TO: President David Dooley  
FROM: Hillary Leonard, Chairperson of the Faculty Senate

1. The attached BILL titled, Curricular Report No. 2018-19-11 from the Graduate Council to the Faculty Senate: Creation of an Abbreviated Bachelor's to Master's degree program for the BS in Computer Science and the Professional Science Masters in Cyber Security, is forwarded for your consideration.

2. This BILL was adopted by vote of the Faculty Senate on March 21, 2019.

3. After considering this bill, will you please indicate your approval or disapproval. Return the original, completing the appropriate endorsement below.

4. In accordance with Section 10, paragraph 4 of the Senate's By-Laws, this bill will become effective April 11, 2019, three weeks after Senate approval, unless: (1) specific dates for implementation are written into the bill; (2) you return it disapproved; or (3) the University Faculty petitions for a referendum.

[Signature]
Hillary Leonard  
Chairperson of the Faculty Senate  
March 21, 2019

ENDORSEMENT

TO: Chairperson of the Faculty Senate  
FROM: President of the University

a. Approved

b. Approved subject to Notice of the Council on Postsecondary Education

c. Disapproved

[Signature]  
Signature of the President  
4.8.19 (date)
At Meeting No. 518 held on 19 November 2018, the Graduate Council approved the attached proposal that is now submitted to the Faculty Senate.

SECTION I
ABSTRACT AND BACKGROUND INFORMATION

ABSTRACT (modified from proposal)
The Department of Computer Science and Statistics is proposing an Accelerated Bachelor’s of Science to Master’s Degree in Computer Science and Cyber Security (CSABM). The program would allow students currently receiving a Bachelor of Science in Computer Science to also complete a Professional Science Masters in Cyber Security (PSM) in just one extra year beyond the Bachelor’s Degree.

BACKGROUND (modified from proposal)
To apply for the CSABM program, students must have earned a minimum of 75 credits and have a 3.0 GPA. Students will be enrolled in the CSABM program only after they have met the Graduate School admission requirements and have completed 90 undergraduate credits. Currently, the Cyber Security PSM program is completed after 9 courses of 4 credits each for a total of 36 total credits. The total number of credits required for a BS in Computer Science is 120. The CSABM would allow for 3 courses of 4 credits each to be double counted towards both the Bachelor’s degree and the Master’s degree.

The proposed program will rely solely on existing courses and will not have a budgetary impact to the department. Courses will continue to be offered at the same frequency as they are currently offered. Course availability is announced continuously to the students so they may plan and schedule their classes.

SECTION II
RECOMMENDATION
The Graduate Council approved the proposal to create a new subplan BS to PSM at its Meeting No. 518 held on 19 November 2018, and forwards it to the Faculty Senate with a recommendation for approval.
A Proposal for: Accelerated Bachelor’s of Science to Master’s Degree in Computer Science and Cyber Security

**Date: 5/1/2018**

**A. PROGRAM INFORMATION**

**A1. Name of institution** University of Rhode Island

**A2. Name of department, division, school or college**
- Department: Computer Science and Statistics
- College: Arts and Sciences

**A3. Title of proposed program and Classification of Instructional Programs (CIP) code**
- Program title: Computer Science ABM - BS and Cyber PSM
- Classification code (CIP) 11.01

**A4. Intended initiation date of program change. Include anticipated date for granting first degrees or certificates, if appropriate.**
- Initiation date: Spring 2019
- First degree date: Spring 2021

**A5. Intended location of the program**
- Undergraduate: Kingston Campus and Online
- Graduate: Online

**A6. Description of institutional review and approval process**

- Department
- College
- CAC or Graduate Council
- Faculty Senate
- President of the University
A7. **Summary description of proposed program (not to exceed 2 pages)**

The Department of Computer Science and Statistics is proposing an Accelerated Bachelor’s of Science to Master’s Degree in Computer Science and Cyber Security (CSABM). The program would allow students currently receiving a Bachelor of Science in Computer Science to also complete a Professional Science Masters in Cyber Security (PSM) in just one extra year beyond the Bachelor’s Degree.

To apply for the CSABM program, students must have earned a minimum of 75 credits and have a 3.0 GPA. Students will be enrolled in the CSABM program only after they have met the Graduate School admission requirements and have completed 90 undergraduate credits.

