

Alabama Commission on Higher Education

PROPOSAL FOR A NEW DEGREE PROGRAM – NEW APPLICATION TOOL

Please check one: Baccalaureate Program Graduate Program

A. General Information

1. Institution: **Auburn University**
2. Institutional Contact Person:
Title: **Timothy R. Boosinger, DVM, Ph.D.**
Telephone: **(334) 844-5771**
E-mail: **provost@auburn.edu**
3. Program Identification--
Field of Study/ Program Title: **Aviation Management**
Degree: **Bachelor of Science**
CIP Code: **49.0104**
4. Date of Proposal Submission: **March 2017**
5. Proposed Program Implementation Date: **Fall 2017**
6. Program Administration:
Name of College/School: **University College**
Name of Dean: **Dr. Constance Relihan**
Name of Department: **Department of Aviation**
Name of Chair: **Dr. William Hutto**

B. Program Purpose and Description

1. In no more than one paragraph, describe the purpose of the proposed program. Please also include a brief statement regarding how the program's purpose is related to the University's mission and goals.

Auburn University, can trace its aviation education roots back more than 80 years. It has consistently served the needs of the state, nation, and world by providing leading aviation-related instruction, research, and outreach. This degree is being formed to replace the Harbert College of Business (HCOB) Aviation Management degree that has limited flexibility to grow and reflect changing industry needs. The proposed Aviation Management degree will implement a new aviation core curriculum with a more robust aviation course portfolio that will open new aviation instruction, research, and outreach opportunities.

2. Please provide a description of the specific kinds of employment opportunities, post-graduate professional degree programs, and other graduate programs that will be available to the graduates.

Graduates may work in the private or public sector.

Employment opportunities in the private sector include passenger and cargo airline operation managers, revenue managers, corporate aviation managers, fixed base operators (FBOs), engineering and construction firms, and multiple positions in the aircraft manufacturing industry. Opportunities exist with professional trade associations such as the Aircraft Owners and Pilots Association, Airlines for America, American Association of Airport Executives, Experimental Aircraft Association, General Aviation Manufacturers Association, and the National Business Aviation Association.

Employment opportunities in the public sector include airport managers, air traffic controllers, and safety inspectors. Graduates can be employed at the state (Department of Transportation) or federal (Department of Transportation, Federal Aviation Administration, and Department of Defense) level.

In addition, the graduates of this program will be well prepared to refine their education and skills through a graduate degree in business or public administration.

3. Succinctly list at least four (4) but no more than seven (7) of the most prominent ***student learning outcomes*** of the program. These outcomes should lend themselves to subsequent review and assessment of program accomplishments.

- 1) Possess a broad knowledge of aviation industry issues ranging from airline operations to corporate aviation to airport management.
- 2) Understand the fundamentals of business administration.
- 3) Demonstrate the ability to critically think about aviation issues from a local, regional, national and global perspective.
- 4) Apply aviation management principles to making sound decisions as an effective leader.

C. Need for the Program

1. State need. Briefly describe why the program is specifically needed for the State of Alabama. (State need is considered a priority in the review process.)

Auburn University is the only four-year institution that offers a degree in Aviation Management in the state. With the deactivation of the Aviation Management degree in the Harbert College of Business, it is critical to restart the Aviation Management degree in the University College. This degree program equips students to manage aviation operations and infrastructure.

Aviation is considered the physical internet that connects local, regional, national, and global economies fueling economic development. With Alabama's exports reaching record levels, the importance of aviation in the state continues to grow. The economic well-being of Alabama citizens is tied to the global economy, and without world-class aviation infrastructure and professionals, Alabama may lose connectivity with the global economy.

Additionally, without this degree, Alabama students must go out of state, which would be very costly to students and a lost opportunity for the state. Aviation has been a key component of the state for many decades as evidenced by the military aviation presence in Alabama, the aviation and aerospace industries in the Huntsville area, the addition of Airbus in Mobile, the GE Aviation engine manufacturing plant in Auburn, the jet conversion center in Dothan, and the like. It is important to keep existing talent in the state. For Alabama students who wish to fly as a profession, the out-of-state tuition, combined with the costs related to flying, would be burdensome and prevent many Alabamians the opportunity to pursue this profession.

2. Employment Opportunities. Based on your research on the employment market for graduates of this program, please complete the following table reporting the total projected job openings (including both growth and replacement

demands) in your local area, the state, the SREB region, and the nation. These job openings should represent positions that require graduation from a program such as the one proposed.

