

**State University System  
Market Tuition Proposals**

University:	University of Florida	Proposal 1	Proposal 2	Proposal 3	Proposal 4	Proposal 5
1 Degree Program		Master of Science (Concentration in Medical Microbiology and Biochemistry)	Master of Arts in Arts in Medicine	Master of Science in ' Pharmacy Clinical Toxicology concentration	Doctor of Pharmacy	Doctor of Medicine
2 CIP Code		26.0503	50.0799	51.2009	51.2099	51.1201
3 Has the program been approved pursuant to Regulation 8.011?		Yes	Yes	Yes	Yes	Yes
4 Does the program lead to initial licensing or certification?		No	No	No	Yes - as a licensed pharmacist	Yes - as a licensed medical doctor
5 Is the program identified as a state critical workforce need?		Yes	No	No	Yes	Yes
6 Are the program's admission & graduation requirements the same as other programs?		Yes	Yes	Yes	Yes	Yes
7 Current Tuition Rate (enter the per credit hr rate)		New program; scheduled to launch August, 2015.	New program; scheduled to launch January, 2015.	\$525/cr hr	\$46,000/yr for out-of- state students*	\$45,000/yr for out-of- state students*
8 Proposed Market Tuition Rate (enter the per credit hour rate)		\$525/cr hr	\$660/cr hr	\$525/cr hr	\$36,000/yr for out-of- state students*	\$45,000/yr for out-of- state students*
9 Different Market Tuition Rate for Resident vs. Non- Resident Student? If yes, list the per credit hour rate.		No	No	No	No	No
10 Other Public/Private Rates for Similar Program (per credit hour):						
11 University name and rate:		Johns Hopkins University \$1220/cr hr	U of Oregon - IS \$25,622 (\$732.06/cr hr) OS \$39,595 (\$1131.29/cr hr)	Thomas Jefferson University PN (\$1039/cr hr)	Auburn (OS) - \$36,948/yr	Vanderbilt - \$44,030/yr
12 University name and rate:		University of Maryland \$659/cr hr	Florida State U - IS \$27,800 (\$794.29 cr/hr) OS \$64,421 (\$1840.60/cr hr)		University of Kentucky (OS) - \$46,614/yr	Emory - \$49,500/yr
13 University name and rate:			New York U - \$72,471 (\$2156.31/cr hr)		Ohio State University (OS) - \$39,073/yr	Virginia (IS) - \$47,118/yr (OS) - \$57,726/yr
14 University name and rate:			Wayne State U - IS \$27,456 (\$784.46/cr hr) OS \$59,472 (\$1699.20/cr hr)		Nova Southeastern University - \$32,995/yr	Duke - \$57,870/yr
15 University name and rate:			Leslie U - \$55,500 (\$1571.42/cr hr)		University of Southern California - \$49,342/yr	Miami (non-resident) \$41,168/yr
16 Length of Program (Student Credit Hours)		30	35	32	146	194
17 Current E&G Student Enrollment (Headcount):						
18 Resident		0	0	0	1158	519
19 Non-Resident		0	0	0	12	19
20 Total		0	0	0	1170	538
21 Similar Program at other SUS Institutions (if yes, provide university and program name)		Yes	Yes	No	Yes	
22 University and program name:		University of South Florida - MS in Medical Sciences with Health Sciences Concentration	Florida State University		Florida A&M University - Doctor of Pharmacy	
23 University and program name:					University of South Florida - Doctor of Pharmacy	

\* Doctorate degrees are billed/paid on an annual basis

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

**University:** University of Florida

**Proposed Market Tuition Program:** Master of Science in Microbiology and Cell Science, Concentration in Medical Microbiology and Biochemistry

Date	
University Board of Trustees approval date:	Prior to November 5, 2014
Proposed Implementation Date (month/year):	August, 2015
Graduate online or Graduate Continuing Ed. Course:	Graduate Online
CIP Code:	26.0503
Description of the Program and the Market Tuition Rate Process	
<p>This is a new concentration within the current M.S. degree program in Microbiology and Cell Science. The 30 credit-hour, non-thesis concentration is in Medical Microbiology and Biochemistry and will be available only as a self-funded program. This concentration will be offered online. In addition to being a Florida Board of Governors STEM program of strategic emphasis, it will also serve students who seek to bolster their academic credentials for application to professional school. This concentration will be offered as a self-funded, online degree taught jointly by three departments: the IFAS Microbiology and Cell Science Department as well as two departments in the College of Medicine, the Molecular Genetics and Microbiology Department and the Biochemistry and Molecular Biology Department. The concentration will be administered by the Microbiology and Cell Science Department. All three departments approve of its contents.</p> <p>The faculty of the Microbiology and Cell Science Department approve of this program as it addresses an important educational need. The students will obtain a strong foundation in microbiology, biochemistry, genomics, pathogenesis, and other areas. The addition of the departments from the College of Medicine adds great value to the program because of their stronger expertise in biochemistry and virology.</p> <p>Extensive research was conducted to ascertain the national marketplace competition for the degree. The results of this research found only three comparable programs (University of South Florida, Johns Hopkins University, and the University of Maryland at University College). The market tuition rate being sought is in part, based on the tuition rate being charged by these three competing institutions.</p>	
Mission Alignment	
<p><b>Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:</b></p>	

