



Program Valuation and Performance Management

Florida Association of Institutional Research
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EMBRY-RIDDLE
Aeronautical University

FLORIDA | ARIZONA | WORLDWIDE

The Scenario Faced By Most

Program	Revenue	Expense	Contribution
Mechanical Engineering	\$6,500,000	\$6,000,000	\$500,000
Civil Engineering	\$4,000,000	\$4,500,000	(\$500,000)
Software Engineering	\$5,500,000	\$4,000,000	\$1,500,000
Clinical Psychology	\$3,500,000	\$4,000,000	(\$500,000)
Human Factors Psychology	\$4,500,000	\$3,500,000	\$1,000,000
Political Science	\$7,000,000	\$5,000,000	\$2,000,000
English Literature	\$2,000,000	\$4,000,000	(\$2,000,000)
<u>Campus Total</u>	<u>\$33,000,000</u>	<u>\$31,000,000</u>	<u>\$2,000,000</u>

Target Negative Programs

Program	Revenue	Expense	Contribution
Mechanical Engineering	\$6,500,000	\$6,000,000	\$500,000
Civil Engineering	\$4,000,000	\$4,500,000	(\$500,000)
Software Engineering	\$5,500,000	\$4,000,000	\$1,500,000
Clinical Psychology	\$3,500,000	\$4,000,000	(\$500,000)
Human Factors Psychology	\$4,500,000	\$3,500,000	\$1,000,000
Political Science	\$7,000,000	\$5,000,000	\$2,000,000
English Literature	\$2,000,000	\$4,000,000	(\$2,000,000)
<u>Campus Total</u>	<u>\$33,000,000</u>	<u>\$31,000,000</u>	<u>\$2,000,000</u>

Results Of That Approach ...

Program	Revenue	Expense	Contribution
Mechanical Engineering	\$4,000,000	\$3,100,000	\$900,000
Civil Engineering	\$4,000,000	\$4,050,000	(\$50,000)
Software Engineering	\$5,500,000	\$3,600,000	\$1,900,000
Clinical Psychology	\$3,500,000	\$3,600,000	(\$100,000)
Human Factors Psychology	\$4,500,000	\$3,150,000	\$1,350,000
Political Science	\$4,500,000	\$2,000,000	\$2,500,000
English Literature	\$3,600,000	\$5,200,000	(\$1,600,000)
Campus Total	\$33,000,000	\$27,900,000	\$5,100,000

But there are still negative margins in the same 3 degree programs ...

The "bottom line" has increased through a 10% across the board budget cut



The Transportation Method:

- All variables in the organization are equated to a single measurement unit –
 - Airlines use Available Seat Miles (ASM's)
 - Costs are divided by the ASM's to produce a unit cost per seat mile
 - Example: Total Costs = \$1,000,000; Total ASM's = 10,000,000; So $\$1,000,000 / 10,000,000 = \0.10
- It can be difficult to place values on individual routes due to many sets of complex and dynamic variables

The Transportation Method

- Using ASM's as the standard measure overcomes these issues and puts everything on a level playing field.
- Routes composed of a compilation of legs.
- Each leg is valued by the compilation of flights that make up that leg.



What We Did

Campus Results – end of FY09 (June 30, 2009).

FY09 Campus Total Results	Program Gain/(Loss)
Academic Total	\$ (3,380,000)

Campus Results – end of FY10 (June 30, 2010).

FY10 Campus Total Results	Program Gain/(Loss)
Academic Total	\$ 512,000

NO degree programs eliminated

NO student services have suffered

Several areas saw budget increases

This model helps managers understand expense behaviors and relationships to activity levels.

How It Works

- It all starts with the revenue –
 - Actual tuition billed to the students by degree program.
 - Our newest modeling will break this revenue out by the colleges that own the courses students enrolled in.
 - This will provide an illustration of revenue generated not just by degree program but by the courses that the students took.
 - Actual institutionally funded scholarships (IFS) awards (i.e.-the discount)
 - These awards are spread across the courses taken by the students according to their actual award amounts.
 - These values are subtracted from gross revenue to show a net revenue value by program and courses.



How It Works

- Expenses are driven primarily by salaries of faculty for courses the students enrolled in.
- Expense distribution is based on activity levels of student credit hours generated from actual course enrollments by students.
 - SCH mapping provides clear illustrations of actual faculty teaching contributions.
 - This illustrates how students in a major actually take courses, not how we think they take courses.