Career and College Readiness/Preparation -- Projected Job Openings

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Local	2	2	2	2	2	10
State	143	150	158	166	174	791
SREB	2,475	2,599	2,729	2,865	3,008	13,676
Nation	6,100	6,405	6,725	7,062	7,415	33,707

Current employment opportunities were determined by researching openings for “aviation management” jobs at the local, state, SREB, and national levels. Boeing and Airbus, in their 20-year industry forecasts, both estimate air traffic to continue to grow at 5 percent annually. Projected job openings for aviation managers were calculated using a 5 percent annual increase.

3. Student Demand - Enrollment projection. Please briefly describe your methodology for determining enrollment projections. If a survey of student interest was conducted, please briefly describe the survey instrument, number and percentage of respondents, and summary of results.
 (The survey instrument, and associated data file(s) need not be included in the proposal. This proposal information should be maintained for ACHE Staff review for five years from the actual implementation date.)

The demand for the program is based on Auburn University’s long history in aviation education, which goes back over 80 years. There are currently over 4,000 graduates of Auburn University’s aviation programs.

Demand for qualified leaders in aviation and aviation-related industries is expected to continue based on the importance of aviation to our economy. A June 2014 United States Department of Transportation Department report states that the civil aviation industry supported 11.8 million jobs and accounted for \$1.5 trillion in total economic activity in 2012.

The importance of aviation to the State of Alabama is evident in the transportation and cargo services that are provided in Alabama, the Airbus manufacturing facility in Mobile, the airports in the state, the corporate aircraft operators in the state, the presence of military aviation facilities,

and the like. Aviation is an embedded, critical component of state, regional, national, and global economies.

D. Specific Rationale (Strengths) for Program

What is the specific rationale (strengths) for recommending approval of this proposal? List no fewer than three (3) and no more than five (5) potential program strengths.

- 1. Auburn University has consistently served the needs of the state, nation, and world by providing leading aviation-related instruction, research, and outreach for over 80 years.**
- 2. The geographic proximity of Auburn to world class aviation facilities that include GE Aviation, Airbus North America, Delta Air Lines, ExpressJet Airlines, Atlanta-Hartsfield Jackson Airport, Lockheed Martin, Marshall Space Flight Center, U.S. Space and Rocket Center, Red Stone Arsenal (home of the U.S. Army's unmanned aviation fleet), Fort Rucker (home of the U.S. Army Aviation Center), and Maxwell AFB (home of Air University) provides students with unique educational and professional development opportunities. Strong working relationships with these organizations enhances student success and opens the doors of opportunity for cutting-edge research, strengthening Auburn's reputation as a leader in aviation education.**
- 3. Auburn University has been recognized consistently for world-class aviation education and leadership through accreditation by the Aviation Accreditation Board International (AABI).**
- 4. Auburn University is investing in its aviation infrastructure. At their regular meeting in February 2017, the Auburn University Board of Trustees granted final approval to build a two-story, 23,000-square-foot Airport Aviation Education Facility at the Auburn University Regional Airport. The building will house classrooms, a flight simulator lab, debriefing rooms and flight dispatch and departmental spaces. Construction is slated to start this summer and finish in July 2018. This facility will be able to house many new aviation instruction, research, and outreach opportunities.**

Please note that letters of support may be included with the proposal.

E. Similar Programs

Using the ACHE Academic Program inventory found at <http://www.ache.state.al.us/Content/Departments/Instruction/StudentInfo.aspx> List below all programs at the same degree level (by institution) that utilize the same 6-digit CIP code as the one being requested in the program proposal.

Also, list any programs at other CIP codes that may be offering similar instruction. If there are no similar programs place a "0/none" by 1. in the listing, directly below.

The following institutions offer similar programs at this level:

1. 0/none

Please add numeration and list additional similar programs, if applicable.

If the program duplicates, closely resembles, or is similar to another program already offered in the State, provide justification for that duplication. Also, if a graduate program, please identify and list any similar programs at institutions in other SREB states.

Auburn University is the only four-year institution that offers a degree in Aviation Management in the state.

F. Collaboration With Other Institutions/Agencies

Does the institution plan on collaborating with other institutions in the delivery of this program?

Yes

No

If yes, please indicate below which institutions and describe the basis of this collaboration.