Currently, the Cyber Security PSM program is completed after 9 courses of 4 credits each for a total of 36 total credits. The total number of credits required for a BS in Computer Science is 120. The CSABM would allow for 3 courses of 4 credits each to be double counted towards both the Bachelor’s degree and the Master’s degree.

The proposed program will rely solely on existing courses and will not have a budgetary impact to the department. Courses will continue to be offered at the same frequency as they are currently offered. Course availability is announced continuously to the students so they may plan and schedule their classes.

Since the PSM program was proposed in 2014, the cyber security field has grown immensely and the field has become increasingly competitive, calling for advanced degrees and certifications. Quite a few undergraduate students at the University of Rhode Island have asked our Department for a more streamlined approach to achieve both a Bachelor’s in Computer Science and the Professional Science Master’s in Cyber Security. We believe the proposed CSABM will not only give them a streamlined approach, but help the University retain some of the best and brightest students past their Bachelor’s by admitting students who are able to achieve a 3.0 GPA to the program.

We are currently preparing a proposal to the NSF CyberCorps Scholarship for Service program. The proposed project would provide scholarships and stipends to students to complete a BS in Computer Science and a Cyber Security PSM in five years. Following graduation, these students will work for a government agency for two years. While it is currently possible for students to complete both degree programs in five years, it will require the students to take extra courses during their senior year in order for them to count towards the graduate program. The CSABM that we are proposing here will be a perfect fit for the students in this NSF scholarship program. By allowing them to count 12 credits from their undergraduate program towards the graduate program, they will be able to better focus on the coursework and the internship that is required as part of the SFS program.

A8. **Signature of the President**

David M. Dooley
A9. Person to contact during the proposal review
Name: Dr. Lisa DiPippo
Title: Chair, Department of Computer Science and Statistics
Phone: 874-2701
Email: ldipippo@uri.edu

A10. List and attach any signed agreements for any cooperative arrangements made with other institutions/ agencies or private companies in support of the program.
N/A

B. RATIONALE: There should be a demonstrable need for the program.

B1. Why is the new program being developed?
Undergraduate Computer Science majors at the University of Rhode Island have asked our Department for a more streamlined approach to achieve both a Bachelor’s of Science in Computer Science and the Professional Science Master’s in Cyber Security. We believe the proposed CSABM will not only give them a streamlined approach, but also help the University retain some of the best and brightest students past their Bachelors by admitting students who are able to achieve a 3.0 GPA to the program.

B2. What is the economic need and workforce data related to the program?

a. Provide information on jobs available as a result of successfully completing the certificate or degree: job titles, job outlook/growth, and salaries.
According to Burning Glass International Inc.’s website, a Boston-based company that uses artificial intelligence to match jobs and job seekers, “U.S. employers posted 285,681 cybersecurity job openings during the 12-month period that ended in September 2017. A good measure of talent shortage is how many employed workers there are in a field compared to the number of job openings. In cybersecurity, there were 2.6 employed workers per opening between October 2016 and September 2017. The national average for all jobs was 5.6 employed workers per opening. This means the cyber security talent pool would need to more than double overnight to catch up with the market average.” Burning Glass Technologies (2017, Nov 9) Track the Cybersecurity Job Market with Cyberseek. Retrieved from https://www.burning-glass.com/blog/track-cybersecurity-job-market-cyberseek/.

“Nearly every business sector is scrambling for cybersecurity talent. The ratio between openings and workers for this specific occupation is 1.5, comparable to the health care industry gap, although the total number of surplus openings is smaller (67, 610).” Burning Glass Technologies (2018, March 14) How Big is the Skills Gap? Retrieved from https://www.burning-glass.com/blog/how-big-is-the-skills-gap/.

“The job outlook for graduates of online master’s in cybersecurity programs is highly favorable. For example, the Bureau of Labor Statistics projects that employment for
Information security analysts will grow 28 percent between 2016 and 2026, a rate that is much higher than the average growth rate for all other occupations.

Cybersecurity professionals can also earn high salaries. According to online salary database PayScale, chief information security officers – a position for which master's degrees are often preferred or required – earn a median salary of $155,126. After 20 years in the industry, these professionals can earn a median salary of $191,000 per year.

