State University System
Market Tuition Proposals

	University: University of Central Florida	Proposal 1	Proposal 2	Proposal 3	Proposal 4	Proposal 5
1	**Degree Program**	Executive Master of Science in Health Services Administration	Industrial Engineering M.S.-Healthcare Systems Engineering Track			
2	**CIP Code**	51.0701	14.3501			
3	**Has the program been approved pursuant to Regulation 8.011?**	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	No			
6	**Are the program's admission & graduation requirements the same as other programs?**	No	Yes			
7	**Current Tuition Rate (enter the per credit hour rate)**	$833	0*			
8	**Proposed Market Tuition Rate (enter the per credit hour rate)**	$833	$1,200			
9	Different Market Tuition Rate for Resident vs. Non-Resident Student? If yes, list the per credit hour rate.	No	No			
10	**5 Other Public/Private Rates for Similar Program (per credit hour):**					
11	University name and rate:	Univ of North Carolina, Chapel Hill $1,337	Binghamton Univ $411 (res), $765 (non-res)			
12	University name and rate:	University of Minnnesota $1,357	Georgia Tech $1392			
13	University name and rate:	Florida International Univ $1,238	Lehigh Univ $1340			
14	University name and rate:	University of Colorado $1,063	San Jose St Univ $626			
15	University name and rate:	University of Alabama Birmingham $860				
16	**Length of Program (Student Credit Hours)**	44	30			
17	**Current E&G Student Enrollment (Headcount):**					
18	**Resident**	0	0			
19	**Non-Resident**	0	0			
20	**Total**	0*	0			
21	**Similar Program at other SUS Institutions** (if yes, provide university and program name)	Yes	No			
22	Florida International University, Healthcare MBA	Yes				
23	University and program name:	n/a				
24	University and program name:	n/a				
25	University and program name:	n/a				

*Note: This program is not offered as an E&G program. It is offered as a cost recovery program through continuing education. Current enrollment is 38.

**Note: This is a new track created within Industrial Engineering (IE). Existing E&G funded IE tracks will remain available to Florida residents at $288/SCH.

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

University: University of Central Florida
Proposed Market Tuition Program: Executive Master of Science in Health Services Administration

Date	
University Board of Trustees approval date:	September 24, 2015
Proposed Implementation Date (month/year):	August 2015
Graduate online or Graduate Continuing Ed. Course:	Graduate online
CIP Code:	51.0701

Description of the Program and the Market Tuition Rate Process

Description of the Program
The master of science degree in executive health services administration (executive HSA) program is a 24-month cohort program that is offered completely online to health care professionals. The online delivery format offers flexibility and convenience to working professionals. This program is designed for self-motivated, experienced health services professionals with a minimum of three years of relevant professional experience, including managers, mid-career professionals, and clinicians. The program emphasizes innovation and entrepreneurship in the health care industry and will equip students with knowledge that can aid in lateral and upward movement in their career within the health care industry.

The growth of the health care industry is not slowing down and with the passing of the Affordable Care Act in 2010 and the impending retirement of the baby boomer generation, the demand for administrative professionals in the health care industry will only become stronger. According to the Bureau of Labor Statistics, the job outlook for medical and health service managers "is expected to grow 23 percent from 2012 to 2022, much faster than the average for all occupations (Department of Labor Statistics, 2014)."

What is the market tuition rate to be charged for each of the next three years?
The market tuition rate includes all associated student fees, marketing, faculty development, and instructional costs.

Class beginning 2015: $36,653
Class beginning 2016: $36,653
Class beginning 2017: $36,653

Explain the process used to determine market tuition.
The executive HSA degree program is currently a cost recovery program. The current tuition rate is $833.02 per credit hour. The market rate tuition should remain the same as the program conducted a market-rate analysis and determined that the current cost per credit hour falls down the middle of other peer institutions. The cost per credit hour at $833.02 is also sufficient in meeting the operational costs of running the executive HSA degree program.

The market rate tuition for the executive HSA degree program was determined using a systematic evaluation of 10 peer institutions of UCF. We evaluated similar institutions based on the type (public or private), length of program, total credit hours, and costs. The average total cost of these 10 programs is $46,825. The program's biggest competitor, Florida International University, is an 18-month program and costs $52,000 for in-state students and $54,000 for out-of-state students. The executive HSA degree program is much less costly. Additionally, the healthcare MBA at FIU is a Saturday-only program, with supplemental virtual learning. There is a new program offered by Rollins College that will start in Fall 2015 with a lower overall cost, but it is not online, it requires participation on the weekends, and it currently has only two full-time faculty members. The executive HSA degree program has alleviated the need for on-campus meetings through the use of virtual learning. From the evaluation of peer institutions, the market rate will remain the same for the next three years. The total tuition charged for similar programs ranges from $23,520 to $85,000. The current tuition of the UCF executive HSA degree program falls within the middle of other peer institutions. The market rate tuition for this degree program will be re-evaluated based on future market trends if necessary.