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The College of Agricultural and Life Sciences (CALS) mission is to provide “lifelong learning in the areas of food, agriculture, natural resources and life sciences as they relate to human resources, the environment, individual communities and a global society.” This program supports the CALS mission to deliver integrated graduate programs with an aim at achieving social, economic and environmental sustainability by educating professionals, scientists, leaders, and citizens. Offering the MS degree has expanded the number of students educated by CALS, broadened the diversity of students served, generated income to support development and teaching of online courses, and responded to needs expressed by working professionals in Florida and nationally.

**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 Master of Science in Microbiology and Cell Science market rate policy will not result in an increase in the state’s fiscal liability or obligation. Students enrolling in this self-funded program are otherwise unable to attend graduate school due to career constraints, family obligations, or other place-bound requirements and thus this program does not compete with existing E&G funded on-campus programs.

**Restrictions/ Limitations**

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

Pricing will be determined by market forces that may result in increases or decreases in price but, pursuant to BOG requirement, will not be increased by more than 15% per year.

**Accountability Measures**

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

The Microbiology and Cell Science Department will use a number of different measures to ensure program quality and accountability for our students and the University. These measures will provide feedback regarding the appropriateness of the proposed tuition rates for each program. Individual program accountability will be measured in the following ways:

- Admissions criteria: Applicants to the online MS program are held to the same standards as other graduate students in the Microbiology and Cell Science Department, including acceptable GRE scores, minimum GPA requirements, letters of reference, and a vouching faculty member to serve as major advisor for each student.
- Enrollment numbers: Program growth is a metric that will be used to determine the success of our tuition rate. The number of professionals in the fields of microbiology and

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biochemistry fields is increasing, and market research has suggested that enrollment in these nearly-unique programs will rise for the foreseeable future. The minimum enrollment number for this program to be viable will be 15.

- Student evaluations of programs and instructors: Students will be polled and surveyed at regular intervals during the course of their studies in each program, as well as after completion, to ensure that they are satisfied with their experiences within the programs.

**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?**

Courses for the MS program are established offerings taught primarily by full-time faculty in the Microbiology and Cell Science department, as well as the Molecular Genetics and Microbiology, and the Biochemistry and Molecular Biology departments within the College of Medicine. We have courses taught by prominent professionals, as well, who are able to provide unique perspectives to students seeking real-world knowledge, and these individuals are paid by the revenues generated in the programs. As enrollment grows, we will continue to utilize professionals, graduate students, and adjuncts as needed for our offerings, without incurring resource costs to the University. In fact, our ability to offer additional E&G funded courses has and will continue to increase as a result of the revenue generated by self-funded programs.

**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 ability to charge market rate allows the university the ability to be competitive in the market place and generate much needed additional revenue. The impact on the potential student will be positive.

1. Provides a new high quality degree source from an AAU, Research 1 University.
2. Offered at a price that is less than comparable options in the market.

The projected revenue for the first year of market rate status (third year of self-funded status) in this program is approximately \$236,250. The revenue will be utilized to support the program staff, marketing, and operating costs, and any residual revenue will be utilized to support departmental activities (such as faculty, staff, and other indirect cost). The program operates under the auxiliary budget entity through Distance and Continuing Education per BOG Rule 8.002.

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**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 anticipated that at least 15 additional degrees will be created by moving to Market Rate Tuition. In addition to the support provided directly by the program in making employment connections and supporting career advancement, students enrolled in this program will also have full access to the services of the UF's Career Resource Center.

