

UW Bothell/UW Tacoma, Seattle College/School Name: The Information School

1. Please provide a 1-2 page description with visualizations if possible of how you intend to grow or contract over the next five years. Please provide these strategic plans at the college or departmental level, if you so choose. Where significant growth is anticipated, please provide specific fund source names and projections (in dollars). If these plans assume additional Provost Reinvestment Funds (supplement), please make that clear. If you wish to include a summary of growth plans, services or activities supported by sources other than GOF/DOF, please do so. If cross subsidy is required from other sources, please summarize the extent of that subsidy.

iSchool Academic Growth: Enrollment Summary

	Actual		Target		Potential			5-Year Change	% change
	AQ14	AQ14	AQ15	AQ16	Target AQ17	Potential Target AQ18	Potential Target AQ19		
Tuition-Based Majors									
Informatics	277 *	280	350	420	490	560	560	280	100.0%
Information Science PhD	49	46	50	52	54	60	60	14	30.4%
Total Tuition-Based	326	326	400	472	544	620	620	294	90.2%
% of iSchool Total	37.3%	37.6%	42.6%	46.6%	50.2%	53.4%	53.4%		
Fee-Based Program Majors									
MLIS Residential/Law	137	140	140	140	140	140	140	0	0.0%
MLIS Online	212	210	210	210	210	210	210	0	0.0%
MSIM (Day + Mid-Career)	199	190	190	190	190	190	190	0	0.0%
Total Fee-Based	548	540	540	540	540	540	540	0	0.0%
% of iSchool Total	62.7%	62.4%	57.4%	53.4%	49.8%	46.6%	46.6%		
iSchool Total Enrollment	874	866	940	1,012	1,084	1,160	1,160	294	33.9%

* AQ14 Informatics actual enrollment does not include 23 students with major changes pending processing in the Registrars Office.

In Autumn Quarter 2014, the iSchool is entering the final year of implementation of 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 is addressing both student and employer demand.

The iSchool is currently engaged in developing our next three-year strategic plan using a rolling planning process that leverages the framework and successes of *iSchool 2015*.

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

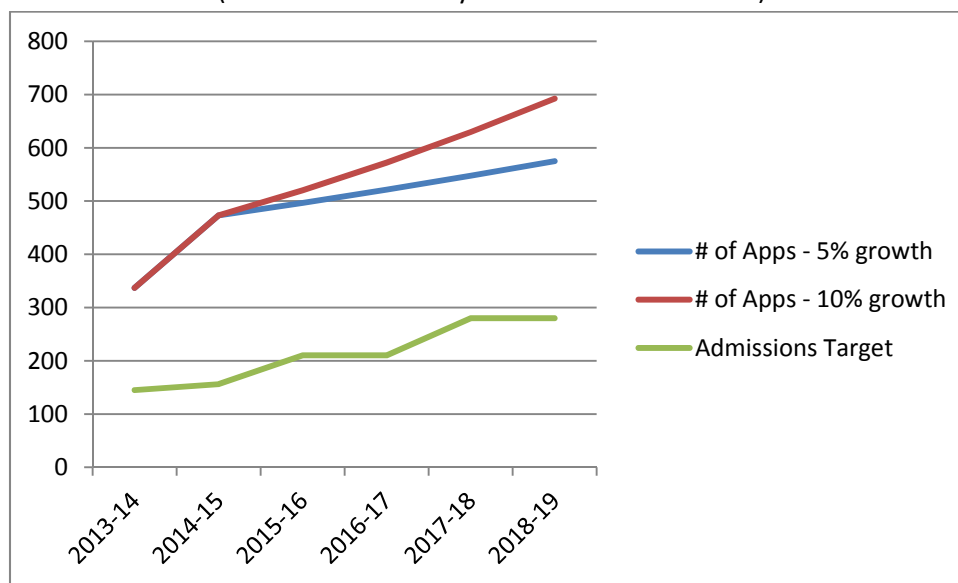
A fundamental element of our strategic plan for academic programs is the continued expansion of the high-demand and highly competitive undergraduate Informatics program. Informatics is a STEM major on the UW campus. Growth of this program responds to the documented needs of the region and the nation 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 undergraduate degree is substantially higher than the level in information technology programs observed

nationwide. The iSchool will continue its commitment to attracting and retaining female students with our focus on enhancing the number of women leaders in the technology and information industries.

