

University of South Florida
Market Tuition Proposals
November, 2011

- a. Professional Master of Science in Electrical Engineering
- b. MS in Entrepreneurship
- c. Master of Science in Management Information Systems
- d. Master of Science Nurse Anesthesia
- e. Master of Public Administration

**State University System
Market Tuition Proposals**

University of South Florida		Proposal 1	Proposal 2	Proposal 3	Proposal 4	Proposal 5
1	Degree Program	Professional Master of Science in Electrical Engineering (PMSEE)	Master of Science in Entrepreneurship (MSEAT)	Master of Science in Management Information Systems (MIS)	Master of Science in Nurse Anesthesia (NA)	Master of Public Administration (MPA)
2	Has the program been approved pursuant to Regulation	Yes	Yes	Yes	Yes	Yes
3	Does the program lead to initial licensing or certification?	No	No	No	No	No
4	Is the program identified as a state critical workforce need?	No	No	No	Yes	No
5	Are the program's admission & graduation requirements the same as other programs?	Yes	Yes	Yes	Yes	Yes
6	Current Tuition Rate	\$415.86/credit - resident; \$837.29/credit - non-resident	\$415.86/credit - resident; \$837.29/credit - non-resident	\$415.86/credit - resident; \$837.29/credit - non-resident	\$26,331	\$399.76/credit - resident; \$821.19/credit - non-resident
7	Proposed Market Tuition Rate	\$1000/credit hybrid; \$1150/credit online	\$1250/credit	\$800/credit	\$57,600	\$1000/credit
8	5 Other Public/Private Rates for Similar Program:					
9	University name and rate:	University of Miami \$1538/credit	Northeastern University \$1681/credit Online	Florida State University \$530/credit - resident; \$560/credit - non-resident; \$700/Mkt Tuition	University of North Florida \$48,000	Florida State University \$1003/credit
10	University name and rate:	Penn State University \$875/credit Online	University of North Carolina \$2472/credit Online	University of Florida \$1000/credit	Wolford College \$46,256	University of Central Florida \$1012/credit
11	University name and rate:	Drexel University \$1000/credit Online	Walden University \$1348/credit Online	Boston University \$771/credit	Florida Hospital \$51,665	University of Pittsburgh \$1231/credit
12	University name and rate:	Kansas State University \$637/credit Online	Capella University \$1868/credit Online	Drexel University \$960/credit	Gooding Institute/Bay Medical \$63,340	University of Illinois at Chicago \$1053/credit
13	University name and rate:	University of Washington \$740/credit	University of Texas at Dallas \$1318/credit	University of Maryland \$808/credit	University of Miami \$62,000	Strayer University \$483/credit
14	Length of Program (SCH)	30	30	33	72	45
15	Student Enrollment (Headcount):	2010/11	2010/11	2010/11	2010/11	2010/11
16	Resident	57	85	64	44	60
17	Non-Resident	38	45	29	1	4
18	Total	95	130	93	45	64
19	Similar Program at other SUS Institutions (if yes, provide university and program name)	Yes	Yes	Yes	Yes	Yes
20	University and program name:	UF/MS/MEEE 24 Months	UF/MS Entrepreneurship - Not interdisciplinary	FSU/MS in MIS	FGCU/NA	FSU/MPA
21	University and program name:			UF/Pro MS in IS	UNF/NA	UCF/MPA
22	University and program name:				FIU/NA	FGCU/MPA
23	University and program name:					
24	Different Rate for Resident vs. Non-Resident (NR)?	No	No	No	No	No

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Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

University: University of South Florida

Program: Professional Master of Science in Electrical Engineering

Date	
University Board of Trustees approval date:	September 2, 2011
Proposed Implementation Date (month/year):	June 2012

Market Tuition Rate Process

Explain the process used to determine market tuition.

The proposed cost per credit hour for the market tuition Professional Master of Science in Electrical Engineering (PMSEE) program is set at \$1,000 for the blended onsite/distance learning format and \$1150 for the fully online format. Currently, the PMSEE is not online.

Proposed market tuition price for the PMSEE 30-credit hour program is \$30,000 – \$34,500. For Academic Year 11-12, cost per credit hour and fees for the traditional MSEE program is \$415.86 (Florida resident) and \$837.29 (Non-resident). The PMSEE program pricing is determined by market forces and due consideration for competition, reputation, and brand identity. Market forces may subsequently result in increases or decreases in cost but, pursuant to BOG requirements, the cost will not increase by more than 15% per year.

It is important to distinguish between programs from regionally accredited institutions and programs from non-accredited institutions. Accreditation is typically based on an examination of student achievement, program improvement, faculty, curricular content, facilities, and institutional commitment. Graduates of accredited institutions are more competitive in the job market, as employers prefer to hire graduates who have been trained in programs known to adhere to well-established educational standards.

Table I displays pertinent information about master’s programs in Electrical Engineering that, offered by regionally accredited institutions, are considered comparable in educational quality to the USF PMSEE. The program cost data in Table I suggests that the figure of \$1000-\$1150/credit hour is appropriate; furthermore, to our knowledge there is no comparable program that can be completed in ten months.

As part of the PMSEE assessment and continuous improvement processes, feedback for this program and data for other similar programs will be gathered and evaluated each year to provide continuous improvement for the PMSEE from the financial as well as the academic perspective.

Mission Alignment

Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:

By creating a strong and sustainable economic base in support of USF’s growth, the proposed market tuition PMSEE program supports an expanded and improved teaching and research mission, one of four goals outlined in USF’s Strategic Plan, 2007-2012.

Further alignment of the PMSEE program with the University of South Florida mission is described below (in italics).

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As Florida's leading metropolitan research university, USF is dedicated to excellence in:

- A. Student access and success in an engaged, and interdisciplinary, learner-centered environment – *The PMSEE program enrollment is estimated to be 20-25 students per year. Market tuition rates for a blended onsite/distance learning format and a fully online format for the PMSEE would provide opportunities for access to courses and a USF master's degree for individuals who are unable to attend a full-time, weekday program. Top faculty will teach courses in a regionally and nationally accredited program, thereby ensuring that educational objectives will be met and that program quality will be at a high level.*
- B. Research and scientific discovery, including the generation, dissemination, and translation of new knowledge across disciplines; to strengthen the economy; to promote civic culture and the arts; and to design and build sustainable, healthy communities – *Revenue generated by enrollment in market tuition PMSEE programs would provide resources for faculty, research, graduate student support, and future growth plans. It serves to increase the University's ability to support and strengthen research advancements and scholarly activity now and in the future within the College of Engineering, Department of Electrical Engineering.*
- C. Embracing innovation, and supporting scholarly and artistic engagement to build a community of learners together with significant and sustainable university-community partnerships and collaborations – *The PMSEE program has been developed in response to community and industry needs and interests and, therefore, is anticipated to strengthen university-community partnerships and collaborations at many different levels. Further, PMSEE students and graduates will be well equipped to serve industry needs for innovation and increase the State of Florida's capabilities and economic potential.*

Alignment of the proposed market tuition PMSEE program with the 2005-13 State University System (SUS) Strategic Plan, as amended in 2009, is described below in italics.

