with the School of Medicine. We are not planning additional educational collaborations in FY18 and FY19.

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.

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

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.

This space intentionally left blank.

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.
-

The SOP budget planning and tuition changes were discussed with the Dean’s Advisory Council of Students (elected student representatives from the Pharm.D. program) on Monday, November 7, 2016. Mr. Andrew Brusletten (abruslet@uw.edu) is Administrative Director of the Office of Professional Pharmacy Education and coordinates the DACS.

A draft of this document was discussed with the elected Faculty Council on Monday, November 14, 2016. Professor Gail Anderson (gaila@uw.edu) is the Chair of the SOP Faculty Council.

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

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 Pharmacy							
<p>REVENUE - Our revenue streams largely come from our share of Pharm.D. tuition, grants/contracts and central support. We have had some success with two distance learning programs through PCE. The excess revenue from these distance learning programs historically has been used to support the faculty/graduate students that operate these programs. COMPENSATION - The School of Pharmacy will support the compensation initiatives of the President and Provost, namely, to (a) contribute 50% of the planned 4% faculty and staff salary increases over the FY 18-19 biennium, and (b) support promotion-related compensation changes resulting from a new Executive Order. With existing resources, we are not in a position to fund unit adjustments, although we will consider targeted adjustments for compressed or inverted faculty or strategic retentions, as necessary.</p> <p>Two years ago, the Dean led a reorganization of the Dean's office, student services and the Office of Professional Pharmacy Experiential Education (OPPEE). This overdue reorganization 'right-sized' these critical operations and better aligned them with the School's mission and vision. The three academic Departments in the School have achieved and sustained operational efficiencies brought on by the 2008-2012 recession. To a great extent, the Pharm.D. curriculum, the largest educational activity of the School, dictates a large portion of our instructional and staff support FTE. In early 2016, we initiated a major revision of the curriculum to meet changing accreditation requirements; i.e., Interprofessional Education (IPE), shifting employer needs, and an increasingly innovative practice environment in Washington State engendered by the passage of SB 5557. This effort likely will lead to changes in classroom use and instructional needs, which at this point are difficult to forecast. To be certain, the proposed Population Health Instructional Building will be an important infrastructure addition that will support our movement toward full implementation of an IPE curriculum shared by Pharmacy, Medicine, Dentistry, Nursing and Social Work.</p>							
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)	85.00	\$ 10,263,510	\$ 1,117,420	\$ 25,000	\$ 171,588	\$ 45,569	
Self-Sustaining Funds (BT 10, 11)	37.00	\$ 3,182,536	\$ 3,806,005	\$ 1,000	\$ 43,000		
Grants & Contracts (BT 05)	86.00	\$ 8,958,234	\$ 6,670,256	\$ 130,000	\$ 160,000	\$ 483,519	
Philanthropy, or Gifts & Discretionary (BT 06)	33.00	\$ 930,125	\$ 500,000	\$ 11,000	\$ 65,000	\$ 450,000	
Total	241.00	\$ 23,334,405	\$ 12,093,681	\$ 167,000	\$ 439,588	\$ 979,088	
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)	85.00	\$ 10,468,780	\$ 1,139,768	\$ 25,500	\$ 175,020	\$ 46,480	
Self-Sustaining Funds (BT 10, 11)	37.00	\$ 3,246,187	\$ 3,882,125	\$ 1,020	\$ 43,860	\$ -	
Grants & Contracts (BT 05)	86.00	\$ 9,137,399	\$ 6,803,661	\$ 132,600	\$ 163,200	\$ 493,189	
Philanthropy, or Gifts & Discretionary (BT 06)	33.00	\$ 948,728	\$ 510,000	\$ 11,220	\$ 66,300	\$ 459,000	
Total	241.00	\$ 23,801,093	\$ 12,335,555	\$ 170,340	\$ 448,380	\$ 998,670	
<p>Assumptions: Other category is 08 - grants & subsidies Estimated a 2% increase in expenses for FY2018 and no change in FTE</p>							