The occupational outlook for completers of this degree program is strong. According to the U.S. Bureau of Labor Statistics, microbiologists will be needed to contribute to basic research, solve problems encountered in industrial production processes, and monitor environmental conditions to help ensure the public's health and safety. Medical laboratory technologists and technicians will be in demand, to use and maintain the equipment needed for diagnosis and treatment. Larger and aging population and a greater understanding of biological processes are all factors that are expected to increase demand for medical scientists. In addition, new discoveries should open frontiers in research that will require the services of medical scientists. Such expertise will also be needed to develop new tests used to detect diseases and other illnesses. Biochemists and biophysicists will be needed to conduct genetic research and to develop new medicines and treatments that are used to fight genetic disorders and diseases such as cancer.

<i>Occupational Outlook</i>			
<b>Position</b>	<b>2012</b>	<b>2022</b>	<b>Change</b>
Microbiologists	20,100	21,600	7%
Medical and clinical laboratory technologists	164,300	187,100	14%
Medical and clinical laboratory technicians	161,500	209,400	30%
Medical scientists	103,100	116,800	13%
Environmental scientists and specialists, including health	90,000	103,200	15%
Biochemists and biophysicists	29,200	34,600	18%
Physicians and surgeons	691,400	814,700	18%

Source: U.S. Department of Labor



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**University:** University of Florida

**Proposed Market Tuition Program:** Master of Arts in Arts in Medicine

Date	
University Board of Trustees approval date:	Prior to November 5, 2014
Proposed Implementation Date (month/year):	January, 2015
Graduate online or Graduate Continuing Ed. Course:	Graduate Online
CIP Code:	50.0799
Description of the Program and the Market Tuition Rate Process	
<p>Describe the program and explain the process used to determine market tuition.</p> <p>The online Master of Arts with a major in Arts in Medicine is designed to prepare pre-professionals and professionals in the fields of the arts and health for careers that use the arts to enhance individual and community health, and to effectively develop and manage arts programs in healthcare or community settings.</p> <p>Pricing will be determined by market forces that may result in increases or decreases in price, but pursuant to BOG requirement, will not be increased by more than 15% per year. Prices will be based on competition, reputation, and brand identity and delivery format.</p>	
Mission Alignment	
<p>Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:</p> <p>The MA in Arts in Medicine program provides pre-professional and professional students with high-level education from the University of Florida. The program enhances the university's research and service goals, as both students and faculty conduct research and undertake service-learning and service work in our local, national, and global communities. The program is offered in an asynchronous online format to students who are typically employed full-time and thus could not attend a full-time, weekday program. These cohorts do not generate fundable credit hours and therefore receive no state subsidy. The fully online program creates greater access for students in all locations and working professionals seeking to complete their graduate level education in the field of arts in medicine.</p> <p>The MA program is a classified instructional program established in accordance with BOG Regulation 8.011. The program does not lead to initial certification; however it prepares students for Artist in Healthcare (AIH-C) Certification, which will be in place in early 2015.</p> <p>Program admission and graduation requirements for this MA program are consistent with UF</p>	

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Graduate School guidelines. All applicants must provide official transcripts from an acceptable four-year accredited college or university, GRE test scores, three letters of recommendation, a written essay, an academic writing sample, and additional portfolio materials. To obtain the degree, all admitted students must successfully complete the 35-credit hour curriculum while maintaining a minimum grade point average of 3.0 on a 4.0 scale.

**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 Master of Arts in Arts in Medicine market-rate policy 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:

Pricing will be determined by market forces that may result in increases or decreases in price but, pursuant to BOG requirement, will not be increased by more than 15% per 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 UF MA in Arts in Medicine program hinges on our ability to deliver an outstanding MA experience to all students. The following accountability measures have been established for assessing the success of the policy within the program

**Student Enrollment.** Program pricing will reflect market rates and economic conditions within the state. Pricing will enable the program to recruit top MA-seeking students in sufficient numbers. Average cohort enrollment that exceeds 10 top quality students is an indicator of a successful pricing strategy. Student quality is defined below.

**Student Quality.** Student quality is a significant component of overall program quality. Program pricing will be set to ensure that students recruited into the program will excel inside and outside of the classroom, and will serve to strengthen the brand of the University of Florida and the UF MA in Arts in Medicine Program. Each cohort will have a minimum mean professional work experience of 4 years, satisfactory portfolios, essays, and GPAs.