- A. Access to and production of degrees – *The blended onsite/distance learning format and the fully online format would provide both flexibility and access to the PMSEE for all qualified State of Florida residents. The fully online format will provide a parallel path of access across State of Florida boundaries to national and international students. At a time when USF positions itself for membership in the Association of American Universities (AAU) as a pre-eminent research university with state, national and global impact, the PMSEE increases the number of degrees conferred in an academic year by approximately 20%.*
- B. Meeting statewide professional and workforce needs – *USF PMSEE graduates will apply concepts and skills learned through the program to improve product, process, and technology development within their organizations. This, in turn, will strengthen the State of Florida economy, thereby increasing access to employment and opportunities for others. The PMSEE is a sought-after degree for engineers who wish to advance in their discipline and/or move into engineering management positions. A number of large national and international companies having divisions in the Tampa Bay region have expressed interest in the PMSEE program.*
- C. Building world-class academic programs and research capacity – *The Department of Electrical Engineering has steadily increased the number of Ph.D. students and the overall research productivity of the department, measured in terms of Ph.D. enrollment, research expenditures, and scholarly activity over the last several years. It is becoming increasingly difficult to provide teaching assistantships to these highly qualified students; the PMSEE program revenue will*

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allow us to maintain competitiveness in this regard and continue to increase research capacity. At the other end of the spectrum, the Bachelor of Science in Electrical Engineering (BSEE) was recently distinguished in the 2010 American Society of Engineering Education (ASEE) rankings as being 28th out of 250 Electrical Engineering departments in the nation in BSEE graduate productivity. Many fine BSEE graduates do not enroll in the USF MSEE program due to lack of financial support. PMSEE revenue will create opportunities to award the most qualified BSEE graduates with financial assistance toward the pursuit of their graduate degrees. The success of the PMSEE program will clearly support efforts to expand and strengthen research capacity in the Department of Electrical Engineering and College of Engineering.

- D. Meeting community needs and fulfilling unique institutional responsibilities – *The PMSEE program has been developed in response to community and industry needs and interests and, therefore, is anticipated to strengthen university-community partnerships and collaborations at many different levels. Further, PMSEE students and graduates will be well equipped to serve industry’s needs for innovation and increase the State of Florida’s capabilities and economic potential.*

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state’s fiscal liability or obligation:

The USF market tuition PMSEE program will not result in an increase in the State of Florida’s fiscal liability or obligation.

Restrictions / Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

Pursuant to BOG Regulation 7.001, any annual increase in approved market tuition shall be no more than 15% over the preceding year.

Accountability Measures

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

The success of the market tuition PMSEE program relies on the ability to deliver an outstanding Master’s level educational experience to all students. USF continuously reviews all of its academic programs with respect to student learning outcomes and other quality indicators. Annual assessment plans with expected learning outcomes are maintained for all degree programs and in-depth reviews are conducted at least once every seven years. As stated above, while the proposed program does not directly lead to initial licensing or certification for the Engineering profession, graduates are expected to achieve improved examination results and licensure by the Florida Board of Professional Engineers (FBPE). These metrics will be monitored to measure the success of the program. As part of the planning for the PMSEE program, an allocation has been made for a Department of Electrical Engineering faculty member to serve as program advisor whose responsibilities are to provide oversight and ensure both student and program success. This is an essential role, particularly in view of the speed at which the program moves from course to course each month, the advanced level of the material, and the continuing obligations of many students to their employers during the ten-month

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period.

In assessing success of the PMSEE program, the following additional measures have been established:

- **Student Enrollment.** Pricing for the PMSEE program reflects market rates and economic conditions within the State of Florida and nationally. Pricing will enable the program to recruit top engineering master's degree-seeking professionals in sufficient numbers. Average cohort enrollment that attracts 20-25 top quality students is an indicator of a successful pricing strategy.
- **Student Quality.** Student quality is an uncompromising component of overall program quality. Metrics will be established to ensure that the students recruited into these cohorts will excel inside and outside the classroom, and will serve to strengthen the brand of the University of South Florida PMSEE program. Comparable to the MSEE, each PMSEE program cohort will have high entering GRE scores and mean undergraduate GPAs, as well as strong recommendations provided by established professionals. Because of the combined quantitative and qualitative nature of recommendation letters, qualified applicants must be rated in the top 1/3 of candidates across the categories noted on the graduate school recommendation form and must be recommended without reservation. During the course of the program, instructors will provide the advisor with a running account of students' progress, and the advisor will consult with each student on an as-needed basis and twice per month at a minimum to discuss academic progress and any personal challenges that may impact academic performance. If the student is sponsored by an industry, the appropriate industrial contact will be brought into the discussions to ensure that any necessary remedial actions will be taken jointly to optimize academic and professional growth and success.
- **Faculty Excellence.** Establishing market rate pricing enables us to continue to utilize College of Engineering, Department of Electrical Engineering professors in the PMSEE program. This ensures a top quality experience for our students and strengthens our value proposition and mission alignment. Teaching evaluations are utilized to ensure that the quality of faculty, advising, and teaching assistants is maintained throughout the program.
- **Student Satisfaction.** A large part of the recruiting effort for this program involves word-of-mouth advertising. An important goal is to ensure that students and graduates of the PMSEE program, satisfied with the experience, will recommend the program to their colleagues and friends. For this reason, the PMSEE program will monitor student survey data to track student satisfaction in each cohort. Proactive measures will be taken to improve and innovate when warranted to continue to produce a highly valuable and successful program.

Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration.

The Department of Electrical Engineering has offered the Master of Science in Electrical Engineering (MSEE) since fall 1960. The existing MSEE program has a current enrollment of approximately 100 students. Each year a new cohort begins, and this cohort goes through a program of courses, the vast majority of which are offered every year. Of course, the curriculum is organic, in the sense that some older courses are retired, newly developed courses are added, and continuing courses are

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always looked at in terms of refined content and delivery. The course schedule and instructors are determined before students are admitted into a cohort. The MSEE program has never faced any issue with respect to staffing the program with academically qualified faculty, and 95% of the courses are taught by full-time Department of Electrical Engineering professors. Since the PMSEE program draws from the MSEE curriculum, course availability is assured.

Economic Impact

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

As the distribution of state revenues changes, it becomes vitally important for SUS Universities to find alternative sources of funding. The ability to charge market rates for the USF PMSEE program offers one such avenue, while simultaneously providing a service to the community that is clearly in demand. This demand is evidenced by discussions with industries in the Tampa Bay region and the fact that companies that provide financial support for the education of their employees have expressed interest in the PMSEE program.

The economic outlay required by students or their company sponsors has both short- and long-term benefits. The curriculum of the PMSEE is designed so that participants become more effective leaders, gain knowledge and skills that make them promotable and more valuable employees, and develop meaningful contacts with fellow students and faculty.

Estimated revenue for the market tuition online and hybrid PMSEE programs is \$1,207,500 and \$750,000, respectively. A portion of the revenue generated from the PMSEE market tuition program will be used for operating and administrative expenses, including salaries for faculty and a program advisor, course materials, and meetings in direct association with the program's activities (online: approximately \$550,362; hybrid: approximately \$465,951). The remaining revenue will be used to fund Department of Electrical Engineering graduate student assistantships and teaching and research laboratory support and expenses (online: approximately \$657,138; hybrid: approximately \$284,048).

The funds will be budgeted in a USF continuing education auxiliary. Private vendors will not be utilized.

Other Information

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Please see Table I – Accredited Master’s in Electrical Engineering Programs.

CIP code: 14.1001

Currently the PMSEE is not offered online and is not offered on a cost recovery basis through continuing education. Enrollments reported in the USF Market Tuition Proposal Summary Spreadsheet are E&G enrollments.

The PMSEE program, if approved as a market tuition program, will be offered the first year as a hybrid course (online coursework and weekend classes) and subsequently as a fully online program. The weekend and distance learning formats provide an opportunity for access to courses and a USF master’s degree for individuals who are unable to attend a full-time, weekday program.

The market tuition program will be offered in addition to the E&G-funded program that is currently offered and does not supplant existing university offerings funded by State appropriations.

