



# UNIVERSITY of WASHINGTON

## FY2025 Operating Budget Development Narrative Prompts

### School of Pharmacy

#### Programmatic & Academic Vitality Narrative

*Text submitted within this section **will** be published to OPB's Annual Budget Development website*

*Where possible, you are encouraged to leverage published materials already created*

- 1) Please provide a web link to your campus/unit strategic framework and provide three to five bullet points outlining the relationship between your resource plan and your strategic framework. *Word Limit: 750*

The School of Pharmacy's 2022-2025 Strategic Plan can be found [here](#). The emphasis is to:

- Ensure a transformative student experience in a forward-looking and exemplary learning environment
- Advance research initiatives that enable innovative solutions to the evolving needs of patients and society
- Attract and support a community infused with a culture of excellence, collaboration, respect and diversity
- Shape the future of health care delivery, discovery and policy
- Improve population health through targeted and meaningful public service
- Provide a world-class environment and space where faculty, staff and students thrive

Our resource plan aligns with our strategic plan by prioritizing and setting goals such as:

- Continue to enhance our recruitment and retention efforts to stabilize PharmD enrollment
- Recruit for key leadership positions (e.g. Associate Dean for Professional Pharmacy Education, Associate Dean for Diversity, Equity, and Inclusion) and train new leaders within the School
- Establish an undergraduate minor in pharmaceutical sciences
- Seek new lab and office space
- Enhance our visibility within the University, the State, and the region
- Identify future areas of scientific growth
- Diversify our revenue sources
- Prepare for the next comprehensive campaign

- 2) Please discuss your campus/unit's planned utilization of resources, as identified in your Adaptive entries (institutional initiative = UW Diversity Blueprint), in support of the [2022-2026 UW Diversity Blueprint](#) themes and goals. *Word Limit: 750*

Our School DEI Strategic Plan (found [here](#)) is in alignment with the 2022-2026 UW Diversity Blueprint themes and goals. Our goals are to:

- Cultivate a safe, accessible, inclusive, and equitable climate
- Attract, retain, and graduate a diverse, representative, and excellent student body
- Attract, retain, and graduate a diverse, representative, and excellent staff and academic personnel
- Reflect equity and inclusion in research, teaching, and practice
- Be accountable and transparent



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Our resource plan will show how we are addressing some of these goals. (Not all our work towards our goals is easy to demonstrate via the resource plan.) Over the coming year, we plan to make progress with staffing, recruitment, scholarships/fellowships, training, and diversity spending.

In staffing, we plan to add a leadership position in DEI - Associate Dean for Diversity, Equity and Inclusion - and continue funding a DEI Coordinator to support both the Associate Dean and the School's Diversity, Equity, and Inclusion Council.

For student recruitment, we plan to continue supporting faculty, staff, and student participation at the SACNAS (Advancing Chicanos/Hispanics & Native Americans in Science) conference and ABRCMS (Annual Biomedical Research Conference for Minoritized Scientists) conference where we have had modest success recruiting underrepresented minorities.

A key discussion the School is beginning to embark on is how we support students from diverse backgrounds. In addition to providing social and cultural support (such as through the creation of affinity groups), we are also discussing the educational and research training support some students from disadvantaged backgrounds may need.

We also plan to utilize our diversity-focused scholarships and fellowships to their fullest extent and look for training beyond the basics provided at the University-level. This includes topics such as micro-aggressions, implicit bias, and wellness.

Additionally, the Dean's Office and our three academic departments plan to pursue more intentional purchasing from minority- and/or women-owned businesses, particularly in purchasing supplies (office and lab) and catering. Though we have set modest goals, we believe a change in mindset will be the first step towards bigger transformation.



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### School of Pharmacy

#### Required Budget Development Consultative Process Summary – Faculty, Staff and Students

*Text submitted within this section **will** be published to OPB's Annual Budget Development website*

*-- If specific questions are not applicable to your unit, simply indicate n/a --*

Consultation with your elected faculty councils, student councils and unit/campus staff, regarding your unit's/campus's budget proposal materials, including your proposed FY25 operating budget, narrative responses, tuition rate recommendations and fee-based rate recommendations are an important and necessary component of the UW's budget development process. Your responses to the questions below will be documented and included as part of the FY25 operating budget development review materials provided to Executive Leadership of the UW.

**PLAN NOW to ensure that all unit/campus review and consultative processes are completed by the March 4, 2024 due date.**

- 1) Please indicate the date that FACULTY leadership within your unit/campus was consulted and provided the opportunity to provide input as part of this budget planning exercise

The Dean and Assistant Dean for Finance and Administration met with the three-person Elected Faculty Council on January 25, 2024 and had a robust discussion about the budget process and tuition request. There was a good discussion that included topics such as PharmD class size, non-resident tuition, upcoming ASE salary increases, diversity, equity, and inclusion and faculty development for leadership. In addition, the Elected Faculty Council and the School's Executive Committee were provided this narrative on February 23, 2024 for review and comment.

- 2) Please list a point of contact for your FACULTY leadership (name and UW email address).

Ken Thummel, Elected Faculty Council Chair & Professor, Department of Pharmaceutics [thummel@uw.edu](mailto:thummel@uw.edu)

- 3) Please indicate the date that STUDENT leadership within your unit/campus was consulted and provided the opportunity to provide input as part of this budget planning exercise.

The Dean and Assistant Dean for Finance and Administration met with the Dean's Advisory Council of Students twice: October 31, 2023 and January 19, 2024. The first meeting was to outline the budget process and the main budget drivers, which includes tuition. The second meeting was to provide more specific information about the direction of the School's tuition requests and status of the budget.

