

Academic Unit/Campus Name: School of Public Health

*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.

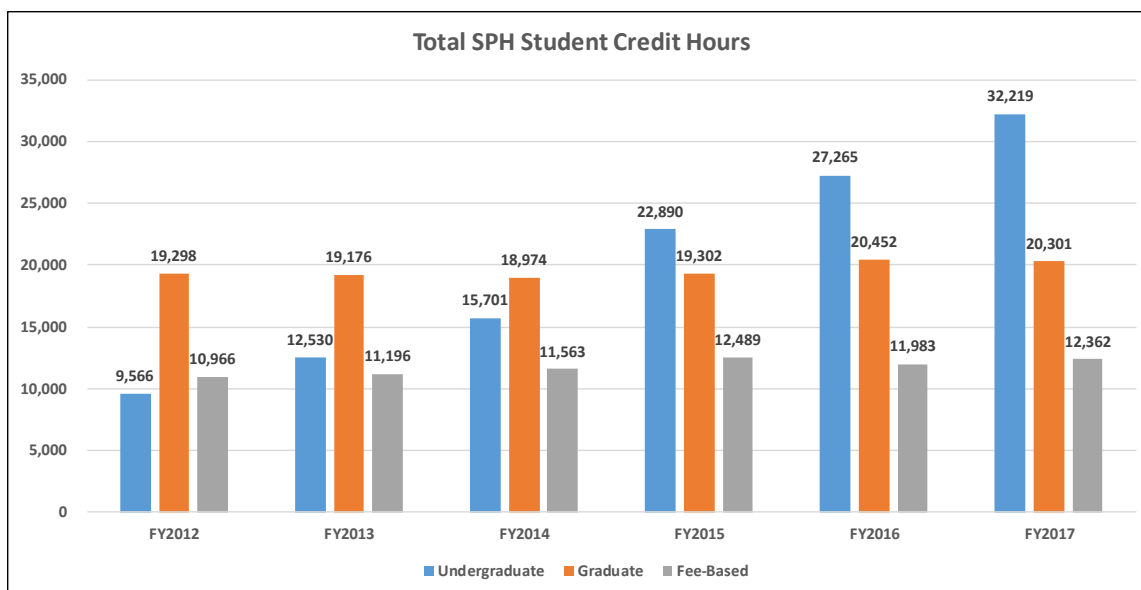
- **What are the top 3-5 strategic goals of your unit? Could any of these goals increase expenditures or decrease revenue for other units?**

1) Strengthen our teaching; 2) Strengthen our Research; 3) Meet emerging strategic challenges; 4) Improve our diversity.

 - All goals are being pursued within the existing budget framework.
 - SPH undergraduate teaching has grown at a rapid pace, with total SCH tripling over the last 5 years, driven by the Public Health undergraduate major and the growing popularity of our Nutrition courses.
 - We expect this growth pace to slow going forward.
- **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)**
 - SPH has been hiring at slightly above replacement levels in recent years.
 - Resignations at the junior ranks (mainly Asst. Prof.) and retirements at the senior rank (Full Professor) have essentially offset hiring, which has been concentrated at the Asst. Prof. level, other than strategic hires.
 - School-wide strategic hiring will conclude in FY2018. Most departments will continue to hire at the Asst. Prof. rank to replace retiring Full Professors.
 - Global Health will continue to pursue net additions in 5 key areas.
 - Faculty mix is changing slightly, with relatively more Assistant Professors and a small increase in Lecturers.
 - Note that hiring projections for FY2018 are below the annual hiring plan totals, which include carryover hires from prior years. As a practical matter, SPH has found it difficult to hire at much faster than replacement pace. Projections for resignations and retirements in FY2018 are pure speculation at this point, based solely on past trends.

SPH Faculty Hiring	2015	2016	2017	2018P
Separations	15	8	10	11
Resigned	8	4	3	4
Assistant Professor	3	3	1	2
Associate Professor	3		2	1
Lecturer/Instructor				1
Professor	2	1		
Retired	7	4	7	7
Associate Professor			2	
Lecturer/Instructor	2	1		2
Professor	5	3	5	5
Hires	10	13	15	14
Regular Hires	10	11	15	13
Lecturer/Instructor	5	3	5	2
Assistant Professor	3	7	10	10
Associate Professor	1	1		
Professor	1			1
Strategic Hires	0	2	0	1
Assistant Professor		1		1
Associate Professor				
Professor		1		
Net Hiring	(5)	5	5	3

- 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)
 - MPH curriculum revision (uniform core, plus electives) is a top priority in FY2018.
 - Entering the second year of awarding 6 biennial Masters level scholarships (\$10,000 per year). Also award Health Services Excellence, Equity, and Distinction (HSEED) Awards of \$5,000. SPH Masters students have the highest debt levels and the scholarships help diversify acceptances. PhD students have lower debt due to the use of stipends and TA/RA-ships to help cover tuition, both directly through payments and indirectly through tuition waivers.
 - SCH trends below.



