

Chairs' & Center Directors' Meeting Minutes

Date: March 20, 2015 (12:00 to 2:00 pm)

Location: WCH – Room 443

Attendees: Abbaschian, Reza
Aguilar, Guillermo
Balandin, Alex
Boretz, Mitch
Farrell, Jay
Garay, Javier
Haddon, Robert
Hartney, Pat
Matsumoto, Mark
Morikis, Dimitrios (for Bir Bhanu)
Myung, Nosang
Najjar, Walid
Ravi
Venkatram, Akula
Wang, Albert

Absent: Barth, Matt
Bhanu, Bir
Chrobak, Marek
Vafai, Kambiz

The agenda for the meeting is shown in Appendix 1.

1. Welcome and call for agenda items - Reza

No items were added to the agenda.

2. Approval of Minutes – Pat

The minutes of the March 2nd Chairs/Directors meeting were unanimously approved.

3. Cluster Hiring Proposals – Reza

Reza reported that there are a total of 128 cluster hire proposals across campus. There are 17 proposals with BCOE as the primary academic unit. BCOE is included as a secondary unit in an additional 26 proposals from other academic units. There are 56 CNAS proposals. Reza needs to provide a top 10 ranking of BCOE proposals and has asked Mark and Ravi for input. A faculty committee formed by RED will be reviewing all the top proposals and will provide input and recommendations. The Dean's Council will also be providing recommendations. The EVC/P expects to make cluster hire decisions in May 2015. Reza commented that all BCOE proposals have merit. On a related issue, the EVC/P has not yet responded to the proposed three cluster faculty hires in ME.

4. 25th Anniversary Celebration – Reza

Reza announced that we've received commitments for over \$100K in sponsorships for the 25th Anniversary event on May 16th. Proceeds will fund BCOE scholarships, etc. Former UCR chancellors and BCOE deans have been invited to attend. There will be a 25th Anniversary booklet produced. The event will include a laser light show and magician. The event's reception will occur in front of Bytes. Individual tickets to the 25th Anniversary celebration will cost \$125. About \$50 of this amount will be tax deductible. Invitations will be sent to all BCOE faculty (including emeriti faculty). A few faculty from each department will be given free tickets. Chairs should send names of special faculty invitees to Reza. Also, other departmental/center events this year should be connected to BCOE's 25th Anniversary. Reza asked Chairs/Directors to send him information on all such events.

5. Endowed Chairs – Reza

Reza reported that the campus has revised its process for the approval of new endowed chairs. Approval must now be obtained from faculty in the college. Since the Chairs/Directors represent all BCOE faculty, new BCOE endowed chairs will need to be approved by this group. As such, Reza stated that the Bourns family has offered to provide funding for a Bourns Presidential Professorship in BCOE. Jay proposed and Guillermo seconded a motion to approve this Professorship. This motion was unanimously approved by the Chairs/Directors.

6. Initial Complement – Pat

Pat distributed a handout that: summarized the IC discussion from the 12/15/14 BCOE Chairs/Directors meeting; provided details of the current campus IC policy; and provided projections for the funding available for Initial Complements. The campus is now providing 60% of the cost of most IC categories. However, BCOE Indirect Cost Recovery (ICR) will not be sufficient to fund the remaining 40% even if only 6 faculty are hired this year. Options to provide adequate IC funding include eliminating/reducing ICR return to faculty and/or PhD Rewards, establishing IC maximum limits per hire or cost sharing BCOE's IC share with departments. After discussion, it was preferred that the campus be made aware of this issue and informed that more IC funding will be needed or that BCOE will need to fund a larger share of IC commitments from future ICR return.