Key Discoveries

- DO NOT eliminate money losing programs right away.
 - Their associated revenue stream goes away immediately.
 - Expenses don't go away for several years after.
 - Sometimes the expenses simply re-distribute across other remaining programs and will reduce those programs economic gains.
- Identify why the program is losing money and develop a corrective action plan.



Key Discoveries

- Some programs may always lose money regardless of what an organization does.
 - Engineering programs are examples of this.
 - In these cases the campus should benchmark against other programs, externally, to see if their own effectiveness and efficiencies are balanced and appropriate.

Sample Institution

Economic Cross Contribution Model for FY2010

		Gross Revenue	IFS Dollars	Net Revenue	CoAS Expenses	CoT Expenses	CoB Expenses	CoE Expenses	Total Direct Expenses	Total Indirect Expenses (Administration and Overhead)	Overall Yield	Total Cost to Deliver Programs	Total Students	Cost to deliver program per student	
Academic - Total		\$ 185,042,002	\$ 24,333,500	\$ 160,708,502	\$ 19,095,126	\$ 48,586,394	\$ 8,660,668	\$ 15,764,280	\$ 92,106,468	\$ 35,086,514	\$ 0.26	\$ 127,192,982	6,389	\$ 19,908	
College of Arts & Sciences - Total		\$ 10,309,231	\$ 1,938,812	\$ 8,370,418	\$ 4,523,589	\$ 527,097	\$ 206,800	\$ 530,318	\$ 5,787,803	\$ 2,508,556	\$ 0.01	\$ 8,296,359	378	\$ 21,948	
Literature Studies	Bachelor	\$ 2,496,462	\$ 431,655	\$ 2,064,808	\$ 546,871	\$ 291,343	\$ 88,225	\$ 28,555	\$ 954,993	\$ 617,919	\$ 0.31	\$ 1,572,913	92	\$ 17,097	
Communications		\$ 1,009,901	\$ 147,264	\$ 862,638	\$ 321,627	\$ 62,208	\$ 44,577	\$ 675	\$ 429,087	\$ 248,354	\$ 0.27	\$ 677,441	36	\$ 18,818	
Biology		\$ 3,056,936	\$ 654,163	\$ 2,402,774	\$ 1,661,237	\$ 22,827	\$ 13,408	\$ 393,743	\$ 2,091,215	\$ 738,357	\$ (0.15)	\$ 2,829,571	97	\$ 29,171	
Psychology		\$ 1,368,515	\$ 238,088	\$ 1,130,427	\$ 665,733	\$ 31,814	\$ 25,556	\$ 10,225	\$ 733,328	\$ 328,044	\$ 0.07	\$ 1,061,372	50	\$ 21,227	
Applied Physics		\$ 787,327	\$ 230,742	\$ 556,584	\$ 473,279	\$ 10,476	\$ 1,709	\$ 49,143	\$ 534,607	\$ 192,391	\$ (0.23)	\$ 726,997	27	\$ 26,926	
Still Exploring (Arts & Sciences)		\$ 551,297	\$ 110,456	\$ 440,841	\$ 127,219	\$ 58,125	\$ 25,945	\$ 24,282	\$ 235,570	\$ 184,138	\$ 0.05	\$ 419,708	29	\$ 14,473	
Biology - Master		Master	\$ 372,671	\$ 51,027	\$ 321,644	\$ 204,098	\$ 9,122	\$ 7,380	\$ 23,696	\$ 244,296	\$ 69,890	\$ 0.02	\$ 314,186	16	\$ 19,637
Psychology - Master	\$ 666,122		\$ 75,418	\$ 590,703	\$ 523,526	\$ 41,182	\$ -	\$ -	\$ 564,708	\$ 129,464	\$ (0.15)	\$ 694,172	31	\$ 22,393	
