Unit Name: *The Information School*

1. **Academic Units**: Please provide a 1-2 page description of how your unit will fund growth plans identified in the Annual Academic Plan workbook through current or anticipated incremental revenue to your unit. Please provide specific fund source names and projections (in dollars). If these plans assume additional Provost Reinvestment Funds (supplement), please make that clear in this section.

iSchool Academic Growth Plan: Enrollment Summary

	Actual *AQ12*	Target FY13	FY14 change	Target FY14	Target FY19	6-Year Change
Tuition-Based Majors						
Undergraduate	*216*	**210**	**35**	**245**	**420**	**210**
Graduate - PhD	*47*	42	2	44	50	8
Total Tuition-Based	*263*	**252**	**37**	**289**	**470**	**218**
% of iSchool Total	*32.5%*	**32.2%**		**35.1%**	**46.5%**	**95.6%**
Fee-Based Majors						
MLIS Residential/Law	*151*	140	0	140	140	0
MLIS Online	*222*	210	0	210	210	0
MSIM	*172*	180	5	185	190	10
Total Fee-Based	*545*	**530**	**5**	**535**	**540**	**10**
% of iSchool Total	*67.5%*	**67.8%**		**64.9%**	**53.5%**	**4.4%**
iSchool Total Enrollment	*808*	***782***	***42***	***824***	***1,010***	***228***

Note that the above summary of the iSchool's strategic plan for enrollment growth extends one-year beyond the data provided in the Annual Academic Plan five-year projection workbook.

In July 2012, the iSchool initiated a three-year strategic plan designed to further strengthen our status as a world-leading Information School. The iSchool's 2012-2015 plan, *iSchool 2015*, focuses on investments in specific areas of strategic visibility, together with targeted growth and partnership development initiatives. The plan emphasizes the iSchool's role in preparing the leaders and innovators of the 21st century global information economy and our commitment to making the world a better place. With strategic academic growth, the School will address student and employer demand. We will also achieve an appropriate size for the Informatics program, ensuring its quality and distinction.

Tuition-based Enrollment Growth Funding Plan: Undergraduate Program – Bachelor of Science in Informatics

A fundamental element of our strategic plan for academic programs is the expansion of the high-demand and highly competitive undergraduate Informatics program. Informatics is a STEM major on the UW campus. Growth of this program responds to the documented needs of the region and the nation to increase the available workforce with knowledge and skills in information and technology. We have been successful in recruiting an increasing number of female students to the Informatics program, and the proportion of female students in our degree is substantively higher than the level in information technology programs observed nationwide. Continued implementation of the

academic growth plan initiated by the iSchool in 2011 will result in doubling the School's undergraduate enrollment across the next six years to the level of 420 students by Autumn 2018.

Strategic actions related to developing and expanding the Informatics program include:

- adjusting the number and type of courses;
- adding more pre-major courses to help attract students to the Informatics major and provide service to the UW;
- implementing an active Freshman Direct Admit program (FDAP);
- exploring ideas for building a recruitment pipeline from middle schools through high schools, connecting with STEM education;
- creating an Information Assurance and Cybersecurity transcriptable option for Informatics majors;
- investigating additional transcriptable options in areas of high visibility (such as data science) or adding a minor in Informatics;
- developing strategies and hiring staff accordingly to sustain the heavier advising load;
- increasing the number of women applicants to the Informatics program;
- increasing computer lab capacity and access for students; and
- supporting the program with career services.

Expansion of the Informatics program will require the addition of tenure-track professors and professional lecturers, an increase in teaching assistants, additional advising staff and other operational support (for information technology, computer labs, career services, faculty support, marketing and recruitment, etc.). In addition to permanent cost increases, we will need to invest temporary funds for new faculty recruitment, relocation and start-up packages.

The fundamental revenue allocation principles of the University's Activity Based Budgeting (ABB) model would generate more than adequate funding to support the costs associated with expanding our undergraduate program if the model distributed funds in the same year as the student activity occurs. Since accounting for actual activity occurs at the end of the year and the distributions are delayed until the next fiscal year, there is a lag between when students matriculate, take courses and graduate, and the ABB distribution of the revenue related to those activities. When a program is in a growth phase, delay in funding can present a significant challenge. We project that the ABB funding will lag our actual growth activity in our Informatics program by $213,000 to $418,000 a year over the next five years with a cumulative variance between the revenue generated by the activity and the ABB funding of about $1.6 million over this period (see appendix A and B). This revenue variance grows to over $2.6 million across our entire growth plan (see appendix B).

However, while the revenue delay indicates a five-year shortfall of $1.6 million, we believe we can appropriately support the planned enrollment growth across the next 5 years with a level of expenses that leave only a shortfall of $1.0 million dollars between our expenditure needs and the ABB distribution model. Once the program reaches a steady-state, the permanent ABB funding will catch up and we anticipate we will have no need for additional resources beyond ABB to support the program. Until that time, investment of other resources and/or using lower cost options to support the program will be required.