Similarly, the average pay for information security analysts rises from $63,000 to $91,000 over the course of a 20-year career. The projected job growth combined with increased earning potential for late-career cybersecurity professionals create a positive job outlook over the next decade.” U.S. News (2018) Online Cybersecurity Degree: An Overview. Retrieved from: https://www.usnews.com/education/online-education/cybersecurity-masters-degree.

B3. What entities are advocating for this program? Was an advisory board used to develop the curriculum?

Current Computer Science majors have asked for a program like this to allow them to complete the PSM after the BS in Computer Science.

C. INSTITUTIONAL ROLE: The program should be clearly related to the published role, scope, and mission of the institution and be compatible with other programs and activities of the institution.

C1. Explain how the program is consistent with the published role, scope, and mission of the institution and how it is related to the institution’s Academic Plan.

The Proposed CSABM connects with the mission of the University by offering our students an opportunity for learning and academic success. Furthermore, the knowledge and skills gained in the program will prepare graduates for the ever-changing world of computer science and cybersecurity. In particular, the proposed CSABM addresses the following goals in the University’s Academic Plan:

*Goal 1 - Strategy 2: Significantly expand opportunities for experiential learning within all majors, and restructure academic and career advising to better support students in meeting their life goals.* Both the BS in Computer Science and the Cyber Security PSM require an internship. By combining these two programs, we offer students the opportunity to gain experiential knowledge in two different environments. The internship experience for both undergraduates and graduate students is supervised by a dedicated faculty member, and the expectations for the work that will be done is similar. Thus, students can gain valuable experience as well as share their experiences with other students in the associated courses.

*Goal 1 - Strategy 3: Facilitate the implementation of new learning pedagogies and expand modes of course delivery and assessment by leveraging space and time in new ways.* The proposed CSABM will incorporate existing online courses into the undergraduate and graduate experience for students in the program. Our instructors have produced excellent courses using style that is
consistent across the program. This allows the students to maximize their learning experience throughout the all of the courses in the program.

D. INTER-INSTITUTIONAL CONSIDERATIONS:

D1. What are the similar programs in the state and region?

a. If similar programs exist, how is this program different or why is duplication necessary?
The University of Rhode Island is a Center for Academic Excellence in Information Assurance Cyber Defense and Research, offers a Bachelor's of Science Degree in Computer Science, and offers a Professional Masters Degree in Cyber Security. While other Universities in the state have some similar programs, no other cyber program (e.g., Brown, Salve, RWU, RIC, CCRI) offers a Professional Science Master’s Degree, nor do they have an accelerated cyber program such as the CSABM.

In addition, some other ways that our program is unique include combining both traditional and online undergraduate classes, a fully online graduate program, and the ability to double count 12 credits towards both the Bachelor’s and the Master’s degree.

b. Have you communicated with other institutions about the development of this program and have any concerns been raised related to role, scope, and mission or duplication?
We have not reached out to other institutions about the development of this program, but have been in continuous discussion about the articulation of CCRI’s Cyber Security program to our undergraduate program, which will transition well to this ABM. We will continue to have our traditional Bachelor’s degree and Master’s degree, in addition to the CSABM.

We will continue to work with regional partners to attend conferences, educational opportunities for our students, etc. and do not expect the CSABM degree to negatively impact relationships.

D2. How do courses in this program transfer to other schools?
Courses in the Computer Science Bachelor’s degree as well as the Professional Science Master’s degree would transfer to other schools as they have previously. However, at the University of Rhode Island the proposed CSABM program will double-count 12 credits. Other schools may not double count the incoming CSABM credits as URI does under this program.

D3. How does this program align to academic programs at other institutions?
As previously stated, computer science and cybersecurity is a constantly changing field. No longer is it sufficient to just have a Bachelor’s Degree. Now, many employers require employees to have experience and a Master’s Degree. The new CSABM Program will allow students to achieve their Bachelor’s Degree, Master’s Degree, and complete an Internship during an accelerated five-year program at the University of Rhode Island designated Center for Academic Excellence. Employers gain students who are prepared and trained for the cyber security field, while students save time and money on their education. For all of these reasons, the CSABM
Program will allow the university to compete against other institutions in the ever competitive and changing field of cyber security.