**Faculty Excellence.** Establishing market-rate pricing enables us to utilize highly qualified professors from the Center for Arts in Medicine, College of the Arts, and from around the

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country who are leaders in the field. This ensures a top quality experience for our students and strengthens our value proposition and mission alignment. Teaching evaluations are utilized to ensure that faculty quality is maintained throughout the 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. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

The Center for Arts in Medicine has been offering an online Graduate Certificate in Arts in Medicine for two years. The program has already achieved national prominence and, as a result, the MA in Arts in Medicine has reached its initial enrollment expectation. The MS in Arts in Medicine degree has just recently begun to be offered. Because of our history teaching in the successful certificate program, our faculty is already accustomed to teaching the MA core curriculum. Each class in the core curriculum is taught three semesters per year so that students can move through the program in a timely manner.

**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 ability to charge market rate allows the university the ability to be competitive in the market place and generate much needed additional revenue. There are no anticipated adverse implications for students as a student enrolled in this type of program would be paying a similar rate of tuition at comparable institutions. Thus, no student will be negatively impacted in a market tuition rate scenario in a choice between programs. The projected revenue for the first year of this program will be \$152,250. The revenue will be fully utilized to support the program. We have contracted with All Campus at a 68/32% revenue share for program marketing, recruitment, and student retention services. The program will operate through Distance and Continuing Education per BOG Rule 8.002.

**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.

This master's degree program will be offered for the first time as a self-funded program in January, 2015. The MA in Arts in Medicine requires students to undertake two Practicum courses. These courses take students into their communities to do hands-on work in the field.



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This experience, along with several course assignments, connect students to professionals and potential employers in the field, and allow them to gain experience that can be represented in a resume or professional portfolio. In addition to the support provided by the program, students enrolled in this program will also have full access to the services of the UF's Career Resource Center.

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**University:** University of Florida

**Proposed Market Tuition Program:** MS Pharmacy with a concentration in Clinical Toxicology

Date	
University Board of Trustees approval date:	Prior to November 5, 2014
Proposed Implementation Date (month/year):	August, 2015
Graduate online or Graduate Continuing Ed. Course:	Graduate online
CIP Code:	51.2099
Description of the Program and the Market Tuition Rate Process	
<p>Describe the program and explain the process used to determine market tuition.</p> <p>The UF College of Pharmacy has previously been granted market-rate status for various Pharmaceutical Science MS programs with concentrations in forensic sciences, pharmaceutical chemistry and pharmacy regulation delivered via distance learning to working professionals who otherwise could not attend the University of Florida. These students do not generate fundable credit hours and therefore receive no state subsidy. This request for market-rate status is for an additional concentration of this MS degree, in Clinical Toxicology.</p> <p>The MS in Pharmaceutical Sciences with concentration in Clinical Toxicology program consists of a 32-credit master's degree focusing on toxicants, drugs of abuse, drug analysis and biotransformation, as well as the treatment of poisoned or overdosed patients. The target audience of this program is working professionals in a variety of emergency response professions including: Physicians, Physician's Assistants, Nurses, First Responders, and Poison Control Center Professionals.</p> <p>Program admission and graduation requirements for working professional MS offerings are the same as for any other residential MS degree at the University of Florida as specified by the graduate school. All applicants must provide official transcripts from an acceptable four-year accredited college or university, official test scores within the last five years from the Graduate Record Examination (GRE), and official test scores on the Test of English as a Foreign Language (TOEFL) exam, if applicable. To obtain a degree, all admitted students must successfully complete at least 32-credit hours (depending on concentration) graduate curriculum while maintaining a minimum grade point average of 3.0 on a 4.0 scale.</p> <p>Market factors including competition, reputation, brand identity and delivery format will determine tuition rates for the Clinical Toxicology program, but will be limited to increases of no more than 15% per year.</p>	
Mission Alignment	
<p>Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:</p> <p>The UF Pharmaceutical Sciences MS Program strategy is well aligned with both the mission of the University of Florida and the Board of Governors. The UF Pharmaceutical Sciences MS program clinical toxicology concentration for working professionals supports the university's overarching goals of teaching, research and</p>	

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service as defined in its mission statement. This alignment is outlined below.

University of Florida Mission Statement:

*The university welcomes the full exploration of its intellectual boundaries and supports its faculty and students in the creation of new knowledge and the pursuit of new ideas.*

- **Teaching.** This program enables the university to fulfill one of its fundamental purposes, teaching, on a far greater scale. The online format provides an opportunity to obtain a University of Florida MS degree to students who wouldn't otherwise be able to attend due to work and family constraints. All courses and instructors are reviewed by usual department, college and university procedures to ensure program quality, assurance of learning, and overall reputation all remain at optimal levels.
- **Research and Scholarship.** Enrollment in the UF Pharmaceutical Sciences MS working professional programs provides resources for faculty, research, graduate student support and future growth plans. It serves to increase the College's ability to support and strengthen research advancements and scholarly activity now and in the future.
- **Service.** The UF Pharmaceutical Sciences MS working professional programs fulfill the university's obligation to *share the benefits of its research and knowledge for the public good*. MS students and graduates are better equipped to serve the state and national needs and increase the country's capabilities and economic potential.

