

C1. Fiscal Resources

The school has financial resources adequate to fulfill its stated mission and goals. Financial support is adequate to sustain all core functions, including offering coursework and other elements necessary to support the full array of degrees and ongoing operations.

- 1) *Describe the school's budget processes, including all sources of funding. This description addresses the following, as applicable:*

GWSPH is a closed unit of the university which means that GWSPH manages revenue and expenses for its programs and administrative operations. The school is required to cover any deficits and may build reserves with surpluses. The school pays a set of levies to the university for services provided by central GW offices and is responsible for facilities payments for physical plant assets and rental properties.

- a) *Briefly describe how the school pays for faculty salaries. If this varies by individual or appointment type, indicate this and provide examples.*

Most faculty are expected to raise a portion of their salary from external sources. The proportion of external funding depends on the faculty member's role and is assessed annually. Tenured and tenure track faculty are typically expected to fund at least 50% effort from external sources (grants and contracts), except for newly hired faculty in their first year, who typically receive full salary coverage from the school. Research faculty must fund a minimum of 70% effort (up to 100%) from external research grants. Limited-service teaching faculty do not have an expectation for external funding.

- b) *Briefly describe how the school requests and/or obtains additional faculty or staff (additional = not replacements for individuals who left). If multiple models are possible, indicate this and provide examples.*

The Provost's Office solicits requests for faculty hire proposals annually. The Dean, in turn, solicits requests from each department chair and assesses them in light of enrollment trends and the school's teaching and research needs. A slate of requests is prepared and submitted to the Provost for review. Approved requests are then included in the school's annual budget proposal for the following year. It is possible to submit off-cycle requests for opportunity hires or unanticipated urgent needs.

Departments submit requests for additional staff to the Dean as part of the annual budget planning process. These requests are reviewed in light of the school's administrative needs and available funding. Internally approved requests are then included in the school's annual budget proposal that goes to the Provost and Chief Financial Officer. It is possible for departments to submit off-cycle requests.

GWSPH is responsible for hiring per course instructors and select teaching and research faculty without approval from the Provost's Office. These faculty are reviewed and appointed at the department level, reviewed by the Office of Academic Affairs and finally approved for hire by the Assistant Dean for Faculty Affairs.

- c) *Describe how the school funds the following:*
a. *operational costs (schools define "operational" in their own contexts; definition must be included in response)*

Operational costs include expenses that support instruction, administration and some research activities such as faculty startup packages and research infrastructure. Support for these costs is funded by a combination of tuition and fee revenues, indirect cost recovery, pledges and gifts, endowment payout and fees for service.

- b. student support, including scholarships, support for student conference travel, support for student activities, etc.*

Support for student support costs is funded by a combination of tuition and fee revenues, indirect cost recovery, pledges and gifts, endowment payout, and fees for service.

- c. faculty development expenses, including travel support. If this varies by individual or appointment type, indicate this and provide examples*

Support for faculty development costs is funded by a combination of tuition and fee revenues, indirect cost recovery, pledges and gifts, endowment payout, and fees for service.

- d) In general terms, describe how the school requests and/or obtains additional funds for operational costs, student support and faculty development expenses.*

GWSPH is responsible for securing the revenue for additional funds for operational costs, student support and faculty development expenses. However, all increases in budget areas must be vetted through the annual budget process.

The GW fiscal year begins on July 1 and ends on June 30 of each year. The budget process starts in the fall of the previous fiscal year. The school receives planning guidelines from the Provost and Chief Financial Officer and then provides instructions to department chairs and administrative managers relating to school-level budget priorities and formats.

All department chairs, administrative managers and deans present their draft budgets for the next year at a meeting held in late November/early December. They highlight requests for additional resources and cost savings relative to the current year's budget in the context of the school's strategic plan and considering the priorities set by the Dean.

The Dean makes resource allotment decisions based on expected revenues and other incoming resources. Those decisions feed into the development of a final budget proposal. In January/February, the Dean presents the school's budget proposal to the Provost, Chief Financial Officer and other university leaders, and answers any questions they have. The departments are notified of the final budget after the Board of Trustees has approved the university's budget in the spring.