Below is a summary of the five-year student, revenue and expenditure changes projected for the iSchool's Informatics program.

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Informatics Program Growth - Expenditure and ABB Funding Estimates
Using 2012-13 ABB Allocation Data

	5-Year Total
STUDENT ACTIVITY DATA	
Majors	+140
Degrees Granted	+66
Degrees Granted - ABB Allocation (2 year lag)	*+55*
Student Credit Hours	+6,225
Student Credit Hours - ABB Allocation (1 year lag)	*+5,153*
REVENUE MODEL DATA	
Incremental ABB Revenue - Actual Activity (True-up calc)	**$4,343,702**
Incremental ABB Funding (per ABB model)	**$2,744,929**
ABB Revenue to Funding Variance	**($1,598,773)**
BUDGET DATA	
Total Expenses	**$3,748,000**
ABB Funding Per Distribution Model	**$2,744,000**
Funding Shortfall	**($1,004,000)**

For yearly amounts, see Appendix A.

We have a high degree of confidence in the demand for our Informatics degree and in the value to the School and University of growing the program. If needed, we will, therefore, commit up to $525,000 from the iSchool's contingency reserves towards mitigating the funding shortfall outlined above. We do, however, request that the Provost consider providing $1 million in Reinvestment Funds (spread across the next three to four years) to fully fund the iSchool's undergraduate enrollment expansion costs from ABB resources, and partially compensate for the temporary funding lag in ABB revenue distribution. This would allow the iSchool to avoid dipping as deeply into our reserves and thereby reduce our overall financial risk. Although less desirable financially for the iSchool, with Provost Reinvestment Funding of at least $500,000, plus the iSchool's commitment of contingency reserves, we can fully fund our enrollment growth and achieve the desired ratio of investment in professorial and professional lecturing faculty. If the iSchool were to receive no Provost Reinvestment Funding, we can still expand the Informatics program. But if this were the case, we would need to use our contingency reserve commitment, and we would also have to shift our faculty funding plans to align with the ABB lag. This would require postponing the School's investment in one professorial faculty position and delaying the funding of the other planned professorial hire by one-and-a-half years.

Summary of Shortfall Funding/Mitigation Options: 5-Year Plan

Provost Reinvestment Funds	*$500K to $1 million (over 3-4 years)*
and/or…	
iSchool Investment from Reserves	*Up to $525,000*
Defer Faculty Funding/Higher Guest Faculty %	*Saves up to $493,000*

For a complete outline of our revenue projections and funding scenarios, see the appendices.

Tuition-based Enrollment Growth Funding Plan: Doctoral Program – Ph.D. in Information Science

The iSchool will also increase our Ph.D. in Information Science by 20% to reach an enrollment of about 50 students by Autumn 2018. The primary cost associated with expanding the Ph.D. program is providing graduate appointments for our Ph.D. students. Teaching assistantships will be increased due to the expansion of the undergraduate program and are included in the costs of supporting that program. The successful expansion of the PhD program will depend on achieving expected increases in sponsored research support for research assistantships.

2. **Academic Units**: If you are recommending the creation of a new tuition category, please identify the original tuition category, the proposed category, a suggested tuition rate for FY14 and a percentage increase for FY15. If you plan to move only a subset of your programs into a new category, please identify those programs.

Not applicable – The iSchool is not recommending a new tuition category for FY14.

3. **Administrative Units**: Please provide a 1-2 page overview of your current strategic plan and include a summary of any operational risks that the UW must work to mitigate over time. Note that there are very few Provost Reinvestment Funds, so your summary should provide a clear sense of how your unit intends to minimize risk, maximize service, and if necessary, repurpose existing funds to do so.

Not applicable.

4. **Academic and Administrative Units**: Considering your strategic plans (particularly if they assume growth) please provide a short summary (1-2 pages at most) that relates these plans to your current space assignment. In particular, you might consider the following questions when drafting your response:
    a) Does your current space inventory meet current programmatic requirements? Contrarily, does the type or quality of the space place any constraints on your ability to meet program requirements? If not, please provide specific quality or space type concerns (location, specific quality concern, etc.).
    b) Will your unit be able to accommodate your growth plans within existing inventory of space? If additional space will be necessary, please describe the amount, type, or quality of *additional* space you may need to meet programmatic objectives and growth plans.

As a follow-up to the dean's budget meeting with the Provost last spring during which the School's facilities needs were outlined, the iSchool has been working with the Office of Planning and Budgeting to resolve the School's current space needs and to establish the frame-work for meeting our long-term facilities growth plans. While we have refined the details through our work with Planning and Budgeting, our high-level space-needs request for our current, five- and ten-year needs remains the same as submitted in our Minor Capital Project Proposal in May 2012 (see appendix E).

The iSchool's current space need is critical. A solution must be identified that will allow for the renovation and occupation of appropriate space by the September 2013. We anticipate that Planning and Budgeting will meet with the iSchool dean and the Provost during the next month to explore options and identify a solution to the current space needs for the School.