- 4) Please list a point of contact for your STUDENT leadership (name and UW email address).

Amanda Bryan, DACS Chair & PharmD student (3<sup>rd</sup> year), [bryan97@uw.edu](mailto:bryan97@uw.edu)

- 5) Please discuss how you involved campus or unit staff in the consultative process.

This was done indirectly. On November 7, 2023, at the All School Staff meeting the Dean shared his immediate priorities and his mid- to long-term goals and invited feedback. Then during December 2023 through February 2024, the unit administrators have provided their feedback on the budget as part of budget building process.



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- 6) Since submission of your tuition and/or fee-based rate recommendations on February 1, 2024, has your campus or unit received any additional feedback from students? If so, please summarize here.

None received.

Do Not Submit This File



# UNIVERSITY of WASHINGTON

## FY2025 Operating Budget Development

### Seattle Campus – School of Pharmacy

#### Tuition-based Program Rate Recommendation Narrative

*Text submitted within this section **will** be published to OPB's Annual Budget Development website*

Responses to the questions below are required for each tuition category that your unit/campus recommends adjusting (as submitted to OPB by 2/1/24). **Please note question #4 is required for any programs for which no tuition increase is requested.** If you are recommending changes for multiple tuition categories, please differentiate your responses within each question.

- 1) Please explain how the proposed rate increase will enhance student experience and promote student success?

*Word Limit: 500*

For FY2025, we are proposing a 0% increase for resident PharmD tuition and a 14.2% (\$8,000) reduction for non-resident PharmD tuition. The overall goal of this approach is to remove barriers to access, increase enrollment, and enhance student experience and success. Our non-resident tuition rate has ranked in the top 5 among State institutions nationwide, suppressing our offer yield among out of state applicants. The non-resident tuition decrease is designed to remove admission barriers to out of state applicants and reduce related financial challenges to retain matriculated students. Although enrollment numbers in FY2024 (98 students) recovered from the one-year dip experienced in FY2023 (80 students), it is important that we implement this strategy to maximize the applicant pool long term and enhance student success by reducing the financial burden.

- 2) Tuition and fee increases have a disproportionate impact on low-income students. Please comment on how each fee change will affect student debt loads, and specifically how the program will offset this impact. *Word*

*Limit: 550*

Tuition and living costs in Seattle create financial strain for our PharmD students. Many of our students work to support their educational and living expenses. As a full time, professional doctorate program, our students struggle to balance outside work of 10-12 hours weekly against the demands of our rigorous program. We continue to see increases in PharmD student work hours substantially above this level and a corresponding increase in academic progress challenges related to high workload outside of school. In response, the School has increased its philanthropic efforts to support additional scholarships where possible, however, the current scholarship levels remain well below the tuition level. The proposed tuition strategy will potentially lighten student debt loads.

- 3) Please discuss your unit/campus's overall tuition strategy for the next 3-5 years. Describe if you expect the proposed change to result in changes to enrollment (including changes to resident/non-resident composition) or the volume of tuition waivers awarded. *Word Limit: 250*

Our strategy is to bring our PharmD tuition rates into alignment with a greater number of competitor programs in order to maximize and stabilize enrollment long term (bringing more predictability to an incoming class count of 100-110). The ratio of resident to non-resident students has typically been around 65%/35%. In FY2024 we issued 10 tuition waivers covering the non-resident-resident differential, but with the proposed non-resident tuition decrease these waivers will not be issued (except for 2-3 waivers, issued to FY2024 applicants who deferred admission to FY2025).

- 4) If you are not planning to increase tuition for any program, please respond to the following: Generally, small, inflationary increases (1-2% annually) are preferred over no increase or large increases every few years. Please

  
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answer the following questions for each program where no increase is requested. *Word Limit: 250*

- a) Please explain why this program's rate does not warrant an increase by describing the program's financial position, structure, peer comparisons, or other relevant information.

We recognize that this strategy of no increase to the resident tuition rate and a reduction to the non-resident tuition rate will reduce tuition revenue, possibly up to \$500,000. However, we believe these tuition rates will attract both resident and non-resident students, and thus increase our overall yield and reduce this lost tuition revenue. In addition, the School is financially healthy given the strong tuition revenue returns that our new PharmD curriculum has afforded us – more credits are taken within the School than under the previous curriculum.

- b) What do you currently anticipate annual rate change requests will be for the next two years?

We will assess the impact of the FY25 year's rates to determine if they had an impact on PharmD enrollment. Depending on our assessment, we may request one more year with a flat resident tuition rate and another reduction to the non-resident tuition rate. Our goal is to stabilize our enrollment at 100-110 PharmD students.

- 5) Enrolled students affected by rate increases must be consulted on proposed increases before proposals are finalized. Please describe when and how students were consulted and summarize the feedback they provided regarding EACH of your tuition rate recommendations. *Word Limit: 500*

The Dean and Assistant Dean, Finance and Administration met twice with the Dean's Advisory Council comprised of PharmD students (students from each cohort year) and graduate students from the four graduate programs (Pharmaceutics, Medicinal Chemistry, Health Economics & Outcomes Research, and Biomedical Regulatory Affairs). The Dean and Assistant Dean, Finance and Administration discussed the budget process and tuition setting process. These meetings took place on October 31, 2023, and January 19, 2024. The students were favorable to this tuition proposal. Students noted the benefits of having a diverse class and agreed that reducing the non-resident PharmD tuition would add to the diversity of future classes and reduce the overall debt burden for the students.