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Table I – Accredited Master’s in Electrical Engineering Programs

INSTITUTION	EMAIL		PROGRAM NAME	LOCATION	DURATION	WORK EXPERIENCE	CREDENTIALS	FEES	FEES INCLUDE
Arizona State University Public	asu.cpd@asu.edu	http://asuengineeringonline.com/programs/msee	MSE in Electrical Engineering	online - some courses available each semester	30 credit hours, or 10 courses Minimum 2 year program Final Comprehensive Examination	not available	GPA>3.0 GRE: Q>720, Writing>4.0	\$2541 per course x 10 courses \$25,410	tuition only
Drexel University Private	info@drexel.com	http://www.drexel.com/online-degrees/engineering-degrees/ms-ee/index.aspx	Master of Science in Electrical Engineering	online - “e-learning” format	45 credits (15 graduate courses) organized in 10-week quarters	not available	GPA >3.0 No GRE	\$1000/cr. hr. x 45 cr. hrs. \$45,000	tuition only
Florida Institute of Technology Private	vgc@fit.edu	http://es.fit.edu/dl/	Master of Science in Electrical Engineering	Online and in-residence at Melbourne, Orlando	24 month program	Not available	GRE	\$15,600 (30 credits)	tuition only
Kansas State University Public	ellen@k-state.edu	http://www.dce.k-state.edu/engineering/masters/electrical/	Master of Science in Electrical Engineering	online	30 credits with GPA>3.0 Final Oral Examination conducted by Graduate Committee	not available	GPA>3.0 GRE: Q>600, V>400, Writing>4.5 TOEFL > 250.	\$637/cr. hr. x 30 cr. hrs. \$19,110	tuition only
MIT Private	sdm@mit.edu	http://sdm.mit.edu/	Master in System Design & Management (SDM)	videoconferencing course delivery	24 month program	5 yrs (for applicants without MS degree)	GRE or GMAT	\$92,121 + student life fees + \$800/course video bridge fees	tuition, rooms, meals, activities, business trip activities
Penn State University Public	gvengin@psu.edu	https://www.gv.psu.edu/Level3.aspx?id=2924	Master of Engineering Management	face to face, Great Valley, PA	33 cr. hr., evening classes in 7 and 14 week sessions 2-3 years to complete program	> 3 years	GMAT	\$811 - \$1231/cr. hr. \$33,000 (based on \$1000/cr. hr.)	tuition only
Penn State University Public	psuwd@psu.edu	http://www.worldcampus.psu.edu/MasterinSystemsEngineering_SystemsEngineering.shtml	World Campus MESE	online	36 credit hours	not required	not required	\$875/cr. hr. x 36 cr. hr. \$31,500	tuition only
Purdue University Public	proed@purdue.edu	http://engineering.purdue.edu/ProEd/Admissions	Master of Science in Electrical & Computer Engineering	online - Streaming video over the Internet and downloadable	30 credits of coursework, or 10 courses (non-thesis option) Streaming video over the Internet and downloadable MPEG-4 files	2-5 yrs	GPA>3.0 GRE	\$3,096 per course x 10 courses \$30,960 (Project courses are \$4,128/course)	tuition only
University of Idaho Public	outreach@uidaho.edu	http://eo.uidaho.edu	Master of Engineering in Electrical Engineering	online - moving from DVD/USB flash drive to Internet	30 credits Final Comprehensive Examination	5+ years	GPA>3.0 GRE	\$597/cr. hr. x 30 cr. hrs. \$17,910	tuition only
University of Miami Private	jcosials@miami.edu	http://www.ie.miami.edu/graduate_programs/ms_ie_mba/ms_ie_mba.html	MSIE + MBA (dual degree)	face-to-face, Miami, FL	60 credit hours Saturday classes; 2 years + 1 semester	> 3 yrs	GRE + GMAT	\$1,538/cr. hr. x 60 cr. hrs. \$92,280	tuition only
University of Washington Public	pmp@ee.washington.edu	http://www.ee.washington.edu/academics/pmp/index.html	MSEE	face-to-face and online	45 credit hours (9 credits are earned in Colloquium Seminar Series) Can take up to 6 yrs. to complete	not available	GPA GRE	\$740/cr. hr. x 45 cr. hrs. + fees \$33,300	tuition only

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University: University of South Florida

Program: Master of Science in Entrepreneurship

Date	
University Board of Trustees approval date:	September 2, 2011
Proposed Implementation Date (month/year):	August 2012

Market Tuition Rate Process

Explain the process used to determine market tuition.

The existing tuition and fees for the Master of Science in Entrepreneurship (MSEAT) program is \$415.86/credit hour (Florida resident) and \$837.29 (non-resident). Currently, this program is not online.

A market tuition rate of \$1250.00/credit hour is requested for off-campus and online delivery of the MSEAT, based on market pricing, reputation and brand identity of USF and the MSEAT program.

The Interdisciplinary MSEAT is a specialized master's degree program, with a limited number of competing programs offered through in-classroom or online delivery. Nine comparable programs, both public and private, including both in-classroom and online formats, were identified where market tuition rate information was available. Each program charged the same market-based tuition for both resident and non-resident students. They are listed below. USF is well under the average of \$1842/SCH for in-classroom instruction and \$1419/SCH for online instruction.

MS Programs in Entrepreneurship

Online	Public/Private	\$/SCH	Program Cost
Northeastern	Private	\$1,681	\$60,500
U. North Carolina	Public	\$2,472	\$89,000
Walden U	Private	\$1,348	\$43,150
Capella U	Private	\$1,868	\$67,275

In-Class			
Pepperdine U	Private	\$1,280	\$50,000
SMU	Private	\$1,560	\$49,900
DePaul U	Private	\$1,163	\$41,800
Syracuse U	Private	\$1,773	\$53,183
UT at Dallas	Public	\$1,318	\$47,448
USF Market Tuition	Public	\$1,250	\$37,500

Mission Alignment

Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:

The proposed market tuition USF Interdisciplinary MSEAT program is well-aligned with the University's mission to establish a strong and sustainable economic base in support of USF's growth, one of four

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strategic initiatives outlined in USF's Strategic Plan, 2007-2012.

The Interdisciplinary MSEAT further contributes to USF's mission by:

- 1) Promoting student access and success in an engaged, and interdisciplinary, learner-centered environment,
- 2) Supporting the generation, dissemination and translation of new knowledge across disciplines, to strengthen the economy and design and build sustainable communities, and
- 3) Embracing innovation to build a community of learners together with significant and sustainable university-community partnerships and collaborations.

For Students: The proposed market tuition revenue would be used to enhance the Interdisciplinary MSEAT program by hiring and retaining high-caliber graduate faculty, promoting additional assistantships and scholarships for students and recruiting exceptional out-of-state and international students to help improve the educational experiences of Florida resident students. The online format provides a graduate degree opportunity for students who would not otherwise be able to attend classes due to work constraints, location, or family needs.

For Research and Scholarship: The hiring of exceptional graduate faculty to teach in the proposed Interdisciplinary MSEAT program would also bolster the research orientation and contributions of the existing faculty.

For Florida and Society: The USF Interdisciplinary MSEAT program equips students to create, manage and grow new innovative businesses, leading to sustained economic growth, new product and service innovations and more effective translation of new technologies to meet the needs of our state and increase the economic potential of our region.

Similarly, the proposed market tuition MSEAT program is aligned with the Board of Governors system goals, established for 2012-2013:

Goal 1: Access to and production of degrees. It is expected that the proposed market tuition program will provide significant enrollment growth and will mirror the growth of USF's Interdisciplinary in-residence MSEAT program which has grown to over 130 students in the past five years. The off-campus and online formats provide additional flexibility and access to students from across the state and around the world.