While our facilities growth plans (as outlined in appendix E) will not be directly addressed by satisfying our current unmet space needs, the School's facilities needs related to our strategic growth are being considered in planning conversations conducted with Planning and Budgeting staff. We expect that, with the Provost's approval of the School's academic growth plan, we will continue to move forward over the next five years with developing a long-term facilities strategy for the iSchool.

5. **Academic and Administrative Units:** Should the 2013 Legislature lift the ongoing salary freeze and allow increases, we certainly hope that state funding will be provided for GOF increases. In the event that state funding for compensation is not available, all units should have plans to cover GOF/DOF salary increases out of tuition or other fund sources. Should no tuition revenue be available to your unit, Provost Reinvestment Funds may be dispatched to provide support for increases. Please provide your units' plans to cover expenses associated with salary increases. A salary and tuition revenue model is available on the OPB website; this model is designed to give you a sense of the magnitude of the support that will be required at various percentage increases.

The iSchool's 5-year budget models have incorporated projected salary increases in planning for permanent budget commitments throughout the recent budget crisis and state salary increase freeze. Accordingly, the School held back permanent commitments in the last fiscal year to ensure that salary increases of up to 5% could be funded for all faculty, staff and student employees with modest future tuition increases. Due to the salary increase stipulations in the recent ASE contract, the iSchool is now planning on covering up to a 6% salary increases for our Academic Student Employees (ASEs). We know this is above the minimum required by the contract but we recognize that, if allowable by the University and State of Washington, it is likely that the comparative salary survey data will indicate a need for increases for ASEs beyond the contract minimums.

The iSchool is planning for salary increase scenarios ranging from 2-5% for all faculty and staff, assuming that at the higher percentage some funds may be used for specific retention, compression and other equity salary adjustments. For GOF/DOF funded positions, undergraduate and PhD (tier 1) tuition increases of 1.5-6.7% will be needed to fund

faculty and staff salary increases, if only ABB tuition revenue funding is provided and ABB allocation principles remain the same.

Below are summaries of the cost and funding impacts of several salary increase scenarios, based on FY13 salaries and tuition levels with projected FY13 ABB "true-up" student credit hour and enrollment levels:

GOF/DOF ONLY

Salary Increase Cost (w/benefits)	Salary Base	Scenario 1		Scenario 2		Scenario 3		Scenario 4	
		incr%		incr%		incr%		incr%	
Faculty/Staff/Hourly Employees	$3,781,000	2.0%	$76,000	3.0%	$114,000	4.0%	$152,000	5.0%	$190,000
Graduate/Teaching Assistants	$169,000	6.0%	$10,000	6.0%	$10,000	6.0%	$10,000	6.0%	$10,000
Total Salary Increase Cost			**$86,000**		**$124,000**		**$162,000**		**$200,000**

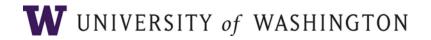| Salary Increase Funding Sources	Estimated ABB Base	Scenario 1	Scenario 2	Scenario 3	Scenario 4
FY13 Permanent Funds Held Back		$55,000	$55,000	$55,000	$55,000
Tuition Increase Funds Needed	$2,179,000	$31,000	$69,000	$107,000	$145,000
Equivalent ABB Tuition Alloc Increase %		*1.4%*	*3.2%*	*4.9%*	*6.7%*
Total Funds Available		**$86,000**	**$124,000**	**$162,000**	**$200,000**

In addition to general salary increase funds outlined above, the iSchool has a reserve for faculty compression and equity adjustments that is currently equivalent to about 3% of the School's base faculty salaries. Due to the long period without salary increases, compression and equity needs for faculty could range from 2% to 15% for some individual faculty. We are currently in the process of assessing these needs. The School may also need to address salary equity issues with some staff positions.

6. **Academic and Administrative Units:** Your unit may have identified growth plans in the Annual Academic Plan workbook; if so, as part of question 1 your unit should have included a description of the funds necessary, including Provost Reinvestment Funds, to support such growth. For this section, however, please provide specific requests of Provost Reinvestment Funds for new initiatives. Please provide a one-page summary of these requests, articulating how much funding is requested by an initiative, whether temporary or permanent funds are requested, and how the funds would be spent (new positions, systems, etc.).

Please see Question 1 above for our request for Provost Reinvestment Funds. We have no addition requests for new initiatives.