7. Financial Model – Pat

Pat distributed a summary of the definitions of terms being incorporated into UCR's new budgeting system. This new budgeting system is a variation of Responsibility Center Management (RCM). There will be three campus subventions (i.e., subsidies) included in this new system: The 'Top up 1' subvention covers the difference between a unit's direct expenses and direct income; the 'Top up 2' subvention covers the additional difference after indirect costs and F&A income are included; and lastly, the 'Provost's Allocation' subvention can be used to incentivize the growth of revenue or management of costs. Pat indicated that it's important for the RCM model to represent the strategic priorities of the campus. Otherwise, needed subventions can be misinterpreted. The new RCM model will run concurrently with the regular budget process next year to validate the model and analyze outcomes. Mark reported that the model's tuition income allocations were discussed at the last Dean's Meeting and that there were concerns about relative weights given in the model for teaching workload, majors and graduation rates. Since BCOE receives more teaching workload from juniors and seniors, Reza asked Ravi to report on ways to increase the number of transfer students at a future Chairs/Directors meeting.

8. Senate Matters – Venky

Venky reported that the Academic Senate sent a letter to the EVC/P about its concern with the new budget process. Also, it is unclear to the Senate how cluster hire decisions will be made. The Senate recommended to

the EVC/P that only a fraction of new hires be made as cluster hires this next year. Also, the Senate noted that some endowed chairs were established without input from concerned faculty and that some 'admission by exception' students were of low quality (i.e., low GPA and low SAT scores). Up to 6% of incoming students can be admitted under 'admission by exception'. Primarily, these are student athletes. Lastly, Venky noted that UC Care will be replacing Healthnet Blue and Gold.

9. Graduate Program – Mark

Mark distributed a copy of a comparison of 2014 and 2015 grad student applications, admits, accepts, declines, outstanding and targets by BCOE program. The number of applications declined to 193 from 231 from this time last year. Also, the number of accepts has decreased by ~33%. Grad student targets are up 15% in BCOE. The number of MS applications has increased but the number of PhD applications has decreased by 10%

10. Undergraduate Program – Ravi

Ravi reported that UC cross admit information will be available next week and updated enrollment projections will be made afterwards.

It was noted that our GPP agent in China might not be connected to the correct universities for our programs.

Reza responded that we can sign additional MOUs with other Chinese universities.

Lastly, we've only received one response to date for a BCOE C undergrad commencement speaker so additional announcements will be sent.

11. Faculty Recruitment – Status Updates

Nosang reported that one faculty hire offer has been accepted and that the offers to two TOE candidates are in process.

12. Department and Center Updates

None.

13. Other Matters

No other matters were discussed.



Chairs' & Center Directors' Meeting

March 20, 2015

Agenda

Winston Chung Hall – Room 443

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|-----|---|--------------|
| 1. | Welcome - Request for Agenda Items from the Floor | Reza |
| 2. | Approval of Minutes from March 2, 2015 Meeting | Pat |
| 3. | Cluster Hiring Proposals | Reza |
| 4. | 25 th Anniversary Celebration | Reza/Pat |
| 5. | Endowed Chairs | Reza |
| 6. | Initial Complements | Pat |
| 7. | Financial Model | Pat |
| 8. | Senate Matters | Venky |
| 9. | Graduate Program | Mark |
| 10. | Undergraduate Program | Ravi |
| 11. | Faculty Recruitment – Status Updates | Dept. Chairs |
| 12. | Department and Center Updates | |
| 13. | Other Matters | |

Future Meeting Dates

2014

Monday, July 7
 Monday, August 11
 Monday, September 8
 Monday, September 22
 Monday, October 6
 Wednesday, October 22
 Monday, November 3
 Monday, November 17
 Monday, December 1
 Monday, December 15

2015

Monday, January 5
 Friday, January 23
 Monday, February 2
 Friday, February 20
 Monday, March 2
Friday, March 20
 Monday, March 30
 Monday, April 13
 Monday, April 27
 Monday, May 11
 Friday, May 29
 Monday, June 8
 Monday, June 22
 Monday, July 6
 Monday, July 20

Campus Endowed Fund Minimum Amounts
(January, 2014)