Goal 2: Meeting statewide professional and workforce needs. USF's Interdisciplinary MSEAT graduates can apply concepts and skills learned through the program to create and grow new business ventures and help existing businesses become more innovative and compete more effectively in global marketplaces. This, in turn, strengthens the state economy, creating new jobs and opportunities for graduates of the program throughout the state.

Goal 3: Building world-class academic programs and research capacity. The USF in-residence Interdisciplinary MSEAT program is recognized as one of the top graduate programs in entrepreneurship in the world. Since its launch in 2005, the Interdisciplinary MSEAT program has consistently been ranked among the world's best graduate business programs by The Princeton Review and Entrepreneurship Magazine. The proposed market tuition program will strengthen the recognition and stature of USF's entrepreneurship programs and financially support USF's efforts to

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expand and strengthen research capacity.

Goal 4: Meeting community needs and fulfilling unique institutional responsibilities. The proposed USF Interdisciplinary MSEAT program provides degree access to working professionals in Florida, across the nation and around the world. As a globally recognized program of excellence in interdisciplinary entrepreneurship education, USF successfully fulfills an important institutional responsibility as it relates to enabling access to this degree across the state. This access serves to meet statewide professional and workforce needs, as outlined above, and strengthens Florida's economy through new business and job creation.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation:

USF's Interdisciplinary MSEAT market rate will not result in an increase in the State's fiscal liability or obligation.

Restrictions / Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

Pursuant to BOG Regulation 7.001, any annual increase shall be no more than 15% over the preceding year.

Accountability Measures

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

USF continuously reviews all of its academic programs with respect to student learning outcomes and other quality indicators. Annual assessment plans with expected learning outcomes are maintained for all degree programs and in-depth reviews are conducted at least once every seven years.

The success of the proposed market tuition program will also be measured by student enrollment, student quality, faculty excellence and student satisfaction.

- 1) **Student Enrollment.** Approximately 30 students will be admitted annually into the off-campus Interdisciplinary MSEAT program and an additional 160 to 200 students will be admitted per year into the online Interdisciplinary MSEAT program. If these numbers are maintained and increased, the market rate pricing will be considered a success.
- 2) **Student Quality.** To ensure student quality, the program will be assessed by undergraduate GPA, previous professional work experience, and class assessments.
- 3) **Faculty Excellence.** With the establishment of market pricing, USF can continue to recruit top entrepreneurship scholars who in turn will not only teach students but also share their continuing research in respective fields of expertise. Currently teaching evaluations and research productivity are used to monitor and ensure the quality of the faculty in the program.

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- 4) **Student Satisfaction.** Student satisfaction will be measured by way of student surveys as well as post-graduate employment placements and new business creations.

Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration.

From its inception in 2005, the availability of MSEAT course offerings and the ability to complete a program of study in a timely fashion have never been issues. It is anticipated that any extraordinary demand would be met with faculty hired from program revenues.

Economic Impact

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

As state revenues continue to decline, it has become increasingly important for USF to find alternative sources of funding. The ability to charge market rates for the USF Interdisciplinary MSEAT program offers one such avenue while simultaneously providing a service that is clearly in demand. The demand is evidenced by enrollment statistics.

The Interdisciplinary MSEAT faculty will actively contribute to the research productivity and mission of USF. These new programs will provide greater access to graduate entrepreneurship education for working professionals who may be location bound and unable to attend in-residence classes. It is anticipated that the additional cohorts of well-trained students versed in entrepreneurship skills will have an immediate and long-term positive impact on the economy and private and public sector growth and performance.

Estimated revenue for the market tuition MSEAT is \$1,031,250. A portion of the revenue will be used to support the delivery of the program (approximately \$476,563). The residual revenue generated each year will be used to enhance the MSEAT program by hiring additional high-caliber graduate faculty, providing assistantships and scholarships, investing in state-of-the-art technologies, and recruiting exceptional out-of-state and international students to help improve the educational experiences for Florida residents (\$554,687).

There are no plans to use private vendors. Funds for the market tuition MSEAT program will be budgeted to a designated continuing education auxiliary account.

Other Information

CIP code: 52.0701

Currently the MSEAT is not offered online and is not offered on a cost recovery basis through continuing education. Enrollments reported in the USF Market Tuition Proposal Summary Spreadsheet are E&G enrollments.

The MSEAT, if approved as a market tuition program, will be offered in off campus and online formats

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to provide flexibility and access to students from across the State and around the world.
The market tuition program will be offered in addition to the E&G-funded program that is currently offered and does not supplant existing university offerings funded by State appropriations.

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University: University of South Florida

Program: Master of Science in Management Information Systems

Date	
University Board of Trustees approval date:	September 2, 2011
Proposed Implementation Date (month/year):	August 2012

Market Tuition Rate Process

Explain the process used to determine market tuition.

The tuition rates and fees for Academic Year 2011-12 for the existing Master of Science in Management Information Systems (MS/MIS) program are \$420.56 (resident) and \$892.08 (non-resident) per credit hour. Currently, the MS/MIS is not online.

Approval is being sought to charge market tuition in the amount of \$800/credit hour for both resident and non-resident students for a fully online MS/MIS program. The \$800/credit hour tuition rate for the proposed market tuition program is comparable to the average non-resident rate of \$776.52, computed from the below table. In subsequent years, tuition could result in an increase or decrease in tuition. Any increases, per BOG requirement, will not exceed 15% per year.

The following online programs (MS/MIS, MS/IS, MS/CIS, etc.) were identified through web searches to be similar, but not identical to the proposed online program. The MS/MIS is a specialized program that is offered by very few universities using an online format.

University (Program)	Public/Private	Online Tuition per Credit Hour (Resident)	Online Tuition per Credit Hour (Non-Resident)
Florida State University (MS in MIS)	Public	\$529.56	\$559.62
Florida State University Market Tuition (MS/MIS)	Public	\$700 (Fall 2011) \$750 (Fall 2012)	\$700 (Fall 2011) \$750 (Fall 2012)
University of Florida (Professional MS in IS & Operations Management)	Public	\$1000	\$1000
Boston University (MS in CIS)	Private	\$771	\$771
Drexel University (MS in IS)	Private	\$960	\$960
University of Maryland, Baltimore County (MS in IS)	Public	\$808	\$808
Oklahoma State University (MS in MIS)	Public	\$319	\$784
USF proposed market tuition (MS/MIS)	Public	\$800	\$800

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Mission Alignment

Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:

The proposed market tuition MS/MIS program aligns with USF's strategic goal to enhance all sources of revenue to establish a strong and sustainable economic base in support of USF's growth and mission, one of four strategic goals outlined in USF's Strategic Plan 2007-2012. For reference, the mission of USF is stated below.

Mission

As Florida's leading metropolitan research university, USF is dedicated to excellence in:

- *Student access and success in an engaged, and interdisciplinary, learner-centered environment,*
- *Research and scientific discovery, including the generation, dissemination, and translation of new knowledge across disciplines; to strengthen the economy; to promote civic culture and the arts; and to design and build sustainable, healthy communities, and*
- *Embracing innovation, and supporting scholarly and artistic engagement to build a community of learners together with significant and sustainable university-community partnerships and collaborations.*

For Students. Very few universities offer an online MS in MIS, or related programs, with a focus on Business Intelligence. With a strong group of Business Intelligence faculty in the Information Systems and Decision Sciences (ISDS) department of USF's College of Business, USF is well positioned to serve students globally, as the premier knowledge provider in the Business Intelligence space. The online format would not only increase student access and success within the State of Florida, but would also provide access to Business Intelligence education globally. This is consistent with the vision of the University to have state, national and global impacts.