What is the current tuition rate?
$36,653 (Fall 2015)

Provide tuition rates from at least five other institutions (public)
University of North Carolina - Chapel Hill: $64,199 out-of-state ($1,337 per credit hour) and $26,928 in-state ($561 per credit hour); 48 total credit hours

University of Minnesota: $57,000 ($1,357 per credit hour); 42 total credit hours

Florida International University: $54,000 for out-of-state and $52,000 for in-state ($1,238 per credit hour); 42 total credit hours

University of Colorado Denver: $51,000
University of Alabama Birmingham: $49,000
University of Central Florida Executive HSA degree program: $36,653
University of Washington – Seattle: $29,640 ($780 per credit hour); 38 total credit hours
University of Missouri-Columbia: $29,400 ($780 per credit hour); 38 total credit hours
Western Kentucky University: $23,520 ($560 per credit hour); 42 total credit hours

Describe any similar programs offered by another state university system institution:
Florida International University offers the only other master's executive HSA program in the state university system. Their program is a MBA in healthcare management and is a Saturday-only program supplemented with virtual learning. The program is geared towards the working professional with at least four years of relevant experience. It is an 18-month, 42 credit hours program that costs $52,000 for in-state students and $54,000 for out-of-state students.

The executive HSA program at UCF is completely online and focuses on developing and advancing the knowledge of our students in the areas of innovation and entrepreneurship of health care. Whereas, the FIU program is an MBA with a healthcare management track, the executive HSA degree program is

solely a health care administration program in which the entire curriculum centers on health care. Furthermore, the executive has degree program is in the process of seeking accreditation with the Commission on the Accreditation of Healthcare Management Education (CAHME).

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 for UCF is as follows: The University of Central Florida is a public multi-campus, metropolitan research university that stands for opportunity. The university anchors the Central Florida city-state in meeting its economic, cultural, intellectual, environmental, and societal needs by providing high-quality, broad-based education and experienced-based learning; pioneering scholarship and impactful research; enriched student development and leadership growth; and highly relevant continuing education and public service initiatives that address pressing local, state, national, and international issues in support of the global community.

The executive HSA degree program supports the mission of the university because it provides high-quality, broad-based education in one of the fastest growing interdisciplinary fields while embracing leadership development and growth. The students in the program are required to develop research projects and address the community healthcare and social development needs. Additionally, the program prepares students to work on the managerial and clinical safety and quality issues within the health care industry, which has been identified as a fast growing sector in our local, national, and global communities. In addition, the program aligns with the goals of the Florida Board of Governors in the following ways:

There are four goals adopted by the Board of Governors and they include:

Goal 1: Access to and production of degrees: The executive HSA degree program is a young program and it graduated its first cohort of 11 students in Summer 2013. There was an 80 percent increase in enrollment for the second cohort of students admitted into the program. The online degree program offers convenience to working professionals, as well as the ability to recruit students from around the nation.

Goal 2: Meeting statewide professional and workforce needs: The executive HSA degree program has not been identified as a state critical workforce need. However, the health care industry is expected to grow quickly which will create a need for individuals with a HSA background and expertise.

Goal 3: Building world-class academic programs and research capacity: The executive HSA degree program is housed in the College of Health and Public Affairs, within the Health Management and Informatics Department. The curriculum of the executive HSA degree program aligns closely with the traditional HSA degree program, which is accredited by CAHME. Moreover, *U.S. News and World Report* ranked the traditional HSA degree program 46th out of 100 for top graduate programs nationwide. The executive HSA degree program is currently seeking accreditation.

Goal 4: Meeting community needs and fulfilling unique institutional responsibilities: With the aging of the baby boomer population and the passing of the Affordable Care Act, there will be a need to increase the health care workforce administratively and clinically to support the growing health care needs of the population. The executive HSA degree program will help meet these needs by offering a program that adequately prepares individuals to work in the health care industry to meet the growing demand of health care services.

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 executive HSA degree program will not increase the state's fiscal liabilities or obligations. Any unforeseen costs will be the responsibility of the College of Health and Public Affairs.

