



Item: VII. b.

Tuesday, April 21, 2015

SUBJECT: REQUEST FOR APPROVAL OF MARKET-RATE PROGRAMS

PROPOSED BOARD ACTION

Request approval of market-rate program proposals.

BACKGROUND INFORMATION

Under Florida Board of Governors Regulation 7.001, revised September 15, 2011, a university board of trustees may submit a proposal for market tuition rates for graduate-level courses offered online or through the university's continuing education unit when such courses constitute an approved degree program or college credit certificate program.

This year, the proposals selected for submission to the Board of Governors come from:

- a) MS in Information Technology Management (Business)
- b) MS in Bioengineering (Engineering)
- c) MS in Computer Science (Engineering)
- d) MS in Nursing-Family Nurse Practitioner (Nursing)

These proposals were approved unanimously by the Committee on Academic and Student Affairs on April 21, 2015; however, a trustee requested these items be removed from the consent agenda.

IMPLEMENTATION PLAN/DATE

Market-rate proposals will be submitted to the BOG in November 2015 pending full Board approval.

FISCAL IMPLICATIONS

It is anticipated that these market-rate programs will generate revenue upon implementation. Details on expected revenues are listed within each proposal under the "Economic Impact" Section.

**Supporting Documentation: 2015 Market-Rate Program Proposals
Florida Board of Governors Regulation 7.001**

Presented by:

Dr. Russell Ivy, Associate Provost for Programs and Assessment

Phone:

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**State University System
Market Tuition Proposals**

University: Florida Atlantic University

		Proposal 1	Proposal 2	Proposal 3	Proposal 4	Proposal 5
1	Degree Program	Master of Science in Information Technology Management			N/A	N/A
2	CIP Code	52.1201				
3	Has the program been approved pursuant to Regulation?	Yes				
4	Does the program lead to initial licensing or certification?	No				
5	Is the program identified as a state critical workforce need?	Yes				
6	Are the program's admission and graduation requirements the same as other programs?	Yes				
7	Current Tuition (Resident/Non-Resident)	\$12,204 / \$33,818				
8	Proposed Market Tuition Rate	\$29,700				
9	Different Market Tuition Rate for Resident vs. Non-Resident Student?	No				
10	5 Other Public/Private Rates for Similar Program:					
11	University name and rate: (Resident/Non-Resident)	University of Florida \$19022 - \$21,136 / \$45,113 - \$50,125				
12	University name and rate: (Resident/Non-Resident)	University of Miami \$53,700 / \$53,700				
13	University name and rate: (Resident/Non-Resident)	University of South Florida \$26,400 / \$26,400				
14	University name and rate: (Resident/Non-Resident)	Florida International University \$28,500 / \$28,500				
15	University name and rate: (Resident/Non-Resident)	Nova Southeastern University \$24,300 / \$24,300				
17	Length of Program (Student Credit Hours)	33				
18	Current E&G Student Enrollment (Headcount)					
19	Resident	28				
20	Non-Resident	0				
21	Total	28				
22	Similar Program at other SUS Institutions (if yes, provide university and program name)	See Above				

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

University: Florida Atlantic University

Proposed Market Tuition Program: Master of Science in Information Technology Management

Date	
University Board of Trustees approval date:	May 19, 2015
Proposed Implementation Date (month/year):	08/2016
Graduate online or Graduate Continuing Ed. Course:	Graduate Online and Graduate Continuing Education
CIP Code:	52.1201

Description of the Program and the Market Tuition Rate Process

Describe the program and explain the process used to determine market tuition.

The College of Business at Florida Atlantic University requests market rate pricing for a Master of Science in Information Technology Management (MSITM) program to be offered to working professionals. The Master of Science in Information Technology Management cohort program will be offered online and face-to-face to accommodate working professionals, and it will have a focus on Business Analytics, an increasingly important area of focus for IT professionals and others. The Master of Science in Information Technology Management (MSITM) program will be offered through the Department of Executive Education, a self-supporting auxiliary unit within the College of Business. The curriculum for the existing degree includes 24 credits (8 courses) from the College of Business and 9 credits (3 courses) offered by the College of Engineering; the plan for the market rate program is to follow the same general curriculum model.

Program	Credit Hours	Tuition (in state/out-of-state)
Master of Science in Information Technology Management	33	\$29,700 / \$29,700

Pricing for the market rate programs will be determined by market forces but, pursuant to BOG requirements, will not be increased by more than 15% per year.

The market tuition for the Master of Science in Information Technology Management (MSITM) cohort program was determined by benchmarking against other similar Masters programs in Florida and the United States, and by incorporating all associated costs of managing the program. FAU will offer the same market rate tuition for both In-State and Out-of-State students.

Current tuition for similar programs at other institutions:

University	Program	Tuition (in state/out-of-state)
University of Florida	MS ISOM (36/40 hrs.)	\$19022 - \$21136 / \$45113 - \$50125
University of Miami	MS Bus Analytics (36 hrs.)	\$33,000 / \$36,600
University of South Florida	MS/MIS (33 hrs.)	\$26,400 / \$26,400
Florida International University	MSIS (36 hrs.)	\$28,500 / \$33,000
Nova Southeastern University	MMIS (36 hrs.)	\$24,300 / \$24,300
Florida Institute of Technology	MSIT (33 hrs.)	\$25,641 / \$25,641

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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 Mission Statement of Florida Atlantic University states that Florida Atlantic University is a multi-campus, public research university that pursues excellence in its missions of research, scholarship, creative activity, teaching, and active engagement with its communities.