List of Appendices

- <u>Appendix A</u>: Informatics Program Growth – Expenditure and ABB Funding Estimates Summary
- <u>Appendix B</u>: Informatics Program Growth – ABB Funding Estimates Detail
- <u>Appendix C</u>: Informatics Program Growth – Ideal Funding Plan with Full Provost Reinvestment
- <u>Appendix C1</u>: Informatics Program Growth – Ideal Funding Plan with Partial Provost Reinvestment
- <u>Appendix D</u>: Informatics Program Growth – Delayed Faculty Funding Plan
- <u>Appendix E</u>: iSchool Minor Capital Projects Proposal – May 2012

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Appendix A

Informatics Program Growth – Expenditure and ABB Funding Estimates Summary

The Information School
Informatics Program Growth - Expenditure and ABB Funding Estimates
Using 2012-13 ABB Allocation Data

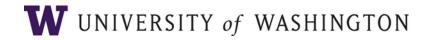|	(Year 0) FY13	FY14	FY15	FY16	FY17	5-Year Total Change
STUDENT ACTIVITY DATA						
Majors	210	245	280	315	350	+140
Degrees Granted	92	105	123	140	158	+66
Degrees Granted - ABB Allocation (2 year lag)	*68*	*78*	*92*	*105*	*123*	*+55*
Student Credit Hours	10,094	11,284	13,139	14,329	16,319	+6,225
Student Credit Hours - ABB Allocation (1 year lag)	*9,176*	*10,094*	*11,284*	*13,139*	*14,329*	*+5,153*
REVENUE MODEL DATA						
Incremental ABB Revenue - Actual Activity (True-up calc)	$213,267	$495,330	$856,254	$1,180,079	$1,598,773	**$4,343,702**
Incremental ABB Funding (per ABB model)	*$0*	$213,267	$495,330	$856,254	$1,180,079	**$2,744,929**
ABB Revenue to Funding Variance	($213,267)	($282,063)	($360,924)	($323,825)	($418,694)	**($1,598,773)**
BUDGET DATA						
Total Expenses	$192,000	$605,000	$685,000	$1,099,000	$1,167,000	**$3,748,000**
ABB Funding Per Distribution Model	$0	$213,000	$495,000	$856,000	$1,180,000	**$2,744,000**
Funding Shortfall	($192,000)	($392,000)	($190,000)	($243,000)	$13,000	**($1,004,000)**

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Appendix B

Informatics Program Growth – ABB Funding Estimates Detail

The Information School
Informatics Program Growth - ABB Funding Estimates
ABB Revenue
Using 2012-13 ABB Allocation Data

	(Year 0) FY13	FY14	FY15	FY16	FY17	FY18	(full admissions) FY19	(full graduation) FY20	FY21	(full ABB) FY22	
INFORMATICS											
Majors - *Actual* /Budgeted	210	245	280	315	350	385	420	420	420	420	
Degrees Granted by Year	92	105	123	140	158	175	193	210	210	210	
a. Degrees Granted - ABB Actual (1 year lag)	*78*	92	105	123	140	158	175	193	210	210	
b. Degrees Granted - ABB Allocation (2 year lag)	*68*	*78*	92	105	123	140	158	175	193	210	
c. Student Credit Hours - Actual	10,094	11,284	13,139	14,329	16,319	17,509	18,699	18,699	18,699	18,699	
d. Student Credit Hours - ABB Allocation (1 year lag)	*9,176*	10,094	11,284	13,139	14,329	16,319	17,509	18,699	18,699	18,699	
USING ABB DATA FOR $/SCH AND $/DEGREE											
$/SCH	*$119*	$119	$119	$119	$119	$119	$119	$119	$119	$119	
$/Degree	*$10,440*	$10,440	$10,440	$10,440	$10,440	$10,440	$10,440	$10,440	$10,440	$10,440	
ABB Revenue - Actual Activity (using True-up calc)	**$2,011,365**	**$2,293,428**	**$2,654,352**	**$2,978,177**	**$3,396,871**	**$3,720,696**	**$4,044,521**	**$4,227,228**	**$4,409,935**	**$4,409,935**	**Total**
a. Based on Degrees	$814,351	$955,296	$1,096,242	$1,278,949	$1,461,656	$1,644,363	$1,827,069	$2,009,776	$2,192,483	$2,192,483	**Change**
c. Based on SCH	$1,197,014	$1,338,132	$1,558,110	$1,699,228	$1,935,215	$2,076,333	$2,217,452	$2,217,452	$2,217,452	$2,217,452	
ABB Funding (per ABB model)	*$1,798,098*	**$2,011,365**	**$2,293,428**	**$2,654,352**	**$2,978,177**	**$3,396,871**	**$3,720,696**	**$4,044,521**	**$4,227,228**	**$4,409,935**	**$2,611,837**
b. Based on Degrees	$709,947	$814,351	$955,296	$1,096,242	$1,278,949	$1,461,656	$1,644,363	$1,827,069	$2,009,776	$2,192,483	
d. Based on SCH	$1,088,151	$1,197,014	$1,338,132	$1,558,110	$1,699,228	$1,935,215	$2,076,333	$2,217,452	$2,217,452	$2,217,452	
Annual ABB Revenue to Funding Lag (Perm Alloc)	**($213,267)**	**($282,063)**	**($360,924)**	**($323,825)**	**($418,694)**	**($323,825)**	**($323,825)**	**($182,707)**	**($182,707)**	**$0**	
SCH Lag	(918)	(1,190)	(1,855)	(1,190)	(1,990)	(1,190)	(1,190)	-	-	-	
Degrees Granted Lag	(10)	(14)	(14)	(18)	(18)	(18)	(18)	(18)	(18)	-	
Cumulative Annual $ Variance Due to Lag	**($213,267)**	**($495,330)**	**($856,254)**	**($1,180,079)**	**($1,598,773)**	**($1,922,598)**	**($2,246,423)**	**($2,429,130)**	**($2,611,837)**	**($2,611,837)**	