Restrictions / Limitations

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

No restrictions, limitations, or conditions are anticipated beyond those already stipulated by the Florida Board of Governors policy on market tuition.

Accountability Measures

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

Success of market tuition for the executive HSA degree program will be measured using several metrics collected over a three-year review period including

- number of students enrolled
- compliance with CAHME standards for accreditation
- program revenues relative to program costs
- student satisfaction with the program
- employer satisfaction with the program
- number of degrees conferred

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 executive HSA degree program is planned one year in advance. Within that time frame, the program director for the executive HSA degree program works with the chair of the Department of Health Management and Informatics to ensure sufficient staffing for all programs. Faculty members selected for teaching in these programs, do so on an in-load basis and adjunct faculty members are utilized as well. When the Department of Health Management and Informatics conducts their human resource planning, teaching needs in the executive HSA degree program are an important consideration.

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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.

The executive HSA degree program will economically impact the university and the students in two ways:

1) The revenue generated from the program can be used to support the program and the Department of Health Management and Informatics. Moreover, the revenue allocated to the department will allow the department to invest in faculty development, instructional support, and equipment necessary for student learning and research and teaching.
2) Students graduating from the executive HSA program will be equipped to be leaders in the health care industry which will benefit the community. Moreover, obtaining an executive HSA degree will allow students to grow professionally and to move vertically in their career ladder.

Anticipated gross revenue:
Cohort 1: $36,652 x 12 students = $439,834
Cohort 2: $36,652 x 19 students = $696,388

How revenues will be spent:
The revenue generated from this program will be used to support all costs of delivering the program, including but not limited to instructional costs, program administration, student support services, career services, marketing and recruitment efforts, and classroom, facility, and technology upgrades necessary for student learning. It will also be used to support professional development for faculty and staff, and to support strategic college and university academic initiatives.

Will private vendors be used?
Several private vendors will continue to be used including textbook publishers and wholesalers, food caterers, various media outlets for promotion, software vendors, and outside speakers.

What budget entity will be used for the proposed program?
Continuing Education and the College of Health and Public Affairs budget offices will administer the budget and the executive HSA degree program will have a designated auxiliary account.

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.

Supplemental form is attached. No additional degrees will be produced by going to market tuition.

The executive HAS degree program is a program targeted at working professionals in the health care industry. Thus, all of our students are working professionals. However, the program is proud of the great relationships we have with our alumni and they have stated that they have received a promotion

as a result of pursuing the executive HSA degree. Additionally, in the last graduating cohort, 66 percent of the graduates that responded to the exit survey stated that they received a promotion as a result of earning the executive HSA degree.

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

University: University of Central Florida
Proposed Market Tuition Program: Industrial Engineering M.S.-Healthcare Systems Engineering Track

Date	
University Board of Trustees approval date:	September 24, 2015
Proposed Implementation Date (month/year):	Fall 2016
Graduate online or Graduate Continuing Ed. Course:	Graduate online
CIP Code:	14.3501

Description of the Program and the Market Tuition Rate Process

This program will be based on the existing M.S. degree in Industrial Engineering program that is currently offered on campus. This industrial engineering M.S.-healthcare systems engineering track (IEMS-healthcare systems engineering track) will require completion of 30 credit hours of required courses (4) and prescribed elective courses (6), with all content delivered fully online.

The market tuition was determined as follows:

- market studies by Apollidon, Inc. and EAB (Education Advisory Board)
- comparison of four direct competitors' tuition costs, as well as their curricula and online availability
- discussions with our industrial partners to understand the market need

The IEMS-healthcare systems engineering track has been approved at all levels at UCF, including the UCF Boards of Trustees.

Mission Alignment

Currently there is a widespread need among working healthcare systems professionals to acquire knowledge about methods for system redesign. There is no competing, fully-online program with a focus on systems engineering that can meet the nationwide demand from a broad range of place-bound healthcare professionals. A market-based program will provide the necessary resources for a higher level of program support. The IEMS-healthcare systems engineering track will require additional specialized instructors and support personnel. Moreover, course development will need to be continuous due to constant and fast-changing technology in the healthcare systems field. Healthcare companies have a need for their employees to be taught the latest technology, innovative processes, and system designs to increase efficiency, reduce error, and improve access and overall quality of care. Market rate tuition will provide support for attending seminars, conferences, and continuing education programs for the professional development that faculty members will require to attain the knowledge-base necessary to sustain the program. The higher level of funding provided by a market rate program will also provide the resources to recruit exceptional students and increase enrollment in the program. Under an online format, there need be no distinction between a student near UCF and one located hundreds of miles away or more, so a single rate is appropriate. Industrial and systems engineering tailored to the healthcare industry is focused on the application of its engineering-based tools to integrate resources, refine operations, and aid clinical decisions with the goal of making healthcare