College of Transportation - Total		\$ 67,685,761	\$ 10,767,751	\$ 56,918,010	\$ 5,900,862	\$ 17,792,448	\$ 2,879,878	\$ 240,319	\$ 26,813,507	\$ 17,263,568	\$ 0.29	\$ 44,077,076	2,451	\$ 17,983	
Automotive Maintenance Science	Associate	\$ 216,061	\$ 5,571	\$ 210,490	\$ -	\$ 58,151	\$ -	\$ -	\$ 58,151	\$ 79,174	\$ 0.53	\$ 137,326	11	\$ 12,484	
Aeronautical Science	Bachelor	\$ 36,646,953	\$ 6,113,109	\$ 30,533,843	\$ 3,266,651	\$ 10,047,587	\$ 1,373,003	\$ 97,838	\$ 14,785,078	\$ 9,753,632	\$ 0.24	\$ 24,538,711	1,346	\$ 18,231	
Aeronautical Systems Maintenance**		\$ 76,404	\$ 5,773	\$ 70,630	\$ 3,569	\$ 25,205	\$ 15,324	\$ 14,102	\$ 58,199	\$ 26,821	\$ (0.17)	\$ 85,020	6	\$ 14,170	
Martime Technology		\$ 6,614,668	\$ 760,994	\$ 5,853,674	\$ 417,814	\$ 1,412,767	\$ 347,919	\$ 4,093	\$ 2,182,593	\$ 1,316,818	\$ 0.67	\$ 3,499,410	187	\$ 18,713	
Transportation Electronics		\$ 354,208	\$ 54,126	\$ 300,082	\$ 56,833	\$ 184,993	\$ 6,353	\$ 5,464	\$ 253,643	\$ 96,453	\$ (0.14)	\$ 350,096	12	\$ 29,175	
Traffic Management		\$ 9,443,363	\$ 1,558,290	\$ 7,885,073	\$ 973,746	\$ 2,132,388	\$ 564,444	\$ 6,464	\$ 3,677,043	\$ 2,301,981	\$ 0.32	\$ 5,979,024	315	\$ 18,981	
Applied Meteorology		\$ 3,177,245	\$ 749,073	\$ 2,428,172	\$ 339,887	\$ 798,544	\$ 54,328	\$ 78,004	\$ 1,270,763	\$ 745,062	\$ 0.20	\$ 2,015,825	109	\$ 18,494	
Automotive Maintenance Science		\$ 4,871,059	\$ 712,406	\$ 4,158,653	\$ 275,503	\$ 1,230,410	\$ 356,763	\$ 11,674	\$ 1,874,351	\$ 1,602,567	\$ 0.20	\$ 3,476,918	227	\$ 15,317	
Logistic Management		\$ 3,235,332	\$ 527,420	\$ 2,707,912	\$ 337,076	\$ 676,561	\$ 61,302	\$ 8,926	\$ 1,083,865	\$ 680,330	\$ 0.53	\$ 1,764,195	100	\$ 17,642	
Safety Science		\$ 1,148,480	\$ 161,179	\$ 987,301	\$ 72,143	\$ 365,773	\$ 22,086	\$ -	\$ 460,002	\$ 258,928	\$ 0.37	\$ 718,930	38	\$ 18,919	
Still Exploring (Transportation)		\$ 136,861	\$ 24,919	\$ 111,942	\$ 24,137	\$ 27,107	\$ 9,745	\$ 2,671	\$ 63,661	\$ 52,869	\$ (0.04)	\$ 116,529	7	\$ 16,647	
Transportation - Master	Master	\$ 1,765,128	\$ 94,890	\$ 1,670,238	\$ 133,502	\$ 832,962	\$ 68,612	\$ 11,084	\$ 1,046,159	\$ 348,933	\$ 0.20	\$ 1,395,093	93	\$ 15,001	
College of Business - Total		\$ 10,192,286	\$ 1,254,806	\$ 8,937,480	\$ 619,564	\$ 247,170	\$ 5,035,682	\$ 5,441	\$ 5,907,857	\$ 2,471,161	\$ 0.07	\$ 8,379,017	439	\$ 19,087	
Management	Bachelor	\$ 522,242	\$ 69,594	\$ 452,648	\$ 9,310	\$ 10,123	\$ 271,106	\$ -	\$ 290,540	\$ 138,490	\$ 0.06	\$ 429,030	20	\$ 21,451	
Business Administration		\$ 7,415,105	\$ 1,048,108	\$ 6,366,997	\$ 589,409	\$ 204,200	\$ 2,531,135	\$ 5,229	\$ 3,329,973	\$ 1,808,884	\$ 0.24	\$ 5,138,856	264	\$ 19,465	
Still Exploring (Business)		\$ 42,523	\$ 6,923	\$ 35,600	\$ 10,110	\$ 4,146	\$ 16,673	\$ -	\$ 30,929	\$ 22,953	\$ (0.34)	\$ 53,882	3	\$ 17,961	
