

Academic Unit/Campus Name: School of Pharmacy**1. What is the academic vitality of your school, college or campus?****I. Structure and Operations**

The [University of Washington School of Pharmacy](#) faculty (~58 FTE) are organized into three Departments (Pharmacy, Pharmaceutics, and Medicinal Chemistry) and supported by an efficient administrative core that provides shared finance, human resource and administration services for the entire school. In addition, we coordinate the appointments and teaching of 700+ affiliate and clinical faculty.

The School supports a Student Services office that provides recruitment, admissions, advanced practicum placement, counseling, financial aid, academic progress and other services. The School also jointly (with UW Advancement) supports an Advancement and Communications staff that oversees and facilitates campaign fundraising, outreach, alumni affairs, and events.

II. Strategic Goals

The Schools Strategic Goals are outlined in detail in the 2015-2020 [Strategic Plan](#).

III. Instructional Programs

Core faculty in the School teach in one or more of the following programs. Our budget, tuition strategy and hiring plan are specifically designed to maintain or increase the quality of our programs and improve our ability to recruit and train excellent students.

Pharm.D. Program: The UW School of Pharmacy offers a 4-year professional program leading to the Pharm.D. degree. We are consistently ranked in the top 10 in national, and amongst the top 3 to 5 in rankings that rely on evidence of performance and scholarship. In-state Pharm.D. tuition and fees are in line with most state-supported Schools of Pharmacy on the west coast and out-of-state tuition is substantially less than the tuition of all major private schools (e.g., USC, UOP, KGI) in the western regional market. <https://sop.washington.edu/pharmd/>.

Graduate (MS, PhD) Programs: Each department offers graduate training (MS and PhD) in pharmaceutical sciences and health policy/economics. The number of graduate students is 106. The programs are highly competitive and internationally ranked. <https://sop.washington.edu/phd-ms/>.

Master's Degree in Biomedical Regulatory Affairs (BRAMS): The Master of Science in Biomedical Regulatory Affairs is a two-year program to train working professionals to effectively manage the process of bringing new medical products to market. <http://www.regulatoryaffairs.uw.edu/>.

IV. Program Outcomes

Accreditation: The School is fully accredited (June 2022) for an 8-year cycle by the American Council of Pharmaceutical Education (ACPE). The graduate programs will be reviewed by the UW Graduate School in 2019.

Pharm.D. Program: The employment rate for Pharm.D. graduates within 3 months of graduation is nearly 100%. Post-graduate residency match rates are amongst the highest (73%) in the country. Students score in the top 8% for the 2017 Pharmacy Curricular Outcomes Assessment (PCOA) examination, and achieved the top pass rate in the country (2016 and 2017) on the North American Pharmacist Licensure Exam (NAPLEX).

Graduate Programs: The pharmaceutical sciences and health economics programs consistently rank among the top programs in the nation. Graduates are in high demand and go on to careers in academia, the biomedical life sciences industry and government.

V. Enrollment

Enrollment for the Pharm.D. program is 105 students per class (420 total), including 6 in the Pharm.D.-MBA program (with [UW Bothell](#)), 1 in the Pharm.D.-PA program, 1 in the Pharm.D./Ph.D. Enrollment is carefully considered to meet workforce demands and program quality given on-campus classroom, laboratory and experiential capacity limitations.

Enrollment in graduate programs includes 75 PhD, 25 MS, and 6 concurrent degree students along with 26 postdoctoral fellows. Faculty mentor 25 to 30 post-graduate clinical and administrative residents each year. A total of 175 students are enrolled in credit or non-credit graduate and post-graduate certificate programs.

VI. Research Enterprise

The research enterprise is collaborative, nested within [8 programs, Centers and Institutes](#), and recognized for excellence in drug design, metabolism, and transport, drug interactions, pharmacogenomics, pharmacokinetic modeling of vulnerable and understudied populations, development of vaccines and targeted drug delivery platforms, protein biophysics, structural biology, toxicology, health economics and outcomes research, and drug and vaccine safety. We rank #3 nationally for federal grant funding among U.S. schools of pharmacy and #2 worldwide for research and publications by the Academic Ranking of World Universities.

VII. Advancement

The school is actively involved in the 2010-2020 \$5.0 Billion UW *Be Boundless* Campaign with a unit goal of \$50 million that we will reach during the first half of 2018. We remain focused on our philanthropic initiatives to support programs, students and faculty.