Appendix C

Informatics Program Growth – Ideal Funding Plan

The Information School
Informatics Program Growth - ABB Funding Estimates
Summary - Ideal Faculty Funding Plan with Full Provost Reinvestment
Using 2012-13 ABB Allocation Data

	(Year 0) FY13	FY14	FY15	FY16	FY17	5-Year Total	
TOTAL INFORMATICS ABB REVENUE SUMMARY						**5-Year Total**	
Revenue Generated Per ABB Actual Activity (i.e. "true-up")	$2,011,365	$2,293,428	$2,654,352	$2,978,177	$3,396,871	**$13,334,192**	
Incremental Annual Permanent Funding Increase	$213,267	$282,063	$360,924	$323,825	$418,694	**$1,598,773**	
Revenue Distributed Per ABB Funding per Model	$1,798,098	$2,011,365	$2,293,428	$2,654,352	$2,978,177	**$11,735,419**	
Incremental Annual Permanent Funding Increase	$0	$213,267	$282,063	$360,924	$323,825	**$1,180,079**	
Deferred ABB Revenue	($213,267)	($282,063)	($360,924)	($323,825)	($418,694)	**($1,598,773)**	variance between activity
Incremental Annual Permanent Funding Increase Variance	$213,267	$68,797	$78,860	($37,099)	$94,869	**$418,694**	and ABB distributions

INCREMENTAL ENROLLMENT EXPANSION FUNDING PROPOSAL

	FY13	FY14	FY15	FY16	FY17	5-Year Total	
Cumulative Incremental Expenses (see summary below)	$192,000	$605,000	$685,000	$1,099,000	$1,167,000	**$3,748,000**	
Funding Plan							
Incremental ABB Funding Per Distribution Model	$0	$213,000	$495,000	$856,000	$1,180,000	**$2,744,000**	73%
Provost Reinvestment - Temporary Funds	$0	$400,000	$300,000	$300,000	$0	**$1,000,000**	27%
iSchool Investment	$192,000	($8,000)	($110,000)	($57,000)	($13,000)	**$4,000**	0%
Total Funding	$192,000	$605,000	$685,000	$1,099,000	$1,167,000	**$3,748,000**	
	$0	$0	$0	$0	$0		

Summary of Expenses	FY13	FY14	FY15	FY16	FY17	5-Year Total	
Faculty Costs	$36,000	$205,000	$338,000	$538,000	$676,000	**$1,793,000**	54%
Teaching Assistants	$83,000	$117,000	$155,000	$189,000	$227,000	**$771,000**	23%
Advising Staff	$32,000	$64,000	$64,000	$64,000	$64,000	**$288,000**	9%
Program & Technology Support	$5,000	$25,000	$60,000	$80,000	$95,000	**$265,000**	8%
General Operations/Other Staff Increases	$11,000	$25,000	$43,000	$59,000	$80,000	**$218,000**	7%
Reserve for Revenue Fluctuations	*defer holding back a reserve until ABB is fully funding other expenses*					**$0**	0%
Total Permanent Expenses	$167,000	$436,000	$660,000	$930,000	$1,142,000	**$3,335,000**	
Temporary Faculty Recruitment & Start-up	$25,000	$169,000	$25,000	$169,000	$25,000	**$413,000**	
Total Expenses	$192,000	$605,000	$685,000	$1,099,000	$1,167,000	**$3,748,000**	

						add 2 prof	
Faculty Planning Data - Course Coverage by Type		*add prof*	*add lecturer*	*add prof*	*add lecturer*	*add 2 lecturer*	
Professors	17	21	21	25	25	31%	
Lecturers	9	9	15	15	21	26%	
Guest Faculty	23	25	27	33	35	43%	
Total Courses	49	55	63	73	81		
% Taught by Full Time Faculty	53%	55%	57%	55%	57%	*plan to reach 70% by FY20*	

Appendix C1

Informatics Program Growth – Ideal Funding Plan
With Partial Provost Reinvestment

The Information School
Informatics Program Growth - ABB Funding Estimates
Summary - Ideal Faculty Funding Plan with Partial Provost Reinvestment
Using 2012-13 ABB Allocation Data