Board of Governors system goals, established for 2012-13:

- **Goal 1: Access to and production of degrees.** The MS Clinical Toxicology program is the latest of several distinct MS options from The UF College of Pharmacy. These offerings have seen significant enrollment growth over the past ten years. Most of this growth has occurred among working professionals who elect to work full-time while completing their MS degree. The internet based formats provide both flexibility and access to all state residents.
- **Goal 2: Meeting statewide professional and workforce needs.** Graduates can apply concepts and skills learned through the program to improve scientific and business operations and outcomes within their organizations. This in turn strengthens the state economy, thereby increasing access to jobs and opportunities for others throughout the state. The MS degree is a sought after credential for a number of key strategic positions within many organizations. Employers have the opportunity to fill these positions with state residents that have completed the UF MS degree, as opposed to looking outside of the state for graduates.
- **Goal 3: Building world-class academic programs and research capacity.** The University of Florida College of Pharmacy is recognized as one of the top pharmacy schools in the United States. Our online programs are some of the largest and most successful in the world. The enrollment success of these programs financially supports the College of Pharmacy's efforts to expand and strengthen research and educational capacity.
- **Goal 4: Meeting community needs and fulfilling unique institutional responsibilities.** The UF MS working professional programs provide access to University of Florida degrees to every community within the state of Florida. As a globally recognized leader in online program delivery, the University of Florida successfully fulfills an important institutional responsibility as it relates to enabling access to

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quality graduate education throughout the state. This access serves to meet statewide professional and workforce needs, as outlined above.

**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 UF MS in Pharmacy, Pharmaceutical Sciences with concentration in Clinical Toxicology will not result in an increase in the state's fiscal liability or obligation, nor will the Market Rate program supplant an existing E&G-funded degree program.

**Restrictions/Limitations**

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

Tuition increases will depend on market conditions but will be limited to no more than 15% per 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 UF MS Programs hinges on our ability to deliver an outstanding graduate experience to all students. In assessing success within the working professional program, the following accountability measures have been established.

- **Student Enrollment.** Program pricing for these offerings will reflect market rates and economic conditions. Pricing will enable the programs to continue to grow in recruiting quality graduate students. Student quality is defined below.
- **Student Quality.** Student quality is an uncompromising component of overall program quality. Program pricing will be set to ensure that students recruited into these cohorts will excel inside and outside of the classroom, and will serve to strengthen the brand of the University of Florida. Working professional MS students must have a relevant undergraduate degree as well as a satisfactory GRE score and GPA.
- **Faculty Excellence.** Establishing market-rate pricing enables us to continue to utilize highly qualified faculty and adjuncts from across the University and where appropriate from industry. This ensures a top quality experience for our students and strengthens our value proposition and mission alignment. Teaching evaluations are utilized to ensure that faculty quality is maintained throughout the program.
- **Student Satisfaction.** A large part of recruiting efforts for this program involves word of mouth advertising. Students and graduates of UF MS working professional programs are very satisfied with the experience, and in turn, recommend the program to their colleagues and friends. For this reason, it is vital that we produce a graduate experience of the highest quality in all areas. The UF MS Programs will continue to monitor students and alumni to track student satisfaction. Proactive measures will be taken to improve and innovate when warranted to continue to produce a highly valuable and successful

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

The College of Pharmacy has been offering online graduate education to working professionals for over 10 years under Continuing Education Rule 6C-8.002(2)(b)4. We have always been able to provide sufficient courses to meet student demand by using academically and/or professionally qualified faculty. All courses in the UF MS working professional programs are taught by full or part-time UF faculty with approximately 85% of courses taught by full-time UF faculty. The course schedule and instructors are determined before students are admitted.

**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 fluctuate, it becomes more and more important for the university to find alternative sources of funding. The ability to charge market rates for the UF College of Pharmacy online MS programs offers one such avenue while simultaneously providing a service that is clearly in demand. To date, the College has graduated approximately 2000 students in our online MS programs and currently has approximately 40 students/year in the Clinical Toxicology MS concentration.