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 Pharmacy	\$ 7,805,190	\$ 8,040,399 *	
Expense Categories & Descriptions	Previous Plan DO NOT UPDATE	Updated Plan PLEASE COMPLETE	Explanation of Changes/Updates
General Reserves/Uncertainty			
General Reserves from GOF, DOF, DOF-RCR	\$ 2,749,598	\$ 2,749,598	See other adjustments below
Education Initiatives			
General PharmD Operations	\$ 250,000	\$ 250,000	
PharmD Recruitment / marketing	\$ 50,000	\$ 50,000	
PharmD new initiatives	\$ 25,000	\$ 25,000	
Graduate Student Support	\$ 150,000	\$ 150,000	
NIH Training Grant program and student stipend supplement	\$ 26,500	\$ 26,500	
BPSD Supplement for recruitment and support of graduate students	\$ 30,000	\$ 30,000	
Summer Diversity Program - Undergraduates	\$ 10,000	\$ 10,000	
Support for BPLC teaching lab - Director Salary (.5 for two years)	\$ 150,000	\$ 150,000	
Support for Health Systems Practice / Community Outreach Clinical Faculty	\$ 140,000	\$ 140,000	
Equipment			
Equipment replacement (lab, computing, etc), maintenance, repair	\$ 542,831	\$ 542,831	
Facility/Space Investments			
Office and Lab renovations for new and existing labs	\$ 320,000	\$ 320,000	
Renovation of D Wing space		\$ 1,000,000	
Faculty Start-Up Expenses			
Start up for new Chair Dept of Pharmacy (1.0 FTE)	\$ 749,000	\$ 749,000	
Start up for new faculty hire Med Chem (1.0 FTE)	\$ 1,044,600	\$ 667,000	
Current committed start up funds for 2 recently hired faculty (2.0 FTE) - Med Chem	\$ 522,352	\$ 522,352	
Current committed start up funds for new hire - over next 3 years (PCEUT)	\$ 154,323	\$ 154,323	
Start up for current faculty already committed (4 junior faculty - Dept of Pharm)	\$ 374,100	\$ 374,100	
Geriatrics Endowed Faculty Fellowship position - start up	\$ 25,000	\$ 25,000	
Salary support for Geriatrics Faculty - Assistant Professor WOT	\$ 107,000	\$ 24,000	K12 funding was acquired to support faculty
Professional Development			
Faculty and Prostaff professional development (conferences, memberships, etc.)	\$ 47,882	\$ 47,882	
Recruitment			
Recruitment costs of 1.0 FTE tenure track faculty	\$ 10,000	\$ 10,000	
Research Initiatives			
Salary Support to Support faculty in Pharmaceutical Bioeng Program	\$ 11,800	\$ 11,800	
Salary Support for Prostaff in Mass Spec recharge center	\$ 18,204	\$ 18,204	
Research Lab Support	\$ 35,000	\$ 35,000	
Student Aid & Waivers			
Temporary Salaries			
Student Assistant	\$ 20,000	\$ 8,000	Hired perm Classified staff
Curriculum Consultant for PharmD curricular revision	\$ 12,000	\$ 12,000	
Tempoary salaries for PharmD Teaching (clinical, affiliate, lecturer, Tas)	\$ 60,000	\$ 60,000	
Other (Please be specific)			
Support for Full Time Grants Manager (2 years - 1.0 FTE)	\$ 170,000	\$ 170,000	
TOTAL	\$ 7,805,190	\$ 8,332,590 **	

* 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.

One Sentence Explanation:	Support for Critical Compliance- Implementation of new Pharm.D. curriculum				
Requested PRF (per year):	?	Unknown at this time			
Number of years needed:					
Starting In:					
Unit Match/Contribution:	Unknown at this time				
Full Explanation of Request:	<p>The 2015-2020 SOP Strategic Plan directs the School to undertake a wide-ranging review of the Pharm.D. curriculum to assure that we can meet the new 2016 accreditation requirements. We have begun that work and will, by Autumn of 2017, have a draft new curriculum for the Pharm.D. program. Implementation of the program will require temporary resources to support faculty and staff to develop new course materials and possibly double-teach during the implementation year. The SOP is committed to finding resources for the implementation, but would like to discuss with the Provost the possibility of supporting part of the implementation costs once we have a better sense of the scale. We are not prepared to make a precise request at this early stage – given that we do not yet have a full understanding of the changes demanded by the new curriculum.</p>				
Connection To Other Units:					
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	