D4. Are recipients of this credential accepted into programs at the next degree level without issue?
To apply for the CSABM program, students must have earned a minimum of 75 credits and have a 3.0 GPA. Students will be enrolled in CSABM program only after they have met the Graduate School admission requirements and have completed 90 undergraduate credits. They will move seamlessly from the Bachelors program into the Masters program.

During their final semesters of graduate school, they could apply for the next degree level, without issue, just like any other Master’s-candidate student.

D5. How does this program of study interface with degree programs at the level below them?
The Department of Computer Science and Statistics has committed themselves to working with both the Graduate School and the College of Arts and Sciences to make the CSABM a smooth transition for the enrolled students. The students in the program will have a special coding, which will help them to be tracked in E-Campus.

D6. Are cooperative agreements or affiliations established? If so, what?
The Department of Computer Science and Statistics has been in continuous discussion about the articulation of the Community College of Rhode Island’s Cyber Security program and Computer Studies to our undergraduate program, which will transition well to this ABM. The articulation agreements include CSF 432, CSF 102, and CSC 211. All three of these courses can be pre-application courses.

E. PROGRAM:

E1. Are there pre-requisite courses? If so, please explain/list?
To apply for the CSABM program, students must have earned a minimum of 75 credits and have a 3.0 GPA. Students will be enrolled in CSABM program only after they have met the Graduate School admission requirements and have completed 90 undergraduate credits.

Prior to application, students will need to receive a B or better in the following classes:
• CSC 211 – Object-Oriented Programming
• CSF 102 – Fundamentals for Cyber Security
• CSF 432 – Introduction to Network and Systems Security
• or equivalent courses at the discretion of the department.

E2. Curriculum

a. How many credit hours are required to graduate (include all general education and pre-requisites)?
The total number of credits required for a BS in Computer Science is 120. The Cyber Security PSM program is completed after 9 courses of 4 credits each for a total of 36 total credits. The CSABM would allow for 3 courses of 4 credits each to be double counted towards both the Bachelor’s degree and the Master’s degree. Thus, a total of \(120 + 36 - 12 = 144\) credits to complete the CSABM.

Students must complete all graduate degree requirements for an ABM within 2 years after their enrollment and coding as ABM students. An additional year for programs with more than 30 credits may be allowed with the permission of the Graduate School. Failure to complete the ABM in the allotted time effectively ends the ABM and students will not be able to double count credits.

b. What courses are required for the program?

* All courses required by the traditional Computer Science BS and the traditional Professional Science Masters in Cyber Security Degree will still be required. Additional requirements under the CSABM program are listed below.

**Admitted to CSABM – Prior to Receiving Bachelors**

Once accepted to the CSABM program, prior to receiving their Bachelors, students will need to receive a B or better in two PSM curriculum courses prior to receiving their Bachelors Degree.

Twelve credits may be double counted for both the Bachelors and Masters Degree. Only 500-level courses and 400-level courses designated for graduate credit are eligible to be double counted.

**Admitted to CSABM – After Receiving Bachelors**

After the bachelors has been completed, the remaining PSM courses must be completed within two years of being encoded as an CSABM student.

**Sample Schedule (other schedules may also be followed):**

The following is an example of a schedule that a student in the CSABM program may follow. Variations of this schedule exist, as long as the requirements specified above are met.

**Prior to Enrolling:**
- CSF 432 - Introduction to Network and Systems Security (Fall; 4 credits)

**Undergraduate Senior Year:**
- CSF 410 - Digital Forensics I (Fall; 4 credits)
- CSF 512 - Advanced Digital Forensics (Spring; 4 credits)
Graduate Year:
● CSF 430 - Introduction to Information Assurance (Fall; 4 credits)
● CSF 580 - Professional Skills for Cyber Security (Fall; 4 credits)
● CSF 536 - Advanced Intrusion Detection and Defense (Fall; 4 credits)

● CSF 524 - Advanced Incident Response (Spring; 4 credits)
● CSF 534 - Advanced Topics in Network and Systems Security (Spring; 4 credits)

● CSF 590 - Cyber Security Internship (Spring or Summer; 4 credits)

c. **What are the new courses and descriptions that will go into the course catalog?**
No new courses are needed. Program description will be as follows:

**Computer Science BS to Cyber Security PSM ABM (CSABM)**

* All courses required by the Computer Science BS and the Professional Science Master’s in Cyber Security are required. Additional requirements under the CSABM program are listed below.