These levels are all minimums, not maximums. Each proposal for an endowed fund will be tailored to reflect the specific giving opportunity, funding needs, and the philanthropic marketplace/prospect availability. The actual amount for a given endowed chair should be established using desired payout as a starting point for calculation. Current (2013-14) spending policies are:

- a. **UC Riverside Foundation** – the spending policy is to withdraw per unit for each fiscal year 4% (less 0.5% endowment cost recovery) of the average unit market value of the endowment fund calculated using the closing unit market value on the last day of each of the 84 contiguous months the last of which ended on May 31 of such fiscal year.
- b. **UC Regents General Endowment Pool** – expenditure rate per unit of the General Endowment Pool (GEP) for expenditure in the 2013-14 fiscal year shall remain at a rate of 4.75% (less 0.55% endowment cost recovery) of a 60-month moving average of the market value of a unit invested in the GEP.

<u>Endowment naming opportunities</u>	<u>Minimum current amount*</u>
Deanship	\$3,000,000
Department Chair or Directorship	\$2,000,000
Endowed Faculty Chair	\$1,000,000
Term Chair	\$500,000
Graduate Fellowship (full tuition)	\$300,000
Undergraduate Scholarship	\$100,000
Endowed Fund (various purposes)	\$25,000

Effective January 2014

* *Endowment naming opportunities funded by a future gift from one's estate should be individually negotiated with University Advancement.*

IC Note from 12/15/14 BCOE Chairs/Directors Meeting:

Pat announced that the EVC/P has modified the campus' Initial Complement policy. The campus will now be matching most IC funding categories and will be providing 60% of IC package funding. Also, the period of time the campus will provide IC matching funds has been extended from four to six years. As such, the campus projects that it will be providing over \$2M for new faculty hired by BCOE this year. This also means that BCOE will need to provide over \$1.4M for IC funds for these new hires. Pat pointed out that BCOE doesn't receive enough annual Indirect Cost Recovery (ICR) return to fund its share of these IC packages and support previous IC packages balances. As such, BCOE departments may need to provide some of the funds for new faculty IC packages. As an example, Pat suggested that departments may need to fund GSRs included in IC packages. Chairs noted that departments may not have enough discretionary funds to do this. Pat responded that this is why BCOE is providing opportunities for departments to generate additional funds. These opportunities include the GPP (Graduate Preparation Program) and On-Line MS Degree Program. This topic will need further discussion when IC packages are being developed this year.

New Campus IC Policy provides 60% cost share for the following categories:

- Computer & Office Set-up
- Research Equipment
- Research Supplies
- Travel (up to \$15K)
- One Post-doc salary/benefits for two years
- One tech staff salary/benefits for two years
- Two GSRs for one year
- Faculty summer salary (4 months max)
- Housing allowance, removal/relocation (max \$10K)
- Non-resident faculty assistance (max \$8K)

IC Funding Summary for FY 13/14 (Actual) and FY 14/15 (Estimated):

	Total Faculty Hired	Total BCOE IC Cost	ICR Return to BCOE	CE-CERT Share of ICR	CNAS/CNSE Share of ICR	PI and	
						Dept Share of ICR	PhD Rewards
FY 13/14	7	\$1,165,562	\$1,677,365	\$250,000	\$ 94,382	\$163,269	\$154,539
FY 14/15 (Est'd)	6 (of 11)	\$1,485,000	\$1,677,365	\$250,000	\$ 94,382	\$172,135	\$179,064
							NET BCOE ICR
							(\$150,387)
							(\$503,216)

Options:

1. Eliminate/reduce ICR return to faculty and departments
2. Eliminate/reduce PhD Rewards
3. Establish IC funding max per hire; (.e., \$400K for wet lab faculty; \$200K for dry lab faculty) 40% of additional IC funding would need to be provided by department
4. Cost share some IC categories between Dean's Office and departments (i.e., GSR summer support)