The Master of Science in Information Technology Management (MSITM) aligns with the University’s mission of pursuing excellence in teaching and actively engaging with the community. Business analytics is recognized as part of a key platform in FAU’s new strategic plan, so that this program is aligned with the University’s strategic direction. The market rate tuition also contributes to the University’s strategic goal of enriching the educational experience by strengthening and expanding graduate programs at FAU, as well as meeting professional and workforce needs.

The increasing importance of information technology, information security and business analytics is relevant to many, if not all industry sectors, including healthcare, hospitality, marketing, finance, and supply chain management. Industry trends show strong demand for highly skilled individuals able to manage a wide range of information systems and processes, as well as analyze, interpret, and make sound business decisions based on this data. Information technology is also a significant driver of success for the region’s economic development. Moreover, the Florida Strategic Plan for Economic Development (2013) targets strengthening the “Collaboration and Alignment Among State, Regional, and Local Entities Toward the State’s Economic Vision” (p.20) and “Connect[ing] Resources Across Regions to Build Florida as a Globally Competitive Mega region” (p.24). Both of these goals cannot be accomplished without information technologies that align and interconnect information systems and resources including “Big Data”. Analysis of “Big Data” is an increasingly important resource for business executives and leaders of all types of organizations to make sound, informed decisions.

In addition, market rate tuition will allow the Florida Atlantic University’s College of Business to generate revenue that will contribute to other strategic goals of the University, including but not limited to enhancing faculty research and scholarly activity and fostering a state-of-the-art information technology environment.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state’s fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:

The new market rate policy for the Master of Science in Information Technology Management program will not increase the state’s fiscal liability or obligation nor supplant the College of Business’ existing E&G funded degree program in the same discipline.

Restrictions / Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:
There will not be any proposed restrictions, limitations, or conditions placed on the policy.

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Accountability Measures

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

- Number of cohorts initiated: The cohort structure reinforces timely graduation rates. In the cohort arrangement, student groups will simultaneously enroll in the same courses throughout the duration of the program. This arrangement differs from the alternative flexible structure in which students select the course/s and order in which they take the course(s) in any given semester. Since the latter staggered approach is less efficient for the College, and less effective for student success, each market rate program will be structured as a cohort program. The number of cohorts run for each program during each calendar year will be reported.
- Number of students enrolled: The number of students enrolled in each cohort will vary. Enrollment is a function of market tuition and economic conditions in the state, as well as a prospective student's self-assessment of their time and availability to commit to a program. An appropriate range of students in each cohort is important to sustain a high level of student interaction and ensure sufficient contributions from each student.
- Student satisfaction: An overall satisfaction score will be reported for each program. The score will measure a composite of items including program content, pedagogical effectiveness of the professor, and administrative services provided to the student.

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. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

The market rate Master of Science in Information Technology Management (MSITM) program will be managed in a cohort format, which will ensure that a sufficient number of courses are prescheduled and available to meet student demand and facilitate completion of each program. The schedules of the programs are pre-set and the Department of Executive Education will work with College of Business Department Chairs, as well as those in Engineering, to ensure sufficient faculty staffing for all programs. The Deans of Business and Engineering will work together to ensure cooperation across Colleges for this program. Historically, degree programs offered to working professionals by FAU's Department of Executive Education [under Continuing Education BOG Regulation 8.002] have always provided a sufficient number of courses to meet student demand.

FAU's College of Business currently offers a flexible E&G funded Master of Science in Information Technology Management program in cooperation with the College of Engineering. Enrollment in this program has varied over the last several years from around 15 to 28 students. This program will not be eliminated nor scaled back if the market rate Master of Science in Information Technology

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Management (MSITM) program is implemented, although enrollment variation will still likely occur due to student preferences and external market demands.

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.

The proposal will enable the University to provide students greater access to programs, increase the number of graduates, and improve visibility through increased advertising.

It is expected that the market rate The Master of Science in Information Technology Management (MSITM) program will generate \$432,000.00 in FY 2016-2017.

Revenues will be spent to cover direct and indirect instructional costs, program administration, student support services, career services, advertising, renovation of classrooms and facilities, technology upgrades for program delivery, professional development for faculty and staff, and to support College and University initiatives.

Private vendors will not be utilized for direct delivery and administration of the program; however private, approved university vendors such as food caterers, textbook publishers, media outlets for advertising, technology and material providers will be used to support the program.

Funds will be budgeted through the Executive Education auxiliary department within the College of Business.

Other Information

Provide any additional information if necessary, and complete the attached supplemental form. Indicate additional degrees that may be produced by going to market tuition and how the university will assist the students with employment or career advancement.

It is expected that the market rate Master of Science in Information Technology Management (MSITM) program will generate an additional 25 degrees per year.

Current efforts to assist current students and alumni:

- FAU's Career Development Center offers a variety of services for market rate graduate students to assist in ones navigation of career decision and job search strategies.

The services provided for Graduate Students include:

- Career Advising
- Career Counseling
- Career Update Newsletter
- Co-op Experience
- CV/Resume Writing

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- Events & Activities
 - Internships
 - Job Search Tools
 - Mock Interview Program
 - On-Campus Interview Program (OCI)
 - Professional Mentor Program
 - Workshops
-
- FAU's College of Business is working closely with CareerSource Broward County and Palm Beach County. These organizations are full-service career centers, staffed with career coaches and counselors who are dedicated to serving first time, experienced and professional job seekers.