If no, please indicate your reasons why.

There are currently no plans to collaborate with other four-year institutions. We are exploring opportunities for graduates of the Alabama Community College System to matriculate to Auburn University and pursue a B.S. in Aviation Management.

G. Curriculum

1. Program Completion Requirements: (Enter a credit hour value for all applicable components, write N/A if not applicable)

Credit hours required in major courses	52
Credit hours required in minor	15
Credit hours in institutional general education or core curriculum	42
Credit hours required in support courses	0
Credit hours in required or free electives	14
Credit hours for thesis or dissertation	0
Total credit hours required for completion	123

2. Will this program be related to other programs at your institution?

Yes.

If so, which ones and how?

B.S. in Professional Flight. Both the Aviation Management and Professional Flight degrees will share a common “aviation” core consisting of 46 hours.

3. Please identify any existing program, option, concentration or track that this program will replace at your institution.

The Aviation Management degree program is currently in the Harbert College of Business (HCOB), where it has been located since 1999. Prior to this, it was in the Ginn College of Engineering. The existing program in the HCOB will be deactivated and the proposed program opened to allow for more aviation courses to give the students a broader, deeper knowledge of aviation issues. The thirty-three hour HCOB core courses precludes this from occurring under the present degree structure.

4. Is it likely that this program will reduce enrollments in other graduate programs at your institution? If so, please explain.

No, this degree is not part of a graduate program.

5. If this is a graduate program, please list any existing undergraduate programs at the institution which are directly or indirectly related to the proposed graduate program. If this is a doctoral proposal, also list related master's programs at your institution.

N/A. Not a graduate program.

6. Please complete the table below indicating the proposed program's courses. Include the course number, and number of credits. (If feasible/useful, please group courses by sub-headings within the table.)

Course Number and Title	Number of Credit Hours	* If New Course
Freshman Year		
AVMG 1010 Intro to Aviation	3	
MATH 1610/1680 Calculus I or Calculus w/Business App I	4	
ENGL 1100 & 1120 English Comp I & II	6	
SCMH 1010 Concepts of Science	4	
PHYS 1000 Foundations of Physics	4	
ECON 2030 Macroeconomics	3	
COMM 1000 Public Speaking	3	
Fine Arts Core	3	
Free Elective	2	
Sophomore Year		
AVMG 2050 Intro to Unmanned Aircraft Systems	3	*
PHIL 1040/1020 Business Ethics or Ethics	3	
ECON 2020 Microeconomics	3	
HIST 1210 & 1220 Technology and Civilization I & II	6	
Free Elective	3	
AVMG 2600 Human Factors in Aviation	3	*
SUST 2000 Intro to Sustainability	3	
ACCT 2810 Fundamentals of Accounting	3	
Literature Core	3	
Junior Year		
AVMG 3050 Aviation Weather	3	
AVMG 3140 Air Transport Industry Development	3	
FINC 3810 Foundations of Business Finance	3	
MNGT 3810 Management Foundations	3	
AVMG 3600 Aircraft Maintenance Management	3	*
AVMG 3200 Applied Analysis in Air Transportation	3	
AVMG 3810 Professional Flight Development in Aviation	1	

MKTG 3310 Principles of Marketing	3	
Free Elective (x 3)	9	
Senior Year		
AVMG 4060 Commercial Aviation Safety	3	
AVMG 5090 Aviation Law and Policy	3	
AVMG 4130 Airport Management	3	
AVMG 4190 Airspace Management	3	
AVMG Directed Elective (x 2)	6	
AVMG 4200 Air Cargo Operations	3	
AVMF 4400 Applied Aerodynamics and Propulsion	3	
AVMG 4080 Air Transport Planning	3	
AVMG 5180 Global Air Transport Management	3	

7. Enumerate and briefly describe any additional requirements such as preliminary qualifying examination, comprehensive examination, thesis, dissertation, practicum or internship, some of which may carry credit hours included in the list above.

There will be no additional requirements or examinations needed for this degree other than Auburn University's current application guidelines.

8. Does the program include any options/concentration. If so, please describe the purpose and rationale and list the courses in the option.

No options or concentrations will be required or offered for this degree program.

9. State and list if the program has any special admission requirements. If none, state: "The program has no special admission requirements".

The program has no special admission requirements.