Business Administration - Management (Online)	Master	\$ 500,553	\$ -	\$ 500,553	\$ -	\$ 4,501	\$ 779,253	\$ -	\$ 783,754	\$ 157,832	\$ (0.47)	\$ 941,587	61	\$ 15,436	
Master of Business Administration		\$ 1,711,863	\$ 130,181	\$ 1,581,682	\$ 10,736	\$ 24,199	\$ 1,437,514	\$ 212	\$ 1,472,661	\$ 343,002	\$ (0.13)	\$ 1,815,663	91	\$ 19,952	
College of Engineering - Total		\$ 48,201,358	\$ 10,367,536	\$ 37,833,822	\$ 7,916,811	\$ 513,638	\$ 489,218	\$ 14,909,240	\$ 23,828,907	\$ 12,635,106	\$ 0.04	\$ 36,464,013	1,775	\$ 20,543	
Aerospace Engineering	Bachelor	\$ 37,955,631	\$ 8,319,951	\$ 29,635,681	\$ 6,644,653	\$ 388,414	\$ 332,181	\$ 10,268,904	\$ 17,634,152	\$ 10,248,019	\$ 0.06	\$ 27,882,171	1,390	\$ 20,059	
Civil Engineering		\$ 1,016,319	\$ 235,994	\$ 780,324	\$ 168,269	\$ 1,602	\$ 2,702	\$ 565,216	\$ 737,789	\$ 269,501	\$ (0.23)	\$ 1,007,290	35	\$ 28,780	
Computer Engineering		\$ 1,264,230	\$ 344,801	\$ 919,429	\$ 197,724	\$ 15,722	\$ 22,022	\$ 567,857	\$ 803,325	\$ 330,881	\$ (0.19)	\$ 1,134,205	44	\$ 25,777	
Computer Science		\$ 96,194	\$ 17,143	\$ 79,052	\$ 7,874	\$ 1,471	\$ 7,092	\$ 12,119	\$ 28,556	\$ 17,537	\$ 0.72	\$ 46,093	3	\$ 15,364	
Electrical Engineering		\$ 964,053	\$ 105,875	\$ 858,178	\$ 126,638	\$ 11,446	\$ 26,455	\$ 650,193	\$ 814,733	\$ 230,559	\$ (0.18)	\$ 1,045,292	34	\$ 30,744	
Mechanical Engineering		\$ 2,185,462	\$ 499,075	\$ 1,686,387	\$ 320,240	\$ 30,926	\$ 36,765	\$ 719,608	\$ 1,107,539	\$ 507,540	\$ 0.04	\$ 1,615,079	74	\$ 21,825	
Software Engineering		\$ 1,257,934	\$ 274,292	\$ 983,642	\$ 151,215	\$ 21,179	\$ 37,144	\$ 746,437	\$ 955,975	\$ 341,970	\$ (0.24)	\$ 1,297,946	47	\$ 27,616	
Still Exploring (Engineering)		\$ 1,270,916	\$ 245,949	\$ 1,024,967	\$ 242,196	\$ 37,640	\$ 22,925	\$ 147,192	\$ 449,953	\$ 282,912	\$ 0.40	\$ 732,865	38	\$ 19,286	
Aerospace Engineering - Master		Master	\$ 1,529,072	\$ 243,192	\$ 1,285,880	\$ 52,602	\$ 5,237	\$ 1,933	\$ 719,911	\$ 779,684	\$ 295,549	\$ 0.20	\$ 1,075,233	79	\$ 13,611
Mechanical Engineering - Master			\$ 120,777	\$ -	\$ 120,777	\$ -	\$ -	\$ -	\$ 103,013	\$ 103,013	\$ 22,437	\$ (0.04)	\$ 125,450	5	\$ 25,090
Software Engineering - Master	\$ 540,771		\$ 81,265	\$ 459,505	\$ 5,399	\$ -	\$ -	\$ 408,791	\$ 414,190	\$ 88,200	\$ (0.09)	\$ 502,390	26	\$ 19,323	
Non-degree/Other	Non-Degree	\$ 934,755	\$ 1,629	\$ 933,126	\$ 54,337	\$ 10,596	\$ 26,584	\$ 7,816	\$ 99,333	\$ 88,716	\$ 3.96	\$ 188,050	12	\$ 15,671	
Non-degree/Special		\$ 398,586	\$ 2,965	\$ 395,621	\$ 79,963	\$ 45,498	\$ 22,506	\$ 71,146	\$ 219,112	\$ 119,406	\$ 0.17	\$ 338,518	21	\$ 16,120	
Flight - Total		\$ 47,320,025	\$ -	\$ 47,320,025	\$ -	\$ 29,449,948	\$ -	\$ -	\$ 29,449,948	\$ -	\$ 0.61	\$ 29,449,948	1,346	\$ 21,880	