- What has your college done in relation to key **university initiatives**? (E.g. [Population Health Initiative](#), [Race and Equity Initiative](#), [Husky Experience](#), [Transforming Administration Program](#))
 - SPH is deeply involved in the Population Health Initiative, with faculty serving on the initiative executive council, submitting multiple pilot grant proposals, and driving multiple cross campus collaborations, in addition to doing the daily research and teaching that falls squarely in the center of the initiative.
 - With respect to the Race and Equity Initiative, SPH has proposed and received Provost startup funding for the Anti-Racism Center for Health (ARCH) and is developing the Health Equity Institute to serve as an umbrella organization for multiple race and equity related research and practice initiatives within the school.

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:¹
 - 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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¹ 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.

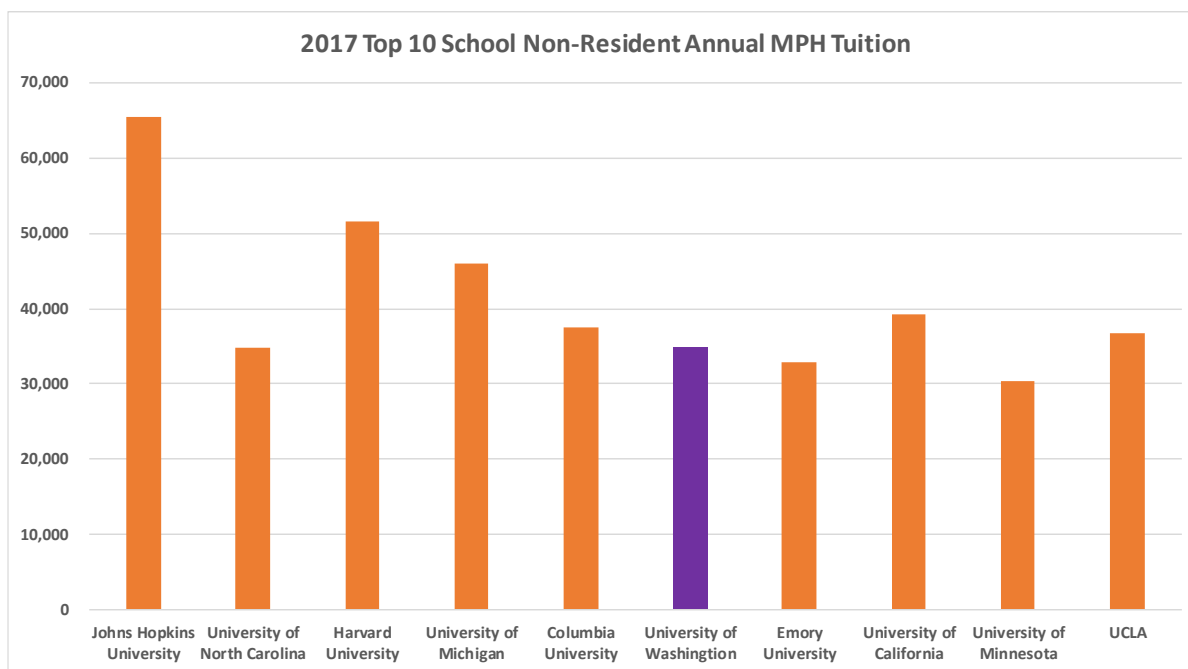
3. What are your school, college, or campus's tuition recommendations for 2018-19 (FY19)?