UC RIVERSIDE

Resource Allocation & Budget Design Project
Draft Pro-Forma Budget Model - Background

FOR DISCUSSION
DRAFT
FOR PURPOSES ONLY

Glossary

Term	Definition
Directly Attributable Revenue	Revenue that is recorded directly to an organizational unit or can be directly attributable in any other way - consists of general and restricted revenues.
General Attributable Revenue	Revenue that is directly attributable to an organizational unit and generally can be used without any legislative or contractual restrictions
Restricted Attributable Revenue	Revenue that is directly attributable to an organizational unit and is "restricted" in nature due to legislative, contractual, or other obligations
F&A Cost Recovery	Recovery of facilities and administrative (F&A) indirect costs of conducting research that cannot be easily attributed to a specific sponsored activity.
Allocable Tuition and Fee Revenue	Tuition and fee revenue that is currently recorded centrally and can be allocated to Academic Units based on an agreed-upon methodology.
Undergraduate Tuition & Fees	Tuition and fee revenue that is generated by the undergraduate student population.
Graduate Tuition & Fees	Tuition and fee revenue that is generated by the graduate student population.
Professional Tuition & Fees	Tuition and fee revenue that is generated by the professional student population.
Resident Tuition & Fees	Tuition and fee revenue that is generated by resident/in-state (California) students as defined by the enrollment management system
Non-Resident Tuition & Fees	Tuition and fee revenue that is generated by non-resident/out-of-state students as defined by the enrollment management system
Direct Expenditure	Expenditure that is directly attributable to an organizational unit and is typically categorized by "function code."
Instruction & Research	Direct expenditure for the activities that are a part of the instructional program (e.g., Chemistry, Psychology, etc.)
Organized Research	Direct expenditure for the activities specifically organized to produce research outcomes whether by individual/project research and institute/center programs
Public Service	Direct expenditure for the activities related to non-instructional services beneficial to individuals and groups external to the institution (e.g., outreach programs)
Academic Support	Direct expenditure for the activities that provide support to the University's primary missions of instruction, research, and public service (e.g., Academic Admin.)
Libraries	Direct expenditure for the providing of services directly related to the operations of the central library.
Student Services	Direct expenditure for student administration programs, as well as other programs that contribute to a student's emotional and physical well-being and intellectual, cultural, and social
Institutional Support	Direct expenditure related to central executive-level activities concerned with management and long-range planning of the entire university, fiscal operations, activities concerned with
Operation & Maintenance of Plant	Direct expenditure related to the administration, supervision, operation, maintenance, preservation, and protection of the University's facilities and grounds
Financial Aid	Direct expenditures for scholarship and fellowships given as out-right grants to students selected by the University and financed from current funds, restricted or unrestricted
Auxiliary Enterprises	Direct expenditures for entities that exist to furnish goods or services to students, faculty, or staff and are managed essentially as self-supporting activities (e.g., Residence Halls, Food
Provision for Allocation	Direct expenditures related to funds received for F&A Cost Recovery
Recharge	Internal charges between departments for services; also called a "chargeback".
Direct Pass-Through Recharge	Recharge activity that is a pass-through of direct costs and does not include additional markup. An initial rationalization of recharge operations resulted in a list of 5 operations to be included in this model: Purchased Utilities, Communications, Architects & Engineers, Fleet Services, Printing and Reprographics, and Storehouse
Incremental Recharge Activity	Recharge revenue that is generated by providing a level of service above and beyond the defined service level. (pending SIA development).
DANR Organized Research Support	Organized research for the Department of Natural and Agricultural Resources (DANR) is highlighted due to specific support totalling.