	(Year 0) FY13	FY14	FY15	FY16	FY17	5-Year Total	
TOTAL INFORMATICS ABB REVENUE SUMMARY						**5-Year Total**	
Revenue Generated Per ABB Actual Activity (i.e. "true-up")	$2,011,365	$2,293,428	$2,654,352	$2,978,177	$3,396,871	**$13,334,192**	
Incremental Annual Permanent Funding Increase	$213,267	$282,063	$360,924	$323,825	$418,694	**$1,598,773**	
Revenue Distributed Per ABB Funding per Model	$1,798,098	$2,011,365	$2,293,428	$2,654,352	$2,978,177	**$11,735,419**	
Incremental Annual Permanent Funding Increase	$0	$213,267	$282,063	$360,924	$323,825	**$1,180,079**	
Deferred ABB Revenue	($213,267)	($282,063)	($360,924)	($323,825)	($418,694)	**($1,598,773)**	variance between activity
Incremental Annual Permanent Funding Increase Variance	$213,267	$68,797	$78,860	($37,099)	$94,869	**$418,694**	and ABB distributions

	(Year 0) FY13	FY14	FY15	FY16	FY17	5-Year Total	
INCREMENTAL ENROLLMENT EXPANSION FUNDING PROPOSAL							
Cumulative Incremental Expenses (see summary below)	$192,000	$605,000	$685,000	$1,099,000	$1,167,000	**$3,748,000**	

Funding Plan							
Incremental ABB Funding Per Distribution Model	$0	$213,000	$495,000	$856,000	$1,180,000	**$2,744,000**	73%
Provost Reinvestment - Temporary Funds	$0	$200,000	$150,000	$150,000	$0	**$500,000**	13%
iSchool Investment	$192,000	$192,000	$40,000	$93,000	($13,000)	**$504,000**	13%
Total Funding	$192,000	$605,000	$685,000	$1,099,000	$1,167,000	**$3,748,000**	

Summary of Expenses							
Faculty Costs	$36,000	$205,000	$338,000	$538,000	$676,000	**$1,793,000**	54%
Teaching Assistants	$83,000	$117,000	$155,000	$189,000	$227,000	**$771,000**	23%
Advising Staff	$32,000	$64,000	$64,000	$64,000	$64,000	**$288,000**	9%
Program & Technology Support	$5,000	$25,000	$60,000	$80,000	$95,000	**$265,000**	8%
General Operations/Other Staff Increases	$11,000	$25,000	$43,000	$59,000	$80,000	**$218,000**	7%
Reserve for Revenue Fluctuations	*defer holding*	*back a reserve*	*until ABB is fully funding other expenses*			**$0**	0%
Total Permanent Expenses	$167,000	$436,000	$660,000	$930,000	$1,142,000	**$3,335,000**	
Temporary Faculty Recruitment & Start-up	$25,000	$169,000	$25,000	$169,000	$25,000	**$413,000**	
Total Expenses	$192,000	$605,000	$685,000	$1,099,000	$1,167,000	**$3,748,000**	

Faculty Planning Data - Course Coverage by Type		*add prof*	*add lecturer*	*add prof*	*add lecturer*	*add 2 prof add 2 lecturer*	
Professors	17	21	21	25	25	31%	
Lecturers	9	9	15	15	21	26%	
Guest Faculty	23	25	27	33	35	43%	
Total Courses	49	55	63	73	81		
% Taught by Full Time Faculty	53%	55%	57%	55%	57%	*plan to reach 70% by FY20*	

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Appendix D

Informatics Program Growth – Delayed Faculty Funding Plan

The Information School
Informatics Program Growth - ABB Funding Estimates
Summary - Delayed Faculty Funding Plan without Provost Reinvestment
Using 2012-13 ABB Allocation Data