For Research and Scholarship. Companies from which the students (primarily working professionals) in the proposed program are drawn are likely to serve as sites for data collection for research and case writing. Further, participating faculty members also have the potential to gain access to these companies to showcase their research, thereby increasing the prospects of grant/contract funding from these companies. Additionally, the online program with a global reach has the potential to attract high achieving graduate students to the USF College of Business doctoral program. In summary, the online MS/MIS program has the potential to enhance the research productivity of USF's College of Business as well as the ISDS department.

For the State of Florida and the Tampa Bay Community: The USF online program will train members of the workforce in Florida (including Tampa Bay) on emerging technologies, empower them with the necessary skills needed to compete for the new jobs that are being created in the 21st Century knowledge-based economy, and expose them to innovative ideas that could lead some of them to start new companies, thus creating jobs.

The following statements address the alignment of the proposed USF MS/MIS market tuition program with the Board of Governors system goals, established for 2012-2013.

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Access and production of degrees: The proposed online market tuition program increases the access to the MS/MIS program for working professionals and others who are unable to attend the existing on-campus MS/MIS program at USF due to distance or time constraints. The proposed program is therefore likely to increase the production of degrees granted by USF.

Meeting statewide professional and workforce needs: The online MS/MIS program will train members of the workforce for the new types of jobs that are being created due to innovations in information technology.

Building world-class academic programs and research capacity: The proposed market tuition MS/MIS program resides in the Department of Information Systems and Decision Sciences (ISDS) in USF's College of Business. ISDS has been ranked #14 in the world for publication in premier journals (Management Information Systems Quarterly and Information Systems Research) during the last three years: 2008-2010 (<http://www.venkatesh.com/ISranking/>). USF's MS/MIS is regarded as a quality program, as evidenced by an internationally diverse pool of students with strong academic credentials seeking enrollment. The proposed online program will further increase the visibility and global footprint of the USF MS/MIS, thereby further increasing the reputation of USF and the MS/MIS program. The resources generated from this program will be used to enhance the research capacity of the ISDS department. Increased visibility of the USF program and brand will attract even higher quality graduate students to enroll in the doctoral program, leading to higher quality research output.

Meeting community needs and fulfilling unique institutional responsibilities: USF will continue to fulfill its institutional responsibilities by embracing opportunities such as the BOG market tuition program to generate greater access to graduate education. By providing online access to the MS/MIS program, USF is providing educational and career advancement opportunities throughout the State of Florida and beyond. This potentially leads to economic investments in the State of Florida by resident and non-resident individuals and businesses.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation:

University of South Florida's market tuition online MS/MIS program will not increase the State's fiscal liability or obligation.

Restrictions / Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

Pursuant to BOG Regulation 7.001, any annual increase in approved market tuition shall be no more than 15% over the preceding year.

Accountability Measures

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

USF continuously reviews all of its academic programs with respect to student learning outcomes and

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other quality indicators. Annual assessment plans with expected learning outcomes are maintained for all degree programs and in-depth reviews are conducted at least once every seven years.

The success metrics for the proposed online MS/MIS market tuition program also include:

- **Student Enrollment.** If the online MS/MIS program attracts sufficient qualified students to reach a cohort size of 15 students or more, then the market rate policy is a success.
- **Student Quality.** Student quality for the program will be determined by GRE/GMAT scores, GPAs, and previous work experience.
- **Student Satisfaction.** This would be measured by exit surveys and the percentage of students willing to recommend the online MS/MIS program to others.

Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration.

The schedule for the program will be finalized well in advance, with faculty resources committed. Historically, for the existing MS/MIS program, the availability of courses has not been an issue. The online program will be cohort based with a fixed set of courses that all students would be required to take, with elective offerings limited to courses related to Business Intelligence. The ISDS department is committed to ensuring the timely delivery of all the courses for the online program. Extraordinary demand would be met by hiring additional faculty using funds accrued by the online program.

Economic Impact

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

Given the continued decline in the State of Florida's financial support of public universities, institutions of higher education are exploring alternate sources of funding that are supported by the BOG. One such opportunity is the online MS/MIS market tuition program proposed by USF's Department of Information Systems and Decision Sciences (ISDS).

ISDS programs such as the MS/MIS empower students (many of them Florida residents) with skills needed in today's knowledge economy. The continued development and delivery of these programs prepare the workforce with the necessary knowledge and skills that new jobs demand, thereby providing employers with a workforce for very technical jobs and creating opportunities for graduates to advance their careers.

The online MS/MIS program focusing on Business Intelligence will provide students with a new set of skills that are in great demand in today's workplace, including opportunities relating to many start-up companies. Working professionals and individuals disadvantaged by distance and time constraints would have access to a program that would provide many sought-after skills.

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Estimated annual revenue for the market tuition MS/MIS program is \$528,000. A portion of the revenue will be used to support the delivery of the program (approximately \$325,797). The residual revenue generated each year will be used to enhance the MS/MIS program by hiring additional high-caliber graduate faculty, providing assistantships and scholarships, investing in state-of-the-art technologies, and recruiting exceptional out-of-state and international students to help improve the educational experiences for Florida residents (approximately \$202,203).

Private vendors will not be utilized. The revenue from the online MS/MIS program will be budgeted in a specific continuing education auxiliary account within USF.

Other Information

CIP Code: 11.0501

Currently the MS/MIS program is not offered online and is not offered on a cost recovery basis through continuing education. Enrollments reported in the USF Market Tuition Proposal Summary Spreadsheet are E&G enrollments.

With the approval of this program for market tuition, the program will be converted to a fully online program and offered to non-traditional students who are unable to attend a full-time weekday program on campus. The market tuition format provides opportunities for USF to increase access to the MS/MIS program as it provides resources that will cover costs associated with the delivery of MS/MIS programs throughout the State of Florida and globally, as well as generate revenue for reinvestment in the ongoing development and delivery of the market tuition and E&G program.

The market tuition program will be offered in addition to the E&G-funded program that is currently offered and does not supplant existing university offerings funded by State appropriations.

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August 18, 2011

Frank T. Brogan, Chancellor
State University System of Florida
325 W. Gaines Street, # 1614
Tallahassee, FL 32399

Dear Chancellor Brogan:

In accordance with BOG Regulation 7.001 (15)(a)2, the University of South Florida (USF) is requesting a special exception to implement market tuition for a graduate program leading to certification in a State critical workforce need area on the basis that implementation of market tuition will increase the number of graduates in the State of Florida.

The Master's Program in the College of Nursing (CON) at the University of South Florida (USF) in Tampa was approved by the Florida Board of Regents in 1979. Nurse Anesthesia is one of eight concentrations within the MS in Nursing approved by the USF Graduate Council. The first class of students was accepted into the highly selective Nurse Anesthesia concentration in Fall 2006. Among other criteria, students admitted into this concentration must possess the initial Registered Nurse (RN) license.