State Support Subvention	A percentage of State Appropriation revenue that is used to support, or "subvene," units operating at a loss. In the this iteration of the model, State Support Subvention is allocated in three total waves - Top Up #1, Top Up #2, and Provost Allocation.
State Support Subvention (Top Up 1)	The first wave of State Support Subvention (Top Up #1) is allocated after the calculation of Controllable Margin (direct revenues less direct expenditures with direct pass-through recharge activity)
State Support Subvention (Top Up 2)	The second wave of State Support Subvention (Top Up #2) is allocated to units after Indirect Cost Allocations and the 'F&A Recovery Sharing Program' are incorporated into a units' margin
Provost Allocation	The final wave of subvention after all profits' are swept to the Strategic Investment Fund. The Provost Subvention is used to discretionally make units whole and can be used in the future to better incentivize the growth of revenue or management of costs. The Provost Subvention is broken up into two types based on the organizational grouping it is being allocated to: Academic Units or Auxiliary Enterprise)
Indirect Cost Allocation	Costs that are not easily attributable to a specific consuming unit. In this model, all indirect costs fall into the following organizational groups:
Infrastructure Operations	"Infrastructure Operations," "Administrative," or "Academic / Student Affairs Support" and are allocated out based on a driver.
Administrative	Costs of the underlying infrastructure for the institution, e.g., Facilities and IT. This org. grouping consists of units found in the Physical Plant or Computing and Communications (C&C) orgs. These costs are allocated to all units. Further detail on cost pools and drivers can be found in budget model development documentation.
Academic / Student Affairs Support	Costs of supporting the institution. The Administrative organizational group was broken to two smaller groupings: Central (units which only one instance exists throughout the institution, e.g., Chancellor's Office) and Functional (units which may exist in multiple parts of the institution, e.g., HR). These costs are allocated to all Academic Units, Auxiliary / Self-Supporting Enterprises, and Academic / Student Affairs Support Units. Further detail on cost pools and drivers can be found in budget model development documentation.
Research	Costs of supporting Academic or Student-related programs. The Academic / Student Affairs Support organizational grouping was broken into smaller groups based on its constituents. All Students, Undergraduate Students, Graduate Students, and Professional Students. These costs are allocated to Academic Units only. Further detail on cost pools and drivers can be found in budget model development documentation.
F&A Recovery Sharing Program	Costs related to supporting research at the institution. This org. grouping is broken up into two: Contract and Grant-related and Other Research-related. These costs are allocated to Academic Units only. Further detail on cost pools and drivers can be found in budget model development documentation.
Profit Sweep	In the new budget model design, all F&A Cost Recovery is recorded directly into Central Funds. The Provost/EVC has the ability to decide how much of the F&A to share with Academic Units and how much is given back to PIs in the form of a bonus.
Strategic Investment Fund (SIF)	The income statement (P&L) view allows for an understanding of what each unit's profits are. At the bottom of the statement, profits are swept over to Central Funds to be distributed back to units in the form of the Strategic Investment Fund.
Short-Term (VC) Fund	The Strategic Investment Fund is used by the Provost/EVC to be able to discretionally allocate funding to units for strategic activities/purposes. The SIF comprises of Directly Attributable Central Revenue, Student Services Fee, (a portion of) Tuition & Fees, F&A Cost Recovery, State Support, Profit Retention, and the Provost Subvention. Further remarks and considerations for the SIF in budget model development documentation.
Long-Term Fund	A part of the Strategic Investment Fund dedicated to providing short-term funding to units for use in achieving strategic goals.
Capital Project Fund	A part of the Strategic Investment Fund dedicated to providing longer-term funding to units for use in achieving strategic goals (e.g., cluster faculty hiring).
	A part of the Strategic Investment Fund to be used on capital projects, deferred maintenance, and other space-related expenses outside of Physical Plant (e.g., new building).