**Applying for the CSABM**
To apply for the CSABM program, students must have earned a minimum of 75 credits and have a 3.0 GPA. Students will be enrolled in CSABM program only after they have met the Graduate School admission requirements and have completed 90 undergraduate credits.

**Prerequisites**
Prior to application, students must receive a B or better in the following classes:
● CSC 211 – Object-Oriented Programming
● CSF 102 – Fundamentals for Cyber Security
● CSF 432 – Introduction to Network and Systems Security
● or equivalent courses at the discretion of the department.

**Admitted to CSABM – Prior to Receiving Bachelors**
Once accepted to the CSABM program, prior to receiving their Bachelors, students must receive a B or better in two PSM required courses prior to receiving their BS in Computer Science.

Twelve credits may be double counted for both the Bachelor’s and Master’s Degree. Only 500-level courses and 400-level courses designated for graduate credit are eligible to be double counted.

**Admitted to CSABM – After Receiving Bachelors**
After the bachelors has been completed, the remaining PSM courses must be completed within two years of being encoded as an CSABM student.
d. Are there specializations and options? If so, please describe.
   No.

e. Is the program content guided by program-specific accreditation standards or other outside guidance?
   No.

f. What are the learning goals (what students are expected to gain, achieve, know, or demonstrate by completion of the program)?
   Learning goals for the students in the CSABM program include the outcomes for the Computer Science BS and the Cyber Security PSM:

   Upon completion of the Bachelor’s of Science in Computer Science, a student will be able to:
   1. Apply algorithmic, mathematical and scientific reasoning to a variety of computational problems
   2. Design, correctly implement and document solutions to significant computational problems
   3. Analyze and compare alternative solutions to computing problems
   4. Implement software systems that meet specified design and performance requirements
   5. Work effectively in teams to design and implement solutions to computational problems
   6. Communicate effectively, both orally and in writing
   7. Recognize the social and ethical responsibilities of a professional working in the discipline

   Upon Completion of the Professional Science Masters In Cyber Security a student will be able to:
   1. Identify threats to the critical information assets of an organization.
   2. Characterize privacy, legal and ethical issues of information security.
   3. Manage, control, and mitigate risk to critical information assets.
   4. Identify vulnerabilities in an organization's computer systems and networks.
   5. Define the security controls sufficient to provide a required level of confidentiality, integrity, and availability in an organization's computer system and networks.
   6. Diagnose attacks on an organization's computer systems and networks and propose solutions including development, modification, and execution of incident response plans.
   7. Apply critical thinking and problem solving skills to address current and future attacks on an organization's computer systems and networks.
   8. Communicate orally and in writing proposed information security solutions to technical and non technical decision makers in an organization.
   9. Apply business principles to analyze and interpret data for planning decision making and problem solving in an information security environment.
   10. Motivate and organization collaborative teams and facilitate group work in an information security environment.
F. FACULTY AND STAFF: The faculty and support staff for the program should be sufficient in number and demonstrate the knowledge, skills, and other attributes necessary to the success of the program.

F1. What are the number of each needed?
No new faculty or staff member is needed.

As stated by the Graduate school requirements, every ABM program shall have at least one Coordinator. The Coordinator must assure that students enrolled in the ABM are advised by the Coordinator or designated participating faculty. Coordinators recommend approval or denial of applicant admissions to the Graduate School, approve Programs of Study, and submit Nominations for Graduation. Coordinators and participating faculty also respond to programmatic questions from potential applicants, maintain files on active students, and keep records of the number of students who have participated in the ABM Program from its inception. These statistics should be reported to the Dean of the College sponsoring the ABM, the URI Office of Institutional Research, and the Graduate School. These advising, admitting, and record-keeping duties are currently performed by a faculty member and an advisor, so no additional faculty or staff member is needed. The Coordinator of CSABM will be Lisa DiPippo.

F2. Are these new positions or reassignments?
N/A. No new faculty or staff member is needed.

F3. What are the minimal degree level and academic/technical field requirements and certifications required for teaching in this program?
Instructors have Masters Degrees or higher. Exceptions will be made for exemplary candidates who hold a Bachelor’s Degree, with five years of experience in the field of Cyber Security.