 - The College of Business provides internal job distribution to current market rate students and alumni. To improve these efforts, the College is currently implementing dedicated professional LinkedIn groups for market rate programs students. These LinkedIn groups will be actively managed to allow students, alumni and employers to connect and network in a controlled professional environment.

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Market Tuition Proposals**

University: Florida Atlantic University

		Proposal 1	Proposal 2	Proposal 3	Proposal 4	Proposal 5
1	Degree Program	Master of Science Degree in Computer Science	Master of Science Degree in Bioengineering		N/A	N/A
2	CIP Code	11.0101	14.0501			
3	Has the program been approved pursuant to Regulation?	Yes	Yes			
4	Does the program lead to initial licensing or certification?	No	No			
5	Is the program identified as a state critical workforce need?	Yes	Yes			
6	Are the program's admission and graduation requirements the same as other programs?	Yes	Yes			
7	Current Tuition (Resident/Non-Resident)	\$12,204 / \$33,818	\$12,204 / \$33,818			
8	Proposed Market Tuition Rate	\$30,000	\$30,000			
9	Different Market Tuition Rate for Resident vs. Non-Resident Student?	No	No			
10	5 Other Public/Private Rates for Similar Program:					
11	University name and rate: (Resident/Non-Resident)	Florida International University \$17,800 / \$30,900	Average tuition for the degree program \$10,395 / \$23,294			
12	University name and rate: (Resident/Non-Resident)	Florida State University \$16,800 / \$38,900				
13	University name and rate: (Resident/Non-Resident)	University of Central Florida \$8,850 / \$32,200				
14	University name and rate: (Resident/Non-Resident)	University of Florida \$15,850 / \$37,600				
15	University name and rate: (Resident/Non-Resident)	University of South Florida \$13,000 / \$26,400				
17	Length of Program (Student Credit Hours)	33	33			
18	Current E&G Student Enrollment (Headcount)					
19	Resident	49	19			
20	Non-Resident	16	5			
21	Total	65	24			
22	Similar Program at other SUS Institutions (if yes, provide university and program name)	See Above				

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University: Florida Atlantic University

Proposed Market Tuition Program: Master of Science Degree in Bioengineering

Date	
University Board of Trustees approval date:	May 19, 2015
Proposed Implementation Date (month/year):	08/2016
Graduate online or Graduate Continuing Ed. Course:	Graduate Online and Graduate Continuing Education
CIP Code:	14.0501

Description of the Program and the Market Tuition Rate Process

Describe the program and explain the process used to determine market tuition.

The College of Engineering and Computer Science at Florida Atlantic University is planning to offer a market rate Master of Science in Bioengineering (MSBE) weekends program with focus on Biotechnology. The MSBE program will be offered in a combination of on-line and face-to-face over the weekends, to accommodate working professionals in the vicinity of FAU and at a distance. The MSBE program will be offered through the College of Engineering and Computer Science.

Program	Credit Hours	Tuition (in state/out-of-state)
Master of Science in Bioengineering	33 Credits	\$30,000 / \$30,000

Pricing for the market rate programs will be determined by market forces but, pursuant to BOG requirements, will not be increased by more than 15% per year.

The market tuition for the MSBE cohort program was determined by benchmarking against both other MSBE programs throughout Florida, and incorporating all associated costs of managing the programs. FAU will offer the market rate MSBE program at the same tuition for In-State and Out-of-State students.

Current "average" tuition information for similar programs at other Florida institutions include:

University	Program	Tuition (in state/out-of-state)
Average in state tuition	Master of Science in Bioengineering	\$10,395
Average out of state tuition	Master of Science in Bioengineering	\$23,294

The average value is based on the program offered in eight schools in Florida (Source: Educating Engineers.com).

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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 Mission Statement of Florida Atlantic University is as follows: Florida Atlantic University is a multi-campus public research university that pursues excellence in its missions of research, scholarship, creative activity, teaching, and active engagement with its communities.

The MSBE program aligns well with the mission of the University to pursue excellence in teaching and engagement with the business community. The program is also aligned with the strategic plan of the university to grow research activities in bio-related fields. The market rate tuition contributes to the strategic goal of enriching the educational experience by strengthening and expanding graduate programs. Weekend instruction and overall accelerated pace of the program will increase access to prospective students who due to work hours constraints may have difficulties enrolling to a regular graduate program.

The state of Florida is currently the hub of biotechnology in the US. The state has dedicated a great deal of effort to become the biotechnology leader in the nation. Top biotechnology research institutions have been attracted to the state of Florida; for instance, world renowned biotechnology research center, Scripps, is now closely affiliated with Florida Atlantic University. Other top notch research institutes which are closely affiliated with FAU include Max Planck Florida, Torrey Pines and VGTI. These close relationships between universities and biotechnology researchers have led to many scientific breakthroughs.

BioFlorida, one of the leading biotechnology organizations has membership of over 80,000 employees in 3000 companies worldwide. This suggests that job opportunities in this field are very attractive. However, the options to earn a degree in biotechnology are limited in the state and across the nation (around 10 schools).

In a recent study by University of Florida, the Biotech industry is growing at a rate of 21% which is a faster growth rate than many competing industries. The need for experts in biotechnology therefore demands specialized training at the graduate level.

Based on our current bioengineering interest in the college, it is expected that about 5 to 15 students would enroll into the program in the first year; the department's goal is to reach an enrollment number of about 30 for this program by the Fall of 2017. Based on current rates of instructor per-course pay (as done in other recent similar programs), and the expected overhead, advertisement and logistic support costs, the breakeven enrollment for the market-rate MSBE program is estimated to be 5-8 (depending on the instructor's rate of pay that will ultimately be approved and adopted).