The target for the academic growth plan initiated by the iSchool in 2011 was to double the School’s undergraduate enrollment across six years to the level of 420 students by Autumn 2018. In response to exceptional demand, the School has accelerated this growth and will achieve this target by Autumn 2016. Given the current trend in applications, even with conservative estimates for application growth, the iSchool is in a robust position to continue growing the Informatics program to 560 students by Autumn 2018. This additional growth is under consideration for inclusion in our next strategic plan, “iSchool 2018”, which is currently being developed. A planning group led by the Informatics program committee is preparing recommendations for program growth and will be consulting with faculty, students, student services and finance staff, and external advisors during the Autumn 2014 and Winter 2015 quarters.

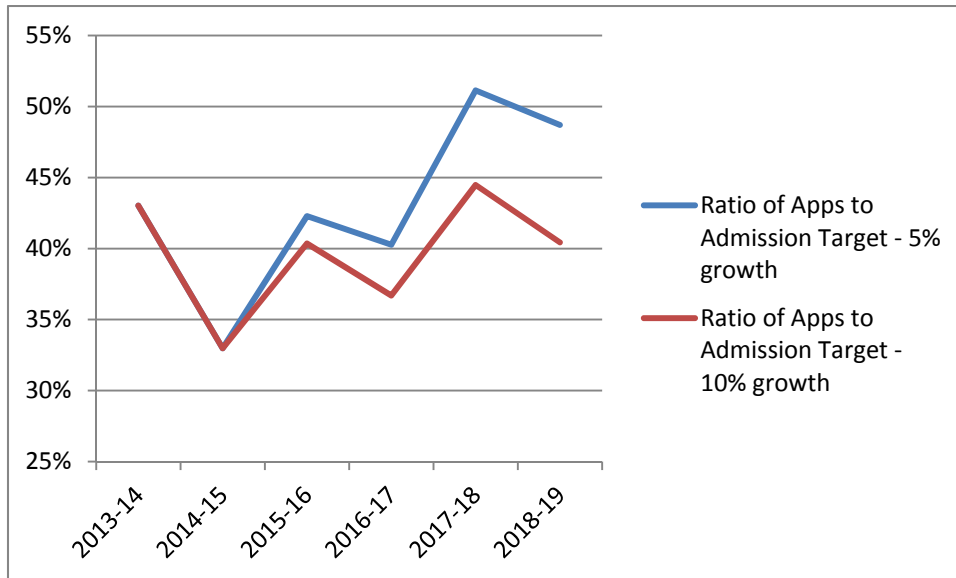
The following two figures demonstrate that this projected growth is sustainable, given the pattern of student demand for the Informatics major. In each of the past five years, we have witnessed an increase in the number of applications to the major of 10%-20% each year. Last year we observed an increase of 40%. This large and unexpected increase may represent an anomalous spike. We are thus modeling more conservative gains going forward. The two scenarios in the figures below predict a 5% annual increase, and a 10% annual increase. Both estimates of demand are conservative, given the increases we’ve observed across the past five years.

Figure 1. Comparison of Admissions Target with Projected Applications for that Cohort
 (Note: The first two years are actual numbers)



The second figure expresses this same data as a ratio of the admission target to the projected applications. The data suggests that with the projected growth, the admission ratio will still remain somewhere between 35% to 50%. This range is the desired target to insure a high degree of selectivity among applicants.

Figure 2. Ratio of Admissions Target to Projected Applications for that Cohort
 (Note: The first two years are actual numbers)



In addition to expanding enrollment for Informatics majors, across the next three years the iSchool is planning on up to seven additional pre-major courses (150 students per course) to help attract students to the Informatics major and provide service to the UW.

Expansion of the Informatics program will require the addition of tenure-track professors and professional lecturers, an increase in teaching assistants, additional staff for student services 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.

At steady-state (fiscal year 2020-21), the University’s Activity Based Budgeting (ABB) allocations will generate more than adequate funding to support the costs associated with expanding our undergraduate program. Until the ABB funding model catches up with the enrollment activity, the iSchool will fund the Informatics program enrollment growth through a combination of the University’s Activity Based Budgeting (ABB) allocations and temporary use of iSchool reserves.