Assuming a class size of 40 and market rate tuition of \$16,800 per student the MS program is expected to have an immediate and ongoing positive cash flow, \$672,000 in the first year of Market Rate. Therefore, no E&G or Contracts and Grants funding will be needed. Start-up funding will be provided from the College's Continuing Education auxiliary funds. Any revenues exceeding expenses will be used to support college activities including faculty and staff support.

UF College of Pharmacy has a contract with an external vendor (Apollidon Learning) to provide marketing services to our online MS programs. Funds will be budgeted through the University's Division of 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 not anticipated that any additional degrees will be created by moving to market rate tuition.

The most important benefits of this program include the following:

- Increased graduate enrollment.



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- Establish the University and the College as leaders in Clinical Toxicology by adding to our already successful presence in graduate level health related programs.
- Provide important financial support to the College, faculty infrastructure.
- Address the shortage of graduate level health care providers in both the state and the country.
- Additional graduate concentrations in various aspects of pharmaceutical sciences and related healthcare will be created using revenue from this program to seed their development.

Assistance with career development is accomplished by providing references for students; facilitate networking with potential employers through social media, and posting selected job opportunities to our Website. When contacted by employers with specific personnel needs, we serve as a liaison between the employer and an alum/student meeting their needs. In addition to the support provided directly by the program in making employment connections and supporting career advancement, students enrolled in this program will also have full access to the services of the UF's Career Resource Center.

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**University:** University of Florida

**Proposed Market Tuition Program:** Doctor of Pharmacy (PharmD)

Date	
University Board of Trustees approval date:	Prior to November 5, 2014
Proposed Implementation Date (month/year):	August, 2015
Graduate online or Graduate Continuing Ed. Course:	Graduate Continuing Ed
CIP Code:	51.2001
Description of the Program and the Market Tuition Rate Process	
<p>Describe the program and explain the process used to determine market tuition.</p> <p>The Entry-level Pharm.D. program is available on the three campuses of the UF College of Pharmacy: Gainesville, Jacksonville, and Orlando. The proposed market rate tuition degree will be available at all four campuses. The program consists of 146 credits taught over four years and is designed to help students reach a high level of professionalism through a curriculum that includes supervised clinical and practical experiences. Students learn and work in community and/or hospital pharmacy settings and are required to participate in an externship where they receive practical training in delivering pharmaceutical care services. In clerkships, students acquire in-depth clinical experiences to sharpen their communication and drug therapy skills as patient consultants.</p> <p>Faculty from five college departments (Pharmaceutics, Pharmacodynamics, Medicinal Chemistry, Pharmaceutical Outcomes and Policy, and Pharmacotherapy and Translational Research) impart a quality pharmacy education so that graduates may provide pharmaceutical services to patients in a variety of practice environments. Eleven months of advanced pharmacy practice experiences are required of students, under faculty supervision, at many locations throughout Florida and other states, and may include international opportunities. Faculty at the distance education campuses facilitate discussion groups, administer examinations, answer questions, and provide instruction as needed to meet course requirements.</p> <p>UF pharmacy graduates have achieved high levels of leadership in national associations, and have received numerous recognitions for their commitment to the pharmacy profession. Doctor of Pharmacy graduates are enjoying successful careers in the community pharmacy, hospitals, pharmaceutical industry, academia and other areas.</p> <p>In a typical academic year, 99% or more of the enrolled students in the Pharm.D. program are Florida residents, in large measure due to the fact out-of-state tuition rates are not competitive in the marketplace. Given the large number of non-Florida residents who apply each year, the COP proposes to enroll 15-25 non-Florida residents annually who meet rigorous academic and non-academic requirements. This could be achieved with a more competitive non-resident tuition and fee structure achievable by applying market rate status to out-of-state PharmD students.</p> <p>Market factors including competition, reputation, brand identity, and delivery format will determine tuition rates for the out-of-state PharmD program, but will be limited to increases of no more than 15% per year.</p>	
Mission Alignment	

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

The UF College of Pharmacy PharmD program strategy is well aligned with both the mission of the University of Florida and the Board of Governors. The PharmD supports the university's overarching goals of teaching, research and service as defined in its mission statement. This alignment is outlined below.