systems and processes consistent, high- quality, and cost-effective over the entire course of patient care. The ultimate goal is to engineer solutions to improve healthcare delivery processes and operations. These goals are consistent with UCF's mission to meet societal needs through high-quality education that addresses pressing national challenges, and with the university's strategic plan. Furthermore, this new track directly supports the Florida Board of Governors performance metric for 2014-2015 (#8) to provide graduate degrees in areas of strategic emphasis, including the number of graduate degrees offered in STEM fields. The program also supports the Florida Board of Governors 2012-2025 Strategic Plan in that it will prepare and mobilize key human resources to address vital opportunities and challenges in Florida and across the U.S. to deliver much needed high-quality healthcare systems and operations at a reasonable cost. The results will lead to important advances in health, welfare, and the economy for citizens in Florida and beyond.

The program will also contribute to the Florida Board of Governors' goals for increased collaboration and external support, as well as increased community and business engagement through the involvement of the national businesses that support their employees' enrollment in this track and the interaction between UCF faculty members and new industrial partners. As an online program, the IEMS-healthcare systems engineering track directly supports the Florida Board of Governors' goals to increase the ratio of course sections offered via distance learning.

The IEMS-healthcare systems engineering track is also consistent with the UCF mission: The University of Central Florida is a public multi-campus, metropolitan research university that stands for opportunity. The university anchors the Central Florida city-state in meeting its economic, cultural, intellectual, environmental, and societal needs by providing high-quality, broad-based education and experience-based learning; pioneering scholarship and impactful research; enriched student development and leadership growth; and highly relevant continuing education and public service initiatives that address pressing local, state, national, and international issues in support of the global community.

In the *Report To The President: Better Health Care And Lower Costs: Accelerating Improvement Through Systems Engineering*, May 2014, the President's Council of Advisors on Science and Technology (PCAST) identified systems engineering as a method that *"… has often produced dramatically positive results in the small number of health-care organizations that have incorporated it into their processes" "… systems-engineering knowhow must be propagated at all levels; PCAST recommends that the United States build a health-care workforce that is equipped with essential-systems engineering competencies that will enable system redesign."*

The program is consistent with UCF's Goals:

Goal 2: Achieve international prominence in key programs of graduate study and research. In their market study, Apollidon, Inc. identified a strong interest for engineering programs from international students. Healthcare systems engineering embodies a global research agenda involving public and private institutions across the globe that publish results in numerous peer-reviewed journals and at multiple professional conferences across Asia, North America, and Europe.

Goal 4: Become more inclusive and diverse. The program will target a diverse population of working professionals from administrative, technical, clinical, and research communities.

Goal 5: Be America's leading partnership university. Healthcare systems engineering is an applied discipline, necessitating work being done in institutions, locations, and facilities that provide products and services to the bioscience and healthcare communities across the economy. Students in this program will need to engage and work in these areas, extending the reach of UCF as a global partner. The program offers potential differentiators that include partnerships and endorsements such as the following:

- partnerships are possible with corporations including Florida Hospital and VA Orlando Clinic, other VA hospitals, and other Florida-based healthcare providers
- partnerships with and endorsements from associations promoting education in the field including Health Systems Engineering Alliance, Society for Health Systems, Health Information & Management Systems Society, and other industrial engineering associations
- endorsements from international universities to accelerate international name recognition with students outside of the U.S.

Most of the candidate students who are likely to enroll in this program are expected to be working professionals already active in healthcare or related fields. The organizations in which they work will exhibit a regional presence well beyond Central Florida, or even Florida. Large concentrations of prospective students will come from major Central Florida employers including Florida Hospital, Veterans Affairs, and Siemens Healthcare that actually represent southeast regional, national, and international markets, respectively, and that extend beyond the traditional UCF student markets.

Declaratory Statement

The IEMS-healthcare systems engineering track will not increase the state's fiscal liabilities or obligations. Any unforeseen costs will be the responsibility of the College of Engineering and Computer Science using non-E&G funds. Further, the program will not displace any existing E&G funded degree program in industrial engineering.