Full-time Faculty Salary and Benefits (Combined): Summer B 2009 - Summer A/C 2010
Distributed by SCH across the actual courses and program of students they taught
Rows = Degree Program of Students; Columns = Home College of Faculty

			TOTAL	College of Arts & Sciences	College of Transportation	College of Business	College of Engineering
			SALARY+BENEFITS	SALARY+BENEFITS	SALARY+BENEFITS	SALARY+BENEFITS	SALARY+BENEFITS
College of Arts & Sciences	Bachelor	Literature Studies	\$ 153,818	\$ 119,383	\$ 16,434	\$ 12,472	\$ 5,529
		Communications	\$ 1,011	\$ 311,011	\$ 60,027	\$ 41,235	\$ 635
		Biology	\$ 803,301	\$ 540,388	\$ 3,427	\$ 1,220	\$ 258,266
		Psychology	\$ 292,774	\$ 254,170	\$ 17,790	\$ 6,019	\$ 14,795
		Applied Physics	\$ 387,255	\$ 225,699	\$ 84,301	\$ 55,140	\$ 22,114
		Still Exploring (Arts & Sciences)	\$ 59,084	\$ 28,175	\$ 16,104	\$ 8,008	\$ 6,798
	Master	Biology - Master	\$ 193,447	\$ 180,629	\$ -	\$ -	\$ 12,817
	Psychology - Master	\$ 288,808	\$ 265,249	\$ 20,172	\$ 696	\$ 2,691	
College of Transportation	Associate	Automotive Maintenance Science	\$ 11,847	\$ 4,805	\$ 4,687	\$ 1,013	\$ 1,341
	Bachelor	Aeronautical Science	\$ 4,895,615	\$ 1,229,541	\$ 3,198,948	\$ 359,471	\$ 107,655
		Aeronautical Systems Maintenance**	\$ 16,693	\$ 516	\$ 13,922	\$ 2,256	\$ -
		Martime Technology	\$ 1,039,217	\$ 203,186	\$ 634,657	\$ 190,725	\$ 10,648
		Transportation Electronics	\$ 123,457	\$ 33,219	\$ 31,807	\$ 3,280	\$ 55,151
		Traffic Management	\$ 1,242,620	\$ 437,067	\$ 587,282	\$ 198,686	\$ 19,586
		Applied Meteorology	\$ 542,552	\$ 171,906	\$ 331,260	\$ 11,165	\$ 28,221
		Automotive Maintenance Science	\$ 489,870	\$ 140,551	\$ 221,211	\$ 110,442	\$ 17,667
		Logistic Management	\$ 595,496	\$ 261,038	\$ 298,678	\$ 24,399	\$ 11,382
		Safety Science	\$ 110,532	\$ 30,683	\$ 70,582	\$ 8,209	\$ 1,058
	Still Exploring (Transportation)	\$ 31,235	\$ 11,358	\$ 15,545	\$ 1,504	\$ 2,828	
Master	Transportation - Master	\$ 590,085	\$ 64,141	\$ 504,913	\$ 18,275	\$ 2,756	
College of Business	Bachelor	Management	\$ 64,151	\$ 2,059	\$ 1,995	\$ 60,097	\$ -
		Business Administration	\$ 1,420,622	\$ 241,859	\$ 72,655	\$ 1,098,816	\$ 7,291
		Still Exploring (Business)	\$ 3,991	\$ 1,243	\$ 469	\$ 2,279	\$ -
	Master	Business Administration - Management (Online)	\$ 288,960	\$ -	\$ -	\$ 288,960	\$ -
		Master of Business Administration	\$ 772,228	\$ 140	\$ 3,937	\$ 768,151	\$ -
College of Engineering	Bachelor	Aerospace Engineering	\$ 7,317,201	\$ 2,878,519	\$ 104,660	\$ 87,952	\$ 4,246,070
		Civil Engineering	\$ 379,951	\$ 57,103	\$ 1,514	\$ 2,893	\$ 318,441
		Computer Engineering	\$ 382,742	\$ 101,240	\$ 11,737	\$ 6,195	\$ 263,570
		Computer Science	\$ 29,671	\$ 7,079	\$ 1,843	\$ 920	\$ 19,830
		Electrical Engineering	\$ 334,342	\$ 55,405	\$ 2,875	\$ 3,452	\$ 272,608
		Mechanical Engineering	\$ 682,122	\$ 195,159	\$ 1,402	\$ 10,205	\$ 475,356
		Software Engineering	\$ 384,933	\$ 68,345	\$ 8,932	\$ 5,283	\$ 302,374
		Still Exploring (Engineering)	\$ 150,840	\$ 85,089	\$ 4,154	\$ 1,214	\$ 60,383
	Master	Aerospace Engineering - Master	\$ 668,630	\$ 45,320	\$ -	\$ 8,782	\$ 614,528
		Mechanical Engineering - Master	\$ 121,757	\$ 14,264	\$ -	\$ -	\$ 107,493
Software Engineering - Master		\$ 259,955	\$ 9,891	\$ 1,878	\$ 3,377	\$ 244,809	
Non-Degree/Other	Nondegree	Non-degree/Other	\$ 10,858	\$ 894	\$ 8,030	\$ 380	\$ 1,554
		Non-degree/Special	\$ 93,614	\$ 19,491	\$ 23,925	\$ 6,706	\$ 43,493
Total			\$ 25,439,692	\$ 8,143,088	\$ 6,324,701	\$ 3,369,118	\$ 7,602,784