	(Year 0) FY13	FY14	FY15	FY16	FY17	5-Year Total	
TOTAL INFORMATICS ABB REVENUE SUMMARY						**5-Year Total**	
Revenue Generated Per ABB Actual Activity (i.e. "true-up")	$2,011,365	$2,293,428	$2,654,352	$2,978,177	$3,396,871	**$13,334,192**	
Incremental Annual Permanent Funding Increase	$213,267	$282,063	$360,924	$323,825	$418,694	**$1,598,773**	
Revenue Distributed Per ABB Funding per Model	$1,798,098	$2,011,365	$2,293,428	$2,654,352	$2,978,177	**$11,735,419**	
Incremental Annual Permanent Funding Increase	$0	$213,267	$282,063	$360,924	$323,825	**$1,180,079**	
Deferred ABB Revenue - Temporary Variance	($213,267)	($282,063)	($360,924)	($323,825)	($418,694)	**($1,598,773)**	variance between activity
Incremental Annual Permanent Funding Increase Variance	$213,267	$68,797	$78,860	($37,099)	$94,869	**$418,694**	and ABB distributions
INCREMENTAL ENROLLMENT EXPANSION FUNDING PROPOSAL							
Cumulative Incremental Expenses (see summary below)	$192,000	$369,000	$605,000	$881,000	$1,208,000	**$3,255,000**	
Funding Plan							
Incremental ABB Funding Per Distribution Model	$0	$213,000	$495,000	$856,000	$1,180,000	**$2,744,000**	84%
Provost Reinvestment - Temporary Funds	$0	$0	$0	$0	$0	**$0**	0%
iSchool Investment	$192,000	$156,000	$110,000	$25,000	$28,000	**$511,000**	16%
Total Funding	$192,000	$369,000	$605,000	$881,000	$1,208,000	**$3,255,000**	
Summary of Expenses							
Faculty Costs	$36,000	$125,000	$258,000	$404,000	$644,000	**$1,467,000**	49%
Teaching Assistants	$83,000	$117,000	$155,000	$189,000	$227,000	**$771,000**	26%
Advising Staff	$32,000	$64,000	$64,000	$64,000	$64,000	**$288,000**	10%
Program & Technology Support	$5,000	$25,000	$60,000	$80,000	$95,000	**$265,000**	9%
General Operations/Other Staff Increases	$11,000	$25,000	$43,000	$59,000	$80,000	**$218,000**	7%
Reserve for Revenue Fluctuations	*defer holding back a reserve until ABB is fully funding other expenses*					**$0**	0%
Total Permanent Expenses	$167,000	$356,000	$580,000	$796,000	$1,110,000	**$3,009,000**	
Temporary Faculty Recruitment & Start-up	$25,000	$13,000	$25,000	$85,000	$98,000	**$246,000**	
Total Expenses	$192,000	$369,000	$605,000	$881,000	$1,208,000	**$3,255,000**	
				add .5 prof	*add 1 prof*		
Faculty Planning Data - Course Coverage by Type		*add .5 lecturer*	*add lecturer*	*add .5 prof*	*add 1.5 lecturer*	*add 3 lecturer*	
Professors	17	17	17	19	21	26%	
Lecturers	9	12	17	17	26	32%	
Guest Faculty	23	26	29	37	34	42%	
Total Courses	49	55	63	73	81		
% Taught by Full Time Faculty	53%	53%	54%	49%	58%		

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Appendix E

iSchool Minor Capital Projects Proposal – May 2012

The Information School
Minor Capital Projects Proposal
May 2012

Short-term/Immediate Needs [11,221 asf total additional on-campus space; renovation of 3,468 asf of existing space]

a) On-campus research space
Description: Move all iSchool research from off-campus space, currently in the Roosevelt Commons Building (RCB), to an on-campus location, ideally near to Mary Gates Hall. The iSchool needs to move its research activity closer to its core location for a number of reasons. PhD students on RA appointments need to be closer to faculty offices and to their peers for collaboration and community. PhD students currently must relocate their work space when they switch between TA (MGH) and RA (RCB) assignments. Having all iSchool space in the same classification will allow better utilization of all space with flexibility for locating PhD students and faculty in appropriate adjacencies based on scholarly and research needs, not funding. Additionally, the new ABB ICR allocation methodology severely penalizes the iSchool financially as all iSchool research space is current off-campus (the prior policies return 66.28% of ICR for off-campus activity, the ABB policy that uses the average on/off-campus return provides 35% return of ICR). [Note that the iSchool's RCB lease expires in December 2012.]
Programmatic Needs: open/cubicle work space for PhD research assistants and other researchers, offices for research scientists and research faculty, research center offices and open space, collaboration space, office space for a research labs.
Facility: to be determined
Approximate ASF: 6,669 asf
Estimated Cost: $1,334,000 (at $200/asf)
The cost could be reduced significantly if the space needs only minor structural renovations and if furnishings from our current space in RCB can be repurposed. Estimated savings for utilizing furnishing in RCB is about $50,000.

b) Academic programs and administration – current shortfall
Description: The Lewis Hall project plans would have accommodated the current space needs for the iSchool by January 2011.   We now have critical unmet space needs for faculty, teaching assistants, information technology support and student services. The iSchool also needs expanded classroom space but this is not included in this ASF need. This request relates to the current size of the iSchool and does not address planned academic program growth (see "expansion needs" below).
Programmatic Needs: faculty offices, teaching assistant cubicles, expanded information technology office and support space, consolidate and expand the student services office (including ADA compliance accommodations) and meeting space.
Facility: to be determined
Approximate ASF: 4,552 asf
Estimated Cost: $1,001,000 (at $220/asf)
Ideally, this additional space will be combined with moving the iSchool's research activity to an on-campus location (request a.) which may create cost-saving opportunities to consolidate some functions (like the PhD students) and match all of the iSchool's functional use of space with the existing design and structure of the new space and the iSchool current MGH space.

c) MGH modifications for academic programs and administration

Description: The iSchool has assessed a wide variety of options for maximizing the utilization of its existing space, looking for opportunities to squeeze more functionality out of the square footage currently assigned to us in MGH. While all options that could accommodate the programmatic needs mentioned in request b above within the current square footage allocated to the school were deemed too costly (e.g., required major structural changes, etc.), this analysis did reveal that, even with additional space there are areas in the school's MGH space that need to be renovated to provide appropriate utilization. These proposed renovations will remain valid regardless of the space provided under request a and b.