- e) Explain how tuition and fees paid by students are returned to the school. If the school receives a share rather than the full amount, explain, in general terms, how the share returned is determined. If the school's funding is allocated in a way that does not bear a relationship to tuition and fees generated, indicate this and explain.*

GWSPH receives tuition and fees differently depending on the student's level.

- Undergraduate Tuition—The school receives a set amount per credit hour for each undergraduate credit hour taught as well as a fixed supplemental instructional payment. The per-credit-hour amount is adjusted annually based on tuition rate increases. Undergraduate financial aid is managed by a central office outside of the

school's budget. This allocation is not tied to the number of majors but instead to the number of students enrolled in GWSPH courses.

- Residential Graduate Tuition—GWSPH receives 100% of tuition revenue for courses taught to students who are enrolled at GWSPH. When students register for courses outside of the school in which they are enrolled, the teaching school receives 80% of tuition revenue, and the enrollment school receives 20%. Scholarships for GWSPH students are granted and administered by GWSPH.
- Online Graduate Tuition—GWSPH receives 100% of tuition revenue for online courses taught to students who are enrolled at GWSPH. These courses are not typically open to students from other schools. Scholarships for GWSPH students are granted and administered by GWSPH. Online programs are delivered in partnership with 2U for student recruitment and the course delivery platform. In accordance with the partnership contract, a reconciliation of tuition and fee revenue and scholarship expense is performed each term. A portion of revenue is shared with 2U, and a portion of scholarship expense is received from 2U.
- Application and Course Fees—Course fees constitute an insignificant source of revenue for the school. GWSPH does not charge an application fee.

f) *Explain how indirect costs associated with grants and contracts are returned to the school and/or individual faculty members. If the school and its faculty do not receive funding through this mechanism, explain.*

GWSPH retains 100% of the indirect cost received from grants and contracts and pays a proportion of it to the university for shared research services. Currently, the school does not return indirect cost to departments or to individual faculty and instead uses it to support facilities and administrative costs involved in supporting research activities.

If the school is a multi-partner unit sponsored by two or more universities (as defined in Criterion A2), the responses must make clear the financial contributions of each sponsoring university to the overall school budget. The description must explain how tuition and other income is shared, including indirect cost returns for research generated by the school of public health faculty appointed at any institution.

Not applicable.

2) *A clearly formulated school budget statement in the format of Template C1-1, showing sources of all available funds and expenditures by major categories, for the last five years.*

GWSPH does not receive any state appropriations or university funds. The Support and Investment line in Template C1-1 includes an annual transfer of positive margin generated in the operating budget to a reserve account. If the school should ever have a negative margin at the end of a fiscal year, GWSPH transfers funds from the reserve account into the operating budget. This transfer balances the operating budget at the end of each fiscal year so that revenue equals expense.

Template C1-1

Sources of Funds and Expenditures by Major Category, 2018 to 2023					
	FY '18-'19	FY '19-'20	FY '20-'21	FY '21-'22	FY '22-23
Source of Funds					
Tuition & Fees	77,118,175	77,026,122	85,362,159	91,588,586	80,522,948
Grants/Contracts (Direct)	84,683,089	81,261,220	79,301,350	73,164,131	71,680,621
Indirect Cost Recovery	10,634,368	10,845,073	12,141,911	12,665,781	13,479,858
Endowment	3,132,612	3,604,934	3,037,009	4,539,263	6,351,363
Gifts	3,947,027	4,801,802	3,026,375	997,782	1,263,413
Other Miscellaneous Revenue ²²	1,389,091	755,322	847,147	1,354,607	1,421,863
Total	180,904,361	178,294,472	183,715,951	184,310,148	174,720,067
Expenditures					
Faculty Salaries & Benefits	25,983,312	26,302,650	25,067,275	27,281,570	29,158,973
Staff Salaries & Benefits	16,961,701	17,933,075	13,444,679	15,038,675	16,999,317
Operations ²³	6,244,356	6,114,103	5,364,139	5,851,852	7,006,889
Travel	1,823,242	1,098,820	129,165	872,191	1,431,074
Student Support ²⁴	7,265,578	8,525,681	11,572,148	13,111,086	12,704,506
University Tax ²⁵	9,542,589	9,643,771	9,617,663	9,429,937	8,900,183
Online Education Partner ²⁶	25,560,013	22,863,268	26,683,764	27,260,939	21,211,121
Support and Investment ²⁷	2,840,481	4,551,884	12,535,767	12,299,768	5,627,382
Total	180,904,361	178,294,472	183,715,951	184,310,148	174,720,067