The Master of Science concentration in Nurse Anesthesia is unlike any other field of study in the USF CON and is unique in two ways:

1. It is a challenging, full-time, 28-month, 72-credit academic and clinical endeavor that starts annually in August and continues independent of the academic calendar. The first twelve months (didactic phase) are spent at the USF main campus in Tampa, Florida. The following sixteen months (clinical phase) are spent among a variety of excellent hospital settings in the Tampa Bay area. Students must maintain full-time enrollment status and are not permitted to hold any regular employment during their enrollment in the program. Upon satisfactory completion of all didactic and clinical work, candidates are awarded the Master of Science degree and are eligible for licensure as an Advanced Registered Nurse Practitioner (ARNP). Graduates are eligible to take the national certification exam to become a Certified Registered Nurse Anesthetist (CRNA).
2. The cost to operate the Nurse Anesthesia concentration hovers around \$1.2M per year, minus equipment. This is more than five times the operating cost of any other concentration in the USF CON Master's program. The primary reason is that faculty salaries must be competitive with clinical practice salaries where the median compensation is \$189,000 per year. In order for the College of Nursing to recruit and retain the best faculty, it must be able to offer competitive salary and compensation packages. In addition, students must have access to a high-quality simulation environment, which is extremely costly. For example, the average human patient

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simulator for anesthesia, required to insure patient safety risk reduction, costs \$250,000 plus maintenance. Given these extremely high operating costs, the College will not be able to continue offering the Nurse Anesthesia concentration under the existing funding model much beyond the cohort admitted in Fall 2011, unless student tuition and fee revenue can be increased significantly.

If the USF CON is permitted to establish market tuition rates for the Nurse Anesthesia program, the number of students admitted, and thus the number of graduates, will increase. Within its current resources, the CON can admit only 15 students per year. In Fall 2011, there were 49 additional qualified applicants in the application pool who were denied admission based on insufficient resources. The table below shows the history of applicants, admits, and graduates since the Nurse Anesthesia concentration was implemented in 2006:

<u>Cohort</u>	<u>Applicants</u>	<u>Admits</u>	<u>Graduates</u>
2006	29	13	12
2007	63	13	12
2008	31	13	10
2009	53	16	13
2010	77	20	TBD
2011	64	15	TBD

If market tuition is approved at the rate requested, the College will immediately (Fall 2012) increase the number of students admitted, with the intent of eventually doubling the current cohort size to 30 students once additional clinical placement sites are identified.

We look forward to your favorable consideration of this request for a special exception. In anticipation, the completed Request to Establish Market Tuition Rates has been transmitted to your office.

Please contact me if additional information is needed.

Sincerely,


Judy Genshaft
President

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University: University of South Florida

Program: Master of Science in Nurse Anesthesia

Date	
University Board of Trustees approval date:	September 2, 2011
Proposed Implementation Date (month/year):	August 2012

Market Tuition Rate Process

Explain the process used to determine market tuition.

The USF College of Nursing (CON) requests a market rate of \$57,600 for the Master of Science in Nurse Anesthesia (NA), amounting to \$800/credit hour for both resident and non-resident students. The proposed market tuition and current E&G-funded programs are not available online.

As shown in the chart below, the current cost of the USF CON NA has the lowest tuition and fees at \$26,331; the average cost of such programs is \$49,549. Program costs at other institutions range from \$36,588 – \$63,340; USF's CON program is, at minimum, more than \$10,000 less than any other program in the State of Florida. Florida Gulf Coast, Florida International and the University of North Florida have increased their tuition and/or have added fees to tuition to support the high expense, and increasing costs, of their NA programs.

**NA Program
Spring 2011**

University	Credit Hours	Per SCH	Program Fees	Total
Barry University	51	\$875.00	\$2000.00	\$46,625.00
Florida Gulf Coast University	81	\$322.08	\$10,500.00	\$36,588.48
Florida Hospital	78			\$51,665.00
Florida International	71	\$371.66	\$14,924.00	\$41,311.86
Gooding Institute/ Bay Medical	94			\$63,340.00
University of Miami	100			\$61,999.98
University of North Florida	92	\$336.90	\$17,005.20	\$48,000.00
Wolford College	72			\$46,256.00
University of South Florida	72	\$365.71		\$26,331.12
USF Market Based	72	\$800.00		\$57,600.00

References: University websites, April 2011

Mission Alignment

Describe how offering the proposed program at market tuition aligns with the mission of the

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university and the Board strategic plan:

The proposed market tuition Nursing Anesthesia (NA) program is well aligned with both the mission of USF and the Board of Governors.

By creating a strong and sustainable economic base in support of USF's growth, the proposed market tuition NA program supports an expanded and improved teaching and research mission, one of four goals outlined in USF's Strategic Plan, 2007-2012.

Further alignment of the NA program with the University of South Florida mission is described below.

The University of South Florida's Mission Statement:

As Florida's leading metropolitan research university, USF is dedicated to excellence in:

- *Student access and success in an engaged, and interdisciplinary, learner-centered environment,*
- *Research and scientific discovery, including the generation, dissemination, and translation of new knowledge across disciplines; to strengthen the economy; to promote civic culture and the arts; and to design and build sustainable, healthy communities, and*
- *Embracing innovation, and supporting scholarly and artistic engagement to build a community of learners together with significant and sustainable university-community partnerships and collaborations.*

1. Student Access – This program enables the university to fulfill one of its fundamental purposes. The college utilizes top faculty who are actively engaged practitioners in the Tampa Bay area to teach and train future Nurse Anesthetists. This helps to insure that students receive learning experiences relevant to today's health care technology and up-to-the-minute practice methods.
2. Research and Scholarship – The research component of the program incorporates several core courses including biostatistics, nursing research and evidence-based research. Students are required to complete an evidence-based project and submit the project for publication. NA faculty are also active in research, grant writing, and scholarship, having received the 2008 HRSA advanced nursing education grant; the director is conducting a human subject randomized control trial to investigate the effect of tight glycemic control on surgical site infections in open heart patients funded by the AANA Foundation; the Assistant Director is a chapter editor in Dr. Mark Greenburg's (Editor) *Handbook of Neurosurgery*; and all NA faculty are collaborating with other disciplines to provide inter-disciplinary learning experiences using high fidelity simulation and AHRQ learning modules to improve teamwork and collaboration, reduce errors, and improve patient outcomes/quality.
3. Service – USF graduate professional nurse anesthetists are specialists who perform a vital service for the Tampa Bay community. The nature of the work is critical and the highest standards are expected and met by faculty and students. In order to practice anesthesia independently, safely and prudently, a solid foundation in the basic sciences along with sound judgment in the clinical setting is required. The profession of nurse anesthesia is a life-long learning process. Students and graduates recognize their responsibility to the profession and their individual patients and pursue further knowledge and challenging clinical experiences. In this way, USF alumni continue to enrich and enhance the Nurse Anesthesia profession, and are of valuable service to the Tampa Bay community throughout their careers. In the Nurse Anesthesia program, service is also evidenced by participation of the nurse anesthesia faculty

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on various college committees and local and national organizations.

With the opportunity to establish a market-based tuition structure for the USF Nurse Anesthesia program, the College of Nursing (CON) will be in a position to support more fully the Board of Governors system goals established for 2012-2013:

Goal 1: Access to and production of degrees. The Nurse Anesthesia program, a 72 credit-hour Master of Science program, is an entry-to-practice program for baccalaureate nurses who want to become advanced practice nurses in anesthesia. The program annually admits 15-20 students in the fall and currently has 38 students enrolled (summer 2011), with 15 admitted to start in fall 2011. With market-rate tuition, enrollment will increase.

Goal 2: Meeting Statewide professional and workforce needs. There is a steady unmet demand for anesthesia providers throughout the state and the nation. According to the RAND health research in 2007, there was a nationwide need for 3,800 anesthesiologists and 1,282 CRNA's or 9.6% and 3.8%, respectively, of the total anesthesia provider workforce. Currently there is a 5.2% shortage of anesthesia providers in the southern region, including Florida (Daugherty, Fonseca, Kumar KB, and Michaud, 2010). The USF Nurse Anesthesia Program is an important provider of CRNAs to meet this demand and provide anesthesia services in rural areas and to under-served populations.

Goal 3: Building world-class academic programs and research capacity. USF is ranked 27th among "America's Top Research Universities," a ranking of 600 universities. The CON achieved its highest ranking as 28th among its peers in NIH funding. The proposed market-tuition NA program is designed to provide additional resources for realizing the College's world-class academic programs and research capacity.