H. Program Review and Assessment

In the final analysis, the institution and its governing board are accountable for the quality, utility and productivity of this and all other programs of instruction. With this in mind, please describe the procedures that will be used in assessing the program's outcomes. Be sure to include:

1. An assessment process for the student learning outcomes;
 - a. **Individual Aviation Management classes will assess knowledge gained through course assignments, quizzes and exams.**
 - b. **Communication skills will be assessed through writing assignments and oral presentations using a rubric evaluation method.**
 - c. **Critical thinking skills and problem solving ability will be assessed through specific test questions and course assignments.**
 - d. **Students' preparation in aviation management will be evaluated by internship supervisors using a job performance rubric.**
 - e. **Placement in jobs and/or graduate school will indicate the student's competitiveness in the current market place.**
2. A follow-up plan to determine accomplishments of graduates such as obtaining relevant employment or being admitted to a masters or doctoral program (graduate or professional).

All graduating Aviation Management students will be surveyed before leaving Auburn University to collect employment and contact information to build an active alumni support group.

Graduates employability in terms of median salary, type of employment, and/or admission to graduate programs will be compared to similar programs across the country.

Additionally, program graduates will be asked to evaluate the perceived strengths and weaknesses of the Aviation Management curriculum and degree program. Student data will help improve, modify, and amend the degree program as required.

I. Accreditation

If there is a recognized (USDE or CHEA) or other specialized accreditation agency for this program, please identify the agency and explain why you do or

not plan to seek accreditation. If there is no accrediting or similar body for this degree program state as such in your response.

The new Aviation Management degree will be accredited by the Aviation Accreditation Board International (AABI), the global leader in aviation accreditation. Auburn University's Aviation Management degree has been accredited by AABI for more than a decade in the Harbert College of Business.

AABI has been notified of the pending new Aviation Management degree (in the University College) and has been helpful in ensuring Auburn University continues its long history of aviation education accreditation and leadership.

J. Instructional Delivery Method

1. Describe which instructional delivery methods will be utilized in delivering this program.

Delivery methods utilized in this degree will include lecture, group discussion, case study, and experiential learning.

2. If distance technology is being utilized, indicate an approximate percent of the total program's courses offered that will be provided by distance education ___5___ %

A select number of Auburn University core courses are available via distance technology.

3. If distance education is not being utilized, please explain why not.

As resources become available, Auburn University intends to begin offering appropriate core aviation courses via distance technology.

K. Resource Requirements

1. *Faculty.* Do not attach the curriculum vitae of each existing or additional faculty members to this proposal. (The institution must maintain and have current and additional primary and support faculty curriculum vitae available upon ACHE request for as long as the program is active.) *Please do provide a brief summary of Faculty and their qualifications specific to the program proposal.*

Dr. Bill Hutto has served as the Airport Director for the Auburn University Regional Airport since 2001. His prior position was Executive Director of the Titusville-Cocoa Airport Authority in Titusville, Florida. He has taught at Auburn University since 2001 and taught a class for Embry-Riddle Aeronautical University in 2000. In July 2014, Provost Tim Boosinger appointed him the first Director of the newly formed Aviation Center where he oversees the flight instruction portion of the Professional Flight Management degree. The Aviation Center also seeks to expand aviation-oriented outreach into the K-12 system in Alabama, provide aviation/aerospace industry training, and foster aviation/aerospace oriented economic development in the state. Bill is an Accredited Airport Executive and has been involved in business and professional associations locally and throughout the state. Bill currently serves the community as a member of the Auburn City Board of Education; and has served as President of the Auburn Rotary Club, Chairman of the Auburn Chamber of Commerce, and in other capacities such as with the Boy Scouts of America. On the state level, he is a Past President of the Aviation Council of Alabama. Dr. Hutto is a graduate of Auburn University's Aviation Management program and earned an MBA from Embry Riddle Aeronautical University and PhD in Public Administration and Policy from Auburn University.

James Birdsong is currently a lecturer in the Harbert College of Business System and Technology Department. He will complete a PhD in Adult Education in May 2017. A graduate of the United States Air Force Academy, James earned his Master's Degree from Embry-Riddle Aeronautical University. He is a member of the Federal Aviation Administration's (FAA) Technical Training and Human Performance Center of Excellence (TTHP COE) Executive Board and is the Auburn University TTHP COE principal investigator for aviation human performance research. A career Air Force officer, James served as a command C-130 pilot, headquarters staff officer, academic instructor, and squadron operations officer. He has held various positions in finance, operations, safety, systems acquisition, and strategic planning, and has extensive international experience working in Asia, Europe, Africa, and South America. James also serves as faculty lead for youth aviation summer enrichment programs.