VIII. Challenges and Initiatives to Address the Challenges

Pharm.D. Applications: Over the period 2009-2016, applications to Schools and Colleges of Pharmacy across the US have declined by 18%. The impact of this decline is exacerbated by a 45% increase in the number of new schools opened. Fortunately, and because of intense focus on outreach, recruitment and program outcomes, our application rate has remained stable over the same period. To combat this challenge, we have redoubled our regional recruitment efforts and created programs that target new geographic and demographic markets, career changers and [high school students](#).

Pharm.D. Curriculum Innovation: In 2015, the state legislature passed legislation ([SB 5552](#)) that dramatically enhanced the practice environment for Pharmacists in Washington. To meet these expanded provided-based roles, faculty, students and alumni have worked together to re-engineer the Pharm.D. curriculum. The [new curriculum](#) will start with the 2019 entering class.

Space: The need for high quality instructional and laboratory space is acute. Instructional space in the T-wing of Health Sciences (HSB) is medieval. All six Health Sciences programs are nationally ranked in the Top 10 and compete against programs with newer and more technologically sophisticated learning spaces. Regionally, these include UCSF, Stanford, UCLA, Utah, and OHSU. The recent capital budget included funds (\$10 Million) to design a new teaching facility for health sciences students. All the Health Sciences Deans look forward to working with the Provost on this project.

Declining Support for Grad Students: Talented faculty come to the UW to teach, mentor and develop their scientific programs. A major determinant to attracting stellar faculty is the ability to recruit and retain high quality graduate students. Consistent and predictable financial support for graduate students is a major challenge and one we are addressing head on. In addition to being successful attracting local support (ARCS, Magnusson, etc.), we have focused

part of our advancement initiatives on graduate student fellowships, with some success. Industry and private donors have given resources to support our graduate programs and the students they serve.

Retirements and Hiring: Open faculty positions revert to the Deans office. Decisions regarding allocation of permanent faculty resources are made by the School's Executive Committee with direct linkage to the School's [2016-2020 Strategic Plan](#). Roughly 25% of the School's faculty are at or beyond retirement age. New faculty and staff hiring is carefully evaluated in the context of the Strategic Plan and Accreditation Standards.

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

Please see appropriate Tabs in the budget spreadsheet.

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

We are currently using a 4% tuition increase assumption for in-state and non-resident students in the Pharm.D. program for FY19.

- **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.**

It is increasingly difficult to justify a tuition increase of this amount to students. With continuing requirements to self-fund salary increases for faculty, professional and classified staff, we require new revenue, a redistribution of existing resources or a combination of both. In preparation for this report, we modeled a 4% increase in the Pharm.D. tuition, a 3% increase in tuition and a 3 person increase in enrollment, and a 2% increase in tuition and a 6 person increase in enrollment. As indicated in previous communications and reports, we are at capacity for students and close to the limit for Pharm.D. tuition in order to remain competitive. For this report, we have used a 4% tuition increase assumption. We will not finalize this value until we are informed about state budget and any new distributions to the School to support mandated salary 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.**

See above. We do not award tuition waivers to Pharm.D. students and give very few waivers to graduate students. We do not expect to change waiver use or distribution in FY19.

- **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 \$15,000. 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 \$111,000 in debt. We anticipate that an increase in tuition costs of 4% will add to student debt load. For context, the median salary for pharmacists in Washington state in 2015 was \$122,500.

- **Confirm (yes/no) that tuition recommendations were discussed with students.¹ Please discuss your recommendations with students, even if they are the same as the FY19 proposals you submitted last year.**

YES. The Dean has met with the nine student members of the Deans Advisory Committee of Students (DACS) in the Fall to discuss the overall fiscal health of the School and in late January to discuss the general direction of the Annual Report. The Dean informed students that he was uncertain the extent of FY19 tuition or enrollment increases. He described a range of 2%-4% depending on what happens with the state budget and central campus distributions. The students are not happy that state compensation mandates are unfunded.

- 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.**

Completed in the attached spreadsheet.

- 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.**

The DACS was informed and consulted on November 6, 2017 and January 29, 2018. The Faculty Council and the broader Senior Leadership Committee was consulted on November 16, 2017 and January 25, 2018. In addition, the Dean met with faculty in all three Departments during late Fall 2017 and explained the finances of the School and the impact that continuing unfunded state mandates will have on tuition, enrollment and our ability to hire in future.

¹ 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.