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Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:

The new market rate policy for the MSBE program will not increase the state's fiscal liability or obligation. The MSBE market rate weekend cohort program will not supplant an existing E&G funded degree program in the same discipline.

Restrictions / Limitations

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

There will not be any proposed restrictions, limitations, or conditions placed on the policy.

Accountability Measures

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

- Number of cohorts initiated. The cohort structure reinforces timely graduation rates. In the cohort arrangement the same group of students takes the same courses throughout the duration of their time in the program. This arrangement is different from an alternative flexible structure, in which students self-select the course/s they take in any given semester. Since the latter staggered approach is less efficient for the College, and less effective for student success, each market rate program will be a cohort program. The number of cohorts run for each program during each calendar year will be reported.
- Number of students enrolled. The number of students enrolled in each cohort will vary, but it will have to be no smaller than the breakeven enrollment limit calculated for the program. Enrollment is a function of market tuition and economic conditions in the state, as well as a prospective student's self-assessment of their time and availability to commit to a program. An appropriate range of students in each cohort is important to sustain a high level of student interaction and ensure sufficient contributions from each student.
- Student satisfaction. An overall satisfaction score will be reported for each program. The score will be a composite of items intended to measure student assessment of the program content, pedagogical effectiveness of the professor, and administrative services provided to the student.

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- Number of students from the cohort continuing towards a PhD degree in the field.

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. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

The market rate MSBE program will be managed in an accelerated cohort format, which will ensure that sufficient courses are available to meet student demand and facilitate completion of each program. The College of Engineering and Computer Science regular non-cohort/non-weekend MSBE program will not be impacted and will continue to run side by side with the new cohort-weekend program. Students in the regular MSBE program may enroll to any of the market-rate MSBE courses, if willing to pay the higher tuition rate and accommodate the accelerated weekend courses pace.

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.

The proposal will enable the university to provide students greater access to programs, increase number of degreed graduates, and improve visibility through increased advertising. It is expected that the market rate MSBE will generate revenue between \$150K to \$450K during FY 2015-2016, based on matriculation of 5 to 15 students in the program.

Revenues will be spent to cover direct and indirect instructional costs, Teaching Assistant support, program administration, student support services, advertising, renovation of classrooms and facilities, technology upgrades for program delivery, professional development for faculty and staff, and to support college and university initiatives. Private vendors will not be utilized for direct delivery and administration of the program, however private approved university vendors such as; food caterers, textbook publishers, media outlets for advertising, technology and material providers will be used to support the program.

Other Information

Provide any additional information if necessary, and complete the attached supplemental form. Indicate additional degrees that may be produced by going to market tuition and how the university will assist the students with employment or career advancement.

The proposed weekend MSBE program features 11 three-credit courses of three types: Live weekend courses (for courses that have significant lab work contents), courses which are a mix of live weekend instruction and online instruction (for courses in which in-class discussions play an important role) and fully online courses.

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Students are expected to graduate within four semesters (a period consisting of three regular semesters and one summer semester).

The proposed Market rate MSBE program courses (all based on existing courses in the regular MSBE program) are:

1. Genetics for Bioengineers
2. Robotics and Automation for Biotechnology with Lab
3. Biotechnology Lab.
4. Bioengineering Lab
5. Introduction to Microfluidics and BioMEMS.
6. Biomaterials.
7. Introduction to Nano-Biotechnology.
8. Introduction to Bioengineering
9. Tissue and Stem Cell Engineering.
10. Biotchnology Business Development
11. Bioengineering Elective (from a menu)

FAU's College of Engineering and Computer Science works very closely with local industries through University Career Development Center in helping students' placement as they approach completion of their degrees. The College also provides internal distribution of job opportunities to current market rate students and uses social media to connect students with employers.

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University: Florida Atlantic University

Proposed Market Tuition Program: Master of Science Degree in Computer Science

Date	
University Board of Trustees approval date:	May 19, 2015
Proposed Implementation Date (month/year):	08/2016
Graduate online or Graduate Continuing Ed. Course:	Graduate Online and Graduate Continuing Education
CIP Code:	11.0101

Description of the Program and the Market Tuition Rate Process

Describe the program and explain the process used to determine market tuition.

The College of Engineering and Computer Science at Florida Atlantic University requests market rate pricing for the Master of Science in Computer Science (MSCS). The MSCS cohort program will be offered online and face-to-face to accommodate the working professionals. The MSCS program will be offered through the College of Engineering and Computer Science.

Program	Credit Hours	Tuition (in state/out-of state)
Master of Science in Computer Science	33 Credits	\$30,000 / \$30,000

Pricing for the market rate programs will be determined by market forces but, pursuant to BOG requirement, will not be increased by more than 15% per year.

The market tuition for the MSCS cohort program was determined by benchmarking against both other MSCS programs throughout Florida and the United States, and incorporating all associated costs of managing the programs. FAU will offer the market rate MSCS program at the same tuition for In-State and Out-of-State students.

Current tuition for traditionally delivered MSCS programs at other state universities in Florida, computed from tuition per credit, are given below.