Carl Thompson is currently a lecturer in the Harbert College of Business Systems and Technology Department. Carl is a retired Delta Air Lines Captain. He served in the Air Force and Tennessee Air National Guard as an Aircraft Commander on the KC-135A. At Delta Air Lines, he flew the DC-8, B-727, 737, 757, 767 and L-1011. Captain Thompson spent 9 years in the Delta Flight Training Department as a senior instructor on the B-737. Carl is a graduate of Auburn University's Aviation Management program and earned his Master's Degree from Central Michigan University.

Earle Thompson is a currently an instructor in the Harbert College of Business Systems and Technology Department. A career Air Force officer with 36 years of service, Colonel Thompson served as a fighter pilot in the A-10, A-37B, and the F-16. He was an academic instructor, instructor pilot, assistant operations officer, and squadron commander. He has held a number of staff positions at the Wing, Numbered Air Force, Headquarters Air Force, and COCOM levels to include Wing Chief of Training, Inspector General Inspector and instructor pilot, Deputy Director of Air Combat Command's Directorate of Analysis and L2, Current Air Operations Chief and Joint Operations Center Chief of Operations at USCENTCOM and Executive Director of Air Force Safety at Headquarters Air Force in the Pentagon. Earle held various positions in operations, safety, systems acquisition, and strategic planning, and has extensive international experience working in Southwest Asia, Europe, and South America. Colonel Thompson is the university's lead for the on-going FAA Unmanned Aircraft Systems (UAS) Center of Excellence efforts in the ASSURE coalition of universities. He was the safety subject matter expert in an Auburn led study of Safety of UASs in the National Airspace funded by an FAA grant. Earle earned his Bachelor's Degree at the University of South Alabama and a Master's Degree in Public Administration at Valdosta State University.

Robert Cochran is currently a senior lecturer in the Harbert College of Business School of Accountancy. After graduating from Auburn University, Robert served as a career Navy officer and completed his Master's Degree from Webster University while on active duty. A P-3 pilot, Robert traveled the globe supporting worldwide naval operations and held multiple leadership positions. Following his military career, Robert attended Samford University's Cumberland School of Law and earned his Juris Doctor degree. He practiced law in the private sector and joined the Auburn University faculty in 2005 when he was presented with the opportunity to share his passion for aviation and law with students. In addition to aviation law, Robert teaches business law to all Harbert College of Business students.

a) Please provide faculty counts for the proposed program:

Status	Faculty Type	
	Primary	Support
Current- Full Time	2	0
Current-Part Time	2	2
Additional-Full Time (to be hired)	1	1
Additional-Part Time (to be hired)	1	0

b) Briefly describe the qualifications of new faculty to be hired.

Additional aviation courses offered in this new program will initially create the requirement for 1-2 additional faculty (who will also be supporting the Professional Flight major). Preferred qualifications would include a Ph.D. in an aviation-related field and prior work experience in one of the many fields (air traffic control, pilot, maintenance, airfield management, supply chain management, etc.) that make up the global air transportation system.

2. Equipment. Will any special equipment be needed specifically for this program?

Yes No

If "Yes", please list:

The cost of the new equipment should be included in the table following (Section K.).

3. Facilities. Will any new facilities be required specifically for the program?

Yes No

If "Yes", please list. Only new facilities need be listed. Their cost should be included in the table following (Section K.).

Auburn University's Board of Trustees has approved the construction of a new Aviation Education Facility that will be built at the Auburn University Regional Airport, which is owned and operated by the university. Funding for this facility is external to Department's budget.

4. Library. Are there sufficient library resources to support the program?

Yes No

Please provide a brief description of the current status of the library collections supporting the proposed program.

The Ralph Brown Draughon Library on campus is designed to serve the study, teaching, and research needs of the university's faculty, staff, and students. It has a seating capacity of 2,500. The combined collection of Auburn University Libraries is extensive with over 3 million volumes, 2.6 million government documents, 2.5 million microfilms, and over 148,000 maps. In addition, the libraries receive over 35,000 current periodicals; many of these can be accessed online.