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

The Information School

Informatics Program Growth Plan: Enrollment and Budget Changes Summary

(Revenue Projection Based on 2013-14 True-Up ABB Allocation Data)

	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>5-YEAR CHANGE</u>
STUDENT ACTIVITY INCREASES						
Majors	70	140	210	280	280	+280
Degrees Granted		70	70	140	140	+140
ABB Degrees Granted (2 year lag)				70	70	+70
Student Credit Hours	4,480	6,860	10,815	13,195	13,195	+13,195
ABB Student Credit Hours (1 year lag)		4,480	6,860	10,815	13,195	+13,195
Service Course Credit Hours (included above)	2,100	2,100	3,675	3,675	3,675	+3,675
BUDGET CHANGES						
ABB Funding Allocation Estimate	\$0	\$614,000	\$940,000	\$2,333,000	\$2,659,000	\$6,546,000
10% Revenue/Enrollment Variances Allowance	\$0	(\$61,000)	(\$94,000)	(\$191,000)	(\$266,000)	(\$612,000)
Total Permanent Expenses	(\$509,000)	(\$890,000)	(\$1,422,000)	(\$1,720,000)	(\$1,720,000)	(\$6,261,000)
Net Funding Surplus/(Shortfall)	(\$509,000)	(\$337,000)	(\$576,000)	\$422,000	\$673,000	(\$327,000)
Temporary Recruitment and Start-up Expenses	(\$65,000)	(\$215,000)	(\$175,000)	(\$5,000)	\$0	(\$460,000)
Net Funding Shortfall	(\$574,000)	(\$552,000)	(\$751,000)	\$417,000	\$673,000	(\$787,000)
<i>(covered by iSchool reserves)</i>						

The iSchool is willing to make the investment of \$787,000 from our reserves, because we have a high degree of confidence in the demand for our Informatics degree and in the long-term value of growing the program to both the School and the University.

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 30% to reach an enrollment of about 60 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 projected expansion of the PhD program also reflects modest growth in sponsored research support for research assistantships. Since nearly all of the tuition revenue generated by the PhD program growth will be waived for graduate service appointments, there is no revenue impact of the PhD program growth.

2. **Please identify significant administrative, academic or other obstacle(s)** present in achieving the growth or strategic plans identified as part of Question 1. **Please plan to discuss these with the Provost.** If applicable, please summarize any operational risks that the UW must work to mitigate over time from your perspective.
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The only significant obstacle the iSchool faces to achieve our growth plans is adequate physical space and facilities to support the needs of our undergraduate program. We will need at least three more faculty offices, space for ten more PhD students, plus additional space for student advising by Autumn 2017. The iSchool will also need access to additional classroom and computer lab resources which would ideally be achieved through dedicated space, but, alternatively, may be achieved through shared-use space agreements with other UW departments. We will fully outline our facilities space needs in the minor program renewal project proposal plan to be submitted in January 2015.

Without adequate physical space it will be hard to achieve our goal of expanding the Informatics program to 560 students in 2018. This may require us to cap the undergraduate program growth at 420 students. This would not serve the growing demand across the nation and particularly in the State of Washington for graduates who are qualified to work in the information and technology industries. Delaying enrollment growth also brings risk. By not admitting highly competitive students who want to study informatics, our program may appear to be simply too difficult to get into. This might discourage prospective students from applying and potentially reduce demand.. The iSchool continues to evaluate this risk. We are also very mindful of the need for Informatics graduates in the Washington State workforce and must weigh this carefully against the limited options we have for addressing this need if no additional space can be provided by the University.

Of course, we also face the risk of over-estimating student demand for the Informatics program. We will mitigate this risk by closely monitoring the number and quality of applications to the Informatics program, particularly for the Autumn 2015 and Autumn 2016 admissions cycles. If appropriate targets for applications are not achieved for the Autumn 2016 admissions cycle, the School can put a hold on our growth plans, pulling back future faculty recruitments and PhD student growth.

3. Using the **“Tuition Rec Worksheet”** tab of the **“Worksheets and Reference Materials –Academic”** Excel workbook (http://opb.washington.edu/sites/default/files/opb/Budget/Worksheets_and_Reference_Materials_Academic.xlsx) please identify proposed changes to current tuition rates in FY16 (2015-16) and FY17 (2016-17).

If you are recommending the creation of a **new tuition category**, please describe those changes below and be sure to identify the original tuition category, the proposed category, a suggested tuition rate for FY16 and (if applicable) a percentage increase for FY17. 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.

Do you have any long-term plans for tuition that warrant discussion? If yes, please describe them below.

We have no tuition plans that require discussion with the Provost.

4. Please **describe your school or college's emerging or changing faculty needs**, including information about faculty hiring trends and the recruitment and appointment of lecturers.
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Through searches conducted in 2013-14, the iSchool hired eight new faculty as part of a long-range plan to fill vacancies and expand student enrollment in the B.S. in Informatics program. These hires, which include six junior faculty, a full professor and a senior lecturer, have added critical expertise in data curation, digital youth, information visualization, information management, and information services. These new faculty have or will join the iSchool during the 2014-15 fiscal year.