Programmatic Needs: Remove two kitchens and 1 kitchenette to recapture as office space, take out built in desks to expand capacity and flexible use of current TA suite, maximize use of underutilized open area by converting part to an office, remove interior walls and redesign two poorly structured suites (310 and 470) to increase capacity and functionality, convert a server room to a student collaboration space.

Facility: Mary Gates Hall

Approximate ASF: 3,468 asf

Estimated Cost: $620,000 [avg of $179/asf based on the detail estimates below]
- 450 server room conversion (135 asf) = $8,000
- 420B built in removal/remodel (740 asf) = $90,000
- 370 Kitchen/copier remodel (114 asf) = $25,000
- 330 Kitchen remodel to office (114 asf) = $23,000
- 330 kitchenette removal (60 asf) = $12,000
- 015 office addition (111 asf) = $23,000
- Suite 310 renovation (1,170 asf) = $234,000
- Suite 470 renovation (1,024 asf) = $205,000

Expansion Needs – 10 year plan [38,590 total asf in a single building]

d) Accommodate enrollment and research growth

Description: The iSchool expects to expand enrollment by 343 students and double its research activity across the next 10 years. This growth will result in an increase in the size of the faculty, expand the number of teaching and research assistants, increase space needed for research faculty, research scientists and research centers and slightly expand the student services and academic support staff. The iSchool will also need additional classroom and computer lab space as well as expanded spaces for student collaboration. This request needs to be considered in connection with the immediate need requests and is in addition to the space requested above. The expectation is that the 10-year need for the iSchool will be met by the school moving out of its existing MGH space and consolidating all other spaces allocated through accommodation of the immediate need requests above into one, on-campus location. Considered as a whole, the iSchool will need 38,590 asf by the fall of 2022.

Programmatic Needs: accommodate all existing iSchool functions plus the programmatic needs outline in the immediate need requests above plus: addition of one classroom, expansion of computer lab space, teaching assistant space, faculty and staff offices, student collaboration space, meeting spaces, research assistant cubicles, research center office space and collaboration spaces.

Facility: to be determined

Approximate ASF: 38,590 asf

Estimated Cost: $9,000,000

[This cost is estimated at $220/asf construction costs plus an additional $500Kfor furniture, equipment and technology.]

ADDENDUM

The Information School
FACILITIES PLANNING – Spring 2012
Summary of Space Needs

	ASF		
	On Campus	Off Campus	Total
Existing iSchool Space	**17,677**	**6,669**	**24,346**
Immediate Need (by Fall 2013)	**28,898**	**-**	**28,898**
Immediate Need Increase from Existing	*11,221*	*(6,669)*	*4,552*
Expansion Needs:			
5-Year Need (by Fall 2017)	**35,754**	**-**	**35,754**
5-Year Need Increase from Existing	*18,077*	*(6,669)*	*11,408*
10-Year Need (by Fall 2022)	**38,590**	**-**	**38,590**
10-Year Need Increase from Existing	*20,913*	*(6,669)*	*14,244*

Immediate Needs

  a) **Address moving iSchool off-campus research to on-campus space.**

Includes research assistant space, researcher offices, meeting and collaboration spaces. Note that the iSchool's RCB lease expires in December 2012.

  b) **Meet critical needs for iSchool current activity.**

The Lewis Hall project plans would have accommodated the current space needs for the iSchool by January 2011.   We now have critical unmet space needs in the following areas: faculty offices, teaching assistant cubicles, information technology office and support space, student services office (including ADA compliance accommodations) and meeting space. The iSchool also needs expanded classroom space but this is not included in this ASF need.

Expansion Needs (10-year need less immediate need = +9,692 asf)

  a) **Accommodate needs for enrollment growth (+343 students) = 7,606 asf**

Includes the addition of one classroom, expansion of computer lab space, teaching assistant space, faculty and staff offices and meeting spaces.

  b) **Accommodate needs for research growth (+17 RAs + centers) = 2,086 asf**

Includes research assistant cubicles, research center office space and collaboration spaces.

[see other side for enrollment and employee size planning parameters]

Space Planning Parameters – Size of the iSchool

	By Fall 2013	10-Year Target
Students (majors enrolled):		
Undergraduate	210	490
Residential MLIS	140	140
Online MLIS	210	210
Residential MSIM (day and mid-career)	180	225
PhD	42	60
Total Students	782	1,125

Employees Needing Space (with vacancies filled):	By Fall 2013	10-Year Target
Tenure-track Faculty	27	32
Lecturers (1-3 year appointments)	7	14
Admin Faculty: Deans + IT Director	4	4
Guest Lecturers – average per quarter	12	23
Regular Staff + Hourly Student Employees	48	55
Grad Assts: for faculty & online learning	11	15
Teaching Assistants/Pre-Doc Lecturer	16	23
Other Graduate Assistants	3	5
Research Faculty & Staff	16	16
Research Assistants + Fellowships	18	35