University	Program	Tuition (in state/out-of state)
Florida International University	MSc in Computer Science(30 credits)	\$17,800 / \$30,900
Florida State University	MSc in Computer Science(35 credits)	\$16,800 / \$38,900
University of Central Florida	MSc in Computer Science(30 credits)	\$8,850 / \$32,200
University of Florida	MSc in Computer Science(30 credits)	\$15,850 / \$ 37,600
University of South Florida	MSc in Computer Science(30 credits)	\$13,000 / \$26,400

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(Mean, Standard deviation)		(14,80;3,573)/(34,700;4,229)
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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 MSCS program aligns well with the Mission Statement of Florida Atlantic University as “a multi-campus public research university that pursues excellence in its missions of research, scholarship, creative activity, teaching, and active engagement with its communities” as we pursue excellence in teaching and engagement with the technology community. The program is also aligned with the strategic plan of the University to grow research activities in engineering and computer science. The market rate tuition contributes to the strategic goal of enriching the educational experience by strengthening and expanding graduate programs.

Florida ranks # 3 among states for high-tech establishments and is #1 state for innovation. A rich network of 25, 800 info-tech companies employ 270,900 workers, many of them doing computer science related work. In the 1980s Palm Beach and Broward counties were home to international technology companies such as IBM and Motorola. After the recession, these companies have mostly relocated leaving many of their tech workers looking for employment locally. Motorola, now downsized to a few hundred, employed 2500 people as late as 2008 in its Plantation branch. Other international technology companies such as BlackBerry, Foxconn and General Dynamics C4, opened offices in Sunrise around 2008. They also have been going through major business changes in recent years that have displaced workers. The good news is, the lost jobs are being replaced by homegrown companies, as well as new companies relocating to the area, according to David Coddington, vice president of business development for Greater Fort Lauderdale Alliance. Recruiters say laid-off technology workers whose skills are very specialized need retraining. The proposed hybrid online program with face-to-face components will serve toward the repurposing of the technological potential in the local community. Hence the proposed MSCS will not only align with the mission and strategic plan of FAU but the state of Florida’s goal to reduce unemployment.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state’s fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:

The new market rate policy for the MSCS program will not increase the state’s fiscal liability or obligation. The flexible on campus format was eliminated several years ago due to limited demand and to make better use of scarce faculty resources. The MSCS market rate cohort program will not supplant an existing E&G funded degree program in the same discipline.

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Restrictions / Limitations

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

There will not be any proposed restrictions, limitations, or conditions placed on the policy.

Accountability Measures

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

- Number of cohorts initiated. The cohort structure reinforces timely graduation rates. In the cohort arrangement the same group of students takes the same courses throughout the duration of their time in the program. This arrangement is different from an alternative flexible structure, in which students self-select the course/s they take in any given semester. Since the latter staggered approach is less efficient for the College, and less effective for student success, each market rate program will be a cohort program. The number of cohorts run for each program during each calendar year will be reported.
- Number of students enrolled. The number of students enrolled in each cohort will vary. Enrollment is a function of market tuition and economic conditions in the state, as well as a prospective student's self-assessment of their time and availability to commit to a program. An appropriate range of students in each cohort is important to sustain a high level of student interaction and ensure sufficient contributions from each student.
- Student satisfaction. An overall satisfaction score will be reported for each program. The score will be a composite of items intended to measure student assessment of the program content, pedagogical effectiveness of the professor, and administrative services provided to the student.
- Number of students from the cohort continuing towards a PhD degree in the field.

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. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

The market rate MSCS program will be managed in a cohort format, which will ensure that sufficient courses are available to meet student demand and facilitate completion of each program. The College of Engineering and Computer Science regular non-cohort/non-weekend MSCS program will not be impacted and will continue to run side by side with the new cohort-weekend program. Students in the

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regular MSCS program may enroll to any of the market-rate MSCS courses, if willing to pay the higher tuition rate and accommodate the accelerated weekend courses pace.

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.

The proposal will enable the university to provide students greater access to programs, increase number of degreed graduates, and improve visibility through increased advertising.

A rough estimate of expenditure includes \$110K as stipend to instructors (11 courses @ \$10K per course) and \$100K initial marketing and administrative costs, and \$25K for food and supplies for 22 face-to-face meetings. The total estimated expenditure of \$235K is hence the breakeven income of the program which would require a minimum of 8 students paying \$30K each.

Revenues will be spent to cover direct and indirect instructional costs, Teaching Assistant support, program administration, student support services, advertising, renovation of classrooms and facilities, technology upgrades for program delivery, professional development for faculty and staff, and to support college and university initiatives.

Private vendors will not be utilized for direct delivery and administration of the program, however private approved university vendors such as; food caterers, textbook publishers, media outlets for advertising, technology and material providers will be used to support the program.

Funds will be budgeted through the Executive Education auxiliary department at the College of Business.

Other Information

Provide any additional information if necessary, and complete the attached supplemental form. Indicate additional degrees that may be produced by going to market tuition and how the university will assist the students with employment or career advancement.

The proposed accelerated weekend MSCS program features 11 three-credit courses delivered using a flipped class room format: an online program with contact hours for consultation. We post professional quality lecture videos, course notes, exercises and assignments on the web based learning management system Blackboard. All posted material constitutes a complete online course which can be studied in the convenience of the student's home. We also provide two Saturdays of face-to-face, homeroom style meetings with the course instructors and teaching assistants. During these meetings students will have a chance to interact with faculty in a study hall setting. They will be able to ask questions about lectures and exercises, work on their assignments, have lunch and tea with the professors. Each course is 4 weeks long. The face-to-face meetings will be held for four hours on Saturdays at the end of weeks one and three. Breakfast and refreshments will be served.

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Each 3-credit course will be taught in 4 weeks with one week break between courses allowing for the 33-credit program to be completed in 54 weeks. The students will choose 11 courses from a list of courses offered.

