

Unit Name: College of Education

- 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.

As illustrated below, the College of Education plans to grow our academic and research output through increasing revenue generation by modestly growing our undergraduate degree production and student credit hours, slightly augmented tuition costs, increasing master's degree production beginning in 2014, and expanding grant awards over the next four years. The increased revenue over the next two years will allow us to hire and support six total new faculty members, three each year. These 'new' positions are above and beyond opportunities for growth in the faculty that would take place as a result of key faculty departures. Funding to support these hires will be provided from a combination of existing GOF resources as well incremental net operating fees increases shown in the table below. The revenue growth and hiring plans assume that we will be able to fund GOF/DOF salary increases at an average of 3% should the legislature not provide funding to support these increases.

College of Education Projections

As of November 15, 2012

Base Budget Planning Revenue

Activity Year	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Budget Year	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
State Tuition Revenue (Net Operating Fee Revenue)	\$4,782,005	\$5,816,625	\$6,268,792	\$6,927,550	\$7,629,611	\$8,011,207
Grant/Contract Indirect Cost Revenue (After Tax) ¹	\$697,787	\$989,168	\$1,016,767	\$1,052,613	\$1,062,914	\$858,520
Net Revenue Total:	\$5,479,792	\$6,805,793	\$7,285,559	\$7,980,163	\$8,692,525	\$8,869,726
State Supplement from Provost	\$4,992,595	\$4,800,482	\$4,800,482	\$4,800,482	\$4,800,482	\$4,800,482
Base Budget	\$10,472,387	\$11,606,275	\$12,086,041	\$12,780,645	\$13,493,007	\$13,670,208

Definitions

State Tuition Revenue - revenue generated from ABB enrollment and SCH activities, this is the amount after the 30% tax

Note - tuition revenue projections are subject to change and based loosely on projections of University of Washington tuition revenue as well as College of Education enrollment targets

Grant/Contract Indirect Cost Revenue - revenue generated from ABB ICR expenditures, 35% of actual ICR generated by external funding

¹ Does not include indirect cost revenue from ARRA grants, the Provost's office said ARRA ICR will be distributed as temporary funds

State Academic Enrollment/SCH

Activity Year	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Undergraduate Enrollment	135	180	200	220	230	250
Undergraduate SCH	9,856	12,598	14,500	15,000	15,300	15,500
Graduate Enrollment	569	588	540	540	595	595
Graduate SCH	17,579	18,584	17,000	17,000	18,600	18,600

CoE Net Contribution to Central University Funds

Activity Year	2010-11	2011-12 ²	2012-13	2013-14	2014-15	2015-16
UW State Tuition Tax (30%)	\$2,049,431	\$2,492,839	\$2,686,625	\$2,968,950	\$3,269,833	\$3,433,374
UW Grant/Contract Indirect Cost Expenditure Tax (65%)	\$1,295,890	\$1,837,026	\$1,888,281	\$1,954,853	\$1,973,983	\$1,594,394
UW Overhead from Revenue & Fee-Based Programs	\$955,584	\$1,140,208	\$1,163,012	\$1,186,272	\$1,209,998	\$1,234,198
Total CoE Net Contribution to Central UW Funds	\$4,300,905	\$5,470,074	\$5,737,918	\$6,110,075	\$6,453,814	\$6,261,966

² Starting 2011-12 the College's net contribution through state tuition tax, ICR and UWEO overhead tax was greater than the amount of state funds received

The core growth plans of the College of Education are designed to support the expansion of key faculty hires in strategic program areas that will grow and strengthen our programmatic offerings allowing us to grow enrollments, attract and secure external research funding, and deepen and amplify the impact of COE research in the region while creating a national model for colleges of education. We are well positioned to make a meaningful impact through research and practice on the most pressing and intractable challenges facing US education. Our growth plan is directly related to the College's strategic priorities:

Strategic Priorities:

1. Consistent with the principles of the 2Y2D Initiative the College of Education commits to achieving fiscal sustainability to maximize our impact. Over the past year, we have made dramatic improvements in this regard. In the table below, we illustrate our projection to steadily grow our contribution to University central operations and infrastructure costs beyond what we receive from state funds to educate our students.

Activity Year	State Supplement as % of Base	\$ Contribution to UW Above State Supplement
2010-11	48%	-\$691,690
2011-12	41%	\$669,592
2012-13	40%	\$937,436
2013-14	38%	\$1,309,593
2014-15	36%	\$1,653,332
2015-16	35%	\$1,461,484

We continue to pursue strategic balancing of programmatic growth at both the undergraduate and graduate level in a way that allows us to conduct high-level research to understand and address the most pressing educational needs of our nation. The College of Education has aggressively pursued expansion of our undergraduate offerings, doing so in a manner consistent with and maintaining the high quality of our graduate programs. As we expand, we face the danger of reducing our ability to continue the broader impact we have had. The appointment of our new associate deans for Undergraduate Programs and Graduate Studies represent a concrete strategy to increase our impact and balance instructional contribution to the College and University.