Restrictions / Limitations

No restrictions, limitations, or conditions are anticipated beyond those already stipulated by the Florida Board of Governors' policy on market tuition.

Accountability Measures

Success of market tuition for the IEMS-healthcare systems engineering track will be measured using several metrics collected over a three-year review period, including

- number of Florida residents enrolled
- number of non-Florida residents enrolled
- program revenues relative to program costs
- student satisfaction with the program
- employer satisfaction with the program
- number of degrees conferred.

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Course Availability

The IEMS-healthcare systems engineering track is an online program. All courses in this lockstep program will be offered in an appropriate cyclical manner. The graduate program director and department chair work closely to ensure sufficient staffing for all programs within the department.

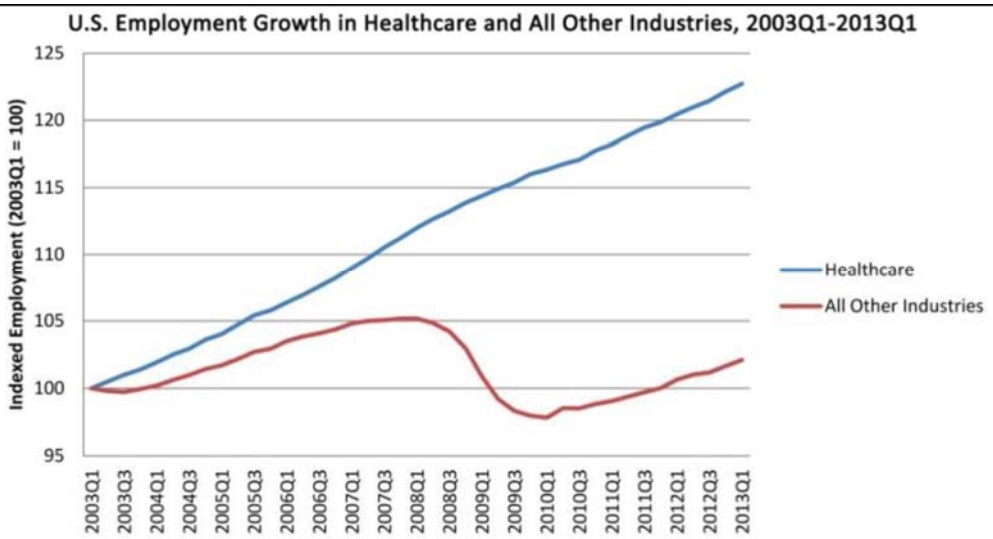
No similar E&G coursework will be eliminated or scaled back. The core M.S. coursework is currently online and adding a track in healthcare systems engineering will enhance overall graduate enrollment with new students who would not otherwise have enrolled at UCF.

The courses in the IEMS-healthcare systems engineering track will be taught either by regular faculty members as part of their in-load teaching assignments or by adjunct faculty with especially strong qualifications to teach in this track. The revenue from students enrolled in the track will provide the funding for adjuncts teaching courses in the track and for reimbursing IEMS or the College of Health and Public Affairs for the time regular faculty members are devoted to the track.

Economic Impact

Tuition revenue from new enrollment will benefit the track by supporting high-quality instruction by exceptionally qualified faculty members and adjuncts, and IEMS by funding additional faculty positions, continuing professional development for faculty members teaching courses in the track, and graduate teaching assistantships that will be increasingly critical as the track grows. In addition, there is high-potential for developing a strong research and education partnership with the healthcare industry in Florida and elsewhere due to productive interactions between UCF faculty members and new industrial partners that address key issues facing the healthcare systems in the U.S.

The general growth in employment in the healthcare sector has been astonishing since 2003, as demonstrated in the following chart. This includes growth in all categories of employees from administrative to clinical.



The continuing structural changes in the industry, such as implementation of the Affordable Care Act are also projected to add to employment in the healthcare sector. Educated industrial engineering professionals will continue to be valued in an industry that is experiencing this amount of growth and change, and where positive outcomes are so critical.

Salary Impact on Graduates

Salary data for process and quality careers is surveyed and published annually by the American Society for Quality. Their 2014 survey data includes salary data by job position that is specific to the healthcare sector. Positions that require an undergraduate degree or early career status (i.e., analyst, associate, or technician) currently pay median salaries of $65,000, $52,500, and $66,000, respectively. Positions that require advanced degrees or extended tenure (i.e., process engineer, manager, supervisor, or quality engineer) are associated with notably higher median salaries of $93,500, $80,000, $71,250, and $76,470, respectively. For example, within organizations that include Six Sigma programs, Black Belts receive a median income of $98,000, and Master Black Belts receive a median income of $103,251. Although regional differences will drive variation in these numbers, it seems reasonable to estimate that students coming through this program will achieve salary benefits for themselves that could shift them from a base of $50,000-$75,000 up to $70,000-$95,000. This could provide program graduates an annual $20,000 increase in income as much as ten years earlier than they might expect to achieve such income through career growth without earning the master's degree.