FAU's College of Engineering and Computer Science works very closely with local industries through University Career Development Center in helping students' placement as they approach completion of their degrees. The College also provides internal distribution of job opportunities to current market rate students and uses social media to connect students with employers.

University: Florida Atlantic University

1	Degree Program
2	CIP Code
3	Has the program been approved pursuant to Regulation?
4	Does the program lead to initial licensing or certification?
5	Is the program identified as a state critical workforce need?
6	Are the program's admission and graduation requirements the same as other programs?
7	Current Tuition (Resident/Non-Resident)
8	Proposed Market Tuition Rate
9	Different Market Tuition Rate for Resident vs. Non-Resident Student?
10	5 Other Public/Private Rates for Similar Program:
11	University name and rate: (Resident/Non-Resident)
12	University name and rate: (Resident/Non-Resident)
13	University name and rate: (Resident/Non-Resident)
14	University name and rate: (Resident/Non-Resident)
15	University name and rate: (Resident/Non-Resident)
17	Length of Program (Student Credit Hours)
18	Current E&G Student Enrollment (Headcount)
19	Resident
20	Non-Resident
21	Total
22	Similar Program at other SUS Institutions (if yes, provide university and program name)

**State University System
Market Tuition Proposals**

Proposal 1	Proposal 2
Master of Science - Family Nurse Practitioner	
51.3805	
Yes	
Yes	
Yes	
Yes	
\$18,121 / \$50,216	
\$39,200.00	
No	
Barry University \$48,510/\$48,510	
University of Miami \$43,170/\$43,170	
University of Central Florida \$13,255 / \$49,372	
Florida International University \$25,779 / \$43,200	
Nova Southeastern University \$39,480/\$39,480	
49	
193	
0	
193	
See Above	

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University: Florida Atlantic University (FAU)

Proposed Market Tuition Program: Master of Science in Nursing – Family Nurse Practitioner

Date	
University Board of Trustees approval date:	May 19, 2015
Proposed Implementation Date (month/year):	08/2016
Graduate online or Graduate Continuing Ed. Course:	Graduate Online and Graduate Continuing Education
CIP Code:	51.3805

Description of the Program and the Market Tuition Rate Process

Describe the program and explain the process used to determine market tuition.

The proposed program utilizes an alternative delivery model for FAU’s existing Master of Science in Nursing Family Nurse Practitioner (MSN-FNP) concentration. In the existing program some core courses are accessible online; however, all concentration courses are delivered in weekly face-to-face classes. Practicum experiences with preceptors occur in primary care sites throughout FAU’s geographic area.

The proposed program will be a hybrid model. The program will be offered online and in-class. All core courses will be accessible in an online or hybrid format. Concentration courses may be delivered in an intensive onsite format every 3rd weekend supplemented by E-learning assignments. Innovative practicums may include intensive primary care experiences with local, national and global populations. While the current program is part-time only, the proposed program will be full-time, completed in two calendar years. The current program enrolls local students only; the proposed program will be accessible for distance learning.

The FAU College of Nursing (FAU-CON) requests a market rate of \$39,200 for the MSN-FNP, amounting to \$800/credit hour for both resident and non-resident students. Table 1 displays 15 MSN-FNP programs that are offered within Florida or accessible online to Florida residents. Currently, FAU-CON offers one of the lower tuition rates for Florida resident students seeking the MSN-FNP. Program tuition and fees for the Florida-based FNP programs cited in the table average \$31,146, and at competitor distance-accessible institutions average \$51,712. Overall tuition ranges from \$13,255 (in-state public) to \$88,088 (private). The rate of \$39,200, while higher than the in-state tuition for public universities, is lower than the private university programs in Florida, and significantly lower than the average of the distance-accessible institutions.

Table 1. Comparison of Cost of Local and Distance-Accessible MSN-FNP Programs

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University	Credit Hours	Tuition/SCH In and Out of State	Academic Fees (Lab, E-Learning)	Total In and Out of State
U Ala. -Birmingham	44	\$691/\$1333	\$4900	\$35,305/\$63,552
Barry University	49	\$990	-----	\$48,510
Chamberlain U	45	\$650	-----	\$29,250
Drexel U	56	\$862	-----	\$48,272
Duquesne U	46	\$1077	-----	\$49,542
Emory University	49	-----	\$3644	\$88,088
Florida International U	48	\$537.08/\$900	-----	\$25,779/\$43,200
Frontier Nursing	61	\$520		\$31,720
Georgetown U Online	44	-----	\$2900	\$37,452
Northern Arizona U	48	\$739/\$1406	-----	\$35,472/\$67,488
Nova Southeastern U	52	\$650	\$2840/yr.	\$39,480
U of Central Florida	46	\$288.16/\$1073.31	-----	\$13,255/\$49,372
University of Miami	37	-----	\$3170	\$43,170
Vanderbilt University	39	\$1195	-----	\$46,605
FAU (current)	49	\$369.82/\$1024.81	\$1800	\$18,121/\$50,216
FAU (proposed)	49	\$800	-----	\$39,200

Mission Alignment

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

Florida Atlantic University (FAU) is a multi-campus public research university that pursues excellence in its missions of research, scholarship, creative activity and active engagement with its communities.