If the school is a multi-partner unit sponsored by two or more universities (as defined in Criterion A2), the budget statement must make clear the financial contributions of each sponsoring university to the overall school budget.

Not applicable

²² Includes royalties, non-sponsored contracts, and auxiliary revenue.

²³ Includes rent, facilities expense, supplies, equipment, purchased services, communications, interdepartmental assessments.

²⁴ Includes scholarships, fellowships, graduate assistantships, and student wages.

²⁵ Includes payments for central services including IT, research administration, and library resources.

²⁶ Revenue share payment to online program partner per contractual agreement.

²⁷ Net of operating transfers between GWSPH and other university entities, transfers to reserves, and carryover balances.

3) *If applicable, assess strengths and weaknesses related to this criterion and plans for improvement in this area.*

Strengths

- GWSPH has financial resources adequate to fulfill its stated mission and goals and to sustain all core functions. The GWSPH budget process includes input from department chairs and administrative department heads across the school and emphasizes links to the strategic plan to guide the allocation of resources. There is transparency to the broader school community with biannual financial updates to faculty and staff.
- Despite the financial restrictions that GW has experienced from FY '21 to the present, GWSPH has been able to maintain a strong cadre of faculty; enrollments and research have supported the ability to replace those faculty who retired or changed careers during this very uncertain time.
- GWSPH has built a healthy level of reserves over time by consistently generating budget surpluses through responsible financial management.
- GWSPH has a track record of bringing in significant external funding and alum donations, including major gifts from Atlantic Philanthropies, RCHN Community Health Foundation and private donors.
- The mix of funders in GWSPH's research portfolio has trended toward those that have higher indirect cost rates, which has a positive impact on the school's revenue and our ability to support the research infrastructure.

Challenges

- Demographic and market demand changes present a challenge to enrollment growth. We remain confident in our ability to attract students but will need to adjust.
- Like most other universities, GW experienced budget constraints due to the COVID-19 pandemic as evidenced by the sharp drop in our staffing budget in FY '20-21; many staff positions were eliminated precipitously. Other reductions in expenditures were due to pandemic-related constraints like reduced travel in FY '20 and FY '21. While the university has largely recovered financially, continued budget pressures constrain GWSPH's resources.
- Although GWSPH remains highly competitive and continues to receive research grants, we have seen a small decline in research expenditures over the past several years due to the end of a large research study concluded by the Biostatistics Center in FY '22 and a drop in indirect cost recoveries between FY '19 and FY '20 as the study data collection was phased down. Most GWSPH departments saw notable increases in funded research during this time. For example, GWSPH experienced a 4% increase in the number of proposals submitted between FY '18 and FY '22, indirects and total non-Biostatistics Center research numbers have grown steadily since FY '20, and we are confident in renewed growth as the funding landscape improves.
- Along with cutting staff in schools, the university in FY '21 moved toward a greater use of shared university services (e.g., IT, development, marketing, research support). While GWSPH is assessed for these services (in various ways) the overall cost is higher than in prior years, particularly where expectations for service levels are misaligned with the expectations of many of our faculty. See [Criterion C3](#) for more information.

Future Plans

- GWSPH is expanding its program offerings to include a bachelor's in Health Data Science, new concentrations in the online MPH program and an online DrPH program, which should increase student enrollment and tuition funds.
- The university continues to develop new dashboards and reports to help deans monitor financial activity, identify trends and respond more proactively.

- GWSPH continues to work toward diversification of funding resources for the Biostatistics Center with reasonable success.
- GWSPH has carried out a deep analysis of the shared service areas and is working with the central offices to create service agreements that more clearly align expectations, resources and service delivery.