Goal 4: Meeting community needs and fulfilling unique institutional responsibilities. The NA program has been an overwhelming success within the Tampa Bay community. This is evidenced by the growth in clinical sites interested in and willing to train our students. In 2006, the program was affiliated with three clinical sites: James A. Haley Veteran's Hospital, Bayfront Medical Center and Tampa General Hospital. Currently the program has 14 clinical site affiliations, all in the Tampa Bay region. Since the NA program inception, the CON has graduated 40 students with 100% national certification pass rate and 100% employment rate/placement into practice. Over 90% of the graduates are filling practice roles in the State of Florida.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation:

The proposed market tuition NA program will not increase any fiscal liability to the State of Florida.

Restrictions / Limitations

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Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

Pursuant to BOG Regulation 7.001, any annual increase in the approved market tuition rate shall be no more than 15% over the preceding year.

Accountability Measures

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

USF continuously reviews all of its academic programs with respect to student learning outcomes and other quality indicators. Annual assessment plans with expected learning outcomes are maintained for all degree programs and in-depth reviews are conducted at least once every seven years.

The success of this proposed program relies on the ability to deliver a superior learning experience to all students and insure their successful entry into practice. The following accountability measures have been established to monitor the success of the program:

- Student Quality, indicated by exams and employer and clinical evaluations - All graduates of the nurse anesthesia program have passed the National Certifying Exam (NCE) and are engaged in productive anesthesia practice. Students take a national Self Evaluation Exam while in the program and scores for this exam and the NCE are above the national average. Employer evaluations were solicited for all graduates of the nurse anesthesia program in fall 2010 with a response rate of 83%. Results of the employer evaluations of graduates were positive, indicating all graduates exhibit sound clinical judgment, have an understanding of hemodynamics, demonstrate technical proficiency in regional anesthesia, exhibited a broad knowledge base upon graduation of anesthesia principles, pharmacology, anatomy, physiology, and pathophysiology. Evaluations indicated graduates function in a manner to promote patient safety, preserve patients' rights, and exhibit professional behavior. Clinical site evaluations and a recent accreditation visit by the Council on Accreditation revealed a high level of satisfaction with student performance and professionalism. All of the above criteria will be used to ensure student quality in the NA market-based tuition program.
- Student Satisfaction, indicated by alumni evaluations – The College of Nursing (CON) uses the EBI alumni survey. Alumni evaluations are sent one to two years after graduation to each graduate. These evaluations are designed to identify areas of anesthesia knowledge and skill preparation that are either rated deficient or excellent in a graduate's education. Evaluative data gained from this input are used to examine the curriculum for possible changes. Evaluations of students and alumni reveal that >95% are satisfied with the education provided by the CON. The EBI alumni survey will be employed with graduates from the NA market-based tuition program.
- Faculty and Clinical Excellence, as indicated by licensure and clinical practice – All College of Nursing faculty members who are both Advance Registered Nurse Practitioners and supervisors of clinical students maintain a clinical practice to ensure competency in practice. The nurse anesthesia faculty bring a wide range of practice experience and expertise to the program with current clinical practice positions at the James A. Haley Veteran's Hospital, Bayfront Medical Center and in private practice. These faculty will deliver the NA market-

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based tuition program.

Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration.

The College of Nursing (CON) has been offering a complete curriculum without fail since the program began in Fall 2006. The course schedule and faculty assigned to these courses are determined well in advance of students being admitted into a cohort and the CON has always insured sufficient availability of courses for degree completion.

Economic Impact

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

As state revenues continue to decline, it becomes more and more important for the university to find alternative sources of funding, where appropriate, to cover the costs of unusual or high-impact degrees. The ability to charge market-based tuition for the Master of Science in Nurse Anesthesia offers such an opportunity while offering a degree option that is clearly a need in the State of Florida.

The cost of educating a nurse anesthetist far exceeds that incurred by a standard graduate program. For example, Nurse Anesthesia students require a quality, simulation learning environment which is extremely costly. The use of simulation allows learners to experience highly complex scenarios and tasks without placing the patient at risk. Through a full education simulation program, learners may become "seasoned" without having to risk patient safety. Anesthesia simulation is even more costly than normal high fidelity simulation, with the average human patient simulator for anesthesia costing \$250,000, compared to \$80,000 for others; maintaining just one such simulator costs \$50,000 per year in maintenance, supplies and technician costs.

Additionally, in order to retain quality faculty, salaries must be competitive with outside clinical practice salaries. The median compensation for full-time CRNAs in practice in 2008 was \$166,000. According to Merritt Hawkins & Associates (2009), the average salary for CRNAs in 2009 was \$189,000. The reported average annual salary for anesthesiologists in 2010 was \$331,000 (Hawkins & Associates, 2010). Currently the faculty of the USF Nurse Anesthesia program includes three CRNAs and two anesthesiologists. Salaries of Directors of Nurse Anesthesia programs average \$146,990, but are as high as \$247,000 (Merwin, Stern & Jordan, 2008; Jordan, 2010). Also, salaries of academic faculty for Nurse Anesthesia programs average \$133,473 (Merwin, Stern & Jordan, 2008). The ability for the College of Nursing at USF to recruit and maintain the best practitioners relies on its ability to offer a competitive salary and compensation package.

Additionally, the demand for advance practice specialties, including nurse anesthetists, is expected to see some of the strongest growth throughout the country as they are seen as a cost-effective alternative to physicians while maintaining the same high-quality standard of patient care. CRNAs practice in every setting in which anesthesia is delivered: traditional hospital surgical suites and

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obstetrical delivery rooms; critical access hospitals; ambulatory surgical centers; the offices of dentists, podiatrists, ophthalmologists, plastic surgeons, and pain management specialists; and U.S. military, Public Health Services, and Department of Veterans Affairs healthcare facilities. There are approximately 44,000 CRNAs nationally and 3,500 in Florida (AANA & FANA Website). The USF Nurse Anesthesia program is an important provider of CRNAs who deliver 80% of anesthesia services in rural areas and to under-served populations.

Estimated annual revenue for the market tuition NA program is \$864,000. A portion of the revenue will be used for the delivery of instruction (approximately \$637,161). Residual revenue would be used to enhance equipment in the nursing skills and simulation labs, enhance student learning opportunities and provide other means of direct support to the NA program (approximately \$226,839). In addition, the college would increase the number of students admitted into the program.

No outside vendors will be used, and funds for this activity will be budgeted through a designated USF continuing education auxiliary.

Other Information

See Attached Letter to Frank T. Brogan, Chancellor, State University System of Florida

CIP code: 51.1601

Currently the MSNA is not offered online and is not offered on a cost recovery basis through continuing education. There are no plans to convert this program to an online program. Enrollments reported in the USF Market Tuition Proposal Summary Spreadsheet are E&G enrollments.

If approved, the market tuition MSNA will provide an opportunity for USF to create student access to the program as it will generate funding to cover delivery cost as well as generate revenue for reinvestment in the ongoing development and delivery of the market tuition and E&G NA programs.

The market tuition program will be offered in addition to the E&G-funded program that is currently offered and does not supplant existing university offerings funded by State appropriations.

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University: University of South Florida
Program: Master of Public Administration

Date	
University Board of Trustees approval date:	September 2, 2011
Proposed Implementation Date (month/year):	August 2012

Market Tuition Rate Process

Explain the process used to determine market tuition.

Approval is being sought to set market tuition for delivery of a blended online/classroom Master of Public Administration (MPA) at \$1000/credit hour for both resident and non-resident students. Currently, the MPA is not an online program.