G. STUDENTS:

G1. How are students selected for the program?
Students will apply through the Graduate School for acceptance into the program. Students will then be coded in E-Campus as an ABM student.

G2. Are there admission requirements?
To apply for the CSABM program, students must have earned a minimum of 75 credits and have a 3.0 GPA. Students will be enrolled in CSABM program only after they have met the Graduate School admission requirements and have completed 90 undergraduate credits. Currently, the Cyber Security PSM program is completed after 9 courses of 4 credits each for a total of 36 total credits. The total number of credits required for a BS in Computer Science is 120. The CSABM would allow for 3 courses of 4 credits each to be double counted towards both the Bachelor’s degree and the Master’s degree.

*Prior to applying, students must have received a B or better in the following classes:
  o  CSC 211 – Object-Oriented Programming
  o  CSF 102 – Fundamentals for Cyber Security
G3. What is the primary source of students?

a. New students or drawn from other programs?  
The program would allow students currently pursuing a Bachelor’s of Science in Computer Science to also complete a Professional Science Masters in Cyber Security (PSM).

b. Industry sponsored students/ employees? Describe.  
N/A

G4. What is the estimated number of students in the program?  
Six to ten per year.

G5. What is the estimated number of annual graduates?  
Three to five per year.

H. EVALUATION:

H1. How will the program be evaluated?

a. Performance measures to evaluate the program.  
   ● Enrollment of Students - New students in the program each year as well as retention of students throughout the program will be measured.  
   ● Course Evaluations - Student evaluations of instructors will be performed each semester.  
   ● Evaluation by the Advisory Board - Survey of the members of the Advisory Board will be taken each year with evaluation of current courses and student performance in internships.

b. Will the program be accredited? If so, when? How?  
No.

I. WHAT SPECIAL EQUIPMENT OR RESOURCES ARE NEEDED?

I1. Special instructional resources and services needed? (Clinical space, internships, proctors)  
No special equipment is needed. This program uses existing resources.

I2. Facilities and capital equipment?  
None is needed. This program uses existing resources.

J. IS THE PROGRAM FINANCIALLY VIABLE?
J1. **ALL PROPOSALS:** Complete the Rhode Island Office of Postsecondary Commissioner **Budget Form** demonstrating either

a. the need for additional resources or

b. that existing funds are sufficient for carrying out the program.

Budget form with request for Statement of No Financial Impact is attached.

The completed proposal with Budget Form requires review by the URI Budget and Financial Planning Office. If no new funds are requested, proposers shall request a Statement of No Financial Impact from the URI Budget and Financial Planning Office.

Chair Signature: __________________________ Date: ________________

5/1/2018

**Rebecca Romanow**

Digitally signed by Rebecca Romanow
Date: 2018.07.16 17:31:29 -04'00'

**Nedra Reynolds**

Digitally signed by Nedra Reynolds
Date: 2018.07.17 10:59:06 -05'00'
ACADEMIC PROGRAM BUDGET FORM

Use this form for programs that can be pursued on a full-time basis, part-time basis, or through a combination of full-time and part-time attendance.

Choose one: □ Full-time      □ Part-time      □ Combination of full- and part-time

## REVENUE ESTIMATES

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### A Proposal for: Accelerated Bachelor’s of Science to Master’s Degree in Computer Science and Cyber Security (CSABM)

Existing funds are sufficient for carrying out the program.

Requesting a Statement of No Financial Impact from the URI Budget and Financial Planning Office.

### Tuition and Fees

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<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
</tr>
</thead>
</table>

### Contracts

<table>
<thead>
<tr>
<th>New Year</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
</tr>
</thead>
</table>

### Other (Specify)

<table>
<thead>
<tr>
<th>New Year</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
</tr>
</thead>
</table>

### Total Grants, Contracts, Other

<table>
<thead>
<tr>
<th>New Year</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
<th>#VALUE!</th>
</tr>
</thead>
</table>

### Total

| New Year  | #VALUE! | #VALUE! | #VALUE! | #VALUE! | #VALUE! | #VALUE! | #VALUE! | #VALUE! |

NOTE: All of the above figures are estimates based on projections made by the institution submitting the proposal.