Also, there is a small library of materials in the Harbert College of Business where the existing aviation degrees are awarded. These documents will move with the degrees.

If "No", please briefly describe how any deficiencies will be remedied; include the cost in the table following (Section K.).

5. Assistantships/Fellowships. Will you offer any assistantships specifically for this program?

Yes No

If "Yes", how many assistantships will be offered? Be sure to include the amount in the table following.

Number of assistantships offered

Be sure to include the cost of assistantships in the table following (Section K.).

6. Program Budget. The proposal projected that a total of \$ in estimated new funds will be required to support the proposed program.

A projected total of \$ will be available to support the new program.

L. New Academic Degree Program Proposal Summary Form

- In the following "NEW ACADEMIC DEGREE PROGRAM PROPOSAL SUMMARY" table, please provide a realistic estimate of the costs of the program.
- This should only include the additional costs that will be incurred, not current costs.
- Indicate the sources and amounts of funds available for the program's support.

- DO NOT LEAVE ANY PORTION/SOURCES OF THE NEW FUNDS OR FUNDS AVAILABLE BLANK. ENTER "\$0" IF THERE ARE NO NEW FUNDS NEEDED OR NO FUNDS AVAILABLE.
- THERE MUST BE AN ACTUAL DOLLAR AMOUNT PROVIDED FOR TUITION, SINCE THOSE FIGURES REPRESENT PROJECTED ENROLLED STUDENTS.

- **If it is stated that new funds are requested or if it is a reallocation of resources, please explain directly below from what source(s) the funds for the proposed new program, (e.g. faculty, equipment, etc.) will be attained.**

- **If tuition is used to support the program, what start-up revenue source will be used to initiate the program.**

Also, include enrollment and completer projections.

- New enrollment headcounts are defined as **unduplicated** counts across years. For example, if "Student A" would be initially enrolled in the program in year 2, and again is enrolled in the program in years 4 and 5; "Student A" is only counted in the new enrollment headcount in year 2.

- Total enrollment headcounts represent the actual number of students enrolled (both part-time and full time each year. This is a **duplicated** count).

NEW ACADEMIC DEGREE PROGRAM PROPOSAL SUMMARY

INSTITUTION Auburn University

PROGRAM Bachelor of Science – Aviation Management and Professional Flight (programs combined)

ESTIMATED NEW FUNDS REQUIRED TO SUPPORT PROPOSED PROGRAM

	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
FACULTY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
LIBRARY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
FACILITIES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
EQUIPMENT	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
STAFF	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ASSISTANTSHIPS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
OTHER	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

SOURCES OF FUNDS AVAILABLE FOR PROGRAM SUPPORT

	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
INTERNAL REALLOCATIONS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
EXTRAMURAL	<u>2,050,000</u>	<u>2,255,000</u>	<u>2,480,500</u>	<u>2,728,550</u>	<u>3,001,405</u>	<u>12,515,455</u>
TUITION	<u>1,820,000</u>	<u>2,093,000</u>	<u>2,406,950</u>	<u>2,767,993</u>	<u>3,183,992</u>	<u>12,271,935</u>
TOTAL	<u>3,870,000</u>	<u>4,348,000</u>	<u>4,887,450</u>	<u>5,496,543</u>	<u>6,185,397</u>	<u>24,787,390</u>

ENROLLMENT PROJECTIONS AND DEGREE COMPLETION PROJECTIONS

Note: "New Enrollment Headcount" is defined as unduplicated counts across years.

	Year 1	Year 2	Year 3	Year 4	Year 5	<u>5-YEAR AVERAGE</u>
FULL TIME HEADCOUNT	<u>200</u>	<u>230</u>	<u>265</u>	<u>305</u>	<u>351</u>	<u>270</u>
PART TIME HEADCOUNT	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL HEADCOUNT	<u>200</u>	<u>230</u>	<u>265</u>	<u>305</u>	<u>351</u>	<u>270</u>
NEW ENROLLMENT HEADCOUNT	<u>200</u>	<u>30</u>	<u>35</u>	<u>40</u>	<u>46</u>	<u>38*</u>
DEGREE COMPLETION PROJECTIONS	<u>0</u>	<u>30</u>	<u>35</u>	<u>41</u>	<u>47</u>	<u>38*</u>

Notes: Sources of funds are combined between Aviation Management and Professional Flight Degrees
* 4-year average since year 1 are transfers