2. Close the P-12 achievement gap by doing rigorous research around the most pressing problems in education. We take this work on through an approach addressing the continuum of Pre-K through college access. Our robust and consistent growth in grant funding (\$28.1M in FY 12 and 18.2M in the first five months of FY 13) is testament to that commitment. We have appointed a new role for associate dean for Professional Learning Programs whose objectives are to leverage our work in teacher and leader preparation to establish a sustainable and well functioning network of programs for educators from teachers to school and district leaders and policymakers.
3. Protect and invest in areas of strength. Our collective goal is to continue and strengthen our impact on the field of education and the most pressing needs of our community, state, and nation through strategic hiring of new and support of existing faculty. It is critical that we continue to support and expand in high demand areas of study and research that contribute to our national reputation among colleges of education. These growth plans will ensure that the UW College of Education pushes forward creating knowledge and increasing understanding in these areas consistent with the 2Y2D Initiative.

- 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.

Because many programs which are core to our mission (principal, superintendent, and school psychologists training programs) currently reside in UW Educational Outreach (UWEO), we hope to continue the conversation regarding a fuller accounting of a unit's ABB contributions beyond Tuition ABB and ICR IBB. Taking into consideration the total amount of ABB contribution generated by the College of Education provides a fuller account of our contribution to the University. As this conversation unfolds, we are also exploring creating a third 'executive tier' for a set of programs that may be suitable to move back to state funding.

Currently, over 200 students are enrolled in the following COE UWEO programs: Islandwood Outdoor Education, Danforth Principal Preparation, Leadership for Learning – Superintendent Training, Intercollegiate Athletic Leadership, Master's in Educational Policy, School Psychology, Special Education Applied Behavior Analysis Certification and our Accelerated Certification for Teachers Program. The College contributes over one million dollars annually to central University operations through the UW overhead tax paid by fee-based programs:

Activity	COE UWEO
Year	Overhead Tax
2010-11	\$ 955,584
2011-12	\$ 1,140,208
2012-13	\$ 1,163,012
2013-14	\$ 1,186,272
2014-15	\$ 1,209,998
2015-16	\$ 1,234,198

- 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:
- 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.).
 - 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.

Our current space inventory in Miller Hall does not meet current programmatic requirements and places significant constraints on our ability to efficiently deliver innovative programs and to conduct world class research. Beyond seismic considerations for a building of its age, Miller Hall currently lacks much of the technological infrastructure

that supports and strengthens twenty-first century teaching and learning central to the 2Y2D initiative. While we acknowledge replacing Miller Hall is not a near-term reality, the following projects will provide some mitigation of these constraints:

1. Remodel the Dean's Office to provide space for the COE's advancement staff; this will release approximately 600 square feet to support instructional and research programs. We are currently working with OPB, Capital Projects and an external architect on an initial plan including project costs. This information will be shared with OPB as soon as it is available.
2. Reassign Miller 302 A & B to the COE; the spaces are now assigned as general UW classroom space. This reassignment would add approximately 1,000 square feet to the COE's inventory and make better use of this underutilized space.

Projects 1 & 2 and would provide approximately 1,600 square feet of contiguous space to support our growing instructional and research programs. The additional space will allow us to more strategically plan for large grant initiatives and diminishes the reliance on rented space for our key investigators.

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.
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As our response to question one of this document outlines, we plan to cover unit salary increases at an average of three percent each of the next two years using the increase in our tuition revenue. We currently project that a 3% average salary increase for all COE employees would amount to approximately \$300,000 for 2013-14 and \$400,000 for 2014-15.

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.).
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We are currently laying the groundwork for two initiatives that would both advance the College's central mission and assist the University in deepening its impact.

- I. **The role of data in educational improvement.** The College is currently in conversation with the Bill and Melinda Gates Foundation and other units across the UW to consider what long-term role the UW could play in building the capacity of school districts to work with existing data to improve student learning. Currently, the College is searching for a faculty position in quantitative teacher policy but creating two short term research scientist positions could greatly help with this initiative. Thus, the College is requesting \$250K for two positions.
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- II. **The role of technology in assisting learning and bridging K-12 and Higher Education.** Increasingly education leaders (regardless of the level of school they lead) are developing ways in which next generation technologies can facilitate learning. Many of the advances in use of next generation learning technologies exist outside the academy. The College would like to create two “Innovation Fellows” positions for high-level technology skilled people to come to the UW for a one year position to assist in building the College’s capacity to improving learning outcomes in K-12 schools through innovative uses of technology. We are seeking \$250K over two years to fund 80% of the salary for both fellows. The remaining 20% of the salaries will be paid with College funds.
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