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:

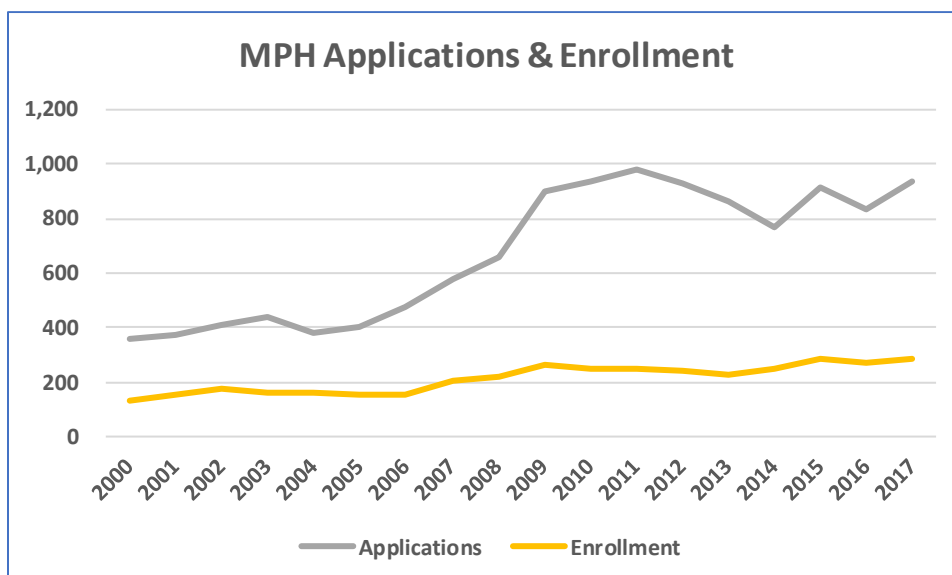
- In last year's budget process, units submitted *preliminary* FY19 tuition recommendations, along with their FY18 tuition recommendations. You can review last year's submissions at [this webpage](#), along with a summary of FY19 (and FY18) [tuition recommendations](#). You may reuse responses, if they 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) for instructions on how to modify the "Tuition Recommendations" tab.
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- SPH tuition recommendations for FY19:
 - +4% for MPH, resident and non-resident (**revised on 4/12/2018 from 3%**)
 - +/-0% for MS and PhD, resident and non-resident

- **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.**
 - SPH non-resident tuition for MPH students remains below most comparable private school tuition rates and in the mid-tier of public school tuition rates (see graph below).
 - SPH PhD tuition rates compare similarly for peer schools, but we feel that not increasing tuition next year will allow the SPH PhD rate to move closer to the Graduate Tier I rate, which will help SPH students participate in various training grant opportunities.
 - Enrollment is expected to remain stable.
 - Incremental revenue generated will be spent on faculty salaries and other operational costs and will bring the MPH program closer to covering all program costs.



- **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.**
 - Annual MPH applications are recovering from a post-recession dip and nearing all-time highs, while enrollment continues to grow.
 - We expect little change in enrollment patterns:
 - Most enrollment growth is driven by US students, while International students remain steady.
 - Resident MPH students make up 63% of enrolling students.
 - PhD students are less regional, with Washington residents making up 35% of enrolling students.



- **Discuss the impact on student debt load.**
 - SPH student debt loads are highest among Masters students
 - More students with debt, more debt on average
 - Cumulative from BA/BS level
 - Fewer options for waivers and TA/RA stipends
 - Any tuition increases for Masters students will potentially add to student debt
 - Proposed tuition increases may increase the total debt load for students with debt by 1.5%-2.5%
(NOTE 4/12/2018: this analysis was based on a 3% increase. The final recommendation is 4%)

SPH Student Debt	
BA/BS	2016-17
Students	281
With Debt	121
Total Debt	2,330,498
Average	19,260
Pct w/Debt	43%
Masters	2016-17
Students	281
With Debt	154
Total Debt	11,852,101
Average	76,962
Pct w/Debt	55%
PhD	2016-17
Students	52
With Debt	25
Total Debt	1,098,728
Average	43,949
Pct w/Debt	48%

- **Confirm (yes/no) that tuition recommendations were discussed with students.² Please discuss your recommendations with students, even if they are the same as the FY19 proposals you submitted last year.**
 - Yes

² 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.

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.³
- 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.

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:

- 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.

Consulted both with our elected Faculty Council (Prof. Terry Kavanagh, chair) and with our Deans Advisory Council of Students (Lauren White and Peder Digre, co-chairs) at multiple points during the month of Jan.

UPDATE 4/12: Previously, students submitted a letter to the Provost regarding their input on this budget submission. Students were consulted again regarding the change to a 4% increase recommendation for MPH tuition rates.

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