20-Mar-15

APPLICATIONS

Program	MS			PHD			MS/PHD		
	Dom	Int'l	Total	Dom	Int'l	Total	Dom	Int'l	Total
BIEN	33	28	61	35	35	70	68	63	131
CEE	32	57	89	32	86	118	64	143	207
CEN	4	74	78	0	0	0	4	74	78
CPSC	40	654	694	33	225	258	73	879	952
ELEN	28	294	322	30	195	225	58	489	547
MSOL	1	0	1	0	0	0	1	0	1
MSE	7	33	40	11	74	85	18	107	125
MCEN	26	54	80	9	64	73	35	118	153
BCOE	171	1194	1365	150	679	829	321	1873	2194

ADMITTS

Program	MS			PHD			MS/PHD		
	Dom	Int'l	Total	Dom	Int'l	Total	Dom	Int'l	Total
BIEN	4	7	11	12	3	15	16	10	26
CEE	11	4	15	17	14	31	28	18	46
CEN	0	0	0	0	0	0	0	0	0
CPSC	0	0	0	15	44	59	15	44	59
ELEN	5	4	9	0	18	18	5	22	27
MSOL	0	0	0	0	0	0	0	0	0
MSE	1	1	2	4	5	9	5	6	11
MCEN	8	11	19	5	0	5	13	11	24
BCOE	29	27	56	53	84	137	82	111	193

ACCEPTS

Program	MS			PHD			MS/PHD		
	Dom	Int'l	Total	Dom	Int'l	Total	Dom	Int'l	Total
BIEN	0	0	0	1	0	1	1	0	1
CEE	1	0	1	2	1	3	3	1	4
CEN	0	0	0	0	0	0	0	0	0
CPSC	0	0	0	1	9	10	1	9	10
ELEN	2	0	2	0	1	1	2	1	3
MSOL	0	0	0	0	0	0	0	0	0
MSE	1	1	2	0	2	2	1	3	4
MCEN	1	0	1	0	0	0	1	0	1
BCOE	5	1	6	4	13	17	9	14	23

DECLINES

Program	MS			PHD			MS/PHD		
	Dom	Int'l	Total	Dom	Int'l	Total	Dom	Int'l	Total
BIEN	0	2	2	0	0	0	0	2	2
CEE	0	0	0	1	3	4	1	3	4
CEN	0	0	0	0	0	0	0	0	0
CPSC	0	0	0	3	3	6	3	3	6
ELEN	0	0	0	0	1	1	0	1	1
MSOL	0	0	0	0	0	0	0	0	0
MSE	0	0	0	0	0	0	0	0	0
MCEN	0	0	0	2	0	2	2	0	2
BCOE	0	2	2	6	7	13	6	9	15

OUTSTANDING

Program	MS			PHD			MS/PHD		
	Dom	Int'l	Total	Dom	Int'l	Total	Dom	Int'l	Total
BIEN	4	5	9	11	3	14	15	8	23
CEE	10	4	14	14	10	24	24	14	38
CEN	0	0	0	0	0	0	0	0	0
CPSC	0	0	0	11	32	43	11	32	43
ELEN	3	4	7	0	16	16	3	20	23
MSOL	0	0	0	0	0	0	0	0	0
MSE	0	0	0	4	3	7	4	3	7
MCEN	7	11	18	3	0	3	10	11	21
BCOE	24	24	48	43	64	107	67	88	155

Targets

Program	MS			PHD			MS/PHD		
	Dom	Int'l	Total	Dom	Int'l	Total	Dom	Int'l	Total
BIEN	4	4	8	10	4	14	14	8	22
CEE	4	1	5	8	11	19	12	12	24
CEN	6	14	20	NA	NA	NA	6	14	20
CPSC	10	15	25	13	17	30	23	32	55
ELEN	7	23	30	7	23	30	14	46	60
MSOL	0	0	0	0	0	0	0	0	0
MSE	5	5	10	10	5	15	15	10	25
MCEN	8	4	12	8	4	12	16	8	24
BCOE	44	66	110	56	64	120	100	130	230