In this current year, we are conducting lecturer recruitments to address our most immediate and pressing needs for teaching in areas related to the fields of information management, information assurance and cybersecurity and mobile technologies and web design. We expect to have three new faculty join us by September 2015. The three candidates we recruit will either be hired under a lecturer series title or professor of practice.

The iSchool currently has two tenure-track professorial faculty vacancies. One vacancy is due to the loss of a professor who recently passed away. The other vacancy is due to a professors' promotional move. Additionally, two of the iSchool's long-serving senior lecturers have announced their intent to retire at the end of the 2014-15 academic year.

Growth in our undergraduate Informatics program will create the need to hire several additional faculty by Autumn 2018 to support our teaching mission.

The School's faculty and leadership are discussing strategies for filling the faculty vacancies noted above. The School expects to recruit for at least three faculty positions during the 2015-16 academic year. One professorship will be recruited as a full professor; all other recruitments will be as assistant professor, senior lecturer or professor of practice.

5. In the event that state funding for compensation adjustments in FY16 is not available, **all units** should have plans to **cover GOF/DOF salary increases out of other fund sources**. Should no tuition revenue be available, 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 at <http://opb.washington.edu/content/fy16-budget-development>; this model is designed to give you a sense of the magnitude of the support that will be required at various percentage increases.
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The iSchool can cover GOF/DOF salary increases in the range of 3%-4% for all employees as well as a 10% increase for graduate students covered by the UAW ASE contract with incremental ABB allocations generated by tuition increases in both the undergraduate and graduate programs of about 3% for residents and 1% for non-resident students. If there were to be no tuition increase at all and no compensating allocation of state or Provost Reinvestment Funds, the iSchool would need to reallocate \$135K-\$180K of our GOF/DOF budget to cover the projected plan for salary increases. This could be accomplished by a combination of shifting expenses to ot

6. This summer, the UW has been the sole subject of a state-required audit of net operating fee (tuition) and local fund accounts. This audit has revealed the importance of monitoring expenditures against budgets on a biennial basis, ensuring that colleges, schools and administrative units have plans to spend fund balance in a reasonable and mission-driven manner and that these plans are acted upon. As such, we ask that colleges and schools provide itemized obligations against fund balance, as estimated by OPB for the close of FY14. These obligations may be categorized by the following general classifications in the example provided, but greater detail is expected and will be relevant in discussions with the Provost.

The iSchool’s temporary obligations and commitments against GOF/DOF reserves/fund balances are as follows:

OPB ESTIMATE OF GOF/DOF CARRYOVER \$1,061,000

Faculty Research Support Commitments

Funds dedicated to faculty, research scientists and research centers for supporting research activities and growth under the School's indirect cost recovery allocation policies. \$105,000

Centrally funded commitment for the Center for Advanced Information Technology. \$138,000

Start-Up Expenses

New faculty start-up package commitments – current faculty. \$197,000

Informatics enrollment growth – FY16 ABB funding lag shortfall \$509,000

Equipment

Computing equipment reserve for 3-4 year replacement cycles (for computer labs/classrooms and employee equipment). \$112,000

7. **Though we believe that few, if any, state funds will be available and any new Provost Funds may be dispatched for mitigating cuts or providing salary increases, please indicate what Provost Reinvestment Funds are being requested.** Requests for funds should be identified by a unique title, accompanied by the amount requested, the year funding is requested, whether the request is for permanent or temporary funds, the number of years funding is needed in the case of a temporary request and a brief description, not to exceed 500 words. **Successful requests will provide better experiences for students and faculty, contribute to the long-term financial health of the University, and/or reduce institutional risk¹.**

Importantly, requests for new funding will be considered alongside carryover spending plans. Schools or colleges with growing temporary fund balances will be asked to explain why new funding is needed to support program enhancements.

*Should your school or college wish to resubmit for consideration a proposal from FY15 budget development process **that did not receive funding**, please contact Sarah Hall (sahall@uw.edu) or Becca Johnson Poppe (jbecka@uw.edu) in OPB.*

The iSchool is not requesting any Provost Reinvestment Funds.

¹ Please refer to the FY16 Budget Development web page at <http://opb.washington.edu/content/fy16-budget-development> for more information about the University’s Sustainable Academic Business Plan goals and top institutional risks.