**Sustainability Planning Guide**

This template is intended as a planning guide to help your ACE identify costs related to sustaining the centers core programming (education and research) and the centers operations (administrative and coordination). It is not comprehensive but should provide a foundation of the areas to consider when planning. You are encouraged to expand on this and adapt it for the context and needs of your particular center.

Step 1: Identify your objectives post ACE World Bank funding

* Which degree programs will you continue?
* Which short courses will you continue?
* What research activities need to continue?
* What center administrative functions are critical to ensure education & research continue?
* What coordination/collaboration with regional/international partners needs to continue?
* What additional education programs would you like to run by 2025?
* Where would you like your research portfolio to be by 2025?

Step 2: Identify your base costs to keep the center functions identified in step 1 going. The following are examples of costs

Education Programs Planning Questions

* What does it cost to run each course?
* What is the cost per student
* How much support can be provided to regional students long term?
* What cost is associated with student theses completion?
* What cost is associated with faculty time?

Research Planning Questions

* What does it cost to run core laboratory services? (consumables, maintenance,
* What cost is associated with continuing core research focus areas?
* What faculty support for research is required to ensure participation?
* What regional support for research is required to maintain *productive[[1]](#footnote-1)* collaborations?

Center Operations

* What does it take to keep the Center running?
* How much administrative capacity is truly needed?[[2]](#footnote-2)
* What are the costs to maintain the relationships for *productive*1 research and education partnerships?

Step 3: Resource mapping for sustainability. In this step you should identify all your sources of financial support and their predicted amount. BE REALISTIC. This is the amount of funds you will ACTUALLY the plan to use. If you plan it you will need to REALIZE it.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Source of Funding | Type of Funds | Details on funding (how much, how often, criteria to receive, etc) | Amount of funds generated now | Amount of funds Year 1 post ACE | Amount of funds Year 2 post ACE |
| University | Tuition Revenue | How many students? How much per student? What comes back to the center? |  |  |  |
| University | Operational Budget | Is the center included in a department, faculty or university budget directly? How much is unrestricted[[3]](#footnote-3) funds? |  |  |  |
| Grant Funding | Direct Funds[[4]](#footnote-4) | What funds are coming in to support research or education programs directly? What components of your grants directly funds operational costs (lab managers, research assistances, administrators, partial salaries) |  |  |  |
| Grant Funding | Indirect Funds[[5]](#footnote-5) | What is the percent overhead you obtain? How much goes to the university vs. researcher obtaining the grant? |  |  |  |
| Commercial Services | Laboratory | What commercial laboratory services do you provide? What is your maximum capapcity? |  |  |  |
| Commercial Services | Products | What products is your center selling on the market (ex: primers, reagents, food, drugs) |  |  |  |
| Commercial Services | Consulting | What expertise the center provide consulting services in and what is the audience for this market |  |  |  |
| Private Sector | Collaboration | What work are you doing with industry that they provide funding for |  |  |  |
| Philanthropy | Donation | Alumni/Individual donors to support the center |  |  |  |
| Philanthropy | Donation | Corporate sponsorship of the center or a specific area of work but they are not working directly on it with you as a collaborator |  |  |  |

Step 4:Calculate your total planned spending at the end of the ACE program and for your future goals in 2025. Calculate your total revenue generation abilities at the end of the ACE and in years 1 and 2. Compare the predicted budget with the expected revenue generation to assess whether your income will match your planned center activities. You may need to adjust your budgeted activities up or down based on the funds your center anticipates having.

1. Critically assess your regional collaborations for their likelihood to result in high quality research outputs, high quality publications in internationally recognized journals and/or successful grant applications. [↑](#footnote-ref-1)
2. Centers should become more efficient over time reducing the need for administrative support if programming remains the same. If programming increases with efficient operation the center should be able to handle additional programming without expansion of administration. [↑](#footnote-ref-2)
3. Unrestricted funds are those that are available to the center to be used at the centers discretion and are not directed (restricted) toward a specific program or use. [↑](#footnote-ref-3)
4. Direct funds from a grant are those that go directly to the programming/research of the grant [↑](#footnote-ref-4)
5. Indirect funds are also known as ‘overhead’ this is usually a percentage 0-21% of the grant money that goes into the distributed costs of conducting research. In some universities this money goes into a general pool in some universities a portion or all of it goes directly to the researcher awarded the grant. [↑](#footnote-ref-5)