The tuition rate of \$1000/credit hour for the proposed program is in line with the costs of similar MPA programs. The following MPA programs, identified as similar but not identical to the proposed online program, were used to establish the rate for the USF MPA market tuition program.

University (Program)	Public/Private	Program Name	Tuition per Credit Hour	Credit Requirements
Florida State University (MPA)	Public	Public Administration	\$1003	42
University of Central Florida (MPA)	Public	Public Administration	\$1012	42
University of Pittsburgh (MPA)	Public	Public and Nonprofit Management	\$1231	48
University of Illinois at Chicago (MPA)	Public	Public Administration	\$1053	52
Strayer University (MPA)	Private	Public Administration	\$483	42
USF market tuition (MPA)	Public	Public Administration	\$1000	45

The Academic Year 2011-12 graduate tuition and fee rate for the existing MPA is \$399.76 (Florida resident) and \$821.19 (non-resident).

In subsequent years, tuition will be determined by market forces that could result in an increase or decrease in tuition, but any increases as per BOG requirement will not exceed 15% per year.

Mission Alignment

Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:

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The proposed market tuition MPA program is designed to establish a strong and sustainable economic base in support of USF's growth and mission, one of four goals outlined in USF's Strategic Plan 2007-2012.

Mission

As Florida's leading metropolitan research university, USF is dedicated to excellence in:

- *Student access and success in an engaged, and interdisciplinary, learner-centered environment,*
- *Research and scientific discovery, including the generation, dissemination, and translation of new knowledge across disciplines; to strengthen the economy; to promote civic culture and the arts; and to design and build sustainable, healthy communities, and*
- *Embracing innovation, and supporting scholarly and artistic engagement to build a community of learners together with significant and sustainable university-community partnerships and collaborations.*

For Students: Few universities offer an MPA or related programs that have both an executive and global focus. The USF Public Administration faculty, residing in the Department of Government and International Affairs in the College of Arts and Sciences, is comprised of a globally diverse faculty who are ready and capable of offering this type of initiative. Primarily online, the proposed program increases student access and success by creating opportunities for those who cannot attend the existing classroom-based program. This is consistent with the vision of the University to increase access to educational opportunities within the State of Florida.

For Research and Scholarship: The proposed market tuition MPA program has the potential to enhance the research productivity of USF's College of Arts and Sciences as well as the Department of Government and International Affairs. Guided by faculty, MPA students who are also local, state, federal, and international government employees will have the opportunity to collect data for research and case writing. Further, participating faculty members will also have opportunities to share their research with these agencies, thereby increasing the prospects of grant/contract funding. Additionally, the program has the potential to attract high-achieving graduate students to the new Ph.D. program in Government.

For the State of Florida and the Tampa Bay Community: The proposed market tuition MPA program will train members for public and nonprofit sectors in areas including Organizational and Human Resource Management, Public Policy, Information Management, and Budgeting and Financial Administration; empower them with the skills needed to compete for advanced positions and new jobs that are being created in public and nonprofit arenas; and expose them to new ideas that could lead to innovative approaches in Public Administration.

Similarly, the proposed market tuition MPA program is aligned with the Board of Governors system goals, established for 2012-2013:

Access and production of degrees: The proposed market tuition MPA program increases access for working professionals and others who are unable to attend the existing MPA program at USF due to distance and/or employment constraints. The proposed program will increase the production of

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degrees granted by USF.

Meeting statewide professional and workforce needs: The MPA program will train members of Florida's public and nonprofit workforce for new opportunities that are being created due to the rapidly changing landscape and challenges in both sectors. This will help Florida address critical economic and workforce needs.

Building world-class academic programs and research capacity: The Department of Government and International Affairs in USF's College of Arts and Sciences has offered courses in public and nonprofit administration for more than 35 years. During this period approximately 800 MPA degrees have been granted. Many graduates have risen to positions of prominence in Florida government, including Florida's Secretary of State Kurt Browning, MPA'94; Brian Corley, Supervisor of Elections for Pasco County, MPA'07; and State of Florida Representative John Legg, MPA '10. USF's MPA graduates serve in a number of leadership capacities in city/county management and nonprofit agencies in the Tampa Bay region, and beyond. The existing MPA is regarded as a high quality program, as evidenced by a diverse pool of academically gifted applicants enrolling in it from all over the region. The resources generated from this program would be used to enhance the research capacity of the Department of Government and International Affairs. Increased visibility of the MPA program and the USF brand would attract even higher quality graduate students to enroll in the doctoral program, leading to even higher-quality research output.

Meeting community needs and fulfilling unique institutional responsibilities: As a leading urban university committed to contributing to the economic development in the State of Florida, USF will continue to fulfill its institutional responsibilities by providing increased access to graduate education in Public Administration. This potentially leads to improved public and nonprofit management practices throughout the Tampa Bay region and beyond.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation:

University of South Florida's market tuition MPA program will not increase the State's fiscal liability or obligation.

Restrictions / Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

Pursuant to BOG Regulation 7.001, any annual increase in approved market-tuition rates shall be no more than 15% over the preceding year.

Accountability Measures

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

USF continuously reviews all of its academic programs with respect to student learning outcomes and other quality indicators. Annual assessment plans with expected learning outcomes are maintained for all degree programs and in-depth reviews are conducted at least once every seven years.

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The success of the market tuition MPA program will also be measured by student enrollment, student quality, and student satisfaction.

- **Student Enrollment:** Attracting a cohort of 20 or more students ensures the successful accomplishments of the objectives set for this market tuition program, which include increased access for students and generating residual revenue for reinvestment in the program.
- **Student Quality:** Student quality for the program will be determined by GRE scores, GPAs, previous work experience, and student performance throughout the program.
- **Student Satisfaction:** Student satisfaction will be measured by exit surveys and the percentage of students willing to recommend the MPA program to others.

Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration.

The proposed program will be cohort-based with a fixed set of courses that all students would be required to take. The schedule for the program will be finalized well in advance, with faculty resources committed. Historically, for the existing classroom-based MPA program, the availability of courses has not been an issue. The Department of Government and International Affairs and the Public Administration Program are committed to ensuring the timely delivery of all the courses for the program. Extraordinary demand would be met by hiring additional faculty using funds generated by the program.

Economic Impact

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

Estimated annual revenue for the market tuition MPA is \$1,350,000. A portion of the revenue will be used to support the delivery of the program (approximately \$556,485). Additionally, the launching of the MPA market tuition program would generate revenue to reinvest in USF's Department of Government and International Affairs in the College of Arts and Sciences, including the existing classroom-based MPA program, as well as the market tuition MPA program.

The market tuition MPA program will provide a set of skills to professionals who are critical to improving government as well as nonprofit impact and effectiveness in today's economic environment. Working professionals and individuals unable to take advantage of USF's existing classroom-based MPA program would have access to a program that would provide them with many sought-after skills.

Private vendors will not be utilized. The revenue from the MPA program will be budgeted to a specific continuing education auxiliary account within USF.

Other Information

CIP code: 44.0401

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Currently the MPA program is not offered online and is not offered on a cost recovery basis through continuing education. Enrollments reported in the USF Market Tuition Proposal Summary Spreadsheet are E&G enrollments.

With the approval of this program for market tuition, the program will initially be converted to a hybrid program with the intent to offer it fully online in the future. The proposed market tuition MPA program, offered partially online with off-campus weekend classes, increases access for working professionals and others throughout the State of Florida who are unable to participate in traditional courses that are scheduled to meet each week over the length of a semester.

The market tuition program will be offered in addition to the E&G-funded program that is currently offered and does not supplant existing university offerings funded by state appropriations.