20-Mar-14

APPLICATIONS

Program	MS			PHD			MS/PHD		
	Dom	Int'l	Total	Dom	Int'l	Total	Dom	Int'l	Total
BIEN	31	31	62	44	38	82	75	69	144
CEE	26	44	70	37	96	133	63	140	203
CEN	6	65	71	0	0	0	6	65	71
CPSC	38	548	586	32	216	248	70	764	834
ELEN	28	360	388	23	226	249	51	586	637
MSOL	0	0	0	0	0	0	0	0	0
MSE	9	42	51	22	80	102	31	122	153
MCEN	30	69	99	25	62	87	55	131	186
BCOE	168	1159	1327	183	718	901	351	1877	2228

ADMITTS

Program	MS			PHD			MS/PHD		
	Dom	Int'l	Total	Dom	Int'l	Total	Dom	Int'l	Total
BIEN	11	3	14	16	1	17	27	4	31
CEE	17	15	32	19	15	34	36	30	66
CEN	0	0	0	0	0	0	0	0	0
CPSC	0	1	1	12	35	47	12	36	48
ELEN	11	1	12	8	6	14	19	7	26
MSOL	0	0	0	0	0	0	0	0	0
MSE	5	5	10	14	2	16	19	7	26
MCEN	12	4	16	15	3	18	27	7	34
BCOE	56	29	85	84	62	146	140	91	231

ACCEPTS

Program	MS			PHD			MS/PHD		
	Dom	Int'l	Total	Dom	Int'l	Total	Dom	Int'l	Total
BIEN	1	0	1	3	0	3	4	0	4
CEE	3	0	3	0	5	5	3	5	8
CEN	0	0	0	0	0	0	0	0	0
CPSC	0	0	0	2	5	7	2	5	7
ELEN	1	0	1	1	1	2	2	1	3
MSOL	0	0	0	0	0	0	0	0	0
MSE	1	0	1	4	2	6	5	2	7
MCEN	3	1	4	1	0	1	4	1	5
BCOE	9	1	10	11	13	24	20	14	34

DECLINES

Program	MS			PHD			MS/PHD		
	Dom	Int'l	Total	Dom	Int'l	Total	Dom	Int'l	Total
BIEN	0	0	0	2	0	2	2	0	2
CEE	2	1	3	1	0	1	3	1	4
CEN	0	0	0	0	0	0	0	0	0
CPSC	0	0	0	0	3	3	0	3	3
ELEN	0	0	0	1	1	2	1	1	2
MSOL	0	0	0	0	0	0	0	0	0
MSE	0	0	0	1	0	1	1	0	1
MCEN	0	0	0	2	0	2	2	0	2
BCOE	2	1	3	7	4	11	9	5	14

OUTSTANDING

Program	MS			PHD			MS/PHD		
	Dom	Int'l	Total	Dom	Int'l	Total	Dom	Int'l	Total
BIEN	10	3	13	11	1	12	21	4	25
CEE	12	14	26	18	10	28	30	24	54
CEN	0	0	0	0	0	0	0	0	0
CPSC	0	1	1	10	27	37	10	28	38
ELEN	10	1	11	6	4	10	16	5	21
MSOL	0	0	0	0	0	0	0	0	0
MSE	4	5	9	9	0	9	13	5	18
MCEN	9	3	12	12	3	15	21	6	27
BCOE	45	27	72	66	45	111	111	72	183

Targets

Program	MS			PHD			MS/PHD		
	Dom	Int'l	Total	Dom	Int'l	Total	Dom	Int'l	Total
BIEN	6	6	12	9	3	12	15	9	24
CEE	4	3	7	7	7	14	11	10	21
CEN	3	7	10	NA	NA	NA	3	7	10
CPSC	10	15	25	10	15	25	20	30	50
ELEN	5	20	25	5	20	25	10	40	50
MSOL	0	0	0	0	0	0	0	0	0
MSE	5	5	10	6	6	12	11	11	22
MCEN	13	0	13	10	1	11	23	1	24
BCOE	46	56	102	47	52	99	93	108	201