The proposed MSN-FNP program aligns well with the mission and strategic goals of the University to pursue excellence in teaching and engagement with the community. The market rate tuition program is consistent with the strategic goals of *strengthening and expanding the CON graduate program* enrollment. This expansion is accomplished through increasing accessibility to the MSN-FNP program for working nurses who are unable to attend weekly face-to-face classes. A greater number of graduate degrees will be awarded. The graduate program will be strengthened through innovative learning experiences that will provide more contextualized, engaged learning. Because the program is designed to be accessible from a distance, it will expand the reach of the program to students beyond the current FAU geographic area. Students in the program will be *involved in research, scholarship and creative activity* as part of their program of study. Community partnerships are essential in providing the requisite clinical learning experiences for the students. The proposed program will have *enriched cultural educational experiences* for students through immersions

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with diverse cultural groups, and the College will *increase the number of community partnerships* with health-related organizations.

Similarly, the proposed market rate MSN-FNP program aligns with the strategic priorities of the Florida SUS Board of Governors. The program will *increase graduate degree productivity in a strategic emphasis area (STEM/Health) and will increase community and business engagement (SUS-BOG, 2025 System Strategic Plan)* as we form new practice partnerships.

The proposed MSN-FNP program will meet critical workforce needs for the State of Florida and beyond. Demand for primary care services is projected to increase through 2020, largely because of aging and population growth, and, to a much lesser extent, from expanded insurance coverage as the Affordable Care Act is fully implemented. Approximately 58 million Americans live in primary care Health Professions Shortage Areas (HPSA). Over 23% of Floridians live in HPSAs. (<http://kff.org/medicaid/issue-brief/tapping-nurse-practitioners-to-meet-rising-demand-for-primary-care/>). While the supply of primary care physicians is projected to increase by 2020, the total demand will increase even more, leaving a projected shortage of 20,400 primary care physicians. If primary care nurse practitioners are fully integrated into the healthcare system in patient-centered medical homes and team-based care, this projected physician shortage can be alleviated. Increasing the number of FNP graduates will address this projected shortage. (<http://bhpr.hrsa.gov/healthworkforce/supplydemand/usworkforce/primarycare/>).

The number of advanced practice nurses (includes FNP as a subset) has increased in the state of Florida, with an estimated 14,706 employed in 2012-13. (Florida Center for Nursing) Forty-four percent of these were 51 years of age or older and will be retiring in 10-15 years. Florida has more citizens enrolled in the Patient Protection and Affordable Care Act registries than any other state in the U.S., and it is the state with the highest number of older adults. These data, along with the anticipated retirement of current nurse practitioners, set the stage for a compelling need to increase the number of nurse practitioners in the Florida workforce.

In addition, market rate tuition will allow the College to generate revenue that will contribute to other strategic goals of the University related to enhancing faculty research and scholarly activity and creating a state-of-the-art technology environment for laboratory/clinical learning.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:

The new market rate tuition policy for the Master of Science in Nursing (MSN)-Family Nurse Practitioner concentration will not increase the state's fiscal liability or obligation. The MSN

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Family Nurse Practitioner concentration market rate cohort program will not supplant an existing E&G funded degree program in the same discipline.

Restrictions / Limitations

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

There will be no proposed restrictions, limitations, or conditions placed on this policy. Pursuant to the BOG Regulation 7.001, any annual increase in the approved market tuition rate will 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 FAU-CON has a Master Plan for Program Evaluation through which we systematically assess indicators of quality required by our accrediting body, the Commission for Collegiate Nursing Education (CCNE). A variety of data are already systematically collected for the purposes on ongoing program assessment and quality improvement. The proposed program will be folded into the current evaluation plan.

Metric and Benchmark 1: Graduation Rates: 80% of all students admitted to the proposed MSN-FNP will complete their degree in 2 years. We annually review graduation rates for all programs. Overall, the MSN degree program has an average 3 year graduation rate of 76% and the FNP concentration has had a 93% 3-year graduation rate. With this program's full-time, cohort model, a greater percentage of students are expected to graduate in two years.

Metric and Benchmark 2: Certification Pass Rates: 85% of graduates of the MSN-FNP will pass national certification exams on the first attempt. Students currently sit for either the ANCC (American Nurses Credentialing Center) or the AANP (American Association of Nurse Practitioners) national FNP certification exams. These agencies send the data on certification pass rates directly to the College. The pass rates averaged 94% exceeding the benchmark. In the proposed program, the curriculum, faculty qualifications and quality of clinical sites will be comparable. Student service will increase; therefore, we expect this benchmark to be met or exceeded.

Metric and Benchmark 3: Employment rates: 60% of all MSN-FNP graduates will be employed as FNPs within one year of program completion. The FAU-CON surveys graduates through the AACN/EBI Exit Assessment, and we will continue to survey the graduates of the proposed program as they exit from the program and at one and five years post-graduation to ascertain their employment as FNPs. We will add additional survey items that will allow us to gather more data about job title, location of their work, whether it is located in a Health Professions Shortage Area, and characteristics about the type of population they serve and

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salary. Currently, the average employment rate of all MSN graduates was 84% over a four year period; however, the survey not sensitive enough to discern employment as an FNP.

Metric and Benchmark 4: Program Satisfaction: At program completion the average rating for all survey items for program satisfaction will be at 5.0 (Above Moderate) or higher on a 7-point scale. Graduating students are surveyed using the AACN/EBI Exit Assessment. In addition, all students will complete the Student Perception of Teaching (SPOT) ratings at the end of each course. Finally, focus groups with each cohort will be held after each semester of study. In the past the satisfaction benchmark for exiting MSN students was met for all items. SPOT scores have been consistently averaging in the Excellent to Very Good range for MSN courses. With increased student service we anticipate an even higher satisfaction rate for students.