Notes: Excludes the following - Co-ops, internships, Worldwide-online courses, and inactive (withdrawn) students.

Student Credit Hours (SCH): Summer B 2009 - Summer A/C 2010

Rows = Degree program of students; Columns = College that "owns" the course taken by these students (regardless of whether or not the course taken was "in program")

			TOTAL	CoA&S	CoI	CoB	CoE
			SCH	SCH	SCH	SCH	SCH
DB	TOTAL		157941	56476	48910	15662	33634
College of Arts & Sciences	Bachelor	Literature Studies	978	745	80	90	53
		Communications	313	97	43	35	12
		Biology	3456	2359	17	10	1027
		Psychology	1719	1427	121	24	126
		Applied Physics	2691	1527	588	326	130
		Still Exploring (Arts & Sciences)	536	292	126	64	44
	Master	Biology - Master	367	339	7		21
		Psychology - Master	911	799	90	3	3
College of Transportation	Associate	Automotive Maintenance Science	1213	52	1136	10	15
	Bachelor	Aeronautical Science	39157	11249	23282	2858	1006
		Aeronautical Systems Maintenance**	27	3	16	7	
		Martime Technology	8096	1958	4661	985	111
		Transportation Electronics	425	211	150	21	37
		Traffic Management	9438	3185	4736	1281	159
		Applied Meteorology	3724	1372	1916	56	193
		Automotive Maintenance Science	7385	1327	4932	947	167
		Logistic Management	5385	2282	2501	177	115
		Safety Science	1060	313	655	70	10
		Still Exploring (Transportation)	212	107	64	17	20
	Master	Transportation - Master	2081	22	1972	49	7
	College of Business	Bachelor	Management	283	19	56	209
Business Administration			8242	2315	553	5217	64
Still Exploring (Business)			32	10	3	19	
Master		Business Administration - Management (Online)	640			640	
		Master of Business Administration	1634	7	27	1601	
College of Engineering	Bachelor	Aerospace Engineering	44216	19213	821	550	22714
		Civil Engineering	1209	423	17	56	665
		Computer Engineering	1653	715	92	66	734
		Computer Science	118	39	10	14	51
		Electrical Engineering	911	413	10	35	445
		Mechanical Engineering	3485	1373	26	104	1933
		Software Engineering	1260	425	64	56	688
		Still Exploring (Engineering)	438	273	31	14	113
	Master	Aerospace Engineering - Master	1883	218	3	21	1623
		Mechanical Engineering - Master	350	26			324
		Software Engineering - Master	589	42	14	17	516
Non-Degree/Other	Nondegree	Non-degree/Other	113	57	45	3	7
		Non-degree/Special	491	142	81	35	233

Notes: Excludes the following - Co-ops, internships, Worldwide-online courses, and inactive (withdrawn) students.