Need for the IEMS-Healthcare Systems Engineering Track

Healthcare systems consist of people, organizations, clinical systems, information technology systems, and materials whose combined action promote and restore the patient's health. The current healthcare systems are very complex; continually evolving and often fragmented. As discussed in the Report on *Building a Better Delivery System: A New Engineering/Health Care Partnership* by the National Academy of Engineering and Institute of Medicine (2005), applying systems engineering tools and methodologies is very much needed to improve efficiency, effectiveness, and equitable access to healthcare services in the United States.

Systems engineering can have a positive impact on mitigating the rising cost of healthcare, and the growing recognition of this fact will continue to create demand for qualified employees. Total U.S. health care expenditures were estimated to be $2.9 trillion in 2013, and are projected to soar to $3.4 trillion in 2016.

Anticipated revenue collection.
Based on the potential enrollment model below with each student enrolled for 30 credit hours over two years, and an estimated market rate tuition of $1,200 per credit hour, the program's anticipated revenue is shown in a table below.

How the revenue will be spent:
The revenue generated from this program will be used to support all costs of delivering the program, including but not limited to instructional costs, program administration, student support services, career services, marketing and recruitment efforts, and classroom, facility, and technology upgrades necessary for student learning. It will also be used to support professional development for faculty and staff, and to support strategic college and university academic initiatives.

Will private vendors be used?
No private vendors will be used for this program. The department and college will collaborate with UCF's Division of Continuing Education to provide marketing and recruitment services for the new online IEMS-healthcare systems engineering track.

What budget entity will be used for the proposed program?
The IEMS-healthcare systems engineering track's budget will be administered by the Department of Industrial Engineering and Management Systems.

Other Information

The growing national and worldwide interest in healthcare systems engineering is being driven by the economics of cost and benefit in this significant portion of every national economy, and by the science prospects for personalized medicine through translational bench-to-bedside research. The need to reengineer, even reinvent, the healthcare sector to control cost and provide equitable access requires systems thinking and design at a level not historically evident in healthcare. The direct translation of genomic and proteomic analysis into the continuum of care has profound implications for population health and disease management in our society. Our future graduates can play a significant early role in these transitions.

Career Services and IEMS will maintain information about appropriate positions for students in this program and communicate that information to students in the program. This and other interactions with industry will continually inform the program of its relevance and centrality to the evolving healthcare field in Florida and the U.S. The program will adjust and strengthen in the future to ensure its sustained role in educating leaders and innovators in healthcare. The IEMS-healthcare systems engineering track will be up-to-date, responsive to developments in healthcare, and unique when compared to other degree options for healthcare professionals with strong technical and quantitative skills. Interest in the program will not be limited to Florida and will include place-bound working professionals who need

the flexibility of a fully online program to make an immediate difference in their workplaces and to develop themselves professionally so they can achieve their full potential. Given the unique program development, implementation and delivery, long-term sustainment, and continuous quality improvement requirements, and given a large, diverse, and widely scattered audience of healthcare professionals across the United States who will benefit from this program, as well as significant potential for international market outreach, offering such a critical program can be best accomplished under market rate tuition. Currently, there is no dedicated, fully online program with a focus on a systems engineering approach to healthcare delivery in Florida, and there are very few programs that can meet the nationwide demand from a broad range of place-bound healthcare professionals. This new program will also present many extensive opportunities for continuing future expansion of studies at the masters, doctoral, and post-doctoral levels in related disciplines.

Market rate tuition provides the financial resources necessary to offer a program large enough, and in a timely manner, to meet the anticipated market demand for this particular degree, including the resources necessary to develop and convert course materials, manage student recruitment, ensure continuing professional development of faculty members, and assure effective program delivery. The traditional mode of program delivery would not be sufficient to meet the anticipated program demand. Meeting this demand within our existing course framework could double or triple our enrollment loads. Therefore, the market rate option is the most appropriate pathway that is likely to result in a successful program launch in the next year. Constituents among the companies and individuals in our market space have become familiar with such market rate programs with many other academic institutions doing the same with great success.