Metric and Benchmark 5: Alumni Satisfaction: At one and three years post-graduation alumni of the MSN-FNP program will rate their satisfaction on all items at 5.0 (Above Moderate) or higher on a 7-point scale. Alumni are surveyed using the AACN/EBI Alumni Assessment Surveys at one and three years post-graduation. Recent data across three years showed that all items were ranked at 5.0 or above.

Metric and Benchmark 6: Employer satisfaction: The average employer rating of graduates of the MSN-FNP program will be 5.0 (Above Moderate) or higher on all items. Employers will be surveyed through the AACN/EBI Employer Satisfaction survey. Alumni provide the names of their employers and the College sends the surveys to them. In addition, the CON gathers aggregate data on employer perceptions of graduates during quarterly meetings with chief nursing officers in the geographic area or their representatives. The average employer satisfaction for MSN graduates for the past survey years was a perfect score. Employers rated MSN graduates at or above 5.0 for all items and almost all were rated above 6.0 for meeting expected outcomes of performance.

Metric and Benchmark 7: Achievement of program outcomes: Students and graduates will assess their competence on all program outcomes to be at least 5.0 (Above Moderate) or higher on all items. Self-assessment of performance on program outcomes occurs at program completion, and one and three years after graduation through the AACN-EBI surveys. In the past these surveys were used to identify areas for improvement of quality in the FNP program such as increasing content in genetics, suturing and X-Ray interpretation.

Metric and Benchmark 8: Faculty outcomes: Aggregate faculty outcomes in the proposed program will be consistent with faculty outcomes of all graduate faculty in the CON teaching in the FNP program: 100% doctorally-prepared; 100% certification for all FNPs teaching in concentration courses; SPOT (Student Perception of Teaching) scores at FAU average or above. Annual evaluations are completed on all faculty. Only doctorally-prepared, nationally certified FNPs will teach the concentration courses in the proposed program.

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Faculty teaching in the core courses will be doctorally-prepared, credentialed by the University, and well-qualified to teach in their assigned courses.

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. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

The CON has been offering the complete FNP curriculum for 20 years, and the courses are well-developed. This existing program will continue and will not be scaled back. Some of the courses have been developed in an online format. While the MSN-FNP curriculum will be the same in both the existing and proposed programs, the proposed MSN-FNP program will be full-time, rather than part-time, and may be delivered in an online and hybrid format using online and weekend intensives. Many existing faculty teaching the concentration courses (6) are in the Practice-Teaching track and may select to teach an overload in the proposed program. In addition, there are a number of doctorally-prepared adjunct faculty who are in practice full-time and would be willing to teach a course in this program because of the weekend/online delivery format.

The existing FNP concentrations in the MSN and DNP programs in the CON will not be eliminated or scaled back.

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.

Any program preparing primary care nurse practitioners is more costly than non-clinical graduate programs. First, it is difficult to recruit faculty because of the high salaries in practice; therefore, faculty can demand higher salaries. For example, the 2013 national mean wage for nurse practitioners is \$95,000 with a range from \$88,000 - \$137,000. (www.bls.gov). Of all states, Florida ranks third in the highest employment of nurse practitioners and the annual average wage in the state in 2013 was \$91,070 (www.bls.gov) and in South Florida in 2015 was \$93,625 (www1.salary.com). Faculty-to-student ratios are set at 1:8 in clinical courses. FNP students learn health assessment procedures through practicing with standardized patients and human patient simulators in practice labs. Costs for simulators can range between \$50,000 - \$75,000, and fees for standardized patients are about \$3000. Current E&G funding will not cover these costs; therefore, enrollment has been limited into these programs. We can expand enrollment and increase the number of graduates through this market rate program.

Demand for the FNP program is very high and is projected to increase; therefore, this program will enhance access to FNP education. The CON has approximately 300 applicants

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each year for 80 FNP positions. The CON has not been able to accommodate those with MSN degrees in other concentrations who want to extend their education as FNPs. This program would allow us to address the current and increasing demand for the program. With a cohort of 30 students total course revenues would be \$949,458.30. Revenues will be used to cover direct and indirect instructional costs, program administration, student support services, marketing, lab expenses, technological upgrades, professional development of faculty, and other College and University initiatives.

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

Other Information

Provide any additional information if necessary, and complete the attached supplemental form. Indicate additional degrees that may be produced by going to market tuition and how the university will assist the students with employment or career advancement.

It is expected that the market tuition MSN-FNP program will generate an additional 25 degrees per year. These students may then choose to complete the post-MSN Doctor of Nursing Practice (DNP) and these students could be feeders to the CON DNP program.

Efforts to assist students and alumni with employment and career advancement:

- FAU's Career Development Center offers a variety of services for market rate graduate students to assist in ones navigation of career decision and job search strategies.

The services provided for Graduate Students include:

- Career Advising
 - Career Counseling
 - Career Update Newsletter
 - Co-op Experience
 - CV/Resume Writing
 - Events & Activities
 - Internships
 - Job Search Tools
 - Mock Interview Program
 - On-Campus Interview Program (OCI)
 - Professional Mentor Program
 - Workshops
- The CON faculty mentor students in preparation of CVs, resumes and in job interviewing skills. Graduates are encouraged to network at nurse practitioner conferences. Often students receive job offers from preceptors with whom they were placed for their student practicums. Having a quality "product" is the best marketing strategy. The CON enjoys a stellar reputation in the local healthcare community for

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the quality of our graduates and this is an advantage for our graduates in seeking positions.