University of Florida Mission Statement:

*The university welcomes the full exploration of its intellectual boundaries and supports its faculty and students in the creation of new knowledge and the pursuit of new ideas.*

- **Teaching.** This program enables the university to fulfill one of its fundamental purposes, teaching, on a far greater scale. Market rate tuition makes it financially viable for the best **out-of-state** students to attend the UF. This in turn will raise the overall quality of the UF student body and reputation of the university as it moves toward top ten status.
- **Research and Scholarship.** The market rate tuition generated through enrollment in the UF PharmD program provides resources for faculty, research, graduate student support and future growth plans. It serves to increase the College's ability to support and strengthen research advancements and scholarly activity now and in the future.
- **Service.** The UF PharmD program fulfills the university's obligation *to share the benefits of its research and knowledge for the public good*. PharmD students and graduates are better equipped to serve the state and national needs and increase the country's capabilities and economic potential.

In line with the Board of Governors system goals, established for 2012-13:

- **Building world-class academic programs and research capacity.** Allowing the UF College of Pharmacy to charge market rate tuition to **out-of-state** students will allow us to strengthen our academic pool by attracting the best and brightest from **out-of-state** thereby adding to our reputation as one of the top pharmacy schools in the United States. The enrollment success of these programs financially supports the College of Pharmacy's efforts to expand and strengthen research and educational capacity.

#### **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 UF Doctor of Pharmacy for **out-of-state** students will not result in an increase in the state's fiscal liability or obligation nor will the program supplant an existing E&G funded degree program.

#### **Restrictions / Limitations**

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

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Tuition increases will depend on market conditions but will be limited to no more than 15% per 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 UF PharmD program hinges on our ability to deliver an outstanding professional experience to all students. In assessing success within the program, the following accountability measures have been established.

- **Student Enrollment.** Program pricing for this offering will reflect market rates and economic conditions. Pricing will enable the programs to continue to grow in recruiting quality graduate students. Student quality is defined below.

**Student Quality.** Student quality is an uncompromising component of overall program quality. Program pricing will be set to ensure that students recruited into these cohorts will excel inside and outside of the classroom, and will serve to strengthen the brand of the University of Florida. The recruitment goal for non-Florida residents will be 15-25 each year. The non-Florida residents will be selected using established admission criteria involving a competitive science GPA at 3.0 and above and Pharmacy College Admission Test (PCAT) Composite scores of 70<sup>th</sup> percentile and above. These academic credentials are higher than those of the lowest tier of in-state Florida residents admitted to the program.

- **Faculty Excellence.** Establishing market rate pricing enables us to continue to utilize highly qualified faculty and adjuncts from across the University and where appropriate from industry. This ensures a top quality experience for our students and strengthens our value proposition and mission alignment. Teaching evaluations are utilized to ensure that faculty quality is maintained throughout the program.
- **Student Satisfaction.** A large part of recruiting efforts for this program involves word of mouth advertising. Students and graduates of UF's PharmD are very satisfied with the experience, and in turn, recommend the program to their colleagues and friends. For this reason, it is vital that we produce a professional experience of the highest quality in all areas. The PharmD program will continue to monitor students and alumni to track student satisfaction. 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. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

The College of Pharmacy has been offering a PharmD program since 1985. Since its inception, the College of Pharmacy has always been able to provide sufficient courses to meet student demand by using academically and/or professionally qualified faculty. All courses in the UF PharmD program are taught by full or part-time UF faculty with approximately 85% of courses taught by full-time UF faculty. The course schedule and instructors are determined before students are admitted. As a professional degree granting program this expansion will have no effect on any existing E & G courses.

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**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 fluctuate, it becomes more and more important for the university to find alternative sources of funding. The ability to charge market rates for the UF College of Pharmacy PharmD program for out-of-state students offers one such avenue while simultaneously providing a service that is clearly in demand.

Assuming a class size of 20 and market rate tuition of \$36,000 per student/year (includes fees) the out-of-state PharmD program is expected to have a positive cash flow beginning with the first year. Therefore, no E&G or Contracts and Grants funding will be needed. Start-up funding will be provided from the College's Continuing Education auxiliary funds. Any revenues exceeding expenses will be used to support college activities including faculty and Ph.D. support.

No external vendors will be associated with this program.

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.

This is the anticipated Tuition and Fees Revenue for the program if moved to a Market Tuition Rate:

<b>Tuition and Fees Revenue</b>				
	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>
	<b>Students</b>	<b>Students</b>	<b>Students</b>	<b>Students</b>
<b>New</b>	20	20	20	20
<b>Returning</b>	0	20	40	60
	<b>\$744,000</b>	<b>\$1,488,000</b>	<b>\$2,232,000</b>	<b>\$2,976,000</b>

The anticipated additional revenue derived from Market Tuition Rate will be spent on program infrastructure activities associated with the program including high quality course production, instructional delivery, and related student services.

In moving to Market Tuition Rate, the production of up to 20 additional out-of-state degrees annually are anticipated. The most important benefits of this program include the following:

- Increased overall GPA of entering class.
- Enhance the reputation of the college as a leader in pharmacy education by expanding our presence nationally.



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- Provide important financial support to the College, faculty and infrastructure.
- Additional graduate concentrations in various aspects of pharmaceutical sciences and related healthcare will be created using revenue from this program to seed their development.

Assistance with career development is accomplished by providing references for students; facilitate networking with potential employers through social media, and posting selected job opportunities to our Website. When contacted by employers with specific personnel needs, we serve as a liaison between the employer and an alum/student meeting their needs.

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University: University of Florida

**Proposed Market Tuition Program:** College of Medicine Medical Doctor (M.D.) program

Date	
University Board of Trustees approval date:	Prior to November 5, 2014
Proposed Implementation Date (month/year):	January, 2015
Graduate online or Graduate Continuing Ed. Program:	Graduate Continuing Education
CIP Code:	51.1201
Description of the Program and the Market Tuition Rate Process	
<p><b>Describe the program and explain the process used to determine market tuition.</b></p> <p>For at least the last five years the state funding to the College of Medicine (COM) was based on enrollment of 513 Florida Residents in the Medical Doctor (M.D.) granting programs. The M.D. curriculum is a 4-year program that encompasses both classroom and clinical patient care experiences under the direct supervision of faculty. Over 95% of physician graduates progress into clinical residency training. The COM proposes to register any out-of-state additional students above the 513 number as self-funded students at a Market Tuition Rate. The market tuition rate was determined based on a comparison of tuition of Medical Schools located in the Southeastern United States including Vanderbilt, Emory, Miami (non-resident), Virginia (non-resident) and Duke.</p>	
Mission Alignment	
<p><b>Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:</b></p> <p>This will allow the UF College of Medicine to recover the cost of future expansion of our medical school class and increase the number of physicians available to enter residency training and potentially clinical practice in the State of Florida. Further it will allow us to become more competitive in recruiting high quality non-Florida resident students to the University and increase our national visibility and reputation as we aspire to be a "top 10" public university.</p>	
Declaratory Statement	
<p><b>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&amp;G funded degree program in the same discipline:</b></p>	

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This program is an addition to the 513 medical students currently receiving state funding in support of their education. The additional students' tuition is at a higher rate as the program will be self-supporting with no fiscal liability to the state. Market tuition and fee rates will be reviewed annually to ensure they cover all incremental expenses associated with the additional students.

**Restrictions/Limitations**

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

There are no proposed limitations on the policy. Based on our resources and facilities we anticipate a maximum enrollment of approximately 600 total medical students distributed across 4 year with 87 enrolled in the market rate tuition program.

Any increase in market based tuition will be less than 15% annually.

**Accountability Measures**

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

**Student Enrollment.** We will monitor both resident and non-resident enrollment to ensure diversity within the student body.

**Student Quality.** We will monitor entering student undergraduate GPAs and MCAT entrance examination scores as well as extracurricular activities (e.g. research, community service).

**Faculty Excellence.** The number of teaching faculty will be expanded to accommodate the increased class size. Current faculty development programs are in place and student evaluations of faculty are completed for all educational activities and will be closely monitored.

**Student Satisfaction.** All courses, clinical clerkship and end-of-year surveys have items that directly address student satisfaction with their educational experience.

**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 courses and clinical clerkships already exist and will be expanded to meet the increased student numbers. The faculty in the COM has expanded significantly over the past 10 years and the opening of new education sites provides us the opportunity to expand our small

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group teaching, clinical instruction, simulation training and collaborative learning activities. As a professional degree granting program this expansion will have no effect on any existing E & G courses.

**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 majority of the revenue generated from this program will be used to support teaching faculty and assist in moderating the infrastructure expenses associated with educating the current 513 state supported medical students. This means, in addition to funding high quality instruction, revenue will be raised for the necessary overhead costs associated with operating a Doctor of Medicine program of this quality and on this scale. No outside private vendors will be used in the delivery of the educational 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.**

As a result of moving to a competitive Market Rate Tuition for out-of-state students, an increase in Medical Doctor degrees is anticipated, approximately 22 annually. Assistance with career development is accomplished by providing references for students. Additionally, when contacted by employers with specific personnel needs, the College of Medicine serves as a liaison between the employer and an alum/student to meet their needs.